



2013-14 Annual Report

Alberta ■

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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 Alberta's cultural policy, *The Spirit of Alberta*. Culture is vital to Albertans' quality of life and to the social and economic health of the province. *The Spirit of Alberta* expresses the Government of Alberta's commitment to supporting and promoting culture in Alberta's second century.

The Alberta Foundation for the Arts pursued an ambitious agenda in the 2013-14 fiscal year supported by dedicated professional staff from the Ministry of Culture and guided by the passion and commitment of our volunteer board. The foundation's activities focused on the implementation of the three strategic goals identified in the Alberta Foundation for the Arts Strategic Plan for 2012-15: strengthen Albertans' value of the arts as an expression of their culture; ensure the Alberta Foundation for the Arts' art collection is well known to Albertans and recognized nationally and internationally for leadership in championing Alberta's artists and maximizing opportunities for public access to artworks in the collection; and provide Albertans with resources and opportunities to develop, appreciate and participate in the arts.

The Alberta Foundation for the Arts funding touches almost all ministerial areas of responsibility, from education and health to the environment and justice. It supports and enriches the lives of children, adults and seniors. It reaches and inspires the disabled and the infirm. It encourages and nurtures the participation of Albertans from of all cultural and economic backgrounds. It contributes to the economy, helping to foster desirable communities and workplaces.

Many of the Foundation's accomplishments over the past three years would not have been possible without the work and guidance of our past chair, Mark Phipps. Mark stepped down from his position in February 2014 leaving us with a legacy of sound strategic direction, a roadmap for continuous program evaluation and improvement, and a culture of communication, collaboration, and celebration.

I am pleased to submit the 2013-14 annual report that outlines the activities of the foundation in advancing the health and vitality of the arts sector as an essential part of Alberta's culture.



Joan Udell, 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. 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.

Foundation Vision

The Alberta Foundation for the Arts sees an Alberta where a vibrant arts community inspires creativity and innovation and is part of the fabric of how we live and work.

Foundation Mission

The Alberta Foundation for the Arts 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.

Goals of the Foundation, *Alberta Foundation for the Arts 2012-15 Strategic Plan*:

Strengthen Albertans' value of the arts as an expression of their culture.

Ensure the foundation art collection is well known to Albertans and recognized nationally and internationally for leadership in championing Alberta's artists and maximize opportunities for public access to artworks in the collection.

Provide Albertans with resources and opportunities to develop, appreciate, and participate in the arts.

Alberta Foundation for the Arts Board Membership

Alberta Foundation for the Arts Board of Directors, 2013-14

Mark Phipps, Chair
Canmore
Member since September 2010
Resigned February 26, 2014

Glorene Ellis
Red Deer
Member since May 2009

Hilary Rose
Sherwood Park
Member since March 2012

Joan Udell, Vice-chair
Hinton
Member since May 2009

Karl Schwonik
Calgary
Member since August 2011

Bruce Wright
Calgary
Member since March 2012

Lindsay Kelly
Edmonton
Member since September
2010

Stephen Krasnow
Calgary
Member since August 2011

Shannon Marchand
Corporate Secretary,
Assistant Deputy Minister,
Creative and Community
Development Division, Alberta
Culture

Sue Phillips
Bonnyville
Member since September 2010

Terry Cooper
Medicine Hat
Member since March 2012

Joan Pitfield
Edmonton
Member since May 2009

Susan Kristoferson
Calgary
Member since March 2012

Board Committees

Four standing committees carry out the work of the Alberta Foundation for the Arts.

The **Collection Committee** makes recommendations to the board about new policy, revisions to the existing collection policy, ensures the appropriateness of programs and services according to policy, and makes recommendations to the board regarding the acquisition and/or deaccessioning of artworks from the Alberta Foundation for the Arts art collection.

The **Finance Committee** makes recommendations to the board on all financial and business planning matters. The Committee's function is to assist the board by reviewing, reporting and making recommendations about the foundation's budget, budget status, year-end accountability, and financial reports provided by the foundation to the minister. The committee also reviews the foundation's system of accountability, that the executive director and the board have established, and accounting and financial reporting processes.

The **Grants Committee** makes recommendations to the board regarding grants, other adjudication matters, revisions to existing grant policy, and new granting policy.

The **Research and Communication Committee** makes recommendations to the board regarding Alberta Foundation for the Arts initiatives that strengthen Albertans' value of the arts as an expression of their culture or promotional aspects of initiatives that support other areas of the work of the foundation.

Board of Directors and Committee Meeting Attendance

Alberta Foundation for the Arts Board of Directors Meetings

Board Member	Meetings Attended	Board Member	Meetings Attended
M. Phipps, Chair	5 of 6	S. Krasnow	5 of 6
G. Ellis	6 of 6	S. Phillips	4 of 6
J. Pitfield	5 of 6	T. Cooper	6 of 6
J. Udell	5 of 6	S. Kristoferson	5 of 6
K. Schwonik	6 of 6	H. Rose	6 of 6
L. Kelly	6 of 6	B. Wright	4 of 6

Collections Committee Meetings

Board Member	Meetings Attended
S. Krasnow, Chair	5 of 5
S. Phillips	5 of 5
G. Ellis	5 of 5
S. Kristoferson	4 of 5
B. Wright	4 of 5

Research and Communication Committee Meetings

Board Member	Meetings Attended
K. Schwonik, Chair	5 of 5
H. Rose	4 of 5
T. Cooper	5 of 5
L. Kelly	5 of 5
B. Wright	4 of 5

Grants Committee Meetings

Board Member	Meetings Attended
J. Udell, Chair	5 of 5
L. Kelly	5 of 5
K. Schwonik	5 of 5
T. Cooper	5 of 5
J. Pitfield	5 of 5

Finance Committee Meetings

Board Member	Meetings Attended
H. Rose, Chair	6 of 6
S. Krasnow	4 of 6
J. Pitfield	5 of 6
K. Schwonik	5 of 6
J. Udell	5 of 6

Board Governance Practices

The Alberta Foundation for the Arts board is compliant with governance practices as established in the *Alberta Public Agencies Governance Act* and the *Public Agencies Governance Framework*. The board uses a governance framework to define accountability between the board and the minister.

The board provides the oversight and strategic decision making for the foundation while delegating day-to-day administration to the department. The Alberta Foundation for the Arts' board governance framework includes:

- a detailed mandate and roles document defining the roles and relationships of the board and the minister;
- a code of conduct that reflects a commitment to the foundation's values and provides a framework to guide ethical conduct in a way that upholds the integrity and reputation of the agency;
- broad governance guidelines and board-management delegation policies;
- orientation on board and corporate operations for new board members;
- accountability to the Government of Alberta;
- board job descriptions and key competency matrix;
- guidelines for agendas and annual planning;
- terms of reference for each board committee; and
- an active assessment of board effectiveness following each meeting.

The Alberta Foundation for the Arts board participates in an annual self-assessment process to enhance accountability and performance within its governance model and includes assessment of the chair, individual members and the board's collective performance.

Strategic Planning and Annual Reporting

On September 11, 2013, the Alberta Foundation for the Arts board of directors participated in a planning day to refresh the *2012-15 Strategic Plan*, positioning it in the context of the *Alberta Culture Business Plan 2013-16*; the *Alberta Foundation for the Arts Act*; and, *The Spirit of Alberta*, Alberta's cultural policy.

Action plans for each of the core areas of the foundation's mandate (art collection, arts granting, and arts research and communication) were analyzed through a strategic lens. The process resulted in a reaffirmation of the strategic goals and a detailed set of prioritized actions for the coming fiscal year.

Linkages to the Culture Business Plan 2013-16

The work carried out by the Alberta Foundation for the Arts fits with Goal Four of the *Alberta Culture Business Plan 2013-16*: "Alberta has a sustainable, vibrant arts and creative and cultural industry community that inspires creativity and innovation and is essential to how we live and work". The goal is further articulated: "Through the Alberta Foundation for the Arts and other stakeholders, the ministry strives to ensure that Albertans have access to arts experiences and opportunities". The foundation's strategic goals most closely aligned with this ministry goal are: "Provide Albertans with resources and opportunities to develop, appreciate and participate in the arts" and "Ensure the AFA art collection is well known to Albertans and recognized nationally and internationally for leadership in championing Alberta's artists and maximize opportunities for public access to artworks in the collection."

The work of the Alberta Foundation for the Arts also fits under Goal One of the ministry plan: "Alberta has a thriving culture that is valued by Albertans." The foundation's strategic goal that best supports this ministry goal is: "Strengthen Albertans' value of the arts as an expression of their culture."

Overview of Granting and Art Acquisition

The foundation was allocated \$26.9 million through the Alberta Lottery Fund in 2013-14, the same amount as 2012-13. The foundation provided project funding to individual artists and ensembles and grants to support organizations with operating funding and project funding. The foundation also purchased works for its art collection from Alberta artists. This collection is stewarded and exhibited as a cultural resource for Albertans.

Alberta Foundation for the Arts Granting and Art Collection by Year			
	2011-12	2012-13	2013-14
Grants awarded	1,156	1,059	1,161
Eligible grant applications	1,962	2,042	2,064
Percentage of applicants receiving grants	58%	52%	56%
Number of grants to individuals	393	304	387
Number of grants to organizations	763	755	774
Value of grants to individual artists (\$ millions)	\$3.2	\$2.8	\$3.5
Value of grants to organizations (\$ millions)	\$21.3	\$20.7	\$19.8
Total value of grants awarded (\$ millions)	\$24.5	\$23.5	\$23.3
Number of artworks purchased	71	45	38
Value of the Alberta Foundation for the Arts art collection (\$ millions)	\$12.8	\$13.0	\$13.3
Allocation to the Alberta Foundation for the Arts from the Alberta Lottery Fund (\$ millions)	\$27.9	\$26.9	\$26.9

The board of directors approved 1,161 grants valued at approximately \$23.3 million. Individual artists were supported with grants valued at \$3.5 million, and approximately \$19.8 million supported organizations in their arts programming¹.

Demand for grants by Alberta artists and arts organizations continued to reflect the drive and creativity of Alberta artists and growth in the non-profit arts sector. For the most part demand has been stable over the past three years with the exception of a significant increase from organizations requesting grants based on community derived revenue (see tables on page 7). In general, the amount requested continues to significantly exceed available funds each year.

¹ These amounts exclude supplies and services, which are detailed in the Financial Statements for the Alberta Foundation for the Arts (link on page 18 of this report).

Demand for Individual Artist Project Grant Funding from the Alberta Foundation for the Arts by Year			
	2011-12	2012-13	2013-14
Value of grants to individual artists (\$ millions)	\$3.2	\$2.8	\$3.5
Amount requested in eligible applications from individual artists (\$ millions)	\$10.2	\$10.3	\$9.7
Percentage of eligible requested amount awarded.	38%	32%	36%
Number of eligible applicants for individual artist project grants	1,027	962	1,118

The Alberta Foundation for the Arts provides project and operating grants to organizations. Project grants are assessed and prioritized by an expert panel. Operating grants are proportionally allocated using formulas based on an organization's eligible expenses² or community derived revenue³. Community derived revenue is the amount of revenue non-profit organizations are able to raise through ticket sales and fundraising, and this amount grows each year for arts organizations in Alberta.

Demand for Grants to Organizations from the Alberta Foundation for the Arts by Year			
	2011-12	2012-13	2013-14
Amount requested by eligible organizations applying for project grants (\$ millions)	\$3.8	\$4.4	\$3.1
Amount requested by eligible organizations applying for expense-based grants (\$ millions)	\$15.9	\$17.8	\$15.7
Eligible amount for organizations funded by CDR-based grants (\$ millions)	\$10.8	\$10.8	\$13.8
Total demand for grants to organizations (\$ millions)	\$30.5	\$33.0	\$32.7
Value of grants to organizations (\$ millions)	\$21.3	\$20.7	\$19.8

The foundation actively collects visual artworks that document the province's significant visual artistic achievement. The collection is accessible to the public and consists of paintings, sculptures, drawings, photographs, ceramics, glass, fibre and prints.

² Alberta Foundation for the Arts operational funding for Arts Presenting, Community Presenting, Community Support Organizations, Provincial Arts Services Organizations, and Summer Schools is based on a percentage of eligible administration or programming expenses.

³ Community Performing Arts Organizations, Alberta Major Performing Arts Companies, Professional Performing Arts Companies, and Public Galleries

Alberta Foundation for the Arts Statement of Artworks and Collections March 31, 2013 (unaudited)				
	2013-14		2012-13	
	Value (\$ thousands)	Number of Pieces	Value (\$ thousands)	Number of Pieces
Opening	\$13,017	8,454	\$12,808	8,393
Purchases	\$155	38	\$169	45
Donations	\$100	29	\$41	17
Dispositions	\$0	0	\$1	1
	\$ 13,272	8,521	\$ 13,017	8,454

At March 31, 2014, the collection consisted of **8,521** (2013 – 8,454) artworks. The foundation has estimated the value at \$13,271,532 (2013 – \$13,016,582). During the year, the foundation purchased 38 (2013 – 45) artworks at a cost of \$154,925 (2013 – \$168,670). There were 29 (2013 – 17) donations accepted to the collection during the year. These donations were appraised at value of \$100,025 (2013 – \$40,850). There was no artwork disposition during the year (2013 – one).

Results Analysis, Alberta Foundation for the Arts Strategic Plan for 2012-15**Goal: Strengthen Albertans' value of the arts as an expression of their culture.**

The Research and Communication committee prepared the groundwork to develop a multi-year marketing plan to raise awareness among Albertans about the art in their life, and to engage and excite them about experiencing art more often and in unexpected ways. The basis of this plan came from province wide qualitative research undertaken in June and July of 2013 to better understand how the public perceives the arts in Alberta. A total of three focus groups were held in Edmonton and Lethbridge. The plan includes a mix of television and online advertising and concentrated online and social media activity, and will be launched in the fall of 2014.

The Alberta Foundation for the Arts website (www.affta.ab.ca) provides essential support to Alberta's individual artists and arts organizations, allowing Alberta's arts community to access grant information and arts resources through a central access point.

Strategy: Collaborate with, and provide information to, related agencies and institutions to promote the value of the arts in Alberta.

The Alberta Foundation for the Arts provides information about the value of the arts in Alberta, arts grants, and the foundation's art collection through social media accounts on Twitter and Facebook.

The foundation collaborated and provided information to related agencies by working both provincially and nationally with other funders to ensure that processes are in place for information exchange and measurement of key indicators around the value of the arts in Alberta.

The Alberta Foundation for the Arts is a member of Canadian Public Arts Funders (CPAF), which 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. The CPAF does this 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 is a founding member and active user of the Canadian Arts Database. Professional arts organizations and public galleries use the database for financial and statistical reporting, and arts funding bodies from across the country use the information submitted to the database to calculate grants and inform policy decisions. Ministry staff members are active contributors to the continued development of the database. The database allows for easier financial and statistical analysis of the foundation's work; for comparisons between regions - even within Alberta - of arts funding and other statistical data that can be used to promote the value of the arts in Alberta; and for the measurement of areas such as economic impact, participation, and volunteerism.

The Alberta Foundation for the Arts retains the rights to Invest Alberta, an arts crowd-funding platform which has the capacity to provide an online forum where the public can invest time or money in projects by artists and arts organizations. Invest Alberta was used by the Calgary Arts Development Authority for the Alberta Arts Rebuild Project in response to the June floods. The board actively engaged in discussions with stakeholders about expanding the platform to be province-wide. While there was some interest, a feasible proposal has not yet been identified.

Strategy: Articulate the value of the arts as integral to the quality of life for Albertans.

In addition to the communication plan outlined above, the foundation contracted a firm through an open Request for Proposal process to conduct market research and a communications audit, and to deliver a proposed multi-year marketing strategy. The goals of the marketing strategy are to: market the varied benefits of the arts sector to a broad audience of Albertans and provide resources to sector stakeholders encouraging them to share this messaging; build awareness about what the arts have to offer and what they contribute to Albertans' quality of life; positively influence the attitudes and behaviors about the value of arts in Albertans' quality of life, thereby increasing participation in the arts; increase Albertans' recognition of the vital contributions the arts sector makes to a growing economy and sustainable culture sector within Alberta; and, increase Albertans' recognition that supporting the arts is supporting diverse, healthy and vibrant Alberta communities.

In the fall of 2013, a research firm was contracted to do a theme analysis of final reports submitted for Individual Artists project grants from the 2011-12 fiscal year (most recent year of completed reports at the time of the study). The goal of the research was to identify outcomes for Alberta artists as a result of receiving a project grant, so that the benefits of the Individual Artists Project grants could be communicated to prospective grant applicants and to the public.

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

This strategy was accomplished through project grants that allowed artists to travel to showcase their excellence provincially, nationally and internationally. The Cultural Relations Grant Stream provided the opportunity for many Albertan artists and ensembles to travel as cultural ambassadors, highlighting their achievements provincially, nationally and internationally in 2013-14. A wide range of artistic practices were represented.

Within Canada, Alberta artists and arts organizations were supported by the foundation to present their work in Charlottetown, Halifax, Sydney, Montreal and Toronto (Alberta component of the Confederation Centre support program), Kelowna (exhibition tour,), Toronto (SummerWorks Performance Festival,), Montreal and Toronto (exhibition tour,), Montreal (International Leadership Association's 15th annual Global Conference), Whitehorse (Adaka Cultural Music Festival), Ottawa and Parry Sound (Chamberfest and Festival of Sound), Montreal (Festival TransAmeriques), and Ottawa (concert at Canadian Museum of History).

Foundation-funded travel by artists to the United States included destinations such as San Francisco (exhibition tour), New York City (CMJ Music Marathon), San Jose (American premier of new work), San Francisco (American Indian Film Institute Film Festival), and Santa Barbara (Santa Barbara International Film Festival). Other locations in the Americas that Alberta artists traveled were Bridgetown, Barbados (international dance conference) and Naucalpan, Mexico (Canada Month in Mexico).

Internationally, the Alberta Foundation for the Arts made it possible for Alberta artists and arts organizations to present their work in Europe: Dundee, Scotland (touring exhibition), London, England (Canada Day celebrations), Netherlands and Belgium (concerts, including musicians and dancers), London, England (exhibition tour), Netherlands (Witte de With Gallery), Dublin, Ireland (Dublin Gay Theatre Festival), Tallinn and Tartu, Estonia (Hiiumaa Dance Festival), Netherlands, Belgium, Germany, Austria and Czech Republic (concert tour), Athens, Greece (Vorres Museum of Contemporary Greek Art and Folk Art), Athens, Greece (Canadian Embassy to the Hellenic Republic and Athens Concert Hall), Great Britain (concerts in Edinburgh, Glasgow, Essex, Portsmouth, Swindon, Cornwall), Hamburg, Germany (Reeperbahn Festival), Rostov-on-Don, Russia (Rostov Jazz International), London, England (New British Musicals Showcase), London, England (International Triathlon Union World Triathlon), Glasgow, Scotland (international exchange exhibit), Medana, Slovenia (International Artists Workshop),

Clug-Napoca, Romania (Arts of Fire the 9th annual International Ceramic and Glass Symposium), Lviv and Kiev, Ukraine (visual art exhibition), and Reykjavik, Iceland (DesignMarch).

Alberta artists and arts organizations also traveled within Asia to Seoul, South Korea (13th International Conference on New Interfaces for Musical Expression), Wonju, South Korea (Wonju Hanji Festival); and Chengdu, China (recital at Sichuan Conservatory of Music).

One Alberta artist presented in Nairobi, Kenya (Chakama Project).

Strategy: Promote the value of arts in education.

To promote the value of arts in education, the Alberta Foundation for the Arts carried out research, collaborated with the Alberta Teacher's Association – Fine Arts Council, and provided programs in a variety of educational contexts for children, youth and the post-secondary community in Alberta.

The *Artists and Education Outcomes Research Project* was done to identify the outcomes of foundation funded artist residency projects as experienced and reported by school communities throughout the province over a one-year period. This report also included a literature review on artist residencies in K-12 schools to keep the foundation up to date on best practices that have been documented in research. Additionally, a summary of findings for each school was catalogued in a spreadsheet that listed a brief description of each residency project and the outcomes for students and the school community. The summary statement from the report is as follows:

The extent to which teachers or administrators reported that students shared a positive experience that enhanced their behavioral, cognitive and affective engagement is remarkable.

The artist-in-school residency experience also had a significant impact on many teachers. They gained a greater appreciation for the arts, enhanced knowledge of various art forms, and new teaching strategies.

There is sufficient evidence here to suggest that more effective pedagogy is an outcome of the artist-in-school residency program. We also see, through student performances and demonstrations, greater community connections. Families shared in the excitement of their children's experience and more parents took part in school activities.

Working with the Alberta Teacher's Association – Fine Arts Council, the Alberta Foundation for the Arts collaboratively developed lesson plans related to the Fine Arts Curriculum, which use the foundation's new online collections database to directly connect students with Alberta art and artists in their learning experience. The lesson plans and website will be tested and launched with teachers in the coming year, providing teachers with access to high quality Alberta art to illustrate the curriculum. Alberta artists benefit by having their art exposed to a wider audience.

The foundation continued to deliver the Artists and Education Grant Stream, a juried program that supported artist residencies that took place in Alberta schools during the 2013-14 school year. The grants assisted schools to contract Alberta professional artists to provide interactive arts workshops for kindergarten through Grade 12K-12 students. Artists and Education Project Grant Stream funding was provided to 170 schools in 59 communities across the province.

The foundation supported five summer school service providers with a five-year funding commitment for residential youth arts summer schools in music, theatre, writing, visual arts, film and video. The following organizations and institutions hosted 715 youth participants in the summer of 2013: Red Deer College (MusiCamp, Summerscapes, and Teen Video); Theatre Alberta (Artstrek); and, Writers Guild of Alberta (inkPulse).

Through the Post-Secondary Institutions Grant Stream, the foundation provided grants to 17 post-secondary institutions that provided arts programs on campus and made it accessible to the wider community through projects with artistic merit that were not funded by the Ministry of Innovation and Advanced Education.

Goal: Ensure the foundation art collection is well known to Albertans and recognized nationally and internationally for leadership in championing Alberta's artists and maximize opportunities for public access to artworks in the collection.

The Alberta Foundation for the Arts art collection is unique among Canadian provinces in terms of its scope, size and funding level. In all of these criteria it is the largest. At the end of the 2013-14 fiscal year, the collection was valued at approximately \$13.3 million and included 8,521 artworks. The Alberta Foundation for the Arts art collection is the only public collection dedicated solely to representing the breadth and depth of the achievement of visual and fine craft artists of Alberta.

Strategy: Invest in the ongoing recognition of the excellence of the work of Alberta artists.

A curatorial review of all Alberta Foundation for the Arts art collection holdings was undertaken in light of last year's Collection Policy Framework development. This review initiated work on the AFA's Collection Development Plan.

In 2013-14, the Alberta Foundation for the Arts purchased 38 artworks with a value of \$154,925 through the Art Acquisition by Application program. Seven of the artists were new to the collection. The foundation also received a curatorial donation of 29 works valued at \$100,025 to build the senior artist component of the collection. Curatorial donations and purchases are made to collect artwork of high artistic merit, to collect the work of artists whose art is already in the collection, collect specific types of art, and to acquire artwork that has high relevance for use in the Travelling Exhibition Program (Trex), Art Placement, and exhibition programming.

The foundation renewed its commitment to support the development and creation of a new site-specific artwork that will be part of the foundation collection and installed at MacEwan University. This commission will celebrate the new MacEwan Centre for Arts and Culture.

The foundation also committed funds to support the commission of an Alberta Foundation for the Arts artwork by Lethbridge artist David Hoffos for long-term public display at the new Casa arts centre in Lethbridge.

Note cards were produced featuring artwork from the foundation collection for distribution among members of the Alberta Legislative Assembly and foundation board members. These cards are also available on the foundation website as e-cards.

Strategy: Ensure care and maintenance of the collection at the highest professional standards.

The Alberta Foundation for the Arts has a legislated duty of care to ensure that the Alberta Foundation for the Arts art collection is cared for to the highest professional standards so that artwork in the collection remains in optimal condition in perpetuity.

Policies related to the collection ensure that a balance is maintained between providing access to, and ensuring preservation of artwork in the collection and continued Category “A” Designation⁴. The Collection Framework and Policy Manual includes policies around the following domains of collection maintenance: storage and handling; conservation; documentation; rights and reproductions; and insurance and inventories.

A new van for art transportation was purchased to ensure the safe and secure movement of all foundation artwork.

Strategy: Make the collection broadly accessible for learning and enjoyment across Alberta and beyond, through balanced physical and virtual programs.

The Alberta Foundation for the Arts art collection is a working collection that has multiple uses: as a resource from which artwork is borrowed for placement in government and non-profit organization offices and public spaces; a source of loans of artworks to other arts institutions for inclusion in exhibitions; a source for the development of exhibitions organized and circulated by the foundation; an online resource for the study and enjoyment of Alberta artwork; and a support for curricular education (kindergarten to Grade 12 and adult education).

To increase search functionality and provide streamlined online access to the foundation’s art collection, new software called eMuseum was purchased and developed using data from the collections management database. The new searchable collections portal provides public users with easy, searchable access to nearly 100 per cent of the art collection. A soft launch took place in February 2014.

To make Alberta’s visual arts accessible online, staff continued to digitize artworks in the collection. In 2013-14, 2,628 images were digitized for use on the website. Digitizing the collections is an important step in making the collection available electronically to the public so they can enjoy the artwork and access it for teaching, curatorial and research purposes. Currently, information about 8,460 artworks is accessible online, and images for more than 6,700 of the artworks are accessible.

In 2013-14, the collection loaned 301 artworks of significant importance, in representing Alberta art, to 25 provincial and national venues. Through the Art Placement Program, more than 143 works were installed in public spaces. For example, the Red Deer Arts Council exhibited 46 foundation artworks at the Kiwanis Gallery in the Red Deer Public Library in celebration of the Red Deer City Centennial. The exhibition featured artists from Red Deer and the surrounding areas.

The Glenbow Museum continued its series of exhibitions *Made In Calgary* to celebrate the decades of 1970, 1980 and 1990. These exhibits featured numerous foundation artworks. The 1990s exhibition represented a number of foundation artworks and included artworks from both the Glenbow Museum and the new Contemporary Calgary gallery.

Since 1980, the foundation has supported a provincial Travelling Exhibition (TRES) program. The TRES program strives to ensure that Albertans across the province have the opportunity to enjoy the work of contemporary Alberta artists. TRES continued in 2013-14 with art collection exhibitions circulating to nearly 112 venues (129 including Media Arts) in 182 communities (199 including Media Arts) throughout Alberta, with more than 471,382 individual visitors to the exhibitions (474,265 including Media Arts). The foundation invested \$525,178 (\$630,678 including Media Arts), contracting four organizations (five with Media Arts) as regional partners to exhibit artworks from the foundation’s art collection and artworks by

⁴ Organizations must be officially designated by the minister of Canadian Heritage to access the tax incentives and grant provisions under the *Cultural Property Export and Import Act*. Designated organizations are located in Canada, demonstrate the ability to ensure the long-term preservation of cultural property, and also make cultural property available to the public through exhibitions, programming or research. Category “A” is an unlimited designation for works of fine art.

Alberta artists from their own collections. Maps showing the locations of the program's exhibitions throughout the province are available on the Alberta Foundation for the Arts website, and there are links to exhibition details.

Goal: Provide Albertans with resources and opportunities to develop, appreciate and participate in the arts.

The foundation provided \$23.3 million in operating and project grants to organizations and individual artists across a comprehensive range of disciplines, levels of artistic development and diverse communities across the province.

Many artists and arts organizations were affected by the June 2013 floods across Alberta. Impacts included damage and loss of work, venues and supplies, and loss of revenue. The Alberta Foundation for the Arts played a role in helping the arts community return to a state of equilibrium following the floods by quickly pledging \$50,000 in matching funding for individual donations to the Alberta Arts Flood Rebuild Fund. The fund helped the Alberta's arts community to rebuild in the aftermath of the floods. Additionally, special consideration was given to any foundation client that may have been adversely affected.

Strategy: Support arts that provide public access, build capacity, enhance community and acknowledge diversity.

The foundation supported this goal through funding professional and community arts organizations. Funding is one of the most direct ways that the foundation supports public access to the arts.

Eight organizations designated by the foundation as Provincial Arts Service Organizations are funded. Currently, these organizations are: Alberta Craft Council; Alberta Dance Alliance; Alberta Media Arts Alliance Society; Arts Touring Alliance of Alberta; Le Regroupement artistique francophone de l'alberta (RAFA); Theatre Alberta; Visual Arts Alberta Association; and Writers Guild of Alberta. To be eligible, organizations must meet the following requirements: be registered and in good standing in Alberta and have been in operation for at least one year; demonstrate the ability to balance good governance practices and fiscal responsibility while maintaining their artistic mandate; and operate at arms-length from organizations and institutions receiving annual operating funds from the Government of Alberta, their affiliates, and/or commercial enterprises. Provincial Arts Service Organizations must demonstrate a province wide membership; revenue derived from sources other than the foundation; a provincial office with staff that is open to the membership; regular communication to the members, such as a newsletter; programs and development opportunities for members; and fiscal responsibility.

The foundation invested in the operational funding for organizations such as performing arts companies, community groups, arts presenting organizations, galleries, festivals and summer schools. The diversity of the province is reflected in the variety of community arts organizations that receive operating and project funding from the foundation. Providing a portion of operational funding to Alberta's arts organizations was an effective way for the foundation to provide public access to the arts.

In 2013-14, the foundation continued to support Alberta's 10 largest performing arts companies and assisted with the annual operating expenses of 43 47 professional performing arts companies. Alberta's professional performing arts organizations reported annual attendance in excess of 1.3 million patrons.

Operating support to organizations also included the Public Galleries Grant Stream, which provided operational funding to 18 art galleries in seven communities. Collectively, these galleries report in excess of 600,000 visitors each year.

In addition to funding professional arts organizations and public galleries, the Alberta Foundation for the Arts stands out among provincial arts funders in Canada as a funder of community arts (non-professional)

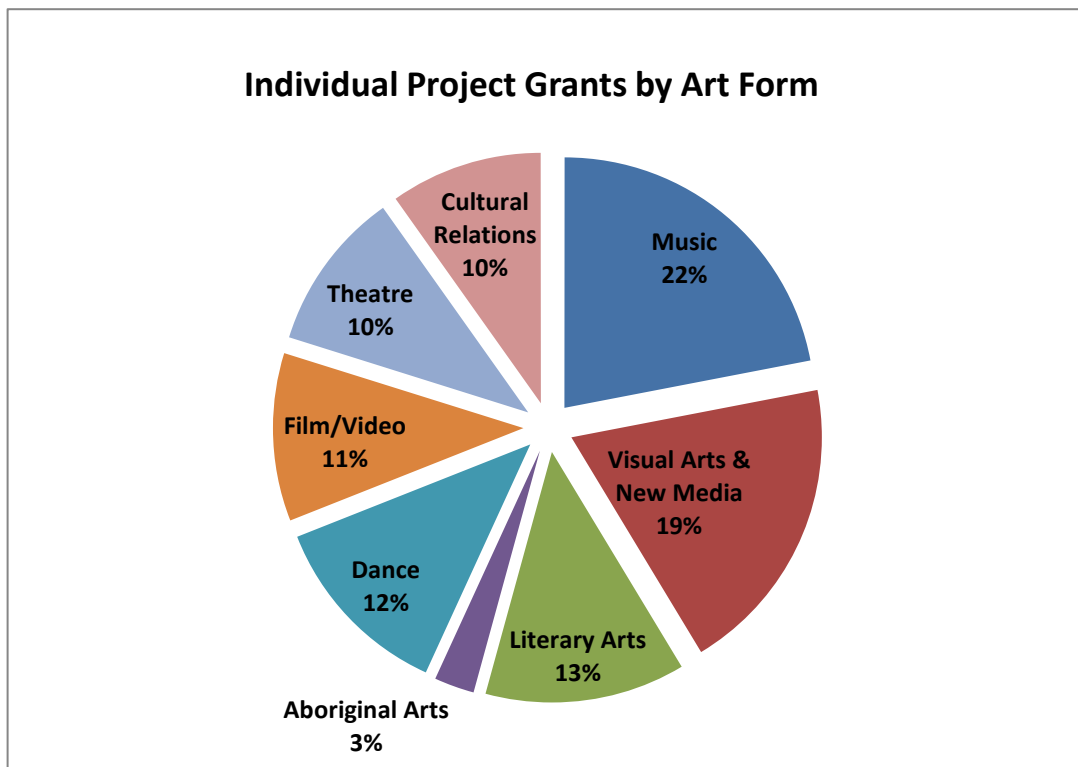
organizations, including choirs, art clubs, amateur theatre and visual and media arts societies, dance and music ensembles, as well as performing arts presenting organizations. These community arts organizations enhance their communities by providing opportunities for participation in and access to the arts. Participating in the arts, the acquisition of arts, technical, and administrative skills through participating and volunteering, along with arts based social interaction, builds capacity in people and arts organizations, and builds community through the shared creation and transmission of culture through the arts. Community arts organizations report a significant number of events and very high levels of attendance and volunteerism Albertans' high rates of attendance and participation reflect the value t they place on the arts.

The Community Performing Arts Organizations Grant Stream supported 168 nonprofessional performing arts organizations in -46 communities by assisting with annual operating costs. The Arts Presenting Grant Stream supported the public presentation of professional artists in all artistic disciplines by reimbursing a portion of professional artists' fees. In 2013-14 this grant stream supported 182 organizations in -74 Alberta communities in presenting artistic performances. The Community Support Organizations Grant Stream assisted with operating expenses for 120 non-profit organizations in 37 communities whose primary activities are to support and promote the arts across the province and at the local community level.

Project funding for organizations was also distributed through the following streams: Post Secondary Institutions; Artists and Education (such as artists in residence in schools); Organization Arts Project and Cultural Relations. These project streams are discussed further in previous sections of this report as they support strategies in the 2012-15 strategic plan in addition to providing public access, building capacity, enhancing community and acknowledging diversity.

Support to individual artists provided a direct contribution to the goal of providing Albertans with resources and opportunities to develop, appreciate and participate in the arts.

Project funding supported the development of individual Alberta artists, arts administrators and artist ensembles by providing a grant for a specific project or continued education in a variety of disciplines, including: aboriginal traditional arts; dance; music; theatre and performance art; film and video arts; visual arts and new media; cultural relations; and literary arts. The chart below shows the distribution of individual project grants by artistic discipline.



Since 1997, the foundation has funded the arts component of the Alberta Future Leaders Program (AFL), in partnership with the Alberta Sport Connection (also known as the Alberta Sport, Recreation, Parks and Wildlife Foundation). The program, called Arts Camps 2013, provided arts engagement opportunities for Aboriginal children and youth in areas that are historically underserved by arts programming. In 2013, a total of 12 First Nations/Metis communities were involved in the AFL program. Arts Mentors contracted by the foundation were placed in five of these communities for four months to manage and document the project while established Aboriginal artists were contracted to offer participatory workshops. The five communities that hosted an Arts Mentor were: Fort Chipewyan First Nation, Fort McKay First Nation, Beaver First Nation, Atikameg (Whitefish) First Nation and East Prairie Metis Settlement.

Each year Arts Mentors assist emerging young artists from their host community in the creation of visual and performing arts for the year end Artery Art Show in Edmonton. Where possible, Senior Artists contribute to the process during their community workshops. The 2013 Artery show was an overwhelming success. New to the Artery this year, emerging artists from the other six AFL communities were also invited to showcase some of their work. Arts Mentors were responsible for managing the show and presenting documentation of the artistic processes involved in the creation of the works on display. Young First Nations and Metis artists were fully engaged in presenting their art and performance works, and this year, those who were interested were able to sell their visual art pieces during the show.

The foundation strives to support Aboriginal artists in their capacity to express and share their culture and perspectives through different artistic media. Ten individual artists from three communities received project funding for Aboriginal arts.

The Alberta Foundation for the Arts offers two scholarships designed to support the development of young Albertans. The Film and Video Arts Scholarship is awarded to a young Albertan who demonstrates talent and potential along with clear educational or training goals in the film and video arts. The Grant MacEwan Creative Writing Scholarship goes to a young Albertan who demonstrates talent and potential along with clear educational or training goals in the literary arts. Both of these scholarships have a value of \$5,000 and are awarded annually to an Albertan 25 years of age or younger.

Strategy: Promote and articulate Alberta Foundation for the Arts programs to increase access and participation.

The foundation made information available about its programs to communities across the province and online through the provision of workshops, direct electronic communication with stakeholders, through social media and direct stakeholder engagement.

Arts Branch staff provided grant information workshops on behalf of the foundation in 2013-14 through four workshops in Edmonton and one each in Calgary, Sherwood Park, Red Deer and Grande Prairie.

Twenty issues of the Alberta Foundation for the Arts Newswire, an electronic newsletter, were sent to more than 4,000 subscribers in the 2013-14 fiscal year. The information from the AFA Newswire was made available on the AFA website and Facebook page (1,895 followers), and the foundation's Twitter feed (1,566 followers). Through these electronic channels, subscribers and members of the public were made aware of arts events in their communities, such as venues for the Travelling Exhibition program.

The foundation's website (www.affta.ab.ca) provides essential support to Alberta's individual artists and arts organizations, allowing Alberta's arts community access to grant information and arts resources

through a central access point. The foundation website received 274,228 visits in 2013-14, averaging 751 visits daily. The website hosts the grant application forms and guidelines, and provides guidance for completing the granting process with frequently asked questions, grant writing tips, and final report and budget templates to assist applicants with accessing documents. There are separate help pages on the website for each stream in the Individual Artist Project Grant Program and tips for successfully completing organizational grant application forms.

Strategy: Encourage best management practices for artists and arts organizations.

The foundation encouraged best management practices through a variety of means including project grants, social media, the provision of information resources and specific policies.

Additionally, the board models best governance practices by regularly reviewing their own governance policies. In September 2013, the board and the minister of Culture approved a revised Mandate and Roles document.

Project grants are available to individual artists to develop their capacity in administration, marketing and business. Community Support Organization Project Grants assist arts organizations with projects in leadership development and capacity building.

The foundation used the Newswire to inform subscribers about educational, training and development opportunities. Members of Alberta's arts community posted information about such events frequently on the Alberta Foundation for the Arts' Facebook page.

Best arts management practices in a variety of contexts are available for artists and arts organizations on the foundation website through *Thinking About the Arts: Recommended Resources*. This resource links Albertans to recent publications and relevant websites that are starting points for dialogue, strategic thinking and capacity building around the arts in organizations and communities. Additionally, 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.

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. Eligibility for an individual project grant requires applicants to 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.

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 process that encourages organizations to work with the foundation and other funders to develop and implement strategies for financial recovery and capacity building.

In 2013-14, the Grants Committee developed and implemented new Professional Performing Arts Organizations guidelines, a new Post Secondary Institution Grant Stream, a new Aboriginal Arts Individual Project Grant Stream and a new Organizations Arts Project Grant Stream.

Strategy: Encourage collaboration with and between artists, arts organizations and stakeholders.

Collaboration was encouraged through the foundation's use of expert panel assessment, through project grants, and by providing social media platforms that allow artists and arts organizations to connect with each other and with other stakeholders.

Expert panel assessment is fundamental to the foundation's project granting procedure and is an important way to include the arts community in granting processes. All project grant recommendations are made by independent panels whose members are selected from the Canadian arts community. The foundation strives to ensure that panels are representative of Alberta's culturally diverse population. The panelists are suggested through an online nomination process, and any Albertan can nominate qualified assessors. In 2013-14, 10 expert panels were convened, with a total of 52 members of the arts community adjudicating project grants. Additionally one grant stream, for Post Secondary Institutions, was adjudicated by three Alberta Foundation for the Arts board members.

Arts organizations were able to use the foundation's social media sites, such as the Facebook page and Newswire e-newsletter, to support collaboration within the arts community and with stakeholders in order to promote their work, make announcements, network, post calls for submissions, provide employment information, and share details about events and exhibitions.

Alberta Arts Rebuild is another example of effective collaboration where the foundation provided funds for the Calgary Arts Development Authority to distribute to eligible applicants after the June 2013 floods.

Financial Statements for the Alberta Foundation for the Arts, 2013-14

<http://www.culture.alberta.ca/about/publications/2014/AFStatement.pdf>