



**Framing the Future: BSO's Vision for Change**  
**STRATEGIC PLAN 2024-2026**



# Understanding The Black Screen Office

## Our Vision

Black Canadians thriving in screen industries, inspiring global audiences.

## Our Mission

To eradicate anti-Black racism in the Canadian screen industry, facilitate change with decision-makers, catalyze Black-led content production, and advance Black professionals' careers.



## Our Guiding Principles



### Transparency

We share all aspects of our work: what we do, how we do it, and our learnings along the way.



### Empowerment

We recognize and nurture the power that is already present in Black Canadians, creating opportunities for us to shape our own destiny within the screen industries.



### Visionary

We have a healthy disregard for the impossible, refuse to accept the status quo, and believe there are no limits to what Black Canadians can accomplish in the screen industries.



### Unapologetically By and For All Black Canadians

We are an organization that believes in the power of Black leadership and talent. We recognize that there are multiple Black communities and identities in Canada and we are a home for all.

# No Time for Rest

**We are at an inflection point in the fight against racism. In 2020, the Canadian conscience awoke to the devastating impact of persistent, pervasive, systemic anti-Black racism. Since then, the Black Screen Office (BSO) has been at the forefront of a movement to eradicate anti-Black racism in Canada's screen industries. We have collaborated with industry players who want to see and seed change and I am proud that the BSO has been a catalyst for recent shifts in conversation and practices within the sector.**

But four years on and with many “wins” achieved, industry members may be inclined to take their foot off the accelerator. Absent from the headlines, it would be easy to think that the meaningful initiatives set in motion in recent years mean the work is done. But combatting racism is more like rolling a boulder up a hill than down it; collectively and consistently putting in the work is as urgent today as it was in 2020.

In this strategic plan, the BSO has defined how we will address that urgency and ensure that Canada's screen industries recognize and address it too. We will continue to make our voice and the voices of Black Canadians heard at tables of influence. We will build on our reputation for innovation by creating more opportunities for Black stories to be seen and heard around the world. Working with like-minded partners, we will leverage every resource and opportunity available to achieve the greatest

impact. And we will continue to demand and support systems of accountability to ensure anti-racist processes and practices are adopted everywhere in our industry.

In short, we will frame a more equitable and inclusive future for Canada's screen industries.

The work to end anti-Black racism is far from done. The BSO remains as committed as ever to setting the standard, challenging complacency, and pushing forward measurable equity changes across Canada's screen industries over the coming years.



**Joan Jenkinson**  
*Chief Executive Officer*

# Strategic Objectives

## 1 Advance Industry Urgency

*The BSO will continue to accelerate industry transformation towards anti-racism.*

The BSO has effectively called for, facilitated and led industry action to address anti-Black racism. However, much more still needs to be done to eradicate decades of systemic inequities. As a trusted voice within the Canadian screen industries, the BSO will continue our leadership in this space and impress upon leaders the urgency and value of driving changes that move the industries toward equity.

### ACTIONS

- ➔ Meaningfully engage industry leaders through the BSO's Collaborative Network to develop and share best practices and deliver solutions to industry needs.
- ➔ Identify ways to publicly recognize EDI excellence.
- ➔ Promote and expand our Research & Action consultancy services to support broadcasters and industry players to achieve equity objectives.

**2024–25:** Build out Research & Action Centre  
**2024–26:** Engage Collaborative Network  
**Q4 2024–26:** Recognition Activities

## 2 Catalyze Black Content Productions

*The BSO will directly support Black-led film productions.*

Catalyzing the development of Black screen content is central to BSO's mission. From our earliest days, we set our sights on eventually funding Black-led productions directly as the most effective way to achieve our mission. 2023 put this objective within reach when the BSO's proposed Black Screen Fund was approved as an independent production fund (CIPF). The fund will support Black creators to develop the skills necessary for career success while developing new Black-led Canadian screen content. The BSO will prioritize incorporating and establishing the fund in 2024, while also continuing to deliver innovative partnership approaches to accelerate Black-led projects and their creators.

### ACTIONS

- ➔ Incorporate and establish Black Screen Fund
- ➔ Identify and support pilot production projects.
- ➔ Continue existing partnerships and explore new partnerships to support Black creatives.

**2024:** Fund development  
**H2 2024:** Fund pilot launch  
**H4 2025:** Full fund established  
**H4 2026:** Fund fully funded



# Strategic Objectives

## ACTIONS

- ➔ Host and participate in key national events.
- ➔ Collaborate with other Black organizations for community engagement.
- ➔ Engage in community-driven content creation.
- ➔ Foster dialogues and collaboration with community leaders.

## 3 Expand National Presence

*We will broaden the BSO's influence and reach within the screen industries and broader Black Canadian community.*



**H1 2024: Event planning**  
**H2 2024–26: Roll out activities**

From engaging in policy discussions and advocacy at the national level to the ongoing development of industry-shifting approaches to combat racism, the BSO has catalyzed industry organizations, governments, and a community of creators to create more opportunities for Black screen-industry professionals. We will continue to build our influence by expanding connections with other Black organizations and the wider Black community. Through events, partnerships and focused efforts to align with like-minded organizations, the BSO will intentionally enhance our profile beyond the screen industries and engage Black Canadians more broadly to increase their awareness, understanding and support for our work.

**Q3 2024: Strategy development**  
**Q4 2024–26: Implementation**

## 4 Develop a Robust Volunteer Network

*We will build a robust, engaged volunteer base.*

Volunteer interest in the BSO continues to grow as our profile and initiatives increase. We will develop opportunities to engage volunteers to support the organization and our mission. Whether through mentorships or event-based opportunities, we will connect volunteers to our various programs to enhance our output and provide volunteers with opportunities to share and build on their skills.

## ACTIONS

- ➔ Develop a comprehensive volunteer strategy.
- ➔ Set up a system for volunteer management and recognition.
- ➔ Develop a robust national volunteer network.
- ➔ Integrate volunteers into various BSO programs.

# Strategic Objectives

## 5 Evolve Board Governance

*We will evolve the BSO Board to ensure it is a strategic, supportive body suited to BSO's governance needs.*

As the BSO has evolved into an industry leader, its governance must similarly evolve to effectively prepare and guide the BSO toward future growth. Our organization will review all aspects of the Board—from composition to meetings to committee mandates—to ensure optimal engagement and strategic impact.

### ACTIONS

- ➔ Transition to a Strategic and Generative model.
- ➔ Conduct board training and development sessions.
- ➔ Regular board evaluation and feedback mechanisms.

**2025–26:**  
Board transformation  
**2025–26:**  
Ongoing assessments



# Measuring & Sharing Our Progress



In keeping with the BSO's commitment to transparency, we will share what we do, how we do it, and what we learn along the way as we pursue these strategic objectives.

We will implement regular performance tracking against each objective, including capturing and monitoring program metrics and soliciting feedback from stakeholders, community members, and industry partners.

We will use the data effectively to determine whether adjustments to the strategies are needed and to inform policy recommendations and new initiatives. The qualitative and quantitative data we collect will drive our continual improvement. It will enable us to provide the best guidance and programs to support Black professionals across the screen industries, as well as the organizations that actively engage with us to break down barriers.

We commit to regular updates, including conducting quarterly progress reviews and sharing annual evaluations of our progress with relevant stakeholders to continue our open dialogue with the community and industry.





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