Creative Potential

Advancing the Yukon's Creative and Cultural Industries



NOVEMBER 2021





We would like to acknowledge Yukon First Nations as the original creatives and sharers of culture in the Yukon. With this strategy we hope to continue reconciliation efforts and to develop, share and teach the value of creativity and culture and the many benefits it brings to all.

Message from Minister Pillai

Creative Potential: Advancing the Yukon's Creative and Cultural Industries is the Yukon's first ever strategy that focuses on strengthening and supporting these diverse industries and acknowledges the spectrum of benefits they contribute to our territory. A unified government-wide strategy for this sector will provide an opportunity to make measurable and tangible strides for both economic and social development in the Yukon.

The creative and cultural industries were hit hard and fast by the COVID-19 pandemic and are still experiencing and enduring the setbacks. The inability to tour and to gather combined with the loss of revenues from the visitor economy have really changed how the sector operates and will likely change how it engages with the public well into the future.

Supporting this sector through these challenges will contribute to the Yukon's economic and cultural vitality and the social and emotional well-being of our residents and communities. As our society and economy emerge from the pandemic we want to stimulate the creative and cultural industries to flourish again.

We are fortunate to have so much talent in a range of practices in the Yukon. With such incredible creative products and cultural venues here at home, with digital platforms providing greater access to global markets, and as we move towards recovery, now is an opportune time for government to implement a strategy to grow this sector.

It is inspiring to see that some of the ideas and feedback put forward during public engagement are already coming to fruition. The dialogue amongst the sector appears to have energized and sparked action. It is important that organizations and individuals in these industries along with governments and private partners continue to collaborate and work collectively.

Over the next 10 years, together we can make these actions a reality and support a thriving creative and cultural sector in the Yukon. Thank you to everyone who participated and contributed in the development of this strategy. I am excited and inspired by the possibilities and opportunities ahead.



By Pillai

Ranj Pillai Minister of Economic Development Minister of Tourism and Culture



Credit: Fritz Mueller



Credit: Aaron Woroniuk



Credit: Mike Thomas/Yukon Arts Centre



Credit: Heather Jones

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Credit: Government of Yukon

Vision

The Yukon's dynamic and diverse creative and cultural sector contributes to positive social outcomes and economic sustainability and is valued locally, nationally and globally.

Introduction

The creative and cultural industries¹ play a vital role in the lives of Yukoners. We all benefit from inspirational and creative activities that transform ideas and materials into new ways of seeing and experiencing the world. These industries share stories, knowledge and traditions and shape who we are as a territory and as a community.

We also benefit from the contributions this sector provides to our economy, the employment opportunities it offers and the broadened career paths it presents for our next generations. The industries empower rural and traditionally underrepresented communities and provide opportunities to generate income and share perspectives. They also spark business innovation and positively impact tourism, manufacturing, education and small business. In 2018, the sector contributed \$59.7 million or 2 per cent to the Gross Domestic Product (GDP) in the Yukon. This demonstrates the strength and potential for this sector to grow.

- the production or reproduction, promotion, distribution and commercialization of goods, services and activities of content derived from cultural, artistic or heritage origins.
- includes, but is not limited to, sound recording, visual and applied arts, crafting, audio-visual and interactive media, film, photography, graphic design, architecture, live performance, theatre, written and published works, heritage and libraries as well as the labour force and institutions required to support them.

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We have used the definition of creative and cultural industries, as defined in Canada's Culture Satellite Account, to inform the scope of the project:



As with the rest of the world, the Yukon's creative and cultural industries were severely impacted by the COVID-19 pandemic. Activities that bring people together were no longer possible resulting in this sector being among the hardest hit. The closure of cultural venues, the cancellation of performances and festivals, the stark decline of visitors, the limitations on touring and the shutdown of film sets and rehearsal spaces had significant financial and social implications. While it is important to recognize the loss and setbacks, it is also an important signal to look to the future. As we reflect on what was working and where improvements were needed before the pandemic, these new realities challenge the government to design a thoughtful, nimble and resilient plan for the future. Now is the time to rebuild, recover and to prosper.

Creative Potential: Advancing the Yukon's Creative and Cultural Industries maps out an inclusive, collaborative plan that offers a solid foundation from which creative and cultural activity in the territory can: find new pathways to flourish;



Credit: Devon Berquist





Credit: Devon Berquist



Credit: Mike Thomas/ Yukon Arts Centre

Credit: Fritz Mueller



Credit: Fritz Mueller

honour commitments to reconciliation; and propel the sector further on the national and global stages. Easier access to a range of supports and strengthening connections will enable industry participants to retool, reimagine and thrive. Investments in technology and infrastructure, as well as in education and training, will bring the sector forward and foster both new audiences and new participants. The Government of Yukon values those who work in the sector and we are eager to work with all partners to maximize the potential of the creative and cultural industries.

This 10-year strategy is guided by seven principles, with 22 actions identified under four strategic objectives. Objectives and actions are listed without prioritization beyond what is identified for Phase 1 implementation. Through realizing these actions, all levels of government, the private sector and the organizations and individuals who participate in the creative and cultural industries can amplify the creative economy in the Yukon. The world is interested in who we are. Let's show, tell and share the Yukon's many stories with pride in ways we haven't before.

Guiding Principles

Inspire bold innovation and creativity

The Yukon is rich in history, culture and inspiration. It is vital to nurture imagination and encourage new ways of seeing, doing and experiencing to continue stretching what is possible.

Collaborate, partner and engage community

Increasing collaboration between practitioners, organizations, among government entities and within the industries is fundamental for the sector to grow and flourish.

Enrich quality of life

The impacts and benefits of the creative and cultural industries are greater than the products and experiences themselves.

Embrace inclusion and diversity

Empowering and enabling new voices and points of view to be expressed to wider audiences builds a better Yukon for today and for future generations.

Celebrate authentic Yukon

Our unique place in the world, our history and diverse traditions are among our greatest assets.

Value artistic excellence

Recognizing the dedication and talent of practitioners at any age and any stage of career, and cultivating those skills, is key to developing excellence.

Nurture next generations

Teaching and nurturing our youth through access to creative content and practices is essential for growth and a flourishing creative and cultural industries sector.



Credit: Devon Berquist

Credit: Fritz Mueller

Credit: Government of Yukon



Credit: Mike Thomas / Yukon Arts Centre



Outcomes

- Tangible recognition of the sector's contribution to economy and society
- Greater access, sales and discoverability in local, national, and international markets
- Innovative and quality product development
- Supportive infrastructure
- Viable and sustainable income opportunities
- Greater voice and representation for the sector
- Accelerated development of youth talent in the sector
- Relevant, accessible and affordable skill-based and business training





Credit: Mike Thomas / Yukon Arts Centre

Strategic Objectives

The Government of Yukon is striving to achieve the strategy's vision by focusing actions under four overarching strategic objectives. Regular review and specific metrics are identified to ensure the actions are effective and achieving the objectives and outcomes of the strategy.

Stimulate Growth: Investments in people, product, marketing and infrastructure are all required to ensure there is a solid foundation in place from which the sector can thrive.

Focus Policies, Programs and Services:

Prioritizing the sector within government structures, policies, programs and services is essential to creating a solid framework of supports. **Strengthen Connection:** Collaboration, sharing of resources and establishing networks are key components of success for this diverse sector.

Foster Knowledge: Understanding the creative and cultural industries through research, training, and education is key to establishing ongoing development for future generations.



Credit: Devon Berquist



Credit: Devon Berquist



OBJECTIVES

Phase 1: COVID-19 Recovery

As the Government of Yukon implements this strategy, actions have been identified that will provide the greatest support for the sector as it continues to deal with pandemic impacts. In the first three years of implementation, we will focus on the following actions that support the sector to build digital capacity, reach new markets, and increase training opportunities, as well as those that will contribute to employment and income.



Phase 1 Actions

- Modernize and streamline existing funding supports
- Explore options to update branding and promotion for the Yukon's creative and cultural industries
- Develop marketing and export strategies targeted to each industry
- Establish a dedicated sector-specific funding program
- Create a micro-grant program
- Create a new career advancement funding program
- Develop a Yukon Cultural Centres and Museums Policy
- Build industry understanding of complex issues such as rights, royalties and copyright
- Continue labour market supports to enable access to sector-specific training
- Establish baseline data to regularly measure, monitor and report on the economic and social impacts of the sector

In the following pages, these actions are identified with <u>blue underlined text</u> and more detail on each is provided.

ACTION PLAN

1. Stimulate Growth

Investments in people, product, and infrastructure are all required to ensure a solid foundation is in place from which the sector can thrive. Innovation, imagination and quality are all intertwined and integral to the sector's success. Understanding risk as a catalyst for growth is necessary to advance development.

Through this strategy, government aims to increase the creative and cultural industries' contribution to the Yukon's economy; and in so doing, bring greater opportunity and prosperity for the overall enrichment of our communities in ways beyond just revenues.

1.1 Modernize and streamline existing

funding supports to improve delivery, structure and effectiveness, and to address gaps. Funding policies and criteria should be clear, consistent and flexible to promote an integrated and continuous spectrum of creative arts and business development centered around the creative value chain.

Changes in programs should:

- simplify application and reporting processes;
- improve digital literacy in the sector by supporting creatives to access and integrate technology into their practices;
- recognize current industry standards and formats;
- increase engagement of youth and underrepresented populations; and
- include consideration of an equitable hourly rate for individuals referencing industry standards where applicable (e.g. Canadian Actor's Equity Association).

- 1.2 Explore options to update branding and promotion for the Yukon's creative and cultural industries to raise the global profile and increase discoverability of Yukon products and experiences. Partner with and complement the work of other organizations and initiatives (e.g. Yukon First Nations Culture and Tourism Association Indigenous artwork promotion and branding program).
- 1.3 Develop marketing and export strategies targeted to each industry to strategically reach new markets and increase discoverability; recognizing that individual industries within the sector are at different stages of development.

1.4 Establish a dedicated sector-specific

<u>funding program</u> to increase access to local, national and international markets for creative and cultural entrepreneurs, businesses, and non-profit organizations. A flexible program with broad criteria will support sector growth objectives such as:

• investing in product development and innovation;

- industry-specific needs such as translation services, publishing and shipping expenses;
- increasing capacity to export;
- increasing export sales and revenue; and
- expanding markets and audiences.
- 1.5 <u>Create a micro-grant program</u> with a simple application and reporting process that can enable quick access to funds (under \$5,000) to allow the sector to respond to activities and opportunities.
- 1.6 Create a new career advancement

funding program intended to support individuals at various stages of their career to devote a full year to their creative or cultural profession. A mentorship component should be included to support career advancement. This application-driven, criteria-based program is intended for a limited number of individuals on an annual basis.

1.7 Continue Yukon government advocacy with federal counterparts and private sector partners for improved internet services including increased upload speeds, bandwidth and lower costs - recognizing this as a key to industry success.



Credit: Alistair Maitland Photography

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1.8 Invest in cultural infrastructure to empower and enable connections for creative collaboration and innovation through:

1.8.1 Supporting upgrades related to technology, capacity and universal accessibility in existing cultural facilities. Review options to further support access to existing and underutilized performance spaces.

1.8.2 Exploring repurposing and/or development of new cultural infrastructure through partnerships (e.g. such as centralized hub spaces in communities, studio, production and creative spaces). Consider expanding the role of community libraries, recognizing their importance as information centres (e.g. maker spaces, training and technology).

ACTION PLAN

2. Focus Policies, Programs and Services

It needs to be easier for industry to operate in the territory. Coordinating and prioritizing the sector within Yukon government programs and policies is essential to creating a responsive framework of supports. This includes increasing capacity development and empowering the sector to share its unique products and experiences within the territory and with outside markets. Effective and inclusive programs and services will result from the collaborative development of policies and honoring government's commitment to reconciliation.

2.1 Centralize Government of Yukon creative and cultural industry programs and supports:

2.1.1 Improve interdepartmental

collaboration to facilitate complementary program delivery. Create a one-window digital approach, and increase communications and outreach. Review policies and mandates in relevant units to advance the sector as a whole from artistic to commercial.

2.1.2 Provide industry resource services specific to creative and cultural industries (similar to Tourism's Industry Services Unit) in order to assist with sector research and analysis, undertake large marketing initiatives, provide business advice and guidance, and to navigate territorial and federal programs.

- 2.2 Create and revise Government of Yukon policies and regulations to respond to the needs of the sector:
 - 2.2.1 Establish mechanisms in Government of Yukon's procurement processes to maximize opportunities for local creatives by:
 - to the greatest extent possible, prioritizing Yukon creatives in competitive processes;
 - simplifying/streamlining the procurement process for purchasing products and services related to the creative and cultural industries (visual art, writers, designers, videographers, magazines, etc.);
 - referencing best practices and industry standards where they exist (e.g. CARFAC rates for visual artists); and
 - increasing sector awareness of opportunities.
 - 2.2.2 <u>Develop a Yukon Cultural Centres</u> and <u>Museums Policy</u> to establish the vision and direction for the Yukon's



Credit: Government of Yukon



Credit: GBP Creative

museums recognizing the distinct role that First Nation cultural centres play in sharing culture. From this policy, strategies for Yukon Museums and First Nation cultural centres may be developed identifying priorities and providing clear actions and performance indicators.

2.2.3 Improve tools for managing the Yukon's heritage resources and artifacts balancing protection with access. Recognize the wealth of raw materials available in the Yukon and consider ways to increase access for the development of creative and cultural products and experiences (e.g. create a system to certify Yukon mammoth ivory towards building a strong, legitimate artistic market).

2.2.4 Create a Government of Yukon public

art policy to enhance the presence of art in both indoor and outdoor public spaces. Allocate resources for art purchase/commissions as part of construction budgets for public buildings. Demonstrate commitment to public art by investing in opportunities for community engagement through temporary public art initiatives.

- 2.2.5 Apply best practices to identify barriers and eliminate discrimination in government initiatives using tools such as Gender Inclusivity and Diversity Analysis (GIDA).
- 2.3 Strive to have full and appropriate representation at provincial, national and international tables to bring concerns of the Yukon's creative and cultural sector to national attention – particularly on issues that impact income generation for creatives.
- 2.4 As the Yukon government moves its **Housing** Action Plan forward, consider its impacts on the cultural sector and the relationship between investment in affordable housing in Yukon communities and the ability to attract and retain creatives and cultural sector workers in the territory.

ACTION PLAN

3. Strengthen Connection

Each industry is unique and through identifying and sharing the diversity of resources within them, it will lead to a better understanding of the creative and cultural ecosystem in the territory. Through collaboration, representation and establishing networks this diverse sector can become stronger. Government aims to minimize barriers and increase access for those already in the sector, as well as for those voices seeking to participate. Exploring opportunities in cultural tourism will allow the Yukon to share and celebrate its culture, creativity, experiences and history with the rest of the world.

3.1 Increase collaboration between the tourism sector and the culture sector:

- **3.1.1 Support the continued development** of cultural tourism through the Yukon Tourism Development Strategy. Invest in new products and experiences and enhance visitor awareness of Yukon First Nations culture and history through Indigenous tourism experiences.
- 3.1.2 Increase inclusion of the Yukon's diverse cultural sector in tourism marketing. When sharing the Yukon's story, incorporate opportunities for the participation and promotion of the creative and cultural industries. Recognize the contribution of culture and heritage to outstanding visitor experiences.

3.2 Work with the Yukon Arts Centre to

potentially expand its role in assisting artists. Advance the Centre's responsibility as a Yukon-wide entity by encouraging further programming in, and representation of, rural Yukon and in supporting a wider range of creative disciplines.

- 3.3 Expand the Yukon Permanent Art Collection (YPAC) to be more inclusive of different media; consider video and digital projects and the literary arts. Address the storage needs and ongoing care of the collection and consider ways of enabling YPAC access to all communities.
- **3.4 Encourage the sector to be inclusive of underrepresented populations** to expand the demographics of programming and audiences; and to provide opportunities for those populations to share their voices through a variety of mediums.
- **3.5 Support the creative and cultural industries** in exploring options to connect and advocate for the sector. Encourage annual or biannual industry and/or sector gatherings to promote innovation, health and wellness, networking and sharing, and encourage the expansion of business practices, new partnerships and new ideas through the bridging of disciplines and communities.

4. Foster Knowledge

Lifelong learning, training, and education are fundamental to advancing creative and cultural careers and to developing a strong sector. Our youth are key to longevity and sustainability. Education is more than academics, and learning from others is invaluable especially in knowing and respecting cultural traditions, protocols and practices. Understanding the creative and cultural industries through research, data and analysis is needed to establish ongoing sector development. As more is learned, appropriate programs, resources and supports can be developed to contribute to success.

4.1 Build industry understanding of complex issues such as rights, royalties and

copyright and how to apply it towards income generation. Provide information on topics such as intellectual property rights, cultural appropriation, copyright law and licensing, export regulations and tariffs.

- 4.2 Review K-12 creative curriculum and in-school arts and culture programs in partnership with the sector to ensure strong outcomes for students through foundational learning and skill development, particularly in creative, heritage and culture education.
- **4.3 Promote involvement of youth** in the sector and encourage career choices through participation in cultural experiences, particularly in rural Yukon, and enhancing training opportunities in heritage and culture (mentorships, internships, secondments).

4.4 <u>Continue labour market supports to</u> enable access to sector-specific training to

enhance specialized learning and career skills. Encourage partnerships within the sector and with Yukon University to deliver programs that meet the needs of the sector. Increase access to training and support diverse ways of learning such as mentoring, residencies and job shadowing.

4.5 Establish baseline data to regularly measure, monitor and report on the economic and social impacts of the sector. Yukon-specific, disaggregated data is needed that includes diversity information and income levels from all types of creative and cultural work including volunteerism.



Credit: Mike Thomas / Yukon Arts Centre

Measures and Review

The 10-year strategy will be reviewed after year three in order to recalibrate and ensure relevancy and progress, taking into account the evolving nature of the industries and technologies.

A report card will be published at year four. In addition to measuring progress in implementing actions, we will monitor the following:

OBJECTIVE	Measurable OUTCOME(S)	INDICATOR(S)
Stimulate Growth Increase contribution to the Yukon's economy and the overall portion of GDP derived from the creative and cultural industries (CCI).	 CCI contribution to the Yukon's economy and GDP is significant. 	 CCI contribution (\$) to the Yukon's overall GDP
	 CCI sector is accessible and discoverable across global markets. 	 Web traffic as per Search Engine Optimization (SEO) data
	 CCI export sales and revenue are robust. 	 Number of CCI product exports Value of CCI product exports (\$)
	 CCI sector employment opportunities are robust 	 Number of new businesses in CCI's (since the implementation of the strategy) Number of total businesses in CCI's
	 Existing and new funding supports are streamlined and accessible for uptake. 	 Number of funding applications received (per fund, per year) Number (or percentage) of funding applications approved
	 Infrastructure investments are evident and infrastructure is being used by the sector. 	 Value of investments in cultural infrastructure (new and existing) Number of cultural infrastructure projects identified in Yukon government 5-year capital plan Number of users accessing cultural infrastructure



OBJECTIVE	Measurable OUTCOME(S)	INDICATOR(S)
Focus Policies, Programs and Services Create a solid framework of support within the government through policies, programs and services.	 Government policies pertaining to the strategy are up-to-date as per the needs of the sector. 	 Perception that current policy resources and environment is sufficient to address CCI sector needs (staff/participant surveys/interviews) Number (or percentage) of policy documents in need of update as they relate to the CCI sector
	Government procurement prioritizes local creatives.	 Number of bids received from Yukon creatives in government procurement competitions Number (and percentage) of Yukon creatives successful in government procurement process Dollar value (absolute/percentage) of creative contracts that go to Yukon residents through government procurement processes
Strengthen Connection Improve income and opportunities for those working in the creative and cultural industries to strengthen the capacity for the sector to succeed.	 CCI sector has satisfactory income. 	 Average income for CCI's Income percentiles for CCI's (differentiate new and established businesses)
	CCI sector has robust employment opportunities.	 Number of employment opportunities in CCI's Filled/Occupied Open/Advertised Number of new hires (since the implementation of strategy) in the CCI's Salary range (percentiles) for employment opportunities in the CCI's
Foster Knowledge Foster knowledge and understanding of the sector through research, training, and education	 Youth talent has knowledge and access to participate in the sector. Economic and social impacts of the sector are monitored and reported. Sector-specific education and training is accessible. Internship and mentorship opportunities are available and accessible. 	 Number (and percentage) of youth participants in the sector Baseline data including diversity information and income levels from all types of work including volunteerism Number (and/or percentage) of sector-specific programs in the curriculum for schools (pre and post secondary) Number (and/or percentage) of individuals enrolled in sector-specific programs/ trainings Number of individuals accessing the mentorship/ internship opportunities

Appendix

Background

In order to ensure we addressed the needs of the various industries and heard from as many viewpoints and voices as possible, we started a multi-phase and multi-method engagement process in early 2019. To establish baseline information and an understanding of the current state of the industries in the 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.

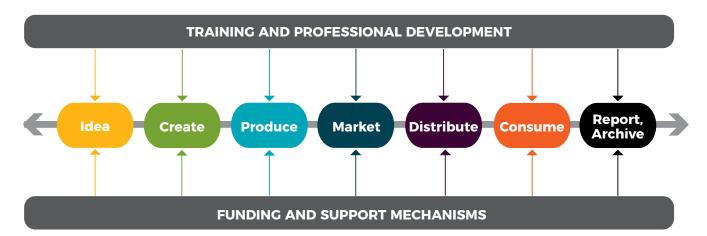


Credit: Devon Berquist

Creative Value Chain

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Throughout the project we 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.



THE CREATIVE VALUE CHAIN



Credit: Fritz Mueller



Credit: Mike Thomas/Yukon Arts Centre

Public engagement activities

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

Phase 1

With the assistance of an advisory group consisting of representatives from the industries, we held an initial public engagement session on May 3, 2019. This one-day session brought together over 100 people from across the 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 needed to consider and contributed to shaping the content for the next series of public engagement sessions. Following the May 3 session, we posted the main discussion questions from the day to an online discussion forum to keep the conversation going.

Phase 2

Public engagement sessions

In late fall 2019, we held 27 public engagement sessions across the 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.

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.

What We Heard

The **What We Heard**² report provides a summary and broad analysis of the feedback received during both phases of public engagement, including the online survey.

The report presents nine key themes (see summary below and on next page) and associated information without any prioritization or weighting. These themes helped guide and inform the development of the strategy and were the basis for determining the guiding principles.

What We Heard Key Themes:

- Administration and Business Support
- Cultural Tourism Potential
- Funding
- Inclusion
- Internet and Digital Technologies
- Products and Market Access
- Space

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• Training and Education

Phase 3

Public engagement - draft strategy

Two focus group sessions were held in November 2020, with participants in the creative and cultural industries to review the draft strategy and proposed actions prior to public engagement.

From January 6 to February 5, 2021, the draft creative and cultural industries strategy was open for public comment.

Individuals and organizations were able to provide feedback by email, over the phone, in writing or anonymously via an online form. In total 36 responses were received from a range of individuals and organizations in the sector. All feedback received was considered in this final strategy.



Credit: Mike Thomas/Yukon Arts Centre







