

# Prairie NWT Region Media Arts Organizations Compensation Review and Recommendations

By Cecilia Araneda

*Final: Sept. 28, 2007*

## SUMMARY

---

### BACKGROUND

In April 2007, at the meeting of Prairie NWT Region organizations of the IMAA, compensation and related issues within the individual centres was discussed. It was felt that there were limited resources to guide organizations and their Boards in the area of appropriate compensation packages for staff.

As media arts organizations attempt to continue to deliver excellent service and support to their member artists, their audiences and the greater communities within which they operate, there is the acknowledgement that a key component to their operational success is the capacity to acquire and retain professional staff. Yet, these organizations struggle with limited financial resources and are increasingly asked to do more with less, and as a result their capacity to invest in human resources is also a challenge.

Within this context the Prairie NWT Region media arts organizations moved to undergo a compensation review and recommendation process that would not only review the individual organizations' compensation practices, but also review general compensation practices regionally within the non-profit sector. The objective was to provide recommended compensation levels for work functions in participating organizations.

Organizations participating in this compensation review process are from Manitoba, Saskatchewan and Alberta. As there was no permanent staff for the one media arts organization in NWT that's in our region, we didn't have enough information to include them. The Northern territories and provinces comprise a region with unique challenges so information should be gathered for cultural workers in the North in the future. In this particular study of the Prairie Provinces it is acknowledged that there are different cost of living and compensation issues in Calgary, in comparison to the rest of the region. For this reason, indexing to address cost of living is also a consideration.

In addition, even though all the participating organizations are media arts organizations, there is a degree of difference among them:

- In terms of their focus, there are three main areas: (1) presentation and exhibition, (2) dissemination and (3) production support and training; the majority of the organizations focus on one of these areas, while a few organizations have combined focuses.
- The budget variance between organizations is around \$200,000 to \$750,000 annually, with two main clusters: nine organizations have budgets under \$400,000 and three organizations have budgets over \$400,000.

As a result of these focus and budget differences, even though job functions are reviewed in groups, it is expected that there is a degree of variation within each of the groups in terms of degree of organizational and planning responsibility, creative and organizational influence and degree of autonomy allowed in decision-making.

## ANALYSIS & RECOMMENDATIONS

### WAGE / SALARY RECOMMENDATIONS

#### NOTES:

1. Recommended figures are for the Prairie Provinces as a whole, but, as noted, information for the Northwest Territories hasn't been included. The 2006 Cost of Living index notes that Calgary has a 12% added cost of living in comparison with the rest of the Prairie Provinces.
2. It is assumed that full time is 35 hours a week (with or without a lunch hour separated).
3. Organizations generally have two distinct types of structures: (a) where an Executive Director or Director is the organizational leader and; (b) where there is a more decentralized structure with an Operations Coordinator at the helm.

In the instance of organizations led by Executive Directors / Directors, Directors tend to have higher salaries and Program /Technical Coordinators have lower salaries in comparison. In instances of organizations where organizations are lead by Operational Coordinators, their salaries tend to be at par with the Program Coordinators. For this reason, it may be appropriate for organizations with more decentralized structures to consider lows and highs for Operations Coordinators that are in between the Program / Technical Coordinator "High" and Executive Director "Low".

4. Of the 11 organizations surveyed, nine have budgets under \$400,000 and three have budgets over \$400,000 (and, indeed: over \$500,000). Of the positions titled Executive Director or Director who are compensated at the highest level among prairie organizations, the majority are in the organizations with budgets over \$400,000. For this reason, it may be appropriate for organizations with budgets of over \$400,000 annually to consider attaining the recommended high for the Executive Director / Director category.
5. In some key cases, Financial Administrators also take on a combined role akin to Program Coordination. In these instances, it may be appropriate to review both recommended salary structures.

Position	CURRENT			COMPARISON			RECOMMEND	
	High	Low	Average	Compare1	Compare2L	Compare2H	LOW	HIGH
ED, Director, Operations Coordinator	\$21.98	\$16.92	\$19.84	\$25.85	\$26.54	\$34.79	\$25.85	\$34.75
	\$40,000	\$30,800	\$36,109	\$47,047	\$48,303	\$63,318	\$47,047	\$63,318

Position	CURRENT			COMPARISON			RECOMMEND	
	High	Low	Average	Compare1	Compare2L	Compare2H	LOW	HIGH
Program / Technical Coordinators	\$19.56	\$15.00	\$17.73	\$22.65	\$17.71	\$22.05	\$17.71	\$22.05
	\$35,600	\$27,300	\$32,269	\$41,223	\$31,232	\$40,131	\$31,232	\$40,131

Position	CURRENT			COMPARISON			RECOMMEND	
	High	Low	Average	Compare1	Compare2L	Compare2H	LOW	HIGH
Technical Assistants	\$16.00	\$10.00	\$13.19	\$18.31	\$15.21	\$18.46	\$15.21	\$18.46
	\$19,120	\$18,200	\$24,006	\$33,324	\$27,682	\$33,597	\$27,682	\$33,597

Position	CURRENT			COMPARISON			RECOMMEND	
	High	Low	Average	Compare1	Compare2L	Compare2H	LOW	HIGH
Program Assistants	\$16.00	\$10.00	\$13.19	\$14.51	\$10.75	\$16.95	\$10.75	\$16.95
	\$29,010	\$18,200	\$24,006	\$26,408	\$19,565	\$30,849	\$19,565	\$30,849

Position	CURRENT			COMPARISON			RECOMMEND	
	High	Low	Average	Compare 1	Compare2 L	Compare2 H	LOW	HIGH
Financial Administrators	\$18.00	\$15.00	\$16.10	\$15.75	\$11.98	\$16.69	\$11.98	\$16.69
	\$32,760	\$27,300	\$29,302	\$28,665	\$21,804	\$30,376	\$21,804	\$30,376

## **OTHER COMPENSATION CONSIDERATIONS**

The following are notes for other compensation to consider. These considerations are based on anecdotal data gathering, in reviews via conversation with organizational Executive Directors / Directors / Operations Coordinators.

- VACATION**: Only one of the organizations reviewed have vacation structures based on tenure, whereby after five years tenure, an additional week was provided. Most organizations offer 4 weeks paid vacation for staff. Some organizations include the December holiday season break as part of this vacation period, while others provide this break as a period separate from vacation time, where staff can use up their accumulated banked time.
- HEALTH BENEFITS**: Most organizations offer an extended health benefits plan for their full time or close to full time staff (24 hours +). Of these, most cover 100% of the extended health coverage. Some organizations in Saskatchewan and Alberta appear to be able to access extended health benefits plans through tagging onto government arts funding agency plans. In Alberta, all organizations surveyed paid for provincial health plans (not applicable in Saskatchewan or Manitoba).
- PROFESSIONAL DEVELOPMENT**: Most organizations have some type of professional development incentives for staff. One organization provides four weeks professional development leave, to assist their artistic staff to maintain their individual artistic practice. Most production organizations provide equipment credit allotments in one form or another.
- HOURS OF WORK / OVER TIME**: Some organizations offer reduced hours to staff, in order to increase the hourly rate of pay to be more in-line with sector levels; however a percentage of staff (especially at the Executive Director and Program Coordinator level) also report working over-time hours at a rate that will never be recovered through banked time off. The real benefit of reduced hours should be considered. In some cases reduced hours allow artistic staff the time to continue being practicing artists. However, in some cases the real, overall salary may be too low to provide high-level staff with a living wage. Some “near full time” program coordinator staff report either looking for or having a part time or casual job in unrelated areas to subsidize their income.

- 5. PENSION / RRSP CONTRIBUTION:** While 17% to 38% of the organizations in the non profit sector compensation survey report providing a pension / RRSP contribution, only 1 in 11 (or 9%) of the organizations provided a matching contribution as a benefit.

## DATA

### INTRA-ORGANIZATIONAL REVIEW

#### SALARY / WAGES

##### **General Managers / Organizational & Artistic Directors / Business & Development Planners**

- Operations Coordinator, Administrator, Executive Director, Director (NOTE: Regardless of title, there is only one individual per org placed in this category – the individual deemed according to their title to be the staff director of the organization)*

Respondent	Wage	Hours / Week	Salary	Calgary/Other	< or > \$400K
	\$21.98	35	\$40,000	Other	Over
	\$21.98	35	\$40,000	Calgary	Over
	\$20.00	30	\$31,200	Other	Over
	\$21.45	35	\$39,035	Calgary	Under
	\$20.88	35	\$38,000	Calgary	Under
	\$20.00	30	\$31,200	Other	Under
	\$19.23	35	\$35,000	Other	Under
	\$19.23	35	\$35,000	Other	Under
	\$19.23	35	\$35,000	Other	Under
	\$17.31	40	\$36,000	Other	Under
	\$16.92	35	\$30,800	Calgary	Under
<b>AVERAGE</b>	<b>\$19.84</b>				

##### **Program / Technical Coordinators**

- Communications Coordinator, Programming Coordinator, Production Coordinator, Education & Outreach, Distribution Coordinator, Program Coordinator, Training Coordinator, Programmer, Producer/Program Director, Artistic Director, Technical Director, Producer/Program Director, Technical Director, Media Programmer, Program Coordinator, Outreach Coordinator, Film Production Coordinator, Digital Production Coordinator*

Respondent	Wage	Hours / Week	Salary	Calgary/Other	< or > \$400K
	\$19.56	35	\$35,600	Other	Over
	\$19.23	35	\$35,000	Calgary	Over
	\$19.23	20	\$20,000	Calgary	Over
	\$19.00	35	\$34,580	Other	Over
	\$17.00	30	\$26,520	Other	Over
	\$15.38	30	\$24,000	Other	Over
	\$15.38	35	\$28,000	Other	Over
	\$15.38	35	\$28,000	Other	Over

Respondent	Wage	Hours / Week	Salary	Calgary/Other	< or > \$400K
	\$15.00	20	\$15,600	Other	Over
	\$23.07	35	\$42,000	Calgary	Under
	\$20.33	35	\$37,000	Calgary	Under
	\$20.00	24	\$24,960	Other	Under
	\$20.00	24	\$24,960	Other	Under
	\$20.00	35	\$36,400	Other	Under
	\$19.23	35	\$35,000	Other	Under
	\$17.24	35	\$31,380	Calgary	Under
	\$17.17	28	\$25,000	Other	Under
	\$16.92	35	\$30,800	Calgary	Under
	\$16.92	35	\$30,800	Calgary	Under
	\$16.66	35	\$30,334	Calgary	Under
	\$16.48	35	\$30,000	Other	Under
	\$15.93	35	\$29,000	Other	Under
	\$15.38	35	\$28,000	Other	Under
	\$15.00	21	\$16,380	Other	Under
<b>AVERAGE</b>	<b>\$17.73</b>				

**Technicians / Technical Assistants / Program Assistants / Administrative Assistants / House Staff**

- *Maintenance Coordinator, Technical Assistant, Distribution Associate, Production Assistant, Operations Assistant, Equipment Coordinator, Training Associate, Publicist/Membership Services Assistant, Program Coordinator, Preparator*

Respondent	Wage	Hours / Week	Salary	Calgary/Other	< or > \$400K
	\$16.00	PT		Other	Over
	\$15.00	PT		Other	Over
	\$13.00	PT		Other	Over
	\$13.00	PT		Other	Over
	\$12.00	PT		Other	Over
	\$10.00	PT		Other	Over
	\$17.50	PT		Other	Under
	\$15.00	PT		Other	Under
	\$15.00	PT		Other	Under
	\$13.00	PT		Other	Under
	\$12.00	PT		Other	Under
	\$10.00	PT		Calgary	Under
	\$10.00	PT		Calgary	Under
<b>AVERAGE</b>	<b>\$13.19</b>				

**Financial Administration / Bookkeeping / Accounting**

- *Administrator/PR, Membership/Accounting, Administrator (NOT INCLUDED: contract accountants)*

Respondent	Wage	Hours / Week	Salary	Calgary/Other	< or > \$400K
	\$18.00	15	\$14,040	Other	Over
	\$16.00	32.50	\$27,040	Other	Under
	\$15.38	35	\$28,000	Other	Under

Respondent	Wage	Hours / Week	Salary	Calgary/Other	< or > \$400K
	\$15.00	24	\$18,720	Other	Under
<b>AVERAGE</b>	<b>\$16.10</b>				

## EXTERNAL REVIEW

### FEDERAL INFORMATION

For the purposes of the external review, specific occupation classifications were reviewed under the National Occupational Classification (or NOC), developed by Human Resources Development Canada. There were no specific matches that correlated perfectly with the media arts organizations in the intra-organizational review, however there were close matches and these have been used.

The following data has been extracted from:

- Service Canada's Job Futures web site ([jobfutures.ca](http://jobfutures.ca)), with reference to national averages as at 2004
- Service Canada's Labour Marketing Information web site ([labourmarketinformation.ca](http://labourmarketinformation.ca))
- Provincial Job Futures web sites ([jobfutures.org](http://jobfutures.org)), with reference to provincial averages from 2000 – 2007

### NOC 051: Managers in Art, Culture, Recreation and Sport

- *National Average Hourly Earning: \$25.85*

Comparisons Positions: General Managers / Organizational & Artistic Directors / Business & Development Planners

**DEFINITION:** **Managers of libraries, archives, museums and art galleries** plan and direct the activities of these organizations or technical departments within them; **Managers in publishing, motion pictures, broadcasting and other performing arts** plan and direct the operations of newspapers, publishing firms, radio/television stations, and film, theatre, record, and video production companies; these Managers work for Libraries, archives, museums, and art galleries, Newspapers and book, magazine, and other publishers, Motion picture, broadcasting, and other performing arts institutions

**QUALIFICATIONS:** In general, an advanced university degree and several years' experience in the profession, field or industry. In some instances, appropriate work experience may be substituted for educational credentials. Some may need supervisory experience.

Manitoba	Saskatchewan	Alberta
\$49,500	\$40,660	\$57,158
\$25.38	\$20.85	\$29.31

### NOC 511: Librarians, Archivists, Conservators and Curators

- *National Average Hourly Earning: \$22.65*

**Comparison Positions: Program / Technical Managers**

DEFINITION: **Archivists** manage, process, store, and disseminate information contained in an organization's archives. They acquire, store, and research historical documents, photographs, and maps as well as audio-visual and other materials. They develop policies/procedures and design programs to manage, store, and retrieve current/semi-current archives; **Curators** recommend the acquisition of paintings, photographs, sculptures, documents, and other museum/gallery artifacts. They research the origin/history of artifacts, develop the storyline/theme of displays/exhibitions, and supervise curatorial assistants/other museum technicians. They may specialize in particular collections; People in this group work in schools and for government, libraries, archives, museums, art galleries, and other organizations.

QUALIFICATIONS: In general, a university degree is required; most recent entrants have graduate degrees.

Manitoba	Saskatchewan	Alberta
\$43,000	\$41,458	\$53,000
\$22.05	\$21.26	\$27.18

**NOC 522: Photographers, Graphics Arts Technicians and Technical and Co-ordinating Occupations in Motion Pictures, Broadcasting and the Performing Arts**

- *National Average Hourly Earning: \$18.31*

**Comparison Positions: Technicians / Technical Assistants**

DEFINITION: **Broadcast technicians** install, operate, and repair electronic equipment used to record/transmit live or taped radio or television programs and used to provide audio/video streaming for the Internet; **Audio and video recording technicians** record, mix, and edit sound, music, and videotape for films, television, radio, videos, recordings, and live events; these people work for film, video, sound recording, theatre, publishing, and broadcast equipment companies.

QUALIFICATIONS: In general, a high school diploma is required, with specialized/technical training and experience in the particular area of work; projectionists may need a license.

Manitoba	Saskatchewan	Alberta
\$31,000	\$31,248	\$39,200
\$15.90	\$16.02	\$20.10

**NOC 1453: Customer Service, Information and Related Clerks**

- *National Average Hourly Earning: \$14.51*

**Comparison Positions: Program Assistants**

DEFINITION: **Information clerks** provide information to customers and the public concerning goods, services, schedules, rates, regulations and policies in response to telephone and in-person enquiries; **Customer service clerks** in insurance, telephone, utility and similar companies explain the type and cost

of services offered; order services; provide information about claims or accounts; update accounts; initiate billing and process claim payments; and receive payment for services.

QUALIFICATIONS: In general, a high school diploma; Most recent entrants have a community college diploma, and almost 2 in 5 have an undergraduate university degree.

Manitoba	Saskatchewan	Alberta
\$31,000	\$29,402	\$32,800
\$15.90	\$15.08	\$16.82

### **NOC 1431: Accounting and Related Clerks**

- *National Average Hourly Earning: \$15.75*

#### **Comparison Positions: Financial Administration, Bookkeeping, Accounting**

DEFINITION: **Accounting and related clerks** calculate, prepare and issue documents related to accounts such as bills, invoices, inventory reports, account statements and other financial statements using computerized and manual systems; code, total, batch, enter, verify and reconcile transactions such as accounts payable and receivable, payroll, purchase orders, cheques, invoices, cheque requisitions, and bank statements in a ledger or computer system; compile budget data and documents based on estimated revenues and expenses and previous budgets; prepare period or cost statements or reports; respond to customer inquiries, maintain good customer relations and solve problems; perform related clerical duties, such as word processing, maintaining filing and record systems, faxing and photocopying

QUALIFICATIONS: Usually, a high school diploma; a college diploma or coursework in accounting, bookkeeping or computer operations may be required; almost 3 in 10 have an undergraduate university degree.

Manitoba	Saskatchewan	Alberta
\$31,500	\$31,525	\$30,900
\$16.15	\$16.17	\$15.85

### **NON PROFIT SECTOR INFORMATION**

The information has been extracted from the “*Boland Survey of Not for Profit Sector Salaries and Human Resource Practices: Survey Report – Alberta Edition*” – October 2006. This is a survey that reflects data from not for profit organizations exclusively, with data gathered in August and September 2006.

**For the purposes of the prairie region review, information reviewed from this document pertains to “Group 1” organizations, or those with a mean operating budget of \$591,035.** Because the majority of the organizations surveyed are located in Calgary, these rates are also listed at 89% (112/100) as per the difference in the cost of living index for Calgary versus the rest of the cities in the Prairie provinces.

**SURVEY POSTION CODE: 101 – Top Executive**

**Compare to: Executive Director, Director**

This is the senior *salaried* staff position typically bearing the title, Executive Director, President or CEO. This position reports to the Board of Directors and is accountable to the Board for the achievement of the organization’s mission and goals, and the effective administration of the organization in order to meet community or industry expectations. This position will, subject to policy constraints dictated by the Board, develop and administer operational policies, provide leadership to staff, volunteers and the community, ensure sound management of the organization and develop and maintain strong funder relationships

<b>Average</b>	<b>Group 1</b>	<b>Hourly</b>	<b>89% (100/112)</b>	<b>Hourly</b>
Minimum	\$54,264	\$29.81	\$48,295	\$26.54
Maximum	\$71,136	\$49.09	\$63,311	\$34.79
Bonus Data (29%)	\$4,724		\$4,204	
Pension Contribution (29%)	\$3,480		\$3,097	

**SURVEY POSTION CODE: 106 – Program Coordinator / Team Leader**

**Compare to: Program Coordinators**

This position will typically report to the top executive or department head and is accountable for the identification of community or industry needs, design, development and delivery of one or more client-centred initiatives, programs or activities. The position may be responsible for the leadership of team members, service providers and volunteers, either directly or through subordinate program leaders, or carry responsibility for coordinator and monitoring of significant programs through liaison with members, the business community, other community or industry groups and volunteers. Specific accountabilities may include program evaluation, establishing and maintaining partnerships with other organizations, case management, community development activities, participation as a part of the management team and liaison between management and direct service providers.

<b>Average</b>	<b>Group 1</b>	<b>Hourly</b>	<b>89% (100/112)</b>	<b>Hourly</b>
Minimum	\$36,220	\$19.90	\$32,236	\$17.71
Maximum	\$45,126	\$24.79	\$40,126	\$22.05
Bonus Data (17%)	\$1,484		\$1,321	
Pension Contribution (17%)	\$1,761		\$1,567	

**Position 501: Maintenance Worker**

**Compare to: Technical Assistants**

This position will typically report to a manager or maintenance supervisor and will provide required and preventative maintenance services on buildings, grounds or vehicles. Specific accountabilities may include repair of furniture, minor building renovation and modification, minor plumbing or electrical repairs including the repair and maintenance of small electrical motors and appliances, repair and maintenance of small, gasoline powered equipment such as lawn mowers and snow blowers, arranges for servicing of more complex equipment. Maintains control of inventory of maintenance, and cleaning supplies and equipment. The incumbent will

typically possess some training or experience in one or more relevant trades.

NOTE: None reported in organizations listed at “Group 1”. Group 2 organizations have mean budgets <\$2M.

<b>Average</b>	<b>Group 2</b>	<b>Hourly</b>	<b>89% (100/112)</b>	<b>Hourly</b>
Minimum	\$31,104	\$17.09	\$27,682	\$15.21
Maximum	\$37,744	\$20.74	\$33,592	\$18.46
Bonus Data (38%)	\$600		\$534	
Pension Contribution (38%)	\$1,181		\$1,051	

**Position 110: Administrative Support I**

**Compare to: Program Assistants**

This is a senior level administrative generalist or administrative support position responsible for providing a broad spectrum of administrative support functions to one or more senior managers. Specific accountabilities may include administration of a technical administrative function such as human resource or benefits administration, participation in the development of project and program submissions, coordinator and preparation of reports to top executives, members and funders, coordinator of events such as AGMs and board meetings, represent the organization at community or industry meetings, assistance with fundraising activities, general office administration, may involve the supervision of one or more junior administrative staff.

<b>Average</b>	<b>Group 1</b>	<b>Hourly</b>	<b>89% (100/112)</b>	<b>Hourly</b>
Minimum	\$21,985	\$12.07	\$19,567	\$10.75
Maximum	\$34,672	\$19.05	\$30,858	\$16.95
Bonus Data (38%)	\$685		\$610	
Pension Contribution (38%)	\$777		\$691	

**Position 104: Financial Administrator**

**Compare to: Financial Administrators**

This position will typically report to the Top Executive or to the Senior Finance / Accounting position. Work is generally performed under the supervision of a more senior finance/accounting position and is subject to established procedures and principles. Work typically includes moderately complex financial and accounting processes. Responsibilities may include general accounting including maintenance of GL and journals, bank deposits and reconciliation, coordinator of financial information systems, accounts payable/receivable, payroll, benefits administration, supervision of administrative staff support.

<b>Average</b>	<b>Group 1</b>	<b>Hourly</b>	<b>89% (100/112)</b>	<b>Hourly</b>
Minimum	\$24,500	\$13.46	\$21,805	\$11.98
Maximum	\$34,121	\$18.75	\$30,368	\$16.69
Bonus Data	\$540		\$481	
Pension Contribution	\$945		\$841	

## **COST OF LIVING REVIEW**

Simon Fraser University <http://www.stat.sfu.ca/~cschwarz/SFUFA/EBinfo/StatCan/CostLiving.pdf> has a cost of living comparison available on-line, taken from Canadian Business. For the purposes of this comparison, Toronto is given a rating of 100. The figures below are for the year 2006.

- Calgary: 82.8
- Edmonton: 73.7
- Regina: 74.2
- Saskatoon: 73.5
- Winnipeg: 74.0

These figures indicate that while there is a cost of living difference when reviewing Alberta in comparison to Manitoba and Saskatchewan, the differences are in the following range:

- Manitoba (Baseline): 100%
- Saskatchewan: 100%
- Calgary: 112%
- Edmonton: 100%

## OVERVIEW OF PARTICIPATING ORGANIZATIONS

---

### **Calgary Society for Independent Filmmakers - Calgary, Alberta**

Production Centre

- The Calgary Society of Independent Filmmakers is an inclusive, non-profit, arts-based society that exists to encourage film making as art, reflecting and challenging our changing cultural landscape through production and exhibition of the Filmmaker's work.

### **EMMEDIA - Calgary, Alberta**

Gallery and Production Centre

- EMMEDIA is an artist-run media arts resource, production and programming centre.

### **Film and Video Arts Society of Alberta - Edmonton, Alberta**

Production Centre

- Our mandate is to facilitate and encourage the production and exhibition of independent film and video works.

### **Metro Cinema - Edmonton, Alberta**

Cinema

- Metro Cinema is a community-based non-profit society devoted to the exhibition and promotion of Canadian, international and independent film and video in Edmonton, Alberta, Canada.

### **New University Television - Calgary, Alberta**

Production Centre

- NUTV is a registered non-profit society whose primary purpose is to provide University of Calgary students and other members of the community the opportunity to participate in television production.

### **PAVED Arts - Saskatoon, Saskatchewan**

Gallery and Production Centre

- PAVED Arts is a non-profit, community-based organization that exists to advance knowledge and practices in what we call the 'PAVED Arts' arts: photography, audio, video, electronic and digital. We help artists and independent producers make and exhibit their work.

### **Quickdraw Animation Society - Calgary, Alberta**

Production Centre

- QAS supports and encourages the production of innovative independent animation and develops the appreciation of all types of animation as a viable artistic medium.

## **Saskatchewan FilmPool Cooperative - Regina, Saskatchewan**

Production Centre

- The Saskatchewan FilmPool Cooperative is a non-profit artist-run centre which supports encourages and assists independent visionary filmmaking in Saskatchewan.

## **Urban Shaman Gallery - Winnipeg, Manitoba**

Gallery

- Urban Shaman Gallery is an aboriginal artist run centre dedicated to meeting the needs of artists by providing a vehicle for artistic expression in all disciplines and at all levels by taking a leadership role in the cultivation of indigenous art.

## **Video Pool Media Arts Centre - Winnipeg, Manitoba**

Production Centre and Distribution Centre

- Video Pool Media Arts Centre is a non-profit artist run centre dedicated to advancing the discipline of media art by providing media artists, non-profit organizations and community groups with access to professional video and media equipment, training, distribution and programming.

## **Western Arctic Moving Pictures - Yellowknife, Northwest Territories**

Production Centre

*NB: WAMP does not have permanent staff and for this reason is not included in the salary review*

- Our mission is to promote, encourage, support and showcase the production of independent film, video, audio and digital media with the social, cultural and artistic community of the Northwest Territories.

## **Winnipeg Film Group - Winnipeg, Manitoba**

Production Centre, Distribution Centre and Cinema

- The Winnipeg Film Group is an artist-run education, production, exhibition and distribution centre committed to promoting the art of cinema.