

Strategic Development Plan 2010-2015

Reflecting who we are and how we come together



Regroupement artistique
francophone de l'Alberta



Strategic Development Plan 2010 - 2015

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To facilitate the understanding of certain terms used in this document, please note that definitions are provided at the end of the document.

In the present document, the use of the male gender is not restrictive: it relates equally to the persons of both sexes.

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Navigating the highways of Alberta, a province that covers more than 660,000 square kilometres, can mean intersecting Rivière qui barre, plunging into the valley of the Rivière la paix (Peace River), passing alongside Plamondon, arriving at Lac La Biche, going through Morinville, and visiting many places named after a saint – St. Isidore, St. Paul, and St. Albert, among others. Francophone culture is tied to the history of the settlement of Alberta and, more than 200 years later, its words, rhythms, colours and dances are still evident in the province. The cultural events of all those years have served to stimulate and shape the francophone communities of today. Our past thus confirms what all of us already know: arts¹ and culture² are of indispensable value in the lives of individuals and the development of society. They are a means for us not only to enjoy ourselves, but also to celebrate our identity and express our differences. Artists shock, disturb, provoke, and raise awareness, to give a whole population more food for thought.

Today, newcomers from other parts of Canada and from Europe and Africa, as well as francophiles from the province's many immersion schools, are adding to the number of French-speakers in the province. The pulse of this new society is established by the rhythm of artistic creation that reflects and expresses it. The community at large, of course, has a leading role to play in supporting the development of its artists by giving them the time, space and resources to create new work.

RAFA, voice and leader of the francophone arts sector in Alberta, dreams of and is actively working on providing all creative individuals in the province with an artistic community comprising not only artists, but also cultural industry workers³, organizations, institutions, and the general public.

L'empreinte francophone, a sculpture by Herman Poulin officially unveiled in June 2007, stands in the grounds of the Alberta Legislature. It symbolizes the pride the province's Francophones have in being Albertan. The artist combined the fleur de lys (associated for centuries with the French-speaking world) and the wild rose (the official flower of Alberta) to form a flame, representing the flame that always burns in the hearts of Franco-Albertans.

From left to right: Hector Goudreau (Minister of Tourism, Parks, Recreation and Culture); Jean Johnson (president of the Association canadienne-française de l'Alberta); Herman Poulin (sculptor); Josée Saint-Laurent (winner of a competition to name the work); Ken Kowalski (Speaker of the Legislative Assembly of Alberta); and Denis Ducharme (chairman of the Francophone Secretariat).

June 2007



Every organization that experiences growth must also anticipate some adjustment in its operating procedures, and even more so when the growth happens quickly. Since it was first established in 2001, RAFA has experienced very rapid growth and, not unexpectedly, has just gone through a period of adjustment. The organizational restructuring exercise and the many discussions held over the past 18 months have culminated in this strategic plan for the period 2010-2015, which RAFA intends to use as a road map in the new period of development now getting under way. The plan was drawn up following a series of consultations with RAFA's members, who are the lifeblood of Alberta's francophone arts community.

A plan that reflects who we are and how we come together. This plan, which is the result of a collective effort, reflects who we are in that it responds to the members' needs, interests and aspirations. It reflects how we come together in that the artists and organizations had several deliberations during the process and expressed different views as to what actions RAFA should take to serve them better, yet together sketched out and reached general agreement on the services and types of development they wish to see for the next five years.

As a result of the restructuring exercise, which was required to position RAFA properly for the next decade, RAFA will not only be delivering services in cooperation with its partners of long standing, but also forming new alliances. At the same time, with a view to measuring success in achieving the expected results of the action plan, RAFA intends to adopt an evaluation framework with performance indicators.

Having now completed the lengthy process of reflecting on the situation and seeking validation of this five-year strategic development plan from its members in a series of consultations over the past twelve months, RAFA has finally reached its goal.



1. Background

Important steps in RAFA's development

- 2001** Action by artists and the *Association canadienne-française de l'Alberta* (ACFA) representatives leads to the creation of RAFA.
- 2002** The organization incorporates and becomes the official voice of French-language arts and culture in Alberta.
- 2003** RAFA joins the *Fédération culturelle canadienne-française* (FCCF) and in so doing becomes part of a national network made up of 13 provincial and territorial cultural organizations and 7 national arts organizations.
- 2004** The Alberta Foundation for the Arts, an agency of the Government of Alberta, grants RAFA status as a provincial arts service organization (PASO), giving it access to the government's targeted funding programs. Owing to its French-based and multi-arts mission, RAFA stands out from Alberta's 10 other arts organizations, which are English-speaking.
- 2005** The board of directors creates the position of Executive Director.
- 2005** An initial collaborative meeting of artists focuses on the introduction of services aimed at supporting the professionalization of artists.
- 2006** The *Association canadienne-française de l'Alberta* (ACFA) names RAFA the arts and culture sector leader, to help it fulfil its responsibility for implementing the *Plan de développement global de la société francophone albertaine*, the master plan for the development of francophone society in Alberta.
- 2006** The *Fédération culturelle canadienne-française* (FCCF) awards RAFA its *Prix Hommage du développement culturel*, in recognition of the organization's cultural development efforts.
- 2008** Because of its rapid growth, RAFA conducts an assessment of its organizational health.
- 2009** RAFA undertakes an organizational development exercise that covers all its operations.
- 2010** A strategic planning process includes a restructuring of the organization and leads to preparation of this development plan for the period 2010-2015.
- 2010** RAFA's head office moves into the new wing of the *La Cité francophone* complex, a move that gives it much more office space.

2. Major Accomplishments

- 2003** Establishment of *Le Réseau Cent Gains (AB⁺)*, the first network of francophone performing arts presenters in the province
- 2003** Creation of *Le Diffuseur*, a newsletter for presenters
- 2004** Creation of the first performing arts market for Alberta's French-speaking artists
- 2004** Creation of two awards of excellence: the *Prix Sylvie Van Brabant* for excellence in artistic creation, and the *Prix Martin-Lavoie* for excellence in promoting the arts
- 2005** Creation and holding of the first *Forum des arts et de la culture*, an annual 2-day gathering of artists and organizations
- 2005** Launch of the first *Aide-nous à te découvrir* campaign, designed to assist in the discovery of French-speaking artists
- 2005** Publication of *Rendez-vous artistiques et culturels*, a calendar of arts and culture events in the province
- 2006** Creation of the first Alberta tour of *Coup de foudre* performances
- 2006** RAFA's presentation network has 14 affiliated arts presenters. The performing arts market, baptized *Contact Alberta*, opens its doors to Canada
- 2007** Publication of *Le Répertoire virtuel des artistes d'expression française de l'Alberta*, an online directory designed to promote and showcase Alberta's French-speaking artists
- 2007** Creation of *Entr'ARTS*, the interdisciplinary program in artistic creation that is the first of its kind in Canada and becomes reality at the Banff Centre
- 2007** RAFA's position in relation to French-language theatre in Calgary helps to revitalize theatre and mobilize artists and cultural organizations in that area.
- 2008** Creation of *Alinéa*, an online literary arts portal
- 2008** Testing of a career development service leads to a permanent structure being put in place to support the development of professional practice.
- 2009** Creation of *Coup d'oeil*, an online portal for arts and culture news
- 2009** Production of a comprehensive audience development strategy for the arts and a support tool, the publication *L'apprenti-diffuseur*
- 2009** The *Contact Alberta, le Contact Ouest* event opens its doors to the international market.

3. Strengths and Constraints

Internal Environment

Since it was first established in 2001, RAFA has grown very quickly. Taking into account all the effervescence and activity in Alberta's French-language arts community in recent years, it can be said that RAFA is really a mirror of its community.

Like many of its members, RAFA innovates, takes risks and develops ties with arts and culture networks elsewhere in Canada and the world. It is eager to act, serve its members, and excel at what it does.

But sustaining this process of continuous service development and delivery is not always easy, given the constant challenge of finding financial and other resources that are sufficient to meet the requirements in the field and consistent with the size of the province and the diversity of clients to be served.

Following are the key strengths RAFA can count on, and some of the factors that limit its development.

Strengths

- **A distinctive and crucial mission.** As principal actor in the development of francophone arts and culture in Alberta, RAFA works on behalf of all artistic disciplines and serves both artists and arts and culture organizations.
- **A lead organization that can marshal and mobilize interested parties.** Since RAFA was first established, a key to its success has been its ability to bring artists and cultural industry workers together and get them to join forces in promoting their work, developing their practice, and protecting their interests. RAFA serves as a strong voice for the francophone arts community to express its collective vision of a society that can grow through the arts.
- **An effective network of alliances and partnerships.** RAFA quickly understood the importance of networking to strengthen the impact of its actions. RAFA's multi-arts focus encourages the creation of alliances and partnerships with a variety of Canadian networks and arts platforms. At the national level, the most obvious example is the *Fédération culturelle canadienne-française* (FCCF). In Alberta, a number of English-language institutions and organizations dedicated to the arts and interested in francophone culture want to partner with RAFA.
- **An innovation-oriented culture that recognizes and adapts expertise.** Being constantly on the lookout for better service delivery and management practices, RAFA recognizes expertise wherever it may be and uses it to innovate and build the organization's services, including the *Entr'ARTS* program in artistic creation and the new communities of practice for presenters.
- **A passionate team.** At the heart of every effective organization is a passionate and energetic team, and RAFA is no exception. On the contrary, it is the energy and commitment of its staff and volunteer board members that allows RAFA to accomplish big things, despite the team's small size.

Constraints

- **Scope of RAFA's mandate.** Each year, as a multi-arts organization, RAFA receives a great many requests for services from its widely scattered members within the province, not to mention requests for collaboration on projects outside the province. In the present context, however, it is impossible to meet all the expectations and be active on all fronts. RAFA constantly has to make difficult choices regarding its priority actions.
- **Lack of human resources.** Alberta is experiencing a shortage of human resources. In the arts field, it is rare to find qualified, available workers. At the same time, RAFA does not have sufficient funds to recruit outside the province or offer wages that are competitive with other sectors of the economy. In addition, the lack of post-secondary arts programs in French is an obstacle to the emergence of specialized cultural industry workers in Alberta.
- **Compartmentalization of disciplines.** For years, RAFA followed the tendency of the arts community to treat each artistic discipline separately. That approach certainly taught it more about the strengths and challenges of the different arts sectors and the inequality of development between disciplines. Now, however, RAFA recognizes the value and importance of transdisciplinarity⁴ in promoting development.
- **The arts ecosystem.** The arts ecosystem has changed a lot in recent years. Alberta has more professional artists⁵ and would-be professional artists who are seeking support, work tools, and partners to help them carry out their projects and advance their practice. A lot is expected of a small number of organizations, each of which has its own constraints and too few resources. Apart from the annual Forum, there are few, if any, opportunities for the members of the arts community to meet and talk, so that each can better understand the other's needs and realities.
- **The challenge of serving the whole francophone community.** During the recent period of economic expansion in Alberta, the province received a record number of French-speaking immigrants. Nearly 16% of the Francophones now living in Alberta were born outside of Canada, including roughly 3,000 from African countries⁶. While RAFA would like to develop more ties with artists from ethnocultural communities, it is not always easy to gain access to the newcomers' networks.

4. Current Issues

Given the present context and that of the next few years, there are a number of issues RAFA considers particularly important. All are related to the core strategies of the action plan and offer a glimpse of some major questions RAFA will be studying with a view to optimizing the results of its actions and furthering the development of the community.

Support for professionalization

While the professional development of artists and cultural industry workers is a challenge faced by all Canada's francophone communities outside of Quebec, the lack of resources, trainers, and training in French is particularly acute in western Canada.

Except for a few initiatives taken by RAFA and various arts organizations, there are no training opportunities in Alberta for artists and cultural industry workers who want to acquire more knowledge and skills in French. They are obliged to find such opportunities elsewhere.

Changeover from the presenters' network to a new structure

Following the organizational restructuring in 2009-2010, a major consultation including presenters and the community led to a decision at the May 2010 annual general meeting to dissolve the *Réseau Cent Gains (AB⁺)* presentation network and implement a new operating procedure based on communities of practice. For RAFA and the community as a whole, the circulation of artists and their work remains a priority. During the transition period, RAFA intends to provide support for the introduction of these communities of practice, to ensure their success.

Integrated community cultural development⁷ (*aménagement culturel du territoire*)

RAFA's members are scattered across 14 regions in the province of Alberta, which measures 1,223 km from north to south, and 660 km from east to west. Since the critical mass of the arts community is located essentially in the centre of the province, the challenge RAFA faces is to support the development of arts and culture in the different regions and, at the same time, provide equitable access to its services.

Need to increase RAFA's organizational capacity

In its nine years of existence, as it has become more and more successful, RAFA has seen a substantial increase in its responsibilities and the number of matters demanding its attention. The fact that the arts and culture community is increasingly taking advantage of RAFA's services is a testament to the quality and relevance of the organization's programming. But RAFA is desperately short of the organizational capacity required to respond adequately to the demand and would need to see its team expanded from three to at least five permanent full-time employees.



5. External Environment

Alberta society has changed significantly over the past ten years. The province's energy sector was the catalyst for a supercharged economy that attracted an influx of immigrants from different places to Alberta. Even though Alberta is currently experiencing an economic lull, which is directly related to the global economic crisis, sooner or later the economic indicators will pick up again, as will the flows of workers, and this will continue to have a strong influence on the province's demography.

These changes in Alberta society are bound to have an impact on RAFA and its members. We attempt to show here the key factors in RAFA's external environment that could affect its future.

Economic and political climate

After several overheated years, Alberta's economy has slowed down. The Alberta and Canadian governments are now attempting to restrict spending in order to rebalance their books after making numerous investments to boost the economy. In connection with these efforts to get out of the recession, cuts are being made in all areas of government activity, including the arts.

In addition, the absence of any legislation on the provision of services in French in Alberta poses constant challenges for organizations that wish to diversify their funding by approaching different government departments or agencies.

Vibrancy of the arts in Alberta

It is evident to the leaders of Alberta society and is being talked about from one end of the Canadian Francophonie to the other: Alberta's francophone arts community is going through a very vibrant period. More than ever, artists from Alberta are circulating in other networks and calling out to new audiences. One thing is certain: the support and development work done by RAFA since it was first established is contributing to this vitality of the community.



Growth of a new generation

Alberta's francophone population increased by more than 17% between 1996 and 2006. Nearly 30% of K-12 students are enrolled in a French-language program (French First Language, French Second Language, or French Immersion) and their number continues to grow⁸. This trend augurs well for the next generation (of both practitioners and audiences), insofar as this new generation can be regularly exposed to high-quality artistic experiences.

New technologies

New technologies are having a profound impact on consumer habits where the arts are concerned. It is a fact that the average consumer can have access to a whole world of artistic works, performances and leisure activities without ever leaving the comfort of his living room, a situation that is of concern to many artists. Conversely, these technological trends can help a number of art forms to stand out, through the lively and interactive human experiences they offer. As well, they give artists and cultural industry workers effective tools that can increase their potential for action tenfold.

Cowboy poétre by Kenneth Brown (based on an original idea by Daniel Cournoyer), a *L'UniThéâtre* production presented in Alberta and in Caraquet, Moncton and Ottawa. The play will be published in the fall of 2010.

On this photo: Steve Jodoin and Crystal Plamondon.

April 2005



© Ed Ellis

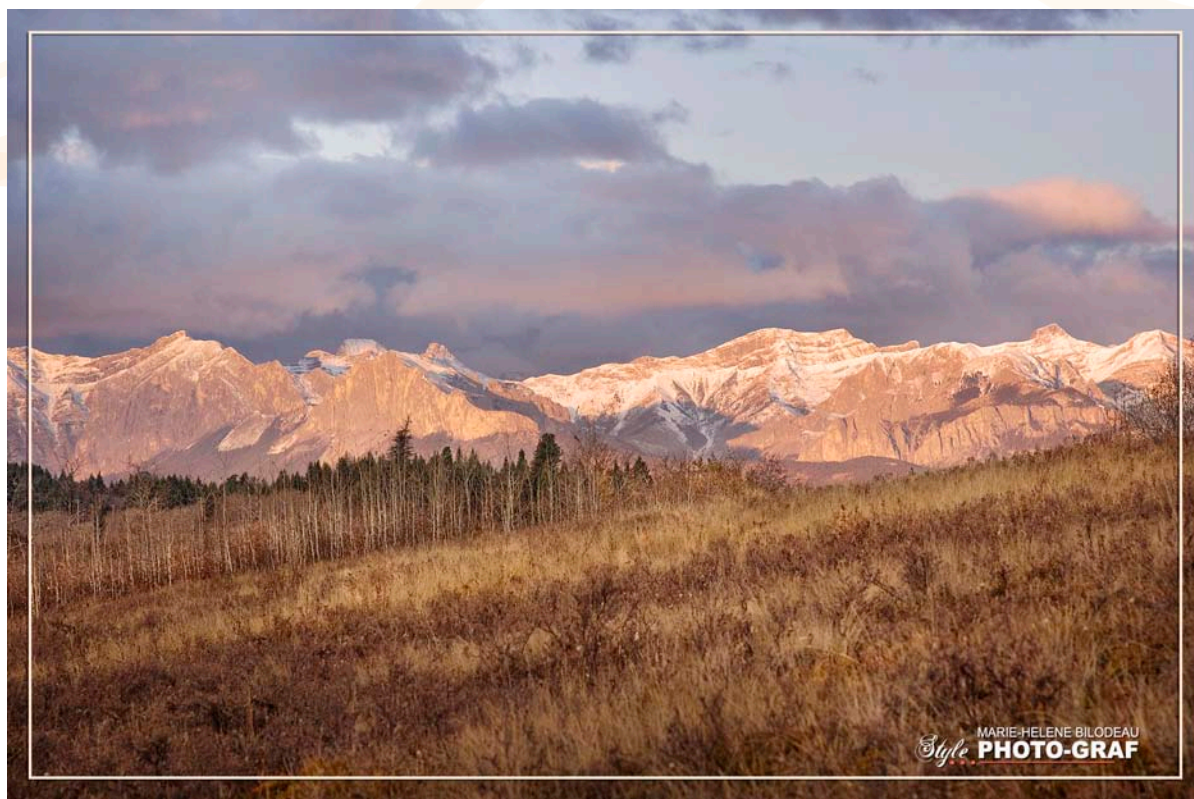
1. Mission and Mandate

Mission

The *Regroupement artistique francophone de l'Alberta* (RAFA) is a provincial arts service organization and the official voice of Alberta's francophone arts and culture community. Its mission is to bring together French-speaking artists and arts and culture organizations to ensure the development and vitality of all forms of artistic expression in Alberta

Mandat

As the official voice of francophone arts and culture, RAFA represents and protects the interests of artists and organizations in dealings with political and community bodies. It supports professional training and development and promotes the efforts of its members to create, produce, present and distribute works within Canada and abroad. It complements the work of the province's arts and culture organizations by providing artists with resources, programs and services that are not otherwise available. It maintains a network for communication amongst its members and with other Canadian organizations that have similar goals. It serves as a forum for collective action by artists and arts and cultural industry workers.



Lever de soleil sur Yamnuska by Marie-Hélène Bilodeau (www.mhbphoto-graf.com)

This photograph reflects the colours and energy of a sunrise over Mount John Laurie, better known by its Indian name, Yamnuska, which means «wall of stone».

2. Vision Statement

French-speaking artists and arts and culture organizations contribute to the vitality and influence of Alberta society, which recognizes them and supports their development.

It was RAFA's members who proposed this vision of an arts community having a real impact on the society in which it exists.

It is a vision in which artists and arts and culture organizations...

... are **stakeholders** in their local community, helping to give it life and build its future.

...are **engaged in a dialogue** with their local community. They wish to build real relationships of reciprocity and exchange with the larger society, beyond the boundaries of marketing, target audiences and distribution networks.

... **stand out** from the background noise and the economic discourse that dominates in this era of excess information, leisure and consumption.

... are **recognized and valued** for the essential role they play in their local community.

... enjoy decent **conditions in which to practise their art**, with access to education and training, professional development, appropriate work spaces and tools, and adequate remuneration.



Lyne Gosselin
performing at the
Contact Alberta, le
Contact Ouest 2009
event.

October 2009

3. Strategic Priorities

As a result of the major organizational restructuring undertaken in September 2009, RAFA has adopted four core strategies that will serve as springboards for its actions during the next five years.

Strategy 1 - Development of professional practice

This strategy consists of initiatives that directly support artists and cultural industry workers. It focuses on the development and enhancement of skills and professional practice.

Strategy 2 - Market development, promotion and communication

Initiatives included in this strategy are aimed at promoting the artists, works and artistic activity of the cultural community. They are also aimed at finding and opening new markets, and thereby developing audiences and increasing their interest in the work of Alberta's French-speaking artists. Also included in this strategy are initiatives designed to ensure the presentation of the artists' work and the circulation of information about the arts community.

Strategy 3 - Positioning of the arts community

This strategy consists of initiatives aimed at representing the interests of the arts community (artists and organizations alike), obtaining the support of various political and community bodies, and driving action to sustain the development of arts and culture.

Strategy 4 - Governance and consolidation

Initiatives included in this strategy are aimed at consolidating RAFA's operations, adjusting and strengthening its governance structure, and enabling the organization to take on all the activities specified in its action plan for the period 2010-2015.

Polyfonik, a re-vamped version of the annual *Gala albertain de la chanson* competition.

From left to right:
Raphaël Freynet;
Steve Jodoin; Josée
Thibeault; 2010
winners Iligy and
Natacha Homerodean;
Casey Edmunds;
Ariane Mahryke
Lemire; and Joël
Lavoie.

May 2010



4. Action Plan

This is RAFA's detailed action plan, specifying the objectives, expected results and planned activities for each of the four core strategies identified.

Strategy 1 – Development of professional practice

Objective

Develop the professional skills of artists and cultural industry workers to help them maintain their day-to-day practice or continue developing their career.

1.1 Professional development and individual coaching

Expected result	Moyens envisagés
Artists and cultural industry workers have regular access to relevant professional development and coaching activities tailored to their needs.	1.1.1 Establish a list of the members' priority needs in regard to professional development and individual coaching.
	1.1.2 Restructure RAFA's approach to the development of professional practice, on the basis of an effective continuing education model.
	1.1.3 Develop a regular program of professional development activities and individual coaching services, making use of regional expertise as well as specialists from outside Alberta.
	1.1.4 Create a portal on RAFA's Web site to manage and promote the regular program.
	1.1.5 Offer the regular program activities in various delivery formats.
	1.1.6 Circulate information on other relevant professional development activities in Alberta.



Surprised in the middle of an individual coaching session: singer/songwriter **Marie-Josée Ouimet** and mentor Philippe Laperrière.

June 2010

1.2 Program in artistic creation – *Entr'ARTS*

Expected result	Activities planned
Continuing education opportunities in artistic creation are available for all disciplines.	1.2.1 Maintain the partnership with the Banff Centre to offer <i>Entr'ARTS</i> , RAFA's artistic creation program.
	1.2.2 Maintain the partnership with organizations from various artistic disciplines to plan workshops and decide on their themes.
	1.2.3 Obtain stable, continuous funding from the Canada Council for the Arts to strengthen the <i>Entr'ARTS</i> program.

1.3 Support for French-language post-secondary arts education

Expected result	Activities planned
Alberta's francophone community has a strong and dynamic new generation of future artists.	1.3.1 Partner with post-secondary education institutions in Alberta to put in place French-language arts education programs.
	1.3.2 Support post-secondary institutions in Alberta that are interested in offering periodic professional development activities in French in any artistic discipline.
	1.3.3 Promote to the arts and culture community any offer of French-language education or training that is conducive to the development of professional practice.

Artists in action during the theatre production workshop.

From left to right:
David Granger (SK),
Daniel Cournoyer
(AB), Isabelle Brin (AB),
Inouk Touzin (AB),
Denis Rouleau (SK),
Patricia Lortie-Sparks
(observatrice),
Christian Lapointe
(mentor), Brigitte
Haentjens (mentor)
and Josée Thibeault
(AB).

Entr'ARTS 2009



1.4 Resource Centre

Expected result	Activities planned
Artists and cultural industry workers can find at RAFA a number of resources and support tools to help them in their day-to-day practice.	1.4.1 Offer an information and referral service that can respond to individual requests from members.
	1.4.2 Produce and maintain electronic and print resources and support tools (databases, contract templates, fee schedules, resource centre, etc.)
	1.4.3 Make resources and support tools available to members.

1.5 Artist sponsorship program

Expected result	Activities planned
Artists receive moral and financial support from the private sector to develop their career.	1.5.1 Establish and coordinate an artist sponsorship program (donations and sponsorships) targeting corporations, Alberta business people, philanthropists, and/or private foundations.
	1.5.2 Build lasting partnerships that can ensure implementation of the program, with, for example, <i>La Fondation franco-albertaine</i> and <i>Le Conseil de développement économique de l'Alberta</i> .
	1.5.1 Launch and promote the program.



Portrait d'artiste by Sabine Lecorre-Moore

Acrylic on old silk panel reinforced with drywall

Actual size: 25 in. X 18 in.

STRATEGY 2 - MARKET DEVELOPMENT, PROMOTION AND COMMUNICATION**Objective**

Expand the reach of the arts and culture community and its products.

2.1 Find and open new markets

Expected result	Activities planned
More audiences and markets are interested in artistic products.	2.1.1 Create a brand image serving to promote professional artists and sell their works.
	2.1.2 Develop a comprehensive strategy for marketing the products of professional artists.
	2.1.3 Create <i>Le Grand marché des arts</i> , which will replace <i>Contact Alberta</i> , the present performing arts market.
	2.1.4 Organize the new biennial event <i>Le Grand marché des arts</i> in collaboration with interested organizations from the arts community and assess its impact.
	2.1.5 Foster access by artists and arts organizations to directories listing Canadian presenters (by name and by genre).
	2.1.6 Build contacts with various distribution outlets ⁹ to publicize artists and increase their circulation.
	2.1.7 Facilitate and stimulate the creation of a variety of stages (big and small) within the province.

Patrick Dunn (a.k.a. Barobliq), artist invited to perform at Alberta House.

2010 Winter Olympics,
Vancouver.



© Marie Skilling

2.2 Promotion of artists and works

Expected result	Activities planned
Artists, their works, and arts organizations have a greater presence in the public and media spheres.	2.2.1 Update and promote the online directory of francophone artists (<i>Répertoire virtuel des artistes</i>) and the literary portal (Alinéa) on RAFA's Web site.
	2.2.2 Encourage a greater presence of artists in the programming developed by presenters and event organizers.
	2.2.3 Continue presenting RAFA's annual awards of excellence.
	2.2.4 Keep up media relations activities, to ensure continuous visibility of artists and their works in the French-language media.
	2.2.5 Develop and implement strategies for ensuring a greater presence of artists and their works in the English-language media.

2.3 Visibility and information distribution

Expected result	Activities planned
Arts news and information is widely distributed on a continuous, user-friendly basis.	2.3.1 Build new ties and maintain bilateral relationships with various networks in Alberta and the rest of Canada to ensure information on the arts community is circulated to our members, partners and associates.
	2.3.2 Provide continuous visibility and distribution of news about member artists and organizations, especially through the online portal <i>Coup d'œil</i> .
	2.3.3 Provide continuous visibility and promotion of arts and culture events presented in the province, especially through the online portal <i>Coup d'œil</i> .
	2.3.4 Redesign the Web site to improve its performance (making it even more attractive, engaging, effective, user-friendly, useful, etc.) and to increase the number of visitors to the site.
	2.3.5 Produce an information brochure (in French and English versions) describing RAFA's activities, programs and services.



Internationally renowned singer **Crystal Plamondon**, first recipient of the Sylvie Van Brabant award for excellence in artistic creation presented by RAFA (2004).

2.4 Support for arts presentation

Expected result	Activities planned
Arts presentation is better organized and more effective. A growing number of Albertans have access to high-quality, rich and diversified professional artistic experiences.	2.4.1 Establish the new presentation structure based on the “communities of practice” model (operating mechanisms, memoranda of agreement, tools, etc.).
	2.4.2 Encourage, support and coordinate the start-up of communities of practice.
	2.4.3 Provide appropriate tools to presenters that wish to get involved and grow in communities of practice in the province.
	2.4.4 Promote the good practices and the initiatives and innovations of active communities of practice.
	2.4.5 Support the professional development of presenters in collaboration with various community partners.
	2.4.6 Ensure Alberta’s francophone presenters are represented in the <i>Réseau des grands espaces</i> (western and northern Canada network).
	2.4.7 Encourage, facilitate and support networking among presenters.
	2.4.8 Continue to support francophone presenters from Alberta that wish to participate in contact events across Canada.
	2.4.9 Produce an annual online catalogue advertising shows, productions and artistic performances of any kind.
	2.4.10 Forward to the <i>Réseau des grands espaces</i> (western and northern Canada network) any offers of French-language shows received by RAFA.



Dancers Casey Edmunds and Francis Mayrand of **Productions Éfémèr**, during the closing show of the *Contact Alberta, le Contact Ouest 2009* event.

STRATEGY 3 – POSITIONING OF THE ARTS COMMUNITY

Objective

Promote the role and place of Alberta's French-speaking artists and arts and culture organizations in the province, in Canada and in the French-speaking world as a whole.

3.1 Porte-parole de la communauté artistique et culturelle

Expected result	Activities planned
Alberta's artists and arts and culture organizations have a strong, unified voice on the political scene, at the federal, provincial and municipal levels.	3.1.1 Maintain RAFA's public visibility (presence in the community, news releases and press conferences, political representations and position statements, etc.)
	3.1.2 Publicly champion the arts and make the needs and demands of artists and arts and culture organizations known to the authorities concerned at all levels of government.
	3.1.3 Provide RAFA's members and associates with the tools and guidance they need to accurately convey RAFA's positions if called upon to do so.
	3.1.4 Develop arguments to position artists favourably with the different levels of government and promote the value of the arts as a career.
	3.1.5 Inform artists about their rights and equip them to assert their own value and status.

3.2 Soutien au développement culturel et des arts

Expected result	Activities planned
Arts and culture development continues, increasing and becoming more sustainable.	3.2.1 Continue working together with Alberta Education to develop the arts education program for K-12 students.
	3.2.2 Expand and strengthen initiatives aimed at bringing artists and their works into schools, by working directly with educational institutions and organizations (Alberta Education, school boards, etc.)
	3.2.3 Work with other sectors of Alberta's francophone community to ensure a greater presence of the arts in their area.
	3.2.4 Maintain strategic partnerships that value the contribution of artists and arts organizations.
	3.2.5 Monitor construction and renovation projects involving community and school infrastructure and make the requirements for a professional presentation of the arts clear to the various authorities.

3.3 Positioning in Alberta and in Canada's francophone community

Expected result	Activities planned
Artists and organizations are better positioned in Canada's francophone community and have greater visibility in Alberta society.	3.3.1 Maintain RAFA's credibility and its cordial and collaborative relationships with other organizations in Alberta's francophone community.
	3.3.2 With regard to the <i>Plan de développement global de la société francophone de l'Alberta</i> , the master plan for the development of francophone society in Alberta, act as arts and culture sector leader in accordance with the roles and responsibilities agreed to by the <i>Association canadienne-française de l'Alberta</i> (ACFA) and RAFA.
	3.3.3 Maintain RAFA's active presence in relevant national platforms for the arts and culture, such as the <i>Fédération culturelle canadienne-française</i> (FCCF) and the <i>Alliance nationale de l'industrie musicale</i> (ANIM).
	3.3.4 Maintain alliances and partnerships with various presenters' networks and arts and culture industry networks.
	3.3.5 Cultivate links with Quebec (governments, arts and culture organizations, etc.) that may lead to strategic partnerships.
	3.3.6 Develop even closer ties and relationships with the anglophone arts organizations that are designated as Provincial Arts Service Organizations.
	3.3.7 Encourage the Alberta government to include French-speaking artists and arts organizations in its promotion of the province's brand image and in its tourism development strategies.



Director Marie-France Guerrette on the set of the documentary **Mon père, le roi**, produced by the Ontario and West Studio of the National Film Board of Canada.

May 2010

3.4 Networking and joint action

Expected result	Activities planned
Artists and organizations from the same or different disciplines understand their respective realities and work together more on issues of common concern.	3.4.1 Continue to bring artists and arts and culture organizations together each year by holding the <i>Forum des arts et de la culture</i> .
	3.4.2 Hold an annual joint action meeting between the top management of the arts organizations and RAFA (president and executive director) for the purpose of sharing information on the following subjects: <ul style="list-style-type: none"> • challenges and priorities specific to each discipline; • artistic and development projects and activities on the horizon for the organizations and for RAFA and its members.
	3.4.3 Facilitate, as necessary, the holding of meetings and discussions that encourage interdisciplinary activities or networking among artists in the same discipline.



Professional development workshop for presenters held during the **Contact Alberta, le Contact Ouest 2009** event.

STRATEGY 4 - GOVERNANCE AND CONSOLIDATION

Objective

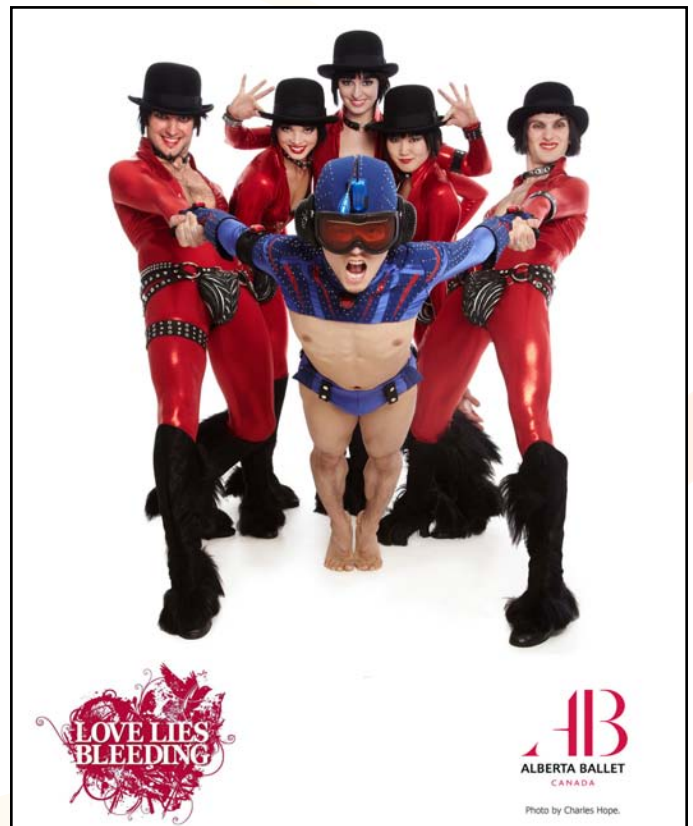
Put in place the conditions required for RAFA to succeed in carrying out its mission and the activities included in its strategic plan.

4.1 Operation

Expected result	Activities planned
RAFA has the human and financial resources necessary to fulfil its mandate.	4.1.1 Assess the human resources needs brought to light by the organizational restructuring exercise.
	4.1.2 Work together with funders to secure the financial resources needed to introduce the new structure and put it into operation.
	4.1.3 Identify new partners and new sources of revenue to help fund RAFA's activities and operations.
	4.1.4 Following RAFA's organizational restructuring exercise, update and develop internal management tools and mechanisms (hiring and performance appraisal processes, job descriptions, administrative policies and procedures, etc.).
	4.1.5 Create the organization chart for RAFA's new operational and decision-making structure, instituted following the organizational restructuring exercise.
	4.1.6 Obtain charitable organization status.
	4.1.7 Develop a continuing education plan for RAFA's team.

Choreographed by Jean Grand-Maitre, ***Love Lies Bleeding*** is a contemporary ballet based on 14 classic songs composed by Sir Elton John and Bernie Taupin. The Alberta Ballet production premiered in Calgary and in Edmonton.

May 2010



4.2 Project and large-scale event management

Expected result	Activities planned
The parameters of RAFA's involvement in a large-scale undertaking or in the implementation of a project are clearly established.	4.2.1 Establish criteria that allow RAFA to assess its involvement in large-scale undertakings (e.g. <i>Le Grand marché des arts</i>) and the nature and extent of its participation in projects originating outside the organization.
	4.2.2 Adopt project management tools for use in defining the roles and responsibilities of those involved in the implementation of projects.

4.3 Governance

Expected result	Activities planned
RAFA represents the interests of its members and ensures their participation in the democratic life of the organization.	4.3.1 Continue giving importance to democratic processes and the quality of leadership in RAFA's decision-making bodies (e.g. annual general meeting, board of directors, executive committee).
	4.3.2 Maintain the importance given to group dynamics and the cooperative, trusting relationships between RAFA's staff and its board of directors.
	4.3.3 Adopt and assess the Succession Plan for the board of directors, the president and the executive director.
	4.3.4 Continue to update RAFA's manual of governance policies and administrative procedures (<i>Manuel de politiques de gouvernance et des procédures administratives</i>).
	4.3.5 Produce, adopt and promote RAFA's Code of Ethics.

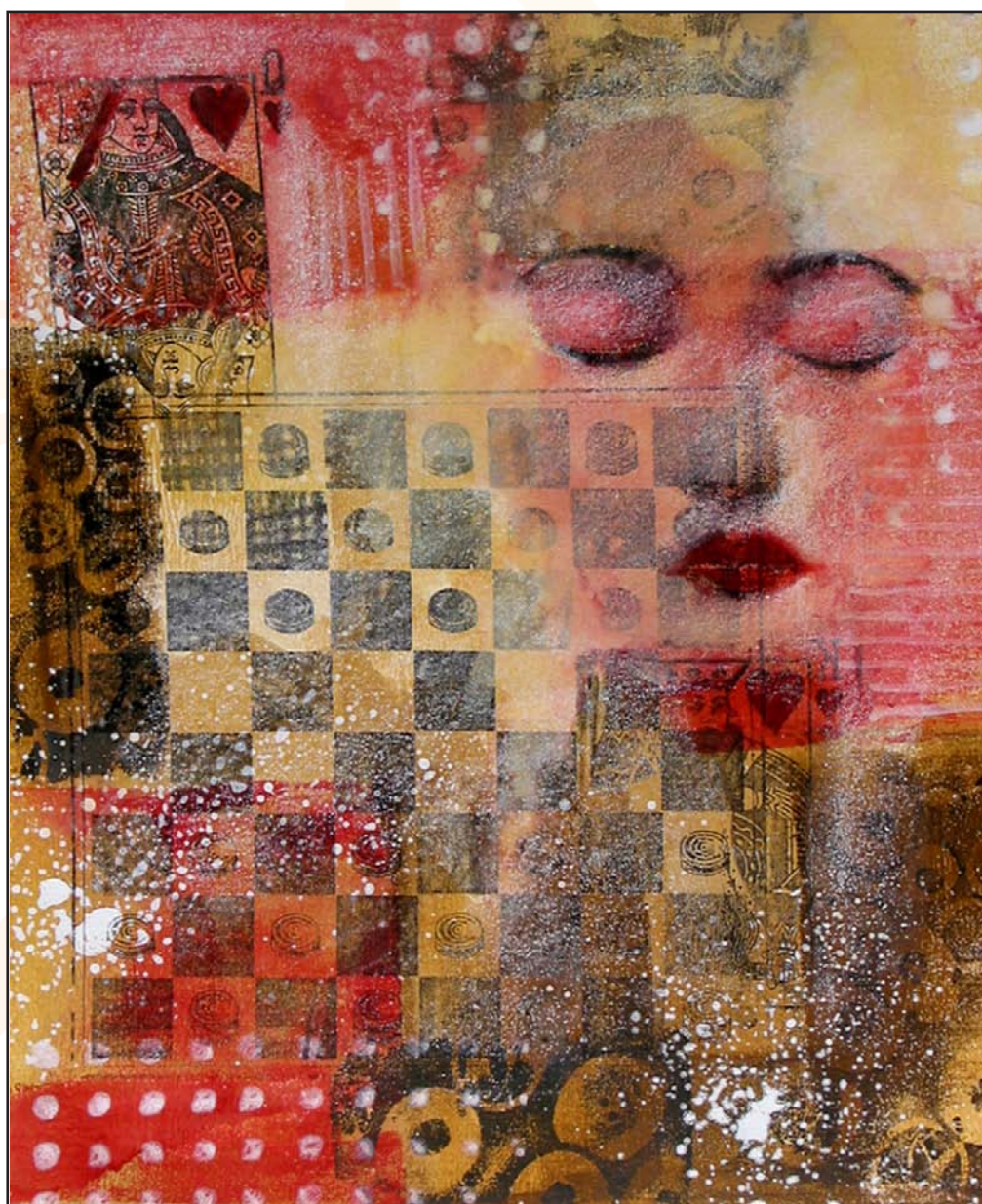


Pleins feux sur les mots, readings of works by Alberta writers: Gisèle Villeneuve, Josée Thibeault, Danièle Petit, Pierrette Requier and Jocelyne Verret-Chiasson.

May 2010

4.4 Membership

Expected result	Activities planned
RAFA continues to expand, renew and diversify its membership.	4.4.1 Launch a membership drive aimed at keeping current members and recruiting new members, and promote the benefits and services RAFA offers.
	4.4.2 Look for better ways to reach artists from the next generation and ethnocultural communities and to interest them in RAFA's activities.



Amour by Doris Charest

Amour, a woman who dreams of a present, past or future love. The artist invites the viewer to imagine her story...

Actual size: 8 in. x 8 in.

5. Implementation

At the end of any planning process comes the challenge of implementing the planned projects and actions. This is an exciting stage for RAFA, because it means the organization can now take action and work directly for the benefit of its members and Alberta society as a whole. It is also a complex stage, because it implies the identification of priorities, not only on the primary basis of needs, but also on the basis of access to adequate financial and other resources to allow action to be taken.

RAFA has understood the importance of adjusting its actions in accordance with the means at its disposal, but this is quite a challenge for an organization that, like the community it represents, continues to have big ambitions! One thing is certain: if RAFA is to realize its vision for the coming years, the means at its disposal will have to be consistent with the scope of the work to be done. RAFA must therefore be able to count on an increase in its operating budget over the next five years.

As its tenth anniversary approaches, anything is possible, because RAFA is a true success story. Firstly, because it responds to real needs expressed by Alberta's francophone arts community. Secondly, because there is a noticeable vibrancy in the arts scene in Alberta today that is attributable in large part to RAFA and is carrying it into the future. Thirdly, because the partners that, since 2002, have chosen to invest in RAFA and support its exemplary growth and vision for development have been satisfied, if not delighted, with the results.

Today, RAFA is again asking its partners to continue putting their trust in the organization to support and assist the development of Alberta's francophone arts community and its accomplishments. The past is a predictor of the future, so if RAFA obtains the resources it needs to carry out its projects, Alberta society as a whole will benefit from the energy and enthusiasm of its French-speaking artists and arts and culture organizations.

Rapper Roméo Gasasira
(a.k.a. S.T.U.G.A.)
performing during
Francoforce, the pro-
duction that toured
Canada to mark the
400th anniversary of
Quebec City.

Calgary 2008



© Sébastien Guillier-Sahuqué

1. Arts

The term “arts” refers to creative human activities that have as their goal the expression and reflection of oneself or a group. The arts express our emotions, thoughts and values, and help to give the individual imagination tangible form and integrate it into the collective imagination of the community and of the world at large. This term encompasses a variety of disciplines, including media arts, visual arts, literary arts, dance, theatre, voice and music. *Trousse du passeur culturel, Fédération culturelle canadienne-française (FCCF), 2009.*

2. Culture

The term “culture” refers to the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society, social group or individual. Subordinate to nature, it includes not only the arts and letters, but also modes of life, the fundamental rights of the human being, value systems, traditions, beliefs and sciences. United Nations Educational, Scientific and Cultural Organization (UNESCO), 2002.

3. Cultural industry worker

The term “cultural industry worker” refers to any person who is in any way employed or learning through practical experience the demands and responsibilities of being employed in any area of the culture and arts fields. *Politique de formation professionnelle continue. Regroupement des centres d’artistes autogérés du Québec (RCAAQ), 2006.*

4. Transdisciplinarity

Transdisciplinarity is defined as that which transcends disciplines, which lies simultaneously between, across and outside all disciplines.

5. Professional artist

The term “professional artist” refers to any person who practises an art; receives payment for his or her services as a creative, interpretive or performing artist in one or more than one artistic discipline; and is recognized as such by his peers. *Trousse du passeur culturel, Fédération culturelle canadienne-française (FCCF), 2009.*

6. Statistics

Profil de la communauté francophone de l’Alberta, Fédération des communautés francophones et acadienne du Canada (FCFAC), 2009.

7. Integrated community cultural development (*aménagement culturel du territoire*)

The term “integrated community cultural development”, or *aménagement culturel du territoire*, refers to an organizational concept and cultural development approach in which all the players in a given community join forces to develop the strategies necessary to make arts and culture an integral part of that community. By providing appropriate spaces, venues, mechanisms, training, policies and projects, an integrated community cultural development strategy democratizes access to the arts and cultural events. It improves the quality of life, creativity and health of citizens, and strengthens both the social fabric and the economic development of the community in which they live. *Stratégie globale pour l’intégration des arts et de la culture dans la société acadienne au Nouveau-Brunswick, Association acadienne des artistes professionnels du Nouveau-Brunswick (AAAPNB), 2009.*

8. Statistics

Alberta’s Francophone Community: Strong and Vibrant, Government of Alberta, 2009.

9. Distribution outlet

In this document, the term “distribution outlet” includes a record company, a bookstore, and a publishing house.



www.rafa-alberta.ca/coupdoeil