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**ART GALLERY OF NOVA SCOTIA**  
**ANNUAL ACCOUNTABILITY REPORT**  
**FISCAL YEAR 2013-2014**

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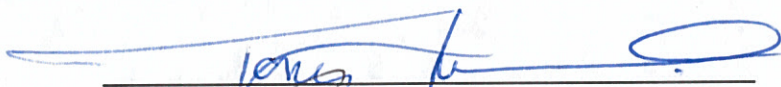
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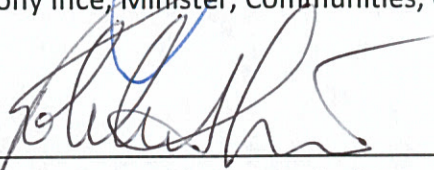
## ACCOUNTABILITY STATEMENT

The Accountability Report of the Art Gallery of Nova Scotia for the year ended March 31, 2014, is prepared pursuant to the Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the Art Gallery of Nova Scotia's Business Plan for the fiscal year 2013-2014. The reporting of the Art Gallery of Nova Scotia outcomes necessarily includes estimates, judgments and opinions by Art Gallery of Nova Scotia management.

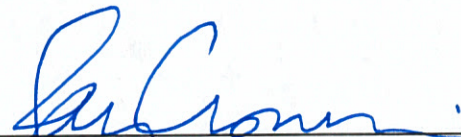
We acknowledge that this Accountability Report is the responsibility of Art Gallery of Nova Scotia management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Art Gallery of Nova Scotia's 2013-2014 Business Plan.



Tony Ince, Minister, Communities, Culture and Heritage



Robbie Shaw, Chair, Board of Governors



Ray Cronin, Director and Chief Executive Officer

## MESSAGE FROM THE CEO

I am pleased to present the Art Gallery of Nova Scotia's Accountability Report for the 2013-2014 fiscal year. This report provides an overview of the Gallery's priorities and accomplishments.

Since the implementation of the Business Plan for 2013-2014 we have faced various building related issues that made the full implementation of these goals difficult. For four months, Gallery North was closed to the public for sprinkler repairs; for seven months, Gallery South had no elevator; and in June 2013 the Ondaatje Courtyard, our main entrance, was closed to the public. This resulted in a number of exhibitions being delayed or cancelled and a public impression that the gallery was closed. To compensate for a severely limited exhibition offering during our peak season, we reduced and then eliminated admission rates during these periods. It became very difficult to sell memberships for a free Gallery. As a result, a number of our plans had to be put on hold and achieving strategic priorities has been delayed.

Although the fiscal year presented many challenges as a result of the building, we finished the year strong on a financial note, posting a surplus. The successes of the past year would not have been possible without the work of our partners and staff. I am looking forward to continuing to work together in the coming year, with a focus on developing a plan for a new home to ensure that Nova Scotia's fine art collection continues to be a source of pride and inspiration for generations to come.

I hope you will find the information helpful in understanding the Gallery's progress in enhancing exhibitions, public programming and creating a positive visitor experience.

Sincerely,

Ray Cronin  
*Director and CEO*

## FINANCIAL RESULTS

	Budget 2013-2014	Actual 2013-2014	Variance
<b>Revenue</b>			
Operating	2,807,000	2,848,294	41,294 (1)
Programming	591,500	658,493	66,993 (2)
Gallery Shop	248,630	191,289	(57,341) (3)
Endowment fund	105,000	397,799	292,799 (4)
Acquisition Fund	65,000	128,909	63,909 (5)
<b>Total Revenue</b>	<b>3,817,130</b>	<b>4,224,784</b>	<b>407,654</b>
<b>Expenses</b>			
Salaries and benefits	2,008,160	2,010,643	2,483
Programming	619,025	630,321	11,296
Building Operations	27,500	91,504	64,004 (6)
Western branch	140,000	194,402	54,402 (7)
Gallery Shop	216,330	198,487	(17,843) (3)
Administration	361,000	398,244	37,244 (5)
Communications and marketing	343,600	182,240	(161,360) (8)
Acquisitions	80,000	11,200	(68,800)
<b>Total Expenditures</b>	<b>3,795,615</b>	<b>3,717,041</b>	<b>(78,574)</b>
	21,515	507,743	486,228
Less: Amortization of tangible capital assets	18,000	16,980	(1,020)
<b>Annual Surplus</b>	<b>3,515</b>	<b>490,763</b>	<b>487,248</b>

### NOTES:

- (1) Although admission and membership revenue was down from budget, additional funds were received from the Department of Communities, Culture and Heritage.
- (2) Programming revenues were over budget due to a change in accounting recognition of government grants; as a result grants over a two year period were recognized in 2013-2014.
- (3) Due to closure of the gallery for several months, sales did not meet expectations in the Gallery Shop. Reduced expenditures in the shop helped offset the financial impact.
- (4) The increase in Endowment Fund revenue was due to donations throughout the year and one time realization of investment gains.
- (5) The increase in Acquisitions Fund was due to one-time donations received for appraisal and shipping costs of donated acquisitions which were offset by expenditures for same included under administration.
- (6) The AGNS incurred additional building related costs as a result of moving all the artwork from Gallery North while the sprinkler system was upgraded.
- (7) Additional programming implemented in Western Branch and building related costs, for an aging building.
- (8) Due to closure of the Gallery during our peak season, a number of development and marketing initiatives were delayed.

## INTRODUCTION

This accountability report describes our performance against the goals, priorities and outcomes as set out in the 2013-2014 Business Plan of the Art Gallery of Nova Scotia.

## OUR STRATEGIC GOALS

The AGNS has several areas of longer-term direction, including:

### BUILD A NEW HOME FOR THE AGNS

In a time of financial restraint with many conflicting demands on the resources of tax payers, AGNS understands that we have to present a coherent plan for the short-term mitigation of the risk factors to the collection, as well as a long-term strategy that will move us forward with a building that lives up to the mandate granted to the AGNS. Nova Scotians have a right to expect that the art collections they own will be stored, preserved, researched and exhibited in a manner that will ensure the long-term health of the collections, and that will continue to provide opportunities for Nova Scotians and their visitors to enjoy the rich visual heritage found in this province and region. They also have a right to expect a clearly articulated, fiscally sound plan that describes how to respond responsibly to the physical shortcomings of the current building and to the risks inherent in not moving to address them. In fiscal year 2013-2014 AGNS will continue to work with Department of Transportation and Infrastructure Renewal to mitigate the existing factors of the building, while performing necessary groundwork toward our long-term goal of building a new home for Nova Scotia's remarkable art collections.

### ENHANCE EXHIBITIONS AND PUBLIC PROGRAMMING

A key part of the mandate of the AGNS is to exhibit works of art, that is, to make them available to public view. Our mission of engaging people with art takes this to another level. It is our goal to engage Nova Scotians in a discussion about their collections, about the vibrancy of the cultures in their communities, and to provide a model of

excellence to inspire Nova Scotians to ever greater achievements in the arts. Our regular program of exhibition and public programs, of research and outreach, will be enhanced in fiscal year 2013-2014 by two new initiatives that directly engage with Nova Scotia art, and that will provide multiple platforms for Nova Scotians to experience, engage with, and be educated about the range of cultural activity in this province.

### CREATE POSITIVE VISITOR EXPERIENCE

An important indicator of the importance placed by Nova Scotians on the activities of the AGNS is their direct engagement in those activities through visiting the gallery and purchasing memberships. In the coming fiscal year AGNS will undertake activities designed to increase visitation, and to increase memberships in order to more fully deliver on our mission of “engaging people with art.”

## PROGRESS AND ACCOMPLISHMENTS

We are pleased to report the achievement of many of our priorities and progress toward the rest. The following, listed by strategic goal, includes progress and status report for each priority.

### BUILD A NEW HOME FOR THE AGNS

#### *REFINE CASE FOR SUPPORT*

##### PRIORITY

Private support of this initiative is imperative if a new building is to become a reality. The AGNS will prepare a fully documented case for support that will become the investment prospectus for potential donors. It will be the resource document revealing the vision and specific funding challenges that must be met to realize its objectives.

The Case for Support must convey a clear sense that the specific needs of the AGNS have been carefully prioritized and are not a wish list. They will persuade prospective supporters that the new facility to house the collections of the AGNS

is a goal worthy of their support. Success in this area will mean that the new building is funded in part other than from tax revenues, thus providing needed financial relief to Nova Scotians.

#### UPDATE

A draft Case for Support has been prepared, but is yet to be finalized pending a new building model being approved by government. The AGNS is currently preparing a business case for a new home for the Gallery for discussions with the Province.

#### *DEVELOP AND BEGIN IMPLEMENTATION OF COMMUNICATION STRATEGY*

#### PRIORITY

Communicating to Nova Scotians why this process is necessary is vital to any hope of its success. There is a need for a highly targeted communications strategy to educate and cultivate the community's influencers and opinion leaders on a number of fronts, including the following:

- communicating the national reputation of the AGNS and the caliber of its collection
- outlining and explaining the plans for a new art gallery, the cost and the proposed timeline
- communicating the shortcomings of the current facility for families and businesses in Nova Scotia
- communicating the dynamic role the AGNS plays in attracting and retaining qualified professionals across the business, education, and health sectors
- communicating the role the AGNS plays in the community's ability to attract new business with new employees who will settle in this area.

Success in this area will mean that Nova Scotians are made more aware of the excellence of their art gallery, and of its central role in the perception of Nova Scotia by the rest of the country, as well as its role in the vibrant culture of our communities.



#### UPDATE

A Report to the Community will be released June 25, and widely distributed among Gallery stakeholders and community influencers throughout Nova Scotia and beyond. Moving forward, baseline data will be collected from a cross-section of Nova Scotians to track support of the gallery and understanding its role. This will run parallel to a marketing plan designed to reach a cross-section of Nova Scotians.

#### *RECRUIT STRATEGIC PROSPECT ENGAGEMENT TEAM*

#### PRIORITY

Successfully engaging the private sector in raising funds for a new building is a vital component of the potential success of this initiative. If senior, influential, and committed philanthropists decide that this project is worthy of their support it will then become a reality. The AGNS will begin the activity of cultivating and securing a chair of the Strategic Prospect Engagement team and, in turn, the team itself. With the assistance of key stakeholders, members and friends, the chair should help identify, cultivate and recruit a volunteer organization at the highest level.

#### UPDATE

This priority has been delayed pending formal approval of the government for the initiative. However, identification and engagement of prospects has begun in a measured and planned way, and volunteer leaders have been identified.

#### *BEGIN PROCESS OF STRATEGIC PROSPECT ENGAGEMENT*

#### PRIORITY

This process will include providing coaching and orientation to volunteer leadership. The Gallery will undertake prospect research and qualification. Top prospects will be identified and a plan will be developed that includes cultivation strategies for each prospect. The Strategic Prospect Engagement will continue for the next 12 months.

#### UPDATE

This priority has been delayed pending formal approval of the initiative and full recruitment of the Strategic prospect Engagement Team.

## ENHANCE EXHIBITIONS AND PUBLIC PROGRAMMING

### *BEGIN IMPLEMENTATION OF THE "MAUD LEWIS PROJECT"*

#### PRIORITY

This project builds on the scholarship conducted on the Maud Lewis house, a centerpiece of the provincial collection. It will include research for a book written by the Gallery's Senior Conservator and Curator of Education and Public Programs, geared towards middle and high school aged students as well as the general public. The book will comprise chapters that explore various aspects of Maud's work, such as her use of cultural references, as well as her personal history with juvenile arthritis. Additions will be made to the Maud Lewis Gallery in 2013, including bilingual educational materials and research will begin on the inclusion of new technologies, such as tablets in the gallery spaces to help illustrate elements of Maud's composition and approach to her subject matter. Increased use of the resources of our website will ensure that Nova Scotians have access to the rich resources surrounding the Maud Lewis house and our collection of her paintings, and a slate of events and programs in the gallery will attract people to see first-hand the wonderful creations of Nova Scotia's, and Canada's, greatest folk artist.

#### UPDATE

The updates to the Maud Lewis Gallery have been made, refreshing the exhibition and adding key elements to the overall story. The research is underway for the publication and our team is working with the film crew for a major feature film being produced on Maud Lewis' life.

## *DEVELOP A “TRIENNIAL OF NOVA SCOTIA ART” THAT WILL BE IMPLEMENTED IN 2014-2015*

### PRIORITY

Nova Scotia has a rich visual culture, one that finds expression in communities across the province. Nova Scotians rarely get to see the best of these expressions drawn together in one exhibition that provides a snapshot of the current tenor of the arts in this province. In 2013-2014 the AGNS will create The Nova Scotia Triennial to do just that. Through an open call, the gallery will solicit entries from artists working in Nova Scotia. The jury composition will be determined drawing on the skill set of panelists, including one from outside the province (an international curator of contemporary art). The jury will examine the submissions and arrange for an exhibition and book highlighting those artists selected for inclusion. The Triennial will provide Nova Scotians with the opportunity to view works from every corner of the province, and to take part in a series of conversations about contemporary art that will be supported by education programs, public events, and related activities.

### UPDATE

Our commitment to “develop a “Triennial of Nova Scotia Art” that will further engage the active, diverse and geographically dispersed art communities of our province” was delayed by the closures, but the project is on track to open in 2016, with key outside curatorial support.

## CREATE POSITIVE VISITOR EXPERIENCE

### *USE NEW TECHNOLOGIES TO INCREASE NEW MEMBERSHIPS AND RETAIN MORE EXISTING ONES*

### PRIORITY

We will implement online transaction sales capacity to an enhanced AGNS website, making it easier for Nova Scotians to become, and remain, members of the AGNS, and to enjoy the enhanced benefits that come with membership. By targeting membership sales and online donations with an accompanying tiered direct marketing strategy, we will increase our target sales pool to a broader audience.

#### UPDATE

Plans are continuing to implement e-commerce for memberships and on-line donations. Staff is working with the Chief Information Office on technology solutions to ensure provincial government privacy standards are met.

#### *ENHANCE MARKETING EFFORTS TO INCREASE VISITATION*

#### PRIORITY

Through the use of segmented market research, we will focus our marketing efforts in core and ancillary services to more tightly segmented audiences. We believe that by better communicating our activities to Nova Scotians they will be more likely to visit the gallery to experience those activities for themselves.

#### UPDATE

A detailed marketing plan has been developed that is designed to engage a broad cross-section of Nova Scotians.

#### *GATHER VISITOR INFORMATION*

#### PRIORITY

The Gallery plans to measure the visitor experience with the new technology and the implementation of "Exit Surveys". Feedback on exhibitions, overall visitor experience, and public programming available will be critical to plan for future events. Feedback surveys from parents on educational programs such as March Break and Summer School, will be invaluable. The gallery will be provided with information on what we can do better to increase participation in classes and encourage students to return.

#### UPDATE

The AGNS has implemented basic tracking of visitors in terms of region/province/country of origin. There are plans to implement an on-line voluntary "port visit" survey in the near future.

## OUTCOMES AND PERFORMANCE MEASURES

When preparing the Business Plan for 2013-2014 the Art Gallery of Nova Scotia established a number of measures in an effort to determine success in the goals we set out to achieve. The following indicates the original outcome expected; how it was to be measured; if it was achieved; and if not an explanation as to why.

Outcome	Target 2013-2014	Measure	Where are we now?
Build a New AGNS	Final version of the Case for Support published and ratified at June 2013 AGM	Case for support document reflects the needs and ambitions of the AGNS as determined through the feasibility study findings	Draft Case for Report has been prepared pending approval of the government for the initiative.
	Tiered communications plan for all levels of stakeholders and audiences ratified at June 2013 AGM	Public awareness is created about the benefits of a new building for the AGNS	The Report to the Community was published June 25, 2014 and widely distributed.
	Strategic Prospect Engagement team in place by fall 2013	Candidates are identified, recruited and interviewed	Delayed pending formal approval of the initiative by government.
	Strategic Prospect Engagement team has all solicitation materials and has received campaign training by fall 2013	Active solicitation by Strategic Prospect Engagement team has begun	Delayed pending formal approval of the initiative by government.
Enhance Exhibitions and Public Programming	Increase membership retention to 80% (from 70% in 2012-2013)	Retention rate of memberships	2013-14 - 67% Retention Membership rates suffered as a result of Gallery closures, but a Membership Strategy has been developed and will be implemented throughout 2014-2015.

Outcome	Target 2013-2014	Measure	Where are we now?
Enhance Exhibitions and Public Programming <i>cont'd</i>	70% of students returning from 2012-2013 summer school and March Break	Parental feedback of summer school and March break programs	Although parental feedback was received after each session, returning students were not tracked. The number of individuals attending various youth programs throughout the year remained consistent to 2012-2013 at 700 per year.
Create Positive Visitor Experience	Convert 0.5% of visitors to members – approximately 100 visitors	The number of visitors who purchased memberships after their visit	Due to the closure of a significant portion of the Gallery during our busiest season, admission was free for several months. Therefore, it was very difficult to sell memberships for a free service. This target was not tracked as a result.
	Establish database to capture exit survey information and report on a timely basis to senior management team	Use information from exit surveys to effect changes	Currently we are tracking basic demographic information, with plans to implement more detailed exit surveys in the near future.