



**Annual Report of Culture PEI - a year in review**

**June 19, 2012 – June 10, 2013**

**Presented at Culture PEI's Annual General Meeting on June 10<sup>th</sup>, 2013  
at the Confederation Centre of the Arts in Charlottetown**

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## Message from the Executive Director

It's a privilege to present this annual report to our Directors of the Board, our members, our funders, and our many industry and community partners. For Culture PEI, the previous year yielded periods of uncertainty, opportunity and success in designing projects in support of the Island's multi-disciplinary culture sector. The summer months following our last Annual General Meeting in June 2012 were rooted in efforts to maintain organizational stability. Our core funder, Skills PEI, had announced the cessation of core funding to sector councils such as ours, and much of my (and our board's) time in the summer of 2012 was spent exploring different business models and pursuing other streams of funding to keep our Charlottetown office and operations open.

In August 2012, Skills PEI informed us it would again receive applications for the renewal of core and project funding, and with this stabilization of our budget and operations, the remainder of the year was spent forging projects and collaborations to support the business and workforce development needs of culture sector organizations, businesses and self-employed artists, artisans and performers.

We established a partnership with PEI 2014 Inc. to share its goal of communicating the opportunity and scope of the PEI 2014 Fund to the Island's arts, culture and heritage communities. From November to March, this work involved designing and hosting workshops to help explain the 2014 Fund application process, and it involved dozens of individual consultations with leaders of arts and cultural organizations, with artists seeking a not-for-profit or community "match" for their application, or assisting applicants with their culture-themed submissions. We joined industry partners the Atlantic Presenters Association and Music PEI in developing and hosting a festivals' best-practices workshop for our province's festival organizers and leaders in February. In the summer and in September, we renewed our work with Culture Days to support what became the most successful Culture Days on PEI campaign to date. We also mounted workshops and presentations in support of artists' career goals through our Cultural Forum *Skills Exchange* and our *Crowdfunding and the Arts* workshop, and we sponsored a business development workshop for artists and artisans in Kings County, Sweet Spot Marketing's *From Passion to Profit*.

We undertook an extensive analysis of our sector's training and professional development needs in 2012'13. According to the feedback, our sector's training priorities included a call for more help in identifying and securing sponsorships, and in the creation of a mentorship program to support the career and business development needs of emergent artists, artisans, storytellers and performers. This directly informed the content of our March *Skills Exchange* as we included panel discussions on grant and proposal writing and sponsorship development (the discussion on grant and proposal writing yielded a great best-practices document which can be found at

[www.culturepei.ca](http://www.culturepei.ca)), and it directly informed the subsequent establishment of two new projects we will launch in 2013'14: a pilot mentorship program in support of the career and business development goals of aspiring artists, artisans and performers, and the delivery of a multi-media training initiative we're calling *The Art of the Sponsorship*.

Much of our work also includes sharing the rewards, opportunities, challenges and realities of a career in culture with Prince Edward Island youth. In 2012'13, Culture PEI continued our careers in culture outreach. In the summer of 2012 we produced three new *Careers in Culture* videos, and during the fall and winter, met with hundreds of Island students and co-hosted Impact Expos with our partners at ITAP. We also worked with the PEI Department of Education to ensure our resources would be embedded in pilot Arts Academy curricula at Charlottetown Rural High School.

In 2012'13, it was an honour to serve as Chair of the City of Charlottetown's Task Force on Arts and Culture. With ten other community and industry colleagues, we presented Mayor Clifford Lee with 29 recommendations on how to grow Charlottetown's support of arts, culture and heritage in the provincial capital.

We look forward to another year of working with our industry partners, Skills PEI, and the PEI Department of Tourism and Culture in developing projects in support of arts and culture industry, labour market and human resource development. In closing, I'd like to thank Kristine Vandenberghe, who left our team last winter after four years of excellent work for our sector council, and I'd like to formally welcome – and introduce – Gaylene Nicholson, our new administrative assistant who's very quickly fit right in.

At this Annual General Meeting, two of Culture PEI's Directors of the Board are stepping down from the board after seven years of service. Mark Sandiford and Peggy Reddin have been involved with our sector council since its incorporation in 2006, and their insights, work, energy and counsel will be sorely missed. Thanks, Mark and Peggy.

I invite you to read on to see some of the highlights from the previous year, and we appreciate your continued support and interest!

Thanks,



Henk van Leeuwen  
Executive Director, Culture PEI

## **Our work with PEI 2014 Inc.**

From November, 2012 to March, 2013 Culture PEI devoted much of its resources and staff time to ensuring that Prince Edward Island's multi-disciplinary arts and culture sector was fully aware of, engaged by, and connected to the PEI 2014 project, the PEI 2014 Fund, and to sesquicentennial programming and opportunities.

When the PEI 2014 Fund was announced in September 2012, we recognized that the fund represented a unique opportunity for this province's artists, artisans, performers and storytellers to grow the profile of their work, reach new audiences, and share their creative narratives with Islanders and Island visitors. PEI 2014 Inc. recognized the need for the arts, cultural and heritage industries to be made fully aware of the 2014 Fund, and it approached us to see if we could help. As a result of this partnership, our organization embarked upon a goal of spreading the word about the 2014 Fund to the culture sector. It became our mission to ensure, as we mentioned at one of our public workshops, that PEI 2014 staff would be "swamped by fund applications from the arts and cultural community".

Culture PEI's work for PEI 2014 (and ultimately, for the culture sector) manifested itself through two different kinds of community engagement and outreach: 1, we hosted several PEI 2014 Fund workshops in different Island communities, and 2, we held dozens of individual consultations with artists or representatives of arts organizations or other community groups. The goals were to make sure PEI's arts community became educated about the fund, and to provide consultative advice or feedback on specific application ideas or questions. The workshops were co-facilitated by Culture PEI Executive Director Henk van Leeuwen and well-known Island performer Patrick Ledwell, while Henk received and facilitated the subsequent requests for individual consultations.

We developed and hosted six workshops across PEI (three in Charlottetown, and others in Summerside, Montague and Alberton) to educate members of our province's arts and cultural community about the goals, eligibility criteria and opportunity of the PEI 2014 Fund. While the primary target audience of the workshops were artists, performers, artisans and arts and cultural employers and organizations, we were pleased to see that many organizations and entities without a direct attachment to the arts attended these sessions. Part of the exercise became identifying opportunities for other sectors or community organizations to see how they could showcase or incorporate arts and cultural expression or activity into their 2014 planning. Workshop participants included representatives of villages and municipalities, and not-for-profit or community groups. A total of 127 people attended these six workshops. Many were individual artists or performers. We are pleased to note that several of these were able

to forge partnerships or collaborations with PEI 2014 Fund applicants, so that their creative ideas could be directly expressed and incorporated into 2014 proposals.

From December 2012 to March 2013 we met or had phone conversations with or answered email questions from approximately 50 people. These individuals either wanted support refining their 2014 ideas, had questions about 2014 Fund eligibility and criteria, asked us to review their draft fund applications, wanted to explore ways in which they could hire or engage artists as part of their project, or asked for help in identifying potential “carrier” organizations that could be their idea’s formal applicant. Several of these meetings or discussions were “repeat customers”, in which we met or spoke with organizations or individuals more than once to discuss or review their projects.

As a result of our work for PEI 2014 Inc., we were able to hire a Project Coordinator, Ghislaine O’Hanley, who expertly developed and carried through many of our projects such as our *Careers in Culture* outreach with Island youth and our *Skills Exchange* cultural forum. Thanks Ghislaine for your excellent work, and it was great to have you on the Culture PEI team!

## **Culture Days, 2012**

Culture Days is a collaborative, grassroots campaign designed to create and raise the awareness, accessibility, participation and engagement of all Canadians in the arts and cultural life of their communities. It is the largest volunteer movement of its kind in the country, and it annually takes place in the final weekend of September.

The 2012 *Culture Days on PEI* campaign, the third year of Culture Days programming, featured the highest number of Culture Days events and activities ever recorded on Prince Edward Island. The 2012 campaign also experienced the highest number of Island municipalities that specifically hosted or supported events during Culture Days weekend, and it was also marked by greater geographical and artistic diversity and representation than in previous years. Our provincial Culture Days team was able to elevate the number of activities and events hosted in Prince County (notably outside of and beyond Summerside), and grow the profile and range of Culture Days activities in Montague and elsewhere in Kings County. We can definitively characterize the 2012 edition of *Culture Days on PEI* as a provincial campaign. There were 40 Culture Days activities produced, performed, exhibited or hosted during the weekend of September 28<sup>th</sup>, 2012 on PEI. There were 15 events in Prince County in 2012, an increase of 5 from the previous year. Additionally, for the first time, there were Culture Days events held in Tignish, Alberton and Abram’s Village, broadening the program’s reach in Prince

County beyond Summerside (there were several events based in Summerside). In Queens County, the municipalities of Stratford, Montague and Cornwall sponsored or hosted activities, and for the first time, the City of Charlottetown directly supported a Culture Days event in 2012 with its “Cardboard City build” on Kent Street. The Culture Days presence in Kings County also grew, with events in Souris and Orwell, and several activities in Montague.

In 2012, there was an unprecedented diversity in the type, style and range of Culture Days projects on Prince Edward Island. Much of the activities in 2010 and 2011 was rooted in workshops which individual artists and artisans hosted for participants, i.e. learning to paint or work with pottery or glass. The scope of Culture Days activities in 2012 expanded to incorporate events including: inviting people to come build a city out of cardboard in Charlottetown; a Hip Hop dance festival in Charlottetown; the presentation and performance of a live radio drama in Summerside; the screening of short films in Charlottetown; a multicultural extravaganza and artists’ street festival in Montague; the *Random Acts of Violins* performances throughout Stratford; sand painting in Abram’s Village; a digital publishing workshop in Montague; an Acadian dance festival in Tignish; rug-hooking in Millview; and art with bunny wool in Wellington.

We don’t have precise numbers, because the data and feedback from Culture Days participants continue to roll in, but based on the reports we have received, we believe that as many as 1,000 Prince Edward Islanders would have experienced, participated in, or accessed a Culture Days event or activity in 2012.

### **Careers in Culture video production**

One of our ongoing responsibilities is telling Island youth and aspiring storytellers, performers, artists and artisans how and where to find or start careers in culture, and also to share information about the rewards, opportunities, realities and challenges of such a career. Much of our sector is represented by people who are self-employed and who’ve created their own professional narrative. It’s important for Island artists to see themselves and their work in the career outreach we do, and equally important for young Islanders to see successful Islanders modeling the cultural career experience. We began our *Careers in Culture* series in 2010’11, and in 2012, we found three more Islanders willing to express - entirely in their own words - their professional path and experiences. These video portraits can be found at [www.culturepei.ca](http://www.culturepei.ca) or at Culture PEI’s You Tube channel. Culture PEI sincerely thanks curator Pan Wendt, Master of Properties Garnett Gallant, and librarian Liam O’Hare for their time, candour, and participation. We also thank *Foulkes Productions* for its assistance with this production. Our collection of *Careers in Culture* videos has received 3,400 views, and is in use in many Prince Edward Island classrooms.

## **Festivals' best-practices workshop**

A collaboration involving Music PEI, the Atlantic Presenters Association, and Culture PEI, we developed and hosted this two-day workshop in February with the recent growth in the number of Prince Edward Island's multi-disciplinary festivals in mind. Festival leaders, staff, boards and volunteers need support in organizing and running festivals. This workshop was facilitated by three leaders in festival management in Canada: Mitch Podolak (Home Routes), Troy Greencorn (Stan Rogers Folk Festival) and Tamara Kater (Folk Music Canada).

35 participants attended the workshop, which exceeded our expectations. In attendance were festival representatives of different genres and disciplines from across PEI, and several from Nova Scotia and New Brunswick. Participants learned about volunteer recruitment and engagement, board governance, community ownership, festival planning, funding, media relations, and sponsorship development. The feedback received from participants was overwhelmingly positive, with comments such as: "thanks so much for this magnificent workshop", "we learned so much about planning for 2013," "I wish I had taken a class like this 3 years ago when we started our song festival", and "we're grateful to the presenters for being so brutally honest about their hits and misses".

## **Training Survey, 2012'13**

One of Culture PEI's primary roles as a sector council is to work with Prince Edward Island's arts and cultural industries, employers, organizations and self-employed artists, artisans and performers in identifying their training and skills and professional development needs. Culture PEI works with these partners to identify these skills' gaps, and also to design bridges or solutions for these gaps, such as development of the *Business of Crafts* short course with Holland College and the PEI Crafts Council in 2012, or the Digital and Media Arts workshops with the Island Media Arts Co-op.

In the fall of 2012, Culture PEI's board of directors and staff felt it was time to work and consult with representatives of and leaders within the sector to freshen and renew data as it pertains to training and skills requirements. Our organization sought input, feedback and research on the culture sector's training needs through two different processes: 1, we created an online survey which was distributed widely to and circulated within PEI's multi-disciplinary cultural sector. 2, Culture PEI staff met and held interviews with a variety of cultural sector organizational leaders, businesses, employers and self-employed workers. We consulted 22 individuals through this process. Of this

group, 10 were self-employed culture sector workers such as visual artists, filmmakers and artisans. Other interviews were conducted with culture sector business owners, or with leaders or representatives of arts and cultural organizations or employers who deal with or support self-employed culture sector workers. These organizations included The PEI Crafts Council, Music PEI, and The PEI Council of the Arts.

The diversity of culture sector disciplines and types of employment notwithstanding, definite themes and preferred training priorities were expressed in our online survey. These themes cross sub-sector lines. The categories which received the highest ranking in terms of training priority were: 1, Sourcing Sponsorships and Partnerships. 2, Grant and Proposal Writing. 3, Website Design and Management. 4, Writing for Marketing and Promotion. 5, Social Media Tools. These findings are consistent with conversations Culture PEI has had with aspiring and established self-employed culture sector workers and with arts and cultural organizations during the past several months. These training priorities align with the need for self-employed employees to learn the finer business arts associated with beginning and managing a career in culture.

Culture PEI's past research and consultations with the culture sector yielded an appetite for mentorship opportunities for arts and culture workers. We posed this question in our online training survey, to gauge current demand for a mentorship program or opportunities: "would you benefit from a mentorship program?" Overwhelmingly, of the 22 survey participants who chose to answer this question, the answer was "yes". Reasons that were cited included: the opportunity to learn from successful cultural entrepreneurs or businesses, the need for business coaching for artists and artisans, and a demand for peer-to-peer support within the Island's culture sector.

You can find a complete summary of our findings from our culture sector training report by visiting the research and resources section of [www.culturepei.ca](http://www.culturepei.ca).

### **The *Skills Exchange* Cultural Forum**

Our cultural forum is one of our annual and signature projects and events. It's an opportunity for culture sector businesses, organizations and self-employed workers to learn about labour market, career and professional development and human resource trends, opportunities, challenges and strategies. We held our *Skills Exchange* event in March at the Confederation Centre of the Arts in Charlottetown, and offered three different presentations and panel discussions.

Our morning session featured strategies and advice on starting a career in the culture sector from a trio of PEI professionals: potter Suzanne Scott, writer Patti Larsen, and



curator Pan Wendt. Their collective advice ranged from marketing tips, to hiring a bookkeeper, to audience and customer development. Our next panel discussions were direct offshoots of the feedback we received from our Training Survey. Darrin White from the PEI Council for the Arts, Sue Urquhart of PEI 2014 Inc., and visual artist Gerald Beaulieu shared their best practices of grant and proposal writing. The ensuing commentary made for a great document capturing their tips and strategies, which can now be accessed in our research and resources section of [www.culturepei.ca](http://www.culturepei.ca).

Our final *Skills Exchange* session focused on identifying and pursuing sponsorships. Music PEI's Rob Oakie, Doug Bridges of the Metro Credit Union and Marcia Carroll, fund developer at the PEI Council for the Disabled, were generous with their insights and experiences pertaining to sponsorship development. 70 people attended our forum, with more than half responding to our post-forum survey. The feedback was extremely positive with respect to all three of our panel presentations. 89% of respondents found the forum either "very satisfying and useful" or "satisfying and useful", and 94% of respondents characterized the day as either "excellent" or "very good". We thank all of our panellists for their participation and presentations, our sponsor the Rotary Club of Charlottetown Royalty, and our emcee Patrick Ledwell.

### **Crowdfunding workshop**

In May, we designed and hosted a crowdfunding workshop at The Guild in Charlottetown. This event was borne of a conversation we had at a board meeting, and of the sector's appetite for more knowledge about marketing, and business and audience development. Online crowdfunding - using web-based platforms such as Indiegogo or Kickstarter to raise funds for projects - has become an essential part of the sponsorship and fund development toolkit for artists and culture sector businesses and organizations.

A packed house at The Guild's gallery heard from a trio of Prince Edward Island artists recently engaged in crowdfunding campaigns. Patrick Ledwell, Meaghan Blanchard and Monica Lacey were generous and specific with their insights on what worked with their crowdfunding efforts, and what didn't. Each of our panellists deconstructed their specific campaign, and offered perspectives on what perks to provide funders, how to remain connected with your fans/audience, and which crowdfunding tools to use. Thank you to our excellent panellists, and to our emcee, Fraser McCallum.

## **City of Charlottetown Task Force on Arts and Culture**

From April 2012 to January 2013, I had the privilege of serving as Chair of the City of Charlottetown's Task Force on Arts and Culture. 11 of us served on this committee: Alan Buchanan, Jessie Inman, Ghislaine O'Hanley, Murray Murphy, Rob Oakie, Julia Sauve, Harmony Wagner, Josh Weale, Natalie Williams-Calhoun, Darrin White and myself. We were appointed to this committee by Charlottetown mayor Clifford Lee in February, 2012. Our goal: to examine ways in which the City can deepen its support of arts and cultural activity in the provincial capital. Specifically, the City asked the Task Force to design an Arts and Culture Strategy so Charlottetown could exploit and build upon the momentum generated by its 2011 Cultural Capital of Canada designation.

Our group met and corresponded throughout 2012. As part of our work in designing a new arts and cultural blueprint for the City of Charlottetown, the task force examined how the cities of Halifax, Nova Scotia and Saint John, New Brunswick (a 2010 Cultural Capital of Canada designee) support and promote their arts and cultural communities. It explored what other municipalities and jurisdictions in North America and beyond do to encourage and ignite arts and cultural activity. It re-visited Charlottetown's 2006 policy on arts and culture. It also took into account feedback about 2011 Cultural Capital of Canada programming generated by Charlottetown residents and artists. The Task Force held a public meeting in Charlottetown at The Guild on May 28<sup>th</sup>, 2012 to seek opinions and suggestions on what should be included in a new Arts and Culture strategy for the City. Fifty people – many representing arts and cultural disciplines, businesses and groups – attended this meeting. The public was also invited to email suggestions to the Task Force. Many of the comments surfaced at the May 28<sup>th</sup> public meeting and delivered via e-mail contributed to or helped shape some of the recommendations in the final report.

In January, our task force presented the Mayor and the City with the report and its 29 recommendations. They included ways to better engage City Hall in its direct support of the arts, ways to generate more funds for arts and cultural activity, ways of further engaging the business community and its support of the arts, and ways of better incorporating arts and culture into Charlottetown's marketing and tourism resources. The entire report and its recommendations can be viewed at [www.culturepei.ca](http://www.culturepei.ca).

## ***Careers in Culture* outreach, Department of Education partnership**

In 2012'13, our outreach with Prince Edward Island youth took us to nine high school classrooms, several career fairs, and a few Impact Expos with our partner ITAP (the I.T. Association of Professionals). The Impact Expos are an opportunity to inform Island high school students that artistic and creative skills such as design, illustration, video, audio, writing and producing are needed in interactive media jobs such as video game design and development. We met with several-hundred Island youth to share the rewards, opportunities, challenges and realities of working in culture, and to expose them to our *Careers in Culture* materials.

## **Launch of a Pilot Mentorship program**

In May, we were very pleased to announce our pilot mentorship program in support of the business and career development goals of Prince Edward Island's artists, artisans, performers and storytellers. In 2013-14, this program will support four mentorship pairings, through which mentors will meet with mentees over an eight-month period. The development of this program has been made possible by the PEI Department of Tourism and Culture.

Selected mentors will receive a \$2,000 honorarium for investing their time and for making available their work space (such as a gallery, studio, production or retail environment) for the mentee to receive coaching, career advice and exposure to the finer arts of the business of culture. Selected mentees will receive a \$500 honorarium, and must agree to a minimum number of hours volunteering at the mentor's business. When identified and selected as potential participants in this program, both the mentor and the mentee must agree to the terms of - and sign - a learning contract. This mentorship program is designed to help emerging cultural entrepreneurs take their business or their business plan to the next level, and to grow their ability to earn a living in the culture sector.

Our research and feedback from our industry consistently inform us there is an appetite for aspiring and emerging artists, artisans and performers to learn the finer arts of embarking upon – and succeeding in – the business of culture, and to learn these arts from peers and established culture sector businesses and entrepreneurs. Additionally, artists often work in isolation and seek opportunities to learn about industry and business trends and creative techniques. The majority of PEI's cultural workforce is self-employed. Its ability to acquire career and business development skills elevates the chances of emerging creators and innovators to remain on PEI and establish or grow their businesses or practices in our province.

## **The Art of the Sponsorship training**

In the spring of 2012, we were also happy to receive news from the PEI Department of Tourism and Culture that it would support funding for a sponsorship-training program for PEI's culture sector. As identified in our training report, the ability to pursue and secure sponsorships was identified as a top priority by members of our sector.

In the summer of 2013 we will undertake plans to design a multi-media *Art of the Sponsorship* training program for PEI's artists, arts groups and associations, and culture sector businesses, and then offer this training in the fall and winter of 2013'14. Program content will be delivered through workshops and/or a short course, an online video, and print documents. We will create an *Art of the Sponsorship* portal on our website.

Prince Edward Island arts and cultural organizations face challenges that constantly imperil their ability to mount or grow artistic productions, festivals, performances and exhibitions. These challenges include increased competition for public sources of provincial and national arts funding and grant programs, leanly-resourced operations with minimal staff and/or volunteer boards, and difficult economic conditions. The ability to source funds through sponsorships or community partnerships will strengthen our sector's ability to succeed in selling tickets, mounting exhibitions and performances, and growing audiences.

Information pertaining to training schedule and content will be shared with our membership via email, our website, and our social media.

## **Other outreach and partnerships**

In May, we were happy to support The Montague Rural Action Centre and Sweet Spot Marketing with their *From Passion to Profit* workshop for artists and artisans in Kings County. This workshop focused on the skills and knowledge required to begin or grow a crafts' business.

Later in May, I attended the Culture Days Congress in Toronto. I was invited to attend to moderate a panel discussion on Culture Days success stories, a conversation which yielded great examples of community participation and engagement from across the country. Some of the content from this congress is now finding its way to <http://culturedays.ca/blog/>.

In February and March, we also supported Skills PEI in its efforts to communicate eligibility and application information regarding its Graduate Mentorship Program to culture sector businesses.

Throughout the year, we continued to share information and news about culture sector career and labour market development with our membership. This included regular e-communicues and news about job postings, about grant funding deadlines, or other announcements of importance to or impact upon our sector. We regularly update our news feed at [www.culturepei.ca](http://www.culturepei.ca), and are attempting to deepen our social media footprint through our use of Facebook and Twitter.

### **The year ahead**

We are in the process of securing further operational funding from Skills PEI to serve our ability to commit research and deliver projects and programs through to March, 2014. We have many activities planned. Our mentorship program will be in full swing, and we will be busy developing and delivering our Art of the Sponsorship training. We aim to undertake an extensive study examining the composition and characteristics of our sector at work. This labour market information is important, and overdue – the last such study was done in 2008, and much of it was rooted in 2006 census data. We will renew our collaboration with the PEI Association for Newcomers to Canada to co-host *Connecting Cultures Through Culture*, an initiative designed to support newcomer artists and artisans with their immersion in the creative sector. We will work with culture sector organizations such as the Island Media Arts Co-op and the PEI Crafts Council to try to generate or renew training programs for their respective sub-sectors. We'll work again with Music PEI and the APA to develop another festivals' best practices workshop, and we'll also host another *Skills Exchange* forum. Where we see opportunities to provide skill-specific workshops such as our crowdfunding event, we'll strive to offer these. We look forward to these projects and other initiatives in support of our continued mission of improving the outcomes and incomes of Prince Edward Island's culture sector workers.