



On Screen Manitoba

2016 - 18

Strategic Planning



OSM Vision

To lead a vibrant media production industry by enabling growth and innovation.

OSM Mission

To represent, promote and grow the Manitoba media production industry.

OSM Guiding Principles

- OSM is proactive in the face of changes in the media production industry.
- OSM is an advocate for the film, TV and interactive media production sector in Manitoba.
- OSM and the OSM board represent and reflect a fully integrated media production industry in Manitoba.
- OSM provides exceptional service to members and stakeholders.
- OSM is a primary resource for industry in regard to business development and industry information needs.

Goals

Governance and organizational alignment	OSM is representative of all sectors and aspects of the media production industry; OSM programs and priorities are resilient and reflect current industry need.
Membership	OSM membership is engaged and representative of the industry.
Presence and profile of OSM	(1) OSM has a vibrant, meaningful presence and profile in person at designated markets, consultations, stakeholder events and online; (2) Stakeholders, including government partners and regulatory bodies, identify OSM as the leader of the media production industry in Manitoba.
Business development and capacity building for production companies	OSM provides tools and services to industry to support viable and sustainable companies.

On Screen Manitoba: 2016-18 strategic planning

About the process

The media production landscape is rapidly evolving. OSM's ability to support the future success of Manitoba's production industry demands that we continue to adapt and keep pace.

Over the past several months, our organization has been engaged in a robust, strategic planning process. We asked stakeholders to help us analyze and evaluate our member services, identify both short- and long-term priorities, and develop clear, measurable targets to help ensure we meet our goals.

Direct and meaningful consultation with Manitoba's production companies has informed all aspects of the planning process. We gathered detailed input from more than 60 different industry stakeholders, through meetings, interviews and surveys. We also conducted focused group sessions with producers by genre, and held a facilitated planning session with the OSM leadership and board.

Members gave us their candid views on where OSM was meeting expectations and need, and where they felt we could do more to help our industry thrive. We heard from stakeholders about where they saw future opportunities and challenges, and how OSM could best support members as technology, platforms, distribution channels and regulatory environments all continue to evolve.

The result of these efforts is a practical, achievable, three-year strategic plan that directly responds to industry input and ensures OSM is well-positioned to lead, build and represent Manitoba's media production industry for years to come.

What we heard: Member/stakeholder input and priorities

OSM is grateful to the dozens of industry stakeholders who took time to share their knowledge or provide insight as part of our strategic planning process. The engagement and consultation exercise yielded a detailed inventory of industry priorities by sector (Commercial, Documentary & Factual, Fiction, Aboriginal, Immersive/Interactive, Francophone, and Animation and Children's) as well as priorities and needs that spanned multiple formats and genres.

Four areas for priority focus emerged as consistent, recurring themes across industry sectors:

- 1) Help to build strong companies.** Stakeholders agreed that production companies are the drivers of industry. Strong companies have the resources needed to develop and attract high quality productions in all genres and formats. Stakeholders expressed a clear desire for OSM to play an expanded role in advocating for regulations and incentives through strategic communications with Manitoba Film and Music, the Canada Media Fund, Telefilm, various governmental committees and the CRTC. Stakeholders also confirmed providing access to business development tools including company-level strategic planning, mentorship opportunities, business affairs training, market coaching and negotiation training will further strengthen Manitoba production companies.
- 2) Enhance industry marketing and industry intelligence.** Producers indicated a desire for OSM to further build on its industry marketing, communications and advocacy activities. Producers noted a desire for continued expansion of networking, marketing and knowledge-sharing opportunities, including greater access to market intelligence that would further support producers in determining how, where and with whom they should prioritize time and resources when marketing projects.
- 3) Facilitate workforce training opportunities.** Although identified workforce training and education needs varied by format and genre, producers indicated a desire for greater coordination or alignment between industry need and workforce skill/capacity. A number of producers expressed a need for supports not only to train, but retain crew, while some more established producers cited a desire for expanded training geared toward above-the-line crew. Many stakeholders suggested that there was an opportunity for On Screen Manitoba and Film Training Manitoba to work more closely to achieve the above.
- 4) Develop capacity in emerging technologies and explore a cross-media lab.** Producer Feedback made clear that Manitoba's diverse media production industry translates into diverse infrastructure needs. Feedback affirmed that rather than establishing a facility, there is a greater interest in OSM facilitating collaboration opportunities through accelerator style project development events that lead to concrete potential sales such as the Creation Lab held in December 2015.

Priority actions and strategies

Reflecting input and feedback from stakeholders, priority actions over the next three years will include industry facing and organizational components:

Industry-facing actions and strategies

Help build strong companies

Engage working groups to guide OSM leadership on strengthening advocacy for regulations and incentives that strengthen production companies through **increased local IP ownership**.

Continue to expand opportunities for **research, communication and knowledge-sharing about new trends and market opportunities** – including access to thought leaders and decision-makers – building on successful OSM initiatives like the three-day All Access conference.

Building on the success of the Western Canada Business Strategy Fund initiative, expand and promote a **dedicated program of business planning and marketing supports** available to local industry, with an aim to help companies become better capitalized and more sustainable.

Ensure industry is well-positioned to **secure future government funding** by identifying a dedicated point person to collect information from producers on how existing funding supports (WD funding) have been used to support industry success.

Prioritize in-person engagement between OSM staff and industry, and activate **specialized business advisors** to connect producers with the advice, services or resources they're seeking.

Enhance Industry marketing and industry intelligence

Continue to build on **government relations efforts** to promote understanding of the production industry's significant economic contributions to Manitoba and to ascertain the continuation of the Manitoba Film and Video Tax Credit, equity fund and industry development and training supports.

Build on efforts to showcase members' work, including demo reels to **promote the capacity of the Manitoba industry** to key markets and festivals.

Provide screenings, events and other information to **promote the activities and the value** of the industry to the Manitoba public

Expand networking opportunities, and continue to engage OSM members across formats and sectors to better determine which type of networking events are of greatest interest and benefit to industry.

Strengthen opportunities for producers to **leverage OSM's communications platforms and channels** to promote work and share news.

Continue to **enhance national and international marketing efforts** to further promote Manitoba as a film-friendly province, including promotion of local capacity, expertise and Manitoba's market-leading film tax credit.

Facilitate workforce training opportunities

Continue to improve member services and **responsiveness to industry-identified needs**, including more formally and frequently inviting producers to advise OSM on the types of speakers, consultants, events and resources they'd most benefit from.

Establish additional working groups, including an animation working group, to ensure underrepresented sectors can more directly keep OSM apprised of ongoing priorities and needs.

Continue to communicate production sector training needs to Film Training Manitoba through regular inter staff contact, **Identify opportunities to align training offered by FTM with broad-base industry development goals** and objectives and collaborate with FTM on professional development initiatives.

Develop capacity in emerging technologies & cross-media lab

Conduct an inventory, and report back to industry, on existing infrastructure and capacity in the **cross-media "space,"** and promote this capacity beyond the province.

With ongoing stakeholder input, continue to evaluate the benefit of an **industry-driven cross-media initiative**, which would contribute to industry knowledge of emerging opportunity through collaborative accelerator-style programs, and other initiatives to test, research, develop and commercialize cross-media products.

Organizational actions and strategies

Create position papers on important issues faced by the industry and **maintain strategic relationships** with government, agencies and funding bodies in order to represent Industry's challenges and find creative solutions.

Continue to focus on customer service to **maintain high levels of member satisfaction** with OSM member services and programs, as measured by membership surveys and other feedback tools.

Evaluate and review current methods of data collection; enhance member engagement and communications to **improve data collection** on industry successes, sales and profitability.

Further **optimize OSM board working groups and committees** to ensure alignment with evolving industry need.

Establish processes to further **analyze sector participation and overall membership growth** each year.

Expand membership, partner and sponsor revenue streams.

Further refine OSM's role with respect to program delivery and events (i.e. lead, partner, advisor) to **best align internal resources and budgets** with practical realities of short-term project-based funding.