



2012-13 Annual Report

Alberta ■

Table of Contents

Message from the Chair1

Foundation Mandate2

Board Vision2

Board Mission2

Goals of the Foundation, *Alberta Foundation for the Arts Strategic Plan 2012-15:*2

Alberta Foundation for the Arts Board Membership.....3

Board Committees3

Board of Directors and Committee Meeting Attendance.....4

Board Governance Practices.....5

Strategic Planning and Annual Reporting5

Overview of Granting and Art Acquisition.....6

Results Analysis, *Alberta Foundation for the Arts Strategic Plan for 2012-15*.....9

Financial Statements for the Alberta Foundation for the Arts, 2012-1319

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 pursued an ambitious agenda in the 2012-13 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*: 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.

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

I am pleased to submit the 2012-13 annual report which outlines the activities of the foundation in advancing the arts as a robust public good.



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.

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*:

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.

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.

Alberta Foundation for the Arts Board Membership

Alberta Foundation for the Arts Board of Directors, 2012-13

Mark Phipps, Chair Canmore Member since September 2010	Glorene Ellis Red Deer Member since May 2009	Hilary Rose Sherwood Park Member since March 2012
Joan Pitfield Edmonton 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	Tom Thackeray (until June 2012) Shannon Marchand (as of July 2012) Corporate Secretary, Assistant Deputy Minister Culture, Community and Voluntary Services Division, Alberta Culture
Sue Phillips Bonnyville Member since September 2010	Terry Cooper Medicine Hat Member since March 2012	
Joan Udell Hinton 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 existing collection policy, ensure the appropriateness of programs and services according to policy, and makes recommendations to the Board on the acquisition and/or deaccessioning of artworks for 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 on 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	6 of 7	S. Krasnow	6 of 7
G. Ellis	7 of 7	S. Phillips	7 of 7
J. Pitfield	5 of 7	T. Cooper	7 of 7
J. Udell	7 of 7	S. Kristoferson	7 of 7
K. Schwonik	7 of 7	H. Rose	7 of 7
L. Kelly	7 of 7	B. Wright	7 of 7

Collections Committee Meetings

Board Member	Meetings Attended
S. Krasnow, Chair	5 of 6
S. Phillips	6 of 6
G. Ellis	6 of 6
S. Kristoferson	6 of 6
B. Wright	6 of 6

Finance Committee Meetings

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

Grants Committee Meetings

Board Member	Meetings Attended
J. Udell, Chair	7 of 7
L. Kelly	7 of 7
K. Schwonik	7 of 7
T. Cooper	7 of 7
J. Pitfield	6 of 7

Research and Communication Committee Meetings

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

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:

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

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

Strategic Planning and Annual Reporting

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

The mission and vision of the foundation were revisited to check for alignment with strategic goals. Action plans for each of the core areas of the foundation's mandate (art collection, arts granting, and research and communication about the arts in Alberta) were presented for discussion in the context of strategic direction. The process resulted in a reaffirmation of the strategic goals and a detailed set of prioritized actions for the coming fiscal year.

Each year, the Alberta Foundation for the Arts reports on its progress toward meeting the goals set forth in its strategic plan. The report is tabled in the Legislature and published on the foundation's website (www.affta.ab.ca). This report details how these strategic goals were operationalized in 2012-13, and the results of the activities of the foundation, articulating how strategic direction from the board guided funding and policy processes.

Overview of Granting and Art Acquisition

The foundation was allocated \$26.9 million through the Alberta Lottery Fund in 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			
	2010-11	2011-12	2012-13
Grants awarded	1,171	1,156	1,059
Eligible grant applications	2,409 ¹	1,962	2,042
Percentage of applicants receiving grants	49%	58%	52%
Number of grants to individuals	335	393	304
Number of grants to organizations	833	763	755
Value of grants to individual artists (\$ millions)	\$2.3	\$3.2	\$2.8
Value of grants to organizations (\$ millions)	\$21.5	\$21.3	\$20.7
Total value of grants awarded (\$ millions)	\$23.8	\$24.5	\$23.5
Number of artworks purchased	137	71	45
Value of the Alberta Foundation for the Arts art collection (\$ millions)	\$12.1	\$12.8	\$13.0
Allocation to the Alberta Foundation for the Arts from the Alberta Lottery Fund (\$ millions)	\$26.9	\$27.9	\$26.9

The board of directors approved 1,059 grants valued at approximately \$23.5 million. Individual artists were supported with grants valued at \$2.8 million, and approximately \$20.7 million supported organizations in their arts programming. The number and value of grants awarded to individuals and organizations was lower in 2012-13 than the previous year. Although slightly fewer grants were awarded in 2012-13 than in the previous year, the number of applications remained stable. The AFA budget peaked at \$32 million in 2009-10 and was reduced by 16% beginning in 2010-11. This, along with the usual fluctuations in the number of individual artists and community support groups that apply each year, contributed to the trend illustrated above.

¹ This table excludes data from 47 Cultural Industries applications for the 2010-11 year. Cultural industries funding was transferred from the Alberta Foundation for the Arts to the Ministry of Culture in 2011-12.

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. In the three-year period between 2010-11 and 2012-13, there was a slight decrease in demand for grants to individual artists, but an increased demand for grants by organizations for operational and project funding. This has resulted in an overall increase in demand for grant amounts from the Alberta Foundation for the Arts over the past three years. Although the amount requested for individual artist project grants has decreased slightly since 2010-11, the amount requested continues to exceed available funds significantly each year.

Demand for Individual Artist Project Grant Funding from the Alberta Foundation for the Arts by Year			
	2010-11	2011-12	2012-13
Value of grants to individual artists (\$ millions)	\$2.3	\$3.2	\$2.8
Amount requested in eligible applications from individual artists (\$ millions)	\$12.8	\$10.2	\$10.3
Percentage of eligible applicants receiving grants	28%	38%	32%
Number of eligible applicants for individual artist project grants	1,221	1,027	962

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			
	2010-11	2011-12	2012-13
Amount requested by eligible organizations applying for project grants (\$ millions)	\$4.9	\$3.8	\$4.4
Amount requested by eligible organizations applying for expense based grants (\$ millions)	\$16.0	\$15.9	\$17.8
Amount budgeted by the foundation for CDR based grants (\$ millions)	\$10.8	\$10.8	\$10.8
Total demand for grants to organizations (\$ millions)	\$31.7	\$30.5	\$33.0
Value of grants to organizations (\$ millions)	\$21.5	\$21.3	\$20.7

² Alberta Foundation for the Arts operational funding for Arts Festivals, 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

Both arts organization's expenses and Community Derived Revenue continue to increase year-on-year, however, the amount of funding available to support this sector of Alberta's cultural economy does not mirror the proportional growth each year. The growth in community derived revenue is illustrated in the table below.

	2010-11	2011-12	2012-13
Community Derived Revenue of Eligible Organizations Applying for Operational Funding by Year (\$ millions)	\$63.7	\$69.6	\$72.8
Amount budgeted by the foundation for CDR based grants	\$10.8	\$10.8	\$10.8

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.

In 2012-13, the foundation purchased 45 artworks with a value of \$168,670 and received donations valued at approximately \$40,850, bringing the value of the Alberta Foundation for the Arts art collection to approximately \$13.0 million. Fewer artworks were purchased in 2012-13 than in the previous two years because the collection strategy was refocused on asset management and physical/digital accessibility.

Alberta Foundation for the Arts Statement of Artworks and Collections March 31, 2013 (unaudited)				
	2013		2012	
	Value (\$ thousands)	Number of Pieces	Value (\$ thousands)	Number of Pieces
Opening	12,808	8,393	12,082	8,296
Purchases	169	45	544	71
Donations	41	17	184	27
Dispositions	1	1	2	1
	13,017	8,454	12,808	8,393

Results Analysis, Alberta Foundation for the Arts Strategic Plan for 2012-15**Goal: Provide Albertans with resources and opportunities to develop, appreciate and participate in the arts.**

The foundation provided \$23.5 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.

The foundation established a schedule and process for streamlining and updating all operating grants. Extensive stakeholder meetings were conducted in respect to a new consolidated, multi-year term, operating grant program that encompasses all professional performing arts companies in Alberta and streamlines important criteria relating to community resonance and sound management practices.

An innovative, arts-specific, crowd-sourced funding platform was created in partnership with Calgary 2012 Cultural Capital. The platform provides a new fundraising tool for artistic endeavour in the province.

A new foundation website was created, which provides leading edge access to foundation programs and digitized art collection.

Strategy: 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 professional and community arts organizations.

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 effective way for the foundation to provide public access to the arts. Slightly more than three quarters (i.e., 78 per cent or \$18.3 million) of the foundation's grant budget of \$23.5 million was spent supporting organizations through a portion of their operational funding.

In 2012-13, the foundation published a five-year overview of the activities of organizations receiving operational funding from the Alberta Foundation for the Arts, showing how these organizations provide public access to the arts, build capacity, and enhance community. *Arts Impact Alberta: Ripple Effects from the Arts Sector* summarized five-years of aggregated data (2006-07 to 2010-11) based on grant recipient reporting to the foundation. Attendance at arts events presented by the foundation operational grant recipients during the five-year span averaged 3.4 million paid plus 3.7 million unpaid attendees, exceeding Alberta's population each year. Approximately 700 full time and 2,000 part time staff are hired each year by the organizations that receive operational funding. In addition, organizations receiving operational funding typically attract over 50,000 volunteers a year, offering Albertans more opportunities to contribute in the development of their community.

In 2012-13, the foundation continued to support Alberta's 10 largest performing arts companies and assisted with the annual operating expenses of 45 professional performing arts companies. Alberta's professional performing arts organizations reported annual attendance in excess of 1.4 million patrons.

Operating support to organizations also included the Public Galleries Grant Stream, which provided operational funding to 17 art galleries in nine communities. Collectively, these galleries report more than half a 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 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, and 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 160 nonprofessional performing arts organizations in 42 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 2012-13 this grant stream supported 171 organizations in 76 Alberta communities in presenting artistic performances. The Community Support Organizations Grant Stream assisted with operating expenses for 119 non-profit organizations in 37 communities whose primary activities are to support and promote of the arts across the province and at the local community level.

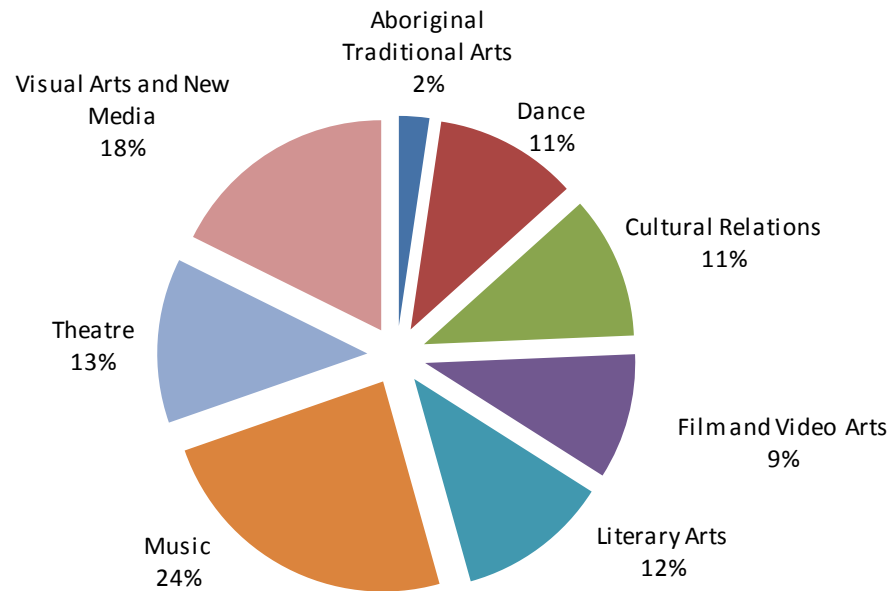
Organizations were able to access project funding for arts initiatives that provided public access, helped build capacity, enhanced community and acknowledged diversity. The Community Support Organizations project grant stream provided eight community non-profit organizations in five communities with 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; and Cultural Relations. These project streams are discussed further in subsequent 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 discipline.

Distribution of Individual Project Grants By Discipline



The foundation funded the arts component of the Alberta Future Leaders Program, in partnership with the Alberta Sport, Recreation, Parks and Wildlife Foundation. The program, called Arts Camps 2012, provided arts engagement opportunities for aboriginal children and youth in areas that are historically underserved by arts programming.

Four young arts mentors were contracted by the foundation to work in four aboriginal communities: Aseniwuche Winewak Lake First Nation, Gift Lake Métis Settlement, Driftpile Cree Nation and Whitefish Lake First Nation. Arts programming was also offered at Boyle Street Community Services in Edmonton. Established Aboriginal artists were contracted to offer workshops in the participating communities.

The arts mentors organized a show at the Artery in Edmonton at the end of the summer program where young aboriginal artists from each of the arts camps presented their artwork. The arts mentors were responsible for managing the project along with documentation of the artistic processes involved.

Seven organizations received project funding for Aboriginal arts programming through the Aboriginal Arts Organizations Project Grant Stream (four more than the previous year), and seven individual artists received project funding for Aboriginal traditional arts.

Strategy: 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, through social media and direct stakeholder engagement.

Alberta Culture Arts Branch staff provided grant information workshops on behalf of the foundation to 127 participants in 2012-13 through three workshops in Edmonton, two workshops in Red Deer and one in Calgary. One grant session was hosted online with participants from across the province.

Forty-four issues of the Alberta Foundation for the Arts Newswire, an electronic newsletter, were sent to nearly 5,000 subscribers in the 2012-13 fiscal year. The information from the Newswire was made available on the website and Facebook page (1,700 followers, an increase of more than 500 from the previous fiscal year), and the foundation's Twitter feed (1,212 followers, an increase of more than 700 from the previous fiscal). 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 more than 200,000 visits in 2012-13, averaging 746 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, and 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.

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 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 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.

Minor changes were made to the foundation's financial reporting policy for grant recipients; to ease the financial burden for small organizations, the threshold was raised for the Notice to Reader financial statement requirement for operating grant programs.

In 2012-13, the Grants Committee undertook a review of guidelines for a number of grant programs. The proposed changes are items that were identified as key recommendations from the foundation program evaluation (2006-09) and the subsequent 2012 community meeting and online feedback. The foundation invited feedback from sector stakeholders through a survey available on the Alberta Foundation for the Arts website from May 22 – June 3, 2012. The revised program guidelines will be released through a phased approach in 2013-14 to increase the efficiency of program administration, provide transparent formula assessment, ensure more accurate client reporting, minimize interim reporting requirements and provide stable multi-year funding, and align the foundation grant structure with the format used by other Culture grant areas.

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 2012-13, 24 expert panels were convened, with a total of 64 members of the arts community adjudicating project grants.

In 2012-13, the foundation funded a two-year pilot project between the Alberta Music Industry Association and the Canadian Independent Music Association to create international touring opportunities for Alberta musicians.

Arts organizations were able to use the foundation's social media sites, 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: Strengthen Albertans' value of the arts as an expression of their culture.

The foundation established the Research and Communication committee in September 2012 to provide recommendations on research and advocacy tools to promote the value of the arts to average Albertans and to refine performance measurements for the work of the foundation. The committee oversaw the launch of the redeveloped Alberta Foundation for the Arts website, a promotional contest in which Albertans shared how the arts had affected their quality of life, and a profile of the non-profit arts sector in Alberta.

The Alberta Foundation for the Arts website 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. In December 2012 the redesigned website was launched, with new

features and better functionality. The new website is more visually representative of an arts funding agency, enables more personalized online access to the foundation's art collection, enables the community to share arts opportunities such as employment and training, and provides functionality to better promote arts in Alberta through social media and creative content.

In respect to outcomes from existing foundation operating grant programs, the foundation authored and released a five year study (2006-07 to 2010-11) entitled *Arts Impact Alberta: Ripple Effects from the Arts Sector*. The study was broadly distributed to a non-traditional target audience focusing on the expansion of Albertans' awareness of the value of the arts.

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.

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 collaborated with Calgary 2012 Cultural Capital and Calgary Arts Development in a crowdfunding platform called InvestYYC, which provided an online forum to invest time or money in projects by artists and arts organizations practicing in Calgary and Southern Alberta. The project was designed to assist local artists and non-profit arts, culture and heritage organizations by creating a space where their strongest, most inspiring work could be supported by citizens. Projects on InvestYYC were selected through an arms-length assessment process conducted by Calgary 2012 or its partners Calgary Arts Development and the Alberta Foundation for the Arts. InvestYYC contributed \$171,085 new dollars towards 26 projects that would otherwise have been unfunded by Calgary 2012. The majority of completed projects reached or exceeded their target. The Alberta Foundation for the Arts was recognized as a Founding Legacy Partner prominently on the InvestYYC tool and through Calgary 2012's general materials and in the Calgary 2012 press launch and wrap up media conference, Opening Celebrations, Mass Participation Event, One Love Concert and Closing Symposium.

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 participated in quarterly meetings in 2012-13 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. 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 - 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.

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

In 2012, Albertans were invited to share their arts story of how the arts have affected their lives or communities. Using a cash prize as incentive, the Alberta Foundation for the Arts called for submissions from Albertans to submit a 60-second video of themselves reading, performing, or communicating their story through other artistic means. A shortlist of finalists was chosen from the 31 entries by representatives from the Alberta Foundation for the Arts, Edmonton Arts Council, and Calgary Arts Development. The shortlist was opened to public vote on the Alberta Foundation for the Arts website. The winner received a \$3,000 prize and two runners-up received \$1,000 prizes.

In January 2013, the Alberta Foundation for the Arts released *Arts Impact Alberta: Ripple Effects from the Arts Sector*, a five-year summary of the impacts and activities of the organizations that receive operational funding from the foundation. The report demonstrates the positive and powerful value Alberta's arts organizations contribute to Albertans' quality of life, and provides a snapshot of key indicators for the non-profit arts sector in Alberta, including employment, volunteerism, public engagement in the arts, and economic activity. The report is a significant first step to understanding the ecology of the non-profit arts sector in Alberta and it underscores the Alberta Foundation for the Arts' stewardship of the data it collects from operational funding grant recipients on their behalf, presenting the data in aggregate and linking it to broader outcomes. The document reinforces the Alberta Foundation for the Arts' commitment to evidence-based decision making. The key indicators from the report (employment and volunteerism in non-profit arts organizations, public engagement in the arts, and economic activity in the non-profit arts sector) will be updated annually. *Arts Impact Alberta: Ripple Effects from the Arts Sector* was posted on the new Alberta Foundation for the Arts website. A summary document, *Ripples Across the Province: How Arts Organizations Benefit Alberta's Communities*, was created to provide a succinct version appropriate for printing and mailing and was also made available online.

The foundation provides information to Alberta Enterprise and Advanced Education about arts and culture in Alberta annually. The information is used to help promote Alberta as a quality of life destination.

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 more Albertan artists and ensembles to travel as cultural ambassadors, highlighting their achievements provincially, nationally and internationally in 2012-13.

A wide 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 Whitehorse (Adäka Cultural Festival), Toronto (International Folk Alliance Conference), Ottawa (National Arts Centre), Winnipeg (University of Manitoba School of Art Gallery), Vancouver (Dancing on the Edge Festival), Montreal (Les Grands Ballets Canadiens de Montréal), Charlottetown (Confederation Centre for the Arts), and Halifax (Prismatic Festival).

Foundation-funded travel by artists to the United States included destinations such as Los Angeles (American Film Institute Festival 2012), Portland (Portland State University's *Open Engagement* Conference), New York City (SOHO International Film Festival, International New York Clown Theatre Festival, New York Musical Theatre Festival), and Tacoma (Museum of Glass).

Internationally, the Alberta Foundation for the Arts made it possible for Alberta artists to present their work in locations including Essex, U.K (Horror-on-Sea Film Festival), Easton, U.K. (Maverick Festival), London, U.K. (Imagine Children's Festival, National Portrait Gallery), Brighton, U.K. (Great Escape Festival) Orkney Islands (St. Magnus Festival), Cannes, France (Cannes Film Festival), Lyon, France (Nuits de Fourviere Festival), Charleville-Meziere, France (World Puppetry Festival), Groesbeek, Netherlands (National Liberation Museum), Munich, Germany (Schwabens Akademie), Debrecen, Hungary (Modern Museum of Modern and Contemporary Art), Lisbon, Portugal (Dzanc Books DISQUIET International Literary Program), Leuven, Belgium (World Music Days Festival), Malmö, Sweden, Moscow, Russia (Garage Center for Contemporary Culture), Kiev, Ukraine (National Art Museum of Ukraine) Reykjavik, Iceland (SonicWaves Reykjavik/Calgary Exchange program), Kathmandu, Nepal (Kathmandu International Art Triennial), Bujumbura, Burundi (Festicab Film Festival), Ostrava, Moravia (Gallery Kruhbe), Sydney, Australia (Sydney Jewish Museum), and Canberra, Australia (Boolarng Nangamai Aboriginal Art + Culture Studio and the National Gallery of Australia).

Strategy: 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 2012-13 school year. The grants assisted schools to contract Alberta professional artists to provide interactive arts workshops for kindergarten through grade 12 students. The 176 schools that received Artists and Education Project Grant Stream funding were from the following regions: 46 Calgary; 60 Edmonton; 18 medium size cities (e.g. Red Deer, Lethbridge); and 52 from smaller rural centres.

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 778 youth participants in the summer of 2012: 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 Enterprise and Advanced Education.

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.

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 2012-13 fiscal year, the collection was valued at approximately \$13.0 million and included 8,454 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.

A decision was taken to focus art collection spending in the near term on collection management and exploitation. Critically, a comprehensive policy review was undertaken to consider alternatives for more effective access by Albertans to the collection.

Significant progress was made in the effort to digitize the collection in order to ensure virtual access opportunities. As a fiscal year end, two thirds of the collection is digitized and available online. The digitized portion of the collection can be accessed and personalized through enhanced functionality in the new foundation website.

A revised strategy for the collection was established this year. A new Collection Framework and Policy Manual was initiated and approved by the board, which provides a comprehensive updating to the stewardship goals of the collection including a formal emphasis on mechanisms to provide average Albertans with access to the collection and to enhance appreciation of the collection as a provincial cultural asset.

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

This strategy was accomplished through specific curatorial acquisition and by implementing policy to refine the focus of the collection.

In 2012-13, the Alberta Foundation for the Arts purchased 45 artworks with a value of \$168,670 and received three curatorial donations of 17 works valued at \$40,850.

Artwork by 36 Alberta artists was brought into the collection through the Art Acquisition by Application Program.

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. Two curatorial art purchases were made in 2012-13 and three curatorial donations were accepted into the collection to build the senior artists component of the collection.

In December 2012, the board engaged an art collection consulting firm with expertise in Alberta art and its history to carry out a curatorial review of all Alberta Foundation for the Arts art collection holdings and to inform the Alberta Foundation for the Arts' Collection Development Plan. In response to recommendations to a comprehensive evaluation of art collection activities and the development of the Collection Framework and Policy Manual, the foundation plans to review its methods of acquiring artwork and to explore new opportunities to use the collection in its programming. The curatorial review of the foundation's current artwork holdings in relation to its mandate and programming needs will result in recommendations on the preparation of a long-term (six-year) Collection Development Plan, as identified in the Collection Framework and Policy Manual.

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.

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 and demonstrate the ability to ensure the long-term preservation of cultural property. They also make cultural

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.

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 (K–12 and adult education);

The Alberta Foundation for the Arts continued to digitize artworks and make the collection physically accessible in every region of the province, in urban and rural areas.

The foundation's website was redesigned in 2012-13 to allow better access to the Alberta Foundation for the Arts art collection; a new feature enables users to log in and virtually curate their own personal collection of works of art, and to share the images using social media. The site features a "piece of the week" profiling the work of a different artist represented in the collection each week. A new "exhibit highlights" section features works from the collection currently exhibited in Alberta communities and information on how the exhibitions can be accessed. As artworks are acquired into the collection, they are photographed and featured on the "new acquisitions" section of the website, so Albertans can enjoy the ongoing curation of the collection.

To make Alberta's visual arts accessible online, staff continued to digitize artworks in the collection; 1,140 artworks were photographed and processed for use on the website in the 2012-13 year. Digitizing 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. Currently, there are 5,764 artworks accessible online. Approximately 2,600 artworks are remaining for digitization and human resource plans are in place for photographing and processing them.

In 2012-13, the collection loaned 232 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 143 exchanges and additions were made at the Alberta Legislative Building and Legislative Annex. A major undertaking was the placement of 15 artworks in the Alberta Ottawa Office for their opening in March 2013. Other significant exhibition loans included:

- The Narrative Quest exhibition showcasing 60 foundation artworks by Aboriginal artists was featured at the Art Gallery of Grande Prairie to coincide with the official opening of the gallery during Alberta Culture Days September 2012.
- The Evan Penny Re Figured exhibition featuring two signature foundation artworks travelled to Germany and Austria in 2012 and concluded the European tour in Marca, Italy in June 2012. The Art Gallery of Ontario was the only Canadian venue to host the exhibition which closed in February 2013.

property available to the public through exhibitions, programming or research. Category "A" is an unlimited designation for works of fine art.

- The Glenbow Museum in celebration of Calgary Cultural Capital of Canada 2012 launched a series of exhibitions entitled Made In Calgary. The first installment featured 23 foundation artworks created in the 1960s and the next four decades are scheduled for exhibitions throughout the next two years.

TREX continued in 2012-13 with art collection exhibitions circulating to nearly 177 venues in 103 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. 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.

In 2012-13, the board accepted a recommendation to structure the TREX program with five-year contracts instead of three-year contracts as it had been doing. The benefits of this change include allowing curators/managers to undertake long-term planning and management activities to improve program profile and web presence; allowing curators/managers to focus on curatorial duties and educational programs rather than proposal writing; and making professional services for marketing and advertising material more economical over a longer period of time.

Financial Statements for the Alberta Foundation for the Arts, 2012-13

<http://culture.alberta.ca/about/publications/2013/2012-13Financial-statementsAFA.pdf>