



# POWERING ONTARIO'S CREATIVE ECONOMY:

## STRATEGIC PLAN 2023-2027

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# MESSAGE FROM THE CHAIR AND CEO

1.0

Ontario's screen, publishing, and music industries continue to earn international recognition for excellence in people, production and content. From 2020 to 2022, these industries faced unprecedented challenges while continuing to make crucial contributions to the Province's economy and quality of life while telling compelling Ontario-made stories.

With the continued support of the Provincial government, Ontario Creates is proud of the impact that our programs and services have had on supporting the growth and development of strong and successful creative companies and industries as well as making Ontario an attractive business jurisdiction for domestic and foreign investment.

With the input of more than 700 industry, government, and partner stakeholders, and after examining the leading practices of other internationally recognized creative economic development organizations, in **Powering Ontario's Creative Economy** we have identified a set of four strategic goals and two enabling goals that we believe will drive new levels of sustainable business growth, attract additional investment and international interest in Ontario creative assets, and strengthen and diversify Ontario's creative workforce.

We believe this renewed strategy will deliver more permanent job opportunities and a skilled workforce that reflects the diversity of Ontario in all respects. The provincial tax credit programs we administer and the program investments we make will stimulate growth in infrastructure and capacity for all sectors. And most importantly, we believe it will ignite increased collaboration within and across creative sectors, increase company investment, and boost international sales, revenues, and capitalization.

We are confident that with the ongoing support of the Province, our Board, and you, our stakeholders, this strategy will help ensure that Ontario continues to lead, that our creative industries compete successfully on the world stage, and that Ontario Creates will continue to drive growth and prosperity for the Province.

And we are excited to get started!



**Aaron Campbell**  
Chair



**Karen Thorne-Stone**  
President & CEO

# LAND ACKNOWLEDGEMENT

2.0

We recognize that our work at Ontario Creates, and the work of Ontario's music, book, magazine, film, television and interactive digital media creators, takes place on many traditional Indigenous territories across the province. Ontario Creates' office is located on the traditional territory of the Huron-Wendat, the Haudenosaunee, the Anishinaabe, and the Mississaugas of the Credit.

This land acknowledgment is both a recognition of the contributions made by the First Nations, Métis and Inuit people who have cared for these lands since the beginning, and who are the original storytellers on this land, as well as an acknowledgement of our own ongoing responsibilities as guests on these lands.

As an agency with a mandate to facilitate economic development, investment and collaboration in Ontario's creative industries, we recognize the historical and ongoing impacts of colonialism, and in particular, its intersection with storytelling. We are committed to supporting and celebrating Indigenous voices, creators, companies, and stories.





# INTRODUCTION

3.0

Ontario Creates operates in a complex and dynamic environment recently challenged by a global pandemic. The digital transformation continues at an ever-increasing pace impacting how content is created, produced, distributed, and consumed across the sectors Ontario Creates serves – film, television, interactive digital media, music, book publishing, and magazine media. These creative businesses must be agile, flexible, and anticipate consumers' preferences.

Like the industries it supports, Ontario Creates has had to be agile, flexible, and anticipate industry preferences and needs during a period of tremendous economic, political, and social change. And it has successfully adapted its publicly funded programs and services to better meet the needs of clients and stakeholders through this period.

Ontario Creates has streamlined and accelerated the tax credit certification process and reduced administrative burden for applicants through a variety of measures including implementing electronic certificates. The agency has prioritized support for diverse projects and initiatives to improve access to funding and other growth opportunities for equity-deserving communities by continually investing in the Diversity Enhancement program which has been rolled out to all sectors. The agency has also provided greater support for new and non-traditional business models through the Industry Development Fund, IDM Fund, and Ontario Music Office.



# INTRODUCTION

3.0



Ontario Creates has undertaken several other initiatives to support the evolving needs of creative industries in Ontario including:

- The Ontario Green Screen Strategic Plan to establish more sustainable production practices in film and TV production;
- Supporting workforce training and development for equity-deserving communities; and
- Introduced the AcceleratiON program for Black and Indigenous music entrepreneurs, in recognition of the disproportionate barriers these communities face in accessing funding.
- Supporting high value collaboration and international development opportunities, such as international trade missions, From Page to Screen, Business is Better with Music, and the annual International Financing Forum at TIFF.

These initiatives delivered tangible economic and cultural benefits while demonstrating Ontario Creates' commitment for continually improving its service offerings in response to the changing economic environment and the way in which creative industries are evolving.

As in the past, Ontario Creates continues to be accountable to government and its stakeholders by consistently looking for ways to advance the organization and its role in economic development.

In the preparation of this strategic plan, Ontario Creates invited more than 5,000 stakeholders to share their perspectives on Ontario Creates' reputation and impact, its recent successes, challenges, risks, and opportunities, noteworthy industry trends, and the current state of equity, diversity, and inclusion, both within Ontario Creates, and across the industries the agency supports.

In all, more than 700 individuals talked to us through interviews, focus groups, or in writing. We heard very diverse voices – urban, rural, industry experts from each of the industries that Ontario Creates supports, Anglophones and Francophones, successful and unsuccessful program and tax credit applicants, and experts at the intersection of creative industries and equity-deserving communities.

This strategic plan, ***Powering Ontario's Creative Economy*** is the product of those conversations.





A photograph of a woman with blonde hair laughing joyfully while sitting in the driver's seat of a car. Her head is tilted back, and her mouth is wide open. The car's interior, including the roof and window frame, is visible. Outside the window, a bright, sunny day with a blue sky and some greenery is visible. A large, semi-transparent yellow graphic, resembling a stylized 'C' or a partial circle, is overlaid on the right side of the image. At the bottom, a white rectangular box contains the text 'POWERING ONTARIO'S CREATIVE ECONOMY' in bold, black, sans-serif capital letters.

# **POWERING ONTARIO'S CREATIVE ECONOMY**



# TODAY'S ENVIRONMENT

4.0

To help orient **Powering Ontario's Creative Economy** it is helpful to organize the broader environmental trends that creative industries are navigating today and will continue to face in the future.

## Political

Economic development and job growth continue to be top priorities for governments at all levels.

- **Understanding that Ontario is coming out of a highly volatile time with COVID**, agencies will need to brace for fiscal restraint and will be required to demonstrate their success through strong performance reporting.
- **Resurgence of Canadian content policy** by the federal government, via Bill C-11, which will bring digital platforms into the broadcasting regulatory framework, and copyright reform activities.
- **Changing provincial priorities coming out of COVID**, including a strong push for COVID recovery across the economy, fiscal constraint that will impact agency and Ministry budgets, investment in training for staff, and potential changes to tax credits that will impact the creative sectors.





# ONTARIO: WHERE CREATIVITY THRIVES





# TODAY'S ENVIRONMENT

4.0



## Economic

Creative industries exist in an increasingly inter-connected global landscape creating opportunities for export but also competition for a local, highly skilled, diverse, production workforce:

- **The scale of Ontario's culture economy** generates approximately \$27 billion annually, accounts for more than 254,000 jobs, and provides almost 49% of Canada's culture GDP.
- **The scale of Ontario Creates supported sectors** includes six key sectors that support 60,000 jobs, and more than \$7.9 billion to Ontario's GDP. In addition to the impact on Ontario, these Ontario Creates supported sectors export \$4.5 billion in products and services internationally.
- **COVID-19 impacts on Ontario Creates supported industries** across all sectors has been different, but have included revenue losses, employment losses, sunk costs, difficulty in accessing markets, and changes in consumer demand patterns (e.g., an increase in online content consumption). Sectors are recovering at different paces.
- **Economic projections and rebounds post-COVID** differ across industry, but overall have an expected rebound timeline of 2022 – 2025.
- **The general economic environment** is still largely dependent on the ongoing effects and impacts of COVID. With expected deficits continuing for the foreseeable future (i.e., into FY 23/24 and on), along with sometimes slowing and/or stalled job growth and a pending potential recession. While the Canadian dollar remains relatively strong compared to the USD, and experts are optimistic at its ability to maintain this strength, there are still many risks and unknowns in the economic environment.

# TODAY'S ENVIRONMENT

4.0

## Social

Heightened recognition of the importance of equity, diversity, inclusion, belonging, and environmental sustainability is driving the expectation for substantive policy changes that will yield concrete improvements in access, equity, and environmental stewardship.

- **Representation of equity-deserving communities** in creative industries is a continued aspect of importance within the sectors. This includes a balance for gender representation, as well as other aspects such as representation of members of Indigenous, Black, racialized, 2SLGBTQIA+, ethnocultural and linguistic minorities, and People with Disabilities communities.
- These groups face challenges and inequalities at all levels of the workplace, particularly at the senior management level. Potential reasons for the inequalities include: a lack of networking opportunities, a lack of access to mentorship, and a lack of access to funding/investment opportunities. These challenges are amplified when looking at different intersectional ties, such as race, Indigenous status, or if they are self-identified members of the 2SLGBTQIA+ community.
- **Environmental considerations driving industry support** as increased scrutiny on the environmental impacts of the creative sectors continues to mount. Trends in Ontario (and Canada) include the CBC requiring productions of over \$400,000 to adhere to a carbon footprint standard, and the Ontario Green Screen Strategic Plan which is helping to drive industry forward.





# TODAY'S ENVIRONMENT

4.0

## Technology

Digital transformation presents both opportunities and challenges to new entrants and entrenched industries. Innovation is consistently driving change in business models and industry players.

- **Rise of online streaming services and decline of traditional media consumption channels** as an impact of the pandemic and its associated restrictions. While the trend towards digital distribution direct to consumer began prior to the pandemic, some sectors (e.g., cinemas, theatre) were acutely impacted when restrictions inhibited access. Additionally, the pandemic fueled changes to how content is consumed, where individuals are using online platforms for music, or video, and often are found to be “binging” series and moving to the next series.
- **Increased application of new and emerging technologies in the workplace and industry** which supports items such as music discoverability and content creation – as well as how individuals interact with content (e.g., the metaverse or Web 3.0).
- **The rise of new platforms and business models** affects the ability of creators to directly interact with audiences. This alters the already constantly changing value chain of platforms (e.g., Spotify, YouTube) that consumers have begun to feel more comfort with through repeated use and interaction. This also changes the way in which content is purchased and consumed.





5.0

# A REFINED STRATEGIC APPROACH





# VISION

5.1

Everything we do will be in service to delivering a vision for the future of Ontario's creative companies, industries, and economy.

HOW TO  
PRONOUNCE  
KNIFE

**Ontario's thriving, sustainable, and inclusive creative industries deliver economic impact and globally successful content.**



Our vision is firmly grounded in the needs of our stakeholders. It is outwardly focused; it is not a statement about Ontario Creates, but a statement about the future state we will help build, along with our stakeholders.

# MISSION

5.2

Our Mission: How Ontario Creates will contribute to this vision of the future.



**To help creative businesses prosper by increasing the growth, resilience, competitiveness and global reach of Ontario's creative economy.**

This is our true north – why Ontario Creates exists. It's why we're excited to come to work every day. It is both the starting point for the design of programs and processes that support the growth, sustainability, and resilience of creative companies and our decision-making criteria.



# VALUES

## 5.3

Our Values embody the attitudes and behaviours that Ontario Creates promotes and encourages across the organization. They identify how we expect our teams to operate, and what we want to see rewarded as an organization. These values are at the heart of all of our actions, our priorities, our goals, and our decision-making.

### **Accountable:**

Deliver on our commitments with integrity, be open and transparent about our progress and hold ourselves responsible for our actions.

### **Inclusive:**

Ensure diversity, equity and accessibility in our programs and our workplace.

### **Service-Focused:**

Responsive to our stakeholders and sector, delivering an excellent experience in all interactions.

### **Collaborative:**

Work with each other and our partners to achieve the best possible outcomes.

### **Leading:**

Be a best-in-class agency; advancing new ideas, innovation and change.





# STRATEGIC GOALS AND ENABLERS

6.0

Ontario Creates delivers a suite of programs and services through funding programs, administering tax credits, and supporting industry development. These programs are vital to the growth and sustainability of Ontario's creative industries. This includes:

- Content, marketing and business development investment funds/programs.
- Film Office (engagement and development of regional/municipal film offices).
- Global market development programs.
- International strategic initiatives.
- Collaboration initiatives.
- Research and business intelligence program and products.
- Tax credits.
- Communications activities and sponsorships.

Yet as you will see in ***Powering Ontario's Creative Economy*** we have sharpened our focus and designed our strategy with the needs of our clients centre stage.

We will meet our strategic goals by focusing on two operational enablers to deliver exceptional customer experiences and to empower high performing teams.

The following pages provide details on how we define our strategic goals, the plan to achieve them, and how we will measure our progress and success.



# ONTARIO: READY FOR YOU





# BUILD CAPACITY

6.1

Work collaboratively to ensure Ontario's creative industries are diverse, sustainable and positioned for growth with a strong, skilled workforce and supporting infrastructure.

## THIS MEANS:

- We will work in partnership to build Ontario's creative workforce in a way that reflects the diversity of Ontario, ensuring a highly-skilled and comprehensive talent base.
- We will work in partnership to expand the infrastructure needed to respond to continuous growth in Ontario's creative industries.
- We will facilitate sustainability initiatives in Ontario's creative industries to position Ontario as a leader in the creative economy.
- We will enable diverse companies and individuals across Ontario to access programs and services to strengthen the industry ecosystem.

## WHAT WE AIM TO DELIVER:

- More permanent job opportunities created and sustained.
- A skilled workforce that reflects the diversity of Ontario at all levels.
- Growth in infrastructure and capacity for all sectors.
- Sustainable business models that support future growth.

## HOW WE WILL ACHIEVE THIS:

- Establish and implement a workforce development strategy.
- Provide targeted support to diverse-led projects and businesses that demonstrate high potential for economic and cultural growth.
- Build on Ontario Green Screen leadership and expand sustainability strategy across the creative industries.



# FUEL GROWTH

6.2

Support the growth of Ontario's creative industry companies by investing in the creation and distribution of intellectual property, enabling business development, and facilitating collaboration within and across sectors, through modern, responsive and informed programs.

## THIS MEANS:

- We will facilitate collaboration within and across creative industries to help companies grow and deliver successful content.
- We will support the growth and acceleration of emerging and established companies and their innovative content in all areas of the province.
- We will empower our creative industries by providing critical business intelligence and information to drive their business planning with evidence-based decision-making.
- We will partner with government on its commitment to simplify tax credit eligibility requirements.
- We will invest in companies, content and business development initiatives, sharing the risk on strategic activities.
- We will ensure that our programs and services are responsive to evolving market conditions.

## WHAT WE AIM TO DELIVER:

- Partnerships established based on Ontario Creates' facilitation/collaboration.
- Increased company capitalization and revenue growth.
- Improved competitive advantage for domestic companies.
- Increased engagement with early-stage companies.

## HOW WE WILL ACHIEVE THIS:

- Revise core investment programs to keep pace with evolving business opportunities and focus investment on high-impact support.
- Enhance communication and outreach to emerging companies and new entrants to the creative industries.
- Partner with government on its commitment to simplify tax credit eligibility requirements.
- Explore strategies to support regional development priorities.





# DRIVE INVESTMENT

6.3

Generate investment in Ontario's creative economy by ensuring a diverse, sustainable, innovative, competitive, and world-class business destination.

## THIS MEANS:

- We will provide compelling reasons for investment in Ontario and its creative industries as a first-class business jurisdiction.
- We will collaborate with our partners and stakeholders to create a competitive and attractive business landscape that supports the growth of the creative economy.
- We will work with public and private sector partners to find new and innovative ways to help companies access capital.

## WHAT WE AIM TO DELIVER:

- Increased investment in Ontario creative sectors (both for specific content and generally in sector).
- Increased international sales, co-production, and international investment.
- Increased production volumes domestically and from foreign creators.
- Increased number of deals Ontario Creates is involved in or facilitates.

## HOW WE WILL ACHIEVE THIS:

- Seek out new private sector partnership/sponsorship opportunities to increase capacity in Ontario Creates' priority program areas.
- Explore innovative financing models to enhance investment in Ontario's creative industries.
- Grow the domestic and service screen production industry across all regions of Ontario.
- Partner with government to support continued modernization of tax credits.



# DEVELOP GLOBAL MARKETS

6.4

Strategically promote Ontario's content, companies, services, and talent to the world to open new markets, reach new audiences and generate export opportunities, business partnerships, and inward investment.

## THIS MEANS:

- We will strategically promote Ontario's content, companies, services, and talent to the world.
- We will use our knowledge and resources to support Ontario's companies in key strategic marketplaces.
- We will help Ontario companies develop and execute successful export market strategies and expand their global reach.
- We will focus on attracting new production business to Ontario, and international co-productions, that will strengthen Ontario's creative economy.

## WHAT WE AIM TO DELIVER:

- Increased international sales and co-production.
- Enhanced impact of export development funds,
- Ontario Creates recognized as expert collaborator / partner.
- Greater number of export-ready creators.

## HOW WE WILL ACHIEVE THIS:

- Review and enhance programming and strategic initiatives in international markets.
- Simplify access to funds that support international development and growth of companies.
- Build the value proposition of the Ontario brand.
- Optimize brand partnerships.





# ONTARIO: WE'RE ROLLING



# DELIVER EXCEPTIONAL CUSTOMER EXPERIENCES

6.5

Demonstrate service excellence, by ensuring programs and services are modern, accessible, inclusive, responsive, transparent and timely and are aligned with evolving industry needs.

## THIS MEANS:

- We will create exceptional stakeholder experiences by ensuring that our programs and services are transparent, flexible, accessible, timely, inclusive, and aligned with stakeholders' needs and provincial requirements.
- We will regularly engage with stakeholders, ensuring that our actions respect and acknowledge their diverse perspectives and experiences.
- We will enhance the use of technology, driving service excellence internally and externally by improving efficiency and effectiveness.
- We will sustain growth by continuously evaluating, measuring, and communicating the effectiveness of our programs and services, ensuring that we are responsive to emerging trends, feedback, and best practices.

## WHAT WE AIM TO DELIVER:

- Trusted, sustainable relationships with stakeholders.
- Stakeholders who continue to work and grow with us.
- Increased stakeholder satisfaction.
- Enhanced internal processes and practices.
- Exceptional digital delivery of our programs.

## HOW WE WILL ACHIEVE THIS:

- Review and improve application process for investment and tax credit programs.
- Implement an information technology roadmap to improve efficiency and stakeholder experience.
- Enhance performance measurement capacity and tools.





# EMPOWER HIGH-PERFORMING TEAMS

6.6

Foster a work environment and team culture that prioritizes the development and well-being of our staff and a sense of belonging. Leverage technology, policies and shared values to promote collaboration and optimize productivity and effectiveness.

## THIS MEANS:

- We will foster a high performing culture that supports our goals, prioritizes the growth, development, and well-being of our people, and instills a sense of belonging.
- We will cultivate an environment where our people are supported to lead and adapt to change.
- We will develop a hybrid work model that supports our culture and leverages technology and tools to promote collaboration and connection across our teams and complies with OPS standards and requirements.
- We will ensure that our internal practices and policies reflect and support our organization's values, including an equitable, inclusive, accessible, anti-racist and diverse workplace.

## WHAT WE AIM TO DELIVER:

- Increased ability to attract and retain excellent and skilled talent in an inclusive manner.
- A staff and culture that is representative of our province's diverse culture and supports the same in the sectors we serve.
- Increased diversity at all levels within Ontario Creates.
- Staff that feel a sense of purpose/belonging when they come to work.

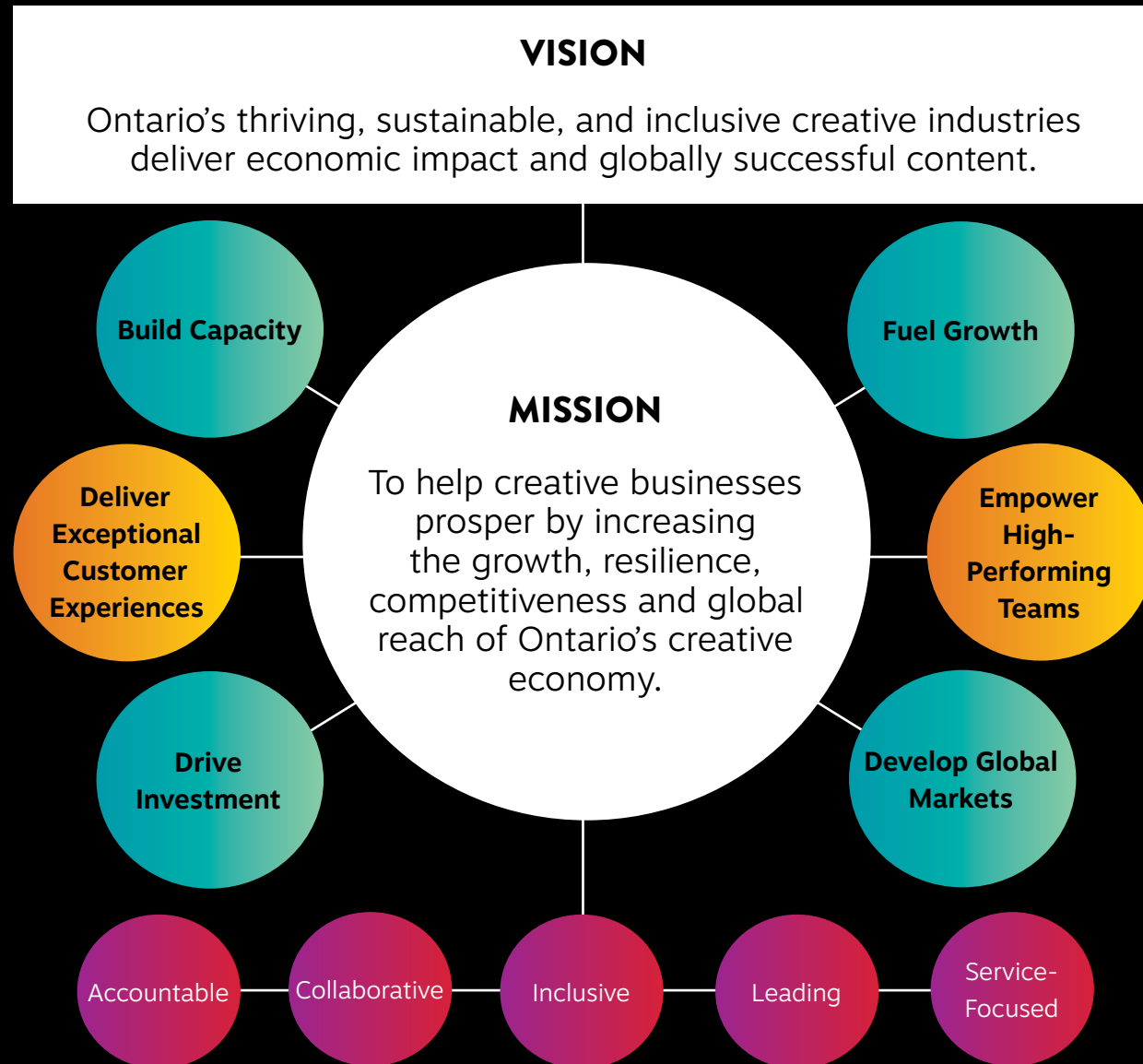
## HOW WE WILL ACHIEVE THIS:

- Define Ontario Creates' culture and employee value proposition.
- Promote an equitable, inclusive, accessible, anti-racist and diverse workplace.
- Build a flexible, inclusive, and effective hybrid work model.



# STRATEGIC FRAMEWORK

6.7





# MEASURING PROGRESS

7.0

As part of our commitment to being accountable and transparent, we will regularly report on our progress toward achieving our strategic goals.

In Year 1 of our Plan, we will finalize a new KPI framework, including new outcome measures to demonstrate our impact and that of Ontario's creative industries.

The following are examples of the types of indicators that will be reported to our partners and stakeholders:

## STRATEGIC GOALS: KEY PERFORMANCE INDICATORS

1

### Build Capacity

- Job Creation and GDP Impact.
- Return on investment.
- Percent of funding provided to diverse teams and/or projects.
- Percent increase in individuals trained in Climate & Sustainable Production.

2

### Fuel Growth

- Increased company capitalization and revenue growth.
- Increased engagement with early-stage companies.
- Use of Ontario Creates' business intelligence products to support business growth and development.
- Percent of funding to companies outside the GTA.
- Business Leads.
- Deals and value of deals per collaboration event facilitated.

3

### Drive Investment

- Increased investment in Ontario's creative industry sectors.
- Growth in domestic and service production volume for film and television.

4

### Develop Global Markets

- Increased international sales and coproductions.
- Business Leads at international markets.
- Media impressions/reach.



# MEASURING PROGRESS

7.0

## ENABLERS: KEY PERFORMANCE INDICATORS

1

### Deliver Exceptional Customer Experiences

- Reduction in processing times.
- Improvement in customer satisfaction levels.
- % of service standards achieved.

2

### Empower High Performing Teams

- Increased staff job satisfaction and engagement (including Inclusion Index).
- Increased levels of diversity in workforce.
- % of staff undertaking professional development.





# APPENDIX

8.0



# WHAT WE DO

## 8.1

Ontario Creates is an agency of the provincial government whose mandate is to be a catalyst for economic development, investment and collaboration in Ontario's creative industries including the music, book, magazine, film, television, and interactive digital media sectors, both domestically and internationally.

Ontario Creates is committed to delivering high-impact support that creates jobs and economic opportunities for Ontarians and that contributes to an advantageous business environment for growth. Through targeted programs and services, support for innovation, and by leveraging public and private partnerships, Ontario Creates builds the capacity and competitiveness of the Province's creative industries to deliver award-winning content that is enjoyed by audiences across Ontario and around the world.

Ontario's screen, publishing, and music industries are a global success story. Collectively and individually, these industries are strong and growing, and make important contributions to the Province's economy and cultural vitality. Ontario Creates is proud of the impact that our programs and services have had on building strong and successful companies across the creative industries, and in contributing to a high quality of life that makes Ontario an attractive jurisdiction for domestic and foreign investment.

Business growth, global investment and export, and the creation of an innovation-and knowledge-based economy are key to Ontario's future growth and prosperity. In addition to investing in the creation and marketing of content and companies through tax credits and funding programs, Ontario Creates is focused on developing a diverse and talented workforce, ensuring sustainable production practices, and promoting Ontario as an ideal business location and Ontario's companies as world-class leaders and partners.

Ontario Creates has enabled creative industry companies to increase productivity, build scale, mitigate risks, access international markets, and achieve critical and commercial success. Our investments help to ensure that Ontario is a better place to live and work, that Ontario companies continue to be global leaders in the domestic and international marketplace, and that Ontario maintains its competitive position as a leading jurisdiction for providing innovative and effective support to a thriving world class Entertainment and Creative Cluster.



# APPROACH TO STRATEGIC PLANNING

8.1

The strategic plan was developed by the Board of Directors and Senior Management Team to guide Ontario Creates over the next five years. Our strategic planning process began in February 2022 and was completed in November 2022. Throughout the planning period, we considered our internal and external operating environment by examining our organization's strengths and opportunities for improvement, the business environment, and technological changes in the industries we support and best practices from other jurisdictions. This plan was developed with the input of Ontario Creates' staff, industry partners and government stakeholders. As we begin to implement this plan, we will continue this engagement to ensure that we are progressing towards shared goals and achieving our collective vision for the future of Ontario's creative industries.

Specifically, the process included:

1. **STAKEHOLDER ENGAGEMENT:** Both internal and external stakeholders were engaged to support the planning process and determine where we were succeeding, where there was room for improvement, and what should be most important to us going forward. Interviews were conducted with a variety of thought leaders, industry partners, MTCS and staff.
2. **ENVIRONMENTAL SCAN:** Industry trends, best practices in Ontario and other jurisdictions, and the Ontario landscape were closely considered to inform the development of the strategic plan.
3. **STRATEGIC PLANNING MEETINGS:** Our Board and Senior Management Team came together through a series of strategic planning sessions to refresh our Mission, Vision, and Values and to define our new strategic goals.

# PHOTOS

Page 2: Hello (Again) (100 Dragons Media); Page 4: High Park, Toronto, Ontario; Page 5: The Protector (YN Films); Page 6: Ravenlock (Cococucumber), Cadence Weapon (Wholly Roland Empire); Page 7: Something You Said Last Night (JA Productions); Page 8: Pretty Hard Cases (Cameron Pictures); Page 9: L-R, Nobody Saves the World (Drinkbox Studios), Slasher (Shaftesbury), Zoon (Paper Bag Records), Murdoch Mysteries (Shaftesbury); Page 10: Slo Pitch (Boss & Co); Page 11: Rollers of the Realm (Phantom Compass); Page 12: Aysanabee (Ishkōdé Records); Page 13: Elora Mill Hotel & Spa, Elora, Ontario; Page 14: L-R, Savannah Ré (Universal Music Canada), Topline (Shaftesbury), How To Pronounce Knife by Souvankham Thammavongsa (McClelland & Stewart), Slasher (Shaftesbury); Page 15: L-R, Foodism (Twenty Two Media Group), Blackberry (Rhombus Media), Exosquelette by Chloé LaDuchesse (Mémoire d'encrier), TALK (ArtHaus); Page 16: Hello (Again), Grand River, Fergus, Ontario, North of Normal; Page 17: Brother (Hawkeye Pictures, Conquering Lion Pictures); Page 18: L-R, Buffy Sainte-Marie: Carry It On (White Pine Pictures), Toronto, Ontario, Broadview Magazine (Observer Publications Inc.), Avocado Toast the Series (Border2Border Entertainment); Page 19: Stellar (Baswewe Films); Page 20: I Used to Be Funny (Barn 12); Page 21: U.S. Girls Play SXSW Via Hologram; Page 22: Arkells play Massey Hall; Page 23, L-R, Avocado Toast the Series (Border2Border Entertainment), The Sleeping Car Porter by Suzette Mayr (Coach House Books), Thunder Bay, Ontario, Topline (Shaftesbury); Page 24: Inuit Art Quarterly (Inuit Art Foundation); Page 25: The Swearing Jar (Monkeys & Parrots); Page 27: Sex with Sue (Banger Films); Page 28: L-R, La marchande, la sorcière, la lune et moi By Diya Lim (Les Éditions L'Interligne), Preston Pablo (Uni/Coalition Music), Avocado Toast the Series (Border2Border Entertainment); Page 29: AHI (22ND SENTRY Ltd.)



