



2011-12 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 the individual, social and economic health of the province and *The Spirit of Alberta* articulates the Government of Alberta's commitment to supporting and promoting culture in Alberta's second century.

The Alberta Foundation for the Arts benefitted from professional support from the Ministry of Culture and Community Services and from the energy and commitment of our volunteer board. The foundation's board of directors welcomed new members Dr. Terry Cooper, Stephen Krasnow, Susan Kristoferson, Hilary Rose, Karl Schwonik and Dr. Bruce J. Wright. Their energy, enthusiasm and fresh perspectives, combined with the experience of existing members, were essential to the board as we worked to further examine and refine the foundation's programming and strategic direction. The board acknowledges the significant contributions of outgoing members Gregor Allan, Eric Fechter, Jeffrey Welling, and Dr. Mike Bregazzi.

The foundation's activities in 2011-12 reflect the breadth of its support to the arts in Alberta in what continues to be a challenging fiscal environment for the province's artistic community. Foundation funding remained stable and the board worked diligently to clarify and focus the foundation's strategic direction. This work is evident in the 2011-14 strategic plan.

The *Alberta Foundation for the Arts Strategic Plan for 2011-14* focussed on the implementation of three primary goals: provide Albertans with resources and opportunities to develop, appreciate and participate in the arts; strengthen Albertans' value of the arts as an expression of their culture; and 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 providing access to Alberta's most significant artworks. The board believes the implementation of these goals will ensure the foundation is able to meet the current needs of stakeholders with the flexibility to respond to an increasingly dynamic cultural and economic environment.

I am proud of the foundation's achievements during this instrumental period of examination, planning and transition, and look forward to continued partnerships 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 2011-12 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. 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

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.

Board 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 Strategic Plan 2011-14***Goal One**

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

Goal Two

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

Goal Three

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 providing access to Alberta's most significant artworks.

Alberta Foundation for the Arts 2011-12 Board Membership*

Mark Phipps, Chair Canmore Member since September 2010	Sue Phillips Northeast Alberta Member since September 2010	Mike Bregazzi Calgary Member since October 2006 Term ended June 2011
Eric Fechter, Vice Chair Calgary Member since August 2007 Term ended December 2011	Joan Udell Northwest Alberta Member since May 2009	Dan Westwood Southwest Alberta Member since January 2007 Term ended April 2011
Joan Pitfield Edmonton Member since May 2009	Glorene Ellis Central Alberta Member since May 2009	Jeffrey Welling Southeast Alberta Member since October 2006 Term ended June 2011
Lindsay Kelly Edmonton Member since September 2010	Karl Schwonik Calgary Member since August 2011	Tom Thackeray Corporate Secretary; Assistant Deputy Minister Culture, Community and Voluntary Services Division; Alberta Culture and Community Services
Gregor Allan Edmonton Member since February 2006 Term ended December 2011	Stephen Krasnow Calgary Member since August 2011	

Board Committees

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

The Collection Committee recommends new and revised art 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.

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

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 Services;
- the foundation's system of internal controls regarding financial accountability; and
- the foundation's accounting and financial reporting processes.

* This list excludes members who were appointed in March 2012 and attended their first meetings in the 2012-13 fiscal year.

Board Member Attendance at Meetings

In 2011-12, the board met quarterly and three videoconferences were convened. The tables below show board member attendance at meetings as a percentage of meetings in which they participated.

Board Meeting Attendance

M. Phipps	100%
E. Fechter	100%
G. Ellis	86%
G. Allan	100%
J. Welling	100%
J. Pitfield	86%
J. Udell	86%
K. Schwonik	100%
L. Kelly	100%
M. Bregazzi	100%
S. Krasnow	100%
S. Phillips	86%

Grants Committee Membership and Attendance

J. Udell, Chair	83%
January through March	
M. Bregazzi, Chair	100%
April through December	
J. Pitfield	83%
K. Schwonik	100%
L. Kelly	100%

Collection Committee Membership and Attendance

S. Krasnow, Chair	100%
January through March	
G. Allan, Chair,	100%
April through December	
G. Ellis	100%
J. Welling	100%
S. Phillips	100%

Finance Committee Membership and Attendance

E. Fechter, Chair	100%
M. Phipps	100%
J. Pitfield	80%
K. Schwonik	100%
S. Krasnow	100%
J. Welling	100%

Board Governance Practices

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:

- o broad governance guidelines and board-management delegation policies;
- o continual board development, including an orientation program for new board members on board and corporate operations;
- o rules of order;
- o accountability to the shareholder, the Government of Alberta;
- o board job descriptions;
- o guidelines for agendas and annual planning;
- o 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;
- o terms of reference for each board committee; and
- o concluding each board meeting with an assessment of board effectiveness.

Overview of Granting and Art Acquisition

The foundation was allocated \$27.9 million through the Alberta Lottery Fund in 2011-12, compared to \$26.9 million in the previous year. 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 was stewarded and exhibited as a cultural resource for Albertans.

Alberta Foundation for the Arts Granting and Art Collection		
	2010-11	2011-12
Eligible applications	2,456	1,962
Grants awarded	1,171	1,156
Number of grants to individuals	335	393
Number of grants to organizations	833	763
Value of grants to individual artists*	\$2.3 million	\$3.2 million
Value of grants to organizations	\$21.5 million	\$21.3 million
Value of grants awarded	\$23.8 million	\$24.5 million
Number of artworks purchased	137	71
Value of the Alberta Foundation for the Arts art collection	\$12.1 million	\$12.8 million
Allocation to the Alberta Foundation for the Arts from the Alberta Lottery Fund	\$26.9 million ⁺	\$27.9 million

In 2011-12, the foundation purchased 71 artworks with a value of \$544,000 and received donations valued at approximately \$184,000, bringing the value of the Alberta Foundation for the Arts art collection to approximately \$12.8 million.

The board of directors approved 1,156 grants valued at approximately \$24.5 million. Individual artists were supported with grants valued at \$3.2 million, and approximately \$21.3 million supported organizations in their arts programming. The total awarded to individuals was higher in 2011-12 than the previous year, whereas the amount granted to organizations was slightly less.

Although slightly fewer applications were received than the previous year, the number of grants awarded remained stable and the success rate for applicants was higher. The slightly lower number of applications and distribution of fewer grants to organizations in 2011-12 is due to the transfer of cultural industries funding (i.e., book and magazine publishing and sound recording) to the department of Culture and Community

* Excludes Arts Acquisition by Application

⁺ As restated in the 2011-12 Financial Statements (see page 18)

Services, resulting in a higher proportion of foundation grants to artists and arts organizations than in 2010-11.

Strategic Planning and Annual Reporting

In June 2011, the Alberta Foundation for the Arts board of directors had a planning day to finalize the Strategic Plan for 2011-14, positioning it in the context of the *Culture and Community Services Business Plan 2011-14*; the *Alberta Foundation for the Arts Act*; and Alberta's cultural policy, *The Spirit of Alberta*.

A board subcommittee worked through the early spring of 2011 to prepare a draft of a new strategic plan for discussion and approval by the entire board in their June meeting. The subcommittee's work was informed by many sources including: an overview of the legislative and policy framework that the foundation operates within; results of a questionnaire about the strategic plan completed by board members and staff; and a summary of findings from research by the collections committee to guide strategic priorities for the art collection.

The process resulted in a strategic plan that renewed the foundation's commitment to Albertans through three goals that support the mandate, mission and vision for the foundation while honouring its legislation and *The Spirit of Alberta*. The foundation's strategic plan for 2011-14 directly supported the core business of the department by contributing to goal one in the ministry business plan and its associated priority initiatives and performance measure (see page 18 for detail).

This report details how the foundation's strategic goals were operationalized in 2011-12, highlighting the work of the artists and organizations funded by the foundation, and illustrating how strategic direction from the board guided funding and policy processes for each of the strategic goals.

Alberta Foundation for the Arts Strategic Plan for 2011-14 Results Analysis

Goal One: 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

One of the most significant ways the foundation supported this goal, particularly public access to the arts, was through funding arts organizations at the professional and community level.

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 people in Alberta 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 extremely effective way for the foundation to provide public access to the arts. Slightly more than three-fourths (i.e., 76 per cent or \$18.8 million) of the foundation's grant budget of \$24.5 million was spent supporting organizations through operational funding.

In 2011-12, the foundation continued to support Alberta's 10 largest performing arts companies and assisted with the annual operating expenses of 42 professional performing arts companies. Alberta's professional performing arts companies report annual attendance in excess of 1.5 million patrons.

Operating support to organizations also included the Public Galleries Grant Stream, which provided operational funding to 18 art galleries in nine communities. Collectively, these galleries report more than one million 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 (i.e., nonprofessional) arts organizations. The community arts organizations report a significant number of events and very high levels of attendance and volunteerism, enhancing communities through participation and access, building capacity within organizations and communities throughout Alberta. These high rates of attendance and participation reflect the value Albertans place on the arts.

The Community Performing Arts Organizations Grant Stream supported 156 nonprofessional performing arts organizations in 43 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. The 2011-12 year was the first grant deadline following the amalgamation of the former Arts Festivals and Community Presenting streams. Through this stream, grants supported 173 organizations in 72 Alberta communities in presenting artistic performances. The Community Support Organizations Grant Stream assisted with operating expenses for 122 nonprofit organizations in 39 communities that's primary activities are to support and promote of the arts across the province and at the local community level.

Organizations were able to access project funding for arts initiatives that provided public access, helped to build capacity, enhanced community and acknowledged diversity. The Community Support Organizations project grant stream provided nine community nonprofit organizations in five communities with grants for specific arts activities or to assist in leadership development and capacity building in culturally diverse groups.

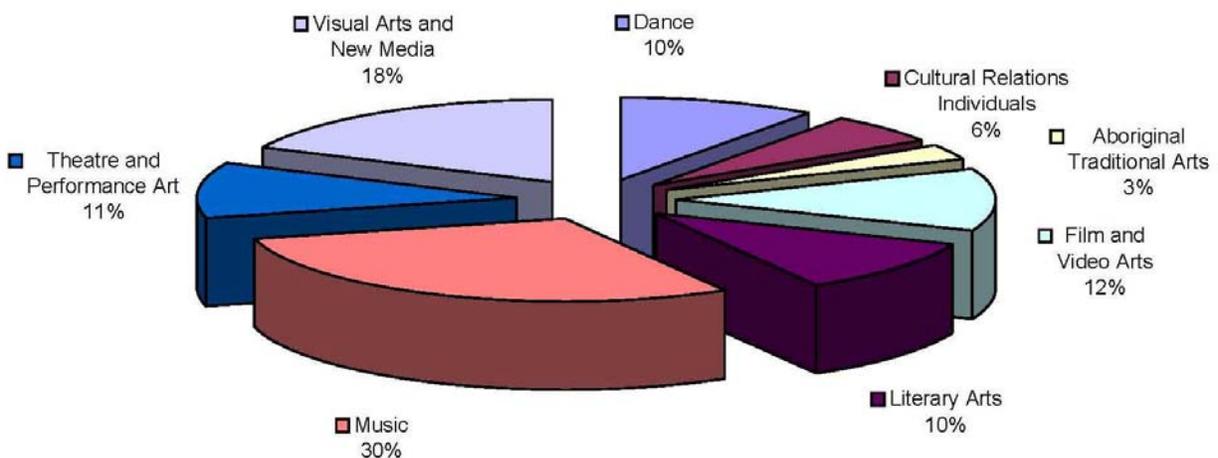
Project funding for organizations was also distributed through the following streams: Post Secondary Institutions; Artists in Education (i.e., artists in residence in schools); Aboriginal Arts Organizations; Arts

Partnerships; and Cultural Relations. These project streams are discussed further in subsequent sections of this report as they support strategies in the 2011-14 strategic plan in addition to providing public access, building capacity, enhancing community and acknowledging diversity.

The foundation contracted the delivery of the visual and media arts components of the Travelling Exhibition Program to five contractors around the province who reported combined attendance of approximately half a million visitors to exhibitions. *Prairie Tales*, the media arts component, was managed by Metro Cinema in Edmonton. *Prairie Tales* is a touring program of short works by 15 Alberta media artists curated by a jury and produced by Metro Cinema in association with the Alberta Media Arts Alliance Society with the financial support of the foundation. It was viewed by more than 3,000 Albertans in 28 communities. In its fourteenth consecutive year, *Prairie Tales* celebrated the diversity of work created by artists in the province. In circulation over several months, *Prairie Tales* screened throughout Alberta and across Canada at media art centres, galleries and schools. The visual arts components of the Traveling Exhibition Program are highlighted in the discussion of goal three.

Support to individual artists provided a direct contribution to goal one of the 2011-14 strategic plan: to provide 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 discipline.



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

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

Alberta Culture and Community Services' Arts Branch staff provided grant information workshops on behalf of the foundation to more than 300 participants in 2010-11 on a variety of topics. The workshops took place in the following locations: three in Edmonton; four in Calgary; two in Red Deer; two in Lethbridge; two in Medicine Hat; one in Leduc; and one in Hinton.

Sixty-one issues of the Alberta Foundation for the Arts Newswire, an electronic newsletter, were sent to nearly 5,000 subscribers in the 2011-12 fiscal year. The information from the newswire was made available on the website and Facebook page (1,200 followers), and the foundation's Twitter feed (450 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 a total of 246,630 visits in 2011-12, averaging 670 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, final report and budget templates, as well as videos 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.

Stakeholder engagement is important to ensure that support to artists and arts organizations from the Alberta Foundation for the Arts is accessible and effective. The board gathered feedback from stakeholders about proposed new operating grant streams through meetings which were held in January 2012 in Calgary and Edmonton. The Individual Artists Project Grant Program guidelines were updated and posted for the February 2012 deadline to increase access and flexibility for mentoring, residency, professional development opportunities and the costs of maintaining a professional practice.

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 through specific policies.

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 were made available for artists and arts organizations with the new resource *Thinking About the Arts: Recommended Resources* posted on the foundation website. 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 four-step process that encourages organizations to work with the foundation and other funders to develop and implement strategies for financial recovery and capacity building. The policy was updated in 2010-11, and the board continued to research appropriate refinements to the policy throughout the 2011-12 year.

In the 2011-12 fiscal year, the foundation required all professional performing arts companies and public galleries (54 professional performing arts organizations and 18 public galleries) 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 for participating organizations.

Encourage collaboration with and between artists, arts organizations and stakeholders

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

Peer 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 grants recommendations are made by independent expert 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. Peer assessors are suggested through an online nomination process, and any Albertan can nominate qualified assessors. In 2011-12, 24 expert panels were convened, with a total of 64 members of the arts community adjudicating project grants.

Collaborating with other organizations to provide grant information workshops also supported this strategy. Grant writing workshops provided by the Ministry of Culture and Community Service's Arts Branch staff were presented over the course of the year in conjunction with the City of Red Deer, the Red Deer Arts Council, the Writers' Guild of Alberta, the Lethbridge Allied Arts Council, the Canada Council and the Alberta Creative Development Initiative (a partnership between the Canada Council for the Arts and the Alberta Foundation for the Arts, in collaboration with Calgary Arts Development and the Edmonton Arts Council).

Arts Partnership Project Grants encouraged a variety of collaborations between arts organizations. For example, the Edmonton Folk Music Festival Society received a grant to partner with Film and Video Arts Society to complete a Folk Festival Archives Project. The main goals of this project are to preserve the history of the festival, to share the performances with the general public, and to make the footage available for artists to use for promotional activities.

With support from the foundation, Springboard Dance Collective and Brian Webb Dance Company partnered to design and implement an Alberta Dance Showcase, a curated marketing presentation and networking opportunity for Alberta dance creators and producers and national dance presenters. The foundation also supported a partnership between the Alberta Music Industry Association and the Arts Touring Alliance of Alberta to increase the rural component and educational nature of the Untapped Alberta Music Series, a series of concerts by Alberta musicians in communities throughout the province. Alberta Treasury Branch also maintained their partnership and financial support of the initiative. Traditionally, small rural centres have not embraced certain genres of music and emerging artists, but the series brings them a new level of understanding and appreciation with anticipation of broadening their future programming.

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

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

One direct and significant way that the foundation helped to strengthen Albertans' value of the arts as an expression of their culture was through its support of aboriginal artists.

The foundation funded the arts component of the Alberta Future Leader's Program, in partnership with the Alberta Sport, Recreation, Parks and Wildlife Foundation. The program, called Arts Camps 2011, provided arts engagement opportunities for aboriginal children and youth in areas that are historically underserved by arts programming.

Ten aboriginal communities were involved in Arts Camps 2011. Four young art mentors were contracted by the foundation to work in four aboriginal communities: Atikameg -Whitefish Lake First Nation, Gift Lake Métis Settlement, Driftpile Cree Nation and Fishing Lake Métis Settlement. Arts programming was also offered at Boyle Street Community Services in Edmonton.

The arts mentors led community artists and assisted master artists to create artworks for a show at the Artery in Edmonton. Art Show at the Artery was a success for artists from each of the arts camps. The arts mentors were responsible for managing the project along with documentation of the artistic processes involved. Young aboriginal artists were fully engaged in presenting their art work.

Three organizations received project funding for aboriginal arts programming through the Aboriginal Arts Organizations Project Grant Stream, and eight individual artists received project funding for aboriginal traditional arts.

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

The foundation collaborated and provided information to related agencies by collaborating 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 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 2011-12 to discuss common issues, projects and developments.

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. The ministry's Arts Branch staff 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 - for arts funding and other statistical data that can be used to promote the value of the arts in Alberta; and to measure areas such as economic impact, participation, and volunteerism.

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

The foundation accomplished essential research and planning in 2011-12 to enable it to better articulate the value of the arts in Alberta and its importance to quality of life, and provided a new information resource highlighting the value of the arts for individuals and communities.

A research and communication plan was developed for implementation to support this strategy on behalf of the foundation. Highlights include initiating the redevelopment of the Alberta Foundation for the Arts website and the formation of an ad hoc working group with representatives from the department and municipal arts funding bodies in Edmonton and Calgary, as well as the Canada Council for the Arts.

In 2011-12, work was completed for a first draft of a research project using five years of economic and statistical data submitted by more than 400 organizations that have received operational funding from the foundation. The draft was approved by the board and will be featured in a 2012-13 public release to illustrate the economic and social impact of the arts in Alberta.

The information resource *Thinking About the Arts: Recommended Resources*, posted on the foundation website, includes links to literature, websites and projects that articulate the social, economic and cultural value of the arts for people and the communities in which they live. The resource is updated periodically and suggestions for content from stakeholders are encouraged.

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

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.

Alberta artists received support through the foundation's Cultural Relations Grant Stream to provide an artistic component to the 2011 Western Canada Summer Games in Kamloops, British Columbia. U22 Productions, a group of Alberta's most exceptionally talented and promising young musicians aged 22 and under, showcased young Albertan musical talent in Kamloops as part of the promotion for the games to be held in the Regional Municipality of Wood Buffalo in 2015. The Alberta Games Committee and the Edmonton International Airport co-sponsored the presentation that saw an audience of 8,000 visitors and athletes from across western Canada.

The Cultural Relations Grant Stream supported Alberta's individual artists and ensembles with travel grants that provided opportunities to act as cultural ambassadors, highlighting their achievements provincially, nationally and internationally. A vast range of artistic practices were represented, including: photographers; video artists; playwrights; printmakers; actors; glass artists; filmmakers; animators; musicians; dancers; authors; theatre ensembles; dance ensembles; and curators.

Within Canada, Alberta artists were supported by the foundation to present their work in Vancouver (Wide Angle Media Festival), Winnipeg, London (Glass Association of Canada Conference), Toronto (Toronto International Film Festival and 7GEN), Montreal (Le festival International de Jazz de Montreal and Usine C Theatre), Halifax and two historic sites in Newfoundland and Labrador.

Foundation-funded travel by artists to the United States included destinations such as: New York City (Museum of Modern Art and the New York City International Fringe Festival); North Adams, Massachusetts (Massachusetts Museum of Contemporary Art); Rehoboth Beach, Delaware; Chicago, Illinois (Ukrainian

Institute of Modern Art); Austin, Texas (South by Southwest Film festival); West Hollywood, California (Macha Theatre); and Key West, Florida (Waterfront Theatre).

Internationally, the Alberta Foundation for the Arts made it possible for Alberta artists to present their work in locations including: Pisek, Czech Republic (Práchenské Museum); Gdansk and Warsaw, Poland (Gdansk Dance Festival, Zawirowania Dance Theatre Festival, and the International Triennial of Graphic Arts); Thy, Denmark; Undine and Rome, Italy (International Women's Forum); Paris, France (Irish Cultural Centre); Prussia Cove, England (Open Chamber Music Festival); London, England (Riverside Studios Theatre and 2012 Cultural Olympiad); Edinburgh, Scotland (Edinburgh Fringe Festival); Annaghmarkerrig and Dublin, Ireland (Tyrone Guthrie Centre and National College of Arts and Design); various cities in the Netherlands; Melbourne, Australia (Melbourne International Animation Festival); various cities in China; and Lima, Peru (World Indigenous Peoples Conference on Education).

The foundation board approved an annual designation within the Cultural Relations Grant Stream to support Alberta artists and arts organizations in presenting their work at the Confederation Centre for the Arts in Charlottetown, Prince Edward Island; a tourism destination that exposes Alberta artists to an international audience.

Promote the value of arts in education

The Alberta Foundation for the Arts provides programming in a variety of educational contexts for children, youth and the post-secondary community in Alberta.

The foundation continued to deliver the Artists in Education Grant Stream, a juried program that supported artist residencies that took place in Alberta schools during the 2011-12 school year. The grants assisted schools to contract Alberta professional artists to provide interactive arts workshops for kindergarten through grade 12 students. The 180 schools that received Artists and Education Project Grant Stream funding were from the following regions: 39 Calgary; 53 Edmonton; 24 larger rural cities (e.g. Red Deer, Lethbridge); and 64 schools from smaller rural centres. The program engaged approximately 76,000 students in hands-on arts experiences.

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 781 youth participants in the summer of 2011: Red Deer College (MusiCamp); Theatre Alberta (Artstrek); Writers Guild of Alberta (inkPulse); Red Deer College (Summerscapes); and Red Deer College (Teen Video).

Through the Post Secondary Institutions Grant Stream, the foundation provided grants to 20 post-secondary institutions that provided arts programming on campus and made it accessible to the wider community through projects with artistic merit that were not funded by the Ministry of Alberta Advanced Education and Technology.

Goal Three: 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 providing access to Alberta's most significant artworks.

The Alberta Foundation for the Arts art collection is unique among Canadian provinces in term of its scope, size and funding level. In all of these criteria it is the largest. At the end of the 2011-12 fiscal year, it was valued at approximately \$12.8 million and included 8,393 artworks. The vision for the future of the collection builds on this foundation and sees the development of a collection and related programs that will assume the role of 'benchmark' in a number of areas, in terms of its operational practices and in the level at which it provides public access, both real and virtual. The historic and contemporary aspects of the collection are valuable to curators, art professionals and educators as an unparalleled source for research and Alberta arts studies. To ensure this important cultural resource continues to be stewarded to the highest standards, a policy and framework review was conducted during the 2011-12 fiscal year.

Invest in the ongoing recognition of the excellence of the work of Alberta artists

This strategy was accomplished through specific curatorial acquisition, and by refining the focus of the collection.

During the year, the Alberta Foundation for the Arts purchased 71 artworks with a value of \$544,109. These included acquisitions from 37 artists through the Art Acquisition by Application Program and 10 acquisitions through curatorial purchase. The value of works donated to the collection was \$184,000.

Curatorial decisions made in 2011-12 for purchase of artworks were based on building the historic component of the collection, broadening representation of senior artists' professional careers, and adding artworks to the collection that are important examples of Alberta artwork that has been recognized at a national or international level.

The 2011-12 year was important in terms of initiating work to make the curatorial focus of the collection more precise for board members, staff, artists and the public. In June of 2011, the board approved budgeting for acquiring new works for the foundation collection in line with strategic priorities identified through research conducted during the previous fiscal year. The largest portions of the budget are for curatorial purchases of Alberta artworks, and for contract commitments which include: art appraisals for Cultural Properties Designations (i.e., donations) and insurance purposes; continued digitization of the collection; further collections research and policy development; and website improvement for increased access to online collections, resources and images.

Ensure care and maintenance of the collection at the highest professional standards

Professional standards for the care and maintenance of the collection were strengthened through dialogue, policy research and implementation of a new strategic direction.

Staff and board dialogue, research and policy audits were undertaken in 2011-12 to review current policies and establish new curatorial and programming direction for the Alberta Foundation for the Arts art collection.

In May 2011, the board confirmed the list of priority recommendations for action in 2011-12, based on a research report commissioned in the previous fiscal year. These included: the completion of a clear acquisition and deaccessioning policy; a comprehensive analysis of the state of the collection to inform what works need to be decommissioned and what curatorial purchase needs exist; an updated acquisitions policy and criteria for juries to apply so strategic direction is clearly reflected in acquisition; new terms of reference for the Collections Committee which emphasizes board oversight of the collections policies and the related business plan; and a collections business plan which sets out prioritized action steps and related budget requirements.

In December 2011, the board was presented with a research report entitled *Alberta Foundation for the Arts Art Collection: Best Practices*, commissioned by a research firm specializing in the field of arts policy, as part of the development of an overall strategic plan for the art collection and relevant policies. A policy audit was also completed to assist in refining priorities and managing available resources. The audit provided direction for the 2012-13 action items to ensure the collection has the art, resources and policy to support *The Spirit of Alberta*, improve current internal processes and benefit Albertans.

The Alberta Foundation for the Arts board and department staff have made significant progress in acting upon the content and recommendations of the reports.

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 continued to digitize artworks and make the collection accessible in every region of the province, in urban and rural areas.

To make Alberta's visual arts accessible online, staff continued to digitize new acquisitions. Over 4,900 images of artworks from the collection have been digitized since work began in July 2008 on the digitization of artworks. In the 2011-12 year, 721 small three dimensional artworks were photographed and processed, and 273 images of textiles from the collection were created. Digitizing the artworks from the collections is an important first 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.

The collection loaned 32 artworks of significant importance in representing Alberta art to other provincial, national, and international institutions. Through the Art Placement Program, more than 150 works were installed in public spaces. Approximately 30 exchanges and additions were made at the Alberta Legislative Building and Legislative Annex. New artwork was placed in the McDougall Centre in Calgary, including the Calgary Office of the Premier. New artworks were also installed in the Jubilee Room in the Southern Alberta Jubilee Auditorium after renovations.

The Travelling Exhibition Program continued in 2011-12 with art collection exhibitions circulating to nearly 200 venues in 117 communities throughout Alberta, with more than 467,000 individual visitors to the exhibitions. The foundation invested \$546,000 contracting four organizations as regional partners to exhibit artworks from the foundation's art collection and artworks by Alberta artists from their own collections. Eighteen exhibitions from the collection travelled with the program and five of these were new to the program circulation for September 2011. Several of the partner organizations had visiting artist programs to enhance their exhibitions. 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.

Financial Statements for the Alberta Foundation for the Arts

Financial statements for the Alberta Foundation for the Arts can be accessed at <http://culture.alberta.ca/about/publications/2012/Alberta-Foundation-for-the-Arts.pdf>