



Art Gallery of Nova Scotia

2024-25 Business Plan



IMAGE: Installation view *Jennifer Marman and Daniel Borins: Three Dimensions* at Contemporary Calgary.

AGNS
2024-25 Business Plan

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Message from the CEO

History has shown us that when people embrace art, it creates space for conversation, improves our health and well-being and acts as an economic driver.

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 2024-25 fiscal year.

Together with our Board of Directors, government and community partners, the AGNS will embark on its strategic planning for the coming five years. This marks an important moment of reflection, listening, and boldly planning for the arts in Nova Scotia and on a global stage. This year's plan 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 communities across the province.

Through a focused exhibition and program plan, we aim to increase the calibre of our programmatic offering and celebrate Atlantic Canadian artists. We will work to develop sustainable and independent funding sources, focus efforts to increase earned and contributed revenue, while also streamlining our processes.

Through the arts we have the power to spark interest, shape and reshape cities, diversify an economy, create resilient communities and most importantly, the power to bring people together. The 2024-25 Business Plan guides us in this work.

A handwritten signature in black ink, appearing to read 'Sarah Moore Fillmore', positioned above the name and title.

Sarah Moore Fillmore | CEO

Executive Summary

Three overarching strategic goals continue to act as the guiding principles in the 2024-25 business plan. This year's plan will allow the AGNS to continue its core programming while strengthening institutional operations and setting the stage for future success.

The three strategic initiatives and associated objectives for 2024-25 include:

1 Present Art and Preserve the Collection

OBJECTIVE 1:

Present an exhibition and publications program that builds partnerships locally, nationally and internationally

OBJECTIVE 2:

Engage with the practices of contemporary Indigenous artists

OBJECTIVE 3:

Focus on Atlantic Canadian art and artists

OBJECTIVE 4:

Update permanent collection storage plans and acquisition strategy

2 Engaging People: Connect People Through Art

OBJECTIVE 1:

Heighten the profile of the AGNS through advertising and marketing initiatives

OBJECTIVE 2:

Enhance public offerings to align the AGNS with public demand

OBJECTIVE 3:

Continue to integrate principles and best practices related to diversity, equity, inclusion and accessibility into our public offerings

3 Ensure a Sustainable Operating Model

OBJECTIVE 1:

Develop a multi-year strategic plan that aligns AGNS with the community, partners and supporters locally and nationally

OBJECTIVE 2:

Increase raised and earned revenue

OBJECTIVE 3:

Ensure current facilities have infrastructure to support operational requirements

OBJECTIVE 4:

Develop a safe and positive work culture

Art Gallery of Nova Scotia

Mandate

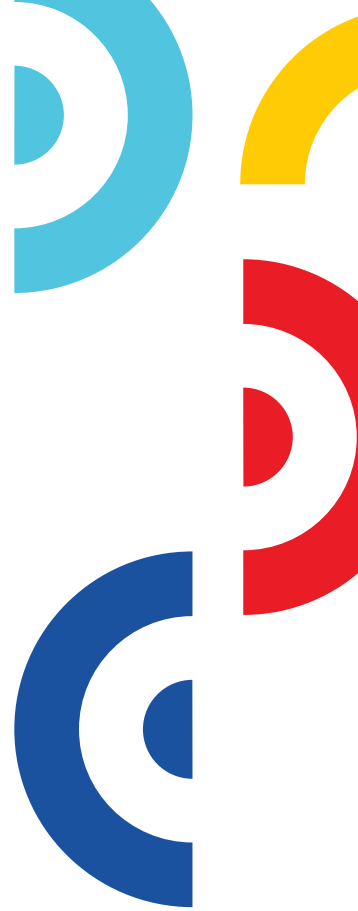
The Art Gallery of Nova Scotia is a Crown Agency of the government of Nova Scotia, which is mandated, through the *Art Gallery of Nova Scotia Act*, to acquire, preserve, exhibit and interpret the Province's art collection. The Gallery is an agency of the Province acting as custodian for the people of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

1 Present Art and Preserve the Collection

The 2024-25 exhibition program is woven with the principles of collaboration, engagement, diversity, stewardship, and ongoing support for artists. These elements recognize the artists' profound ability to inspire us to think critically, question assumptions, and foster personal growth. Parallel programming is designed to complement the exhibitions, enhancing visitors' experiences with art. In 2024-25 the AGNS will present an exhibition program based on the following themes:

- Indigenous & Diverse Communities
- Regional Highlights
- Global Concerns
- Collaboration & Partnerships

In 2024-25 the AGNS will build upon the collection work accomplished in 2023-24 and further refine its acquisition strategy, aiming to fortify the work of artists within the region and beyond.



1 Present Art and Preserve the Collection

OBJECTIVE 1: Present an exhibition and publications program that builds partnerships locally, nationally, and internationally.

OUTCOMES:

- The nationally touring exhibitions, *Denyse Thomasos: just beyond* and *Jennifer Marman and Daniel Borins: Three Dimensions*, were on view during the summer season
 - *Oluseye Ogunlesi: Black Ark* was presented in collaboration with Dalhousie Art Gallery and Africville Museum in winter 2025
 - Programming that enhances the 2024-25 exhibitions were delivered in parallel with the exhibitions.
 - The AGNS' profile is elevated on an international stage through a partnership with the National Gallery of Canada
 - Publications on Nova Scotian art and artists have been developed with regional and national partners
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OBJECTIVE 2: Engage with the practices of contemporary Indigenous artists

OUTCOMES:

- *Mi'kma'ki Artists' Spotlight* has provided a platform for emergent Indigenous artist(s) in 2024-25
 - Works on view have told stories related to Mi'kmaq and Indigenous histories through exhibitions and related programs
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OBJECTIVE 3: Focus on Atlantic Canadian art and artists

OUTCOMES:

- Works from the Permanent Collection and Nova Scotia Art Bank have been featured in newly developed exhibition projects
 - Atlantic Canadian artists were presented through programs
 - A solo exhibition of emerging artist Séamus Gallagher's work served as the cornerstone of the winter season
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OBJECTIVE 4: Update permanent collection storage plans and acquisition strategy

OUTCOMES:

- Collections related policies and procedures have been updated
 - A provincial collection growth strategy is formalized
 - Required upgrades to current storage facilities, both on-site and offsite, are completed
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Business Plan Goals and Objectives

2 Engaging People: Connect People Through Art

The AGNS remains dedicated to fostering meaningful engagement between individuals and art, striving to make it an accessible and enriching experience for everyone. Through exhibitions, educational initiatives, and programs, we aim to bridge the gap between diverse audiences and the transformative power of art. As a cultural institution, our aspiration is to provide a space where the exploration of artistic expression is inclusive and integral to the provincial landscape.

In 2024-25, the new brand will continue to guide public offerings and decisions related to Gallery programming, ensuring the AGNS fulfills its brand promise. Efforts to strengthen the new Gallery brand will continue, aiming to create a space for free thinking and dialogue with art and artistic practice at its core.



2 Engaging People: Connect People Through Art

OBJECTIVE 1: Heighten the profile of the AGNS through advertising and marketing initiatives

OUTCOMES:

- A content marketing strategy has been developed to better align digital content with the AGNS brand
 - Partnerships with tourism operators and agencies have continued to build the profile of the AGNS and the province through national advertising programs
 - Exhibition specific campaigns and an annual brand campaign have used multi-media to drive website traffic, social media reach, and visitation
 - Staff have participated in local and national speaking opportunities related to their expertise
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OBJECTIVE 2: Enhance public offerings to align the AGNS with public demand

OUTCOMES:

- Market research has been completed to better inform future public offerings
 - Programs have been strategically aligned to reach target markets which results in increased program participation
 - All regions in the province have been supported through online and community-based art programming
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OBJECTIVE 3: Continue to integrate best practices related to diversity, equity, inclusion, and accessibility into our operations and offerings

OUTCOMES:

- An accessibility plan is developed that aligns with the Government of Nova Scotia Accessibility Plan
 - Collaboration with individuals and partners with specific lived experiences has informed the programmatic offering
 - 2024-25 exhibitions and programs have highlighted work by Indigenous artists, black contemporary artists, and those from the 2SLGBTQIA community
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Business Plan Goals and Objectives

3 Ensure a Sustainable Operating Model

In our commitment to the artistic and cultural enrichment of Nova Scotia, the AGNS understands the importance of fostering sustainability in our operating model. In 2023-24, changes to the Art Gallery of Nova Scotia Act were adopted to strengthen and modernize the Gallery's governance and operations, ensuring the Gallery utilizes its resources with appropriate oversight and accountability. Embracing the responsibility to ensure the longevity of our institution, the AGNS will look to increase raised and earned revenue to provide financial stability. A sustainable revenue model is a cornerstone which will allow the AGNS to continue to deliver high-quality exhibitions and programming that contribute to the provincial economy and the wellbeing of Nova Scotians.

Success at the AGNS is also dependent on every member of our staff and dedicated volunteers. Through the 2024-25 business plan, the AGNS will continue its work in creating an internal culture that is open, confident, and inviting, allowing every individual to find personal success aligned with the AGNS brand, strategic direction, and our ambitious future.



3 Ensure a Sustainable Operating Model

OBJECTIVE 1: Develop a multi-year strategic plan that aligns AGNS with the community, partners, and supporters locally and nationally

OUTCOMES:

- The Board has approved a multi-year strategic plan that sets AGNS on a path for strategic growth
 - Anticipated internal and external challenges and opportunities have been identified
-

OBJECTIVE 2: Increase raised and earned revenue

OUTCOMES:

- A renewed focus on cultivation and stewardship has resulted in increased donor migration and retention
 - Increased private sector revenue from corporate, individuals, and foundations by 50%
 - Increased revenue from public and educational programs
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OBJECTIVE 3: Ensure current facilities have infrastructure to support operational requirements

OUTCOMES:

- AGNS and Public Works building needs assessment is completed by Q2 and informs multi-year capital and maintenance projects
 - A plan is developed for the Western Branch with provincial partners to address facilities
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OBJECTIVE 4: Develop a safe and positive work culture

OUTCOMES:

- A methodology is developed to measure current level of employee engagement and areas requiring investment by Q2
 - AGNS has developed its own Workplace Violence Protection policy and procedures
 - 100% of staff have identified and completed annual training related to employee development
 - Semi-annual AGNS development days have been offered for all staff
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Proposed Financial Plan 2024-25

	2023-24 BUDGET	2023-24 FORECAST	2024-25 BUDGET	INCREASE (DECREASE) TO FORECAST	
				\$	%
REVENUE					
Operating	3,233,000	3,715,000	3,580,500	(134,500)	-3.8%
Development	810,000	424,000	424,000	0	0.0%
Education	161,576	202,000	202,000	0	0.0%
Public Programming	7,480	56,000	70,000	14,000	20.0%
Programming	433,000	433,000	433,000	0	0.0%
Subtotal	4,645,056	4,830,000	4,709,500	(120,500)	-2.6%
Gallery Shop	504,000	529,000	600,000	71,000	11.8%
Acquisitions	3,200	3,000	3,000	0	0.0%
Endowment	117,000	160,000	160,000	0	0.0%
Total Revenue	5,269,256	5,522,000	5,472,500	(49,500)	-0.9%
EXPENDITURES					
Salaries and benefits	2,863,158	2,967,000	3,086,000	119,000	3.9%
Administration	298,123	495,000	356,500	(138,500)	-38.8%
Building Operations	163,000	163,000	41,000	(122,000)	-297.6%
Development	207,750	105,000	105,000	–	0.0%
Communications & Marketing	292,100	286,000	286,000	–	0.0%
Visitor Experience	61,200	61,000	61,000	–	0.0%
Public Programs	94,770	121,000	121,000	–	0.0%
Programming	19,069	19,000	30,000	11,000	36.7%
Exhibitions	309,512	310,000	370,000	60,000	16.2%
Collections Management	254,150	268,000	260,000	(8,000)	-3.1%
Education Programs	142,550	209,000	209,000	–	0.0%
Subtotal	4,705,382	5,004,000	4,925,500	(78,500)	-1.6%
Western Branch	111,600	96,000	96,000	–	0.0%
Gallery Shop	356,528	323,000	352,000	29,000	8.2%
Acquisitions	25,222	25,000	25,000	–	0.0%
Endowment	45,100	45,000	45,000	–	0.0%
Total Expenditures	5,243,832	5,493,000	5,443,500	(49,500)	-0.9%
Amortization of tangible capital assets	25,424	29,000	29,000	–	0.0%
Annual Surplus (Deficit)	–	–	–	–	0.0%

APPENDIX

12	Exhibition Overview
14	Programming Overview



Exhibition Overview

The 2024-25 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 2024/25 the core exhibitions include:

Denyse Thomasos: just beyond

A career retrospective, *Denyse Thomasos: just beyond*, brings together more than 70 paintings and works on paper, many rarely seen, to show how she challenged the limits of abstraction, infusing personal and political content onto her canvases through the innovative use of formalist techniques.

AGNS Permanent Collection and Nova Scotia Art Bank (titles TBD)

Exhibition highlighting acquisitions by the Nova Scotia Art Bank and the AGNS Permanent Collection.

Jennifer Marman and Daniel Borins: Three Dimensions

The exhibition *Three Dimensions* represents a current survey of Jennifer Marman and Daniel Borins' multidisciplinary art practice. The mediums of painting, sculpture, kinetics, interactivity, virtual reality, and video collide inter-dimensionally in this exhibition.

Mi'kma'ki Artists' Spotlight: The Quill Sisters (Melissa Peter Paul, Kay Sark, and Cheryl Simon)

The 2024-25 Mi'kma'ki Artists' Spotlight is a gathering of vibrant porcupine quillwork art created by The Quill Sisters: Melissa Peter Paul, Kay Sark, and Cheryl Simon. These artists have dedicated their time, passion, and creativity to reinvigorating the unique and dynamic tradition of Mi'kmaw quillwork embellishment on birchbark forms.

Exhibition Overview

Séamus Gallagher

Séamus Gallagher is a lens-based artist currently living in Kijipuktuk/Halifax, Nova Scotia. Infusing queer aesthetics with self-portraiture, video game engines, and set construction, the artist explores the limits of representation, and failure as a form of liberation.

Oluseye Ogunlesi: *Black Ark*

In *Black Ark*, Nigerian-Canadian artist Oluseye Ogunlesi explores Canada's role in the Trans-Atlantic Slave Trade. Referencing the slave ships that were built in Canada, this cathedral-like structure invites you into the hold of a ship, creating passage and revealing the fractured and erased history of enslavement in Canada.





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 2024-25 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 innovative 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.

DRAFT

Programming Overview

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 communities.

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.

Adult Workshops

Half-day adult workshops at AGNS provide guests with an in-depth learning experience into different art techniques like rug hooking, printmaking, felting, and more. Led by expert artists, participants will create their own art project with the skills they have learned, inspired by the AGNS collection or exhibitions on view.



IMAGE: Adults participating in art-making activities.



 ART GALLERY
OF NOVA SCOTIA

1723 Hollis Street, Halifax
Nova Scotia B3J 3C8 agns.ca