

ACTION PLAN



2022-2023



ON THE RIGHT TRACK

Last year, we released an ambitious Strategic Plan that remained faithful to who we are and to our history as an organization that's not afraid of being bold.

Progress is already being made in a number of the areas laid out in the plan. Thanks to your professional commitment and your spirit of collaboration—which have remained strong, despite the challenges of the pandemic—what we've accomplished to date is extremely impressive.

To carry this momentum forward, I'm pleased to present our 2022–2023 Action Plan, which highlights our priorities for the coming year. It's our roadmap to fulfilling our mandate and continuing to be one of the world's great creative labs, an incubator for talent and an agent of change in the lives of Canadians.

Thank you to everyone for believing in our ability to succeed. We're on the right track!



Claude Joli-Coeur
Government Film Commissioner and Chairperson
National Film Board of Canada

OUR PRIORITIES FOR 2022–2023

1

ACHIEVE LONG-TERM FINANCIAL SUSTAINABILITY AND INCREASE FUNDS ALLOCATED TO PRODUCTION ONCE OUR BUDGETS ARE BALANCED.

2

PROMOTE AND IMPROVE THE WELL-BEING OF EMPLOYEES AND COLLABORATORS, WHILE FOSTERING A HEALTHY, STIMULATING AND SAFE WORK ENVIRONMENT.

3

RENEW OUR APPROACH TO PROGRAMMING AND ENHANCE THE EXPERIENCE OF CREATION.

4

REINVENT THE WAYS WE MARKET, PRESENT AND DISTRIBUTE OUR WORKS.

5

IMPLEMENT OUR 2021-2025 TECHNOLOGY PLAN.

6

BE AN AGENT OF CHANGE IN MATTERS OF DIVERSITY, EQUITY AND INCLUSION.

7

IMPROVE GOVERNANCE TO ENSURE PLANNING IS COHESIVE, REALISTIC AND IN KEEPING WITH OUR ORGANIZATIONAL CAPACITY (EXECUTIVE COMMITTEE, OPERATIONS COMMITTEE, MANAGEMENT COMMITTEE).



PRIORITY

1

**ACHIEVE LONG-TERM FINANCIAL SUSTAINABILITY
AND INCREASE FUNDS ALLOCATED TO PRODUCTION
ONCE OUR BUDGETS ARE BALANCED**

ACTIONS

- 1** Adapt the NFB's organizational structure to achieve the goals of the 2020–2023 Strategic Plan.
- 2** Once budgets are balanced, allocate an additional \$1 million annually to production—or \$3 million by the end of 2023–2024.
- 3** Continue to look for sources of additional funding, in line with the government's strategic priorities.

PRIORITY

2

**PROMOTE AND IMPROVE THE WELL-BEING
OF EMPLOYEES AND COLLABORATORS,
WHILE FOSTERING A HEALTHY, STIMULATING
AND SAFE WORK ENVIRONMENT**

The COVID-19 pandemic has had a considerable impact—both personally and professionally—on our employees and the creators with whom we work. It is of the utmost importance that the NFB foster a healthy work environment that is conducive to the management of priorities and workload, the well-being of everyone, and free from harassment, systemic racism and violence.

ACTIONS

- 1** Develop strategies and concrete actions to implement the six recommendations of the Quality of Life and Mental Health in the Workplace committee.
- 2** Roll out phase 2 of training on the prevention and resolution of workplace harassment and violence.
- 3** Develop and implement a new performance-management program, which incorporates values, skills and expected behaviours.
- 4** Roll out the talent-management strategy, prioritizing the development of managers' and employees' skills.
- 5** Implement the remote-work policy and new hybrid-work methods. Complete the reconfiguration of collaborative workspaces to adapt them to new collaborative approaches.

PRIORITY

3



**RENEW OUR APPROACH TO PROGRAMMING AND
ENHANCE THE EXPERIENCE OF CREATION**

We will ensure that our programming is cohesive, integrated and responsive. We also want to ensure that creators are the foundation of our programming approach, and that they are personally supported throughout every step of their artistic process.

ACTIONS

1

Continue to carry out and improve programming-related processes:

- Communicate our programming framework to our community of artists and industry partners, as well as to internal teams;
- Hold strategic programming forums, which are already planned and at the development stage;
- Hold the second edition of the National Programming Forum, which brings together key internal and external players (creators and co-producers) to listen, engage, discuss and contribute, in an inclusive process devoted exclusively to programming.

2

In collaboration with creators, implement our Action Plan, which aims to strengthen their role within the NFB by striving to develop optimal relationships, with a view to transparency, clarity and inclusion.

3

Provide fair and equitable remuneration to artists through the operationalization of our renewed agreement with the Directors Guild of Canada (DGC) and our inaugural agreement with the Association des réalisateurs et réalisatrices du Québec (ARRQ). We will also begin discussions to renew our framework agreements with other guilds.

4

Continue to produce works that reflect original perspectives on Canadian realities; renew the NFB's relationship with Indigenous people; support the vitality of official-language minority communities; and maintain gender equality while establishing firm, ambitious targets for diversity, equity and inclusion.

5

Maintain optimal means of communication between the NFB and its numerous partners, based on the following three pillars:

- The role of creators;
- Events organized throughout the country in partnership with industry and creative communities;
- “The Executive Committee is listening” meetings.

PRIORITY

4

**REINVENT THE WAYS WE MARKET,
PRESENT AND DISTRIBUTE OUR WORKS**

We want to continue to reach more Canadians and bring audiences closer to the NFB through their interests.

We intend to pursue marketing and communications strategies that promote greater accessibility of our works and increased audience engagement by reducing the number and length of distribution windows.

ACTIONS

1

Prioritize opportunities to reach audiences online, and improve marketing and communications strategies related to our works on NFB.ca/ONF.ca and on social media.

2

Emphasize our thematic-content publication strategies in order to increase audience interest, the reach of our works through media, and the return on our investments in advertising and publicity.

3

Maximize our sales activity and the reach of our works on some 50 national and international platforms by adapting our content to target audiences.

4

Roll out our new educational strategy:

- Promote the **Media School** online learning program;
- Continue developing the modules for the **Indigenous Voices and Reconciliation** learning program;
- Deploy a new scalable, searchable, accessible and user- and mobile-friendly version of the **Ocean School** platform; develop impactful strategic partnerships domestically and internationally; continue to create and publish compelling cutting-edge content designed to nurture the next generation of ocean-literate citizens.

5

Renew the NFB's platforms:

- Roll out the new NFB Archives sales website;
- Work on the renewal plan for NFB.ca/ONF.ca, with a focus on optimizing the user experience.

6

Redefine our digital distribution strategy and integrate tools that deepen our understanding of data collection and analysis with respect to audience data.

PRIORITY

5

**IMPLEMENT OUR 2021–2025
TECHNOLOGY PLAN**

We will work on rising to the technological challenges of constantly evolving work, production and distribution environments, while offering creators across the country the best possible technology tools for their process of creation.

ACTIONS

1

Standardize the technologies used in the studios, interconnect the production centres, share technical expertise, and continue the roll-out of tools for remote collaboration that will be accessible everywhere and at any time for production, post-production and distribution activities, in order to open up new possibilities for creation and foster synergy between NFB teams and collaborators.

2

Redevelop NFB.ca/ONF.ca so that it is transformed from a screening space to the NFB's marquee digital destination. Use MAM to consolidate the publication of works on the NFB's digital platforms, bring together resources around works to make the content fully discoverable, and create more flexibility in order to adapt to the programming and distribution strategy and improve the audience experience.

3

Implement Google Analytics 4, to increase our understanding of user behaviour on our digital platforms, and optimize their experience to increase their engagement.

4

Implement an information-management strategy that prioritizes trustworthy data governance, in order to facilitate decision making. Work towards the implementation of a data-governance structure. Roll out the data-management strategy, allowing for easy access to reliable information through a centralized portal including dashboards, reports and statistics.

5

Update our enterprise architecture to optimize and simplify operational structures, internal systems and workflows, and ensure they are in line with the goals of the Strategic Plan. Roll out the maintenance plan for internal systems over the next five years by implementing new user interfaces and modern solutions derived from the Office 365 suite, using a cloud-computing environment.

6

Provide and maintain secure infrastructure through the use of integrated solutions. Continue to develop institutional cybersecurity resilience by increasing vigilance among all staff through a training tool and interactive simulations. Roll out artificial intelligence tools to analyze, detect and counter unusual activity in our infrastructure. Create a mirror for our basic services in order to be able to start up again quickly in the wake of a cyberattack.

PRIORITY

6



**BE AN AGENT OF CHANGE IN MATTERS
OF DIVERSITY, EQUITY AND INCLUSION**

We will implement the objectives and commitments in our Diversity, Equity and Inclusion Plan to change our organizational culture, put an end to systemic racism and create an equitable and inclusive workplace. All employees will be guided by the core value of diversity in their day-to-day activities and decisions.

ACTIONS

- 1** Establish benchmarks and measure performance indicators related to diversity, equity and inclusion.
- 2** Implement a governance structure for matters of diversity, equity and inclusion.
- 3** Continue to collaborate closely with the Indigenous Advisory Committee to update and follow through on the NFB's Indigenous Action Plan.
- 4** Review our talent attraction and retention strategy, focussing on equity-seeking groups, thereby creating an equitable and inclusive workplace.
- 5** Continue working with official-language minority communities and maintain the NFB's role as a champion of Canada's linguistic duality.

PRIORITY

7

**IMPROVE GOVERNANCE TO ENSURE PLANNING
IS COHESIVE, REALISTIC AND IN KEEPING
WITH OUR ORGANIZATIONAL CAPACITY
(EXECUTIVE COMMITTEE, OPERATIONS
COMMITTEE, MANAGEMENT COMMITTEE)**

We will strengthen our organizational management techniques by creating committees with the power to improve cohesion and resolve operational issues. These committees will support an expanded Executive Committee that will be more focussed on strategy.

ACTIONS

1

Update the Management Committee's mandate, to strengthen its role in ensuring that the Executive Committee and our teams are strategically aligned. The Management Committee consists of all NFB middle managers, i.e., all directors and executive producers.

2

Establish an Operations Committee whose mandate will be to ensure efficient horizontal management of operations, notably by analyzing the feasibility and impact of our action plans, realistically taking into account the organization's resources and capacity. The Operations Committee will be made up of NFB division directors.

OUR VALUES

RESPECT

(FOR COLLEAGUES, CREATORS, ARTISTS,
AUDIENCES AND OURSELVES)

DIVERSITY

GENEROSITY

INTEGRITY

COURAGE AND EMPOWERMENT