

creativeBC

CREATIVE BC

SERVICE PLAN 2013/14-2015/16

[Creative BC](#)

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MESSAGE FROM THE PRESIDENT

The creative industries represent a remarkable opportunity for British Columbia to participate in a rapidly growing, technologically sophisticated knowledge based industry. We have in BC a strong foundation in all of the creative industries – film, television, digital media, book and magazine publishing and music. Much has been accomplished in this sector and British Columbia is recognized internationally as a significant content production centre.

With the establishment of Creative BC, the province has taken a critical step towards a more co-ordinated and strategic approach to industry growth and development. It will take some time to fully realize the economic potential of this sector as it will take some time for Creative BC to establish and implement a comprehensive strategy to stimulate industry growth. Building the entrepreneurial skills and creative and technical capacity of BC companies and expanding their access to investment and international relationships will be key priorities as Creative BC works to ensure BC's success in a rapidly changing and increasingly digital environment.

This inaugural service plan represents an important first step in the evolution of Creative BC. Fiscal 2013/14 will be a year of transition and our priorities for the first year will focus on building the foundation necessary for long term success. This Service Plan will evolve over the next three years as the organization develops and as we gain a better appreciation of the policies, programs and approaches needed to drive economic growth and job creation and enhance the vibrancy of all creative sectors in British Columbia.

Assisting BC's creative industries to realize their potential in a globally competitive environment is a significant challenge. The Board of Directors and staff of Creative BC are committed to meeting this challenge and ensuring that the creative sector contributes fully to the future economic prosperity of our province.



Richard Brownsey, President
Creative BC

OVERVIEW OF CREATIVE BC

On January 31st, 2013 the provincial government announced that effective April 1, 2013 the programs and services of the B.C. Film Commission and B.C. Film + Media would be combined under one agency; Creative BC. This new agency is an independent, non-profit society that is responsible for promoting the development of creative industries in British Columbia and providing a single point of access for industry programming, production support services, tax credit administration, international marketing and policy development.

The formation of Creative BC streamlines assistance for the film and television production sector, while also supporting and stimulating the development of BC's broader creative industries including digital media, music, book and magazine publishing. As a new agency, Creative BC will benefit the province's creative sectors by centralizing industry resources, services, investment and expertise under one roof. This cohesive service delivery model will provide our domestic and international clientele with one-stop access to the production services, financial resources and industry support they require to succeed in our expanding digital economy. By combining the recognized strengths of BCF+M and BCFC, Creative BC will work collaboratively with industry to encourage higher levels of production activity, job creation and investment across all sectors of BC's creative economy.

Effective April 1st, the budgets of both BC Film + Media and the BC Film Commission have been rolled into the new agency, as well as \$2 million of additional funding. This additional funding will enable Creative BC to further build the creative economy and help British Columbia become a leader in the creation and production of globally recognized creative media content. Consolidation will also enable Creative BC over the longer term to provide a range of supportive initiatives across the creative industry spectrum and better leverage opportunities in the development, production, marketing and distribution of BC's creative products.

For the first year of this new agency, and over the first year of this plan, Creative BC will continue to focus on its core lines of business which include delivering programs and services to support the film, television and digital media industry in British Columbia. Our major programs include tax credit administration, film production services, development funding, international marketing and market development, industry research, policy and communication.

In addition to these core lines of business, Creative BC will also focus on two key priorities areas which have been identified as essential to the agency's long term success. These are; 1) ensuring the organization effectively manages the transition and amalgamation of BCFC and BCF+M into one integrated agency and 2) broadening Creative BC's focus to include BC's other creative industry sectors and providing a foundation for continued development and support to facilitate growth in music, digital media, book and magazine publishing.

Creative industry sectors are knowledge-based, labour-intensive and create significant employment and economic wealth in British Columbia. By nurturing creativity and fostering innovation, BC has the opportunity to expand and grow the creative sectors, generate employment, drive export expansion and enhance the province's economic performance.

GOVERNANCE

Creative BC is governed by a Board of Directors composed of:

- Michael Francis, Chair
- Colin Browne, Vice-Chair, Secretary/Treasurer
- Gordon Esau
- Shan Tam
- Scott McIntyre
- Rob Bromley
- Jason Dowdeswell

In order to reflect its broader mandate, Creative BC has expanded and revitalized its Board to ensure that it represents the wider creative sectors it now serves. This process has begun and it is expected that further appointments will be made in fiscal 2013/14. In addition, the constitution of Creative BC allows for the province to nominate two directors if it so chooses. Each Director is engaged in the industry and collectively they bring a comprehensive knowledge of the sector and its requirements that informs and guides the policy and program decisions of Creative BC. The Board of Directors is guided in its governance activities by the following principles:

REPRESENTATION: The Board will broadly represent, and be knowledgeable of, the creative industry sectors served by Creative BC;

DIRECTION SETTING: The Board will establish the organization's strategic direction and provide policy direction to staff;

ACCOUNTABILITY: The Board is accountable to the industry and to the provincial government;

CONSULTATION: The Board understands that ongoing industry consultation is required if policies and programs are to respond to industry needs;

LEADERSHIP: The Board will provide leadership in identifying and articulating the conditions necessary for BC to continue to grow as an international centre for creative content and position the sector to take full advantage of the incredible opportunities that lie ahead.

In discharging its responsibilities, the Board adheres to the following standards of conduct:

- Acting honestly, in good faith and in the interests of Creative BC;
- Exercising care, skill and diligence in decision making;
- Following ethical standards in order to avoid real or apparent conflicts of interest between Board members' private interests and the interests of Creative BC.

Creative BC reports to the Minister of Jobs, Tourism and Skills Training through the Board. The Board delegates responsibility for the day-to-day leadership and management to the President and monitors performance. The following Standing Committees assist the Board in meeting its governance responsibilities:

- Audit
- Conflict of Interest
- Nomination
- Strategic Planning
- Governance

STRATEGIC CONTEXT

Our contemporary world is increasingly dominated by images, sounds, texts and symbols. Digital technology and internet connectivity continue to alter our society and radically transform the way creative products and services are developed, produced, accessed and commercialized. One of the most distinctive features of the creative industries is that they are innovation-intensive; constant innovation of products, processes and business methods is the norm rather than the exception.

Despite delivery changes and continuing uncertainty in terms of revenue models, global consumer demand for screen-based content continues to show strong growth (PWC, 2012). Over the period 2011-16 total consumer spending on television, film and video games is forecast to increase by 5.3% per annum. The global market, which was estimated to be worth \$355 billion in 2011, is expected to reach \$467 billion by 2016. In terms of the film market, global box office receipts amounted to \$32.6 billion in 2011, an increase of 65% on levels in 2002.

British Columbia is well positioned to exploit opportunities within the global creative economy. The province possesses a strong foundation of creative industry assets on which to build. We have a solid base of creative talent, a thriving interactive entertainment industry, a competitive film and television production sector and mature music, book and magazine publishing sectors and industry associations. Added to this is the extraordinary quality of life offered in BC.

British Columbia's creative industry is currently recognized for:

- Having the highest number of interactive gaming companies in Canada;
- Being one of the leading film and television production centres in North America;
- Producing a large number of successful and internationally renowned musicians;
- Being the second largest English language book and magazine publishing sector outside of Ontario.

Despite these strengths, all sectors of the creative industries in British Columbia continue to face common competitive challenges, including:

- The lingering effect of global financial problems and the resulting impact on industry revenue and access to capital;
- The implementation across North America and internationally of tax incentives that meet or exceed those in British Columbia;
- The expectation that content be developed for a variety of distribution platforms despite the absence of a viable revenue model to justify production costs;
- The centralization of Canadian broadcasting, music and publishing industries and decision-making in Ontario;
- Limited ownership of intellectual property by domestic producers and a reliance on business from US studios; and
- A fluctuating Canadian dollar.

These factors will continue to challenge the film, television, digital media, publishing, and music content production landscape in British Columbia. Overcoming these challenges will demand a new understanding of the complexities of how the various creative sectors overlap, collaborate and co-exist. Adopting a flexible, cross-disciplinary and strategic approach will be critical given the volatile and competitive production environment in which all creative industries will be operating over the term of this plan.

Creative BC will continue to support the development of the British Columbia industry to create, finance, produce and distribute entertainment products to both the Canadian and the global market. Our approach will focus on company development and will complement British Columbia's traditional strength as a favoured location for foreign produced film and television product. Additionally, Creative BC will encourage the continued diversification of the industry and its progression to an integrated and full service production centre for all creative content. To accomplish this, Creative BC will:

- Continue to encourage inward investment, particularly in the areas of film, television and digital production;
- Identify new and expanding markets for creative content;
- Provide a range of innovative programs and effective tax credit administration to support the growth and development of B.C.'s creative industry sectors;
- Assist governments in developing a competitive and supportive legislative and regulatory environment and effective Creative industry policy;
- Encourage collaborative partnerships, cross-sectoral cooperation, and a deeper sense of community and vision across BC's creative industry sectors;
- Establish a creative brand for British Columbia and a unique identity for its creative individuals and businesses.

Creative BC is committed to being a catalyst for industry growth and transformation in challenging economic and market conditions. The following sections outline how Creative BC will facilitate a strategic approach to the sector and meet its mandate.

MANDATE, VISION AND VALUES

Creative BC is an independent, not-for-profit agency that brings together the previously separate programs and services of the BC Film Commission and BC Film+Media. As a new agency, Creative BC's focus has been broadened to include its core business of film, TV and digital media as well as music, publishing and other components of the creative industries. The creative sector plays a critical role in attracting people, businesses, and investment to British Columbia and functions as an economic engine, a magnet for talent, and a catalyst for prosperity. For our creative industries to thrive, we need to invest in and support the best creative ideas, talent and businesses, encourage knowledge transfer and collaboration between sectors and foster a healthy and vibrant industry that can continue to win business in an increasingly competitive global marketplace.

Creative BC’s mandate is to provide the programs, services and expertise needed to expand and diversify British Columbia’s creative industries, stimulate investment and employment in the creative sectors and promote BC’s creative content and production capabilities both at home and in the global marketplace. Creative BC’s programs and services are clearly focused on achieving this mandate. Our decision making and resource allocation are guided by our vision of success, our sense of purpose, and our values, which include:

Vision: Creative BC is essential to the success of British Columbia as an innovative centre for the production of quality creative content that is embraced by the global market.

Mission: Creative BC will provide exceptional client service and demonstrate leadership and expertise in program delivery, film production services, policy development and the administration of financial incentives to sustain and expand British Columbia’s reputation as a competitive, world-class centre for creative content.

Values: Creative BC brings the following values and principles to its work and upholds them in its internal and external relationships. These values reflect the foundation upon which the intent of our mission and vision are built.

OUR VALUES	HOW WE PRACTICE THEM
Collaborative	We are committed to achieving collaborative relationships with clients and stakeholders. We work across departments and business lines to achieve common understanding and we believe diverse thinking styles, opinions and experiences contribute to better decisions and results.
Innovative	We continually try new and better ways to solve problems and create value. We have the courage to challenge the status-quo, embrace and enable change and lead the way in technology and business processes.
Responsive	We are dedicated to providing high-quality client service and believe this to be at the core of our mandate. We are open, honest and direct in our dealings and work closely with our internal and external clients and industry partners.
Respectful	We treat each other, our clients and our stakeholders with honesty and respect. We keep our promises and commitments and we provide a safe and welcoming work environment.
Inspired	We strive for excellence in all we do; each person's contribution is critical to our success and we are passionately committed to the advancement of BC’s creative industries.
Expert	We pride ourselves on building and sharing expertise in order to create success for our clients and stakeholders. Our passion for continuously expanding our knowledge base enables us to take a fresh and imaginative approach to everything we do.

OUR VALUES	HOW WE PRACTICE THEM
Sustainable	We are committed to operating a sustainable organization and encourage our industry partners to support sustainable business practices across all sectors of the creative industries.
Engaged	We are serious about our work but don't take ourselves too seriously. We value an optimistic, energetic and dynamic work environment that emphasizes social as well as business interaction. We are successful because we enjoy what we do.

CORE BUSINESS AREAS

During the first year of this planning period, Creative BC will focus its efforts and resources on achieving its core business. Our key objective is to act as a catalyst for industry growth by contributing to the establishment of British Columbia as an international centre for entertainment production, a desirable location for inward investment and an exporter of quality programming for all distribution platforms. Over the longer term, our core business areas, programs and activities will be expanded to encompass a broader range of supports for BC's creative industry sectors. This Service Plan outlines Creative BC's initial goals for the 2013/14 fiscal year, and the strategies identified to achieve them. Going forward, the goals, objectives, strategies, measures and data sources will be refined during 2013/14 under the direction of the Board and management and updated in the next service plan. This will include working with the province to develop key performance indicators that reflect Creative BC's operating performance and with industry to develop performance measures and indicators that reflect creative industry performance.

GOALS & STRATEGIES

To fulfil its mandate, Creative BC has set the following goals and strategies for the first year of this plan:

GOAL 1: Undertake research, provide development assistance and establish the expertise and organizational capacity necessary to serve the additional sectors for which Creative BC has responsibility.

Strategies:

- Develop an understanding of the business models of the new sectors that Creative BC serves;
- Develop sectoral profiles to better describe the scale and type of business activities being undertaken;
- Expand business relationships with Industry Associations and member companies within these sectors;
- Assist the sector in achieving high priority projects/initiatives particularly in the areas of digital technology and international marketing;
- Acquire expertise and capacity within Creative BC to effectively serve these sectors;

- Identify and support cross sectoral opportunities that facilitate collaboration and encourage business development.

Goal 2: Increase investment in BC Creative Industries and capitalize on emerging opportunities in digital technology.

Strategies:

- Effectively administer provincial tax credit programs to ensure that BC remains competitive as a production centre and continues to attract private sector and federal investment;
- Implement government commitments and policies with respect to the motion picture tax credit program;
- Enable film, television, interactive media and other creative content projects to be financed for production in British Columbia;
- Build awareness of investment opportunities in the creative industries to attract capital investment;
- Facilitate cross-sectoral linkages, knowledge transfer and innovation sharing among BC's creative industries;
- Work with government and industry to sustain existing markets and build new export opportunities for BC's creative content producers.

Goal 3: Strengthen BC based corporate capacity in the creative industries.

Strategies:

- Enhance the ability of British Columbia companies to secure development, production and distribution financing;
- Enable British Columbia companies to foster existing and to establish new relationships with national and international co-financing partners;
- Assist BC companies to retain intellectual and financial ownership and control of their creative properties;
- Support the development, marketing and distribution of high quality, commercially viable British Columbia creative content;
- Facilitate collaboration between creators of interactive media, film, television, music, magazines and books;
- Encourage the development of a skilled and knowledgeable workforce and support the creation of employment opportunities across all sectors of the creative industries.

Goal 4: Promote British Columbia and BC's creative industries in the global marketplace.

Strategies:

- Engage and collaborate with key industry stakeholders, partners and governments to align and focus collective marketing efforts to leverage international opportunities;
- Further develop the strategic alliance with the Ministry of International Trade to promote BC's interests abroad;
- Promote BC's sector capabilities and depth of creative and technical expertise in targeted global markets;
- Increase global awareness of British Columbia and BC's creative products;

- Assist in building new co-production opportunities for BC's content producers in existing and emerging markets;
- Encourage film, television and interactive media companies to establish business operations in BC;
- Conduct and support sales missions to major markets to maintain and build relationships with key industry decision-makers;
- Promote the industry's production capacity and competitive advantage in infrastructure (studios, equipment, post production, visual effects, transportation, data processing etc.).

Goal 5: Provide the leadership necessary to ensure BC's creative sector prospers.

Strategies:

- Engage in regular consultation with industry, governments and other agencies dedicated to the growth of the Creative Industries provincially and nationally;
- Facilitate communication between industry and government on policy and program issues;
- Deliver effective legislative, policy and program advice to policymakers at the federal, provincial and municipal levels;
- Invest in research to improve investment and business development outcomes through better access to information, partnerships, and innovation, particularly in the new sectors for which Creative BC has responsibility.
- Produce and distribute sectoral profiles of industry activity and key trends that lead to the development of a comprehensive Creative Industry strategy;

Goal 6: Establish Creative BC as an integrated, efficient, effective, and knowledge-based organization.

Strategies:

- Create and implement a Service Plan for Creative BC;
- Secure adequate funding to meet the requirements of the broader mandate;
- Develop Creative BC brand identity, web presence and associated collateral material;
- Invest in staff development and training;
- Utilize technology to improve client service delivery and operational efficiencies;
- Effectively deliver development programs and production support services.

Goal 7: Provide exceptional client service in the delivery of Creative BC programs and services.

Strategies:

- Deliver timely, effective and efficient investment programs and production support services that meet the needs of clients;
- Expand content creator's access to market intelligence, market preparedness and export development opportunities;
- Identify and resolve issues that affect business activity in BC's creative industries;
- Work with governments and private property owners to encourage access to location resources across the province;
- Revitalize Creative BC's location library to improve access and quality.

As Creative BC has been given responsibility for the broader creative industry sector including music and publishing it will, in the first year, work with these sectors to develop a deeper understanding of each sector's unique business models, development potential and investment requirements. This information will be integrated into subsequent service plans and into the broader strategic development work being undertaken by Creative BC. The goals, programs and activities will be further refined by Creative BC in the next iteration of the three year service plan.

PERFORMANCE MEASURES

TARGETS AND FORECASTS

While Creative BC plays a significant role in developing and maintaining British Columbia's competitive position in the film, television and digital media sector, many of our intended outcomes are subject to market forces and external decision making processes. As a result, some of our success measures are not amenable to target setting. Where a target cannot be set, we provide a forecast. These are our best estimates, based on current knowledge of the industry and the resources available to Creative BC.

Some of the performance measures below, e.g., dollar value of projects assisted by the tax credit program, are best interpreted as measures of industry, rather than Creative BC's, performance. These measures are included in the service plan because they illustrate Creative BC's contribution to the provincial economy and the film and television industry.

ASSUMPTIONS

In preparing the forecasts, the following assumptions were made:

- A competitive tax credit system in British Columbia;
- Continued funding of development programs by the province;
- Stability in sectoral labour relations;
- Immigration policies that allow continued access to senior creative and management talent;
- Canada – U.S. exchange rates in the .90 – 1.00 range;
- Continuation of existing trade relationships with the United States;
- Maintenance of federal programs at current levels.

Please note that at the time this service plan was prepared, financial conditions continue to affect the industry's ability to secure production capital. These conditions will likely continue to influence production decisions and production levels over the term of this service plan.

For these reasons forecasts that relate to industry production levels should be viewed with caution.

GOAL 1: Undertake research, provide development assistance and establish the expertise and organizational capacity necessary to serve the additional sectors for which Creative BC has responsibility.

PERFORMANCE MEASURES	FORECAST/TARGET 2013/14	FORECAST/TARGET 2014/15	FORECAST/TARGET 2015/16
Understand new sectors and their business models	Ongoing	Ongoing	Completed
Develop sector profiles	Contract for first sector profile signed	2 sector profiles completed and draft industry strategy developed	All sector profiles completed; industry strategy finalized and implementation begun
Priority initiatives identified and support provided to new sectors	Ongoing	Ongoing	Ongoing
Identify internal and external resources to serve new sectors	Ongoing	Ongoing	Ongoing

GOAL 2: Increase investment in BC Creative Industries and capitalize on emerging opportunities in digital technology.

PERFORMANCE MEASURES	FORECAST/TARGET 2013/14	FORECAST/TARGET 2014/15	FORECAST/TARGET 2015/16
Percentage of applicants expressing satisfaction with Creative BC's administration of tax credit programs	Not less than 75%	Not less than 80%	Not less than 80%
Dollar value of projects certified for tax credits	> \$1.2 billion	> \$ 1.2 billion	> \$ 1.4 billion
Dollar value of salary and wages resulting from projects supported by the tax credit programs	\$650 million	\$650 million	\$675 million
Dollar value of salary and wages resulting from digital projects supported by the tax credit programs	\$225 million	\$235 million	\$250 million

Goal 3: Strengthen BC based corporate capacity in the creative industries.

PERFORMANCE MEASURES	FORECAST/TARGET 2013/14	FORECAST/TARGET 2014/15	FORECAST/TARGET 2015/16
Percentage of applicants expressing satisfaction with Creative BC's administration of development programs	Not less than 75%	Not less than 80%	Not less than 80%
Investment leveraged by Creative BC development funding (ratio)	4/1	4/1	4/1
Dollar value of BC-owned and controlled productions certified for tax credits	\$300 million	\$310 million	\$325 million
Percentage of participants expressing satisfaction with international market, financing and partnership opportunities supported by Creative BC	Not less than 75%	Not less than 80%	Not less than 80%
Dollar value of confirmed and potential business by clients supported to attend international markets	Establish baseline	Monitor and improve	Monitor and improve

GOAL 4: Promote British Columbia and BC's creative industries in the global marketplace.

PERFORMANCE MEASURES	FORECAST/TARGET 2013/14	FORECAST/TARGET 2014/15	FORECAST/TARGET 2015/16
Number of international business development missions supported	No less than 8	8-10	8-10
Number of BC companies supported to develop international market opportunities	Not less than 100 BC companies	120 BC companies	120 BC companies
Number of initiatives undertaken to attract inward investment to BC	Not less than 8	8-10	8-10

Goal 5: Provide the leadership necessary to ensure BC's creative sector prospers.

PERFORMANCE MEASURES	FORECAST/TARGET 2013/14	FORECAST/TARGET 2014/15	FORECAST/TARGET 2015/16
Timely and relevant policy and program advice provided to governments	Ongoing	Ongoing	Ongoing
Clear and consistent provincial perspective provided to federal regulatory, policy and program delivery agencies	Ongoing	Ongoing	Ongoing
Effective communication and engagement between industry and governments on policy and program issues	Ongoing	Ongoing	Ongoing
Develop sector profiles	Contract for first sector profile signed	2 sector profiles completed and draft industry strategy developed	All sector profiles completed; industry strategy finalized and implementation begun

GOAL 6: Establish Creative BC as an integrated, efficient, effective, and knowledge-based organization.

PERFORMANCE MEASURES	FORECAST/TARGET 2013/14	FORECAST/TARGET 2014/15	FORECAST/TARGET 2015/16
Develop and implement Creative BC Service Plan	2013/14 Service Plan completed	Revise and update	Revise and update
Creative BC brand identity developed and implemented	Creative BC new website launched	Social media strategy developed and implemented	Ongoing
HR policies to reflect new organization updated	HR policies revised and approved	Updated HR policies implemented	Revise and update
Creative BC financial system upgraded	New financial system implemented	Ongoing	Ongoing

PERFORMANCE MEASURES	FORECAST/TARGET 2013/14	FORECAST/TARGET 2014/15	FORECAST/TARGET 2015/16
Integrate BCFC and BCFM Information Technology systems	Implement integrated IT systems	Review and revise	Review and revise
Revise and improve Digital library database	Business requirements Terms of Reference completed	Contract signed for development of updated digital library system	New system completed

GOAL 7: Provide exceptional client service in the delivery of Creative BC programs and services

PERFORMANCE MEASURES	FORECAST/TARGET 2013/14	FORECAST/TARGET 2014/15	FORECAST/TARGET 2015/16
Working days to process a complete tax credit application	25 working days	25 working days	25 working days
Percentage of clients expressing satisfaction with location packages	Not less than 75%	Not less than 80%	Not less than 80%
Percentage of location packages delivered to clients within 48 hours of initial request	Not less than 75%	Not less than 80%	Not less than 80%
Percentage of clients expressing satisfaction with Creative BC's on line tax credit systems	Not less than 70% client satisfaction	Not less than 75% client satisfaction	Not less than 75% client satisfaction
Percentage of digital library users expressing satisfaction with system and Creative BC support	Baseline established	Monitor and improve	Monitor and improve
Develop metrics for website usage and effectiveness	Establish baseline	Monitor and improve	Monitor and improve

RELATED ORGANIZATION

Creative BC has established a related charitable organization, the British Columbia Film Foundation, with a mandate to:

- Advance, encourage and promote the study and teaching of Canadian film, television and digital media studies;
- Promote, recognize and support excellence and innovation in the art of Canadian film, television and digital media production; and
- Promote in the public the appreciation of the aesthetic and cultural value of the works of Canadian artists in film, television and digital media.

The Foundation annually uses its investment income to support scholarships for students undertaking advanced study in film, television and digital media. In 2012/13, three \$10,000 scholarships were awarded through a competitive process to BC students.