

Art Gallery of Nova Scotia  
Annual Accountability Report  
Fiscal Year 2014-2015



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## Accountability Statement

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The Accountability Report of the Art Gallery of Nova Scotia for the year ended March 31, 2015, 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 2014-2015. 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 2014-2015 Business Plan.



Tony Ince, Minister, Communities, Culture and Heritage



Robbie Shaw, Chair, Board of Governors



Lisa Bugden, Interim Chief Executive Officer

## Message from the CEO

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The Art Gallery of Nova Scotia's Accountability report for the 2014-2015 fiscal year provides an overview of the Gallery's accomplishments. The Galleries in Halifax and Yarmouth, continue to stabilize as we look for ways to attract new members, and to build on past successes with new programs and exhibitions.

Our commitment to feature artists from Nova Scotia continues, and recently we opened *Terror: a Nova Scotia Retrospective*. This exhibition of the permanent collection has a special focus on its Nova Scotia roots, and what the collection has to say about the evolution of Nova Scotia society. The artworks draw on the historical and cultural events that contributed to the artistic community's output and the work collected over the Gallery's 100-year history.

Our Permanent Collection of 17,321 historical and contemporary art, increased by 330 artworks in 2014-2015. These exhibitions help tell the stories and histories of Nova Scotia. One favorite exhibition in our permanent gallery is devoted to Maud Lewis, Nova Scotia's most famous folk artist. A special exhibition of Maud Lewis' work was mounted for a period of time at our Western Branch, allowing us to share Lewis's work with even more Nova Scotians.

This past fiscal was a very good year for memberships at the Art Gallery of Nova Scotia. The Gallery currently has 2228 active memberships – of that, we are pleased to note that our family memberships increased by an incredible 44%.

The school tour program continues to provide a strong foundation for our core on-site programming. ArtsSmarts and ArtReach provide opportunities for more comprehensive school programming in collaboration with the NS Department of Education. Not only does this likely account for the increase in interest in art from school-aged children, but it also allows us to extend our reach to rural and isolated communities around the province. The Art Gallery of Nova Scotia welcomed over five thousand school children and we reached seventeen communities in 2014-2015.

The information contained in this report will help inform you on the progress the Art Gallery of Nova Scotia is making as we continue to engage Nova Scotians and visitors with contemporary and historical art.



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Lisa Bugden, Interim Chief Executive Officer

## Financial results

	Budget 2014-2015	Actual 2014-2015	Variance
<b>Revenue</b>			
Operating	3,320,700	2,920,404	(400,296) (1)
Programming	603,880	560,202	(43,678) (2)
Gallery Shop	245,000	185,692	(59,308) (3)
Endowment fund	140,750	125,259	(15,491) (4)
Acquisition Fund	----	299,781	299,781 (5)
<b>Total Revenue</b>	<b>4,310,330</b>	<b>4,091,338</b>	<b>(218,992)</b>
<b>Expenses</b>			
Salaries and benefits	2,137,043	2,128,540	(8,503)
Programming	1,000,210	656,204	(344,006) (6)
Administration	379,250	342,888	(36,362)
Acquisitions	4,800	292,650	287,850 (5)
Communications and marketing	339,100	247,462	(91,638) (7)
Western branch	200,136	230,999	30,863 (8)
Gallery Shop	213,760	149,740	(64,020) (3)
Building Operations	10,050	6,907	(3,143)
<b>Total Expenditures</b>	<b>4,284,349</b>	<b>4,055,390</b>	<b>(228,959)</b>
	25,981	35,948	9,967
<b>Less: Amortization of tangible capital assets</b>	<b>22,500</b>	<b>26,510</b>	<b>4,010</b>
<b>Annual Surplus</b>	<b>3,481</b>	<b>9,438</b>	<b>5,957</b>

## Notes to financial results:

- (1) The variance of \$400,000 is due to \$110,000 in funding for new security equipment which was deferred pending finalization of a risk review; \$47,000 related to funds provided for the capital campaign which were unspent at year end and deferred; fundraising event revenue of \$96,000 under budget, admissions revenues under budget by \$18,000, sponsorships under budget by \$252,000, and rental recoveries under budget by \$33,000, which was offset by donation revenue exceeding budget by \$150,000*
- (2) Programming revenues were under budget due to a decrease in revenue from the Sobey Art Award with a corresponding decrease in expenditures in the same program, educational program revenues were below budget for PD day and March Break programs due to lower than anticipated number of PD days in HRM and inclement weather during March Break. This was partially offset by unanticipated revenues relating to touring exhibitions.*
- (3) While revenues and expenditures were both under budget, on a net basis, shop net income was \$4,700 above budget.*
- (4) Although returns on the Endowment Fund exceeded targets, realized gains on the fund were below budgeted amounts.*
- (5) The increase in revenue in the Acquisitions Fund was due to one-time donations received for an acquisition which was offset by expenditures for same included under acquisition expense.*
- (6) Programming expenditures were less than budget due to the following: Exhibitions - \$302,000 due to savings from the Sobey Art Award exhibition, funds provided for the Artist in residence program and Collections Handbook which did not occur and various other savings from other exhibitions; Educational programming expenses were less than budgeted (\$40,000) due to a reduction in the number of PD programs provided compared to budget and other generalized savings across the department*
- (7) Communications and marketing expenditures were under budget due to savings across the department in areas such as travel and marketing expenses.*
- (8) Western branch expenses exceeded budget due to additional costs incurred to maintain the building in Yarmouth.*

## Introduction

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This accountability report describes our performance against the goals, priorities and outcomes as set out in the 2014-2015 Business Plan of the Art Gallery of Nova Scotia.

## Progress and Accomplishments

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

### Build a New Home for the AGNS

In a time of financial restraint, with many conflicting demands on the resources of taxpayers, we understand that the AGNS has 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 collection 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 responsibly respond to the physical shortcomings of the current building and to the risks inherent in not moving to address them.

In 2014-2015 the AGNS will continue to work with the Department of Internal Services to mitigate the existing unfavorable 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.

For 2014-2015, the Gallery will focus its attention on the following four priorities in order to accomplish our goal:

#### Refine the case for support

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

The case for support must convey a clear vision addressing the specific needs of the AGNS and Nova Scotians. They must 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.

#### Develop an updated Report to the Community to raise awareness of the significance of the Art Gallery to Nova Scotian culture

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

- developing campaign materials from the outset, such as a Report to the Community, to raise awareness of the significance of the Art Gallery to Nova Scotian culture.

- communicating the national reputation of the AGNS and the caliber of its collection.
- outlining and explaining the vision 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.

### Recruit Strategic Prospect Engagement Team

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 become a reality. Having cultivated and secured a chair of the Strategic Prospect Engagement team the Gallery will continue to recruit community leaders to this team. With the assistance of key stakeholders, members, and influential friends, the chair will help identify, cultivate, and recruit a volunteer organization at the highest level.

### Begin Process of Strategic Prospect Engagement

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.

### *Update*

*Government support is paramount in its importance in moving forward with this initiative. As such, a detailed business plan is being prepared to initiate discussions with government on the importance of a new facility. Once government support for this initiative has been obtained, the AGNS will formally begin discussions with the private sector for their support. The AGNS will finalize a fully documented investment prospectus for presentation to potential donors. This resource document will reveal the vision and specific funding challenges that must be met to realize its objectives.*

### 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 and 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, research, and outreach will be enhanced in 2014–2015 by two new initiatives that directly engage with Nova Scotia art and that provide multiple platforms for Nova Scotians to experience, engage with, and be educated about the range of cultural activity in this province.

For 2014–2015, the Gallery will focus its attention on two priorities to accomplish our goal. We will promote accessibility to the permanent collection and develop a survey of Nova Scotia art.

## Promote accessibility to the gallery's permanent collection

Building on the strength of the provincial art collection, the gallery will look to enhance its exhibition and public program offerings by highlighting key collections therein. With spotlight exhibitions and publications, the Gallery seeks to build an audience for the works in the collection.

Central to this priority's success are the following:

- A handbook that illustrates the treasures of the provincial collection will be published.
- A new database and Collections Care plan is to be identified and developed to establish a long-term collections strategy including storage on and off-site.
- A significant push will be made in preparing for the exhibition of the Annie Leibovitz Book Collection. Included in this is the physical preparation of the works as well as lining up speakers, partners and ancillary programming to help contextualize this important photography collection.

## *Update*

### *Handbook*

*The Collections Handbook is being developed in concert with the exhibition, Terroir, currently on exhibit at the gallery. This Handbook will be published as an e-publication. Once appropriate sponsorship has been identified, it will be physically published as well.*

### *Collections database*

*The gallery requested assistance from the Museum Assistance Program in 2014 to support a portion of the costs to convert from our existing database to a new collection management system (ARGUS.net). In May 2015 the Gallery received formal approval of the assistance and gallery staff are now meeting with CIO staff to determine the next steps to implement the conversion. While a precise timeline has not yet been set, the conversion will be complete and the collection accessible online through the AGNS website by the end of this current fiscal year.*

### *Exhibition of Annie Leibovitz Book Collection*

*An exhibition plan is in development for the Annie Leibovitz Book Collection: creating an Image. The plan and layout has been circulated to AL studio for comment.*

## Develop a “Survey of Nova Scotia Art” to be implemented in 2015-2016

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 a single exhibition that provides a snapshot of the current tenor of the arts in this province. The AGNS will create a survey of the Nova Scotia art to do just that. Through an open call, the gallery will solicit entries from artists working in Nova Scotia. Having established a jury of two curators from the AGNS and one from outside the country, the gallery will determine a working process, including a call for submission and review process. The survey will give Nova Scotians 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*

*A three-part exhibition strategy is being developed for a rational and strategic survey of Nova Scotian art, under the moniker, Terroir. The first phase, Terroir: a Nova Scotia Retrospective, is currently on view. This exhibition reveals research into the historical and cultural factors that led to the collection of work for the Province. Through this research, gaps are revealed in the collection, these gaps (such as a thin representation from the African Nova Scotian artistic community) will serve as areas the second phase of Terroir will seek to address. The second phase, Terroir: a Nova Scotia Survey, will be developed through a call to the artistic community. Responses to the call will be reviewed by the curatorial jury, and an exhibition of selected work will highlight artistic production in the province. The third phase, held in 2017-2018 will survey Nova Scotia in a Canadian context.*

## Create Positive Visitor Experience

A prime 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, the gallery will undertake activities designed to create an institutional culture that puts the visitor, and visitor services, at the forefront of our activities and planning, in order to more fully deliver on our mission of “engaging people with art.”

For fiscal 2014–2015 the Gallery will focus its attention on the following four priorities in order to accomplish our goal.

Continue to use new technologies to better connect with our members, and to reach out to potential new ones.

We will examine our existing membership policies and procedures to ensure that they reflect best practices in our approach. We will increase online transaction sales to an enhanced AGNS website, making it easier for Nova Scotians to become, and remain, members of the AGNS. We will also continue to target growth in social media through tools such as Facebook and Twitter.

## *Update*

*The Art Gallery of Nova Scotia is undergoing a web re-design update that will be more responsive to on-line visitors, and scalable to modern electronic devices. It will have a simplified look and will be easier to navigate. The site will launch (without e-commerce) in June 2015.*

*Maximizing donations and facilitating the purchase of memberships by moving these functions online is a priority of the gallery. The AGNS, the web designer, and the Privacy Information office are currently working on a solution that fulfills all government standards and privacy requirements. It is hoped that this second, e-commerce phase of the website, will be launched in the fall.*

*Social media stats from the AGNS were very positive in 2014-2015. Twitter followers numbered 11,300, up from 8,716 (29.6% increase; and Facebook likes increased 21.5% - from 3,331 to 4,048. This increased social media activity likely factored into significant growth in the number of visitors to the Art Gallery of Nova Scotia’s website, which increased almost 30% from the previous year (from 79,269 to 105,186).*

## Build on our successful school programs to reach even more Nova Scotia Students

In 2013-2014, we piloted a professional development (PD) day program for children. This program will be expanded to all areas of HRM and the Western branch, exposing even more children to fine art.

### *Update*

*The introduction of professional development (PD) day programs in 2013 has proven to be a very positive opportunity for families and has been expanded over the 2014-2015 school year. This past year, seven PD programs were offered (four in the previous year). Also, in 2013-2014, AGNS offered the program to only one of the three 'Bus Clusters' (groupings of schools) for the Halifax Regional School Board. This year, AGNS offered the program to all three "Bus Clusters". Full attendance confirmed the interest and importance of this day program for students.*

## Enhance marketing efforts to increase visitation

We believe that by better communicating our activities to Nova Scotians they will be more likely to visit the gallery to experience these activities for themselves. The gallery plans to measure the visitor experience with exit surveys and use of data extracted from website traffic.

### *Update*

*While much of the marketing budget was directed toward major exhibitions such as Mary Pratt and Rethinking Art and Machine, there was also advertising directed to membership. Memberships did increase significantly in 2014-2015. Overall visitation also increased over 2013-2014.*

*During the 2014-2015 year, the front desk collected address data from visitors and a more detailed exit survey with visitors will be implemented in late summer 2015.*

## Focus on the visitor and on our members through a renewed emphasis on volunteer recruitment and training, ensuring the visitor experience is the best it can be

We will establish a dedicated Volunteer Committee of the board of governors to ensure growth in volunteer numbers, recruitment of qualified volunteers, training that will contribute to the overall guest experience, and consistency in volunteer recognition. We will also establish a Membership Task Force to revise membership categories to be reflective of today's gallery experience. The goal of this task force will be increasing memberships to the gallery and adding value to gallery membership.

## *Update*

### *Volunteer Committee*

*A dedicated Volunteer Committee of the Board of Governors was established, and this year focused on the establishment of a formal Volunteer Policy. It covered volunteer recruitment, screening, supervision, and emergency procedures. Volunteer recognition was left out of the policy so that it may be more easily adapted as needed. The main form of volunteer recognition in the past was the awarding of long service awards during the Annual General Meeting. This was moved to the Volunteer Appreciation Reception in April so that more of the recipient's peers would be in attendance. In addition to this volunteers may now receive complimentary memberships based on their number of volunteer hours, and a volunteer room was established in the administration section for volunteer's use.*

*There was a strong focus on the recruitment of new docents and guides this year. Two weekend long intensive training workshops were held, which each had approximately 20 participants. This summer the Membership and Volunteer Coordinator will again be focusing on recruiting new docents and guides for an October training workshop.*

### *Memberships*

*The existing membership program was re-examined as there were 27 different membership categories, and some e-members were having issues receiving e-mail communications through our e-mail marketing program. The e-memberships were merged into the regular membership categories to ensure all members would receive the Journal and invitations by mail. A successful campaign to re-engage lapsed members was completed, and resulted in approximately 40 memberships being renewed. A new program offering students of Nova Scotia College of Art and Design free memberships (replacing free admissions) was also introduced which resulted in an additional 144 memberships, and 575 artists from the Gallery's permanent collection were also offered free membership. Several partnerships were established to promote membership with a number of stakeholder groups such as Nova Scotia government employees, and the Canadian Automobile Association. All categories of membership showed significant increases over 2013-2014.*

# Outcomes and Performance Measures

Outcome	Measure	Target 2014-2015	Where are we now?
Build a new AGNS	<p>Updated Report to the Community is prepared</p> <p>Case for support document reflects the needs and ambitions of the AGNS</p> <p>Strategic Prospect Engagement Team is recruited</p>	<p>Release report to the public by the end of April 2014</p> <p>Final version of the case for support published and ratified at June 2014 AGM</p> <p>Strategic Prospect Engagement team in place by Fall 2014</p>	<p>The AGNS is still assembling the business plan for presentation and discussion with government. Once this plan has received approval, we will continue with the next step of recruiting members for the Strategic Prospect Engagement Team.</p>
Enhance exhibitions and public programming	<p>A handbook that illustrates the treasures of the provincial collection will be published</p> <p>Online access for Nova Scotians to the collection</p> <p>Survey of Nova Scotia Art in 2015-16</p>	<p>Key works that illustrate the collection and source of funding for this initiative have been identified</p> <p>New database and collections care plan fully implemented</p> <p>Long list of artists identified</p>	<p>The Handbook is being developed in concert with the exhibition Terror and will be published as an e-publication.</p> <p>Financial assistance has been obtained through the Museum Assistance Program and implementation to convert to the new system has begun. This initiative is expected to be completed by the end of fiscal 2015-16.</p> <p>A three-part exhibition strategy is being developed for a rational and strategic survey of Nova Scotian art, under the moniker, Terror. The first phase, Terror: a Nova Scotia Retrospective, is currently on view.</p>

Outcome	Measure	Target 2014-2015	Where are we now?																
Create positive visitor experience	Number of memberships, especially family memberships	1,215 memberships, a 4.5% increase over 2012-2013;	The gallery recorded 1,239 memberships in 2014-15, a 6.6% increase over 2012-13. <i>(Excludes life, permanent artist, and NSCAD members)</i>																
	Retention rate of memberships	210 family memberships, an increase of 10.5% over 2012-2013 Retain 60 % of 2012-2013 members	The gallery recorded 279 family memberships in 2014-15, and increase of 4.4% The gallery achieved a retention rate of 80% of its 2012-2013 members																
	Attendance at school programs	3850 students, a 10 % increase over 2012-2013	The gallery recorded 5,269 children visiting the gallery through the school tour program. This represents a 50% increase over 2012-13.																
	Number of visitors	21,600 paid visitors, a 10% increase over 2012-2013	We have achieved a 7.1% increase over 2012-2013, combining both Yarmouth and Halifax paid attendance.																
<table border="1"> <thead> <tr> <th></th> <th>2012-13</th> <th>2013-14</th> <th>% Change</th> </tr> </thead> <tbody> <tr> <td>Halifax</td> <td>19,649</td> <td>20,364</td> <td>3.6%</td> </tr> <tr> <td>Yarmouth</td> <td>445</td> <td>1,160</td> <td>161%</td> </tr> <tr> <td><b>Total</b></td> <td><b>20,094</b></td> <td><b>21,524</b></td> <td><b>7.1%</b></td> </tr> </tbody> </table>					2012-13	2013-14	% Change	Halifax	19,649	20,364	3.6%	Yarmouth	445	1,160	161%	<b>Total</b>	<b>20,094</b>	<b>21,524</b>	<b>7.1%</b>
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