

Crown Corporation

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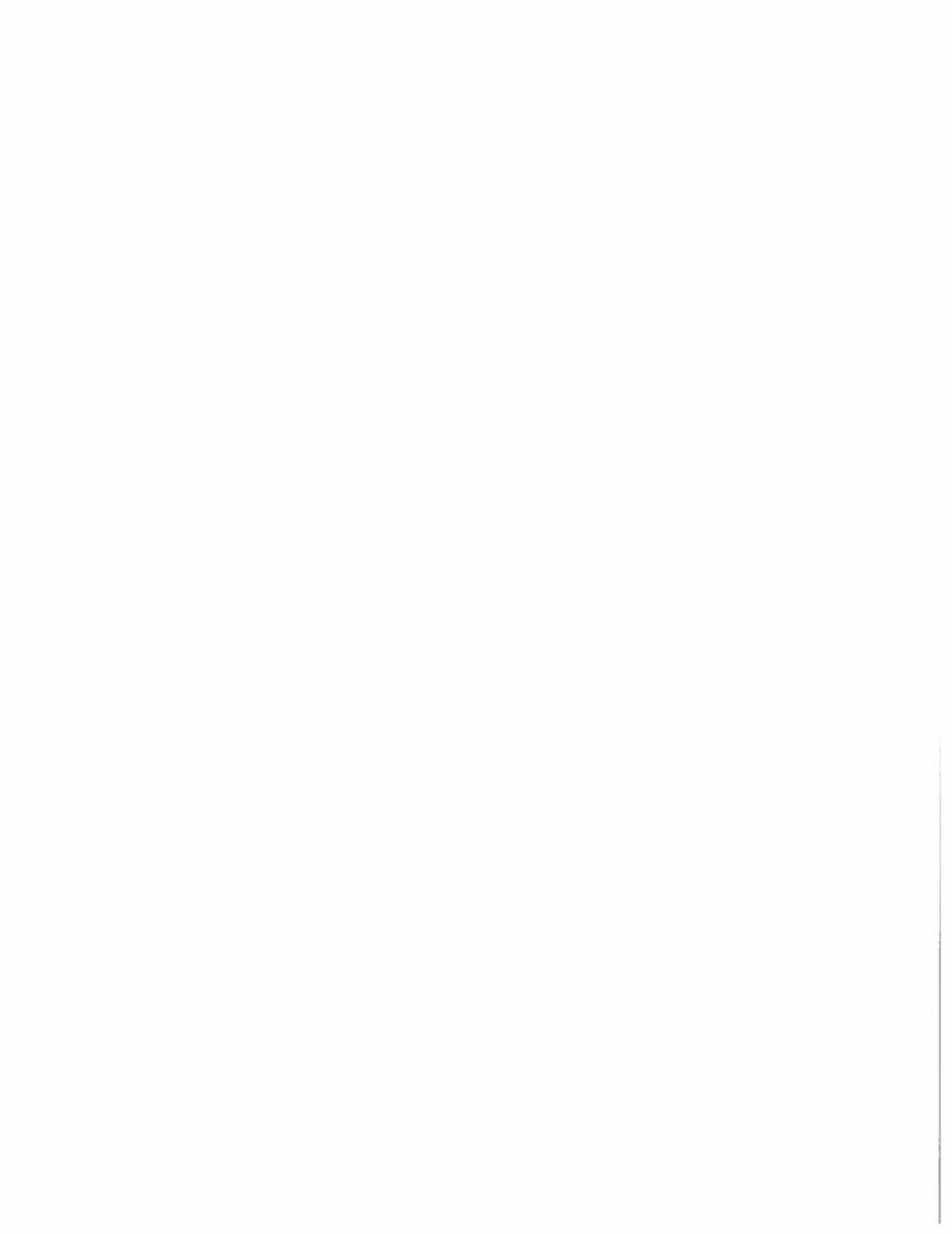
for the fiscal year 2015–2016

Art Gallery of Nova Scotia

Business Plan 2015–2016

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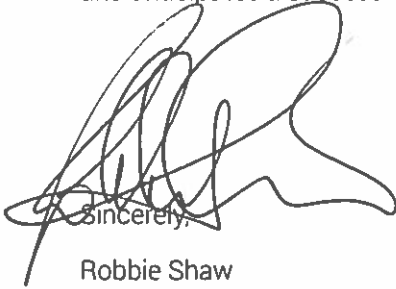
Message from the Chair

On behalf of the board of governors of the Art Gallery of Nova Scotia, I am pleased to present the gallery's business plan for the 2015–2016 fiscal year. The gallery is Atlantic Canada's largest art museum, an anchor of cultural tourism in the province and the region.

This business plan reflects the gallery's continued emphasis on engaging people with art, as reflected in the 2012 strategic plan. Managing our finances responsibly, strategically collecting and caring for art work, and exhibiting Nova Scotia's excellent artists – as well as those from other parts of the world – are the guiding principles for the coming year.

Our cultural heritage is a big part of what makes Nova Scotia unique. Though the heritage we share is immense and diverse, it is also distinctive, personal, and local. We have much to be proud of, much to share with each other, and much to delight, inspire, and provoke the rest of the world, and we do so with great pride.

The board of governors is proud of the accomplishments of the Art Gallery of Nova Scotia and anticipates a successful year ahead.



Sincerely,

Robbie Shaw
Chair, Art Gallery of Nova Scotia Board of Governors

Mission

To engage people in an enhanced experience with art, through its professional collection, preservation, exhibition, and interpretation.

Our mission statement reflects our commitment to our audiences, to our collections, and to the standards of our profession. Engagement is at the core of this mission and at the core of our values as an institution.

Mandate

The Art Gallery of Nova Scotia (AGNS) is an agency of the Province of Nova Scotia constituted under The Art Gallery of Nova Scotia Act for the acquisition, preservation, and exhibition of works of art.

Vision

- The Art Gallery of Nova Scotia is a pre-eminent art museum with exceptional collections, exhibitions, education, and public programming.
- We are a hub of artistic and cultural energy and an inspiring resource for Nova Scotia and the world.
- With innovative approaches to engaging people, the Art Gallery of Nova Scotia is a gathering place to provide direct encounters with extraordinary works of art.

Introduction

The Province of Nova Scotia has identified four strategic goals for its mandate.

- **Fiscal** – Balance budget during mandate and achieve sustainable government.
- **Economy** – Create climate for private sector and social enterprise economic growth to support oneNS economic goals.
- **Education** – Increase workforce participation and entrepreneurship by improving early childhood and P-12 education systems and by continually improving opportunities for skills development and knowledge through post-secondary education, training, and apprenticeship.
- **Demographics** – Increase net interprovincial in-migration and international immigration levels; enhance wellness and health initiatives; enhance workforce participation of youth, older workers, and marginalized communities; and enhance communities and social well-being.

The following is a connection between the AGNS's priorities and the Province of Nova Scotia's goals.

Fiscal – The AGNS is committed to developing strong support for its mandate among current and potential donors and sponsors to help ensure that the gallery can achieve its goals within its fiscal resources.

Economy – The cultural sector's significant contributions, direct and indirect, to the economy and to job creation are well recognized. As competition increases in the global economy, new and relocating businesses seek communities offering amenities for their employees, including

cultural facilities and cultural events. The availability of these cultural amenities depends on adequate infrastructure, strong cultural organizations, and prosperous cultural industries.

Statistics Canada's Culture Satellite Account (CSA) is an accounting framework that measures how culture, the arts, and heritage contribute to Canada's GDP and to jobs. The CSA 2010 has shown that culture plays a significant role in the Canadian economy, in terms of output, GDP and jobs. The culture industry contributed more to the Canadian economy than industries such as accommodation, utilities and agriculture, forestry, fishing, and hunting.

Education – The importance of arts education is in its potential to enrich the lives of students by providing a channel for their creative expression, developing their artistic sense, opening their minds to the full range of human experience, and helping them to see and feel the beauty inherent in shape, colour, harmony, and movement. The AGNS will continue to engage with provincial education bodies to develop educational resources to deliver targeted programs for students and teachers, such as ArtSmart, Art Reach, and school tours.

Demographics – A vibrant creative economy relies on skilled cultural workers to create new ideas, enterprises and industries. It also helps attract new immigrants and helps retain our present citizens. As the largest art museum in Atlantic Canada, AGNS is an anchor organization for the *creative economy*.

In addition, the AGNS offers a host of public programs geared at improving the health and wellness of Nova Scotians, such as Autism Arts, Artful Afternoons (Arthritis), and Phoenix Youth programs.

Planning Context

The gallery is overseen by a board of governors appointed by Executive Council and made up of volunteers. The involvement of the AGNS board of governors is paramount in developing community awareness of the gallery's mission, in representing and interpreting the value of the AGNS to community, government, corporate, and other funding agencies. The board acknowledges the competency role as advocates and fundraisers for the activities of the Art Gallery of Nova Scotia.

The AGNS is the primary institution for the preservation and collection of visual art in Nova Scotia, with a collection of over 17,000 artworks. We focus our collecting and exhibition activity on the art history of Nova Scotia, of our region, of the country and internationally, in order to tell the story of how the art history of Nova Scotia fits into larger national and international contexts. The growing success of the annual Sobey Art Award puts us at the forefront of contemporary Canadian art. The AGNS serves a central role in presenting Nova Scotia's art to the country, Canadian contemporary art to wider audiences in Canada, and Canadian art to the world.

The gallery receives funding from the province and also actively seeks, and relies on, financial and in-kind support from private and corporate sources. Within this context, this business plan presents the AGNS's goals for the year and its strategies to achieve them.

Strategic Outcomes

In 2012, the gallery's board of governors prepared a strategic plan. At the time, five goals were identified. These goals have been realigned under two comprehensive outcomes as detailed below. These two strategic outcomes form the basis of the gallery's ongoing planning:

1. Nova Scotians who are inspired to think and act creatively through access to models of excellence in the visual arts in a permanent collection that (a) reflects their history and aspirations, and (b) provides a context for understanding the place of Nova Scotia's visual heritage in the region, the country, and the world.
2. Visually literate Nova Scotians who are engaged, educated, and entertained by a series of exhibitions and programs with visual art from home and abroad, presented across platforms, and aimed at multiple age groups and diverse communities.

Priorities for 2015–2016

Nova Scotians who are inspired to think and act creatively through access to models of excellence in the visual arts in a permanent collection that (a) reflects their history and aspirations, and (b) provides a context for

understanding the place of Nova Scotia's visual heritage in the region, the country, and the world.

The AGNS will develop and strengthen the provincial art collection through the acquisition – by purchase, gift, and bequest – of works of art of outstanding quality in line with our acquisitions policy and long-term strategy. The AGNS will create permanent collection exhibitions, produce and disseminate research on the collection, loan the works to other institutions, in Nova Scotia and beyond our borders, and maintain the gallery as an open and accessible research space dedicated to the visual heritage of this province.

Visually literate Nova Scotians who are engaged, educated, and entertained by a series of exhibitions and programs with visual art from home and abroad, presented across platforms, and aimed at multiple age groups and diverse communities.

Works of art will be displayed and exhibited in a meaningful and engaging way by presenting well-researched, balanced, stimulating, informative, and enjoyable exhibition programs in Nova Scotia and nationally.

The AGNS will provide leadership in the visual arts sector by presenting innovative and informative programs about the visual arts. We will promote an institutional culture that puts the visitor, and visitor services, at the forefront of our activities and planning.

We will present a diverse program of exhibitions, public programs, and education activities that enhance visual literacy and encourage lifelong learning, through direct engagement with works of art, artists, and art educators as well as through publications, online media, and other forms of communication.

Core Business Areas

The core business of the Art Gallery of Nova Scotia is the creation, accumulation, and dissemination of knowledge through the visual arts. The following four distinct core business areas are delivered through various functional areas in the gallery both in Halifax and in our Western Branch.

Acquisitions

The AGNS acquires artworks for the permanent collection according to the mandate of the acquisition policy and the mission statement. The gallery maintains related library, film, website, video, and resource support materials, along with institutional archival records pertaining to collections, exhibitions, and institutional history.

Preservation

The AGNS ensures proper management of the collection through documentation, maintenance of records, and research. The Art Gallery of Nova Scotia strives to ensure that the Province of Nova Scotia's collection is preserved and maintained in an environment that meets museum standards, while conducting conservation

and restoration treatments using accepted museum practices.

Exhibitions

The AGNS is committed to our mission of bringing art and people together. In addition to our annual Sobeys Art Award exhibitions, the AGNS presents a wide range of art in our exhibition programs in Halifax, Western Branch, and across Nova Scotia through our travelling exhibition and outreach programs.

We are committed to building audiences for art and have a three-part strategy for doing so. The first is the continued growth of the Sobeys Art Award, Canada's premier prize for contemporary art, administered by the Art Gallery of Nova Scotia since its inception in 2002. The second is focusing on the richness of our permanent collection, creating exhibitions that highlight the breadth and depth of the Crown's art collection and making it available on loan to institutions across the region and the country, and beyond our borders. The third part of our strategy is to build partnerships to broaden the reach of our art exhibitions, to tour exhibitions within the province, across the region, and throughout the country. To that end, we actively seek partnerships to ensure that our projects, most of which focus on the art of Nova Scotia and of Atlantic Canada, are seen by as many audiences as possible.

We are committed to raising the profile of this region's art activity across the country, to developing exhibitions that examine the work of individual artists, and to a publication program that does justice to their work. Thematic exhibitions that we develop are drawn almost exclusively from our permanent collection and serve to complement the solo exhibition projects on view and in development. Our objective

is to be a leader in the advancement of knowledge and understanding of visual art, and in the fostering of the careers of Canadian artists, with a focus on artists based in this region.

Education and Public Programming

The AGNS has an ambitious education and public programming strategy that focuses on both on-site and outreach activities. On-site activities surround the support and the interpretation of our temporary exhibitions programming and of our permanent collection exhibitions. Offerings include special exhibitions, the development of in-house didactic material in exhibitions, daily guided public tours, early childhood education programs, infant and toddler / parent programs, studio/gallery workshops for students and teachers, family programs, a large docent program in support of school visits, and the fostering of lifelong learning with a series of lectures, films, artist talks, and other educational activities, including access to archives, publications, and study materials.

Outreach activities involve many partnerships across the province that further our mission of engaging people with art. We work with educational institutions, libraries, social service agencies, hospitals, and other community organizations in a wide array of programs.

Budget Context

	Budget 2014-15 (\$)	Forecast 2014-15 (\$)	Budget 2015-16 (\$)
Revenues			
Operating	2,423,500	2,379,800	2,351,500
Development and fundraising	1,116,500	837,363	877,000
Programming recoveries	165,900	180,125	411,250
Educational recoveries	206,980	177,440	198,200
Western Branch	11,700	35,498	33,600
Gallery Shop	245,000	177,364	31,000
Acquisition fund	—	299,021	—
Endowment fund	140,750	99,700	51,750
Total revenue	4,310,330	4,186,311	3,954,300
Expenses			
Salaries and benefits	2,037,042	2,008,000	2,184,194
Administration	346,000	321,100	329,700
Building operations	10,050	10,150	14,500
Programming	840,710	606,435	693,059
Education programs	140,660	103,150	160,115
Communications and marketing	439,100	374,963	233,900
Western Branch	218,976	226,300	229,943
Gallery Shop	213,760	168,128	13,000
Acquisitions	10,000	314,537	20,000
Endowment fund	28,050	26,740	29,050
Total expenses	4,284,348	4,159,503	3,907,461
Revenue less expenses	25,982	26,808	46,839
Amortization of tangible capital assets	22,500	26,510	46,415
Annual surplus	3,482	298	424

Outcomes and Performance Measures

Strategic Outcome	Measure	Target 2015–2016	Strategies to Achieve Targets
<p>Nova Scotians who are inspired to think and act creatively through access to models of excellence in the visual arts in a permanent collection that (a) reflects their history and aspirations, and (b) provides a context for understanding the place of Nova Scotia's visual heritage in the region, the country, and the world</p>	<p>Measures will be redesigned over the 2015–16 fiscal year to ensure that they accurately measure the outcomes to be achieved</p> <p>Operational Measures:</p> <p>Access to the collection through visitation at the gallery, attendance at gallery programs, on-line research, loans to other institutions</p>	<p>Online access to the permanent collection through AGNS website</p> <p>Revised Acquisition Policy by March 2016</p> <p>2025–2026 Target:</p> <p>Identifiably acquire works within the acquisition framework</p>	<p>Replace current collections management software, provide for public access to the database.</p> <p>Refine a long-term strategic acquisition policy for the next 10 years.</p> <p>Acquire by purchase, gift, and bequest, works of art of outstanding quality in line with our acquisitions strategy.</p> <p>Encourage, facilitate, and acknowledge government funding, donations, gifts, and bequests that enhance the provincial art collection.</p> <p>Provide appropriate storage, security, and environmental conditions to conserve and maintain the provincial art collection.</p> <p>Document and manage the provincial art collection.</p>
Data:			<p>The acquisition policy will detail the long-term acquisition strategy of artworks to the collection. Within this will be the criteria used for evaluation of specific works for inclusion to or rejection from, the collection.</p> <p>New collections management software will permit the creation of a searchable database of the permanent collection of AGNS.</p> <p>Once measures have been identified, baseline data will be collected.</p>

Strategic Outcome	Measure	Target 2015-2016	Strategies to Achieve Targets
<p>Visually literate Nova Scotians who are engaged, educated and entertained by a series of exhibitions and programs with visual art from home and abroad, presented across platforms and aimed at multiple age groups and at diverse communities.</p>	<p>Measures will be redesigned over the 2015-16 fiscal year to ensure that they accurately measure the outcomes to be achieved</p> <p>Operational Measures</p> <p>Number of people who access the provincial art collection and gallery exhibitions, programs, and facilities – and their level of satisfaction</p> <p>Number of students per year who access various educational programs – and the satisfaction of teachers, through survey</p>	<p>Create baseline data and measurement tools by March 2016</p>	<p>Baseline data will be created to quantify and define attendance, and survey satisfaction questionnaires will be developed.</p> <p>Present well-researched, balanced, stimulating, informative, and enjoyable exhibition programs in Nova Scotia and nationally.</p> <p>Use collection displays, gallery exhibitions, travelling exhibitions, loans, publications, programs, and technology to increase access to the provincial art collection.</p> <p>Provide leadership in the visual arts sector by presenting innovative and informative programs about the visual arts.</p> <p>Stimulate engagement with, and understanding of, the visual arts through events, research, publications, and conferences.</p> <p>Engage with provincial education bodies to develop educational resources to deliver targeted programs for students and teachers.</p> <p>Strengthen and promote the AGNS brand and continuously improve services that deliver high-quality visitor experiences.</p>
<p>Data: Baseline data will be created to quantify and define attendance and survey satisfaction questionnaires will be developed.</p>			