



Cultural
Human Resources
Council

Conseil
des ressources humaines
du secteur culturel



2018-2019

ANNUAL
REPORT

PRESIDENT'S REPORT – Annual General Meeting 2019

Dear Colleagues,

It gives me a lot of pleasure to report on our accomplishments over this past year! It has been a busy one and our team has been working full-tilt on a variety of important projects for the cultural sector. The projects are examples of the work that CHRC is best positioned to do, on behalf of, and in partnership with, our members and sector organizations.

These include the 10-year update of the first Labour Market Information (LMI) Study of the Cultural Labour Force CHRC conducted that will provide benchmark statistics for the cultural sector to use. Broad consultations have taken place across the country with a keen eye to ensuring the current makeup of the workforce has changed in a decade.

Coming together with major sector partners and organizations CHRC is assisting the sector in addressing the needs that have become evident to ensure that all cultural workers have the right to a safe workplace. The project has many parts such as a 'Code of Conduct' for the performing arts, training videos on harassment, and the creation of legislative webcasts to explain provincial legislation on harassment.

Our 'Talent to Lead' project, intended to assist in the development of the next generation of cultural leaders, this time, focused on participants from Indigenous, culturally diverse and official language minority communities across the country and the sector (see talenttolead.ca). We were able to have regional gatherings of T2L participants facilitating a rich sharing of knowledge and information.

Also, we collaborated with Interactive Ontario, producing a series of workshops presented in both Ottawa and Toronto to help arts organisations improve their digital media skills;

Of on-going importance to the sector, we managed 26 internships under the Building Careers in Heritage umbrella ensuring new entrants to the sector get an opportunity for valuable work experiences.

CHRC continued to work with other national and regional initiatives such as participating as a member of the Consortium on Cultural Statistics; and working with the Canadian Arts Coalition. We also convened our Provincial and Territorial Advisory Committee, like organizations at the provincial level; and redesigned CHRC's web site to update and include more resources for the sector.

My thanks to my fellow Board members whose volunteer commitment and wise guidance are critical to CHRC's success. And, of course, to our team – Susan, Lucie, Erma, Annalee, Lise, Gregoire, laeshia, Michael and Kenji – who have stretched individually and collectively to achieve our goals.

We would like to thank our government funders who have supported these many initiatives over the past year: The Canada Council for the Arts, the Department of Canadian Heritage, and Employment and Skills Development Canada.

And our thanks to you, our members, who are our *raison d'être*!

There is plenty of wind in our sails – we are looking forward to 2019 2020!

Richard Hornsby
PRESIDENT

EXECUTIVE DIRECTOR'S REPORT – Annual General Meeting 2019

Dear Members and Colleagues,

This will be my last ED's Report to a CHRC Annual General Meeting. It's a good one to go out on!

The year has had many highlights.

Among my favourites were the graphics and short video (<http://respectfulartsworkplaces.ca/>) which have defined our Respectful Workplaces in the Arts project since its inception. Conceived to deal with harassment in the performing, literary, and visual arts, RWA affirmed a positive message from the start, captured in: 'You've got our word: RESPECT'.

Another RWA highlight was the success of the 13 consultations with equity-seeking groups across the country under the Respectful Workplaces in the Arts banner. We worked with wonderful coordinators from these communities and trained facilitators they chose to collaborate with to gather 'non-mainstream' feedback on such questions as a Code of Conduct and reporting mechanisms for victims of harassment.

A highlight of the LMI Study was the enthusiasm we encountered in the 10 focus groups convened to give us a look beyond the stats at the reality of life as a worker in the cultural sector in 2018. The spirited discussions will inform the recommendations of the final LMI 2019 Report.

And the regional gatherings of the 3 cohorts of Talent to Lead were big highlights of that project this year. The highlight of the DM project with Interactive Ontario were the workshops.

And for me, at least, the highlights of the Building Careers in Heritage internships were the monitoring visits, when I had a chance to talk with employers, interns and mentors about their work in the sector.

There is a pattern here.... The highlights of the year seem to be mostly related to opportunities to "be out in the sector". That is what CHRC is all about – its members and the artists and cultural workers it serves.

The many activities we have been engaged in this year have given us those opportunities and it has been very gratifying.

My thanks to the Board and my team for their energy, commitment and friendship that have made this possible.

2019/2020 is looking good.

Susan Annis
EXECUTIVE DIRECTOR

CULTURAL HUMAN RESOURCES COUNCIL

FINANCIAL STATEMENTS

MARCH 31, 2019

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PARKER PRINS LEBANO
Chartered Professional Accountants
Professional Corporation

INDEPENDENT AUDITORS' REPORT

To the Members of:
CULTURAL HUMAN RESOURCES COUNCIL

Opinion

We have audited the accompanying financial statements of Cultural Human Resources Council, which comprise the Statement Of Financial Position as at March 31, 2019, and the Statements Of Operations, Changes In Net Assets, and Cash Flows for the year then ended, and Notes To The Financial Statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Cultural Human Resources Council as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of Cultural Human Resources Council in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material Uncertainty Related to Going Concern

We draw attention to Note 6 in the financial statements, which describes management's plans in regard to the material uncertainty that exists, resulting from the completion of the agreement of funding with Employment and Skills Development Canada (ESDC), and thus raises substantial doubt about the organization's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing Cultural Human Resources Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Cultural Human Resources Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Cultural Human Resources Council's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Cultural Human Resources Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Cultural Human Resources Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause Cultural Human Resources Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Parker Prins Lebano Chartered Professional Accountants Professional Corporation
Authorized to practice public accounting by the Chartered Professional Accountants of Ontario

Ottawa, Ontario
June 13, 2019

CULTURAL HUMAN RESOURCES COUNCIL

STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2019

	<u>2019</u>	<u>2018</u>
ASSETS		
CURRENT		
Cash	\$ 62,733	\$ 19,225
Short-term investments (Note 3)	5,085	5,000
Accounts receivable	31,662	34,382
GST/HST receivable	24,672	431
Prepaid expenses	<u>628</u>	<u>-</u>
	124,780	59,038
CAPITAL ASSETS (Note 4)	<u>1,462</u>	<u>363</u>
	<u>\$ 126,242</u>	<u>\$ 59,401</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 27,833	\$ 5,480
Source deductions payable	3,983	7,206
Deferred revenue	<u>14,433</u>	<u>15,558</u>
	<u>46,249</u>	<u>28,244</u>
NET ASSETS		
Invested in capital assets	1,462	363
Unrestricted	<u>78,531</u>	<u>30,794</u>
	<u>79,993</u>	<u>31,157</u>
	<u>\$ 126,242</u>	<u>\$ 59,401</u>

CULTURAL HUMAN RESOURCES COUNCIL

STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2019

	<u>2019</u>	<u>2018</u>
REVENUE (Note 5 and Schedule 1)	<u>\$ 1,122,404</u>	<u>\$ 453,904</u>
EXPENDITURE		
Amortization	692	443
Bank charges	2,152	1,617
Communications and translation	23,441	7,074
Insurance	3,624	3,822
Internship programs	188,850	180,741
Legal, accounting and audit	6,800	7,000
Occupancy and storage costs	5,795	4,078
Office supplies	4,297	2,007
Postage and courier	147	103
Professional fees	558,276	75,133
Salaries, benefits and casual wages	150,342	149,706
Telecommunications	7,713	5,581
Travel and accommodation	<u>121,439</u>	<u>10,691</u>
	<u>1,073,568</u>	<u>447,996</u>
EXCESS OF REVENUE OVER EXPENDITURE	<u><u>\$ 48,836</u></u>	<u><u>\$ 5,908</u></u>

CULTURAL HUMAN RESOURCES COUNCIL

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED MARCH 31, 2019

	Invested In Capital Assets	Unrestricted	2019	2018
NET ASSETS				
BALANCE, BEGINNING OF YEAR	\$ 363	\$ 30,794	\$ 31,157	\$ 25,249
EXCESS OF REVENUE OVER EXPENDITURE	(692)	49,528	48,836	5,908
CAPITAL ASSET PURCHASES, NET	<u>1,791</u>	<u>(1,791)</u>	<u>-</u>	<u>-</u>
BALANCE, END OF YEAR	<u>\$ 1,462</u>	<u>\$ 78,531</u>	<u>\$ 79,993</u>	<u>\$ 31,157</u>

CULTURAL HUMAN RESOURCES COUNCIL

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2019

	<u>2019</u>	<u>2018</u>
CASH FLOWS FROM (USED FOR) OPERATING ACTIVITIES		
Excess of revenue over expenditure for the year	\$ 48,836	\$ 5,908
Items not requiring an outlay of cash:		
Amortization	<u>692</u>	<u>443</u>
	49,528	6,351
Net change to non-cash items related to operations:		
Accounts receivable	2,720	(3,122)
GST/HST receivable	(24,241)	13,554
Prepaid expenses	(628)	1,806
Accounts payable and accrued liabilities	22,353	462
Source deductions payable	(3,223)	1,929
Deferred revenue	<u>(1,125)</u>	<u>(159)</u>
	<u>45,384</u>	<u>20,821</u>
CASH FLOWS USED FOR INVESTING ACTIVITIES		
Acquisition of capital assets	(1,791)	-
Investments, net	<u>(85)</u>	<u>(5,000)</u>
	<u>(1,876)</u>	<u>(5,000)</u>
NET INCREASE IN CASH	43,508	15,821
CASH, BEGINNING OF YEAR	<u>19,225</u>	<u>3,404</u>
CASH, END OF YEAR	<u><u>\$ 62,733</u></u>	<u><u>\$ 19,225</u></u>

CULTURAL HUMAN RESOURCES COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2019

1. GOVERNING STATUTES AND PURPOSE OF THE ORGANIZATION

The Cultural Human Resources Council (the "Council") is a not-for-profit organization incorporated without share capital under the Canada Business Corporations Act on October 4, 1994. The mission of the Council is to initiate, coordinate and promote human resources planning, management, development and training in the cultural sector. These financial statements represent the combined programs of the Council. As a not-for-profit organization, the Council is not subject to income taxes.

2. ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFP), and reflect the following policies:

BASIS OF PRESENTATION

The financial statements are prepared using the historical cost method, except for certain financial instruments that are recognized at fair value. No information on fair value is presented when the carrying amount corresponds to a reasonable approximation of the fair value.

ACCOUNTING ESTIMATES

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the amounts recorded in the financial statements and notes to the financial statements. These estimates, such as amortization of capital assets, are based on management's best knowledge of current events and actions that the Council may undertake in the future. Actual results may differ from these estimates.

REVENUE RECOGNITION

The Council follows the deferral method of accounting for contributions. Under this method, contributions restricted for future period expenses are deferred and are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Unexpended contributions are recorded as committed funds on the Statement Of Financial Position until the termination of the agreement to which they relate. Unexpended funds at the termination date of each contribution agreement are payable to the contributor.

Contributed capital assets are reported as revenue when the organization receives the capital assets. These contributions are recorded at the fair value of the capital assets or a nominal value of \$1 if the fair value cannot be reasonably determined.

Investment income is recognized as it is earned.

CULTURAL HUMAN RESOURCES COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (continued)

MARCH 31, 2019

2. ACCOUNTING POLICIES (continued)

CAPITAL ASSETS

The computer hardware is recorded at cost. Amortization is computed to amortize the cost of the computer hardware less its residual value over its estimated useful life, using the declining balance method at the annual rate of 55%.

Capital assets acquired during the year are amortized at half of the annual rate.

3. INVESTMENTS

Investments consisted of a Guaranteed Investment Certificate (GIC) bearing an annual interest rate of 1.65% and maturing in March 2020.

4. CAPITAL ASSETS

	2019		2018
	Cost	Accumulated Amortization	Net Book Value
Computer hardware	<u>\$ 2,903</u>	<u>\$ 1,441</u>	<u>\$ 1,462</u>
			<u>\$ 363</u>

5. COMMITTED FUNDS

Funds from the Department of Canadian Heritage (DCH):

	2019	2018
Balance, beginning of year	\$ -	\$ -
Contributions	213,183	112,200
Expenditures	<u>(213,183)</u>	<u>(112,200)</u>
Balance, end of year	<u>\$ -</u>	<u>\$ -</u>

6. GOING CONCERN

These financial statements have been prepared based on the going concern assumption. The success of the Council is contingent on generating significant funding from outside sources, as well as self-generated revenues. A significant amount of external funding was cut in fiscal 2014. While the Council is aiming to become more self-sufficient, they are actively seeking continued funding from multiple sources, the amounts of which are not determinable. Management believes the remaining funds within the Council will allow them to operate through the next fiscal year based on the current spending model, or longer should the organization re-evaluate forthcoming budgets pending confirmation of future funding agreements.

CULTURAL HUMAN RESOURCES COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (continued)

MARCH 31, 2019

7. FINANCIAL INSTRUMENTS

FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The council is exposed to various financial risks resulting from both its operations and its investment activities. The Council's management manages financial risks.

The Council does not enter into financial instrument agreements including derivative financial instruments for speculative purposes.

FINANCIAL RISKS

The Council's main financial risk exposure and its financial risk management policies are as follows:

Credit risk

The Council is exposed to credit risk since its cash is held by one financial institution. A significant portion of its accounts receivable is due from two government departments, and as a result exposes the Council to limited credit risk.

Interest rate risk

The Council is exposed to interest rate risk as a result of short-term floating bank indebtedness. The interest rate risk to the Council's earnings arises from fluctuations in interest rates and the degree of volatility of these rates.

Liquidity risk

Liquidity risk management serves to maintain a sufficient amount of cash and short-term investments and to ensure that the Council has financing sources such as bank loans for a sufficient authorized amount. The Council establishes budget and cash estimates to ensure it has the necessary funds to fulfill its obligations.

Short-term financial instruments

The fair value of short-term financial assets and liabilities approximates their carrying amount given that they will mature shortly.

CULTURAL HUMAN RESOURCES COUNCIL

SCHEDULE OF REVENUES - Schedule 1

MARCH 31, 2019

	<u>2019</u>	<u>2018</u>
ANCILLARY AGREEMENTS		
<i>YCW - Building Careers in Heritage</i>		
Canadian Heritage	\$ 226,000	\$ 226,000
 <i>Digital Literacy</i>		
Canada Council for the Arts	104,017	-
 <i>Compensation Study 2017</i>		
Canada Council for the Arts	-	72,900
 <i>Talent to Lead (T2L)</i>		
Canadian Heritage and Metcalf Foundation	213,183	112,200
 <i>Cultural Labour Market Information Study</i>		
Employment and Social Development Canada	243,038	-
 <i>Respectful workplaces in the arts</i>		
Canada Council for the Arts	<u>300,000</u>	<u>-</u>
	<u>1,086,238</u>	<u>411,100</u>
 SELF-GENERATED		
Interest and other	108	39
Membership fees	20,865	23,908
Sales of products and services	<u>15,193</u>	<u>18,857</u>
	<u>36,166</u>	<u>42,804</u>
	<u>\$ 1,122,404</u>	<u>\$ 453,904</u>

Looking back over CHRC's first 25 years!

CHRC MILESTONES
1994 - 2019

CROSS-SECTORAL

RESPECTFUL WORKPLACES IN THE ARTS

TALENT 2 LEAD
CULTURAL MANAGEMENT AND MENTORING
HR Management Toolkit ©

YOUTH INTERNSHIPS
The Art of Managing Your Career ©

NATIONAL JOB BOARD
RESEARCH
EXPORT MARKETING
HR FORUMS
COMPETENCY CHARTS AND PROFILES

BY DISCIPLINE

DIGITAL MEDIA
FILM AND TELEVISION/BROADCASTING
HERITAGE
LIVE PERFORMING ARTS
MUSIC AND SOUND RECORDING
VISUAL ARTS AND CRAFTS
WRITING AND PUBLISHING (MAGAZINE/BOOKS)

CROSS-SECTORAL MILESTONES

RESPECTFUL WORKPLACES IN THE ARTS

2018- 2019	Code of Conduct for the Performing Arts
	Training videos on <i>Workplace Harassment in the Arts</i> for employers and cultural workers
	<i>Reporting and Investigating Mechanisms for Workplace Harassment in the Arts (Report)</i>
	Webcasts complemented by Quick Reference Guides for provincial and territorial legislation on harassment
	Selection of sector trainers - <i>Maintaining Respectful Workplaces</i>
	Consultations with equity-seeking groups across the country
	Collection of training resources related to preventing and dealing with harassment
	Development of Train-the-Trainer workshops
	Creation of an HR tool on Workplace Harassment and Violence
	RWA Website http://respectfulartsworkplaces.ca/

TALENT 2 LEAD – LEADERSHIP PROGRAM

Mentorships for mid-career managers

2019	T2L regional gatherings of Cohorts 1, 2 and 3
	T2L 3 – selection of 20 leaders from Indigenous, racialized communities and official language minority communities
2017- 2018	T2L 2 – selection of 12 francophone and 12 anglophone leaders
2016	T2L 1 – selection of 18 leaders
	T2L Web site https://www.talenttolead.ca/

CULTURAL MANAGEMENT AND MENTORING

2010	Managing and Mentoring - Website
	<i>Careers in Cultural Management</i> (Careers in Culture online)
	<i>Managing and Mentoring</i> – Web page
2009	<i>National Compensation Study – 2009 Update, for Management and Administration in Not-for-Profit Arts Organizations</i> (first study: 2003)
2005	<i>Cultural Mentors</i> - Competency Chart/Profile/ Training Gaps Analysis
	<i>Mentorship Strategy for Managers and Administrators of Cultural Orgs</i>
	<i>Cultural Managers</i> - Competency Chart/Profile/Training Gaps Analysis
	<i>Feasibility Study on Certification of Cultural Managers</i>
	<i>Management Skills for Artist-Run Centres</i> handbook, with RCAAQ
2004	<i>Creative Management Project: Good Practices Stories</i>
2003	<i>National survey of compensation for arts administrators and cultural managers</i>

CROSS-SECTORAL

HR MANAGEMENT TOOLKIT ©

2018	<p><i>HR Management Toolkit</i> (Revised)</p> <p>HR Management 101 - an overview Job Descriptions Recruitment Benefits Contracting with Independent Contractors Managing Performance Mentoring Succession Planning Workplace Harassment and Violence (New!) Resolving Conflicts Termination of Employment Best HR Practices in the Cultural Sector Using Competency Charts and Profiles Working with a Nonprofit Board</p>
2017	<p><i>HR Management Toolkit</i> (Revised)</p> <p>HR Management 101 - an overview Job Descriptions Mentoring (New!) Recruitment Benefits Contracting with Independent Contractors Managing Performance Succession Planning (New!) Resolving Conflicts Termination of Employment Best Practices in the Cultural Sector Working with a Nonprofit Board Using Competency Charts and Profiles</p>
2013	<p><i>HR Management Tools</i> (Available in ePub format)</p> <p>An overview Recruiting the right people Job descriptions Coaching, mentoring and succession planning Dealing with challenge and conflict Managing employee performance Termination of employment Benefits and retirement plans Best practices in the cultural sector Competencies for Cultural Managers (2012) Working with a non-profit Board: Tips+ Tools for Cultural Managers (2012)</p>
2007	<p><i>Additions to the HR Management Tools</i></p> <p>Using competency charts and profiles (New!) Contracting with independent contractors (New!)</p>
2003	<p><i>The first 9 HR Management tools for organisations</i></p> <p>An HR Overview Recruiting the right people Job descriptions Coaching, mentoring and succession planning Dealing with challenge and conflict Managing employee performance Termination of employment Benefits and retirement plans Best practices</p>

CROSS-SECTORAL

INTERNSHIPS

CHRC has successfully administered employment programs on behalf of both HRSDC and Canadian Heritage since 1994 (managing over \$20 million). Since the beginning of the federal government's youth employment programs, CHRC has been able to provide funding for cultural sector employers to create career-related work experiences for over **2,606 post-secondary graduates**. CHRC's internship programs have resulted in an average placement rate of 85%.

Agreements with the Department of Canadian Heritage and Human Resources and Skills Development Canada:

DCH YCW Building Careers in Heritage	2018-2019	\$	226 000,00
DCH YCW Building Careers in Heritage	2017-2018	\$	226 000,00
DCH YCW Building Careers in Heritage	2016-2017	\$	176 000,00
HRSDC – Work Experience	2016-2017	\$	191 640,00
DCH YCW Building Careers in Heritage	2014-2015	\$	176 000,00
DCH YCW Building Careers in Heritage	2015-2016	\$	176 000,00
DCH National Arts Training Contribution	2012-2013	\$	174 312,00
HRSDC Sectoral Youth Career Focus	2012-2013	\$	331 010,00
DCH National Arts Training Contribution	2011-2012	\$	172 841,00
HRSDC Sectoral Youth Career Focus	2011-2012	\$	307 597,00
DCH National Arts Training Contribution	2010-2011	\$	172 675,00
HRSDC Sectoral Youth Career Focus	2010-2011	\$	488 410,00
DCH National Arts Training Contribution	2009-2010	\$	174 493,00
HRSDC Sectoral Youth Career Focus	2009-2010	\$	260 699,00
DCH National Arts Training Contribution	2008-2009	\$	164 478,00
HRSDC Sectoral Youth Career Focus	2008-2009	\$	243 231,00
DCH YCW Building Careers in Heritage	2007-2008	\$	168 813,00
HRSDC Mentoring Youth in Culture	2007-2008	\$	414 556,00
DCH YCW Building Careers in Heritage	2006-2007	\$	166 203,00
HRSDC Mentoring Youth in Culture	2006-2007	\$	413 679,00
DCH YCW Building Careers in Heritage	2005-2006	\$	164 897,00
HRSDC Mentoring Youth in Culture	2005-2006	\$	215 301,00
DCH YCW Building Careers in Heritage	2004-2005	\$	285 727,00
HRSDC Career Focus	2004-2005	\$	422 051,00
DCH YIP	2003-2004	\$	255 825,00
HRSDC YIP	2003-2004	\$	47 444,00
HRSDC Career Focus	2003-2004	\$	571 826,00
DCH YIP	2002-2003	\$	247 554,00
HRSDC YIP 03	2002-2003	\$	502 342,00
HRSDC YIP 02	2002-2003	\$	9 680,00
HRSDC YIP International	2002-2003	\$	736,00
HRSDC YIP	2002-2003	\$	142 235,00
DCH YIP	2001-2002	\$	314 657,00

HRSDC YIP 02	2001-2002	\$	456 133,00
HRSDC YIP International	2001-2002	\$	446 428,00
HRSDC YIP 99	2001-2002	\$	5 327,00
DCH YIP 00	2000-2001	\$	215 273,00
HRSDC YIP 00 International	2000-2001	\$	149 841,00
HRSDC YIP 99 International	2000-2001	\$	129 322,00
HRSDC YIP 97	2000-2001	\$	488 254,00
DCH YIP 98	1999-2000	\$	2 089,00
DCH YIP 99	1999-2000	\$	183 674,00
HRSDC YIP 99 International	1999-2000	\$	452 973,00
HRSDC YIP 99	1999-2000	\$	646 770,00
HRSDC YIP 97	1999-2000	\$	207,00
DCH YIP 97	1998-1999	\$	45 330,00
HRSDC NMP 21 - TIP 97	1998-1999	\$	322 738,00
HRSDC YST-2, YIP	1998-1999	\$	327 575,00
HRSDC Supplementary YIP EX	1998-1999	\$	466 274,00
DCH YIP 97	1997-1998	\$	27 804,00
HRSDC NMP 21 - TIP 97	1997-1998	\$	1 359 283,00
HRSDC NMP 12 - TIP 96	1997-1998	\$	645 595,00
HRSDC YST-2, YIP	1997.-1998	\$	406 619,00
HRSDC NMP 12 - TIP 96	1996-1997	\$	2 491 743,00
HRSDC TIP	1995-1996	\$	1 422 902,00
HRSDC NMP	1995-1996	\$	789 589,00
HRSDC Supplementary TIP	1995-1996	\$	261 061,00
HRSDC Supplementary TIP	1994-1995	\$	810 179,00

CROSS-SECTORAL

THE ART OF MANAGING YOUR CAREER (TAMYC)©

2015	Workshops for Aboriginal artists: Resources developed include a Trainer’s Guide, a Participant’s Workbook and a slide presentation.
	Train the Trainer Workshops for Aboriginal Trainers
	Workshops for Nunavut artists (visual artists/craftspeople, performing artists and filmmakers): Resources developed include a Trainer’s Guide, a Participant’s Workbook and a slide presentation.
	Eight discipline Enhancements updated to include Aboriginal content and references.
2014	Video explaining the five e-learning courses
2013	Five e-learning courses developed
	Enhancements: in collaboration with the Canada Council for the Arts, revision of TAMYC enhancements for writers, visual artists, craftspeople, musicians, filmmakers, dancers, digital media content creators.
2012	<i>The Art of Managing Your Career: A Guide for the Canadian Artist and Self-Employed Cultural Worker</i> (Updated to include Social Media)
2010	<i>The Art of Managing Your Career</i> Guide for post-secondary educators and trainers. The 16 course modules are designed for artists and cultural workers from all disciplines. Based on adult education principles, the modules are highly participatory and provide opportunities to practice and use skills and competencies essential to career self-management.
2009	<i>The Art of Managing Your Career: A Guide for the Canadian Artist and Self-Employed Cultural Worker</i> (First update)
	<i>The Artist as Entrepreneur</i> is Grade 11 college preparation course material created by teachers for teachers. It focuses on ways in which entrepreneurs recognize opportunities, generate ideas, and organize resources to plan successful ventures that enable them to achieve their goals.
2008	Four Toronto District School Board high schools (Vanier SS, Wexford Collegiate, Lawrence Park Collegiate and Sir Sandford Fleming Academy), worked together to develop an entrepreneurship course for their arts students. They drew on CHRC's <i>The Art of Managing Your Career</i> and its discipline enhancements, with the accompanying Teacher's Guide, for the course content.
	High School Teacher's Guide – designed to assist instructors/teachers at the high school level in the delivery of basic principles in career planning, development and advancement in the arts and cultural industries. The 15 lesson plans are tied directly to <i>TAMYC</i> .
2007	AMYC Discipline Enhancements provide emerging self-employed artists and cultural workers with practical information to better manage their careers. The enhancements offer information, resources, tips & pitfalls, and links to relevant websites in eight disciplines: crafts; dance and choreography; film and television; music and sound recording; digital media; theatre; visual arts; and writing.
2002	<i>The Art of Managing Your Career</i> : an essential resource guide for self-employed artists and cultural workers

CROSS-SECTORAL

NATIONAL JOB BOARD

2013	<i>Cultureworks.ca – Travail en culture</i>
1998	<i>Talent Gallery</i>

EXPORT MARKETING

2013	<i>The Art of Export Marketing – Website updated</i>
2009	<i>The Art of Export Marketing of Cultural Products and Services (update)</i>
2005	<i>The Art of Export Marketing - Website</i>
	<i>Going Global: Introduction to Export Marketing</i> CHRC's Facilitator Guide <i>The Art of Export Marketing</i>
2002	Export Marketing: Competency Chart/Profile/Training Gaps Analysis
1996	Cultural Export Marketing training is identified as a learning priority in CHRC's strategy plan 1997-1999

Workshops:

- Cross-country pilot workshops, 2003-2004
- PEI Culture – *Train the Trainer*, 2009
- Association des artistes de la Nouvelle-Écosse - Teaching network of Université Sainte Anne (36 hours of training). University level course content, 2009
- Conseil des métiers d'art du Québec, 2007
- Association of Cultural Industries Manitoba PD DAY, 2006
- RESEAU Ontario (Presenters), 2006
- Trade Routes - East Coast Music Association and Music NB, 2005
- Vancouver Dance Centre, BC, 2005
- For native community in Barrie, ON, 2005
- For francophone community in Winnipeg, MB, 2005
- CFTPA internship sessions, Fredericton, NB, 2005

Research:

Final Report and Skills Analysis Chart, Cultural Enterprises International (Hurley & Watson), 1998
International Export Market Readiness, Cultural Enterprises International (Hurley & Watson), 1997
International Export Training Opportunities, Madeleine Bélanger, 1997
Initial Review of Training Programs available to the Cultural Sector in the Development of Export Marketing, G. Blais, 1997

HR FORUMS

2012	<i>Building Bridges</i> , Harbourfront, Toronto, Ontario
2010	<i>Going Forward in a Digital Era</i>
2003	<i>Strategy 21</i> , November, Toronto, Ontario
2002	<i>Culture Sector Symposium – a Sector/Educator Dialogue</i> (BCPAS/Royal Roads University)
2000	<i>Culture Sector Symposium – an Industry-University Dialogue</i> (OPAS, CCCO)
2000	<i>Skills = People, Performance and Profit</i> , Hull, Québec
1999	<i>Culture Works! Trends, Talent and Transition</i> , Hull, Québec
1998	<i>Soaring into the Future</i> , Ottawa, Ontario
1997	<i>Let's Get Interactive</i> , Ottawa, Ontario

CROSS-SECTORAL

RESEARCH

2019	CHRC releases 2019 Labour Market Information Study on the Cultural Sector
2018	CHRC undertakes a second Labour Market Information Study (LMI) of the Cultural Labour Force, updating the study spearheaded in 2010.
2017	2017 National Compensation Study – For Managerial and Administrative Positions in Not-for-Profit Arts Organizations
2014	As a member of the Cultural Statistics Strategy Consortium overseeing the Culture Satellite Account (CSA), CHRC is pleased to announce the release of the 1st Canadian Culture Satellite Account report.
2013	CHRC joins the Cultural Statistics Strategy Consortium which is overseeing the development of a Cultural Statistics Strategy including the setting up of a Culture Satellite Account.
2011	Culture 3.0: Impact of Emerging Digital Technologies on the Cultural Sector in Canada analyzes the impact of emerging digital technologies on human resources in the cultural sector from the perspectives of both employers and workers in each of the eight sub-sectors.
2010	Cultural HR Study 2010 , conducted by the Conference Board of Canada, draws on the input of thousands of employers and workers from the entire cultural community in Broadcasting; Digital Media; Film and Television; Heritage; Live Performing Arts; Music and Sound Recording; Visual Arts and Crafts; and Writing and Publishing. This is the largest HR study ever undertaken on the cultural sector in Canada. It includes a Report on the Effect of the Recession on Canada’s Culture Sector (2009), HR Trends and Issues (2010) and a Labour Market Information Report for Canada’s Cultural Sector (2010)
	Employment Insurance Special Benefits for Self-Employed People: The Impact on Artists and Cultural Workers. Self-employed Canadians are able to enroll in the Employment Insurance program and become eligible to receive these EI special benefits effective January 1, 2011: Maternity Benefits, Parental Benefits, Compassionate Care Benefits and Sickness Benefits. This report examines this new program to determine its relevance for the cultural community and the likelihood that freelance artists and other cultural workers will enroll.
2009	National Compensation Study - 2009 Update for Management and Administration in Not-for-Profit Arts Organizations is an update of a similar study released in 2003. Data was gathered on base salary, employee benefits and perquisites, as well as a number of other human resources issues from over 200 organizations within the not-for-profit arts sector.
2004	Building on Success Based on three years of research and consultation with artists and cultural workers from across the country, <i>Building on Success</i> analyses these three issues in terms of importance to the sector: Management, Career self-employment and Career-long learning.
	Cultural Sector Fast Stats provides statistical overviews by sub-sector (Audio-Visual and Live Performing Arts, Heritage, Music and Sound Recording, Visual Arts and Crafts, and Writing and Publishing) based on 2001 Census data. These include not only demographic information but also sector observations that evoke a broader perspective. Fast Stats concludes with a strong recommendation for a renewal of the Survey of the Cultural Labour Force, following the last one undertaken over a decade ago.
2003	National Compensation Survey Deloitte & Touche carried out the survey under the direction of a Steering Committee and Advisory Committee that included representatives of arts organizations, and government and private funders. Over 230 respondents provided information on compensation and benefits, and on other human resource questions.
2002	Face of the Future covers four broad HR areas: employment status, recruitment and retention, access to training, and demand for new competencies. These were considered in relation to certain environmental issues, namely: new technologies, public policy, globalization and demographics.

COMPETENCY CHARTS AND PROFILE (User’s guide)

2013	<i>Linking Competencies to Curriculum and Course Content:</i> A user’s guide for educators and trainers
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BY DISCIPLINE

DIGITAL MEDIA

2018	<i>Arts Futures</i> summer seminar series provides arts-focused digital skills and strategy training.	
2013	<i>Towards a Career in Digital Media: High School Teacher's Guide</i> A12-lesson mini-course, intended to be integrated into existing curriculum, for grade 12 students in visual arts, language arts and computer science who are contemplating a career in the Digital Media industry.	
	Digital Media HR Tool kit Interactive Digital Media Team competency chart Competency profile for the Creation function Competency profile for the Project Management function Competency profile for the Business function Training Gaps Analysis Context Paper : <i>Where Creativity Meets Technology in the Digital Economy</i>	
	<i>Starting a Digital Media Business: A Guide for Digital Media Entrepreneurs</i>	
	<i>The Art of Managing Your Career in New Media – Interactive Zone</i>	
	Revised Enhancement: <i>The Art of Managing Your Career in New Media</i>	
	2012	<i>Project Management 101</i>
	2011	<i>Project Management for Digital Media Producers – course content and workshop delivery</i>
2010	<i>Interzone: Careers in New Media</i> (Careers in Culture online)	
	<i>Compendium of Hubs for Digital Media Content Creation</i>	
2009	<i>Interactive Media Producers Competency Chart, Profile and Training Gaps Analysis</i>	
	<i>2009 Digital Media Content Creation Technology Road Map</i>	
2008	Content Creation Technology Roadmap (Visioning Meeting)	
2007	<i>Convergence Media</i> (Course content)	
	Enhancement: <i>The Art of Managing Your Career in New Media</i>	
2006	Content Creation National Roundtable	
2005	New Media Content Creation meetings (cross-country)	
2004	<i>New Media Content Creation – Competency Chart and Profile</i>	
1999	New Media Skills Dialogue Roundtable	
1998	<i>Careers in Culture booklet</i>	

Research:

Culture 3.0, Impact of Emerging Digital Technologies on HR in the Cultural Sector, 2011

New Media Content Creators, Training Needs and Gaps Analysis, Delvinia, 2004

New Media Freelance Content Creators Survey, Ekos, 2004

HR Challenges for Interactive Media Skills Requirements in Canada: A Research Needs Assessment, MMSG, 2000

HR needs in the New Media Industry, Ekos Research Associates, 1998

HR Issues and Challenges for Cultural Workers in the Multimedia/New Media Industry; Nancy C. Abell & L. Beccari, 1997

BY DISCIPLINE

FILM AND TELEVISION BROADCASTING

2013	Revised Enhancement: <i>The Art of Managing Your Career</i> in Film and Television
2012	<i>Production Accounting 101</i>
2011	<i>Business Skills for Producers</i> (course content, instructor's guide & workshop delivery)
2010	<i>From Shortwave to Widescreen: Careers in Film and Broadcasting</i> (Careers in Culture online)
	National Overview of Safety Bulletins / Guidelines
	Screen-based Media Training Database
2009	<i>Film Set Etiquette</i> (course content & workshop delivery)
	<i>Production Accounting for Film, Television and Digital Media</i> (course content, instructor's guide & workshop delivery)
	<i>Film Set Safety Awareness</i> (course content & workshop delivery)
2008	<i>Below-the-Line Film and Television Workers: Training Gaps Analysis</i>
	<i>Directors</i> (Film and television): Competency Chart/Profile/ Training Gaps Analysis
	<i>Location Manager: Competency Chart/Profile/ Training Gaps Analysis</i>
	National Roundtable : Below-the-Line Occupations
	National Training Advisory Council
	<i>Producers</i> (Film and television): Competency Chart/Profile/ Training Gaps Analysis
	<i>Showrunners</i> : Competency Chart/Profile/ Training Gaps Analysis
2007	Launch of Screen-based Media Training Database
	Enhancement: <i>The Art of Managing Your Career</i> in Film and Television
2006	<i>Convergence Media</i> (course content)
	<i>Fast Forward: HR Strategy in Film and Television</i>
	National Film & Television Roundtable
	<i>Production Manager</i> (Film and television): Competency Chart/Profile/ Training Gaps Analysis
2005	<i>Documentary Directors and Producers: Competency Chart/Profile/ Training Gaps Analysis</i>
2004	Framework: Employment in Canadian Screen-based Media (National Employment Study)
	National HR Summit Film & Television
1998	<i>Careers in Culture</i> booklet

ERITAGE

(Archives, Libraries, Museums and Built Heritage)

2013	Revised Enhancement: <i>The Art of Managing Your Career</i> in the field of Heritage
2010	<i>The Art of Storytelling: Careers in Heritage</i> (Careers in Culture online)
2007	Enhancement: <i>The Art of Managing Your Career</i> in the field of Heritage
2006	Librarians and Library Technicians: Training Gaps Analysis
2004	<i>Mapping the Work Force and Setting Strategic Priorities - Built Heritage</i>
2002	IRMS (Information Resources Management Specialists) Competency Chart/Profile/Training Gaps Analysis
2000	CHRC collaboration with ALARM (Alliance of Libraries, Archives and Records Management)
1998	<i>Careers in Culture</i> booklet

BY DISCIPLINE

LIVE PERFORMING ARTS

2018-2019	Refer to <i>Respectful Workplaces in the Arts</i> (Cross-sectoral project)
2013	Meeting of the Live Performing Arts Caucus
	Revised Enhancement: <i>The Art of Managing Your Career</i> in Dance and Choreography
	Revised Enhancement: <i>The Art of Managing Your Career</i> in Theatre
2010	<i>The Spotlight's On! Careers in LPA</i> (Careers in Culture online)
	<i>Entertainment Riggers: Competency Chart & Profile <u>with Proficiency Levels</u></i>
	<i>General Stage Technicians : Competency Chart & Profile <u>with Proficiency Levels</u></i>
2007	<i>Automation Technicians: Competency Chart/Profile/ Training Gaps Analysis</i>
	<i>Entertainment Riggers: Competency Chart/Profile/ Training Gaps Analysis</i>
	<i>Presenters: Competency Chart/Profile/ Training Gaps Analysis</i>
	National Roundtable of Theatre Technicians and Educators
	Enhancement: <i>The Art of Managing Your Career</i> in Dance and Choreography
	Enhancement: <i>The Art of Managing Your Career</i> in Theatre
2006	<i>General Stage Technicians: Competency Chart/Profile/Training Gaps Analysis</i>
1998	<i>Careers in Culture</i> booklet

BY DISCIPLINE

MUSIC & SOUND RECORDING

2016	HR Management Workshop for Music Industry
2013	Revised Enhancement: <i>The Art of Managing Your Career</i> in Music and Sound Recording
2012	<i>Rights Management 101</i>
2010	<i>Now Hear This! Careers in Music & Sound Recording</i> (Career in Culture online)
2009	<i>Welcome to the Future: a Guide to Marketing Music in the New Economy</i> course content and delivery
2008	Cross-country consultations re National Training Strategy
	<i>Rights Management for the Music Industry</i> course content
	National Training Advisory Council for the Music Industry (NTAC)
	<i>The Business of Music: A National Training Strategy for Business Skills in the Music Industry</i>
2007	Cross-country consultations re National Training Strategy
	Enhancement: <i>The Art of Managing Your Career</i> in Music and Sound Recording
1998	<i>Careers in Culture</i> booklet

Competency charts/profiles/training gaps analyses:

- Booking agent (2008)
- Recorded music production (2008)
- Development, marketing, distribution (2008)
- Music publishers (2007)
- Presenters (2007)
- Music artist manager (2006)
- Record label manager (2006)

BY DISCIPLINE

Visual Arts & Crafts

2018-2019	Refer to <i>Respectful Workplaces in the Arts</i> (Cross-sectoral project)
2013	Revised Enhancement: <i>The Art of Managing Your Career</i> in Crafts
	Revised Enhancement: <i>The Art of Managing Your Career</i> in Visual Arts
2010	<i>The Mind's Eye: Careers in Visual Arts and Crafts</i> (Careers in Culture online)
2007	Enhancement: <i>The Art of Managing Your Career</i> in Crafts
	Enhancement: <i>The Art of Managing Your Career</i> in Visual Arts
1998	<i>Careers in Culture</i> booklet

Writing and Publishing

Books and magazines

2018-2019	Refer to <i>Respectful Workplaces in the Arts</i> (Cross-sectoral project)
2013	Updated Enhancement : <i>The Art of Managing Your Career</i> in Writing
2010	<i>Words on the Move - Careers in Writing and Publishing</i> (Careers in Culture online)
2007	Enhancement: <i>The Art of Managing Your Career</i> in Writing
1998	<i>Careers in Culture</i> booklet

MAGAZINE PUBLISHING

2012	Development of 4 online courses = Editorial, Production, Advertising and Circulation
	Guide to Best Practices for Canadian Publishing, Editing and Writing
2009	Cross-country meetings
	<i>2008 Canadian Magazine Industry Market Compensation Survey</i>

BOOK PUBLISHING

2008	<i>Book Marketing in an Online World</i>
	Roundtable of training offerings for book publishers & educators
2006	Magazine Publishing industry roundtable
2005	<i>Book Publishers: Competency Chart/Profile/Training Gaps Analysis</i>