



2010-11 Annual Report

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Message from the Chair

As the province's primary supporter of Alberta's artists and arts organizations, the Alberta Foundation for the Arts is a significant contributor to the achievement of the objectives of Alberta's cultural policy, *The Spirit of Alberta*. *The Spirit of Alberta*, which is based on the belief that culture is vital to the individual, social, and economic well-being of this province, along with the work of the foundation are part of the Government of Alberta's commitment to supporting and promoting culture in Alberta's second century.

I applaud the passion and expertise of Alberta Culture and Community Spirit's Arts Branch staff and the energy and commitment of our volunteer board, which, together are vital to the effectiveness of the Alberta Foundation for the Arts. I also want to acknowledge the valuable contributions of Dr. Mike Bregazzi, Jeffrey Welling, and Dan Westwood who retired from the board following the end of this fiscal year.

This report, capturing the activities of 2010-11, reflects both a challenging fiscal environment for our artistic community and a transitional year for the foundation, in both governance and programming. One of the challenges to our artistic community came in the form of a reduction in foundation funding, reflecting a time of fiscal restraint for the Government of Alberta and a difficult economic climate affecting Alberta and Canada as a whole.

The foundation's board of directors welcomed new members Lindsay Kelly, Sue Phillips and me, from the community at large. The introduction of these new perspectives, in combination with the experience of existing members, firmly positions the board to further refine the foundation's programming and strategies in line with *The Spirit of Alberta*.

I am proud of the foundation's achievements during this transitional period, and look forward to partnering with the arts community to ensure Albertans have continued access, experiences, and opportunities to enjoy and create the arts. On behalf of the Alberta Foundation for the Arts, I am pleased to submit the 2010-11 Annual Report.



Mark T. Phipps, Chair
Alberta Foundation for the Arts' Board of Directors

Foundation Mandate

The Alberta Foundation for the Arts was established in 1991 as a crown agency of the Government of Alberta, with a mandate to support and contribute to the development of the arts in Alberta.

The purposes of the foundation, as stipulated in the *Alberta Foundation for the Arts Act*, are to:

- a. support and contribute to the development of, and to promote, the arts in Alberta;
- b. provide persons and organizations with the opportunity to participate in the arts in Alberta;
- c. foster and promote the enjoyment of works of art by Alberta artists;
- d. collect, preserve and display works of art by Alberta artists; and
- e. encourage artists resident in Alberta in their work.

Board Vision

An Alberta where a vibrant arts community inspires creativity and innovation and is part of the fabric of how we live and work.

Board Mission

The foundation exists to fund, encourage, and support the development of arts as a valuable contributor to quality of life in Alberta, and to maintain and expand the Alberta Foundation for the Arts art collection as a strategic resource for all Albertans.

Alberta Foundation for the Arts 2010-11 Board Membership

Mark Phipps, Calgary
Chair
Member since September 2010

Eric Fechter, Calgary
Vice Chair
Member since August 2007

Gregor Allan, Edmonton
Member since February 2006

Glorene Ellis, Stettler
Member since May 2009

Joan Pitfield, Edmonton
Member since May 2009

Sue Phillips, Northeast Alberta
Member since September 2010

Lindsay Kelly, Edmonton
Member since September 2010

Joan Udell, Northwest Alberta
Member since May 2009

Dan Westwood, Southwest Alberta
Member since January 2007

Mike Bregazzi, Calgary
Member since October 2006

Jeffrey Welling, Southeast Alberta
Member since October 2006

Colin Jackson, Calgary
Member since July 2009
Resigned June 2010

Tom Thackeray, Corporate Secretary;
Assistant Deputy Minister
Culture, Community and Voluntary
Services Division; Alberta Culture and
Community Spirit

Board Committees

The following standing committees carry out the work of the Alberta Foundation for the Arts:

The Finance Committee is responsible to the board on all financial and business planning matters. The committee assists the Alberta Foundation for the Arts Board by reviewing, reporting, and making recommendations on:

- budget, budget status, and year-end accountability and financial reports provided by the Alberta Foundation for the Arts to the Minister of Culture and Community Spirit;
- the foundation's system of internal controls regarding financial accountability; and
- the foundation's accounting and financial reporting processes.

The Grants Committee reviews and approves grants and other adjudication matters for board ratification and recommends new policy as required.

The Collection Committee recommends new policy, reviews and recommends revisions to the existing Alberta Foundation for the Arts collection policy, ensures the appropriateness of programs and services according to policy, provides direction to the board on planning, and approves (subject to board ratification) or recommends the acquisition of artworks for the Alberta Foundation for the Arts Art Collection.

Board Committee Membership

Finance

Eric Fechter, Chair
Dan Westwood
Jeffrey Welling
Joan Pitfield

Grants

Mike Bregazzi, Chair
Joan Pitfield
Joan Udell
Dan Westwood
Lindsay Kelly

Collection

Gregor Allan, Chair
Glorene Ellis
Jeffrey Welling
Sue Phillips
Colin Jackson

Board Attendance

In 2010-11, the board met quarterly, and teleconferences were convened as necessary. Board attendance for the fiscal year, which included four in-person meetings and three teleconferences, was 94 per cent. The board concluded each meeting by discussing their effectiveness.

Board Governance Practices

The board has adopted a governance framework that defines accountability between the board and the minister. To achieve greater efficiency across the foundation, the board provides the oversight and strategic decision making for the foundation while delegating day-to-day administration to the Arts Branch of Alberta Culture and Community Spirit.

The Alberta Foundation for the Arts board has policies to support its commitment to governance practices including:

- broad governance guidelines and board-management delegation policies;
- continual board development, including an orientation program for new board members on board and corporate operations;
- rules of order;
- accountability to the shareholder, the Government of Alberta;
- board job descriptions;
- guidelines for agendas and annual planning;
- a board members' code of ethics covering conflict of interest and fiduciary responsibilities, including an annual affirmation by board members on compliance with the policy; and
- terms of reference for each board committee.

Role of the Alberta Foundation for the Arts

In response to strategic direction from the Minister the foundation will:

- Establish policies for the provision of funding to, and the administration of programs for the development of the arts in Alberta;
- Within these policies, develop a three-year strategic plan, and refresh it on an annual basis within the context of the Ministry Business Plan, for the funding of programs for the development of the arts in Alberta;
- Allocate funding and estimate revenues within appropriate spending targets and in accordance with the strategic plan;
- Oversee and evaluate the implementation and execution of the strategic plan;
- Evaluate and report on the foundation's actual performance against its goals and targeted performance outcomes, using criteria agreed upon between the Minister and the foundation;
- Approve a formal annual report and audited financial statements;
- Follow established internal controls and government's financial and administrative policies and comply with management information systems requirements to ensure integrity and accountability of financial information; and
- Support a review of its mandate and programs at least one every five years.

Excerpt from Alberta Foundation for the Arts Mandate and Roles, signed by the Minister of Culture and Community Spirit and the Chair of the Board of the Alberta Foundation for the Arts in January, 2010.

Strategic Planning and Annual Reporting

In June of 2010, the Alberta Foundation for the Arts Board of Directors had a planning day to finalize the *Alberta Foundation for the Arts Strategic Plan for 2010-13*, positioning it in the context of the *Ministry of Culture and Community Spirit Business Plan 2010-13*; the *Alberta Foundation for the Arts Act*; Alberta's cultural policy, *The Spirit of Alberta*; and the arts funding ecology in Alberta.

A board subcommittee worked through the early spring of 2010 to prepare materials for the entire board to review in preparation for the planning day. Board members reviewed literature on major trends in arts funding in a variety of jurisdictions. They conducted an analysis of strengths, weaknesses, opportunities, and threats currently facing the arts and incorporated preliminary work conducted by the foundation on the current government arts funding ecology in Alberta into their findings. Board members also reviewed literature on related topics such as the use of new technologies in the arts, rural arts development, the creative economy, and the arts and social cohesion. Board members were additionally informed by feedback from their communities and their collective experience and expertise.

The result of this planning process was a strategic plan that renewed the foundation's commitment to Albertans through four goals that support the mandate and vision for the foundation while honouring its legislation and *The Spirit of Alberta*. The foundation's strategic plan for 2010-13 also directly supports the core business of Alberta Culture and Community Spirit by meeting the goals and strategies outlined in the ministry business plan. This report details how the strategies in the foundation's strategic plan were operationalized in 2010-11 to support the arts in Alberta.

Alberta Foundation for the Arts Strategic Plan for 2010-13

Goal One: Provide Albertans with opportunities to engage in the arts.

Invest in the development and work of Alberta artists and arts organizations.

The foundation invests in the development and work of Alberta artists and arts organizations through grants that provide project funding to individual artists and ensembles, and through grants to support organizations with operating funding and project funding. The foundation also purchases works for its art collection from Alberta artists.

The board of directors approved 1,171 grants (from 2,456 applications) valued at approximately \$25 million. Individual artists were supported with grants valued at \$2.3 million, and approximately \$21.5 million supported organizations in their arts programming. Cultural Industries grants to organizations were valued at nearly \$1.2 million.

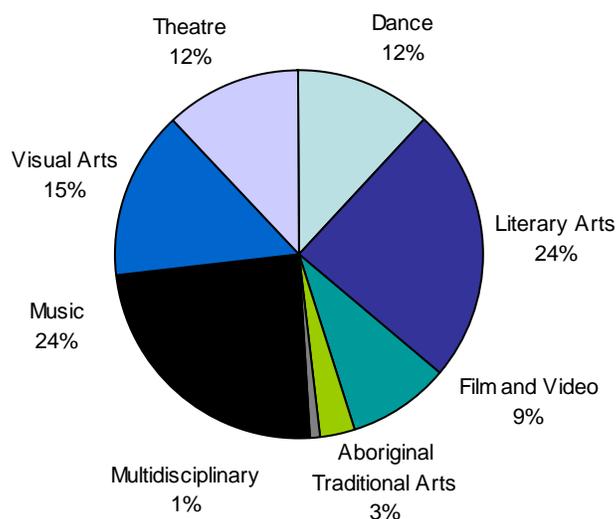
The foundation was allocated \$29.1 million through the Alberta Lottery Fund in 2010-11, compared to \$34.8 million in the previous year, reflecting the fiscal restraint evident throughout government. Slightly fewer applications were received, fewer grants were awarded, and the success rate for applicants was slightly lower in 2010-11 than in the previous year (see table on page 8).

Alberta Foundation for the Arts Granting By Year			
	2008-09	2009-10	2010-11
Eligible Applications	2,385	2,690	2,456
Grants Awarded	1,369	1,330	1,171
Success rate	57%	54%	51%
Value of grants awarded	\$30.3 million	\$30.1 million	\$25 million

The foundation invested in the development and work of Alberta arts organizations through operational and project funding. Organizations that received operational funding included performing arts companies, community groups presenting arts programming, galleries, book and magazine publishers, sound recording labels, festivals, and summer schools.

Recipients of organization project funding included artist residencies in schools, grants to post-secondary institutions for arts programming, cultural relations funding to support travel to present work, Aboriginal arts programming, partnerships between organizations, cultural industries marketing and development, and other projects that supported the foundation's strategic plan.

The Individual Artists Project Grant Program supports the development of individual Alberta artists, Traditional Aboriginal artists, arts administrators, and artist ensembles by providing a grant for a specific project. The chart below shows the distribution of these project grants by discipline in 2010-11.



Invest in arts events, projects, and institutions that provide public access.

In addition to supporting projects such as Alberta Arts Days 2010, Country Music Week Edmonton 2010, arts festivals, and artists and ensembles through the Cultural Relations Grant Program, the foundation invested in a variety of arts events, projects, and institutions to provide public access.

Institutional support included public galleries and post secondary institutions. Through the Public Galleries stream, the foundation funded 19 art galleries in nine communities with more than \$1.8 million to assist with operating costs. Collectively, these galleries report more than one million visitors each year.

The Post Secondary Institution Grant Stream supported projects with artistic merit that were not funded by the Ministry of Alberta Advanced Education and Technology. Approximately \$1 million was provided to 18 post-secondary institutions to provide arts programming on campus and made accessible to the wider community.

The foundation is involved in several multi-year partnerships for commissioned artworks in the Art Gallery of Alberta, the Prairie Art Gallery in Grande Prairie, and the Northern and Southern Jubilee Auditoria.

A special three-part artwork commission was purchased to celebrate the 75th anniversary of the Banff Centre.

Enhance accessibility to the arts in Alberta through technology.

The foundation works to make Alberta's performing, visual, and media arts accessible to the public in communities across the province and online.

In 2010-11, the foundation continued to support Alberta's 10 largest performing arts companies through the Alberta Major Performing Arts Companies Grant Stream. The foundation also assisted with the annual operating expenses of 42 companies through the Professional Performing Arts Companies Grant Stream. Paid attendance to programming offered by Alberta's professional performing arts companies is in excess of two million patrons annually.

The Community Performing Arts Organizations Grant Stream supported 152 non-professional performing arts organizations in 45 communities by assisting with annual operating costs. The Community Presenting Grant Stream supports the presentation of artists in all artistic disciplines by providing a percentage of artists' fees incurred by community presenters. Through this stream, grants helped 121 groups present artistic performances in 67 Alberta communities. The Community Support Organizations Grant Stream assisted with operating expenses for 115 nonprofit organizations in 35 communities whose primary activity is the support and promotion of the arts. Community Support Organizations Project Grant Stream assisted 13 community nonprofit organizations in seven communities by providing a grant for a specific arts activity. The Arts Festivals Grant Stream assisted 67 festivals with artists' fees to bring arts festivals to 26 communities across the province.

Through electronic media such as the AFA Newswire, AFA Facebook page, and AFA Twitter feed, subscribers and members of the public are made aware of arts events in their communities, (such as venues for the Travelling Exhibition Program).

To make Alberta's visual arts accessible online, staff continued to digitize new acquisitions. Work began in February 2011 on the digitization of artworks by photographing and archiving 2,004 artworks (two dimensional works, paintings, and flat copy works) to make them available digitally. A total of 2,935 images were digitized by the end of the 2010-11 fiscal year.

The Travelling Exhibition Program continued in 2010-11 with 15 art collection exhibitions circulating to 112 communities throughout Alberta. The foundation invested nearly \$1.2 million in contracting four galleries as regional partners to exhibit both artworks from the foundation's art collection and artworks by Alberta artists from their own collections. Several of the partner galleries had visiting artist programs to enhance their exhibitions.

The media arts component of the Travelling Exhibition Program was *Prairie Tales*, a touring anthology of short films and videos made by 40 Albertan media artists. The anthology was curated by a jury and produced by Metro Cinema in association with the Alberta Media Arts Alliance Society and with the financial support of the foundation. It was viewed by more than 3,000 Albertans in 25 communities.

Through the Art Placement Program, more than 170 artworks were installed in public spaces. More than 50 exchanges and additions were made at the Alberta Legislature Building and Legislative Annex. Major accomplishments included the installation of 21 works at Bow Valley College and the installation of 16 works at the Utilities Consumer Advocate office, both in Calgary.

Promote Alberta Foundation for the Arts programs to increase access and support.

Social media has provided efficient and cost-effective methods for reaching out to stakeholders with updates about foundation programs and the application processes. The foundation website, AFA Newswire, AFA Facebook page, and AFA Twitter feed provide updates to potential applicants on grant deadlines, tips for completing grant application forms, and information regarding grant information sessions, as well as information about programs and opportunities in the community.

More than 350 prospective grant applicants attended 13 grant-writing workshops presented by grants consultants over the course of the year in Cold Lake, Edmonton, Red Deer, and Calgary.

The Alberta Creative Development Initiative is a grant program offered by the foundation and the Canada Council for the Arts that has helped Alberta artists and organizations access arts funding that may not otherwise be available. In 2010-11 the foundation and the council each invested \$500,000 to support previously unfunded artists and organizations.

Encourage best practices in arts administration, marketing, and business for artists.

Individual artists and organizations may apply for project funding to develop their capacity in administration, marketing, and business. The Individual Artists Project Grant Program application process encourages artists to use best practices in order to be successful. To be eligible for an individual project grant, applicants must submit a detailed balanced budget for the project and a detailed marketing plan if the grant is for marketing. Based on their originally submitted, balanced budget, all Individual Artists Project Grant Program recipients must submit a complete and accurate financial report, including actual project expenditures and use of grant funds in new columns within the expenses and revenues sections. Community Support Organization grants assist arts organizations with projects in leadership development and capacity building.

The foundation uses the AFA Newswire to inform subscribers about educational, training, and development opportunities. Members of Alberta's arts communities post information about such events frequently on the AFA Facebook page.

Goal Two: Strengthen Albertans' value of the arts as an expression of their unique culture.**Steward and promote and share the Alberta Foundation for the Arts art collection as a cultural resource.**

As of March 31, 2011, the foundation art collection is composed of 8,296 artworks with an approximate value of \$12 million. To ensure this important cultural resource continues to be stewarded to the highest standards, a request for proposal process was initiated to conduct a policy review toward the end of the 2010-11 fiscal year.

The historical and contemporary aspects of the collection are valuable to curators, art professionals, and educators as an unparalleled source for research and Alberta art studies. The Travelling Exhibition Program facilitates the loaning of artworks from the art collection to institutions and galleries for provincial and national exhibitions. In addition to the Travelling Exhibition Program making artworks from the art collection accessible to Albertans, the collections staff facilitated the inclusion of collection artwork in 28 exhibitions throughout the province.

The foundation is legislated to preserve and maintain the art collection. Staff employ best practices in art maintenance and conservation to ensure that the care and handling, preparation, and preservation of artwork are conducted according to museum and archival standards.

Work with and provide information to related agencies and institutions to promote the value and benefits of the arts in Alberta.

Using program statistics and information gathered from grant recipients, the foundation provides information to Alberta Finance and Enterprise about arts and culture in Alberta on an annual basis. The information is used to help to promote Alberta as a quality of life destination.

With input from stakeholders across the province, the foundation updated its inventory of arts and health initiatives and resources in Alberta in the summer of 2010. *Mapping the Arts & Health 2010: An Alberta Inventory of Initiatives & Resources* provides information to enable effective networking among organizations, institutions, and practitioners working in arts and health. It is also a resource that demonstrates the varied ways the arts are being used in health and wellness. The activities outlined in this inventory form the basis to tell the story of how the arts have a critical role to play in health. The report is available on the foundation website.

Articulate the benefits of the arts for Alberta and Albertans.

The foundation website offers both profiles of Alberta's artists, arts organizations, and arts and culture events, and videos that demonstrate how programming positively impacts communities across Alberta.

Invest in uniquely Albertan artistic endeavours reflecting the province's cultural diversity.

The foundation awarded 1,171 grants in 2010-11 supporting the production of artistic works which reflect Alberta's rich and diverse cultural composition. Many performing artists and arts groups - dancers, musicians, theatre groups, writers, and others - offer uniquely Albertan interpretations of traditional cultural art forms.

The following list, representing some of the hundreds of organizations receiving foundation funding, illustrates the wide spectrum of culturally diverse Albertan groups supported by the foundation: Blueberry Bluegrass and Country Music Festival; Whyte Museum of the Canadian Rockies; Aboriginal Arts Council of Alberta; Hispanic Arts Society; Les Bûcherons; Three Sisters Scottish Festival Society; Afrikadey Arts and Culture Society; Kyklos Hellenic Performing and Literary Arts Group; Polonez Polish Folk Arts Ensemble; Kita No Taiko; and the Brazilian Community Association of Alberta.

Aboriginal arts programming was supported in a variety of ways by the foundation. In 2010-11, 10 artists were funded through the Aboriginal Traditional Arts Projects Grant Stream, which facilitates access to funding and raises the profile of Aboriginal artists who work primarily in a traditional art that is passed from one generation to another. Aboriginal Arts Organizations Project grants were awarded to six organizations to assist with specific arts projects.

Aboriginal arts programming was further supported through the Community Support Organizations Project Grant Stream. These projects included an Aboriginal women's craft program through the Elizabeth Fry Society of Edmonton; grants to both the Bigstone Cree Nation and to the Boys and Girls Club of Calgary for traditional Pow Wow dancing and regalia making; and to the Ermineskin Women's Shelter Society for First Nations traditional dancing/regalia making. The Inner City Youth Development Association of Edmonton also received a project grant to support a traditional Aboriginal arts project.

Narrative Quest, a foundation exhibition showcasing Aboriginal art, was featured at the Red Deer Art Gallery January 29 to April 10, 2011. The exhibition highlighted artworks acquired through a special curatorial initiative focused on building contemporary Aboriginal art content in the art collection.

The foundation's involvement with the Alberta Creative Development Initiative has enhanced support to self-identifying Aboriginal and visible minority artists, generating a proportionately higher number of new applicants from this demographic in 2010-11.

Albertan literary excellence was recognized as Miranda Martini and Caleb Caswell were named the 2010 Grant MacEwan Literary Arts Scholarship recipients. Scholarships of \$5,000 each are awarded annually to two young Albertans for a short story or a short personal essay that explores Alberta's culture, heritage and/or Albertan experiences. These scholarships are to be used for a formal program of post-secondary study or mentorship in the literary arts.

Support Alberta's artists as cultural ambassadors by providing artistic components to cultural events and linking the achievements of Alberta artists to the Alberta brand, provincially, nationally, and internationally.

The foundation supported two unique out-of-province initiatives that linked the achievements of Alberta artists to the Alberta brand. The first was programming of Alberta artists and artworks for 2010-11 at the Confederation Centre for the Arts in Charlottetown, PEI. Programming included exhibitions of work by Calgary artist Terrance Houle and George Hunter's photographs of each province and territory. Calgary's Decidedly Jazz Danceworks performed in the *Live at the Centre!* series. The 2010 Charlottetown Festival included Alberta resident Keith White appearing in *Buddy: The Buddy Holly Story* and Banff resident Bob Nicholson returned as bass trombonist for the 2010 Charlottetown Festival orchestra. The second out-of-province initiative was the Western Canadian Music Alliance's *BreakOut West* event, in Kelowna, British Columbia, in October 2010. The foundation funded activities including a conference, music festival, industry awards brunch, and music awards gala. More than 100 Alberta musicians and music industry professionals had submissions in for consideration for the Western Canadian Music Awards, the Western Canadian Music Industry Awards, and the *BreakOut West* music festival.

The foundation supported a partnership to promote Alberta's cultural industries that involved the Book Publishers Association of Alberta, the Writers Guild of Alberta, Alberta Magazine Publishers Association, Alberta Music Industry Association, and the Alberta Media Arts Alliance. The partnership developed a cultural industries promotional campaign that ran in conjunction with Alberta Arts Days 2010. The campaign helped increase the profile of Alberta's cultural industries, highlighted the role of provincial arts service organizations, and encouraged support for cultural professionals.

The foundation partnered with ATB Financial and Big Rock Brewery to present the *Untapped* concert series in seven communities, featuring more than 20 live Alberta music acts.

Through the Cultural Relations Grant Stream, Alberta artists have been able to travel to arts events in many

countries including China, France, Germany, the United Kingdom, Japan, Cuba, South Africa, Burundi and Argentina.

Goal Three: Enhance community engagement in the arts.

Invest in arts endeavours that build capacity and community and contribute to an improved quality of life for Albertans.

It could be argued that all of the activities funded by the foundation build capacity in some way and contribute to improved quality of life for Albertans who are involved in them. However, some foundation-funded artistic programming stands out for the direct contributions made to quality of life.

Two foundation-funded initiatives, Artists and Education, and Arts Camps, directly affect quality of life for children and youth by providing arts opportunities that may not otherwise be accessible.

The Artists and Education Grant Stream subsidizes fees, allowing Alberta professional artists to provide interactive arts instruction in 215 Alberta schools in 2010-11.

The foundation-funded arts component of the Alberta Future Leader's Program (in partnership with the Alberta Sport, Recreation, Parks and Wildlife Foundation) gave opportunity for children and youth in areas that are historically underserved by arts education to be involved in Arts Camps 2010. Arts Mentors were placed at Gift Lake and Kikino Métis Settlements and the Heart Lake and Driftpile First Nations. Arts Camps were also offered at Boyle Street Community Services Cooperative in Edmonton.

Nearly 2,200 participants took part in arts activities over the 14 weeks of Arts Camps programming. Arts Mentors led community artists and assisted Master Artists to create artworks for the year-end art show at the Artery in Edmonton. *Art Show at the Artery* was a success for artists from each of the Arts Camps. Arts Mentors worked with local emerging artists (Aboriginal youth) on art works that were part a group art show in Edmonton. Arts Mentors were responsible for managing the project along with documentation of the artistic processes. Young Aboriginal artists were fully engaged in presenting their art work.

Other foundation-funded arts programming contributed directly to quality of life for Albertans with disabilities or those who are encountering other types of challenges. Some of the grant recipient organizations who provided arts programming for their clients in 2010-11 included: Nina Haggerty Centre for the Arts; MoMo Mixed Ability Dance Theatre; Glenrose Rehabilitation Hospital Foundation; iHuman Youth Society; Inner City Youth Development Association of Edmonton; Family Centre Society of Southern Alberta; Boyle Street Community Services; and numerous women's shelters across Alberta.

Collaborate with other agencies and other levels of government to support the development of arts-related policy leading to the instrumental and economic benefits for Albertans.

The foundation is an active member of Canadian Public Arts Funders. The Canadian Public Arts Funders fosters and supports the arts in Canada through the cooperation and collaboration of the federal, provincial, and territorial arts councils and equivalent public arts funders by increasing networking and partnership opportunities; sharing information and best practices; commissioning research; improving communications and processes; improving internal competencies through professional development opportunities; and promoting the value of the arts and public funding of the arts to the benefit of the members, the arts community, and the public. The foundation participated in quarterly meetings in 2010-11 to discuss common issues, projects, and developments.

The foundation Chair also met with the Premier's Council on Arts and Culture to discuss the province's cultural policy, *The Spirit of Alberta*, and other policy areas of common interest.

Build capacity by investing in artistic and organizational innovation and collaboration.

Several arts organizations receiving Community Support Organizations grants obtained support for projects in leadership development and capacity building.

Arts organizations used foundation social media for promoting their work, making announcements, networking, posting calls for submissions, providing employment information, and sharing details about events and exhibitions.

Goal Four: Foster excellence in the arts in Alberta

Foster artistic excellence through the use of peer assessment.

Peer assessment is fundamental to the foundation's project granting process; all project grants are awarded by independent juries whose members are selected from the Canadian arts community. The foundation strives to ensure that juries are representative of Alberta's culturally diverse population.

Jurors are suggested through an online nomination process, and any Albertan can nominate qualified jurors. In 2010-11, 18 juries with a total of 53 jurors were held to determine the recipients of foundation grants

Foster administrative and governance excellence in arts organizations by ensuring continued use of transparent and efficient granting processes at the Alberta Foundation for the Arts, and by representing best practice in the conduct of the business of the Alberta Foundation for the Arts.

Fostering administrative and governance excellence in arts organizations is built into the foundation's granting process. Organizations are required to provide detailed financial, governance, and statistical reporting for use in assessing their eligibility for grants. The foundation's grant application process requires the completion of a diligence questionnaire that asks for detail about financial management, planning, organizational effectiveness, marketing, stewardship, and accounting. Board members of recipient organizations must indicate their compliance with the foundation's principles of organizational sustainability.

While narrative accounts of an organization's plans, successes, and failures form an important part of any assessment, the foundation also requires a system of assessment that can be accurately measured and compared against both prior years and established benchmarks. The foundation's Fair Notice Policy takes into account the range of internal and external factors and cycles that can lead to financial, artistic, or organizational instability. The Fair Notice Policy is a four-step process that encourages organizations to work with the foundation and other funders to develop and implement strategies for recovery and capacity building. The policy was updated in 2010-11.

The foundation has provided the Healthy Agencies Toolkit online, which is an ongoing initiative to help arts organizations maintain and increase their capacity in governance, financial accountability, and planning.

The foundation required all professional performing arts companies (10 Alberta Major Performing Arts Company grant recipients and, for the first time in 2010-11, 44 Professional Performing Arts Company grant recipient organizations) to submit their financial and statistical reporting to the Canadian Arts Data online database. The database has numerous applications that enhance business planning and reporting.

The foundation shares its annual report and Report to the Community online annually to make public the details of its financial support to the arts in Alberta. The documents detail how the foundation met its strategic goals for the year, lists names of grant recipients, and details the amounts of grants awarded.

The foundation employs best practices in the jury process. While recognizing that no one jury can represent the varied demographics of the province, the foundation requires that the diversity of artistic styles and disciplines, professional expertise, culture, language, and other demographic factors are considered. Jurors for each fiscal year are listed in the publicly available Report to the Community.

Support Alberta artists by acquiring artwork for the Alberta Foundation for the Arts art collection.

The art collection grew in 2010-11 with 137 purchased artworks. These included 66 acquisitions by 34 different artists through the Art Acquisition by Application program and 71 acquisitions by 23 different artists through curatorial purchase.

Culture and Community Spirit Business Plan 2010-13

The *Alberta Foundation for the Arts Strategic Plan for 2010-13* directly supported the *Alberta Culture and Community Spirit Business Plan 2010-13*. The goals and strategies supporting the core business of the ministry were achieved through granting, stewardship of the foundation's art collection, and other forms of foundation programming as detailed below.

Core Business One: Facilitate the ability to build and sustain the arts, film, television, digital media, sound recording and book and magazine publishing as contributing to the provincial economy and the quality of life of Albertans

Goal Two: A thriving arts sector with increased growth and sustainability in Alberta's film, television, digital media, sound recording, and book and magazine publishing industries

Implement changes to the Alberta Foundation for the Arts programs (e.g. streamline grant programs) to better support the growth and development of the arts in Alberta.

In response to the recommendations of the Alberta Foundation for the Arts Program Evaluation Steering Committee in February 2009, and following approval by the Minister of Alberta Culture and Community Spirit in September 2010, the board approved the transfer of the cultural industries grant streams and associated budget to the ministry. The board worked with Alberta Culture and Community Spirit to ensure a smooth transition. With ministry support in place for Alberta's cultural industries, foundation grant funds can be directed exclusively to supporting the development of the arts.

As restructuring of foundation programs and their related grant streams was being phased in, 2010-11 was the first year using newly designed and formatted application forms tailored to the three new umbrella grant programs. Approximately 2,500 grant applications were submitted using the new forms. During this pilot period, staff were able to clarify guidelines, trouble-shoot usage issues and implement solutions to meet applicant needs.

To allow more schools to benefit from the Artists in Education program, a change was made to allow schools to apply for funding of only one residency per year (having been eligible to apply for funding for more than one residency in previous years).

A government-wide effort to make grant processes more efficient and effective resulted in the consolidation of municipal grant programs and a one-stop web portal was developed for municipalities. These changes meant that effective April 1, 2010, municipalities were no longer be eligible to apply for grants administered through the Alberta Foundation for the Arts. This directly supported Alberta Culture and Community Spirit's strategy of streamlining grant programs.

Promote Alberta Arts Days to showcase the arts and artists.

The foundation supported Alberta Arts Days 2010 by providing funds for promotional materials and fostering a cultural industries partnership to promote Alberta's sound recording, and book and magazine publishing industries.

Provide opportunities for artists to travel throughout Alberta as provincial ambassadors and to participate and feature in major events such as arts festivals, world class art exhibitions, and Canada Day celebrations.

Through support from the Cultural Relations Project Grant Stream, Alberta artists have performed and exhibited their work throughout 67 festivals in Alberta, in the Prairie provinces, Eastern Canada, the United States, and many other regions including Africa, Europe, and South America. Other forms of project support to arts organizations, individual artists, and ensembles were also provided through this grant stream.

Increase access to Alberta's art collection through the expansion of online access and the Travelling Exhibition and Art Placement Programs.

Monthly Travelling Exhibition Google Map updates and links to the art collection digital database on the Heritage Resource Management Information System are shared regularly through the AFA Newswire (more than 4,500 subscribers), AFA Facebook page (more than 800 "fans"), and AFA Twitter account (more than 200 followers). Visits to the Travelling Exhibition maps on the foundation website and the *Provincial Art Collections* webpage, and the numbers of followers on social media have steadily increased during each reporting period in the fiscal year.

Work with new media, book and magazine publishers and sound recording companies to strengthen Alberta's cultural industries.

New guidelines for the Cultural Industries Project Grant Stream were refined with input from stakeholders in book and magazine publishing and sound recording in preparation for the transfer of cultural industries funding to the ministry of Alberta Culture and Community Spirit. Twelve publishing houses, 11 magazine publishers, and three sound recording labels received operating support from the foundation in 2010-11.

Financial Statements for the Alberta Foundation for the Arts

Financial statements for the foundation can be accessed at www.culture.alberta.ca/about/publications/2011/FS_AFA.pdf