



DRAFT Creative Potential: Advancing Yukon's Creative Economy *(working title)*

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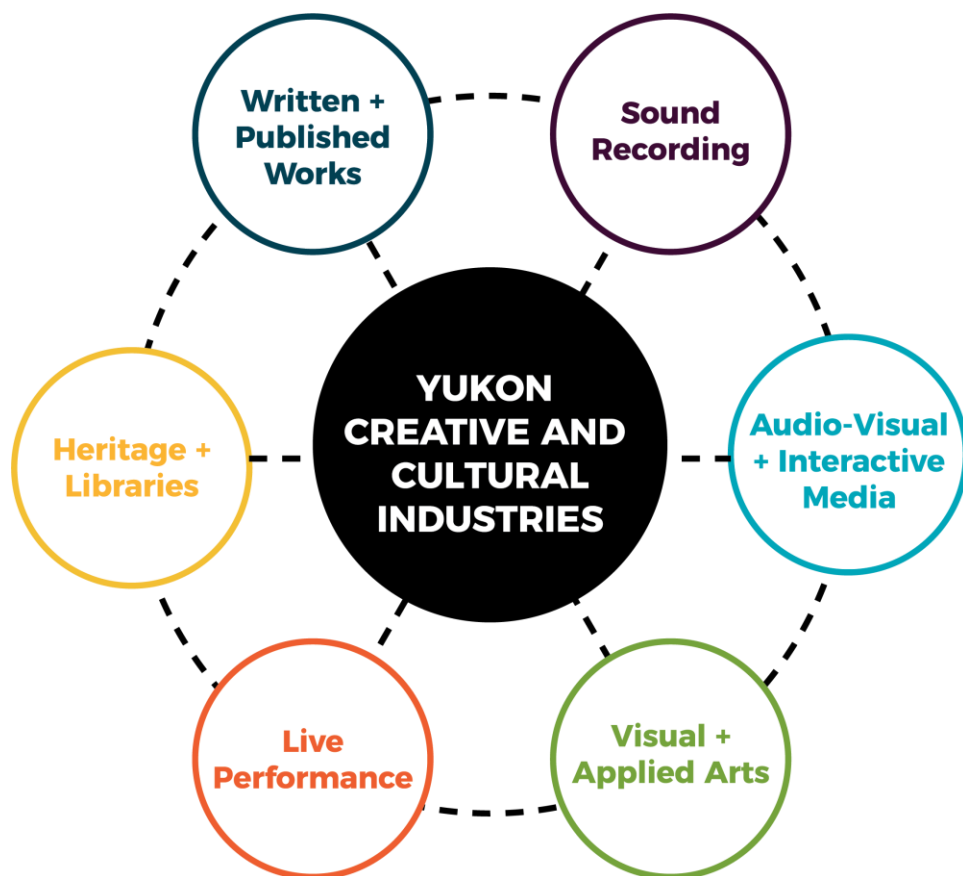
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Vision

Yukon's dynamic and diverse creative and cultural sector contribute to positive social outcomes and economic sustainability and are 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.



¹ 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:

- 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.

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 under represented communities and provide opportunities to generate income and enable self-sufficiency. 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 Yukon. This demonstrates the strength and potential for this sector to grow.

As with the rest of the world, 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 us to design a thoughtful, nimble and resilient plan for the future. Now is the time to rebuild, recover and begin, once again, to prosper.

Creative Potential: Advancing Yukon's Creative Economy 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; 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 mature. Investments in technology and infrastructure, as well as in education and training, will bring us 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. Through implementing 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 Yukon. The world is interested in who we are. Let's show, tell and share Yukon's many 'stories' with pride in ways we haven't before.

Guiding Principles

Inspire bold innovation and creativity

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.

Collaboration, partnership and community

Increased 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 shared histories and diverse traditions are one of our greatest assets.

Value artistic excellence

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

Nurture next generation

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

Outcomes:

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

Strategic Objectives

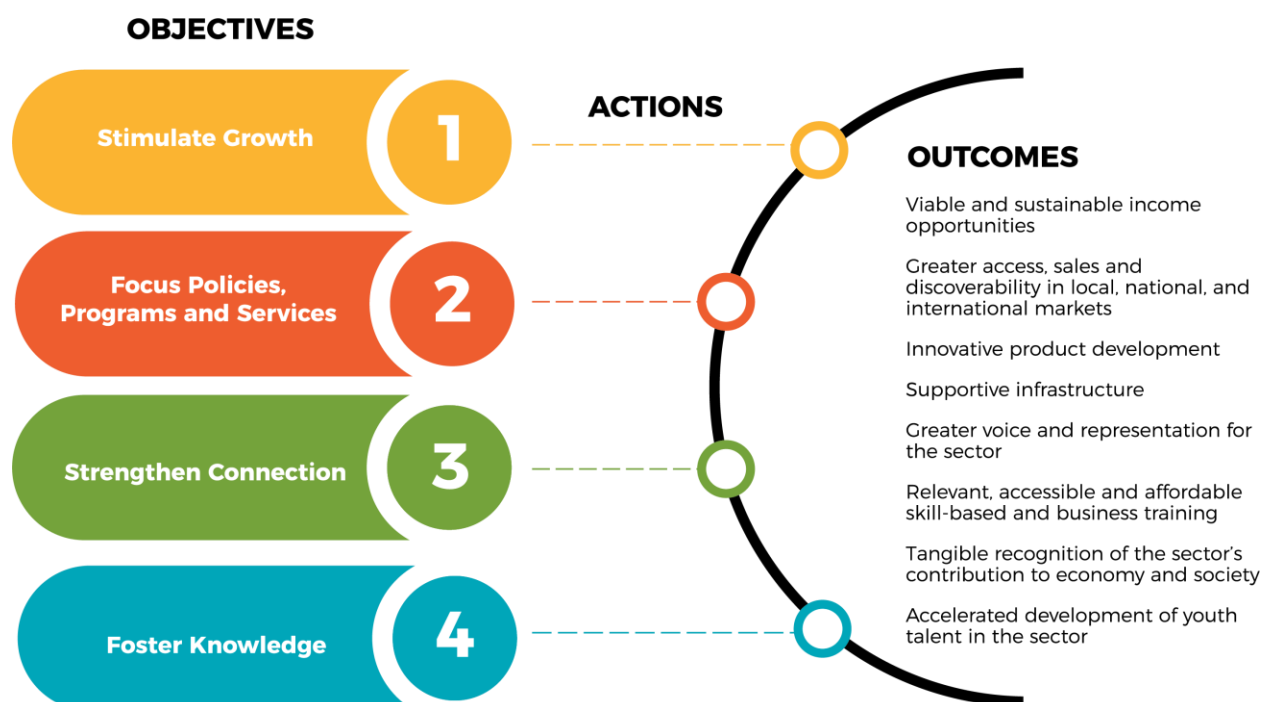
We are striving to achieve the strategy's vision by focusing actions under four overarching strategic objectives. Regular review and specific metrics are identified to ensure the actions are effective and achieving the objectives and outcomes of the strategy.

Stimulate Growth: Investments in people, product, and infrastructure are all required to ensure a solid foundation is in place from which the sector can thrive. Innovation is a catalyst for growth which will result from targeted stimulus. Risk is an essential element of innovation. Through this strategy, we aim to increase the contribution to Yukon's economy and the overall portion of GDP derived from the creative and cultural industries.

Focus Policies, Programs and Services: Coordinating and prioritizing the sector within Yukon government programs and policies is essential to creating a solid framework of supports. This includes increasing capacity development to enhance the ability of the sector to do business within the territory and reach outside markets.

Strengthen Connection: The industries will grow to be stronger through collaboration and representation. Sharing of resources and establishing networks can connect this diverse sector. We aim to minimize barriers and increase access for those already in the sector, as well as those seeking to participate in the sector.

Foster Knowledge: Understanding the creative and cultural industries through research, training, and education is key to establishing ongoing development for future generations. As more is learned, appropriate programs and supports can be developed to contribute to the success of the sector. Sharing information and engaging with our youth is a key to longevity.



Phase 1 Priorities: COVID-19 Recovery

As the Government of Yukon implements this strategy, we will prioritize actions that provide the greatest support for the sector as it continues to deal with pandemic impacts.

In the first two years of implementation, we will prioritize 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. These actions have been highlighted with an asterisk* throughout the document and include:

- 1.1 Modernize and streamline existing funding supports**
- 1.2 Establish a dedicated Creative and Cultural Industries Fund**
- 1.3 Create a micro-grant program**
- 1.5 Revamp branding of Yukon's creative and cultural industries**
- 1.7 Develop Marketing and Export Strategies targeted to each industry**
- 1.8 Continue Yukon government advocacy with federal counterparts and private sector partners for improved internet services**
- 2.1.1 Improve collaboration within Government of Yukon to better support and deliver programs for the industries**
- 2.2.1 Establish mechanisms in Government of Yukon's procurement processes to maximize opportunities for Yukon creatives**
- 4.1 Build industry understanding of complex issues such as rights, royalties and copyright**
- 4.4 Continue labour market supports to enable access to sector-specific training**

Action plan:

1. 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.

1.1 Modernize and streamline existing funding supports* to improve delivery, structure and effectiveness. Funding policies 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, while also recognizing current industry standards and formats. Changes in programs or the development of new programs should also:

- improve digital literacy in the sector by supporting creatives to access and integrate technology into their practices;
- ensure that technology and training are included in planning;
- increase engagement of youth and young creatives, and
- include consideration of an equitable hourly rate for individuals referencing industry standards where applicable (i.e. Canadian Actor's Equity Association).

1.2 Establish a dedicated Creative and Cultural Industries Fund* to increase access to local, national and international markets for creative entrepreneurs, businesses, and non-profit organizations. This fund will address existing support gaps. A flexible program with broad criteria will support sector growth objectives such as:

- increasing capacity to export;
- increasing export sales and revenue;
- expanding global markets and audiences; and
- investing in product development and innovation

1.3 Create a micro-grant program* with a simple application and reporting process that can enable quick access to funds (under \$5,000) that will allow the sector to respond to activities and opportunities and invest in their own development.

1.4 Create a new Creative Career Advancement Award intended to support individuals from a wide range of disciplines at various stages of career to devote a full year to their creative profession. A mentorship component should be included to support career advancement. Consider an application-driven, criteria-based program intended for a limited number of individuals on an annual basis.

- 1.5 Revamp branding of Yukon's creative and cultural industries*** to raise the global profile and increase discoverability of Yukon creative and cultural products and services. Partner with and complement the work of Yukon First Nations Culture and Tourism Association for branding of Indigenous artwork.
- 1.6 Invest in cultural infrastructure** to empower and enable connections for creative collaboration and innovation through:
- 1.6.1 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.
 - 1.6.2 Exploring the 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).
- 1.7 Develop Marketing and Export Strategies*** targeted to each industry to strategically reach new markets and increase discoverability. Recognize that individual industries within the sector are at different stages of development.
- 1.8 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.

2. Focus Policies, Programs and Services

Prioritizing the sector within government structures, policies, programs and services is essential to creating a solid framework of supports.

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

2.1.1 Improve collaboration within Government of Yukon* to facilitate consistency in program delivery. Create a one-window digital approach, and increase communications and outreach. Review policies and mandates in relevant units to ensure programs work together 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, 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 and model best practices such as paying industry rates for creative work by:

- To the greatest extent possible, prioritizing Yukon creatives in competitive processes;
- Simplifying/streamlining the procurement process for purchasing products and services related to cultural industries (writers, designers, videographers, etc.);
- Amending the process for procuring creative products and services to reference industry standards when applicable. (i.e. CARFAC rates when working with visual artists), and
- Increasing sector awareness of opportunities.

2.2.2 Develop a Yukon Museums and Cultural Centres Policy to replace and modernize language and revisit the vision and direction for Yukon's 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 will be developed identifying priorities and providing clear actions and performance indicators.

2.2.3 Develop tools for better managing Yukon's world-class ancient fossils and 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. Establish a percentage 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 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.

3. Strengthen Connection

Collaboration, sharing of resources and establishing networks are key components of success for this diverse sector.

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 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 of the collection and consider ways of expanding YPAC access to all communities.

3.4 Encourage the sector to explore various forms of media that are more inclusive of under represented populations to expand the demographics of programming and audiences; and to provide opportunities for those populations to share their voices.

3.5 Support the creative and cultural industries in exploring models for representation (such as an industry association(s)) to act as a resource and advocate for the sector and/or industry. Networking, mentorships, training, health and wellness, and administrative support services may be addressed through an appropriate representative body(s).

4. Foster Knowledge

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

- 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 and heritage education.
- 4.3 **Promote involvement of youth** in the sector and encourage career choices by supporting opportunities to train in heritage and culture (mentorships, internships, secondments).
- 4.4 **Continue labour market supports*** to enable access to sector-specific training to enhance marketing and career skills. Encourage partnerships within the sector and with Yukon University to deliver programs that meet the needs of the sector.
- 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 work.

Measures and Review

The ten-year strategy will be reviewed at year 4 in order to recalibrate and ensure relevancy, efficacy and to take into account the evolving nature of the industries and technologies. This may mean actions will be revised or reprioritized to meet strategy objectives.

A report card will be published at year 5. In addition to measuring progress in implementing actions, we will monitor the following measures:

- Increased product exports;
- Increased contribution to the GDP from Creative and Cultural Industries;
- Increased employment in the Creative and Cultural Industries;
- Increased number of new creative and cultural industries businesses;
- Increased income for creative sector;
- Online discoverability through metadata analysis; and
- Establishment of sector data reporting within the Government of Yukon.

[Metrics Chart to be placed here in final strategy]

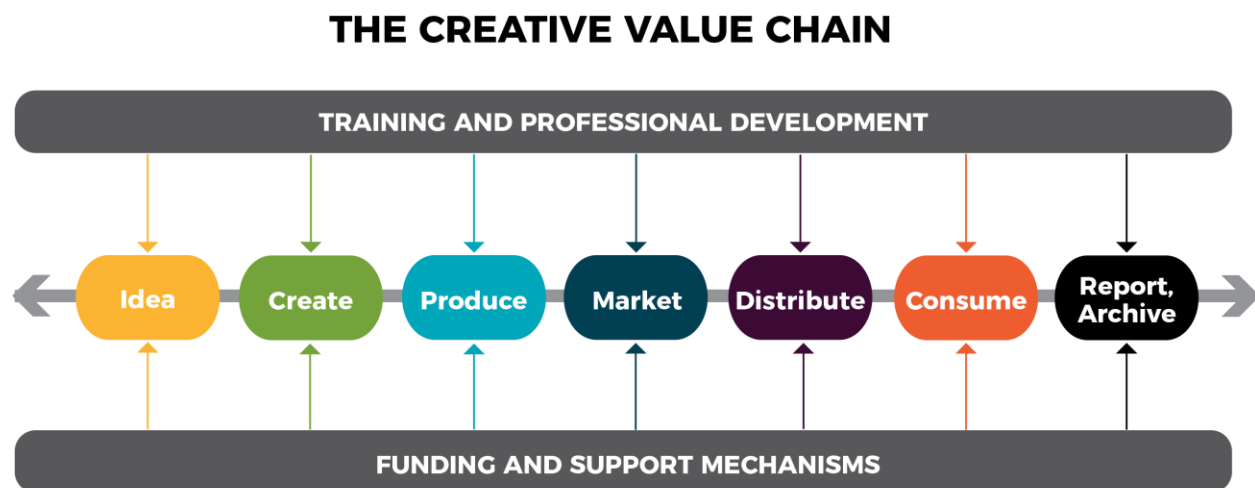
Appendix

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 Yukon, a research report was prepared. The research report also provided a jurisdictional scan of what other areas of Canada and the world are doing in relation to supporting and developing this area of the economy.

Creative Value Chain

Throughout the project we 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.



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 Yukon representing the range of

industries. A series of breakout sessions highlighted opportunities as well as current challenges. This feedback helped refine the areas the strategy needs to consider and contributed to shaping the content for the next series of public engagement sessions. Following the May 3 session, we posted the 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 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 report](#) provides a summary and broad analysis of the feedback received during both phases of public engagement, including the online survey.

The report presents 9 key themes (see summary 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
- Training and Education
- Viability/Sustainability

