



2014-15 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 (AFA) is proud to drive the development, accessibility and recognition of all art disciplines in every region of Alberta.

The Alberta Foundation for the Arts is a significant contributor to Alberta's cultural fabric. Culture is vital to Albertans' quality of life, and the social and economic health of the province. The Alberta Foundation for the Arts is an expression of the Government of Alberta's commitment to supporting and promoting culture in Alberta's second century.

Over the last year, the foundation focused on three goals outlined in the 2014-17 Alberta Foundation for the Arts Strategic Plan:

- Strengthen Albertans' value of the arts as an expression of their culture.
- 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.
- Provide Albertans with resources and opportunities to develop, appreciate and participate in the arts.

The Alberta Foundation for the Arts positively impacts Albertans where they live, work and play. AFA funded programs support and enrich the lives of children, adults and seniors by encouraging and nurturing the participation of Albertans of all cultural and economic backgrounds. The AFA contributes to the economy, helping to foster desirable communities and workplaces, making a true difference for Albertans.

I am pleased to submit the 2014-15 annual report which outlines the activities of the foundation supporting our vision of an Alberta where a vibrant arts community inspires creativity and innovation and is part of the fabric of how we live and work.



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, 2014-17 Alberta Foundation for the Arts Strategic Plan

- Strengthen Albertans' value of the arts as an expression of their culture.
- 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.
- Provide Albertans with resources and opportunities to develop, appreciate and participate in the arts.

2014-15 Alberta Foundation for the Arts Board of Directors

Joan Udell, Chair Hinton Member since May 2009	Glorene Ellis Red Deer Member since May 2009	Hilary Rose Sherwood Park Member since March 2012
Aleem Bharwani Calgary Member since 2014	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	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 (AFA).

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 AFA art collection.

The **Finance Committee** makes recommendations to the board on all financial and business planning matters. The Committee assists 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 Ministry. The committee also reviews the foundation's system of accountability, established by the executive director and the board, and associated accounting and financial reporting.

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

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

Board Governance Practices

The AFA 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 AFA 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 at each meeting.

The AFA 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 10, 2014, the AFA board of directors participated in a planning day to refresh the *2012-15 Alberta Foundation for the Arts Strategic Plan*, to align it with the *Alberta Culture Business Plan 2014-17* and the *Alberta Foundation for the Arts Act*. The resulting 2014-17 Strategic Plan reconfirmed the foundation's goals and strategies.

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 renewal of the strategic goals and a detailed set of prioritized actions for the coming fiscal year.

Linkages to the 2014-17 Culture Business Plan

The work carried out by the AFA fits with Goal Four of the *2014-17 Alberta Culture Business Plan*:

"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, assistance to culture industry stakeholders, as well as its management of the Northern and Southern Alberta Jubilee Auditoria, the ministry strives to ensure that Albertans have access to arts experiences and opportunities."

The foundation 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 AFA 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 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 \$28 million through the Alberta Lottery Fund in 2014-15, an increase of \$1.1 million from 2013-14. The foundation provided project funding to individual artists and ensembles, and grants to support organizations with operating 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 all Albertans.

Alberta Foundation for the Arts Granting and Art Collection by Year			
	2012-13	2013-14	2014-15
Grants awarded	1,059	1,161	1,108
Eligible grant applications	2,042	2,064	2,069
Percentage of applicants receiving grants	52%	56%	54%
Number of grants to individuals	304	387	336
Number of grants to organizations	755	774	778
Value of grants to individual artists (\$ millions)	\$2.8	\$3.5	\$3.0
Value of grants to organizations (\$ millions)	\$20.7	\$19.8	\$21.0
Total value of grants awarded (\$ millions)	\$23.5	\$23.3	\$24.0
Number of artworks purchased	45	38	59

Value of the AFA art collection (\$ millions)	\$13.0	\$13.3	\$13.8
Allocation to the AFA from the Alberta Lottery Fund (\$ millions)	\$26.9	\$26.9	\$28

The board of directors approved 1,108 grants valued at approximately \$24 million. Individual artists were supported with grants valued at \$3 million, and approximately \$21 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 table on page 7). In general, the amount requested continues to significantly exceed available funds each year.

Demand for Individual Artist Project Grant Funding from the Alberta Foundation for the Arts by Year			
	2012-13	2013-14	2014-15
Value of grants to individual artists (\$ millions)	\$2.8	\$3.5	\$3.0
Amount requested in eligible applications from individual artists (\$ millions)	\$10.3	\$9.7	\$9.0
Percentage of eligible requested amount awarded.	32%	36%	30%
Number of eligible applicants for individual artist project grants	962	1,118	959

The AFA provides project and operating grants to organizations. Project grants are assessed and prioritized by an expert panel. Operating grants are allocated proportionally 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.

¹ These amounts exclude supplies and services, which are detailed in the Financial Statements for the Alberta Foundation for the Arts (link on page 13 of this report).

² AFA operational funding for Arts 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, Professional Performing Arts Companies, and Public Galleries.

Demand for Grants to Organizations from the Alberta Foundation for the Arts by Year			
	2012-13	2013-14	2014-15
Amount requested by eligible organizations applying for project grants (\$ millions)	\$4.4	\$3.1	\$4.2
Amount requested by eligible organizations applying for expense-based grants (\$ millions)	\$17.8	\$15.7	\$19.8
Eligible amount for organizations funded by CDR-based grants (\$ millions)	\$10.8	\$13.8	\$15.6
Total demand for grants to organizations (\$ millions)	\$33.0	\$32.7	\$39.6
Value of grants to organizations (\$ millions)	\$20.7	\$19.8	\$21.0

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.

Alberta Foundation for the Arts Statement of Artworks and Collections March 31, 2014 (unaudited)				
	2013-14		2014-15	
	Value (\$ thousands)	Number of Pieces	Value (\$ thousands)	Number of Pieces
Opening	\$13,017	8,454	\$13,272	8,521
Purchases	\$155	38	\$285	59
Donations	\$100	29	\$308	20
Dispositions	\$0	0	\$0	0
Totals	\$ 13,272	8,521	\$13,865	8,600

At March 31, 2015, the collection consisted of 8,599 (2014 – 8,521) artworks. The foundation has estimated the value at \$13,820,982.20 (2014 – \$13,271,532). During the year, the foundation purchased 59 (2014 – 38) artworks at a cost of \$285,000 (2014 – \$154,925). There were 20 (2014 – 29) donations accepted to the collection during the year. These donations were appraised at value of \$307,500 (2014 – \$100,025). There were no artwork deaccessioned during the year (2014 – none). The collection is insured.

Results Analysis, 2012-15 Alberta Foundation for the Arts Strategic Plan

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

- Collaborate with, and provide information to, related agencies and institutions to promote the value of the arts in Alberta;
- Articulate the value of the arts as integral to the quality of life for Albertans;
- 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; and
- Promote the value of arts in education.

What is your passion? What are the things that make your life better every day? Where do you find joy and beauty in your life? **What is Your Art?** The AFA asked this question to Albertans in a province-wide awareness campaign that launched this past September.

The foundation's *What is Your Art?* campaign reached out to Albertans across the province through television commercials on CTV Edmonton and Calgary, extensive online advertising and social media. *What is Your Art?* encouraged Albertans to share the art in their life.

The campaign responded to the AFA's goal to articulate the value of the arts as integral to the quality of life for Albertans. In the summer of 2013, the foundation conducted "infoscaping" research by holding conversations with groups of Albertans to explore the benefits art provides to the community, gather insight into how and where people place value on the arts, and identify ideas, concepts and language that resonate with Albertans.

This research found that many participants initially felt that art was inaccessible and elitist, and that not understanding art, feeling stupid, or that "art is boring" created a significant barrier to participation. However, as they engaged in the discussion, participants realized that they had more connection points to the arts than they initially thought. The fact that the arts are an integral part of our everyday lives is not immediately obvious. It is only through discussion and engagement that the full scope of how the arts touch our lives becomes apparent.

This is where the *What is Your Art?* campaign was born. The objective was to raise awareness of the arts in Alberta and remind Albertans that art is everywhere and can be expressed in many forms. The AFA wanted to engage Albertans in the arts, inspire them to actively seek out art and art experiences and share the arts with more Albertans in the hopes of dispelling the notion that the arts are elitist. The main message of the campaign was that art does not necessarily mean a painting in a museum or a big theatre production; art can be anything that brings joy, beauty or happiness into your life, like your child's crayon drawings, or manicuring your lawn, or fashion.

To accomplish this, the campaign website (www.whatisyourart.ca) allowed visitors to create a Top-5 Art List, describing the five things they consider art in their lives. The site also contains celebrity Art Lists from a diverse group of well-known Albertans including actors, athletes, musicians and TV personalities.

All Albertans have some kind of art in their lives and Albertans like Bret Hart, Evangeline Lilly, Kelly Oxford, Kurt Browning and others were enthusiastic about sharing the art in their life. Using well-known Albertans to share this message lends credibility to the message, and the not-so-typical examples in their “art lists” reinforce the idea that anything could be art —thus making it more accessible and inclusive.

Using TV commercials, social media, targeted advertising and contests allowed the foundation to build awareness and interest in the campaign. CTV Edmonton, Calgary and Red Deer and CTV Two partnered with the foundation to share the ads and contest.

The campaign launched on September 17, 2014. In the first seven weeks, the campaign had:

- 683,245 people reached on Facebook;
- More than 86,000 Twitter tweet impressions; and
- 29,436 website page views.
- The second most visited page on whatisyourart.com, after the home page, was the *Create your top 5* page, which invites users to list their own top five art lists.
- In the span of the campaign, 163 people shared their own top five list.

The contest entry button on the CTV homepage was active for two weeks with a link to the AFA website. Edmonton received 176,000 page views and Calgary received 532,000 page views. The Edmonton contest received 454 submissions, while Calgary received 252. CTV reported the submissions ranged from simple one-word responses to essays, and that they were happy with the number of responses given that this was their first contest which requested submitters to provide something more than their basic name and contact information.

The campaign wound down in the fall of 2014.

Planning is underway to celebrate the AFA’s 25th anniversary in 2016.

Goal: 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.

- Invest in the ongoing recognition of the excellence of the work of Alberta artists;
- Ensure care and maintenance of the collection at the highest professional standards; and
- 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 unique among Canadian provinces in terms of its size, scope, and funding. In all of these criteria it is the largest. As of March 31, 2015, the collection was valued at approximately \$13,820,982 and included 8,600 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 Alberta's visual and fine craft artists.

This past spring, the AFA hired Conservation Services Inc. to assess the art in the vaults for any damage or active deterioration. An audit of this kind had never been done before, and many pieces in the collection did not have associated condition reports filed. For three months, the conservators investigated more than 5,500 pieces of art, which created a benchmark for the optimal condition of the collection. The foundation will continue to do its own assessments of pieces that go out or are returned from loan programs.

During Alberta Culture Days in September 2014, the AFA organized an opportunity for two school groups to visit the gallery in the Capital Arts Building and explore the artworks and creative process of Calgary visual artist, Shelley Ouellet. Shelley is a contemporary artist whose work crosses a variety of media and community-based projects. There were several pieces of Shelley's artwork displayed in the gallery for the event, including *Johnston Falls* — one of Shelley's pieces the AFA acquired through the Art Acquisition by Application program. This enabled the students to see artworks from every decade in which Shelley has practiced and learn how her art evolved over time.

Shelley attended the event, and spoke to the students about her profession, background and creative process. The students experienced seeing an art collection in a gallery, and learned that creating art can be more than a pastime; it can be a profession. Shelley enjoyed presenting to the children, and commented that getting out of her studio and taking time out of her latest project to interact with the students was a great experience.

After the presentation, the students were encouraged to explore the AFA Art House, the newly launched online art collection. The students could search through the entire AFA Art Collection, curate their own virtual exhibits, discover new Alberta artists and grow their interest in the arts. The AFA Art House contains all 8,599 works from the collection. The online collection makes the art collection accessible to everyone across Alberta, and encourages them to further explore Alberta's visual art and artists.

Since the July 2014 launch of the AFA Art House more than 80,000 page views by over 11,000 users have been logged. Visitors view the site from around the world, including China, the United States, Russia, Japan, Brazil and South Korea.

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

- Support arts that provide public access, build capacity, enhance community and acknowledge diversity;
- Promote and articulate AFA programs to increase access and participation;
- Encourage best management practices for artists and arts organizations; and
- Encourage collaboration with and between artists, arts organizations and stakeholders.

In 2014-15, the foundation provided \$24,045,612 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.

In March 2015, the AFA launched the new Grant Administration Tracking and Evaluation (GATE) online application tool. As traditional, paper-based processes transition to electronic means, GATE is an important investment in the future of strategic arts funding. This change is in response to a review the foundation conducted of the application process and guidelines, with an emphasis on business intelligence. It focused on specific information the foundation needs regarding each organization or individual, and how the foundation can increase the efficiency and effectiveness of the grant application process for the AFA's clients and staff.

For clients, GATE makes the grant application process faster, cheaper and easier. Applicants are now able to use GATE to look up past applications, the amount awarded in previous years, send reminders when reports are due and eliminate copies and postage costs.. Most importantly, GATE does not allow applicants to forget or omit any pieces of the application prior to submission, guaranteeing every application is complete.

For staff, GATE helps to deliver service to clients more efficiently and effectively. Applications can be processed more quickly and with less back-and-forth between the AFA and its clients. GATE also provides a central database to look up information, which removes the need to search through paper files. Finally, GATE frees up time for the Arts Development Consultants, allowing more time to work with clients and provide support and information.

Since launching GATE, staff have updated processes, clarified grant guidelines, and created user guides and support materials to help applicants navigate GATE. The first applicants to use the GATE system were Professional Arts Services Organizations and Community Support Organizations. Both internal and external stakeholders have been very positive about the increased transparency, clarity, and simplification of the AFA's granting processes.

2014-15 Financial Statements for the Alberta Foundation for the Arts

<http://culture.alberta.ca/about/annual-report/2015/2014-15-afa-financial-statements-june-24-2015.pdf>