

# **Overview**

This report provides a comparative analysis of the financial performance of the **Museum of Vancouver** (MOV) against a selection of peer cultural institutions across Canada between 2017 and 2023. The analysis is designed to evaluate MOV's financial health and strategic positioning in the context of operational and financial challenges before and after the pandemic.

The information used in this report was collected from **charitydata.ca**, a portal summarizing T3010 Registered Charity Information Return data. The organizations were selected based on the similarity of the audience they target and the types of programs and services they offer.

The organizations included in this study are:

The **Museum of Vancouver**, located in Vancouver, British Columbia was established in 1894 and stands as a vibrant cultural institution dedicated to showcasing the rich history, diverse communities, and dynamic evolution of Vancouver and its surroundings.

Business Registration Number: 837012624RR0001

The **George R. Gardiner Museum of Ceramic Art**, located in Toronto, ON, celebrates the art of ceramics through its diverse collections, exhibitions, and educational programs.

Business Registration Number:108082900RR0001

The **Museum of Toronto History**, located in Toronto, ON, preserves and shares the stories of the city's rich past.

Business Registration Number: 107758989RR0001

The **Nanaimo & District Museum Society**, located in Nanaimo, British Columbia, collects, preserves, and interprets the history of Nanaimo and the surrounding region.

Business Registration Number: 107758989RR0001

The **Royal Ontario Museum**, located in Toronto, Ontario, is Canada's largest museum, showcasing art, culture, and natural history from around the world and across the ages.

Business Registration Number: 105248256RR0001

Located in Vancouver, British Columbia, **Science World** sparks scientific wonder and discovery through interactive exhibits and educational programs.

Business Registration Number: 106734809RR0001

The **Vancouver Art Gallery Association**, located in Vancouver, British Columbia, presents a wide range of historical and contemporary art exhibitions, with a focus on British Columbian and Canadian art. Business Registration Number: 119260958RR0001

The **Vancouver Maritime Museum**, located in Vancouver, British Columbia, preserves and presents the maritime history of Vancouver and the Pacific Northwest.

Business Registration Number: 119261147RR0001

The **McCord Stewart Museum**, located in Montreal, Québec, celebrates Canadian history, culture, and material heritage through its extensive collections and exhibitions.

Business Registration Number: 103047676RR0001

The **Art Gallery of Saskatchewan**, located in Regina, Saskatchewan, collects, preserves, and exhibits historical and contemporary art, with a focus on Saskatchewan artists and the province's art history. Business Registration Number: 805698511RR0001

The **Britannia Mine Museum**, located in Britannia Beach, British Columbia, preserves and educates the public about British Columbia's rich mining history through engaging exhibits, underground tours, and interactive experiences.

Business Registration Number: 118818277RR0001

# **Analysis**

The following section is broken down into three key sections.

**Financial Solvency & Sustainability** examines the organization's long-term financial health and ability to meet its obligations, **Revenue Diversification & Funding Sources** analyzes the various streams of income and their stability and **Program & Staffing Efficiency** assesses the efficiency of program delivery and the effectiveness of human resources.

Under each of these sections, we have selected ratios that will help paint a comprehensive picture of MOV's performance and how it compares to the rest of the arts and culture sector in Canada.

### FINANCIAL SOLVENCY & SUSTAINABILITY

This section focuses on an organization's ability to meet its short-term and long-term financial obligations as well as its overall financial health.

#### **CURRENT ASSETS VS CURRENT LIABILITIES RATIO**

The **current ratio** is a ratio that measures an organization's ability to pay its short-term obligations using its current assets.

A higher current ratio is considered better, as it indicates a stronger financial position and a greater ability to cover liabilities.

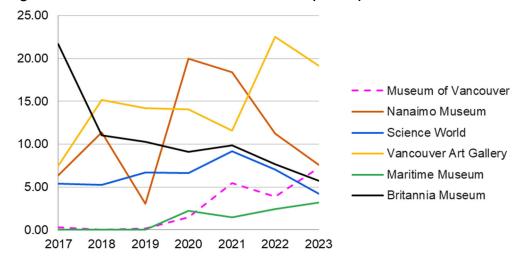


Figure 1: Current assets to current liabilities ratio (table 1)

Over the 2017-2023 period, the **Museum of Vancouver's** performance shows a general upward trend, increasing from **0.32 in 2017** to **7.24 in 2023**. This is a significant improvement, suggesting a strengthening financial position.

When compared to local organizations, the **Museum of Vancouver** is performing similarly to the **Nanaimo Museum** and better than the other local organizations with the exception of the **Vancouver Art Gallery**.

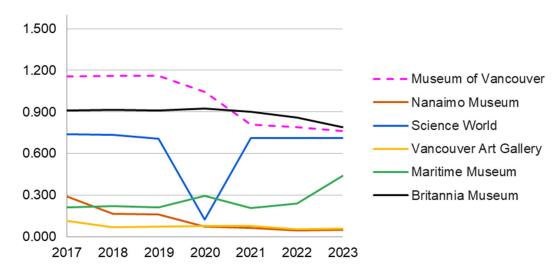
On a national scale, the **Museum of Vancouver** is outperforming the **Gardiner Museum** while performing similarly to the **Art Gallery of Saskatchewan** and underperforming compared to the **Museum of Toronto History**.

#### **LIABILITIES TO ASSETS RATIO**

The debt-to-asset ratio measures the proportion of an organization's assets financed through debt.

A lower ratio is considered better, as it indicates a stronger financial position and a more sustainable operating model, with less reliance on borrowed funds.

Figure 2: Liabilities to assets ratio (table 2)



Over the 2017-2023 period, the **Museum of Vancouver's** performance shows a promising trend, starting at **1.16 in 2017** and reaching **0.76 in 2023**. This indicates a strenghtening financial position over this time frame.

Compared to local organizations, the **Museum of Vancouver** is performing similarly to the **Britannia Museum** and **Science World** while the **Maritime Museum**'s ratio is lower at **0.4**.

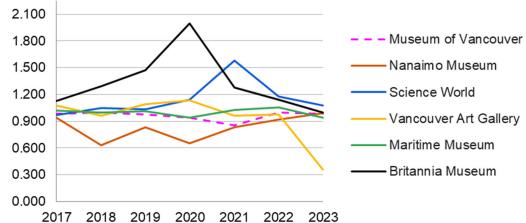
In 2023, the **Museum of Toronto History** had a ratio of **0.9** which was the highest ratio nationally while the **McCord Stewart Museum** and the **Gardiner Museum** had the lowest ratios respectively **0.24** and **0.28**.

#### **EXPENSE TO REVENUE RATIO**

The **expense to revenue ratio** indicates whether an organization is operating within its means.

A ratio of less than 1 indicates that the organization is generating more revenue than it is spending, while a ratio greater than 1 suggests an operating deficit.

Figure 3: Expenses to revenue ratio (table 3)



The **Museum of Vancouver's** performance indicates a sideways trend, with a ratio hovering within a tight range below **1** between **0.982** in **2017** and **0.983** in **2023**. This indicates a strong ability to manage expenses within its revenue, resulting in a stable financial position in 2023 while compromising its ability to build reserves.

When compared to local organizations, the **Museum of Vancouver** expense to revenue ratio is comparable to most organizations with the exception of the **Vancouver Art Gallery** with a ratio of **0.36** in 2023.

The Gardiner Museum, the Art Gallery of Saskatchewan, the Royal Ontario Museum and Science World were the only organizations nation-wide with an expense to revenue ratio greater than 1.

## **REVENUE DIVERSIFICATION & FUNDING SOURCES**

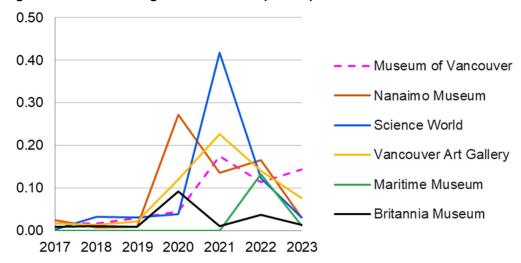
The following ratios help understand the sources of an organization's funding, highlighting its reliance on specific sources and identify opportunities to diversify its sources of revenue.

## **FEDERAL FUNDING TO REVENUE RATIO**

The ratio of **federal funding to revenue** measures the share of an organization's total revenue derived from federal grants.

A higher ratio indicates a greater reliance on this funding source, while a lower ratio might suggest a more diversified funding model.

Figure 4: Federal funding to revenue ratio (table 4)



The **Museum of Vancouver**'s share of revenue coming from **Federal** sources has **increased** from **2% in 2017** to **14% in 2023**. This upward trend shows a growing reliance on federal funding to support its operations.

The **Museum of Vancouver** has experienced a greater reliance on Federal funding than other local organizations such as the **Vancouver Art Gallery** with **8%** of its revenue coming from Federal sources.

Nationally, the **Museum of Vancouver** is the organization that relies the most on Federal funding sources, while Federal funding accounts for **10%** of the **Museum of Toronto's History revenue** and **7%** of the **Gardiner Museum's** revenue.

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#### **PROVINCIAL FUNDING VS TOTAL REVENUE RATIO**

The ratio of **provincial funding to revenue** measures the share of an organization's total revenue derived from provincial grants.

A higher ratio indicates a greater reliance on this funding source, while a lower ratio might suggest a more diversified funding model.

Figure 5: Provincial funding to revenue ratio (table 5)

It is important to note that **Brittania Museum in 2021**, **Science World in 2022** and the **Vancouver Art Gallery in 2023** received unusually high-level of funding from the BC Provincial Government.

The Museum of Vancouver's reliance on Provincial funding has been slowly increasing from 10% in 2017 to 16% in 2023. The Maritime Museum and the Nanaimo Museum also rely on provincial funding for an average of 13% over the 2017-2023 period while the Museum of Vancouver has averaged 12% over the same period.

In 2023, with the exception of the **Vancouver Art Gallery, BC** based organizations received on average **11%** of their revenue from Provincial sources while **Ontario** based organizations received **19%** of their revenue from Provincial sources.

The **Museum of Toronto History** was the only organization that received on average less than **1% of its revenue** from provincial funding.

#### **MUNICIPAL FUNDING TO REVENUE RATIO**

The ratio of **municipal funding to revenue ratio** measures the share of an organization's total revenue derived from municipal grants.

A higher ratio indicates a greater reliance on this funding source, while a lower ratio might suggest a more diversified funding model.

0.60
0.50
0.40
0.30
0.20
0.10
0.10
0.00
2017 2018 2019 2020 2021 2022 2023

Figure 6: Municipal funding to revenue ratio (table 6)

Over the 2017-2023 period, the **Museum of Vancouver**'s funding coming from the **City of Vancouver** shows a general downward trend, decreasing from **38% in 2017** to **23% in 2023**.

The **Maritime Museum** has experienced a very similar trend, where the share of municipal funding has decreased from **30% in 2017** to **23% in 2023**.

The **Nanaimo Museum** is the only local organization that has not experienced a significant decrease in its Municipal funding to revenue.

In 2023, the municipal funding to revenue ratio for organizations based in **Ontario** was **less than 1%**, **4%** in **Quebec** while the average in **BC** was **16%**.

#### SALE OF GOODS & SERVICES TO REVENUE RATIO

The ratio of **sale of goods & services to total revenue** measures the proportion of an organization's total revenue generated from earned sources, such as admissions, gift shop sales, and programs.

A higher ratio indicates a stronger, more independent revenue stream and greater financial self-sufficiency.

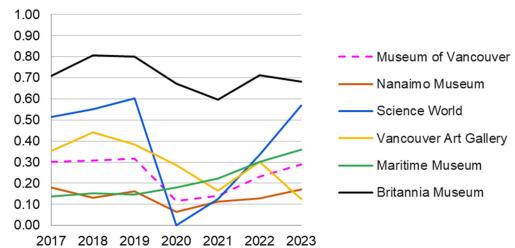


Figure 7: Sales of goods & services to revenue ratio (table 7)

Over the 2017-2023 period, the **Museum of Vancouver** shows a sharp decline in to **12% in 2020** and **14% in 2021**, as a result of the pandemic's impact on in-person activities. However, the organization shows a strong recovery, with the ratio going back to to **29% in 2023**, returning to its pre-pandemic levels.

When compared to local organizations the **Museum of Vancouver** ratio is mixed. The **2023 ratio of 29%** is higher than the **Nanaimo Museum** or the **Vancouver Art Gallery**, but it remains significantly lower than **Science World** and the **Britannia Museum**. Coming out of the pandemic, the Museum of Vancouver's **ratio is very similar** to that of the **Maritime Museum**.

Despite serving areas with larger populations pools, the **Gardiner Museum** is the **Ontario** organization with the highest ratio of **23%** which is **6 points lower than MOV's** and **Quebec**'s **McCord Stewart Museum** with a ratio of **14%** in 2023 was also lower than **MOV**'s.

### **PROGRAM & STAFFING EFFICIENCY**

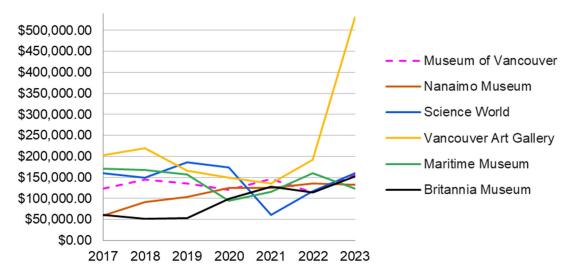
This section assesses how effectively an organization utilizes its staff and resources to deliver programs.

#### **TOTAL REVENUE PER FULL TIME STAFF**

The **total revenue per full-time staff** is a measure of operational efficiency, indicating the amount of total revenue generated for each full-time employee.

A higher value suggests that the organization is effectively leveraging its human resources to generate revenue.





It is important to note that **Brittania Museum in 2021**, **Science World in 2022** and the **Vancouver Art Gallery in 2023** received an unusually high-level funding from the BC Provincial Government resulting in higher revenue than usual.

The **Museum of Vancouver** shows a fluctuating but resilient trend. After a dip in 2022, the metric rebounded significantly to its highest point in the period at \$155,528.00 in 2023 with 22 full-time employees.

The **Museum of Vancouver** ratio is on par with the rest of the local organizations with a total revenue per full time staff ranging between \$122,800 for the **Maritime Museum** with a **head count** of **17** and \$160,600 for Science **World** with a **head count** of **109** in 2023.

The Gardiner Museum, the Museum of Toronto History, the Royal Ontario Museum and the Art Gallery of Saskatchewan outperformed the Museum of Vancouver with respective total revenue per full-time staff of \$168,500 with a head count of 28, \$186,665 with a head count of 11, \$254,600 with a head count of 315 and \$284,489 with a head count of 52.

#### **NON-PUBLIC REVENUE PER TOTAL HEADCOUNT**

This ratio measures the organization's ability to attract funding from diverse, non-governmental sources relative to its full-time and part-time workforce.

A higher value indicates that the organization is effectively generating revenue from sources like contributing to greater financial independence.

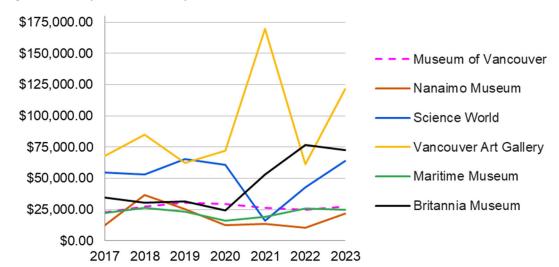


Figure 9: Non-public revenue per total headcount (table 9)

The **Museum of Vancouver** experienced a fluctuating trend, with a peak at \$30,265 in 2019 followed by a steady decline into 2022 followed by a recovery to \$27,331.22 in 2023 with a head count of 58. This reflects a relatively stable, though not continuously growing ability to generate revenue from non-public sources relative to all staff members but performed similarly to the **Maritime Museum** over the 2017-2023 period.

The Vancouver Art Gallery, the Britannia Museum and Science World outperformed the Museum of Vancouver with non-public revenue per total headcount ranging between \$63,810 for Science World with a total headcount of 259 to \$121,560 for the Vancouver Art Gallery with a total headcount of 186.

At the national level, only three organizations outperformed the **Museum of Vancouver**. The **Museum of Toronto History**, the **Royal Ontario Museum** and the **McCord Stewart Museum** with respective non-public revenue per total headcount of \$108,700 with a head count of 17, \$92,000 with a head count of 575, \$37,400 with a head count of 139.

#### **WAGES TO EXPENSES RATIO**

0.450

0.350

2017

The wages to expenses ratio measures the proportion of an organization's total expenses that are allocated to staff wages, benefits and payroll taxes.

A lower ratio could indicate greater efficiency in managing wage costs, while a higher ratio might suggest a more staff-intensive operational model.

0.750

0.650

--- Museum of Vancouver

Nanaimo Museum

Science World

Figure 10: Wages to expenses ratio (table 10)

2018 2019 2020 2021

The **Museum of Vancouver** shows a relatively stable trend, fluctuating around **60% since 2017 s**uggesting that a consistent portion of the Museum's expenses is dedicated to wages.

2022 2023

Vancouver Art Gallery

- Maritime Museum - Britannia Museum

The proportion of expenses allocated to wages by the **Maritime Museum** and the **Nanaimo Museum** are on par with the **Museum of Vancouver**'s at around **63% in 2023**.

Inversely, **Science World**, the **Vancouver Art Gallery** and the **Brittania Museum** had a wages to expenses ratio **under 55% in 2023**.

At the national level, most organizations with the lowest wages to expenses ratio were all located outside of BC. At the **Art Gallery of Saskatchewan**, wages accounted for **30% of expenses**, at the **Museum of Toronto History**, wages accounted for **41% of expenses** and at the **Gardiner Museum**, **they** accounted for **42% of expenses**.

# **Insights & Recommendations**

The ratios **highlighting financial solvency and sustainability** show that the **Museum of Vancouver** is performing on par with the rest of the local cultural organizations.

The indicators for **revenue diversification and funding sources** emphasize that the **Museum of Vancouver** relies heavily on government grants and subsidies putting the Museum at risk of any sudden changes in funding policies.

Since the midst of the Covid 19 pandemic, revenue internally generated has rebounded to reach prepandemic levels. This is an encouraging trend which must be encouraged by diverting from government funding by following the **Science World** model.

The **Museum of Vancouver** is a hub for **arts**, **culture**, and **education**. A 2025 Canada Helps report<sup>1</sup> highlights that the most likely donors to these causes are **downtown residents** and **affluent families**. Knowing the profile of these potential donors can help the museum focus its fundraising efforts more effectively.

**MOV's program and staffing efficiency** ratios are in line with its local peers. However, the high cost of living in British Columbia is a significant hurdle for organizations. This is reflected in the fact that BC-based organizations have the **highest wages to expenses ratio** among the 11 organizations in this study.

We recommend that the **next report** includes organizations such as the **Royal BC Museum** and the **Museum & Archives of North Vancouver** as well as some US based institutions with similar audiences and budgets such as the **Museum of Science & History of Jacksonville**, the **Charleston Museum** or the **Northwest Museum of Arts & Culture Foundation**.

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<sup>&</sup>lt;sup>1</sup> https://indd.adobe.com/view/26bddc74-3f84-4b8c-9975-9e4844a7f03c

# **Data Tables**

Table 1: Current assets to current liabilities ratio

Organization	2023	2022	2021	2020	2019	2018	2017
Museum of Vancouver	7.24	3.87	5.47	1.49	0.14	0.03	0.32
Gardiner Museum	4.44	1.04	0.88	2.11	1.95	1.39	3.72
Museum of Toronto History	9.08	7.43	4.00	3.15	7.47	2.92	6.43
Nanaimo Museum	7.56	11.23	18.38	19.98	3.07	11.38	6.37
Royal Ontario Museum	0.00	0.00	0.00	0.00	0.00	0.05	0.02
Science World	4.23	7.03	9.19	6.60	6.70	5.26	5.37
Vancouver Art Gallery	19.19	22.51	11.60	14.09	14.23	15.14	7.48
Maritime Museum	3.17	2.40	1.47	2.25	0.00	0.00	0.00
The McCord Stewart Museum	1.79	1.21	2.76	0.71	0.95	0.70	1.10
The Art Gallery of Saskatchewan	7.74	9.52	9.16	14.27	3.84	4.85	7.80
Britannia Museum	5.739	7.670	9.853	9.104	10.287	11.035	21.733

Table 2: Liabilities to assets ratio

Organization	2023	2022	2021	2020	2019	2018	2017
Museum of Vancouver	1.541	0.790	0.810	1.044	1.158	1.161	1.158
Gardiner Museum	0.284	0.282	0.258	0.288	0.296	0.316	0.301
Museum of Toronto History	0.935	0.939	0.961	0.986	0.993	0.988	0.999
Nanaimo Museum	0.050	0.046	0.063	0.073	0.161	0.165	0.291
Royal Ontario Museum	1.243	1.209	1.207	1.073	1.073	1.075	1.044
Science World	0.714	0.712	0.711	0.123	0.705	0.735	0.740
Vancouver Art Gallery	0.059	0.054	0.080	0.077	0.074	0.068	0.117
Maritime Museum	0.437	0.239	0.209	0.295	0.213	0.221	0.211
The McCord Stewart Museum	0.240	0.250	0.553	0.365	0.651	0.392	0
The Art Gallery of Saskatchewan	0.367	0.213	0.172	0.167	0.260	0.253	0.519
Britannia Museum	0.793	0.862	0.902	0.926	0.912	0.914	0.911

Table 3: Expenses to revenue ratio

Organization	2023	2022	2021	2020	2019	2018	2017
Museum of Vancouver	0.983	0.997	0.852	0.939	0.974	0.998	0.982
Gardiner Museum	1.281	3.067	0.622	1.012	0.744	1.362	0.890
Museum of Toronto History	0.998	0.976	0.974	0.999	0.999	0.999	1.028
Nanaimo Museum	0.987	0.917	0.833	0.652	0.833	0.629	0.940
Royal Ontario Museum	1.067	1.008	1.006	0.998	0.996	1.015	0.991
Science World	1.078	1.177	1.581	1.145	1.035	1.045	0.967
Vancouver Art Gallery	0.360	0.976	0.959	1.133	1.089	0.962	1.075
Maritime Museum	0.940	1.055	1.023	0.941	1.012	1.001	1.018
The McCord Stewart Museum	0.987	0.989	0.785	0.777	0.881	0.957	0.976
The Art Gallery of Saskatchewan	1.218	0.941	0.936	0.920	1.034	1.095	1.193
Britannia Museum	0.998	1.144	1.275	1.998	1.473	1.290	1.128

Table 4: Federal funding to revenue ratio

Organization	2023	2022	2021	2020	2019	2018	2017
Museum of Vancouver	0.14	0.11	0.18	0.05	0.03	0.02	0.02
Gardiner Museum	0.07	0.22	0.11	0.21	0.03	0.10	0.03
Museum of Toronto History	0.10	0.19	0.12	0.12	0.00	0.00	0.00
Nanaimo Museum	0.03	0.17	0.14	0.27	0.01	0.01	0.02
Royal Ontario Museum	0.00	0.08	0.11	0.00	0.00	0.00	0.00
Science World	0.03	0.12	0.42	0.04	0.03	0.03	0.00
Vancouver Art Gallery	0.08	0.14	0.23	0.12	0.02	0.01	0.02
Maritime Museum	0.01	0.13	0.00	0.00	0.00	0.00	0.00
The McCord Stewart Museum	0.05	0.13	0.22	0.00	0.01	0.01	0.03
The Art Gallery of Saskatchewan	0.04	0.04	0.02	0.03	0.02	0.00	0.20
Britannia Museum	0.01	0.04	0.01	0.09	0.01	0.01	0.01

Table 5: Provincial funding to revenue ratio

Organization	2023	2022	2021	2020	2019	2018	2017
Museum of Vancouver	0.16	0.12	0.14	0.09	0.10	0.09	0.10
Gardiner Museum	0.05	0.12	0.05	0.05	0.01	0.07	0.04
Museum of Toronto History	0.00	0.04	0.01	0.00	0.00	0.00	0.00
Nanaimo Museum	0.12	0.16	0.13	0.16	0.11	0.08	0.13
Royal Ontario Museum	0.34	0.57	0.58	0.35	0.34	0.34	0.36
Science World	0.02	0.10	0.02	0.01	0.01	0.01	0.01
Vancouver Art Gallery	0.48	0.07	0.10	0.07	0.06	0.04	0.06
Maritime Museum	0.16	0.14	0.18	0.12	0.09	0.08	0.09
The McCord Stewart Museum	0.41	0.44	0.38	0.32	0.34	0.36	0.39
The Art Gallery of Saskatchewan	0.02	0.03	0.03	0.04	0.03	0.04	0.03
Britannia Museum	0.09	0.05	0.21	0.14	0.05	0.05	0.08

Table 6: Municipal funding to revenue ratio

Organization	2023	2022	2021	2020	2019	2018	2017
Museum of Vancouver	0.23	0.28	0.37	0.39	0.30	0.30	0.38
Gardiner Museum	0.03	0.09	0.03	0.04	0.02	0.05	0.04
Museum of Toronto History	0.00	0.05	0.00	0.01	0.00	0.00	0.00
Nanaimo Museum	0.45	0.43	0.46	0.39	0.46	0.34	0.54
Royal Ontario Museum	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Science World	0.01	0.01	0.01	0.00	0.01	0.01	0.01
Vancouver Art Gallery	0.04	0.16	0.17	0.16	0.14	0.11	0.13
Maritime Museum	0.23	0.25	0.29	0.35	0.27	0.27	0.30
The McCord Stewart Museum	0.04	0.03	0.02	0.02	0.02	0.05	0.03
The Art Gallery of Saskatchewan	0.49	0.53	0.47	0.63	0.50	0.47	0.41
Britannia Museum	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table 7: Sales of goods & services to revenue ratio

Organization	2023	2022	2021	2020	2019	2018	2017
Museum of Vancouver	0.29	0.23	0.14	0.12	0.32	0.31	0.30
Gardiner Museum	0.23	0.00	0.00	0.05	0.05	0.07	0.06
Museum of Toronto History	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Nanaimo Museum	0.17	0.13	0.11	0.06	0.16	0.13	0.18
Royal Ontario Museum	0.18	0.07	0.02	0.28	0.31	0.32	0.30
Science World	0.57	0.33	0.13	0.00	0.60	0.55	0.51
Vancouver Art Gallery	0.13	0.30	0.17	0.29	0.39	0.44	0.35
Maritime Museum	0.36	0.30	0.22	0.18	0.15	0.15	0.14
The McCord Stewart Museum	0.14	0.13	0.04	0.13	0.16	0.16	0.13
The Art Gallery of Saskatchewan	0.13	0.03	0.03	0.02	0.07	0.08	0.03
Britannia Museum	0.68	0.71	0.60	0.67	0.80	0.81	0.71

Table 8: Total revenue per full-time staff

Organization	2023	2022	2021	2020	2019	2018	2017
Museum of Vancouver	\$155,528.00	\$114,477.62	\$146,188.96	\$120,422.11	\$135,551.17	\$144,309.86	\$123,031.87
Gardiner Museum	\$168,488.86	\$63,363.14	\$265,193.68	\$174,614.54	\$232,604.81	\$151,422.56	\$232,031.57
Museum of Toronto History	\$186,664.45	\$222,006.50	\$213,831.25	\$136,263.89	\$167,901.38	\$228,942.14	\$324,726.50
Nanaimo Museum	\$132,262.14	\$135,979.00	\$124,870.86	\$124,216.88	\$104,179.50	\$91,314.42	\$58,573.00
Royal Ontario Museum	\$254,577.23	\$251,329.49	\$155,856.26	\$188,528.60	\$244,368.92	\$238,826.71	\$222,084.54
Science World	\$160,595.78	\$117,227.60	\$60,676.40	\$173,355.77	\$185,793.04	\$149,119.42	\$159,981.68
Vancouver Art Gallery	\$531,493.32	\$191,361.12	\$135,879.63	\$149,431.12	\$166,536.69	\$219,716.21	\$203,393.67
Maritime Museum	\$122,792.94	\$160,362.45	\$115,141.17	\$94,749.00	\$156,452.60	\$167,319.22	\$171,119.50
The McCord Stewart Museum	\$96,687.91	\$112,059.12	\$135,012.17	\$115,397.74	\$126,806.79	\$129,233.44	\$172,313.19
The Art Gallery of Saskatchewan	\$284,488.50	\$314,302.90	\$380,161.97	\$258,111.92	\$328,282.42	\$296,011.77	\$335,790.35
Britannia Museum	\$151,845.92	\$114,095.64	\$128,269.33	\$98,505.50	\$53,654.05	\$52,021.25	\$60,674.48

Table 9: Non-public revenue per total headcount

Organization	2023	2022	2021	2020	2019	2018	2017
Museum of Vancouver	\$27,331.22	\$24,767.98	\$26,230.31	\$29,595.15	\$30,264.81	\$27,571.23	\$22,899.39
Gardiner Museum	-\$28,692.09	-\$63,495.00	\$22,580.07	-\$13,148.79	\$10,660.15	-\$23,036.13	-\$330.47
Museum of Toronto History	\$108,691.29	\$162,017.40	\$186,251.88	\$117,867.56	\$167,901.38	\$228,942.14	\$324,726.50
Nanaimo Museum	\$21,538.47	\$10,509.41	\$13,476.33	\$12,515.79	\$25,136.14	\$36,460.06	\$12,557.18
Royal Ontario Museum	\$92,000.34	\$60,768.50	\$39,469.84	\$100,949.61	\$103,674.31	\$95,604.43	\$86,947.91
Science World	\$63,809.75	\$42,950.76	\$16,204.36	\$60,552.82	\$65,377.79	\$53,048.51	\$54,407.82
Vancouver Art Gallery	\$121,563.35	\$61,135.39	\$169,766.74 <sup>1</sup>	\$72,004.18	\$62,532.73	\$84,681.50	\$68,155.93
Maritime Museum	\$24,726.44	\$25,679.88	\$19,426.16	\$16,161.84	\$23,447.12	\$26,388.46	\$22,404.35
The McCord Stewart Museum	\$37,403.37	\$34,219.70	\$35,169.81	\$56,525.83	\$62,151.42	\$46,368.30	\$44,629.89
The Art Gallery of Saskatchewan	\$17,921.80	\$3,713.07	\$3,943.08	\$2,664.55	\$20,250.45	\$10,645.66	\$4,059.98
Britannia Museum	\$72,389.73	\$76,877.63	\$53,061.62	\$24,415.19	\$31,408.13	\$30,508.20	\$34,653.73

Note 1: The 2021 ratio was calculated using the number of full-time employees reported in 2020 as that figure was not available for the Vancouver Art Gallery.

Table 10: Wages to expenses ratio

Organization	2023	2022	2021	2020	2019	2018	2017
Museum of Vancouver	0.627	0.645	0.601	0.561	0.638	0.574	0.592
Gardiner Museum	0.423	0.462	0.422	0.476	0.464	0.442	0.403
Museum of Toronto History	0.405	0.299	0.444	0.517	0.388	0.224	0.018
Nanaimo Museum	0.631	0.605	0.670	0.681	0.591	0.585	0.592
Royal Ontario Museum	0.461	0.458	0.475	0.452	0.459	0.438	0.448
Science World	0.461	0.474	0.531	0.464	0.408	0.441	0.464
Vancouver Art Gallery	0.478	0.545	0.560	0.548	0.519	0.410	0.409
Maritime Museum	0.616	0.604	0.589	0.675	0.688	0.682	0.701
The McCord Stewart Museum	0.536	0.472	0.577	0.562	0.407	0.340	0.419
The Art Gallery of Saskatchewan	0.295	0.393	0.347	0.423	0.375	0.324	0.210
Britannia Museum	0.535	0.495	0.444	0.400	0.486	0.510	0.497

