

Art Gallery of Nova Scotia
Annual Accountability Report
for the Fiscal Year 2016-2017

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Accountability Statement

The Accountability Report of the Art Gallery of Nova Scotia for the year ended March 31, 2017, 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 just ended. The reporting of the Art Gallery of Nova Scotia outcomes necessarily includes estimates, judgments and opinions by the 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 2016-2017 Business Plan.

Leo Glavine, Communities, Culture and Heritage

Malcolm Fraser, Chair, Board of Governors

Nancy Noble, Chief Executive Officer

Message from the Chair/CEO

On behalf of the board of governors of the Art Gallery of Nova Scotia (AGNS), I am presenting the 2016 -2017 Accountability Report.

Over the last year, the AGNS has focused on building a better Nova Scotia through culture and the arts. The year saw an exceptional slate of exhibitions and programs that highlighted Nova Scotia artists. And through our programming, the AGNS continues to address community interest and need by fostering collaborations with health and social justice organizations.

The Gallery is on the cusp of significant change and looks forward to building an exciting new vision and path forward. We want to create new types of engagement, greater audience diversity and a continued strengthening of our relationships with the community – artists, collaborators, members and donors – to bring art to Nova Scotians.

This year's Accountability Report demonstrates progress on priorities including increased engagement and strong fiscal management. Much work remains to be done, but we are excited about the future including the possibility of a new home. The Board and staff look forward to building an innovative and successful Art Gallery of Nova Scotia for all Nova Scotians.

Malcolm Fraser
Chair of the Board

Nancy Noble
Director and CEO

Financial results 2016-2017

| <i>As at March 31</i> | Budget | Actual | Variance |
|---|------------------|------------------|------------------|
| Revenue | | | |
| Operating | 3,166,445 | 2,915,140 | (251,305) |
| Programming | 464,686 | 366,294 | (98,392) |
| Gallery Shop | 162,500 | 114,253 | (48,247) |
| Endowment fund | 45,000 | 158,802 | 113,802 |
| Acquisition Fund | ---- | 4,863 | 4,863 |
| Total Revenue | 3,838,631 | 3,559,352 | (279,279) |
| Expenses | | | |
| Salaries and benefits | 2,227,907 | 2,085,453 | (142,454) |
| Programming | 590,617 | 449,713 | (140,904) |
| Administration | 337,460 | 448,650 | 111,190 |
| Develop & Marketing | 290,900 | 155,991 | (134,909) |
| Acquisitions | ---- | 3,225 | 3,225 |
| Western branch | 152,643 | 157,546 | 4,903 |
| Gallery Shop | 142,365 | 143,516 | 1,151 |
| Building Operations | 19,800 | 13,386 | (6,414) |
| Total Expenditures | 3,761,692 | 3,457,480 | (304,212) |
| Surplus/Deficit | 76,939 | 101,872 | 24,933 |
| Amortization of tangible capital assets | 76,300 | 35,188 | (41,112) |
| Annual Surplus | 639 | 66,684 | 66,045 |

Notes to financial results:

The AGNS had an operating surplus of \$66,684. Operating revenue was \$2.9 million, a decrease of \$253,000 compared to budget. Development revenue was \$576,000 below budget due to cancelling a gala event (\$255,000 versus \$43,000); admission revenues down \$66,000 to budget; sponsorships down \$104,000 and donations down \$69,000 to budget. Programming revenue was less than budget but this was offset by a reduction in expenditures. The Gallery Shop was also under its revenue target by \$48,000 due in part to a lack of management and staffing, something that has been rectified in 2017-18.

The Endowment Fund performed better than anticipated realized \$92,000 versus \$45,000 with donations to fund \$66 thousand versus a budget of 0.

Due to revenue shortfalls in the operating account, expenditures were reduced by \$304,000 to budget. These savings were achieved by not filling vacant positions and reducing expenditures in other departments.

Measuring Performance

The AGNS's 2016-17 Business Plan identified the following outcomes and goals.

Education and Programming

A key part of the mandate of the AGNS is to exhibit works of art and to make them available for public view. The Gallery delivers a range of programs which invite people of diverse backgrounds, ages and abilities to engage with art. We encourage the exchange of ideas and multiple perspectives through a range of tours, talks, dialogue and studio-based programs and events.

Outcomes to be achieved

Nova Scotians enjoy vibrant, culturally rich lives (enriched through visitation or involvement in education and programming at the AGNS).

Goals

Education initiatives and programming through the AGNS will:

- enhance education, health, and wellness outcomes and support the development of young children
- engage more students and early adopters (preschoolers and primary to grade 3 students) across the province
- welcome and assist in the resettlement of new Nova Scotians and contribute to more-resilient, socially economically viable communities
- engage the expertise and talent of more Nova Scotian artists.

Results

In 2016-2017, the gallery's docents provided over 5,800 students with curriculum-based educational experiences in Halifax and Yarmouth. For those unable to come to the gallery, the AGNS partnered with schools and other organizations to bring *ArtReach* and creative learning experiences to 18 communities across the province serving 1,238 students and teachers. The gallery also provided a range of artist-lead programming focused on children and families such as March break, Summer Art Classes, and Family Sundays.

The gallery continued its practice of partnering with community-based organizations to deliver opportunities to address health and wellness issues in the province. The Gallery partnered with Autism Nova Scotia to offer *Autism Arts* in Halifax and Yarmouth and to work with the Alzheimer's Society to provide *Artful Afternoons* for people with dementia and their partners in care. Another important health-related partnership also continued - *Art from the Heart*. This pioneering program was developed in conjunction with the Aboriginal Children's Hurt & Healing Initiative (ACHH), and demonstrates the power of art to assist children and youth in finding ways to express their hurt so they can be healed.

Building on the success of the first *4th Wall: Justice, Art and Youth* exhibition, a second edition was held in the spring of 2016. A collaboration with the Michaëlle Jean Foundation, the work placed emphasis on developing capacity and “homegrown” expertise in using the arts to address direct challenges facing the province, specifically in the areas of justice, prevention, safety, reconciliation, and rehabilitation of the incarcerated.

The gallery also continued working with immigrant settlement partners and built on this experience to partner with TD in developing art kits to assist in the resettlement of Syrian refugees across the region. These kits travelled to all four Atlantic provinces.

Engagement and Experience

Having strong, vibrant culture institutions is critical to the health and well-being of communities. The gallery understands that broader engagement contributes even more to that goal and recognizes that a positive experience is critical to engaging with more people. As a result, the AGNS is creating an institutional culture that puts the visitor at the center of the experience in order to more fully deliver on our mission.

Outcomes to be achieved

Nova Scotia benefits from engagement with art and culture.

Goals

Engagement and experience with the AGNS will:

- warmly welcome Nova Scotians and attract more and diverse visitors to the gallery
- ensure that more Nova Scotians understand the relevance, and appreciate the value, of their art gallery and the province’s permanent collection
- stimulate a meaningful experience while visiting the AGNS
- create an easy, holistic, technology/social media-based experience
- drive partnership and broader involvement/investment in the gallery

Results

Visitation to our Halifax location was up 5% over the previous year with increases in several categories of admissions including adult, seniors, student, youth and families. In Yarmouth, visitation declined slightly due to fewer students. Over 3,500 visitors (up from last year) attended Free access Thursday evenings in Halifax, broadening access to the gallery.

In the 2015-2016 the Gallery saw 97,164 unique visits; in the 2016-2017 the website saw a slight decrease of 589 unique visits bringing total visitation for the year to 96,575 unique visits. In addition to this decrease in website traffic, the Gallery saw a decrease in visitation to the blog with total visitation falling from 5,524 unique page views in 2015-2016 to 2,045 unique page views in the 2016/2017 fiscal year. This is due, in part, to having a vacant position for the last half of the year and limited resources to populate and manage the blog. This has changed in 2017/18.

With a heavier focus on social media, the Gallery saw an increased level of engagement across all social media channels. On Facebook the Gallery saw an increase of 483 page likes over the previous year, bringing the total number of likes to 5,068. The Gallery also experienced similar increases on twitter with 509 new followers in 2016-2017, bringing the total number of followers to over 13,000. Finally, the Gallery saw an increase in follows on Instagram moving from 768 followers in 2015-2016 to over 1,500 follows by the end of the 2016-2017 fiscal year.

The Gallery converted its collections database to a new system during 2016-17, enabling greater efficiency of information management. The system also includes a new public interface, which is currently being developed, and will give access to important collections information through the web.

The Gallery continued to work with the Young Patron's Circle to attract younger audiences. ArtParty, presented by TD, is the gallery's after-hours experience, saw 1,108 people attend three separate events in 2016-17 that included tours, live music, hands-on art making activities and exhibitions. The Gallery also partnered with the Atlantic Film Festival to host its opening night after party, in conjunction with the Atlantic premier of Maudie, a film about Nova Scotia folk artist Maud Lewis.

New ways to engage our visitors are part of a changing approach to security and visitor services that was planned in 2016-17 and will be implemented in the next fiscal year. Security guards will be replaced in the galleries with knowledgeable visitor services attendants, who engage with the visitor and create a more interactive, richer experience. In addition, a new Retail Manager has been hired to improve the retail experience both in the shop and online.

The Gallery continues to explore ways to engage visitors with technology. A 360-degree video of the inside of Maud Lewis' house was available in the gallery to give visitors a new perspective on the house, which cannot be accessed to ensure its long-term preservation. In addition, PhyllUS, a robot owned by the Chignecto-Central Regional School Board, was used to give a remote tour of the Maud Lewis gallery for students in Pugwash, who were unable to attend the gallery in person.

Stewardship

The gallery is entrusted with the protection, preservation, and presentation of Nova Scotia's permanent art collection. It is important that the gallery be a responsible steward of the permanent collection and of all the funding it receives, from both government and the private section, to operate and deliver programs and experiences to Nova Scotians and visitors.

Outcomes to be achieved

The AGNS is a responsible steward of the province's permanent collection and uses sound fiscal principles to provide sustainable funding for programming exhibitions.

Goals

Stewardship by the AGNS will:

- provide exceptional care, exhibition, and cultivation of the province's permanent collection of art
- provide sound fiscal management of the funds provided to deliver on the gallery's mandate
- deliver confidence to members, sponsors, and donors that their investments and gifts are well managed and used for their intended purpose
- build a case for support of a new gallery

Results

The Gallery met its stewardship goals by fostering relationships with donors and sponsors, responsibly acquiring, caring and presenting the almost 18,000 works in the permanent collection and managing public and private funds that enabled us to meet our organizational goals.

The gallery views financial stability as a critical measure of its ability to effectively manage its operations and prepare for a potential new gallery. A surplus of \$66,684 is primarily due Management paying close attention to cost containment and compliance with financial policies and realizing additional returns on our investments.

Through the leadership of the Acquisitions Committee, the gallery added 264 works to the permanent collection with a total appraised value of \$380,000. These acquisitions were made possible through the Canada Council for the Arts and our leading donors and patrons. The AGNS also loans widely to other institutions, in Canada and in the United States. Recently, a significant investment was made in a 20,000 - square foot off-site collections management facility to ensure that we will be able to continue to provide timely and safe access to our collection.

The permanent collection is available to researchers onsite and through specific requests for digital information for research purposes. The AGNS spent the year completing the upgrade to the ARGUS system database to allow for deeper cataloguing capabilities and the streamlined management of objects and related information. In 2017-18, the online public access catalogue (OPAC) component of ARGUS will go live, allowing the public 24/7 access to AGNS's permanent collection.

Performance Scorecard 2016-2017

Outcome: Nova Scotians enjoy vibrant, culturally rich lives (enriched through visitation or participation in education and programming at the AGNS)

| Measure | Trends | | Result |
|--|---------|-------|--|
| Number of people participating in school health and wellness programs. | 2011-12 | 4,613 | In 2016-2017, almost 8,000 individuals participated in various educational, health and wellness programs. Although this represents status quo from last year, the numbers were significantly affected by teacher's work-to-rule. |
| | 2012-13 | 5,351 | |
| | 2013-14 | 5,959 | |
| | 2014-15 | 6,395 | |
| | 2015-16 | 8,090 | |
| | 2016-17 | 7,969 | |
| Program survey rating by teachers and partners. | | | The AGNS did not undertake a specific survey, but every teacher had the opportunity to evaluate the programs. The evaluations are used by staff to improve programs on an ongoing basis. |

Outcome: Nova Scotia benefits from engagement with art and culture

| Measure | Trends | | Result |
|---|---------|---------|--|
| Attendance level | 2011-12 | 40,112 | Attendance in 2016-2017 was 45,455 at both galleries, an increase of 5% or 1,948 people. This number would have been higher, but school program numbers were down significantly due to the teacher's work-to-rule. |
| | 2012-13 | 50,481 | |
| | 2013-14 | 46,274 | |
| | 2014-15 | 45,836 | |
| | 2015-16 | 43,507 | |
| | 2016-17 | 45,455 | |
| Number of visitors to the website | 2011-12 | 81,886 | The number of visitors to the website declined slightly to 96,575 in 2016-17. Growth of social media occurred across all platforms, with a doubling of users on Instagram. |
| | 2012-13 | 92,567 | |
| | 2013-14 | 96,825 | |
| | 2014-15 | 102,257 | |
| | 2015-16 | 97,164 | |
| | 2016-17 | 96,575 | |
| Repeat engagement in program/ visitor satisfaction. | | | No survey was developed. Regular surveying of visitors will be implemented in 2017-18. |

Outcome: The Art Gallery of Nova Scotia is a responsible Steward of the province’s permanent collection, using sound fiscal principles to provide sustainable funding for programming and exhibitions

| Measure | Trends | | Result |
|--|---------|-----------|--|
| Level of funding from donations and sponsorships | 2011-12 | \$280,021 | Donations and sponsorship funding in 2016-2017 was \$323,416, up 33% over the previous year. This was largely in donations. Overall revenues |
| | 2012-13 | \$232,017 | |
| | 2013-14 | \$183,613 | |
| | 2014-15 | \$330,649 | |
| | 2015-16 | \$243,339 | |
| | 2016-17 | \$323,416 | |
| Number of works acquired consistent with the AGNS acquisition policy | | | The policy was not reviewed due to staffing changes. |
| Works publicly available through display, online and on tour. | | | The collections database is completed and online internally for AGNS staff. It makes management of the collections data much more efficient. An interface is being developed to make portions of the databased widely available through the AGNS website, which will occur in 2017-18. |