

# 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 >

# Financial Plan

## Financial controls and auditing

- ☐ Financial controls and audit procedures (?? - Omer help?)
  - Budgeting and forecasting
  - Financial policies (procurement, travel expenses, asset management, etc.?)
  - Internal controls ??
  - Audit procedures (forgot, we need an auditor - not Omer)
  - Reporting (e.g., to the board of directors, funders or regulatory bodies - this is required)
  - Risk management
  - Granting policies

## Budget

### 2023-2024 Budget Summary

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.

Revenue/Expenses	Amount	Total	Notes
Revenue			
Grants	\$50,000		CMF, Ontario Creates
Donations	\$250,000		Infinite Ammo
Fundraising Events	\$30,000		Streaming Showcase
Corporate Sponsorships	\$10,000		Sponsorships from studios
Total Revenue		\$340,000	
Expenses			
Salaries and Benefits			
Co-Executive Directors (2)	\$75,000		Jennie and Eileen (50%)

Revenue/Expenses	Amount	Total	Notes
Program Coordinator	\$0		Not hiring in 2023-2024
Research and Data Analyst	\$0		Not hiring in 2023-2024
Administrative Assistant	\$0		Not hiring in 2023-2024
Lawyer (Contractor)	\$2,500		Alex Chun (this might be high because we won't have a lot of legal requirements)
Accounting and Finance Consultant (Contractor)	\$9,000		Full Cycle (this might be high as they discount for NFPs)
<b>Program Expenses</b>			
Grant Funding	\$125,000		5 x Baby Ghosts @ \$25k each
Networking and Professional Services	\$1,000		Event registrations, workshops
Program Partner Fees	\$37,500		5 @ \$7,500 per BG
<b>Fundraising Expenses</b>			
Event Planning and Marketing	\$2,500		For streaming showcase
Fundraising Campaigns	\$2,500		For streaming showcase
Other Marketing Materials	\$2,500		Web site
<b>Other Operating Expenses</b>			
Office expenses	\$500		
Bank charges	\$175		
Payroll taxes	\$5,000		
<b>Total Expenses</b>		\$263,175	
<b>Net Surplus/Deficit</b>		\$76,825	

## Financial Sustainability and Diversification

We are focused on creating financial sustainability so that we can support underrepresented founders as long as we are needed. We have developed a diversified income strategy, a plan for careful financial management, and ongoing financial planning and review.

### Diversification of income sources

Our primary intended sources of income include **grants, donations, fundraising events, and corporate sponsorships**. To diversify our income sources and reduce our dependence on any one channel, we are exploring the following strategies:

### **Earned income**

We are looking into selling services (such as impact planning or game design–related consulting), or charging fees for new programs (e.g., online course comprising our Peer Accelerator curriculum).

### **Partnerships**

We plan to develop partnerships with organizations in addition to Gamma Space and Infinite Ammo, which could lead to joint grant programs, sponsorship agreements, and collaborative funding initiatives. Some potential partners include Ubisoft, Riot Games, Clever Endeavour, and Phoenix Labs.

### **New funding sources**

We are continuously seeking new funding sources, including additional grants, individual donors, and corporate sponsors. The Social Finance Fund will be available in 2024 and will offer granting opportunities to ecosystem partners such as Baby Ghosts.

## **Responsible financial management**

We will manage our finances carefully and ethically to ensure our sustainability. This includes:

### **Budgeting**

We have developed a detailed budget that outlines our projected income and expenses. We review and update this budget on a quarterly basis to reflect our current financial situation.

### **Cost control**

We strive to control our costs and make the most efficient use of our resources due to our commitments to our partners. This includes negotiating charity/non-profit pricing with software suppliers (such as Asana), seeking in-kind donations (e.g., hardware for our funded studios) whenever possible, and using volunteers to help deliver our programs and services.

### **Reserve fund**

Starting in 2024, we will start building a reserve fund to provide financial stability and allow us to continue our work even during difficult times.

## **Ongoing financial planning and review**



We regularly review our financial situation and adjust our plans to ensure our financial sustainability. This includes:

### Financial reporting

We prepare regular financial reports (e.g., profit and loss, balance sheet, and budget vs. actuals) that provide a clear picture of our financial situation. These reports are reviewed by our Board of Directors and used to inform our decision-making.

### Financial forecasting





We use financial forecasting tools to predict our future financial situation. This helps us to plan and make informed decisions about our activities and spending.

### Risk management

We have identified potential financial risks and developed strategies to mitigate these risks. This includes diversifying our income sources, maintaining a reserve fund, and insuring against potential losses.

Through these strategies, we aim to ensure the financial sustainability and accountability of the charity and continue our critical work.

## Archived

- ✓ Plan for financial sustainability, including diversification of income sources ✓ 2023-07-03  [2023-07-03](#)  Financial Plan
- ✓ Detailed budget, including projected income and expenses (How should this be formatted here?) ✓ 2023-07-03  [2023-07-03](#)  Budget

# Fundraising Plan

## References

Great info: <https://resources.freewill.com/donor-stewardship-plan>

## Executive summary

The Baby Ghosts Studio Development Fund, a charitable initiative of Weird Ghosts, seeks to increase diversity and access to funding within the games industry by supporting early-stage studios led by founders from marginalized identity groups. Our parent company, Weird Ghosts, is a social impact fund dedicated not only to financial returns but also to measurable social impacts. This dual focus is at the heart of everything we do.

Our fundraising strategy is designed to secure the resources we need to move our mission forward: To nurture promising studios that make the world a better place **through the games they create and the way they operate**. We provide grants, business mentorship, and other resources to game studios, especially those that have traditionally faced barriers to funding and support.

The strategy outlined here provides a clear roadmap for our fundraising activities. It includes detailed goals, an analysis of potential donors, a diverse mix of fundraising methods reflecting our values, and a timeline of activities. We also explore the marketing and communication activities that will help us build strong relationships with our donors.

To reinforce our commitment to transparency and measurable impact, we've integrated our Impact Measurement Framework (IMF) into the strategy. The IMF will allow us to track our progress, understand the effectiveness of our efforts, and make data-driven adjustments to our approach as we go.

This document sets a clear path for how Baby Ghosts will raise funds, engage with our community, and ultimately support the creation of more inclusive and impactful games.

## Fundraising goals

The total fundraising goal for 2024 is \$77,500. All of the funds raised will be allocated towards the Peer Accelerator program in the form of direct grants to studios.

## Donor analysis

**Tech/game industry professionals**

These folks are likely to support the mission of Baby Ghosts, as they are directly involved in the industry. They have seen – or been impacted by – the issues firsthand and want to help change it. To engage this group, we'll attend relevant industry events and leverage our existing connections.

## Gamerz

These are people who do not work in the games industry but love games. They understand the lack of diversity and representation in games and want to support an initiative that is working on changing that. Our outreach to this group will involve social media campaigns, partnerships with influencers, and engagement on game and community Discords.

## Diversity and inclusion advocates

✓ Fill out this subsection ✓ 2023-07-08

Cool people outside the game industry who care about diversity and inclusion. They recognize the systemic barriers faced by marginalized groups and look for initiatives that aim to break down these barriers. Our outreach to this group will involve partnerships with other diversity-focused organizations, presentations at relevant events, and targeted messaging that highlights our impact on diversity in the industry.

## Weird/Baby Ghosts alumni

These founders have directly benefited from the work of Baby Ghosts and could be motivated to give back. Our outreach to this group will involve personal communications (email/Slack), alumni events, and opportunities for them to share their stories as part of our marketing strategy.

# Fundraising methods

## Grants

We will research opportunities for government grants, and funding from organizations committed to diversity, equity, and inclusion, and apply to relevant programs. We aim to apply for at least four grants in 2024.

There are many grants available for initiatives that promote diversity and advocacy in the game industry. These grants, such as Ontario Creates' [Business Intelligence Program](#), can provide significant funding and may also come with networking and partnerships.

Goal: \$50,000

## Partnerships and sponsorships

We will partner with organizations that align with our mission and create sponsorship opportunities, which could include branding, marketing perks, or employee volunteer opportunities (such as mentoring). We aim to secure 2 sponsorships or partnerships this fiscal year.

Sponsorships and partnerships not only provide funding but also support our credibility and reach. Partnerships can also lead to long-term relationships, which could lead to future funding and support opportunities.

Goal: \$10,000

**Social media campaigns**

By using platforms like TikTok, Twitter, Instagram, and LinkedIn, we can reach out to potential donors and increase visibility. The campaigns will drive traffic to our donation page or relevant campaign landing page. We will run 6 social media campaigns.

Goal: \$2,500

**Direct donations**

We will accept direct donations via our website. Recurring donations can also create a steady flow of income.

Goal: \$5,000

**Charity streams**

Organizing charity streams could be a fun, community-centred way to raise funds. Streamers could host special sessions where donations made during the stream go directly to Baby Ghosts. Our funded studios' games/demos could be featured. We will plan and execute one charity stream this fiscal year.

Goal: \$10,000

**Fundraising calendar**

Month	Activity	Description
June 2023	Fundraising Plan Review	Review and finalize the fundraising plan for the fiscal year.
July 2023	Grant Research	Identify potential grants to apply for.
August 2023	Grant Applications	Begin writing and submitting grant applications.

Month	Activity	Description
September 2023	Social Media Campaign 1	Launch the first social media campaign to raise awareness and solicit donations.
October 2023	Partnership Outreach	Begin reaching out to potential partners and sponsors.
November 2023	Grant Applications	Continue with grant applications.
December 2023	End of Year Donor Appeal	Send out an end-of-year appeal to donors for contributions.
January 2024	Social Media Campaign 2	Launch the second social media campaign.
February 2024	Charity Stream	Organize the charity stream event.
March 2024	Social Media Campaign 3	Launch the third social media campaign.
April 2024	Donor Stewardship	Send out updates to donors, showing the impact of their donations.
May 2024	Annual Impact Report	Create and share the annual impact report. Review the fundraising activities of the year and prepare for the next fiscal year.

## Marketing and communication strategy

Our fundraising donor engagement strategy plays an important role in meeting our desired outcomes. This strategy is centred around:

- communicating our **values**
- demonstrating our **impact**
- and building real **relationships** with our donors and supporters.

The strategy outlined in the following section uses a mix of communication methods tailored to Baby Ghosts' target outcomes, and is a roadmap for promoting fundraising activities and engaging donors. We want to have meaningful communication with our supporters, regularly emphasizing the unique impact of Baby Ghosts.

We embrace a multi-pronged approach, including storytelling, impact reporting, special events, donor recognition, and targeted social media campaigns.

We aim to put Baby Ghosts on a path to independent sustainability by carrying out this plan, so we can secure the funding we need while fostering a generous and inclusive community.

## Outreach

### Storytelling

The mission of Baby Ghosts is unique and appealing. Telling compelling stories about the studios we support, their journeys, and their impact can encourage potential donors. We will share success stories, interviews, testimonials, and progress updates through our website, social media channels, and newsletters.

### Transparent impact reporting

We will develop and share regular reports that show the impact of donations. How many studios we've supported, the types of projects that have been made, and any measurable impacts on diversity/funding in the games industry (from our IMF).

### Special events

We will host a variety of events to raise awareness about Baby Ghosts, including online workshops, info sessions, charity streams, and Q&As with game developers supported by Baby Ghosts. These events can also serve as fundraising opportunities.

### Donor recognition and stewardship

Recognize and celebrate donors with a thank you email, a feature in our newsletter and on a special page on our site. We have developed a donor stewardship strategy that focuses on building long-term relationships through regular communication, opportunities for them to provide feedback, and demonstrating the impact of their support. (See next section)

### Targeted social media campaigns

We will run campaigns on platforms like TikTok, Instagram, Twitter, and LinkedIn to target potential donors. We'll tailor our message to the platform and audience.

### Partnerships

We will partner with companies, streamers, and other organizations that can help promote us to their networks.

### Email campaigns

Baby Ghosts will use email marketing to engage with donors and keep them updated. We will segment our audience and personalize the content.

## Website

Our website will clearly communicate our mission, the impact of donations, and how to donate. The donation process will be designed to be as simple and quick as possible, and tax receipts will be issued via email automatically. The site will be engaging, easy to navigate, and mobile-friendly.

## Showcasing impact

We believe that our work creates real-world change, and we are eager to share our impact with Canada – particularly with our amazing donors. This section outlines the methods we will use to highlight our impact. Our goal is to keep our community informed, engaged, and invested in our mission of supporting underrepresented game studio founders.

## Impact reports

The most direct method of showcasing impact is through our annual impact report. This report will provide an overview of what we've achieved over the year, using data collected through the IMF, highlighting relevant indicators.

## Case studies and testimonials

We will create case studies on our funded game studios. We'll include details about the studio, the challenges they faced, the support they received from Baby Ghosts, and the outcomes of this support. We'll also collect and share testimonials.

## Donor updates

We will send regular updates on our recent activities, upcoming events, and impact stories to donors via email newsletter.

## Impact dashboard on website

A new tool being developed by Gamma Space will allow us to create an impact dashboard on the Baby Ghosts website. This will be updated automatically with key indicators and statistics showcasing the progress made towards our goals.

## Events

We will host events where donors meet the studios they're supporting.

## Donor stewardship

Our donor stewardship plan details the actions we take after someone makes a financial contribution to Baby Ghosts. Building strong relationships with donors will encourage larger



donations and recurring gifts. It also builds our community to include people who believe in our mission and want to share it with others.

### Acknowledgment

Every donation will be acknowledged right away: An automated email for online donations and a personalized follow-up for larger contributions. The acknowledgment should thank the donor for their gift and provide some information about how it will be used.

### Recognition

Donors who make substantial contributions or who are consistent supporters will be specially recognized. We will list them on our website, in our annual impact report, and mention them in a newsletter.

### Reporting

To be transparent and accountable, we will share our impact report and financial statements with donors, and show them exactly how their funds are being used and the impact they are having.

### Ongoing engagement

We'll send regular newsletters, impact reports, email updates, and social media posts to all donors. The content will focus on sharing the work and impact of Baby Ghosts, including stories from the studios and individuals supported.

We will also encourage donors to get involved beyond just financial contributions. This could include volunteering opportunities, participation in events, or an invitation to join our advisory board.

### Surveys and feedback

We will regularly ask for feedback and opinions from donors through surveys and informal conversations.

## Budget

Activity	Cost	Return
Grants (application fees, etc.)	\$500	\$50,000
Partnerships/Sponsorships (meetings, events)	\$1,000	\$10,000
Social Media Campaigns (ads, production)	\$1,500	\$2,500
Charity Stream (tech, promotion)	\$2,000	\$10,000

Activity	Cost	Return
Direct Donations (processing fees)	\$100	\$5,000
TOTAL	\$5,100	\$77,500

## Evaluation

✓ Update this based on our revised indicators. ✓ 2023-07-09

While Baby Ghosts' IMF is primarily used to track the success of our activities and initiatives, it can also be used creatively to measure how our fundraising efforts do by linking fundraising outcomes to various indicators in our IMF. Here's how we will evaluate the success of our campaigns:

Topic	Indicators	Impact
Community Engagement	ComEngage_ActiveParticipants, ComEngage_EventsAttended, ComEngage_SatisfactionRate, ComEngage_SenseOfCommunity	If these indicators increase, it is evidence of a vibrant, active community that donors are supporting. It indicates that our fundraising efforts contribute towards community engagement.
Funding Ecosystem	FundEco_FundingAllocChange, FundEco_SurveyRespWelcomed, FundEco_NewFundingModels, FundEco_EquityInclusionAdoption	If these indicators increase, it highlights how donations to Baby Ghosts contribute not only to improving our programs, but also to an ecosystem that is more aware and active in addressing equity challenges.

Other basic indicators could be used to supplement our IMF strategy. The following should be monitored:

- Whether or not we've reached our fundraising goal
- How many new donors are generated from each campaign
- Percentage of donors who continue to contribute/set recurring donations
- Net funds raised / the total campaign expenses (ROI)
- Average amount donated (per donor)
- Percentage of website/landing page visitors who make a donation

- Likes, shares, comments, reshares, and followers from social media
- Surveys or other forms of feedback from donors

## **Plan review**

This plan will be evaluated yearly by the Co-Executive Directors and the Board of Directors, and updated to ensure our funding needs are adequately met by our fundraising goals.

## **Roles and responsibilities**

### **Grants**

The Co-Executive directors are jointly responsible for identifying relevant grants and writing the applications. Training and support from an external grant writing firm may be helpful.

### **Partnerships and sponsorships**

Jennie will be primarily responsible for this. She will work to identify potential partners and sponsors and negotiate the terms of these relationships. In the future, the Program Coordinator might also contribute, especially with coordinating any program-related aspects.

### **Social media campaigns**

Eileen will handle the logistics of posting and managing campaigns. Volunteers, once established, could also play a role in creating content for these campaigns.

### **Charity streams**

Eileen, being in charge of community engagement, would likely be the primary person responsible for organizing the streams. They might work closely with the Jennie, as well as any volunteers or partners involved in event organization. The Co-Executive Directors will both help promote the streams through their networks.

### **Direct donations and stewardship**

The Co-Executive Directors, given their shared role in managing donor relationships and fundraising, would be jointly responsible for encouraging donations and stewarding donor relations. This involves outreach to potential donors, follow up emails, communications about the impact of donations, and other promotional stuff.

# Governance Plan

- ☐ Replace references to DMG by-laws when we have by-laws

## Executive summary

This governance plan outlines the structure, policies, and procedures of Baby Ghosts, a charitable initiative of [Weird Ghosts](#), a for-profit social impact investment company. The plan is designed to ensure effective governance and management of Baby Ghosts, enabling it to fulfill its mission and create meaningful social impact.

The plan details the roles and responsibilities of the Board of Directors, the executive team, and advisory committees. It emphasizes the importance of diversity, inclusion, and anti-oppression in all aspects of Baby Ghosts' operations, from board composition and recruitment to program delivery.

The relationship between Baby Ghosts and Weird Ghosts is outlined, highlighting the reciprocal relationship between the two entities while emphasizing Baby Ghosts' operational independence and accountability to its own Board of Directors.

The plan also includes policies related to anti-oppression, sponsorship and fundraising, communication, governance, finance, human resources, and conflict of interest. These policies guide Baby Ghosts' operations and ensure we adhere to the highest standards of conduct.

The governance plan is a living document that will be reviewed and updated annually by the Board of Directors to ensure it remains relevant. This practice of regular review reflects our dedication to transparency, accountability, and continuous improvement.

This plan provides a framework for the effective governance of Baby Ghosts, supporting its mission to create impact within the Canadian video game funding ecosystem and improve the lives of marginalized game studio founders and our community.

## Weird Ghosts and Baby Ghosts

Weird Ghosts, a for-profit social impact investment company, is the parent organization of Baby Ghosts, a charitable initiative. The relationship between the two entities is symbiotic, with each contributing to the other's success and impact.

## Governance and oversight

The Co-Executive Directors of Baby Ghosts, who also serve part-time as the General Partners of Weird Ghosts, provide a direct link between the two organizations. They ensure that the mission and activities of Baby Ghosts align with the social impact goals of Weird Ghosts. They also facilitate the flow of resources, both financial and non-financial, from Weird Ghosts to Baby Ghosts.

While Weird Ghosts provides resources and support to Baby Ghosts, it respects the charity's independence. Baby Ghosts is governed by its own Board of Directors, which is responsible for overseeing the charity's operations and ensuring that its activities are in line with its mission.

 **Actually, it's going to be the reverse**

☐ Revise this to reflect what we talked about

## Decision-making process

Baby Ghosts operates **independently** on a day-to-day basis, with its Board of Directors making decisions about the charity's strategic direction and major initiatives. While the Co-Executive Directors ensure alignment between Baby Ghosts and Weird Ghosts, the final decision-making authority rests with Baby Ghosts' Board of Directors.

## Reporting

Baby Ghosts is **transparent** in its relationship with Weird Ghosts. The charity provides regular reports to Weird Ghosts on its activities and performance. These reports include financial statements, impact reports, and updates on strategic initiatives. The reporting process ensures that Weird Ghosts has a clear understanding of Baby Ghosts' operations and can provide guidance and support as needed.

## Resource sharing

Weird Ghosts provides Baby Ghosts with **resources** to support its operations and programs. These resources include financial support, in-kind donations, and access to Weird Ghosts' network of contacts. In return, Baby Ghosts contributes to Weird Ghosts' social impact goals by delivering programs that address Weird Ghosts' core impact goals.

## Strategic alignment

Weird Ghosts and Baby Ghosts are **strategically aligned**, with both organizations focused on impact within the Canadian video game industry. Baby Ghosts' charitable activities support Weird Ghosts' mission of using investment as a tool for social change. However, Baby Ghosts

maintains its independence and is accountable to its own Board of Directors. This relationship between Weird Ghosts and Baby Ghosts is an example of how for-profit companies and non-profit organizations can collaborate to create social impact while respecting each other's autonomy.

## Board of Directors

### Overview

All new and renewing Directors:

- Agree to abide by the Directors' Code of Conduct
- Sign a confidentiality agreement
- Disclose all conflicts of interest
- Complete anti-racism/anti-oppression training or affirm a personal ARAO framework

These documents are stored with the corporate records and are available for inspection by any Director or community member.

### Size and composition

The Board of Directors of Baby Ghosts will consist of a minimum of 3 and a maximum of 9 members. We consider 5 members to be optimal for a good range of perspectives and experience, while staying nimble. The board will be made up of folks who bring a range of skills and experiences, including:

- Experience in the Canadian video game industry
- Experience in impact investment
- Knowledge of non-profit/charity governance
- Financial and fundraising expertise
- Legal expertise, particularly in areas relevant to non-profit operations and charitable initiatives
- Experience or connections within the communities Baby Ghosts serves

### Recruitment and selection

The recruitment and selection of board members will be conducted through a transparent and inclusive process. Initially, the Co-Executive Directors will be responsible for identifying potential board members based what is needed most. In the future, a nominating committee (a subcommittee of the board) will be formed to fill seats.

The recruitment process will include:

- Posting board vacancies on sites such as boardlink.ca
- Outreach to our communities and networks
- An accessible interview-based selection process

Diversity and inclusion are obviously core to our mandate, so we will actively seek directors who **represent the communities served by Baby Ghosts**. This includes people from different racial, ethnic, and socioeconomic backgrounds, cultures, and genders, ensuring the board collectively represents a wide variety of skills, experiences, and expertise.

## Orientation and training

New board members will be provided with an orientation to ensure they understand their role and the work of Baby Ghosts. The orientation will include:

- An overview of Baby Ghosts' mission, programs, and [Strategic Plan](#)
- A review of the responsibilities and expectations of board members
- An introduction to the board's governance policies, by-laws, and procedures

In addition to the initial orientation, ongoing training and development opportunities will be provided for all board members. These may include workshops, coaching, and other learning opportunities related to ARAO, governance, and the video game industry.

Regular reviews will be conducted to identify any gaps in skills or knowledge and to plan appropriate training or development activities.

## Role of directors

The directors of the board manage the affairs of the organization and to apply the Bylaws of Baby Ghosts. They also have a duty to:

### Be informed

- Be aware of and comply with all applicable government legislation and statutes, including the Corporations Act (ONCA), The Income Tax Act, Employment Insurance Act, Employment Standards Act, Occupational Health & Safety Act
- Learn and understand how Baby Ghosts operates and become familiar with its Bylaws, procedures, operations and activities
- Act responsibly, in good faith and in the best interest of Baby Ghosts, exercising the care, diligence and skill of a reasonably prudent person in exercising powers and performing the duties of a Director
- Act cautiously and anticipate possible consequences of any course of action that the Board may choose to undertake.



## Maintain confidentiality

Keep all sensitive (financial, personal, etc.) information in your custody or control by virtue of your position as a Director between you and your fellow Directors

## Be diligent and proactive

Always act in the best interest of Baby Ghosts and become as reasonably informed as possible with all aspects of its operations.

- Review the agenda and supporting material in advance of each meeting
- Regularly attend meetings of the Board and committees to which the Director is appointed
- Vote on matters that come before the Board

## Avoid conflict of interest

Act at all times in the best interest of and in accordance with the Conflict of Interest Policy.

## Maintain an anti-oppressive framework

All board members must either complete advanced anti-racism/anti-oppression (ARAO) training, or affirm a personal ARAO framework/practice. We ask board members to regularly revisit training and reflect on how they can personally confront oppressive systems of white supremacy and patriarchy.

We make a collective commitment to hold each board member accountable for their own behavior and actions.

## Resources

- [White Privilege: Unpacking the Invisible Knapsack](#) (PDF)
- [ArtReach Anti-O and Equity Resources](#)
- [Good Ancestor Podcast](#)
- [Theory: Anti-Oppression](#)

## Directors' code of conduct

We embrace the principles of **community-centric boards**.

## Collaborative Decision-making

**The Board is committed to effective decision-making and speaking with one voice.**  
**Towards this end board members:**

- Reflect their understanding of community and stakeholder interests, ensuring that the voices of the community are heard and considered in all decisions.
- Represent one's own view as an individual view, while also acknowledging and respecting the diverse perspectives of other board members and the community.
- Build on other's ideas, offer alternative points of view, and actively seek input from the community to ensure decisions are inclusive and equitable.
- Endeavour in good faith to reach consensus, prioritizing the collective good of the community over individual interests.
- Once made, support and defend board decisions, while also being open to feedback and willing to revisit decisions as needed to better serve the community.

### Authority, Confidentiality and External Communication

The Board is committed to clear, unified and uncompromising communication with staff, stakeholders and members of the public. Toward this end, board members must:

- Not disclose or discuss differences of opinion on the board outside of board meetings, while also promoting transparency and open dialogue within the board and with the community.
- Help create a culture of confidentiality within the organization, balancing this with the need for transparency and accountability to the community.
- Refrain from speaking for the organization unless authorized to do so, and ensure that when speaking, they accurately represent the views and interests of the community.
- Honor all contractual obligations and organizational commitments, and act with integrity and honesty in all dealings on behalf of the organization.
- Base decisions in the best interests of the organization and the community it serves, and disclose any relationship that might be viewed as a conflict of interest.

### Internal Communication and Values

The Board is committed to building relationships built on trust with our community, staff, directors and volunteers. Towards this end board members must:

- Maintain trust through ongoing transparent communication, fostering an environment where everyone feels heard, valued, and respected.
- Share credit for the work of the organization with collaborators and contributors, recognizing the collective effort that contributes to the organization's success.
- Support the community agenda over individual agendas, prioritizing the needs and interests of the community in all decisions and actions.
- Encourage conversations that build deep understanding of all perspectives, fostering a culture of learning and growth together.

- Actively support the prevention of discrimination and harassment within the organization, promoting a culture of inclusivity, respect, and equity.
- Support programming that reflects the diverse social and cultural fabric of artistic communities in which we operate, ensuring that the organization's activities are inclusive and representative of the community it serves.
- Treat other directors, staff, community members and the public with respect and trust, always demonstrating our values and commitment to serving the community.

## Remuneration

As a registered charity, any Baby Ghosts director, officer or community member may receive reasonable remuneration and expenses for any services to the corporation that are performed in any other capacity (e.g., in the capacity of a consultant to Baby Ghosts). The board may, from time to time, establish an annual remuneration cap for individual directors.

## Accountability

The Board of Directors is collectively accountable to our community of founders, the broader Baby Ghosts and Canadian interactive digital media and video game communities, funders and stakeholders.

Board members are accountable to the Board.

## Board Meetings

Board meetings will be held at times determined by the Directors, on a regular and scheduled basis, and conducted to carry out the business of the Board. The purpose of the meeting shall be expressed in its agenda.

See Section 26-28 of the Baby Ghosts Bylaws for more details about how and by whom board meetings may be called.

A meeting agenda, prepared by the Chair of the Board or Secretary and circulated prior to the start of the meeting, will establish issues to be addressed.

## Voting

A majority of the votes cast by the Directors shall determine the motions in meeting. If there is a tie, then the majority requirement is not met and the vote cannot pass.

## Minutes

Minutes recorded at the Board meeting, and subsequently approved as written by the Board at the next meeting, will be the official record of the Board's transactions and plans.

## Annual Planning Session

The Board will also hold an annual planning meeting, at which the Board will review and establish an updated three-year plan and an annual business plan. The plans will:

- Determine what the Board intends to accomplish for the coming year
- Articulate the Board's planning accomplishments as realistic, concrete, and meaningful outcomes
- Adopt or update an appropriate strategic plan for achieving the outcomes
- Identify appropriate timelines for the accomplishments of the plan
- Establish a schedule for, and the means of, evaluating the performance of the Board

## Board self-assessment

The Board is responsible for its own operations. In accordance with this policy the Board monitors and evaluates its own performance on an ongoing basis and at least once per year, conducts a formal self-evaluation.

# Advisory Committee

## Purpose

The Advisory Committee's purpose is to offer expert advice, guidance, and support to the Board of Directors and staff of Baby Ghosts. Comprising game studio founders, marketing experts, and individuals with relevant expertise, the Advisory Board uses their knowledge and insights to help Baby Ghosts make informed decisions and achieve strategic goals.

## Roles and responsibilities

### Advisory Role

Advisors will provide expert advice and guidance to the Board of Directors and Baby Ghosts staff as needed or during planned quarterly meetings. They will use their experience, knowledge, and networks to help Baby Ghosts overcome challenges, identify opportunities, and improve its programs and initiatives. Their responsibilities also include:

- Attending quarterly meetings or participating in remote advisory sessions.
- Advocating for inclusivity, diversity, and equity.
- Contributing to the organization's overall success and growth.

### Term and Appointment

Advisors will serve a two-year term, which the Board of Directors may renew. The Board of Directors will base the initial appointment and subsequent renewals on the Advisor's

expertise, commitment to Baby Ghosts' mission, and ability to contribute effectively to the Advisory Board's objectives.

## Remuneration

The Advisor position is voluntary and non-remunerated. Advisors will not receive any financial compensation for their services on the Advisory Board.

## Qualifications

- Experience as a game studio founder, marketing professional, or in a related field.
- Expertise in the games industry or relevant areas.
- Commitment to the mission and values of Baby Ghosts.
- Strong communication and collaboration skills.
- Understanding of challenges faced by marginalized communities is desirable.
- Dedication and active engagement.

# Officers of the Corporation

## Role of the President

According to Section 31 in Baby Ghosts's Bylaws:

*If appointed, the president shall be the chief executive officer of the Corporation and shall be responsible for implementing the strategic plans and policies of the Corporation. The president shall, subject to the authority of the board, have general supervision of the affairs of the Corporation.*

The President is responsible for the effective governance of the organization and is accountable to our community for the performance of the Corporation.

The duties of the President are to:

- Chair the meetings of the Board and the Executive Committee, be knowledgeable about the agenda items before the Board and be prepared to take part in the deliberations of the Board
- Arrange for the vice chair of the board or another director to chair in the meeting if required
- Chair the Annual General Meeting and any other meetings that may be called
- Provide oversight of the work of the corporation on behalf of the Board, handle any personnel issues that may arise between Members of the Board or as a result of non-performance of duties by a Director or conflict of interest situations handle community complaints arising out of the actions of the staff or volunteers

- The responsibilities of the President may be changed from time to time, and flow from Board policies on governance.

## Role of the Vice-Chair

According to Section 52 in Baby Ghosts's Bylaws:

*The vice-president shall, in the absence or disability of the president, perform the duties and exercise the powers of the president and shall perform such other duties as shall from time to time be imposed upon him/her by the Board.*

The Vice Chair works with the Chair in ensuring the effective governance of Organization and is prepared and knowledgeable at all times to serve in the absence of the Chair.

The duties of the Vice President are to:

- Chair the Board Meeting, Annual General Meeting, or other meetings in the absence of the Chair

The responsibilities of the Vice President may be changed from time to time, and flow from Board policies on governance.

## Role of the Secretary

The Secretary works with the President of Organization in the effective administration of Board and community-wide meetings and is responsible to the community to ensure that the bylaws are followed and that all necessary documents are maintained and filed as required.

The duties of the Secretary are to:

- Be able to act as a signing authority for the Corporation in financial and legal matters at the Board's discretion
- Ensure safekeeping of the documents of the corporation including Letters Patent, Supplementary Letters Patent, Bylaws, Minutes of the Board, Contract agreements
- Serve on the Executive Committee of the Board
- Liaise with those individuals/organizations contracted to provide management support of the operational tasks of the Secretary

## Role of the Treasurer

According to Section 53 in Baby Ghosts's Bylaws:

*The treasurer shall have the custody of the funds and securities of the Corporation and shall keep full and accurate accounts of all assets, liabilities, receipts and disbursements*

The duties of the Treasurer are to:

- Act as a signing authority for the Corporation in financial and legal matters
- Serve on the Executive Committee of the Board and as Chair of the Finance Committee
- Present the annual operating budget

Other duties as may, from time to time, be assigned by the Board.

## Policies

### Anti-Oppression Policy

All of our policies have anti-oppression implications and considerations built into them. We see anti-oppression as an approach to analyzing our organizational structure, our interpersonal relationships and our cultural context. To create real change, we commit to listening and working towards a collective understanding of anti-oppression within Baby Ghosts.

We take time to analyze our cultural structures, identify things that need to change, and take action. We explicitly examine power relationships and hierarchies, with an emphasis on identifying intersections and distinctions between forms of oppression.

### Sponsorship and Fundraising Policy

Baby Ghosts is committed to ensuring that all fundraising, sponsorship, and financial practices are ethical, legal, and transparent. Baby Ghosts will only accept funds from individuals, organizations, and companies that align with its mission and values.

Baby Ghosts will not accept funds from entities that are known to harm communities that Baby Ghosts serves. All fundraising activities will be truthful and accurately describe Baby Ghosts' activities and the intended use of donated funds.

### Communication Policy

Baby Ghosts is committed to communicating with its stakeholders in a manner that is open, honest, respectful, and timely. Baby Ghosts will ensure that all communications are accessible to its stakeholders and that they are consistent with Baby Ghosts' mission and values.

Baby Ghosts will respect the privacy and confidentiality of its stakeholders and will adhere to all relevant laws and regulations regarding privacy and data protection.



## Governance Policy

Baby Ghosts is committed to good governance and will ensure that its governance practices are transparent, accountable, and responsible. Baby Ghosts' Board of Directors will provide strategic leadership and oversight, and will act in the best interests of Baby Ghosts at all times.

The Board will ensure that Baby Ghosts complies with all relevant laws and regulations, and that it operates in a manner that is consistent with its mission and values.

## Finance Policy

Baby Ghosts is committed to managing its financial resources responsibly and transparently. Baby Ghosts will ensure that all financial transactions are conducted in a manner that is legal, ethical, and in accordance with generally accepted accounting principles.

Baby Ghosts will prepare and maintain accurate and timely financial records, and will provide regular financial reports to its Board of Directors. Baby Ghosts will also ensure that it has adequate internal controls in place to protect its financial resources.

## HR Policy

Baby Ghosts is committed to being an exemplary employer. The Co-Executive Directors will ensure that the human resource practices of the organization adhere to the principles of fairness and respect, and that Baby Ghosts abides by all laws and government regulations.

More specifically, the Co-Executive Directors will be accountable for the development of detailed policies and procedures that ensure that recruitment and hiring practices are open, thorough and fair, the requirements of the Employment Standards Act, Human Rights Code, Minimum Wage and Occupational Health and Safety Acts are respected, all employees have job descriptions and that these are regularly reviewed, personnel records are treated as confidential and that appropriate restrictions are in place regarding their use and who has access to them, human resource policies and procedures are provided to all staff, every staff member is formally evaluated on an annual basis, that the evaluation criteria are in line with best practices in other organizations, and that they are known by all employees, employees are recognized for excellent performance, every employee is entitled to a specified amount of time off with pay in the event of sickness, a death in their immediate family, medical appointment and unexpected family obligations, there is a formal grievance or conflict resolution procedure in place for staff that involves the Board as the final arbitrator, staff have professional development opportunities made available to them and that an annual training plan is prepared and implemented with the resources available.

## Conflict of Interest Policy



The Board of Directors is responsible to the Community and acts in its interests at all times.

There must be no self-serving conduct of personal business between any Board member and Baby Ghosts in order to ensure openness, competitive opportunity and equal access to information. Directors must not use their position to obtain employment for themselves, family members or close associates. Staff and non-Board Committee volunteers will act in accordance with the spirit and intent of the policy.

## Declaration of Conflict of Interest

Directors in a decision-making role should make known their connections with groups or individuals doing business with Baby Ghosts. While this can be done annually as part of a review, it should happen at any point when a Director recognizes that the potential for conflict exists.

Directors who have an actual or potential conflict of interest will not participate in any vote or decision-making on matters affecting the organization, and the possible source of conflict. The Board will determine what, if any, contribution the Director can make to the discussion leading to a decision. Directors will sign off annually on identified conflicts, and the record will be kept with the minutes.

## Review

This plan will be reviewed and updated annually by the Board of Directors.

## Archived

- ✓ **Define the governance structure** ✓ 2023-06-29 Outline the roles and responsibilities of the board of directors, the executive team, and any advisory committees. 🔒 [2023-06-30](#) 🕸 Governance Plan
- ✓ **Develop board policies and procedures** ✓ 2023-06-29 Create conflict of interest policies, code of conduct, board meeting procedures, and any other policies related to governance. 🔒 [2023-06-30](#) 🕸 Governance Plan
- ✓ **Establish board composition and recruitment** ✓ 2023-06-30 🔒 [2023-06-30](#) 🕸 Executive Summary > Board of Directors > Board Orientation and Training
- ✓ **Outline board roles and responsibilities** ✓ 2023-06-29 Detail the specific roles of board members, including any officers (such as the Chair, Treasurer, and Secretary). Define the responsibilities of the board as a whole. 🔒 [2023-06-30](#) 🕸 Governance Plan
- ✓ **Plan for board orientation and training** ✓ 2023-06-30 🔒 [2023-06-30](#) 🕸 Executive Summary > Board of Directors > Board Orientation and Training
- ✓ Define the role of advisory committees: define the role, composition, and interaction of advisory committees with the board and the executive team. ✓ 2023-06-30 🔒 [2023-](#)

## 06-30 🕸 Governance Plan

- ✓ Establish board evaluation and accountability mechanisms ✓ 2023-06-29 Implement regular self-evaluations of the board's performance, as well as mechanisms for holding the board accountable to its responsibilities. 🔒 [2023-06-30](#) 🕸 Governance Plan
- ✓ Finish this section from tips below 📅 2023-07-06 ✓ 2023-07-10 🔒 [2023-07-10](#) 🕸 Executive Summary > Board of Directors > Overview
- ✓ Outline the relationship with Weird Ghosts ✓ 2023-06-30 🔒 [2023-06-30](#) 🕸 Executive Summary > Weird Ghosts and Baby Ghosts
- ✓ Plan for regular review of the governance plan: Commit to regularly review and update the plan to ensure it remains effective and relevant. ✓ 2023-06-30 🔒 [2023-06-30](#) 🕸 Governance Plan

# Operational Plan

Baby Ghosts is a charity working on increasing diversity, inclusivity, and accessibility in the Canadian video game industry. Our operational plan outlines our strategies for reaching our desired outcomes, including daily operations and management, roles and responsibilities, ongoing feedback, key partnerships, technology and systems, implementation, monitoring and evaluation, risk management, and a budget.

Our daily operations involve a variety of tasks aligned with our mission, tracked through our project management tool, Asana. Our team, led by Co-Executive Directors Jennie Robinson Faber and Eileen Mary Holowka, is responsible for implementing our strategic plans and managing our programs and initiatives. We also rely on volunteers, including an advisory committee and board of directors, to provide guidance on operations and governance.

We value ongoing feedback and will implement a system of regular check-ins and open communication channels between team members. Our core partnerships, with Infinite Ammo and Gamma Space, play a central role in our operations and goals. We use a variety of digital tools to manage our projects, collaborate, communicate, and track our impact.

Our implementation plan outlines our main activities and timelines, and we use an Impact Measurement Framework (IMF) to monitor and evaluate our progress. We have identified potential operational risks and have strategies in place to manage them. Our financial plan outlines our revenue sources and expenses, and we manage our finances responsibly and set aside time for sustainability planning.

## Daily Operations and Management

Each day at Baby Ghosts starts with a check-in in our various Slack channels. 🌱 The daily activity in these channels directly contributes to our goal of fostering a strong community among our team and studio founders.

The tasks performed by our team vary, ranging from mentoring a new team on a game design issue, to chatting with a government funding body representative to learn about equity initiatives, exploring new funding models, etc. Each activity is carefully aligned with our mission to provide support to marginalized game creators. Every daily task, weekly focus, and longer-term milestone is tracked through our project management tool Asana.

An integral part of our daily operations is the ongoing monitoring of indicators as outlined in our IMF. These indicators – such as the engagement level on Slack and visits to our application page — are monitored regularly. The data collected for these indicators enables

us to measure our progress towards achieving our desired outcomes, and allows us to adjust our actions and strategies as necessary.

Our operations also involve regular interactions with our investees and other funding bodies. This routine engagement supports our efforts to achieve a more equitable games funding ecosystem in Canada.

## Roles and responsibilities

See [Personnel Plan](#) and [Volunteer plan](#) for future roles.

### Co-Executive Directors

The Co-Executive Directors, Jennie Robinson Faber and Eileen Mary Holowka, are responsible for overseeing the implementation of all strategic plans, and managing all programs and initiatives.

They work in tandem to:

- Oversee fundraising and grant management
- Develop and update policies and plans
- Manage volunteer program (future responsibility)
- Manage participant relationships (Eileen)
- Spearhead information gathering and reporting efforts (Eileen)
- Handle marketing and communications (Eileen)
- Lead community building and engagement work (Eileen)
- Guide initiatives and programs (Jennie)
- Engage industry partners (Jennie)
- Synthesize data and produce impact reports (Jennie)
- Manage financial controls, budget, and sustainability (Jennie)

### Lawyer and accounting consultants

Our lawyer, Alex Chun of Toronto-based Spark Law, and our accounting and finance firm Full Cycle Accounting, provide essential legal and financial support to our operations.

### Volunteers

#### [Advisory committee](#)

A group of 3-9 people who provide guidance and advice to Jennie and Eileen. Chosen based on their expertise and experience in relevant fields such as game development, marketing, finance, and community building. The purpose of the advisory board is to offer additional

perspectives to help us make better decisions about how we carry out our activities. The advisory board members may join occasional meetings or provide advice on an as-needed basis.

## Board of Directors

### Board of Directors

A diverse group of 3-9 individuals selected through a transparent and inclusive recruitment process. They bring a wide range of skills, experiences, and perspectives to Baby Ghosts. Each director makes a personal commitment to our mission and values. We will actively seek directors who reflect the communities served by Baby Ghosts, encompassing various backgrounds, cultures, and expertise.

#### **Powers:**

- Decision-making authority for strategic direction and major initiatives.
- Allocation of resources to support programs and initiatives.
- Setting policies and guidelines for organizational activities.

#### **Responsibilities:**

- Recruiting and selecting diverse board members.
- Providing orientation and training for board members.
- Conducting self-evaluations and maintaining accountability.
- Upholding a code of conduct and practicing anti-oppression.
- Reviewing and updating the [Governance Plan](#) annually.
- Reporting to the community and stakeholders.
- Establishing relationships with external partners.
- Ensuring compliance and financial transparency.

## **Ongoing feedback**

Instead of annual performance reviews, we will implement a system of ongoing feedback and communication. This means that feedback will be given and received continuously throughout the year, rather than at a single annual meeting. This approach allows for real-time adjustments and improvements, and prevents issues from lingering until the annual review.

- **Regular check-ins:** The Co-Executive Directors will have regular check-ins with each other and all team members, once they are hired when the budget allows. These check-ins can be weekly, bi-weekly, or monthly, depending on the needs and preferences of the team. During these check-ins, the Co-Executive Directors and team members will

discuss progress on tasks, challenges, and areas for improvement. This is also an opportunity for team members to give feedback to Jennie and Eileen.

- **Open communication channels:** We will foster an environment where feedback is received at any time – and is seen as a gift. This includes creating open communication channels where team members can share their thoughts, ideas, and concerns. This could be through team meetings, one-on-one conversations, via Slack/Huddles.

## Mutual trust and respect

Our performance review process will be based on mutual trust and respect. We believe that every team member is doing their best and is committed to supporting marginalized game developers where they're at. Our feedback will be *constructive, respectful, and focused on growth and improvement*.

- **Constructive feedback:** We will provide [behaviorally-specific feedback](#), rather than personal feedback. We will provide specific examples and suggest ways to improve. We will also recognize and appreciate the efforts and achievements of our team members. Only good surprises!
- **Receptive to feedback:** We will create a culture where everyone, including directors, is open to and appreciative of feedback. We will view feedback as an opportunity to learn and grow, rather than a criticism or attack.

## Growth and development

Our performance review process will focus on growth and development. Instead of rating or ranking team members, we will identify opportunities for learning and development.

- **Personal development plans:** Each team member will have a personal development plan. This plan will outline their goals, the skills they want to develop, and the steps they will take to achieve these goals. Directors will support team members in creating and implementing their personal development plans.
- **Learning opportunities:** We will provide opportunities for team members to learn and grow. This could be through training programs, workshops, mentoring, or job rotation. We will also encourage team members to seek out their own learning opportunities, which we will strive to financially support.
- **Career progression:** We will discuss career progression during our regular check-ins. We will explore potential career paths within Baby Ghosts and identify the skills and experiences needed to progress in these paths.

This performance review process is designed to be flexible and adaptable. We will regularly review and adjust it based on the feedback and needs of our team members.

## Key partnerships

Our key partnerships and collaborations play a crucial role in our operations and strategic goals. These partnerships not only provide us with necessary resources but also help us directly in our mission to support marginalized studio founders.

### Infinite Ammo

Infinite Ammo is a major donor and an important stakeholder in our organization. While they do not participate directly in our daily operations, we keep them informed about our activities through annual impact reports and regular updates about our portfolio studios.

Their financial contributions form the bulk of our operating budget through 2024, providing us with the resources we need to carry out our work. Their support is instrumental in honoring the life and values of Alec Holowka. By funding us, Infinite Ammo helps us continue Alec's legacy by providing significant supports to marginalized indie game developers in Canada.

### Gamma Space

Our programming partner Gamma Space is a member co-op of independent game developers. We fund their work supporting the Peer Accelerator, a program designed to provide education and mentorship to marginalized video game studio founders.

Four team members from Gamma Space, collectively known as the Hyades Cluster, are directly involved in delivering the Baby Ghosts program. Their roles include mentorship, program administration, and other related tasks.

Their partnership supports our strategic goal of delivering a community-centered, peer-driven informal education program. By working with Gamma Space, we can provide a supportive and inclusive environment for central members of our community, helping them develop their skills and grow their studios.

## Technology and systems

The technology and systems we use are critical to keeping our operations nimble and low-cost. They help us manage projects, collaborate, communicate, and track our impact. Here's a detailed look at the tools we use:

### Asana

Asana is our project management tool. It allows us to plan, organize, and track the progress of our various projects. We also use Asana for portfolio management, keeping track of the different studios we're working with at any given time. Asana also helps us track our goals, ensuring we're always working towards our desired outcomes.



## Slack

Slack is our primary communication tool. We use it for both asynchronous chat and synchronous video conferencing. It's where our team members, partners, and studio founders show up for discussions, collaborations, and meetings. Slack helps us maintain open lines of communication and fosters a lively, community-centred work and social environment.

## Obsidian

Obsidian is our chosen tool for text-based collaborative document management. It allows us to create, share, and edit documents, ensuring we're all on the same page. It's particularly useful for drafting and refining our written internal documentation such as our business plan and shared meeting notes.

## Miro

Miro is a visual collaboration tool that we use for brainstorming, planning, and designing. It allows our team members and studio founders to collaborate visually, making it easier to share ideas and work together creatively.

## GSuite

We use GSuite for email and file sharing. It provides us with organizational email addresses, cloud storage for our files, and access to Google's suite of productivity tools, including Docs and Sheets.

## Netlify

Netlify is our platform for web hosting and deployment. It allows us to build, deploy, and host our website quickly and efficiently, ensuring our online presence is always fast, up-to-date and accessible.

## Airtable

Airtable is a versatile tool that we use for a variety of purposes, including application intake, studio information tracking, and indicator/impact tracking. It helps us manage and organize our data in a way that's easy to understand and analyze.

## MailChimp

MailChimp is our tool of choice for campaign newsletter management. It allows us to design, send, and track the performance of our email campaigns, helping us stay connected with our community and keep them informed about our latest supported studios and other updates.

# Implementation Plan

Activity	Timeline	Progress Tracking
Grant Program		



Activity	Timeline	Progress Tracking
Promote annual grant program	Promotion activities begin 3 months prior to application opening date	Monitor inquiries and visits to the application page
Review and evaluate grant applications	Review starts immediately after application closing date; completion within 4 weeks	Track applications reviewed and shortlisted
Award grants and initiate Peer Accelerator intake	Grant awards announced within 2 weeks of review completion; intake email sent within 1 week of announcement/notification	Track grants awarded and funding disbursed
<b>Peer Accelerator</b>		
Collaborate with Gamma Space for studio development program	Ongoing throughout the year with specific milestones	Monitor participant number and progress
Facilitate networking opportunities with industry experts	Ad hoc introductions as needed; networking events held bi-annually	Track connections made and number of events
<b>Research and Advocacy</b>		
Conduct research on equitable game funding practices	Ongoing throughout the year with specific milestones	Monitor progress of research projects and milestones
Publish research findings and insights	Publication follows completion of each research project	Track number of reports published and their reach
Engage in collaborative efforts for diversity and inclusivity	Ongoing throughout the year with specific milestones	Monitor progress of collaborations and objectives
<b>Community Engagement</b>		
Organize networking events, workshops, and panels	Events held quarterly	Track number of events, participants, and feedback

Activity	Timeline	Progress Tracking
Amplify achievements of grant recipients	Features published monthly on the website	Track number of features published and their reach
Cultivate an active and supportive online community	Ongoing throughout the year	Monitor activity and engagement in the community
<b>Fundraising and Sustainability</b>		
Develop a sustainable fundraising strategy	Strategy developed and implemented at the start of each fiscal year	Monitor funds raised and achievement of goals
Seek partnerships and collaborations	Ongoing throughout the year with specific milestones	Track partnerships established and resources gained
Explore additional revenue streams	Ongoing throughout the year with specific milestones	Monitor revenue generated and achievement of goals
<b>Resource Hub</b>		
Build a resource base including online guides and toolkits	Ongoing throughout the year with specific milestones	Track number of resources developed and their usage
Curate a repository of funding opportunities and events	Ongoing throughout the year with updates as new opportunities and events arise	Monitor usage of the repository and user feedback
Foster partnerships to expand available resources	Ongoing throughout the year with specific milestones	Track partnerships established and resources gained
<b>Monitoring and Evaluation</b>		
Establish monitoring and evaluation framework	Focus on indicators established at the start of each fiscal year	Monitor implementation of the framework and data collection

Activity	Timeline	Progress Tracking
Collect data and feedback for continuous improvement	Ongoing throughout the year with specific milestones	Track insights gained from data analysis
Regularly assess and adjust strategies and activities	Assessments conducted quarterly with adjustments as necessary	Monitor implementation of adjustments and impact

## Monitoring and evaluation

Monitoring and evaluation is a crucial part of our operating plan. It allows us to track our progress, measure our impact, and adjust our strategies based on the results. We use a tailored Impact Measurement Framework (IMF), developed by us in Airtable, to guide our evaluation activities.

The IMF is a tool that identifies indicators that reflect our strategic goals and measure our progress towards achieving them. These indicators are specific, measurable pieces of data that give us a close look at our performance and impact.

Based on the results of our evaluation activities, we will adjust our operating plan. This might involve changing our strategies, reallocating resources, or setting new goals. By regularly reviewing and updating our plan, we know we are always focused on our goals so we can achieve our ultimate outcome.

### Overview of indicators

Our IMF includes a variety of indicators that reflect our three main desired outcomes: nurturing a supportive community for creators, promoting diversity and accessibility in the Canadian video game funding ecosystem, and doing impactful research and advocacy in the sector. Here are some of the key indicators we'll be tracking:

#### Research & Advocacy

**Percentage of funders whose equity and inclusion reporting is adequate:** Jennie annually reviews equity and inclusion reports produced by funders. By scoring them on 10 different criteria (e.g., racial equity, disability inclusion, etc.), she determines if they are adequately addressing the equity challenges in the game funding ecosystem.

**Number of new funding models adopted by primary funding bodies in the games industry:** Annually, Jennie reviews public reports from funding bodies to track the adoption of new

funding models. This metric helps to understand if the funding ecosystem is welcoming and supportive of diverse strategies that can benefit founders.

## Resource Deployment

**Number of applicants:** Following each call for applications, Jennie reviews the number of submissions. This metric serves as an indication of creators' awareness and interest in the opportunities provided by Baby Ghosts.

### Percentage of survey respondents aware of Baby Ghosts and Weird Ghosts opportunities:

Eileen annually conducts a survey to gauge the percentage of respondents who are aware of Baby Ghosts opportunities. This helps us understand how well outreach efforts are attracting founders to the our funding opportunities.

## Community

**Number of active participants in Slack:** Eileen tracks the number of active participants in Slack channels quarterly. This engagement indicator is a reflection of the sense of community creators have, helping us understand how deep and broad their involvement is.

### Percentage of investees who have mentorship relationships with other community

**members:** On an annual basis, Eileen surveys investees to understand the percentage of those who have established mentorship relationships within the community. This measure helps evaluate the degree of community reinvestment among founders.

## Plan for regular evaluation and updating

We plan to conduct regular evaluations of our business plan, IMF, strategic and operating plans. This will involve collecting and analyzing data on our indicators, reviewing our performance, and making necessary adjustments.

Our evaluations will take place on a quarterly, biannual, and annual basis, depending on the specific indicator. We will use a variety of methods to collect data, including internal reports, monitoring communication channels, surveys, and research.

By regularly evaluating and updating our plans, we can ensure that we're always working towards our strategic goals in the most effective way possible. This process of continuous improvement will help us maximize our impact and better serve our community.

## Risk management

Risk management involves identifying *potential risks* that could impact our operations and implementing strategies to mitigate them. Our focus here is on operational risks – those that could affect our day-to-day activities and ability to deliver our core programs Such as the

Peer Accelerator and grant program. Here are some of the operational risks we've identified and our strategies for managing them:

### Technological risks

As an organization that relies heavily on digital tools for communication, automation, project management, and data tracking, we face the risk of technical issues out of our control and changes in the ownership or policies of the companies that own the tools we use. To manage this risk, we have backup systems in place (e.g., free text-file-based document management and git-based revision tracking) and regularly update, maintain, and educate ourselves about our technology.

### Financial risks

As a charity, we face the risk of financial instability. This could be due to changes in grant funding, unexpected expenses, or economic downturns that affect donation income. To manage this risk, we maintain a diversified funding base and regularly review and update our financial plans. We also plan to develop a reserve fund to cover unexpected expenses.

### Human resources risks

While we do not plan to grow our team this year, in the future our operations will increasingly depend on the skills and capacity of diverse team members. We face the risk of staff turnover, burnout, and skill gaps. To manage this risk, we strive to create a care-centred work environment, provide opportunities for professional development, and regularly review our staffing needs. We also plan to create succession plans to ensure a smooth transition when staff members leave.

### Compliance risks

As a charity, we must comply with various laws and regulations. Non-compliance could lead to legal issues, fines, or damage to our reputation. To manage this risk, we stay informed about relevant laws and regulations, retain legal support, and regularly review our various policies and procedures.

### Partnership risks

We rely on our partnerships, and so we face the risk of failures or conflicts. To manage this risk, we develop conflict resolution policies, clearly define roles and responsibilities, and maintain open and regular communication.

## Financial plan

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 [Financial Plan](#) outlines how we will manage our revenue and expenses to ensure the sustainability of our operations and programs.

## Archived

✓ Update this based on new budget ✓ 2023-07-09 🔒 [2023-07-09](#) 🕸 Daily Operations and Management > Financial plan

# 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

# Statement of Purpose

## Note

This was developed for Alex for our charity application

The Baby Ghosts Studio Development Fund promotes diversity and accessibility in the Canadian games industry by providing grants and sustainable business development education to game studios run by underrepresented founders. We support game studio founders who experience marginalization or underrepresentation due to various factors such as gender, race, queerness, disability, religion, housing status, economic status, immigration or citizenship status. Through grants, structured education and mentorship, technical support on projects, networking opportunities with legal and accounting professionals, and in-kind software licenses, we aim to create more equitable funding opportunities. In addition, we conduct research, data collection, and publishing on the topic of equitable game funding in Canada, furthering our commitment to driving positive change in the industry. Our mission is to promote change in the interactive digital media community by advocating for inclusivity and equitable game funding.

## Benefits

We will provide specific benefits to the community through a range of initiatives, including offering grants of \$20,000 per team to support game studio founders who experience marginalization or underrepresentation. These grants provide a financial cushion for these studios to launch and operate sustainably with the support of our 4-month Peer Accelerator program.

## Activities

In addition to the grants, we will, with the support of industry partners, provide structured education and mentorship programs tailored to the specific needs of each team. This one-on-one training will cover essential topics such as studio structure and roles, preparing for industry and community events, work-life balance, collaborative and personal task management, productivity tools for small teams, scoping assistance, studio and project budgeting, and technical support on projects. These supports equip the teams with the necessary skills and knowledge to thrive in the game development industry.

We will provide networking opportunities with legal and accounting professionals, enabling the teams to access valuable expertise and guidance. In-kind software licenses will also be

made available to assist with the technical requirements of the projects and reduce a financial barrier for our studios.

Additionally, we plan to actively engage in research, data collection, and publishing on the topic of funding indie game studios in Canada. This includes measuring and reporting our own social impact; conducting community surveys on the Canadian game funding ecosystem; sharing insights through blog posts; and participating in interviews, panels, and conferences related to game funding. By undertaking these activities, Baby Ghosts aims to contribute to the knowledge and understanding of equitable game funding practices in the industry.

## Beneficiaries

The intended recipients of these benefits are game studio founders who face marginalization or underrepresentation. We are committed to providing support, resources, and opportunities to empower these individuals and promote positive change within the Canadian video game industry.

# Strategic Plan

[References for strategic plan](#)

## Executive summary

This is our roadmap for **contributing to an equitable and sustainable funding system** for marginalized game studio founders in Canada. We ultimately want every creator to have the resources and support they need to achieve their goals. We believe in *embracing weirdness*, celebrating the work of underrepresented creators and studio founders, and helping support early studios in building sustainable businesses, and giving these founders the tools to equitably unlock the transformative power of games.

We've identified key outcomes: In the short-term, we aim to develop creators' skills, create new opportunities, and educate funders on equity challenges. In the medium-term, we want creators to continue as mentors, motivate funders to address gaps, and encourage reinvestment in the community. In the long-term, our goals include establishing Baby Ghosts as a sustainable organization, advocating for a welcoming funding ecosystem, and building a supportive community for creators.

To achieve these goals, we will focus on outreach, fundraising, and community engagement. We will work on making our digital presence (web site, socials) engaging and informative, form partnerships (for example, with Interactive Ontario and DigiBC), seek public speaking opportunities, and organize fundraising events. Community engagement will involve meetups, mentorship programs, workshops, and feedback collection. Our performance will be measured using our Impact Measurement Framework (IMF), which includes indicators such as awareness of opportunities, community participation, changes in funding distribution, and understanding of equity challenges among funders.

We've also developed an [operational plan](#) that lines up our daily work with our outcomes. We do regular check-ins, assigned and tracked tasks through Asana, and monitor our indicators with Airtable.

Financially, we project a total revenue of \$590,000, sourced from grants, donations, fundraising events, and corporate sponsorships. Our expenses will primarily cover salaries, grants, program-related activities, fundraising initiatives, and marketing materials. We anticipate a net surplus of \$67,000, which will be allocated towards future initiatives or reinvestment.

Our plan is fluid and will be regularly monitored, evaluated, and updated. We will be transparent, community-centered, and open to learning in order to keep ourselves accountable while carrying out this plan. This plan paves 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.

## SWOT analysis

### Strengths

1. Unique positioning: Embracing weirdness and non-mainstream ideas like studio-specific funding (vs. project funding) and our SEAL agreement distinguish us from other game development funds.
2. Community support: Strong ties with the community and extended network, including Gamma Space, provide a wealth of support and resources.
3. Belief in the power of games: Deep understanding and love for games and their potential for social impact.
4. Transparency: Clear and open communication, fostering trust with our community.

### Weaknesses

1. New charity: As a newer org, it may take time to build credibility and gain recognition.

2. Limited resources: While we are working to secure funding and resources, there may be limitations in our near future that could restrict our activities.

## Opportunities

1. Growing diversity in games: Increasing interest in the mainstream for diversifying the video game industry could garner support for our mission.
2. Partnerships: Potential to partner with other organizations, mentors, and game studios to leverage resources and expand reach.
3. Digital tools: The ubiquity/accessibility of digital platforms offers lots of opportunities for promotion, communication, and fundraising.

## Threats

1. Market competition: Other funding sources or organizations could potentially overshadow our efforts.
2. Negative perception: Misunderstandings or misconceptions related to our origin story could lead to negative publicity.
3. Economic instability: Changes in economic conditions can influence the availability of funding and donations.

## Desired outcomes

Our results flow categorizes our activities into three buckets: Research & Advocacy, Resource Deployment, and Community. In it, we've detailed our short-, medium-, and long-term outcomes as well as our ultimate outcome statement:

## Ultimate

## Long-term

## Medium-term

## Short-term

All marginalized game creators and studio founders in Canada have equitable access to a sustainable funding system and the resources they need to achieve their goals

The games funding ecosystem welcomes and supports new and diverse funding models, and creators feel supported and that there are opportunities for them

Weird Ghosts is a sustainable, equitable and community-centred fund that provides social and financial return

Creators feel a sense of belonging to a community they can engage with, support and draw from

Funders take action to address gaps in existing funding and financing models.

Creators share their needs/feedback

Creators reinvest in community

Funders understand the equity challenges in the existing funding ecosystem

Creators learn about and plan to apply for new opportunities

Creators feel an increased sense of community

### Research & Advocacy

Weird Ghosts leads research, data collection and publishing on the topic of funding indies in Canada.

### Resource Deployment

Weird Ghosts offers funding to Canadian studios.

### Community

Weird Ghosts offers a peer-led community-based training program to promising, eligible teams.

## Weird Ghosts Results Flow Text

### Ultimate Outcome

All marginalized game creators and studio founders in Canada have equitable access to a sustainable funding system and the resources they need to achieve their goals

### Activities and short, medium, and long-term outcomes

1. **Research and advocacy:** Weird Ghosts leads research, data collection and publishing on the topic of funding indies in Canada.
  - Long-term: The games funding ecosystem welcomes and supports new and diverse funding models, and creators feel supported and that there are opportunities for them



- Medium-term: Funders take action to address gaps in existing funding and financing models.
  - Short-term: Funders understand the equity challenges in the existing funding ecosystem
2. **Resource deployment:** Weird Ghosts offers funding to Canadian studios.
    - Long-term: Weird Ghosts is a sustainable, equitable and community-centred fund that provides social and financial return
    - Medium-term: Creators share their needs/feedback
    - Short-term: Creators learn about and plan to apply for new opportunities
  3. **Community:** Weird Ghosts offers a peer-led community-based training program to promising, eligible teams.
    - Long-term: Creators feel a sense of belonging to a community they can engage with, support and draw from
    - Medium-term: Creators reinvest in community
    - Short-term: Creators feel an increased sense of community

## Strategies for achieving outcomes

In order to meet our goals, we've created some strategies focused on outreach, fundraising, and community engagement.

Each of these strategies is designed with the goal of creating *an ecosystem where all marginalized game creators and studio founders can access the funding and resources they need to bring their dreams to life*. By investing in our web and social media presence, developing partnerships, and building a supportive community our investees can lean on, we can expand our influence and reach.

To make our work possible, we've detailed a [Fundraising Plan](#) that covers donor development, corporate sponsorship, fundraising, grants, and events.

We are especially interested in nurturing a vibrant, care-centred community. This involves facilitating investee meetups, expanding our Peer Accelerator program with Gamma Space, conducting workshops and info sessions, regularly seeking feedback, meeting investees where they are at, and showcasing the rad work of our supported studios.

Together, these strategies form a clear roadmap that will guide our work. Here's an overview:

### Outreach strategies

#### Be visible and engaged online

*Make Baby Ghosts and its mission known within the Canadian video game industry (especially among our target communities) posting and sharing regularly about our impact, programming, and funding opportunities.*

- Maintain an up-to-date website and blog
- Maintain a public resource site about social impact funding
- Use social media platforms to share stories, articles/research, updates, promote events, and build our community
- Develop a content calendar to ensure regular posts across all platforms.

## **Create strong partnerships**

*Broaden our reach and expand our community through mutually beneficial partnerships.*

- Identify potential partner organizations that align with our mission
- Initiate conversations and explore opportunities for collaboration
- Formalize partnerships with plain-language agreements

## **Fundraising strategies**

### **Build lasting donor relationships**

*Identify and develop relationships with donors who care about supporting marginalized studio founders.*

- Research potential donors
- Develop a donor engagement/solicitation plan
- Implement donor stewardship plan

### **Secure corporate sponsorships**

*Develop corporate sponsorships with game studios that align with our values and mission.*

- Identify potential sponsors
- Develop customized sponsorship proposals
- Regularly communicate with sponsors about our work and their contribution's impact

### **Launch online donations**

*Make it easy to donate and receive a tax receipt on our website.*

- Regularly update our website and social media with new campaigns and calls-to-action
- Use email newsletters to encourage donations

## Apply for grants

*Secure funding from foundations and government bodies that support arts, culture, and technology.*

- Regularly research and apply for relevant grant opportunities
- Hire grant writing contractor, or prepare grant applications ourselves
- Maintain strong relationships with grant bodies and program officers

## Host fundraising events

*Plan and execute charity streams and showcases*

- Promote events through our website, social media, and networks
- Connect with attendees and make them feel welcome in our community

## Community engagement plans

### Run community social activities

*Create a sense of camaraderie among the game devs and founders in our community through regular meetups.*

- Organize community meetups, both online and in person (outdoors)
- Facilitate discussions and activities on Slack

### Expand Peer Mentorship program

*Support and expand the Baby Ghosts program offered through our partnership with Gamma Space.*

- Regularly assess and improve the mentorship program based on feedback and surveys from participants
- Promote the mentorship program to potential mentors and studios

### Conduct workshops

*Raise funds, build our community, and develop skills through workshops on game development, business management, marketing, and other relevant topics.*

- Identify topics of interest and need
- Organize workshops with experts in the identified areas

### Gather community feedback

*Understand the needs and challenges of our community better by regularly seeking their feedback.*

- Develop and distribute surveys based on our IMF
- Use feedback to make changes to our programs and funding opportunities

### Showcase our portfolio studios

*Highlight the work of the studios we support.*

- Regularly feature the work of supported studios on our website, social media, and newsletters
- Organize showcases or events where studios can present their work

## Evaluation

We'll use our IMF to manage indicators related to each of our desired outcomes. Here are our indicators, broken up by outcome:

### Creators feel like a part of a community they can engage with, support, and draw from

- Number of active participants in Slack (Gamma Space and Weird Ghosts)
- Number of collaborations or partnerships between community members
- Satisfaction rate with community support
- Number of community engagement events attended
- Number of creators expressing sense of community in surveys

### The games funding ecosystem welcomes and supports new and diverse funding models, and creators feel supported and that there are opportunities for them

- Percentage change in funding allocations to projects led by historically marginalized communities
- Number of funding bodies adopting equity and inclusion measures in their funding models
- Number of new funding models adopted by primary funding bodies in the games industry
- Percentage of survey respondents who feel welcomed and supported by the overall games funding ecosystem in Canada

### Creators reinvest in community

- Percentage of investees who have mentorship relationships with other community members

- Number of investees who participate in community events or workshops
- Number of investees who join Gamma Space as a co-op member
- Number of investees who contribute to community resources (e.g. sharing knowledge, tools, etc.)

### **Funders take action to address gaps in existing funding and financing models**

- Number of funders publicly committing to equity-focused initiatives
- Rate of positive feedback from Baby Ghosts community regarding funders' action

### **Funders understand the equity challenges in the existing funding ecosystem**

- Percentage of funders whose equity and inclusion reporting is adequate
- Funders' self-reported understanding of equity challenges
- Number of equity initiatives launched by funders
- Percentage change in funding distribution towards marginalized groups
- Percentage of funders who have taken adequate action to address equity challenges

### **Creators learn about and plan to apply for new opportunities**

- Percentage of survey respondents aware of Weird Ghosts opportunities
- Increase in unique website visitors to application page
- Number of applicants
- Number of attendees at info sessions
- Percentage of survey respondents who understand the application process

### **Creators feel an increased sense of community**

- Current investees' sense of community improves from beginning to end of the program
- Number of investees and grantees who identify feeling supported by mentorship

### **Creators share their needs/feedback**

- Percentage of investees that give constructive feedback and adequately fill out wrap-up survey to help us improve the program and share their needs throughout the program

### **Creators learn about and plan to apply to new opportunities**

- Current investees' knowledge of funding opportunities increases from beginning to end of the program

## **Implementation and monitoring**

It's important we share our plans with our investors and partners, including Gamma Space. Together, we'll break down our larger goals into smaller tasks and decide who will do what, documenting and assigning things in Asana.

We'll use our IMF to monitor our progress and make sure we're hitting our goals. We'll collect data regularly – including conducting investee and public surveys, monitoring our online activities, and keeping track of changes in the Canadian funding landscape.

Every month, every three months, or every year (depending on what makes sense for each goal), we'll look at all this data and see how we're doing. Are we getting closer to our goals? What's working well, what isn't?

Once a year, we'll do a big review to see how the plan is working overall. We'll look at all our goals and strategies to see if they're still what we need. If something isn't working, or if our needs have changed, we'll update the plan.

Finally, we'll make sure to keep the lines of communication open and learn from what we're doing. We'll document everything we do, so we don't forget what worked and what didn't. This way, this plan stays up-to-date.

## **Financial projections**

Implementing our strategic plan will involve some costs, naturally. Our budget shows that we expect to have a total revenue of \$340,000 in 2023-2024. This money will come from various places – \$50,000 from grants like those provided by CMF and Ontario Creates, a \$250,000 donation from Infinite Ammo, \$30,000 raised from our streaming showcase event, and \$10,000 from corporate sponsorships.

Our largest expense will be salaries and benefits for our team. We'll spend \$75,000 for our two Co-Executive Directors, Jennie and Eileen. We've also budgeted \$2,500 for legal services provided by our lawyer Alex Chun and another \$9,000 for accounting and finance consulting provided by Full Cycle.

We'll spend \$125,000 on grants for 5 Baby Ghosts teams and \$1,000 on networking and professional services like event and conference registrations. Additionally, we've set aside \$2,500 for fundraising expenses, including planning and marketing for our streaming showcase event and other fundraising campaigns, and \$2,500 for other marketing materials including our website.

After subtracting our total expected expenses of \$263,175 from our revenue, we predict a net surplus of \$76,825. That's money we can invest in our future initiatives.

## **Archived**

- ✓ Add indicators broken up by outcome ✓ 2023-07-08 🔒 [2023-07-08](#) 🕸 Executive summary > Evaluation
- ✓ these need to be more specific, organized (align with outcomes), and detailed with implementation notes ✓ 2023-07-11 🔒 [2023-07-11](#) 🕸 Executive summary > Strategies for achieving outcomes

# Volunteer plan

## *Stuff volunteers can do:*

- Peer Accelerator support
  - mentoring game studio founders with guidance, support, and advice on various aspects of running a game studio, such as business development, marketing, project management etc.
- Workshop facilitation
  - Volunteers with certain skills can lead workshops and training sessions on topics relevant to game development, such as game design, programming, art, sound design, and storytelling
- Application reviewers/jury
  - evaluating and providing feedback on applications and helping apply our rubric to assess the readiness, potential impact of each studio
- Events
  - organizing and coordinating events (streaming fundraisers, showcases, picnics?)
- Content creation
  - writing blog posts, creating educational materials, and developing resources related to game development and funding. (Fundees?)
- Fundraising
  - help secure add'l funding - organize events, reach out to potential donors and sponsors, create campaigns
- Research and data collection
  - conduct surveys, analyze data, and contribute to reports or publications (this really overlaps with the role tho)
- Translation
  - folks proficient in French can provide translation services to make our resources and information more accessible to our Francophone audience (or maybe this implies we offer services in French... do we even want to imply this?)