



Crown Corporation

BUSINESS PLANS

FOR THE FISCAL YEAR 2006-2007

Art Gallery of Nova Scotia

Business Plan 2006-2007

Table of Contents

	Page
1. AGNS Mission Statement	2
2. Planning Context	2
3. Challenges and the Economy	2
4. Human Resource Strategy	4
5. Strategic Goals	4
6. Core Business Areas	5
7. Priorities	6
Under Strategic Goal #1	6
Under Strategic Goal #2	6
Under Strategic Goal #3	6
Under Strategic Goal #4	6
8. Summary	7
9. Performance Measurement	7
10. Budget Context	9

1. Mission

The Mission of the Art Gallery of Nova Scotia is to bring the art of the world to Nova Scotia and the art of Nova Scotia to the world.

2. Planning Context

The Art Gallery of Nova Scotia (AGNS) is the principal art museum of the Province of Nova Scotia and is responsible for maintaining the crown's art collection on behalf of the people of Nova Scotia. AGNS is the largest, most significant art museum in Atlantic Canada. It performs a leadership function among art institutions in Eastern Canada.

As a government agency, the Gallery, through its Board, reports to the Minister of Tourism, Culture and Heritage. The Gallery is overseen by a Board of Governors made up of dedicated volunteers, who accept and hold a public trust, and ensure that cultural activity remains in the public domain to the benefit of current and future generations. The AGNS Board assumes responsibility, loyalty and a duty to uphold the integrity of the organization. The role, responsibilities, and functions of a Governor must be carried out with a full understanding and appreciation of the organization. AGNS aspires to strengthen its board contingent by assuring its membership is inclusive and representative of geographic and other demographic considerations. The advocacy role of the AGNS Board of Governors is paramount in developing community awareness of the Gallery's mission, in representing and interpreting the value of AGNS to community, government, foundation, corporate and other funding agencies.

AGNS serves the province and the people of Nova Scotia through the accumulation, creation and dissemination of knowledge through the visual arts. Distinct from other related public arts institutions, the AGNS has the responsibility to acquire, maintain, conserve, research, publish and make accessible the crown's art collection. The principal activities of the AGNS are the acquisition, preservation and research of arts collections, the creation of knowledge through research, the dissemination of these resources through exhibitions, publications, public lectures, presentations and education programs. AGNS provides services to and assists the people of Nova Scotia as well as international researchers by maintaining outstanding publicly accessible study centers, archives, libraries, records and resources pertaining to the visual arts. AGNS will provide these services in the coming year through two venues - AGNS at Halifax and Yarmouth.

3. Challenges and the Economy

The greatest challenge facing the Art Gallery of Nova Scotia is financial sustainability. For the past number of years, the AGNS has consistently experienced significant budgetary shortfalls. Attempts to increase self-generated revenues through admissions, memberships, grants, special events and sponsorships, while successful, have not been sufficient after factoring in the associated expenditures. This year, in order to ensure success, aggressive cost reduction strategies must be implemented to manage expenses effectively and efficiently while minimizing the impact on the programs and services provided to the people of Nova Scotia.

The AGNS will undertake to creatively manage existing resources to contain costs while enhancing visitors' experiences. Greater operating efficiencies will be achieved through streamlining admissions and membership sales functions and the Gallery shop operations. Programming will focus on highlighting permanent collections and recent acquisitions.

While it will be crucial to highly scrutinize all expenditures on an ongoing basis to ensure maximum cost containment, the Gallery must also continue to focus on increasing revenues from all available sources. In recent years, the AGNS has successfully obtained significant donations of art work. In the last year alone, acquisitions with an estimated value of \$6 million dollars were donated to the Gallery. While collecting art is one of the primary functions of the Gallery, the efforts over the past several years have placed the Gallery on solid ground. Acquisition activity will be limited to selective significant opportunities to ensure that the focus remains on financial stability and revenue generation.

To increase revenues, the AGNS will undertake a number of initiatives such as reviewing the fee structures in the areas of admissions, memberships and facility rentals. There will be focused effort to develop business partnerships at the regional and local level to maximize possible opportunities to increase sponsorships, donations and promotions, both large and small. Specific attention will be paid in the coming year to improve the profitability of the Gallery Shop.

Competition for national and regional grant support continues to increase. The AGNS must consistently demonstrate the value that it offers to provincial, federal and municipal governments by assisting in the delivery of their cultural and public mandates. Evidence of the Gallery's success in this area may be found in the Canada Council for the Arts' increased grant support to recognize the AGNS' substantive quality improvements in contemporary art.

The AGNS aspires to increase public access to services, increase perception of the quality of services and to increase the number of individuals who use, benefit and value these services. It intends to be a genuine tourist draw contributing directly to the decision to select Nova Scotia as a tourist destination of choice; therefore, AGNS will partner with numerous agencies to create public relations campaigns dedicated to increasing public awareness of the AGNS and increasing attendance at Gallery exhibitions and programs.

The completion of construction will allow the opening of AGNS Western Branch in Yarmouth in late May to be ready for the 2006 tourist season. This Gallery to act as a gateway for visitors entering Nova Scotia via the Yarmouth Ferries. As well, it is hoped that the Yarmouth Gallery will serve as a special event center for the people of the Western Region. This satellite location will increase the number of persons served by AGNS and broaden the opportunity for future grants, sponsorships, and donations.

Through its programs and leadership, AGNS contributes to the positive environment that promotes the growth of the arts and artists in Nova Scotia. It aspires to identify, acknowledge, encourage and support the very finest achievements in the arts, to bring these to the public, encourage their growth and promote awareness, ranging from the local level to the international stage.

4. Human Resource Strategy

In the coming year, the Gallery will be developing an Human Resources initiative to ensure that all staff are actively engaged in a performance management process and to explore developing a training plan to improve development opportunities for employees. As well, there will be a focus on creating greater opportunity for diversity in the workplace.

5. Strategic Goals

1. Financial Sustainability, Governance and Accountability
2. Stewardship: Preserve, promote, interpret and develop Nova Scotia's diverse visual arts culture and heritage.
3. Economic Growth: Help support the economic and export potential of Nova Scotia's tourism, culture and heritage resources.
4. Education: Facilitate life-long learning by providing access to Nova Scotia's visual arts culture and heritage and by providing programs that enhance the learning experience.

6. Core Business Areas

- Public Programming and Exhibitions - the creation of knowledge in the arts. AGNS makes accessible to the public the Gallery's collection, art collections from other institutions and patrons, special exhibitions, publications, lectures, films and events and maintains accessible library, archives and study materials. In the coming year, a new program called ArtReach will continue to be developed in partnership with the Department of Education to build on some exciting links between art gallery programs/exhibitions and Nova Scotia schools. This initiative will add to the gallery's already existing outreach projects with traveling Canada Council Art Bank collections and workshops for teachers and students across the province who find it difficult to visit the AGNS. This type of program strives to improve services to youth in their own community.
- Collections and Conservation- the accumulation of knowledge in the arts. AGNS acquires artworks for the permanent collection consistent with the mandate of the acquisition policy. The Gallery maintains related library, film, video and resource support materials, along with institutional archival records pertaining to collections, exhibitions, and institutional history. AGNS ensures proper management of the collection through documentation, maintenance of records and research. The Art Gallery of Nova Scotia ensures the Province of Nova Scotia's collection is preserved and maintained in an environment that meets museum standards, while conducting conservation and restoration treatments using accepted practices of research, examination, analysis, and documentation.
- Development and Auxiliary Services - to financially maintain AGNS and to encourage the public to visit the Art Gallery of Nova Scotia and engage in the visual arts. AGNS creates market awareness by various public relations tools. AGNS promotes membership to the public, generating revenue and as well, these members become volunteers who assist the Gallery in all aspects of its operations including fund raising, governance and program delivery. The Gallery provides auxiliary services that benefit visitors and members while increasing Gallery funding. Services include membership, volunteer programs, a Gallery Shop, facility rentals, Art Sales and Rental and Cheapside Café.

7. Priorities

Strategic Goal - Financial Sustainability, Governance and Accountability

Priority 1: Balance the budget by increasing revenues and containing expenses as needed.

Priority 2: Enhance operational effectiveness and overall governance processes by continuing to implement and maintain the Strategic Plan and audit recommendations.

Priority 3: Review and report on Business Plan and budget targets on a monthly basis and implement contingency plans quickly to stay on target as needed.

Strategic Goal - Stewardship: Preserve, promote, interpret and develop Nova Scotia's diverse visual arts culture and heritage.

Priority 4: Opening of AGNS Western Branch in Yarmouth with a sustainable operating strategy, working in partnership with Western region community associations.

Priority 5: Provide increased public access to art by bringing the art of the world to Nova Scotia, and bringing the art of Nova Scotia to the world by securing major international exhibitions and by offering Nova Scotia generated exhibitions to go on tour, within the established annual budget.

Priority 6: Continue to grow the permanent collection through the donation and purchase of key contemporary and historical works, within the established annual budget.

Strategic Goal - Economic Growth: Help support the economic and export potential of Nova Scotia's tourism, culture and heritage resources.

Priority 7: Contribute to the growth of Nova Scotia's competitiveness in the tourism sector by continuing the growth of AGNS as a major tourism destination by mounting exhibitions of provincial, national and international importance during both peak and shoulder seasons.

Priority 8: Maximize revenue potential from the Gallery Shop by exploring and implementing strategies to stimulate business, increase sales and gain efficiencies.

Strategic Goal - Education: Facilitate life-long learning by providing access to Nova Scotia's visual arts culture and heritage and by providing programs that enhance the learning experience.

Priority 9: Increase research, teaching material in exhibitions and interpretation by guides, interpreters and other educational staff to create more opportunities for life-long learning, to increase in the body of knowledge about Nova Scotia's cultural heritage, to increase access to Nova Scotia's cultural heritage and to provide opportunities for volunteerism.

Priority 10: Enhanced focus on ensuring a positive visitor experience by forming a Visitor Services working group responsible for planning, implementing and coordinating specialized initiatives to improve services offered to visitors and members.

8. Summary

The AGNS has experienced significant success in recent years by building its reputation and profile in the art world through excellence in programming, services and acquisitions. Unfortunately, this growth has come at a cost as revenues have not kept pace with expenses. The AGNS is committed to achieving financial sustainability this year in order to lay a strong foundation for future growth and stability. In 2006-2007, the Gallery needs to regroup and reprioritize to ensure achievement of this goal through cost containment and increased revenue generation. The AGNS will improve organizational effectiveness through a variety of strategies. Financial plans and progress will be reviewed on a regular basis and contingency plans will be quickly implemented if corrective action is necessary. Services will be extended to AGNS Yarmouth to benefit the citizens and to support cultural activity in the western region of the province. The Art of the Ancient Mediterranean World exhibition will be followed by Egypt, Age of the Pharaohs to maintain major exhibition excitement and to continue curriculum partnering with the Department of Education. Acquisitions through purchase, donations and long-term loans will be pursued on a selective and strategic basis to take advantage of presenting opportunities. The Gallery shop will focus on increasing its profit margin in the coming year. Interpretive services will be enhanced within existing resources, with volunteers fully utilized to maximize opportunities for life-long learning and improved visitor experiences.

Nova Scotians expect and deserve a high caliber art museum, as well as fiscal accountability. With the support of the Department of Tourism, Culture and Heritage, the Board of Governors, the corporate community, members, visitors, volunteers and the dedicated professional staff, the AGNS can achieve financial sustainability and begin to build a solid financial foundation for future progress.

9. Performance Measurement

This year, the performance measures have been revised to align with the strategic goals and to provide more reliable and meaningful information regarding the key outcomes that the Art Gallery of Nova Scotia is striving to achieve. These measures can be monitored over the short term as well as the long term to track the progress in attaining the desired performance results.

Strategic Goal - Financial Sustainability, Governance and Accountability

Outcome	Measure	Target	Strategy
Achieve a balanced budget	Revenues greater than or equal to expenses	\$0 operating balance	Maximize revenue options Cost containment if / when needed
	Admission fees received	\$240,000	Maintain sustainable revenue

Strategic Goal - Stewardship: Preserve, promote, interpret and develop Nova Scotia’s diverse visual arts culture and heritage.

Outcome	Measure	Target	Strategy
Promote public access to Art	Attendance numbers	Baseline – 66,000 Increase to 67,000	Promotions to stimulate attendance
	Number of exhibitions	2 major international exhibitions secured and 2 NS exhibitions offered for tour	Secure two international exhibitions and offer two Nova Scotia-generated exhibitions for national tour, within the established budget
	Number of objects in the permanent collection	Add 20 objects	Through primarily donations and a few purchases within the established budget, grow the collection with objects deemed significant Canadian cultural property by the CPERB

Strategic Goal - Economic Growth: Help support the economic and export potential of Nova Scotia’s tourism, culture and heritage resources.

Outcome	Measure	Target	Strategy
Develop AGNS as major tourism destination to strengthen Nova Scotia’s tourism sector	Number of Visitors from outside of region	Determine baseline this year with new POS system	Change Point of Sale system to collect postal codes/zip codes to determine numbers of tourists visiting the Gallery Mount at least one significant exhibition in both peak and shoulder seasons and mount permanent collection exhibitions of Nova Scotia content in both peak and shoulder seasons

Strategic Goal - Education: Facilitate life-long learning by providing access to Nova Scotia’s visual arts culture and heritage and by providing programs that enhance the learning experience.

Outcome	Measure	Target	Strategy
Improved learning experiences	Number of students served	Baseline - 8000 Increase to 8500	Continued school and daycare programming Continued outreach projects such as ArtSmarts, IWK programs and ArtReach
	Number of volunteers	Baseline – 100 Increase to 125	Consider tie-ins with the Senior Secretariat strategy as it relates to volunteerism

BUDGET CONTEXT**Art Gallery of Nova Scotia Consolidated Budget Fiscal Year 2006-2007**

Please note: The AGNS has five funds - Operating, Acquisition, Endowment, Gallery Shop and Product Development. In previous business plans, the AGNS reported on the operating budget. This year, the AGNS will be reporting on a consolidated basis, including all five funds as compared to previous years when the AGNS' budget only reported on the operating budget.

	2005-06 Annual Budget	2005-06 YTD Actual (unaudited)	2006-07 Annual Budget
Revenue			
Province of Nova Scotia	1,198,000	1,135,000	1,559,000
Admissions	360,000	282,616	240,000
Membership	100,000	88,486	95,000
Programming Recoveries	534,250	482,617	630,666
Cost Recoveries	117,000	125,591	112,200
Other Revenues	506,250	368,501	193,500
Acquisition	-36,000	-99,539	5,000
Endowment	102,000	129,464	101,000
Gallery Shop	50,800	425	42,700
Product Development	14,800	26,180	21,500
Total	<u>2,947,100</u>	<u>2,539,341</u>	<u>3,000,566</u>
Expenditures			
Salaries	1,008,000	951,622	1,141,600
Building Operations	936,700	851,141	924,500
Programming	859,300	799,180	709,000
Development/Public Relations	160,000	165,991	115,000
Yarmouth	110,000	39,748	110,000
Total	<u>3,074,000</u>	<u>2,807,682</u>	<u>3,000,100</u>
Excess (Deficit)	-126,900	-268,341	466