



# Art Gallery of Nova Scotia

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2023-24 Business Plan



AGNS  
2023-24 Business Plan

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## Message from the Interim Director and CEO

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Art opens the door to self-expression. It inspires us to think, to question, to grow as a community and as individuals. As the Art Gallery of Nova Scotia (AGNS) looks to the future, we are constantly growing, reinventing, inspiring, and striving to be a gallery for all people. This will be the focus of our 2023-24 fiscal year.

AGNS is reinvesting in the institution here and now with exhibitions that reflect our mandate, deliver on the curatorial vision, and reinforce the brand. This year's plan also provides an opportunity to reinforce best practices and evaluate our current offerings with an eye to delivering a relevant and invigorating program reflective of our community, across the province.

The gallery experience is fluid, and full of exploration, discovery and surprise. This year, the AGNS will continue to present the most vital and engaging contemporary art from around the world, while also embracing tradition and the past. Through a focused exhibition and program plan, we aim to increase the calibre of our programmatic offering while reinforcing our brand promise. To develop sustainable and independent funding sources we will be focusing efforts to increase earned and contributed revenue while also streamlining our processes.

This work will set a strong foundation for the Gallery and will position the AGNS for growth and resilience.

**Sarah Moore Fillmore** | Interim Director and CEO

## Executive Summary

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Three overarching strategic goals will act as the guiding principles in the planning process for the next three years. With this strategic direction, the AGNS will be poised to take on a leadership role as the premier institution for visual arts and best serve Atlantic Canada.

The three strategic initiatives and associated objectives for 2023-24 include:

### 1 Present Art and Preserve the Collection

**OBJECTIVE 1:**

Present a summer exhibition that compliments the North American Indigenous Games

**OBJECTIVE 2:**

Celebrate the practices of contemporary Indigenous artists

**OBJECTIVE 3:**

Focus on Atlantic Canada

**OBJECTIVE 4:**

Refine the short and long-term permanent collection storage plans

**OBJECTIVE 5:**

Formalize the acquisitions strategy to refocus on contemporary art

### 2 Engage People

**OBJECTIVE 1:**

Heighten the profile of the AGNS brand

**OBJECTIVE 2:**

Offer programming that delivers on the brand promise

### 3 Enhance the Business and Governance Model

**OBJECTIVE 1:**

Strengthen governance and operations

**OBJECTIVE 2:**

Increase raised and earned revenue

**OBJECTIVE 3:**

Create and leverage capacity

## Art Gallery of Nova Scotia

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### Mandate

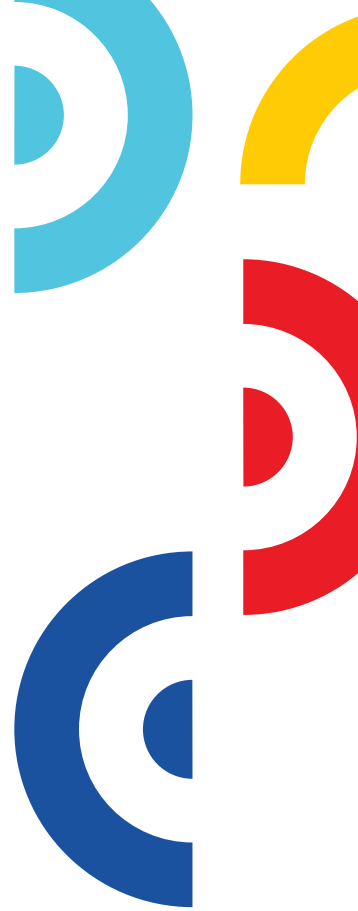
The Art Gallery of Nova Scotia is a Crown Agency of the government of Nova Scotia, which is mandated, through the Art Gallery of Nova Scotia Act, to acquire, preserve, exhibit and interpret the Province's art collection. The Gallery shall be an agency of the Province acting as custodian for the people of Nova Scotia with respect to their collection of visual art. The 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.

### 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.

### Vision

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



## Business Plan Goals and Objectives

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### 1 Present Art and Preserve the Collection

The 2023-24 exhibition program has been built upon a framework of collaboration, engagement, diversity, stewardship, and the continued recognition and support of artists and their ability to change how we experience and understand the world. Parallel programming will support the exhibitions. In 2023-24 the Gallery will present an exhibition program based on the following themes:

- Indigenous & Diverse Communities
- Regional Highlights
- Global Concerns
- Collectors and Collections

While maintaining a contemporary perspective, the AGNS will also look to further refine its acquisition strategy in 2023-24 to further bolster the work of artists in the region and beyond. This will result in an updated approach to permanent collection acquisitions that better reflects the AGNS vision and brand. While updating its acquisitions strategy and process, the AGNS will also look to refine the short- and long-term permanent collection storage plans to better match storage requirements for contemporary collections.



## 1 Present Art and Preserve the Collection

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### **OBJECTIVE 1: Present a summer exhibition that compliments the North American Indigenous Games**

#### **OUTCOMES:**

- The exhibition *Arctic/Amazon: Networks of Global Indigeneity* is on view during the summer season of 2023
  - Parallel programming offerings to enhance the exhibition
  - Partnership opportunities to support the North American Indigenous Games (NAIG) stakeholders, athletes, and audiences are explored
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### **OBJECTIVE 2: Celebrate the practices of contemporary Indigenous artists**

#### **OUTCOMES:**

- *Mi'kma'ki Artists' Spotlight* provides a platform for emergent Indigenous artist(s) in 2023/24
  - Works on view continue to tell stories related to Mi'kmaq history and contemporary life for Indigenous peoples
  - Indigenous voices are centred through programmatic offerings
  - Themes of global Indigeneity are presented through exhibitions and related programs
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### **OBJECTIVE 3: Focus on Atlantic Canada**

#### **OUTCOMES:**

- Exceptional Nova Scotian collections are presented through *Generations: The Sobey Family and Canadian Art* in partnership with the McMichael Canadian Art Collection
  - Atlantic Canadian artists are presented through exhibitions and related programs
  - Global exhibition themes are recounted through a regional lens in parallel programming
  - *Mitchell Wiebe: VampSites* exhibition is presented in partnership with the Confederation Centre for the Arts
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### **OBJECTIVE 4: Refine the short- and long-term permanent collection storage plans**

#### **OUTCOMES:**

- Long term storage strategy that considers collection growth is complete by Q2
  - A collaborative storage proposal is complete and put forward for government funding consideration by Q3
  - Required upgrades to existing storage facilities are complete by Q4
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### **OBJECTIVE 5: Formalize the acquisitions strategy to refocus on contemporary art**

#### **OUTCOMES:**

- A detailed review of the current acquisition strategy is complete by Q2
  - A draft of the updated acquisition strategy is complete by Q3
  - Board approves the acquisition strategy and updates the acquisition process by Q4
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## Business Plan Goals and Objectives

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### 2 Engage People

In 2022-23 the Art Gallery of Nova Scotia launched a new brand identity with the aim to modernize its visual identity and to create a brand that is reflective of the public offering and the institutional purpose. The new brand is informing public offerings and decisions related to Gallery programming in order to ensure the AGNS is delivering on its brand promise. In 2023-24 we will continue our work to strengthen the new Gallery brand with the aim of creating a space for free thinking and dialog with art and artistic practise at its core.





## 2 Engage People

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### **OBJECTIVE 1: Heighten the profile of the AGNS brand**

#### **OUTCOMES:**

- In-market activity is maintained throughout the year
  - The AGNS brand is reinforced through partnerships with Discover Halifax, Ambassatours, and Tourism Nova Scotia
  - A brand campaign targets residents and visitors (June 2023 – September 2023)
  - Three exhibition campaigns draw attention to the exhibitions on view
  - Relationships with partners, donors, government, and visitors are stronger
  - Visitation has increased by 12%
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### **OBJECTIVE 2: Offer programming that delivers on the brand promise**

#### **OUTCOMES:**

- A focused slate of core programs is developed and delivered
  - Health and wellness programs are stronger and setup for future growth
  - Exhibition experiences are elevated through on-floor activation and in-gallery programming
  - The suite of educational programs better reach youth in schools and community
  - 1300 students participate in educational programming
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## Business Plan Goals and Objectives

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### 3 Enhance the Business and Governance Model

Recent changes to the Art Gallery of Nova Scotia Act were made to strengthen and modernize the Gallery's governance and operations. Strong governance ensures the Gallery utilizes its resources with appropriate oversight and accountability. Increasing raised and earned revenue provides financial stability and is the cornerstone to allow AGNS to deliver high quality exhibitions and programming, as well as invest in our strongest resource – our people. AGNS's success is dependent on every member of our staff and volunteers. AGNS strives to create a workplace culture of excellence, innovation and growth that allows every individual to find personal success and see how that success is aligned with AGNS's strategic direction and our ambitious future.



## 3 Enhance the Business and Governance Model

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### **OBJECTIVE 1: Strengthen governance and operations**

#### **OUTCOMES:**

- Form Board Recruitment Committee and appoint new AGNS Board
  - Develop updated Human Resources policies
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### **OBJECTIVE 2: Increase raised and earned revenue**

#### **OUTCOMES:**

- Retain existing and engage lapsed donors to increase raised revenue from individuals, corporations and foundations to \$600,000
  - Focus on stewardship to engage donors, prospects and inspire to invest
  - Support for health and education programs increase by 25%
  - Programming revenue increases by 10% to further support non-funded initiatives
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### **OBJECTIVE 3: Create and leverage capacity**

#### **OUTCOMES:**

- Expenditure processes and approval limits are updated by Q2.
  - Automated solutions are identified for manual data processing and front of house requirements. A recommendation of preferred systems is completed by Q3.
  - All department budgets include staff training, including 100% of staff to complete EDIA training.
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## Proposed Financial Plan 2023-24

	2022-23 BUDGET	2022-23 FORECAST	2023-24 BUDGET	INCREASE (DECREASE) TO FORECAST	
				\$	%
<b>REVENUE</b>					
Operating	2,499,527	3,347,532	3,233,000	(114,532)	-3.4
Development	407,068	402,285	810,000	407,715	101.3
Education	215,980	218,126	161,576	(56,550)	-25.9
Public Programming	-	-	7,480	7,480	0.0
Programming	521,000	516,000	433,000	(83,000)	-16.1
Subtotal	3,643,575	4,483,943	4,645,056	161,113	3.6
Gallery Shop/ Wholesale	261,000	558,000	504,000	(54,000)	-9.7
Capital Campaign Contributions	7,210,000	33,508	-	(33,508)	-100.0
Acquisitions	-	3,000	3,200	200	0.0
Endowment	117,000	212,000	117,000	(95,000)	-44.8
Total Revenue	11,231,575	5,290,451	5,269,256	(21,195)	-0.4
<b>EXPENDITURES</b>					
Salaries and benefits	2,130,700	3,261,562	2,863,158	(398,404)	-12.2
Administration	333,597	344,473	298,123	(46,350)	-13.5
Building Operations	31,000	66,000	163,000	97,000	147.0
Development	65,000	68,111	207,750	139,639	205.0
Communications & Marketing	210,930	321,851	292,100	(29,751)	-9.2
Visitor Experience	60,000	46,500	61,200	14,700	31.6
Public Programs	100,600	66,134	94,770	28,636	43.3
Programming	30,480	19,000	19,069	69	0.4
Exhibitions	192,298	207,415	309,512	102,097	49.2
Capital Campaign Expenses	1,099,300	199,474	-	(199,474)	-100.0
Collections Management	183,000	203,000	254,150	51,150	25.2
Education Programs	253,495	232,970	142,550	(90,420)	-38.8
Subtotal	4,690,400	5,036,490	4,705,382	(331,108)	-6.6
Western Branch	111,600	124,465	111,600	(12,865)	-10.3
Building Project costs	-	43,000	-	(43,000)	-100.0
Gallery Shop/Wholesale	223,129	353,700	356,528	2,828	0.8
Acquisitions	25,222	25,222	25,222	-	0.0
Endowment	45,100	45,100	45,100	-	0.0
Distribution to TIR	6,110,700	-	-	-	0.0
Total Expenditures	11,206,151	5,627,977	5,243,832	(384,145)	-6.8
Amortization of tangible capital assets	25,424	25,424	25,424	-	0.0
Annual Surplus (Deficit)	-	(362,949)	0	-	0.0

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## Exhibition Overview

The 2023/24 exhibition program has been built upon a framework of collaboration, engagement, diversity, stewardship, and the continued recognition and support of artists and their ability to change how we experience and understand the world.

### In 2023/24 the core exhibitions include:

#### ***Arctic/Amazon: Networks of Global Indigeneity***

The Arctic and Amazon are two critical geographies that share many common traits: both have histories involving social, cultural, economic, and aesthetic entanglements between Indigenous peoples and European newcomers. The contact zones that are the result of these historical circumstances were sites of adaptation, exploration, colonization, and exploitation, while today they inspire new forms of protectionism and self-determination.

#### ***Generations: The Sobey Family and Canadian Art***

This exhibition tells the story of one family's visionary engagement with Canadian and Indigenous art. Through a mix of historical works by artists such as Cornelius Krieghoff, the Group of Seven, and Emily Carr, and more recent works by trail-blazing artists of today, including Kent Monkman, Brian Jungen and Annie Pootoogook, a recurring theme in the exhibition is the North Atlantic, its role in history, and its impact on artists' imaginations.

#### ***Mitchell Wiebe: VampSites***

Mitchell Wiebe imports the chaos and theatre of his studio into the well-lit, rational architecture of the art museum, adopting a distinctive persona who emerges from the same fictive world inhabited by his array of fantastical animalesque characters. In *VampSites*, the Halifax artist plays with the procedures and boundaries of painting, and with the ebb and flow of its credibility.



## Exhibition Overview

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### ***Mi'kma'ki Artists' Spotlight: Meagan Musseau***

As a rotating exhibition platform within the context of *Ta'n a'sikatikl sipu'l | Confluence*, the *Mi'kma'ki Artists' Spotlight* celebrates the practices of contemporary Indigenous artists here in Mi'kma'ki. The 2023/2024 spotlight exhibition features the work of L'nu artist Meagan Musseau who is from Elmastukwek, Ktaqmkuk territory (Bay of Islands, Western Newfoundland).

### ***Inner/Outer Space***

Since 1975 the Nova Scotia Art Bank has encouraged the development of artistic excellence, and stimulated awareness of visual arts and fine craft. This has been achieved by building a living collection of contemporary Nova Scotian art. Through multiple vantage points, eleven artists explore the broader theme of *Inner/Outer Space* in works of a range of genres from the Art Bank.





## Programming Overview

The Art Gallery of Nova Scotia will deliver a range of programs inviting people of diverse backgrounds, ages, and abilities to engage with art. The Permanent Collection and special exhibitions provide the framework for these programs aimed at making art accessible for all people.

### In 2023/24 the core public programs include:

#### **Creative Minds**

The Creative Minds series hosts community leaders and creatives to respond to current events, exhibitions on view, or artworks in the Gallery. Through conversation, music, poetry, or movement, these events aim to provoke new ideas, explore the unexpected and create more understanding for everyone involved.

#### **Make Day**

Make Day is a studio program for emerging artists of all ages. Designed as an intergenerational art workshop, these sessions lead participants in a short art lesson that introduces an art technique or process, resulting in a fun art piece they can take home.

#### **In-Gallery Programming**

Exhibitions will be further enhanced by on floor activation that will place staff in Gallery spaces to offer activities or to interpret the work on view.

#### **Guided Tours**

The Gallery will continue to offer daily guided tours. Special touring opportunities will also be available to the public for exhibition openings, special events, and through other specialty offerings that provide enhanced access to the exhibitions on view.



## Programming Overview

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### **Specialized Engagement Programs**

*Autism Arts, Artful Afternoon, and Afternoon Shift* enhance public access while supporting health and well-being through a community collaborative partnership model that crosses into various sectors of the community.

### **School Programs**

Guided tours, hands-on activities, and specially designed workshops are offered at the AGNS for school groups at both the Halifax and Yarmouth locations.

### **School Outreach Programs**

*ArtsSmarts* and *ArtReach* provides opportunities for the development of specific projects developed by Gallery staff, teachers, artists, and students in rural and remote communities throughout the province.

### **Studio Classes and Camps**

Working with artists and art educators, the AGNS provides a diverse array of high-quality studio art programs. Students are introduced to a range of art materials and art processes, and are encouraged to use their imaginations, experiment and try new things, ask questions, and express themselves with a sense of curiosity and discovery.





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