

EXECUTIVE SUMMARY

SECTOR PROFILE

The Cultural labour force is highly educated diversified, skilled, motivated and entrepreneurial. It has been touted as a model for Canada's future workforce. The sector contributes to some of the most vital economic sectors in the world such as broadcasting, tourism, industrial design, computer graphics, renovation and construction and in new product areas such as the multimedia market and the expansion of the "information highway". In Saskatchewan culture continues to play an important role by enhancing the quality of life for the citizens of the province and contributing to community and economic development in cities, towns and isolated rural communities.

The sector comprises of hundreds of occupations in broad sub-sectors. These subsectors are: Music and Sound Recording; Visual Arts and Crafts; Literary Arts and Publishing; Audio-Visual and Live Performing Arts; Heritage; and Multiculturalism.

The sector also includes several thousands of organizations, large and small, not-for-profit and for-profit. Many cultural workers are working in leading edge areas of new technologies, supplying creative content for communications, and distribution technologies.

In Saskatchewan individuals and cultural organizations were experiencing difficulties determining the availability of culture related training opportunities. There was no readily accessible comprehensive database and there was no co-ordination of the performance and skill training opportunities that were available in the province.

ROLE OF THE SECTOR PARTNERSHIP

SaskCulture Inc., the Saskatchewan Sectoral Council for Culture, and ArtSchool Saskatchewan formed a partnership to conduct a comprehensive analysis and promotion of cultural training opportunities in Saskatchewan. They undertook to:

- Conduct a rudimentary needs assessment
- Develop an on-line and hardcopy directory of cultural training opportunities
- Co-ordinate a training Forum to develop training strategies for the Saskatchewan cultural sector.

SUMMARY OF DELIVERABLES

Literature Review

Twenty years ago the cultural sector throughout Canada was just beginning to establish and define its identity. Documented discussion dealt mainly with recognition and status, with little mention of training. However, reports mentioned that artists did seek major training experiences out of the country (Black, 1977; Canadian Crafts Council, 1978). Since that time enormous growth is evident in the cultural sector's organization, development, and training opportunities (Human Resources Development Canada [HRDC], 1996).

This review of literature contains (a) comparisons between the needs of the general labor force and the specific needs of the cultural labor force, (b) descriptions of the needs of specific groups within the cultural sector, and (c) major themes arising from the gaps described.

Because the music and sound recording subsector and the motion picture industry are currently embarked on similar inventory and survey projects, this review does not include literature about these subsectors. The literature review is limited to Saskatchewan and Canadian documents published since 1990.

Survey On Training in the Cultural Sector

Data collection methods for Phase One of this project were restricted to a mail-out survey and, in some instances, a follow-up phone call. The overall return rate for the survey was approximately 22%. While this is generally considered a good return rate for mailed surveys, this project had some unique features that have to be considered in drawing firm conclusions from this response. Saskatchewan's cultural organizations encompass a great deal of diversity that cannot be captured within distinct categories. While recommendations from some subsectors can be described, such as dance, genealogy, or heritage languages, those of other sectors or subsectors cannot.

The review of related literature from Saskatchewan and Canadian settings clearly shows that the cultural sector has some challenges ahead. These include (a) responding to the unique needs of women, Aboriginal groups, and rural communities, (b) the call for greater support in relation to training in cultural management, and (c) the use of new technologies. The majority of these issues were verified in the findings of the present study.

The needs assessment portion of this study clearly revealed that funding is a major issue for cultural organizations at present – one that, in many instances, takes precedent over training issues and concerns. The diversity of organizations in relation to their funding sources is an area that requires further emphasis and understanding. The cultural sector encompasses institutions that are funded from the provincial tax base, the proceeds of Saskatchewan Lotteries, as well as those who rely on local fund raising for their continued existence. When the focus is on training needs, the areas of most concern for these disparate groups are noticeably different. Examples of these contrasts range from the emphasis on the call for very specialized forms of training from a university department and general business management and computer literacy from nonprofit organizations.

The Cultural Forum

The Cultural Forum attracted participants from the cultural sector. They met to develop strategies for the training needs of the cultural sector over the next three years. Participants identified seven key training elements that were essential for the cultural workers in Saskatchewan. These were:

- **United Cultural Front:** a coordinated focus on advocacy; communication between subsectors in order to strengthen individual organizations; prioritization of issues
- **Living Culture:** promotion of culture and building appreciation for culture in society at large; creation of Cultural Charter of Rights
- **Specific Training Skills:** development of skills including information technology, cross-cultural training, communication skills, and training in the acquisition of funding
- **Government and Resource Commitment:** clarity of intent for the purposes of enhanced funding commitment
- **Creative Training:** need for diversity and creative means of delivering training; program development; and democratic accessibility
- **First Nations and Métis:** recognition for specific focus on needs of this sector
- **Training Standards:** need for well-recognized training; recognition of cultural training; and structures built in to recognize credentials.

From these seven key training elements, Forum participants developed four strategic directions, each with a set of specific strategies, formulated to overcome the identified barriers and deliver the key elements for the cultural workers. These are:

- United Advocacy and Marketing of Culture
- Re-Evaluating Systems
- Maximized Training
- Cultural Acceptance and Respect

The strategies focussed on clarifying the sector's approach to training -- Creative Training through Redefining Training and Modifying the System, and the delivery of training through partnerships and alliances with post secondary institutions. The strategy also addressed the need for funding and other resources to maximize the

training and address specific training skills, government and resource commitment, and a need for recognition of the training that cultural workers receive. The multicultural composition of the sector and the province was reflected in strategies to address cultural rituals and cultural awareness that included First Nations and Métis.

On-Line Training Database and Booklet

The information on cultural training opportunities gathered through the survey was put into a database that will be available on-line through the SaskCulture web site. Cultural workers as well as the general public will be able to access information on recreational and advanced cultural skills training opportunities. The database has also been transformed into a printed booklet to ensure that the information is available to people who do not have access to the Internet.

SUMMARY OF THE TRAINING NEEDS ANALYSIS

Highlights of the Needs Assessment Survey

Data analysis gathered from the survey resulted in the following findings:

1. Funding for basic program maintenance and survival is seen as a major issue, which overshadows training needs in many instances.
2. Program expansion to fill new and future needs is seen as dependent as much as upon funding as upon lack of training.
3. Training needs are as diverse as are the organizations within the cultural sector. Many groups stressed the need for specialized training in two broad areas: a) fine arts and crafts, and b) preservation of cultural heritage. Other areas requiring more specialized training suggest the need for greatly increased numbers of courses and programs.
4. In the province, many existing training programs might fit the training needs of a significant number of cultural organizations. It is not clear from the data whether a) organizations know of their existence but do not feel the programs match their needs, b) know of their existence but cannot afford to access them or, c) do not know of their existence.
5. Commonalties in training needs exist in the two areas of cultural management including technology and multicultural and cross cultural awareness.

Overview of Recommendations and Strategies

Financial implications

The Survey, Needs Assessment and the Cultural Forum have clearly established that the cultural sector has a huge economic and human resource potential in the future of this province. The literature review points out that lack of training opportunities are reported as a barrier to ongoing, professional development because of insufficient funding to develop courses (ArtSchool Saskatchewan, 1997; CHRC, 1997: Minister's Advisory Committee on Status of the Artist, 1993; Saskatchewan Post Secondary Education and Skills Training 1996; Task on Professional Training for the Cultural Sector in Canada 1991). Cultural workers often lack financial means to pursue training. Moreover, self-employed artists often face acute hardship creating barriers to training in terms of distance, time, and costs.

Problems to be addressed

The literature review highlights many barriers to training that also correlated with response patterns in the survey. The gaps identified in the survey fell mainly into three areas. These were:

- Cultural management
- New technologies
- Cross cultural and multicultural awareness.

The need to co-ordinate training in the province's cultural industry was brought into focus by participants at the Cultural Forum. Besides the problems of inaccessibility in terms of location, funding and lack of trainers highlighted in the survey, the forum identified the following barriers inhibiting the implication of key training elements:

- Poor self-perception
- Inadequate Funding and Human Resources
- Leadership with Indifferent Vision
- External Perceptions
- Internal Fragmentation
- Systemic racism
- Hoop Jumping.

Strategic directions and recommendations

The four strategic directions formulated by Cultural Forum participants, built first on addressing the internal key elements as follows:

1. United Advocacy & Marketing of Culture

United Cultural Front - A united approach by all cultural organizations which combines unique talents and collective strengths to promote the sector and advocate on the behalf of cultural workers has the potential to become a powerful force in Saskatchewan. A prerequisite to this opportunity is to build a consensus about the goals and objectives along with an overall defining purpose for the cultural movement in Saskatchewan.

Marketing Cultural Benefits - The cultural community can move towards obtaining greater support for training and development of cultural workers and other important issues relevant to the sector.

2. Re-Evaluating the System

Modifying the System - working towards improving the level of awareness and understanding, and building alliances within the current education system at all levels to promote the potential opportunities/benefits resulting from cultural activities in Saskatchewan. Lobbying senior levels of government for greater ongoing recognition and support for the culture sector including new programs and services streamlining of current funding and administrative processes.

Acknowledge Roles and Contributions - The cultural sector should continue to recognize organizations that play a vital role in areas such as training or advocacy under the banner of culture in Saskatchewan. A primary way that this could be accomplished would be to validate and reward positive contributions and accomplishments in the sector.

3. Maximized Training

Redefining Training - The opportunity currently exist to shift cultural training and curriculum development from an ad-hoc effort to a sector-wide coordinated approach with common standard and training procedures. Integration of "on-site" training and new models with attention also being paid to developing a training spectrum that fits the largest portion of the needs in the cultural community will maximize the impact of the available funding for the cultural sector.

Identifying & Developing Resources - Establishment and maintenance of a centralized database where access to current courses, facilities, related research and studies, and updates on common standards development that could

be easily shared by all organizations within the cultural sector in Saskatchewan, would be very beneficial. This common focus would likely result in the establishment of a training network that could quite conceivably start the process of creating a shared training resource fund.

Acquiring Funding Resources - A combination of assertive negotiations with funding agencies, a pro-active stance towards corporate partnerships and exploration into new avenues for self-generation of funds, will greatly improve the funding base for cultural training and development. There is a need for a comprehensive training strategy that would culminate in a proposal for funding.

4. Cultural Acceptance and Respect

Accepting Cultural Rituals and Enhancing Cultural Awareness and Grassroots Appreciation of First Nations - An ongoing dialogue between First Nations and Métis people and the cultural community in Saskatchewan will serve to improve awareness and mutual respect for both groups. This effort will serve to build a strong grass roots appreciation of the challenges/opportunities for future co-operation and collaboration in featuring First Nations and Métis activities within the purview of the cultural sector.

THE SECTOR PARTNERSHIP'S LONG TERM GOALS

The partners in the cultural sector partnership are dedicated to:

- Ensuring commitment to long-term human resource planning, through expanded resources that meet the current and future needs of the Saskatchewan cultural sector.
- Ensuring the development of a coherent, systematic, multi-level cultural training plan, and the implementation of cultural education and training.
- Promoting partnerships within the cultural sector in the development of training initiatives.

On-Going Government Commitment and Support

Harnessing the economic and human resource potential of the cultural sector requires planning and coordination. This study clearly indicates the need for government support and action at all levels. Future support requires consistent commitment to allow for the development and reconstruction of cultural sector training. Support is needed to:

- Develop and deliver training programs to address the needs identified in this study.
- Support human resource development for self-employed workers.
- Assist in the development of a cultural sectoral council to inform policy development and make recommendations on training.
- Solve problems of inaccessibility through supporting development and growth in the sub-sectors and providing support for staff and resources particularly in northern and rural areas.
- Give recognition to the economic contribution that culture makes to this province. This should include not only the contributions of larger public institutions, but also small private organizations and the many thousands of self-employed artists and cultural workers. Recognition might be extended in the form of assistance in the promotion and marketing of Saskatchewan cultural products.
- Promote and celebrate the unique value of Saskatchewan culture in all its aspects. This could include adopting a policy of official support for Saskatchewan culture that would include government promotion and incentives at all levels and through all avenues of society, and rigorous promotion and implementation within the education system (e.g. increased support for the current K-12 arts education curriculum).

NEXT STEPS

This Sector Partnership Project has built the foundation for future and ongoing human resource development in the cultural sector. The result of the Forum on Training in the Cultural Sector, held February 1999 as part of the this sector partnership project, was the identification of four strategic directions -- United Advocacy and Marketing of Culture; Re-Evaluating Systems; Maximized Training; and Cultural Acceptance and Respect. These strategic directions will form the basis of future action planning on human resource development in the cultural sector. Some of this work has already begun.

United Advocacy and Marketing of Culture

SaskCulture Inc. is currently developing a comprehensive advocacy strategy for the cultural sector. This advocacy strategy will be presented to and work-shopped with the cultural community in October 1999. The strategy will be launched in January 2000.

In direct response to the findings of the sector partnership, the cultural sector is committed to creating a "common front", a cultural human resource development council to continue this work. The cultural human resources council will:

- ensure that funding is available to cultural organizations, training institutions, and individuals to deliver and support cultural human resource development, including training programs to meet the needs identified through this study;
- work with the cultural community to develop a comprehensive human resource development plan;
- in partnership with SaskCulture, do advocacy as it relates to human resource development and training;
- encourage and support subsector development as it relates to human resource development and training;
- facilitate partnerships between non-profit cultural organizations and training institutions to maximize and enhance program development;
- inform policy development as it relates to training;
- work in partnership with training institutions to develop programs in areas that affect the cultural sector as a whole, such as cultural management training, new technology and other training programs to meet the needs identified through this study;
- work with other organizations, most specifically the Cultural Human Resources Council, to promote and support the advancement of cultural careers;
- solve problems of inaccessibility through supporting development and growth in the sub-sectors and in northern and rural areas, and by facilitating partnerships with post secondary institutions to develop cultural training programs.

In October 1999, a cultural human resource development forum will be held. This forum will be a follow-up to the February 1999 cultural training forum, held as part of this sector partnership project. The cultural human resource development council will be unveiled at that time. The cultural community will have an opportunity to review the terms of reference for the council, to discuss and endorse its mandate, and to name the first advisory committee for the council.

The final report of the Sector Partnership Project (this final report) will also be revisited at the October forum. The strategic directions will be reviewed and further action steps will be articulated.

Re-Evaluating the System

After its October 1999 ratification, the proposed cultural human resources council will meet with senior government officials and with the provincial Cabinet to begin to improve the level of awareness and understanding of the cultural sector as an employment and economic sector. Creating access to existing training programs and the development of new programs will be a focus of these discussions.

The cultural human resources council will work with the Saskatchewan Labour Force Development Board around the issues of cultural workers and self-employment workers. The focus of this work will be to ensure that the issues of cultural workers and self-employed workers are represented in the work of the Board and in the government policy it was established to inform.

Maximized Training

In September 1999 revisions to the SaskCulture web site will be complete. At that time, the training database will be made accessible through the SaskCulture site. It will provide everyone in Saskatchewan and around the world with information on cultural training opportunities in Saskatchewan. The vision for the human resource development portion of the site is for it to play an integral role in developing a cultural training network by providing access to the database, linking to research and studies, and providing updates on standards development and best practices.

In July and August 1999 30,000 copies *Cultural Opportunities in Saskatchewan*, a booklet of the database information on training opportunities will be distributed through out the province. The booklet will be sent to First Nations, Metis locals, Tribal Council offices, members of the Northern Recreation Coordinating Committee, and cultural organizations. These groups will become further distribution points to cultural professionals and the general public.

Cultural Acceptance and Respect

Kelly Lendsay, President, Aboriginal Human Resources Development Council of Canada has been asked to speak at the October 1999 cultural human resource development forum. Mr. Lendsay is responsible for working with Aboriginal and non-Aboriginal entities to create employment and economic partnerships. He led the Federation of Saskatchewan Indian Nations study team that produced the report entitled "The Impact of the Changing Aboriginal Population on the Saskatchewan Economy: 1995 - 2045".