

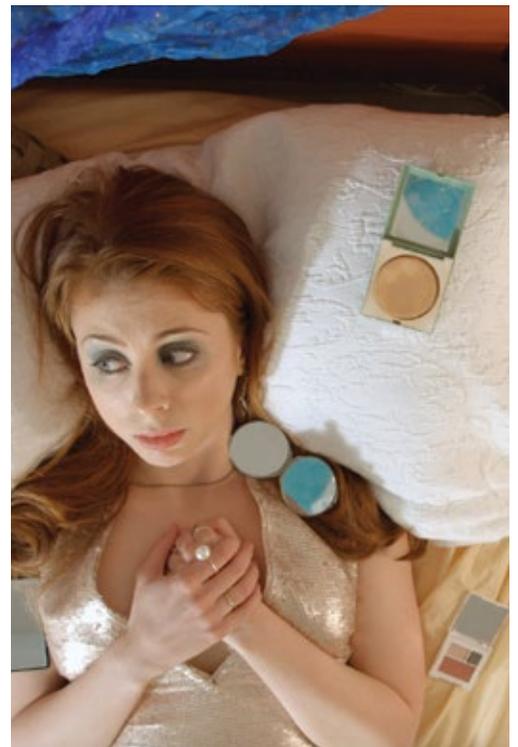


Ontario  
Media  
Development  
Corporation

# OMDC

YEAR IN REVIEW 2017 | 2018

#ONcreates



OMDC's mission is 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. As a government agency, we work collaboratively with our private and public sector partners to drive growth – including GDP and employment – in Ontario's cultural media industries, including film and television, interactive digital media, music, book publishing and magazine media.

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**Cover images, clockwise from top left:**

Iskwé (photo: Lisa MacIntosh), *The Handmaid's Tale*, *Kristal Clear*, *Falls Around Her*, *Dash Quest Heroes*, *The Shape of Water*, Jeremy Dutcher

**Back cover images, clockwise from top left:**

*Letterkenny*, *What Walaa Wants*, *Ski, Blanche et avalanche*, *Bay Street Bull*, James Barker Band, *The Never-Ending Present: The Story of Gord Downie and The Tragically Hip*, Keshia Chanté (photo: David Leyes)

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Disponible en français



From top: The team behind *The Handmaid's Tale* celebrates eight Emmy Award wins (photo: Robert Ascroft); Numismatic's videogame *Light Fingers*; Juno Award winners A Tribe Called Red; and National Magazine Award winner *Maclean's*

## HIGHLIGHTS



**\$7 BILLION CONTRIBUTION TO ONTARIO'S GDP**  
From OMDC-supported creative media industries\*



**57,000+ JOBS**  
Created by OMDC-supported creative media industries\*



**175:1 ROI FROM OMDC EXPORT FUND**  
Export Fund recipients reported earning sales of more than \$300 million – \$175 for every dollar invested by OMDC



**7.4 MILLION UNITS OF MUSIC RECORDINGS SOLD**  
The Ontario Music Fund has supported domestic music recording sales of 7.4 million units



**LEVERAGED \$18 FOR EACH TAX CREDIT DOLLAR INVESTED**  
Each tax credit dollar leveraged more than \$18 in additional production/product spending



**346 FOREIGN MARKETS**  
OMDC supported nearly 200 companies to make 837 trips and attend 346 foreign markets

\*Source: Statistics Canada, 2016

## MESSAGE FROM THE CHAIR AND THE PRESIDENT & CHIEF EXECUTIVE OFFICER

OMDC Chair  
Mark Sakamoto



OMDC President & CEO  
Karen Thorne-Stone

Ontario stories and productions are having a moment on the world stage.

Notably, feature film *The Shape of Water* has won more than 100 awards worldwide – among them four Oscars®, including the trophy for best motion picture and one for its Canadian production-design team. Its director, Mexican-born Guillermo del Toro, has shot his last three movies in Toronto, working nearly exclusively with local crews.

*The Breadwinner* – a coproduction among Toronto's Aircraft Pictures and Irish and Luxembourg partners – received Academy Award and Golden Globe nominations for best animated feature and won the Annie Award for best independent animated feature. It's based on Deborah Ellis' book of the same title that was optioned out of OMDC's From Page to Screen initiative.

Meanwhile, the Hulu drama *The Handmaid's Tale*, based on the novel by Toronto writer Margaret Atwood, shoots in various cities in the Province and has garnered widespread acclaim. In its first season it won eight Primetime Emmy Awards, including outstanding drama series. Season two has racked up Emmy nominations in 20 categories.

These successes are a testament to Ontario's incredible content, locations and production pool. We're delivering a perfect mix of talent, environment, competitive financial incentives and government support that helps create first-class shows enjoyed and celebrated around the world. Last year saw production volumes of \$1.6 billion and nearly 33,000 jobs supported in this vital sector.

Good news can also be found in the fast-expanding interactive digital media (IDM) sector, which contributed \$2.7 billion to Ontario's GDP in 2016, according to Statistics Canada. Ontario IDM companies recently projected growth of 44% in salaried employees in the following two years and annual industry revenue growth of 61%, according to the Interactive Ontario report *Measuring Success*.

They cited access to public funding as the top determinant for growth. These companies are led by innovative, creative and savvy entrepreneurs who have made the Province a world leader in the sector, and in the following pages you will find examples of how OMDC support has helped Ontario IDM content succeed across Canada and in the international marketplace.

Ontario's music industry continues to be an international phenomenon. Alessia Cara won the award for best new artist at the 60th Annual Grammy Awards. Drake recently became the first male solo performer to place two songs atop the *Billboard* charts for 10 weeks. Shawn Mendes became the first artist to have three number-one songs on *Billboard's* Adult Contemporary chart before turning 20. OMDC's Ontario Music Office has helped these artists on their amazing upward trajectories.

OMDC was proud to host the 30th Anniversary Trillium Book Award, Ontario's premier prize in literature celebrating excellence in prose and poetry in both of Canada's official languages. The lead-up to this milestone gala included Author Readings in Ottawa – a bilingual event – and in Toronto, both featuring past award finalists.

OMDC is proud of the role it has played in the success of Ontario's cultural sectors and sees great potential for continued growth. We are grateful for the confidence the Government of Ontario places in us and for the contribution of our Board and staff towards enabling Ontario's creative industries to make a significant addition to the Province's economy.

Sincerely,

Mark Sakamoto  
Chair

Karen Thorne-Stone  
President & CEO

# FILM & TELEVISION

The **OMDC Film Fund**, consisting of Development and Production components, is designed to increase the level of domestic feature film production in Ontario. It provides support to Ontario producers for feature film projects in the final stages of development and production financing.

The **Export Fund - Film and Television** provides eligible Ontario producers with funding to pursue strategic export development activities that support company growth and produce measurable business development results, including attendance at international market events and targeted sales trips.

**Tax credits:** The Ontario Film and Television Tax Credit (OFTTC), Ontario Production Services Tax Credit (OPSTC), and Ontario Computer Animation and Special Effects Tax Credit (OCASE) provide critical investment to domestic and international film and television production and post-production in Ontario, including animation and visual effects.



The feature *Falls Around Her*, produced by Basweve Films and The Film Farm and starring Tantoo Cardinal, benefited from the OMDC Film Fund Diversity Enhancement

## New Diversity Enhancement

The **Diversity Enhancement** - launched in 2017-18 as part of the OMDC Film Fund - provides an additional \$4.5M over three fiscal years to films that meet the provincial definition of diversity, encompassing: ancestry, culture, ethnicity, gender identity and expression, language, physical and intellectual ability, race, religion, sex, sexual orientation and socio-economic status. Non-traditional coproduction partners and jurisdictions are also considered.

### OMDC Film Fund

**\$5.8M**  
INVESTED

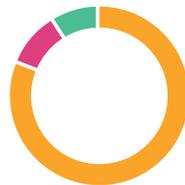
**45**  
PROJECTS SUPPORTED

**\$24.62**  
ADDITIONAL PRODUCTION  
FINANCING GENERATED FOR  
EVERY DOLLAR INVESTED

**10,477**  
WEEKS OF WORK FROM  
PROJECTS FUNDED

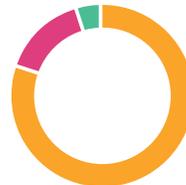
### Film and TV Production Activity in Ontario for the 2017 Calendar Year

Domestic Production by Format



<span style="color: orange;">■</span> <b>Television series<sup>1</sup>:</b>	\$622,700,000
<span style="color: pink;">■</span> <b>Feature film:</b>	\$80,600,000
<span style="color: green;">■</span> <b>TV movies, miniseries, specials, pilots<sup>2</sup>:</b>	\$69,600,000
<b>Total:</b>	\$772,900,000

Foreign Production by Format



<span style="color: orange;">■</span> <b>Television series<sup>1</sup>:</b>	\$653,300,000
<span style="color: pink;">■</span> <b>Feature film:</b>	\$121,900,000
<span style="color: green;">■</span> <b>TV movies, miniseries, specials, pilots<sup>2</sup>:</b>	\$46,300,000
<b>Total:</b>	\$821,600,000

Live Action vs. Animation



<span style="color: lightblue;">■</span> <b>Live action:</b>	\$1,456,700,000
<span style="color: darkblue;">■</span> <b>Animation:</b>	\$137,600,000
<b>Total:</b>	\$1,594,300,000

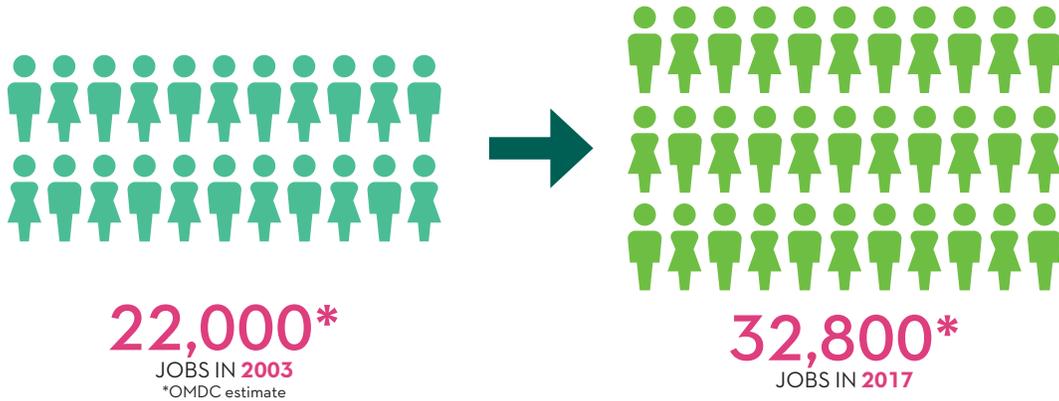
Data represents expenditures of all productions using OMDC-administered incentives and services. Data does not include television commercials, corporate videos, music videos, or broadcaster in-house production. Figures include live action and animated production. Data reflects the production expenditures in Ontario during the year and does not always reflect the total budgets of the projects. There may be productions that shot in Ontario that are not included in these totals due to the timing of project applications.

All dollar figures are in millions of Canadian dollars. Dollar figures have not been adjusted for inflation. Totals may not add due to rounding.  
<sup>1</sup> The number of television series does not include cycles which began production in the previous year.  
<sup>2</sup> Productions with fewer than six episodes.

# 2017: ANOTHER STRONG YEAR FOR ONTARIO FILM AND TELEVISION PRODUCTION

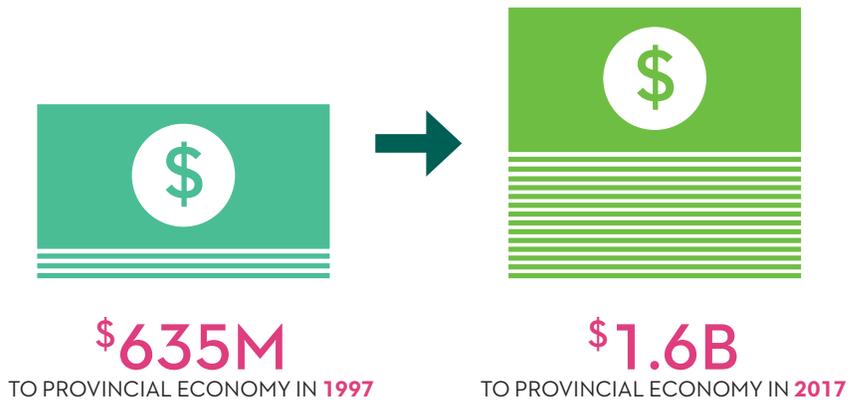
Ontario's film and television production industry accounted for approximately 32,800 full-time direct and spin-off jobs in 2017 and contributed \$1.6 billion to the economy, stimulated by substantial provincial investment and a highly skilled local workforce.

## FILM AND TELEVISION PRODUCTION ACCOUNTED FOR

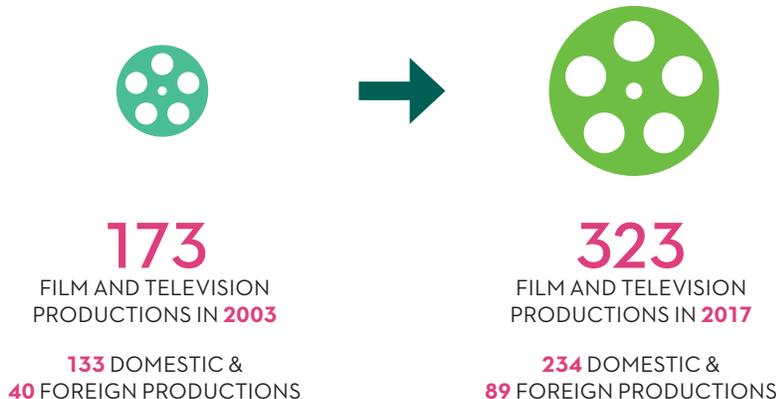


## FILM AND TELEVISION PRODUCTION CONTRIBUTED

**\$1B+**  
IT WAS THE SEVENTH CONSECUTIVE YEAR THAT FILM AND TV PRODUCTIONS SUPPORTED BY THE PROVINCE CONTRIBUTED MORE THAN \$1 BILLION TO ONTARIO'S ECONOMY



## FILM AND TELEVISION PRODUCTIONS



**↑**  
THE NUMBERS OF DOMESTIC AND FOREIGN PRODUCTIONS THAT SHOT IN ONTARIO WERE UP 4% AND 13%, RESPECTIVELY, OVER THE PREVIOUS YEAR

# ONTARIO FILMMAKERS AT TIFF 2017

Productions supported through the OMDC Film Fund that screened at the 2017 Toronto International Film Festival (September 7-17), include, clockwise, from top: *Don't Talk to Irene*, *Indian Horse*, *Tulipani*, *Pyewacket* and *Long Time Running*.



## < The Breadwinner

*The Breadwinner*, supported by the Film Fund, also screened at TIFF. Adapted from the award-winning book by Deborah Ellis and published by Ontario's Groundwood Books, the animated Canada/Ireland/Luxembourg coproduction garnered Oscar® and Golden Globe nominations for best animated feature, an Annie Award for best independent animated feature, four Canadian Screen Awards, and was picked best animated film by the Los Angeles Critics Association.

## OMDC at TIFF 2017 >

Celebrate Ontario, OMDC's 11th annual salute to Ontario films and filmmakers at TIFF, was held at The Carlu on September 8. More than 1,000 guests attended the event.



^  
Nicholas de Pencier and Jennifer Baichwal, directors of *Long Time Running*, attend Celebrate Ontario



The documentary *What Walaa Wants*, directed by Christy Garland, tells the story of a young woman in the Palestinian Security Forces. The Denmark/Canada coproduction received support from the OMDC Film Fund, including the Diversity Enhancement. It was nominated for best documentary at the Berlinale, won the Special Jury Prize for Canadian Feature Documentary at Hot Docs, and the AOL Charitable Foundation Award from the Gucci Tribeca Documentary Fund.



**The OMDC Film Fund supported *What Walaa Wants* at a crucial moment when options were limited and we needed to finish the film in time to premiere at Berlinale 2018. The OMDC's funding also demonstrates to all our international partners there is support for POV documentary in Canada."**

– Matt Code, founding partner, Wildling Pictures, and producer, *What Walaa Wants*



Producers Jörg S. Tittel and Alex Helfrecht from the U.K.'s Oiffy at the International Film Financing Forum

## INTERNATIONAL CO-PRODUCTION

### ON the International Stage

Through **Export Fund - Film and TV**, OMDC supported 102 film and television companies to embark on 507 business trips, including attendance at 180 international markets.

At the **Cannes International Film Festival** (May 17-28, 2017), OMDC co-hosted an Ontario event with the Toronto International Film Festival attended by 700 delegates and hosted an international networking dinner for producers and a lunch attended by alumni of the **Producers Lab Toronto** program, which wrapped up in 2016. OMDC staff met with stakeholders from New Zealand, Germany, India, U.K. and Norway. Canada was the **European Film Market's** Country in Focus at the 2018 Berlin International Film Festival (Feb. 15-25) and OMDC attended with more than 50 Ontario producers to work on global business development goals. It also hosted a dinner for Ontario producers and their international guests.

Bringing Ontario, Canadian and international film producers together with international financiers, the 12th annual **International Film Financing Forum (IFF)** took place Sept. 10-11 during TIFF. Thirty-nine feature-film project teams from Australia, Egypt, Germany, Ireland, Israel, Luxembourg, New Zealand, Serbia, South Africa, Sweden, the U.S. and the U.K. participated along with more than 30 international industry executives. Brokered one-on-one meetings resulted in more than 550 leads for producers.

At the 2018 **Kidscreen Summit** in Miami (Feb. 12-15), OMDC organized a breakfast with Canadian and Chinese producers in association with the Consulate General of Canada in Shanghai and the Trade Commissioner Service, and had a presence at the Canada Stand and supported the Canada networking event. Other initiatives sent producers to the **Nordic Co-production and Finance Market** in Haugesund, Norway, the **Production Finance Market** in London, U.K., and **Film Bazaar** in Goa, India. OMDC also sent one writer/producer team to the **eQuinox Screenwriters' Workshop** in Munich, Germany.

# ONTARIO AT THE CANADIAN SCREEN AWARDS

Ontario shone brightly at the 2018 Canadian Screen Awards, held in Toronto in March to honour achievements in film, television and digital media production. The featured CSA-winning projects were supported by the OMDC.

The team behind Ontario/Newfoundland/Ireland co-pro *Maudie* celebrates seven CSAs, including best motion picture. From left: director Aisling Walsh, producers Mary Young Leckie and Bob Cooper, costume designer Trysha Bakker, producers Heather Haldane and Mary Sexton. > Photo: ACCT/George Pimentel



**The Space We Hold**  
National Film Board of Canada | Cult Leader  
Best Original Interactive Production:  
Patricia Lee, Tiffany Hsiung, Christopher Kang,  
David Oppenheim



**League of Exotique Dancers**  
documentary Channel (CBC) | Storyline  
Entertainment  
Barbara Sears Award for Best Visual Research:  
Erin Chisolm



## Canadian Screen Week

OMDC sponsored **Canadian Screen Week** (CSW) (March 5-11) with programming that included the launch of the OMDC-sponsored Academy Talks program *The Audience*, which includes five panel sessions over the course of the year. Above: Matt King, founder and co-president, LaRue Entertainment, and Jessica La Grassa, manager of sales, home entertainment and ancillary, Mongrel Media, participate in "The Long Tail Model," the first of these, which kicked off during CSW.



**Where the Universe Sings: The Spiritual Journey of Lawren Harris**  
TVO | White Pine Pictures  
Best Sound, Non-Fiction: Sanjay Mehta,  
Ian Rodness, Steve Blair, Dustin Harris



**Save Me**  
CBC.ca | iThentic  
Best Actress, Web Program or Series:  
Emma Hunter

## ONTARIO FILM COMMISSION



### Locations Library

The fully refreshed OMDC Locations Library website launched in November with enhanced functionality, providing image galleries of locally shooting productions and highlighting key information about the Film Commission's services, Ontario's production and post-production sectors, competitive financial incentives, creative talent, infrastructure and news: <https://digitallibrary.omdc.on.ca>



**257,021**  
IMAGES



**9,267**  
LOCATION PORTFOLIOS



**31,583**  
DATABASE VISITS



Director Guillermo del Toro and Ontario producer J. Miles Dale celebrate four Oscar® wins for *The Shape of Water*. The Ontario-shot movie contributed more than \$20 million to the provincial economy through equipment purchases, visual effects and the employment of more than 1,500 Ontarians.



**The Shape of Water is an Ontario film in virtually every sense. The Ontario Film Commission was integral to finding our unique locations, world-class crews and special effects teams. So for us, Ontario is a one-stop jurisdiction."**

– J. Miles Dale, Producer, *The Shape of Water*

OMDC's Ontario Film Commission promotes the province for the purposes of generating investment in the film and television industry, and building capacity, competitiveness and long-term industry viability. The Commission develops and manages critical business relationships with producers, service providers, vendors and stakeholders, including trade associations and other organizations.

The Commission also provides complimentary location scouting and facilitation services to producers considering the province for shooting and post-production. OMDC's film consultants take projects from script to screen through the creation of bespoke location packages using one of the industry's most comprehensive digital photo libraries.

OMDC, in partnership with the City of Toronto, maintains a full-time presence in Los Angeles, providing on-the-ground marketing to attract production to Ontario, a direct link to the Province's regional film contacts and support to Ontario's screen-based content creators.

### Promoting Ontario

In July, the Film Commission hosted a **Visual Effects Familiarization Tour** in Ontario for 10 leading L.A.-based post-production supervisors to strengthen ties with domestic VFX vendors and post-production facilities. The Tour included studio visits and a VFX showcase at TIFF Bell Lightbox.

OMDC and Telefilm Canada co-hosted a stand at the 2017 **Toronto International Film Festival's Industry Centre** to promote Ontario as a leading production jurisdiction to international decision-makers and to provide a hub where Ontario stakeholders could schedule meetings with international delegates.

In November, Ontario Film Commissioner Justin Cutler attended the **American Film Market**, where he organized meetings between key production and financing decision-makers and Ontario producers with a mutual interest in cross-border co-ventures. More than 100 business leads were created.

Cultural Industries Ontario North and the Film Commission delivered a **locations scouting workshop** in Sudbury in January to strengthen the talent pool of scouts across the north, providing participants with the necessary skills to approach and photograph locations and update the OMDC's Locations Database.

# ONTARIO FILM & TV PRODUCTION ON THE WORLD STAGE



**150**  
 FILM AND TV PRODUCTIONS  
 DIRECTLY SUPPORTED BY  
 THE FILM COMMISSION'S  
 SCOUTING SERVICE

**216**  
 PRODUCTION LEADS  
 TO WHICH THE L.A.  
 OFFICE CONTRIBUTED

**\$953M**  
 CUMULATIVE VALUE  
 OF THESE PROJECTS

Clockwise, from top left:  
*Kin*, *It*, *Stockholm*, *Star Trek: Discovery*,  
*American Gods*, *Cardinal* (courtesy of CTV),  
*The Shape of Water*, *The Handmaid's Tale*,  
*Letterkenny*



## INTERACTIVE DIGITAL MEDIA



### OMDC IDM FUND

136

PROJECTS SUPPORTED

\$8.9M  
INVESTED

12,485

WEEKS OF WORK FROM  
PROJECTS FUNDED

### Supporting Interactive Digital Media

The **Interactive Digital Media (IDM) Fund: Concept Definition** program provides support for early-stage activities that will assist the applicant company in moving towards the production of a market-ready content project.

The **IDM Fund: Production** program provides IDM content creators with funding for high quality, original interactive digital media content projects.

**IDM Fund: Global Market Development** supported 50 companies to undertake 183 trips, including attendance at 97 international markets.

**IDM Fund: Marketing Support** provided funds towards marketing efforts for 22 IDM Fund: Production supported projects.

The **Ontario Interactive Digital Media Tax Credit (OIDMTC)** supports the development of interactive digital media products created in Ontario.

#### New

In 2017-18, the OMDC launched **IDM Fund Futures**, an initiative designed to teach business, marketing, and pitching skills to up-and-coming digital-media creators and those transitioning to digital from traditional screen content. Artscape, WIFT-T, Hand Eye Society, and Interactive Ontario ran the courses. Twenty-four companies completed the work and were fast-tracked to IDM Fund eligibility, and three companies were awarded grants from OMDC for early-stage development work.

There are 877 IDM companies in Ontario, according to *Measuring Success*, a 2017 study by Interactive Ontario. In 2016, Ontario's IDM industry contributed nearly \$2.7 billion to the province's GDP and employed nearly 20,000 people. Video game industry expenditures nearly doubled to \$522 million in 2017 from \$265 million in 2015, and the number of jobs in that sector increased 52% to 3,800.



The IDM Fund-supported interactive digital media series *Kristal Clear*, created by Amanda Fahey, tells the story of an internet celebrity and "selfie queen" (Melanie Leishman) who reunites with her estranged identical twin after she wakes to discover she's invisible. The show's accolades include winning best series and comedy actress at the 2018 HollyWeb Festival.

### Programming and attendance at key industry events

OMDC supported **TOJam 12** (May 5-7, 2017), where international game developers gather for a three-day game-making binge at George Brown College. The TOJam website allows the public to try one of the 78 games created by the 450 participants.

OMDC supported **T.O. WebFest** (May 25-27), which offers panels and workshops, screenings, installations, awards and special events geared at web-series creators. OMDC partnered on WebFest Connect, a facilitated networking event where independent creators and producers can book business meetings with industry professionals.

OMDC supported eight Ontario companies to attend **Gamescom 2017** (August 22-26) in Cologne, Germany. Canada was the feature country on display in the business area. The Canada Pavilion provided meeting tables and a demo station including a corner reserved for Ontario companies.

OMDC was lead supporter of Interactive Ontario's flagship **iVentures 2017** conference (Oct 26-27), which featured international speakers and guests. The 10th anniversary edition expanded the event to function as a marketplace for ideas across all forms of interactive digital media.

OMDC supported more than 35 Ontario companies to attend the **Game Developers Conference** (March 19-23, 2018) in San Francisco. OMDC hosted a booth in the GDC Play section where Ontario developers could demo their games, and held a networking event for Ontario producers and international distributors and media.

## AWARD-WINNING INTERACTIVE PROJECTS

Numismatic's *Light Fingers* won a Best in Play award at the 2018 Game Developers Conference. Played on a magical clockworks game board, the turn-based multiplayer game features real-time action and the chance to trick opponents in order to secure more loot. The game was also the judge's Best of the MIX top pick at the inaugural MIX (Media Indie Exchange) event in Seattle.

“

The IDM Fund allowed us to build the team of talented local individuals who brought *Light Fingers* to life and afforded us the opportunity to showcase this product at the largest trade shows and conferences. This support has let us realize our vision for the game while putting us on track to building a sustainable business.”

- Hubert Bibrowski, founder, Numismatic



Lightning Rod Games' OMDC-supported *A Fold Apart* was a Best in Play award winner at the 2018 Game Developers Conference. The 3D puzzle game explores the emotional struggles of a long-distance relationship through folding paper.



Future Immersive's *Furious Seas*, backed by OMDC, won a Best in Play award at the 2018 Game Developers Conference. The experience takes the user on virtual reality pirate-ship battles on the high seas.

## IDM SUCCESS STORIES



^

In *Graceful Explosion Machine*, the player pilots a fighter ship through uncharted planets, battling an alien armada to find a way home. Supported by IDM Fund: Production, the game from Vertex Pop debuted in April 2017 as one of the first indies on Nintendo Switch – on which it has sold more than 50,000 copies – and was later released on the PlayStation 4 and Steam platforms to critical acclaim, as evidenced by a Metascore of 77 on Metacritic.

“

**OMDC has enabled Vertex Pop to hire incredibly talented creative professionals, create videogames with world-class production values and gameplay, and build a sustainable business.”**

– Mobeen Fikree, CEO and designer/  
programmer, Vertex Pop



^

Tiny Titan Studios' *Dash Quest Heroes*, available on Android and iOS and capturing the spirit of RPG adventure classics from the 16-bit era, has reached more than 1.6 million downloads/players in six months and has been Apple's Game of the Day in the U.K. and other countries.

“

**The OMDC was paramount in the successful development and launch of Dash Quest Heroes. Its generous support helped us realize our ideal production quality and feature-set for players to truly enjoy that nostalgic experience.”**

– Jeff Evans, CEO and founder,  
Tiny Titan Studios

# MUSIC

Ontario is Canada’s key music hub. According to Statistics Canada, Ontario’s sound-recording and music-publishing industries contributed nearly \$380 million to the Province’s GDP and employed more than 4,600 people in 2016. Ontario record producers and distributors generate an estimated 79% of the Canadian industry total and annually pay \$37.7 million in employee salaries, wages and benefits. It is estimated that live music companies in Ontario generate upwards of \$600 million annually.

The Ontario Music Fund (OMF), administered by the Ontario Music Office (OMO), strengthens and stimulates growth in Ontario’s music companies and organizations as they expand their economic and cultural footprints across Canada and around the world.

## Supporting Music

**OMF: Music Company Development** provides Ontario-based music companies with funding to support new or expanded business activities, including strategic business and market development.

**OMF: Live Music** increases the number and quality of live music experiences enjoyed by residents in and visitors to Ontario at events, festivals and concerts featuring Canadian artists.

**OMF: Music Futures** stimulates entrepreneurship and provides support to develop Ontario’s diverse and emerging music industry.

**OMF: Music Industry Development** supports organizations engaging in strategic initiatives with long-term impacts on the growth and sustainability of Ontario’s music industry.



^  
Jeremy Dutcher

“  
**With support from OMF and the Music Futures program, I was able to grow my small business exponentially quicker than I ever could have alone, and was able to release my first solo record on my terms. These milestones are essential in beginning to build my audiences over the next couple of years.**”

- Jeremy Dutcher

## Industry Results after 4 Years of OMF Support

**7.4M**  
UNITS SOLD OF OMF-SUPPORTED MUSIC RECORDINGS

**\$21M**  
IN BUSINESS DEALS FROM EXPORT MISSIONS AND B2B MEETINGS

**7M**  
ATTENDANCE FOR LIVE MUSIC EVENTS FEATURING 6,000 PERFORMANCES BY ONTARIO ARTISTS

# OMF-SUPPORTED ARTISTS WIN AT 2018 JUNO AWARDS

Juno Week, including the 47th Annual Juno Awards, took place in Vancouver March 19-25, 2018. The Ontario Music Office and OMDC facilitated discussion tables as part of a gender parity workshop organized by Women in Music Canada.

Ontario artists enjoyed another strong showing at the awards ceremonies. The featured OMF-supported performers won prizes. Pictured, below, clockwise from top left: Lights, A Tribe Called Red, The Glorious Sons, The Beaches, James Barker Band, Gord Downie and Kevin Drew, Bruce Cockburn, Alvvays and Shawn Mendes.

“

**2017 was Linus Group’s most successful year in terms of sales revenue, export growth and awards, including Juno Awards for Bruce Cockburn and Buffy Sainte-Marie. The Ontario Music Fund has made us more competitive in a fast-changing cultural sector. With over 50% of our sales from outside Canada, it is clear the world appreciates our artists.”**

– Geoff Kulawick, President,  
True North Records/Linus Entertainment



Linus Group artist Buffy Sainte-Marie



## OMF AT MAJOR MUSIC INDUSTRY EVENTS

The OMF-supported **Canadian Music Week** (Apr. 18-23, 2017) brought the global music industry to Toronto and provided an opportunity for artists and industry professionals from Ontario, the rest of Canada and more than 40 other countries to showcase their talents and do business. OMF-supported activities included the International Music Summit, International Marketplace, Live Touring Summit, Live Music Industry Awards, and Fan Fest. The OMDC also hosted a panel on gender parity.

On November 22, 2017, the OMO hosted **Music Makes It**, OMDC's music and screen-based business development event. Two hundred fifteen eight-minute B2B meetings were scheduled to connect 29 Ontario music companies with 27 Ontario screen-based content creators, followed by a networking exercise.

The 2017 **Megaphono Music Conference and Festival** in Ottawa was supported through the Music Industry Development program. Seventy recording artists were showcased, including 55 from Ontario. International delegates from the U.K., U.S. and Iceland attended. Of surveyed artists, 100% agreed Megaphono was beneficial to their music career with outcomes including new bookings, contacts, and business relationships.



Canadian Music Week panel on gender parity. From left: Marina Adam (OMDC), Alka Sharma (Folk Music Ontario), Erin Benjamin (Music Canada Live), Julien Paquin (Paquin Artists Agency) and Tim Arnold (U.K.-based musician)



Representatives from music and screen-based content companies network at Music Makes It



**Voices of Freedom Festival** featuring internationally renowned, award-winning soprano Measha Brueggergosman performing "Songs of Freedom" with Wycliffe Gordon, the Songs of Freedom band and Laura Secord Secondary School Concert Choir, on September 29, 2017. Photo: Alex Heidbuechel

## International Business Development/Export

The OMF supports international export trade missions around the world that create business opportunities for Ontario music companies.

The OMDC works with various industry partners to deliver targeted B2B activities and showcase talent. In 2017-18, these included:

- **Americana Music Festival and Conference** trade mission  
Nashville, TN
- **CIMA business and music tech mission**  
San Francisco, CA
- **OMDC pre-Grammy music and screen B2B event**  
New York, NY
- **Fluvial Music Festival & Conference** trade mission  
Valdivia, Chile
- **The Great Escape: The Festival for New Music**  
Brighton, U.K.
- **CIMA Music Japan Business and Showcase Mission**  
Tokyo, Japan
- **PRS Foundation's U.K. launch of Keychange gender parity initiative** (OMDC partnership)  
London, U.K.
- **Reeperbahn Festival** (Canada was country of focus in 2017; OMDC hosted an international networking reception featuring a music and IDM activation)  
Hamburg, Germany
- **SXSW** (international networking reception)  
Austin, TX
- **WOMEX: The World Music Expo**  
Katowice, Poland

## Live Music

Ontario is home to some of Canada's best concerts and music festivals, and OMF support can be found in live music events across the province. The renowned *Live at Massey Hall* series features some of Canada's and Ontario's best talent, while family-friendly Riverfest Elora and the eclectic Bravo Niagara! Festival of the Arts feature global artists as well as musical acts from Ontario's diverse talent pool. Since 2013, nearly seven million people have attended OMF-supported live music events featuring more than 6,000 performances by Ontario artists.

## BOOKS

Ontario is home to Canada's largest book-publishing industry with annual operating revenues of \$1.1 billion (as of 2016), representing 67% the national total. Ontario publishers account for nearly \$257 million, or 68%, of national wages, salaries and benefits. The Ontario book publishing sector contributes more than \$500 million to Ontario's GDP and employs nearly 6,500 people.

### OMDC Book Fund

**\$2.4M**  
INVESTED

**33**  
PROJECTS SUPPORTED

**\$2.85**  
IN SALES EARNED FOR EVERY  
DOLLAR INVESTED

### Supporting Book Publishing

The **OMDC Book Fund** supports the business development of independent Ontario-based book publishers by providing funding for marketing initiatives and activities that enable them to build on their capacity to achieve business development goals. Through the Book Fund, the OMDC also supports publishers' author-touring initiatives.

The **Export Fund - Book** provides eligible Ontario publishers with funding to pursue strategic export development activities that support company growth and produce measurable business development results. Primary activities include targeted sales trips and attendance at international market events.

The **Ontario Book Publishing Tax Credit (OBPTC)** supports Ontario publishers to publish literary works by Canadian authors.

#### New

In June 2017, the OMDC launched the **Canadian Books in Ontario Schools Fund**. The program supports publishers to create learning materials for established works of Canadian literature and collective marketing activities that will raise awareness among education professionals about Canadian titles suitable for use in their classrooms.

### Business Development/Export

The **Export Fund - Book** supported 34 publishers to embark on 147 trips, including attendance at 69 key markets and fairs around the world. These included the **Frankfurt Book Fair** (October 11-15, 2017) and **Bologna Children's Book Fair** (March 26-29, 2018), at which OMDC supported networking dinners. OMDC also facilitated networking opportunities on the show floor in Frankfurt.

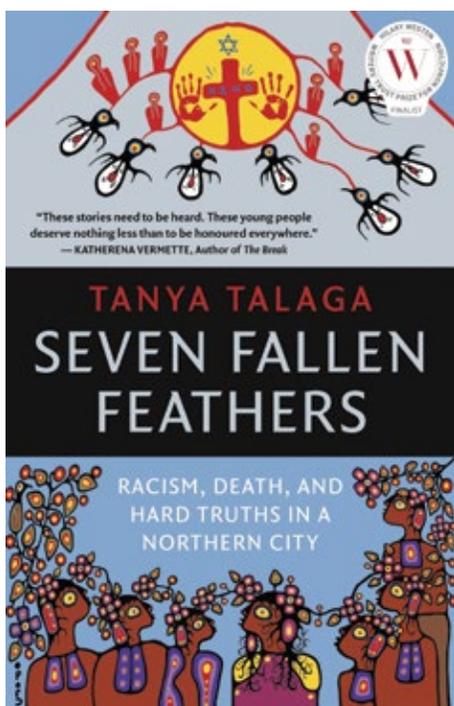
Canada will be Guest of Honour at the 2020 Frankfurt Book Fair. In March OMDC supported **Road Map to Frankfurt 2020: Building Your Rights Business**, a one-day conference that helped Ontario publishers prepare for and maximize their opportunities at the fair. Publishing experts from around the world, including Germany, provided key insights to Ontario publishers.

OMDC supported the **25e Salon du Livre de Toronto** (Nov. 29-Dec. 2, 2017), which serves as a focal point for the Francophone community and publishing industry in French-speaking Canada. More than 100 publishers and distributors participated, and the fair was coupled with a Francophone literary festival.

**Top Grade**, an initiative of the Association of Canadian Publishers, benefited from the OMDC's Industry Development Program. It supports children's publishers in promoting their books directly to school library decision-makers through the shipment of sample copies, promotional pieces, and other teaching resources. Sixteen Ontario publishers participated.

### Success story: *Seven Fallen Feathers*

Written by investigative journalist Tanya Talaga and published by House of Anansi Press, *Seven Fallen Feathers* delves into the tragedies that befell seven Indigenous youth in Thunder Bay, Ontario, and contextualizes these stories within Canada's long struggle with human rights violations against Indigenous communities. The book was a finalist for the Hilary Weston Writers' Trust Prize for Nonfiction, the BC National Award for Canadian Non-fiction and the Speaker's Book Award. It won the RBC Taylor Prize and the Shaughnessy Cohen Prize for Political Writing.



## PROMOTING ONTARIO AUTHORS

### Success story: ECW Press

Michael Barclay's *The Never-Ending Present: The Story of Gord Downie and The Tragically Hip*, published by Toronto's ECW Press, was a national bestseller for non-fiction and spawned an audiobook narrated by TV personality George Stroumboulopoulos and published by Audible Studios. David Caron, co-publisher of ECW Press, has committed to recording 100 Canadian audiobooks from 21 small publishers using Canadian voice talent provided by ACTRA. The project is funded by OMDC.



Participants at the 30th Anniversary Trillium Book Award Author Readings in Toronto on April 25, 2017: Nino Ricci (*Testament*), Adam Sol (*Crowd of Sounds*), Soraya Peerbaye (*Tell: poems for a girlhood*), Kate Cayley (*How You Were Born*), Wayson Choy (*All That Matters*), Damian Rogers (*Dear Leader*), Robert Hough (*The Man Who Saved Henry Morgan*) and Matthew Tierney (*Probably Inevitable*)



Participants at the 30th Anniversary Trillium Book Award Author Readings in Ottawa on May 3, 2017. Front row: Ian Brown (*The Boy in the Moon*), Éric Charlebois (*Centrifuge*), Maureen Scott Harris (*Drowning Lessons*), Michèle Vinet (*Jeudi Novembre*), Véronique-Marie Kaye (*Marjorie Chalifoux*), Sonia Lamontagne (*À tire d'ailes*), Serge Denis (*Social-démocratie et mouvements ouvriers*), Daniel Castillo Durante (*La passion des nomades*). Back row: Phil Hall (*Killdeer*), Brecken Hancock (*Broom, Broom*), Michèle Matteau (*Cognac et Porto*), Souvankham Thammavongsa (*Light*), Mark Frutkin (*Fabrizio's Return*), Jean Mohsen Fahmy (*L'Agonie des dieux*), Daniel Groleau Landry (*Rêver au réel*), Tina Charlebois (*Poils lisses*), Antonio D'Alfonso (*Un vendredi du mois d'août*).

### Authors in the Spotlight

At the **Toronto International Festival of Authors** (Oct. 19-29, 2017), OMDC supported the International Visitors Programme – which looks to strengthen links between Canadian and international publishers as well as promote Canadian writers – and hosted a networking lunch for Ontario and international publishers.

The **OLA (Ontario Library Association) Super Conference** (Jan. 31 - Feb. 3, 2018), held in Toronto, features the country's largest library tradeshow. OMDC supported the Ontario Book Publishers Organization with a pavilion space at which 25 member-publishers displayed their books.

The OMDC's final two **Author Readings** – celebrating the 30th Anniversary Trillium Book Awards – were held on April 25 and May 3, 2017 in Toronto and Ottawa, respectively. The bilingual Ottawa reading involved 18 authors and the Toronto event featured eight authors.

The **30th Anniversary Trillium Book Awards** shortlist was announced on May 9, 2017 and a public reading was held on June 19 in Toronto featuring readings from all 17 finalists.

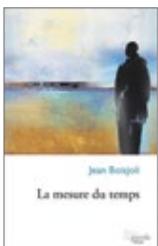
## THE 30<sup>TH</sup> ANNIVERSARY TRILLIUM BOOK AWARDS

OMDC is proud to present the Trillium Book Award, Ontario's premiere prize in literature celebrating the province's diverse writing talent for the past 30 years. Established to honour excellence in prose and poetry in both of Canada's official languages, the award is open to books in any genre. This has meant a rich, diverse range of fiction and non-fiction titles have appeared on the annual shortlist. This year was no different.

On June 20, 2017, OMDC President and CEO Karen Thorne-Stone, OMDC Chair Mark Sakamoto and emcee Heather Hiscox from CBC News Network hosted the Toronto awards ceremony, during which the 2017 Trillium Book Award winners were announced. The OMDC awarded more than \$75,000 in prizes to the winning authors and publishers. These included:



Trillium Book Award in English language  
Melanie Mah  
*The Sweetest One*  
(Cormorant Books)



Trillium Book Award in French language  
Jean Boisjoli  
*La mesure du temps*  
(Éditions Prise de parole)



Trillium Book Award for Poetry in English language  
Meaghan Strimas  
*Yes or Nope*  
(Mansfield Press)



Trillium Book Award for Children's Literature in French language  
Pierre-Luc Bélanger  
*Ski, Blanche et avalanche*  
(Éditions David)



# 172M

MEDIA IMPRESSIONS FOR  
THE 2017 TRILLIUM BOOK AWARDS  
(A 273% INCREASE OVER 2016)



“

**OMDC is proud to support the publishers of this year's winners and we thank them for the important contribution they make to ensuring the success of their authors and to the stellar reputation of Ontario's billion-dollar publishing industry.”**

– Mark Sakamoto, Chair, Ontario Media Development Corporation

”

Trillium Book Award winners Melanie Mah, Pierre-Luc Bélanger, Meaghan Strimas and Jean Boisjoli

## MAGAZINES

Canada’s magazine sector includes consumer and business-to-business (B2B) publications with content distributed both in print and digitally via a variety of web and mobile channels. Ontario has the country’s largest magazine media industry, generating \$935 million in operating revenues in 2015, accounting for 58% of the national total. Ontario’s periodical publishing sector contributed nearly \$460 million to the province’s GDP and employed more than 6,000 people in 2016. Publishers pay more than \$297 million annually in salaries and benefits.



### Supporting Magazine Media

The **OMDC Magazine Fund** supports the business development of independent Ontario-based magazine publishers. Funds are provided to assist in the growth of these businesses through the creation and implementation of new strategic initiatives that enable publishers to achieve business development and/or marketing objectives.



OMDC hosted a welcome networking event for Ontario and international publishers at the FIPP World Congress (Oct. 9-11, 2017) magazine media event in London, U.K. Front row: Matthew Holmes, Magazines Canada; Barbara Zatyko, Magazines Canada; Scott Jamieson, Annex Business Media. Middle row: Rosetta Heckhausen, *Applied Arts*; Alysya Procida, *Inuit Art Quarterly*; Suzanne Trudel, Alberta Magazine Publishers Association; Jacqueline Loch, St. Joseph Media; Natalie Milne, Maple Media. Back row: David Topping, St. Joseph Media; Melony Ward, Canada’s History; Erin Creasey, OMDC; John Intini, Rogers Media; Charles Grandmont, *l’actualité*; Leah Sandals, *Canadian Art*; Jaime Lipowitz, Ideon Media; Jennifer Varkonyi, *Maisonneuve*.

### Outreach and International Business Development

The Magazine Fund delivers strategic support for international business development. In 2017-18, publishers Municipal World, Media Matters, Annex Publishing and Graphic Arts were supported in attending a variety of international business, skills and sales development events.

OMDC supported key events including: the **2017 MagNet Conference** (Apr. 25-28, 2017), Magazines Canada’s best-practices event **Showcasing Success** (Nov. 2); and **Magazines in a Digital World** (Mar. 29, 2018), a presentation of Interactive Ontario and Magazines Canada.

OMDC presented information on the Magazine Fund at Magazines Canada’s sixth annual **Business Media Summit** (Jan. 22-23, 2018) in King City.



### Success Story: Canadian Art’s “In the Studio”

The video “In the Studio with Kent Monkman” was nominated for Best Online Video (Short) at the 2018 Digital Publishing Awards. *Canadian Art* was the only cultural publication nominated in this category. Videos in the series have been viewed more than 370,000 times. Image: Byron Chan

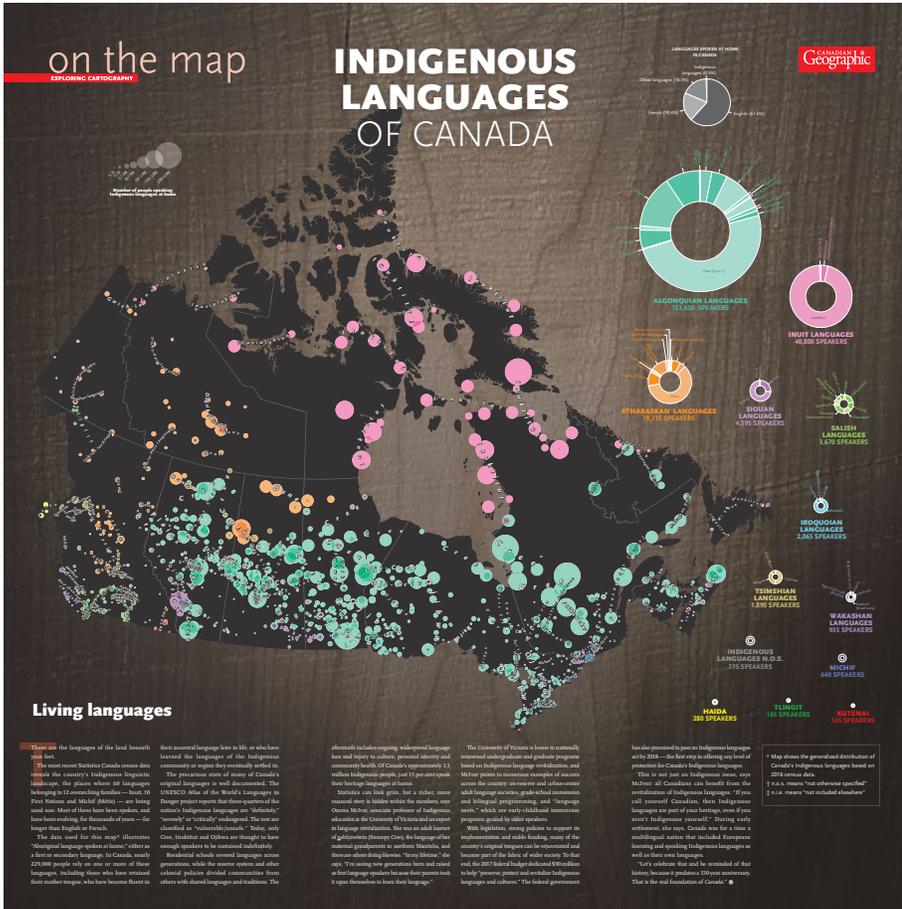
### OMDC Magazine Fund

**46**  
COMPANIES SUPPORTED

**\$2M**  
INVESTED

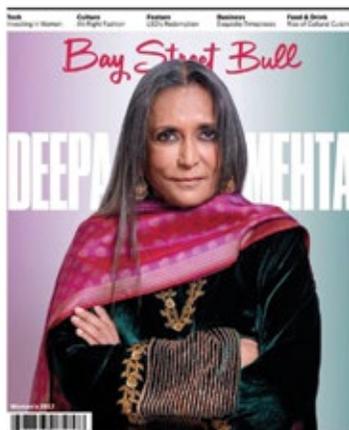
**\$3.5M**  
TOTAL PROJECT BUDGETS

# AWARD-WINNING PUBLICATIONS



Ontario magazines took home prizes at Masthead's 2017 Canadian Online Publishing Awards, presented on November 14. Winners include *Canadian Art*, *SavvyMom.ca* and *Cottage Life*. Above: *Legion Magazine* won gold for its interactive website *Cold Comfort*. *Legion* also won for Independent Publisher of the year.

The National Magazine Awards Foundation presented the winners of its 41st annual **National Magazine Awards** at a gala on June 1, 2018 honouring the previous year's print and digital publications. Winning OMDC-supported publications include *Canadian Geographic*, the *Literary Review of Canada*, *Toronto Life* and *The Walrus*. Above: *Canadian Geographic*'s "Indigenous Languages of Canada Poster Map" won Gold for One of a Kind Storytelling.



## Success Story: Bay Street Bull

This special women's edition of *Bay Street Bull* was distributed with *The Globe and Mail* and earned more than \$100,000 in revenue, helping the magazine grow its frequency from four to five issues annually, open up an advertising category, and further establish itself as a thought leader in the professional luxury marketplace.



## Success Story: Escapism

Twenty Two Media Group launched *Escapism* magazine to provide quality travel content to Toronto readers. The first issue had a distribution of 50,000 copies, generating \$176,000 in revenue and two full-time jobs.

# CROSS-SECTOR COLLABORATION

## From Page to Screen

On February 28, 2018 OMDC hosted the 11th annual From Page To Screen, a one-day B2B event promoting screen adaptations of Canadian books by matching 24 publishers with 45 screen producers. Six option deals came out of From Page to Screen in 2017-18. The Academy Award-nominated *The Breadwinner* was optioned out of an earlier edition of the event.

OMDC hosted its first **Content Exchange** on January 16, 2018, attended by 45 executives and decision-makers from all OMDC sectors to share ideas and develop cross-sector business opportunities. The day featured one-on-one meetings, two roundtable sessions and a keynote from Indigenous comedian and broadcaster Candy Palmater.



Crystal Sikma (Coach House Books) speaks with production company Clique Pictures' Aicha Diop and Lauren Grant at From Page to Screen



Content Exchange



Panelists from the Oct. 20, 2017 "Going Global" session of the Digital Dialogue Breakfast Series: Global Affairs Canada's Jeffrey Crossman, Big Coat Media's Maria Armstrong, Owlkids Books' Karen Boersma and DHX Media's Anne Loi



## Digital Dialogue Breakfast Series available ONLINE

The Digital Dialogue Breakfast Series is a year-round forum for conversation among leaders in media, culture and technology. Five sessions were held in 2017-18 in Toronto, Sudbury and Kitchener-Waterloo and can be accessed as podcasts on the OMDC website and through the OMDC Talks iTunes channel and on the Player FM app available through Google Play.

## Bringing together and educating the industry

On June 15-16, 2017, OMDC offered a **Digital Marketing Workshop** for film production and IDM companies eligible for marketing and distribution support, providing them with tools to increase marketplace discoverability of their OMDC-supported projects.

OMDC sponsored a new program called **OMDC Presents One-to-One Pitch Sessions at CMPA's Prime Time in Ottawa** (Jan. 31-Feb. 2). Also at the conference, Women in View launched the OMDC-funded toolkit *MediaPLUS+: women + diversity= the big picture*.

## Online activity



**1.1M**  
TOTAL REACH IMPRESSIONS ON TWITTER



**623K**  
PAGE VIEWS ON OMDC WEBSITE



**495K**  
POST IMPRESSIONS ON FACEBOOK



**12K**  
VIDEO VIEWS ON YOUTUBE

## BUSINESS & MARKET INTELLIGENCE

**\$122K**  
INVESTED

**4**

APPLICATIONS SUPPORTED

**16K**

UNIQUE VIEWS OF INDUSTRY  
PROFILES ON OMDC WEBSITE

**2.8K**

UNIQUE VISITORS TO ONLINE  
RESEARCH LIBRARY



Interactive Ontario's *A Diversity & Inclusion Toolkit for the Interactive Digital Media Industry*

OMDC engages in business intelligence activities in three ways: commissioning or undertaking its own research; providing funding to industry organizations through the Business Intelligence Program; and collecting and curating third-party studies to add to the Online Research Library. Together, these activities leverage funding and capacity in the industry to generate timely and relevant information with a relatively small investment by OMDC.

These activities provide a significant, measurable benefit to Ontario's creative media industries and government and academic stakeholders, ensuring Ontario maintains a presence in national initiatives and is internationally competitive. The activities are aimed at enhancing business intelligence for Ontario companies to successfully navigate the rapidly changing environment, to inform OMDC's program design, and ensure the strategic and high-impact investment of funding.



Women in View's *MediaPLUS+*:  
*women + diversity = the big picture*

## Industry-led Research

OMDC-funded research studies released in 2017-18 include:

1. *MediaPLUS+: women + diversity = the big picture* (Women in View)
2. *Canadian Ebooks in Public Libraries: A Gap Analysis Report on Trends and Issues in Ebook Collection Practices* (eBOUND Canada)
3. *A Diversity & Inclusion Toolkit for the Interactive Digital Media Industry* (Interactive Ontario)
4. *Toronto Videogame Database (TOVGDB)* (The Hand Eye Society)
5. *Use of Canadian Books in Ontario Public and Catholic Intermediate and Secondary English Departments: Results of a Survey of Teachers of Grades 7 through 12* (Ontario Book Publishers Organization)
6. *Pulse on VR: A Workflow and Ecosystem Study* (Canadian Film Centre)
7. *Digital Trends and Initiatives in Education: The Changing Landscape for Canadian Content* (Association of Canadian Publishers)
8. *Magazine Industry Paid Internship Study* (Magazines Canada)
9. *An Assessment of Northern Ontario's Film & Television Production Infrastructure* (Cultural Industries Ontario North)

## ONTARIO'S CULTURAL MEDIA TAX CREDITS

The OMDC administers six provincial tax credit programs across the film and television, interactive digital media, book publishing and music industries. These tax credits are key components in the viability and continued growth of these sectors in the Province. They provide important financial incentives that help attract and retain business in Ontario. They enhance companies' capacity to invest and reinvest, hire Ontario talent and make a substantial contribution to the Province's economy.

**\$14B**

Total Project Value

**\$747M**

Estimated Value of Tax Credits

**2,361**

Products/Productions Received

**3,047**

Products/Productions Reviewed

**2,639**

Products/Productions Certified

### ONTARIO FILM AND TELEVISION TAX CREDIT (OFTTC)

A 35 per cent refundable tax credit on Ontario labour expenditures for film and television productions produced by Ontario-based Canadian corporations.

### ONTARIO PRODUCTION SERVICES TAX CREDIT (OPSTC)

A 21.5 per cent refundable tax credit on Ontario production expenditures (both labour and non-labour costs as well as all post-production) for film and television productions by Canadian or foreign-controlled corporations.

### ONTARIO COMPUTER ANIMATION AND SPECIAL EFFECTS TAX CREDIT (OCASE)

An 18 per cent refundable tax credit on Ontario labour expenditures for digital animation and visual effects created in Ontario for film and television productions.

### ONTARIO INTERACTIVE DIGITAL MEDIA TAX CREDIT (OIDMTC)

A 40 per cent refundable tax credit (35 per cent for development under fee-for-service) on eligible expenditures to develop IDM products in Ontario, available to Canadian and foreign-controlled corporations.

### ONTARIO BOOK PUBLISHING TAX CREDIT (OBPTC)

A 30 per cent refundable tax credit on eligible expenditures to publish and market books by Canadian authors, available to Ontario-based Canadian corporations.

### ONTARIO SOUND RECORDING TAX CREDIT (OSRTC)\*

A 20 per cent refundable tax credit on eligible expenditures to produce and market sound recordings by Canadian artists, available to Ontario-based Canadian corporations.

\*The Provincial Budget of 2015 announced that the OSRTC would be discontinued. A company may still claim the OSRTC for sound recordings that commenced before April 23, 2015 but can only calculate the tax credit on expenditures incurred before May 1, 2016.

## Tax Credit Statistics for 2017-18

Tax Credit	Products / Productions Received	Products / Productions Reviewed	Eligible Products / Productions Certified	Total Value of Estimated Tax Credits	Project Value
<b>OFTTC</b>	292	371	356	\$250,599,648	\$1,542,553,042
<b>OPSTC</b>	200	252	248	\$318,824,687	\$11,613,510,228
<b>OCASE</b>	270	610	551	\$62,497,906	\$549,508,142
<b>OIDMTC</b>	1136	1187	876	\$111,490,049	\$330,751,618
<b>OBPTC</b>	437	588	579	\$3,523,737	\$12,120,831
<b>OSRTC</b>	26	39	29	\$184,119	\$1,113,374
<b>Total</b>	<b>2,361</b>	<b>3,047</b>	<b>2,639</b>	<b>\$747,120,147</b>	<b>\$14,049,557,234</b>

OCASE and OIDMTC applications are based on the applicant's fiscal year of activity and may include multiple productions. Up to 3 OSRTC certificates for each fiscal year are issued for each recording. Total Value of Estimated Tax Credits reflects certificates issued in the fiscal year, NOT production activity in that period.

## BOARD OF DIRECTORS

OMDC is governed by a Board of Directors appointed by the Lieutenant Governor-in-Council. The Board of Directors had 17 members who met regularly throughout the fiscal year, April 1, 2017 - March 31, 2018.

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### MARK SAKAMOTO, CHAIR

*Executive Vice-President*  
Think Research

### SHARIFA KHAN

*President & CEO*  
Balmoral Marketing Inc.

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### MARGUERITE PIGOTT, VICE-CHAIR

*Vice President, Outreach  
and Strategic Initiatives*  
Canadian Media Producers Association

### REZVANIFAR KIUMARS

*President*  
KVC Communications Group

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### NYLA AHMAD

*Vice-President, New Venture Operations &  
Strategic Partnerships*  
Rogers Communications Inc.

### IAIN KLUGMAN

*President and CEO*  
Communtech

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### JOHN BARRACK

*Barrister & Solicitor*  
John Barrack Strategic Counsel

### GAVE LINDO

*Chief of Staff & Senior Director of Programming*  
Canadian Broadcasting Corporation

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### PATRICK BOURBONNAIS

*Portfolio Manager Community Initiatives  
and Partnerships*  
Conseil des écoles catholiques du Centre-Est

### LISA LYONS-JOHNSTON

*President*  
Kids Can Press

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### PAUL BRONFMAN

*Chairman & CEO*  
Comweb Group and  
William F. White International Inc.  
*Chairman*  
Pinewood Toronto Studios

### ILDIKO MARSHALL

*Retired Vice-President and Publisher*  
Today's Parent Group at Rogers Publishing

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### ADAM CAPLAN

*Principal*  
web.isod.es

### ANITA McOUAT

*Partner, Audit and Assurance Group*  
PwC

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### SUSAN DE CARTIER

*President*  
Starfish Entertainment

### BLAKE TOHANA

*Chief Financial Officer*  
9 Story Media Group

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### RONALD HAY

*Founding Partner/Lawyer*  
Stohn Hay Cafazzo Dembroski Richmond

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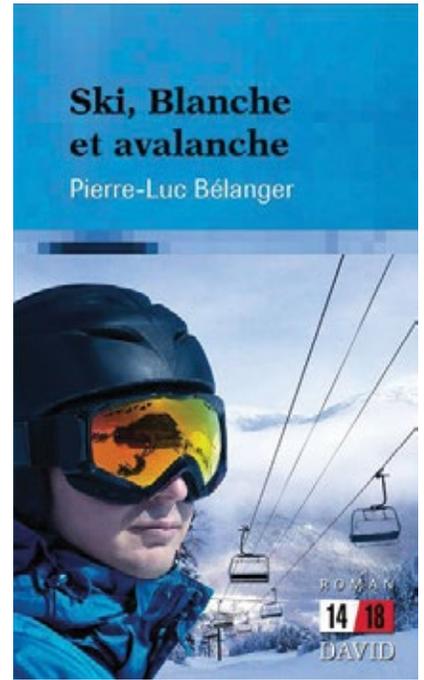
# OMDC STRATEGIC PLAN

Early in fiscal 2017-18, OMDC released a new Strategic Plan outlining our framework for 2017-18 through 2021-22.

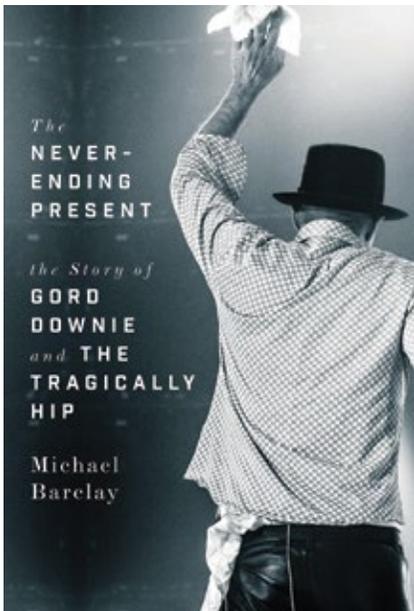
## VISION

**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.**





We've got it going



Ontario

Ontario Media Development Corporation