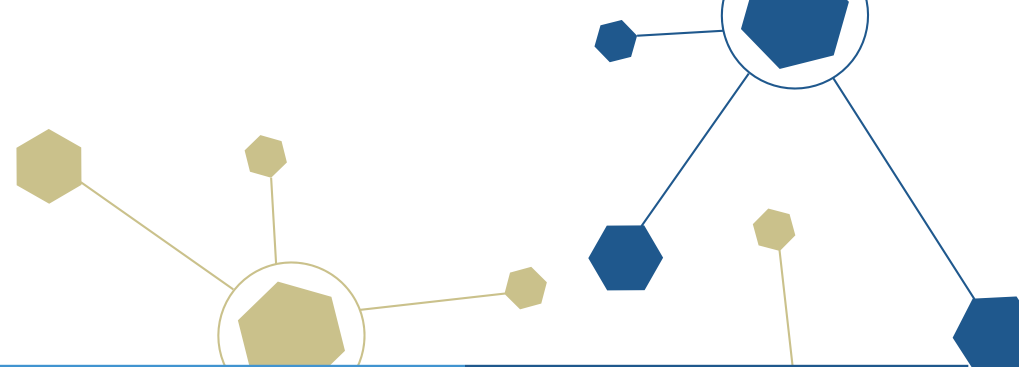


# 2013 Visual Arts facts using CADAC data

## A Portrait of 77 Art Museums and Public Galleries in Canada



Economic impact	Canadian arts reaching audiences	Access to the arts	Public participation and support
<ul style="list-style-type: none"> <li>• More than <b>\$110M</b> in public investment and <b>\$50M</b> in private support went to these museums and galleries</li> <li>• <b>\$63M</b> was generated through earned revenues, almost half (47%) from sales, commissions, broadcasting, facilities and equipment rental and the sale of works of art</li> <li>• For each dollar spent on marketing activities, these museums and galleries earned <b>\$3.13</b> as total earned revenue. For each dollar spent on fundraising activities, museums and galleries earned <b>\$3.81</b> in private revenues</li> <li>• <b>\$116.7M</b> - just less than half of total expenses - was paid in salaries and professional fees</li> <li>• <b>54%</b> of work positions were full-time</li> <li>• The workforce supporting creative activity grew by <b>17%</b> since 2011</li> <li>• Good financial position: accumulated surplus increased by <b>32%</b> in the last 4 years and a decreasing debt to assets ratio, <b>65%</b> in 2011 to <b>55%</b> in 2013</li> </ul>	<ul style="list-style-type: none"> <li>• <b>8,463</b> artists were featured in <b>907 local</b> exhibitions attracting more than <b>4.4M</b> in attendance</li> <li>• More than <b>four of every five</b> artists exhibited was Canadian (81%)</li> <li>• Increase in coproduced exhibitions: <b>114</b> exhibitions were co-produced in 2013 (over <b>12%</b> of total exhibitions) compared to 81 exhibitions in 2010</li> <li>• <b>132</b> exhibitions were presented nationally attracting over <b>1.4M</b> attendees and <b>18</b> international exhibitions brought in over <b>800,000</b> in attendance</li> <li>• There was a significant increase in the number of exhibitions disseminated using the internet, <b>26 in 2010</b> and <b>63 in 2013</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>38%</b> of total arts education and arts learning activities were designed for children, and more than <b>10%</b> for youth</li> <li>• These arts education activities drew more than <b>630K</b> attendees and participants</li> <li>• <b>13%</b> increase in activities during which children and youth create works (<b>7,854</b> in 2011 to <b>8,884</b> in 2013), with a total participation of 350 000</li> <li>• <b>6,000</b> participants in the <b>237</b> professional training and development programs created by these art museums and galleries</li> </ul>	<ul style="list-style-type: none"> <li>• <b>29%</b> of private revenue was generated from individual donations</li> <li>• Some <b>7,600</b> volunteers collectively contributed <b>370,000</b> hours of their time</li> <li>• <b>15,500</b> participants in <b>72</b> artist-in-residence projects that included public engagement</li> <li>• More than <b>1.3M</b> in attendance and participants in <b>30,217</b> arts education and arts learning activities that add value to the artistic programming activities</li> </ul>





Canada Council  
for the Arts

Conseil des arts  
du Canada



# Understanding Canadian Arts Through CADAC Data: A Portrait of 77 Art Museums and Public Art Galleries

Research and Evaluation Section

03-20-2015

Bringing the arts to life  
De l'art plein la vie

For more information please contact:



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**A Portrait of 77 Art Museums / Public Art Galleries**  
– *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. All art museums and galleries reporting in CADAC are professional not-for-profit organizations.

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 art museums and public galleries that receive recurring funding from the Visual Arts Section of the Canada Council for the Arts; these statistics do not include data from all art museums and public galleries in Canada (see appendix for complete list of organizations included).
- As Quebec is not a partner there is a gap in data from this province. This said, the Canada Council for the Arts funds Quebec-based art museums and public galleries, therefore, the data does include some statistics from Quebec. The majority of Quebec art museums and galleries that receive Canada Council operating grants also receive operating grants through the Conseil des arts et des lettres du Québec (CALQ).
- Data collected for this report is as of December 22, 2014. 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 77 Art Museums / Public Art Galleries**  
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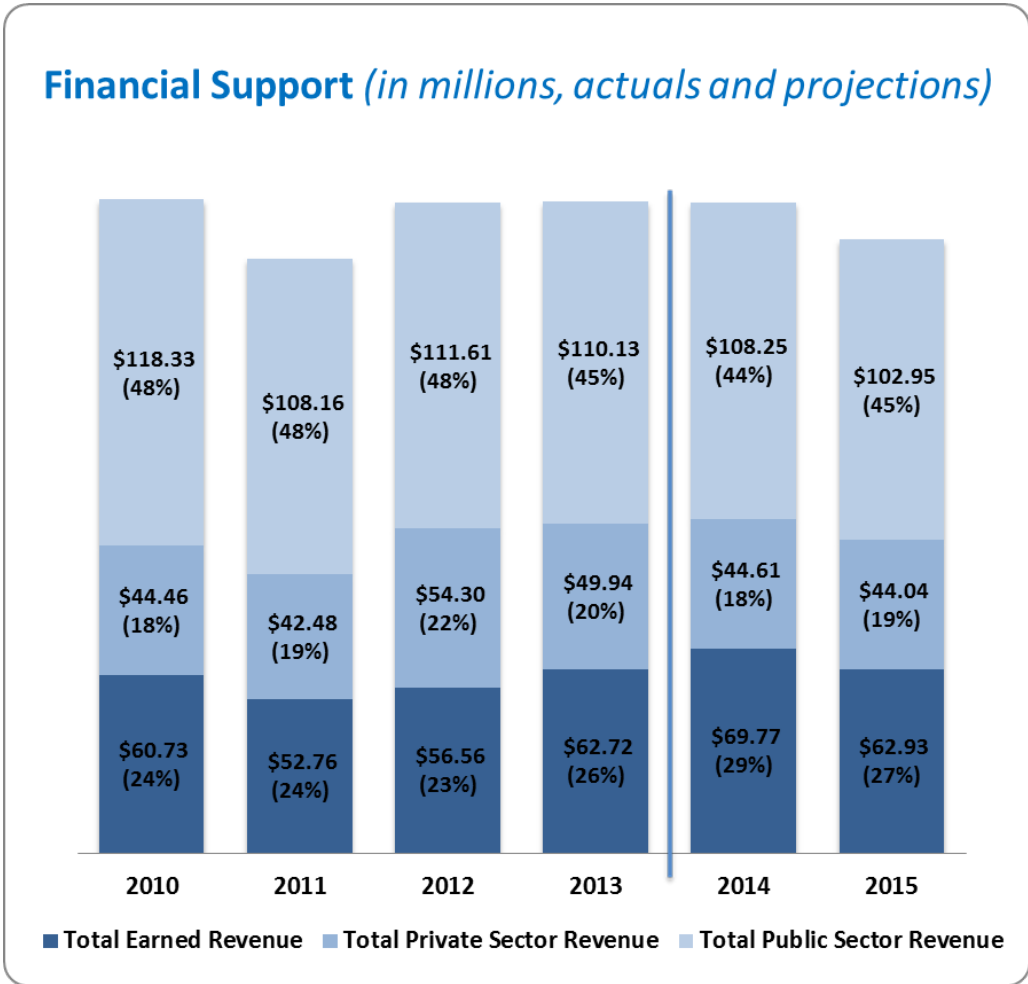
- Financial figures from CADAC are reconciled, while statistical data are not validated and represent what is reported by organizations and may include double counting. Data was removed, in rare instances, when the exceptional circumstance of one organization skews the overall picture of the whole group 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 18). 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 77 Art Museums / Public Art Galleries**  
– Understanding Canadian Arts Through CADAC Data –

**Economy**

**Growth through earned revenue:** in 2013, public funders contributed over **\$110 million** to 77 art museums and public art galleries across Canada. The contribution of public support to operating budgets decreased from 48% of total revenues in 2010 to 45% in 2013; this trend is projected to continue in 2015. This decrease was compensated by an increase in earned revenues which went from 24% in 2010 to 26% of total revenue in 2013 and is projected at 27% in 2015. These organizations generated almost **\$63 million** through **earned revenues** and **\$50 million** from **private support** in 2013.<sup>1</sup>

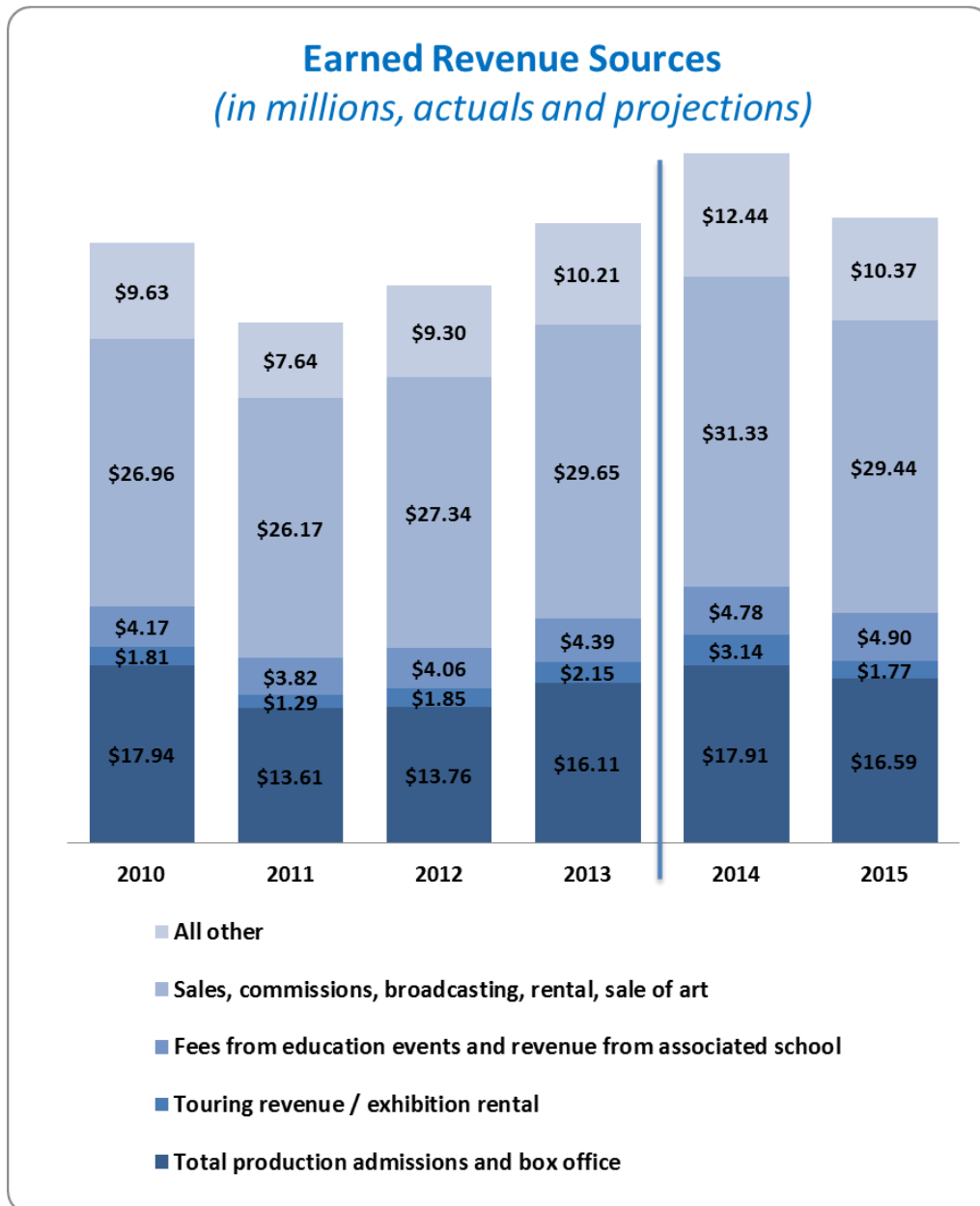


**Canada Council** revenue as a percent of total revenues remained stable between **3%** and **4%** in the past 4 years.



**A Portrait of 77 Art Museums / Public Art Galleries**  
– Understanding Canadian Arts Through CADAC Data –

The majority of **earned revenue (\$30M or 47%)** for these 77 art museums and public galleries came from sales, commissions, broadcasting, facilities and equipment rental and the sale of works of art in 2013.<sup>2</sup> This was followed by total production admissions and box office revenue (\$16M or 26%).

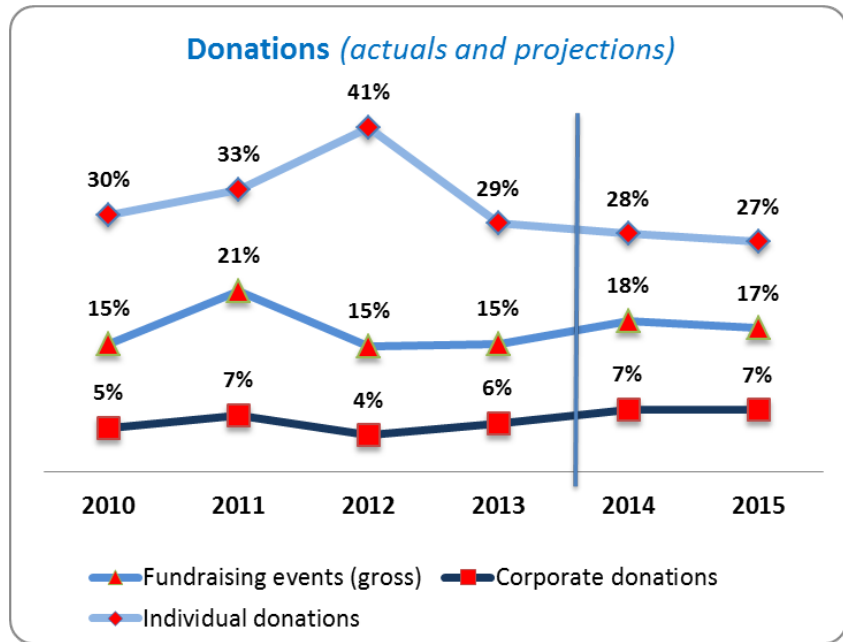






**A Portrait of 77 Art Museums / Public Art Galleries**  
 – Understanding Canadian Arts Through CADAC Data –

**Strong support from individuals:**<sup>3</sup> in 2013, **29% of private support** was generated from **individual donations.**<sup>4</sup> Other sources of private revenues, i.e., fundraising events and corporate donations were relatively stable over the past 4 years. In comparison, for all organizations in CADAC, donations from individuals comprised 28% of private support in 2013.



Artists and cultural workers earned more than **\$38 million in fees and salaries,**<sup>5</sup> which accounts for **40% of the total artistic expenses** in 2013. In general, artists’ fees are paid to artists for the exhibition and presentation of their work. Artistic salaries are paid to cultural workers who may or may not also be professional artists.

	2010	2011	2012	2013
Artists' & cultural workers earnings (millions)	\$34.78	\$36.10	\$37.94	\$38.95
% of Total Artistic Expenses	37%	41%	39%	40%
Total number of artists & culture workers to whom the organizations paid artists' fees and salaries	2,824	3,398	4,157	3,839

Table 1. Number of artists’ and culture workers and earnings

In 2013, more than **seven of every eight (87%)** artists who received artist fees from these art museums and galleries were Canadian (**3,330**).<sup>6</sup>



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In 2013, more than **\$116 million** – just less than half of total expenses – was paid as **salaries and professional fees**. This is below the percent of total expenses that exists at the level of **all organizations in CADAC (55% of total expenses in 2013)**.<sup>7</sup>

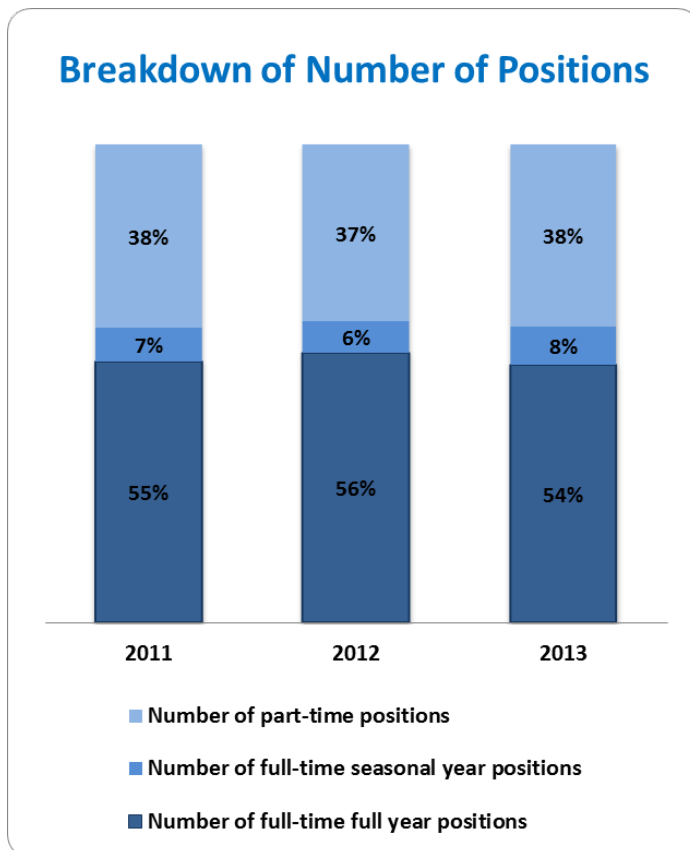
	2010	2011	2012	2013
Total salaries and professional fees paid	\$105.75	\$110.01	\$113.94	\$116.73
% in Total Expenses	45%	48%	47%	47%

Table 2. Salaries and professional fees (in millions, actuals)

In 2013, **\$45.3 million** – about 18% of total expenses – was paid as **programming expenses** such as exhibitions, catalogues and memberships, which is higher than the level of **all organizations in CADAC (10.11% of total expenses in 2013)**.<sup>8</sup>

	2010	2011	2012	2013
Total programming expenses	\$47.89	\$39.63	\$47.02	\$45.26
% in Total Expenses	20%	17%	19%	18%

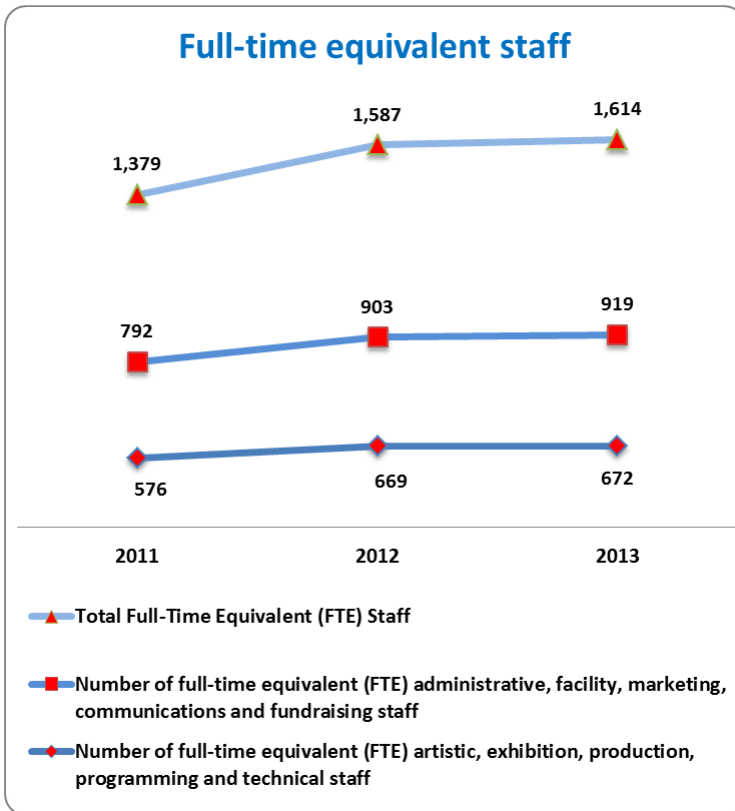
Table 3. Total programming expenses - production costs (in millions, actuals)



More than half of the overall workforce positions of this group of art museums and galleries were **full-time**.



**A Portrait of 77 Art Museums / Public Art Galleries**  
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This group has a total of **1,614 full-time equivalent (FTE) staff across Canada.**<sup>9</sup> This workforce **grew by 17%** since 2011.



**A Portrait of 77 Art Museums / Public Art Galleries**  
– *Understanding Canadian Arts Through CADAC Data* –

**Summary**

These 77 art museums and galleries raised their total earned revenues from \$60M in 2010 to \$63M in 2013, representing the increasing contribution of these revenues from 24% to 26% of the total revenues in the same period. Support from the private sector remained fairly stable at \$44.5M in 2010 and \$50M in 2013, representing 18% and 20% of total revenues respectively and is projected in 2015 to be \$44M (19% of total revenues). Public funding decreased slightly from \$118M in 2010 to \$110M in 2013 and the contribution of this funding as a percentage of total revenues decreased from 48% to 45% in the same period and is projected to decrease to \$103M in 2015 (remaining at 45% of total revenues in 2015).

Private support remained fairly stable with individual donations being \$13.5M in 2010 representing 30% of private support and \$14.6M in 2013 (29% of private support). Individual donations are projected at \$11.9M in 2015 (27% of private support). In comparison, the same type of contribution from individuals in 2013 was about 28% for all organizations in CADAC.

In terms of employment, there is a stable contribution from all of these art museums and galleries to their employees in the past three years: the creative workforce grew by 17% since 2011; the percentage distribution of full-time and part-time positions stayed about the same between 2011 and 2013.

More than \$116M was paid as salaries and professional fees, which represents 47% of total expenses in 2013. These 77 art museums and galleries paid artists fees to 3,330 Canadian artists (87% of all artists receiving fees).



**A Portrait of 77 Art Museums / Public Art Galleries**  
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**Public Participation: Local, National, International and Online**

In 2013, **8,436 artists** were featured (81% of which are Canadian) in **907 local exhibitions**, attracting over **4.4 million 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	679	872	901	907
Attendance at exhibitions organized and/or curated by your organization and presented in your city / town / reserve	3,725,781	3,919,642	4,240,962	4,425,891
Production admissions and box office from subscriptions / admissions membership, group admissions or single ticket sales	\$17,935,527	\$13,613,178	\$13,756,564	\$16,112,375

Table 5. Exhibitions, attendance and revenues

Of the 1,057 total exhibitions, the majority were presented locally (907 or 86%). There were also a significant amount of **regional/national exhibitions** (132 or 12.5%) and **international exhibitions** (18 or 1.7%) presented in 2013. In the visual arts, the number of exhibitions disseminated using the **internet** increased 142% since 2010. Touring revenue accounted for 3.4% of total earned revenues in 2013.

	2010	2011	2012	2013
Number of exhibitions organized and/or curated by your organization and presented nationally	96	149	142	132
Attendance at exhibitions organized and/or curated by your organization and presented nationally	690,043	1,275,532	1,168,032	1,410,500
Number of exhibitions organized and/or curated by your organization and presented internationally	12	15	18	18
Attendance at exhibitions organized and/or curated by your organization and presented internationally	787,431	393,142	484,045	813,702
Touring revenue / exhibition rental	\$1,813,637	\$1,294,784	\$1,845,833	\$2,150,535
Number of exhibitions organized and/or curated by your organization disseminated using the internet (including those also in a	26	36	51	63

Table 6. National, international and online exhibitions

**A Portrait of 77 Art Museums / Public Art Galleries**  
– Understanding Canadian Arts Through CADAC Data –

Canadian artists represent **81%** of all artists exhibited in 2013.<sup>11</sup>

	2010	2011	2012	2013
Total Number of Artists Exhibited	6,488	9,596	8,477	8,436
Total number of <b>Canadian</b> artists exhibited	4,789	6,986	7,093	6,825
	74%	73%	84%	81%

Table 7. Canadian artists

In 2013, **114 exhibitions** were **co-produced** (12.5% of total exhibitions organized/curated).

	2010	2011	2012	2013
Number of exhibitions co-produced	81	113	128	114

Table 8. Co-productions

In 2013, there were more than **1.3 million participants** at **30,217 arts education** activities adding value to artistic programming activities.<sup>12</sup>

	2010	2011	2012	2013
Total Number of Arts Education and Arts Learning Activities	26,627	28,724	29,432	30,217
Total Attendance at/Number of Participants in Arts Education and Arts Learning Activities	861,307	1,152,010	1,217,962	1,313,129

Table 9. Arts education and Arts Learning activities

In 2013, **38%** of all **arts education and arts learning activities** were designed for **children**, and **10%** for **youth**.<sup>13</sup> Over 630,000 attended and/or participated in these arts education activities.

	2010	2011	2012	2013
Percentage of total activities for children	34%	38%	36%	38%
Percentage of total activities for youth	7%	9%	9%	10%

Table 10. Arts education activities for children and youth as a percentage of total activities

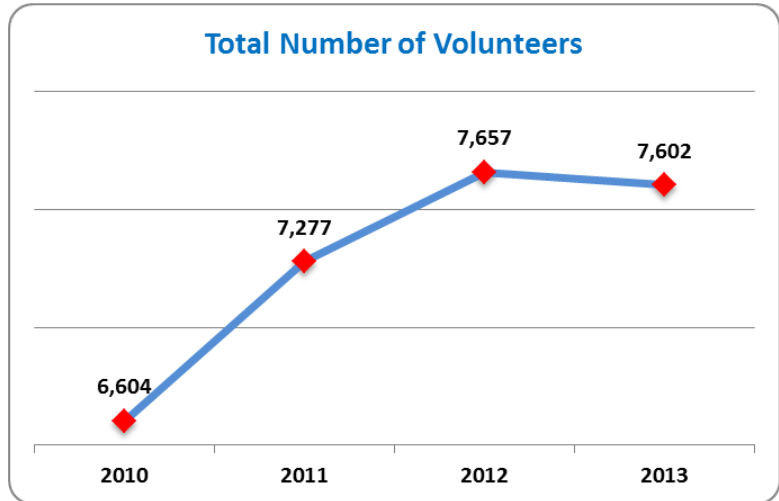
Between **2010** and **2013**, there was a **13% increase of the activities** in which **children and youth create works** (from 7,854 to 8,884). These activities attracted over 350,000 children and youth participants in 2013.

In 2013, there were **over 6,000 participants** in **237 professional training and development programs** produced by these museums and galleries.<sup>14</sup> Also, there were **15,500 participants** in **72 artist-in-residence projects** that included public engagement.<sup>15</sup>



**A Portrait of 77 Art Museums / Public Art Galleries**  
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**15% increase** in **volunteers** offering support over the past four years. In 2013, **7,602 volunteers** collectively contributed **370,000 hours** of their time to support art museums and galleries.<sup>16</sup> In 2013, the annual average for the 56 art museums and galleries that reported data in CADAC was 117 volunteers working 5,523 hours per organization. In comparison, for all CADAC organizations, the average was 112 volunteers working 3,420 hours.





**A Portrait of 77 Art Museums / Public Art Galleries**  
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**Summary**

Canadian art and culture is strongly promoted by these art museums and public galleries; 78% of the artists exhibited each year between 2010 and 2013 were Canadian. More than \$16M was generated in admission sales and subscriptions representing 25.7% of total earned revenues. There were 8,436 artists exhibited in total exhibitions that attracted over 4.4M attendees in 2013.

Of note, the data show increased public attendance coupled with stable box office revenues.

In 2013, 907 exhibitions were presented locally. In addition, 132 exhibitions were presented nationally and 18 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), 26 in 2010 and 63 in 2013.

The arts education and arts learning activities, especially for children and youth, represent a large part of activity that supports the connection of these art museums and galleries with their communities; more than 630,000 children and youth participants took part in these activities.

The programming and arts education activities were well supported by the involvement of 7,602 volunteers.



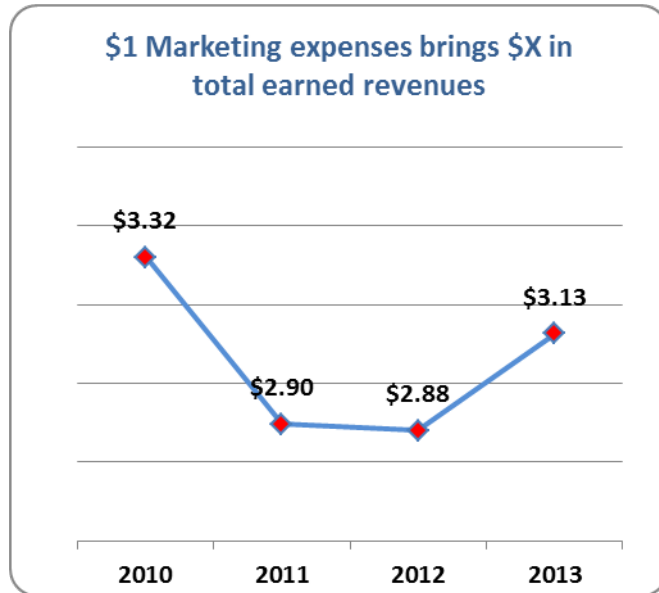


**A Portrait of 77 Art Museums / Public Art Galleries**  
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**Financial stability and long term continuity**

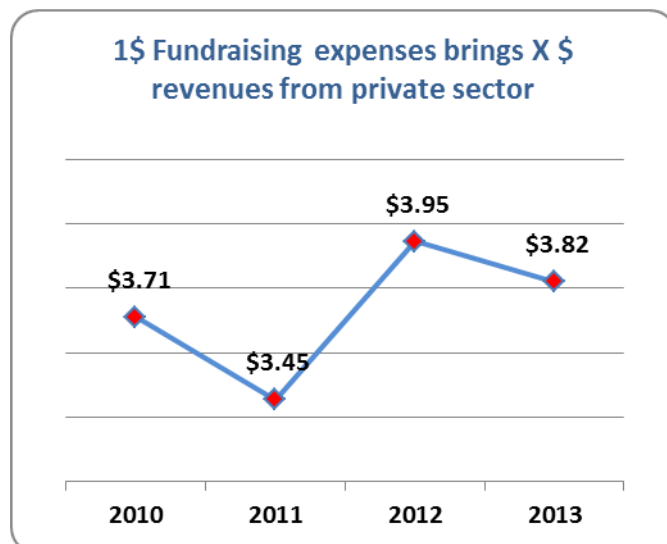
For **each dollar** spent in **marketing** activities, art museums and galleries made **\$3.13** as **total earned revenue**.<sup>17</sup>

The value of the same ratio for all CADAC organizations is **\$3.45**.



For **each dollar** spent in fundraising activities in 2013, art museums and galleries earned **\$3.82 in private revenues**.<sup>18</sup>

The value of the same ratio for all CADAC organizations is **\$5.00**.





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**Administrative costs** for organizations with revenues up to \$15M consistently accounted for about **21%** of total expenses. **Artistic expenses** represent generally **45% of total expenses**<sup>19</sup> while **facility operating expenses** represent about 21% of total expenses.

	2010	2011	2012	2013	2014	2015
Total Artistic Expenses	46%	44%	45%	46%	45%	44%
Total Administration Expenses	21%	22%	22%	21%	21%	22%
Total Facility Operating Expenses	21%	22%	21%	21%	22%	22%

Table 11. Artistic, administration and facility operating expenses as a percentage of total expenses (organizations with revenues up to \$15M)

Table 11 and 12 demonstrate that organizations with smaller revenues, up to \$15M, see a larger percentage of their total expenses dedicated towards artistic expenses compared to administrative expenses (46% versus 21% respectively in 2013). This is in contrast to organizations with larger revenues, from \$15M to \$61M, where artistic and administrative expenses are more equally allocated (33% and 29% of total expenses respectively in 2013).

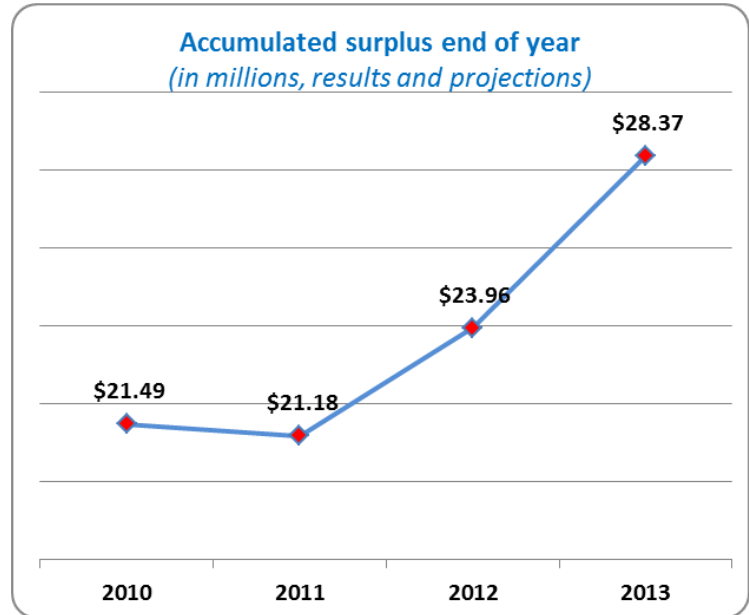
	2010	2011	2012	2013	2014	2015
Total Artistic Expenses	35%	34%	36%	33%	33%	33%
Total Administration Expenses	28%	29%	27%	29%	30%	29%
Total Facility Operating Expenses	23%	24%	23%	23%	22%	23%

Table 12. Artistic, Administration and Facility Operating Expenses as a Percentage of Total Expenses (organizations with revenues from \$15M to \$61M)



**A Portrait of 77 Art Museums / Public Art Galleries**  
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**Solid financial position:** the data for all 77 organizations shows an **increasing accumulated surplus** in the last 4 years, from \$21.49M in 2010 to \$28.37M in 2013, an increase of 32%.<sup>20</sup>



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.

	2010	2011	2012	2013
Working capital ratio	0.96%	0.84%	0.89%	0.95%

Table 13. Working Capital

The working capital ratio is less than one per cent in the last 4 years ranging between 0.84% to 0.95%.<sup>21</sup> A ratio of less than 1% indicates financial vulnerability regarding the organizations capacity to cover its short-term payables. The value of this indicator for all CADAC organizations is 0.92% in 2013.

Despite this, a positive financial situation is evident by a **stable level of investment in capital assets** (between \$206M and \$211M from 2010 to 2013) and by the **total of Net Assets** (between \$401M and \$450M for the same timeframe).<sup>22</sup>



**A Portrait of 77 Art Museums / Public Art Galleries**  
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**Operating margin increased** from **0.89%** in **2011** to **1.68%** in **2013**, which is 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.

	<b>2011</b>	<b>2012</b>	<b>2013</b>
Revenue Growth	-8.58%	17.55%	-7.55%
Operating Margin	0.89%	10.53%	1.68%
Surplus to Total Assets	1.48%	0.27%	1.86%
Debt to Assets	65.04%	57.53%	54.89%

*Table 14. Financial Health Ratios*

The **debt to assets ratio** improved in the past 3 years decreasing from **65.04%** in **2011** to **54.89%** in **2013** – much lower than the national benchmark for all CADAC organizations at **87.47% in 2013**.<sup>23</sup> In other words, we notice an increase in the capacity of this group of 77 art museums and public arts galleries to cover their debts and to reduce the financial pressure determined by their level of debt.



**A Portrait of 77 Art Museums / Public Art Galleries**  
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**Summary**

Comparing the financial data of these art museums and galleries 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 between 2010 and 2013 (between \$2.90 and \$3.32 for marketing and between \$3.45 and \$3.95 for fundraising);
- A solid organizational infrastructure that ensures a constant balance between artistic and administrative expenses shown during the six-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 less than one per cent in the past four years for this group of art museums and galleries ranging between 0.84% and 0.96%;
- These organizations have seen a decreasing *debt to assets ratio* in the past three years, around 54.89% in 2013, which is better than the national benchmark for all CADAC organizations at 87.47% in 2013.

**A Portrait of 77 Art Museums / Public Art Galleries**  
– *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. In 2012 financial and statistical data was affected by one organization receiving a one-time substantial donation to their collection and have not been included in this report.
- <sup>2</sup> The information was obtained from the following CADAC lines: 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: 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>9</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>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.
- <sup>11</sup> The information was obtained from the following CADAC lines: 1190 Total number of Canadian works performed and 1205 Total Number of Works Performed.

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<sup>12</sup> The information was obtained from the following CADAC lines: 2155 Total Number of Arts Education and Arts Learning Activities and 2160 Total Attendance at/Number of Participants in Arts Education and Arts Learning Activities.

<sup>13</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>14</sup> The information was obtained from the following CADAC lines: 2130 Number of professional training programs and 2140 Number of professional development activities; and 2135 Number of participants in professional training programs and 2145 Number of participants in professional development activities.

<sup>15</sup> The information was obtained from the following CADAC lines: 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>16</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>17</sup> Calculation using CADAC lines: 4175 for Total Earned Revenues / 5330 Total Marketing and Communications Expenses.

<sup>18</sup> Calculation using CADAC lines: 4345 Total Private Sector Revenue / 5425 Total Fundraising Expenses. This excludes data from one organization that received a large private donation in 2012.

<sup>19</sup> Calculation using CADAC lines: 5195 Total Artistic Expenses or 5525 Total Administration Expenses / 5600 Total Expenses.

<sup>20</sup> The information was obtained from the following CADAC line: 6215 Accumulated surplus or (deficit), end of year. This table excludes one organization-

<sup>21</sup> The information was obtained from the following CADAC line: 6360 Working capital ratio.

<sup>22</sup> The information was obtained from the following CADAC line: 6315 Invested in Capital / fixed assets and 6340 Total Net Assets.

<sup>23</sup> Calculation using CADAC lines:

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

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

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) =  $\frac{(4700 \text{ Total Revenues} - 5600 \text{ Total Expenses})}{6275 \text{ Total Assets}}$



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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) = 6300 Total Liabilities / 6275 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>
Agnes Etherington Art Centre	Kingston	Ontario
Art Gallery of Alberta	Edmonton	Alberta
Art Gallery of Greater Victoria	Victoria	British Columbia
Art Gallery of Guelph	Guelph	Ontario
Art Gallery of Hamilton	Hamilton	Ontario
Art Gallery of Mississauga	Mississauga	Ontario
Art Gallery of Nova Scotia	Halifax	Nova Scotia
Art Gallery of Ontario	Toronto	Ontario
Art Gallery of Southwestern Manitoba	Brandon	Manitoba
Art Gallery of Sudbury/Galerie d'art de Sudbury	Sudbury	Ontario
Art Gallery of Windsor	Windsor	Ontario
Art Gallery of York University	Toronto	Ontario
BC Photography and Media Arts Society	North Vancouver	British Columbia
Beaverbrook Art Gallery	Fredericton	New Brunswick
CAG Contemporary Art Gallery Society of British Columbia	Vancouver	British Columbia
Cambridge Public Library	Cambridge	Ontario
Canadian Clay & Glass Gallery in Waterloo	Waterloo	Ontario
Canadian Museum of Carpets and Textiles	Toronto	Ontario
Carleton University Art Gallery	Ottawa	Ontario
Centre Canadien d'Architecture	Montréal	Quebec
Centre d'exposition de Val-d'Or	Val-d'Or	Quebec
Charles H. Scott Gallery	Vancouver	British Columbia
City of Medicine Hat	Medicine Hat	Alberta
Corporation du Musée régional de Rimouski Inc.	Rimouski	Quebec
Dalhousie Art Gallery	Halifax	Nova Scotia
Dunlop Art Gallery	Regina	Saskatchewan
EXPRESSION, Centre d'exposition de Saint-Hyacinthe	Saint-Hyacinthe	Quebec
Fathers of Confederation Buildings Trust	Charlottetown	Prince Edward Island
Foreman Art Gallery of Bishops University	Sherbrooke	Quebec
Galerie de l'UQAM; Université du Québec à Montréal	Montréal	Quebec
George R. Gardiner Museum of Ceramic Art	Toronto	Ontario
Grimsby Public Art Gallery	Grimsby	Ontario
Justina M. Barnicke Gallery	Toronto	Ontario



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<b>Legal Name (as registered in CADAC)</b>	<b>City</b>	<b>Province / Territory</b>
Kamloops Art Gallery	Kamloops	British Columbia
Kelowna Art Gallery Association	Kelowna	British Columbia
Kitchener Waterloo Art Gallery	Kitchener	Ontario
Koffler Centre of the Arts	Toronto	Ontario
Leonard & Bina Ellen Art Gallery	Montreal	Quebec
London Regional Art and Historical Museums	London	Ontario
MacKenzie Art Gallery Inc.	Regina	Saskatchewan
MacLaren Art Centre	Barrie	Ontario
McIntosh Gallery, The University of Western Ontario	London	Ontario
Moose Jaw Art Museum Incorporated	Moose Jaw	Saskatchewan
Morris and Helen Belkin Art Gallery, The University of British Columbia	Vancouver	British Columbia
Mount Saint Vincent University Art Gallery	Halifax	Nova Scotia
Municipality of Chatham-Kent	Chatham	Ontario
Musée d'art contemporain de Montréal	Montréal	Quebec
Musée d'art de Joliette	Joliette	Quebec
Musée des beaux-arts de Montréal	Montréal	Quebec
Musée national des beaux-arts du Québec	Québec	Quebec
Museum of Contemporary Canadian Art	Toronto	Ontario
Oakville Galleries	Oakville	Ontario
Owens Art Gallery	Sackville	New Brunswick
Plein sud, centre d'exposition et d'animation en art actuel à Longueuil	Longueuil	Quebec
Plug-In, Inc.	Winnipeg	Manitoba
Prince George Regional Art Gallery Association	Prince George	British Columbia
Saint Mary's University Art Gallery	Halifax	Nova Scotia
SBC Gallery of Contemporary Art	Montréal	Quebec
Southern Alberta Art Gallery Association	Lethbridge	Alberta
Surrey Art Gallery	Surrey	British Columbia
The Art Gallery at Harbourfront	Toronto	Ontario
The Art Gallery of Peterborough	Peterborough	Ontario
The Banff Centre	Banff	Alberta
The Mann Art Gallery Inc.	Prince Albert	Saskatchewan
The Ottawa Art Gallery	Ottawa	Ontario
The Robert McLaughlin Gallery	Oshawa	Ontario
The Rooms Corporation of Newfoundland and Labrador	St. John's	Newfoundland and Labrador



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<b>Legal Name (as registered in CADAC)</b>	<b>City</b>	<b>Province / Territory</b>
The Thunder Bay National Exhibition Centre and Centre for Indian Art	Thunder Bay	Ontario
The Winnipeg Art Gallery	Winnipeg	Manitoba
Tom Thomson Memorial Art Gallery	Owen Sound	Ontario
University of Lethbridge Art Gallery	Lethbridge	Alberta
University of Saskatchewan art Collection / Kenderdine Art Gallery	saskatoon	Saskatchewan
University of Toronto	Mississauga	Ontario
Vancouver Art Gallery Association	Vancouver	British Columbia
Vancouver International Centre for Contemporary Asian Art	Vancouver	British Columbia
Woodland Cultural Centre	Brantford	Ontario
Yukon Arts Centre Corporation	Whitehorse	Yukon