

**Art Gallery of Nova Scotia  
Annual Accountability Report  
Fiscal Year 2004-2005**

## TABLE OF CONTENTS

1.	Accountability Statement .....	3
2.	Introduction .....	4
3.	Progress and Accomplishments .....	4
4.	Core Business - Accumulation of Knowledge in the Arts .....	5
5.	Core Business - Creation of Knowledge in the Arts .....	5
6.	Core Business - Dissemination of Knowledge in the Arts .....	6
7.	Core Business - Conservation and Care .....	6
8.	Core Business - Lifelong Learning .....	7
9.	Core Business - Auxiliary Services .....	8
10.	Core Business - Administration and Finance.....	9
11.	Outcomes and Performance Measures .....	9
12.	Core Business Measures- Accumulation of Knowledge.....	14
13.	Core Business Measures - Creation of Knowledge in the Art.....	15
14.	Core Business Measures - Dissemination of Knowledge.....	16
15.	Core Business - Conservation and Care.....	18
16.	Core Business - Lifelong Learning.....	19
17.	Core Business - Auxiliary Services.....	30
18.	Core Business - Administration and Finance.....	32
19.	Summation .....	34
20.	Financial Results .....	35

## **1. Accountability Statement**

The accountability report of the Art Gallery of Nova Scotia for the year ended March 31, 2005, is prepared pursuant to the Provincial Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the Art Gallery of Nova Scotia's business plan information for the fiscal year 2004-2005. The report of 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 AGNS business plan for the year.

---

Minister

---

Chair, Board of Governors

---

Director & Chief Curator

## **2. Introduction**

This report describes the performance and achievements of the Art Gallery of Nova Scotia using the outlined performance targets. The Gallery's 2004-2005 Business Plan can be used as a source of comparison against this report.

Highlights of the Gallery's accomplishments include:

- Grant revenues increased in excess of 140%
- Membership revenues increased 19%
- Admissions revenues increased 7.27%
- Donated works of art exceeded \$1.6 million
- Successful launch of the Ships and Age of Sail website
- Hosted nine major world class exhibitions including Rodin: A Magnificent Obsession
- Increased number of major national travelling exhibitions to Sobey Art Award, Colville and Nancy Edell

## **3. Progress and Accomplishments**

Art Gallery of Nova Scotia priorities and accomplishments in 2004-2005 were directed at achieving our strategic goals, which include:

- Implement the recommendations and actions of the AGNS strategic plan.
- Attain a balanced operating budget and aspire to create a surplus that can be used to grow the permanent collections.
- Make significant landmark acquisitions to build the perceived value of the AGNS collection as the principal art collection of Atlantic Canada.
- Attract, create or host important major exhibitions of international, national and regional art that are recognized to be unique and the most significant offered in Atlantic Canada.
- Improve the quality of art information offered to visitors and users of AGNS
- Increase the numbers of persons attending the AGNS by 25%.
- Increase awareness of the quality of AGNS programs through marketing, public relations and web site improvements.
- Improve the environmental conditions safeguarding the artworks in our care

- Increase the profitability of AGNS ancillary operations: gift gallery, facility rental, café by exploring cost reductions and increasing revenue potential

#### **4. Core Business - Accumulation of knowledge in the arts**

To increase the permanent collection while consistently following the acquisition policy.

Accomplishments/Progress:

- The Gallery endeavored to purchase a work by Monet but was unsuccessful in raising the full amount of funding required.
- Works were transferred from the Canada Council Art Bank Collection to the AGNS
- Working with patrons, volunteer groups and federal granting agencies the Gallery's artworks increased by 451 works with a value in excess of \$1.6 million
- Purchased art works valued over \$114,000
- Purchase five international works by renowned artists
- Added key works by senior Nova Scotian artists, including specific works chronicled and reproduced in published histories of art in Nova Scotia.
- Collected major catalogues for library but due to a lack of human resources personnel were reassigned to more critical ongoing issues therefore the library collections and action plan were deferred.

#### **5. Core Business - Creation of knowledge in the arts**

To maintain accessible library and study centres, and provide support for individuals to conduct research in the arts.

Accomplishments/Progress:

- Established Tall Ships of Atlantic Canada Website to make information accessible to the public.
- Published book Paintings of Nova Scotia from AGNS collection
- Visits from art specialists classes from NS College of Art and Design, Acadia and Mount Allison together with Humanities classes from King's College and Dalhousie.
- AGNS Curators have been selected to research and contribute national exhibition publications including the Chris Pratt Retrospective (National Gallery of Canada) and Takao Tanable (Vancouver Art Gallery).
- 100% of new works in the collection for the period 2000-2003 were digitized and entered into the AGNS database. Gallery is waiting for availability to transfer these images to CHIN
- As a result of insufficient financial resources the Gallery could not open the library and the Archive remains incomplete therefore the only resource offered to students, teachers, and

researchers and volunteers was access to the collection and exhibitions.

## 6. Core Business - Dissemination of knowledge in the arts

To make accessible to the public: art collections, special exhibitions, publications, lectures, films and events.

Accomplishments/Progress:

- AGNS experienced a decrease in visitor numbers -10.89% as a result of fewer people visiting the province; however admission revenues increased 7.27%.
- Interpretation panels were added to permanent collection works and audio guides were provided for an introductory exhibition.
- Provided interpreters for the Rodin exhibition to acclaim from visitors
- AGNS awarded grants and sponsorships to circulate exhibitions including: Alex Colville, Sobey Art Award, major publication "Paintings of Nova Scotia" and a Virtual Museums of Canada grant to create a specialty education website: Tall Ships of Atlantic Canada.
- Hosted 9 important exhibitions including "Rodin: A Magnificent Obsession."
- Provided tours and information sessions to interns, researchers, members and volunteers
- Provided a three month internship opportunity for university students in Art History and Museum studies programs
- Conducted research leading to the publication of in-house catalogues, and contributed art historical essays to publications produced by colleague institutions.

## 7. Core Business - Conservation and Care

To ensure the collection belonging to the Province of Nova Scotia is preserved and maintained in an environment which meets museum standards, while conducting conservation and restoration treatments using accepted practices of research, examination, analysis and documentation.

Accomplishments/Progress:

- Conservator began a long-term treatment of painting, Autumn on the North West Arm, by Elizabeth Nutt, former principle of Victoria College of Art now known as the Nova Scotia College of Art and Design, with the goal to eventually developing an exhibition of the four works representing the four seasons by this artists.
- Carried out research, through consultation with colleagues from other institutions, as to best equipment and software to purchase to begin the transition from analog photography to digital imaging and file keeping for conservation records.
- Two works by Nova Scotia artist Alex Colville were vandalized during the tenure of the exhibition **Alex Colville: Return**, at the MacKenzie Art Gallery. With much

accompanying media interest, the works were treated by the AGNS Senior Conservator who involved the artists in the process.

- Nine major treatments were carried out as well as 12 minor treatments
- All windows were covered and excess doors removed throughout exhibition gallery spaces
- Approximately 100 works received preventative conservation, photography, documentation or condition assessment

## **8. Core Business Area - Lifelong Learning**

To provide excellent art education programs for learners of all ages by working in partnership with individuals and community groups, schools, teachers and artists.

Accomplishments/Progress:

- School tours were offered five days per week with 8 tour options and a specially designed Rodin tour for elementary and secondary school students. Docent training sessions were offered every Monday morning throughout the school year.
- Additional school programming was provided to meet the tremendous demand for the Rodin exhibition. An introductory studio component was added to the school tour program to provide additional hands-on opportunities for students.
- Managed, as the lead partner for Nova Scotia, the provincial Artsmarts program. Facilitated this grant program linking artists, teachers, students, and community members in projects infusing the arts across the school curriculum.
- Developed greater link with Department of Education through various initiatives including the involvement in consultations for the pre-primary pilot program, advanced level visual arts courses, special projects with African Canadian division.
- Continued to create and deliver professional development art education activities and training for early childhood educators. Received additional funding to research and supply pilot art materials for young children with special needs in day care programs.
- Continued to support St. Joseph's College of Early Childhood Education in their delivery of the visual arts second year course. Provided additional support by sitting on Advisory Committee for the College.

- Completed curriculum resource art kits based on the AGNS permanent collection to be housed in loan centres throughout the province and available for Early Childhood Educators to borrow. Delivered in-services throughout the province to early childcare educators.
- Summer School of the Arts filled to capacity with new instructors introduced into the teaching roster and more classes being offered.
- Continued growth and development of Community Access programs including weekly programs with Laing House and Phoenix Youth Program.
- Supported HomeBridge's (children in care) Expressions program by offering studio workshops and an in-gallery exhibition of youth art.
- Continued to develop the partnership and expand the activities with the IWK Health Centre offering workshops in the outdoor children's garden, facilitating artist workshops in the Teen Lounge, serving on arts and wellness committee, assessing needs of new hospital spaces.

## **9. Core Business - Auxiliary Services**

To provide auxiliary services that benefit visitors and members while increasing funding for the Gallery - membership and volunteer programmes, Art Sales & Rental, Gallery Shop & Cheapside Café.

Accomplishments/Progress:

- AGNS friends undertook a new luncheon program which increased revenue, visibility and new volunteers.
- Offered new products in the Gallery Shop including specialty items for the Rodin Exhibition as well as carrying the works of 45 new consignees.
- Increased volume for the Rodin exhibition provided greater visibility for the Café and therefore increased revenues.

## **10. Core Business - Administration and Financial Management**

To maintain personnel and systems to support the goals of AGNS.

Accomplishments/Progress:

- Increased earned revenues from self-generated sources
- Began process of developing new financial reporting system that will be completed by early summer of 2005.
- A grant request to conduct an audience survey was not received during the year so the survey could not be conducted; grant received fall of 2005 therefore the survey will be completed for the next fiscal year.
- Created cash flow monitoring system to keep Board apprised of cash flow situation.
- Partnered with Maritime Museum of the Atlantic to create a multi-venue project “Tall Ships” exhibited at both locations.
- Reduced costs of publications and mailings by eliminating one journal issue and undertaking cost-effective methods for sending written information to members.
- Changes to the organizational structure were postponed until a consultant was hired to review the current structure and make suggestions for improvement.
- Decreased the volume of mail sent to members giving a decrease in expenditure
- Began upgrade of the fundraising software which tracks all members and donations

## **11. OUTCOMES AND PERFORMANCE MEASURES**

When preparing the Business Plan for 2004-2005 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 determining a level of success. The following table indicates the original outcome expected, how it was to be measured, if it was achieved and if not an explanation as to why.

<b>Outcome</b>	<b>Measure</b>	<b>Status</b>	<b>Comment</b>
12.1 Increase Major international acquisition	Work collected	Did not achieve 10% increase, but 5 works acquired	Unable to raise final 25% of the purchase price for Monet painting.
13.1 Critical information service	Use by researchers, teachers, artists, members	10% increase not reached	Increased number of art students and teachers from art colleges and universities accessing the collection and exhibitions but due to budget constraints the library remained closed and the archive has not been completed.
14.1 Increase audiences	Number of individuals	25% increase not achieved, 10% decrease in visitations	Province experienced decrease in visitors as did AGNS however admission revenues increased 7.27%
14.2 Major exhibitions	Number of world class exhibitions	Surpassed target of 6 with 9 major exhibitions held	Mounted Rodin, Morrice, Mary Pratt , 2 Gary Hill Exhibitions and Acadie Monde
15.1 Improved Lighting	New lighting system	Changes lights within required areas of gallery	Moved and enhanced exhibition space lighting
16.1 Increased knowledge of permanent collection and special exhibitions	Written & oral feedback from visitors	Evaluation documentation received from school tours	Very positive feedback, but identified need for busing costs & more time in the Gallery

<b>Outcome</b>	<b>Measure</b>	<b>Status</b>	<b>Comment</b>
16.2 Richer & deeper understanding & appreciation of the arts and role of gallery	Increased number of visitors to website	Unable to measure if 15% increase achieved	Due to a lack of resources a new website system was not implemented therefore no automatic counter to accurately measure visitation. However, reference to current website is included in all gallery publications and literature
16.3 Ability to make connections between art historical movements & collection	Funds generated by rental of audio guides	No funds generated	Introduced phased in approach for audio guides which were offered free as a result of getting a sponsor
16.4 Improved services to auditory and visual learners	Number of hits on website	Unable to determine	Due to a lack of resources a new website system was not implemented therefore no automatic counter to accurately measure visitation.
16.5 Broaden local, national and internal audiences through use of internet	Number of hits on website	Unable to determine	Due to a lack of resources a new website system was not implemented therefore no automatic counter to accurately measure visitation.
16.6 Greater involvement with student/teachers boards of education and Dept of Education	Evaluation response forms completed by teachers & students	Increased school visits not achieved	High costs of bussing
16.7 More relevant programming for preschool through secondary students	Written & oral feedback from docents	Did not increase number of teacher workshops	Lack of human resources

<b>Outcome</b>	<b>Measure</b>	<b>Status</b>	<b>Comment</b>
16.8 Better communication to students/educators about variety of resources	School visits compared to previous years	45 fewer school visits	Busing costs increased for schools and many teachers waited for the Rodin exhibition which only opened later in the year and we couldn't accommodate request
16.9 Deeper understanding and appreciation of the arts	Number of request ECE art education kits	Delayed	Completion was delayed to next fiscal year
16.10 Introduction to the arts/art appreciation to very young audience	No measure originally specified	Number of visits by daycares would be an indicator	Over 70 daycare visits with demand exceeding ability of the Gallery to respond
16.11 Knowledge of permanent collection & special exhibitions will increase	Written & oral feedback	Talk Back comment forms used to gage satisfaction	Excellent response regarding exhibitions and programming
16.12 Greater understanding of important role gallery has in the community	Number of registrants for classes	More classes were offered but registration was insufficient	Need for better marketing plan
16.13 Encouragement of life long learning	Number or participants attending lectures	Number of participants not available	Loss of administrative staff , so #s not available. Offered additional adult programs
16.14 Greater investment of public into their provincial gallery	No measure originally specified	Increased attendance when exhibits are well marketed	Rodin exhibit resulted in high attendance numbers
16.15 Greater visibility of AGNS as agency contributing for the good of the community	Written and oral feedback	Developed further relationships with 10 youth organizations	AGNS will pursue Teen Council in future

<b>Outcome</b>	<b>Measure</b>	<b>Status</b>	<b>Comment</b>
16.16 Increase range of visitation	Increased partnership programs	Increased involvement with community	Served as Art resource to community agencies
16.17 Provide supportive informal learning environment for young people with special challenges	No measure originally specified	80 workshops provided to youth	Phoenix open studio program doubled in attendance
16.18 Teens offered opportunities for leadership and input in planning	No measure originally specified	One indicator would be repeat visits by youth to workshops	Workshop attendance increased significantly
17.1 Increased number of volunteers	Number of volunteers	Did not achieve 25% increase in number of volunteers	While the number of volunteers did not increase, the total number of volunteer hours did increase
17.2 Showcase NS products	Number of products/crafts people	5% increase not achieved, but 45 new craftspeople added to shop	Gallery actively searches for new crafts people to showcase the work of Nova Scotians in the Shop
18.1 Improved forecasting tools	Timely financial report	Reports sent to key stakeholders with ten business days	User friendly format for board financial statements and cash flow monitoring system
18.2 Audience assessment	Survey	Not completed so 50% response rate was not achieved	Unable to do survey due to lack of human resources
18.3 Stabilized, successful sponsorship program	Additional funding	25% increase target not realized	While the Gallery received new business partners through the sponsorship program, it fell short of the target

<b>Outcome</b>	<b>Measure</b>	<b>Status</b>	<b>Comment</b>
18.4 Contribute tourism growth	Additional tourist	5% increase not achieved	Tourist numbers were down in the province and fewer people visited AGNS
18.5 Decreased costs of publications/ mailing	Money saved	Reduced costs in several areas including mailings and publication	Reduced frequency of journals sent to members from 4 to 3

## **12. Core Business Area - Accumulation of Knowledge**

### **12.1 Measure: Number of International Acquisitions**

#### **Introduction:**

The Art Gallery of Nova Scotia is the largest art museum in Atlantic Canada. As such other colleague institutions in the region and their audiences look to AGNS to provide the quality and type of services and collections encountered at other major cosmopolitan centres world-wide. Most other regional art galleries have the capacity, finances and resources to attract art from our region and to a lesser degree from across the nation. As consequence of its scale and stature, AGNS uniquely among Atlantic region art galleries can be attractive to major donors, art patrons as a potential home for important international gifts. Smaller art centres cannot reasonably expect to amass the resources to attract international acquisitions.

#### **What does this measure tell us?**

All art museums would aspire to have important representative international collections. Success in this area tells us that major collectors and supporters across the region, nation and beyond are satisfied that the AGNS is viewed as a viable national contributor, capable of safeguarding important treasures and capable and able to attract a significant audience to encounter these important works. Thereby, instead of supporting art museums in other larger Canadian cities, AGNS has been judged worthy of support.

#### **Where are we now?**

In fiscal year 2004-2005 AGNS engaged in a tenacious campaign to retain for the nation an outstanding impressionist painting by Claude Monet. The work was privately owned in Canada. AGNS engaged in a lengthy and complicated bid to establish authenticity, and demonstrate clear legal ownership by means of scholarly research as well as attract sufficient private and federal sponsorship to purchase the painting. AGNS attracted much of the resources necessary and impressed its national colleagues with the background scholarship in support of the acquisition. Ultimately the painting alluded acquisition, the owner sold it privately. Nonetheless, AGNS demonstrated to its colleagues that it was capable of mounting the necessary methodical

international inquiries and research and exciting private sponsors to consider supporting funding of a major acquisition. As result, the discipline will in time turn once again to AGNS to attempt another significant campaign. Awareness of this spirited attempt to secure such a work on behalf of its public, prompted the offer for donation to AGNS this year of an impressionist work by Pissaro as well other international gifts of European Master Drawings and a Picasso print.

AGNS did attract the offer of major gifts of international contemporary art, among them by European artists, notably: Fonseca, and Palladino and Americans Michael Heizer, Frank Stella, Darby Bannard, Donald Sultan and Frederick Brown. A highlight is the acquisition of a number of works by American sculptor Richard Serra. This pre-eminent artist has maintained a residence in Cape Breton for thirty years. Until this year, Serra was not represented in any collection in Atlantic Canada.

### **Where do we want to go/be in the future?**

The next closest collection of international modern and contemporary art of renown is Montreal or Portland Maine. AGNS aspires to continue to add to this area of acquisition, so that it can present for its general audiences an introduction to the art valued and cherished by the world as well as to advantage and serve students of art attending colleges, universities and schools across Atlantic Canada.

Each successive international acquisition makes the next achievement more natural for future donors to consider. We hope to continue to convince art patrons that AGNS provides the most hopeful opportunity to amass a significant international and national collection for the Atlantic region.

## **13. Core Business Area - Creation of Knowledge**

### **13.1 Measure: Use by researchers, teachers, artists etc**

#### **Introduction:**

The art collections, archives, libraries, files, and professional personnel of the Art Gallery of Nova Scotia constitutes a significant learning resource for the region. AGNS has attempted to make these resources richer by continuing to interpret its own collections, adding new knowledge created by its staff and making these more easily accessible for the benefit of users.

#### **What does this measure tell us?**

When researchers use the resources housed at AGNS for their own studies it suggests that the material accumulated is pertinent to researcher needs and it is readily accessible in the proper form.

#### **Where are we now?**

We have witnessed a steady increase in classes visiting the AGNS exhibitions, asking to see

specialized art works in reserve collections and seeking information on a wider variety of topics. Visits from art specialist classes from NSCADU, Acadia and Mount Allison together with Humanities classes from King's College, Dalhousie and others indicate increased satisfaction with the professional level of exhibitions, collections and interpretative support material created. Access to these services was increased by maintaining open hours daily. Curators at AGNS have been selected to research and contribute to national exhibition publications, including the Chris Pratt Retrospective (at the National Gallery of Canada) and Takao Tanabe (for the Vancouver Art Gallery)

### **Where do we want to go/be in the future?**

AGNS aspires to be of direct assistance to individual researchers as well as in support of class needs from primary to post-secondary. We need to seek funding to open the library/archives function and to have adequate resources to purchase materials for this purpose. Many other educational institutions and public libraries have classic library-style resources. AGNS can most importantly complement the support for creation of knowledge provided by other agencies by having exemplary primary collections of art and special high quality exhibitions pertinent to courses of study. AGNS hopes to have its curators continue to be selected to provide leadership scholarship for national and international projects.

## **14. Core Business Area - Dissemination of Knowledge**

### **14.1 Measure: Audiences**

#### **Introduction:**

AGNS has attracted larger audiences to view its exhibitions, collections, and public programs at its premises by mounting exhibitions with wide popular appeal and relevance. It has also made the experience more enjoyable and valuable to visitors by changes to in-gallery interpretation and an aggressive outreach program of publications and touring exhibits, thus encouraging repeat usage.

#### **What does this measure tell us?**

Increased audiences tell us that more citizens find the service offered to be of value. As AGNS reaches larger audiences by fine touring exhibitions, publications and website projects, it demonstrates itself to be a capable major contributor to the discipline.

#### **Where are we now?**

Admission revenues are steadily rising. In 2002-2003 this amounted to \$78,500 while in 2003-2004: \$148,815 and in 2004-2005 AGNS achieved \$162,631. As such more Nova Scotians are seeing the programs directly at its Halifax galleries. This performance is being surpassed currently in 2005-2006

AGNS was awarded grants and sponsorships to circulate exhibitions: Alex Colville, Sobey Art Award, a major publication "The Paintings of Nova Scotia" and a Virtual Museums of Canada

grant to create a specialty education website: Tall Ships of Atlantic Canada. Thereby, more citizens of Canada are coming in contact with the increased number of quality art products created by AGNS hosted at major art institutions across the nation and viewed on the world wide web.

#### **Where do we want to go/be in the future?**

AGNS wishes to maintain strong annual visitation numbers with a target of \$350,000 in annual admission revenues. This performance helps AGNS be able to support the costs of exemplary programming of international stature. AGNS wishes to continue to show leadership in curatorial projects and thereby continue to be invited to produce projects for across the nation and beyond. This permits AGNS to attract stronger grant and donor support.

AGNS was awarded grants and sponsorships to circulate exhibitions: Alex Colville, Sobey Art Award, a major publication “The Paintings of Nova Scotia” and a Virtual Museums of Canada grant to create a specialty education website: Tall Ships of Atlantic Canada.

AGNS was awarded grants and sponsorships to circulate exhibitions: Alex Colville, Sobey Art Award, a major publication “The Paintings of Nova Scotia” and a Virtual Museums of Canada grant to create a specialty education website: Tall Ships of Atlantic Canada.

### **14.2 Measure: World Class Exhibitions**

#### **Introduction:**

The ability to secure or create high-profile exhibitions is a measure of how an institution is perceived by its peers and by the public.

#### **What does this measure tell us?**

Exhibitions such as **Italian Drawings from the National Gallery of Canada**, **Rodin: A Magnificent Obsession** and **J.W. Morrice**, for instance, contained treasures worth millions of dollars. These exhibitions could not have come to the AGNS without trust from the lenders that the institution was capable of handling safely and professionally their very valuable property. Such exhibitions also are very expensive to mount, demanding an ability to raise sponsorship and to attract sufficient visitors to make such expenditures feasible.

#### **Where are we now?**

In fiscal year 2004-2005 AGNS mounted nine “world-class” exhibitions. Four of these, **Cats**, **Gary Hill: Tall Ships**, **Sobey Art Award 2004**, and **Acadie Monde**, were developed by AGNS. Four were borrowed from major international partners: **Gary Hill: Language Willing** came from the Boise Art Museum; **J. W. Morrice** came from the Montreal Museum of Fine Arts, **Italian Drawings from the National Gallery of Canada** came from the National Gallery of Canada, and **Rodin: A Magnificent Obsession** came from the Cantor Foundation in Los Angeles. The final exhibition, **Masters of the Sea: Tall Ship Portraits from the Age of Sail**, was jointly developed

and exhibited by the AGNS and the Maritime Museum of the Atlantic.

**Gary Hill: Language Willing** and **Gary Hill: Tall Ships** brought two major exhibitions to Halifax from one of the world's most acclaimed video artists. These were the only venues for these two exhibitions by this Paris and Seattle based artist. **Rodin: A Magnificent Obsession** brought a complete retrospective of the sculpture of French artist Auguste Rodin to Halifax. **Italian Prints and Drawings from the National Gallery of Canada** brought a spectacular exhibition of Renaissance and Baroque graphic arts to Halifax, as part of a nationally touring exhibition. **Cats**, organized by AGNS, was a group exhibition featuring the work of Canadian and International artists on a feline theme. Featured artists included Kenny Scharf (American), Raoul Dufy (French), Maud Lewis (Canadian), Eugene Delacroix (French) and Alex Colville (Canadian). **Masters of the Sea**, a collaborative exhibition with the Maritime Museum of the Atlantic, presented an exhibition of 19<sup>th</sup> century ship portraits drawn from Canadian and international sources. This popular exhibition was on view simultaneously at AGNS and the MMA.

The second **Sobey Art Award Exhibition** opened at AGNS during the year, featuring five of Canada's most acclaimed young artists. This exhibition is still touring the country.

**Acadie Monde** marked the 400<sup>th</sup> anniversary of the expulsion of the Acadians by celebrating the remarkable strength of Acadian culture, particularly Acadian visual arts culture. This exhibition featured 20 artists of Acadian descent from across Canada. **J.W. Morrice** was an exhibition of paintings of Italy by the acclaimed Canadian Impressionist painter. It too was on a national tour.

### **Where do we want to go/be in the future?**

AGNS aspires to be the gateway for the arts for Atlantic Canada. Our fall 2005 exhibition program boasts no fewer than five "world class" exhibitions, including a major exhibition of Egyptian, Greek and Roman antiquities from the Museum of Fine Arts Boston. We intend to continue our partnership with MFA Boston, with the National Gallery of Canada, with other international lenders, and to develop more exhibitions of great stature for Nova Scotia and Atlantic Canada.

## **15. Core Business Area - Conservation and Care**

### **15.1 Measure: Lighting System**

#### **Introduction:**

Appropriate lighting is crucial to the appreciation and care of art. The AGNS strives to provide a quality experience for our visitors while at the same time, ensuring that the artworks are not overexposed to the damaging effects of light.

#### **What does the measure tell us?**

The florescent lighting the First National Gallery is not only damaging to artworks because of its

ultra violet component but it also does not provide the quality of light necessary to enhance the colour and texture of artworks.

**Where are we now?**

The lighting was removed and replaced with appropriate gallery lighting.

**Where do we want to go/be in the future?**

We will continue to assess the lighting systems at the AGNS and make improvements as resources permit.

**16. Core Business Area - Lifelong Learning**

**16.1 Measure: Feedback from Educators, Interpreters and Students**

**Introduction:**

The Art Gallery of Nova Scotia is committed to providing outstanding art education programs for students in pre-school through to secondary schools. The Visually Yours Program is offered to schools throughout the region and continues to be very successful with daily studio/tour programs. The Red, Yellow and Blue pre-school program services the daycare community and alternative primary learning organizations. AGNS also serves as the organizational body for ArtsSmarts Nova Scotia supporting learning across the curriculum in provincial schools. AGNS provides additional support through a variety of services including in-services, consultations, resources and opportunities for exhibitions of student art.

**What does the measure tell us?**

The Gallery has an excellent record of providing outstanding art education programs. The Visually Yours School program has many repeat visitors and has proven successful in introducing original works of art to children and youth. Through evaluation forms and informal feedback, AGNS is able to determine more effectively what we are doing well and what needs to be reviewed and expanded. Anecdotal reports indicate that teachers appreciate the support they receive through gallery guide manuals for pre and post gallery visits as well as the actual visit itself. The increased number of interpreters recruited through word of mouth indicated the high level of satisfaction from those delivering the school tours.

**Where are we now?**

The Visually Yours School Program is offered 5 days a week during the school year with 8 tour options and specially designed tour packages for high profile exhibitions. Dedicated docents meet Monday mornings for comprehensive specialized training sessions in order to prepare for daily tours. An introductory studio component was added to the tour program in late February. This was extremely satisfactory with comments from teachers and interpreters that this provided an excellent time to introduce art concepts before entering the actual galleries. AGNS continues to develop exhibitions of interest and challenge for students and teachers as exemplified by the Rodin

exhibition. The upcoming Art of the Ancient Mediterranean World (AAMW) will be used extensively by schools to meet curriculum outcomes for primary, secondary and post-secondary students. Planning meetings are underway for numerous initiatives.

Both the docent group and this year's newly formed adult tour group served as interpreters with elementary, secondary and post-secondary students.

AGNS has actively sought ways to work more directly with the Department of Education through such opportunities as teacher in-services and special projects. Although the journal and the AGNS website presently highlight all education programs, due to financial and staffing constraints we have been unable to expand the use of the website to include a homework hotline, a catalogue of resources and curriculum extensions related to exhibitions. AGNS did, however, receive generous funding to design an educational website on *Tall Ships of Atlantic Canada* with extensive lesson ideas, information, games and activities provided for students and teachers.

AGNS continues to manage ArtsSmarts Nova Scotia as lead partner. This past year, 14 schools were funded for integrated arts programs in schools throughout the province. To support this program, AGNS planned for the summer of 2005 an ArtsSmarts exhibition showcasing projects from 2003-2005. This year ArtsSmarts expanded the artist roster to include 6 more artists. AGNS continued to pursue the approved sustainability plan to ensure that ArtsSmarts is supported philosophically and financially by a consortium of partners in the Province.

AGNS continued to provide hands-on studio workshops for day cares, homeschools and alternative learning venues such as HomeBridge. Funding was received through the Department of Community Services to expand the ECE art education kits to include further art resources materials for special needs children.

### **Where do we want to go/be in the future?**

AGNS will continue to develop programs and services to provide high quality arts education experiences for students. AGNS will be actively involved in collaborating with the Department of Education re visual arts curriculum in addition to arts programming integrated across other subject areas through special exhibitions such as AAMW and ArtsSmarts Nova Scotia. Funding venues to sustain ArtsSmarts will be sought and pursued to ensure an increased number of artist residencies in schools. AGNS hopes to secure a school liaison person with the Department of Education. Currently, as a result of monetary constraints and inadequate provincial funding the Art Gallery of Nova Scotia does not adequately meet the needs schools outside of HRM, however AGNS plans to utilize a print study collection as one way to address this deficit.

## **16.2 Measure: Number of school visits**

### **Introduction:**

AGNS aspires to reach all students through exhibitions and programs through a variety of programming options. Due to the large rural population, AGNS is involved in a number of

initiatives to help meet this mandate. Interactive website projects such as Tall Ships of Atlantic Canada allow for a virtual visit to view sea portraits. Plans are underway to utilize a study collection in alternative spaces such as schools, hospitals and community to allow school visits to view original art works organized by AGNS off-site. AGNS continues to refine and grow the Visual Yours school program.

### **What does the measure tell us?**

There are a limited number of field trips that teachers are able to undertake due to financial and scheduling constraints. Each year we have many schools return to AGNS for the Visually Yours school program tours despite these challenges. This tells us that teachers and students are very satisfied with their experience at AGNS. Factors that are outside of AGNS' control do occur including such as busing increases and field trip policy. Anecdotal and written evaluation forms can help us determine why there is an increase or decrease each year.

### **Where are we now?**

AGNS is offering a full slate of tour options including specially designed studio/tours for high profile exhibitions that might not be available otherwise for students to view in their lifetime. We have increased the number of available time slots to adapt to busing schedules and out-of-town visitors. Although there was an excellent response from teachers, the number of school visits did decrease this year. Increased bus costs were cited as a major problem. The scheduling of the Rodin exhibition in late winter also was determined as a factor explaining smaller numbers this past fall affecting overall statistics. Many teachers delayed their visit to AGNS to allow their classes to view this high profile exhibition. We expect an increase of school visits to be recorded in next year's report. Most teachers are only able to manage one visit per year to the Gallery. This past year has seen an increase in guided tours by post-secondary groups.

### **Where do we want to go/be in the future?**

AGNS' target is to increase numbers of school visits. AGNS is purposefully reviewing with the Department of Education how Gallery exhibitions can be utilized in helping teachers and students meet curriculum outcomes. Exhibitions such as AAMW are planned with the intention to program collaboratively with the Department to ensure that educational programming at AGNS is appropriate and relevant to educators and students. As AGNS develops its relationship with educators and their mandate, links between Gallery exhibitions and schools can be more easily envisioned resulting in increased visits and other innovative ways to work with schools. AGNS wants to investigate opportunities for joint funding for buses to allow more school visits. In addition, through website projects such as *Tall Ships of Atlantic Canada*, students are able to virtually experience art works and engage in related educational programming.

## **16.3 Measure: Funds generated by rental of audio guides**

### **Introduction:**

AGNS recognizes that visitors have various learning styles and therefore appreciate a choice of

ways to access information about the collection. Audio guides, daily tours, and written material are excellent ways to help visitors understand more about the collection.

**What does this measure mean?**

The funds generated by the rental of audio guides will help AGNS determine if this is a method of accessibility that visitors are utilizing when viewing art works in the Gallery.

**Where are they now?**

To date, AGNS has secured MP3 players to be piloted in an audio guide program however due to lack of resources to research, write and produce the required script, the program has not progressed. AGNS did utilize the MP3 players in an Education Gallery exhibition but did not collect funds for the use of this technology.

**Where do we want to go/be in the future?**

AGNS will continue to try to secure grant funding to enable us to research and write the required material for the Art of Atlantic Canada permanent collection that can be utilized for the website and the audio guides.

**16.4 Measure: Number of Hits on website**

**Introduction:**

The AGNS website can be an excellent vehicle for visitors to access the Gallery collection and special exhibitions through interactive programs for students, visual art resources, and on-line virtual exhibitions. AGNS is always looking to improve services to engage both auditory and visual learners.

**What does the measure mean?**

Through the development of website material AGNS will be able to meet the learning needs for a larger and more diverse audience. The website is another way for those who are unable to visit AGNS to utilize the resources that the Gallery can offer through on-line materials and resources. This can better improve our ability to service the community. The number of hits on the website is an indicator of how well we are servicing the public through technology.

**Where are we now?**

Although the website now includes some information on the permanent collection and special exhibitions, the website could be improved with further funding. AGNS did not complete an outstanding project on Tall Ships of Atlantic Canada. In addition, a new website system was not implemented therefore there is no automatic counter available to accurately measure visitation at present.

**Where do we want to go/be in the future?**

AGNS hopes to secure resources to put in place a new website system which could provide further programming, could easily be updated and could provide information on visitation.

## **16.5 Measure: Use of Internet**

### **Introduction:**

The AGNS website provides opportunities for broadening the local, national and international audience as it can serve as an outstanding resource for the art of Atlantic Canada for people around the world. Internally, AGNS can build an interpretive team responsible for not only providing research on the permanent collection for the website but also interacting directly with the public in various AGNS galleries.

### **What does this measure mean?**

The number of hits on the website helps determine the success and usage of the site.

### **Where are we now?**

An interpretive team is presently being developed. A new website system has not been implemented due to lack of funds so visitation cannot be determined..

### **Where do we want to go/be in the future?**

AGNS would hope to hire contract interpretive staff to work on the floor and develop the necessary research material to be incorporated into our educational component of the website. A new website system should be implemented so we can access our quantitative success through visitation statistics.

## **16.6 Measure: Number of school visits**

### **Introduction:**

AGNS aspires to have a fully-developed partnership with the Department of Education resulting in even greater involvement with students/teachers and Boards of Education.

### **What does the measure tell us?**

Evaluation response forms completed by teachers and students help AGNS assess the relevancy and effectiveness of our present programs. In addition, the responses assist us in planning future programs for students and educators.

### **Where are we now?**

Although school visits decreased to 144 visits in 2004/05 in comparison to 189 school visits in 2003/04, evaluation responses remained very positive and indicated to AGNS that programs remained relevant and useful to students and educators. Other factors such as bussing costs and the timing of the major exhibition opening in February (which meant that many teachers decided to wait to book their school tour to view this exhibition which carried over into the next fiscal year) impacted on school visitation numbers in 2004/05. These reasons were cited by teachers.

### **Where do we want to go/be in the future?**

AGNS will design and implement further programming for schools linking with curriculum requirements. AGNS will continue to plan exhibitions keeping in mind the needs of the school community when deciding on timelines.

### **16.7 Measure: Written and oral feedback from docents**

#### **Introduction:**

Programs for students from preschool through secondary level are a vital way for AGNS to service our young visitors. AGNS has a responsibility to provide high quality and relevant art education experiences to all children.

#### **What does this measure mean?**

Through written and oral feedback from the AGNS docents who work directly with students and teachers in the Gallery, AGNS can receive valuable information on the quality and relevance of the AGNS school tour program. This can help adjust material as appropriate. By providing workshops and in-service programs to teachers, AGNS can help communicate how teachers can utilize the services and resource AGNS has to offer. It also assists AGNS staff in understanding what resources and materials are required by teachers.

#### **Where are we now?**

Written and oral feedback from docents is extremely positive suggesting that the school program is on track. Special teacher days were put in place beginning with the Rodin exhibition.

#### **Where do we want to go/be in the future?**

AGNS will continue to develop its programming for students at all levels. AGNS will look to secure a liaison person working with the Department of Education and AGNS to ensure the relevancy of material remains outstanding. Special tours for educators will continue to be offered.

### **16.8 Measure: Number of school visits compared to previous years**

#### **Introduction:**

Communication between AGNS and students/educators is imperative if AGNS is to remain relevant to schools. Educators need to know about the variety of resources offered by AGNS in order to utilize them.

#### **What does the measure mean?**

The number of school visits each year helps us determine not only if we remain important as a Destination for school trips but also if teachers are receiving the proper communication that allows them to know about our services.

**Where are we now?**

Although the number of school visits decreased by 45 visits from 2003/2004 to 2004/2005, there was still continued enthusiasm for the school programs. Decreased attendance may be due to the fact busing costs remain high and schools have many financial and time constraints. The very popular Rodin exhibition began late in the school year so many teachers noted that they decided to hold off on their “one field trip” until they could visit this special exhibition. This meant there was a significant decrease in school visits in the fall of 2004.

**Where do we want to go/be in the future?**

AGNS hopes to secure a school liaison person who can help communicate between AGNS and the Department of Education. AGNS will identify important curriculum links with Gallery exhibitions which will further communicate to teachers the importance and validity of visits to AGNS

**16.9 Measure: Number of requests of Early Childhood Education kits****Introduction:**

Providing excellent program services for the Early Childhood Education community is an important component of a full Gallery education program. The ECE kits are one way to provide resource materials and access to the AGNS permanent collection via art reproductions, to young learners and early childhood educators who live in rural areas and are unable to visit AGNS.

**What does this measure mean?**

One way we can determine whether young people are gaining a deeper understanding and appreciation of the arts is through the number of requests for ECE are education kits.

**Where are we now?**

The ECE kits were delayed but have since been launched to three locations throughout Nova Scotia.

**Where do we want to go/be in the future?**

AGNS wants the ECE kits to be used by a variety of centers throughout the province increasing accessibility to the arts for our very young learners and their educators.

**16.10 Measure: Number of visits by daycares****Introduction:**

Introducing art to young audiences is an important beginning step in developing future life long learners in the arts.

**What does this measure mean?**

Through a variety of art education programs both in the Gallery and in the community, AGNS can take a leadership role in providing services to the young. Number of visits by schools and daycares, the use of the website, and the use of resource materials such as the ECE kits are all ways that we can measure our success in this area of development.

**Where are we now?**

AGNS has been able to provide many services and resources for young audiences. The Tall Ships of Atlantic Canada was completed and launched for students and teachers; the ECE resource kits were launched and further funding was received for developing material for special needs students; ECE studio tours visits continued to be offered 2.5 days/week and were fully booked; specialized tours were developed for the Rodin exhibition. To date, a homework hotline has not been established.

**Where do we want to go/be in the future?**

AGNS will complete the ECE special education program kits. AGNS will develop further links with the Department of Education to access the needs of students and teachers, and how AGNS can help provide appropriate service in the arts.

**16.11 Measure: Written and oral feedback****Introduction:**

Knowledge of the permanent collection and special exhibitions will increase with the development of programs for adults that help these visitors access the art works. Thursday talks, lectures and daily tours are some ways we can encourage adults to visit AGNS.

**What does this measure mean?**

Written and oral feedback about adult programs helps us determine if we are on the right track.

**Where are we now?**

Feedback about programs indicates that there is a good level of satisfaction but that there is a greater need to advertise the programs further in advance. This would help increase numbers attending events. In 2004/05 tours on the weekends were offered; however, beginning with the Rodin exhibition in February 2005, AGNS offered daily tours for the public which were fully embraced by our adult visitors.

**Where do we want to go/be in the future?**

AGNS will continue to offer daily tours throughout the year. AGNS will offer programming on Sunday afternoons each week. AGNS anticipates that the public will view the Gallery as a destination as predictable events such as tours, lectures and films will be available for the public.

## **16.12 Measure: Numbers of registrants for classes**

### **Introduction:**

AGNS serves an important role in the community as a leader in the arts community in the Atlantic Provinces. It is vital that AGNS communicates to the public the wide variety of opportunities available through the Gallery.

### **What does this measure mean?**

The number of registrants for adult classes can help us know whether we are meeting a need for the community.

### **Where are we now?**

Due to lack of staffing resources, AGNS has not developed the adult studio programs as fully as expected. A slate of classes were offered in 2004 but the public was not aware of the programs as much as would have been beneficial. Adult classes also depend in part on “word of mouth” and AGNS has not traditionally offered adult studio programs on a regular basis.

### **Where do we want to go/be in the future?**

AGNS will consider offering workshops for adults as related to specific exhibitions.

## **16.13 Measure: Number of Participants in Classes/Lectures/Tours**

### **Introduction:**

The Art Gallery of Nova Scotia provides a multitude of experiences in the visual arts for people of all ages including classes, tours, lectures, and films. We encourage exploration and dialogue by offering a variety of learning venues.

### **What does the measure tell us?**

The number of participants in public programs is one indicator of success. There are however, other equally important indicators of success such as quality of experience measured by audience feedback. Some programs require smaller numbers for success such as adult studio classes.

### **Where are we now?**

AGNS continues to evaluate all programs to ensure that we are servicing the needs and expectations of the public. It is important that we offer programs in suitable time slots and that programs are well advertised. Programming is done in collaboration with development and public relations. Presently we offer daily public tours which is new this year. In addition, Sunday afternoon programming includes lectures, tours and special events. Due to greater consistency this year in programming during these times, our audience has increased.

### **Where do we want to go/be in the future?**

The Gallery will continue to offer high quality programs for the public including a variety of

lectures, tours, classes and special events In addition, AGNS aspires to make its collection, programs and information accessible via the AGNS website. The Gallery continues to make applications for financial grants to assist with this effort.

#### **16.14 Measure: Greater investment of public into their provincial gallery**

##### **Introduction:**

AGNS wants to continue to establish an important role in the community whereby the public has a vested interest in the exhibitions and programs offered by AGNS.

##### **What does this measure mean?**

Increased and broadened visitor attendance tells AGNS that the public is involved and interested in the Gallery business.

##### **Where are we now?**

The Rodin exhibition was an excellent draw for the public as AGNS was able to attract people who were new to the Gallery. This was in part the nature of the exhibition, but also, was because of better lines of communication in publicizing the exhibition.

##### **Where do we want to go/be in the future?**

AGNS has demonstrated that it can be a leader in the arts in the Atlantic provinces and beyond. As Nova Scotians take greater pride in their collection, the success of AGNS will soar.

#### **16.15 Measure: Written and oral feedback**

##### **Introduction:**

AGNS is an agency that contributes to the good of the community through many programs for people of all ages.

##### **What does this measure mean?**

Written and oral feedback from those involved with AGNS can indicate how successful AGNS has been in engaging its audiences in productive and inspiring programs.

##### **Where are we now?**

Building a teen council takes time and effort as relationships are the basis for success. Partnerships with schools and local youth agencies have been put in place to ensure proper planning for a teen council.

##### **Where do we want to go/be in the future?**

AGNS will launch a Teen Council which we expect will increase visitation by young people as they will feel an even greater connection to the Gallery and its collection/programs.

## **16.16 Measure: Increased Partnership Programs**

### **Introduction:**

There are many individuals and groups who would never think of visiting a Gallery or using it as a valuable resource. It is important that we build a strong and diverse audience by developing and delivering a wide variety of innovative programs. Moreover, as a provincial gallery we are always faced with the challenge of trying to provide educational programming for people living outside of the Halifax Regional Municipality. Through multiple partnership AGNS has been able to accurately access and serve the diverse needs of different audiences and has also been successful in securing funds through joint funding proposals.

### **What does the measure tell us?**

AGNS has developed many partnerships with community organizations and other institutions. Although AGNS has approached many of these partners, we are now being approached by all kinds of different organizations and agencies who value our perspective and want to work with AGNS to deliver arts programming for varied audiences. This indicates to AGNS that our institution is perceived by its peers and the public as positive and productive.

### **Where are we now?**

AGNS has many community outreach programs. Some of these programs are delivered in the gallery, others are delivered outside the gallery building. Some successful outreach projects are with IWK Health Centre, Laing House, Phoenix Youth Programs, HomeBridge, St. Joseph's College of Early Childhood Education, and Youth Net. Many outreach programs have been celebrated through art exhibitions in the Corridor Gallery and Newman Daughters Gallery.

### **Where do we want to go/be in the future?**

AGNS will develop further connections and links with the community through partnership programs.

## **16.17 Measure: Supportive informal learning environment for young people with special challenges**

### **Introduction:**

AGNS has shown a commitment to provide programs for young people with special challenges through numerous initiatives. AGNS recognizes that it can play a role in young peoples' lives by providing a safe place where they can be engaged in learning opportunities that encourage self-expression, creativity and diversity.

### **What does this measure mean?**

The number of programs offered to groups is an indicator of commitment by AGNS. The number of participants in a specific program does not always measure success as some programs function more effectively with smaller numbers of participants.

**Where are we now?**

AGNS continues to offer open studios to Phoenix Youth Programs and Laing House. AGNS has developed an excellent relationship with IWK Health Centre and is asked to participate in arts programming for young people in their care who therefore have limited access to AGNS but would benefit from working in the arts

**Where do we want to go/be in the future?**

AGNS will continue to develop community partnerships to provide effective arts programming for young people.

**16.18 Measure: Teens offered opportunities****Introduction:**

Providing opportunities for youth is a wonderful way for AGNS to engage young people in the arts. Offering leadership experiences is one way that AGNS can help teens in the community begin to utilize resources in their own community to service the needs of their age group.

**What does this measure mean?**

The number of teens that visit AGNS for repeat visits through organized partnership programs is an excellent indicator of commitment and success.

**Where are we now?**

AGNS had workshops with Laing House and Phoenix Youth Programs once a week throughout the 2004/05 school year. An ongoing relationship was established with these two youth/young adult agencies. In addition, AGNS offered studio/tour visits for secondary level students. AGNS also had exhibitions with ADCRF and other groups that service youth.

**Where do we want to go/be in the future?**

AGNS will continue to offer programs for youth in a variety of ways. AGNS has begun to make contacts and plans to set up a Teen Council.

**17. Core Business Area - Auxiliary Services****17.1 Measure: Increased Volunteers****Introduction:**

AGNS benefits from the support of volunteers to perform varieties of tasks and functions. Increased audience numbers, require additional volunteers to manage admissions desk as well as act as ambassadors and tour guides. We also need to utilize the specialty skills of many of our retiree volunteers more directly.

**What does this measure tell us?**

The ability to attract more volunteer contributions indicates their commitment and satisfaction with the value of the services provided by the gallery. Many members of the public have very valuable expertise to offer as subject-matter specialists. Individuals will offer this specialty support if they are convinced of the quality and importance of the institution to the public.

**Where are we now?**

AGNS has increased the total number of volunteer hours provided, plus diversified the demographic base of volunteers. This year we added volunteers from the ranks of High School and college students, particularly as extended internships as a valued work-study experience. University students came from across Canada to volunteer through internships at AGNS.

**Where do we want to go/be in the future?**

AGNS needs to continue being viewed as a supportive and helpful contributor to work-study programs for aspiring museum professionals. We need to continue to broaden the demographic base of volunteers to engage individuals from a spectrum of ethnic and cultural backgrounds.

**17.2 Measure: Showcase Nova Scotia in Gallery Products****Introduction:**

As the Art Gallery for the province, AGNS needs to showcase Nova Scotia talent and products of all descriptions.

**What does this measure tell us?**

The commitment is to be a supportive partner in support of community and government aspirations.

**Where are we now?**

AGNS ancillary operations continue to showcase Nova Scotia products: in its gift gallery, Art Sales and Rental as well as Cafe

**Where do we want to go/be in the future?**

AGNS wishes to work more closely with crafts and music organizations to showcase the products of these groups.

## **18. Core Business Area - Administration and Finance**

### **18.1 Measure: Accurate, timely financial reports**

#### **Introduction:**

To be successful all organizations must have systems that provide management with the tools to make good business decisions. With limited financial resources AGNS has legged behind in acquiring the technology that would provide many of these tools.

#### **What does the measure tell us?**

AGNS provides financial reports to the Executive, Board of Governors and government departments within the required time frames.

#### **Where are we now?**

A new format has been developed for presenting financial information to the Executive, Board of Governors and other government departments. The new format consolidates the various funds of the Gallery that provides a more concise picture of the gallery's finances. AGNS has also purchased a point of sale system that will capture more financial and statistical information assisting in business decisions.

#### **Where do we want to go/be in the future?**

AGNS will continue, as resources permit, to improve its technology and software to insure better tools are available for the board and management to make better business decisions.

### **18.2 Measure: Audience Assessment Survey**

#### **Introduction:**

AGNS had intended to carry out a survey to learn about our membership, visitor experiences and general public perception of the Art Gallery. Preliminary work began; however, funding was not received during the fiscal period.

#### **What does the measure tell us?**

As AGNS was unable to carry out the survey during the year, no statistical information was collected other than written comments in our "Talk Back" sheets.

#### **Where are we now?**

AGNS was successful in receiving a federal grant for the survey project but collecting the information has not yet begun.

#### **Where do we want to go/be in the future?**

AGNS received three proposals to conduct the survey and we are currently working with the successful tender company to develop the parameters of the survey.

### **18.3 Measure: Increased Funding**

#### **Introduction:**

It is always a challenge for not-for-profit organizations to secure corporate sponsorship for the various programs it provides.

#### **What does the measure tell us?**

The Art Gallery of Nova Scotia developed a revised sponsorship committee comprised of board members and community business people. The committee was not successful in securing adequate corporate sponsorship and was disbanded by the Board of Governors. Therefore, the 25% target was not achieved.

#### **Where are we now?**

A review of the structure of the sponsorship committee determined that a complete revamping was required. A board member is working with the Manager of Development to create a new committee.

#### **Where do we want to go/be in the future?**

The ultimate goal of the Art Gallery of Nova Scotia is to be successful in obtaining financial support from the community at large and therefore will be working towards achieving this goal.

### **18.4 Measure: Increase in tourists**

#### **Introduction:**

The Art Gallery of Nova Scotia worked to increase tourism by continuing partnerships with other cultural institutions.

#### **What does the measure tell us?**

AGNS created a “Cats” exhibition to celebrate Neptune Theatre’s 40<sup>th</sup> Anniversary, as well as a joint exhibition with the Maritime Museum of the Atlantic to celebrate the return of the Tall Ships.

#### **Where are we now?**

AGNS is currently hosting the exhibitions “Art of the Ancient Mediterranean - Egypt, Greece and Rome” which has the potential of drawing visitors from all of Atlantic Canada as well as tourists from other regions of the country.

#### **Where do we want to be in the future?**

AGNS continues to seek larger scale exhibitions that draw visitors to the region therefore having a positive effect on Halifax and provincial tourism.

## **18.5 Measure: Decreased costs of publications/mailing**

### **Introduction:**

Traditionally Art Gallery of Nova Scotia has produced multiple two journals, three calendars, two or more educational brochures, volunteer newsletter and a number of other mailers and printed material. During the fiscal year AGNS combined all this material into three journal publications.

### **What does the measure tell us?**

It was evident that in order to save monies both in production costs and mailings that AGNS had to combine all of its printed materials into fewer publications.

### **Where are we now?**

The Art Gallery of Nova Scotia has become more efficient at providing information to the Gallery membership and interested art patrons. By reducing the volume of information sent we achieve a better return on our printing/publication investment.

### **Where do we want to go/be in the future?**

The Art Gallery of Nova Scotia is investigating best practices for disbursing information to our target audiences. Ultimately, the Gallery would like to have a more prominent web presence which would continue to decrease reliance on printed material.

## **19. Summation**

A truly great art museum connects people with the world. The Art Gallery of Nova Scotia aspires to bring the finest art the world has to offer to Halifax, meanwhile being an effective advocate to send the very best of Nova Scotia and Canada to engage the world. Nova Scotians want to be fully advantaged and informed. We long to encounter the art of ancient Egypt, icons of historical Canadian art, as well as the hot news from international contemporary art fairs. Exhibitions of this global nature and scale have made cultural tourism an important economic engine. Outstanding exhibition events entice tourists to select Nova Scotia as a destination and contribute to business decisions to locate here. Importantly, it reminds our kids of one additional positive reason to consider returning home to live in Nova Scotia after worldly experience of travels and education.

Currently AGNS is a very good museum; we strive to be a great museum.

**ART GALLERY OF NOVA SCOTIA**  
**Accountability Report Financial**  
**FISCAL YEAR 2004/2005**

<b>REVENUE</b>	<b>Budget</b>	<b>Actual</b>	<b>Reason</b>
Province of Nova Scotia	\$ 1,180,000	\$ 1,187,848	
Admissions	\$ 150,000	\$ 162,632	increased visitation from Rodin Exhibition
Public Education Program	\$ 70,000	\$ 79,478	increase in art class registrations
Membership	\$ 70,000	\$ 78,491	increase in memberships sold
Donations -AGNS Appeal	\$ 70,000	\$ 49,381	world events (tsunami in Asia)
Interest	\$ 2,000	\$ 2,589	improved cash flow
Grants	\$ 200,000	\$ 549,361	successful in numerous federal grants
Other Income	\$ 307,000	\$ 79,769	Artsmarts, Early Childhood Education
Special Events	\$ 30,000	\$ 19,814	tickets sold for special event
Corporate Campaign	\$ 10,000	\$ 1,360	not effective
Business Partners-Sponsorship	\$ 200,000	\$ 162,488	difficulty in obtaining corporate support
	<b>\$ 2,289,000</b>	<b>\$ 2,373,211</b>	
<b>EXPENDITURES</b>			
Salaries & Benefits	\$ 985,000	\$ 930,844	positions not filled
Building Operations	\$ 751,500	\$ 736,058	assisted by Transportation & Public Works
Exhibitions and Programming	\$ 512,700	\$ 837,148	enhanced and additional exhibitions
Administration	\$ 125,000	\$ 131,395	increased costs
Development/Public Relations	\$ 142,500	\$ 172,952	increased advertising to promote exhibitions
Printing and Publications	\$ 20,000	\$ 17,572	reduced material, promotional information
Technology	\$ 10,000	\$ 14,379	upgrades required
Miscellaneous	\$ 7,000	\$ 6,315	fewer expenditures
<b>TOTAL EXPENSES</b>	<b>\$ 2,553,700</b>	<b>\$ 2,846,663</b>	
<b>Income/Loss</b>	<b>\$ (264,700)</b>	<b>\$ (473,452)</b>	
<b>Intergovernmental Assistance</b>	<b>\$ -</b>	<b>\$ 298,778</b>	
	<b>\$ (264,700)</b>	<b>\$ (174,674)</b>	
Gallery Shop/Product Development	\$ 50,000	\$ 20,325	
	<b>\$ 50,000</b>	<b>\$ -</b>	
<b>Excess of Revenue over Expenses</b>	<b>\$ (214,700)</b>	<b>\$ (154,349)</b>	