

Lead. Connect. Grow.

OMDC Strategic Plan | 2017-18 – 2021-22





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Karen Thorne-Stone, President
and Chief Executive Officer



Mark Sakamoto Chair,
Board of Directors

A Message

From the Chair and the Chief Executive Officer

Ontario's screen, publishing, and music industries are a global success story. Collectively and individually, these industries are strong and growing, and make important contributions to the Province's economy and cultural vitality.

With steady support from the Provincial government, OMDC is proud of the impact that our programs and services have had on building strong and successful companies across the creative industries, and in contributing to a high quality of life that makes Ontario an attractive jurisdiction for domestic and foreign investment. We are excited to share our vision for OMDC's future.

The government has identified business growth, global investment and export, and the creation of an innovation-and knowledge-based economy as key priorities for Ontario's future growth and prosperity. The Province's first Culture Strategy further reinforces a focus on growing the economic and cultural impact of our creative sector at home and internationally and on strengthening Ontario's cultural workforce. As such, OMDC's economic development mandate is strongly aligned with these priorities and the agency is well-positioned to advance these outcomes on behalf of the Ministry of Tourism, Culture and Sport.

Accordingly, we have developed an ambitious plan for the next five years that will concentrate our efforts on building globally leading and competitive creative industries that benefit and engage all Ontarians through high-value jobs, compelling cultural content and significant economic activity. With input from the industry, government, and the best practices of other jurisdictions, OMDC's five-year strategic plan will focus the agency's resources on stimulating economic growth and employment, encouraging collaboration and innovation, and promoting Ontario's creative industries while striving to be flexible, collaborative, accountable, and inclusive.

These important sectors have a high potential for further growth with strategic and timely investments. We are confident that with the ongoing support of the Province, this plan will help ensure that Ontario continues to lead, that our creative industries compete successfully on the world stage, and that OMDC will continue to drive growth and prosperity for the Province.

OMDC's Strategic Framework

VISION

An Ontario where our creative industries are globally leading and competitive; celebrate Ontario's cultural vitality; and drive economic growth and development in the province.



Introduction

A bold vision for the future

Ontario Media Development Corporation (OMDC) is operating within a complex and rapidly changing environment. Digital transformation and technological evolution continue to impact the ways that content is created, produced and distributed in the six sectors served by OMDC (film, television, interactive digital media, music, book publishing and magazine media).

Ontario's creative economy is a key economic driver, employing nearly 215,000 people and generating \$17 billion in GDP

OMDC has responded to change and growth within the creative industries by adapting its publicly-funded programs and services to better meet the needs of its clients and stakeholders. Over the past five years OMDC has successfully launched ambitious new programs including the Ontario Music Fund, a greatly expanded Interactive Digital Media Fund, and a pilot Collaboration and Innovation Fund. The agency has introduced strategic initiatives intended to allow Ontario companies to leverage

new opportunities for discoverability like the Ontario Author Touring Support program and a domestic feature film distribution and marketing initiative. OMDC has also helped companies go global through support for export activities including activating an international growth strategy for magazine media. Additionally, OMDC's collaboration initiatives such as From Page to Screen, Music Makes It! and Digital Dialogue help to facilitate relationships within and between different creative industries. Partnering with the Ministry of Finance, a risk assessment model for tax credits was introduced which has resulted in reductions to processing time. These actions demonstrate OMDC's commitment to continually improving its

service offerings in response to changing business models as well as growth and evolution within the creative industries.

As in the past, OMDC continues to be accountable to government and its stakeholders by consistently looking for ways to advance the organization and its role in economic development. The agency maintains open lines of communication with its stakeholders and is committed to engaging with industry and government to better understand their needs. On an annual basis OMDC releases a Business Plan which outlines its strategic objectives and how it has progressed against its operational, value-for-money and industry productivity and prosperity key performance metrics. Additionally, OMDC maintains transparency to industry and government by releasing detailed information in its Annual Report on funding recipients and awards.

In July 2016, the Ministry of Tourism, Culture and Sport (MTCS) released Ontario's first Culture Strategy which will contribute to guiding OMDC's work and investments in the creative industries over the next five years.

The Culture Strategy contains four overarching goals, which include: promoting creative engagement and inclusion, strengthening culture in communities across Ontario, fueling the creative economy, and promoting the value of the arts throughout government. Although OMDC contributes to all of the strategic goals, the focus of OMDC most directly supports fueling the creative economy and promoting creative engagement and inclusion. The agency is committed to supporting these goals and helping MTCS to break down barriers and increase opportunities for creative participation across the province.



OMDC is committed to supporting the Government of Ontario to achieve the goals set out in Ontario's Culture Strategy

Looking to the future, OMDC will continue to play an important role in supporting the creative industries and the economy more generally within Ontario. We are pleased to share our Strategic Plan for fiscal 2017-18 to 2021-22, which reflects our responsiveness to a shifting environment, builds on our past success, and is focused on a bold future vision.

OMDC facilitates relationships within and between different creative industries supporting innovative content development

Our Environment

OMDC's success is demonstrated through the significant contribution of Ontario's creative industries to the economy through job creation and revenue generation.

Ontario's creative economy is a key driver of direct economic value, employing nearly 215,000 workers and generating more than \$17 billion in direct industry gross domestic product.¹

Ontario also provides a strong environment for sustainable development of the creative industries. There are multiple

sectors operating within one region, creating the opportunity for cross-sectoral collaboration. Additionally, stable government support and a diverse and educated population assists in the growth and expansion of the creative industries and fosters their ability to innovate.

¹Provincial and Territorial Culture Satellite Account, 2010, Statistics Canada – Final Data – released June 9, 2015. NOTE: Aggregation of industries includes periodicals, books, newspapers, multi-sub from the written and published works domain, film and video, broadcasting, interactive media (i.e., games, on-line games, wireless games, and PC games as well as other related interactive digital edutainment products), live performance (i.e., performing arts and festivals and celebrations), applied arts (i.e., advertising, architecture, and design) and sound recording and publishing. Figures are from the industry perspective.



OMDC's Strategic Plan

We want Ontario to be a globally leading jurisdiction recognized for innovative local companies producing exceptional content as well as a competitive destination for investment and development.

VISION

IT STARTS WITH OUR VISION OF THE FUTURE.

An Ontario where our creative industries are globally leading and competitive; celebrate Ontario's cultural vitality; and drive economic growth and development in the Province.

We want Ontario to be a globally leading jurisdiction, recognized for innovative local companies producing exceptional content as well as a competitive destination for investment and development.

MISSION

OUR MISSION: HOW OMDC WILL CONTRIBUTE TO THIS FUTURE

To be a catalyst for economic development in Ontario's creative industries through investment, promotion, and facilitation of innovation and collaboration, both domestically and internationally.

This is our role and what we do every day – as an agency of government we work collaboratively with our private and public sector partners to drive economic development, including GDP and employment, in Ontario's book and magazine publishing, film and television, and music and interactive digital media industries.

GOALS

STRATEGIC GOALS AND ENABLERS

Currently OMDC is delivering a suite of programs and services through funding programs, tax credits and industry development. These key programs have been vital to the growth of Ontario's creative industries and they will continue to be a focus for the organization in the future. Yet there are still opportunities that OMDC can work to address through its strategic goals. We will meet our strategic goals by focusing on two operational enablers to ensure service and operational excellence and to empower people and teams.



Values

These five core values embody the attitudes and behaviours we promote and encourage across our organization and are fundamental to our relationship with our stakeholders and our internal culture.

FLEXIBLE

Be open to new ideas and approaches and proactively adjust based on our environment.

SMART RISK-TAKING

Take risks that support our vision based on good information and learn from investments that do not meet expectations.

COLLABORATIVE

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

ACCOUNTABLE

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

INCLUSIVE

Value, celebrate and support diversity.

These five core values embody the attitudes and behaviours we promote and encourage across our organization and are fundamental to our relationship with our stakeholders and our internal culture. Our team demonstrates its commitment to these core values through our decisions, daily activities and interactions with our partners, customers and each other.

The following pages provide more detail on how we define each of these areas, the plan to achieve them, and how we will measure our progress and success.





Stimulate Economic Growth and Employment

OMDC's focus is on stimulating economic development through the creative industries. To support the continued growth of the sector OMDC needs to have an effective set of investment tools that support high potential companies to grow and compete in the global marketplace.

THIS MEANS:

- We will invest in high potential companies to help them grow and compete domestically and internationally
- We will deliver targeted programs and services that add value and have impact
- We will embrace new opportunities and tools to support content development in all sectors

HOW WE WILL ACHIEVE THIS:

1. Champion the modernization of Ontario's tax credits
2. Regularly update program parameters to ensure they are modern and responsive and to optimize the impact of OMDC's role across the value chain
3. Explore new sources of investment capital and/or financing models to support industry growth (e.g., loan guarantee, loan facility, angel/venture capital)



Promote the Industries

In an increasingly globalized and competitive industry, awareness of the high-potential and achievements of Ontario-based creative companies will grow new markets, domestically and internationally. Additionally, building Ontario's brand as a leading international jurisdiction for production and development will attract financial investment and create knowledge-based jobs in the sector.

THIS MEANS:

- We will build awareness, encourage development and attract investment into Ontario's creative industries
- We will generate excitement about the achievements of Ontario's creative industries
- We will support the promotion of Ontario's creative industries domestically and internationally

HOW WE WILL ACHIEVE THIS:

1. Promote Ontario as a place for inward investment and development in the creative industries
2. Amplify domestic and international exposure and export opportunities for Ontario companies and content
3. Refresh OMDC's branding and communications to support promotion activities



Encourage Collaboration and Innovation

The creative industries are in a state of constant change. For companies to compete in this environment they need to be at the forefront by developing new and innovative products, services, and business models. Collaboration and information sharing can help support and enable this type of innovation and OMDC can be a catalyst to encourage and connect organizations from across and outside of the creative cluster.

THIS MEANS:

- We will build and foster collaborative relationships among the creative industries to encourage innovation
- We will facilitate relationships between creative industries and the broader private and public sectors, domestically and internationally
- We will actively seek opportunities to generate and share knowledge and ideas

HOW WE WILL ACHIEVE THIS:

1. Stimulate innovative cross-sector collaboration within the creative industries and with broader public sector partners
2. Optimize the impact of OMDC's programs by incorporating business intelligence and leveraging partnerships
3. Facilitate domestic and international business partnership opportunities for Ontario-based companies



Ensure Service and Operational Excellence

At OMDC, we are continuously working to be a better organization. We have already completed some foundational work to improve our processes and technology and we will build on that work to ensure OMDC's operations are more efficient and focused to support excellent customer experience and the effective use of resources. As we concentrate on these areas, robust data and effective monitoring and reporting will be essential to maintain our commitment to accountability and continuous improvement.

THIS MEANS:

- **We will ensure a respectful customer experience for everyone who interacts with OMDC**
- **We will be informed by evidence to continuously improve the value and impact of programs and services**
- **We will be fiscally responsible, accountable and transparent in our operations to ensure that public funds are invested effectively**

HOW WE WILL ACHIEVE THIS:

1. Continue to streamline internal processes and procedures
2. Review program priorities and capacity to deliver across the agency to ensure a continued focus on high-value activities
3. Streamline reporting to focus on transparent performance measurement and outcomes



Empower People and Teams

We recognize that our people are our strength – the team at OMDC is made up of experts in their fields who are passionate about the creative industries and the potential these industries have to contribute to Ontario. In this rapidly evolving industry we must support our people and our culture to be flexible, nimble and responsive to change. We will build this capacity to ensure that OMDC's organizational culture and corporate systems support staff to achieve excellence and are aligned to our mission and contribute to our vision.

THIS MEANS:

- We will actively ensure our culture reflects the diversity of Ontario and contributes to our vision, mission and values
- We will be an employer of choice to recruit and retain the best people in an inclusive work environment
- We will support our staff to be expert leaders through ongoing learning and development

HOW WE WILL ACHIEVE THIS:

1. Maintain focus on continuously evolving OMDC's culture to align with agency and government values
2. Attract and retain the best people and support them to achieve excellence

Measuring Our Progress

Through a regular monitoring, measuring, and reporting process, we will be transparent about our progress in achieving our strategic goals.

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

Strategic Goals

Key Performance Indicators

STIMULATE ECONOMIC GROWTH AND EMPLOYMENT

- Return on investment and attributable GDP impact
- Leverage value on OMDC investment by fund and tax credit
- Job creation (attributable jobs and average FTE salary)

PROMOTE THE INDUSTRIES

- Social media engagement
- Media impressions/reach
- Value and proportion of L.A. Office-assisted projects that shoot in Ontario

ENCOURAGE COLLABORATION AND INNOVATION

- Collaborative initiatives supported and led by OMDC
- Business leads generated and converted by participants at OMDC initiatives
- Number and value of deals arising from OMDC facilitated collaboration initiatives

Enablers

Key Performance Indicators

ENSURE SERVICE AND OPERATIONAL EXCELLENCE

- Process improvement measures (processing time and average application cost)
- Percent of service standards achieved
- Industry/customer satisfaction

EMPOWER PEOPLE AND TEAMS

- Staff job satisfaction and engagement
- Staff retention rates
- Staff professional development participation





What We Do

Ontario Media Development Corporation (OMDC) is a Crown agency funded through the Ministry of Tourism, Culture and Sport (MTCS). OMDC is governed by a Board of Directors, appointed by the Lieutenant Governor in Council, who oversees the independent operations of the agency and ensures its accountability to MTCS and Ontarians more broadly.

OMDC is governed by Ontario Regulation 672/00 made under the *Development Corporations Act, R.S.O. 1990, c. D.10*. The purpose of the Act is to specify the role of development corporations in stimulating employment and investment in Ontario. Further, the Regulation specifies the main businesses within the cultural media industry which OMDC is responsible for developing and diversifying. These include businesses that develop, publish, distribute, market and/or sell books and magazines and/or audio-visual products (i.e., film and television, sound recording, and interactive digital media), as well as creators and developers of new or hybrid cultural media works or products which contain cultural content.

The Regulation also specifies the following six objects that, taken together, allow OMDC to stimulate employment and investment in Ontario's creative media sector:

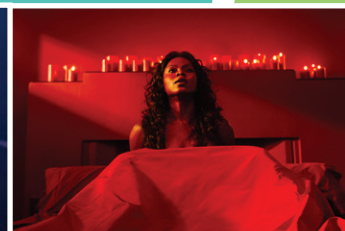
1. by contributing to the continued expansion of a business environment in Ontario that is advantageous to the growth of the cultural media industry and to the growth of new employment, investment and production opportunities in Ontario;
2. by facilitating and supporting innovation, invention and excellence in Ontario's cultural media industry by stimulating creative production, format innovation and new models of collaboration among sectors of the cultural media industry;
3. by fostering and facilitating co-operation among entities within the cultural media industry and between the public and private sectors to stimulate synergies in product development and the creation of products with original Canadian content;



4. by assisting in the promotion and marketing of Ontario's cultural media industry as a world-class leader;
5. by administering provincial tax credit programs and such other programs and initiatives as may be required by legislation or a Minister of the Government of Ontario; and
6. by acting as a catalyst for information, research and technological development in the cultural media industry provincially, nationally and internationally.

OMDC meets its mandate by working with industry and government partners to stimulate investment and job creation in Ontario's creative industries. In collaborating with these groups OMDC plays a critical public-private sector intermediary role and facilitates international and cross-sectoral relationships that increase the profile of Ontario's creative industries. Its spectrum of activities include:

- **Delivering funding programs and incentives;**
- **Administering tax credit programs;**
- **Promoting the Province both domestically and internationally; and**
- **Initiating business intelligence activities.**



Strategic Planning Process

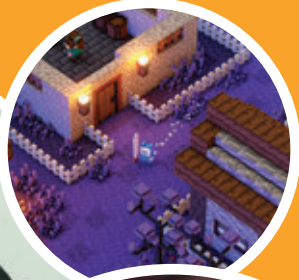
As we begin to implement this plan we will continue this engagement to ensure that we are progressing towards shared goals and achieving our collective vision for the future of Ontario's cultural industries.

The strategic plan was developed by the Board of Directors and Senior Management Team to guide OMDC over the next five years. Our strategic planning process began in June 2016 and was completed in December 2016. Throughout the planning period, we considered our internal and external operating environment by examining our organization's strengths and opportunities for improvement, the business environment and technological changes in the industries we support and best practices from other jurisdictions. This plan was developed with the input of OMDC's staff, industry partners and government stakeholders. As we begin to implement this plan we will continue this engagement to ensure that we are progressing towards shared goals and achieving our collective vision for the future of Ontario's creative industries.

Specifically, the process included:

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







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