

2009-2012 Strategic Plan

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.

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 AFA art collection as a strategic resource for all Albertans.

Context: Contributing to Culture and Community Spirit

The Alberta Foundation for the Arts provides funding to individual artists, arts organizations and the cultural industries to encourage the growth and development of the arts in Alberta. The AFA receives an annual appropriation from the Alberta Lottery Fund (\$36 million in 2008/09).

AFA grants are a foundation for emerging and established artists and arts organizations, both community-based and professional, and help create opportunities for all Albertans to access and engage in the arts. The scope of arts support includes a variety of disciplines:

Cultural Industries

Interdisciplinary and Multidisciplinary arts
Performing Arts (dance, music and theatre)
Film and Video Arts

Literary Arts
Visual Arts
Aboriginal Arts

The work of the Alberta Foundation for the Arts contributes to the goals of the Ministry of Culture and Community Spirit, especially in support of Alberta's cultural policy, *The Spirit of Alberta*.

The AFA sets goals that support its vision and mission and staff from the Arts Branch of the Ministry of Culture and Community Spirit carry out the associated strategies. Outcomes are reported annually through one performance measure and five performance indicators. The report forms part of the AFA's annual *Year in Review*.

Goals: Over the next three years, the AFA is committed to these goals:

- Implement Alberta's Cultural Policy by creating enhanced opportunities for Alberta's artists and arts organizations.
- Review the comprehensive evaluation of all AFA programming in the context of the needs of Alberta artists and arts organizations and develop an efficient and effective funding model for implementation in 2010/2011.
- Invest in Alberta's artists and arts organizations in an efficient and transparent manner to inspire excellence in the Arts.
- Communicate with Albertans about the value of the arts as a key expression of Alberta's culture.

Strategies: As a result of these stated goals, the Arts Branch will undertake these actions for the Alberta Foundation for the Arts:

AFA Goal One: Implement Alberta's Cultural Policy by creating enhanced opportunities for Alberta's artists and arts organizations.

Strategy 1: As Alberta's primary arts funding body, administer grants for professional and community arts activities

Strategy 2: Create networking opportunities for artists and arts administrators

Strategy 3: Explore the use of new technologies to expand access to Alberta art

Strategy 4: Maintain the AFA art collection and support touring exhibitions

Strategy 5: Evaluate current foundation support and make recommendations to contribute to the growth and sustainability of Alberta's cultural industries

AFA Goal Two: Review the comprehensive evaluation of all AFA programming in the context of the needs of Alberta artists and arts organizations and develop an efficient and effective funding model for implementation in 2010/2011.

Strategy 6: Consider recommendations from the Program Evaluation Steering Committee in the light of *The Spirit of Alberta*, Alberta's Cultural Policy

Strategy 7: Create and/or revise programs based on AFA Board direction

Strategy 8: Communicate program changes to AFA clients using a variety of methods

AFA Goal Three: Invest in Alberta’s artists and arts organizations in an efficient and transparent manner to inspire excellence in the Arts.

Strategy 9: Deliver grants to further the creation and production of art in all disciplines

Strategy 10: Deliver workshops and web resources to enhance client success (e.g., grant writing, effective recognition)

Strategy 11: Purchase new works for the provincial art collection

AFA Goal Four: Communicate with Albertans about the value of the arts as a key expression of Alberta’s culture.

Strategy 12: Promote key messages consistently across platforms, including workshops, displays, and websites

Strategy 13: Provide information on successful AFA grants to the public in annual publications, web and/or print

Strategy 14: Gather examples of the benefits of the arts and present them in web-based and other media

Strategy 15: Create and implement new AFA recognition package to encourage public awareness of the Foundation’s funding scope, both in the varied locations of grant recipients and the variety of arts activities

Performance Measure

Participation of adult Albertans in the arts and public perception of the value of arts and arts funding and support are tracked annually as a key performance measure for provincial arts support.

Public Participation & Perceptions of the Arts 2007/08	
% of adult Albertans participating in the arts and attending arts events	87%
% of adult Albertans participating in the arts (e.g., playing a musical instrument, performing, etc.)	59%
% of adult Albertans attending arts events and activities	82%
% of adult Albertans who feel the arts are important to quality of life	88%
% of adult Albertans who feel it is important to fund and support the arts	88%
Source: Annual Survey of Albertans 2008	

Performance Indicators

To further monitor the Foundation's strategic objectives and its responsibilities under the Alberta Foundation for the Arts Act (1991), the following performance indicators are tracked and reported on annually.

Indicator One: Review and revise funding priorities to improve service and access

- Complete AFA Program Evaluation and share results with the community.
- Track and monitor basic statistical information for all AFA grants.
 - Number of applicants by program
 - Number of awards by program
 - Value of grants awarded by program
- Implement ongoing consultative activities.
 - Number of opportunities to consult with clients
 - Geographic distribution of consultations
 - Types of clients consulted

Indicator Two: Collect, preserve and display the AFA art collection

- Perform collection related activities
 - Number of submissions for purchase
 - Number of art works placed on loan
- Add to The AFA collection
 - Number of art works purchased
 - Geographic representation of artists
 - Genre of art works purchased
- Facilitate touring exhibitions around the province.
 - Number of exhibitions
 - Number of attendees
 - Number of communities
 - Number and type of venues

Indicator Three: Encourage and support individual Alberta artists

- Administer grants.
 - Number of applicants to each program
 - Number of grants awarded
 - Value of grants awarded by discipline
- Deliver workshops that meet client needs.
 - Number of workshops
 - Number of participants
 - Participant satisfaction
 - Relevant topics identified (e.g., client recognition)
 - Nature of workshops (e.g., grant writing).
- Facilitate opportunities for networking.
 - Number of networking opportunities

Indicator Four: Create tools to encourage healthy, sustainable arts organizations

- Implement recognition package
 - Number of organizations attending recognition workshops
 - Web toolkit and print materials for new recognition initiatives
- Develop and disseminate a Benefits of the Arts Toolkit
- Track and publicize the number of AFA client organizations whose revenues are greater than expenditures

Indicator Five: Use AFA information resources and research to promote participation and development of the arts

- Communicate key messages about the impact of AFA funding to various audiences.
- Disseminate AFA grant information consistently and through a variety of communication vehicles.