

Business Plan

Info from ISED: <https://ised-isde.canada.ca/site/cooperatives-canada/en/information-guide-co-operatives#developing>

Executive summary

✍ I think i like some of my other summary intros better but i didn't want them to be repetitive

The Baby Ghosts Studio Development Fund **increases diversity and accessibility** within the Canadian video game industry. We provide financial grants and sustainable business development education to game studios led by underrepresented founders. These founders face marginalization or underrepresentation due to factors such as gender, race, disability, religion, economic status, or immigration status. Our vision is a welcoming, inclusive, and **adequate** funding ecosystem for indies in Canada.

Our [strategic plan for 2024](#) outlines our focus on creating an equitable and sustainable funding system for these founders. We embrace diverse perspectives in the video game industry, and we provide critical resources and support to help these creators fulfill their dreams.

In the short term, our focus is on developing the skills of creators, creating new opportunities, and educating funders about the equity challenges within the industry. Over the medium term, we aim to establish a mentorship network, motivate funders to address funding gaps, and encourage reinvestment in the community. Our long-term goals include establishing Baby Ghosts as a sustainable organization, advocating for a welcoming funding ecosystem, and building a supportive community for creators.

To reach our goals, we will concentrate on outreach, fundraising, and community engagement. We plan to bolster our web and social media presence, form partnerships, and organize educational and fundraising events. Our community engagement efforts will include meetups, mentorship, workshops, and impact measurement.

We have developed an [Operational Plan](#) that aligns our daily tasks with our desired outcomes. This includes regular check-ins through asynchronous chat and synchronous video calls, task management through Asana, and monitoring indicators with our tailored impact measurement framework (IMF).

Our budget for the fiscal year 2023-2024 outlines our projected revenue and expenses for the upcoming year. Our total revenue is estimated at \$340,000, sourced from grants, donations, fundraising events, and corporate sponsorships. The majority of our expenses, totaling \$263,175, are allocated towards salaries, grant funding, and program partner fees. This budget reflects our focus on diligently directing our resources to support underrepresented game studio founders in Canada. We project a net surplus of \$76,825, which will be reinvested into future initiatives.

Our business plan is a living document, and will be regularly monitored, evaluated, and updated because we highly value transparency, community-centered work, and continuous learning. Through this plan, we aim to pave the way for a more equitable and supportive environment for marginalized game creators and studio founders in Canada.

Mission

Mission

Our mission is to increase diversity, inclusivity, and accessibility in the Canadian video game industry and help create more sustainable, worker-centric studio models. We offer and advocate for equitable funding opportunities, foster a care-centred community of founders, and provide tailored studio development mentorship. Because of our work, ultimately, all marginalized game creators and studio founders in Canada will have equitable access to a fair funding system and the resources they need to achieve their goals.

Vision

Vision

We dream of a day when every game creator in Canada, no matter who they are or where they come from, has everything they need to bring their stories to life. We imagine a world where every storyteller is heard, every idea is given a chance to flourish, and everyone has a fair shot at success in the video game industry.

We see a path towards this future through dismantling barriers to funding, fostering a supportive and generous community, and advocating for systemic change. We believe in a world where the Canadian video game industry is shaped by diverse creators, where high-risk demands and inequitable support are things of the past.

Our dream is a vibrant, diverse, and inclusive Canadian video game industry, where creativity thrives unhindered, and every game creator has the chance to make their mark.

Values

Values

- Embracing weirdness: We value uniqueness, unconventional ideas, and doing things differently.
- Celebrating the undervalued and invisibilized: We shed light on those who have been made invisible by dominant power structures. We uplift the work of underrepresented folks.
- The power of games: We see games as creative tools for expression and transformation, and we advocate for equal access to game creation.
- Resistance to dominant power structures: We actively challenge and seek to counter traditional power structures, centering the impact on the most affected.
- Accessibility and care: We strive to make our work accessible to everyone, practicing care in all our relationships and adapting to different needs.
- Critique of capitalism and colonialism: We acknowledge the intertwined relationship between capitalism and colonialism and actively work to disrupt these systems.
- Advocacy for sustainability and health: We believe in promoting healthy work environments, reducing barriers, and supporting ethical structures.
- Community-building: We value collaboration over competition, aiming to build a supportive community and resource base.
- Transparency: We believe in open information sharing and are open to feedback while also maintaining clear boundaries.
- Respecting boundaries: While we are committed to transparency, we also respect boundaries when sensitive issues are involved, especially those that concern safety and well-being.
- Commitment to transformative justice: We are committed to having difficult conversations and managing conflicts in a way that promotes growth and healing.
- Promoting trust and safety: We are responsive to our own needs and situations, and strive to create a safe environment.

Organization Description

History and inspiration

Baby Ghosts is a charitable initiative under the umbrella of Weird Ghosts, a for-profit social impact fund. The initiative was born out of a collective desire to empower structurally excluded creatives working in the games industry. Our ultimate goal is to create a funding landscape in Canada that truly supports game studios at all stages, enabling them to grow and thrive. The organization was co-founded by Eileen Mary Holowka, PhD, a writer and game

developer with over 10 years of experience in video game and digital media communities; and Jennie Robinson Faber, a community arts advocate, web developer, and leader in the IDM industry for over 15 years.

Note

☐ Full bios here?

Eileen Mary Holowka (they/she) is a writer, game dev, researcher, and patient advocate. They have their doctorate in Communication Studies from Concordia University where they researched the role of [social media for people with endometriosis](#). They are also the co-founder of the Canadian impact fund [Weird Ghosts](#) and a member of the [Gamma Space](#) cooperative where they support early indie game studios.

Legal structure and governance

We are a registered Canadian charity. Our [governance structure](#) includes a Board of Directors, which provides oversight and ensures that we are always fulfilling our mission, and an advisory committee that provides expert advice and guidance on specific areas of our work.

Target audience and stakeholders

Our target audience includes **video game studios led by underrepresented founders across Canada**. Our stakeholders include our funders, partners, and the broader game development community in Canada.

Programs and Services

Grant program

We provide grants to early-stage game studios led by marginalized identity groups.

Peer Accelerator program

This program provides structured support to grant recipients. It includes mentorship, workshops, and ongoing peer and expert support to help the studios grow and succeed.

Community

Through our Slack, website, partnerships, and engagement activities such as meetups and feedback collection, we work to build a trusting, generous, supportive community.

Future offerings

We intend to diversify both our funding sources and our services in order to remain sustainable and relevant to our community's needs. Some potential programs and strategies we are considering include:

Internship and job placement program that connects marginalized game devs with paid opps in our funded game studios. This would provide industry experience and bridge the gap between education and employment.

Collaboration with educational institutions, developing partnerships with schools offering game design programs: guest lectures, joint projects, and mentorship opportunities for students.

Consultation services offering one-on-one personalized support to game studios not in our granting program: business advice, technical guidance, impact planning and measurement, and feedback on game design.

Advocacy campaigns to raise general awareness about the challenges faced by the founders we serve and the need for more equitable funding in the industry.

Market analysis

The video game industry is experiencing incredible growth globally, **even as it contracts with mass layoffs** in the sector. This growth is not limited to large companies; opportunities exist for small indie studios as well. Canada's public funding support for games and tech-related businesses is well recognized as especially favourable. However, smaller indie studios often struggle to access these funds due to lack of resources or knowledge – unlike larger indies and AAA studios. A dedicated fund allows these smaller studios to capitalize on sector opportunities, and build care-centred, sustainable businesses.

Note

Leen: The sentence I highlighted above is funny. I think you meant "contrasts" but it might benefit from a rephraese.

There is an urgent need to support these studios in developing a long-term approach to funding that doesn't leave them with scraps. That's where we come in.

State of the industry

The Canadian video game industry is an actively growing sector, contributing significantly to the country's economy. As of 2021, there were **937 active video game studios** in Canada—a 35% increase since 2019. These studios are primarily composed of small indies (< 4 employees) and medium-sized companies (5-99 employees). However, a small number of

large companies generate a major share of total employment and economic activity in the industry.

The industry is geographically concentrated, with 80% of Canada's video game companies located in Quebec, Ontario, and British Columbia. The growth in the number of companies was particularly notable in Ontario and Quebec, which together added 137 companies to the Canadian industry. British Columbia and the rest of Canada (Atlantic, Manitoba, and Saskatchewan) also experienced notable growth.

Despite the large number of small indies and medium-sized companies, large companies (> 100 employees) account for the majority of employment in the industry. These large companies, which constitute only 6% of companies operating in Canada, employ 76% of all full-time employees in the industry.

The video game industry contributed \$5.5 billion to the country's economy in 2021, a 23% growth in GDP since 2019. This growth is likely supported by the emergence of new companies, as well as growth at an individual company level.

Sources:

- [Interactive Ontario, *An International Review of Financing For Video Game Companies*](#)
- [Canada's Video Game Industry](#)
- [Video Game Industry Statistics in Canada for 2023 - Made in CA](#)

Diversity and inclusion

The state of diversity, inclusion, and accessibility in the Canadian video game industry is a mixed bag, according to the latest (2021) Entertainment Software Association of Canada (ESAC) report and IGDA Diversity Report (2021).

- The workforce in the Canadian game industry is **made up primarily of men** (71%), women representing 24%, and nonbinary individuals accounting for 3%. This gender distribution is echoed in the ESAC report, which indicates that women make up roughly 23% of the direct workforce in the industry.
- In terms of **racial and ethnic diversity**, the Canadian game industry is largely white (64%), followed by East Asian (9%), South Asian (7%), and Black (3%) individuals. Indigenous people represent 2% of the workforce.
- When it comes to **LGBTQIA+ representation**, the Canadian video game industry outperforms the global average, with 21% of the workforce members of the LGBTQIA+ community, compared to the global average of 19%.
- However, representation of **individuals with disabilities** is slightly lower than the global average, with 11% of the Canadian video game industry workforce identifying as having a

disability, compared to the global average of 14%.

- The **leadership** in the Canadian game industry mirrors the overall workforce distribution, with 81% of studio founders/leadership being men, 18% being women, and 1% nonbinary.

While there are efforts to improve diversity, equity, inclusion, and accessibility in the Canadian game industry, the data shows that there is still significant room for improvement, particularly in terms of gender and racial diversity in leadership and studio ownership roles.

Sources:

- [IGDA 2021 Diversity Report](#)
- [ESAC 2021 Report](#)

Needs of marginalized devs in Canada

In 2022, Weird Ghosts [conducted a survey](#) and held conversations with funders and game developers, to understand the challenges faced by Canadian devs in accessing funding. Here is a summary of what we determined:

Key barriers

1. **Location and access:** Developers in major cities and provinces find it difficult to access funding, but it's even harder for those in locations such as Saskatchewan and New Brunswick, where provincial funding support can be extremely extractive. The Territories are also severely underrepresented in indie game communities in Canada. Many developers struggle to find welcoming communities of other game devs, particularly those who are from more remote areas or come from a marginalized identity group. Early mentorship and access to communities are seen as crucial to prevent later issues with their studios.
2. **Early studios and the lack of experience:** Many early studios lack the knowledge of how to apply for funding, run a business, manage employees, deal with conflicts, and market their games. This lack of experience and access to resources sets up early studios for failure, leading to most funding going to those who already have experience, such as those who have worked for AAA studios before or have other industry connections.
3. **Survival and sustainability:** Many indie game devs across Canada have to juggle freelance work or other jobs to make game development a survivable possibility. The funding they receive is often project-based, leaving them with no opportunities to build a solid and healthy foundation for their studio. The time-consuming process of applying for funding takes away from making games and actually building the studio.
4. **Risks, repayment, and autonomy:** Many early studios value control over what they make, but existing funds often require studios to give up their IP or equity in exchange for

funding. Many underrepresented game devs are wary of repayment and are looking for no-strings-attached funding and grants that won't leave them in debt.

Weird Ghosts has taken these insights into account in structuring its fund. They use a [Shared Earnings Agreement](#) ([pioneered by the Calm Fund](#)) for investments, which puts more risk on the fund than early studios and allows for slower, more affordable payback. Previously, Weird Ghosts offered no-strings-attached grants and mentorship for early studios, aiming to provide resources and support to help studios become more sustainable. The granting program and mentorship will now be managed by Baby Ghosts.

Competitive analysis

While we aim to cooperate with likeminded organizations around the globe, it is worthwhile to inventory "competitors" and assess how our offerings stack up. Here are the active organizations and funds in our space:

Organization	Focus	Geographic Scope	Funding Amount	Support Provided
Astra Games	Supports the development of games that stimulate thought and curiosity.	Not specified	Not specified	Provides funding support.
WINGS Interactive	Funds premium PC and console indie games created by teams in which women and marginalized genders developers have key roles.	Global	Up to \$500,000	Provides funding support and mentorship.
Riot Games	Provides investments and startup programs focused on underrepresented founders through their Underrepresented Founders Program.	Global	Part of a \$10 million fund	Provides funding support.
Kowloon Nights	Supports projects and studios majority-owned by Black creators.	Global	Part of a \$2 million fund	Provides funding support.

Organization	Focus	Geographic Scope	Funding Amount	Support Provided
Draknek	Supports underrepresented groups who are interested in developing puzzle games through their New Voices Puzzle Grant.	Global	Not specified	Provides funding support.
The Indie Houses	Supports "vision holders" of great potential in emerging countries or marginalized groups through their Underrepresented Devs Fund.	Global, with a focus on game development in Africa in their inaugural year	Not specified	Distributes funds and necessary resources to top candidates.

Marketing and outreach plan

 there is also some text on this in the [Fundraising Plan > ^199b70](#)

Objectives

1. **Increasing awareness:** This includes increasing awareness of Baby Ghosts within the game industry, but also increasing awareness around extractive funding models and inequitable work environments in games, as well as exiting alternatives.
2. **Sharing information and resources:** Baby Ghosts is committed to sharing resources on studio development, social impact, business planning, and other tools that can be used to create more sustainable studios. We also plan to share resources with other not-for-profits and charities on how we run our organization, to support future organizations who may be interested in similar models.
3. **Getting more applications:** By improving our awareness, we aim to reach a broader and more diverse group of applicants.
4. **Developing potential donors and partners:** Continuing to grow our connections with partners in the games industry will allow us more collaboration opportunities as well as more fundraising opportunities.
5. **Engaging in community:** We aim to be one of many voices contributing to the broader games community.

Audiences

1. **Underrepresented video game studio founders:** This includes anyone who experiences marginalization or underrepresentation due to their gender (including people who are at any intersection of trans and nonbinary identities, however they are or are not expressed), race and/or skin colour (e.g., IBPoC individuals), queerness, disability, religion, housing status, economic status, immigration or citizenship status (including newcomers to Canada).
2. **Potential donors and partners:** Including other indie game studios and organizations such as the Canada Arts Council, New Media Manitoba, Ontario Creates and more
3. **Broader video game industry/community in Canada:** Including indie game studios as well as larger studios with social impact mandates
4. **Broader not-for-profit and charity community in Canada:** Including those who may benefit from our shared resources or be interested in media arts.

Messages

1. Games have the power to transform us
2. Everyone should have access to make games in healthy, sustainable ways
3. All small businesses can (and should) think about social impact
4. Colonialism, capitalism, and problematic power structures hold everyone back
5. There are healthier ways to run businesses and make art than what is most popular
6. Community and collaboration are important and complex aspects of making change
7. Transparency and shared resources improve access and foster future initiatives

Channels

1. **Web site:** Our website will host all of our content, resources, and updated blog posts/newsletters. It will operate as a living resource-guide for those interested in our trainings and operations.
2. **Social media (TikTok, Twitter, LinkedIn):** Our social media will be our way of reaching out beyond our networks and sharing more digestible versions of our existing content and resources to a broader audience.
3. **Email newsletter:** Our monthly newsletter will update interested applicants, funders, and partners about our activities and resources.
4. **Public speaking and keynotes:** These will be less common, more formal presentations of our work to professional audiences and/or the games industry at large.
5. **Public workshops:** Although most of our workshopping takes place one-on-one with the studios we support, we will also offer public workshops to share resources more broadly and recruit future applicants.
6. **Current and previous investees:** We will keep in contact with the studios we have worked with so that they can contribute or benefit from our communities where needed.

7. **Media:** We will target popular games media as well as Canadian media to share our business model and activities.
8. **Partnerships:** Staying in contact with our partners will be important for connecting to the games industry at large, as well as other relevant not-for-profits and charities.

Content strategy

Step 1: blog posts shared to website: Based on our internal processes, activities, and initiatives we will create blog posts. These blog posts will offer resources to our audience, including underrepresented game studio founders, others in the games community, and not-for-profits or charities who are interested in our process.

Step 2: Email newsletter & social media: Using the blog posts and our other activities as content, we will share a monthly newsletter and regular TikTok, LinkedIn and Twitter posts to engage with our audiences. The TikToks and Twitter posts will be smaller, more digestible versions of our more detailed content.

Step 3: Public workshops, speaking, and keynotes: For certain topics, such as our "Brief Introduction to Social Impact" we will host annual or bi-annual public workshops. When invited, we will also present keynotes on these topics and our work as a whole.

Step 4: Media: We will do annual or bi-annual media briefings to announce the studios we are supporting and other relevant activities.

Public relations strategy

Our PR strategy will allow us to build strong relationships with the media, securing coverage that establishes a positive image/reputation for Baby Ghosts. We will do this by creating open lines of communication with outlets and journalists, providing up-to-date and relevant information, and cultivating goodwill through:

- media list
 - identify outlets, bloggers, influencers, journalists etc. who cover our sector
- press releases
 - put out releases for key milestones, such as a new investee, new partnership, publication of studio success stories
 - distribute via social media, identified intake forms for outlets, newsletters, and our website
- pitching
 - we will pitch story ideas to appropriate journalists
- press kit

- develop a downloadable press kit containing info about our mission, history, milestones, logos, bios, FAQs
- social media
 - sharing all our content (including press releases) on select social media sites (TikTok, Twitter, LinkedIn)
- monitoring
 - we will track stories, mentions, engagement and website traffic

Partnership strategy

We will continue to partner with **Gamma Space Cooperative** to help support the studios we fund, as well as to offer a possible off-road for those studios when they finish our program.

We will reach out to other indie games studios, as well as select AAA studios to share our business model as well as seek funding. We aim to be a prominent voice within the game development community and be in conversation with other actors in this area.

We will connect with arts organizations across Canada for collaboration and possible funding opportunities. This will also allow us more platforms through which to share our call for applications.

We will share resources with interested organizations, not-for-profits, game studios, and others as a way of encouraging more social impact funding and connecting with likeminded groups for future collaborations and opportunities.

Evaluation and measurement

We will track the following:

1. Social media engagement on TikTok, Twitter, and LinkedIn
2. Website traffic
3. Newsletter open and click-through rates
4. Media coverage
5. Number of applications received
6. Number of partners met with

Timeline and resources

Because many of these strategies began already with Weird Ghosts, we will have these systems up and running within **the first three months of operating**. We will require a **half time marketing and outreach coordinator** (or half of the executive director's time) to conduct these tasks and coordinate with other employees. Blog posts, social media posts,

and newsletters will be updated and released regularly. Other activities such as workshops or media outreach may increase over time, depending on demand.

Note

I don't know what I'm saying here tbh. Maybe a future position? OR we can say this is done by the exec. directors.

Operational Plan

Our [Operational Plan](#) outlines our strategies for achieving our mission, including daily operations, roles and responsibilities, partnerships, tools, monitoring, risk management, and budgeting. We have a dedicated team led by Co-Executive Directors, supported by an advisory committee and board of directors. We monitor and evaluate our progress using our IMF, manage potential operational risks, and are committed to responsible financial management and sustainability planning.

Some highlights:

- **Hiring plan:** Our plan is to expand our team in the fiscal year 2024-2025. This expansion will improve our capacity and allow us to better serve the community.
- **Ongoing feedback:** We place a high value on continuous feedback and open communication. We've implemented a system of regular check-ins and open communication channels, and our performance review process is focused on growth and development. This approach ensures real-time adjustments and improvements in our operations.
- **Key partnerships:** We've established important reciprocal relationships with Infinite Ammo and Gamma Space. These partnerships provide us with necessary resources to carry out our mission.
- **Technology:** We use a variety of tools for project management, collaboration, communication, and impact tracking. These tools, which include Asana, Slack, Obsidian, Miro, GSuite, Netlify, Airtable, and MailChimp, are essential to our operations.
- **Implementation plan:** We have a detailed implementation plan that outlines key activities, timelines, and progress tracking methods. This plan ensures that our operations align with our desired outcomes.

Personnel Plan

We have no plans to hire within the next 12 months, as all operational strategies and plans will be carried out by the two Co-Executive Directors. However, we have identified several

positions that will be needed in the coming years, and will make a plan for transitioning roles and responsibilities to expand our capacity.

Note

Eileen: Does this depend on if we need a third Executive Director?

Personnel Plan

Current Staff

Co-Executive Directors (2 positions)

- Responsibilities:
 - Oversee the overall operations, strategic direction, and management of the charity.
 - Develop and implement programs, partnerships, and initiatives aligned with the Baby Ghosts' mission and desired outcomes.
 - Manage finances, fundraising efforts, and stakeholder relationships.
- Skills/Qualifications:
 - Strong leadership and management abilities.
 - Understanding of diversity and inclusion issues.
 - Experience in the Canadian video game industry or related fields.
 - Excellent communication and networking skills.
- Compensation: \$75,000 per director per year (including benefits)

 Eileen: Isn't the compensation 1/2 of this?

Future Staff

Program Coordinator

- Responsibilities:
 - Coordinate the implementation and delivery of the grant program, structured education, and mentorship initiatives.
 - Manage the application process, selection committees, and ongoing support for grant recipients.
 - Organize workshops, seminars, training sessions, and networking events.

- Foster relationships with partnering organizations, industry professionals, legal advisors, and accounting experts.
- Amplify the voices and achievements of grant recipients through regular features, interviews, and showcases.
- Cultivate an active and supportive online community where members can seek advice, share resources, and celebrate successes.
- Skills/Qualifications:
 - Project management skills.
 - Knowledge of the Canadian game industry and funding processes.
 - Experience in program coordination or similar roles.
 - Strong organizational and communication skills.

Research and Data Analyst

- Responsibilities:
 - Conduct research and data collection related to equitable game funding in Canada.
 - Analyze industry trends, funding gaps, and the impact of the charity's programs.
 - Prepare reports and publications based on research findings.
 - Assist in developing strategies and recommendations for program improvement.
 - Research on equitable game funding practices and the experiences of underrepresented game studio founders.
 - Publish research findings and insights to advocate for change.
 - Engage in collaborative efforts with other organizations and industry leaders.
 - Build a resource base for underrepresented founders, including online guides, toolkits, best practices, and a repository of funding opportunities and supportive organizations.
 - Establish a monitoring and evaluation framework to measure program impact and effectiveness.
 - Collect feedback from grant recipients and program participants to inform continuous improvement.
- Skills/Qualifications:
 - Research and data analysis skills.
 - Knowledge of equity and diversity issues.
 - Ability to interpret and present data effectively.
 - Strong written and verbal communication skills.

Administrative Assistant

- Responsibilities:
 - Provide administrative support to the organization, including managing correspondence, scheduling meetings, maintaining records and databases, coordinating logistics for events and workshops, and assisting with financial documentation.
 - Support the organization of networking events, workshops, and panels.
 - Assist in amplifying the achievements of grant recipients through regular features, interviews, and showcases.
 - Help cultivate an active online community.
 - Assist with the development of a resource base and the curation of a repository of funding opportunities, industry events, and supportive organizations.
 - Support the fostering of partnerships with relevant stakeholders.
- Skills/Qualifications:
 - Strong organizational and administrative skills.
 - Proficiency in office software.
 - Attention to detail.
 - Ability to multitask and prioritize.

 **Eileen:**

Possibility to have a communications/social media person in future

Fundraising Plan

Our [Fundraising Plan](#) is designed to help us secure the resources we need to work towards our ultimate outcome, in a renewable and sustainable way. Our strategy includes clear goals, an analysis of potential donors, a range of fundraising methods that reflect our values, and a timeline of activities. We've also integrated our IMF into the strategy to track our progress, understand how well we're doing, and make data-informed changes to our approach.

Our total fundraising goal for 2023-2024 is \$77,500, all of which will be allocated towards the Peer Accelerator program in the form of direct grants to studios. We've identified potential donors: tech/game industry pros, gamers, diversity and inclusion advocates, and our alumni. Our fundraising methods include applying for grants, securing partnerships and sponsorships, running social media campaigns, accepting direct donations, and organizing charity streams.

We have a marketing and communication strategy that uses storytelling, impact reporting, special events, donor recognition, and targeted social media campaigns to share our values,

demonstrate our impact, and build strong connections with our donors. Our donor stewardship plan focuses on building lasting relationships to encourage larger donations and recurring gifts.

We highly value transparency and accountability, so we'll share our impact report and financial statements with donors, showing them exactly how their funds are being used and the impact they are having.

By carrying out this plan, we aim to put ourselves on a path to independent sustainability, securing the funding we need while cultivating a generous and inclusive community.

Financial Plan

Our [Financial Plan](#) for 2023-2024 anticipates a total revenue of \$340,000, from a range of sources including grants, donations, fundraising events, and sponsorships. Expenses are projected to total \$263,175, with a focus on people, grant funding, and program partner fees, in line with our mission. This leaves a net surplus of \$76,825, which we plan to reinvest into future initiatives.

Income sources are diversified to minimize dependency on any single channel. We are considering earned income through paid consulting services and charging fees for new public programs or re-purposing of workshop materials. We will investigate developing partnerships for joint grant programs and collaborative funding. We are also constantly seeking new funding sources, such as grants and sponsorships.

We want to create a sustainable organization through responsible management, which means creating a detailed budget quarterly, implementing cost control measures, and planning a reserve fund. In-kind donations and volunteer services are used to keep costs low. From 2024 onward, we plan to build a reserve fund for financial stability during tough times.

We regularly prepare reports for a clear overview of our finances, and use cash-flow analysis tools. Potential financial risks have been identified and strategies to mitigate these have been established. Our approach is designed to build and maintain the financial sustainability and accountability of our charity, so we can continue our crucial work in perpetuity.

Impact Measurement and Evaluation Plan

Our IMF is the tool we use to understand how well we are doing across our three key areas of impact: community engagement, research & advocacy, and resource deployment.

With **community engagement**, we track a range of metrics to assess how active and collaborative our community is. We use group chat analysis and internal reports to track the number of active participants in our Slack channels; and run regular surveys to capture

information about mentorship relationships, community collaborations, and satisfaction rates. This data is tracked quarterly or annually, offering a clear picture of community evolution over time.

For **research & advocacy**, our focus is on understanding how well funders are addressing equity challenges. We review public reports, contact institutions, carry out surveys, and analyze funding statistics to see if funders are launching equity initiatives or improving funding distribution toward marginalized groups. This data collection happens bi-annually or annually, so we can monitor change and our influence over time.

In terms of **resource deployment**, we measure if creators are aware of understand our funding opportunities. We track website analytics to see if we're reaching new audiences, and also run annual surveys to see how well potential applicants understand the submission process. By reviewing applications and tracking event attendance, we gauge interest and uptake of opportunities.

We have an ongoing feedback mechanism in place. Investees are invited to share their thoughts and experiences at regular intervals throughout and after the program, which allows us respond and adapt in real time.

Our IMF uses a hybrid of qualitative and quantitative methods to track our impact, guide improvements, and ensure we're making an impact on our community and the wider games funding ecosystem.

Risk Management Plan

We've identified potential challenges that could affect our ability to reach our ultimate outcome. To address these challenges, we've developed a few strategies to reduce their impact.

Risk	Description	Mitigation Strategy
Limited funding	Reduced funding may hinder our ability to fully implement our plan.	Diversify our funding sources.
Market competition	Other funding sources or orgs with similar values/vibes may impact our visibility.	Build strong relationships with our community, emphasize our weirdness, and adapt to the needs of Canadian creators.
Negative public perception	Misunderstandings/misconceptions about us may lead to negative publicity or damage our reputation.	Be open about our history, values and goals; and actively

Risk	Description	Mitigation Strategy
		engage with the community to address any concerns.
Economic instability	Changes in the funding landscape/economy can impact the availability of grants and donations.	Maintain diversified funding sources.
Operational challenges	Resource constraints may pose challenges.	Regularly review and optimize our internal processes and automations, invest in staff development, use technology to streamline operations, and seek external expertise as needed.

Conclusion

The Baby Ghosts Studio Development Fund is a transformative initiative aimed at fostering diversity and accessibility within the Canadian video game industry. We provide financial grants and sustainable business development education to game studios led by underrepresented founders. Our strategic plan for 2024 is focused on creating an equitable and sustainable funding system for these founders, and we have a thorough, achievable operational plan to ensure our daily tasks align with our desired short- medium- and long-term outcomes.

We recognize the challenges faced by marginalized game developers in Canada, particularly in terms of access to funding and resources. Our programs are designed to address these barriers, providing not only financial support but also mentorship, community, and business development education. We are also actively working to diversify our own funding sources and mitigate potential risks to ensure the sustainability of the charity.

As we launch Baby Ghosts, we are focused on our mission of creating a welcoming, inclusive, and adequate funding ecosystem for studios in Canada. We believe in the power of *weirdness* and diverse perspectives, and we are well-positioned to provide crucial resources and support to help devs launch and grow sustainable, worker-centric studios. Through our work, we will pave the way for a more equitable and supportive funding system and supportive community for marginalized studio founders in Canada.

Archived

✓ Analysis of the needs of marginalized game devs/studio founders (details from our survey) ✓ 2023-06-29 🔒 [2023-06-30](#) 🕸 Executive Summary > Market Analysis >

Diversity and Inclusion

- ✓ Eileen can you write this section? Feel free to ignore my outline/prompts, I just cribbed them from some guides ✓ 2023-07-19 🔒 [2023-07-19](#) 🕸 Executive summary > Marketing and outreach plan
- ✓ Jennie help? I don't know how to do this haha ✓ 2023-07-19 🔒 [2023-07-19](#) 🕸 Executive summary > Marketing and outreach plan > Public relations strategy
- ✓ Overview of the (Canadian) games industry ✓ 2023-06-29 🔒 [2023-06-30](#) 🕸 Executive Summary > Market Analysis
- ✓ Rationalize this contradiction ✓ 2023-06-29 🔒 [2023-06-30](#) 🕸 Executive Summary > Background
- ✓ Research and summarize other orgs doing similar work and what sets us apart ✓ 2023-06-29 🔒 [2023-06-30](#) 🕸 Executive Summary > Market Analysis > Competitive Analysis
- ✓ Summarize financial plan here ✓ 2023-07-08 🔒 [2023-07-08](#) 🕸 Executive Summary > Financial Plan
- ✓ Summarize plan here ✓ 2023-07-09 🔒 [2023-07-09](#) 🕸 Executive Summary > Operational Plan
- ✓ Update this based on new budget 🇺🇸 2023-07-05 ✓ 2023-07-08 🔒 [2023-07-08](#) 🕸 Executive Summary
- ✓ Write this section ✓ 2023-07-08 🔒 [2023-07-08](#) 🕸 Executive Summary > Impact Measurement and Evaluation Plan
- ✓ weird transition? I wasn't sure where to put the background ✓ 2023-07-09 🔒 [2023-07-09](#) 🕸 Executive Summary > Market Analysis