



Art Gallery *of* Nova Scotia

# **| Business Plan 2021-22**





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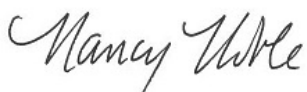
# Message from the Director and CEO

The key to any business strategy for the next year is adaptability. So much of the world has changed as we move into our second year of a global pandemic. We have learned to be more resilient but understand that recovery may be a long way off. There is hope that the vaccines will slow and eventually halt the spread of COVID-19 and we will reach some sort of new normal in the year ahead. But our perspectives and priorities have changed, and we will have to continue to adapt and be flexible as we navigate to a post-pandemic world.

The Art Gallery of Nova Scotia, like so many others, closed its doors for almost half of the last year. We found a way to adapt and like other museums, found new audiences online. The team did an outstanding job, with very few resources, engaging with audiences young and old to keep art and artists at the forefront. It was a needed distraction for many but also a testament to the need for art in people's lives.

In the year ahead, the Gallery is focused on ensuring that we are ready for the future. We will continue our commitment to contemporary art and artists through the delivery of outstanding programs and exhibitions, both online, at the Gallery, and in other institutions across Canada and abroad. Our primary attention, however, will be on realizing key milestones for our new gallery and arts district on Halifax's waterfront, while ensuring that we create a place that is by and for the community. Engagement with existing and new audiences, including stakeholders and supporters, is key to meeting our goals for the new Gallery. We also need to improve both our governance and the way we operate by securing the resources needed to ensure future success.

There are many challenges ahead, but the Art Gallery is resilient and proud of its many accomplishments during a difficult year. We are confident we can continue to realize more success as we move towards a new home on the Halifax waterfront.



Nancy Noble

# Art Gallery of Nova Scotia

## Mandate

The Art Gallery of Nova Scotia is a Crown agency of the government of Nova Scotia, which is mandated, through the Art Gallery of Nova Scotia Act, to acquire, preserve and interpret the province's collection of 18,000 works of art.

The Gallery shall be an agency of the Province acting as custodian for the people of Nova Scotia with respect to their collection of visual art, which role shall include access to, collecting, preserving, exhibiting and interpreting works of visual art in a regional, national and international context relevant to the communities of and in Nova Scotia.

## A New Art Gallery of Nova Scotia

The Art Gallery of Nova Scotia articulated a new vision, mission and belief pillars in 2018 through extensive community consultation. The vision, mission and beliefs articulated below are the cornerstone of the business plan that follows.

## Vision

The Art Gallery of Nova Scotia is an inclusive public gathering place that connects people with art to inspire new ways of thinking.

## Mission

The Art Gallery of Nova Scotia seeks to present the most vital and engaging contemporary art from around the world. We will embrace tradition and the past by applying a contemporary viewpoint that addresses relevant issues and challenges perspectives.

## Beliefs

### **Be welcoming**

We illuminate. We use our space and our collection to tell stories that reflect community, create understanding, and generate meaningful debate. Our approach is inclusive. All are welcome to view, experience, and create in our space.

**Be contemporary**

We seek to present the most vital and engaging contemporary art from around the world while addressing relevant issues and challenging perspectives. We will embrace tradition and the past by reframing it and applying a contemporary perspective to its presentation.

**Be challenging**

We always challenge perceptions, complacency, and expectations. We work in provocative and unexpected ways using art to expand the way our visitors see the world. The Art Gallery of Nova Scotia is not a passive experience.

**Be ambitious**

We boldly pursue acquisitions, funding, relevant artists, new areas of expertise, and new ways to engage with the public. We adapt and change to remain relevant, challenging, and innovative.

# Business Plan Goals and Objectives

The four strategic initiatives driving the Business Plan for 2021-22 are:

1. Building Place
2. Engaging Community
3. Focusing on Art
4. Strengthening Organization

## Strategic Initiative 1: Building Place

The Art Gallery, along with its partners, have accomplished significant milestones to realize a new art gallery and arts district on the Halifax waterfront. They have completed an international design competition and selected an architectural team; established and launched a capital campaign; and begun the process of engaging with community to realize a new Art Gallery of Nova Scotia. The ultimate goal is to create a place that welcomes Nova Scotians and its visitors to a unique, extraordinary, and diverse art experience.



The Art Gallery’s ability to achieve this initiative and its goals is directly related to our ability to secure additional FTEs and operating funds in support of this significant project. Additional resources are required as staff plan, prepare, and execute on the development of the new gallery, programming in a gallery, and the transition from the existing space. (Please see also Strategic Initiative 4). These resources are not reflected in the budget.

## **GOAL 1: Complete the design of the building and site and begin construction of a new Art Gallery of Nova Scotia and arts district.**

The Art Gallery of Nova Scotia is re-imagining the Gallery in a new home on Halifax’s waterfront. Through a collaborative, community facing approach, the Gallery’s ambition is to create a dynamic public place that brings people together to experience art in new ways. The initial design process is complete, an architectural team is in place, and community engagement has begun. In 2021-22 we will move the project toward completion through a final, community vetted design and the beginning of construction.

The Art Gallery of Nova Scotia, working in conjunction with numerous partners in government and an externally contracted architectural team, are working toward project timelines that have been revised due to the impacts of COVID-19. The entire team is working to meet the revised deadlines to ensure the schedule is maintained.

<b>OBJECTIVE 1: Keep the project on schedule, working with partners to finalize schematic designs and begin construction.</b>
<b>OUTCOMES</b>
<ul style="list-style-type: none"><li>• Formal engagement plan for the new AGNS is complete and implementation begins.</li><li>• Schematic Design is complete.</li><li>• Construction begins.</li></ul>

<b>OBJECTIVE 2: AGNS articulates a new operational model for the new Gallery.</b>
<b>OUTCOMES</b>
<ul style="list-style-type: none"><li>• A preliminary organizational structure is complete.</li><li>• A draft business plan for the first three years of operation is complete.</li><li>• An offsite collections storage facility is planned.</li></ul>

## GOAL 2: Launch the capital campaign.

The Art Gallery has successfully structured its Capital Campaign and begun implementation of the quiet phase of the Campaign. The announcement of a transformational \$10 million gift and the recruitment of a Campaign Council, chaired by Dr. Jim Spatz with honorary co-chairs Donald and Rob Sobey, has set the campaign up for success.

### OBJECTIVE 1: Continued implementation of a successful capital campaign.

#### OUTCOMES

- Raise 14.75% or \$5.9 million.
- Capital Campaign marketing and communications plan is finalized and executed.

### OBJECTIVE 2: Continue to build the capacity of the fundraising department to realize both operational and capital fundraising goals.

#### OUTCOMES

- Fundraising activities of the Board Committee and Capital Campaign Council are effectively coordinated.
- Policies and procedures to support the plan are in place.
- AGNS is collaborating with an anticipated Foundation to support increased fundraising.

## Strategic Initiative 2: Engaging Community

In order to deliver on the mission and vision of the Art Gallery, engaging with community must be built into all of our planning and processes. The Gallery must consider who our audience is and is not and what they want from their provincial Art Gallery. This shift in thinking will move the gallery away from pushing content and programs to the public and allow us to produce offerings that are informed by our audience and, in certain cases, developed and delivered by community.



## **GOAL 1: Strengthen our connection with community with an emphasis on diversifying audiences.**

The Art Gallery of Nova Scotia is committed to ensuring that our efforts in working with community are focused on reaching out to communities who have not traditionally engaged with the Gallery or have been marginalized. This also includes continuing to find ways to reach out to all corners of the province whether online or through partnerships for delivery in communities.

**OBJECTIVE 1: Widen our provincial reach through the completion of a provincial program strategy and launching a pilot project outside HRM.**

### **OUTCOMES**

- Provincial Program Strategy is complete.
- Pilot project is delivered and evaluated.

**OBJECTIVE 2: Encourage greater participation from across the province.**

### **OUTCOMES**

- Online engagement increases and is more diverse.
- Staff engage new and diverse communities through programming.
- More shop product is available online.

**OBJECTIVE 3: The Gallery, within the constraints of COVID-19, ensures a positive visitor experience.**

### **OUTCOMES**

- Gift shop expands its offerings to include a focus on permanent collections and local product.
- A self-guided tour is available in select galleries.
- Front of house staffing is improved to align with changing demands.

## **Strategic Initiative 3 – Focusing on Art**

Art is at the center of what we do as the Art Gallery of Nova Scotia. Our focus is on artists, their process and the work they produce. We are committed to acquiring art of living artists, with an emphasis on increasing the diversity within the collection. A new collections strategy guides our decisions. Our exhibitions and programs also reflect our commitment to presenting contemporary art and challenging audiences through an active experience that is representative of community.



# GOAL 1 – Deliver diverse exhibitions and programs of contemporary art.

The Gallery continues to be committed to an annual slate of exhibitions and programs that challenge our visitors and engages more diverse audiences both online and in-person. The pandemic continues to impact what is possible so adaptability is key and may see in-person move to online as required.

<b>OBJECTIVE 1: Present a temporary exhibition program that challenges perspectives and addresses relevant issues.</b>
<b>OUTCOMES</b>
Exhibitions centred on contemporary art, with an increased emphasis on BIPOC artists, including: <ul style="list-style-type: none"><li>• <i>Alicia Henry: Witnessing</i></li><li>• <i>TYRANNY</i></li><li>• <i>Nelson White: Tukien (Awaken)</i> circulated by Confederation Centre of the Arts</li><li>• <i>Letitia Fraser and Darcie Bernhardt</i></li><li>• <i>Ta'n a'sikatikl sipu'l / Confluence</i></li><li>• <i>FLOE</i> (Canada House, London, UK)</li><li>• <i>Good Earth: The Pots and Passion of Walter Ostrom</i> (Canadian Clay and Glass Museum, Waterloo).</li></ul>

<b>OBJECTIVE 2: Strengthen strategic partnerships with research networks to extend the scope and reach of the AGNS's activities.</b>
<b>OUTCOMES</b>
<ul style="list-style-type: none"><li>• Work with our partners in <i>Thinking Through the Museum</i> to plan a symposium.</li><li>• Work with Grenfell Art Gallery to adapt FLOE for Canada House installation.</li><li>• Work with Contemporary Calgary on joint research to present Hubbard and Birchler exhibition.</li></ul>

<b>OBJECTIVE 3: Deliver programs to a diverse audience online, in house and in community.</b>
<b>OUTCOMES</b>
<ul style="list-style-type: none"><li>• Programs increase access to the work and artists in exhibitions through virtual conversations, lessons and virtual artmaking.</li><li>• Key programs are offered in person, as restrictions allow, including but not limited to Autism Arts, and Artful Afternoons.</li><li>• BIPOC artists are engaged through programming related to exhibitions.</li><li>• Schools continue to be engaged online and in-person as allowed.</li></ul>

## **GOAL 2: Solidify collecting strategy and make the collection more accessible to the public.**

Collections are key to the success of the Gallery now and in the future, so it is critical that we plan for collections growth and how we care for them in the future. We are also committed to making them more accessible through better use of technology.

<b>OBJECTIVE 1: A collections strategy is complete, and implementation begins.</b>
<b>OUTCOMES</b>
<ul style="list-style-type: none"><li>• Collections strategy is complete.</li><li>• A new acquisitions structure and process is in place.</li><li>• A strategy for acquisitions funding is in place.</li></ul>

<b>OBJECTIVE 2: Access to collections is increased through better digital offerings.</b>
<b>OUTCOMES</b>
<ul style="list-style-type: none"><li>• A digital portal with expanded information about key collections is available to educators.</li><li>• The public interface for collections database is improved.</li></ul>

### **Strategic Initiative 4 – Strengthening Organization**

The Gallery is in a period of significant change as we work to create a new type of art gallery for the people and build a home to support that approach. In order to ensure success, the Gallery needs to secure additional operating funding to support the building of a new gallery and ultimately, its long-term operation. To achieve this the Gallery needs a combination of government support, growth in operational fundraising (post the Capital Campaign) and earned revenue generation in the new Gallery through a new operational model (see also Strategic Initiative 1).



## GOAL 1: Strengthen support of Art Gallery of Nova Scotia.

To achieve success with a new kind of art gallery, it is critical that we grow funding sources (from grants to donations to earned revenues), add positions (FTEs), and find methods to utilize existing resources in government of offset costs. A variety of methods will be explored to set us up for success in the future.

**OBJECTIVE 1: Secure current and future funding to ensure AGNS has the resources to support operations.**

### OUTCOMES

- Operating grants are sufficient and responsive to future growth.
- Additional FTEs are secured for the future.
- Funding has been secured for a collections' facility.
- Work with other government departments to find opportunities for synergy and potential cost savings.

**OBJECTIVE 2: Develop a plan to stabilize and eventually grow operational fundraising.**

### OUTCOMES

- Ensure MOU between AGNS and anticipated Foundation is beneficial.
- Planning for long-term sponsorship and grant commitments begins.



# 2021– 2022 Budget

Proposed Financial Plan 2021-22

2020-21 Budget	Increase (Decrease)		21-22 Consolidated Budget	2021-22 Forecast	Increase (Decrease) to Forecast	% Increase
<b>REVENUE</b>						
2,614,311	79,282	Operating	2,713,853	2,693,593	20,260	0.75%
817,000	57,750	Development	294,516	874,750	(580,234)	-66.33%
158,886	15,580	Education	96,740	174,466	(77,726)	-44.55%
430,000	-	Programming	430,000	430,000	-	0.00%
<b>4,020,197</b>	<b>152,612</b>	<b>Subtotal</b>	<b>3,535,109</b>	<b>4,172,809</b>	<b>(637,700)</b>	<b>-15.28%</b>
35,800	(35,800)	Western Branch	-	-	-	
734,000	(583,500)	Gallery Shop/Wholesale	227,500	150,500	77,000	51.16%
	750,000	Capital Campaign Contributions	5,900,000	750,000	5,150,000	686.67%
2,000	500	Acquisitions	-	2,500	(2,500)	
122,000	(21,900)	Endowment	101,000	100,100	900	0.90%
<b>4,913,997</b>	<b>261,912</b>	<b>Total Revenue</b>	<b>9,763,609</b>	<b>5,175,909</b>	<b>4,587,700</b>	<b>88.64%</b>
<b>EXPENDITURES</b>						
2,490,652	(250,858)	Salaries and benefits	2,264,017	2,239,794	24,223	1.07%
283,134	146,342	Administration	216,003	429,476	(213,473)	-49.71%
16,500	10,000	Building Operations	16,500	26,500	(10,000)	-37.74%
133,469	(101,917)	Development	38,880	31,552	7,328	23.23%
320,250	(89,250)	Communications & Marketing	230,800	231,000	(200)	-0.09%
30,000	(24,000)	Visitor Experience	45,000	6,000	39,000	650.00%
107,100	(65,100)	Public Programs	60,000	42,000	18,000	42.86%
39,500	(34,500)	Programming	10,680	5,000	5,680	113.60%
349,848	(178,946)	Exhibitions	331,964	170,902	161,062	94.24%
-	210,000	Capital Campaign Expenses	870,600	210,000	660,600	
150,124	-	Collections Management	189,800	150,124	39,676	26.43%
155,850	37,133	Education Programs	135,900	192,983	(57,083)	-29.58%
<b>4,076,427</b>	<b>(341,096)</b>	<b>Subtotal</b>	<b>4,410,144</b>	<b>3,735,331</b>	<b>674,813</b>	<b>18.07%</b>
157,003	11,601	Western Branch	4,500	168,604	(164,104)	-97.33%
581,231	(426,525)	Gallery Shop/Wholesale	227,029	154,706	72,323	46.75%
29,709	172,913	Acquisitions	25,222	202,622	(177,400)	-87.55%
44,190	-	Endowment	41,100	44,190	(3,090)	-6.99%
-	850,000	Distribution to TIR	5,029,400	850,000	4,179,400	491.69%
<b>4,888,560</b>	<b>266,893</b>	<b>Total Expenditures</b>	<b>9,737,395</b>	<b>5,155,453</b>	<b>4,581,942</b>	<b>88.88%</b>
25,437	(4,981)	Amortization of tangible capital assets	26,214	20,456	5,758	28.15%
-	-	<b>Annual Surplus (Deficit)</b>	<b>0</b>	<b>-</b>	<b>0</b>	