

# Creative BC Strategic Plan

FY2022/23 – FY2026/27

Renewing British Columbia's  
creative economy with purpose and  
focus for a sustainable future





We gratefully acknowledge the unceded ancestral territories of the 34 First Nations language and cultural groups upon whose homelands the province's creative industries work and live.

Creative BC and the sector we support have a crucial role to play in uplifting Indigenous people and specifically, Indigenous voices, creators, companies, and creative content.

We prioritize actions that foster relationships and lasting partnerships, contribute to long-term value, ensure greater access, and deepen cultural understanding.

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Creative BC embeds accountability for change as a foundational principle in all spheres of our activity and influence.

*“The next level only happens once you have solid footing.”*

Creative BC's strong foundations are an excellent platform from which we now challenge ourselves to “level up.” We asked our own team to tell us what that means to them...

*“Refreshing our vision and purpose.”*

*“Operating with a heightened sense of intention and urgency.”*

*“Stepping outside of the comfort zone.”*

*“Maintaining an equilibrium.”*

*“Moving up the hierarchy of competence: unconscious incompetence, conscious incompetence, conscious competence, and unconscious competence.”*

*“Looking in the mirror to become a better version of myself every day.”*

*“Unlocking your powers.”*

# Uplifting content creation

-  Book Publishing
-  Interactive + Digital Media
-  Magazine Publishing
-  Motion Picture
-  Music + Sound Recording



## Chair's Foreword | Jesse Finkelstein

We are proud of Creative BC's strength and reputation. The board of directors addresses the design and oversight of this new strategic plan with reaffirmed passion and commitment fuelled by the challenges we collectively face today. They are undeniable, global, and epic—from rapid innovation and economic competition to necessary social upheaval and sobering climate change.

As we launch this five-year strategic plan, we raise Creative BC's mandate and purpose to meet these challenges. Our planning hinged on the principle of sustainability in its broadest sense and additional lenses of reconciliation and accessibility. With and for B.C.'s creative industries, we now aim to shape a prosperous and productive local sector that simultaneously pursues societal equity, workplace inclusion, and long-term environmental health.

We have faith that this organization, its stakeholders, and our creative industries are both willing and able to answer our call. We are committed to creating value through meaningful partnerships with the 34 First Nations language and cultural groups upon whose unceded ancestral homelands we work.

Finally, thank you to the provincial government for championing this exceptional segment of the economy toward a stronger B.C.

## From Creative BC's Board of Directors



## Message from the CEO | Prem Gill

The creative industries are gradually emerging together from the global pandemic. There has never been more urgency for innovative, localized support, facilitation, and strategy. Simultaneously, the health of people and planet has never been more integral to our own mission, as the province's economic development agency of record for the creative sector.

Champions for creators, companies, and storytellers, my team and I are professionally devoted and personally re-inspired by the current context to challenge ourselves to "level up." Our accomplishments from the last strategic plan lifted the organization and the industries we support to new levels. Creative BC embraces its leadership role to renew B.C.'s creative economy through investment and innovation that unite growth with the common good. Meaningful collaborations are the heart and soul of Creative BC's work, and we're determined not only to sustain but to expand the value we provide to the sector and to this province.

We take pride in our responsibility for B.C.'s creative industries. With a fresh strategic plan, we renew our commitment to the mutual success of funders, partners, and stakeholders alike, and formalize our pledge to prioritize reconciliation, equity, and the environment in every aspect of our influence.

<b>Chair</b>	<b>Members</b>	
Jesse Finkelstein	Rob Bromley	Matt O'Grady
<b>Vice Chair + Secretary-Treasurer</b>	Jeevyn Dhaliwal	Kesi Smyth
Louise Clark	Michelle Grady	Jamie Sterritt
	Shirley Lew	Bill Tam
		Kate Wattie

# Strong foundations

We start this new strategic plan with a reflection on the past six years. Beginning in 2016, Creative BC transformed its service delivery to the creative sector with a goal to unify and sustain. We did this through collaborative partnerships that grew British Columbia's competitive position, increased the sector's visibility, and developed the next generation of talent.

Key accomplishments of the past six-year plan are reflected in our creative-economy measures (which include growth in GDP, jobs, and output) and expanded funding programs supporting the creative industries. We increased service delivery organization-wide, from supportive policy development work to program delivery during COVID and the ongoing recovery.

We embedded foundational Justice, Equity, Decolonization, Diversity, and Inclusion (JEDDI) training within our workplace, principles across our programs, and ongoing accountability through department action plans.

We delivered on flagship industry commitments to equity and the environment, thereby increasing industry capacity, visibility, and credibility. With input from industry stakeholders, Creative BC has positioned itself as a trusted partner and central hub uniting B.C.'s creative industries.

## ↑ 5% GDP Growth

Compound Annual Growth Rate between 2015\* and 2019

Prior to COVID, sector growth was slightly outpacing B.C. overall, which saw 4% CAGR during the same five-year period. However, the creative industries were among the hardest hit by COVID. When the COVID year is counted, they had a 2% CAGR for the six-year period between 2015 and 2020, while B.C. overall was at 4%. \*Creative BC's previous strategic plan began in FY2015/16.

## ↑ 5% Job Growth

Compound Annual Growth Rate between 2015\* and 2019

Sector job growth is outpacing B.C. overall, which saw 2% CAGR during the same five-year period. Although the creative industries were among the hardest hit by COVID, the sector has recovered jobs more quickly than B.C. overall. This is reflected by a 2% CAGR between 2015 and 2020 when COVID year is counted, vs. B.C. overall during the same six-year period at 1%. \*Creative BC's previous strategic plan began in FY2015/16.

## ↑ 5x Funding Growth

Creative BC Granting Increase between FY2015/16 and FY2021/22

In FY2021/22 Creative BC delivered \$14.7M via 22 programs with investment from 5 funders, plus 2 key motion picture initiatives with 25 industry investors. This compares with FY2015/16 delivery of \$2.6M via 6 programs and investment from 2 funders. Creative BC's previous strategic plan began in FY2015/16 and ended in FY2021/22.

## ↑ 5x Engagement Growth

Creative BC Newsletter Subscriber Increase between FY2015/16 and FY2021/22

Social media audience grew by 225% over the course of the first strategic plan, traditional media hits went up 135%, and impact report views increased from 8 to 2,000+ per year online. Creative BC's previous strategic plan began in FY2015/16 and ended in FY2021/22.

### Thank you for your partnership + collaboration

**Industry Associations:** Association of Book Publishers of BC, Animation & VFX Alliance, DigiBC, Canadian Media Producers Association - BC Producers' Branch (CMPA-BC), Magazine Association of BC, Motion Picture Production Industry Association, Motion Picture Alliance, Music BC, VRARA Vancouver

**Collaborative Partnerships Funding Programs:** First Peoples' Cultural Council, Rogers Group of Funds, CMPA-BC, City of Vancouver, Indigenous Screen Office, TELUS STORYHIVE, Music BC, Canada Media Fund, Telefilm Canada, Ontario Creates, Screen Ireland

**Province of British Columbia:** Ministry of Tourism, Arts, Culture and Sport, Ministry of Advanced Education and Skills Training, Ministry of Citizen's Services, Ministry of Environment and Climate Change Strategy, Ministry of Forests, Ministry of Municipal Affairs and Housing, Ministry of Transportation and Infrastructure

**Regional Film Commissions:** Cariboo Chilcotin Coast Tourism, Columbia Shuswap Film Commission, Kootenay Regional Film Commission, Northern BC Tourism, Okanagan Film Commission, Thompson-Nicola Film Commission, Vancouver Island North Film Commission, Vancouver Island South Film & Media Commission

**Municipal Film Offices:** Abbotsford, Anmore, Belcarra, Bowen Island, Burnaby, Chilliwack, Coquitlam, Delta, Fraser Valley Regional District, Harrison Hot Springs, Hope, District of Kent (Agassiz), Langley City, Langley Township, Lions Bay, Maple Ridge, Metro Vancouver, Mission, New Westminster, City of North Vancouver, District of North Vancouver, Pemberton, Pitt Meadows, Port Coquitlam, Port Moody, Richmond, Squamish, Surrey, Tsawwassen First Nation, UBC, Vancouver, Vancouver Parks, District of West Vancouver, Whistler, White Rock

# Interconnected future

Creative BC’s board of directors led a strategic planning process that drew on their own industry and functional expertise; creative sector stakeholder surveys and interviews; Ministry of Tourism, Arts, Culture and Sport inputs; and Creative BC insights. Areas of inquiry included economic themes; and also commitment to reconciliation; environmental measures; and the JEDDI work that Creative BC and many stakeholders are prioritizing (Justice, Equity, Decolonization, Diversity, and Inclusion).

The imperative for our collective future is that economic development, and its previously narrow focus on rate of growth, must expand to consider the direction of that growth.

Growth focused on sustainability emphasizes solutions addressing social inequity and the climate crisis.

Creative BC’s hallmark collaborative approach and new strategic plan both focus on sustainable and inclusive outcomes.

<p><b>New Strategic Plan</b> FY2022/23 – FY2026/27</p>	<p><b>11</b> Board Members</p>	<p><b>219</b> Stakeholder Inputs</p>	<p><b>6</b> Working Sessions</p>
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*Future*

## How will...

...companies **balance** business with environmental considerations?

...B.C. **sustain** its leading position as other jurisdictions compete to win creative sector business?

...creators **retain** value for their intellectual property in a digitized world?

...creative industries **become** more inclusive and culturally competent?

**Creative Pathways™ Initiative:** Founding Partner - Motion Picture Production Industry Association (MPPIA); Founding Funders - Martini Film Studios, MPPIA, Motion Picture Association—Canada (MPA Canada), International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts of the United States, Its Territories and Canada (IATSE 891), the Directors Guild of Canada, B.C. District Council (DGC BC), and Canadian Media Producers Association, BC Producers’ Branch (CMPA-BC); Project Funders and Governance Committee Members - Warner Bros Discovery and Ministry of Advanced Education and Skills Training (through the Canada-British Columbia Labour Market Development Agreement); Governance Committee Members - Black Screen Office, CMPA-BC, Cinesite, DGC BC, Elevate Inclusion Strategies, IATSE 891, Indigenous Screen Office, MPPIA, Vancouver Asian Film Festival (VAFF), Ministry of Tourism, Arts, Culture and Sport

**Reel Green™ Initiative:** Alberta Film Commission, Association of Canadian Film Craftspeople Local 2020 Unifor (ACFC West), Bridge Studios, CBC/Radio-Canada, CMPA-BC, DGC BC, Eagle Creek Studios, EP Canada – Entertainment Partners Canada, ICG 669, IATSE 891, International Cinematographers Guild of the International Alliance of Theatrical Stage Employees (IATSE), Manitoba Film and Music, Martini Film Studios, MBS Equipment Company (MBSE), MPA Canada, MPPIA, Netflix, Newfoundland and Labrador Film Development Corporation (NLFDC), North Shore Studios, Ontario Creates, Quebec Film and TV Council (QFTC), Screen Nova Scotia, Sim International, Sony Pictures Entertainment, Sunbelt Rentals, Teamsters Local 155, Union of British Columbia Performers (UBCP/ACTRA), Vancouver Film Studios, William F. White International Inc.

# What guides us

## **Vision**

British Columbia's creators, companies, and stories are sought out and celebrated—at home and around the world.

## **Mission**

Creative BC elevates a diverse and dynamic creative sector through leadership, collaboration, and investment.

## **Values**

**Integrity:** We commit, uphold, and deliver.

**Inclusion:** We listen, respond, and expand.

**Innovation:** We challenge, imagine, and forge.

**Wisdom:** We seek, trust, and share.

# Levelling up

Creative BC will continue the work for which we are recognized, levelling up to meet the challenges ahead while pursuing the ambitions that we collectively share as a driven and creative sector.

We are a global collaborator, a national leader, and a sector innovator. We work hard to earn the trust of stakeholders by delivering highly specialized services to British Columbia's creative industries—services that must continue to respond, adapt, and evolve. The global pandemic taught us the value of flexibility, a new tolerance for uncertainty, and a felt sense of what it means to build resilience.

These learnings combine with deepening recognition of past and ongoing social injustice and the effects of our climate crisis. To sustain the creative sector, let alone to grow it deliberately and in the right directions, requires Creative BC to integrate these insights in a strategy that supports both the organization and the sector to “level up.”

Our new strategy comprises 12 objectives across four strategic goals, all designed to sustain and deepen the value we offer as creative industries meet the future and generate new public value.

## Our Strategic Priorities



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# Local Capacity

<b>Goal</b>	Foster an ecosystem in which creative ambition can thrive.
<b>Objectives</b>	<ul style="list-style-type: none"><li>• Deliver programs and services that anticipate market, client, and consumer needs.</li><li>• Help B.C.'s creative sector adapt to a changing business context.</li><li>• Advocate for the unique needs of each creative industry.</li></ul>
<b>Measures</b>	Performance indicators include CIERA™—the Creative Industries Economic Results Assessment—indicators for creative industry jobs, insight to linkages between these and other industries, and analysis of creative industry impacts specific to the province's economic regions.

Behind the books and magazines, albums, video games and films that entertain us are teams of highly skilled and specialized professionals. They operate within a web of supportive networks—from local and national to global. Creative BC understands the business behind the creation of content, and demand has never been higher. But audiences are fickle, choice is unlimited, and the value chains behind each industry are subject to rapid change.

To adapt to shifting processes, consumer preferences, evolving markets, and ever-emerging delivery channels requires continuous and even radical experimentation. Each industry is different as are its opportunities, challenges, and measures of success.

Cultural product has influence and can serve as a force for positive change—from advancing reconciliation and combatting climate change to shaping a healthy and inclusive society.

Creative BC must support the creative industries to pursue clean production, inclusive practices, and sustainable businesses.

We will imagine new ways to support unique industries, such as our grant-writing support that boosted Magazine Association of BC pandemic efforts to help B.C. periodicals secure 32% of total 2020 federal special measures funding for periodicals.



We will adapt service delivery to changing markets, as we did in offering operational support to music festivals during COVID.



We will advocate for the sector to engage changing audiences.



We will actively seek more funders that share our commitment to reconciliation, like the Rogers Group of Funds with whom we partnered to support Indigenous filmmakers.



We will help the creative industries explore new formats, as we did in supporting B.C. book publishers to extend through an audio-book initiative.



# Global Strength

<b>Goal</b>	Attract business and investment to B.C. while sustaining and promoting exports.
<b>Objectives</b>	<ul style="list-style-type: none"><li>• Design economic development mechanisms that enhance B.C.'s competitive position.</li><li>• Increase market readiness of B.C. creators and creative organizations.</li><li>• Facilitate and support partnerships that strengthen B.C.'s creative sector and brand.</li></ul>
<b>Measures</b>	Performance indicators include CIERA™—the Creative Industries Economic Results Assessment—indicators for creative industry GDP and output, and new insights to provide benchmark indicators relating to greenhouse gas emissions by each of the industries and the sector as a whole.

Creative BC understands the interdependence between economic, social, and environmental success. As the provincial government's economic development agency of record for the creative sector, we will focus on sustaining B.C.'s current competitive offering to the world by increasing opportunities for new value generation with greater purpose. As a catalyst for provincial, municipal, and private investment impacts, the organization will continue to reorient its own practices to maximize public benefit—from structuring partnerships, investments, and contracts to implementing administrative activities, communications, and strategic initiatives.

Creative BC will act as a changemaker for the sector and show global leadership. It will fuel innovation within its own services, collaborations, and program delivery, as well as within the types of projects it supports and the expanded positive impacts they have. It will collaboratively inform and measure its relationships, business attraction, marketing, and administrative services with the lenses of reconciliation, equity, and environment. Creative BC's concrete solutions will be designed for international engagement and positive change, with tools for use by creators, companies and the industry toward a strengthened international presence.



We will deliver the first annual report for Reel Green™ to share insights and clean production opportunities locally, nationally, and internationally.



We will help strategic investors, such as live action, animation, and visual effects studios like Versatile Media opening in B.C.



We will innovate B.C.'s creative sector value proposition.



We will partner to build the capacity and business skills of our creators, such as the Domestic Motion Picture Fund top-up investment from the Canadian Media Producers Association, BC Producers' Branch (CMPA-BC).



We will support export development through trade missions, conferences such as SIGGRAPH, and the Frankfurt Book Fair.



# Creative Storytelling

<b>Goal</b>	Introduce B.C.'s creative industries to new audiences and future advocates.
<b>Objectives</b>	<ul style="list-style-type: none"><li>• Produce research and share insights about the sector and its various stakeholders.</li><li>• Act as an intermediary between the creative sector and the market.</li><li>• Curate the creative sector's brand story so that it can be shared with the world.</li></ul>
<b>Measures</b>	Performance indicators include CIERA™—the Creative Industries Economic Results Assessment—indicators and annual results for interprovincial and international trade.

Creative BC is now established as a trusted centre for proprietary insight and sector promotion. We target funds and collaborate to ensure industry-led studies are produced, distributed, and integrated with storytelling. Combined and sustained, these practices build presence for British Columbia's creative industries and develop the foundations of a growing and shared collective intelligence.

Specifically, the entire sector's scope and the industries' unique scales are now consistently and comparably measured by the Creative Industries Economic Results Assessment (CIERA™) tool. To level up, Creative BC will use this tool to explore the nuances of each individual industry, build research collaborations, and most importantly, reorient measures of success to reflect the interdependence between economies, social impacts, and environmental footprints.

Creative BC's integrated communications are a robust and responsive cornerstone upon which to showcase B.C.'s global leadership in creative content production. Using a combination of media relations, social platforms and newsletters, a refreshed website and Knowledge Hub, and storytelling via [bcreates.com](http://bcreates.com), Creative BC provides resources needed by government and industry to engage and compete on a local, national, and international level.

We will fund insights that lead to new, sector-supportive policy, such as the City of Victoria's Music Ecosystem Study, which informed their new music strategy, and now places industry at the municipal strategic table.



## BC CREATES<sup>★</sup>

We will grow engagement with the [bcreates.com](https://bcreates.com) platform and its content, serviced by Creative BC all year and featured annually at Creative Industries Week.



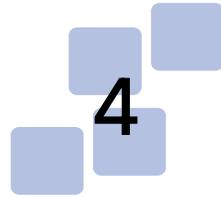
We will increase presence for made-in-B.C. creative content.



We will collaborate with national partners on research and data to establish a Canadian creative industries narrative that can be celebrated globally.



We will increase our online following. Currently @creativebcs promotes the industries to over 30K social followers, 300K annual website visitors, and 12K newsletter subscribers.



# Talented People

<b>Goal</b>	Empower the creative sector to expand, diversify, and develop its workforce.
<b>Objectives</b>	<ul style="list-style-type: none"><li>• Facilitate new and inclusive approaches to workforce attraction and retention.</li><li>• Champion strategies that develop creative industry capabilities and attract workers with transferable skills.</li><li>• Reduce barriers to participation in the creative sector.</li></ul>
<b>Measures</b>	Performance indicators include CIERA™—the Creative Industries Economic Results Assessment—indicators and results based on public census data for workforce composition and demographics, as well as for detailed labour productivity characteristics.

People in the creative industries are thinkers, mirrors to society, storytellers, and problem-solvers. Their skills, applied at any stage of the creative value chain—from creation to production to distribution—contribute not only to shaping British Columbia’s creative products but to informing culture and society, too. Their stories entertain and connect us, reflecting the ideas of our time through a distinctively west coast lens. Our talented people have a unique role to play as we all level up to address the grand challenges faced at this pivotal moment in history.

Ensuring a strong and attractive sector for new and diverse generations is of paramount importance as baby boomers retire and leave gaps in the workforce that must be filled. To keep pace with rapid change and sustain B.C.’s reputation for technical innovation and entrepreneurial leadership, the sector must focus on training, research, and development.

By expanding initiatives like Creative Pathways, now focused on the motion picture industry, to serve the entire sector, Creative BC can act as an industry catalyst and workforce development partner for sector stakeholders and future creators.

We will empower creative companies to develop talent, like hip hop recording artist Joey Stylez, whose new Amplify BC-supported Haida Gwaii Ble\$\$ed Street Studios mentors Indigenous talent.



Joey Stylez

We will focus on career building, such as for Amplify BC-supported Desiree Dawson, whose recent MEET YOU AT THE LIGHT project brought home an international SXSW Award.

FINDING SEA LEGS, TELUS STORYHIVE



We will build creative careers and advance workforce development.

Desiree Dawson MEET YOU AT THE LIGHT



We will expand our Motion Picture Production Industry Association workforce development collaborations: Creative Pathways for career seekers, and the Creative Equity Roadmap, a resource for industry on equity, diversity, and inclusion.



Museum of Other Realities

We will invest in the creative tech talent pipeline, such as the innovators behind Museum of Other Realities project, developed with the Interactive Fund.

# We're going forward together

Thanks to our clients, creative sector partners, stakeholders, and all who informed the new strategic plan.

We understand the last few years have been a long haul—from ongoing business and digital disruptions to the hard-hitting reflections on reconciliation, systemic exclusion, and the environment. But your resilience and creativity inspires us—and it has renewed our determination to support the creative industries even more. Using the strong foundations of Creative BC, we are strengthening our commitment to the sector—and bringing a mindset of “levelling up” to every activity, interaction, and effort.

Likewise, your commitments, actions, and collaborations as unique industries and as an interconnected sector are addressing the key issues of our time. Your priorities are formally reflected in this plan, and we will continue to work with you to imagine, innovate, and support each of the creative industries to level up uniquely.

Thank you for renewing and reinspiring our work.

Tell us where and how you'd like to engage with our implementation. We are committed to you, we trust your expertise, and we seek new partners. As always, we look forward to your ongoing involvement in our implementation.

## **CIERA™** AT CREATIVE BC

Bookmark the Creative Industries Economic Results Assessment for current data and expanded insights, including social and environmental, as our research continues.



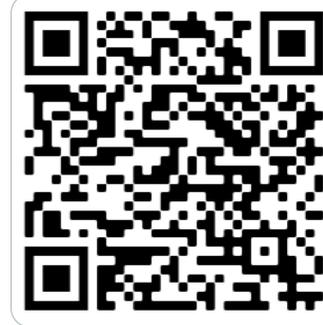
## **KNOWLEDGE HUB** AT CREATIVE BC

Discover B.C.'s creative sector ecosystem with comprehensive contact lists from each industry, Creative BC funding recipients, reports, and more.



## **9 Enabling Factors**

Learn about the nine factors identified through our proprietary research. Efforts to improve these factors will uplift value generation by the creative industries.



## **Stay Connected**

Sign up for newsletters and follow us on social media to keep informed.



The team at Creative BC is dedicated to empowering B.C.'s storytellers through our reach, resources, and expertise. Meet our people:

[creativebc.com/staff](https://creativebc.com/staff)

[creativebc.com/board](https://creativebc.com/board)

Creative BC is an independent society created and supported by the provincial government to sustain and help grow British Columbia's creative industries: motion picture, interactive and digital media, music and sound recording, and magazine and book publishing. The society delivers a wide range of programs and services with a mandate to expand B.C.'s creative economy. These activities include administration of the provincial government's motion picture tax credit programs, delivery of program funding and export marketing support for the sector, and provincial film commission services. Combined, these activities serve to attract inward investment and market B.C. as a partner and destination of choice for domestic and international content creation. The society acts as an industry catalyst and ambassador to help B.C.'s creative sector reach its economic, social, environmental, and creative potential both at home and globally.



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