



What We Heard: Creative and Cultural Industries Strategy

February 2020





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What We Heard

The Government of Yukon has been engaging with individuals and organizations who work in the creative and cultural industries, as well as with several First Nations and municipal governments to aid in the development of a Creative and Cultural Industries Strategy for Yukon. This report provides a high-level summary of what we have heard since we began public engagement in May 2019. All of the information gathered through the various methods has resulted in nine key themes which are summarized in circular charts with accompanying text. These summaries present key highlights heard frequently throughout the engagement process. They are presented alphabetically without any prioritization or weighting.

The conversations and feedback from all of the engagement activities produced rich content and data, giving us significant and vital insights, ideas and information. The amount and variety of information received is vast and primarily qualitative in nature. Participants shared their stories, realities, challenges and dreams. This scope and abundance of information is invaluable and will be given careful thought and consideration during analysis to ensure the resulting strategy reflects what was heard. Some aspects of what we heard fall outside the scope of what the strategy can address, and are beyond the control of the involved departments. Nonetheless, it was valuable insight and we acknowledge the importance and legitimacy of everything we heard and time and effort it took to participate.

Further analysis of the data gathered is ongoing. We will describe how the information we received led to the draft strategy when it is released for public review and comment.

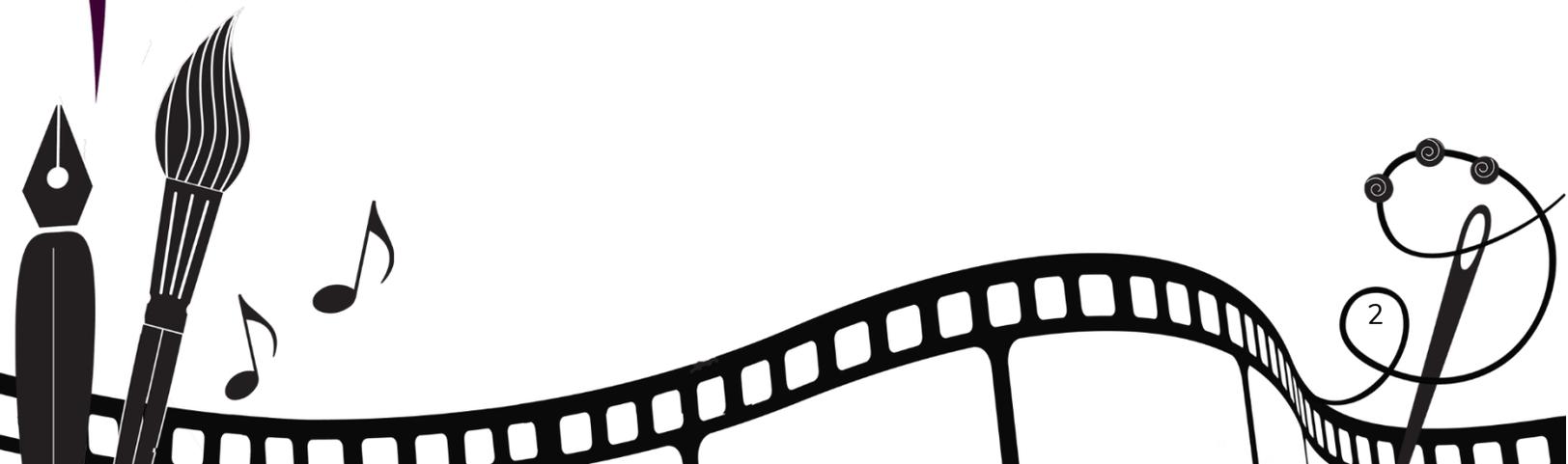


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Background

The creative and cultural industries are a distinct and important part of Yukon's unique and cherished way of life. Beyond their social benefits, the Government of Yukon (YG) also values the contributions these industries make to our economy and recognizes the potential for growth. The departments of Tourism and Culture, Economic Development, and Education, with support from the Women's Directorate, are developing the Creative and Cultural Industries Strategy.

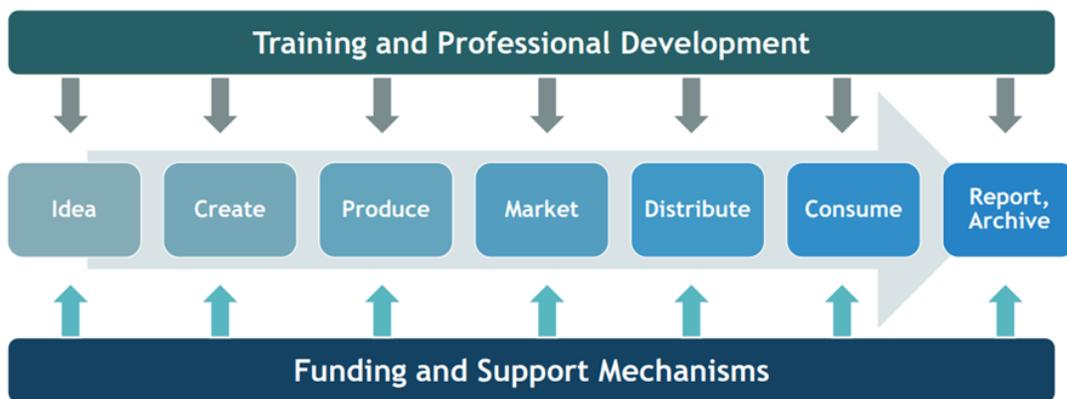
The multi-year, action-focused strategy, will guide the government's future programs and will support the advancement of the creative and cultural industries sector. To ensure that barriers to entering and participating successfully in these industries are identified and addressed, diversity and inclusion will be considered among the guiding principles of the strategy.

Although quite diverse, the creative and cultural industries are essentially all of those industries which generate cultural, artistic or heritage products and content for consumers and marketplaces. This includes writing and publishing, sound recording, visual and applied arts, crafting, film and interactive media, photography, live performance and heritage and libraries. It also includes the labour force and institutions required to support them.

In order to ensure we addressed the needs of the various industries and heard from as many viewpoints and voices as possible, a multi-phase and multi-method engagement process was started in early 2019. To establish baseline information and an understanding of the current state of the industries in Yukon, a research report was prepared. The research report also provided a jurisdictional scan of what other areas of Canada and the world are doing in relation to supporting and developing this area of the economy.

Creative Value Chain

Throughout the project we have structured our discussions, questions and engagement techniques based on the creative value chain (see image below). This ensured a consistent approach to how we gathered information and subsequently interpreted it.



Creative Value Chain

Public engagement activities:

Throughout the project, a dedicated website provided background information and updates on the project and associated events. A project-specific email was created and contact information was publicized and shared to ensure individuals and organizations could participate in a way that works for them.

Phase 1

With the assistance of an advisory group consisting of representatives from the industries, an initial public engagement session was held on May 3, 2019. This one-day session brought together over 100 people from across Yukon representing the range of industries. A series of breakout sessions highlighted opportunities as well as current challenges. This feedback helped refine the areas the strategy needs to consider and contributed to shaping the content for the next series of public engagement sessions. Following the May 3 session, the main discussion questions from the day were posted to an online discussion forum to keep the conversation going.

Phase 2

Public engagement sessions

In late fall 2019, 27 public engagement sessions were held across Yukon with industry participants, members of the public and First Nations and municipal governments. This included seven industry-specific sessions to allow for more focused discussions. Videoconferencing was available for all sessions to offer an alternative way to participate for those who could not attend in person in Whitehorse.

At the conclusion of the scheduled public engagement sessions we noticed gaps in the array of voices and organizations that had participated. At the end of November and through December, 2019, we hosted eight additional meetings with selected industry participants to flesh out our data, recognizing that there are likely still gaps that have not been filled.

During these phase 2 sessions, we received over 5,000 comments from approximately 400 participants.

Survey

In tandem with the in-person public engagement sessions, an online survey was open from October 8 to November 30, 2019, which received 133 responses.



Key Themes - Summary

Administration and Business Support – Administrative capacity is limited and assistance is sought in areas such as accounting, licensing and contracting, etc. Shared services models have been suggested to share and improve access to expert knowledge and improve efficiency. Connecting industry with peers and opportunities inside and outside of Yukon will enhance the potential of the sector. The sector is looking to all levels of government for support.

Cultural Tourism Potential – Visitors to the territory are an untapped market with great potential. Increased collaboration between organizations, among government entities and within the industries would encourage and promote access to this market. Participants suggested facilitating growth in creating visitor experiences, and including the creative and cultural industries in tourism familiarization (FAM) tours, trade shows and in promotional materials produced by YG Tourism. In order to facilitate authentic Indigenous tourism, educating visitors on protocol and the nuances of each community and First Nation is important.

Funding – Modernize funding programs to match current industry needs and products and make funding applications and reporting user-friendly, clearer and simpler. Establish a small seed fund to help support small, low-risk requests. Ensure information on funding programs is accessible and flexible by expanding eligibility criteria, considering rolling intakes and shortening timelines for approval.

Inclusion – Ensure programming and supports reflect and promote the diversity of Yukon's population. Affordable access to housing, creation space and materials is important, particularly in rural communities. Supports should also address the range of needs at all stages of career development from entry level to professional. The role of advocates and instigators in each community was repeatedly acknowledged. The benefits of this sector to society are impactful and investment in the industry not only builds the economy, but also develops richer, healthier communities.

Internet and Digital Technologies – Reliable and affordable bandwidth is key to connectivity with markets and audiences in order to remain competitive. Participants spoke of the need for easily accessible information on funding programs and how the government's Yukon.ca website requires significant changes and/or a centralized boutique site. An online portal to access, showcase and sell Yukon products and experiences would accelerate awareness and growth. There is also a desire for a centralized database for sharing resources including an events calendar. Shared gear, licenses and software may assist in dealing with the pressures of keeping up with rapid changes in technology. The need to adapt collections and programs to recognize and accommodate digital media as art forms was also identified.

Products and Market Access – It is recognized that in-territory support to encourage connection between communities would build up touring experience, capacity and awareness. Developing supports for local creatives including managers, agents and shared resources would assist in connecting with national networks. Clear, centralized information about all

aspects of marketing including packaging, promotion, identifying markets and making connections is desired. Assistance with connecting to broader audiences, competitive pricing, distribution, shipping and export rules would aid in the development of a broader, stable export market. Tourism promotion of Yukon should feature voices of the creative sector and showcase our unique northern identity.

Space – Affordable community spaces to gather, create, learn, display and collaborate, are desired by all communities. There are many existing spaces in Yukon that facilitate and enable creative content creation, but many are aging and require modernization. Some participants suggested creating a mobile space with access to specialized equipment, tools, training and resources. Others focused on better use of existing spaces such as community libraries, cultural centres, college campuses or vacant buildings. Most were looking for partnership possibilities recognizing the need for a multi-disciplinary approach to maximize feasibility.

Training and Education – To foster thriving creative and cultural industries in Yukon, investment in a wide array of training opportunities is critical. From foundational arts education in public schools to specialized opportunities for advanced professionals, participants wanted to see regularly offered opportunities for learning and developing skills, increasing business awareness and expanding career options. This includes offering online learning, workshops, mentorships, residencies, and annual gatherings to share and exchange information. Providing videoconferencing options and enabling affordable transportation would also facilitate greater access to what is offered across the territory and beyond. Supporting and practicing Traditional Knowledge and cultural practices was recognized as being linked to many aspects of the creative and cultural industries.

Viability/Sustainability – The sector contributes to healthy, vibrant communities and it is important to acknowledge and celebrate inspired creatives and their social impacts. Greater economic stability and income for creatives was a common aspiration with suggestions for tax breaks, benefits and incentives to help achieve this goal. Those who participate in the industries are often wearing many hats and are at high risk to burnout. Supports to protect their health and wellness would assist in building a thriving sector while expanding viable careers. Stable and affordable housing, whether long-term or temporary, would also enable a stronger sector that could attract more people and new works. Requests for help in understanding and navigating intellectual property rights and copyright were also articulated, including protection of traditional songs, patterns and dances.



Administration and Business Support

What is working/going well?

Yukon has a number of excellent professionals offering a range of support services. These services are widely accessible, although they can be costly. There are individuals in every industry who are open to sharing knowledge and skills, whether that be how to fill out an application or to how to diversify funding sources. Yukon has great networks and supports to share information and best practices.

Where are the needs, gaps and opportunities?

Administrative Services

Overwhelmingly, we heard a need for better supports related to administrative tasks/functions and development of business skills and products. A shared services model to support all non-government organizations was suggested, similar to the Sport Yukon model. The sector articulated the need for paperwork assistance (contracts, applications, reporting), accounting and bookkeeping services and advice for contracting and licensing. It was noted that there are financial barriers to accessing some services currently. Payment for those doing administrative work would also benefit the industries and alleviate volunteer burnout. In a nutshell, the sector would like to spend less time on administration and business tasks and more time on creating.

Capacity

The ability of the sector to fulfill its potential is often limited by significant factors such as population size, space, training, etc. An aging sector is facing issues of succession planning and there are challenges with recruiting and maintaining new staff. Rural communities often don't have the space, time or population to offer more programming or training. There is currently a labour force shortage in the creative and cultural industries in Yukon. We have insufficient numbers of qualified technicians, curators, agents, managers, and administrators which may impact the sector's ability to produce and host a range of events in the future. Particularly for non-profit organizations, the reliance on a shrinking volunteer base has notable challenges for future growth. As well, the changing expectations and shifting approach to balancing work and life within the incoming workforce has the potential to have huge impacts

Connections and Representation

The importance of having the industries come together to meet annually, similar to the Museums Roundtable, was stressed. Networking, collaboration and professional development are all supported at this type of event. The need for industry associations was articulated as another avenue to providing shared administrative support, to act as a centralized place to find industry-specific information and contacts, and to be the conduit to mobilize and grow the industries. Industries are seeking connection to their peers and opportunities outside of the territory. As well, they are looking for representative bodies as resources to assist with training, development and advocacy. The sector is also looking for leadership that will encourage Yukon participation and representation at national and international events and marketplaces. This includes initiatives to develop those that represent and seek out opportunities for those working in the industries (an agency, agents, managers, curators, etc.).

Develop Partnerships Beyond YG

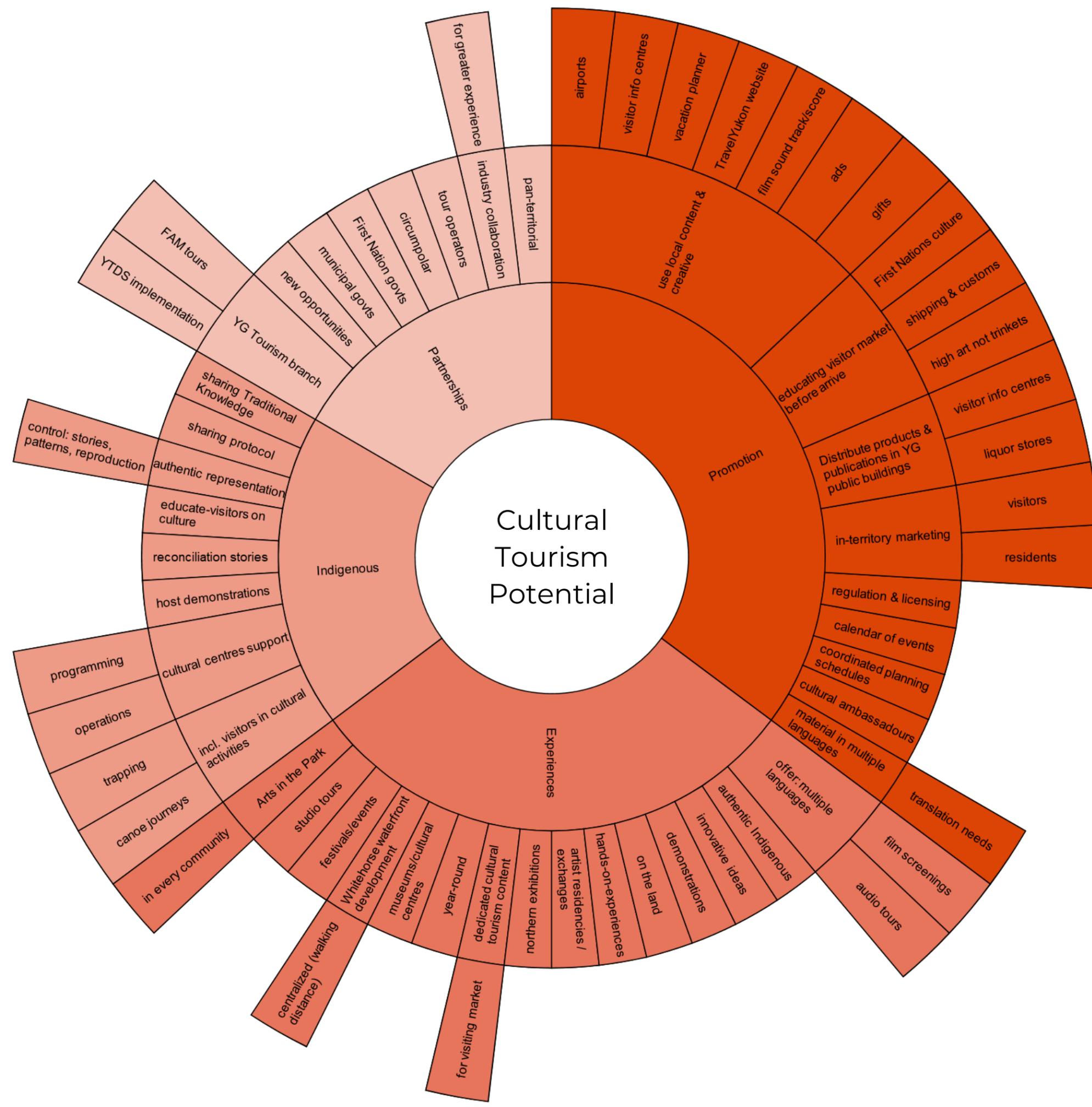
While the Government of Yukon does have a role in supporting and growing the industries, it was highlighted that partnerships within the industries and the local business community are also important and an integral factor. There are many opportunities to collaborate and learn from other sectors.

Government Supports

All levels and types of governments have a role in championing and supporting the creative and cultural industries. Strategic and visionary funding support, access to infrastructure and a genuine commitment to growing these areas is required for success.

In engagement sessions, we heard that the Government of Yukon needs to improve the way it communicates with the creative and cultural industries sector, especially in rural communities. It was suggested on numerous occasions that the provision of a dedicated Yukon government point of contact, 'a navigator' or a centralized information portal for this sector would be valuable, especially if located in rural communities. Many communities were passionate about their community library and would like to see greater supports from Yukon government noting the important role that libraries play in the communities and their potential to do more.

We heard a number of areas where Yukon government supports can be improved. Streamlining and reducing the administrative processes for accessing programs and funding, as well as for government procurement of creative products and services is needed. Inclusion of Yukon content was recommended in the areas of promotional products and events (particularly by YG Tourism), product creation, gifts and allowing Yukon products to be distributed and sold through YG public buildings. Breaking down silos within the government and centralizing supports for creatives, especially for funding, was requested. Better communication of what funds and supports are available and how to access them is needed. Overall, Yukon government is asked to provide more support for innovation and be less risk averse in supporting the industries.



Cultural Tourism Potential

What is working/going well?

The creative and cultural sector considers visitors to the territory as an untapped market with so much potential. Travelers and local audiences are seeking cultural tourism experiences – whether it's learning about our history, hands-on creative experiences, purchasing arts and crafts, or taking a journey in a dug-out canoe, opportunities related to tourism are available in every Yukon community. Arts in the Park was identified as a positive cultural tourism product that rural communities would like to see expanded.

Where are the needs, gaps and opportunities?

Experiences

There is an abundance of ideas and opportunities for new experiences in the realm of cultural tourism. Every industry shared ideas for potential development. They range from small local projects to territory-wide showcases of northern artists. Ideas include new experiences, shows, tours, workshops, concerts, film screenings etc. Artist residencies and exchanges were also shared as potential areas. Art House Carcross was discussed as being uniquely situated to provide educational opportunities for locals and visitors while generating revenue for local artists.

Indigenous

We heard that Yukon First Nations desire to share their culture with visitors and locals. However, educating visitors on protocol and the nuances of each community and First Nation when visiting and participating in activities is important. The potential to share Traditional Knowledge, culture, stories, the history of Yukon and to host and demonstrate a number of activities can provide visitors with memorable experiences and contribute to reconciliation. To achieve this, cultural centres would require operational and programming supports including funding and training. Authentic self-representation and control of production, sharing and reproduction of stories, patterns and songs, is an important consideration.

Partnerships

Greater collaboration between organizations, among government entities and within the industries is desired. There is enormous potential to leverage the interest and connections already established within Canada, in the circumpolar North and across the world. All levels of government have a role in supporting and facilitating growth in this area. In particular, greater inclusion of the creative and cultural industries in FAM tours, trade shows and in promotional materials produced by YG Tourism was expressed. Implementation of the Yukon Tourism Development Strategy (YTDS) Action Plan 2.2 – “Develop Arts, Culture and Heritage tourism experience” - is much anticipated.

Promotion

A range of ideas for how to promote and encourage cultural tourism across Yukon were shared. Marketing both within the territory and outside is incredibly important. It is hoped that promotion would educate visitors before they arrive, informing them that Yukon has world class art and artists, a fascinating history and heritage, as well as cultural experiences to offer. Customs and/or shipping restrictions should be shared to facilitate selling and transportation of art and craft. A centralized calendar of events with a ticketing function, for every community, would help visitors plan their trips or provide options for activities once here. Yukon

government should be using designers and sourcing images, music and content for promotional material locally. Local publications and products could be displayed and sold in public YG buildings. Materials should be available in multiple languages to reach as broad an audience as possible.

Establishment of a cultural ambassador would raise the profile of Yukon at national and international events and contribute to promoting Yukon as a rich and vibrant cultural destination.

The creative and cultural industries are seeking information and statistics on the tourism industry, such as numbers of visitors and the types of experiences they prefer. Also information and assistance in navigating licensing, regulations and the business end of tourism would be helpful. It was also noted that tourism brings with it additional pressures and expectations of the creative and cultural organizations and, currently, there are no supports from Yukon government to address this.

Funding

What is working/going well?

The industries in Yukon are where they are today in part because of the funding and supports from government(s). There are opportunities to develop new work, to engage local audiences and markets and to travel and show work around the world. For the most part, the fund administrators are accessible and genuinely care and want to see projects happen. It was noted that the Culture Quest is the simplest and easiest fund to access and that Cultural Industries Training Fund (CITF) is also a straightforward fund. Recent increases to the Advanced Artist Award and the revamp to Lotteries funding were positive. The sector appreciates the variety of programs that are available to address various stages of one's career.

Where are the needs, gaps and opportunities?

Access

Funding in general needs to be user-friendly, have a clear purpose, and be easier to apply and report on. Improved communications surrounding what funds exist, what the process is to apply and who receives funding is requested to ensure transparency and fairness. Online resources as well as the ability to apply and report online were requested.

Many creatives and organizations are choosing to not apply for funding because the current processes are considered overly onerous for the amounts of money received, especially when compared to other sectors such as construction and mining.

Fund administrators should continue to be accessible over the phone and in-person and have current knowledge and experience in the industries they are supporting. Consistency in adjudication, informed juries and transparent policies and processes are needed. Building values of inclusivity into funding criteria will help to continue to address diversity.

There are currently restrictions preventing collectives from accessing many funds and from using the funds to pay themselves. Also, existing funding processes create barriers for vulnerable populations to access them and industries are suggesting changes such as oral applications and the use of photographs instead of written reports.

Ideas to improve access include having one central website for all of the Government of Yukon's supports for the creative and cultural industries, regardless of which department is responsible; and/or creating a new branch of the government specifically to support this sector.

Flexibility

The need to change the structures and processes for Yukon government funding was one of the most commented on topics from the public engagement sessions. Modernizing the funding programs and processes to match current industry needs and markets is desired. The sector suggested broader eligibility criteria, fewer restrictions and removal of the divisions between genres, as well as the removal of the divisions between stages of the creative process. A coordinated, customizable and scalable application and reporting process across the spectrum of funding programs would facilitate ideas to happen and reduce administrative burdens. Alternate ways of assessing merit are also desired. Rolling intakes or more frequent intakes are desired, as well as allowing for multi-year funding for projects. Core funding increases are needed so that

non-profit organizations can keep up with inflation and provide living wages to their staff. Funding programs should be aware of income levels for creatives and should include parameters that support fair and appropriate pay.

The sector is seeking multi-year investments that support businesses in moving toward sustainability, as well as the guidance and assistance required to be successful. Funding should be flexible and adaptable and have the ability to morph and accept change.

Types

Funding was requested to facilitate a wide range of activities including training, creation, touring, programming, business and marketing. In addition, there were many requests for infrastructure funding for purchasing and renovating facilities, operational support that is sufficient to cover all core operating costs including a reasonable amount of labour, and multiyear funding for festivals and notable programs. As well, mentorship support for both the mentor and mentee would help increase overall capacity in Yukon.

Funding should be structured to meet the needs and requirements of the industry participants and should reflect modern realities of those industries i.e. support for music videos, temporary public art and e-publishing.

Creative and cultural industries have many social benefits, yet there are few funding programs that support the industries as a conduit for healing or social engagement. Funding for all stages of career development is desired as it was noted there is currently little available for emerging artists. Support for touring within Yukon and for building presenting capacity in rural communities would be valuable. There is also a desire to see structured programming and training opportunities developed, similar to the Heritage Training Fund.

The establishment of a small seed fund to help support small, low risk requests such as buying materials, attending a workshop, or participating in a test session in a recording studio to understand the process is needed. Micro loans or grants would allow for nimbleness to act on emerging opportunities and ideas.

Cost-sharing partnership agreements and funding were also proposed – as an example – to perform or exhibit in gateway cities. The costs for airfare could be split three ways 1/3 could be paid by YG, 1/3 covered by the airline, and 1/3 covered by the artist. It was also noted that there is currently no funding available to market and promote to tourists once they are already in Yukon.

Increases to programs such as Advanced Artist Award, Culture Quest and Cultural Industries Training Fund are desired as these are the funds the sector found to be the most valuable and accessible (although suggestion for improvements for each were also received).



Inclusion

What is working/going well?

Yukon has a strong volunteer community and a long history of including and mentoring the next generation. Yukon audiences are very loyal and supportive - they go out to support local creatives and buy their products. As well, creatives are collaborative and open to trying new media and incorporating other perspectives into their work. There are some interesting partnerships happening between organizations that have different mandates (finding points of commonality and building bridges); and targeted efforts to incorporate diversity into organizations and audiences. Youth involvement and youth organizations are making efforts to work together and provide opportunities for youth.

Where are the needs, gaps and opportunities?

Accessibility

There are a number of barriers that impact participation and prosperity in the creative and cultural industries. Empowering and enabling communities: through supporting grassroots initiatives; utilizing local and Traditional Knowledge in decision making; and fostering connections; is needed to ensure the strategy will succeed across Yukon.

The Yukon government should continue to address equity in programs and products in a number of areas and look particularly at who is currently accessing them and who is not. Programming and supports to engage and address the needs of those at all stages of their professional career are required. As well, ensuring programs reflect and represent all members of society is needed. There is also the need for organizations who claim to represent Yukon to truly represent all of Yukon, and to understand and engage with rural communities and not focus only on Whitehorse and Dawson.

Societal barriers; as well as physical, language and literacy barriers; impact participation and access to the creative and cultural industries both as makers and audiences.

Catalysts

Champions and instigators are essential to spark and fuel development in the creative and cultural industries. From active volunteers to industry associations to large organizations and First Nations governments, these individuals and groups inspire and create opportunities for those who work in the sector. The role of catalysts such as the Klondike Institute of Arts and Culture, Yukon First Nations Culture and Tourism Association and Music Yukon were repeatedly acknowledged in engagement sessions as being the reason individuals and communities were able to thrive. Some communities noted the struggles they were having without the presence of key change makers in developing new activities, products and infrastructure.

All levels of government can play a role in supporting this sector by enabling access to infrastructure, offering programming, and supporting citizens through targeted investments.

Societal Benefits

The impacts of the creative and cultural industries are greater than the products and experiences themselves. These industries provide the opportunity for self-expression and reflection, healing, reconciliation, sharing of Traditional and cultural knowledge, and collaboration and innovation. To quote a comment from the survey,

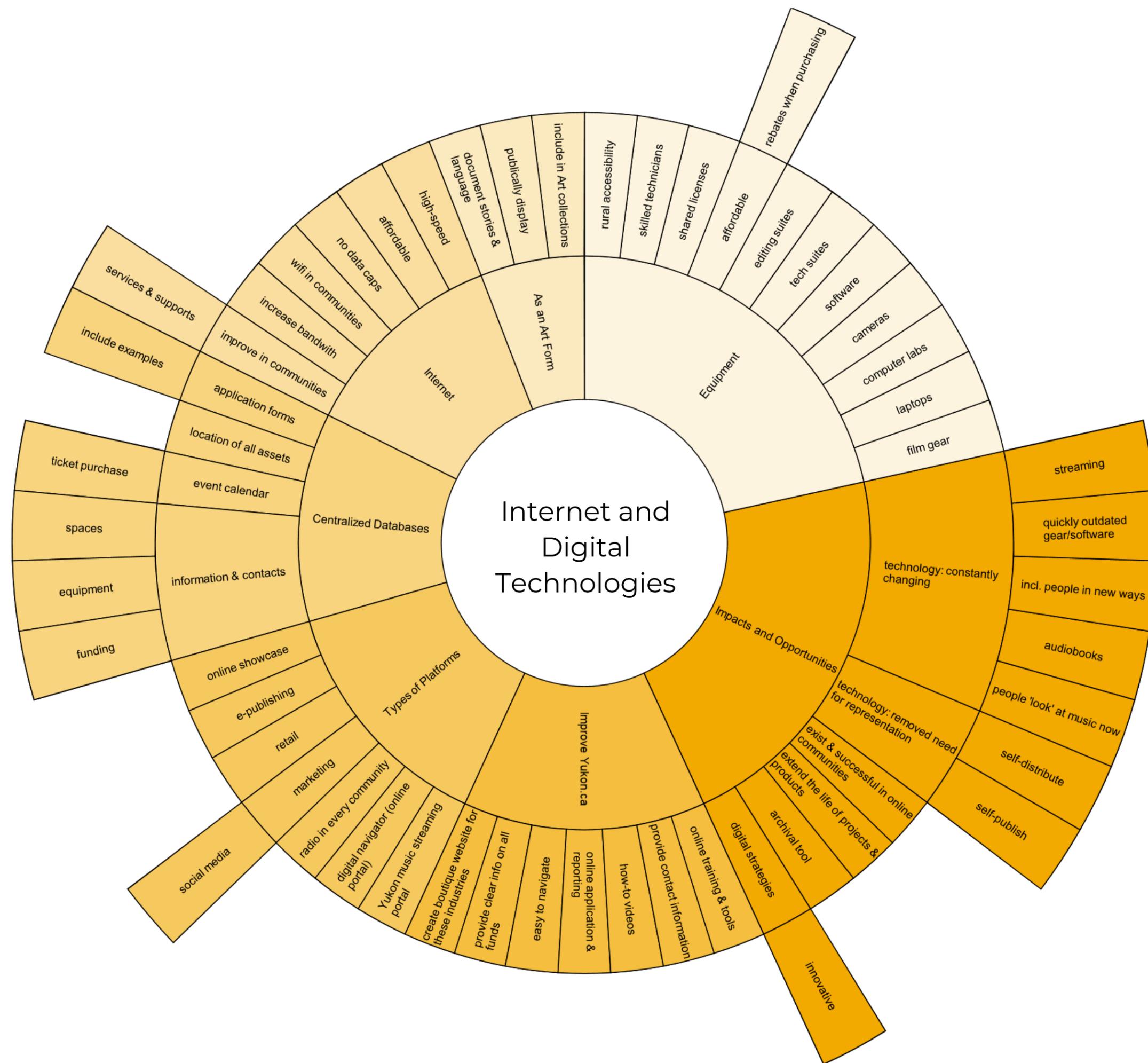
“Yukon's cultural industries - including heritage - provide an ever evolving understanding of our shared heritage and hopes for the future, generate well-being and opportunities for reconciliation - promoting better cohesion in our communities.” Supporting and growing the creative and cultural industries will both contribute to the Yukon economy as well as develop a richer, healthier community and society.

Participating in the industries offers another path towards independence and revenue generation and brings connection to community. They can contribute to breaking isolation and connecting with vulnerable populations and influencing social change. The benefits from the creative and cultural industries exist at all stages of a person's life. Investment in the creative and cultural industries is an investment in Yukon.

Stats, Data, Documenting

The sector is seeking information about itself. It was recognized that there is little in-depth data on the creative and cultural industries in Yukon and a number of requests were made to gather that type of information. Monitoring and measuring the economic and the social impact of the sector should be an important aspect of the final strategy. Data and statistics are desired about the makeup of the industries and their impacts, who is accessing and receiving government funding, and the potential return on investment of public dollars. This includes a desire for demographic information on the sector such as gender, age, rurality, etc. There is also a desire for information on related industries such as tourism and mining for comparison. Research and studies should be ongoing to document changes and make adjustments to programs and investments.

Archiving and record keeping, for the benefit of future generations and to extend the life of projects, are also important, especially for Elders' stories and language.



Internet and Digital Technologies

What is working/going well?

Internet is available across the territory and provides opportunities to connect and share within the territory and beyond. Connectivity allows for more people to reside in Yukon even if their employment, markets or audiences are located elsewhere. Advances in technology have made art forms such as filmmaking more affordable and easier for individuals to learn and explore. As well, technology has changed the way that products can be made and allows for new creative experiences and collaborations, and greater independence.

Where are the needs, gaps and opportunities?

As an Art Form

Greater recognition of digital media, film and sound as art forms was articulated. The Yukon Permanent Art Collection is missing an opportunity to collect these types of art forms and to show and display them in public buildings and in exhibitions. New audiences are seeking immersive experiences and there is little support currently in Yukon to develop those products. New technologies are being incorporated into more than just visual art, they form part of all art forms and impact how we operate facilities to improve the visitor experience.

Centralized Databases

The need for several centralized databases to consolidate information was suggested at the public engagement sessions. It would be helpful to provide a listing of all assets (spaces, equipment, etc.), their locations, and contact information to access them, in a way that is easy to search and interact with. The sector would like to know about one another, and a centralized resource that provides contact information for editors, designers, artists, etc. may encourage more local collaboration. ArtsNet is useful, but an online events calendar that lists events from across the territory and allows for ticket purchase, could be utilized by locals and could support cultural tourism.

Equipment

Technology changes so rapidly it is difficult to keep up with and afford constant upgrades and the latest equipment. A rebate program to help offset the costs of purchasing new gear and software would be useful. There is a shortage of gear in Yukon as well as a shortage of qualified technicians to operate it. The equipment that is in the territory is primarily in Whitehorse and therefore challenging for rural Yukon to access or take advantage of. Greater access to publicly available computers with creative software and/or shared licensing of software and programs would be useful.

Internet

The creative and cultural industries are very passionate about the internet and all the ways that it could be improved in the territory. Although internet is available in each community, at every session the need for affordable, reliable, high-speed internet was mentioned. In order to be competitive with the rest of Canada the cost and speed of bandwidth and data caps should be addressed. The internet is a necessity for this industry and providing easy access to services and supports should be considered as a high priority.

Impacts and Opportunities

The Yukon government is encouraged to take risks in supporting innovation and digital tools that could support and grow the industries (i.e. a 'tip' app for phones that could benefit live performers). Technology has in many ways opened up the world and provided access and opportunities that were previously unattainable. Yukon writers participate and are published in blogs and online publications. The life of projects is extended through documentation and continues in the digital realm. People can work from anywhere and sell products to anywhere, and they are able to have opportunities and be successful in wider circles while remaining in Yukon. Young people can create movies, songs, videos all from their cell phones. Direct access through the internet has in many instances removed the need for representation (i.e. a music label or a publishing house), which is empowering but also creates additional responsibilities for creatives. While technology has provided many benefits, it has also had some negative ramifications – particularly in the world of streaming music and how the music industry functions in general.

Improve Yukon.ca

A large number of comments focused on the deficiencies and frustrations people have with the government's Yukon.ca website. Finding funding related information and resources is difficult, and contact information is not provided. There is a need for greater industry-related information and resources such as how-to videos to help provide some online training in a range of areas. The industry suggested a centralized boutique site or space for all creative funding and supports that is easy to navigate and provides clear information and contacts.

Types of Platforms

A number of online platforms would support and facilitate the growth of the creative and cultural industries. This includes centralized online portals to sell, showcase and market Yukon product and to stream Yukon music/content, as well an e-publishing platform. And taking advantage of social media as a marketing and sales tool. There is also a desire to have a radio station in each community to share and communicate events, workshops and information. The need for an online portal to interact with Yukon government funding and resources was also shared.



Products and Market Access

What is working/going well?

Yukon's creative and cultural industries are producing lots of content which is appreciated by audiences and consumers. There is a strong market at the moment for northern stories and voices, and with increased online platforms, it is becoming easier to live in Yukon and provide content for southern audiences. The community acknowledges the work being done by YFNCT (Yukon First Nations Culture and Tourism Association) and Arts Underground to raise the profile of visual artists in the territory. Online selling has opened up Yukon to buyers from around the world, and we have many circumpolar and pan-territorial networks we can leverage. There are many opportunities for film and music to showcase. Connections between disciplines and between communities continues to grow.

Where are the needs, gaps and opportunities?

In-territory

Each community can be looked at as a new market and there is an opportunity to increase the exchange of ideas and products within the territory. There is currently little support available (funding, shipping, transportation) to encourage connection between the communities. In-territory touring could provide many artists the experience they require before leaving for larger markets. Rural communities desire creative infrastructure, training, and marketing support. Bringing outside expertise into the territory is one way of building knowledge and capacity.

The creative and cultural industries are a diverse group of industries that have been brought together under an umbrella title. In Yukon, there has not been a concerted effort to develop the industries as a whole. The sector is seeking industry-specific supports and representation either through a large industry association, centralized efforts through government, or smaller industry-specific representation i.e. for writers and publishing. Developing supports including managers and agents as well as sharing resource information such as contact information for editors, designers and distribution companies would be valuable. Also connecting local creatives with national networks as well as with peers in Yukon and across the north would help with sector development. Targeted investments in projects and start-ups and supporting risk and innovation is key to the future growth of the creative and cultural industries.

Supporting the sector in Yukon at a retail level is important. Yukoners are great supporters of this sector and would like greater access for locals and visitors to attend events, purchase products, and read and listen to stories.

Markets and Marketing

Those working in the creative and cultural industries are seeking clear, centralized information about all aspects of marketing, such as a Marketing 101 – how to present, package and promote work; how to identify and entice audiences and marketplaces; how to make connections and find retail environments outside of the territory. The sector would like assistance in navigating all there is to know about marketing including relevant legislation and customs restrictions. Participants would like help from those that have already had successes, especially to identify new markets and networks. An agency, organization or individuals could actively work to promote and secure exhibition and showcase opportunities for Yukon creatives.

Out-of-territory

When the Yukon is promoted outside of the territory, the creative sector would like to see their voices included in that content. Networks and contacts outside of Yukon are key in distributing northern creative content and products to new markets. There is a recognition that local markets are becoming saturated and export is necessary to keep the industry sustainable in Yukon. There are models in other jurisdictions of associations that works diligently to identify new markets, organize distribution of products, and promote content. The high cost of shipping and the limited carriers operating in Yukon are a constraint and challenge for local creatives getting their products to market and buyers, as well as to accessing materials. These challenges are greater in the communities where costs are even higher and rural PO boxes further restrict access. It was suggested that a shipping subsidy or a centralized distribution centre for Yukon-made products could help offset costs. Commission fees and taxes sometimes impact the ability for creatives to fairly price their products and be competitive in Canadian and international markets.

A number of challenges related to borders also affect the ease with which people and materials can move freely and without complication. International customs rules, regulations and legislation are complex and often are not applied consistently. Many in the industries are not regularly presenting international export so the infrequent nature makes it difficult to develop a level of expertise. As well, challenges were identified with seasonal border closures and the modern day political boundaries versus Traditional Territories.

Product Development

The range of products that Yukon creatives develop encompasses a wide range of media and forms. There are also many that have potential to be further developed and explored. Those in the industries would like assistance and tools for marketing, packaging, displaying and distributing products, including revamping the Created in the Yukon program. Information on licensing of Yukon content, reproductions, and manufacturing options is also sought. Investment from all levels of government would help encourage new ideas and provide the foundation for those ideas to become viable.

Importing materials, products and people from other regions is an important aspect of the sustainability of the sector. Not only for creative production and exchange, but to meet market demand and address capacity limitations. Education and training are fundamental to developing new creative content and encouraging new ways of interpreting Yukon's history and presenting it to audiences. It is also key in enabling access and development in new technologies. There are great opportunities for the creative and cultural industries to work in partnership with other sectors to develop new and innovative products.

Resources to Create

In order to thrive and obtain excellence, access to materials, tools, services and training are essential. There are a number of challenges to accessing supplies and materials related to our geographic location and cold weather climate. Desire for greater availability of supplies and materials in Yukon was expressed such as a local OPUS store. For some materials, there are a number of regulatory issues that impact access. The necessity for permits to sell furs, regulations and access to trap lines, and a declining knowledge of tanning, are all concerns for many who use furs and hides. Also, the ability to salvage materials and the responsibilities for authorizing access is unclear and a deterrent.

Space

What is working/going well?

There are many existing spaces across Yukon that facilitate and enable creative content. The Yukon Arts Centre is a great performance venue and the new residency program for the Old Fire Hall has provided greater access to that space. Organizations with venues such as the Klondike Institute of Art and Culture are the foundations and instigators for so much of the creative activity in Yukon. Cultural centres are becoming central gathering points in communities for events and programming, and work collaboratively with other venues to share knowledge and resources.

Where are the needs, gaps and opportunities?

Access

The ability to access clean, secure, flexible, affordable space was stressed. Creatives are often working multiple jobs so it is important to provide spaces that are open year-round, 24 hours a day in every community. Ideally they are in central locations with barrier-free access and are simple to book.

The creation of an online calendar showing what spaces exist and when they are available or in use, with resources for how to book the space and contact information was suggested.

The idea of creating mobile spaces, tools and equipment was also mentioned as an option to share and spread resources throughout the territory.

Existing

There are many existing spaces across Yukon that facilitate and enable creative content creation, although many are aging and don't fully meet user's functional needs. Investments are required to properly maintain the buildings and spaces we currently have. There are limitations and capacity issues with existing infrastructure that can't meet the current demands of the industry and many are feeling the pressure of those expectations. A number of vacant buildings across Yukon were identified as potential venues that could be repurposed to meet a variety of needs ranging from creation space to performance/display space to collaborative spaces. As well, a number of existing spaces could be made better use of and benefit from financial support to grow and reach their full potential (in size, equipment and programming). In order to continue to collect and share visual art, storage space is required as current vaults are nearing capacity.

Other Infrastructure

A number of other comments were made related to infrastructure outside of creative or business needs. The need for housing and accommodation was stressed. There are concerns about roads, sewage, water, and waste throughout the territory. Other concerns related to waste handling and environmental impacts from visitors were noted. Outhouses, airports, cafes, greenhouses and campgrounds were all places that the community felt could benefit from partnership with the creative and cultural industries.

Type and Purpose

The need for dedicated space was one of the most commented on topics from the public engagement sessions. The type of activities the space would accommodate and the dimensions or physical requirements of the space ranged greatly. In the rural communities there is a need for a makerspace, multi-functional type

environment, where materials and supplies can be left and the space can get dirty. It would serve as a collaborative gathering space to host workshops, training and demonstrations. In addition, many communities require space to display and sell creative products. To support the film industry in particular, we heard requests for a sound stage and film studios. Community libraries were seen as places of opportunity to be integrated with creative and or maker spaces, as well as being hubs of information and places to access computers and Wi-Fi. We heard of plans for future cultural centres across the territory.

In Whitehorse, the desire to develop a multi-disciplinary creative hub was mentioned at numerous sessions. The types of activities and the space requirements for this hub ranged, but generally we heard of aspirations for a collaborative space, that is well-equipped to meet the specific needs of the various industries. This space could also provide studio space, temporary housing and facilitate all aspects of the creative value chain¹ process. Considerations for the size and scope of a possible multi-disciplinary hub were discussed in the context of the long-term costs to operate and maintain the space. We heard the desire to animate the waterfront in Whitehorse with a multidisciplinary venue of some form. The industries would like to be accessible to the public and have a space that facilitates this type of connection and interaction. There was discussion about shared office spaces with administration support and access to professionals such as lawyers and accountants.

Spaces to support retail – storefronts, shipping/distribution centres, as well as incentives to encourage existing retail business to carry Yukon-made products were suggested.

¹ See image on page 4.



Training and Education

What is working/going well?

It was acknowledged that a wide range of training is available in Yukon and across the country and supports like the Cultural Industries Training Fund make it easier for industry to participate. There are people in every discipline who are willing to share what they know and build up the creative community. Workshops and exchanges with outside artists have produced some amazing work. There are a variety of artist residency programs in Yukon that bring outside knowledge and experience to Yukon. SOVA and the Klondike Institute of Art and Culture (KIAC) are an integral part of Dawson and contribute so much to the community – youth, innovation, and creative collaborations.

Where are the needs, gaps and opportunities?

Access

A wide range of ways to be able to access education and training were expressed. The ability to learn in a way that is meaningful and providing regular and ongoing opportunities is important. For some, that means exposure to outside professionals and experiences both by travelling outside and by bringing them to Yukon. For others, it is through online courses, informational videos and tutorials. Networking and collaboration at annual gatherings and information sessions were also identified as important for developing skills.

Greater access to training for those in the communities can be accomplished through offering more training outside of Whitehorse, providing videoconferencing options and enabling affordable transportation and accommodation.

Cultural and Traditional Knowledge

The importance of recognizing, sharing and passing on Traditional Knowledge, cultural practices and traditions and the linkages and impacts to the creative and cultural industries was emphasized. Gatherings and opportunities where Elders can pass on skills, stories and traditions to the next generation are an important aspect of training and education. The living culture, the cycle of creation and revitalization of traditional languages are linked and connected to many aspects of the creative and cultural industries. Visitors and those who are working in Yukon, such as film crews, should be educated and trained on protocols, community culture, traditions and First Nations ways of seeing and doing. An understanding of the Yukon and its peoples should be a fundamental requirement for anyone working and living here.

Ongoing and Professional Development

The benefits and contributions that SOVA is having in Dawson would be further realized if the program was expanded to be a full degree rather than an introductory first year only program. The school is drawing in new creatives who are infusing lifeblood into the community. Currently, some students attend for their first year and then decide to stay in Dawson and do not finish their degree, while others attend for their first year and then leave. To retain the talent and continue to develop the artistic community in Yukon, a full degree program would have long term benefits. It was also mentioned that with Yukon College transitioning to Yukon University there could be an opportunity to offer other arts related degrees or education. Arts history or curation or even a technical (lighting and sound) school or program were suggested as options.

Mentorship opportunities and programs, artist residencies, internships and exchanges were all noted as extremely valuable and necessary for the growth and development of the creative and cultural industries in Yukon. Appropriate funding supports may encourage more people to participate in these forms of training.

Ensuring the resources and supports are in place to encourage and enable skill development mastery in all of the industries was noted as necessary for success. As participants become more and more skilled their training and education become more specific and the ability to access tailored programs or individual courses or opportunities is needed.

Public Schools

The importance of teaching, nurturing and exposing youth to creative content and practices in the public school curriculum was strongly expressed. Benefits include fundamental skill development, awareness of a wider scope of viable career options and building future audience appreciation. The importance of extra-curricular experience in these areas was also stressed and it was noted the availability of and access to teachers can be challenging especially in rural communities.

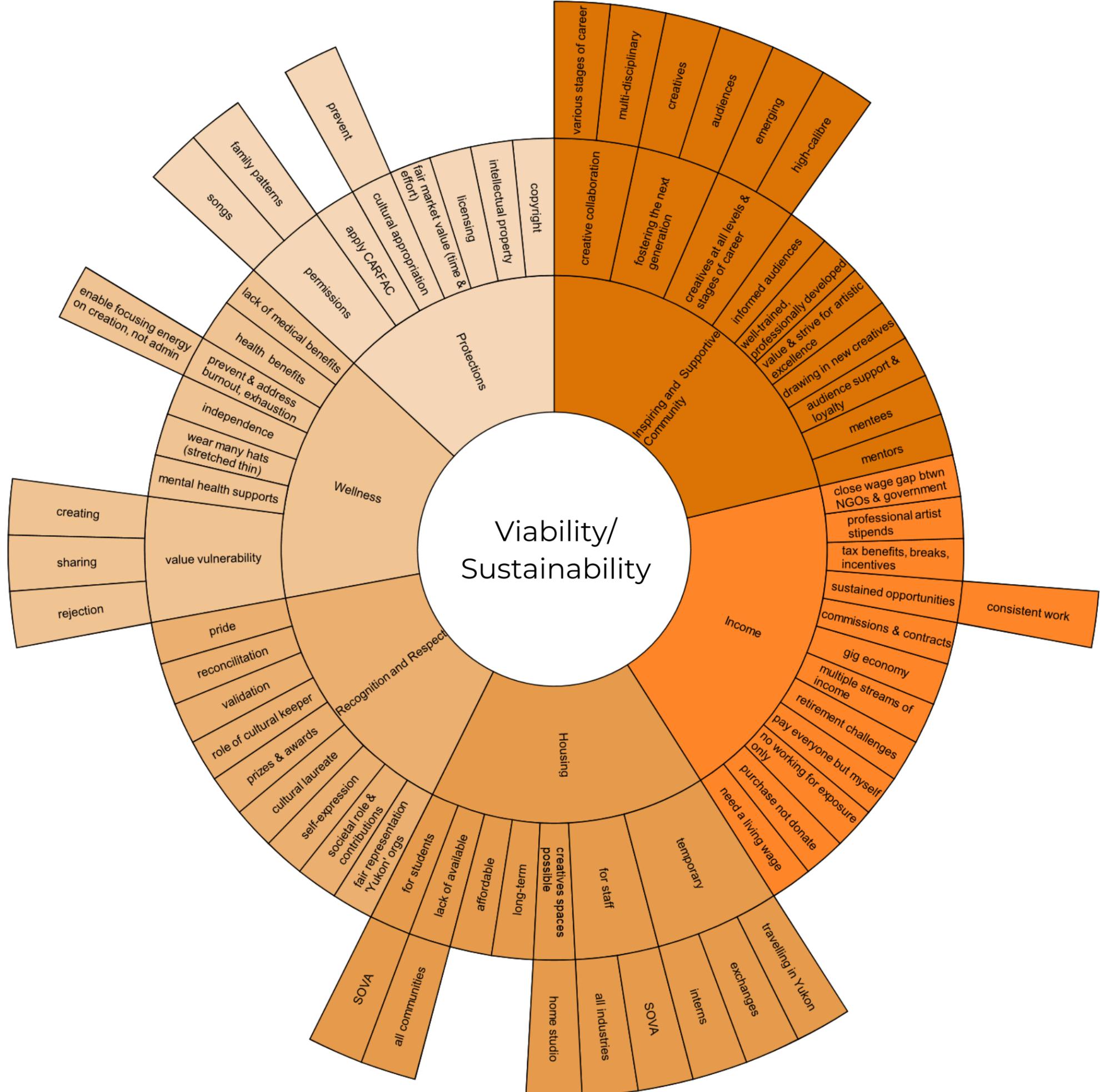
More programs are needed, especially in rural schools that build foundational understanding and interaction with the creative and cultural industries. There is tremendous potential for partnerships and outreach to develop curriculum with culture centres and other NGOs. The Artist-in-the School and Artist in the School Touring programs require additional funding support to make them more impactful across Yukon. There are huge benefits in recognizing and giving credit to students for cultural activities and experiences similar to how students can get credit for participating in a moose or bison hunt.

The Music Arts and Drama (MAD) program is a wonderful educational experience for students to have access to, although it was noted that the curriculum and focus may need to be modernized to meet the current industry needs. More programming such as MAD should be offered and integrated into the public school curriculum.

The importance and value of foundational exposure and interaction with the creative and cultural industries cannot be stressed enough.

Types/Areas

The need for continued development opportunities through all stages and aspects of a career were requested. Focused skill development is essential to success in the industries. Beyond professional skill development in the individual industries, there is a need for business, marketing, language and digital literacy training. The creative and cultural industries in Yukon are facing capacity issues. Training, either through courses or mentorship, in areas such as lighting and sound technicians, curators, managers and agents, as well as non-profit administrative skills is greatly needed.



Viability/Sustainability

What is working/going well?

Yukon is very open and welcoming for those in the creative and cultural industries at all stages of their careers. Creative work is recognized and appreciated by audiences and consumers. There is a very supportive atmosphere and community which in many ways makes it easier here than many places to have your creative work known. Yukon's creative community is open to collaboration and working together on multi-disciplinary projects and ideas and blending the lines between genres. People commented that they have never been more inspired in their career or had more opportunities to work in the sector. Yukon still has a frontier-like, anything is possible attitude which inspires a great diversity of genres and types of media.

Where are the needs, gaps and opportunities?

Housing

Access to affordable housing is a concern across Yukon. There is a need for temporary housing to meet a variety of needs including long-term, permanent housing. In particular, there are needs for student housing in Dawson to support and sustain SOVA. There are also needs for staff housing at SOVA and access to studio and creative spaces.

Every industry expressed housing for staff as a significant barrier and concern. The lack of short-term housing and rental options also impacts internships, exchanges and other professional travel possibilities to Yukon.

Income

More economic stability and a living wage was one of the top needs we heard during the public engagement process. Those who participate in the industries generally have multiple jobs and multiple streams of income just to make ends meet. There is a notable difference in the wages for those who work in government, to those who work for non-profits, to who work independently. Many who work in the industries can't afford to retire and don't have medical benefits. There are challenges with securing sustained opportunities and consistent work. The request for donations and working for "exposure" contribute to income strains, as do the Yukon government's disproportionate procurement requirements for creative products and commissions. An increase to core funding for non-profits to keep up with inflation could help some in the sector stay above the poverty line, but that would not necessarily help individual creatives.

A number of ideas related to tax breaks, benefits and incentives were suggested including the idea of a professional artist stipend similar to what is in place in some European countries.

The Government of Yukon could play a catalyst role in creating the conditions for a viable existence for those who choose to work in the sector. Greater knowledge and communication of industry-related pay scales and charts such as ACTRA (Alliance of Canadian Cinema, Television and Radio Artists) and CARFAC (Canadian Artists' Representation/Le Front des artistes canadiens) would be helpful. As well as looking at industries on a global scale to try to increase income opportunities from sources such as online streaming of music.

Inspiring and Supportive Community

There are many opportunities for creative collaboration and growth. The territory is open to new and different ideas. Audiences and consumers are willing to take risks in supporting new talent. Many organizations bring in artists, filmmakers, musicians, etc., to inspire and collaborate with local artists. Yukoners buy local products but the local market is becoming saturated.

Cultural centres are becoming the collaborative hubs that encourage and invite the community to gather, learn and share. They are also often a retail environment that contributes to the local community economically.

Community libraries are resources of information, and rural Yukon and communities look to the libraries as a potential opportunity to further grow and connect the sector and the community.

There is a commitment to support and mentor the next generation. Exposed to the creative community, youth are inspired and see the creative and cultural industries as a viable career option, although more work is needed to make it truly sustainable.

Protections

Protecting creative content through copyright and intellectual property rights is very important to this sector. Requests for better policies and legislation, and education on the rights of creatives, were articulated and are necessary to sustain the viability of the sector.

There are concerns that traditional stories, patterns, dances and songs are being shared and reproduced without permission or acknowledgement. Cultural appropriation is an area of consideration in many jurisdictions.

Although revenue is being generated from cultural and creative content, it is often not the creatives that are making the most money from their work, and there is a strong desire to see this change.

Navigating things like rights, royalties, copyright, etc. is complex and it would be useful to have someone with experience available as a resource to assist the sector.

Recognition and Respect

The sector is seeking overall recognition for its contributions to the economy and to society.

Greater trust and investment by the government is requested to support growth and recognize the abilities of the sector. The government does not need to micromanage to its current extent.

The contributions to reconciliation and the responsibilities and role of cultural keepers were identified as an area for acknowledgement. There is concern about the lack of respect that tourists have for Yukon-created products and that there should be ways to educate them.

An important aspect to creating an ecosystem that sustains artists and creatives is celebrating and acknowledging them. Some form of cultural ambassador or laureate would raise the profile of Yukon's creative sector and recognize artistic excellence. As well, a number of awards or prizes in the various industries were suggested to celebrate excellence. Also, providing information and education for the general public about various art forms and institutions can lead to greater understanding and respect for the work that is taking place in this sector.

Wellness

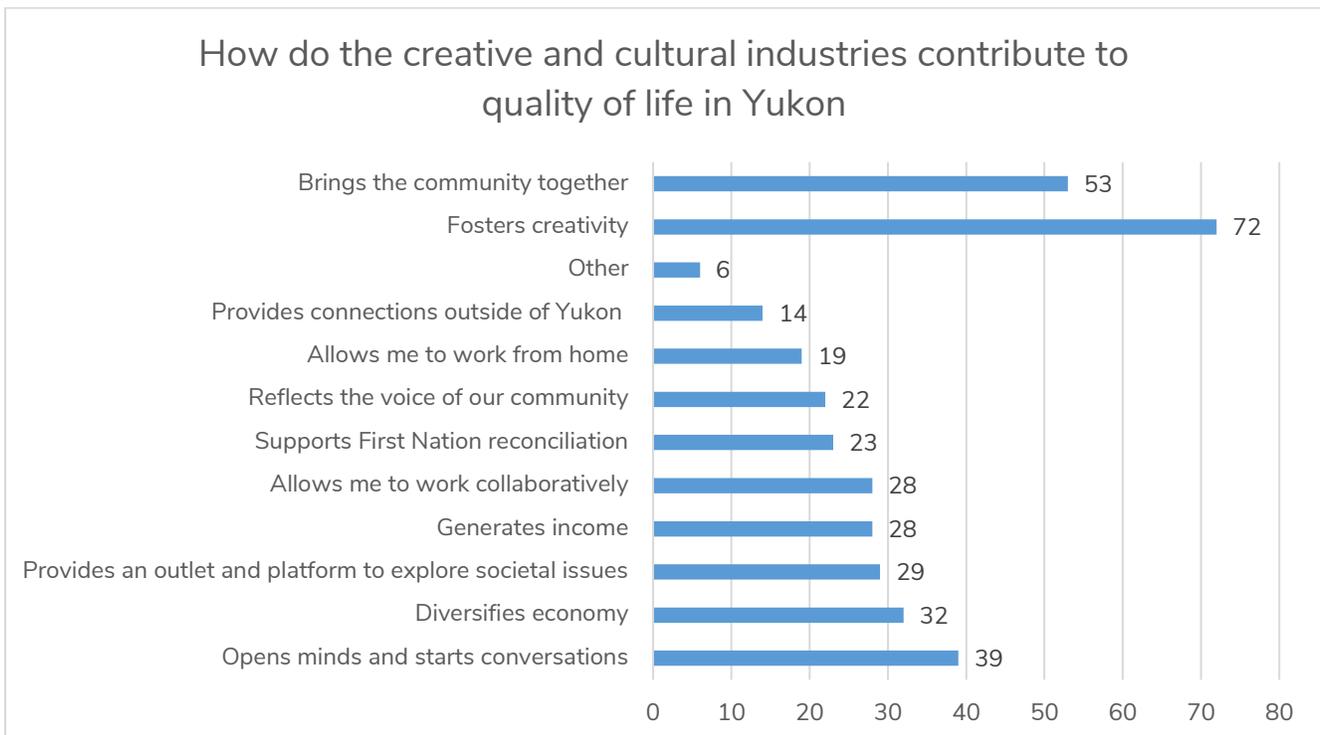
Mental health and wellness for those in the industries was voiced as an ongoing reality and these stresses are compounded by low income and lack of affordable access to housing. Often, to be creative, one must be emotional and vulnerable thereby it could be considered 'dangerous work.' Those who participate in the industries are often wearing many hats, not all of them creative and there is a high-level of burnout. People are stretched thin and there are limited supports to help assist and ease the strain. Many who work in the industries have no medical or health benefits. As well, an over-reliance on volunteers leads to burnout and capacity issues for organizations.

Creatives would like to spend their energies on creating and often the administrative realities of business and funding become overwhelming.

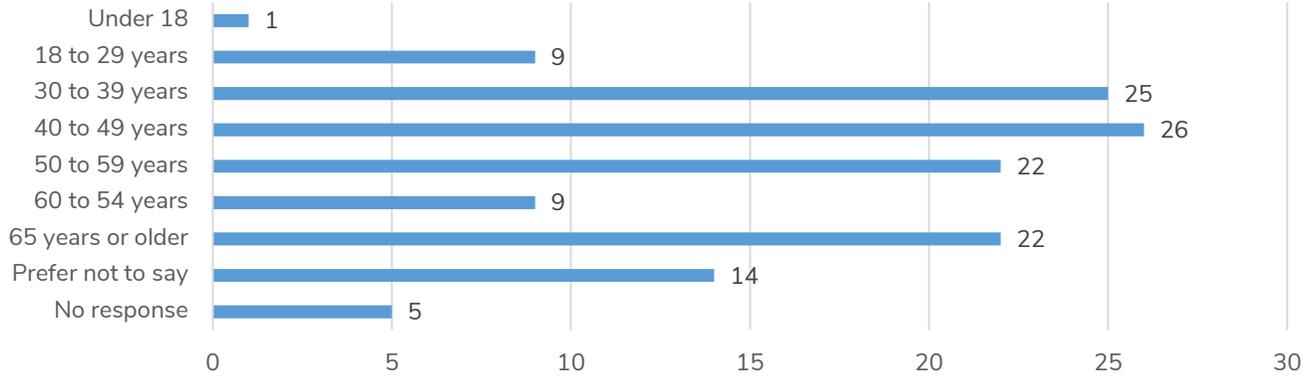
Yet it is also acknowledged that the creative and cultural industries can be a conduit to healing through self-expression and reflection. The industries can provide opportunities for communication, revenue generation and activism for social change.

Cultural and Creative Industries Survey

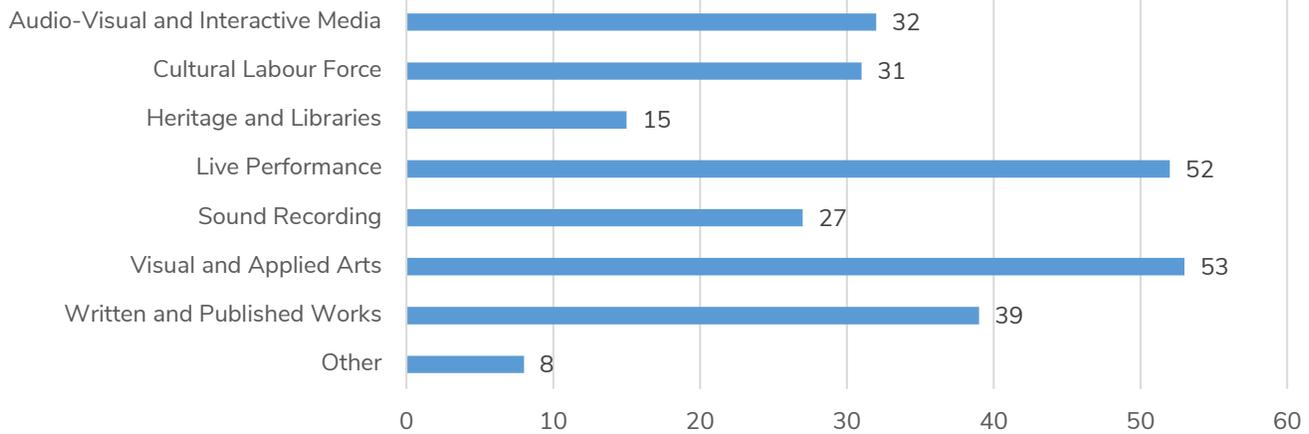
- The online survey received 133 responses. More than half of respondents – 60% - identified as female, 26% identified as male and 3% identified as gender diverse or non-binary.
- The majority of respondents live in Whitehorse at 74%, with 5% living in Dawson and 11% in another Yukon community.
- 11% of respondents identified as an Indigenous person. The following are graphs reporting the quantitative data from the survey responses. The qualitative comments from the survey are captured and reported in the thematic analysis earlier in this report.



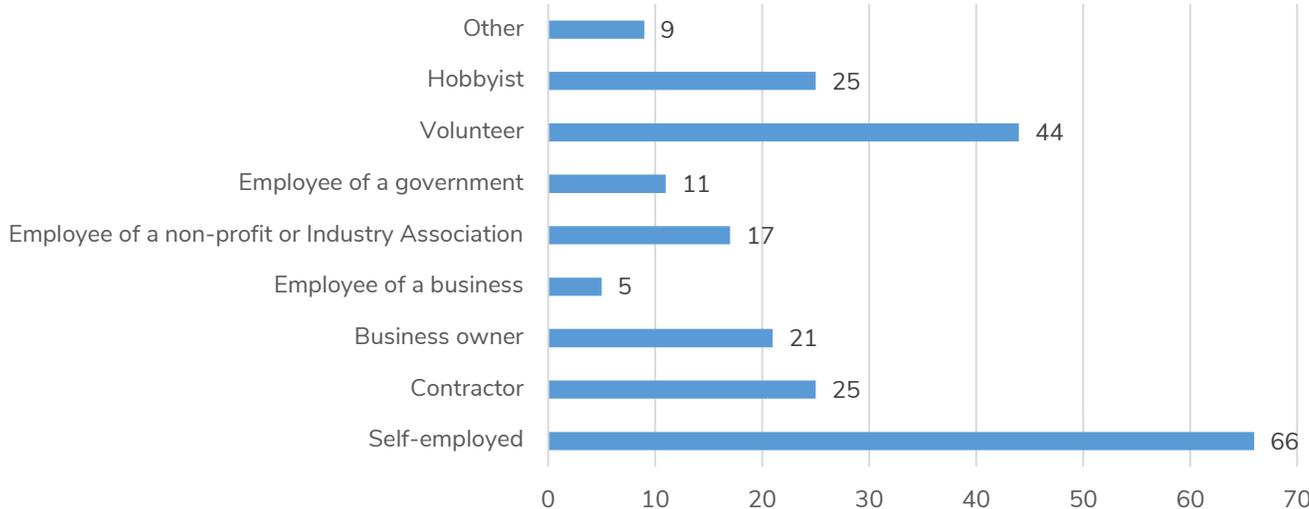
Age of survey respondents



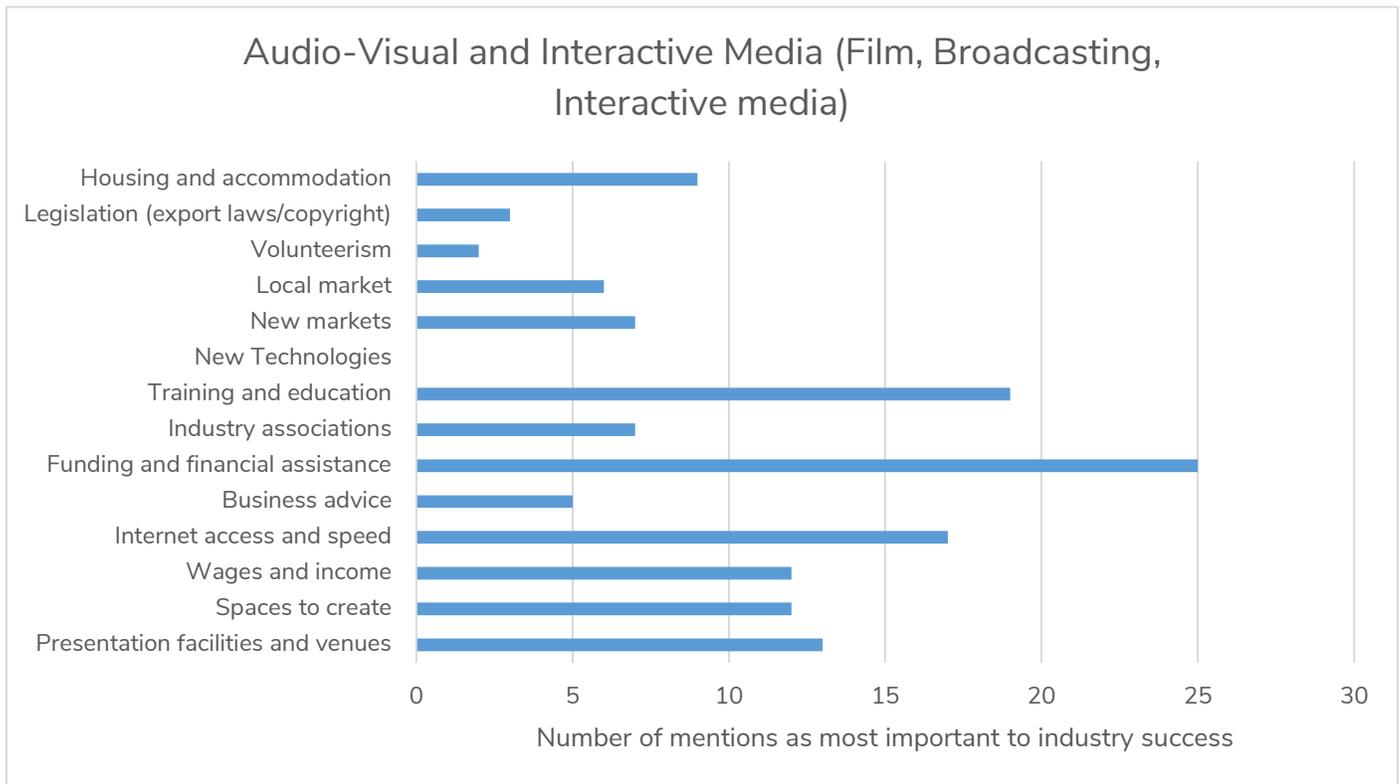
Survey respondents participation in the industries



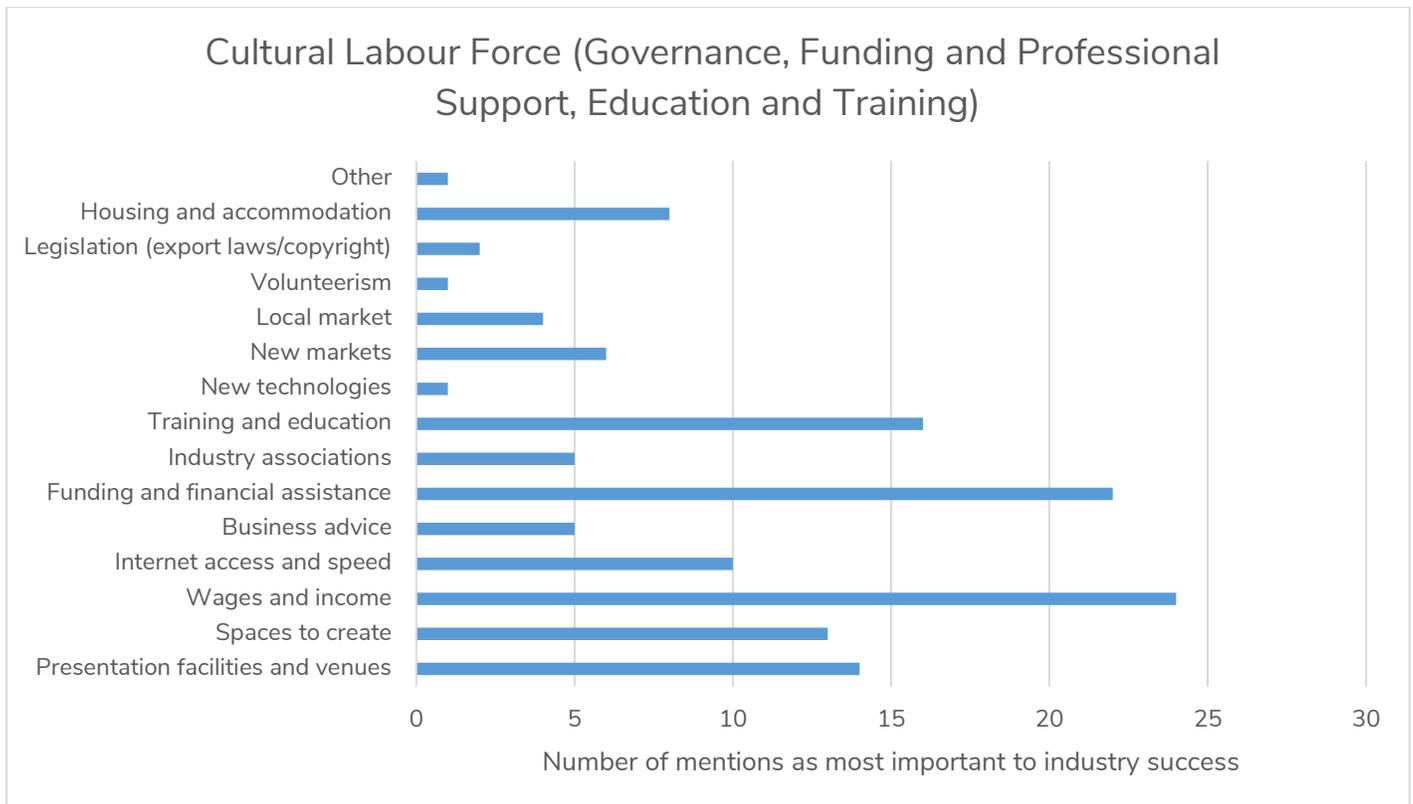
Respondents role in the industries



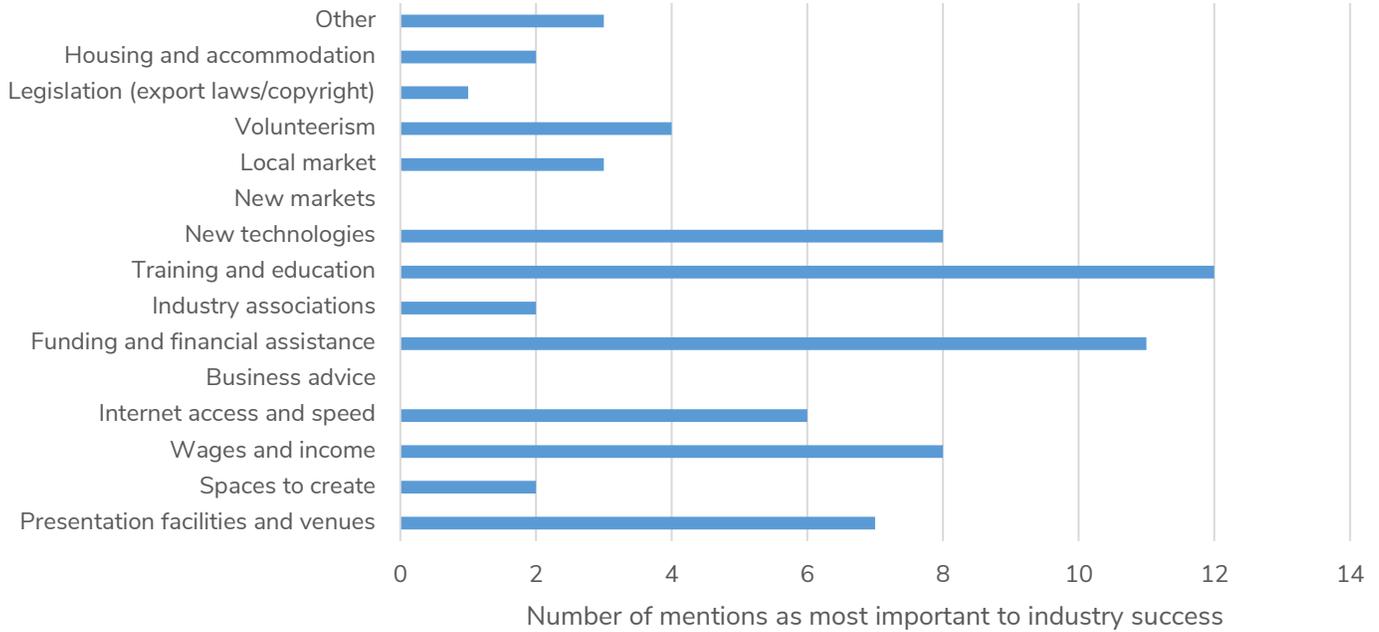
Areas most important to industry success (per industry):



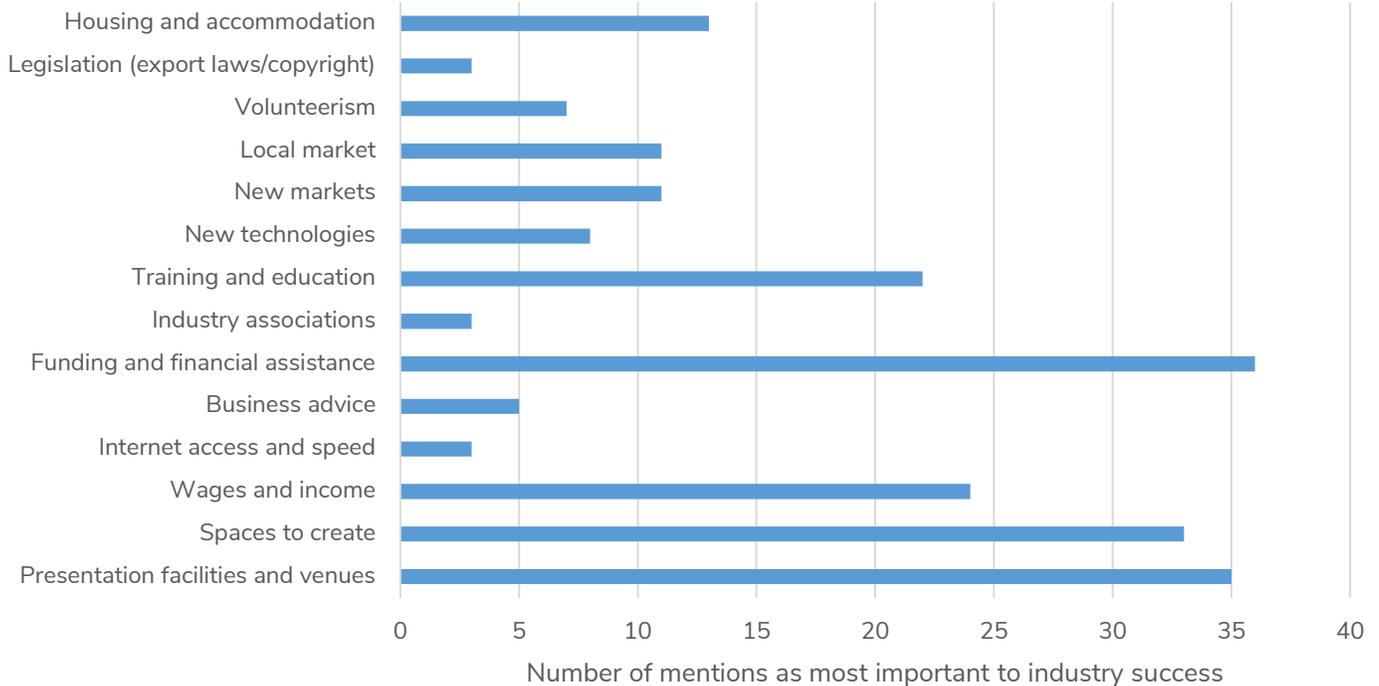
Note: New technologies was inadvertently dropped as an option for Audio-Visual only



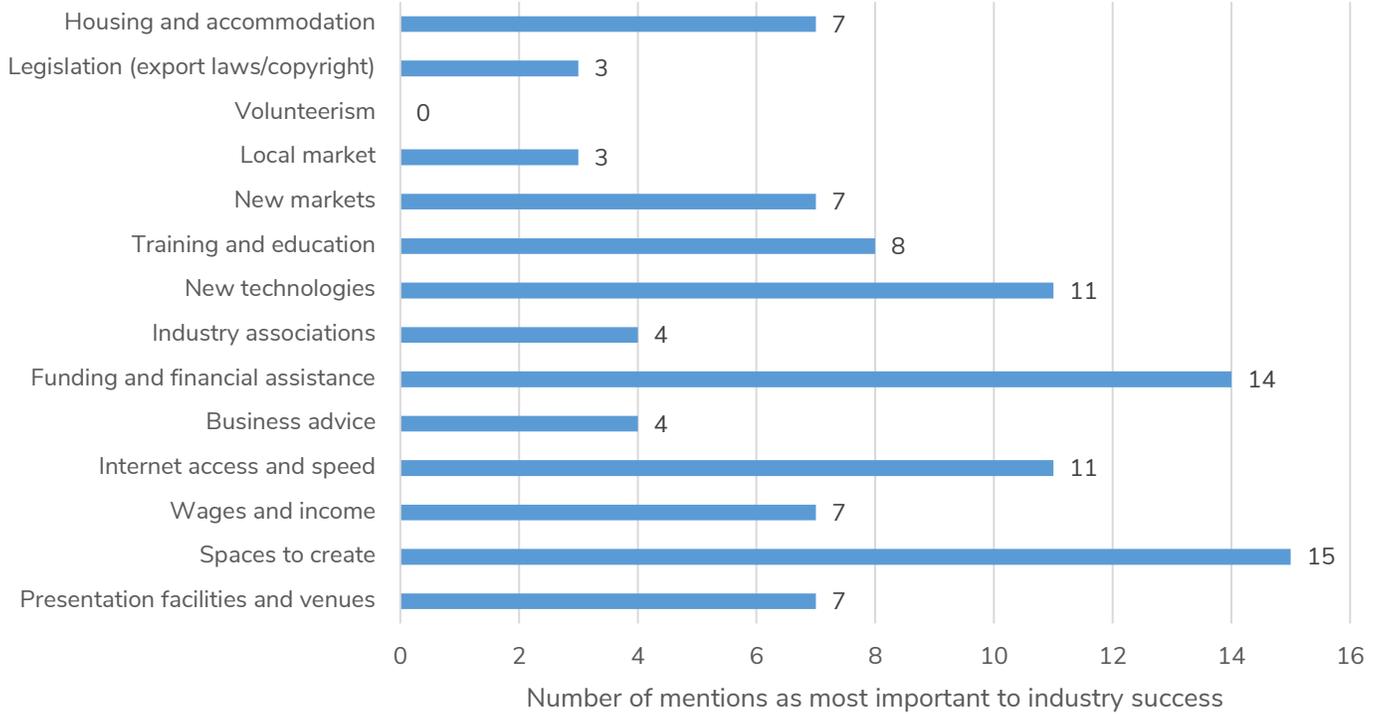
Heritage and Libraries (Archives, Libraries, Heritage)



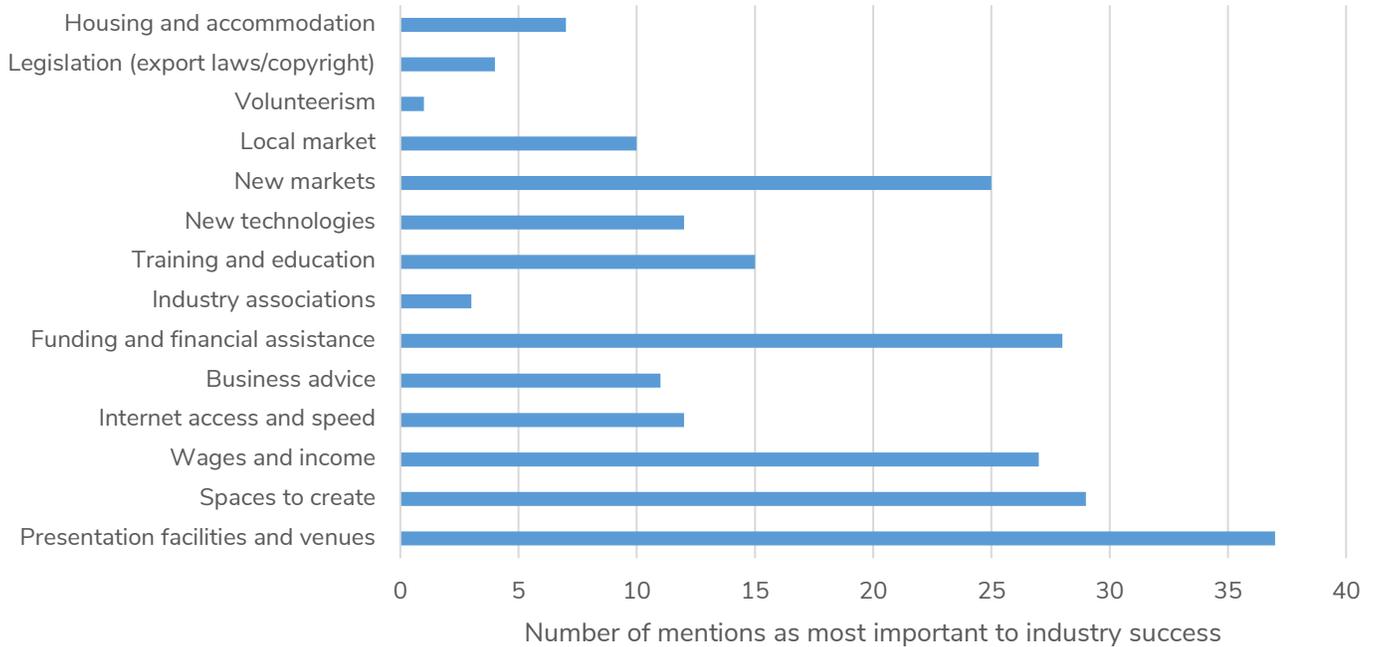
Live Performance (Performing arts, Festivals and Celebrations)



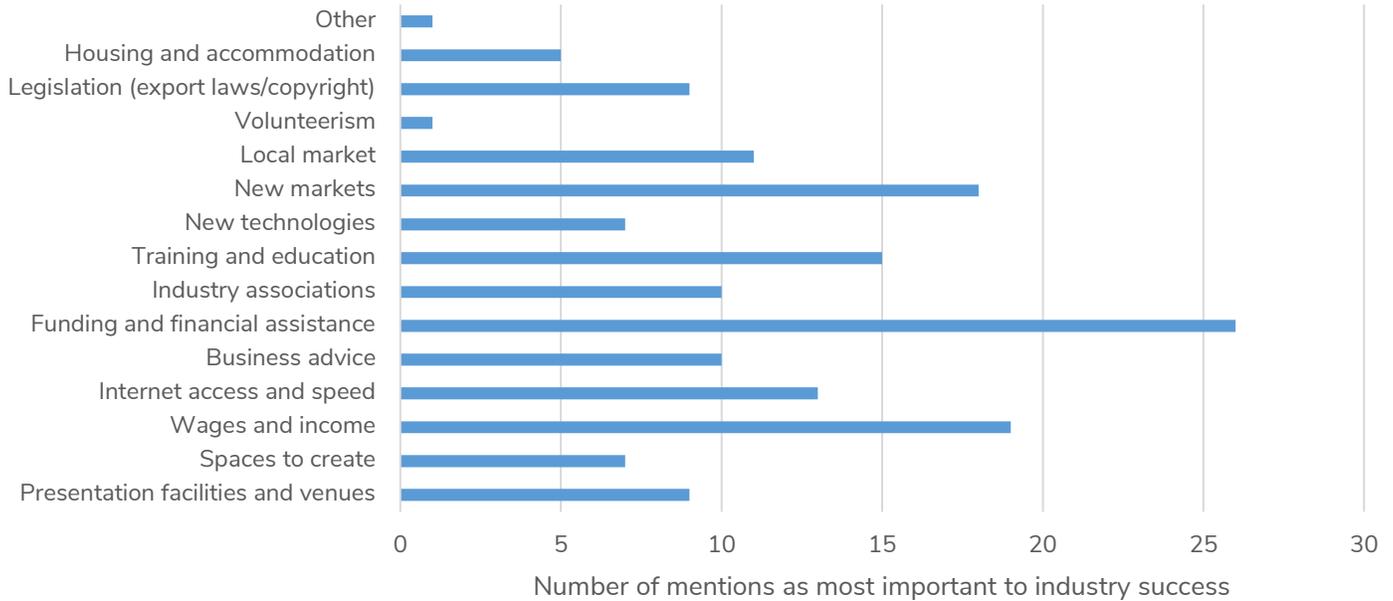
Sound Recording (Music Publishing, Sound Recording)



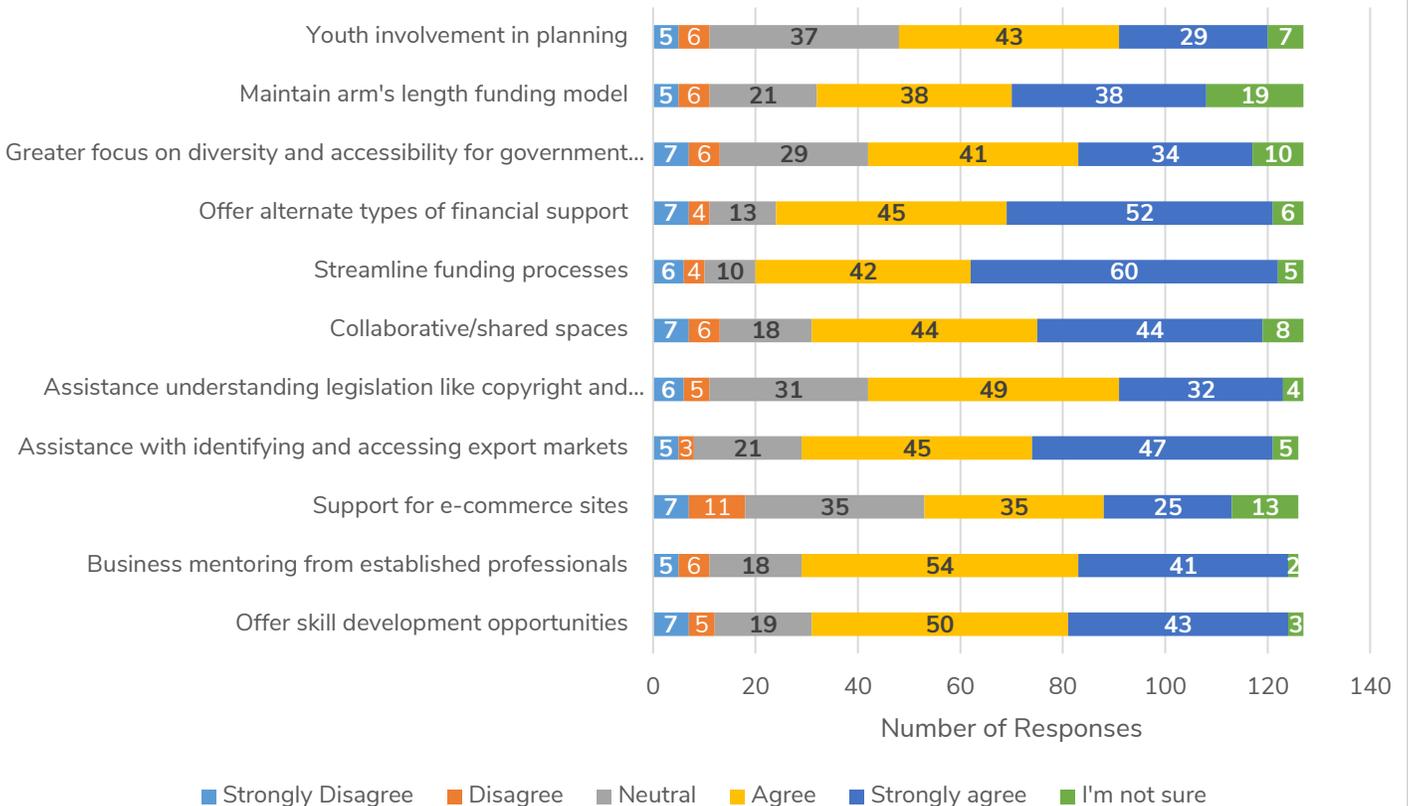
Visual and Applied Arts (Original Visual Art, Art Reproductions, Photography, Craft, Advertising, Architecture, Design)



Written and Published Works (Books, Periodicals, Newspapers, Other Published Works, Collected Information)



Key Factors YG Should Consider to Support the Sector



What is needed to make the Creative and Cultural Industries Strategy a success?

Participants would like to see an 'inclusive' strategy - one that includes rural Yukon, industry participants at all levels of their career and reflects the current demographics of our territory. Youth hold the information that will bring the outcomes of the strategy to fruition and they should be included at every stage.

The sector would like to see their contributions addressed within the strategy. It should not be written in isolation by government but should include the sector to ensure relevance and buy-in. Collaboration is a key factor to its long-term success and the sector voiced that it isn't just the responsibility of the Government of Yukon to grow and develop the industries. The Government of Yukon should continue dialogue with the sector even after the strategy has been completed.

The strategy should be broad and high-level with actions that are implemented and renewed/revised on an ongoing basis to acknowledge and address the rapid changes that are happening in the creative and cultural industries. The strategy should empower and provide self-actualization opportunities for creatives and foster grassroots momentum as that is the foundation of this sector.

The Government of Yukon should spend the time to gather baseline data on the sector and then have clear expected outcomes and measurements to ensure it is on track and fulfilling its objectives. The government should communicate that information publicly so that the sector can know itself and so that the general public can have greater understanding and awareness. At the same time, the government should recognize that many of the impacts of the creative and cultural industries are benefits that are not measurable through traditional evaluation processes.

The strategy should have innovation and vision at its core. Overall a strategy will be successful if the industries involved feel supported.

Next Steps

A working group of individuals from each industry will help to establish priorities and guide development of the draft strategy. Together we will work to create a strategy that fulfills our goal to grow and develop Yukon's creative and cultural industries. An effective strategy will include achievable and measurable actions that are within the purview of the involved government departments.

We will share the draft strategy for comment in Spring 2020. This last round of feedback will allow us to make any necessary refinements before the strategy is finalized. We anticipate a final strategy in summer 2020.

Appendices

Links to external documents provided below:

- A) [Handout from Phase 2 public engagement sessions](#)
- B) [Full schedule of Phase 2 public engagement sessions](#)
- C) [Survey Questions](#)