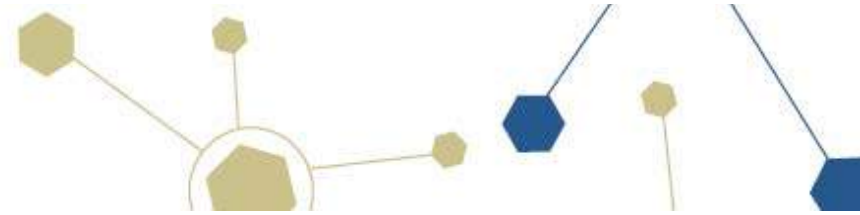


2013 Arts facts using CADAC data

Media Arts Organizations in Canada



Economic Impact

49 Media Arts Presenters

- ❖ Almost \$21M in public investment (26% of total revenues) and \$30.6M in private support (37% of total revenues) went to these media arts presenters
- ❖ Over \$29M (36% of total revenues) was generated through earned revenues, over half \$19M (64%) came from production and presenting/hosting admissions and box office
- ❖ For each dollar spent on marketing activities, these 49 organizations earned \$1.35 in total earned revenue. For each dollar spent on fundraising activities, these presenters earned \$4.48 in private revenues
- ❖ \$40M (50% of total operating budgets) was paid in salaries and professional fees
- ❖ 22.4% of work positions were full-time
- ❖ The workforce increased by 40% since 2009

Financial position:

- ❖ accumulated deficit fluctuated over the past five years, from - \$1M in 2009 to - \$1.8M in 2014
- ❖ working capital ratio rose from 0.89 in 2009, 0.71 in 2011 to 0.96 in 2013
- ❖ Operating margin increased from -1.8% in 2010 to 1.9% in 2013

45 Media Arts Production Centres

- ❖ Almost \$12M in public investment (63% of total revenues) and \$1.3M in private support (7% of total revenues) went to these media arts presenters
- ❖ Over \$5.7M (30% of total revenues) was generated through earned revenues, almost \$2.2M (38%) came from facilities and equipment rental, and sale of works of art
- ❖ For each dollar spent on marketing activities, these 45 organizations earned \$0.42 in total earned revenue. For each dollar spent on fundraising activities, these producers earned \$3.2 in private revenues
- ❖ \$10M - more than half of total operating budgets - was paid in salaries and professional fees
- ❖ 39.2% of work positions were full-time
- ❖ The workforce increased by 33% since 2009

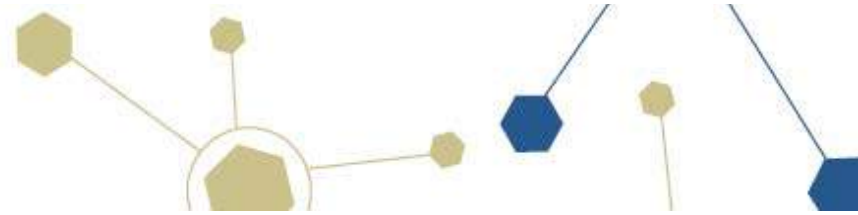
Financial position:

- ❖ accumulated surplus was stable at \$3M in the last five years
- ❖ working capital ratio rose from 1.2 in 2009, 0.9 in 2011 to 1.2 in 2013
- ❖ Operating margin decreased from 16.9% in 2009 to 3.9% in 2013



2013 Arts facts using CADAC data

Media Arts Organizations in Canada



Canadian artists reaching audiences

49 Media Arts Presenters

- ❖ 4,571 artists were featured in 19,074 local film / video / media screenings attracting more than 1.4M in attendance
- ❖ 71% of artists who received artists fees were Canadian
- ❖ 3,910 regional/national screenings attracting almost 440K attendees and 464 international screenings, brought in about 62K in attendance
- ❖ new works (created or commissioned) increased by 40% between 2009 and 2013; and 79% of these new works were created by or commissioned from Canadian artists
- ❖ 5% of total screenings presented were co-presented

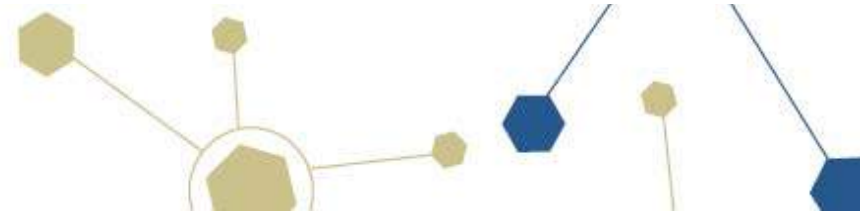
45 Media Arts Production Centres

- ❖ 2,824 artists were featured in 2,780 local film / video / media screenings attracting more than 109K in attendance
- ❖ 90% of artists who received artists fees were Canadian
- ❖ 1,578 regional/national screenings, attracting almost 14K attendees and 57 international screenings, brought in 12.6K in attendance
- ❖ new works (created or commissioned) increased by 17% between 2009 and 2013; and 90% of these new works were created by or commissioned from Canadian artists
- ❖ 3% of total screenings presented were co-presented



2013 Arts facts using CADAC data

Media Arts Organizations in Canada



Access to the arts

49 Media Arts Presenters

- ❖ 51% of the arts education and professional development activities were delivered to adults, 25% to youth, 17% to children and 7% to teachers and arts professionals
- ❖ 2,329 activities that added value to artistic programming attracted 880K participants as well as 35 community arts activities with almost 34K participants and attendees
- ❖ Over 240K children and youth attended the arts education activities
- ❖ 1,100 teachers participated in 39 workshops, and used over 90 curriculum-related materials created by these presenters
- ❖ There were 87 artist-in-residence projects and 32 conferences

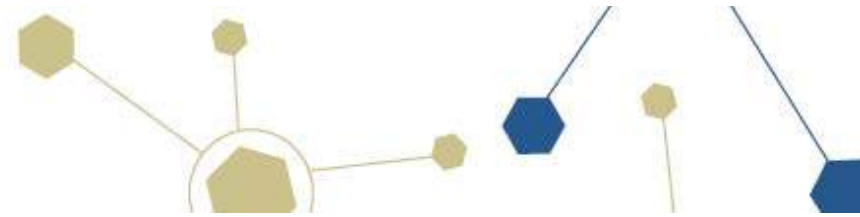
45 Media Arts Production Centres

- ❖ 72% of their arts education and professional development activities were delivered to adults, 12% to youth, 6% to children and 10% to teachers and arts professionals
- ❖ 956 activities that added value to artistic programming attracted more than 25K participants as well as 152 community arts activities with more than 31K participants and attendees
- ❖ 14k children and youth attended the arts education activities
- ❖ 151 teachers participated in 13 workshops, and used 30 curriculum-related materials created by these production centres
- ❖ There were 301 artist-in-residence projects and 52 conferences



2013 Arts facts using CADAC data

Media Arts Organizations in Canada



Public participation and support

49 Media Arts Presenters

- ❖ \$30.6M in support from the private sector represents 38% of total revenues
- ❖ Private support from corporate sponsorships and donations increased from \$10.8M in 2009 to \$16.6M in 2013
- ❖ The majority of earned revenue, \$19M or 64%, came from production and presenting / hosting admissions and box office
- ❖ \$3.9M came from sales, commissions, broadcasting, facilities and equipment rental and the sale of works of art
- ❖ \$7.80 as earned revenue by participant to their artistic, educational and professional development activities
- ❖ 8,557 volunteers collectively contributed over 249,461 hours of their time

45 Media Arts Production Centres

- ❖ \$1.3M in support from the private sector represents 7% of total revenues
- ❖ Private support from corporations through in-kind good and services increased from \$400K in 2009 to \$600K in 2013
- ❖ An important part of earned revenue, more than \$2M or 38%, came from facilities and equipment rental, and sale of works of art
- ❖ \$684K\$ came from fees from arts education and professional development activities
- ❖ \$10.40 as earned revenue by participant to their artistic, educational and professional development activities
- ❖ 2,752 volunteers collectively contributed over 72,444 hours of their time





Arts facts using CADAC data

45 Media Arts Production Centres in Canada

Research, Evaluation and Performance Measurement Section

June 2016

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Overview of 45 Media Arts Production Centres in Canada

- Arts facts using 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 for the Arts 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. These include: 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.

Statistical 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 Media Arts Production centres reporting in CADAC are professional not-for-profit organizations directed by a board composed of a majority of practicing media artists.

These reports are part of an ongoing series of reports using CADAC data produced by the Research and Evaluation Section of the Canada Council for the Arts. Other reports in the series are *The Visual Arts Landscape in Canada As Seen Through CADAC, 2011-12*; *Arts facts using CADAC data, Overview of 88 Dance Companies*; *Arts facts using CADAC data, Overview of 78 Public Arts Galleries*; and *Arts facts using CADAC data, Overview of 75 Artist-Run Centres*.

CADAC methodology

- This report describes 45 media arts production centres that receive recurring funding from the Media Arts Section of the Canada Council for the Arts; these data do not include data from all media arts organizations 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 media arts production centres.
- Data collected for this report is locked as of August 25, 2015. For the most part, data is being reported for 2009 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.



Overview of 45 Media Arts Production Centres in Canada

- Arts facts using CADAC data -

- Financial figures from CADAC are reconciled with the financial statements presented by the arts organizations, 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 20). 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.



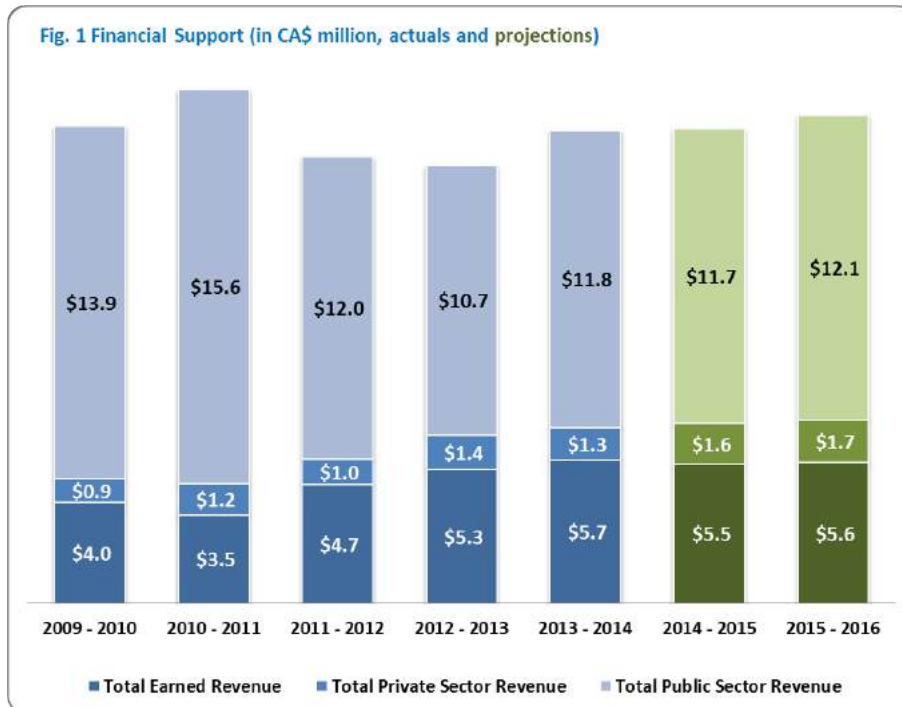
Overview of 45 Media Arts Production Centres in Canada
- Arts facts using CADAC data -

Economy

Financing model

Growth through earned revenue: in 2013-14, public funders contributed almost **\$12M** to this sample of 45 media arts production centres across Canada. In the context of a stable level of the total revenues of this group of organizations over the past five years (\$18.9M in 2009 and \$18.8M in 2013), the share of public support to operating budgets decreased from 74% of total revenues in 2009 to 63% in 2013. The total grants amount from the public sector decreased by \$2M, from \$13.9M in 2009 to \$11.8 in 2013 (see Fig.1). This decrease was caused by changes in funding by one of the federal funding agency.

This decrease in the proportion of public funding was offset by an increase in earned revenues which went from 21% of total revenue in 2009 to 30% in 2013 and is projected at 37% in 2015. These organizations generated over **\$5.7M** through **earned revenues** and **\$1.3M** from **private support** in 2013 (see Fig. 1).¹



Canada Council revenue as a percentage of total revenues increased from 21% in 2009 to 23% in 2013 and it is projected to increase to 25% in 2015. These 45 production centres projected greater increases in earned and private revenue compared to Canada Council revenue in 2013.

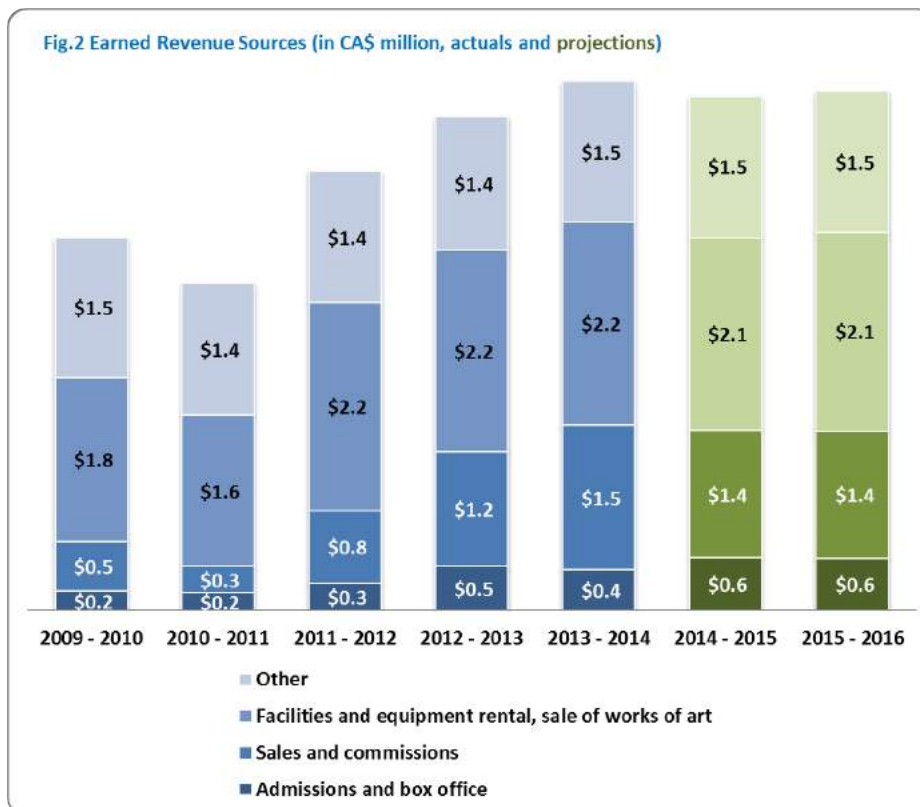


Overview of 45 Media Arts Production Centres in Canada
- Arts facts using CADAC data -

The percentage of **provincial arts agency/council** revenue remained stable at 14% over the past five years and it is projected to remain the same in 2014 and 2015. Also, the percentage of **municipal arts agency/council** revenue fluctuated between 3% and 2% over the past five years and it is projected to 4% in 2014 and 2015 (see Table 1).

Table 1. Revenues distribution (actuals and projections)	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015	2015 - 2016
Total Earned Revenue	21%	17%	27%	31%	30%	29%	29%
Total Private Sector Revenue	5%	6%	6%	8%	7%	8%	9%
Total Public Sector Revenue	74%	76%	67%	61%	63%	62%	62%
Total Canada Council Revenue	21%	20%	23%	23%	23%	25%	25%
Total Provincial Arts Funder Revenue	14%	13%	15%	15%	14%	14%	14%
Total municipal or regional public revenues	3%	2%	3%	3%	3%	4%	4%

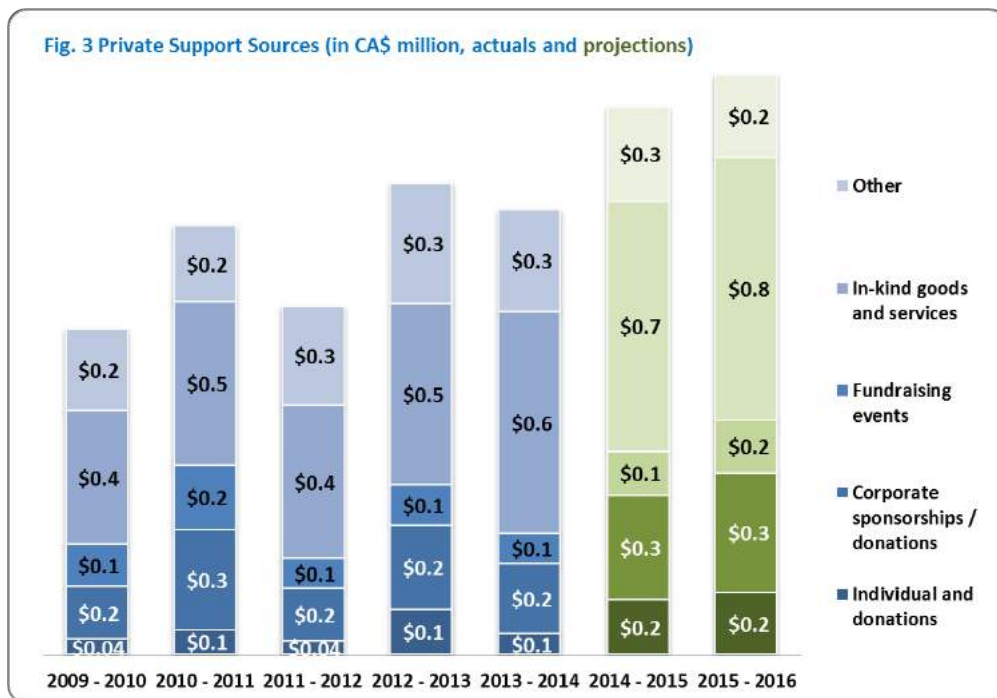
In 2013, an important part of **earned revenue (almost \$2.2M or 38%)** for these production centres came from facilities and equipment rental, and sale of works of art. This is projected to remain the same in 2014 and 2015 (see Fig. 2).²



Overview of 45 Media Arts Production Centres in Canada
- Arts facts using CADAC data -

Revenue earned through sales and commissions increased from \$500K in 2009 to \$1.5M in 2013, and is projected to remain the same in 2014 and 2015 (see Fig. 2). In 2013, almost 45% (\$684K) of *Other earned revenues* came from *Fees from workshops / classes / conferences / annual meetings / seminars / colloquia*. These types of education activities represent an important component of the media arts production centres' core programs for the artistic community and public.

Majority of private support from corporations:³ in 2013, **50%** of private support (**\$600K**) was generated from **in-kind good and services** contributions.⁴ Other sources of private revenues, i.e., individual and corporate sponsorships/donations remained stable over the past years (20% of total private revenues) - see Fig. 3. In comparison, for all organizations in CADAC corporate sponsorship and donations comprised 27% of the total private support in 2013 (see Fig. 2).



Staffing and Programming

In 2013, artists, cultural workers and technical staff of these 45 media arts production centres earned more than **\$6M in fees and salaries**,⁵ which accounts for **65% of total artistic expenses** (see Table 2). 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. In 2013, **nine of every ten (90%)** artists paid fees were **Canadian**⁶.



Overview of 45 Media Arts Production Centres in Canada
- Arts facts using CADAC data -

(in millions, actuals)

Table 2. Artists, Cultural workers and Production / technical staff earnings	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Artists' and professional fees	\$ 1.3	\$ 1.1	\$ 1.7	\$ 1.5	\$ 1.6
Artistic salaries - permanent and temporary employees	\$ 1.6	\$ 1.7	\$ 1.7	\$ 2.0	\$ 2.3
Production / technical services professional fees	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.4	\$ 0.5
Production / technical salaries - permanent and temporary employees	\$ 1.8	\$ 1.7	\$ 1.6	\$ 1.6	\$ 1.8
Total	\$ 5.0	\$ 4.8	\$ 5.4	\$ 5.7	\$ 6.1
<i>% of Total Artistic Expenses</i>	<i>56%</i>	<i>57%</i>	<i>62%</i>	<i>65%</i>	<i>65%</i>

Also, **more than \$10M** – more than half of total operating budgets – was paid as **salaries and professional fees** for artistic, technical, facility operating, marketing, fundraising and administration staff. This is higher than the percent of total expenses that exists at the level of **all organizations in CADAC** (50% of total expenses in 2013) – see Table 3.⁷

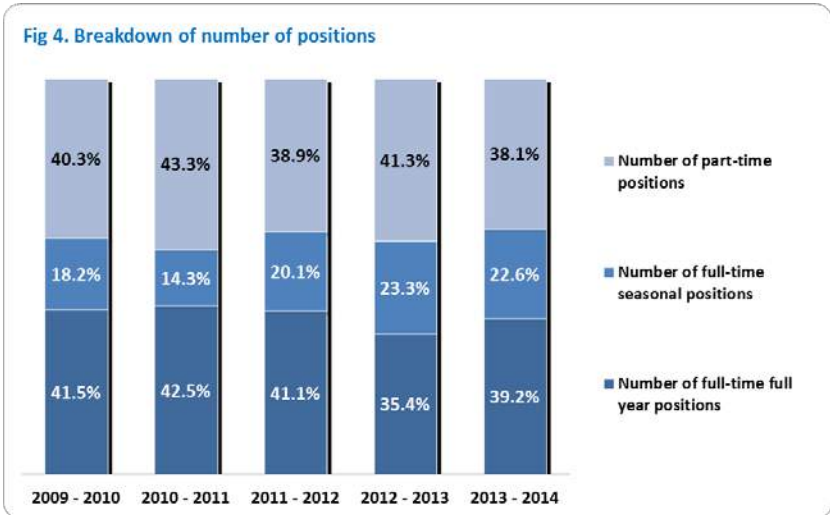
(in millions, actuals)

Table 3. Salaries and professional fees	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Total salaries and professional fees paid	\$ 8.4	\$ 8.4	\$ 9.3	\$ 9.8	\$ 10.3
<i>% in Total Expenses</i>	<i>53%</i>	<i>54%</i>	<i>56%</i>	<i>57%</i>	<i>57%</i>

In 2013, **39.2%** of the overall workforce positions of these media arts production centres were **full-time** (see Fig. 4), which decreased from 41.5% in 2009.

In comparison, the same ratio for all CADAC organizations is **29.6%**.

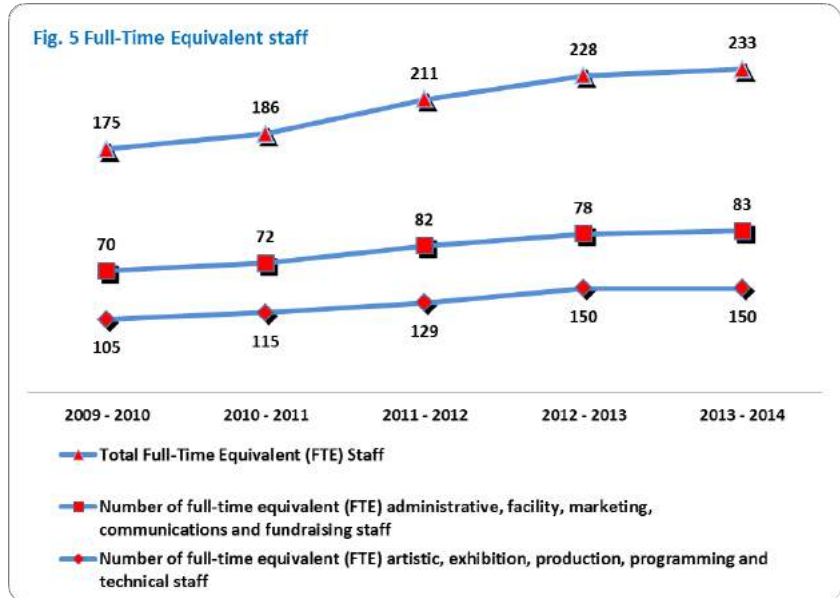
The number of full-time seasonal positions of this group of production centers increased from 18.2% in 2009-10 to 22.6% in 2013-14.





Overview of 45 Media Arts Production Centres in Canada
- Arts facts using CADAC data -

These 45 media arts production centres have a total of **233 full-time equivalent (FTE) staff**.⁸ The workforce saw a significant **increase (33%)** from 2009 to 2013 (see Fig. 5).



In addition to salaries, **\$3.2M** – about 18% of total expenses – was paid as **programming** expenses in 2013, such as artistic production, programming, presentation, catalogues, etc. (see Table 4), which is higher than the average at the level of **all organizations in CADAC** (10.11% of total operating budgets in 2013).⁹

(in millions, actuals)

Table 4. Total Programming expenses - production costs	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Total programming expenses	\$ 3.9	\$ 3.5	\$ 3.3	\$ 3.0	\$ 3.2
% in Total Expenses	25%	23%	20%	18%	18%



Overview of 45 Media Arts Production Centres in Canada

- Arts facts using CADAC data -

Summary

These 45 media arts production centres saw an increase in earned revenues from \$4M in 2009 to \$5.7M in 2013, representing an increased share of these revenues from 21% to 30% of total revenues in the same period. An important part of earned revenue, \$2.2M or 38% in 2013, came from facility and equipment rental and sale of work of arts.

Support from the private sector increased from \$900K in 2009 to \$1.3M in 2013, representing 7% of total revenues respectively and is projected at \$1.7M (9% of total revenues) in 2015.

Private support from corporations through in-kind good and services increased from \$400K in 2009 to \$600K in 2013 and remained stable as a percentage of total private revenues (more than 40% in each year). Individual and corporate donations also increased over the past five years, from \$200K (21%) in 2009 to \$300K (20%) in 2013.

Regardless the increase of the Canada Council funding to these production centres, the public funding to this group decreased by \$2M from \$13.9M in 2009 to \$11.8M in 2013. The share of this funding as a percentage of total revenues decreased from 74% to 63% and is projected to decrease further to 62% in 2015.

These media arts production centres have seen a growth in employment numbers over the past five years. The creative workforce increased by 33% since 2009.

The number of full-time full year positions decreased from 41.5% in 2009 to 39.2% in 2013, and the number of seasonal positions increased from 18.2% to 22.6% during the same period of time.

More than \$10M was paid as salaries and professional fees, which represents 57% of total expenses in 2013. These 45 media arts production centres paid artists fees to 2,516 Canadian artists (90% of all artists receiving fees).



Overview of 45 Media Arts Production Centres in Canada
- Arts facts using CADAC data -

Artistic activities and Public Participation

Artistic activities and Public participation¹:

In 2013, **2,824 artists** were featured in **2,780 film / video / media screenings** programmed and presented by these 45 organizations in **their city / town / reserve**, attracting **more than 109,000 in attendance** (see Table 5).¹⁰ The increase of this number of screenings, which started in 2011-12, could be determined by a new funding program at the Canada Council.

<i>Table 5. Activities, attendance and revenues</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Number of film / video / media screenings programmed by organizations and presented in your city / town / reserve	1,198	1,229	1,773	2,271	2,780
<i>Attendance</i>	86,958	76,456	103,181	108,731	109,775
Production admissions and box office from subscriptions / admissions membership, group admissions or single ticket sales (in millions)	\$ 0.2	\$ 0.2	\$ 0.3	\$ 0.5	\$ 0.4

By using new technology and online tools, one of the major organizations was able to increase its virtual attendance by more than one million in 2013-14 (this data is not included in table 5).

Of the **4,415 total film / video / media screenings** programmed and presented by this group of organizations, the majority were presented in their community (63%). There were also numerous **regional/national screenings** (1,578 or 36%) and some **international screenings*** (57 or 1%) presented in 2013 (see Table 6).

<i>Table 6. National and international activities and attendance</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Number of film / video / media screenings programmed by organizations and presented nationally	292	297	1,550	1,675	1,578
<i>Attendance</i>	5,331	3,677	12,053	20,061	13,887
Number of film / video / media screenings programmed by organizations and presented internationally	5	15	48	97	57
<i>Attendance</i>	670	1,410	5,360	19,205	12,620

Canadian artists represent almost **90%** of all artists who received artists fees in 2013 (see Table 7).¹¹

<i>Table 7. Canadian artists</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Total number of Canadian artists who received artists fees	2,056	2,260	2,210	2,510	2,516
<i>% in Total Artists</i>	88%	90%	89%	91%	89%

¹ Statistical data are not validated and represent what is reported by organizations and may include double counting.

* 2011-12 data on *Number of film / video / media screenings presented nationally / internationally* might be affected by a one-time international screening project undertaken by a major organization. This data will be investigated and validated in the second phase of the CADAC data reporting project.

Overview of 45 Media Arts Production Centres in Canada - Arts facts using CADAC data -

In 2013, **350 film / video / media screenings** were **co-presented** (3% of total screenings presented) – see Table 8.¹²

<i>Table 8. Co-presentations</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Number of film / video / media screenings co-presented	739	297	455	562	350
<i>% in Total Presentations</i>	49%	19%	13%	14%	3%

The number of **new works** created or commissioned by this group of 45 organizations increased by 17% between 2009 and 2013 (see Table 9); and 90% of these new works were created by or commissioned from Canadian artists (3,168 of 3,517).

<i>Table 9. New works</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Number of new works presented or exhibited which were created by or commissioned from Canadian artists	2,772	2,726	3,492	2,767	3,168
<i>Total Number of New Works</i>	3,009	2,937	3,731	3,040	3,517

Arts education and learning activities and Public participation

In 2013, there were **over 50,000 participants** in the combined **2,620 arts education and arts learning activities** produced by these 45 media arts production centres (see Table 10).¹³

<i>Table 10. Arts Education and Arts Learning Activities and Attendance</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Total Number of Arts Education and Arts Learning Activities	2,460	2,193	2,730	2,668	2,620
<i>Attendance</i>	47,318	45,598	65,794	70,808	50,726

Included in this, there were 956 activities that **added value to artistic programming**^{*} with 25,278 participants as well as 152 community arts activities with 31,575 participants^{*} and attendees in 2013 (see Table 11).

<i>Table 11. Activities for adults or all ages and public participation</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Number of activities that add value to artistic programming	745	735	902	956	956
<i>Participants</i>	16,240	19,086	25,159	27,826	25,278
Number of training workshops	813	766	1,028	986	923
<i>Participants</i>	6,553	5,286	8,175	9,180	8,913
Total Number of Community Arts Activities	115	138	230	204	152
<i>Attendance and Participants</i>	17,033	13,862	12,662	14,584	31,575

^{*} 2013-14 data on *Number of activities that add value to artistic programming* and *Number of training workshops* might be affected by a one-time project undertaken by a major organization. This data will be investigated and validated in the second phase of the CADAC data reporting project.



Overview of 45 Media Arts Production Centres in Canada

- Arts facts using CADAC data -

In 2013, **6%** of all **arts education and arts learning activities** were designed for **children**, and **12%** for **youth** (see Table 12).¹⁴ 14,000 children and youth attended and/or participated in these activities.

<i>Table 12. Activities for children and youth and public participation</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Percentage of total activities for children	3%	3%	6%	6%	6%
Percentage of total activities for youth	16%	12%	10%	9%	12%
<i>Attendance and Participants</i>	20,931	16,946	28,855	29,971	14,007

Between 2009 and 2013, there was a **22%** increase in activities delivered by this group in which children and youth **create works** (from 227 to 275). These activities attracted almost 6,000 children and youth participants in 2013.

Also, more than **151 teachers participated** in the **13 workshops** organized by this group, and used **30 curriculum-related materials** prepared by them (see Table 13).

<i>Table 13. Teachers and Curriculum</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Number of workshops for teachers	13	4	21	29	13
<i>Participants</i>	98	722	106	126	151
Number of study guides, curriculum and curriculum-related material	56	21	20	17	30

In 2013, there were **over 2,300 participants** in the combined **240 professional training programs** and **development activities*** produced for arts professionals by these 45 media arts production centres (see Table 14). In addition, there were **301 artist-in-residence projects** and **52 conferences** in 2013.

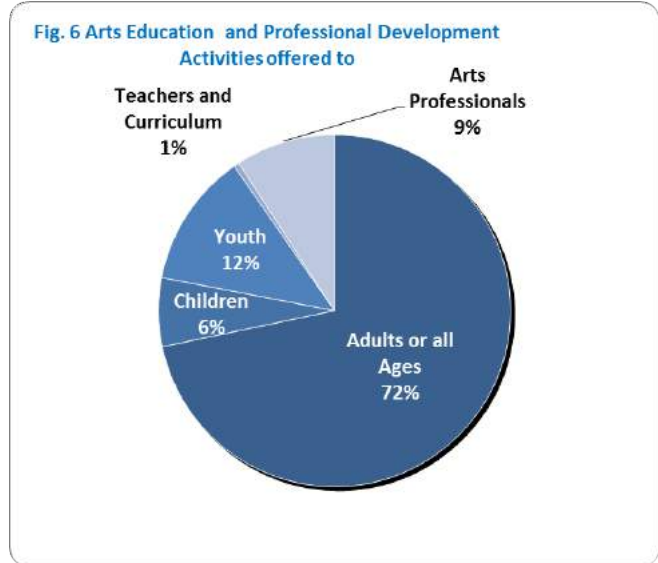
<i>Table 14. Activities for Arts Professionals</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Number of professional training programs	228	155	197	145	107
<i>Participants</i>	1,719	1,078	1,565	1,676	862
Number of professional development activities	195	204	152	151	133
<i>Participants</i>	1,777	2,480	1,934	2,029	1,515
Number of artist-in-residence projects	145	135	260	283	301
<i>Participants including public</i>	5,644	7,247	5,706	13,644	14,471
Number of conferences organized and presented by organizations	32	34	35	42	52

* Data on *participants to professional development activities* will be investigated and validated in the second phase of the CADAC data reporting project.

Overview of 45 Media Arts Production Centres in Canada

- Arts facts using CADAC data -

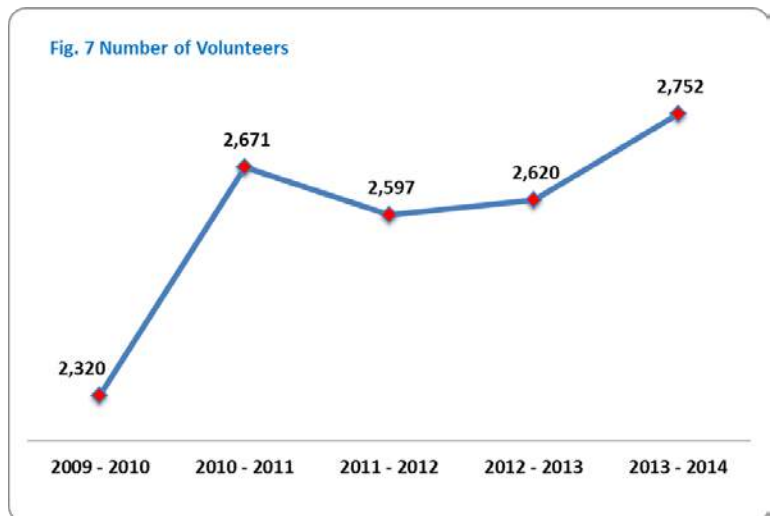
As an overview, this group of 45 media arts production centres offered 72% of their arts education and professional development activities to adults, 12% to youth, 6% to children and 10% to teachers and arts professionals.



There has been an 18% increase in volunteers offering their support to these media arts production centres over the past four years. In 2013, **2,752 volunteers** collectively contributed over **72,444 hours** of their time.¹⁵

In 2013, the annual average of this group of production centres that reported data in CADAC was 61 volunteers working 1,185 hours per organization.

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





Overview of 45 Media Arts Production Centres in Canada

- Arts facts using CADAC data -

Summary

Canadian art is strongly promoted by these 45 media arts production centres; 90% of the artists presented each year between 2009 and 2013 were Canadian. More than \$400K was generated through admission and box office (8% of total earned revenues) and \$1.5M through sales and commissions (27% of total earned revenues) in 2013.

In 2013, more than 2,780 film / video / media screenings were programmed and presented locally. In addition, 1,578 screenings were presented nationally and 57 internationally. The total attendance at all film / video / media screenings is more than 136,000.

Arts education and professional development activities represent an important part of the activity that connects these media arts production centres with their communities; there were 50,700 participants at more than 2,000 activities in 2013. Further to this, 923 workshops for almost 9,000 participants took place in 2013.

The programming and arts education activities were well supported by the involvement of more than 2,700 volunteers.

6% of all arts education and arts learning activities were designed for children, and 12% for youth. Over 14,000 children and youth attended and/or participated in these arts education activities.

In 2013, there were over 2,350 participants in the combined 240 professional training programs and development activities produced for arts professionals by these 45 media arts production centres.



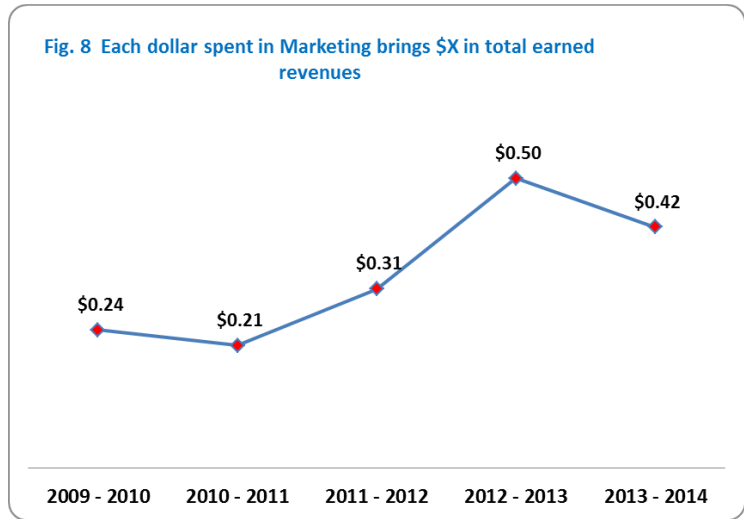
Overview of 45 Media Arts Production Centres in Canada
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Financial position and long term continuity

In 2013, for **each dollar** spent in **marketing** activities, these group of 45 media arts production centres made **\$0.42** in **earned revenue**.¹⁶

In comparison, the same ratio for all CADAC organizations is **\$3.45**. The total earned revenue for each dollar spent in marketing by this group is lower than the average for all CADAC organizations.

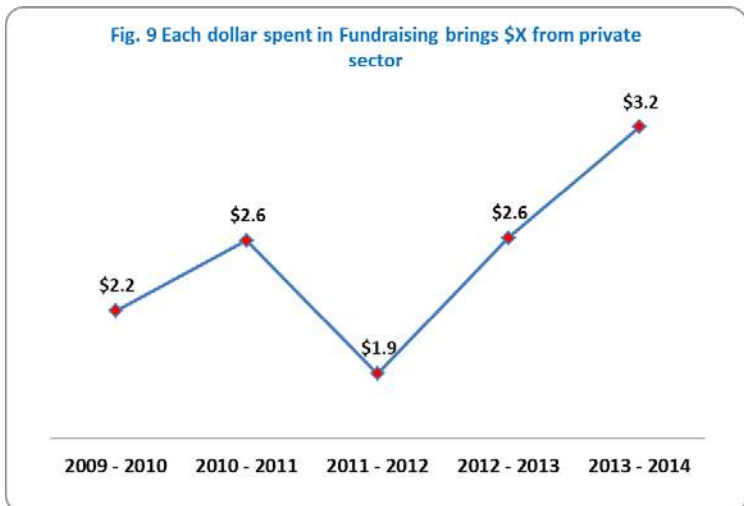
Fig. 8 Each dollar spent in Marketing brings \$X in total earned revenues



For **each dollar** spent in fundraising activities in 2013, media arts production centres earned **\$3.2** in **private revenues**.¹⁷

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

Fig. 9 Each dollar spent in Fundraising brings \$X from private sector





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For these 45 media arts production centres, **administrative costs** accounted for about **23%** of total expenses in 2013, with a variation of -1% over the past years (see Table 15). The high percentage of administrative expense might be determined by the fact that some of the organizations do not split the salaries paid to senior staff between the different functions of the organizations according to their roles and responsibilities (e.g. the salary paid to a General Manager, who has an artistic and administrative role in the organization, should be pro-rated between these two functions).

Artistic expenses represent on average **52% of total expenses** while **facility operating expenses** represent about **18%** of total expenses in 2013 (see Table 15).¹⁸

Table 15. Artistic and Administration Expenses	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Total Artistic Expenses	57%	54%	52%	51%	52%
Total Facility Operating Expenses	13%	14%	16%	18%	18%
Total Administration Expenses	23%	24%	24%	24%	23%

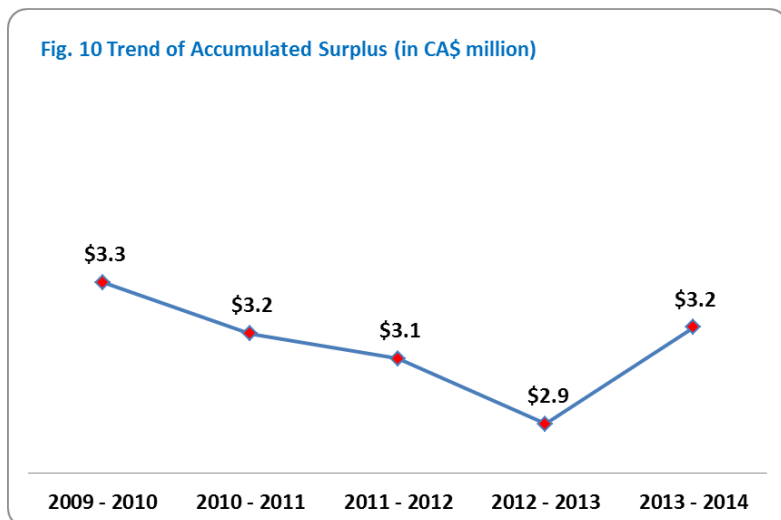
In 2013, this group of media arts presenters recorded **\$10.40 as earned revenue by participant** to their artistic, educational and professional development activities; and **\$33.10 as total expenses by participant** (see Table 16). The shortfall was majority covered by the revenues from private and public sectors.

Table 16. Earned Revenue and Expense per attendee	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Earned Revenue / Attendee	\$ 13.5	\$ 9.4	\$ 12.3	\$ 11.0	\$ 10.4
Expense / Attendee	\$ 52.9	\$ 41.3	\$ 43.5	\$ 35.8	\$ 33.1

The data of these media arts organizations shows a **stable financial position**¹⁹ over the past five years; the accumulated surplus of this group of organizations decreased slightly from \$3.3M in 2009 to \$3.2M in 2014.

The decrease of accumulated surplus in 2012-13 was caused by a large deficit recorded by one of the organizations, which was able to balance its budget during the next fiscal year through additional public funds and reductions of its expenses.

Fig. 10 Trend of Accumulated Surplus (in CA\$ million)



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The accumulated surplus follows the same trend as the capacity of these media arts production centres to cover short-term debt with a **working capital ratio** fluctuating from 1.2 in 2009, 0.9 in 2011 and 1.2 in 2013 (see Table 17).²⁰ The value of this indicator for all CADAC organizations is 0.9 in 2013. 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.

<i>Table 17.</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Working Capital Ratio	1.2	1.1	0.9	1.1	1.2

The investment capacity of this group of 45 media arts production centres is also evident by an increase of **investment in capital assets** (\$1.6M in 2009 and \$2.1M in 2013).²¹

Operating margin decreased from **16.9%** in **2009** to **3.9%** in **2013** (see Table 18), which is much higher than the national benchmark for all CADAC organizations (0.55% in 2013). Generally, a decrease in the operating margin affects the ability of an organization to allocate revenues for future projects.

The decrease of the federal public funding (excluding Canada Council for the Arts) by \$2M between 2009 and 2013 affects the Revenue growth, Operating margin and Surplus to Total Assets ratios in 2011-12.

<i>Table 18. Financial Ratios</i>	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Revenue Growth		8.0%	-13.2%	-2.0%	8.0%
Operating Margin	16.9%	24.7%	6.2%	0.8%	3.9%
Surplus to Total Assets	15.3%	18.3%	4.1%	0.5%	2.9%
Debt to Assets	82.1%	87.1%	87.2%	87.4%	86.2%

The **debt to assets ratio** fluctuated over the past five years ranging from **82.1%** in **2009** to **86.2%** in **2013** (see Table 18) – this is almost the same as the national benchmark for all CADAC organizations (87.5% in 2013).²² Consequently, there is pressure on these media arts production centres to find additional financial resources to cover their long-term debts.



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Summary

Comparing the financial data of these media arts production centres with similar information for all CADAC organizations, the Research and Evaluation Section observed the following facts that present their financial position:

- A low return of marketing expenses over past five years (\$0.24 in 2009 to \$0.42 in 2013), which is much lower than the national benchmark for all CADAC organizations;
- An increase of the return of fundraising expenses over past last five years (between \$2.2 in 2009 and \$3.2 in 2013);
- A stable organizational infrastructure that ensures a constant balance between artistic and administrative expenses shown during the two-year timeframe (2012 to 2013);
- A stable accumulated surplus in the last five years, from \$3.3M in 2009 to \$3.2M in 2013;
- The decrease of the public funding by 30% (\$2M) – despite Canada Council's increase, highly affected the revenues growth and operating margin in 2011-12;
- Positive Working Capital Ratio (current assets/current liabilities) in the past five years for this group of 45 media arts production centres, which oscillated between 1.2 and 1,09;
- These organizations have seen an increase of the *debt to assets ratio* in the past five years, 82.1% in 2013 to 86.2% in 2013.

Overview of 45 Media Arts Production Centres in Canada

- Arts facts using CADAC data -

¹ 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.

² 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.

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

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

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

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

⁷ 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.

⁸ 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.

⁹ 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.

¹⁰ 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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- Arts facts using CADAC data -

¹¹ The information was obtained from the following CADAC lines: 2325 Total number of Canadian artists and 2350 Total number of Artists.

¹² The information was obtained from the following CADAC line: 1275 Number of exhibitions co-produced.

¹³ 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, 1420 Total Number of Community Arts Activities, 1670 Total Number of Participants in Community Arts Activities and 1700 Total Attendance at Community Arts Activities.

¹⁴ 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.

¹⁵ The information was obtained from the following CADAC lines: 2425 Total Number of Volunteers and 2430 Estimated number of hours worked by all volunteers.

¹⁶ Calculation using CADAC lines: 4175 for Total Earned Revenues / 5330 Total Marketing and Communications Expenses.

¹⁷ Calculation using CADAC lines: 4345 Total Private Sector Revenue / 5425 Total Fundraising Expenses.

¹⁸ Calculation using CADAC lines: 5235 Total Facility Operating Expenses 5195 or Total Artistic Expenses or 5525 Total Administration Expenses / 5600 Total Expenses.

¹⁹ The information was obtained from the following CADAC line: 6215 Accumulated surplus or (deficit), end of year.

²⁰ The information was obtained from the following CADAC line: 6360 Working capital ratio.

²¹ The information was obtained from the following CADAC line: 6315 Invested in Capital / fixed assets and 6340 Total Net Assets.

²² 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:

Legal Name (as registered in CADAC)	City	Province / Territory
Agence TOPO	Montreal	Quebec
Art Engine Inc. - La Société des chercheurs d'art	Ottawa	Ontario
Association de création et diffusion sonore et électronique AVATAR	Quebec	Quebec
Centre de production DAÏMŌN	Gatineau	Quebec
Charles St. Video and Performing Arts Society	Toronto	Ontario
Cine-Vic Society of Independent Filmmakers	Victoria	British Columbia
Cineworks Independent Filmmakers Society	Vancouver	British Columbia
Coop Vidéo de Montréal	Montreal	Quebec
Ed Video Inc.	Guelph	Ontario
EM MEDIA Gallery & Production Society	Calgary	Alberta
Film and Video Arts Society-Alberta	Edmonton	Alberta
Independent Filmmakers Co-operative of Ottawa (IFCO)	Ottawa	Ontario
Independent Media Producers Network Society	Victoria	British Columbia
Island Media Arts Co-operative Association, Limited	Charlottetown	Prince Edward Island
La bande vidéo	Quebec	Quebec
Les Films de l'Autre	Montreal	Quebec
Liaison of Independent Filmmakers of Toronto	Toronto	Ontario
Main Film	Montreal	Quebec
Near North Mobile Media Art Lab Collective	North Bay	Ontario
Neutral Ground Inc.	Regina	Saskatchewan
New Brunswick Filmmakers Co-operative Limited	Fredericton	New Brunswick
Newfoundland Independent Filmmakers Co-operative	St. John's	Newfoundland and Labrador
NITV	Igloolik	Nunavut
Paraloeil	Rimouski	Quebec
PAVED Art and New Media Inc	Saskatoon	Saskatchewan
Productions réalisations indépendantes de Montréal	Montreal	Quebec
Saskatchewan Filmpool Cooperative	Regina	Saskatchewan
Satellite Video Exchange Society	Vancouver	British Columbia
SAW Video Association	Ottawa	Ontario
Société des arts technologiques [SAT]	Montreal	Quebec



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Society for Art Presentation	Halifax	Nova Scotia
Spirafilm	Quebec	Quebec
Struts Gallery Inc.	Sackville	New Brunswick
Studio XX	Montreal	Quebec
The Atlantic Filmmakers Cooperative Ltd.	Halifax	Nova Scotia
The Calgary Society of Independent Filmmakers	Calgary	Alberta
The Factory: Hamilton Media Arts Centre	Hamilton	Ontario
The Quickdraw Animation Society	Calgary	Alberta
Toronto Animated Image Society	Toronto	Ontario
Trinity Square Video	Toronto	Ontario
Video Pool Inc.	Winnipeg	Manitoba
Western Arctic Moving Pictures	Yellowknife	Northwest Territories
Western Front Society	Vancouver	British Columbia
Winnipeg Film Group Inc.	Winnipeg	Manitoba
Yukon Film Society	Whitehorse	Yukon