

Art Gallery of Nova Scotia

Financial statements

March 31, 2025



Shape the future
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Management's report

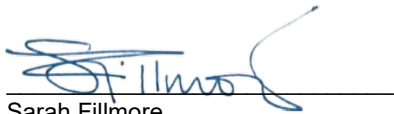
The financial statements have been prepared by management of the **Art Gallery of Nova Scotia** in accordance with Canadian public sector accounting standards. The integrity and objectivity of these financial statements are management's responsibility. Management is also responsible for all the notes to the financial statements and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Directors [the "Board"] is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial statements regularly and external audited financial statements yearly.

The external auditors, Ernst & Young LLP, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of the **Art Gallery of Nova Scotia**, and Ernst & Young LLP and management meet when required.

On behalf of the **Art Gallery of Nova Scotia**:



Sarah Fillmore
CEO



Helen Hayward
Director, Finance and Operations

June 5, 2025

Independent auditor's report

To the Directors and Members of the
Art Gallery of Nova Scotia

Qualified opinion

We have audited the financial statements of the **Art Gallery of Nova Scotia** [the "Gallery"], which comprise the statement of financial position as at March 31, 2025, and the statement of operations and accumulated surplus, statement of remeasurement gains, statement of changes in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for qualified opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Gallery as at March 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Basis for qualified opinion

In common with many not-for-profit organizations, the Gallery derives revenue from fundraising activities, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of this revenue was limited to the amounts recorded in the records of the Gallery. Therefore, we were not able to determine whether any adjustments might be necessary to fundraising revenue, excess of revenue over expenditures and cash flows from operations for the years ended March 31, 2025 and 2024, current assets as at March 31, 2025 and 2024, and net assets as at March 31, 2025 and 2024.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Gallery in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Gallery's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Gallery or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Gallery's financial reporting process.



Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Gallery's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Gallery's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Gallery to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Halifax, Canada
June 5, 2025

Ernst & Young LLP

Chartered Professional Accountants



Art Gallery of Nova Scotia

Statement of financial position

As at March 31

	2025	2024
	\$	\$
Financial assets		
Cash	405,454	933,394
Accounts receivable	281,158	414,115
Inventory for resale	344,021	328,374
Investments – endowment <i>[note 4]</i>	7,364,310	6,699,764
	<u>8,394,943</u>	<u>8,375,647</u>
Financial liabilities		
Accounts payable and accrued liabilities	925,616	1,153,050
Deferred revenue <i>[notes 3 and 11]</i>	1,474,860	1,550,092
Retirement health benefits obligation <i>[note 6]</i>	304,100	292,700
	<u>2,704,576</u>	<u>2,995,842</u>
Net financial assets	<u>5,690,367</u>	<u>5,379,805</u>
Non-financial assets		
Tangible capital assets, net <i>[note 5]</i>	17,327	34,407
Prepaid expenses	41,329	73,038
Other assets	46,936	36,021
	<u>105,592</u>	<u>143,466</u>
Accumulated surplus	<u>5,795,959</u>	<u>5,523,271</u>
Accumulated surplus comprises		
Accumulated operating surplus	4,121,727	4,085,863
Accumulated remeasurement gains	1,674,232	1,437,408
	<u>5,795,959</u>	<u>5,523,271</u>

See accompanying notes

On behalf of the Board:



Director

G. Grant Machum

Austin Janega

Director

July 24, 2025

Art Gallery of Nova Scotia

Statement of operations and accumulated surplus

Year ended March 31

	2025	2024
	\$	\$
Revenue <i>[schedule 1]</i>		
Operating <i>[note 3]</i>	4,093,136	4,131,548
Programming <i>[note 3]</i>	195,838	212,952
Gallery shop	651,070	623,738
Other revenue <i>[notes 8 and 9]</i>	465,413	526,325
	<u>5,405,457</u>	<u>5,494,563</u>
Expenditures <i>[schedule 2]</i>		
Salaries and benefits	3,217,352	3,005,489
Programming	855,143	734,654
Administration <i>[notes 8 and 9]</i>	465,661	556,904
Gallery shop	358,985	340,844
Development and marketing	345,939	296,541
Visitor experience	53,571	28,847
Western branch	27,022	111,235
Acquisitions <i>[note 9]</i>	20,137	330,098
Building operations	8,703	7,122
	<u>5,352,513</u>	<u>5,411,734</u>
	52,944	82,829
Amortization of tangible capital assets	17,080	28,938
Annual surplus	<u>35,864</u>	<u>53,891</u>
Accumulated surplus, beginning of year	4,085,863	4,031,972
Accumulated surplus, end of year	<u>4,121,727</u>	<u>4,085,863</u>

See accompanying notes

Art Gallery of Nova Scotia

Statement of remeasurement gains

Year ended March 31

	2025	2024
	\$	\$
Accumulated remeasurement gains, beginning of year	1,437,408	1,141,450
Unrealized gains attributable to investments	158,672	251,546
Net realized gain reclassified to statement of operations	78,152	44,412
Net remeasurement gains for the year	236,824	295,958
Accumulated remeasurement gains, end of year	1,674,232	1,437,408

See accompanying notes

Art Gallery of Nova Scotia

Statement of changes in net financial assets

Year ended March 31

	2025	2024
	\$	\$
Annual surplus	35,864	53,891
Amortization of tangible capital assets	17,080	28,938
Decrease (increase) in prepaid expenses	31,709	(27,705)
(Increase) decrease in other assets	(10,915)	39,908
	73,738	95,032
New remeasurement gains	236,824	295,958
Increase in net financial assets	310,562	390,990
Net financial assets, beginning of year	5,379,805	4,988,815
Net financial assets, end of year	5,690,367	5,379,805

See accompanying notes

Art Gallery of Nova Scotia

Statement of cash flows

Year ended March 31

	2025	2024
	\$	\$
Operating activities		
Annual surplus	35,864	53,891
Add items not affecting cash		
Amortization of tangible capital assets	17,080	28,938
Increase in retirement health benefit obligation	11,400	16,700
Changes in non-cash working capital balances related to operations		
Accounts receivable	132,957	(128,147)
Inventory for resale	(15,647)	(102,355)
Accounts payable and accrued liabilities	(227,434)	(1,127,679)
Deferred revenue	(75,232)	941,347
Other assets	(10,915)	39,908
Prepaid expenses	31,709	(27,705)
Cash used in operating activities	(100,218)	(305,102)
Investing activities		
Additions to investments	(427,723)	(908,639)
Cash used in investing activities	(427,723)	(908,639)
Net decrease in cash during the year	(527,940)	(1,213,741)
Cash, beginning of year	933,394	2,147,135
Cash, end of year	405,454	933,394

See accompanying notes

Art Gallery of Nova Scotia

Notes to financial statements

March 31, 2025

1. Nature of the organization

The mandate of the Art Gallery of Nova Scotia ["AGNS" or the "Gallery"] is to preserve the Province of Nova Scotia's [the "Province"] unique visual and cultural history through the acquisition, preservation and exhibition of works of art, and the provision of art education to learners of all ages.

The AGNS is an agency of the Province established under the authority of the *Art Gallery of Nova Scotia Act*. The Gallery is a governmental unit as set out in the consolidated financial statements of the Province and reports to the Legislative Assembly through the Ministry of Communities, Culture, Tourism and Heritage. As an agency of the Province, the Gallery is exempt from income taxes and can issue donation receipts for income tax purposes.

2. Summary of significant accounting policies

These financial statements have been prepared by management by applying the principles of Canadian CPA public sector accounting standards for other government organizations as defined by the Canadian Public Sector Accounting Board, which sets out generally accepted accounting principles for government organizations.

Cash

Cash consists of bank balances and cash on hand.

Inventory for resale

Inventory is valued at the lower of historical cost and net realizable value.

Investments

Investments are recorded as of the trade date and are stated at fair value. Investments in funds, including hedge funds and pooled funds, are stated at their fair values on the basis of the reported net asset value per unit or share for the respective fund. Equity securities are valued at their market values. Short-term securities are valued based on cost plus accrued income, which approximates fair value. Transaction costs are recognized in the statement of operations and accumulated surplus in the period during which they are incurred. Investments at fair value are remeasured at their fair value at the end of each reporting period. Any revaluation gains and losses are recognized in the statement of remeasurement gains and are reclassified to the statement of operations and accumulated surplus upon disposal or settlement.

Tangible capital assets

Tangible capital assets are recorded at cost and are amortized on a straight-line basis at the following annual rates:

Storage vault	30%
Security system	50%
Software	50%
Equipment	30%
Leasehold improvements	10%
Website	25%

Art Gallery of Nova Scotia

Notes to financial statements

March 31, 2025

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Gallery's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets is less than their net book value. The net write-downs are accounted for as expenditures in the statement of operations and accumulated surplus.

Contributed capital assets are recorded in revenue at their fair market value on the date of donation, except in circumstances where fair value cannot be reasonably determined, in which case they are then recognized at nominal value. Transfers of tangible capital assets from related parties are recorded at carrying value.

These financial statements do not include works of art owned by the Province. Works of art are not recognized as tangible capital assets because a reasonable estimate of the future benefits associated with such property cannot be made.

Prepaid expenses

Prepaid expenses include information technology fees and annual service fees and are charged to expenses over the period expected to benefit from them.

Other assets

Costs directly related to the development of future temporary exhibitions are presented as other assets when the Gallery can reliably demonstrate that there is a future economic benefit associated with these costs. These costs are expensed over their useful lives. For temporary exhibitions, this is the period over which the exhibition is held. Such costs are expensed immediately when they are related to advertising or promotion and when there is insufficient evidence that the costs are recoverable.

Deferred revenue

Certain amounts are received pursuant to legislation, regulation or agreement and may only be used in the conduct of certain programs or in the delivery of specific services and transactions. These amounts are recognized as revenue in the fiscal year the related expenses are incurred, services are performed or when stipulations are met.

Retirement health benefits obligation

The Gallery participates in an unfunded health care benefit plan. The plan provides payment for 65% of the total premium charged towards the health benefits of employees who are receiving a pension under the *Nova Scotia Public Service Superannuation Act*.

The post-retirement health benefits values are actuarially determined and are calculated using the projected benefit method prorated on services as required under Section 3250 of the *CPA Canada Public Sector Accounting Handbook*.

Revenue recognition

Revenue is recognized in the period in which the transactions or events occurred that gave rise to the revenue. All revenue is recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable. Revenue from pledges, donations and life memberships is recognized when the cash is received.

Art Gallery of Nova Scotia

Notes to financial statements

March 31, 2025

Grants and sponsorships follow the deferral method of accounting and are recorded as revenue in the year in which related expenses are incurred or as the terms of the sponsorship agreements are met.

Memberships follow the deferral method of accounting and are recorded as the revenue is earned.

Other revenue includes investment revenue earned by the Endowment Fund and donations specifically allocated to the Acquisition Fund, which consists of interest, dividends, income distributions from pooled funds, and realized gains and losses. This is recorded as other revenue in the statement of operations and accumulated surplus. Unrealized gains and losses are recorded in the statement of remeasurement gains.

Expenditures

Expenditures are reported on an accrual basis. The cost of all goods consumed, and services received during the year, are expensed.

Measurement uncertainty

The preparation of the financial statements in conformity with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and the disclosure of contingent assets and liabilities, as at the date of the financial statements as well as the reported amounts of revenue and expenditures during the year.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from those estimates.

Acquisitions

Acquisitions of works of art, including donated works, become the property of the Province. Accordingly, acquisitions paid for by the AGNS are expensed in the year acquired.

Contributed goods and services

Volunteers contribute hours of service during the fiscal year to assist the AGNS in carrying out its mandate. Also, the Province provides the AGNS with use of its premises at a nominal cost. Because of the difficulty in determining their fair value, contributed goods and services are not recognized in the financial statements.

Allocation of expenditures

The costs of each function include the costs of personnel and other expenditures that are directly related to the function. General support and other costs are not allocated.

Art Gallery of Nova Scotia

Notes to financial statements

March 31, 2025

3. Government assistance

During the year, the AGNS received funding from provincial, federal and other agencies as follows:

	2025	2024
	\$	\$
Nova Scotia Department of Communities, Culture, Tourism and Heritage	2,746,743	2,775,730
Canada Council for the Arts	430,000	430,000
Department of Education	70,000	60,000
Arts Nova Scotia	45,000	45,000
Young Canada Works	5,800	14,442
Canadian Heritage – Map Grant	—	3,120
	3,297,543	3,328,292

During the year, \$3,251,127 of the above funding is recognized in operating and programming revenue [2024 – \$3,328,292], and \$46,416 [2024 – nil] was recognized as deferred revenue.

4. Investments

The investments included in the AGNS's financial statements comprise the following:

	2025		2024	
	Cost	Market value	Cost	Market value
	\$	\$	\$	\$
Investments held in pooled funds				
Equity securities	2,799,738	4,521,070	2,600,016	4,164,124
Bonds and debentures	2,091,085	2,043,985	1,903,629	1,776,931
Cash	2,697	2,697	182	182
	4,672,159	6,373,599	4,491,694	5,926,376
Other Investments				
Long-term notes	796,558	796,558	758,527	758,527
Marketable securities	221,362	194,153	12,133	14,861
	1,017,919	990,711	770,660	773,388
Total investments	5,690,078	7,364,310	5,262,354	6,699,764

Art Gallery of Nova Scotia

Notes to financial statements

March 31, 2025

5. Tangible capital assets

The tangible capital assets included in the AGNS's financial statements comprise the following:

	2025	2024
	\$	\$
Storage vault	152,330	152,330
Security system	21,593	21,593
Software	77,377	77,377
Equipment	143,356	143,356
Leasehold improvements	93,356	95,356
Website	39,330	39,330
	529,342	529,342
Less accumulated amortization	512,015	494,935
	17,327	34,407

6. Retirement health benefits obligation

The Gallery participates in an unfunded health care benefit plan. The plan provides payment for 65% of the total premium charged towards the health benefits of employees who are receiving a pension under the *Nova Scotia Public Service Superannuation Act*.

The post-retirement health benefits values are actuarially determined. It is calculated using the projected benefit method prorated on services as required under Section 3250 of the *CPA Canada Public Sector Accounting Handbook*.

Information related to the retirement health benefits are as follows:

Health retirement obligation

	2025	2024
	\$	\$
Opening benefit obligation, beginning of year	292,700	276,000
Net remeasurement (gains) for the year	(30,000)	(13,700)
Current service cost	21,500	23,600
Estimated benefits paid	(3,500)	(1,900)
Interest on average liability at 3.67%	10,000	8,700
Experience loss at end of year	13,400	—
Estimated accrued benefit obligation, end of year	304,100	292,700

Art Gallery of Nova Scotia

Notes to financial statements

March 31, 2025

Net benefit plans expense

	2025	2024
	\$	\$
Current year benefit cost	21,500	23,600
Interest on accrued benefit obligation at 3.67%	10,000	8,700
Net remeasurement gains for the year	(30,000)	(13,700)
Estimated benefits paid	(3,500)	(1,900)
Experience loss (gain) at end of year	13,400	—
Net benefit plans expense	11,400	16,700

The following actuarial assumptions have been used in the benefit obligation calculation:

- i. A 3.67% discount rate on liabilities.
- ii. Retirement age: 10% at age 59, 20% at age 60, 10% at each age 61–64, 50% at each age 65–69, and 100% at age 70.
- iii. 70% of retiring employees are assumed to participate.
- iv. 75% of male members and 50% of female members are assumed to elect family coverage.

7. Accumulated surplus

The accumulated surplus included in the AGNS's financial statements comprises:

	2025	2024
	\$	\$
Accumulated surplus, beginning of year	5,523,271	5,173,422
Annual surplus	35,864	53,891
Net remeasurement gains for the year	236,824	295,958
Accumulated surplus, end of year	5,795,959	5,523,271

Art Gallery of Nova Scotia

Notes to financial statements

March 31, 2025

8. Endowment Fund

The Endowment Fund consists of amounts that have been endowed by the donor and/or the Board of Directors of the AGNS. These funds are managed by a professional fund manager. The Finance, Audit and Risk Committee is responsible for monitoring the Endowment Fund on behalf of the Board of Directors. It is the Gallery's intent that the Endowment Fund's capital be preserved and managed in a manner that ensures future resources will be available for the Gallery's requirements.

The AGNS recognizes the importance of developing and maintaining its Endowment Fund to further the objectives of the organization and realize certain strategic priorities such as:

- Enhancing exhibitions and public programming;
- Increasing visitation and membership;
- Continuing to stabilize operational and program funding; and
- Enhancing collection through acquisitions.

The funds that will be placed in the Endowment Fund are:

- Donations designated as such by the donor; and
- Any funds specifically designated by the Board of Directors.

Revenue and expenditures related to the activities of the Endowment Fund are recorded on the statement of operations and accumulated surplus in other revenue and administration, respectively.

	2025	2024
	\$	\$
Realized gains and interest income	232,703	185,076
Donations	210,793	1,500
Less endowment administration expenditures	42,129	39,920
Excess of revenue over expenditures for the year	401,367	146,656
Surplus, beginning of year	5,802,719	5,369,246
Excess of revenue over expenditures for the year	401,367	146,656
Unrealized gains attributable to investments	236,824	295,958
Contributions to Acquisition Fund	(22,490)	(5,720)
Contributions to Operating Fund	(163,216)	(3,421)
Surplus, end of year	6,255,204	5,802,719

Included within the surplus balance noted above are restricted contributions in the amount of \$1,601,734 [2024 – \$1,248,375].

Art Gallery of Nova Scotia

Notes to financial statements

March 31, 2025

9. Acquisition Fund

The purpose of the Acquisition Fund is to acquire, by gift or purchase, works of art for the Provincial Collection and to cover costs associated with acquiring these works.

Revenue related to acquisition activities is recorded on the statement of operations and accumulated surplus in other revenue. Expenditures related to acquisition activities are recorded on the statement of operations and accumulated surplus in administration and acquisitions.

	2025	2024
	\$	\$
Acquisition revenue	21,917	339,749
Less administration expenditures	11,770	5,961
Less acquisitions	20,137	330,098
Excess (deficiency) of revenue over expenditures for the year	(9,990)	3,690
Surplus, beginning of year	18,221	8,811
Excess (deficiency) of revenue over expenditures for the year	(9,990)	3,690
Contributions from Endowment Fund	22,490	5,720
Surplus, end of year	30,721	18,221

10. Operating Fund

The purpose of the Operating Fund is to support the normal operations of the Gallery including collecting, preserving, exhibiting and interpreting works of visual art. It also includes facility rentals and the Gallery shop.

	2025	2024
	\$	\$
Operating revenue	4,940,044	4,968,238
Less expenditures	5,278,477	5,035,755
Less amortization	17,080	28,938
Deficiency of revenue over expenditures for the year	(355,513)	(96,455)
Deficit, beginning of year	(297,669)	(204,635)
Deficiency of revenue over expenditures for the year	(355,513)	(96,455)
Contributions from Endowment Fund	163,216	3,421
Deficit, end of year	(489,966)	(297,669)

Notes to financial statements

March 31, 2025

11. Deferred contributions

The capital campaign was inactive for the 2024–25 fiscal year as the building project remains on hold. At the request of one of the donors, the amount that was collected for the capital campaign has been redirected to support programming and curatorial activities.

During this fiscal year, \$150,000 [2024: \$425,000] was recognized into revenue. The remaining balance is included in deferred income and will be recognized as revenue over the next three years.

12. Financial instruments and risk management

Financial instruments are defined as contractual rights to receive or deliver cash or another financial asset. Financial assets measured at amortized cost include accounts receivable and investments. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Risk management

The AGNS is exposed to various risks through transactions in financial instruments. The following provides helpful information in assessing the extent of the AGNS's exposure to these risks.

Credit risk

The AGNS is an agency of the Province that is subject to credit risk through its accounts receivable, which consist primarily of revenue from sponsors, government departments and wholesalers who operate in various industries. An appropriate allowance is established for doubtful accounts based on the factors surrounding the credit risk of specific government or members, historical trends and other information.

Liquidity risk

Liquidity risk is the risk that the AGNS will encounter difficulty in meeting obligations associated with financial liabilities. The AGNS is exposed to this risk mainly with respect to its accounts payable and accrued liabilities. Given the AGNS's currently available liquid resources, from both financial assets and ongoing operations, as compared to its contractual obligations, management assesses the AGNS's liquidity risk to be low.

Market, foreign currency and interest rate price risks

The AGNS is subject to market, foreign currency and interest rate price risks with respect to its investment portfolio. To manage these risks, the AGNS has established a target mix of investment types designed to achieve the optimal return within reasonable risk tolerances.

Capital management

In managing capital, the AGNS focuses on liquid resources available for operations. The AGNS's objective is to have sufficient liquid resources to continue operating despite events with adverse financial consequences and to provide it with the flexibility to take advantage of opportunities that will advance its purposes. The need for sufficient liquid resources is considered in the preparation of an annual budget and in the monitoring of cash flows and actual operating results compared to the budget. As at March 31, 2025, the AGNS has met its objective of having sufficient liquid resources to meet its current obligations.

Schedule of revenue

Year ended March 31

	2025	2024
	\$	\$
Operating		
Provincial grants	2,746,743	2,865,705
Federal grants	435,800	447,562
Donations	412,214	306,473
Admission	212,518	253,176
Sponsorships	147,917	125,159
Other	95,596	95,720
Memberships	23,910	13,296
Rental recoveries	18,438	24,457
	4,093,136	4,131,548
Programming		
Education and outreach	195,838	209,952
Exhibitions	—	3,000
	195,838	212,952
Gallery shop	651,070	623,738
Other revenue		
Endowment Fund	443,496	186,576
Acquisition Fund	21,917	339,749
	465,413	526,325

See accompanying notes

Schedule of expenditures

Year ended March 31

	2025	2024
	\$	\$
Salaries and benefits		
Salaries and employee benefits	3,217,352	3,005,489
Programming		
Collection management	315,490	255,494
Education	121,609	126,691
Exhibitions	285,277	239,157
Public programming	95,674	90,825
Programming	37,093	22,487
	855,143	734,654
Administration		
Technology	124,564	104,216
Professional fees	113,050	167,861
Travel	50,838	79,172
Trustee fees	42,101	39,919
Telephone	27,997	23,790
Stationery and postage	22,963	24,651
Bank charges and interest	22,265	29,228
Memberships and staff development	21,727	68,652
Office equipment and rentals	15,508	7,881
Interest expense	10,000	8,700
Appraisal fees	7,220	1,410
Other	6,837	1,424
Bad debts	591	—
	465,661	556,904
Gallery shop	358,985	340,844

Schedule of expenditures [cont'd]

Year ended March 31

	2025	2024
	\$	\$
Development and marketing		
Marketing	259,242	263,589
Development	86,697	32,952
	345,939	296,541
Western branch	27,022	111,235
Acquisitions	20,137	330,098
Visitor experience	53,571	28,847
Building operations		
Building maintenance and cleaning	4,063	212
Security	4,640	6,910
	8,703	7,122

See accompanying notes

Schedule of accumulated surplus by fund

Year ended March 31

	Operating Fund \$	Endowment Fund \$	Acquisition Fund \$	Total \$
Accumulated surplus (deficit), beginning of year	(297,669)	5,802,719	18,221	5,523,271
Excess (deficiency) of revenue over expenditures for the year	(355,513)	401,367	(9,990)	35,864
Net measurement gains from investments	—	236,824	—	236,824
Contribution to/from funds	163,216	(185,706)	22,490	—
Accumulated surplus (deficit), end of year	(489,966)	6,255,204	30,721	5,795,959

See accompanying notes