

**ARCCO 2012**

**Administrator Survey Numbers**

**November 2012**

---

*"Show me the numbers"*

*V2*

Jerry Smith  
Heather Young  
First Stage



# Programming Committee

---

## ■ Membership Profile

- May 16 – June 11, 2012
- Survey Monkey
- 46 member orgs
- 30 Respondents
- 65.2 % participation

## ■ Future Programming

- January, 2012
- Survey Monkey
- 64 Respondents
- 26 Centres (57%)



# Respondent Profile

---

## ARC Responsibilities

- 47 % Exec Director/Gen Manager
- 40 % Director/Co Director/Curator
- 7 % Administrators
- 3 % Finance



# Responsibilities

---

- Work responsibilities include:
  - 100 % Admin/Operations
  - 100 % Grants/Proposals
  - 90 % Fundraising/Development
  - 83 % Bookkeeping/Fin. Mgt.
  - 73 % Artistic/Curatorial
  - 73 % Marketing/Promotion
  - 67 % Volunteer Management
  - 43 % Tech/Support
  - 37 % Other Duties To Be Determined . . .



# ARC On the Job: Experience

---

- Staffing complement
  - 1.82 full time average (2 full time median)
  - 2.2 part time average (2 part time median)
- Experience with current centre
  - 7+ years average; 4 years median
- Experience in the field
  - 11.2 years average; 10 years median
- Source of Previous Experience
  - 39 % Board Volunteer
  - 55 % Staff
  - 6 % Intern



# Life Cycle: Succession

---

<b>Started Position</b>	<b>Number Employees</b>	<b>Total Years Experience</b>	<b>Total Staff %</b>	<b>Total Experience %</b>
2010 – 2012	10	22	33.3	8.9
2005 – 2009	9	49	30.0	19.9
2000 – 2004	4	43	13.3	17.5
1995 – 1999	4	62	13.3	25.2
1980 – 1994	3	70	10.0	28.5
<b>Totals</b>	<b>30</b>	<b>246 yrs.</b>	<b>100.0</b>	<b>100.0</b>



# Demographics

---

## Education

- 17 % College
- 21 % Undergraduate degree
- 10 % Post Grad Diploma/Certificate
- 45 % Graduate
- 7 % Postgraduate



# Demographics

---

## Gender

- 63 % Women
- 37 % Men

## Age

- 27 % 25 – 36
- 33 % 36 – 45
- 30 % 46 – 55
- 10 % 56 – 65

**Median 39**





# CENTRE: Life Cycle

---

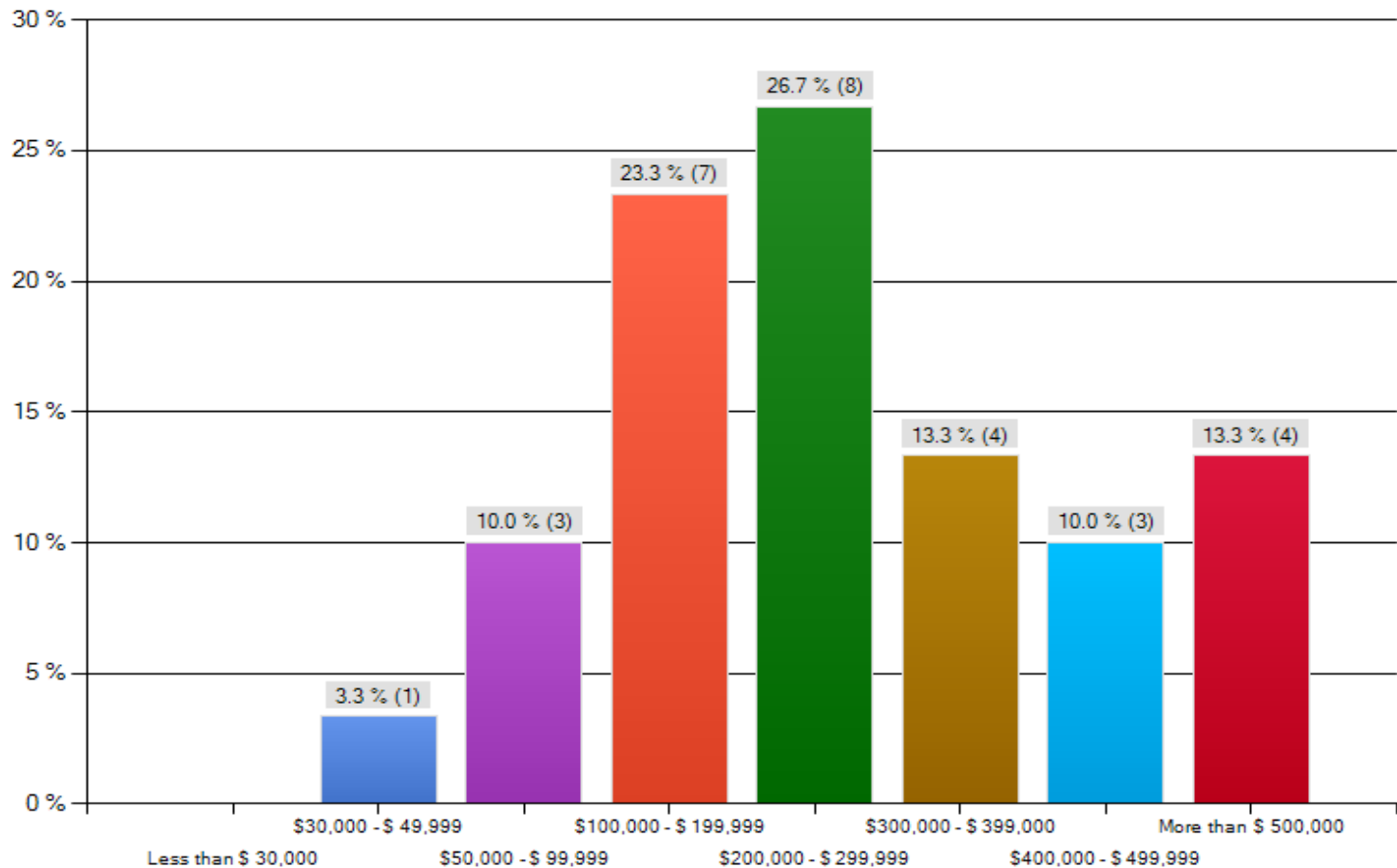
<b>1996 – 1970</b>	<b>3</b>	<b>10.0 %</b>
<b>1971 – 1975</b>	<b>5</b>	
<b>1976 – 1980</b>	<b>10</b>	<b>50.0 %</b>
<b>1981 – 1985</b>	<b>4</b>	
<b>1986 – 1990</b>	<b>1</b>	<b>16.7 %</b>
<b>1991 – 1995</b>	<b>1</b>	
<b>1996 – 2000</b>	<b>2</b>	<b>10.0 %</b>
<b>2001 – 2005</b>	<b>4</b>	
<b>2006 - 2012</b>	<b>0</b>	<b>13.3%</b>

**Average: 1981**

**Median: 1979**

# CENTRE: Budget Size

Total operating budget of your centre in the most recent year:

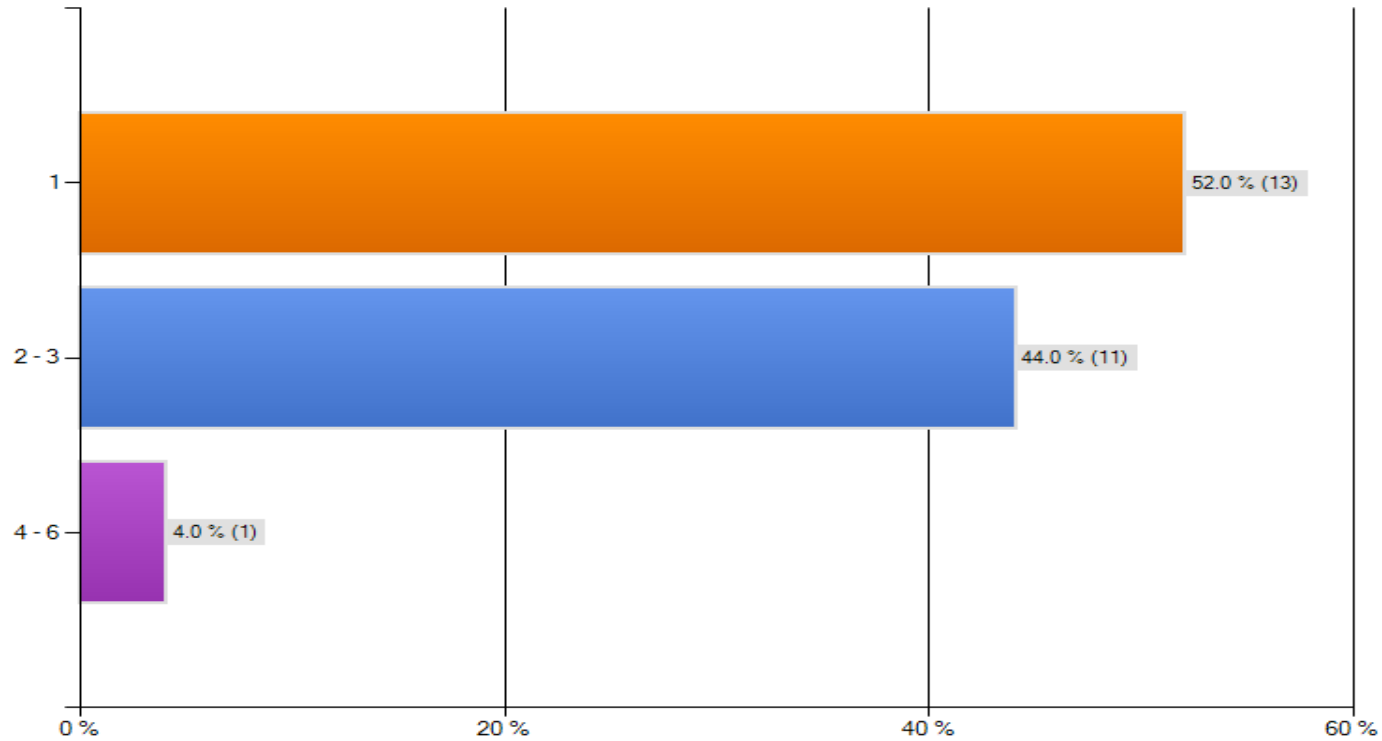




# CENTRE: Space

---

How many separate/programmable exhibition spaces at the centre?





# OPERATIONS: HR Capacity

---

- Formal/Written Job Description 90 %
- Full time Contract 83 %
- Written Contract 80 %
- Documented HR Policies 77 %
- Formal Staff Performance Review 73 %
- Permanent Contract 57 %



# Salary

---

## ANNUAL

- 8.3 % \$15,000 – \$24,999
- 16.7 % \$25,000 - \$34,999
- 50.0 % \$35,000 - \$44,999
- 20.8 % \$45,000 - \$ 54,999
- 4.2 % \$55,000 +

## HOURLY

- 20.0 % \$10.25 – \$14.99
- 20.0 % \$15.00 - \$17.99
- 40.0 % \$18.00 - \$20.99
- 20.0 % \$25.00 - \$29.99
- \$ 10.25 Ontario Minimum Wage



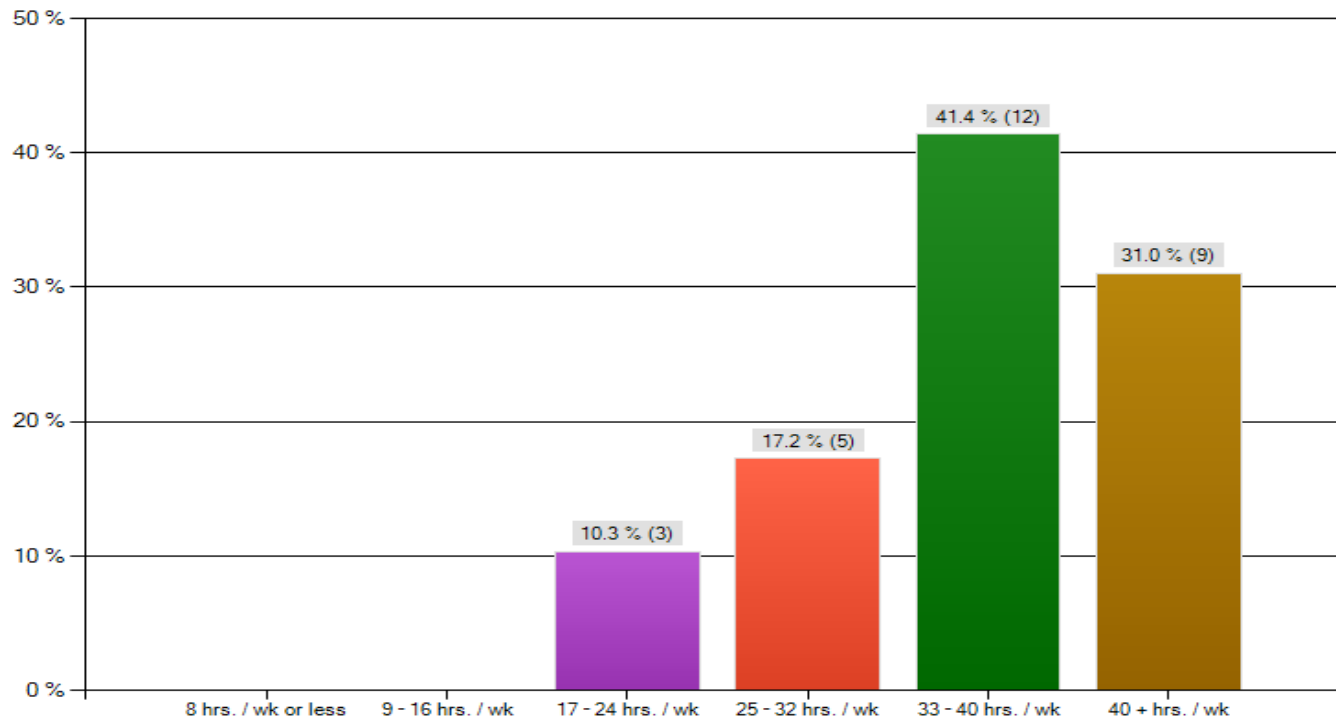
# OPERATIONS: Benefits

---

- 69 % Health Benefits
- 69 % Dental Benefits
- 56 % Long Term Disability
- 44 % Life Insurance
- 44 % Vision Benefits
- 25 % Accident Benefits
- 19 % Extended Health Benefits
- 6 % Extended paid Holiday
- 13 % Other

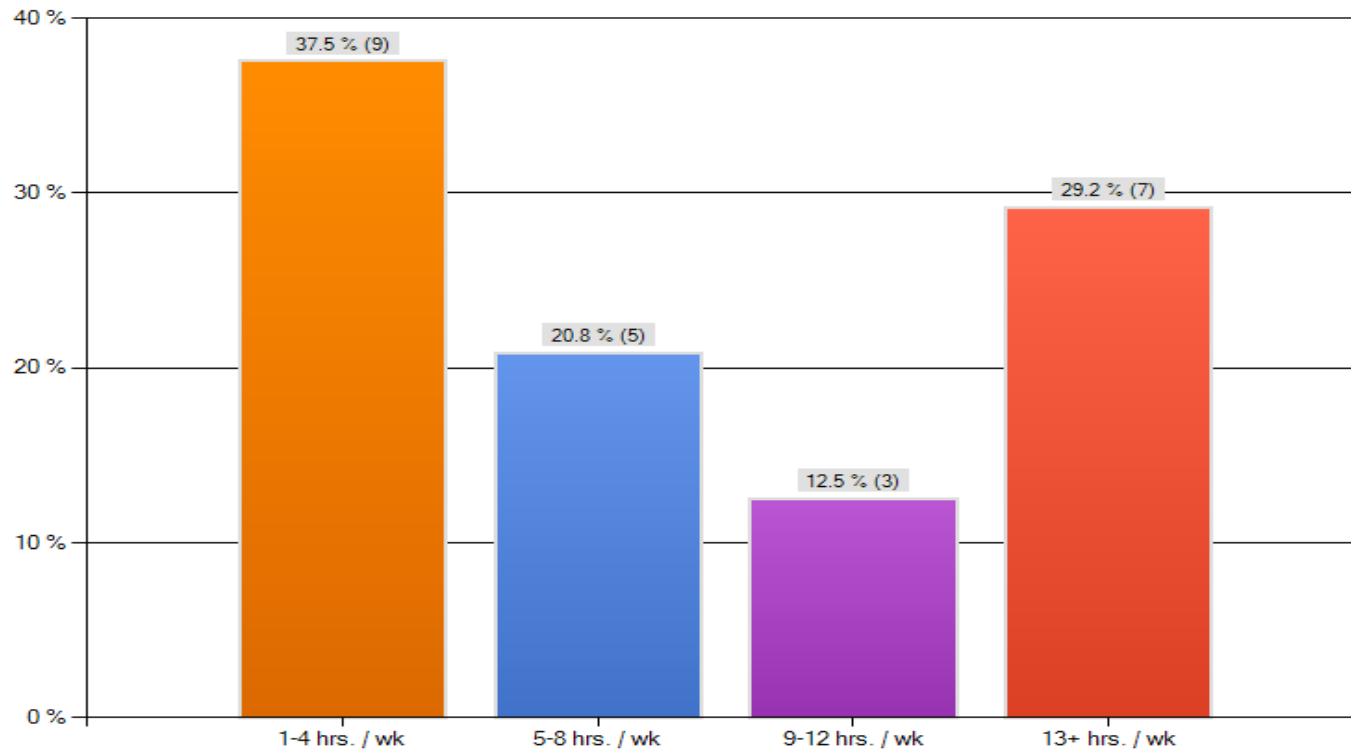
# OPERATIONS: Work Week

How many hours per week on average have you been scheduled to work over the last 12 months?



# OPERATIONS: Lieu Time

On average, approximately how many of those hours per week were unpaid overtime?







# PROGRAMMING: Average ARCCO Members

---

- Represents 135 individual members
- Presented 99 artists at 12 exhibits to showcase 115 new works
- Programmed 61 arts education activities, 10 public performances/literary readings, 7 public screenings, 5 pro dev events, delivered 3 catalogues/CDs/DVDs, 2 Community Arts events, 2 artist-in-residence projects
- Attracted 12,730 audience members



# PROGRAMMING: Aggregate

---

- 381,913 Total Attendance
- 4,045 Members (High 635, Low 0)
- 3,439 New Works
- 2,962 Artists presented
- 362 Exhibitions



# PROGRAMMING: Events

---

- 1,827 Arts Education
- 302 Public Performances
- 219 Screenings
- 135 Professional Development
- 70 Community Arts
- 60 Artist-in-Residence



# SCALE: New Venture

---

13 %

Under \$ 99,000

- Recently launched
- Staff is newer, younger, solo
- Limited hours
- Higher lieu time
- Single space



# SCALE: Small

---

50 %

\$100,000 - \$299,999

- Recently founded, larger board
- Staff older, part time
- Open longer
- Recent pay raise, paid vacation, paid benefits
- Multiple spaces



## SCALE: Medium

---

23 %

\$300,000 - \$499,999

- Staff older, stable, multiple centres
- Multiple spaces – including production
- Stable funding – federal + municipal
- Recent salary increases, more paid holidays, more paid benefits



# SCALE: Large

---

13 %

\$500,000+

- Staff older, newer to the centre but worked elsewhere
- Solid HR practices
- Open longer, but less lieu time
- Recent \$ increases, + vacations + benefits
- Multiple spaces + production



# LIFE CYCLE: Start-Up (37 %)

---

1981 - 2005

- Experienced staff, more females
- Less documented HR
- Single space
- Open less, more lieu time
- Less likely paid vacation





# LIFE CYCLE: Growth (37%)

---

1976 – 1980

- Staffing: solid + stolid; male
- Solid HR
- Single space
- Larger Board



## LIFE CYCLE: Mature (27 %)

---

1968 - 1975

- Solid HR
- Multiple spaces – owned
- Better benefits
- Females



# FUTURE PROGRAMMING

---

## Survey Results



# Respondent Profile

---

## Geographic Distribution

	#	%
■ Northwestern Ontario:	1	1.6
■ Northeastern Ontario:	5	7.8
■ Central Ontario:	6	9.4
■ Eastern Ontario:	13	20.3
■ Southwestern Ontario:	15	23.4
■ Toronto:	23	35.9



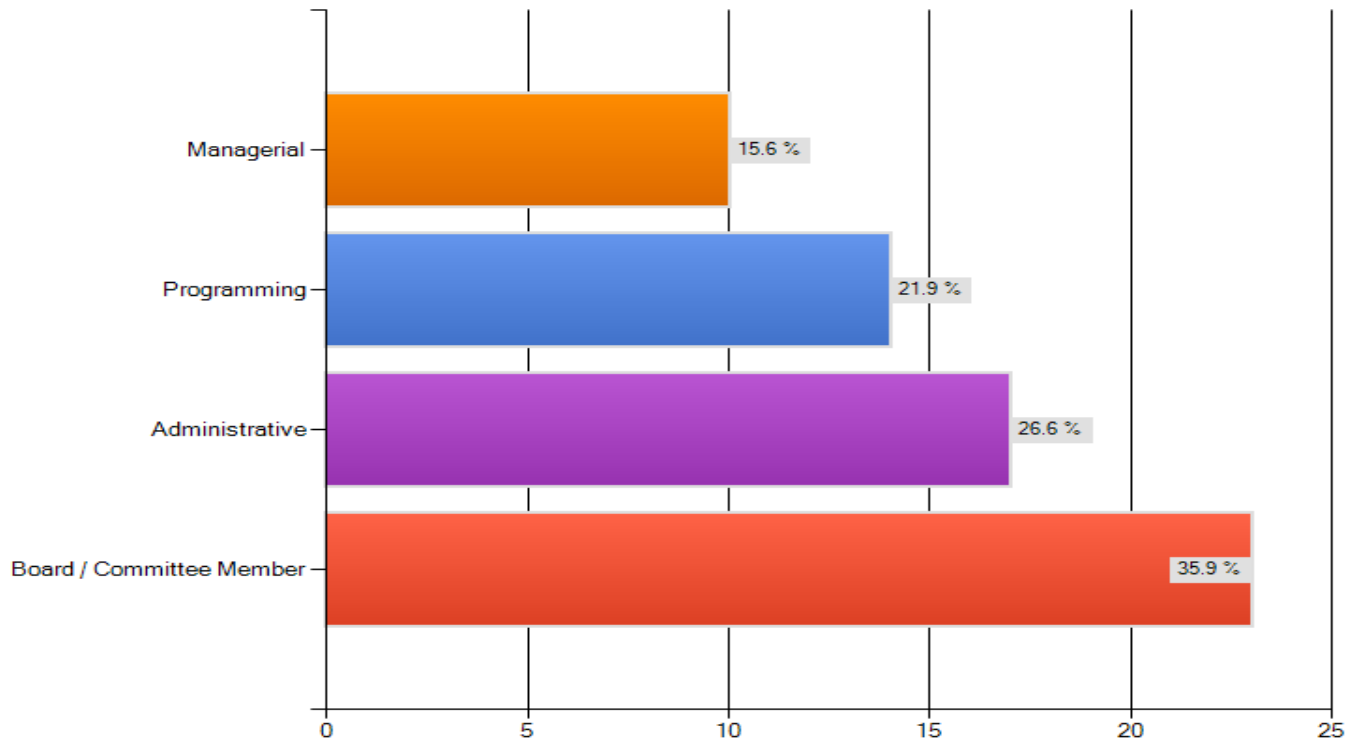
# Respondent Profile

---

<b>Awareness Level</b>	<b>#</b>	<b>%</b>
■ 1 year or less	20	31.1
■ 2 – 5 years	18	28.1
■ 6 – 10 years	18	28.1
■ 11 – 15 years	4	6.3
■ 16 – 20 years	4	6.3
<b>Total</b>	<b>64</b>	<b>100</b>
<b>Average</b>	<b>5.3</b>	
<b>Origin</b>		
■ Visual art centres	45	70.3
■ Media art centres	19	29.7

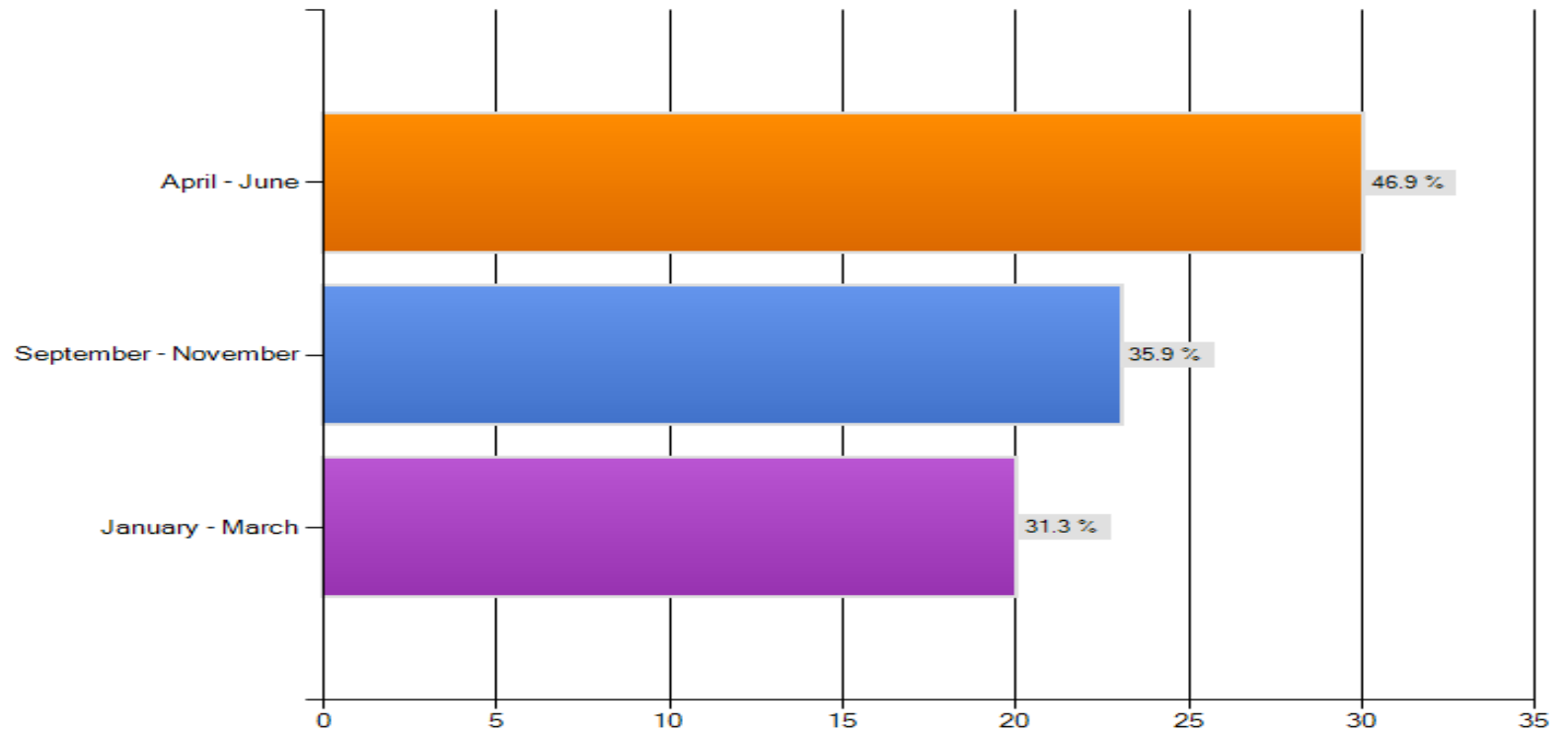
# Respondent Profile

What is your current primary status in an artist-run centre?



# TIMING

What is the best time of the year for you to attend a conference/workshop?





# Conference Development

---

<b>Topic / Issue</b>	<b>Priority %</b>	<b>Attend %</b>	<b>Rank %</b>
■ Keep Artist at the centre of the Equation	90.5	84.1	76.1
■ Supporting critical discourse in the field	79.4	81.0	64.3
■ Curating versus Programming	54.0	61.9	33.4





# Program Development – Top 10

---

<b>Topic / Issue</b>	<b>Priority</b>	<b>Attend</b>	<b>Rank</b>
■ Marketing/outreach/education	90.2	82.0	74.0
■ Enhancing infrastructure of ARCs	85.2	73.8	62.9
■ Best practices for artist-run centres	83.6	70.5	58.9
■ Fundraising	82.0	63.9	52.4
■ Career development	78.7	65.6	51.6
■ Governance/board development	77.0	62.3	48.0
■ Grant writing	77.0	60.7	46.7
■ Leadership	73.8	57.4	42.4
■ Human resource management	65.6	47.5	31.2
■ Online social networking	60.7	50.8	30.8



# Program: Alternatives

---

- **Marketing, Development, Outreach;**
  - New audiences, branding, regional development, accessibility, education and outreach, volunteer development
- **Financial Sustainability + Diversifying:**
  - Funding and funders, fundraising and development, sustainability, local support, strategic programming
- **Policy & Practises Issues**
  - Labour issues, policy development, best tech support, sector wide standards, social media, CADAC



# Program Delivery – Top 10

---

Method	Priority	Attend	Rank
	%	%	%
■ Regional/local events co-presented	93.2	93.2	86.9
■ 1 day workshop	93.2	84.7	78.9
■ Round table discussion	86.4	86.4	74.6
■ Online access to curated materials	88.1	84.7	74.7
■ Downloadable video presentations	78.0	74.6	58.2
■ Panel discussions	71.2	72.9	51.9
■ Webinars	66.1	69.5	45.9
■ Live streaming events video	67.8	55.9	37.9
■ Web based discussion forums	61.0	61.0	37.2
■ A retreat on boards and governance	57.6	45.8	26.4



# LOCATION

---

	Very Important	Important	<b>Rank</b>	Somewhat Important	Not Important
Outside Toronto	39.7%	37.9 %	<b>77.6 %</b>	19.0 %	3.4 %
In Toronto	35.6%	33.9 %	<b>69.5 %</b>	20.3 %	10.2 %