



Government Response to the Arts Program Review

June 2023

Table of Contents

Overview	4
Response to Recommendations	5
Recommendation 1	5
Recommendation 2	6
Recommendation 3	8
Recommendation 4.1	10
Recommendation 4.2	12
Recommendation 4.3	14

Overview

The goal of this document is to articulate the Government of the Northwest Territories' (GNWT) response to the specific recommendations of the [Arts Program Review](#) (the Review), which was [released](#) to the public in November 2022. The tables below provide lists of actions and outcomes with timelines.

The Review was conducted by a contractor (Qatalyst) between January to May 2022 with the goal of making recommendations for the departments of Education, Culture and Employment (ECE) and Industry Tourism and Investment (ITI) regarding arts funding programs and services within the GNWT.

The focus of the Review was on the following programs:

- Arts Organizations Operating Funding Program (ECE)
- Support for Northern Performers Funding Program (ECE)
- NWT Arts Council Grants (administration of and funding distributed by ECE)
- NWT Arts Program (“NWT Arts”) (ITI)
- Regional Arts and Crafts Funding (and Regional Arts Working Group (RAWG) (ITI)
- Support to Entrepreneurs and Economic Development (SEED) (ITI)

The Review was the first key action of the [NWT Arts Strategy 2021-2031](#) under Goal 1, ECE and ITI committed to conducting “a thorough review of all GNWT programs related to the arts and make recommendations for: clarifying mandates; improving public services; streamlining administration; improve accessibility; and centralizing arts-related communications.”

The actions and outcomes listed below have been added to each department’s workplan, along with NWT Arts Strategy action items. Progress on these deliverables will be included in the [NWT Arts Strategy Progress Tracker](#).

Response to Recommendations

The tables below outline the GNWT’s response to the recommendations from the [Arts Program Review](#).

Recommendation 1				
<p>To better align the programs to departmental mandates and the NWT Arts Strategy, ECE and ITI (in collaboration) will need to set and agree on the priorities of each department (as they relate to the arts program) as well as articulate the specific and measurable goals of each program.</p> <p>The departmental mandates with respect to supporting the arts through the programs under review need to be clearly articulated to improve the effectiveness and efficiencies of the programs overall.</p> <p>An initial discussion with both departments, facilitated through a working session, helped articulate some of the key areas of focus in terms of what is to be achieved by the departments as well as areas of overlap where more of a collective approach to implementation is needed. Clarity around lexicon used across departments to define areas of duplication will be crucial to ensuring focused roles and responsibilities.</p>				
Government Response				
<p>The GNWT agrees with this recommendation. The outcomes from Recommendation 1 are related to and will inform the deliverables for Recommendation 3.</p>				
Action	Lead	Deliverables	Outcomes	Deadline
ECE and ITI will participate in internal workshops to identify gaps and overlaps between arts programs.	ECE/ITI	Develop and communicate departmental arts mandates.	Clear departmental arts mandates which outline the objectives that each department will work to accomplish, as well as the pressing challenges they will address in their role.	June 2023

Recommendation 2

Develop a Performance Measurement Framework (PMF) including a reporting system that aligns to the arts program goals and ensure alignment to the NWT Arts Strategy Monitoring and Accountability Plan.

As identified by the review, the program reporting mechanisms currently do not capture much outcome data and impacts are largely based on qualitative data. A performance measurement framework aligned to the programs and departmental goals would be beneficial to informing future program decisions and demonstrating impacts of the program overall.

Government Response

The GNWT **agrees** with the recommendation.

Action	Lead	Deliverables	Outcomes	Deadline
ECE and ITI to develop a PMF including a reporting system that aligns to the arts program goals and ensures alignment to the NWT Arts Strategy Monitoring and Accountability Plan.	ECE/ITI	Launch of an online NWT Arts Strategy Progress Tracker .	Increase public and stakeholder awareness on the progress of NWT Arts Strategy actions and deliverables.	Completed April 2023 – Updates ongoing
	ITI	Develop a monitoring and evaluation framework for the NWT Arts Program , including a theory of change (if applicable), logic model and performance measurement plan.	NWT Arts Program is aligned with ITI arts mandate and has measurable outcomes to show return on investments. This relates to Recommendation 1 and also addresses Recommendation 4.3.	August 2023
	ECE/ITI	Create performance measurement tools for the GNWT’s arts programs that align with NWT Arts Strategy goals.	Each department will have with measurable outcomes to show return on investments.	August 2023

Government Response to the Arts Program Review

	ECE	Consult with federal agencies on arts census and industry data for the NWT, similar to the Culture Satellite Account , which seeks to measure the economic impacts of the creative sector.	Established baseline data for arts sector and a standardized way of measuring arts sector data and impacts.	October 2023
	ECE/ITI	Produce an annual report to share program data with the public and stakeholders. Release of a Report on the NWT Arts Strategy in 2026 (5-year mark).	Data is shared with public and stakeholders, and they are apprised of activities related to the NWT Arts Strategy.	Starting in March 2024, ongoing

Recommendation 3				
<p>Update resources and tools aimed to support stakeholders in navigating the continuum of programs as well as distinguish the focus of each department and program as they relate to the mandates and goals.</p> <p>Resources and tools include: 1) updated guidelines and reviewer tools for the distribution of funding and services to applicants; 2) a roadmap to help artists and art organizations navigate between both departments; and 3) a visual representation of the various dimensions of departmental and program focus.</p>				
Government Response				
<p>The GNWT agrees with the recommendation. Work completed for Recommendation 1 will be used as a foundation for these deliverables.</p>				
Action	Lead	Deliverables	Outcomes	Deadline
ECE and ITI to develop resources and tools aimed to support stakeholders in navigating arts related programs and services, as well as clarify the focus of each department and program as they relate to the mandates and goals.	ECE/ITI	Develop information sheet for staff to use internally regarding terms and concepts pertaining to different funding.	Ensures that definitions for terms and concepts regarding the arts sector are consistent between both departments and across all regions.	June 2023
	ECE/ITI	Review how ECE and ITI fund stakeholders at all levels and genres and identify gaps that need to be addressed.	ECE and ITI have a clear understanding of the gaps stakeholders face when applying for funding for their creative or commercial projects.	June 2023
	ITI	Investigate ways to better fund professional/commercial stakeholders through the Support to Entrepreneurs and Economic Development (SEED) Funding.	Stakeholders have additional options to apply for funding to grow their art business.	June 2023

Government Response to the Arts Program Review

	ITI	Develop ITI Arts Funding Guidelines to communicate ITI's Support to Entrepreneurs and Economic Development (SEED) Funding as it pertains specifically to supporting arts stakeholders. Consider the development of a SEED application specifically for arts stakeholders.	Plain language communication materials released for clients about ITI funding programs that support arts stakeholders.	August 2023
	ECE	Update ECE funding programs, applications processes and develop guidelines for arts funding programs that provides directions for completing an application, eligibility criteria, and other supporting documentation.	New and updated communication materials available online for the public and stakeholders about ECE funding programs. This is directly related to Recommendation 4.2.	July to August 2023
	ECE/ITI	Training for staff in both departments and across all regions on roadmap.	Staff in both departments and across all regions understand funding options for stakeholders. ITI regional staff can help stakeholders at the community.	October 2023
	ECE/ITI	Develop and release a <i>GNWT Arts Funding Roadmap</i> that describes which department provides funding for what types of activities.	Flow chart to help stakeholders determine what type of funding the need to apply for and how artists and organizations can advance within the sector. Directly related to Recommendation 4.2. level apply for the funding that best suits their needs and goals.	October 2023

Recommendation 4.1

Consider the following components as part of the overall strategy for the collaborative approach to refining the structure of arts programming going forward:

- **Enhanced staffing/resourcing requirements to achieve stated goals:** The areas where additional capacity would benefit the teams overall including NWT Arts Council Administration; filling the vacant Community Liaison Coordinator position on the ECE team; and a liaison to help support centralization efforts between departments

Government Response

The GNWT **agrees** with the recommendation.

Action	Lead	Deliverables	Outcomes	Deadline
ECE and ITI to work together, and with federal partners, to develop efficiencies that will address resource challenges.	ECE	Staff ECE's Community Liaison Coordinator.	Increased capacity at ECE.	Completed January 2023
	ECE	ECE and Canada Council for the Arts (CCA) develop a memorandum of understanding (MOU) that will help ECE to support clients to apply for funding from outside of the territory.	Increased capacity at ECE to support stakeholders applying for CCA funding.	July 2023
	ECE/ITI	ECE and ITI form a Working Group that meets regularly. ITI regional staff will be included in the Working Group meetings as needed. ECE and ITI will develop and Terms of Reference to outline Working Group terms.	Improved information sharing between departments and across all regions regarding programs and services for stakeholders. This working group addresses the recommendation for a liaison to help support centralization efforts between departments.	Started in 2022 – ongoing

Government Response to the Arts Program Review

		Review and update job descriptions for ITI and ECE arts program staff.	Ensure that mandates are properly articulated in job descriptions from each department to ensure clarity and reflection of work.	August 2023
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Recommendation 4.2

Consider the following components as part of the overall strategy for the collaborative approach to refining the structure of arts programming going forward:

- **A focus on improving access:** Addressing issues related to access including better use of technology to improve the application process; a focus on multi-year funding agreements; a focus on outreach to artists in remote locations; and an update to the yearly cycle of funding distribution timelines.

Government Response

The GNWT **agrees** with the recommendation.

Action	Lead	Deliverables	Outcomes	Deadline
ECE and ITI to work together to improve stakeholders access to programs.	ECE	Implementation of ECE program changes: <ul style="list-style-type: none"> • New online user-friendly application system for grants and contributions programs, which also improve internal judging processes. • Changes to yearly funding cycles. • Implementation of regional quotas for grant funding. 	Easier access to funding, new simplified applications processes, and overall improved user experience.	August 2023
	ITI	Develop a rubric and process to jury artist applications for NWT Arts organized out-of-territory economic development opportunities. Investigate a more streamlined application process using online technology.	Easier process and clearer understanding for how artists are chosen to attend NWT Arts organized out-of-territory economic development opportunities.	June 2023

Government Response to the Arts Program Review

	ECE/ITI	Develop a programs communication plan to reach stakeholders in remote communities.	Stakeholders in the NWT are better informed about ECE and ITI arts programs.	November 2023
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Recommendation 4.3

Consider the following components as part of the overall strategy for the collaborative approach to refining the structure of arts programming going forward:

- Improved communication tools and sharing of information to help enhance understanding of programs overall:** A streamlined and centralized approach to coordinating and communicating information related to the continuum of arts programs across departments will ensure a more effective and efficient structure for addressing the impacts noted above. Areas in most need of addressing include branding of arts programs and an internal arts programming working group consisting of ECE and ITI representatives.

Government Response

The GNWT **agrees** with the recommendation.

Action	Lead	Deliverables	Outcomes	Deadline
ECE and ITI to work together to improve communication and sharing of information regarding GNWT arts programs and services.	ECE/ITI	Online portal listing all arts funding, regardless of departments, on the main GNWT website.	One central location for stakeholders to find GNWT arts funding.	Completed February 2023
	ECE/ITI	Update Programs and Services directory on the main GNWT website.	Centralized locations for stakeholders to find information on GNWT arts programs and services.	Completed February 2023, updates ongoing
	ECE/ITI	Investigate ways to streamline process for arts organizations to apply to both ECE and ITI funding with one intake form.	GNWT funding application and reporting processes for arts organizations is streamlined and simplified.	September 2023
	ITI	Update NWT Arts Program website to reflect changes.	Information on NWT Arts website is current.	November 2023