

## APPENDIX 1 - HIGHLIGHTS OF NATIONAL AND INTERNATIONAL BEST PRACTICES IN-CAREER BUSINESS SKILLS TRAINING FOR CULTURAL WORKERS

Jurisdiction/Organization	Program Description	Feature	Best Practice	Applicability to Ontario Cultural Sector
<b>CANADA</b>				
<p><b>Manitoba / Ministry of Entrepreneurship, Training and Trade (formerly Ministry of Competitiveness, Training and Trade)</b></p> <p><a href="http://www.gov.mb.ca/tce/itp/index.html">http://www.gov.mb.ca/tce/itp/index.html</a></p>	<p>Industry Workforce Development Program</p> <ul style="list-style-type: none"> <li>• agreements with 15 industry associations (sectoral councils) support training to businesses on a cross-industry basis</li> <li>• LMDA and provincial funds support the infrastructure and operations of sectoral councils</li> <li>• Industry associations established in aerospace, agri-food processing, environment and sustainable development, health care products, manufacturing and exporting, information technology and telecommunications, film, tourism, arts and cultural, garment, aviation, and customer contact industries.</li> </ul> <p>Government program supports skill training; initiated since 1991 following up on Skills Training Advisory Report to government</p>	<p>4 cultural sectoral councils</p> <ul style="list-style-type: none"> <li>• Arts and Cultural Industries Association of Manitoba (ACI Manitoba is CCCO's counterpart)</li> <li>• Film Training Manitoba</li> <li>• Manitoba Music</li> <li>• New Media Manitoba</li> </ul> <p>Sectoral approach offers results-oriented training opportunities not necessarily available to individual companies</p> <ul style="list-style-type: none"> <li>• Addresses diversity of skills and practices for self-employed artists and provides them with portable skills</li> <li>• Addresses resource challenges for sector by enabling industry members to participate in cost-shared training, thus providing business skills training at reasonable cost and producing economies of scale</li> </ul>	<p>Supportive Government Policy</p> <p>Flexible, diverse delivery formats</p> <p>Supportive funding for individuals and training providers</p> <p>Effective partnerships (government/industry)</p> <p>Cost effective</p>	<p>Highly unlikely</p> <ul style="list-style-type: none"> <li>- requires a very supportive legislative framework</li> <li>- Ontario has no clear policy favouring sectoral councils as a means of human resource development</li> </ul>

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<b>Manitoba / Film Training Manitoba</b>  <a href="http://www.filmtraining.mb.ca/">http://www.filmtraining.mb.ca/</a>	<b>HR Professional Development Fund</b> <ul style="list-style-type: none"> <li>supports the PD of staff and contract employees of production and industry related companies by addressing their unique skill development and succession planning needs through support of workshops and 1:1 training</li> </ul>	<p>Companies with a minimum of 2 full-time employees and that hire a minimum of 10 contract employees (e.g. film crew) a year may apply for up to \$5,000 a year to cover up to 100% of eligible training expenses. Eligible training covers everything from administrative and leadership needs to safety and technology</p> <ul style="list-style-type: none"> <li>Addresses the wide range of skills required for successful business opportunities</li> <li>Addresses the cost of training</li> <li>Addresses financial challenges of small or micro organizations with few employees</li> </ul>	<p>Understanding of cultural workforce needs</p> <p>Flexible, diverse delivery formats</p> <p>Supportive funding for individuals and for training providers</p> <p>Accessibility</p> <p>Cost effective</p>	<p>Possible</p> <ul style="list-style-type: none"> <li>requires substantial fund investment by relevant broad-based organization</li> </ul>
<b>Manitoba / Film Training Manitoba</b>  <a href="http://www.filmtraining.mb.ca">http://www.filmtraining.mb.ca</a>	<b>Crew Training, Actor Training and Aboriginal Crew Development</b>  <p>Various on-the-job programs geared to supporting individuals from entry-level to mid-career and senior workers.</p>	<p>Programs offered in collaboration with unions and various cultural training programs.</p> <p>Offer training for specific skill need tailored both to individual skill gaps and to workplace requirements</p> <p>On the job training is preferred format for workers in culture</p> <ul style="list-style-type: none"> <li>Addresses non-standard career paths by supporting workshops and self-defined programs directed to specific skill needs for different career stages and for targeted communities</li> </ul>	<p>Effective partnerships with unions and sectoral council leading to certification</p> <p>Support for self-employed Individuals</p> <p>Supports continuous life-long learning</p> <p>Skill requirements link employer/ workplace need and workforce/market skill gap</p> <p>Cost effective</p>	<p>Possible</p> <ul style="list-style-type: none"> <li>possible to build on already existing relationships between unions on specific issues</li> <li>requires investment of funds</li> </ul>

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<p><b>Manitoba / Arts and Cultural Industries Association Manitoba (ACI Manitoba)</b></p> <p><a href="http://www.creativemanitoba.ca">http://www.creativemanitoba.ca</a></p>	<p><b>Sectoral Council</b></p> <p>Provides live, onsite and online management training, networking, youth mentorship, Aboriginal programming and various business skills for arts and culture organizations and individual artists</p> <ul style="list-style-type: none"> <li>• Members of ACI Manitoba are individuals</li> <li>• members get discounts on ACI training opportunities and can also access discounts for training offered through Manitoba Arts and Cultural Management Program at University of Winnipeg Continuing Education</li> </ul>	<p>Programs subsidized to allow for low or no registration fees for members</p> <ul style="list-style-type: none"> <li>• Addresses high rate of self-employment and range of skills needed for business practices of individuals in arts and culture (whether artists or working in organizations)</li> <li>• Addresses core business skills that cross various artistic disciplines instead of focusing on specific arts areas</li> </ul>	<p>Supportive funding towards individuals</p> <p>Flexible delivery formats that can be accessed regionally and online</p> <p>Centralized hub of coordination</p> <p>Effective cross-disciplinary programs to address core business skills</p> <p>Cross-sectoral partnerships with academic institutions</p> <p>Cost effective</p>	<p>Possible</p> <p>- CCCO currently provides similar programs; however, without substantial investment in core and program areas, it is hard to offer these programs consistently, to sound out the community and to build on them strategically</p>

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<p><b>Manitoba / ACI Manitoba</b></p> <p><a href="http://www.creativemanitoba.ca">http://www.creativemanitoba.ca</a></p>	<p><b>Consistent annual programming</b></p> <p>Delivered annually; made possible by funding from four government departments (Advanced Education and Literacy; Entrepreneurship, Training and Trade; Culture, Heritage, Tourism and Sport; Education, Citizenship and Youth) and other agencies such as Manitoba Arts Council</p> <p>LMDA money used by Entrepreneurship, Training and Trade to support ongoing programs and staff at ACI Manitoba</p>	<ul style="list-style-type: none"> <li>Addresses the need for consistent and strategic training on a multi-year basis</li> </ul>	<p>Cohesive long-term approach</p> <p>Supportive government policy</p> <p>Centralized hub of coordination</p> <p>Cost-effective</p>	<p>Currently unlikely</p> <p>- LMDA and LMA in Ontario not used to address self-employment issues</p> <p>- little interest yet from govt. departments other than Culture and MTCU; funding from those two is still minimal and inconsistent</p>

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<p><b>Quebec / Conseil québécois des ressources humaines en culture (CQRHC)</b></p> <p><a href="http://www.cqrhc.com">http://www.cqrhc.com</a></p>	<p><b>Sectoral Council</b></p> <p>One of 29 sectoral councils established in Quebec</p> <ul style="list-style-type: none"> <li>established to handle the professional development and training needs of artists by recognizing the uniqueness of the sector with its high proportion of self-employment</li> <li>Commission of Workplace Partners (Min. of Emploi) provides funding to CQRHC to support PD coordinators for its members; the regional level of ministry of Culture provides funding to support regional development opportunities for artists</li> <li>other departments and agencies contribute as well</li> </ul>	<p>Artists and government recognized that self-employed workers in culture must fund their own training and development.</p> <p>Self-employment puts artists outside Quebec's legislative framework: Quebec law mandates that workplaces with personnel budget at a certain level must contribute 1% towards professional development obligations for their employees</p> <p>Arts community lobbied to recognize the uniqueness of the cultural sector. This understanding was outlined in a signed agreement between the Ministers of Culture and of Emploi for initial three-year funding.</p> <p>Now CQRHC is directly contracted between CQRHC and Emploi Québec; the council gets multi-year funding.</p> <ul style="list-style-type: none"> <li>addresses cost of training for self-employed</li> <li>addresses lack of cohesion and coordination</li> </ul>	<p>Supportive Government Policy</p> <p>Cohesive and long-term strategic approach</p> <p>Centralized hub of coordination</p> <p>Cost-effective</p>	<p>Currently unlikely</p> <p>- little interest yet from govt. departments other than Culture and occasionally from MTCU; funding from those two is still minimal and inconsistent</p>

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<p><b>Quebec / Outiller La Releve Artistique Montréalaise (Equipping Montreal's Emerging Artists)</b></p> <p><a href="http://www.artere.qc.ca/fr/accueil.php?page=accueil">http://www.artere.qc.ca/fr/accueil.php?page=accueil</a></p>	<p><b>Equipping Montreal's Emerging Artists</b></p> <p>Program focussed on emerging / young artists</p> <ul style="list-style-type: none"> <li>youth defined as 18-35 with five years or less of artistic practice</li> <li>supports learning events, information, offers online support and other tools to young artists to improve their professional skills and integrate them into the professional workplace</li> <li>provides financial support for internship programs</li> </ul>	<p>Targeted activities and website to reach youth. Programs also include on-the-job training with professional organizations.</p> <p>Program offered by Conseil des arts de Montréal and the Forum Jeunesse de L'Ile de Montreal for youth (funded by Ministry of Economic Development, of Innovation and Export)</p> <ul style="list-style-type: none"> <li>Addresses non-standard career paths for youth</li> <li>Addresses cultural preference for on the job training</li> <li>Addresses uneven access to entry-level opportunities</li> </ul>	<p>Strategic approach to targeted group</p> <p>Collaborative approach among arts, youth-oriented and government workplace programs</p> <p>Supportive government policy</p> <p>Funding for training providers</p>	<p>Possible</p> <ul style="list-style-type: none"> <li>requires targeted strategy and investment by relevant broad-based organization</li> <li>youth-oriented employment services and some urban arts councils have shown interest in culture with conferences/ services directed towards youth working in the arts;</li> </ul>

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<p><b>Quebec / Youth Employment Services - Montreal</b></p> <p><a href="http://www.yesmontreal.ca/yes.php">http://www.yesmontreal.ca/yes.php</a></p>	<p><b>Employment agency</b></p> <p>Primarily for Anglophones, Yes Montreal has assumed artist employment/business issues as part of its core mandate</p> <p>Not part of francophone network of employment agencies providing career transition services</p> <p>Provides written materials, conferences, services and advisory assistance from a designated employment counsellor.</p>	<p>Employment counsellor designated for artists; counsellor actually recruited from cultural sector; addresses need for understanding of specific features of cultural employment</p> <p>Services, learning and publications geared to young entrepreneurs in culture no matter the discipline</p> <p>Annual conference on business issues for young artists</p> <ul style="list-style-type: none"> <li>• Addresses idiosyncratic and non-standard career paths</li> <li>• Addresses need for employment agencies to have someone with specific knowledge of the sector</li> <li>• Addresses core business skills for all artists</li> </ul>	<p>Understanding of cultural workforce needs</p> <p>Flexible, diverse delivery formats</p> <p>Supportive funding for individuals</p> <p>Cross-disciplinary programs address core business skills</p>	<p>Unlikely</p> <p>- no employment centre to our knowledge has come forward to work with artists although Yes – Thunder Bay has shown sensitivity to young aspiring aboriginal artists and Yes Toronto has done occasional conferences on careers in culture</p> <p>- Business development centres have shown some interest in programs for artists</p>

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<b>INTERNATIONAL</b>				
<b>AUSTRALIA</b>				
<p><b><i>Creative Industries Skills Council (Australia)</i></b>   <a href="http://www.cisc.com.au/">http://www.cisc.com.au/</a></p>	<p>Facilitates collaboration between businesses, government and registered training providers to build a productive creative industries workforce with relevant skills.</p> <p>Provides advice, counselling, input, analysis, assessment, liaison on skills training for targeted industry areas.</p> <p><b><i>User Choice Funding</i></b></p> <ul style="list-style-type: none"> <li>provides public funding to training providers to provide accredited training to apprentices and trainees.</li> </ul> <p><b><i>Vumi</i></b></p> <ul style="list-style-type: none"> <li>an online repository and communication tool to present an individuals capabilities, qualifications and talents for a wide range of purposes</li> </ul>	<p>Allows the apprentice or trainee and their employer to select their preferred training provider (public or private) to deliver the off the job component of the training</p> <p>Provides users with tools/venue to create an online showcase of work, a resume, an assessment piece, presentations and much more</p> <ul style="list-style-type: none"> <li>Addresses fragmentation and gaps by fostering links between creative industries and other sectors.</li> <li>Acts as a hub for information/ collaboration with the creative sector.</li> </ul>	<p>Effective cross-sectoral partnerships</p> <p>Access to continuous life-long learning Flexible, diverse learning formats</p> <p>Supportive funding to individuals and employers</p> <p>Flexible, diverse delivery formats</p> <p>Effective use of technology</p> <p>Hub of information</p> <p>Sets standards through accreditation</p>	<p>Likely</p> <p>- Could build on capacity of existing Sectoral Councils</p>

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<p><b>QUT Creative Enterprise Australia</b></p> <p><a href="http://www.creativeenterprise.com.au/">http://www.creativeenterprise.com.au/</a></p>	<p><b>Creative industries 'incubator'</b></p> <p>Queensland University of Technology created program for emerging businesses in the areas of film and television, music, design, and new media</p> <p>Provides:</p> <ul style="list-style-type: none"> <li>• creative workspaces (office space, technology, facilities)</li> <li>• business solutions (including networking with employees, suppliers, partners, investors and mentors, work placements and internships )</li> <li>• research results through QUT connections and faculty</li> <li>• workshops, seminars</li> </ul> <p>(The most sophisticated and complex of many examples of business incubators which combine start-up development, training, networking and technology)</p>	<p>Encourages links between emerging and established creative businesses to exchange knowledge and best practices, build networks and foster collaboration</p> <p>Case studies provide some examples of successful outcomes and effectiveness of incubator approach.</p> <ul style="list-style-type: none"> <li>• addresses fragmentation of training and isolation of sectors</li> <li>• addresses financial marginalization and resource challenges of small and medium-sized enterprises</li> <li>• addresses core business skills for a variety of forms</li> </ul>	<p>Flexible, diverse training formats</p> <p>Supportive funding for individuals, companies and for training providers</p> <p>Understanding of the cultural workforce and needs</p> <p>Cost-effectiveness</p> <p>Effective partnerships between academic institutions and creative businesses.</p> <p>Raises profile of the sector</p> <p>Hub of information and coordination</p>	<p>Possible</p>

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<b>ISRAEL</b>				
<p><b>Israel/ Israel Cultural Excellence Foundation</b> <a href="http://www.icexcellence.com">http://www.icexcellence.com</a></p>	<p><b>Foundation describes itself as a cultural “greenhouse” specializing in encouraging excellence and empowering artists</b></p> <p>Private foundation established in 2001</p> <p>Develops individual tailor-made advancement programs (both artistic and business) for specially selected professional artists with potential</p> <p>Artists do not apply but are determined by advisors as having potential for excellence</p>	<p>Artists develop individual plan for their careers and the steps they need to make to fulfill their aspirations.</p> <p>Artists have access to programs for extended time (initially 2 years; some have stayed associated with the program for 4 -5). Programs may include travel, competitions, residencies, mentoring, courses, etc.</p> <p>Provides mentoring with businesses leaders and coaches as well as with artistic leaders</p> <p>Artists are also asked to consider community work as part of a successful and healthy arts practice and to “give back” through community-based volunteer activities</p> <ul style="list-style-type: none"> <li>• addresses cost of training and mentoring</li> <li>• addresses preferred formats (on-the-job and mentoring)</li> <li>• addresses idiosyncratic jobs and non-standard career paths through individually tailored programs</li> <li>• also provides core business skills needed by all artists</li> </ul>	<p>Effective cross-sectoral partnerships (business, arts, adult education, charitable sectors) working together to strengthen artists’ creative work, career planning and self-management.</p> <p>Flexible, diverse delivery formats that are personally customized to specific needs of creative entrepreneur</p> <p>Understanding of cultural workforce needs and attitudes</p> <p>Supportive funding for individuals</p>	<p>Possible</p> <p>- requires substantial fund investment by relevant or new foundation</p>

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<b>UNITED KINGDOM</b>				

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<p><b>The Clore Leadership Programme</b></p> <p><a href="http://www.cloreleadership.org/">http://www.cloreleadership.org/</a></p>	<p>An initiative of the Clore Duffield Foundation which aims to strengthen leadership across a wide range of cultural activities including the visual and performing arts, film, heritage, museums, libraries and archives, creative industries and cultural policy and administration</p>		<p>Flexible, diverse delivery format</p> <p>Supportive funding</p> <p>Peer networking opportunities.</p>	<p>Possible</p> <p>- requires substantial financial support and significant time commitment from participants</p>
	<p><b>Fellowship Programme</b></p> <p>6-month program includes residential courses, an extended placement (practical workplace experience), original research (an elective), individually-selected training, a group project, mentoring and coaching.</p>	<p>Combines various modes of training (classroom, workplace, mentoring, coaching, peer-to-peer networking, etc.) to meet the individual needs of in-career professionals.</p> <p>Financial support for either the individual or the individual's employer.</p> <p>Encourages networking amongst participant</p>		<p>Possible</p> <p>- requires fairly significant financial support/ time commitment from individuals</p>
	<p><b>The Clore Leadership Short Courses</b></p> <p>Intensive 2-week residential courses that provide a mixture of the practical and the academic.</p>	<p>Class size limited to a maximum of 25 participants from broad range of backgrounds in terms of artform, gender, race or geography.</p> <p>Combines academic instructors with session leaders and speakers from the broader community.</p> <p>Space between two weeks for participants to share their expertise.</p>	<p>Instructors from the professional and academic world.</p> <p>Peer networking opportunities.</p>	

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<p><b>Skillset</b></p> <p><a href="http://www.skillset.org">http://www.skillset.org</a></p>	<p><b>Sector Skills Council for Creative Media</b></p> <p>Comprises TV, film, radio, interactive media, animation, computer games, facilities, photo imaging and publishing.</p> <p>Provides a strategic policy framework, including research, advice, data, accreditation to lead, influence and develop skills, training and education policy (does not provide training itself)</p>	<p>Comprehensive policy framework and suite of services for sector</p> <p>Provides career advice and services online, face-to-face and by telephone</p> <p>Carries out research on training and skills needs</p> <p>Encourages and raises investment to subsidise training for individuals and organisations</p> <p>Certifies the skills of people working in the sector</p>	<p>Cohesive, long-term strategic approach</p> <p>Understanding of the cultural workforce needs and attitudes</p> <p>Fosters continuous lifelong learning at all points in an individual's career</p> <p>Supportive funding for individuals and training providers</p>	<p>Possible</p> <p>- Requires financial support</p>
	<p><b>Standards</b></p>	<p>Advises on education and training policy</p> <p>Develops and maintains National Occupational Standards for all occupations across the creative media industries.</p> <p>Works with industry, training providers and public agencies to make sure training meets industry needs</p>	<p>Standardized skill requirements that link employer/workplace need and workforce/market skill gap</p> <p>Effective cross-sectoral partnerships</p>	<p>Possible</p> <p>- Requires substantial financial support</p> <p>- Requires buy-in and participation of employers, workforce, training providers</p>
	<p><b>Approvals and Accreditation</b></p>	<p>Accredits courses and approves providers on the basis of quality and relevance</p>		<p>Possible</p> <p>Requires funding support, buy-in, collaboration across the sector</p>

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<b>Creative &amp; Cultural Skills</b>  <a href="http://www.ccskills.org.uk/">http://www.ccskills.org.uk/</a>	<b>Sector Skills Council</b>  Comprises advertising, crafts, cultural heritage, design, literature, music, performing, and visual arts.  Bridges the gap between industry, education and the government, to give employers a real influence over education and skills in the UK.			Possible
	<b>Creative Blueprint</b> A national plan with regional sub-plans that constitutes a strategic workforce development program for the advertising, craft, cultural heritage, design, literature, music, performing arts and visual arts industries.	Presents employer-led workforce solutions for the creative and cultural industries and makes the case for investment in these solutions.	Cohesive, long-term strategic approach that aids in attracting investment and partnerships.  Supports national and regional standards	- There is no broad strategic framework for business skills training for Ontario's arts and cultural sector
	<b>Creative Apprenticeships</b> Part of a national apprenticeship program that provides on-the-job experience and helps combat the culture of unpaid work experience that dominates the creative and cultural industries.	A mix of on the job and off the job training where young people have the opportunity to acquire skills and knowledge and attain qualifications designed and approved by industry.	Standardized skills requirements that link employer/workplace need  Flexible, diverse delivery formats  Understanding of the cultural workforce needs and attitudes	Possible  - Requires substantial government and industry support  - Requires participation of employers and workforce  - Benefit from identification of a lead organization

## APPENDIX 1 - HIGHLIGHTS OF NATIONAL AND INTERNATIONAL BEST PRACTICES IN-CAREER BUSINESS SKILLS TRAINING FOR CULTURAL WORKERS

Jurisdiction/Organization	Program Description	Feature	Best Practice	Applicability to Ontario Cultural Sector
<p><b>Cultural Industries Development Agency</b></p> <p><a href="http://www.cida.co.uk/">http://www.cida.co.uk/</a></p> <p>NB: CIDA works with organizations in other countries (e.g. CIDA Asia).</p>	<p>Provides a wide range of services to the local (London) creative and cultural industries sector including business consultancy, organizational development, strategic planning, marketing support, funding guidance, training advice, facilitating networking, supply chain and cluster development.</p> <p>(This is one example of a number of local and or regional support agencies in U.K. for business support and professional development)</p>	<p>Business support and professional development includes training sessions, practical one-to-one guidance from specialist advisers and industry experts, and strategic planning workshops and seminars.</p>	<p>Understanding of the cultural workforce needs and attitudes</p> <p>Flexible, diverse delivery formats.</p> <p>Effective partnerships.</p>	<p>Possible</p>
<p><b>Enterprise Centre for the Creative Arts</b></p> <p><a href="http://www.ecca-london.org">http://www.ecca-london.org</a></p>	<p>Business program established by University of the Arts to provide guidance and support to students and graduates who wish to become or are self-employed.</p> <p>Students and grads get 1:1 advice, seminars, workshops and networking, industry events, resource library, podcasts, etc.</p>	<p>Available to students and grads of the University</p> <p>Free to students and grads</p> <ul style="list-style-type: none"> <li>• addresses lack of business training while training in arts skills</li> <li>• addresses cost of training</li> </ul>	<p>Accessibility of training</p> <p>Supportive funding for individuals</p>	<p>Possible</p>

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Jurisdiction/Organization	Program Description	Feature	Best Practice	Applicability to Ontario Cultural Sector
<p><b>National Endowment for Science, Technology and the Arts (NESTA)</b></p> <p><a href="http://www.nesta.org.uk">http://www.nesta.org.uk</a></p>	<p>Endowment-based organization with the mandate of making U.K. more innovative. Among its core areas are creative industries (including digital, fashion, games, film and live arts)</p> <p>Examples of programs:</p> <ul style="list-style-type: none"> <li>• Creative Credits - helps businesses in Manchester invest in a local creative business in return for creative support</li> <li>• Creative Business Network program with 1:1 mentoring for TV, advertising and digital media companies from world-class experienced creative professionals</li> <li>• Starter 6 – a creative enterprise training program in Scotland</li> <li>• Creative Enterprise Toolkit - online guide</li> <li>• Crossover – a series of innovation labs to help game developers collaborate with other creative professionals to produce new business relationships and content</li> </ul>	<p>Invests in early-stage companies, informs policy, and delivers practical programs.</p> <p>Works independently and also in partnership with arts councils, universities, local development agencies, leadership programs, companies, etc.</p> <p>Many programs are delivered on a short-term basis and either spun off to other agencies or ended.</p> <p>Programs are carefully researched with results publicly available. NESTA also funds research by others.</p> <ul style="list-style-type: none"> <li>• Addresses cost of training and business development</li> <li>• Addresses fragmentation and isolation of sectors</li> <li>• addresses diversity of skills</li> <li>• Addresses lack of research and clarity about best features and outcomes</li> </ul>	<p>Supportive government policy</p> <p>Flexible, diverse delivery formats</p> <p>Understanding of cultural workforce needs and attitudes</p> <p>Effective partnerships</p> <ul style="list-style-type: none"> <li>• cross disciplinary (e.g. brings together different arts disciplines in some form)</li> <li>• cross-sectoral (arts, business, academic, industry, government, etc.)</li> </ul> <p>Hub of coordination</p> <p>Strategic approaches with short term and longer-term outcomes</p> <p>Raises profile of the sector</p> <p>Effective partnerships with academic institutions, governments and businesses</p>	Possible

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Jurisdiction/Organization	Program Description	Feature	Best Practice	Applicability to Ontario Cultural Sector
<b>UNITED STATES</b>				

## APPENDIX 1 - HIGHLIGHTS OF NATIONAL AND INTERNATIONAL BEST PRACTICES IN-CAREER BUSINESS SKILLS TRAINING FOR CULTURAL WORKERS

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<p><b>New York / Creative Capital Foundation</b></p> <p><a href="http://www.creative-capital.org">http://www.creative-capital.org</a></p>	<p><b>Creative Capital Professional Development Program</b></p> <p>Non-profit organization provides integrated financial and advisory support to artists pursuing innovative and adventurous projects in five disciplines: Emerging Fields, Film/Video, Innovative Literature, and Performing and Visual Artists.</p> <p>Foundation extended the skill-building component of its services to artists and communities around the country (30 to date)</p> <p>Supported by a wide variety of foundations, local community organizations, businesses and individual donors</p> <p>Goal: to help artists break patterns of crisis-management, increase satisfaction in their art practices and careers and contribute to the long-term sustainability of their careers</p>	<p>Local community groups around the country partner with Creative Capital Foundation to put on workshops of varying lengths to address such topics as self-management, strategic planning, fundraising, promotion, communication and marketing, verbal communications, internet networking, etc.</p> <p>Format includes lectures, artistic presentations, breakouts, 1:1 counselling, workbooks and exercises.</p> <p>Cost varies depending on location, number of participants, number of workshop leaders, etc.</p> <ul style="list-style-type: none"> <li>• addresses resource challenges of small and medium sized organizations</li> <li>• addresses lack of access to professional development business training</li> <li>• addresses diversity of skills and practices across regions</li> </ul>	<p>Flexible, diverse delivery formats that can be adapted and delivered regionally</p> <p>Understanding of cultural workforce needs and attitudes</p> <p>Effective partnerships in communities created to present workshops and reach local community</p>	<p>Likely</p> <ul style="list-style-type: none"> <li>- local communities have shown an interest in bringing existing CCCO cross-disciplinary programs to communities</li> <li>- requires work with local communities to develop presenting partnerships to build local community resources for the presentation</li> <li>- ArtsVest may be an appropriate partner in some communities</li> </ul>

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<p><b>California / Center for Cultural Innovation</b></p> <p>www.cciarts.org</p>	<p>Hybrid organization that crosses granting foundation with research consultancy and non-profit ASO offering services and PD in Los Angeles, San Francisco and the Bay area, and across the state.</p> <p><b>Research commissioned by city from CCI and University of Minnesota about sustainable cultural careers in city of San José</b> explored needs, advised the City and its partners on strategies for the future, and piloted some initial services.</p> <p><b>CCI organized 6-month series on capacity development for healthy arts organizations</b></p> <p>Combined symposia and workshop series enhances leadership capacity of small and medium-sized organizations through blend of nfp organization management, fund development, entrepreneurial training, creative expression and networking</p>	<p>Partnerships with academic institutions and others frame assessment of needs and subsequent services.</p> <p>Original research in San José conducted by University of Minnesota regional economies expert, Prof. Ann Markusen who specializes in regional cultural economies.</p> <p>Capacity development series to prepare organizations for change funded and developed through partnership among the Sacramento Region Community Foundation, the Nonprofit Resource Center of Sacramento and the Center for Cultural Innovation</p> <p>Participating organizations – as a team of staff, volunteers and board members – will complete a tool that will help their organizations assess the state of their health and clarify their learning goals.</p> <p>Symposia involve world-renowned experts.</p>	<p>Effective cross-disciplinary partnerships between arts service organizations, academic institutions, city governments and other arts agencies</p> <p>Effective cross-disciplinary partnerships between arts service organizations and city foundations to address arts-specific challenges</p>	<p>Yes</p>

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<p><b>Washington / Kennedy Center for the Arts</b></p> <p><a href="http://www.kennedy-center.org">http://www.kennedy-center.org</a></p>	<p>Wide variety of mentoring and capacity-building programs for arts organizations and arts managers (American and international, aspiring to established)</p>	<p>Michael Kaiser, president, dubbed “the turnaround king” for his work revitalizing arts organizations.</p>	<p>Extraordinary leadership</p> <p>Central hub created for arts management learning</p>	<p>Unlikely in totality but has elements that might be implemented</p>
	<p><b>Kennedy Center Arts Management Institute</b> provides three programs that offer advanced training for young arts administrators and others in the field (interns and international managers) and international executive seminars.</p>	<p>Learning programs for arts administrators involve theory, classroom, projects and placements within the Kennedy Center and are all paid opportunities for people to gain experience and learning in the day-to-day work of arts administration</p>	<p>Flexible, diverse delivery formats</p> <p>Support for individuals</p> <p>Understanding of cultural workforce needs and attitudes</p> <p>Continuous lifelong learning</p>	
	<p><b>Arts Management Capacity-building program</b> offers mentoring services to leaders of culturally-specific organizations, to culturally-specific arts organizations in the midwest, to local DC companies, and to Carnegie Corporations arts grantees.</p>	<p>Offers strategic planning guidance and other technical assistance to practically address management challenges; centralizes best practices, offers lessons learned, and practical advice. Different foundations and corporations support these programs</p> <ul style="list-style-type: none"> <li>• addresses challenges of small and medium-sized organizations</li> </ul>	<p>Supportive funding for individual and company-tailored mentoring</p> <p>Effective partnerships with foundations and arts institutions</p> <p>Understanding of cultural workforce needs</p>	
<p><a href="http://www.artsinacrisis.org">www.artsinacrisis.org</a></p>	<p>Other programs include <b>Arts in Crisis launched in 2009</b> (free online management consultation and onsite mentoring volunteered by over 100 experienced arts leaders volunteers to struggling arts organizations in US) and <b>online resource centre</b> for arts managers</p>	<p>Online requests for advice and consulting. Kaiser also tours to cities to address and discuss with arts organizations. Tour accompanied with local volunteer mentoring opportunities for experienced arts managers from the area.</p> <p>Online resource centre for managers includes blogs, discussion groups, resources, etc.</p>	<p>Effective use of technology</p> <p>Raises profile of the sector</p>	
<p><a href="http://www.artsmanager.org">www.artsmanager.org</a></p>				

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<p><b>American / Leveraging Investments in Creativity</b>  www.lincnet.net</p>	<p>10-year national initiative led by the Ford Foundation to to improve the conditions for artists working in all disciplines.</p> <p><b>Creative Communities</b> Nation-wide network of 15 partners in local communities to identify and address issues affecting artists. LINC provides planning, implementation grants, information resources, networking and lesson sharing, etc. Priorities differ in the cities, however virtually all address training and development in some way.</p>	<p>Empowers local communities and acts as an animator, commissioner of research, financial supporter and network to enhance local efforts</p> <ul style="list-style-type: none"> <li>• addresses uneven opportunities and lack of coordination</li> <li>• addresses knowledge sharing</li> </ul>	<p>Hub of information, resources and support thereby enhancing lessons for all communities.</p>	<p>Possible</p>

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<p><b>Chicago / The Institute for Arts Entrepreneurship</b></p> <p><a href="http://www.instituteforartsentrepreneurship.com">http://www.instituteforartsentrepreneurship.com</a></p>	<p>Independent private school which offers entrepreneurial programs for working artists at whatever stage in their career.</p> <p>Based on the notion that all artists need leadership strength and entrepreneurial vision for meaningful contributions to society.</p> <p>Curriculum based on skills required for entrepreneurial careers:</p> <ul style="list-style-type: none"> <li>• year 1 - creative venture incubation</li> <li>• year 2 - execution</li> <li>•</li> </ul> <p>Combines mentor-based programs, experiential learning and some classroom learning.</p> <p>Other short-term courses also offer opportunities to learn specific aspects of entrepreneurship as they apply to creative activities.</p> <p>Artists from theatre, music, visual arts, fashion and design writing, film and photography</p>	<p>Individual artists get learning to turn their art into a creative enterprise.</p> <p>Experiential learning through development of projects that address entrepreneurship challenges</p> <ul style="list-style-type: none"> <li>• Addresses idiosyncratic nature of entrepreneurial activities</li> <li>• addresses self-employment issues for artists</li> <li>• mentor-based training</li> </ul>	<p>Cross-disciplinary approach allows for exchange and learning of universal best practices</p> <p>Flexible and relevant learning formats</p>	<p>Possible</p> <p>- with appropriate partnerships, marketing and financial resources</p>

Note:

## **APPENDIX 1 - HIGHLIGHTS OF NATIONAL AND INTERNATIONAL BEST PRACTICES IN-CAREER BUSINESS SKILLS TRAINING FOR CULTURAL WORKERS**

Wide variety of formal mentoring programs runs as a theme through virtually every program.