

Annual Activity
Report 2013/2014

creativeBC

creativeBC

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The image features a dark background with a bokeh effect of out-of-focus circles in shades of pink, purple, and yellow. In the bottom left corner, the letters 'BC' are rendered in a large, semi-transparent, light blue-grey font. The text is centered in the upper half of the image.

Creative BC brings a strategic and integrated approach to the growth and development of the province's creative industries. We provide professional expertise and business support to strengthen BC's motion picture, digital media, music and publishing industries.

Our programs, services and investments act as a catalyst to help these sectors realize their economic and creative potential and contribute to the future prosperity of our province.



LETTER FROM THE CHAIR

The creative sector is one of the most rapidly growing sectors of the world economy and a significant contributor to income generation, job creation and export earnings.

BC's creative cluster combines a legacy of excellence and expertise across all industry sectors. Over the last 30 years, BC has cultivated global leaders in interactive media, film and television, music, book and magazine publishing. Across these disciplines, BC's creative industries can be defined as one of the province's internationally competitive success stories. British Columbia's creative content creators have built a dynamic creative cluster that generates outstanding entertainment products that are consistently recognized internationally for both innovation and production quality.

BOARD OF DIRECTORS 2013/14

Michael Francis
Chair

Colin Browne
*Vice-Chair,
Secretary/Treasurer*

Jason Dowdeswell

Gordon Esau

Scott McIntyre

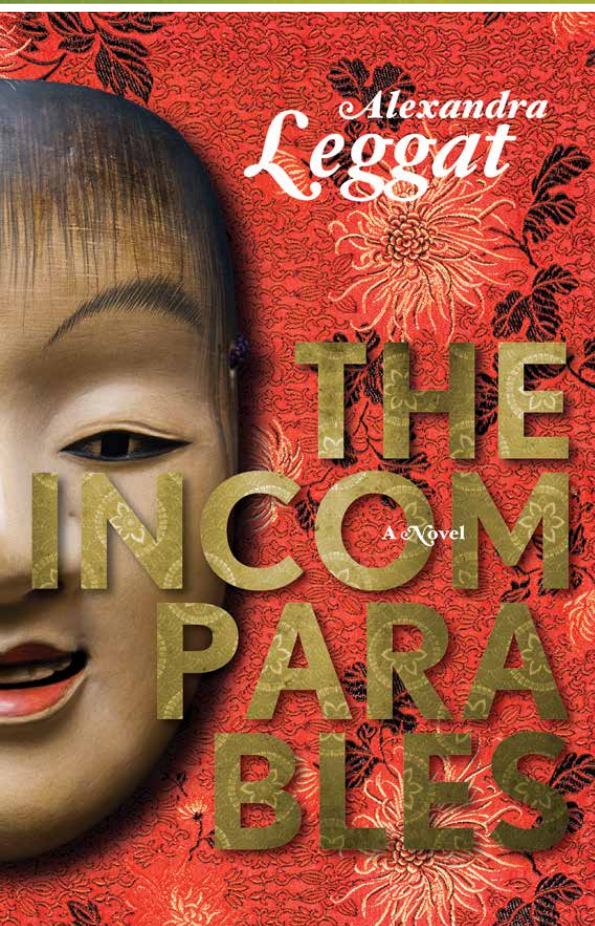
Robert Bromley

Shan Tam

With established links to the US west coast, Asia, Europe and other entertainment hubs, BC's creative sector has strong economic growth potential. From concept to execution, and in all areas of the creative sector, film, television, music, digital media and publishing, BC companies have extensive creative and production expertise and capacity. However the rapidly changing global economic landscape requires BC's creative industries to be innovative and agile to succeed internationally. To maintain this advantage, the creative industries, in partnership with Creative BC and other federal and provincial agencies, must work together to secure new export markets, attract foreign investment and drive growth through innovation and the adoption of new technology.

Creative BC is committed to the growth and development of the province's creative economy. Our work would not be possible without the support of the Province of British Columbia, our Board of Directors and our many stakeholders. The development of British Columbia's creative sector is the result of effective public policy supporting the creative and business skills of the industry. It is a powerful partnership. For more than 35 years the essential support provided by the government of British Columbia has allowed Creative BC and its predecessor organizations, the BC Film Commission and BC Film + Media, to assist both government and industry to achieve their goals. We look forward to continuing this role and contributing to a stronger, more sustainable creative sector in British Columbia.

Michael Francis
Chair, Board of Directors, Creative BC



TOP: *PIRATE EXPRESS*,
ATOMIC CARTOONS

BOTTOM LEFT: *THE
INCOMPARABLES*, ANVIL
PRESS

BOTTOM RIGHT: *THE BOY
FROM GEITA*, SEPIA FILMS

LEFT PAGE:

TOP: *THE PERFECT KEG*,
GREYSTONE BOOKS

BOTTOM: CLEMENTINE
APP, PUDDLE TAP
PUBLISHING

RIGHT PAGE:

TOP: *CONTINUUM*,
THUNDERBIRD

BOTTOM: GENERATE APP,
HYBRIDITY MEDIA INC





INDUSTRY OVERVIEW

British Columbia is well positioned to exploit opportunities within the global creative economy. The province is home to a thriving digital media sector, a successful film and television industry, a vibrant and diverse book and magazine publishing industry and a dynamic music and sound recording sector that produces award winning artists celebrated around the globe. Added to this is the extraordinary quality of life available in BC. With the right mix of technology and talent, British Columbia has earned its reputation as one of the world's leading creative media centres.

BC's creative sector is currently recognized for:

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

In addition, British Columbia has a strong foundation for developing creative talent through well-established post-secondary institutions including Simon Fraser University, the University of British Columbia, BC Institute of Technology, Capilano University, Emily Carr University of Art + Design and their innovative cooperative venture, the Centre for Digital Media. Our interactive media, music, film, television, animation, and publishing sectors have proven capabilities to grow their market share and advance BC's international profile in the expanding global digital economy.

With the right mix of technology and talent, British Columbia has earned its reputation as one of the world's leading creative media centres.

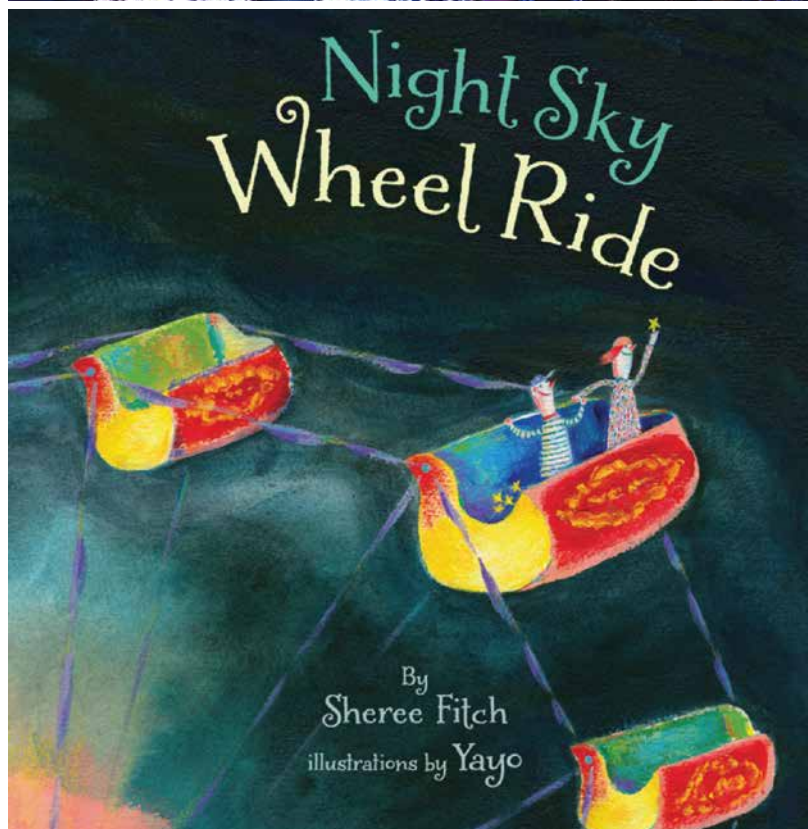


BC'S COMPETITIVE ADVANTAGE

British Columbia has earned its reputation as one of the world's leading creative media centres. The province's strategic location on Canada's west coast places us in the same time zone as studios in California and only a three hour flight from LA, making it easy to develop efficient and convenient working relationships during business hours. BC's business day overlaps with morning work hours in Asia, afternoon working hours in Europe, and the full working day in California. The province is home to a dynamic, creative, highly skilled, and multicultural talent pool. Award winning and highly experienced storytellers, artists, engineers, and producers live and work here. These advantages are made all the more compelling when you add in the fact that BC is a desirable place to live. The province offers spectacular scenery and recreational opportunities, a strong business climate and a thriving multicultural community. It's no surprise that an established infrastructure and ecosystem across BC's creative sectors has formed over the past few decades, bringing together renowned international and local companies, independent creators, venues, promoting organizations, events and festivals as well as supporting government players.

Metro Vancouver's concentration of creative talent is a major driver of the region's economy and this sector has led to strong economic growth and business activity across the province.

BC's creative industry sector is comprised of companies such as ILM, Nettwerk Music Group, Brightlight Pictures, Harbour Publishing and Electronic Arts, who are major economic flagships and also ambassadors for BC internationally. The province's cultural diversity and renowned universities and other teaching institutions have enabled creative talent – the raw material of the creative industries – to flourish here.





LEFT PAGE:

TOP: RYKKA PERFORMS AT PEAK PERFORMANCE PROJECT FINALE

MIDDLE: *THE BELLE GAME* PERFORMS AT SXSW

BOTTOM: *NIGHT SKY WHEEL RIDE*, TRADEWIND BOOKS

RIGHT PAGE:

TOP: *ARROW*, WARNER BROS. ENTERTAINMENT INC. ALL RIGHTS RESERVED

BOTTOM: *EVANGELINE*, OPIATE PICTURES INC



OPPORTUNITIES IN A CHANGING ENVIRONMENT

With the digital revolution, the opportunities for cooperation among BC's creative sectors have expanded. Our creative capacity and knowledge, combined with the potential synergies of international collaboration, provides BC with a unique opportunity to tap into the potential of foreign markets in a way that has never been realized. BC's creative sectors need to plug into global networks and develop business linkages and partnerships internationally. Without a global strategy, BC's creative industries risk losing the competitive advantages that have been developed over several decades and also risk the possibility of seeing our assets and infrastructure advantages decline in the face of increased global competition.

With the digital revolution, the opportunities for cooperation among BC's creative sectors have expanded.

Another opportunity for this sector is to forge partnerships between creative industries and manufacturing, technology, education, health and other sectors which have the potential to lead to new ways of conducting business. This will increase productivity and efficiency across BC's economy. The creative industries also play an important role in urban revitalization and social cohesion as well as contributing to BC's brand image through the reputation and influence of its creators and flagship products around the world. British Columbia is fertile ground for creative industries and a springboard to the world for BC businesses and creative entrepreneurs.

Creative BC is focused on building a more competitive creative industry sector in BC by helping to drive sales, company growth, job creation and partnerships across all sectors. Through its programs and services, Creative BC has made key investments in film and television, interactive digital media, publishing and music and sound recording that have generated millions in economic activity, created thousands of jobs and helped to build stronger and more competitive businesses in BC's creative industries. During this past year, Creative BC has taken action to strengthen BC's creative sector and promote the rise of new ambassadors of our creativity.

*HECTOR AND THE SEARCH
FOR HAPPINESS, SCREEN
SIREN PICTURES INC*





SPOTLIGHT

Sony Pictures Imageworks

In 2010, the Academy Award®-winning visual effects and animation company, Sony Pictures Imageworks, opened its Vancouver office in Yaletown with 80 artists and has been growing its presence in the city ever since.

In February 2012, Sony Pictures Imageworks announced the expansion of its Yaletown Vancouver facility with the opening of an additional 16,000 square feet of space for work on *Men In Black 3* (Columbia Pictures), *The Amazing Spider-Man* (Columbia Pictures/Marvel), *Oz the Great and Powerful* (Disney) and *Hotel Transylvania* (Sony Pictures Animation). In May of 2014, Sony Pictures Imageworks announced their company would be relocating its headquarters from Culver City, CA, to Vancouver, BC. The company will be moving into a new, 74,000 square foot, state-of-the-art facility, capable of accommodating up to 700 employees, which will mark the largest footprint for a visual effects company in Vancouver.

“Vancouver has developed into a world-class center for visual effects and animation production,” stated Randy Lake, Executive Vice President and General Manager, Digital Production Services at Sony Pictures Digital Productions. “It offers an attractive lifestyle for artists in a robust business climate. Expanding our headquarters in Vancouver will allow us to deliver visual effects of the highest caliber and value to our clients.” According to Richard Brownsey, President and CEO of Creative BC, Sony Pictures Imageworks’ decision is a “great vote of confidence in British Columbia, in the talent that we have and in our capacity to deliver on major projects.”

The province of British Columbia and Creative BC are determined to encourage growth in the digital media industry in BC. In February of 2014, Premier Christy Clark met with senior executives from Sony Pictures to reinforce BC’s commitment to the digital media sector while in Los Angeles.

The Premier hosted a digital media roundtable in Los Angeles to discuss sector challenges and opportunities, which included Sony Pictures executives. Premier Clark highlighted some of BC’s global advantages including a highly qualified talent pool, a competitive tax environment, and a strategic proximity to large markets.

The relocation announcement is further validation that BC’s digital media sector is one of the best in the world, “This is great news for British Columbia and this decision by Sony Pictures Imageworks to relocate its headquarters to Vancouver speaks to the many competitive advantages BC has to offer,” said Teresa Wat, Minister of International Trade. “Premier Clark – as well as a coordinated effort by the Ministry of International Trade, the Ministry of Jobs, Tourism and Skills Training and Creative BC – played a key role in securing Sony Pictures Imageworks ongoing expansion in BC.”

“The relocation announcement is further validation that BC’s digital media sector is one of the best in the world.”

The Sony Pictures Imageworks Vancouver team, which recently completed work on *Edge of Tomorrow* (Warner Bros.), *Guardians of the Galaxy* (Disney/Marvel) and *The Amazing Spider-Man 2* (Columbia Pictures/Marvel), are currently working on *American Sniper* (Warner Bros.), *Alice in Wonderland: Through the Looking Glass* (Disney), *Pixels* (Columbia Pictures), *Angry Birds* movie (Rovio), *Hotel Transylvania 2* (Sony Pictures Animation) and the *Untitled Smurfs Movie* (Sony Pictures Animation). Jason Dowdeswell will continue to lead Sony Pictures Imageworks’ operations in Vancouver as Vice President of Production Operations. A native of British Columbia, Dowdeswell joined Sony Pictures Imageworks in 2013 after a lengthy career as a visual effects artist, supervisor and manager.

TOP: *GUARDIANS OF THE GALAXY*, MARVEL STUDIOS / SONY PICTURES IMAGEWORKS

MIDDLE: *THE AMAZING SPIDER-MAN 2*, COLUMBIA PICTURES / SONY PICTURES IMAGEWORKS

BOTTOM: *EDGE OF TOMORROW*, WARNER BROS. PICTURES / SONY PICTURES IMAGEWORKS



“Vancouver has developed into a world-class center for visual effects and animation production... It offers an attractive lifestyle for artists in a robust business climate.”

SECTION B
A Year In Review: Key Achievements

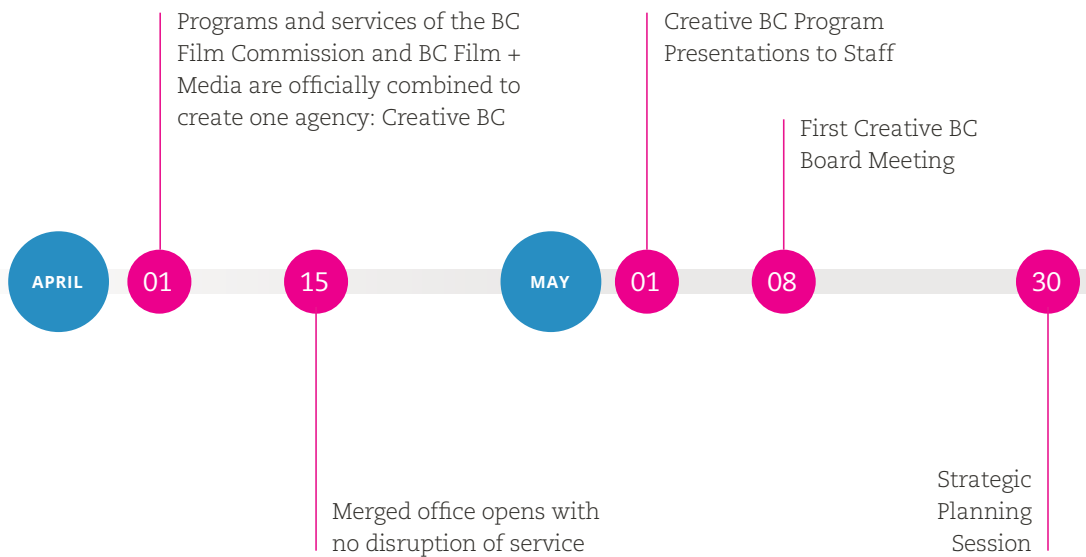
On January 31, 2013 the provincial government announced that effective April 1, 2013 the programs and services of the BC Film Commission and BC Film + Media would be combined under one agency, Creative BC.

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.

During its first year, Creative BC continued to focus on its core lines of business. In addition, Creative BC also focused on two key priorities areas. These included ensuring the organization effectively managed the transition and amalgamation of BCFC and BCF+M into one integrated agency and broadening Creative BC's focus to include BC's other creative industry sectors to support and facilitate growth in music, digital media, book and magazine publishing.

2013



A summary of Creative BC's key achievements in 2013/14 include:

SEAMLESS CONTINUATION OF PROGRAMS AND SERVICES

Effective April 1, 2013, the BC Film Commission and BC Film + Media were combined under one agency called Creative BC. During the transition, there was no interruption to client service. Film Commission employees were successfully transferred out of government and issues related to employment, benefits and compensation, office space, IT and communication systems were effectively addressed. BC Film Commission's downtown office was relocated to expanded offices at BC Film + Media's location at 2225 West Broadway.

ADMINISTRATION OF FILM AND TELEVISION TAX CREDITS

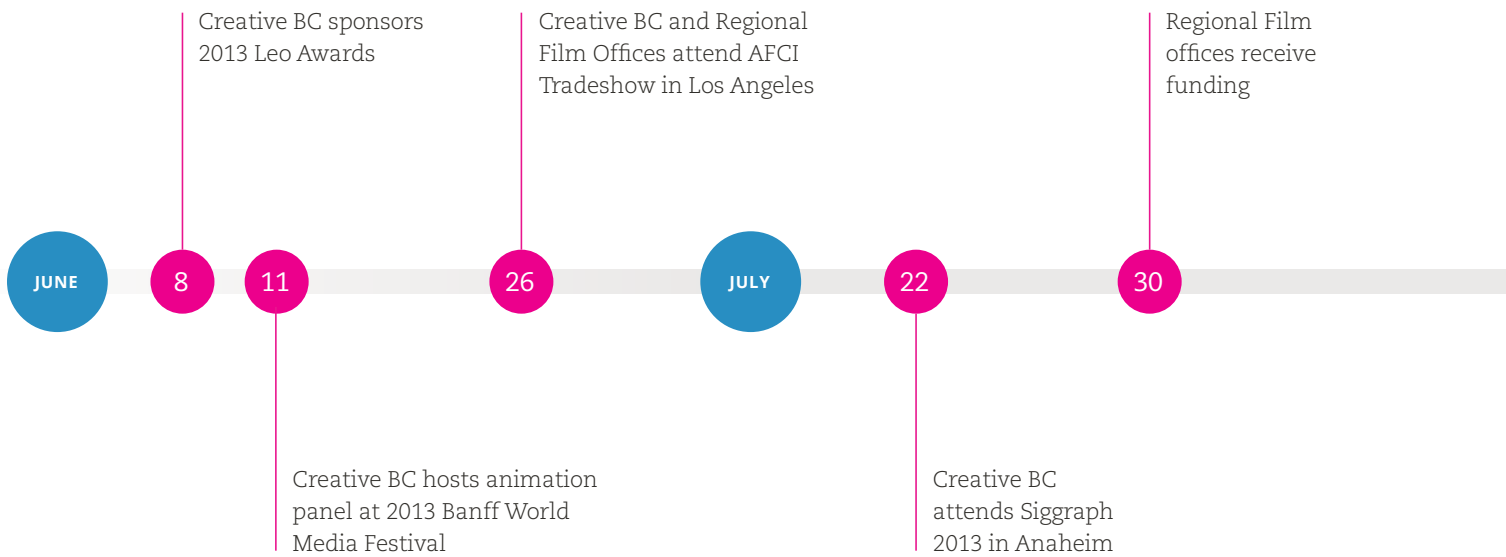
In 2013/14, Creative BC issued 119 domestic tax credit eligibility certificates representing an estimated \$366 million in BC production expenditures and 129 foreign tax credit accreditation certificates representing an estimated \$1.08 billion in BC production expenditures. The total number of tax credit certificates for foreign and domestic projects issued by Creative BC in 2013/14 was 248 with an estimated \$1.44 billion in BC production expenditures.

DELIVERY OF MOTION PICTURE PRODUCTION SUPPORT SERVICES

In 2013/14 Creative BC produced and delivered over 280 location packages to domestic and foreign producers, added 1,100 new locations files to the digital library and modified 6,300 existing locations files. Over 430 location professionals accessed Creative BC's digital locations library during the period and the agency continued to offer daily support and expertise to facilitate production activity in the province.

FUNDING SUPPORT FOR DOMESTIC CONTENT DEVELOPMENT

Creative BC currently offers development support through four distinct programs including the Project Development Fund, Slate 2.0, the Interactive Fund and the Arts Innovation Fund. The Interactive Fund and the Arts Innovation Fund are programs created in partnership with Creative BC and the BC Arts Council.



Recipients of the 2013/14 Interactive, Arts Innovation and Slate 2.0 Development fund were announced in February 2014. The Interactive program is intended to support the production of high quality, original, interactive digital media content and software applications owned and controlled by BC companies or individuals. For the Interactive Fund, nine BC companies were awarded a non-recoupable advance of up to \$50,000 for a total of \$432,450. Arts Innovation funding was awarded to eight BC companies who received a non-recoupable advance of up to \$25,000 for a total of \$190,117.

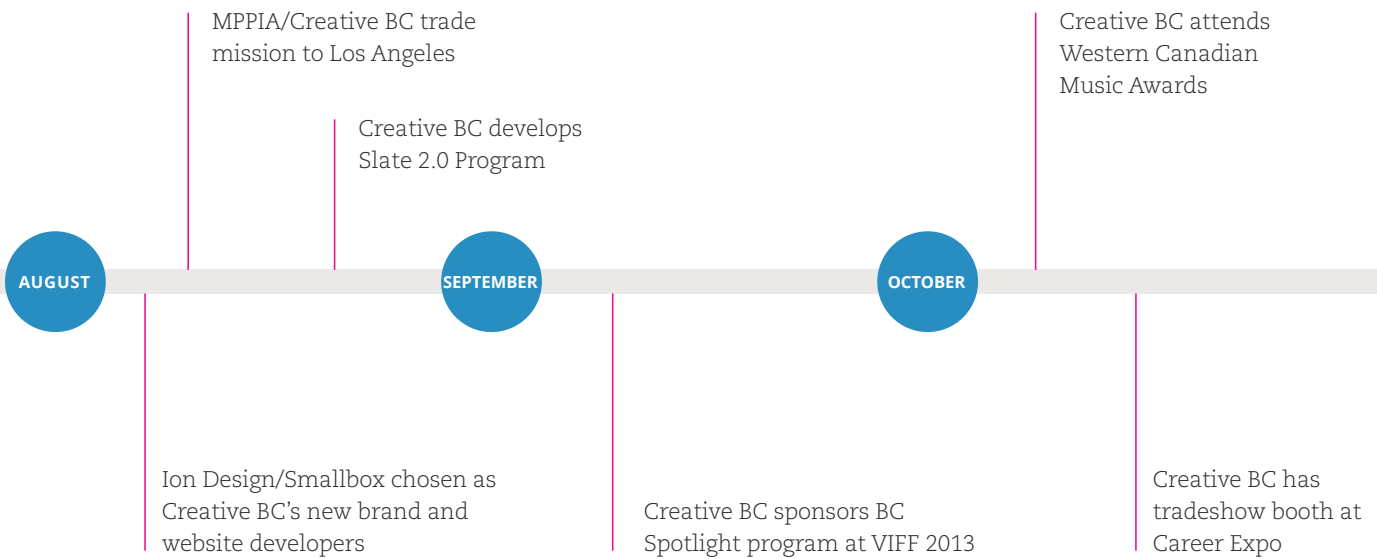
The Slate 2.0 Development Fund was created to provide BC-based film or television entertainment companies with an envelope of money to support the development of two or more eligible film, television or digital media projects.

The fund is intended to leverage investment from the private sector, develop a presence in the international marketplace, and encourage development, production and marketing strategies which address new opportunities in digital media and online. Twelve BC-based companies were awarded a non-recoupable advance of up to \$50,000 for a total of \$600,000 in Slate funding in 2013/14. The Project Development Fund provides market triggered development financing to BC owned and controlled projects. Over \$310,000 in development funding was provided to 34 BC-based projects in 2013/14.

INTERNATIONAL MARKET SUPPORT

The Passport to Markets program provides travel support to BC resident film, TV and new media producers and sales agents to attend international markets and conferences. In 2013/14, \$176,500 was provided to support

99 participants to attend 28 international markets. In addition, Creative BC, in partnership with other provincial agencies, participates each year with Telefilm Canada to provide business centres for Canadian production and distribution at key international markets. The funding provided by Creative BC helps ensure an international presence for the province and British Columbia companies. Creative BC supported international markets including: MIPTV-Telefilm Canada Pavilion, Cannes-Telefilm Canada Pavilion, MIPCOM-Telefilm Canada Pavilion, Berlinale-Telefilm Canada Pavilion, AFM 2013, Trans-Atlantic Partners, Hong Kong – Filmmart, UK Animation Trade mission, Kidscreen New York, Siggraph 2013 Anaheim, Game Developers Conference San Francisco, AFCI – Locations Tradeshow, Los Angeles (June 2013 & March 2014) and two Los Angeles Industry Trade Missions in July and November 2013.



INDUSTRY DEVELOPMENT INITIATIVES

Creative BC has provided funding to support industry events and initiatives that engage BC’s creative industry sector. Examples of initiatives include industry forums, workshops, short film competitions, film festivals, award ceremonies and other career development events. Creative BC has expanded relationships with the new sectors now being served by the agency and provided support for priority projects largely focused on digital and international market development initiatives. Examples of priority projects included support for the Western Canadian Music Awards, Music BC’s attendance at BIG SOUND in Australia, the BC Book Prizes on Tour and the Association of Book Publishers of BC’s digitization project.

PROMOTION OF BC’S CREATIVE INDUSTRIES IN THE GLOBAL MARKETPLACE

Creative BC has continued to promote BC as a full service production centre and a premier place to invest. The agency has supported and participated in trade missions to major international markets to maintain and build relationships with key decision-makers and collaborated with industry stakeholders and governments to focus collective marketing efforts, leverage international opportunities and encourage inward investment.

DISTRIBUTION OF REGIONAL FILM FUNDING

The Regional Film Funding Program guidelines and application were developed and eight Regional Film Funding Applications were received and approved. Creative BC hosted two Regional Planning meetings and partnered with Regional Film Commissions to showcase British Columbia’s production capabilities at the AFCI Locations Tradeshow in Los Angeles in June 2013 and March 2014.

EFFECTIVE AND EFFICIENT OPERATIONS

Creative BC is committed to leveraging the resources that contribute most to its success and utilizing the best of its workforce, technology and business processes to deliver services to its clients and stakeholders in the most cost-effective manner possible. To ensure operational efficiency, Creative BC has integrated BCFC and BCF+M information technology systems, created a new and re-branded single entity website, reviewed and updated the agency’s HR policies to reflect the new organization, updated and expanded the digital location library database and upgraded its financial operating systems. In order to reflect its broader mandate, Creative BC has also expanded and revitalized its Board to ensure that it represents the wider creative sectors it now serves. This process has begun and further appointments are expected in fiscal 2014/15.

NOVEMBER

Creative BC supports Merging+Media Conference

DECEMBER

Creative BC sponsors Whistler China Gateway program

2014

JANUARY

Creative BC sponsors Crazy 8s Gala Screening

Regional Film Office Planning Meeting

Creative BC/MPPIA Los Angeles Marketing Mission and Consulate event

Recipients of the Interactive and Arts Innovation Funds Announced

COMPLETION OF A THREE YEAR CREATIVE BC SERVICE PLAN

Creative BC has developed a three year Service Plan which outlines how the agency will continue to offer the programs and services of both legacy organizations as well as expand the client base to include publishing, music and interactive digital content development. CrBC's first Service Plan articulates the agency's new mandate, vision and values and identifies the agency's core business areas, goals, strategies and performance measures

for the 2013/14 – 2015/16 period. Creative BC's 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 support for BC's creative industry sectors including publishing, music and interactive digital content development.

DEVELOPMENT OF CREATIVE BC BRANDING

After a competitive process, Ion Design was engaged to develop a brand strategy and single entity web presence for Creative BC that builds on the recognition of the previous organizations and acknowledges the new agency's expanded role. The new brand identity is designed to be inspirational and evolve with a rapidly changing industry, yet also be conservative enough that it allows flexibility in its use. The intended message of Creative BC's new brand identity is that the organization is innovative, credible and connected. Creative BC launched its new website www.creativebc.com on February 20, 2014 and has rebranded all of its promotional materials, tradeshow booth and other collateral to promote the new logo and identity of the organization. A comprehensive communications plan for Creative BC that reflects the organization's new identity and expanded role within BC's creative industries was completed in April, 2014.

FEBRUARY

CrBC and CMPA lead Animation Trade Mission to the UK

20

Creative BC launches new website at www.creativebc.com

MARCH

Industrial Light & Magic announces plans to expand visual effects work in Vancouver

Creative BC announces the recipients of the 2013/14 Slate 2.0 Development Fund

Creative BC attends Game Developers Conference in San Francisco

Creative BC has tradeshow booth at Hong Kong Filmart

CREATIVE INDUSTRIES STRATEGIC PLAN

In preparation for the development of a long term strategic plan, Creative BC has commissioned the first of several sector profiles to increase the agency’s understanding of the new sectors and their business models. In addition, Creative BC has engaged d.studio at UBC’s Sauder School of Business and the Martin Prosperity Institute (MPI) at the University of Toronto’s Rotman School of Management to undertake a Creativity Index for British Columbia. The Martin Prosperity Institute is recognized as the global expert in the area of indexing creativity for cities, regions and countries. Creative BC has also established a Strategic Planning Standing Committee within its Board of Directors.

In consultation with the new creative sectors that Creative BC now represents, priority initiatives have been identified and financial support has been provided to assist the sectors in achieving high priority projects/initiatives particularly in the areas of digital technology and international marketing. Creative BC continues to expand business relationships with Industry Associations and member companies within these sectors and has organized “Lunch and Learn” presentations on the music and book publishing sectors to expand the expertise within Creative BC staff. Creative BC has played an active role in

encouraging constructive communication between industry and government on policy and program issues and providing the leadership necessary to ensure BC’s creative sector prospers. Creative BC has also been engaged with provincial and federal ministries and agencies with complementary mandates to identify and support opportunities that facilitate collaboration and encourage business development.

Creative BC continues to support the development of the province's creative industries to create, finance, produce and distribute entertainment products to the Canadian and global markets.

Our approach has focused on company development and furthered British Columbia's traditional strength as a favoured location for foreign produced film, television and interactive product. Creative BC has encouraged 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 has:

- Continued to encourage inward investment, particularly in the areas of film, television and digital production;
- Identified new and expanding markets for creative content;
- Provided a range of innovative programs and effective tax credit administration to support the growth and development of BC's creative industry sectors;
- Assisted governments in developing a competitive and supportive legislative and regulatory environment and effective creative industry policy;
- Encouraged collaborative partnerships, cross-sectoral cooperation, and a deeper sense of community and vision across BC's creative industry sectors;
- Established 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 has facilitated a strategic approach to the sector and met its mandate.

MANDATE, VISION AND VALUES

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.
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.

To fulfil its mandate, Creative BC set the following goals for the first year of its operation.

- Undertake research, provide development assistance and establish the expertise and organizational capacity necessary to serve the additional sectors for which Creative BC has responsibility.
- Increase investment in BC Creative Industries and capitalize on emerging opportunities in digital technology.
- Strengthen BC-based corporate capacity in the creative industries.
- Promote British Columbia and BC's creative industries in the global marketplace.
- Provide the leadership necessary to ensure BC's creative sector prospers.
- Establish Creative BC as an integrated, efficient, effective, and knowledge-based organization.
- Provide exceptional client service in the delivery of Creative BC programs and services.

PROVINCIAL TAX CREDIT PROGRAM

Provincial tax credit incentives act as a key driver of film and television production in the province. British Columbia's foreign and domestic tax credits, administered by Creative BC on behalf of the Provincial Government, contribute to the province's ability to attract and sustain production in an increasingly competitive global market.

FILM INCENTIVE BC

Film Incentive BC (FIBC) is a labour-based tax incentive that provides refundable tax credits to Canadian controlled production companies based on eligible BC labour costs.

The package includes five specific initiatives:

- **BASIC** tax credit (35%) encourages film and television production in British Columbia
- **REGIONAL** tax credit (12.5%) stimulates production outside of Vancouver
- **DISTANT LOCATION REGIONAL** tax credit (6%) provides an additional incentive for productions shooting in more remote locations
- **TRAINING** tax credit (3%) promotes the development of skilled workers in the industry
- **DIGITAL ANIMATION OR VISUAL EFFECTS (DAVE)** tax credit (17.5%) assists the development of the digital animation and visual effects industry

FILM INCENTIVE BC FOR PERIOD APRIL 1, 2013 - MARCH 31, 2014			
FORMAT	# OF PRODUCTIONS CERTIFIED	PRODUCTION VALUE*	PROJECTED TAX CREDIT**
Direct to DVD	1	\$3,900,112	\$629,793
Feature Film	21	\$36,324,726	\$5,033,754
Mini-Series	0	\$0	\$0
MOW	33	\$58,415,177	\$12,779,892
Pilot	0	\$0	\$0
TV Program	20	\$6,241,936	\$1,155,339
TV Series	44	\$261,439,738	\$48,907,158
Total	119	\$366,321,689	\$68,505,936

*NOTE: Figures based on projected BC production budget totals

**NOTE: Figures to be reconciled with the Ministry of Finance

PRODUCTION SERVICES TAX CREDIT

The Production Services Tax Credit (PSTC) is a labour-based tax incentive that provides refundable tax credits to Canadian or international film and television production corporations that have incurred eligible labour costs in British Columbia. The company does not have to be a Canadian-owned corporation, and there is no requirement that it have an interest in the copyright.

The package includes four specific initiatives:

- **BASIC** tax credit (33%) encourages film and television production in British Columbia
- **REGIONAL** tax credit (6%) stimulates production outside of Vancouver
- **DISTANT LOCATION** tax credit (6%) provides an additional incentive for productions shooting in more remote locations
- **DIGITAL ANIMATION OR VISUAL EFFECTS (DAVE)** tax credit (17.5%) promotes the digital animation and visual effects industry in British Columbia

PRODUCTION SERVICES TAX CREDIT FOR PERIOD APRIL 1, 2013 - MARCH 31, 2014			
FORMAT	# OF PRODUCTIONS CERTIFIED	PRODUCTION VALUE*	PROJECTED TAX CREDIT**
Direct to DVD	4	\$8,399,447	\$3,273,459
Feature Film	43	\$523,790,188	\$108,785,330
Mini-Series	0	\$0	\$0
MOW	10	\$30,489,283	\$6,251,129
Pilot	14	\$59,481,234	\$10,286,209
TV Program	3	\$10,201,663	\$3,346,408
TV Series	49	\$441,466,267	\$78,976,716
Web-Based / Other	6	\$7,723,655	\$1,979,069
Total	129	\$1,081,551,737	\$212,898,320

*NOTE: Figures based on projected BC production budget totals

**NOTE: Figures to be reconciled with the Ministry of Finance

CREATIVE DEVELOPMENT

Creative development, in the form of content, skills and company development, is a key objective of Creative BC in support of the growth of a sustainable domestic industry.

PROJECT DEVELOPMENT FUND

The Project Development Fund helps attract marketplace investment by Canadian broadcasters, distributors and funding agencies to British Columbia, encouraging support for existing and emerging British Columbia companies on a project by project basis. The program provides financing for script development to feature films, dramatic or animated

television projects or documentaries that have secured development commitments from a broadcaster, distributor or other eligible triggering agent. Funding is “market-driven” and does not include a creative or selective assessment.

A non-recoupable advance, triggered by a broadcast or distribution commitment, is available. Applicants must be British Columbia owned and controlled production companies and international treaty or interprovincial co-productions are eligible.

In 2013/14, Creative BC provided a total of \$310,826 in development financing to 34 film and television projects representing total development budgets of \$1,524,116.

PRODUCTION	CREATIVE BC	DEVELOPMENT BUDGET	RECIPIENTS
Feature Film			
Conceal	\$8,250	\$24,750	South Creek Pictures Inc.
Gay Like Me	\$10,000	\$30,000	L'Etranger Film Productions
Gord's Brother	\$10,000	\$81,296	Broken Mirror Films
Man Made Mora	\$9,000	\$27,000	Blue Plate Productions
Mimi & Me	\$5,000	\$18,000	Blake Corbet Productions Inc.
Mina.Minerva	\$10,000	\$40,000	Mii Twin Films Ltd.
Priority Run	\$10,000	\$30,000	South Creek Pictures Inc.
Steam Engines of Oz	\$10,000	\$55,000	Arcana Studio Inc.
Super Pulp!	\$6,000	\$18,000	South Creek Pictures Inc.
The Hunted	\$5,000	\$40,000	South Creek Pictures Inc.
Valleys of the Sea	\$7,500	\$83,360	South Creek Pictures Inc.
Project Total: 11	\$90,750	\$447,406	
Television Movie			
A Wife's Nightmare	\$10,000	\$30,000	Honalee Productions Inc.
Nine Lives of Christmas	\$10,000	\$73,241	Bauman Productions Inc.
Oh Say Can You See	\$10,000	\$65,530	Bauman Productions Inc.
Play Date	\$10,000	\$66,072	Teleplay Development Inc.
Project Total: 4	\$40,000	\$234,843	
Television Pilot			
Conspiracy Project	\$5,000	\$15,800	Screen Siren Pictures
Game Show	\$10,000	\$50,000	Proper Media Group Ltd.
The Switch	\$2,500	\$7,500	Trembling Void Studio Ltd.
Project Total: 3	\$17,500	\$73,300	

PRODUCTION	CREATIVE BC	DEVELOPMENT BUDGET	RECIPIENTS
TV Program			
A Heartbeat Away	\$5,000	\$15,900	Face to Face Media
Backstage BC	\$2,500	\$7,500	Soapbox Productions Inc.
Bugs on the Menu	\$10,000	\$72,167	Bugs Productions Inc.
If These Mountains Could Talk	\$3,900	\$11,700	Watershed Productions Inc.
Wilds to Riches	\$2,500	\$29,100	Wilds to Riches Productions Inc.
Project Total: 5	\$23,900	\$136,367	
Television Series			
Beowulf	\$20,000	\$123,941	Omni W8 Development Ltd.
Burger Bash, Season 1	\$6,220	\$31,111	Paperny Films Devp (2) Inc.
Daughters of Darkness	\$20,000	\$60,000	EVOS Media Inc.
Havana Roads	\$7,500	\$22,500	Santa Clara Pictures Ltd.
Hope Virus	\$15,000	\$60,000	Arcana Studio Inc.
Intrinsic	\$15,000	\$60,000	Arcana Studio Inc.
Keeping Canada Alive	\$10,000	\$30,000	Force Four Productions Ltd.
Kids' Cookhouse	\$2,500	\$13,606	Media 20 Productions Inc./Urban Safari Entertainment Inc.
Mixed Marriages	\$19,956	\$163,956	0902670 BC Ltd.
Teen Journey: Who are you?	\$2,500	\$5,000	Good Medicine Media II Ltd.
Underworld, Season 1	\$20,000	\$62,086	Haddock Entertainment Inc.
Project Total: 11	\$138,676	\$632,200	
Development Total: 34	\$310,826	\$1,524,116	

SLATE 2.0 FUND

Slate 2.0 assists BC-based production companies to develop a slate of eligible motion picture or digital media projects. The fund is intended to leverage investment from the private sector, develop a presence in the international marketplace, and encourage development, production and marketing strategies which address new opportunities in digital media and online. Creative BC provides BC-based film or television entertainment companies with an envelope of money to support the development of two or more eligible film, television or digital media projects in the form of a non-recoupable development advance. In 2013/14, Creative BC provided a total of \$600,000 in Slate 2.0 development funding to 12 companies.

COMPANY	CREATIVE BC
Anaid Entertainment Inc.	\$50,000
Bauman Productions Inc.	\$50,000
Chiaro Productions Inc.	\$50,000
Common Man Films	\$50,000
Foundation Features	\$50,000
Independent Edge Films Inc.	\$50,000
Joker Films	\$50,000
Really Real Films Inc.	\$50,000
Resonance Films Inc.	\$50,000
South Creek Pictures Inc.	\$50,000
Two 4 The Money Media Inc.	\$50,000
Unity Pictures Inc.	\$50,000
Total: 12 companies	\$600,000

INTERACTIVE FUND

The Interactive Fund is a program created in partnership between Creative BC and the BC Arts Council. The program is intended to support the production of high quality, original, interactive digital media content owned and controlled by BC companies or individuals.

In 2013/14, Creative BC approved a total of \$432,450 in funding to nine companies.

COMPANY	PROJECT TITLE	CREATIVE BC
Puddle Tap Publishing Ltd.	Clementine Wants to Know... Where Do Babies Come From?	\$32,450
Sean Embury	Unearthing a Digital Time Capsule	\$50,000
Matter Creative Inc.	iGirl	\$50,000
The Goggles	Chasing the Sun	\$50,000
Media One Multimedia, Inc.	Witness Blanket	\$50,000
SkyMark Media Inc.	iPLANtGardens	\$50,000
8 Leaf Digital Productions Inc.	Walkumentary	\$50,000
Interfilm Productions Inc.	Passion	\$50,000
Hybridity Media Inc.	Generate Mobile Application	\$50,000
Total: 9 companies		\$432,450

ARTS INNOVATION FUND

The Arts Innovation Fund is a partnership between Creative BC and the BC Arts Council. The program is intended to encourage arts and culture organizations to experiment with digital technology and digital content in support of the organization's mandate, engaging audiences in new and innovative ways. In 2013/14, Creative BC provided \$190,117 in funding to eight arts organizations.

COMPANY	PROJECT TITLE	CREATIVE BC
Alley Theatre	Mrs. Warren's Profession	\$25,000
PuSh International Performing Arts Festival	Experience Spheres	\$24,385
Vancouver Art Gallery	Mobile Microsite App	\$25,000
Victoria Conservatory of Music (VCM)	Fostering Creativity, Wellness and Learning Program	\$24,450
MediaNet	Social Wearables Platform	\$19,282
The Only Animal	2nd Story	\$25,000
Oxygen Art Centre (Nelson Fine Art Centre Society)	High Muck A Muck: Playing Chinese	\$22,000
Art Gallery of Greater Victoria	Augmented Reality Colouring Book	\$25,000
Total: 8 arts organizations		\$190,117

MARKETING / EXPORT DEVELOPMENT

Success in the highly competitive and rapidly changing entertainment industry requires that content creators adopt a global market approach. Content creators must think globally when choosing stories to develop, securing project financing, and engaging production partners. Content creators require market access, market intelligence and market preparedness in order to prosper in this environment.

PASSPORT TO MARKETS

Passport to Markets supports the attendance of British Columbia film and television companies at key international markets, co-production and co-financing conferences. Applications are considered from British Columbia resident producers who have professional experience in the film and television industry and, where applicable, have been pre-selected by event organizers to participate at an eligible market site. In addition, applications are considered from British Columbia resident sales agents or distributors. Creative BC support offsets a portion of travel, accommodation and registration expenses. In 2013/14, Creative BC provided \$176,500 in support to 99 participants.

MARKET/CONFERENCE	COMPANY	RECIPIENT	CREATIVE BC
Trans Atlantic Partners (TAP)	RNR Media	Karen Wong	\$1,500
2013 Toronto Producer's Lab	Foundation Features	Amber Ripley	\$500
	Mad Samurai Productions Inc.	Matthew Cervi	\$500
OMDC International Financing Forum (IFF)	Screen Siren Pictures Inc.	Christine Haebler	\$2,000
Television Animation Conference at Ottawa International Animation Festival (TAC)	An9me Studios Entertainment Inc.	David Cameron	\$1,500
	Elgin Road Productions Ltd.	Victoria Westcott	\$1,500
	Meditating Bunny Studios Inc.	Jeff Chiba Stearns	\$1,500
	Two Sparrows Productions	Christine Baundry	\$1,500
CMPA Pre-Sale Pitch Sessions in Los Angeles	Leaping Lizard Productions Inc.	Leonard Terhoch	\$1,000
	Screen Siren Pictures Inc.	Trish Dolman	\$1,000
MIPCOM	Big Bad Boo Studios	Aly Jetha	\$2,000
	Great Pacific Media Inc.	Greg Thorpe	\$2,000
	Joker Films Inc.	Tim Brown	\$2,000
	Omnifilm Entertainment Ltd.	Michael Chechik	\$2,000
	Paperny Entertainment Inc.	Cal Shumiatcher	\$2,000
	Parallax Film Productions Inc.	Maija Leivo	\$2,000
	Screen Siren Pictures Inc.	Trish Dolman	\$2,000
	Soshefeigh Media Inc.	René Brar	\$2,000
	Trembling Void studios Ltd.	Monika Mitchell	\$2,000
	Triton Media Holdings Inc.	Rupert Harvey	\$2,000
	Unity Pictures Group Inc.	Ron French	\$2,000
	Up North Entertainment Inc.	David Doerksen	\$2,000
Future of Storytelling	Nudge Consulting Inc.	Sue Biely	\$1,500
Power to The Pixel	Agentic Communications Inc.	Phillip Djwa	\$2,000
	The Goggles	Paul Shoebridge	\$2,000

MARKET/CONFERENCE	COMPANY	RECIPIENT	CREATIVE BC
ImagineNATIVE	Eagle Feather Productions Inc.	Tammy Lynne Elder	\$1,500
	Working Pajama Lab Entertainment	Marie Clements	\$1,500
	Kwassen Productions Inc.	Steve Sxwithul'txw	\$1,500
Cartoon Connection Canada	Two Sparrows Productions	Christine Baundry	\$1,500
American Film Market (AFM)	422 Film Productions Inc.	Andrew Boutilier	\$1,500
	Common Man Films Ltd.	Trent Carlson	\$1,500
	Evos Media Inc.	Lindsay Macadam	\$1,500
	Honalee Productions Inc.	Tina Pehme	\$1,500
	Independent Edge Films Inc.	Kyle Mann	\$1,500
	Pacific Northwest Pictures	Emily Alden	\$1,500
	Quadrant Motion Pictures Inc.	Mary Anne Waterhouse	\$1,500
	Raven West Films	Carl Bessai	\$1,500
	Really Real Films Inc.	Cynde Harmon	\$1,500
	Resonance Film Inc.	Jason James	\$1,500
	South Creek Pictures Inc.	Dave Valteau	\$1,500
Film Bazaar	Raven West Films	Carl Bessai	\$2,000
	Sepia Films Ltd.	Vic Sarin	\$2,000
	Silo Entertainment Inc.	Mel D'Souza	\$2,000
Amsterdam Forum (International Doc Film Festival Amsterdam)	Krysmofilm/BSP	Bart Simpson	\$2,000
NextMedia	Dotstudioz	Selena Paskalidis	\$1,500
NATPE	FanTrust Entertainment Strategies	Catherine Warren	\$1,500
European Film Market (EFM)	Haven Films Inc.	James Brown	\$2,000
	Honalee Productions Inc.	Kim Roberts	\$2,000
	Joker Films Inc.	Nolan Pielak	\$2,000
	Pacific Northwest Pictures	Lindsay Hodgson	\$2,000
	True West Films Ltd.	Elizabeth Yake	\$2,000
Realscreen Summit	Anaid Productions Inc.	Margaret Mardirossian	\$1,500
	Interfilm Productions Inc.	Boris Ivanov	\$1,500
	LaDiDa Media	Sylvie Peltier	\$1,500
	Landrock Entertainment Inc.	Erica Landrock	\$1,500
	Make Believe Media	Kimberley Wakefield	\$1,500
	May Street Productions Ltd.	Mike Wavrecan	\$1,500
	Network Entertainment Inc.	Derik Murray	\$1,500
	Paperny Entertainment	Aynsley Vogel	\$1,500
	Partners In Motion	Jeff Stecyk	\$1,500

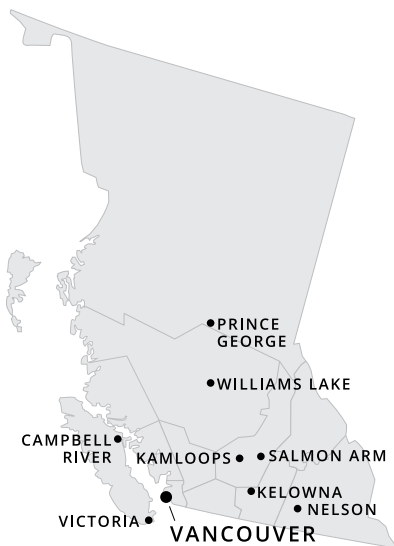
MARKET/CONFERENCE	COMPANY	RECIPIENT	CREATIVE BC
Cinemart	Tabula Dada Productions Inc.	Haydn Wazelle	\$2,000
Kidscreen	Atomic Cartoons Inc.	Rob Davies	\$1,500
	Flying Kraken Creative Studios Inc.	Rose Ann Tisserand	\$1,500
	Slap Happy Cartoons Inc.	Kathy Antonsen Rocchio	\$1,500
	Turtlebox Productions Inc.	Kathleen Hayduk	\$1,500
	Urban Safari Inc.	Tracey Mack	\$1,500
Clermont-Ferrand Short Film Market	Domogeneous	Daniel Domachowski	\$2,000
SXSW	Dotstudioz	Selena Paskalidis	\$1,500
	The Goggles	Paul Shoebridge	\$1,500
Ficci-Frames	Principia Productions Inc.	Meghna Haldar	\$1,500
	Silo Entertainment Inc.	Mel D'Souza	\$1,500
Game Developers Conference (GDC)	Contradiction Films	Tim Carter	\$1,500
Hong Kong International Film & TV Market (Filmart)	Alianza Canada Entertainment	Shari Hamrick	\$2,000
	Gun Lake Pictures	Brian Dick	\$2,000
	Hulo Films Inc.	Stephen Huzar	\$2,000
	Silo Entertainment Inc.	Mel D'Souza	\$2,000
MIPTV	Eclipse Pictures	Chris Jaycox	\$2,000
	Force Four Entertainment	John Ritchie	\$2,000
	Industry Works Pictures Inc.	Caterina Scrivano	\$2,000
	Omnifilm Entertainment Ltd.	Michael Chechik	\$2,000
Hot Docs Market & Forum	Affinity Film Inc.	Madeleine Grant	\$1,500
	Blue Plate Productions	Alan Goldman	\$1,500
	Dreamfilm Productions Ltd.	Sue Ridout	\$1,500
	Ferns Productions Inc.	Pat Ferns	\$1,500
	Interfilm Productions Inc.	Boris Ivanov	\$1,500
	One Net Marketing Inc.	Ian Mackenzie	\$1,500
	Paperny Entertainment Inc.	Aynsley Vogel	\$1,500
	Project Eagle Feather Productions Inc.	Tammy Lynne Elder	\$1,500
	Red Storm Productions	Erik Paulsson	\$1,500

MARKET/CONFERENCE	COMPANY	RECIPIENT	CREATIVE BC
Cannes Marché du Film	Ameland Films Inc.	Paul Armstrong	\$2,500
	Honalee Productions Inc.	Tina Pehme	\$2,500
	NGN Productions Inc.	Jack Nasser	\$2,500
	Pacific Northwest Pictures	Emily Alden	\$2,500
	Screen Siren Pictures Inc.	Trish Dolman	\$2,500
	Tabula Dada Productions Inc.	Haydn Wazelle	\$2,500
The International Animation Film Market (MIFA)	Atomic Cartoons Inc.	Rob Davies	\$2,000
	Bardel Entertainment Inc.	Delna Bhesania	\$2,000
	Eaglecliff Entertainment	Warren Franklin	\$2,000
TOTAL participants: 99			\$176,500

REGIONAL FILM FUNDING PROGRAM

Creative BC works in partnership with regional film offices to facilitate economic growth and job creation by showcasing BC's diversity of film locations and by providing client-centered production services and support to BC's screen-based industries. The purpose of the Regional Film Funding program is to assist the existing network of regional film offices to facilitate production in areas outside of the Lower Mainland, help build and showcase BC's inventory of film locations, ensure production friendly procedures are in place through local regulatory authorities and work in partnership with Creative BC to make BC the easiest and best place to produce screen-based entertainment in all regions of the province. In 2013/14, Creative BC provided funding to support the following Regional Film offices.

REGION	RECIPIENT	FUNDING
Cariboo Chilcotin (Williams Lake)	Cariboo Chilcotin Coast Tourism Association	\$15,000
Columbia Shuswap (Salmon Arm)	Columbia-Shuswap Regional District	\$15,000
Kootenay Columbia (Nelson)	Kootenay Columbia Film	\$30,000
Okanagan (Kelowna)	Okanagan Film Commission	\$30,000
Thompson Nicola (Kamloops)	Thompson-Nicola Film Commission	\$30,000
Vancouver Island North (Campbell River)	Vancouver Island North Film Commission	\$30,000
Northern BC (Prince George)	Northern British Columbia Tourism Association	\$30,000
Greater Victoria (Victoria)	Greater Victoria Film Commission	\$40,000
Total		\$220,000



INDUSTRY ASSOCIATION SUPPORT

In 2013/14, financial support was provided to Music BC and the Association of BC Book Publishers in the amount of \$45,000 and \$55,000 respectively to assist them in meeting ongoing operational requirements.

2013/14 INDUSTRY SPONSORSHIPS & PARTNERSHIPS

In 2013/14, Creative BC supported the following industry initiatives. Each of these is consistent with the goals and objectives established for the year and consistent with our core responsibilities.

FORUMS & WORKSHOPS

- Association of Book Publishers of BC Copyright Symposium
- Design Workshop for the 2014 Transmission Global Summit
- Directors Guild Digital Days – The Future Is Now Conference
- Documentary Organization Of Canada, Doc BC Chapter – Master Class Professional Development Series
- Doxa Documentary Film Festival – Spotlight On The Future Industry Panel
- Spark (Fwd) 2014
- Independent Production Fund – Web Series
- Merging Media – Convergent Focus Group Sessions
- Merging Media – Conference & Projects Seeking Partners
- Merging Media – Pitch 360
- Strategic Partners
- Trans-Atlantic Partners
- TEDx SFU

- Victoria Film Festival – Springboard
- Vancouver International Film Festival – Forum
- Vancouver International Film Festival – Forum Distribution Lab
- Whistler Film Festival – China / Canada Gateway
- Whistler Film Festival – Feature Project Lab
- Whistler Film Festival – Shortwork Lab
- Women in Film and Television Vancouver – Workshop Series

SHORT FILM COMPETITIONS

- CRAZY 8s
- Motion Picture Production Industry Association (MPPIA) Short Film Award

FESTIVALS

- Indian Summer Festival
- Queer Film Festival
- Reel Canada
- Reel Canada National Canada Film Day
- Vancouver International Film Festival – BC Spotlight
- Victoria Film Festival

OTHER EVENTS

- Banff – World Media Festival – Animation Panel
- First Weekend Club
- MPPIA Career Expo
- Leo Awards
- Vancouver Film Critics Awards
- Whistler Film Festival – Creative BC Reception
- Union of BC Municipalities Tradeshow



SECTION E

Report On Performance

Creative BC's Service Plan identifies the role that Creative BC plays in industry development, the priorities against which we intend to invest our resources and the performance targets against which our success can be measured. The Report on Performance summarizes the goals and objectives set for 2013/14, and how they were met over the past year.

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.

GOALS AND OBJECTIVES	MEASURES	2013/14 TARGET
1.1 Develop an understanding of the business models of the new sectors that Creative BC serves	Ongoing	Ongoing
1.2 Undertake sector profiles to better describe the scale and type of business activities in the new sectors CrBC represents	Contract for first sector profile signed	Music sector profile completed
1.3 Expand business relationships with Industry Associations and member companies within these sectors	Ongoing	Ongoing
1.4 Assist the sector in achieving high priority projects/initiatives particularly in the areas of digital technology and international marketing	Priority initiatives identified and financial support provided	Ongoing
1.5 Identify internal and external resources to serve new sectors	Ongoing	Ongoing

2013/14 Results

In consultation with the new creative sectors that Creative BC now represents, priority initiatives were identified and financial support was provided to assist the sectors in achieving high priority projects/initiatives particularly in the areas of digital technology and international marketing. For example, support was provided to the Association of Book Publishers of BC to digitize and market BC books and to Music BC’s export development activities to allow the Association to support industry trade missions to BIGSOUND in Australia, SXSW in Texas and Folk Alliance in Missouri where they

successfully showcased and promoted BC artists and companies. Creative BC also commissioned PricewaterhouseCoopers LLP (PWC) to conduct a music sector profile and provide qualitative and quantitative information on BC’s music and sound recording sector. BC continues to expand business relationships with Industry Associations and member companies within these sectors and has organized “Lunch and Learn” presentations on the music, digital media and book publishing sectors to expand the expertise within Creative BC staff.

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

GOALS AND OBJECTIVES	MEASURES	2013/14 TARGET
2.1 Deliver a fair, transparent and accountable provincial tax credit program	Percentage of applicants expressing satisfaction with Creative BC's administration of tax credit programs	Not less than 75%
2.2 Enable film, television and digital media projects to be financed for production in British Columbia	Dollar value of projects certified for tax credits	> \$1.2 billion
2.3 Support the creation of film and television employment opportunities in British Columbia	Dollar value of direct salary and wages resulting from projects supported by the tax credit programs	\$650 million
2.4 Support the creation of digital animation and visual effects employment opportunities in British Columbia	Dollar value of salary and wages resulting from digital projects supported by the tax credit programs	\$225 million

2013/14 Results

In 2013/14 Creative BC processed tax credit applications representing \$1.44 billion in production activity, resulting in an estimated \$670 million in direct salaries and wages paid to British Columbians. Total film and television production spending in 2013/14 decreased slightly from \$1.47 billion in 2012/13 to \$1.44 billion in 2013/14. BC's digital media sector continued to grow in 2013/14 as domestic and international companies expanded their presence and employment in BC. The dollar value of salary and wages resulting from digital animation and visual effects activity in 2013/14 was \$270 million, exceeding targets.

The effective and efficient delivery of the provincial tax credits is a priority of Creative BC as it is one of the province's competitive advantages. To improve clients' access to information on the tax credit programs, Creative BC developed and launched a new website. An extensive question and answer section on tax credits is part of the new website as is a tax credit estimator designed to assist clients in determining what benefits a production could be eligible for. Applicants to the film and television tax credit programs were surveyed to determine satisfaction with Creative BC's administration of the programs. The responses indicated a 4.7/5 satisfaction level, exceeding performance targets.

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

GOALS AND OBJECTIVES	MEASURES	2013/14 TARGET
3.1 Design and deliver a relevant, transparent, and accountable program of financial incentives for British Columbia companies and individuals	Percentage of applicants expressing satisfaction with Creative BC's administration of development programs	Not less than 75%
3.2 Support development of intellectual property in British Columbia	Investment leveraged by Creative BC development funding (ratio)	4/1
3.3 Develop program initiatives to encourage growth in the BC owned digital media industry	Percentage of participants expressing satisfaction with digital program opportunities supported by Creative BC	Not less than 75%
3.4 Assist British Columbia companies to develop international market, financing and partnership opportunities	Percentage of participants expressing satisfaction with international market, financing and partnership opportunities supported by Creative BC	Not less than 75%

2013/2014 Results

In 2013/14, a total of \$310,826 in Project development funding was provided to support 34 projects, including 11 feature films, four TV movies, three TV pilots, five TV programs and 11 TV series. This funding triggered development budgets over \$1.5 million, a ratio of 5/1, exceeding targets. Creative BC also developed and implemented the Slate 2.0 program in 2013/14 which assists BC-based production companies to develop a slate of eligible motion picture or digital media projects. A total of \$600,000 in Slate 2.0 funding was provided to support 12 BC-based production companies.

Recognizing the importance of digital content, Creative BC continued its partnership with the British Columbia Arts Council in providing digital programs to assist the industry. The Interactive Fund was designed to encourage film and television producers to identify digital content related to film and television production and to encourage interactive companies and individuals to create digital content for distribution on alternate platforms. In 2013/14, nine companies were awarded a total of \$432,450 in funding to support their digital projects.

In 2011/12, Creative BC developed the Arts Innovation program designed to bring the performing and visual arts communities together with digital content providers. This program was continued in 2013/14. Arts Innovation funding was awarded to eight cultural organizations for a total of \$190,117 in 2013/14. Successful recipients were from arts organizations across the province including the Oxygen Art

Centre in Nelson, the Art Gallery of Greater Victoria and the PuSH International Performing Arts Festival. Additionally, Creative BC provided support to a number of digitally-based initiatives including; the Merging + Media conference, the Independent Production Fund Digital Marketing workshop and Spark Animation Conference and Festival.

Creative industries are global and producers must attend national and international markets to secure co-production and co-financing partners and to identify sales and distribution opportunities. Creative BC, through our Passport to Markets program and our partnership with Telefilm Canada, assists BC producers in attending these markets. Creative BC provided \$176,500 to 99 participants under the Passport to Markets program in 2013/14. Market reports from participants indicate confirmed sales, distribution, development, financing and production deals of over \$13 million. Measuring business outcomes related to market attendance is challenging. Creative BC is working with Telefilm Canada to refine data collection in this area.

Creative BC surveyed applicants to the industry assistance programs to determine client satisfaction with the programs and their administration. The results were as follows:

Project Development Program:	Passport to Markets Program:	Slate 2.0 Program:	Digital Media Programs:
4.4/5	4.6/5	4.8/5	4.5/5

These results exceed targets.

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

GOALS AND OBJECTIVES	MEASURES	2013/14 TARGET
4.1 Conduct and support sales missions to major markets to maintain and build relationships with key industry decision-makers	Number of international business development missions supported	No less than 8
4.2 Assist in building new co-production opportunities for BC’s content producers in existing and emerging markets;	Number of BC companies supported to develop international market opportunities	Not less than 100 BC companies
4.3 Encourage film, television and interactive media companies to establish business operations in BC;	Number of initiatives undertaken to attract inward investment to BC	Not less than 8

2013/14 Results

Creative BC collaborated with key industry stakeholders including MPPIA, CMPA-BC, DigiBC, Music BC, Regional Film offices, Telefilm Canada and other sector partners and governments to align and focus collective marketing efforts to leverage international opportunities in BC’s creative industries. Major markets attended included AFCI Locations Tradeshow in Los Angeles, Kidscreen New York, Siggraph in Anaheim, Hong Kong Filmart, Game Developers Conference in San Francisco and Trans-Atlantic Partners in Halifax. Creative BC, along with other provincial agencies, also partnered with

Telefilm Canada to provide business centres for Canadian production and distribution companies at key international markets such as Cannes, MIPTV, MIPCOM and Berlinale. Creative BC also partnered with MPPIA on two trade missions to Los Angeles and organized a targeted UK Animation mission with the CMPA-BC. Throughout 2013/14 Creative BC engaged with foreign companies to encourage them to establish business operations in BC. International companies that expanded their operations in 2013/14 included Digital Domain, Sony Imageworks and Industrial Light & Magic.

GOAL 5: Provide the leadership necessary to ensure BC’s creative sector prospers

GOALS AND OBJECTIVES	MEASURES	2013/14 TARGET
5.1 Deliver timely, relevant policy and program advice to the provincial government	Timely and relevant policy and program advice provided to the provincial government as required	Ongoing
5.2 Deliver a clear and consistent provincial perspective to federal regulatory, policy and program delivery agencies	Clear and consistent provincial perspective provided to federal regulatory, policy and program delivery agencies	Ongoing
5.3 Facilitate communication between industry and government on policy and program issues	Effective communication between industry and government on policy and program issues maintained	Ongoing
5.4 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.	Contract for first sector profile signed	Completed

2013/14 Results

Creative BC continued to provide policy and program advice to the provincial government on key industry issues. The agency also worked with industry and BC Stats to improve the statistical information on the film and television sector and strengthen the data available needed to develop a factual basis necessary for informed policy decisions. Creative industries operate in a primarily federal regulatory, policy and program environment. Creative BC continues to advance the position of the creative industries in British Columbia to such federal agencies as the Canada Media Fund, Telefilm Canada, Canadian Heritage, CRTC, CIMA, and the Canadian Audio Visual Certification Office. In addition to advancing BC’s position to these agencies, Creative BC also participates in the national film and television association that works collectively

to respond to common issues affecting the development of the industry in Canada.

The growth of the digital industry in BC and the establishment of a large number of international visual effects and animation companies in BC have significantly increased the demand for senior foreign workers required to manage large and complex projects. Creative BC has worked with officials from the province, the federal government and industry to address the changes to the Temporary Foreign Worker program and the impacts on the creative sector. This collaborative approach has resulted in an improved understanding of the labour needs of the creative industries and how labour shortages could impact creative industry growth.

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

GOALS AND OBJECTIVES	MEASURES	2013/14 TARGET
6.1 Create and implement a Service Plan for Creative BC	Creative BC Service Plan	2013/14 Service Plan completed
6.2 Creative BC brand identity developed and implemented	Creative BC new website launched	Website launched February 2014
6.3 Creative BC HR policies updated to reflect new organization	HR policies revised and approved	HR policies approved March 2014
6.4 Creative BC financial system upgraded	New financial system implemented	Financial system implemented August 2013

2013/14 Results:

For the year ending March 31, 2014, Creative BC continued to efficiently deliver its programs and services. A service plan for the new organization was created, CrBC’s brand identity was developed and a new website was launched in February of 2014. The agency also reviewed and updated its HR policies to reflect the HR needs of a larger organization and introduced a more robust reporting and financial system.

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

GOALS AND OBJECTIVES	MEASURES	2013/14 TARGET
7.1 Continue efficient administration of provincial tax credit program	Working days to process a complete tax credit application	25 working days
7.2 Deliver timely location support services that meet the needs of clients	Percentage of location packages delivered to clients within 48 hours of initial request	Not less than 75%
7.3 Provide efficient investment programs that are accessible and client focussed	Percentage of clients expressing satisfaction with Creative BC's on line tax credit systems	Not less than 70% client satisfaction
7.4 Launch new Creative BC website	Percentage of clients expressing satisfaction with Creative BC's website	Establish Baseline

2013/14 Results

Creative BC is committed to exceptional client service and has demonstrated continued leadership and expertise in program delivery, film production services, policy development and the administration of financial incentives. Processing performance continued to exceed the target set for processing completed tax credit applications (Target – 30 working days; Actual average performance at March 31, 2014 – five working days) and over 85% of location packages were delivered to clients within 48 hours of the initial request. Creative BC surveyed clients of the

tax credit program as well as users of the new website to determine client satisfaction. The results were as follows:

Online tax credit application system is understandable and easy to use: **4.6/5** Information on Creative BC website is helpful or very helpful: **4.7/5**

Creative BC staff respond to questions and concerns in a timely manner: **4.8/5** Overall satisfaction with Creative BC website: **4.2/5**

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With strong links to the US west coast, Asia, Europe and other entertainment hubs, BC's creative sector has strong economic growth potential.

Michael Francis
Chair, Board of Directors, Creative BC

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