

# National Cultural Training Overview

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A Report Prepared for the  
Ministry of Culture  
Government of Ontario



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## Table of Contents

Project Overview .....	3
Defining Cultural Workers .....	3
Methodology .....	4
Inventory of Cultural Training and Education Opportunities .....	5
Overview of Provinces and Territories .....	7
Education and Training Context .....	7
Summary of Inventory Results .....	8
Overview of Training and Context by Province and Territory .....	9
Role of Provincial –Territorial-Federal Governments .....	9
Labour Market Development Agreements .....	9
Introduction.....	9
Models .....	10
Transfer of Full Responsibility Provinces/Territories (ie: Devolved)	10
Co-Management Arrangements .....	11
Evaluation.....	11
Fully Devolved Labour Market Development Agreements.....	11
Ontario.....	11
New Brunswick.....	12
Québec.....	14
Manitoba.....	16
Saskatchewan.....	18
Alberta.....	23
Northwest Territories.....	26
Nunavut .....	28
Co-Managed (Ie: Shared) Labour Market Development Agreements ....	29
Newfoundland.....	29
Prince Edward Island .....	32
Nova Scotia.....	33
British Columbia .....	35
Yukon.....	38
Labour Market Partnership Agreements .....	41
Summary.....	42
Appendix I - Related Occupations in Arts, Culture	43
Appendix II - Key Informants.....	45
Appendix III - Overview of Labour Market Development Agreements.	48
Appendix IIII – Selected Resources .....	49



## Project Overview

The Ministry of Culture contracted Cultural Careers Council Ontario (CCCO) to conduct quantitative and qualitative research on the opportunities and best practices of cultural training in provinces other than Ontario.

The study includes development of an inventory of existing training/professional development opportunities in the culture sectors of other provinces and territories. The research also includes identification of policies and frameworks in each jurisdiction supporting the human resources needs of the cultural sector.

The Ministry is interested in developing policies to support the training and professional development needs of Ontario's cultural sector professionals at all stages of their careers. The Ministry has supported a number of initiatives to increase its inventory of research data and analysis of professional development and human resource studies, including the study *Employment in Canadian Screen-Based Media*, undertaken by WIFT and the study of *Training Needs and Resources in Ontario's Culture Sector*, undertaken by the Cultural Careers Council Ontario. By examining successful contexts in the area of training and human resources of other provinces and territories the Ministry will have a more solid inventory of data from which to begin developing policies to assist the government in making key decisions and future investments in the culture sector.

The Study was conducted by Carrie Brooks-Joiner & Associates, Bob Johnston, Executive Director, CCCO, Susan Cohen, Program Manager, CCCO, and Karen Ennis, Administrator, CCCO. Research assistance on the Inventory of Training/Education Opportunities was provided by Tiffany Harvey and Jennifer Harrington.

## Defining Cultural Workers

Defining culture, and thus cultural workers and cultural training, is challenging and there is no agreed upon definition. For the purposes of this report culture is viewed broadly and includes arts, heritage and the cultural industries.

The current occupation classification in use at Statistics Canada is the National Occupational Classification - Statistics (NOC-S), 2001. Cultural occupations are listed under the Occupational Category *Art, Culture, Recreation and Sport*. The occupations are then divided in two as:

## **1) Occupations in Art, Culture, Recreation and Sport**

Occupations in this broad occupational category are primarily concerned with providing artistic and cultural services and providing direct support to the service providers.

## **2) Professional Occupations in Art and Culture**

Occupations in this major group are primarily concerned with writing and editing; developing communications programs for organizations; providing translation services; producing programs in performing arts; singing, playing musical instruments, dancing or acting; producing original art by painting, drawing or sculpting; and setting up repositories for books, historical documents and artifacts

A list of Related Occupations in Art and Culture (recreation and sport occupations excluded) is included as Appendix I. The list does not include workers who would also be regarded as “cultural workers” within the sector such as fundraisers, consultants, and visitor services staff. It is also important to note that some practitioners, such as commercial designers and marketers, employed in the cultural sector, would not necessarily consider themselves part of the cultural sector and relate more strongly to their client base or discipline.

Not only is there a lack of consensus on the parameters of cultural occupations, there is also difference in how they are classified. The CCCO recently redefined the sub sectors and condensed eight sub sectors down to five.

## **Methodology**

The study has two distinct parts:

- Inventory of Cultural Training and Education Opportunities by Province and Territory (excluding Ontario)
- Overview of Cultural Training and Context in Provinces and Territories (excluding Ontario)

## **Inventory of Cultural Training and Education Opportunities**

The Training Inventory is a database of training and educational opportunities for cultural workers. An excerpt from the database is available as a separate document; *Cultural Training/Education Inventory by Province/Territory*.

The inventory of training providers was assembled in the summer and fall of 2005 from information in the public domain. The primary source of data was internet; e-sources included training providers' websites; associations; web portals; e-newsletters and directories. Others sources included print directories, brochures, and word-of mouth.

The information was organized in an ACCESS database and included the name of the training provider, province or territory, contact information (name, telephone, email and website), a brief description of the training provided and categorization of the training by type of provider, format, and intended recipient.

Categorization by Top Skills Areas based on the skills identified in the CCCO's report *Training Resources and Needs in Ontario's Cultural Sector and Recommendations for Action*, January 2005, proved problematic and most, if not all training addressed multiple skill areas, and this categorization was abandoned.

Categories of training providers used included:

- Union/Guild/Association
- National and Provincial NGOs (Non-governmental organizations)
- University/College
- Private Sector
- Other

The training opportunities were categorized based on the 2004 study and included the following formats:

- Short courses (0.5 – 5.0 days)
- Self-directed Web-based
- Experiential (mentoring/ exchanges/coaching/in-service/internship)
- Customized (organization-developed training opportunities specific to the company or the business)
- Long program
- Mentorship
- Workshop
- Other

The intended recipients of training and users of resources were categorized as:

- Emerging
- Mid-Career
- Senior
- Mixed

The intended audience was often identified by the training provider (e.g., “this course for emerging professionals....”) or by the consultant based on the program description when possible.

## **Limitations of the Inventory of Cultural Training and Education**

The Inventory does not capture the full range of opportunities for workers based on the National Occupation Classification. For example, courses and programs in fashion design and interior design are not included; however, skill development related to film and broadcasting, as a commonly recognized cultural industry, is included.

Although the inventory is a comprehensive sampling of the diversity of cultural training across Canada, it is by no means exhaustive. Information gathered is based on offerings, or information of offerings, at a single point in time.

It does not necessarily capture the depth of training opportunities provided by a single training provider. For example, providers with multiple programs and combinations, such as universities and many associations, will not have all opportunities listed or all the formats categorized separately.

Very often, training opportunities are general and are designed to appeal to a broad audience to increase participation (for example, including both emerging and mid-career practitioners). Therefore the “mixed” categorization for intended audience is used frequently and may overshadow the few opportunities appropriate for mid-career and senior cultural workers.

Nor does the inventory capture generic training intended for a general audience such as career planning or customer service. Such topics and skills cross the private and public sectors.

While there is an increasing amount of training targeted for the non-profit or voluntary sector<sup>1</sup>, the Inventory is focussed on opportunities targeted for the cultural sector.

## Overview of Provinces and Territories

This section includes an overview of: the status of Labour Market Agreements (LMDAs) and Labour Market Partnership Agreements (LMPAs) in each province and territory; involvement of government; any policy frameworks in place; and key players and programs for training. Highlights in terms of policy development, training format, brand, and so on, are noted as appropriate.

Information was gathered through a literature search and extensive interviews with key informants across Canada including deliverers and administrators of training and education program, government staff and informed members of the cultural community. See Appendix II for Key Informants.

Information about the structure and content of the Labour Market Development Agreements was available from HRSDC's website and from federal staff. Similarly information about provincial-territorial employment strategies, labour market overviews, existing general training and education programs was accessible. It was often difficult, if not impossible, to trace funds from devolved LMDA transfers to cultural training. Nor were staff responsible for administration and delivery of training necessarily aware of the existence of LMDAs or its funds. In co-managed LMDAs, where there was no transfer of funds, links between the existence of cultural training and provincial-territorial priorities were not evident.

The existence and depth of policy frameworks for culture, training, and training for the cultural sector vary across the country. The strength, structure, support of, and involvement by cultural sectoral councils also differs.

## Education and Training Context

Among the findings of Canada's Cultural Sector Labour Force Study by the Cultural Human Resources Council in 2004, is that cultural workers have high levels of education with over one third of cultural workers having a university education. This is higher than the 22% percentile of all workers with a university education. A further 23% of cultural workers have completed a certificate or diploma compared to

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<sup>1</sup> In September 2005, HRSDC announced funding to establish a Human Resource Council for the Voluntary/Non-profit Sector. It is a new independent, non-profit organization that will bring employers and employees together to provide leadership, build knowledge and develop strategies on issues related to paid employment.

18% of all workers. In Ontario, 45% of cultural workers hold a university degree as compared to only 17% of the province's total labour force.<sup>2</sup>

## Summary of Inventory Results

Training falls in three major categories: skills development in the practice or technical aspect of culture; career management; and non-culture specific transferable skills including financial management and customer service. Surveys of training needs consistently conclude the need for additional skills in the "business" of working in culture and non-classroom based learning for senior practitioners. Among the recommendations of the Atlantic Canada Opportunity Agency's *Portrait of the Arts and Culture Sector in Atlantic Canada*:

Governments should recognize the need to improve the business skills of cultural entrepreneurs and coach them on preparing business plans. To fully profit from business opportunities, cultural entrepreneurs must realize the value of developing professional management and marketing skills.

In summary, there is training for cultural workers across Canada by a multitude of trainers and educators in various formats and concentrations. Universities, colleges, CEGEPs, business and economic development centres, government, sector based non-profit organizations and private sector organizations all offer skill development.

The content of the majority of training identified within the Inventory is targeted to workers early in their careers. Other than post graduate programs, no opportunities exclusively for senior practitioners were identified.

The majority of offerings are English language based. Offerings in French, as expected, are concentrated in Quebec and New Brunswick. Opportunities for training in other languages and responsive to other cultures are extremely limited.

Training offerings are not static and opportunities offered by associations and other non-profits in particular change rapidly in response to shifting funding opportunities and priorities. While this is a strength and allows for issues to be addressed and training formats within the sector to change rapidly, it also does not offer consistency of available training opportunities and development of a shared base of knowledge. Innovative training formats and topics are vulnerable to be offered as one-offs. Educational opportunities offered by universities, and a lesser extent, by colleges, tend to be more constant.

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<sup>2</sup> *Cultural Sector Symposium: A sector-educator Dialogue*, 2002 as referenced in *Investing In Our Creative People- The Imperative of a BC Cultural Sector Resources Strategy: A Discussion Paper* 2004.

# Overview of Training and Context by Province and Territory

## Role of Provincial –Territorial-Federal Governments Labour Market Development Agreements

### Introduction

In May 1996, the federal government made an offer to all provinces and territories, called *Getting Canadians Back to Work: A Proposal to Provinces and Territories for a New Partnership in the Labour Market*, to develop federal-provincial-territorial partnerships to respond to the specific needs of unemployed Canadians in each province/territory and to the condition of individual labour markets.

This proposal was supported by Part II of (then proposed) Bill C-12, legislation for a new Canadian employment insurance system. Pursuant to Part II of the Employment Insurance EI Act, the Labour Market Development Agreements (LMDAs) are bilateral federal-provincial/territorial agreements. Part I of Bill C-12 concerns the national system of temporary income support for EI claimants and Part II provides for a range of “active employment measures” to assist people to return to work as quickly and efficiently as possible.

Although the agreements differ somewhat from coast to coast, Part II sets out seven legislative guidelines for new federal-provincial agreements. Active measures must:

- **be results-based** (i.e., help individuals obtain or keep employment);
- **reduce individuals' dependency** on government assistance;
- **promote cooperation and partnership** with other labour market partners, such as other governments, employers and community-based organizations;
- **feature local decision-making;**
- **eliminate unnecessary overlap and duplication;**
- encourage individuals to take **personal responsibility** for getting back to work;
- ensure service to the public in either **official language**, where there is significant demand.

Since 1996, Labour Market Development Agreements (LMDAs)<sup>3</sup> have been signed for the delivery of labour market programs in the provinces and territories. For an overview of all the agreements see Appendix III. Such agreements provide the

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<sup>3</sup> The text of the Labour Market Development Agreements (LMDAs) can be found at:  
<http://www.hrsdc.gc.ca/en/epb/lmd/lmda/lmda.shtml>

frameworks in which Employment Benefits and Support Measures (EBSMs) delivery takes place and allows EBSMs to be adjusted. Therefore, the mix of programs and services differ across provinces and territories in response to local labour market needs. There are five employment benefits (Targeted Wage Subsidies, Targeted Earnings Supplements, Self-Employment, Job Creation Partnerships and Skills Development) and three support measures (Employment Assistance Services, Labour Market Partnerships and Research and Innovations).

It is important to note that the federal funding comes from the EI Account, people who are not, or who have not recently been, EI contributors are not eligible for EI Part II Employment Benefits. The ineligible include new immigrants, other new labour force entrants, the self-employed, and people who have had little or no involvement with the labour force, often due to multiple barriers to entry and tend to include women, disabled persons and aboriginal people.<sup>4</sup>

In general, programs and services provided under LMDAs are targeted to the unemployed, and do not address skill development of employed, or underemployed, workers.

## **Models**

There are two basic LMDA models:

### **Transfer of Full Responsibility Provinces/Territories (ie: Devolved)**

Under Transfer LMDAs, provinces and territories assumed full responsibility for the design, delivery and management of their own active employment measures programs within the province or territory. These programs are funded through EI Part II and the funds are transferred to the province or territory.

The following are fully devolved transfer agreements:

- Canada-New Brunswick
- Canada-Quebec
- Canada-Manitoba
- Canada-Saskatchewan
- Canada-Alberta
- Canada-Northwest Territories
- Canada-Nunavut
- Canada-Ontario

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<sup>4</sup> Harvey Lazar, *Shifting Roles: Active Labour Market Policy in Canada under the Labour Market Development Agreements: A Conference Report*, Canadian Policy Research Networks, 2002.

## Co-Management Arrangements

Under Co-managed LMDAs, HRSDC delivers Employment Benefits and Support Measures (EBSMs) through its service delivery network but shares responsibility for the design, management and evaluation of these programs with provinces and territories. Dollars are held by the Government of Canada.

The following are all co-managed agreements:

- Canada-Newfoundland and Labrador
- Canada-Prince Edward Island
- Canada-British Columbia
- Canada-Yukon
- The Canada-Nova Scotia LMDA is a Strategic Partnership which is a variation of the co-management model.

## Evaluation

The LMDAs require evaluation and Annual Monitoring and Assessment Reports are conducted by the provinces and territories.<sup>5</sup> As well, most agreements require the establishment of a Joint Evaluation Committee to support and oversee the EBSM evaluations. The Joint Committee involves representatives from the provinces/territories and HRSDC. The exception is the Canada-Quebec Labour Market Implementation Agreement; Quebec is responsible for conducting its own evaluations of the EBSMs and federal and provincial representatives provide input on target setting, the conduct of the evaluations, and the reporting of results.

## Fully Devolved Labour Market Development Agreements

### Ontario

On November 23, 2005 both a Canada-Ontario Labour Market Development Agreement (LMDA) and a Canada-Ontario Labour Market Partnership Agreement (LMPA) were signed. Ontario was the last province to sign a LMDA and one of the first to sign a LMPA.

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<sup>5</sup> The Annual Monitoring and Assessment Reports from 1997 – 2004 can be found at:  
<http://www.hrsdc.gc.ca/en/ei/reports/eimar.shtml>

Currently, the Government of Canada spends approximately \$525 million annually under Part II of the *Employment Insurance Act* to support labour market programming for Employment Insurance (EI)-eligible clients in Ontario. The LMDA fully transfers responsibility to the Government of Ontario, beginning January 1, 2007, for the design and delivery of these EI-funded programs and services.

## New Brunswick

In New Brunswick, under a devolved LMDA, the province delivers programs and services that are similar to the Employment Benefits and Support Measures. The Department of Training and Employment administers the provincial programs and services. Examples of the similar provincial benefits and measures offered are:

- Work Ability - work preparation including education upgrading, employment training, work experience and job search (similar to Job Creation Partnerships);
- Work Force Expansion - financial assistance provided to employers in order to stimulate long term employment opportunities for unemployed individuals (similar to a combination of Targeted Wage Subsidies and Self-Employment benefits);
- Training and Skills Development - financial assistance is provided to unemployed individuals who have identified training in their career plans as being necessary for subsequent return to work and sustainable earnings (similar to Skills Development);
- The Employment Services Program provides the financial and professional supports needed to ensure that labour force needs of employers and workers are met (similarity requirement for the Employment Assistance Services, Labour Market Partnerships and Research and Innovation measures).

There are five program areas within the LMDA. They are not sector specific and are restricted to training for the unemployed. The Province hopes to sign a LMPA with the Government of Canada.

In the Occupational Outlook document prepared by the Labour Market Analysis Branch of the Department of Training and Employment Development (updated January 2005) cultural occupations in New Brunswick were generally categorized as having a “fair” outlook.<sup>6</sup> The *New Brunswick Occupations in Shortage or Surplus* is

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<sup>6</sup> Fair falls between "Good" and "Poor". For example, jobs may be more difficult to find,

a joint publication of Human Resources Development Canada (HRDC - now Human Resources and Skills Development Canada) and the Training and Employment Development New Brunswick Cultural jobs are not listed as either in a shortage or surplus position.

The lead responsibility for the development and coordination of cultural policy within the province of New Brunswick rests with the Minister responsible for the Culture and Sport Secretariat. New Brunswick is currently the only province in Atlantic Canada without a line department of culture; the secretariat does, however, report to a minister<sup>7</sup>. New Brunswick developed a Cultural Policy which was released in February 2002. The goals and strategies are developed within four interdependent themes:

- A. Culture in everyday life
- B. Professional artists and cultural professionals
- C. Our collective heritage
- D. Culture and the economy

Among the guiding principles of the document are two of interest to the cultural sector. The first is *Creativity and Excellence*:

“Creativity is a source of well-being. However, it cannot develop in a vacuum; it needs a nurturing environment. Creativity and excellence can best be nurtured in an environment supported by appropriate infrastructure, where there are opportunities to acquire the necessary knowledge and competencies, where creativity can be freely expressed, where the pursuit of a career in a chosen discipline is encouraged, and where excellence is rewarded.”

The second is *Sustainability*:

“The strength of organizations supports artistic creation and excellence. New Brunswick arts and heritage organizations require the skills and resources to thrive in a changing environment and to achieve long-term viability.”

One of the goals specifically addresses training: “*Support initiatives for professional development training and career enhancement for those working in the cultural sector*”.

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the probability of unemployment may be higher, or earnings may be lower than in comparable occupational groups that are rated "Good". Conversely, jobs may be easier to find, unemployment less likely, and earnings higher than in comparable occupational groups that are rated "Poor".

<sup>7</sup> ACOA, *The Culture Sector in Atlantic Canada: Its Economic Impact and Export Potential* Parliamentary Report. 2004.

Key training providers are the provincial colleges. Operated by the Department of Training and Employment Development, the New Brunswick College of Craft and Design's main goal is to encourage ideas and impart knowledge in the areas of applied arts, fine craft, and visual. It offers a series of certificate, diplomas and a bachelor program. The college has an entrepreneurial focus in its programming.

The Province, in cooperation with College communautaire du Nouveau-Brunswick - Peninsule Acadienne is developing a new francophone program The Management of Arts and Culture. The planned launch is spring 2006. The program has two main goals, to upgrade the skills of cultural workers and improve the management of organizations.

## Québec

Under a devolved LMDA, the province delivers programs and services that are similar to the Employment Benefits and Support Measures. Unemployed workers can access programs managed and delivered by Emploi-Québec. Those programs are similar to HRSDC's Employment Benefits and Support Measures. For example:

- The program "Subventions salariales d'insertion en emploi" corresponds to Targeted Wage Subsidy.
- The program "Soutien au travail autonome" corresponds to Self Employment.

Québec was successful in negotiating flexibility on how LMDA funds were spent. Although the funds are not sector specific, the flexibility has benefited the cultural sector.

The province has established a strong foundation for training for cultural workers through commitment of multi-government department funding, coordination by CQRCH and sectoral involvement. Initially, Emploi-Québec provided funds for the cultural sector to meet regarding training issues over a two year period. The groups unsuccessfully requested funds for a training endowment. However, in consultation with cultural organizations, in late 2000, the Ministry of Culture and the Ministry of Labour (Emploi-Québec) signed a three year \$27M agreement in support of cultural training. Certain programs flowing from this agreement have been continued through year-by-year extensions. The agreement was a combination of existing commitments and new dollars.

The Québec Ministry of Culture and the Ministry of Labour signed a three year \$27M agreement in support of cultural training

The government of Québec provides \$30M in operating grants to sectoral councils. Conseil québécois des ressources humaines en culture (CQRHC) receives an annual operating grant of \$500,000 (LMDA funds from the Ministry of Labour) to support its operations and staff of three. The Council is focussed on workers in their careers, not prior to entry, so it is not involved in apprenticeships or career information services.

The government of Québec provides Conseil québécois des ressources humaines en culture (CQRHC) an annual operating grant of \$500,000 to support its work as a sectoral council.

CQRHC has 56 members, 40 from arts associations and unions, and 16 regional representatives from the Ministry of Culture. The planning for and delivery of training is community driven and is facilitated by Coordinators throughout the province. Training is delivered by practitioners. Not all of the associations and union have coordinators, some are part-time and some are shared between organizations. The Coordinators are supported financially by Emploi-Québec in the Montreal region and the Ministry of Culture in the other regions; \$700k per year is provided to support the salaries of the Training Coordinators (half from each of the Ministries). The Coordinators access funds needed for the training sessions. Each Association makes an annual request for funds. Because of the critical mass in the region of Montreal, CQRHC makes an annual request to Emploi-Québec based on need. The Coordinators in the other regions apply directly to Emploi-Québec. There is a **juried** process to allocate funds and all programs are evaluated using surveys. To have a training coordinator, an Association must be a member of CQRHC. There is a nominal membership fee.

The \$1.8M in annual funds from Emploi-Québec allow the coordinators or associations to hire trainers and organize and/or support workshops, courses, and other training across the province. In 2004-5, 1284 such “sessions” took place in with an attendance of 6,970 participants over a total of 13,988 hours; 40% of the participants attended sessions outside of Montreal. The balance was held in Montreal, usually focused on arts disciplines, with most of them hosted by arts service organizations and unions. Attendees pay a modest fee of \$2.00 per hour of training (and even this is waived where necessary).

The Council also works in cooperation with the Ministry of Education to enhance education programs and to assist in evaluation. It has been successful in facilitating the introduction of cultural career management into curriculum. The Council is also consulted regarding training grants to the private sector. CQRHC has developed a series of toolkits to support the sector on such topics as “How to Write a Policy” and “How to Conduct a Needs Assessment”.

Québec has a 1% law which requires organizations with a payroll in excess of \$1M to provide 1% for training

In addition, Québec has a 1% law which requires organizations with a payroll in excess of \$1M to provide

1% for training. Penalties for not complying are paid as a tax. While this has been successful for promoting a training mentality among employers, it has not been successful to advance training for cultural workers as most organizations have a payroll less than \$1M. It was noted that a 1% “tax” on self-employment fees for service which would be pooled and dedicated to training would be more stable funding and would not be government dependent.

## Manitoba

Under a devolved LMDA, the province delivers programs and services that are similar to the Employment Benefits and Support Measures through Manitoba Education and Training. Examples of the similar provincial benefits and measures offered are: Wage Subsidy (similar to Targeted Wage Subsidies), Employment Partnerships (similar to Job Creation Partnership), Self-Employment and Skills Development, which offers both grants and loans.

- The province offers similar measures under Employment Assistance Services, Labour Market Partnerships and Research and Innovation.

The Ministry of Advanced Education and Training undertakes and administers activities and programs “aimed at providing Manitobans with the skills, knowledge and experience required to meet the current and changing demands of the labour market...” Industry Training Partnerships and Employment and Training Services (ETS) are two of the mechanisms through which the Department accomplishes its goals. ETS manages the Canada-Manitoba Labour Market Development Agreement.

The Industry Training Partnerships (ITP) branch works with labour market partners to develop effective strategies for building and training Manitoba's workforce. Replacing Workforce Manitoba, ITP provides a single window of access to a continuum of programs and supports for workplace training. Support for Association of Cultural Industries (ACI) comes under Industrial Training Partnerships, which funds 12 sectoral councils in Manitoba with a budget of \$1M. ACI receives \$140K per year in operating support of which \$111K comes from the LMDA. Support is also given to two “trade associations” in film and in recording.

ITP was created to “provide business and industry with a more integrated and coordinated single window access to human resource planning and skills training”. In 2002 the Ministry undertook an assessment of the effectiveness of the ITP programs and concluded that:

*Sectoral training is the most cost-effective way to meet the objectives of the Manitoba Training Strategy*

- The Ministry of Advanced Education and Training

- Sectoral training is the most cost-effective way to meet the objectives of the Manitoba Training Strategy;
- Funding through sectoral partnerships has resulted in significant leveraged investment by industry

The 2002/03 Annual Report also notes that “TTP Sector Model encourages partnerships with industry, business, labour and government to reduce duplication of activity and costs and encourage joint planning, information sharing and decision making”.

In 1999, ACI released a study of the training needs of Manitoba’s cultural sector workforce. This study confirmed for Manitoba what other studies across Canada had already determined, which was that training, especially in business skills and marketing, was needed among cultural workers. It identified training requirements common to all sectors of the arts and cultural community. These included marketing, with a focus on export marketing, contract negotiation, protection of intellectual property, self-employment business skills and career self-management. Through the consultations, arts and cultural workers noted that while their education prepared them very well in their particular discipline (i.e., art, craft, performance, etc.) their education did not prepare them very well at all to make a living from their discipline (i.e., business skills, marketing, self-promotion, etc.)<sup>8</sup>.

When 1991 to 1996 labour force statistics are compared, the cultural sector is a growth sector in most provinces in Canada. In Manitoba, however, those statistics show zero growth. The provincial government contracted the Cultural Industries Development Team (now ACI) to develop a labour force development strategy for the cultural sector in Manitoba. It was released as *Creative Manitoba: An Economic Development Strategy for the Cultural Sector* in March 2003 and included 55 recommendations presented under nine broad strategies. The Report noted there is a need for a coordinating body to identify training needs, and develop and organize training for the arts and cultural sector. In terms of the role of the provincial government, in addition to having called for the creation of this Strategy, it was urged to make a solid commitment to its implementation, both in principle and in terms of allocation of resources. The report noted that “the ongoing relationship between the government and the sector will be the strongest determining factor in the ultimate success

The *Creative Manitoba* report noted there is a need for a coordinating body to identify training needs, and develop and organize training for the arts and cultural sector.

<sup>8</sup> See <http://artsculturetraining.com/about.htm>

of the Creative Manitoba Strategy. The most likely model for success is that of a partnership between government and a newly created sectoral council.”<sup>9</sup>

In late 2003 the Arts and Cultural Industries Development Team incorporated as the Arts and Cultural Industries Association of Manitoba Inc. (ACI). The Arts and Cultural Industries Association of Manitoba Inc., is a community driven/government supported team that operates as a Sector Council for arts and culture in Manitoba. Members include the arts and cultural industries and provincial and federal government agencies. Since its incorporation, ACI has been involved in several initiatives.

The *Building Capacity in Cultural Board Governance on the Prairies* program is a joint initiative of The Arts and Cultural Industries Association of Manitoba (ACI) and SaskCulture Inc. The program was developed in 2005 “to create a foundation of common knowledge on the subject of cultural board governance and to assist in the overall plan to strengthen governance practices in the sector in Manitoba and Saskatchewan”. ACI provides other training opportunities and partners with others such as the Manitoba Writers Guild on a course, “Arts of Managing Careers”.

The three Manitoba universities--Brandon, Manitoba and Winnipeg--are all involved in cultural training. The Manitoba Arts and Cultural Management Program is a joint program of the Continuing Education divisions of the University of Winnipeg and the University of Manitoba. The MACM Program provides courses and workshops in business and leadership skills to help workers manage effectively within arts and cultural organizations or as a self-employed/freelance cultural worker. The University of Winnipeg offers an Arts and Cultural Management Certificate. The University of Manitoba offers workshops and short courses which may be transferred into the Certificate Program or taken as individual courses for personal or professional development. The Program notes it was developed in consultation with Manitoba's leaders in arts and culture. U of M also offers a Dance Program in partnership with the School of Contemporary Dancers.

Manitoba's arts and heritage associations provide a mix of conferences and workshops.

## **Saskatchewan**

In Saskatchewan, under a devolved LMDA, the province delivers programs and services that are similar to the Employment Benefits and Support Measures. The responsibility for the LMDA is shared between the Department of Learning and Saskatchewan Social Services.

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<sup>9</sup> Creative Manitoba: An Economic Development Strategy for the Cultural Sector

- A Sector Strategic Plan 2001-02 to 2004-05 has been developed with key stakeholders, which recognizes the important balance in the post-secondary education, training and employment services sector among capacity, access, quality and affordability.
- Job Start/Future Skills and Employment Programs and the Provincial Training Allowance/Skills Training Benefit are provincial benefits provided by the province, similar to Targeted Wage Subsidies, Job Creation Partnership, Self-Employment and Skills Development.
- Similar measures provided by the province are Career and Employment Services, Regional and Sectoral Partnerships, and Research and Innovation.

Signing of the LMDA followed the development of the *Saskatchewan Training Strategy: Bridges to Employment*. Its intent was to “direct the creation of a coherent, effective and sustainable training system for the province which will increase and facilitate access to services, and to strengthen and enhance linkages between the Saskatchewan labour market, skills development and career and employment services”.<sup>10</sup>

Cultural training was initially the focus of the Saskatchewan Sectoral Council for Culture (SSCC) which functioned as an unincorporated coalition of cultural organizations working together to further human resource development in the cultural sector in the province. In 1999 the Culture Sector Partnership Project conducted an analysis of cultural training opportunities in Saskatchewan. Partners included the Saskatchewan Sectoral Council for Culture, Arts School Saskatchewan and SaskCulture Inc. An online cultural training opportunities database and a hard copy directory were created.

In August 1999, Saskatchewan Sectoral Council for Culture (SSCC) merged with SaskCulture to form the SaskCulture Human Resource Council (SHRC). SaskCulture Inc., founded in 1997, is a non-profit membership based organization that supports the development of culture through programs and services including training and education, through its 120 member organization network.

On the cultural policy framework side, the Government of Saskatchewan passed The *Status of the Artist Act*, in June of 2002 and the Minister's Advisory Committee on Status of the Artist (MACSA) began in September 2002. The Advisory Committee's task was “to provide the

“...access to training opportunities is not universal. Artists in some disciplines have to leave the province to gain training at their level of achievement...”

<sup>10</sup> Canada-Saskatchewan Agreement on Labour Market Development February 6, 1998.

Minister with strategies that could be realistically achieved in the short term and to consider key long term strategies that would foster the environment envisioned by the *Status of the Artist Act*.<sup>11</sup> The Working Document was presented to the Minister of Culture, Youth, and Recreation in October 2003 and includes reference to training. The Committee's report notes that "access to training opportunities is not universal. Artists in some disciplines have to leave the province to gain training at their level of achievement...."

The Report includes the recommendation that the Department of Culture, Youth and Recreation and SaskCulture "explore ways to support the compilation and distribution to the arts community of an inventory of cultural training programs, from community introductory programs to postgraduate courses, in all disciplines and at all levels in Saskatchewan" and notes that "one of the barriers to accessing training opportunities in the province is the lack of promotion of existing programs to artists".

The key Provincial Department with respect to training is the Department of Learning. Some funding also goes to the Department of Community Resources and Employment. LMDA funded programs are shared between these two departments.

Saskatchewan has a Sector Partnerships program as part of its Job Start/Future Skill Program. The program supports the costs of human resource planning partnerships of industry sectors, communities and training institutions. Funding is provided for activities such as: identifying industry sector skill needs; human resource planning; developing occupational standards; planning workplace adjustment; and developing training solutions. Funding is provided to implement partnerships with trainers and communities for human resource planning and the development of training approaches to meet industry skilled employment needs. Its objectives include developing effective partnerships in human resource planning and skills training, and fostering a continuous learning culture.

The Government of Saskatchewan reports that there are thirty two industry sectors involved in the sector partnerships program and that fifty seven sector partnership projects have been funded. These projects and the reports which resulted, provide the foundation for training strategies across the cultural sector, particularly in the cultural industries.

In January 1998, the Department of Post-Secondary Education and Skills Training entered into an agreement with SRIA under the Sector Partnership program to deliver the first phase of a long-term *Professional Development Strategy* for the music and sound recording industry of Saskatchewan. The key deliverable points of this agreement included:

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<sup>11</sup> Ministerial Advisory Committee on the Status of the Artist  
Working Document A Report to the Minister of Culture, Youth and Recreation October, 2003

- Analysis of existing training, educational programs and resources available in Saskatchewan and on a national level.
- Development and implementation of an on-line database of educational and training programs, resources, opportunities and training providers.
- Identification of gaps, both in program content and accessibility in Saskatchewan
- Identification of potential resources or partnerships
- Development of strategies for providing training and employment opportunities, including self-employment opportunities, including opportunities for Aboriginal people.
- Development of a sustainable sector partnership that supports a long-term human resource strategy that will evolve as technology evolves.

Through the Sector Partnership Agreement, SRIA created the Canadian Music Training Database and an outline for the future phases.

Other initiatives and reports produced out of Sectoral Partnership Program are:

- *Music and Sound Recording Industry Sector Partnership Program: Music and Sound Recording Sector (Saskatchewan Recording Industry Association (SRIA)), Jan. 1999;*
- *Professional Development Strategy and Development of Online Training Modules, July 2003 and Report on the Sector Partnership Work Force Development Initiative, March 1999 by the Film and Video Sector (Saskatchewan Motion Picture Association) (SMPIA).*

The Film and Video Sector Report details four projects which were carried out under the Sector Partnership Workforce Development Initiative: the Women in Leadership and Management Roles and Aboriginal Skills Training and Employment projects were intended to ensure that the industry's labour force is representative of the diversity of Saskatchewan people. The Priority Rating of Film and Video Occupations and the Skills Database projects provided a foundation for training and program development. The work started by the Sector Partnership Workforce Development Initiative was to be continued by CAREERS 2000, an initiative to support the rapid growth of Saskatchewan's film, television and new media industry. CAREERS 2000 was created by a partnership of SMPIA, the Saskatchewan Film Producers Association, IATSE 295, IATSE 300, the Directors Guild of Canada, SIAST and HRDC.

Also a product of the Sector Partnership Program was the 1999 report *Strengthening Culture Through A Commitment to People* by SaskCulture. The report concluded that awareness of the availability of culture training opportunities and that there was no database of coordination of performance of skills training. An inventory was developed which was published as *Cultural Opportunities in Saskatchewan* and distributed in 1999.

With 120 members, SaskCulture Inc., is a key cultural organization in the province. It also acts as Trustee for the Culture Section of the Saskatchewan Lotteries Trust Fund for Sport,

SaskCulture retains the services of an HR consultant to provide services on an “as needed” basis to its members.

Culture and Recreation. It works closely with Sask. Arts Board; Saskatchewan Culture, Youth and Recreation Dept.; and Tourism Saskatchewan Dept. SaskCulture retains the services of an HR consultant to provide services on an “as needed” basis to its members.

Arts Service Organizations in Saskatchewan receive funding from from more than one source. In the Year ending 2004 SaskCulture allocated just over \$5 million in Annual Global Funding to 30 Provincial Cultural Organizations (PCOs). The Arts Board adjudicates grants to eight organizations that receive operating funds from SaskCulture (CARFAC, Sask Band Assn., Craft Council, Drama Assn., Music Educators Assn., Festivals Assn., Orchestral Assn., Writers Guild). The other twenty-two grants to organizations are adjudicated by SaskCulture. A few of these organizations (e.g: CARFAC, Crafts, Writers) receive both lottery funds and Arts Board tax-based funds.

In addition, through the Cultural Industries Development Fund, funds go to organizations that include CARFAC, Craft Council, Professional Arts Galleries, Publishers Group, and the Recording Industry.

Training is offered by the professional associations and many of the guilds. Apart from the activities and support of SaskCulture’s own in-house programs, a number of the PCOs which they fund carry out professional development initiatives. Examples are CARFAC’s Mentoring Program and Professional Development Workshops; the Museums Skills Development program; the Publishers Professional Development programs; the Writers Guild workshops and short courses at Univ. of Regina which they helped develop; Theatre Saskatchewan’s TheatreWorks weekend workshops. The Craft Council directs artists to a variety of workshops. There are four universities in the province.

## Alberta

In Alberta, under a devolved LMDA, the province delivers programs and services that are similar to the Employment Benefits and Support Measures through Alberta Human Resources and Employment. The provincial department leads the Labour Force Planning Committee, which includes representatives from a number of provincial ministries. Some of the similar benefits and support measures offered by the province are:

- Skills Development, which includes Apprenticeship training; Skills for Work, on the job training which is project-based training, similar to Job Creation Partnership; Training on the job similar to Targeted Wage Subsidy and Self-Employment benefit.
- Career and Employment Programs and Services help individuals prepare for, find, and maintain employment.

Alberta was the first province to sign an LMDA in December 1996.

The report *Alberta Careers Update 2004* includes an overview of the Information, Culture and Recreation Sector and notes that the main components of the industry are publishing, the broadcast industries, and motion picture and sound recording industries, the telecommunications industries, internet service providers and portals, data processing and information services industries. It notes that technological advancements in printing and publishing have stabilized and should not affect employment and that Alberta will continue to be a prime site for film production.

The report also includes Alberta-modified Canadian Occupational Projection System (COPS) outlook growth projections for specific occupational groups based on the national occupational classification system. The annual average projected growth rate for each occupation is included as:

- Above average growth (greater than 2.3 %)
- Average Growth (between 1.2 and 2.3%)
- Below average growth (below 1.2%)

In general, the cultural positions listed were classified in the “average: growth category. Three were listed in “below”: museum and gallery technical occupations; performers - other and photographic and film processors. The one occupation in the “above average growth” category was film and video camera operators. The

Government of Alberta website offers occupation information on twenty-six sectors.<sup>12</sup>

Training is within the mandate of Alberta Works of the department Alberta Human Resources and Employment (AHRE). Alberta labour supply strategy is outlined in the 2001 document *Prepared for Growth: Building Alberta's Labour Supply*. During 2000 – 2001, AHRE undertook a policy review and assessment of its adult employment and training programs and services. As a result of this review, AHRE developed a major policy initiative called the *Skills Investment Strategy* which was released in October 2003. Although culture and arts are not addressed specifically in the Strategy, the document notes that “employers and industry associations have a pivotal role in influencing the type of training offered through AHRE and training providers”<sup>13</sup> and through workforce partnerships.

More recently, the *Leading in Learning and Skilled Workforce* is a cross-ministry initiative of Alberta Human Resources and Employment (AHRE), Alberta Education, Alberta Children's Services, and Alberta Aboriginal Affairs and Northern Development. The purpose of this initiative is to ensure Alberta has “the best learning system in Canada”. This initiative is a follow up to Alberta's 2001 labour supply strategy.

The mandate for culture is within the Arts Development Branch, of the ministry Alberta Community Development. The Branch promotes and supports arts and culture activities as well as cultural industries.

Planning for cultural training has been undertaken by ACAN, the Alberta Cultural Action Network. The Alberta Cultural Action Network is a non-profit society that formed in the Spring of 2002 to carry on a variety of educational, research and advocacy roles in the Province of Alberta. ACAN was formed out of the former Alberta Cultural Human Resources Steering Committee. ACHRSC produced the *Culture Steps Forward* report in 2001, which set the stage for human resource development in Alberta's Cultural Sector. Out of the *Culture Steps Forward* process came a new board and research contract with Alberta Human Resources and Employment. Alberta Cultural Action Network (ACAN) has since produced two key reports funded by Alberta Human Resource and Employment Ministry.

The first report, *Creating a Thriving Future: An Opportunity for Leadership* concludes that “there is a gap of understanding within the provincial human resource department with regard to cultural careers and an under-utilization of resources available through AHRE by the cultural sector” and makes recommendations to AHRE regarding programs and services to the cultural sector.

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<sup>12</sup> [www.alis.gov.ab.ca/occinfo](http://www.alis.gov.ab.ca/occinfo)

<sup>13</sup> Skills Investment Strategy: Supporting the Development of a Skilled Workforce in Alberta – October 2003

The Alberta Cultural Action Network also produced *In the Wings: A Study of Young Culture Workers in Alberta and Their Career Development Needs, 2003*. Little or no action has been taken on either of these reports and their recommendations. ACAN does not receive any operating funding and its future is unclear.

ACAN launched the initial version of Career Outlines for Cultural Occupations in partnership with Alberta Human Resources and Employment. COCO pages provide information about employment opportunities in Alberta with a focus on the arts, heritage and the cultural industries.

The Province of Alberta does not have a cultural policy or cultural training strategy at this time. However, the *Alberta Community Development Business Plan 2005-08* includes the strategy:

1.1 Initiate the development of a unified and inclusive cultural policy, which encompasses Alberta's cultural, historical and natural heritage through a broadly based consultation process with Albertans.

While training is not within the mandate of the department, the Business Plan notes that in terms of cross-ministry policy initiatives, Community Development will support the *Leading in Learning and Skilled Workforce Initiative* by providing:

- consultative and programming support in the areas of the arts, sport and recreation, libraries, human rights and the voluntary sector that enhances opportunities for lifelong learning and participation in communities; and
- training and work opportunities for individuals interested in the field of heritage resource management and interpretation through the Community Development / University of Calgary Historical Resources Intern Program.

Funding to culture is divided by arts and heritage. The Alberta Foundation for the Arts assists the development of culture and the arts by recommending, to the Minister of Community Development, grant assistance to artists and arts organizations. The Foundation has a budget of \$19 Million that has not increased in well over a decade.

The Alberta Historical Resources Foundation, supported from lottery funds, recommends to the Minister, grants for community-based heritage initiatives across the province. These initiatives include restoration of historical buildings and heritage districts and development of interpretive markers, publications and educational projects. The foundation provides annual funding to five other provincial heritage organizations: Museums Alberta, the Archives Society of Alberta,

Arts Awards for Career Development of The Alberta Heritage Scholarship Fund helps Alberta artists further their training through non-academic short-term courses and internship or apprenticeship programs.

the Historical Society of Alberta, the Alberta Genealogical Society and the Archaeological Society of Alberta.

Also lottery based, The Wild Rose Foundation is an agency created by the Government of Alberta in November of 1984. It supports volunteer groups: \$5.9 million was split amongst 209 organizations in 2003-4. The focus of the program is on volunteers.

The Alberta Heritage Scholarship Fund was created in September of 1980 to encourage excellence by recognizing outstanding achievement. There was an initial \$100 million endowment from the Alberta Heritage Savings Trust Fund. To date, in excess of \$280 million has been awarded to over 180,000 Albertans. The scholarship fund currently administers over 40 different scholarships and has a yearly budget in excess of \$23 million. In 1995 legislation was amended to allow the Alberta Heritage Scholarship Fund to accept donations from individuals, corporations, organizations and other groups for the express purpose of providing scholarships. The Alberta Heritage Scholarship Fund also administers Arts Awards for Career Development to help Alberta artists further their training through non-academic short-term courses and internship or apprenticeship programs.

Some training is provided by associations. For example Museums Alberta offers a Certificate in Museum Studies, workshops and an annual conference; Theatre Alberta offers workshops on writing; and the Writers Guild organizes writing retreats.

Alberta has seven universities and several colleges that offer a wide range of degrees and programs. Athabasca offers innovative self-directed learning at the post graduate level. Alberta College of Arts and Design (ACAD) offers studio-based learning for students in fine art, design and new media.

Athabasca University's Master of Arts—Integrated Studies allows students to design their own learning program. Courses are offered through the Internet in seminar format or as individualized study. There is no requirement to attend campus.

## Northwest Territories

In the **Northwest Territories**, under a devolved LMDA, the territory delivers programs and services that are similar to the Employment Benefits and Support Measures, such as:

- Employment Assistance Services providing service needs determination for EI eligible clients;

- Employment Assistance is also available to target EI clients facing barriers to obtain and maintain employment; and
- Industry Needs Assessments: through a Local Labour Market Partnership, the region conducts a survey of current workforce and training needs relating to the Oil and Gas Industry, Diamond Mining Industry and the Arctic Tourism Industry.

The Northwest Territories is interested in examining “the possibility of assuming a broader mandate for labour from the federal government with respect to devolution”<sup>14</sup>.

The Department of Education, Culture and Employment is responsible for supporting culture, heritage and language initiatives throughout the NWT. As reported in its Annual Report *Building on our Successes*, the Department works with industry, labour organizations and Aurora College in the areas of apprenticeship training, trades, and occupational certification and in partnership with other territorial government departments, Aboriginal organizations, the federal government, private sector trainers and employers to develop a Northern workforce.

In October 2004, Government of the Northwest Territories released the *Northwest Territories Arts Strategy – A Holistic Approach to a Vibrant Arts Sector*. The strategy, jointly led by the Minister of Resources, Economic Development and Wildlife and the Minister of Education, Culture, and Employment, represents the Government’s recognition of the important role that arts and fine crafts plays in both society and the economy. The Strategy was developed in response to recommendations of the NWT Arts Strategy Advisory Panel and built on the initial joint response, “A Vision for the Arts” issued in July 2003. The Strategy provides broad direction to guide future programs, services, and marketing efforts.

The Vision includes two points pertaining to training and skill development:

- Emerging and established Artists have access to programs that can assist them to further explore and develop their skills, and to support a career;
- Established Artists have access to business information and resources to learn about the business side of the arts;

Among many recommendations the report includes “Provide NWT Arts Council and Support to Northern Performers funding to Artists and arts organizations in all disciplines” with the recognition that “emerging Artists talents are encouraged and

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<sup>14</sup> *Building on Our Success Strategic Plan 2005 -2015, Department of Education, Culture and Employment, p. 57.*

fostered” and that “artists at middle stages of their skills are supported in advancing their creative ambitions”.

The Department of Education, Culture and Employment administers the NWT Arts Council funding program for artistic projects. The 2005/06 budget was \$355,000. Training related requests (mostly for offering of one-time artistic skills workshops) totalled 39% of the successful applications.

## Nunavut

In Nunavut, under a devolved LMDA, the territory delivers programs and services that are similar to the Employment Benefits and Support Measures, such as:

- Building Essential Skills, which is an apprenticeship program;
- Training on the Job; and
- Employment Assistance Services, including job search assistance and pre-employment support.

There is recognition that arts and crafts are a significant economic generator in Nunavut.

For example, the Business Skills Development Program provides a contribution of up to \$20,000 per year for up to three years to help Nunavut businesses get training or professional support. The program can be used to develop a training plan or for direct business training. The Kitikmeot Economic Development Commission (KEDC), the economic development arm of the Kitikmeot Inuit Association, provides funding for several employment and training programs for both youth and the general public. Its mandate is to improve and promote the economic status and the self-reliance of Inuit and Inuit Communities in the Kitikmeot Region.

There is recognition that arts and crafts are a significant economic generator in Nunavut. Arts dollars reach the greatest number of the Inuit population compared to other industries. As many as 4,000 Inuit work as artists, more people than government, tourism, mining, fisheries or business. The number of artists in Nunavut is shrinking and aging with fewer young people learning the necessary skills.<sup>15</sup> Craft businesses are included in business development initiatives.

*The Inuit Employment Plan*<sup>16</sup> released by the Department of Human Resources Government of Nunavut in January, 2000 has two main thrusts: development of a public service sector to support the new government and employment of the Inuit people. One of the initiatives in the plan is to *develop training programs*. The plan notes that “a full range of training and professional development initiatives is

<sup>15</sup> Opportunities North 2003. <http://www.nnsi.com/ops>

<sup>16</sup> Government of Nunavut. *Inuit Employment Plan*. Department of Human Resources. January, 2000

required within Nunavut”. While the majority of the report is focused on training to develop a public service there are also initiatives to support general employment. For example, among the initiatives to support general employment are:

- a) Conduct a thorough needs analysis to identify training needs A Nunavut Labour Force Inventory will be conducted which encompasses all Nunavut communities and will identify current training levels and future training needs.
- b) Develop courses in association with Nunavut Arctic College. Occupational categories that are under-represented will be identified and in association with Nunavut Arctic College courses and programs will be developed for individuals in order to prepare them for entry-level positions in demand occupations.

Nunavut Arctic College is a key training provider in the visual arts and in craft. It provides programs in: Drawing and Printmaking; Goldsmithing; Jewellery, Sculpture, Fine Arts and Crafts, Textiles, and Small Business Fundamentals for the Artist.

Nunavut Arts and Crafts Association, a non-profit incorporated society that promotes the growth and appreciation of Nunavut artists, and the production of their arts and crafts provides access to training information and events with training elements such as an Arts and Crafts Producer Business Conference in 1999 and an annual Nunavut Arts Festival. The Association does not provide funding.

## ***Co-Managed (ie: Shared) Labour Market Development Agreements***

### **Newfoundland**

In Newfoundland, the Employment Benefits and Support Measures are provided by HRSDC under a co-managed LMDA. The Employment Benefits and Support Measures are provided by HRSDC based on a co-managed LMDA. Decisions on the delivery of the benefits and measures are based on extensive consultations with provincial officials and stakeholders.

- Employment Benefits such as Skills Development, Self-Employment, Targeted Wage Subsidies and Job Creation Partnerships are used to provide funding assistance to eligible sponsors and/or unemployed individuals to create employment opportunities.

- Under the National Employment Services, support measures such as Employment Assistance Services help organizations provide employment services to unemployed individuals to find and keep jobs; Labour Market Partnerships provide financial assistance to community-based labour market partners involved in dealing with local labour market challenges.

In May 2005, the Minister of Human Resources, Labour and Employment announced two new initiatives under the Labour Market Development Agreement. The first, Strengthening Partnerships project, will provide information on regional labour markets across the province and will report on a wide range of labour market indicators and trends. The department is also undertaking the Identifying Skills Gaps in the Labour Market initiative. This initiative will help identify labour supply and demand imbalances and provide information to help students and workers identify current and future job opportunities. The Heritage Training Inventory was developed by the Association of Heritage Industries with support of the Canada-Newfoundland and Labrador Labour Market Development Agreement.

The province has a variety of sector associations two of which are particularly involved in cultural policy and human resource issues: the Association of Cultural Industries of Newfoundland and Labrador and the Association of Heritage Industries.

In late 2001, following extensive community consultation and needs assessment in the arts and heritage sectors, AHI and ACI both presented documents advocating for a cultural policy. As a result of these requests the Department agreed to begin the development of a cultural policy for the Province and established a Provincial Policy Working Group.

The Government of Newfoundland and Labrador used a highly collaborative approach to the development of cultural policy.

In May 2002 AHI and ACI presented a jointly-prepared paper on the cultural policy development process to the 'Atlantic Cultural Spaces Conference' in Moncton, N.B. Entitled, *Collaborative Approaches to Cultural Policy Development*, it provided an overview and critique of the policy development process undertaken.

In November 2002, the Government adopted a Cultural Policy which was developed by a government/community Policy Working Group as Phase I of the Cultural Policy Development Program.

Among the Cultural Policy's guiding principles is:

### **7. Professional Development and Training**

Artists need continuing education and training to fully develop their talents and art forms. Heritage professionals

similarly need training/development to establish and maintain expertise. Not-for-profit organizations and volunteers, who govern, manage and protect cultural resources, require special support and encouragement.

The Policy was intended as a base from which to develop a Strategic Cultural Plan. The plan will outline the goals, objectives and key actions which flow from the guiding principles and will address responsibilities, resource requirements, priorities and time lines.

AHI followed with Cultural Policy Recommendations in April 2003. It includes the two objectives:

- Revise provincial labour development programs to make them more suited to the long-term requirements of community economic development projects including those related to heritage. Renegotiate the Labour Market Development Agreement administered by Human Resources Development Canada, with a view to making programs more supportive of long-term initiatives.
- Undertake a study/strategy for the development and marketing of the province's cultural tourism sector that considers human resource development needs and that ensures resource sustainability.

The *Cultural Strategy for the Province of Newfoundland and Labrador* is going to Cabinet in January 2006. It is an action plan and a follow up to Phase I Cultural Policy, 2002. The Strategy includes partnerships between departments and with external organizations and has a training component. The Strategy apparently refers to the LMDA. In January the arts and heritage community will develop working groups to respond to the Strategy.

In addition to policy development, Associations have also been involved in human resource development planning. In April 2001 there was a formal gathering of representatives from the cultural sector to discuss pressing HR development issues. This Cultural Human Resources Forum featured presentations by sector associations and educational institutions. From these discussions several areas of priority were identified:

- The development of post-secondary arts administration programming
- Professional development issues
- The identification of training gaps
- Self-directed career management and entrepreneurship
- Work terms
- Pilot training programs

ACI increased its capacity with the addition of a second ACI staff member, a Cultural Human Resources Coordinator, in 2002. ACI continues to address a number of these HR priorities, paramount amongst them has been liaison with the College of the North Atlantic in development of the two-year Cultural Management diploma program which was approved for delivery in 2003/4. It was the first program in Atlantic Canada to train professional administrators for the culture sector. ACI and the College have also collaborated on the development of a province-wide, comprehensive arts career fair.

## Prince Edward Island

In Prince Edward Island, the Employment Benefits and Support Measures are provided by HRSDC based on a co-managed LMDA. Initiatives are developed in consultation with the appropriate provincial departments to support the Strategic Priorities, in order to focus on key areas for future economic and employment growth.

- Employment Benefits such as Skills Development, Self-Employment, Targeted Wage Subsidies and Job Creation Partnerships are used to provide funding assistance to eligible sponsors and/or unemployed individuals to create employment opportunities.
- Employment Assistance Services help organizations provide employment services to unemployed individuals to find and keep jobs.
- Labour Market Partnerships encourage and support employers, employee and/or employer associations and communities to improve their capacity for dealing with human resource requirements and implementing labour force adjustments.

*PEI Job Futures* is an e-publication which provides information on the current trends and future outlook for occupations on Prince Edward Island. The employment outlook for cultural jobs in PEI is generally “fair” as reported in *JobFutures*.<sup>17</sup>

Culture is within the mandate of the department of Community and Cultural Affairs. The Province’s *A Cultural Policy for Prince Edward Island*, November 2002, includes the commitment to:

- promote the need for trained and skilled professional workers and volunteers to manage and develop our heritage resources and cultural activities.

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<sup>17</sup> [www.pei.jobfutures.org](http://www.pei.jobfutures.org)

The delivery of training is not specifically mentioned.

There has been a strong link between training and craft in PEI. The report (no date) *Craft Training and Development: Strategic Plan for Prince Edward Island* by the PEI Crafts Council notes:

The principal area of concern for addressing both problems and opportunities in the craft sector lies with the lack of adequate training opportunities for both existing members of the sector and for those newcomers wanting to break into the business. Training must be an integral component of any effective strategy. The need for additional training, from elementary school programs through to seminars for experienced artisans, has been identified as crucial for the industry to grow and attract new entrants. This training would include mentorship programs, seminars and short courses, business training and hands-on training in various mediums.

The Report recommends the continuation of the existing bursary program for off-Island education until appropriate education programs and facilities are available on-Island and suggest the establishment of a Crafts Centre.

The Province of Prince Edward Island, through Prince Edward Island Business Development supports access to educational opportunities for Island craftspeople. The Craft Education Award Program is for full-time craft students who are residents of Prince Edward Island and will be studying at a recognized institution of craft and design in Canada. Summer student placements are also supported.

The Craft Council also provides Professional Development Funds and Scholarships to promote development and training in crafts. Funds are available for courses, workshops, conferences, study tours and specialized research. Monies for this fund are raised by the Crafts Council through a number of fundraising events.

Opportunities for training in PEI are limited. The Museums Association of PEI provides regular training with the support of the federal Department of Canadian Heritage, Museums Assistance Program. East Coast Music Awards & Conference is a major music event in Atlantic Canada.

## **Nova Scotia**

In Nova Scotia, the Employment Benefits and Support Measures are provided by HRSDC under a Framework for Strategic Partnerships LMDA. Nova Scotia's strategic partnership is similar to a co-managed agreement. The agreement commits both governments to collaborate and coordinate efforts to improve their respective labour market programs and services:

- Under the framework of strategic priorities, local Human Development Partnership Committees will determine the initiatives and the specific activities in which investments will be made under the LMDA.
- Employment Benefits such as Skills Development, Self-Employment, Targeted Wage Subsidies and Job Creation Partnerships are used to provide funding assistance to eligible sponsors and/or unemployed individuals to create employment opportunities.
- Under the National Employment Services, support measures such as Employment Assistance Services help organizations provide employment services to unemployed individuals to find and keep jobs; Labour Market Partnerships provide financial assistance to community-based labour market partners involved in dealing with local labour market challenges.

Nova Scotia released its Cultural Policy in 1997 and committed itself to providing financial support for arts and culture and the development of an action plan. As a follow up, the Department released its *Cultural Sector Strategy* in 1999. One of its goals is *a strong workforce, organizations and institutions* and actions included “develop human resources planning initiatives, models and programs”.

In the spring of 2003, the Department of Tourism, Culture and Heritage announced the creation of the Nova Scotia Arts and Culture Partnership. Unlike the former NS arts board, (dissolved in 2002) and the three other Atlantic provinces, this body advises the minister in the awarding of grants, but does not directly subsidize artists.

The Department of Tourism, Culture & Heritage offers a number of operating and project based funding programs in culture and heritage. The unique Emerging Music Business Program is designed to help people get into the industry with a focus on skills development, business planning and mentorship initiatives. This program is a result of the music strategy which was developed by the Music Industry Association of Nova Scotia (MIANS).

The Saint Francis Xavier Enterprise Development Centre (XEDC), a partnership between the Atlantic Canada Opportunities Agency and Saint Francis Xavier University, developed a StFX Business of Music Course to assist aspiring music industry professionals, professional musicians and related businesses to develop a business plan.

Established in the fall of 1997, the Saint Francis Xavier Enterprise Development Centre (XEDC) is a partnership between the Atlantic Canada Opportunities Agency and Saint Francis Xavier University and is one of six University Business Development Centres in Atlantic Canada. The StFX Enterprise Development Centre has earned a reputation for its support of the cultural sector and as a provider of tailored business training. The Centre designed and implemented the Heritage Skills

Apprenticeship program in Cape Breton and Northern Nova Scotia. It founded the Guysborough, Antigonish, Pictou Arts and Culture Council. The StFX Business of Music Course was developed to assist aspiring music industry professionals, professional musicians and related businesses to develop a business plan.

The University College of Cape Breton offers a variety of certificate programs in Heritage Preservation, Heritage Studies and Mi'kmaq Cultural Heritage.

## **British Columbia**

In British Columbia, the Employment Benefits and Support Measures are provided by the HRSDC under a co-managed LMDA:

- Employment Benefits such as Skills Development, Self-Employment, Targeted Wage Subsidies and Job Creation Partnerships are used to provide funding assistance to eligible sponsors and/or unemployed individuals to create employment opportunities.
- Under the National Employment Services, support measures such as Employment Assistance Services help organizations provide employment services to unemployed individuals to find and keep jobs; Labour Market Partnerships provide financial assistance to community-based labour market partners involved in dealing with local labour market challenges.

The LMDA contains a re-opener clause to allow for the possible transfer of programs, resources and delivery responsibilities to the Province. Formal negotiations are currently underway for full devolution of programs and resources. The LMDA is managed by the Ministries of Advanced Education, Training and Technology and Social Development & Economic Security (MSDES).

Skills Development is a new responsibility of the Ministry of Economic Development. Although sector profiles have been developed for some of the key sectors Ministry of Labour and Citizens' Services has been working with, culture is not included (there is a profile on tourism).

In May, 2004, the Ministry of Labour and Citizens' Services released *A Human Resource Strategy for British Columbia*. This publication outlines some of the work already undertaken by the provincial government, key labour market facts, and highlights recommended best practices and innovative solutions being applied today in B.C. workplaces. The top five employment areas for 2003-2015 are project to be:

- Health Services
- Accommodation, food and recreation services

- Retail trade
- Computer and business services
- Construction

Arts, heritage, culture and film are not specifically mentioned in the Strategy. The Olympics is noted as having a potential employment impact for tourism. Of the many programs that are listed in the report, none are targeted for cultural workers although some cultural employers may be accessing programs such as The Aboriginal Employment Partnership Initiative and Job Placement Program.

Similarly, culture is not mentioned in the report *Final Report of the 2010 Human Resource Planning Committee: Maximizing 2010-Related Employment and Skills Opportunities in British Columbia: Connecting Labour Supply and Demand* released February 26, 2004.

In response to concerns about potential skills shortages resulting from increased demand for workers due to the 2010 Winter Olympic Games, a multi-stakeholder committee was formed with representatives from the federal and provincial governments (Ministries of Labour and Citizens' Services, Human Resources, Advanced Education, Bid Secretariat, and Human Resources Development Canada) along with Tourism BC, First Nations, the Vancouver Agreement, the 2010 Bid Corporation and the Vancouver Downtown Eastside community. This committee completed a number of research projects and consultation sessions focussed on maximizing skill development, employment and volunteer opportunities associated with the 2010 Winter Olympic Games. Although the Games will have a strong cultural component, the creation of culture-based employment is not significant.

The provincial Cultural Services Branch of the Ministry of Tourism, Sport and the Arts develops and administers Government policies that “support a vital arts and cultural sector”. The Branch works with other provincial agencies and levels of government to encourage policy and planning that contributes to growth in the cultural sector. There is no provincial cultural policy. The Branch administers the assistance programs of the British Columbia Arts Council and the Spirit of British Columbia Arts Fund.

The Cultural Services Branch also provides assistance to the following provincial service organizations in the delivery of support programs: the Pacific Music Industry Association (Music BC); and the Association of Book Publishers of BC.

With the support of Human Resources and Skills Development Canada (HRSDC), the Alliance for Arts and Culture has been working to develop an effective sectoral HR strategy that will prioritize issues, create local solutions, reduce duplication of effort and facilitate cooperation and collaboration. The Alliance coordinates the BC Cultural Sector Development Council and one of its initiatives was the Creative People consultation process. A draft labour strategy is in development and an

outcome may be the launch of the Sector Council as an incorporated independent body.

The British Columbia Arts Council, established by the Province of British Columbia, plays a role in supporting training in B.C. The Council allocates the money appropriated annually for the Council by the Legislature through a variety of operating and project grants, some of which support training.

The BC Arts Council places a priority on training at professional and pre-professional levels. It provides Operating Assistance to arts training organizations such as non-profit schools, institutions and organizations established to provide arts training in the musical, theatrical, dance, literary, visual or media arts. Project grants are provided to arts and cultural training organizations to offset the costs of presenting specialized training for artists and cultural workers of professional or pre-professional standing.

Grants are also provided to individual professional artists or arts administrators to pursue specific professional development opportunities that advance their practice or career. Assistance is available to professionals working in the following disciplines: Arts Administration, Creative Writing, Dance (Performance, Choreography), Media Arts (Filmmakers, Integrated Media and Video Artists), Multi-disciplinary Studies, Museology and Conservation Studies, Music (Performance, Composition), Publishing Studies, Theatre (Acting, Directing, Technical and Design), Visual Arts (Creation, Curation). For the purposes of this program, eligible applicants are defined as individuals who have completed basic training within their disciplines; have the recognition of senior practitioners who work in the same discipline; have a body of work or work history of a minimum of two years beyond the completion of their training; and are committed to working full-time at their artistic endeavours when financially possible.

BC has a wealth of training opportunities concentrated in the lower mainland and Victoria. There is particular strength in cultural management and film.

The Cultural Resource Management Program, Division of Continuing Studies, University of Victoria is known for innovative programs for cultural workers at the entry, mid and senior career levels. The program has credit and non-credit options and a variety of course delivery options.

## Yukon

In the Yukon, the Employment Benefits and Support Measures are provided by HRSDC under a co-managed LMDA:

- Employment Benefits such as Skills Development, Self-Employment, Targeted Wage Subsidies and Job Creation Partnerships are used to provide funding assistance to eligible sponsors and/or unemployed individuals to create employment opportunities.
- Under the National Employment Services, support measures such as Employment Assistance Services help organizations provide employment services to unemployed individuals to find and keep jobs; Labour Market Partnerships provide financial assistance to community-based labour market partners involved in dealing with local labour market challenges.

Yukon has an Arts Act, 2002, which established the Yukon Arts Advisory Council. It is a Ministerial-appointed body that adjudicates funding requests and advises the Minister of Tourism and Culture on arts funding-related policy. The Act also recognizes the value of culture to the Yukon and defined the Minister's mandate as including:

- (j) support education and training in the arts in both the schools and the community.

The Yukon Arts Policy and Action Plan were ratified by cabinet in March 1997. The policy provides a framework for the Arts Section's mandate to "support and encourage the development of the visual, literary and performing arts in the Yukon." The Section accomplishes this through programs which enhance public appreciation of the arts and which assist artists, arts organizations and arts collectives in the pursuit of their goals.

In February 2004 a study of the Yukon's Cultural Labour Force was released. The study was commissioned by the Yukon Arts Centre Corporation with funding support from Human Resource and Skills Development Canada. Eight of its thirteen recommendations deal with training and education.

The Arts Section, Cultural Services Branch, Department of Tourism and Culture, supports and encourages the development of the visual, literary and performing arts in the Yukon through the administration of four funding programs all of which directly or indirectly support training:

**Advanced Artist Award**

This award provides funding to individual artists to pursue personal artistic development through art creation, training or travel. Funding contributes to Yukon visual, literary or performing artists of a senior level of artistic development and with a history of publicly presented work.

**Yukon Arts Funding Program**

This program provides operating funding to arts organizations with ongoing and year-round projects and activities.

**Arts Fund**

Project funding that addresses the creative development of the arts to arts collectives, organizations and non-profit societies.

**The Cultural Industry Training Trust Fund (CITTF)**

Provides funding for cultural industries to address training needs that allow for economic activity (i.e. employment) or to increase productivity and service in the "for profit" or "labour force" component of the arts or cultural industries sector.

The Cultural Industry Training Trust Fund (CITTF) was developed in 1999, funded by the Department of Education, Advanced Education, and is administered by Music Yukon. Funding decisions are made by a committee of representatives nominated by cultural industry associations. The Arts Section of the Cultural Services Branch provides consultative support for the committee. CITTF is funded through the Community Training Funds with an annual allocation of \$75,000. Cultural Industries is classified as a "strategic industry" and designated for investment. The Fund provides support for cultural industries members to address training needs that allow for economic activity (i.e. employment) or to increase productivity and service in the "for profit" or "labour force" component of the arts or cultural industries sector.

In the Yukon there are three main types of Community Training Funds: industry or sector based, community based, and project specific. Training for skills development is available from 7 community training funds and 8 industry specific funds. Total investment in 2004-05: \$2 million dollars.

A 2003 heritage needs assessment emphasised the need for training for people in the heritage sector who were underemployed, multi-employed, but not necessarily unemployed. The training needs for aboriginal women who were returning to the workplace after multiple years of absence were also noted.

The Heritage Training Fund (HTF), along with the Cultural Industry Training Trust Fund (CITTF), was developed and funded by the Department of Education, Advanced Education and is now administered by the Yukon Historical and Museum Association. It has a focus on first nations and maximizing training opportunities. Yukon capacity is strengthened by bringing training to the Yukon from others such as Canadian Conservation Institute and the University of Victoria's Cultural Management Resources Program rather than send residents out-of-region.

The purpose of the Heritage Training Fund is to support short-term training which will advance and enhance Yukon independent heritage workers, groups, and collectives of workers' capacity to obtain or create employment and to provide prospective employers with a better trained heritage labour force. Training may be short, formal courses and workshops, job-shadowing, mentoring, informal apprenticeships and internships, or combinations of these. Eligible applicants are individuals, businesses, collectives, not-for-profit heritage associations or organizations engaged in the work of a heritage sector. The Yukon government has renewed its support of the Heritage Training Fund with \$60,000 through the Community Training Funds.

The Government of Yukon will be hiring a first nation training coordinator on April 1 2006 to identify core competences and to develop on-line training tools.

Community Training Funds provided resources to the Society of Yukon Artists of Native Ancestry (SYANA) to run a workshop for First Nations Women to participate in an intensive beading workshop called *Innovative Product Development for the Gift Market*.

SYANA provided specific training workshops that focused on product development, self-promotion and how to diversify products as required for market demand. Participants returned to their communities and identified people who were willing to learn these skills and encouraged them to produce products suitable for new markets.

As a result of the training, over half of the participants returned to their communities and successfully conducted workshops. Two individuals from the workshop are currently working towards self-employment.

## Labour Market Partnership Agreements

Manitoba, Saskatchewan, and just recently, Ontario, have signed Labour Market Partnership Agreements with the Government of Canada.

The LMPA are developed in recognition that the labour market programs eligible for funding under the Labour Market Development Agreement are focused on those recently laid-off from insured employment. The LMPA are intended to address the current and emerging labour market challenges more broadly. Unlike the LMDAs, funding for LMPAs is from consolidated revenue.

The joint priorities for investment are:

- (a) Expand and enhance apprenticeship
- (b) Labour market integration of recent immigrants
- (c) Literacy and essential skills
- (d) Workplace skills development (e.g. incentives for upgrading skills of existing workers)
- (e) Aboriginal Canadians
- (f) Assistance to other individuals facing labour market barriers (e.g., low-income workers, persons with disabilities and youth-at-risk).

Priority (d), *Workplace Skills Development*, may provide opportunities for the support of cultural training. The Ontario agreement provides \$476.5M over 6 years starting in 1990/91. The objectives under the Priority differ slightly in wording in the three agreements. The Ontario objectives are:

### WORKPLACE SKILLS DEVELOPMENT

- **Better incentives for employers to upgrade skills of new and existing workers** through new partnerships with employers, employer associations and unions, including SMEs (small and medium-sized enterprises).
- 
- **Better information, outreach and material for employers in support of workplace training**, including skills assessment tests, competency-based accreditation.

- **Using existing and creating new partnerships between employers, unions trainers** with a focus on sectoral strategies or cluster-based activities to lever investments of employers and to facilitate the development of workplace skills development for workers requiring skills upgrading.
- **Conducting research** to better understand the factors influencing workplace skills development decisions and international best practices.

The desired outcomes across the LMPAs are: increased skills investments leveraged from employers and workers and increased awareness of the need to better address the skills of existing workforce.

## Summary

The context for training differs across the country with regard to: the content of the LMDAs; the composition and involvement of provincial and territorial ministries/departments; the existence of policy frameworks; the involvement of the cultural sector and the key deliverers and format of training. However, there are key elements which are essential to the development of the cultural workforce:

- Negotiated flexibility within LMDAs to address the training needs of the underemployed and the development needs of the employed
- An alliance of the ministries/departments with the mandates of culture, education, training and employment.
- Existence of a cultural policy and strategy
- Existence of a training strategy
- Existence of a cultural training strategy
- Partnership with sectoral council(s)
- Community consultation

## Appendix I - Related Occupations in Art, Culture

Based on a listing from PEI Job Futures [www.pei.jobfutures.org/profiles](http://www.pei.jobfutures.org/profiles)

### Occupations usually requiring university education

### Occupations usually requiring college education or apprenticeship training

5111 Librarians	5211 Library and Archive Technicians and Assistants
5112 Conservators and Curators	5212 Technical Occupations Related to Museums and Art Galleries
5113 Archivists	5221 Photographers
5121 Authors and Writers	5222 Film and Video Camera Operators
5122 Editors	5223 Graphic Arts Technicians
5123 Journalists	5224 Broadcast Technicians
5124 Professional Occupations in Public Relations and Communications	5225 Audio and Video Recording Technicians
5125 Translators, Terminologists and Interpreters	5226 Other Technical and Coordinating Occupations in Motion Pictures, Broadcasting and the Performing Arts
5131 Producers, Directors, Choreographers and Related Occupations	5227 Support Occupations in Motion Pictures, Broadcasting and the Performing Arts
5132 Conductors, Composers and Arrangers	5231 Announcers and Other Broadcasters
5133 Musicians and Singers	5232 Other Performers
5134 Dancers	5241 Graphic Designers and Illustrators
5135 Actors and Comedians	5242 Interior Designers
5136 Painters, Sculptors and Other Visual Artists	5243 Theatre, Fashion, Exhibit and Other Creative Designers
	5244 Artisans and Craftspersons
	5245 Patternmakers - Textile, Leather and Fur Products



## Appendix II - Key Informants

Province Territory	Name	Organization
Pan-Canadian	Les Linklater Directeur général / Director General	Stratégie et relations intergouvernementales / Strategy and Intergovernmental Relations HRDSC
Pan Canadian	Tim Foran <i>Senior Policy Advisor</i>	Intergovernmental Relations, Strategic Policy and Planning, Human Resources and Skills Development Canada
Pan Canadian	Susan Annis <i>Executive Director</i>	CHRC
Pan Canadian	Susan Murdoch <i>Director</i>	Heritage Policy Development Department of Canadian Heritage
Pan Canadian	Sharilyn Ingram <i>Director</i>	School of Fine and Performing Arts Brock University St. Catharines, Ontario
Pan Canadian	Lynn Teather <i>Professor</i>	Museum Studies Department University of Toronto
Pan Canadian	Tiffany Harvey <i>Administrator</i>	Association of Cultural Executive
Pan Canadian	Beverley O'Connell <i>Senior Policy Advisor</i>	Cultural Development & Heritage Ontario Region Department of Canadian Heritage
Pan Canadian	Cathy Blackburn <i>Professional Development Program Manager</i>	Ontario Museum Association
Ontario	Eddy Yanofsky	Arts & Cultural Industries Unit Ministry of Culture Government of Ontario
Ontario	Bill Forward	Ministry of Training, Colleges and Universities
Ontario	Shawna MacIvor	Ministry of Training, Colleges and Universities

Yukon	Ed Krahn <i>HTF Fund Advisor</i>	Government of Yukon
Yukon	Mark Smith <i>Executive Director</i>	Music Yukon
Manitoba	Barry Miller	Industry Training Partnerships Branch - Music Dept. of Advanced Education and Training Government of Manitoba
Manitoba	Kathleen Darby	Association of Cultural Industries (ACI)
British Columbia	Joy Davis <i>Program Director</i>	Cultural Management Programs Division of Continuing Studies University of Victoria
British Columbia	Judi Piggott, <i>Director</i>	Training and Human Resource Development Training and employment initiatives, including S.E.A.R.C.H., Professional Development Series, and sector council development Alliance for Arts and Culture
New Brunswick	Marie-Paule Thériault Director	Arts Development / Culture and Sport Secretariat Government of New Brunswick
New Brunswick	Sara A Smallwood <i>Policy Advisor</i>	Program Design and Support / Training and Employment Development Government of New Brunswick
Saskatchewan	Dennis Garreck Program & Services Manager	SaskCulture Inc.
Saskatchewan	Andrea Wagner <i>Senior Policy Analyst</i>	Cultural Policy Culture, Youth and Recreation Government of Saskatchewan
Quebec	Michel Laurence <i>President</i>	CQRHC
Quebec	Louise Boucher	CQHRC
Alberta	Andrea Marantz CEO	Alberta Cultural Action Network (ACAN)
Alberta	Tom McFall Chair	Alberta Cultural Action Network (ACAN)

	CEO	Alberta Crafts Council
Newfoundland and Labrador	Jerry Dick <i>AHI Coordinator,</i>	Association of Heritage Industries Newfoundland and Labrador
Newfoundland and Labrador	Anita Best <i>Cultural Policy Development Officer</i>	Culture and Heritage Department of Tourism, Culture and Recreation Government of Newfoundland and Labrador

## Appendix III - Overview of Labour Market Development Agreements

Overview of Labour Market Development Agreements						
Federal/Provincial/Territorial						
				Allocation (\$000's) <sup>1</sup>		
Province/Territory	Type of Agreement	Signature Date	Implementation Date	2004/2005	2003/2004	2002/2003
Newfoundland and Labrador	Co-management	March 24, 1997	March 24, 1997	130,919	130,200	129,371
Prince Edward Island	Co-management	April 26, 1997	April 26, 1997	26,200	25,962	25,640
Nova Scotia	Co-management (strategic partnership)	April 24, 1997	November 1, 1997	81,248	81,227	80,774
New Brunswick	Transfer	December 13, 1996	April 1, 1997	92,201	92,086	91,235
Quebec	Transfer	April 21, 1997 November 28, 1997	April 1, 1998	596,171	598,108	597,316
Ontario	No agreement concluded	N/A	N/A	524,651	524,229	526,154
Manitoba	Transfer	April 17, 1997	November 27, 1997	47,891	48,349	48,958
Saskatchewan	Transfer	February 6, 1998	January 1, 1999	38,985	38,990	38,931
Alberta	Transfer	December 6, 1996	November 1, 1997	110,194	110,655	112,102
British Columbia	Co-management	April 25, 1997	April 25, 1997	291,343	289,978	289,458
Northwest Territories	Transfer	February 27, 1998	October 1, 1998	3,526	3,607	3,652
Yukon	Co-management	January 24, 1998	January 24, 1998	4,026	4,092	4,080
Nunavut	Transfer	May 11, 2000	April 1, 2000	2,649	2,517	2,329
<b>Canada</b>				<b>1,950,004</b>	<b>1,950,000</b>	<b>1,950,000</b>
<p>N/A: not applicable</p> <p>1. This chart does not include funds that are transferred to cover administration costs</p> <p><b>Note:</b> allocations to each jurisdiction are based on needs, programs and activities being delivered, and other related criteria – not, for example, on population.</p>						

2004 MONITORING AND ASSESSMENT REPORT Annex 3 Employment Benefits And Support Measures Data Tables  
[http://www.Hrsdc.Gc.Ca/En/Ei/Reports/Annex3\\_Eimar\\_2004.Pdf](http://www.Hrsdc.Gc.Ca/En/Ei/Reports/Annex3_Eimar_2004.Pdf)

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