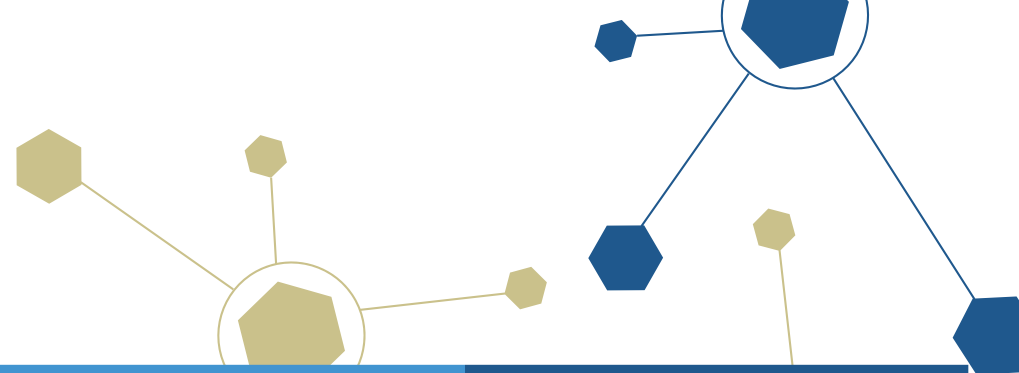


# 2013 Visual Arts facts using CADAC data

## A portrait of 75 Artist-Run Centres in Canada



Economic impact	Canadian art reaching audiences	Access to the arts	Public participation and support
<ul style="list-style-type: none"><li>• More than <b>\$13M</b> in public investment and <b>\$2.7M</b> in private support went to these Artist-run centres (ARCs)</li><li>• Over <b>\$2M</b> was generated through earned revenues, over half <b>\$1.3M</b> (64%) including sales, commissions, facilities and equipment rental and the sale of works of art</li><li>• For each dollar spent on marketing activities, these ARCSs earned <b>\$1.46</b> as total earned revenue. For each dollar spent on fundraising activities, ARCs earned <b>\$4.06</b> in private revenues</li><li>• <b>\$10M</b> - just over than half of total operating budgets - was paid in salaries and professional fees</li><li>• <b>35%</b> of work positions were full-time</li><li>• The workforce supporting creative activity decreased slightly by <b>2.7%</b> since 2011</li><li>• Good financial position: accumulated surplus increased by <b>25%</b> in the last 4 years and saw a revenue growth of <b>3.9%</b> in 2012 and 2013</li></ul>	<ul style="list-style-type: none"><li>• <b>4,369</b> artists were featured in <b>686</b> local exhibitions attracting more than <b>625K</b> in attendance</li><li>• The majority of artists exhibited were Canadian (<b>91%</b>)</li><li>• Increase in coproduced exhibitions: <b>150</b> exhibitions were co-produced in 2013 (over <b>20%</b> of total exhibitions) compared to 105 exhibitions in 2010 (15%)</li><li>• A further <b>27</b> exhibitions were presented nationally attracting over <b>7.4K</b> attendees and <b>34</b> international exhibitions brought in about <b>136K</b> in attendance</li><li>• There was a significant increase in the number of exhibitions disseminated using the internet, <b>18 in 2010</b> and <b>69 in 2013</b></li></ul>	<ul style="list-style-type: none"><li>• Over <b>4,270</b> participants in the <b>323</b> professional training programs and development activities created by these ARCs</li><li>• There were also <b>242</b> artist-in-residence projects and <b>61</b> conferences in 2013</li><li>• <b>8%</b> increase in activities during which children and youth create works (<b>237</b> in 2010 to <b>256</b> in 2013), with a total participation of over <b>5K</b></li><li>• <b>10%</b> of total arts education and arts learning activities were designed for children, and more than <b>22%</b> for youth</li></ul>	<ul style="list-style-type: none"><li>• <b>35%</b> of private revenue was generated from fundraising events</li><li>• Some <b>4,490</b> volunteers collectively contributed <b>118K</b> hours of their time</li><li>• More than <b>44K</b> in attendance and participants in <b>1,135</b> arts education and arts learning activities that add value to the artistic programming activities</li><li>• The majority of members at ARCs are individuals, <b>5,439</b> or <b>91%</b> while the remainder 557 are organizational members</li></ul>





Canada Council  
for the Arts

Conseil des arts  
du Canada



# Understanding Canadian Arts Through CADAC Data: A Portrait of 75 Artist-Run Centres

Research and Evaluation Section

09-10-2015

Bringing the arts to life  
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## A Portrait of 75 Artist-Run Centres

### – Understanding Canadian Arts Through CADAC Data –

CADAC (Canadian Arts Data / Données sur les arts au Canada) is a web-based integrated financial and statistical system for Canadian arts organizations applying for recurring funding which allows the Canada Council and other public funders to collect and share common financial and statistical data. CADAC currently collects data from more than 1,400 funded organizations across all arts disciplines.

CADAC partners include provincial, territorial and municipal arts funders. They are the British Columbia Arts Council, the City of Vancouver, the Alberta Foundation for the Arts, the Edmonton Arts Council, the Saskatchewan Arts Board, the City of Saskatoon, the Manitoba Arts Council, the Ontario Arts Council, the Toronto Arts Council, the City of Toronto Culture Division, the City of Greater Sudbury, The City of Kingston Arts Fund, the New Brunswick Arts Development Branch / Department of Tourism, Heritage and Culture, the Newfoundland and Labrador Arts Council and the Canada Council for the Arts.

Data from CADAC not only includes receptive audience involvement such as number of performances and attendance but also contains participatory data including volunteering and community arts projects. Appendices contain a breakdown and more detailed tables on CADAC data. All artist-run centres (ARCs) reporting in CADAC are professional not-for-profit organizations directed by a board composed of a majority of practicing visual artists.

This is part of a series of reports using CADAC data produced by the Research and Evaluation Section. The two other reports in the series are [The Visual Arts Landscape in Canada As Seen Through CADAC, 2011-12](#) and *Arts Facts using CADAC Data: Overview of 88 Dance Companies in Canada 2013*.

#### CADAC methodology

- This report describes artist-run centres that receive recurring funding from the Visual Arts Section of the Canada Council for the Arts; these statistics do not include data from all artist-run centres in Canada (see appendix for complete list of organizations included).
- Quebec is not a CADAC partner, however, the Canada Council for the Arts funds Quebec-based artist-run centres, therefore, the data does include some statistics from ARC's based in Quebec.
- Data collected for this report is locked and is as of January 22, 2015. For the most part, data is being reported on for 2010 to 2013 (historical data), the years with the most accurate CADAC data. In some instances projections of financial data for 2014 and 2015 have been included.



### A Portrait of 75 Artist-Run Centres

#### – Understanding Canadian Arts Through CADAC Data –

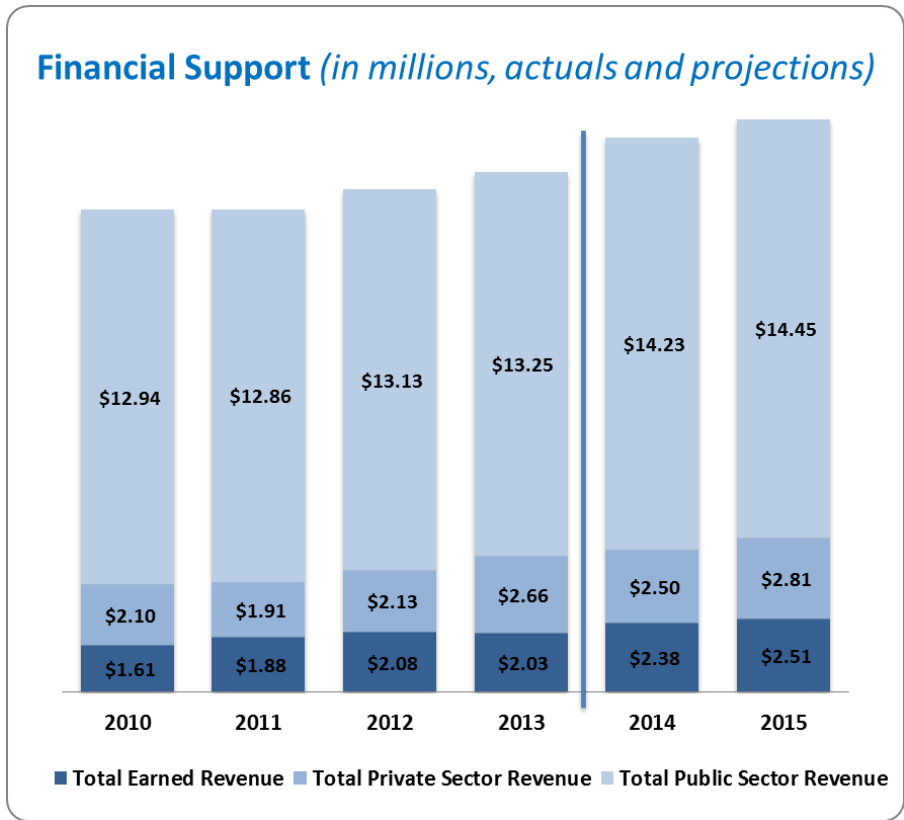
- Financial figures from CADAC are reconciled, while statistical data are not validated and represent what is reported by organizations and may include double counting. Some of the historical statistical data for 2010-11 is presented as reported by ARCs without any adjustments. Data was removed, in rare instances, when the exceptional circumstance of one organization skews the overall picture of the whole group or statistical data presents unexplained trends over a period of time.
- For more information regarding the indicators presented in this report, please refer to the Notes section (page 19). For interpretation of the CADAC lines, please consult the definitions sections of the CADAC Financial and Statistical Forms available at <http://www.thecadac.ca/cms/en/guides.html>
- The next phase of this type of CADAC data report consists of an investigation and validation process that will analyse and respond to significant deviation from the normal trends, e.g. attendance with variations higher than 20% over a period of time.



**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

**Economy**

**Growth through earned revenue:** in 2013, public funders contributed over **\$13 million** to 75 artist-run centres (ARCs) across Canada. The contribution of public support to operating budgets fluctuated slightly from 75% of total revenues in 2008 to 73% in 2013. This slight decrease was compensated by an increase in earned revenues which went from 9% in 2008 to 11% of total revenue in 2013 and is projected at 13% in 2015. These organizations generated over **\$2 million** through **earned revenues** and **\$2.7 million** from **private support** in 2013.<sup>1</sup>



**Canada Council** revenue as a percent of total revenues decreased from 49% in 2010 to 46% in 2013 and is projected to decrease in 2014 and 2015. These 75 ARCs projected greater increases in earned and private revenue compared to Council revenue in 2015.

% of Total revenues	2010	2011	2012	2013	2014	2015
Total Earned Revenue	10%	11%	12%	11%	12%	13%
Total Private Sector Revenue	13%	11%	12%	15%	13%	14%
Total Public Sector Revenue	77%	77%	75%	73%	74%	73%
Total Canada Council Revenue	49%	51%	48%	46%	43%	42%

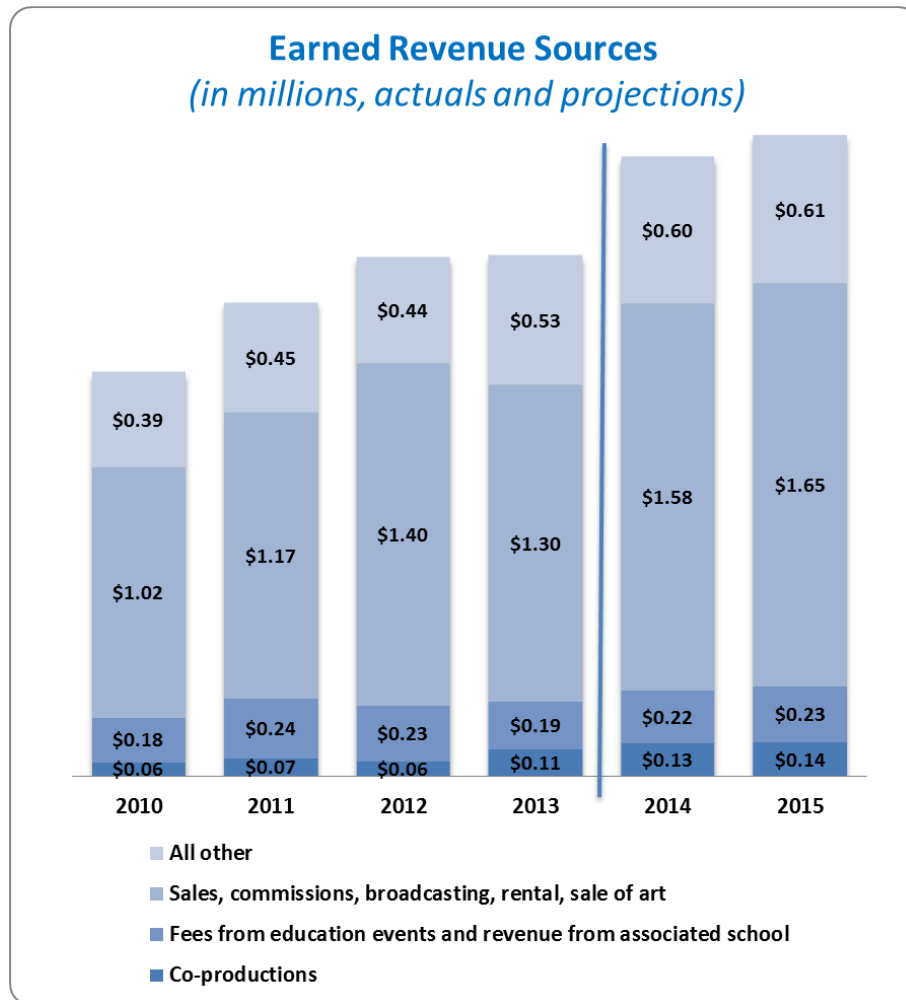
Table 1. Canada Council Revenue as a percentage of total revenues



**A Portrait of 75 Artist-Run Centres**

– Understanding Canadian Arts Through CADAC Data –

The majority of **earned revenue (\$1.3M or 64%)** for these 75 ARCs came from sales, commissions, broadcasting, facilities and equipment rental and the sale of works of art in 2013.<sup>2</sup>



The revenue earned through total production admissions and box office increased from just over \$23K in 2010 to \$72K in 2013 and is projected at \$84K in 2015.

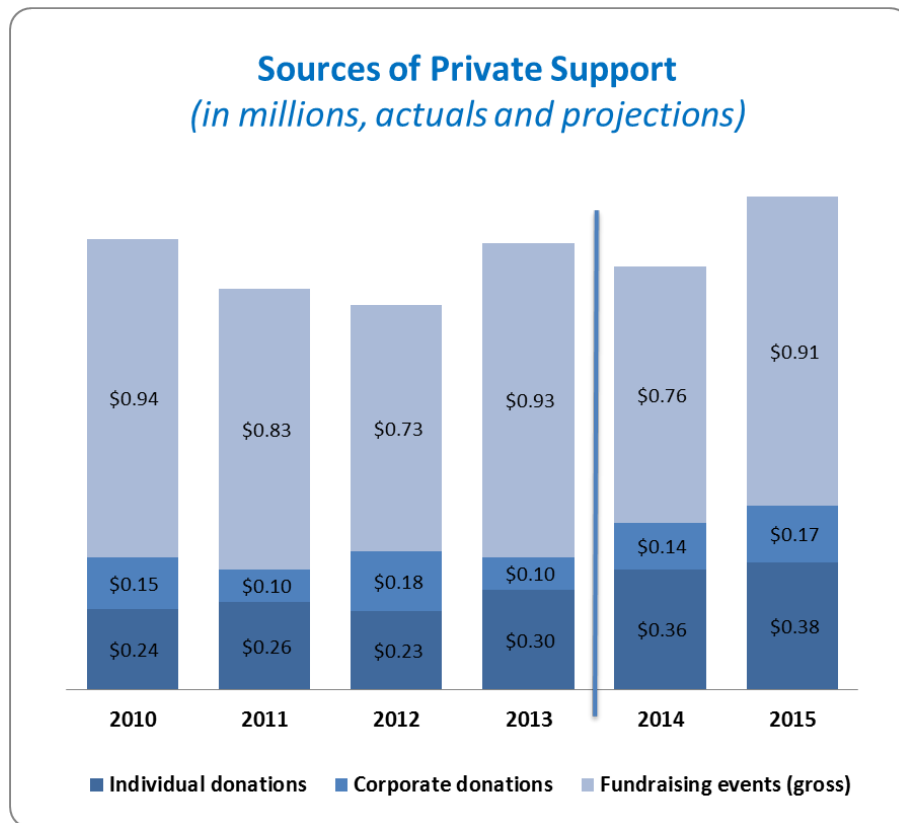




**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

**Majority of private support from fundraising:**<sup>3</sup> In 2013, 35% of private support was generated from fundraising events.<sup>4</sup> Other sources of private revenues, i.e., individual donations and corporate donations, were relatively stable over the past 4 years.

In comparison, for all organizations in CADAC, fundraising events comprised 31% of private support in 2013.





**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

**Analysis of expenses:**

Artists and cultural workers earned more than **\$4.5 million in fees and salaries**,<sup>5</sup> which accounts for **53% of the total artistic expenses** in 2013. In general, artists’ fees are paid to artists for the creation and presentation of their work. Artistic salaries are paid to cultural workers who may or may not be professional artists.

	2010	2011	2012	2013
Artists' & culture workers earnings (millions)	\$4.43	\$4.42	\$4.47	\$4.54
<i>% of Total Artistic Expenses</i>	54%	56%	52%	53%
Total number of artists & culture workers to whom the organizations paid artists' fees and salaries	3,263	3,569	3,697	3,780

Table 2. Artists earnings (in millions, actuals)

In 2013, more than **four of every five** (81%) artists who received artists fees from these ARCs were Canadian (**3,057 of 3,780**).<sup>6</sup>

**In 2013, almost \$10 million** – slightly more than half of total operating budgets – was paid as **salaries and professional fees**. This is slightly higher than the percent of total expenses that exists at the level of **all organizations in CADAC** (55% of total expenses in 2013).<sup>7</sup>

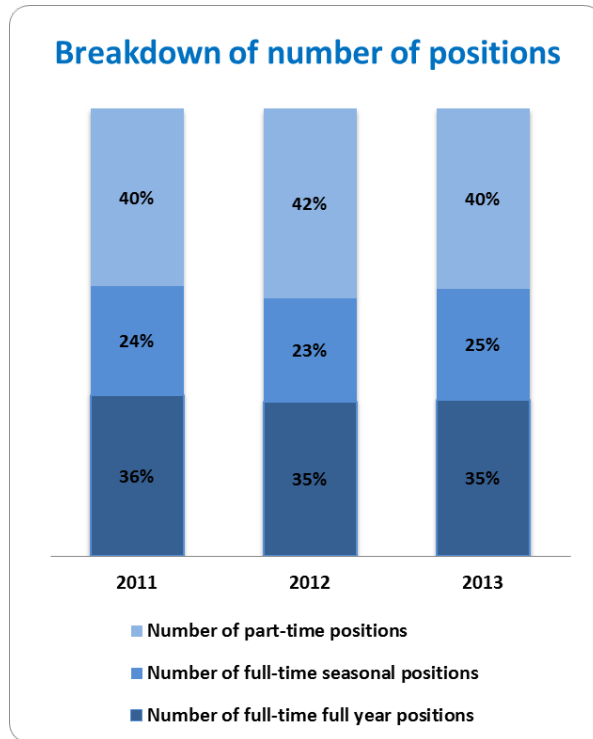
	2010	2011	2012	2013
Total salaries and professional fees paid	\$9.26	\$9.25	\$9.56	\$9.97
<i>% in Total Expenses</i>	57%	56%	56%	57%

Table 3. Salaries and professional fees (in millions, actuals)



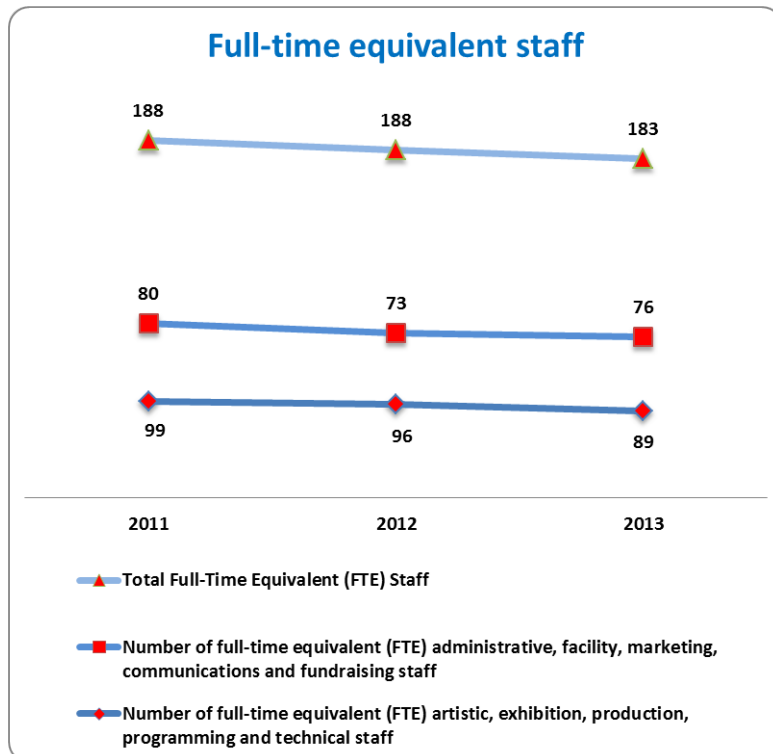
**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

About 35% of the overall workforce positions of this group of ARCs were **full-time**.



This group has a total of **183 full-time equivalent (FTE) staff**.<sup>8</sup>

This workforce **decreased very slightly (2.7%)** since 2010.





**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

In addition to salaries, **\$2.76 million** – about 16% of total expenses – was paid as **programming expenses** such as artistic production, exhibitions, catalogues and memberships which is higher than the average at the level of **all organizations in CADAC** (10.11% of total operating budgets in 2013).<sup>9</sup>

	2010	2011	2012	2013
Total programming expenses	\$2.56	\$2.47	\$2.75	\$2.76
<i>% in Total Expenses</i>	16%	15%	16%	16%

Table 4. Total programming expenses - production costs (in millions, actuals)



## A Portrait of 75 Artist-Run Centres

– Understanding Canadian Arts Through CADAC Data –

### Summary

These 75 artist-run centres saw an increase in earned revenues from \$1.61M in 2010 to \$2.03M in 2013, representing an increasing contribution of these revenues from 10% to 11% of the total revenues in the same period. The majority of earned revenue \$1.3M or 64% in 2013 came from sales, commissions, broadcasting, facilities and equipment rental and the sale of works of art.

Support from the private sector increased slightly from \$2.10M in 2010 to \$2.66M in 2013, representing 13% and 15% of total revenues respectively and is projected to be \$2.81M (14% of total revenues) in 2015.

Private support remained fairly stable although donations through fundraising events decreased slightly from \$941,111 in 2010 to \$930,770 in 2013 (35% of private support). Fundraising events are projected at \$911,944 in 2015 (32% of private support). In comparison, the same type of contributions from fundraising events was about 31% for all organizations in CADAC.

Public funding also increased, going from \$12.94M in 2010 to \$13.25M in 2013 and the contribution of this funding as a percentage of total revenues decreased from 77% to 73% in the same period and is projected to increase to \$14.45M in 2015 (remaining at 73% of total revenues in 2015).

In terms of employment, there is a stable contribution from all of these ARCs to their employees in the past three years. The creative workforce decreased slightly by 2.7% since 2011; and distribution of full-time and part-time positions stayed about the same between 2011 and 2013.

More than \$9.9M was paid as salaries and professional fees, which represents 57% of total expenses in 2013. These 75 ARCs paid artists fees to 3,057 Canadian artists (81% of all artists receiving fees).



**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

**Public Participation and Training Development for Arts Professionals**

In 2013, **4,369 artists** were featured (91% of which are Canadian) in **686 local exhibitions**, attracting over **625,600 in attendance**.<sup>10</sup>

	2010	2011	2012	2013
Number of exhibitions organized and/or curated by your organization and presented in your city / town / reserve	647	622	717	686
Attendance at exhibitions organized and/or curated by your organization and presented in your city / town / reserve	1,155,625	637,254	647,786	625,668
Production admissions and box office from subscriptions / admissions membership, group admissions or single ticket sales	\$23,164	\$40,363	\$64,895	\$72,248

Table 5. Exhibitions, attendance and revenues

Of the 747 total exhibitions, the majority were presented by the ARCs in their geographic community (686 or 92%). There were several **regional/national exhibitions** (27 or 3.6%) and **international exhibitions** (34 or 4.5%) presented in 2013. The number of exhibitions disseminated using the **internet** increased by 165% since 2011.<sup>11</sup>

	2010	2011	2012	2013
Number of exhibitions organized and/or curated by your organization and presented nationally	22	34	17	27
Attendance at exhibitions organized and/or curated by your organization and presented nationally	665,047	12,133	32,528	7,477
Number of exhibitions organized and/or curated by your organization and presented internationally	18	16	40	34
Attendance at exhibitions organized and/or curated by your organization and presented internationally	219,721	293,378	354,350	135,759
Touring revenue / exhibition rental	\$10,350	\$10,500	\$9,706	\$5,000
Number of exhibitions organized and/or curated by your organization disseminated using the internet (including those also in a public space)	18	26	58	69

Table 6. National, international and online exhibitions



**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

Canadian artists represent **91%** of all artists exhibited in 2013.<sup>12</sup>

	2010	2011	2012	2013
Total Number of Artists Exhibited	4,393	4,175	4,448	4,369
Total number of Canadian artists exhibited	3,914	3,772	4,076	3,971
	89%	90%	92%	91%

Table 7. Canadian artists

In 2013, **150 exhibitions** were **coproduced** (20% of total exhibitions organized/curated).<sup>13</sup>

	2010	2011	2012	2013
Number of exhibitions co-produced	105	91	151	150

Table 8. Co-productions

**Training Development for Arts Professionals:**

In 2013, there were **over 4,270 participants** in the combined **323 professional training programs and development activities** produced for arts professionals by these ARCs. Also, there were **242 artist-in-residence projects** and **61 conferences** in 2013.<sup>14</sup>

	2010	2011	2012	2013
Number of professional training programs	133	119	109	114
Number of participants in professional training programs	998	946	879	932
Number of professional development activities	78	157	182	209
Number of participants in professional development activities	1,580	2,463	2,782	3,338
Total Number of Artists-in-Residence	217	239	270	242
Number of conferences organized and presented by your organization	26	41	55	61

Table 9. Training and professional development activities



**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

**Public participation:**

In 2013, there were **44,274 participants** at **1,135 arts education** activities adding value to artistic programming. Further to this, 268 workshops for 3,222 participants took place as well as 256 community arts activities with 57,603 participants and attendees in 2013.<sup>15</sup>

	2010	2011	2012	2013
Number of activities that add value to artistic programming	1,441	962	1,067	1,135
Number of participants in activities that add value to artistic programming	35,092	36,950	47,036	44,274
Number of training workshops	100	171	360	268
Number of Participants in training workshops	919	1,684	2,553	3,222
Total Number of Community Arts Activities	58	154	234	256
Total Number of Participants in and attendance at Community Arts Activities	43,994	43,060	55,685	57,603

Table 10. Arts education and Arts Learning activities

In 2013, **10%** of all **arts education and arts learning activities** were designed for **children**, and **22%** for **youth**.<sup>16</sup> Over 12,450 attended and/or participated in these arts education activities.

	2010	2011	2012	2013
Number of activities for children	6%	6%	12%	10%
Number of activities for youth	12%	14%	11%	22%

Table 11. Arts education activities for children and youth

Between **2010** and **2013**, there was an **8% increase of the activities** in which **children and youth create works** (from 237 to 256). These activities attracted over 5,100 children and youth participants in 2013.





**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

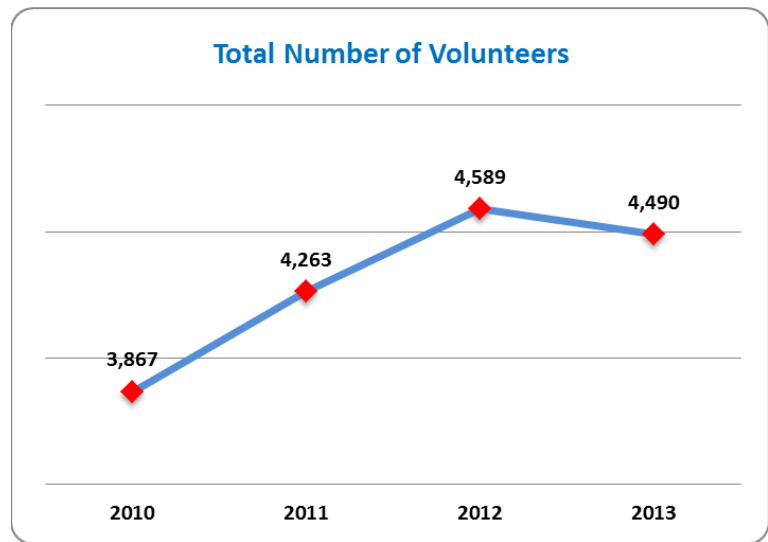
Membership at these artist-run centers has decreased over the past four years: 90% are individual members and 10% are organizational members. Despite the decrease in members, revenue from membership dues or fees has increased over the past four years from \$137K to \$177K.<sup>17</sup>

	2010	2011	2012	2013
Total number of individual members	7,462	6,647	5,929	5,439
<i>% of total members</i>	88.42%	88.03%	88.27%	90.71%
Total number of organizational members	977	904	788	557
<i>% of total members</i>	11.58%	11.97%	11.73%	9.29%
Total Members	8,439	7,551	6,717	5,996
Membership dues or fees	\$136,810	\$147,304	\$171,395	\$176,606
<i>% of total revenues</i>	8.51%	7.84%	8.26%	8.72%

Table 12. Membership and dues/fees at artist run centres

**16% increase in volunteers** offering support over the past four years. In 2013, **4,490 volunteers** collectively contributed over **118,000 hours** of their time to support ARCs.<sup>18</sup> In 2013, the annual average of the ARCs that reported data in CADAC was 59 volunteers working 2,001 hours per organization.

In comparison, for all CADAC organizations, the average was 112 volunteers working 3,420 hours.





## A Portrait of 75 Artist-Run Centres

– Understanding Canadian Arts Through CADAC Data –

### Summary

Canadian art is strongly promoted by these artist-run centres; 90% of the artists exhibited each year between 2010 and 2013 were Canadian. More than \$13M was generated in sales, commissions, broadcasting, facilities and equipment rental and the sale of works of art representing 64% of total earned revenues. There were 4,369 artists exhibited in total exhibitions that attracted over 620K attendees in 2013.

In 2013, 686 exhibitions were presented locally. In addition, 27 exhibitions were presented nationally and 34 internationally. There was a significant increase in the number of exhibitions disseminated using the internet (including those that were also presented in a public space), 18 in 2010 and 69 in 2013.

Arts education and professional development activities represent a large part of activity that supports the connection of these artist-run centres with their communities; there were 44,274 participants at 1,135 activities in 2013. Further to this, 268 workshops for 3,222 participants took place in 2013.

The programming and arts education activities were well supported by the involvement of 4,490 volunteers.

Membership at these artist-run centers has decreased over the past four years: 90% are individual members and 10% are organizational members. Despite the decrease in members, revenue from membership dues or fees has increased over the past four years from \$137K to \$177K while percentage of total revenues remained relatively stable between 7.8% and 8.7%.

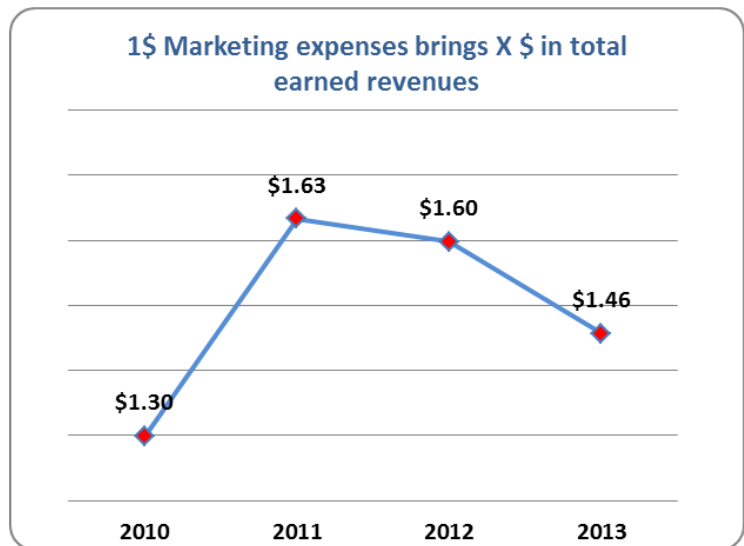


**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

**Financial stability and long term continuity**

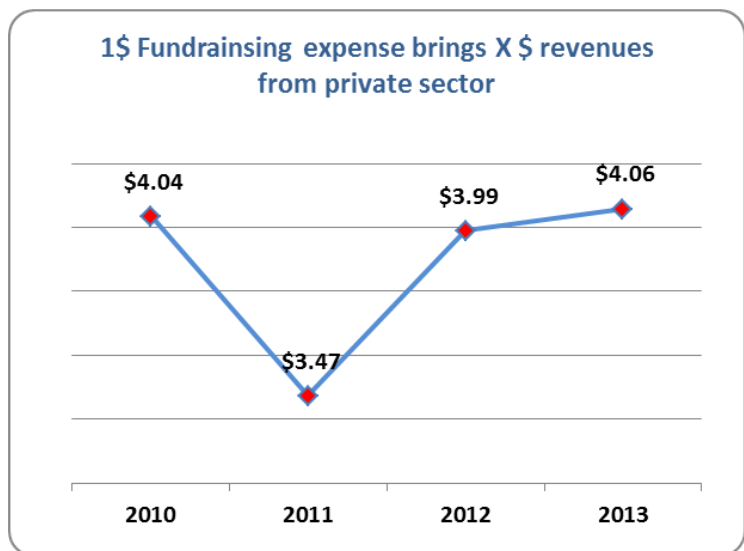
For **each dollar** spent in **marketing** activities, ARCs made **\$1.46** as **total earned revenue**.<sup>19</sup>

In comparison, the same ratio for all CADAC organizations is **\$3.45**.



For **each dollar** spent in fundraising activities in 2013, ARCs earned **\$4.06 in private revenues**.<sup>20</sup>

In comparison, the same ratio for all CADAC organizations is **\$5.00**.





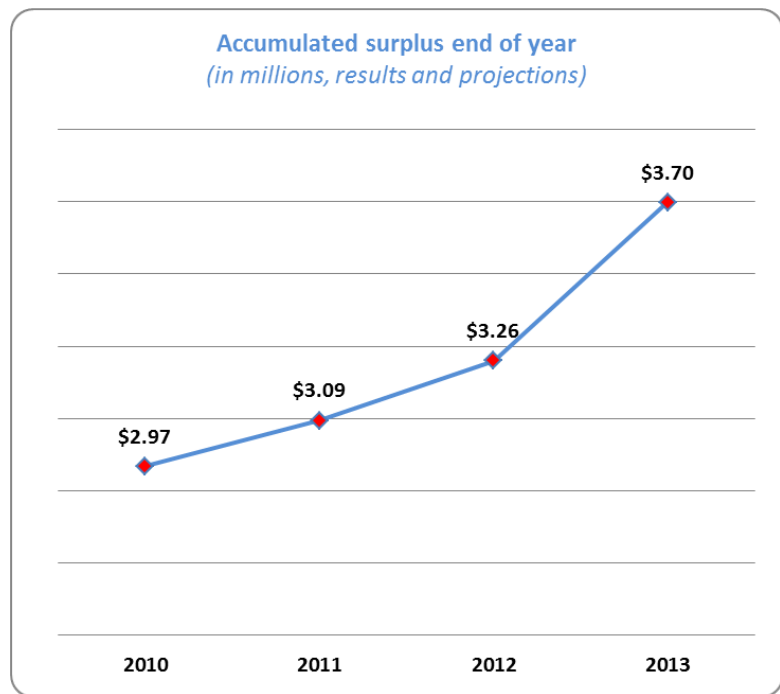
**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

**Administrative costs** accounted for about **24%** of total expenses in 2013. **Artistic expenses** represent generally **49% of total expenses** while **facility operating expenses** represent about **16%** of total expenses.<sup>21</sup>

	2010	2011	2012	2013	2014	2015
Total Artistic Expenses	50%	48%	50%	49%	49%	50%
Total Administration Expenses	24%	24%	23%	24%	22%	22%
Total Facility Operating Expenses	15%	17%	16%	16%	18%	17%

Table 13. Artistic and Administration Expenses

**Solid financial position:** the data for all 75 organizations shows an **increasing accumulated surplus** in the last **4 years**, from \$2.97M in 2010 to \$3.7M in 2013 (24.6%).<sup>22</sup>



The surplus was supported by a good capacity to cover short-term debt with a positive working capital ratio rising from 1.43% in 2012 to 1.54% in 2013.<sup>23</sup> The value of this indicator for all CADAC organizations is 0.92% in 2013.

	2010	2011	2012	2013
Working capital ratio	1.43%	1.38%	1.36%	1.54%

Table 14. Working Capital

The working capital ratio indicates the ability of an organization to meet its payment obligations as they become due. In general, the higher the number the greater an organization’s financial flexibility.



**A Portrait of 75 Artist-Run Centres**  
– Understanding Canadian Arts Through CADAC Data –

Their investment capacity is also evident by a **stable level of the Investment in capital assets** (\$1.3M in 2010 and \$1.5M in 2013) and by the **total of Net Assets** (\$3.6M in 2010 and \$4.5M in 2013).<sup>24</sup>

**Operating margin increased** from **2.86% in 2010** to **3.36% in 2013**, which is much higher than the national benchmark for all CADAC organizations (0.55% in 2013). Revenue growth may have been affected by new accounting standards implemented in 2011-12. Generally, an increase in the operating margin measures the ability of an organization to allocate revenues for future projects.

	2010	2011	2012	2013
Revenue Growth	2.43%	0.24%	3.95%	3.94%
Operating Margin	2.86%	2.11%	1.63%	3.36%
Surplus to Total Assets	4.64%	3.13%	1.41%	3.24%
Debt to Assets	51.47%	69.29%	66.03%	68.04%

Table 15. Financial Health Ratios

The **debt to assets ratio** fluctuated over in the past 3 years ranging from **51.47% in 2010** to **68.04% in 2013** – much lower than the national benchmark for all CADAC organizations at 87.47% in 2013.<sup>25</sup> In 2011, this ratio was affected by new programs implemented by government agencies to support the acquisition and improvement of buildings. Consequently, there is pressure on these 75 ARCs to find additional financial resources to cover their long-term debts.



## A Portrait of 75 Artist-Run Centres

– Understanding Canadian Arts Through CADAC Data –

### Summary

Comparing the financial data of these artist-run centres with similar information for all CADAC organizations, the Research and Evaluation Section observed the following facts that suggest their financial stability:

- A fluctuating yet stable return of marketing and fundraising expenses over the last six years (between \$1.3 and \$1.63 for marketing and between \$3.47 and \$4.06 for fundraising);
- A solid organizational infrastructure that ensures a constant balance between artistic and administrative expenses shown during the four-year timeframe (2010 to 2015);
- The stability of artistic programming, marketing, fundraising and administrative functions and activities ensured an increase in the *Accumulated Surplus* during the four-year timeframe (2010 to 2013);
- The *Working Capital Ratio* (current assets/current liabilities) was positive in the past four years for this group of artist-run centres ranging between 1.36% and 1.54%;
- These organizations have seen an increasing *debt to assets ratio* in the past four years, around 68.04% in 2013, which is lower than the national benchmark for all CADAC organizations at 87.47% in 2013.

**A Portrait of 75 Artist-Run Centres**  
*– Understanding Canadian Arts Through CADAC Data –*

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<sup>1</sup> The information was obtained from the following CADAC lines: 4175 Total Earned Revenue, 4345 Total Private Sector Revenue, 4550 Total Public Sector Revenue, and 4700 Total Revenues.

<sup>2</sup> The information was obtained from the following CADAC lines: 4105 Production admissions and box office from subscriptions / admissions membership or group admissions, 4110 Production admissions and box office from single ticket sales, 4115 Co-productions, 4120 Touring revenue / exhibition rental, 4145 Fees from workshops / classes / conferences / annual meetings / seminars / colloquia, 4150 Revenue from associated school (gross), 4160 Sales, commissions and broadcasting (gross) and 4165 Facilities and equipment rental, sale of works of art.

<sup>3</sup> It is important to note that individual donations include donations of artwork in addition to monetary donations.

<sup>4</sup> The information was obtained from the following CADAC lines: 4305 Individual donations, 4310 Corporate donations, and 4330 Fundraising events (gross).

<sup>5</sup> The information was obtained from adding the following CADAC lines: 5015 Artists' and professional fees, 5110 Artistic salaries

<sup>6</sup> The information was obtained from the following CADAC line: 2325 Total number of Canadian artists.

<sup>7</sup> The information was obtained from the following CADAC lines: 5105 Artists' and professional fees, 5110 Artistic salaries - permanent and temporary employees, 5125 Production / technical salaries - permanent and temporary employees, 5130 Production / technical services professional fees, 5205 Facility operating salaries - permanent and temporary employees, 5210 Facility operating professional fees, 5305 Marketing and communications salaries - permanent and temporary employees, 5310 Marketing and communications professional fees, 5405 Fundraising salaries - permanent and temporary employees, 5410 Fundraising professional fees, 5505 Administrative salaries - permanent and temporary employees, 5510 Administrative professional fees and 5600 Total Expenses.

<sup>8</sup> The information was obtained from the following CADAC lines: 2360 Number of full-time equivalent (FTE) artistic, exhibition, production, programming and technical staff, 2385 Number of full-time equivalent (FTE) administrative, facility, marketing, communications and fundraising staff, and 2405 Total Full-Time Equivalent Staff.

<sup>9</sup> The information was obtained from the following CADAC lines: 5140 Exhibition / programming / production / distribution (media arts) / special projects expenses, 5145 Loan and acquisition of works of art / performance, 5150 Touring / circulation expenses, 5155 Professional development programming for arts community, 5160 Expenses of associated school (gross), 5165 Catalogues / documentation / publications, 5170 Collections management, 5175 Education, audience development and outreach, 5180 Advocacy (arts service organizations only), 5185 Member communications (arts service organizations only), 5187 Membership and Registration, and 5190 Other artistic, program, and services expenses.

<sup>10</sup> The information was obtained from the following CADAC lines: 1140 Total Number of Public Performances produced by your organization, 1545 Total Attendance/ Participants at Public Performances produced by your organization, 4105 Production admissions and box office from subscriptions / admissions membership or group admissions, 4110 Production admissions and box office from single ticket sales, and 2350 Total Number of Artists.

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<sup>11</sup> The information was obtained from the following CADAC lines: 1235 Number of exhibitions organized and/or curated by your organization and presented in your province/territory, 1240 Number of exhibitions organized and/or curated by your organization and presented in other provinces and territories, 1245 Number of exhibitions organized and/or curated by your organization and presented internationally, 1250 Total number of exhibitions originating from your organization presented outside your city / town / reserve, 1260 Number of exhibitions organized and/or curated by your organization in a public space and also disseminated using the internet and 1265 Number of exhibitions disseminated exclusively using the internet.

<sup>12</sup> The information was obtained from the following CADAC lines: 1190 Total number of Canadian works performed and 1205 Total Number of Works Performed.

<sup>13</sup> The information was obtained from the following CADAC line: 1275 Number of exhibitions co-produced.

<sup>14</sup> The information was obtained from the following CADAC lines: 2130 Number of professional training programs, 2140 Number of professional development activities, 2135 Number of participants in professional training programs and 2145, Number of participants in professional development activities, 2215 Number of artist-in-residence projects on line 2185 that include public engagement and 2220 Number of public participants in artist-in-residence projects that include public engagement.

<sup>15</sup> The information was obtained from the following CADAC lines: 2155 Total Number of Arts Education and Arts Learning Activities, 2160 Total Attendance at/Number of Participants in Arts Education and Arts Learning Activities, 1420 Total Number of Community Arts Activities, 1670 Total Number of Participants in Community Arts Activities and 1700 Total Attendance at Community Arts Activities. In Table 10 data on attendance has been adjusted.

<sup>16</sup> The information was obtained from the following CADAC lines: 2040 Number of activities in which children create work, 2050 Number of activities specifically designed for children, 2075 Number of activities in which youth create work, and 2085 Number of activities specifically designed for youth, and their participation.

<sup>17</sup> The information was obtained from the following CADAC lines: 1950 Total number of individual members, 1960 Total number of organizational members and 4155 Membership dues or fees.

<sup>18</sup> The information was obtained from the following CADAC lines: 2425 Total Number of Volunteers and 2430 Estimated number of hours worked by all volunteers.

<sup>19</sup> Calculation using CADAC lines: 4175 for Total Earned Revenues / 5330 Total Marketing and Communications Expenses.

<sup>20</sup> Calculation using CADAC lines: 4345 Total Private Sector Revenue / 5425 Total Fundraising Expenses.

<sup>21</sup> Calculation using CADAC lines: 5235 Total Facility Operating Expenses or 5195 Total Artistic Expenses or 5525 Total Administration Expenses / 5600 Total Expenses.

<sup>22</sup> The information was obtained from the following CADAC line: 6215 Accumulated surplus or (deficit), end of year.

<sup>23</sup> The information was obtained from the following CADAC line: 6360 Working capital ratio.





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<sup>24</sup> The information was obtained from the following CADAC line: 6315 Invested in Capital / fixed assets and 6340 Total Net Assets.

<sup>25</sup> Calculation using CADAC lines:

Revenue Growth: (Annual % growth in total revenues) =  $\frac{\text{Total Revenues } t - \text{Total Revenues } t-1}{\text{Total Revenues } t-1}$

Operating margin: (Ratio of surplus to total revenues) =  $\frac{4700 \text{ Total Revenues} - 5600 \text{ Total Expenses}}{4700 \text{ Total Revenues}}$

Measures the ability/willingness to allocate revenues to future periods. A negative value is a strong indicator of financial distress.

Surplus to Total Assets (Operating surplus generated by each dollar of assets) =  $\frac{4700 \text{ Total Revenues} - 5600 \text{ Total Expenses}}{6275 \text{ Total Assets}}$

A higher ratio indicates that investments in assets are generating a higher surplus. A low ratio might cause an increase in the cost of capital. A negative ratio is a strong indicator of financial distress.

Debt to Assets (Measure of leverage) =  $\frac{6300 \text{ Total Liabilities}}{6275 \text{ Total Assets}}$

A measure of total liabilities relative to total assets. A high/increasing value may indicate future problems with solvency, the ability to pay debts as they come due. A ratio less than 1 is considered favorable; A high or increasing value may indicate future problems with solvency.



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**Appendix**

The organizations included in this report are:

<b>Legal Name (as registered in CADAC)</b>	<b>City</b>	<b>Province/Territory</b>
221A	Vancouver	British Columbia
3e impérial, Centre d'essai en arts visuels	Granby	Quebec
A Space Gallery	Toronto	Ontario
Access Gallery	Vancouver	British Columbia
aceartinc.	Winnipeg	Manitoba
Action Art Actuel	Saint-Jean-sur-Richelieu	Quebec
AKA Gallery Inc.	Saskatoon	Saskatchewan
Art Metropole	Toronto	Ontario
Artcite Inc.	Windsor	Ontario
articule	Montreal	Quebec
Artspace	Peterborough	Ontario
Artspeak	Vancouver	British Columbia
ARTsPLACE	Annapolis Royal	Nova Scotia
Atelier Imago Inc.	Moncton	New Brunswick
AXENÉO7	Gatineau	Quebec
Centre Bang	Chicoutimi	Quebec
Centre d'art et de diffusion CLARK	Montreal	Quebec
Centre d'artistes Caravansérail	Rimouski	Quebec
Centre d'artistes Vaste et Vague	Carleton-sur-Mer	Quebec
Centre des arts actuels Skol	Montreal	Quebec
Centre SAGAMIE	Alma	Quebec
DARE-DARE, Centre de diffusion d'art multidisciplinaire de Montréal Inc.	Montreal	Quebec
Dazibao	Montreal	Quebec
Definitely Superior Art Gallery	Thunder Bay	Ontario
Eastern Edge	St. John's	Newfoundland and Labrador
ENGRAMME	Quebec	Quebec
Est-Nord-Est, résidence d'artistes	Saint-Jean-Port-Joli	Quebec
Eyelevel Gallery	Halifax	Nova Scotia
FADO	Toronto	Ontario
Galerie B-312	Montreal	Quebec
Galerie du Nouvel-Ontario	Sudbury	Ontario



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<b>Legal Name (as registered in CADAC)</b>	<b>City</b>	<b>Province/Territory</b>
Galerie Sans Nom	Moncton	New Brunswick
Galerie SAW Gallery	Ottawa	Ontario
Gallery 101 - Galerie 101	Ottawa	Ontario
Gallery 44 Centre for Contemporary Photography	Toronto	Ontario
Gallery Connexion	Fredericton	New Brunswick
Gallery TPW	Toronto	Ontario
Grunt Gallery	Vancouver	British Columbia
Khyber Arts Society	Halifax	Nova Scotia
L'Écart	Rouyn-Noranda	Quebec
L'Oeil de Poisson	Quebec	Quebec
La Centrale Galerie Powerhouse	Montreal	Quebec
La Chambre Blanche	Quebec	Quebec
Langage Plus	Alma	Quebec
Latitude 53 Contemporary Visual Culture	Edmonton	Alberta
Les Éditions Intervention	Quebec	Quebec
Maison de l'Architecture du Québec - Monopoli	Montreal	Quebec
Malaspina Printmakers	Vancouver	British Columbia
Manitoba Printmakers Association Inc.	Winnipeg	Manitoba
Mentoring Artists for Womens Art	Winnipeg	Manitoba
Mercer Union	Toronto	Ontario
Modern Fuel Artist-Run Centre	Kingston	Ontario
Niagara Artists' Centre	St. Catharines	Ontario
Okanagan Artists Alternative Association	Kelowna	British Columbia
Open Sky Creative Society	Fort Simpson	Northwest Territories
Open Space	Victoria	British Columbia
Optica, un centre au service de l'art contemporain	Montreal	Quebec
Or Gallery	Vancouver	British Columbia
Sakewewak Artists' Collective	Regina	Saskatchewan
SAVAC (South Asian Visual Arts Centre)	Toronto	Ontario
Society of Northern Alberta Print Artists	Edmonton	Alberta
St. Michael's Printshop	St. John's	Newfoundland and Labrador
Stride Art Gallery Association	Calgary	Alberta
Struts Gallery	Sackville	New Brunswick
The Forest City Gallery	London	Ontario
The new gallery	Calgary	Alberta



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<b>Legal Name (as registered in CADAC)</b>	<b>City</b>	<b>Province/Territory</b>
Tribe, A Centre for Evolving Aboriginal Media, Visual & Performing Arts Inc	Saskatoon	Saskatchewan
TRUCK Contemporary Art in Calgary	Calgary	Alberta
UNIT/PITT Projects	Vancouver	British Columbia
Urban Shaman Gallery	Winnipeg	Manitoba
VOX, centre de l'image contemporaine	Montreal	Quebec
VU centre de diffusion et de production de la photographie	Quebec	Quebec
Western Front Exhibitions	Vancouver	British Columbia
Womens Art Resource Centre-WARC	Toronto	Ontario
YYZ Artists' Outlet	Toronto	Ontario