

ROLLING, ACTION! THE NEXT 5 YEARS

**MOTEUR, ACTION! LES CINQ
PROCHAINES ANNÉES**

**NWT FILM & MEDIA
SECTOR STRATEGY AND
ACTION PLAN 2021-2026**

**STRATÉGIE ET PLAN D'ACTION DE
2021 À 2026 POUR LE SECTEUR TÉNOIS
DU FILM ET DES ARTS MÉDIATIQUES**



English

French

Cree

Tł chq

Chipewyan

South Slavey

North Slavey

Gwich'in

Inuvialuktun

Inuktitut

Inuinnaqtun

Francophone Affairs Secretariat: 867-767-9343



Minister's Message

This strategy: *Rolling, Action! The Next 5 Years* is – in fact – a 'sequel' to the Northwest Territories' (NWT) inaugural film strategy and action plan released in 2015.

It aims to build on the growth and success achieved in our film and media sector and to establish it as a competitive and sustainable element of the NWT's economy.

There is, however, more to it than economic growth and diversification.

Film and media are platforms for storytelling, entertainment and artistic expression. They are credited with encouraging creativity and collaboration within communities and promoting traditional knowledge and language and cultural retention across our territory.

Driven by a passionate and dedicated community of professionals, the NWT film and media sector does more than generate employment and spending; it allows us to share and showcase our incredible landscapes, cultures, traditions and landmarks with each other and the world.

As we write the script for the next five years, we know that the continued growth of our film and media sector will generate benefits throughout our economy.

More importantly, it will inspire emerging and established talents producing vibrant, insightful art reflective of our diversity and pride in the NWT, and which will continue to enrich our lives and our communities.

Message du ministre

Cette stratégie, *Moteur, action! Les cinq prochaines années*, est en fait la « suite » de la stratégie et du plan d'action des Territoires du Nord-Ouest (TNO) sur l'industrie du cinéma, publiés en 2015.

Elle vise à consolider la croissance et le succès obtenus dans notre secteur du film et des arts médiatiques et à en faire un atout compétitif et durable de l'économie des TNO.

Toutefois, il ne s'agit pas seulement de croissance et de diversification économiques.

Le cinéma et les médias sont des plateformes pour le récit, le divertissement et l'expression artistique. On leur attribue le mérite d'encourager la créativité et la collaboration dans les collectivités et de promouvoir le savoir traditionnel et le maintien de la langue et de la culture sur l'ensemble de notre territoire.

Fort d'une collectivité de professionnels passionnés et dévoués, le secteur téniois du film et des arts médiatiques fait plus que générer des emplois et des dépenses; il nous permet de partager et de mettre en valeur nos incroyables paysages, cultures, traditions et lieux d'intérêt entre nous et avec le monde entier.

Alors que nous écrivons le scénario des cinq prochaines années, nous savons que la croissance continue de notre secteur du film et des arts médiatiques générera des bénéfices dans toute notre économie.

Plus important encore, cette croissance inspirera les nouveaux talents et les talents reconnus et les amènera à produire un art intuitif et dynamique reflétant notre diversité et notre fierté à l'égard des TNO. Ainsi, ce secteur continuera à enrichir nos vies et nos collectivités.

Cover: *Three Feathers - The Movie*. Filmed in Fort Smith, NT (2017)

Credit: Sarah Pruys/South Slave Divisional Council



Inuksuk MacKay and Tiffany Ayalik harvest spruce tips on the set of Wild Kitchen with Boom Operator Travis Mercredi (2016)

Credit: Caroline Cox/Fallen Tree Productions

‘The sector has evolved over two decades to be both an economic and cultural contributor to the NWT... In addition, the NWT’s film and media sector is an important social and cultural component of NWT communities. ’

Executive Summary

Thanks to the implementation of investments and initiatives laid out in the Government of the Northwest Territories (GNWT)’s *Take One: NWT Film Strategy and Action Plan (2015)*; and the commitment of resident industry professionals, the Northwest Territories (NWT) film and media sector is now positioned to grow.

The sector has evolved over two decades to be both an economic and cultural contributor to the NWT.

In 2018, over 40 freelancers, sole proprietors and small corporations contributed 58 jobs and \$15.5 million to the NWT’s economic output.

In addition, the NWT’s film and media sector is an important social and cultural component of NWT communities.

In 2020, the Northwest Territories Film Commission (NWTFC), in consultation with the NWT Professional Media Association (NWTPMA), began planning for the next five years of film and media development in the NWT.

They met and heard from individuals, organizations and communities engaged throughout all aspects of the NWT film industry. This strategy is the result.

Its vision to grow and develop film and media into a nationally competitive and sustainable economic sector for the NWT reflects what NWT film and media professionals said they wanted for their industry in the next five years.

Rolling, Action! The Next 5 Years: NWT Film and Media Sector Strategy and Action Plan 2021-2026 outlines 15 actions and investments in three focus areas. These actions are designed to achieve identified short and medium-term outcomes on the way to establishing the NWT’s film and media sector as a nationally competitive and sustainable element of the NWT’s economy.

Résumé

Grâce à la mise en œuvre des investissements et des initiatives énoncés dans le document *Silence, on tourne! Stratégie et plan d'action des Territoires du Nord-Ouest sur l'industrie du cinéma (2015)*, du gouvernement des Territoires du Nord-Ouest (GTNO), et à l'engagement des professionnels locaux de l'industrie, le secteur ténos du film et des arts médiatiques est maintenant apte à croître.

L'industrie a évolué, en deux décennies, pour devenir un partenaire économique et culturel des TNO.

En 2018, plus de 40 pigistes, propriétaires uniques et petites entreprises ont généré 58 emplois et 15,5 millions de dollars pour la production économique des TNO.

De plus, le secteur ténos du film et des arts médiatiques fait partie intégrante de la vie sociale et culturelle des collectivités des TNO.

En 2020, le Bureau du cinéma des Territoires du Nord-Ouest, en consultation avec la Northwest Territories Professional Media Association, a commencé à planifier les cinq prochaines années de développement du cinéma et des médias aux TNO.

Ils ont rencontré et entendu des personnes, des organismes et des collectivités engagés dans tous les aspects de l'industrie du cinéma des TNO. Cette stratégie en est le résultat.

Elle vise à faire du cinéma et des médias un secteur économique durable et compétitif à l'échelle nationale pour les TNO et tient compte de ce que les professionnels du cinéma et des médias des TNO souhaitent pour leur industrie au cours des cinq prochaines années.

Le document *Moteur, action! Les cinq prochaines années : Stratégie et plan d'action de 2021 à 2026 pour le secteur ténos du film et des arts médiatiques* décrit 15 mesures et des investissements dans trois domaines d'intervention. Ces mesures visent à atteindre des résultats à court et à moyen terme déterminés de façon à établir le secteur ténos du film et des arts médiatiques comme élément concurrentiel et durable à l'échelle nationale de l'économie des TNO.

'L'industrie a évolué, en deux décennies, pour devenir un partenaire économique et culturel des TNO... De plus, le secteur ténos du film et des arts médiatiques fait partie intégrante de la vie sociale et culturelle des collectivités des TNO.'

INTRODUCTION



*Dressed up spectators enjoying
the show at the 2020 Dead North
Film Festival.
Credit: Pat Kane Photo*

The Government of the Northwest Territories (GNWT) released its first film strategy *Take One: NWT Film Strategy and Action Plan (Take One)* in 2015.

Its recommended actions and investments outlined a five-year plan for the Department of Industry, Tourism and Investment (ITI) and its NWT Film Commission (NWTFC) to improve the economic viability of the NWT film sector and position it for growth.

The strength of today's Northwest Territories (NWT) film and media sector is a direct result of that plan.

The NWT has seen an increase in feature film production since 2015 - notably: *The Sun at Midnight*, *Red Snow*, *Elijah and the Rock Creature*; and an increase in guest productions such as the History Channel's popular reality series *Alone*.

Over the same time period, the NWTFC's Film Rebate Program has invested \$487-thousand in 13 productions leveraging \$5 million into the NWT economy and facilitating employment, valuable capacity-building and experience for 103 resident cast and crew positions.

Together, the NWTFC and the NWT's growing community of dedicated sector professionals have left their mark on film festivals around the world; promoting and advocating for the NWT and its burgeoning industry locally and globally.

Partnerships have been established with national funders like the Canada Media Fund, Telefilm Canada and Bell Media's The Harold Greenberg Fund, as well as organizations like the National Screen Institute, CBC, and the the National Film Board. Relationships are also in place with stakeholder associations like the Canadian Media Producers Association, the Association of Provincial and Territorial Film Funding Agencies, the Canadian Film Commissions Committee, and the Association of Film Commissioners International; in addition to local stakeholders like the NWTPMA, Western Arctic Moving Pictures and NWT Tourism.

While the NWT film and media sector is poised for the next stage of growth, it has - like all sectors of the NWT economy, and the industry overall - been impacted by the COVID-19 pandemic.

Informed by film and media sector stakeholders and partners, and industry best practices, this strategy identifies actions and investments that will enable the NWT's film and media sector to contribute to both the recovery and eventual diversification and growth of the NWT economy.



Credit: NWT Film Commission

'...the NWTFC's Film Rebate Program has invested \$487-thousand in 13 productions leveraging \$5-million into the NWT economy...'

Le gouvernement des Territoires du Nord-Ouest (GTNO) a publié sa première stratégie cinématographique *Silence, on tourne! Stratégie et plan d'action des TNO sur l'industrie du cinéma en 2015.*

Les mesures et les investissements recommandés par le ministère de l'Industrie, du Tourisme et de l'Investissement (MITI) et son Bureau du cinéma des TNO ont permis d'établir un plan quinquennal visant à améliorer la viabilité économique de l'industrie cinématographique des TNO et à la positionner pour la croissance.

La force du secteur ténos du film et des arts médiatiques découle directement de ce plan.

Depuis 2015, les TNO ont connu une augmentation de la production de longs métrages, notamment : *The Sun at Midnight*, *Red Snow*, *Elijah and the Rock Creature*; et une augmentation du nombre de productions invitées, comme la série de télé-réalité populaire *Alone* du canal *History*.

Au cours de la même période, le Programme de remises pour le cinéma du Bureau du cinéma a investi 487 000 \$ dans 13 productions, ce qui a permis d'injecter 5 millions de dollars dans l'économie des TNO et de faciliter l'emploi, le renforcement des capacités et l'expérience de 103 postes de comédiens et de l'équipe de production.

Ensemble, le Bureau du cinéma et la collectivité grandissante de professionnels dévoués de l'industrie des TNO ont laissé leur marque dans les festivals cinématographiques du monde entier; en faisant la promotion des TNO et de son industrie en plein essor au niveau local et international.

Des relations et des partenariats ont été établis avec des bailleurs de fonds nationaux comme le Fonds des médias du Canada, Téléfilm Canada, L'Institut national des arts de l'écran, Radio-Canada et du Fonds Harold Greenberg de Bell Media; ainsi que des organismes intervenants comme Canadian Media Producers Association, l'Association of Provincial and Territorial Film Funding Agencies et le Comité des bureaux canadiens du cinéma.

Même si le secteur ténos du film et des arts médiatiques se prépare pour la prochaine étape de croissance, elle a été touchée, comme tous les secteurs de l'économie des TNO, et l'industrie dans son ensemble, par la pandémie de COVID-19.

Éclairée par les intervenants et les partenaires de l'industrie du cinéma et des médias, ainsi que par les pratiques exemplaires de l'industrie, cette stratégie définit les mesures et les investissements qui permettront au secteur ténos du film et des arts médiatiques de contribuer à la fois au rétablissement, à la diversification et à la croissance de l'économie des TNO.

'...le Programme de remises pour le cinéma du Bureau du cinéma a investi 487 000 \$ dans 13 productions, ce qui a permis d'injecter 5 millions de dollars dans l'économie des TNO...'



Yellowknife International Film
Festival at the Capitol Theatre.
Credit: Western Arctic
Moving Pictures

2010



MAY – The NWT film industry makes the case for increased supports and the GNWT responds with an industry review resulting in the report: *A Review of Film Commission Mandates*.

2011



JUNE – A new mandate is introduced for the NWT Film Commission supported by a full-time Associate Film Commissioner.

NWTPMA

NOVEMBER – The NWT Professional Media Association (NWTPMA) is formed.

2016



SEPTEMBER – *The Sun at Midnight* premieres at the Yellowknife International Film Festival to a sold-out audience. It is followed by screenings at imagineNATIVE and the Whistler Film Festival. Lead actress Devery Jacobs wins a Borsos award for Best Performance.



OCTOBER – The NWTPMA hosts an industry networking event at imagineNATIVE to promote the NWT.

2017



JULY – *Elijah and the Rock Creature* goes into production in Yellowknife and Fort Smith.

OCTOBER – The NWT Film Commission (NWTF) unveils its 'NWT Film' brand and logo. It is bolstered four months later by a new information-rich website.



2019



MARCH – The NWTF, in partnership with the NWTPMA, co-hosts the NWT's first Film Locations Familiarization Tour followed by another in June 2019.

AUGUST – The Dead North Film Festival attends Fantasia Film Festival with a full slate of NWT films.

SEPTEMBER – *Red Snow* makes its world premiere at the Vancouver International Film Festival (VIFF) winning Most Popular Canadian Feature; then screens at the Edmonton International Film Festival winning Best Canadian Feature – Drama.



OCTOBER – The Harold Greenburg Fund launches the first Territorial Shorts Program in the NWT in partnership with the NWTF. Mason Mantla is the NWT's first recipient.

2020



JANUARY – Caroline Cox wins best pitch at the Power Pitch Competition at Prime Time in Ottawa for her feature documentary *Food for the Rest of Us*.

HOW WE GOT HERE

2013



OCTOBER – The NWT Economic Opportunities Strategy includes three recommendations to develop the NWT film sector in the interest of economic opportunity and diversification.

2015



MARCH – The NWT's first film strategy: *Take One: NWT Film Strategy and Action Plan* is released.

APRIL – The NWT Film Rebate Program is introduced.



AUGUST – *The Sun at Midnight*, the first NWT Film Rebate Program recipient and NWT feature film, begins production in Yellowknife and Fort McPherson.



DECEMBER – Actress Melaw Nakehk'o walks the red carpet at the premiere of *The Revenant* in Los Angeles.



2018



MARCH – *Red Snow* films on location in Dettah hiring 15 NWT residents.

AUGUST – Season Six of the History Channel's *Alone* begins production with support from the Lutsel K'e First Nation.



NOVEMBER – The NWT PMA hosts the first NWT Film and Media Awards at the Yellowknife International Film Festival.



DECEMBER – *Elijah and the Rock Creature* makes its western premiere at the Whistler Film Festival.



FEBRUARY – The Lidlili Kue First Nation hosts its first film festival by screening *Nahanni River of Forgiveness*.

FEBRUARY – The 8th Annual Dead North film festival wraps boasting 220 short films created across the circumpolar north since 2012.



MARCH – The NWTFC begins visioning and planning for the next five years...

2021



APRIL – Rolling, Action! The Next 5 Years begins implementation.

A Snapshot of the NWT Industry

An economic contributor

The NWT film and media sector is made up of independent production companies and freelancers who make their living by creating their own productions, contracting video production, and working as crew members on visiting and independent productions.

Professional filmmakers living and working in the North are often multi-skilled and able to fill a variety of production roles.

Over 40 freelancers, sole proprietors and small corporations in the NWT currently self-identify as working in the field of video production.

In 2018, the business of audio-visual and interactive media (including film, video and broadcasting) contributed \$9.27 million to the NWT's GDP, \$15.5 million to the NWT's economic output, including 58 jobs (Table 1)

T1 NWT Culture Satellite Account for 2018

	GDP	Economic Output ¹	No. of jobs ²
Film and video	\$802,000	\$2,087,000	17
Broadcasting	\$8,470,000	\$13,459,000	41
Total - Audio-visual and interactive media	\$9,272,000	\$15,546,000	58

Source Statistics Canada. Table: 36-10-0452-01

1 Economic output consists of those goods or services that are produced within an establishment that become available for use outside that establishment or in some special cases within the producing establishment.

2 Employment data (i.e., number of jobs) represents the number of jobs held by the self-employed, employees and unpaid family workers. It should be noted that a job that exists for only part of the year (e.g., 4 months) counts as only a fraction of a job (1/3 of a job) for the year. It should also be noted that a part-time job at 10 hours a week counts as much as a full-time job at 50 hours a week.



Participants in the NWT film and media sector operate in six segments:

1. NWT-based productions (or local productions) - films, television programs and digital media content by NWT-based production businesses primarily focused on owning and creating intellectual property to be licensed to broadcasters or contracted to film distributors;
2. Guest Productions – on-location production or filming in the NWT with no local ownership. This segment generally includes visiting film productions, and television show production. Television commercial production can also be considered as guest production;
3. Co-productions – NWT producers share the copyright with a non-NWT producer. Co-productions are often arranged between jurisdictions to leverage funding like tax credits and jobs;
4. Broadcaster in-house productions – products by NWT journalism-based media organizations such as CBC North, Northwestel Community Cable, the Native Communications Society and the Inuvialuit Communications Society;
5. Other NWT film and video productions - private sector and commercial government contracts to produce content for advertising, awareness campaigns and promotion; and
6. Service Providers - individuals and companies not directly involved in the creative contribution of film production that provide services such as catering, hotels, gear rentals etc.



Jeremy Emerson, Executive Director of Western Arctic Moving Pictures on set.

Credit: NWT Film Commission

‘Professional filmmakers living and working in the North are often multi-skilled and able to fill a variety of production roles.’

Socio-cultural Impacts

Film and media are not only an important economic contributor, it is a significant cultural component of society and lends to the political might of the NWT in the face of international issues such as climate change, Indigenous rights and Canadian sovereignty.

Showcasing the NWT, with its diversity of people, stories and landscapes, the NWT film and media sector builds community, promotes identity and inspires and encourages creativity and collaboration among a diverse set of sector stakeholders, including Indigenous groups, governments, industry organizations and southern producers.

In the sharing of its stories, culture and language, it provides opportunities to connect residents and communities to northern traditional knowledge.

Government Supports

Government-funded supports for the NWT film and media sector exist locally and nationally.

Through ITI, the GNWT offers two main streams of funding: the NWT Film Rebate Program and a film-funding stream under the Support for Entrepreneurs and Economic Development (SEED) Policy. Grants are also available from the NWT Arts Council through the Department of Education, Culture and Employment (ECE).

In addition, six federally-funded bodies provide funding to the film and media sector.

GNWT Funding

ITI: NWT Film Rebate [\$100,000 annually]

- Labour and Training Rebate
- Expenditure Rebate
- Travel Rebate

ITI: SEED Film Funding [\$160,000 annually]

- Film Development Program (up to \$5k per applicant)
- Marketing and Promotion (up to \$15k per applicant)
- Film Sponsorship (up to \$20k per applicant)

ECE: NWT Arts Council Grant [\$700,000 annually]

- Any creative arts project including film and media (up to \$15k per applicant)

Federal Funding

Canada Media Fund

- Television production fund which requires a broadcaster to trigger;
- Interactive funding

Telefilm Canada

- Feature film fund with various streams of funding based on the producers experience.

Canada Council for the Arts

- Grants for Canadian artists and organizations that includes a film and media stream.

Indigenous Screen Office

- Funding body for Indigenous filmmakers and producers.

Canadian Audio-Visual Certification Office

- Federal tax credit system that rebates Canadian production labour.

National Film Board

- Partners with filmmakers and funds the production of the film.

“ In the long term, the success of this strategy will be apparent in an enhanced film-friendly production environment in the NWT with communities, partners and industry stakeholders working together as participants in the film and media sector. ”



Film on location – Arctic Air (2013)
Credit: Pat Kane Photo



*NWT producer and NWT Film Locations
Familiarization March 2019 Tour co-host
Pat Kane captures the incredible landscapes of
Tuktoyaktuk, NT.
Credit: Annie Steen*

‘Three themes emerged out of the engagements as critical to the growth and development of the film and media sector in the NWT: Professional Development Funding; Governance; and Story and Intellectual Property.’

Strategy Development:

Rolling, Action! The Next 5 Years: NWT Film and Media Sector Strategy and Action Plan 2021-2026 was developed with direct input from the NWT film and media sector and its stakeholders and partners in and outside of the NWT.

The NWTFC worked in consultation with the NWT Professional Media Association (NWTPMA) to ensure the design of its engagement process was thorough and inclusive.

From February to July, 2020, multiple platforms were used to engage local film and media-industry stakeholders. Participants included sector professionals, businesses and organizations, Indigenous governments and organizations; and the general public.

Additionally, the NWTFC engaged NWT communities and municipalities whose jurisdictions represented potential filming locations and external film and media professionals who have attended NWT Familiarization Tours (FAM Tours) or who have filmed in, or shown interest in filming in, the NWT.

Rolling, Action! The Next 5 Years is also supported by research of industry best practices in Canada and abroad and informed by the initial groundwork realized from *Take One*.

Three themes emerged out of the engagements as critical to the growth and development of the film and media sector in the NWT: Professional Development Funding; Governance; and Story and Intellectual Property.

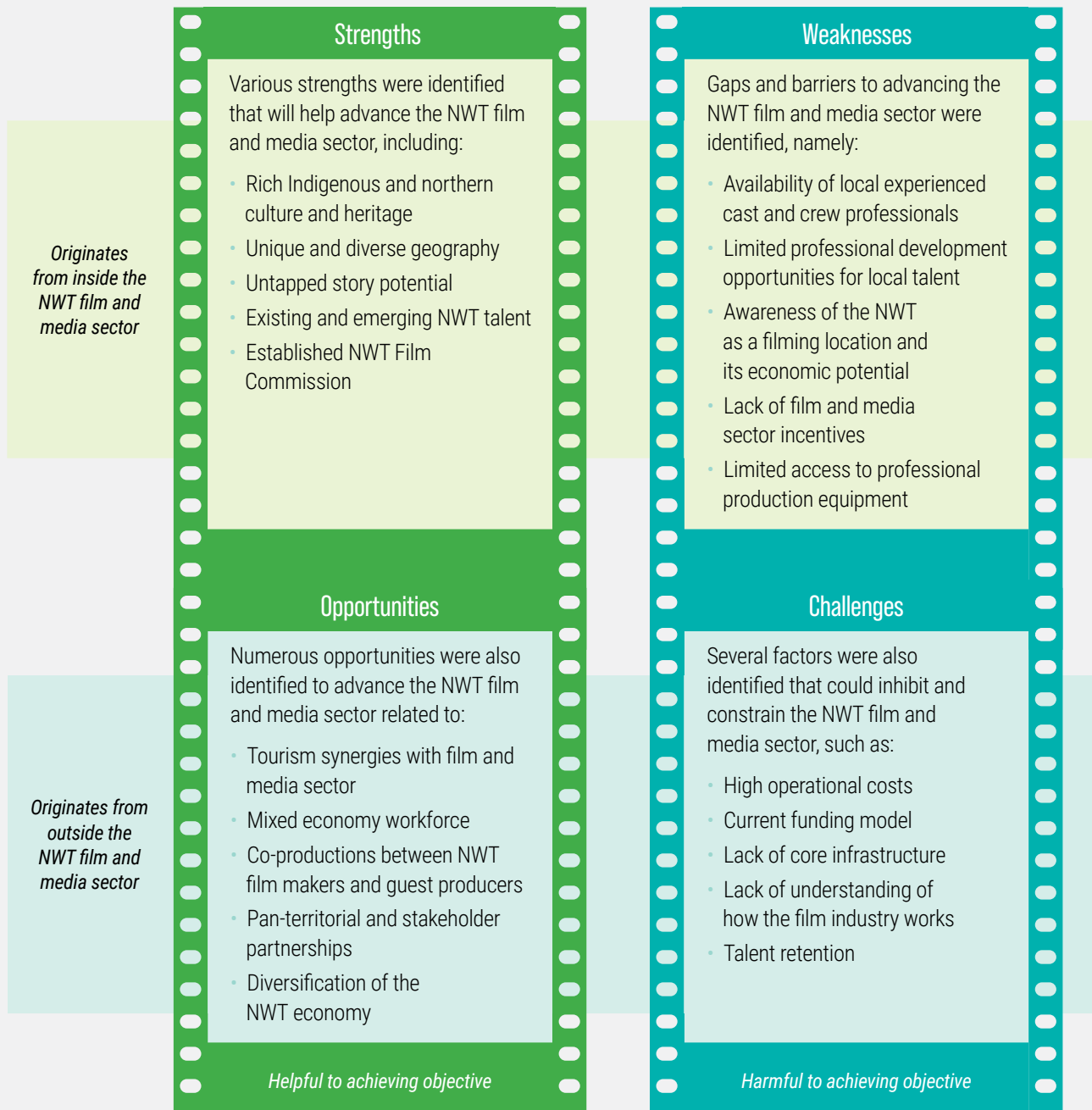
Across the NWT, stakeholders felt it was important to promote NWT film and culture at film events like festivals and markets to showcase the North’s culture, people, stories, and landscapes.

When asked what success would look like for the NWT Film and Media sector in five years, the majority of NWT film and media professionals spoke of feature films being produced in the NWT by NWT residents, a roster of skilled resident professionals, and more full time jobs and mentorships in the NWT’s film industry.

FIG1

SWOC Analysis

Engagement with film and media stakeholders and partners identified Strengths, Weaknesses, Opportunities and Challenges for the NWT film and media sector.





NWT crew Keith Robertson on the set of *Red Snow*.

‘Supported by a sufficient, well-trained and well-equipped film and media workforce, growth and success in the NWT film and media sector will be evidenced by its increased contribution to the NWT economy and identifiable confidence on the national stage.’

Strategy: Vision, Actions and Measures

Vision

Rolling, Action! The Next 5 Years will build on the success of *Take One*, to formally establish the NWT’s film and media sector as a nationally-competitive and sustainable element of the NWT’s economy.

In the long term, the success of this strategy will be apparent in an enhanced film-friendly production environment in the NWT with communities, partners and industry stakeholders working together as participants in the film and media sector.

Supported by a sufficient, well-trained and well-equipped film and media workforce, growth and success in the NWT film and media sector will be evidenced by its increased contribution to the NWT economy and identifiable confidence on the national stage.

Actions and Investments

The film and media sector can be characterized as a unique ecosystem in which growth in one part of the sector requires growth in another; and as all parts develop, the industry itself expands and is strengthened.

The approach of this strategy is to identify and invest in actions strategically designed to realize its desired outcomes.

The Strategy’s logic model (see Figure 2) offers the blue print for this desired change. It provides a ‘road map’ that illustrates the connection between implementation of the planned actions in a focus area and the results that are expected to be realized.

To achieve the vision and intended long-term outcomes for the NWT film and media sector, *Rolling, Action! The Next 5 Years* identifies three focus areas in which actions and investments are needed to move the NWT film and media sector to the next level.

Within each focus area, actions have been identified to advance the growth necessary to meet the strategy’s overarching outcomes.

FOCUS AREA 1

Managing and improving our programming

Actions

- 1.1 Review **SEED film funding program** guidelines
- 1.2 Introduce a **Producer Incentive Program**
- 1.3 Evaluate the **Film Rebate Program**
- 1.4 Streamline **NWTFC data collection**
- 1.5 Create a **film location database**
- 1.6 Continue to update the **NWT Film Suppliers Guide**

Expected Outcomes

Immediate to Short-term

- NWTFC film and media sector programming is better aligned with client needs.
- Transparent and efficient reporting systems are in place to increase accountability.

Medium-term

- There is increased participation in film and media sector programming.
- Access to up-to-date film and media sector data and information is implemented.

Focus Area 1: Managing and improving our programming

To be impactful and effective, government programming for the film and media sector must, first and foremost, be aligned with client needs. Increased industry participation in film and media programming is further reliant on awareness and access to these programs.

Focus Area 2: Showcasing and promoting our film and media sector

The NWT film and media sector has a proven track record with which to solicit community and regional support for, and participation in, guest productions. Similarly, with greater awareness of its success to date, industry recognition of the NWT as a location for guest productions will also increase. In both instances, inside and outside of the NWT, it begins with greater public awareness.



2019 Yellowknife International Film Festival.
Credit: Artless Collective/WAMP

FOCUS AREA 2

Showcasing and promoting our film and media sector

Actions

- 2.1 **Promote and showcase** the NWT film and media screen sector
- 2.2 **Work to increase awareness in community governments and municipalities** of opportunities in the NWT film and media sector
- 2.3 **Work to increase awareness of the economic potential** of the NWT film and media sector

Expected Outcomes

Immediate to Short-term

- Industry partners and communities recognize the economic value of the NWT film and media sector.
- Communities are aware that the NWT film and media sector can be a contributor to their mixed-economy workforce.
- Industry is aware of the NWT as a filming and screening location.

Medium-term

- Industry partners and communities are participating in the NWT film and media sector.
- There is industry interest in the NWT as a filming location.

FOCUS AREA 3

Developing skills and collaborating

Actions

- 3.1 Support the **development of a crew** training program with co-op opportunities/incentives
- 3.2 Support **workforce development and professional development**
- 3.3 Leverage **pan territorial and national partnerships**
- 3.4 Work with current partners and seek out new **opportunities for collaboration**
- 3.5 Work with GNWT departments to **identify common objectives and synergies**
- 3.6 Support opportunities for film and media sector **infrastructure development**

Expected Outcomes

Immediate to Short-term

- Film and media sector above-the-line and below-the-line crews are building their skill sets.
- Film and media sector above-the-line and below-the-line crews are training in new equipment and technologies.

Medium-term

- The NWT film and media sector is better equipped (skills, equipment, technology) to meet the needs of the industry.
- Industry stakeholders are demonstrating confidence in the NWT film and media industry and its crew.

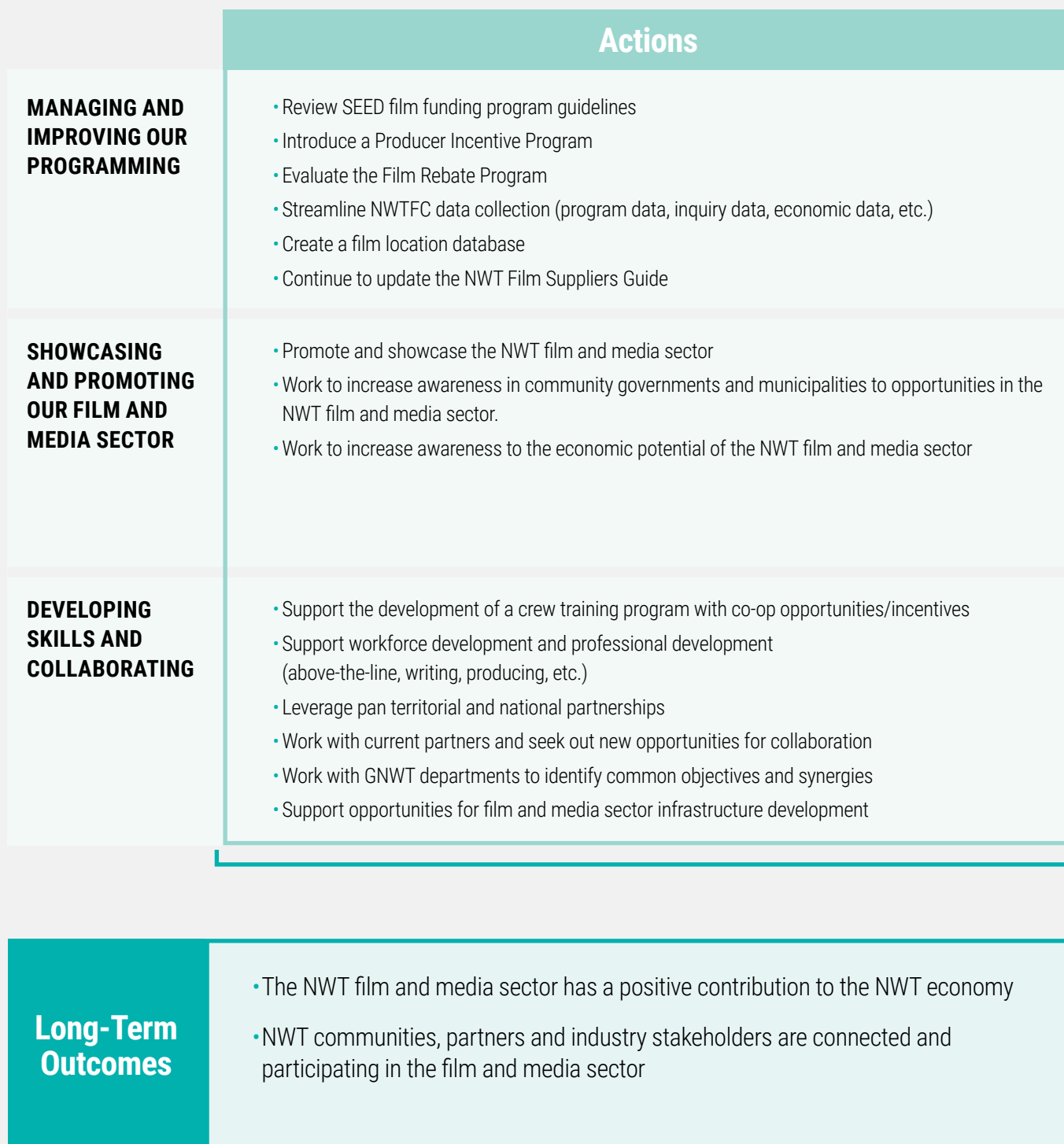
Focus Area 3: Developing skills and collaborating

Strengthening resident film businesses and attracting guest production are mutually reinforcing activities. A well-resourced film location extends beyond equipment and technology and must include investments in the skill and capacity of resident film makers and crew.

FIG2

Logic Model

A 'road map' that illustrates the connection between implementation of the planned actions in a focus area and the expected results, or outcomes that will be realized.



Short-Term Outcomes

- NWTFC film and media sector programming is better aligned with client needs
- Transparent and efficient reporting systems are in place to increase accountability

- Industry partners and communities recognize the economic value of the NWT film and media sector
- Communities are aware that the NWT film and media sector can be a contributor to their mixed-economy workforce
- Industry is aware of the NWT as a filming and screening location

- Film and media sector above-the-line and below-the-line crews are building their skill sets
- Film and media sector above-the-line and below-the-line crews are training in new equipment and technologies

Medium-Term Outcomes

- Increased participation in film and media sector programming
- Access to up-to-date film and media sector data and information is implemented

- Industry partners and communities are participating in the NWT film and media sector
- There is industry interest in the NWT as a filming location

- NWT film and media sector is better equipped (skills, equipment, technology) to meet the needs of the industry
- Industry stakeholders are demonstrating confidence in the NWT film and media industry and its crew

- A sufficient, well-trained and well-equipped film and media workforce is in place
- The NWT is recognized as having a film-friendly production environment
- The NWT film and media sector shows confidence on the national stage

FIG3

Performance Measurement Plan

The performance measurement plan builds on the logic model by identifying performance indicators for each of the Strategy's intended outcomes that will be tracked to evaluate the performance of the Strategy over time.
(Black = Expected Result, **Green = Indicator**)

MANAGING AND IMPROVING OUR PROGRAMMING

NWTFC film and media programming is better aligned with client needs

Increase in program client satisfaction

Transparent and efficient reporting systems are in place to increase accountability

Increase in NWTFC public reporting

SHOWCASING AND PROMOTING OUR FILM AND MEDIA SECTOR

Industry partners and communities recognize the economic value of the NWT film and media sector

Change in industry partner and community interest in the NWT film and media sector

Communities are aware that the NWT film and media sector can be a contributor to their mixed-economy workforce

Increase in filled local workforce opportunities on sets (wildlife monitor, first aid, etc.)

Industry is aware of NWT as a filming and screening location

Change in industry awareness/interest in the NWT film and media sector

DEVELOPING SKILLS AND COLLABORATING

Film and media sector above-the-line and below-the-line crews are building their skill sets

Increase in workforce readiness

Film and media sector above-the-line and below-the-line crews are training in new equipment and technologies

Increase in opportunities for training in new equipment and new technologies

Long-Term Outcomes

The NWT film and media sector has a positive contribution to the NWT economy

Increases in NWT film and media sector share of GDP, local spend

NWT communities, partners and industry stakeholders are connected and participating in the film and media sector

Increased collaboration among communities, stakeholders, partners

Medium-Term Outcomes

Access to up-to-date film and media sector data and information is implemented

Increase in use of NWTFC online resources

There is increased participation in film and media sector programming

Change in program demand

There is industry interest in the NWT as a filming location

Change in production activity in the NWT film and media sector

Industry partners and communities are participating in the NWT film and media sector

Increase in industry partner and community participation

Industry stakeholders are demonstrating confidence in the NWT film and media industry and its crew.

Increase in industry demand for NWT film and media crew and NWT locations

The NWT film and media sector is better equipped (skills, equipment, technology) to meet the needs of the industry

Increase in NWT skill sets, NWT equipment, use of new technology

A sufficient, well-trained and well-equipped film and media workforce is in place

Increase in people working in the NWT film and media sector

The NWT is recognized as having a film-friendly production environment

Change in NWT production activity of guest and local productions

The NWT film and media sector shows confidence on the national stage

Increased NWT participation in the national industry



On locations shoot on the Dettah Ice Road.
Credit: NWT Film Commission

Interpretations and Terminology:

This list of definitions and concepts of terminology is related specifically to film production:

Above-the-line: The individuals who guide, influence or own the intellectual property. These roles can include but are not limited to the producer, director, screenwriter and main cast members; the people who own or create the intellectual property. Often, the term is used when referring to the fixed costs in a film production budget.

Below-the-line: The individuals involved in the pre-production, production or post-production stages of a film. These roles can include but are not limited to camera crews, make-up artists, editors and cast members and typically work for hourly wages as opposed to a fixed wage.

Crew: A group of people who are involved in the practical and technical business of shooting a film production.

Economic Output: Consists of those goods or services that are produced within an establishment that become available for use outside that establishment or in some special cases within the producing establishment.

Employment Data: Represents the number of jobs held by the self-employed, employees and unpaid family workers. It should be noted that a job that exists for only part of the year (e.g., 4 months) counts as only a fraction of a job (1/3 of a job) for the year. It should also be noted that a part-time job at 10 hours a week counts as much as a full-time job at 50 hours a week.

Film Tourism: Tourism as a direct result of people wanting to visit the location of a film or television series they have watched.

Mixed Economy Workforce: As identified in the NWT Small Communities Employment Strategy, small communities operate in a mixed economy consisting of domestic, traditional (e.g. trapping, hunting, fishing, arts and crafts, etc.) and wage earning activities. A balanced mixed economy can allow residents to be self-sustaining in communities where employment will not come from large-scale employers. Wage earning opportunities exist in various sectors for communities. In the film and media sector, this mixed economy workforce is ideal for productions with short employment opportunities and need a variety of skill sets such as customized design and construction, being land guides, animal monitors, equipment operators and other production needs.

Production Infrastructure: An asset that provides basic buildings, facilities or products required by film productions. Some examples include studio lot/ industrial size building with sound stages, gear and grip equipment rentals (lighting, stands), portable all season shelters and washrooms for winter sets and remote locations, specialty vehicles, camera packages, remote location crated equipment, post-production facilities (edit suites, sound booths).

Photo credits (page 10-11):

1. Stock photography.
2. A Review of Film Commission Mandates Report (February 2011).
Credit: NWT Film Commission
3. NWTPMA logo.
Credit: NWT Professional Media Association
4. Economic Opportunities Strategy Report.
Credit: NWT Film Commission
5. *Take One NWT Film Strategy and Action Plan* (2015).
Credit: NWT Film Commission
6. From the set of *The Sun at Midnight* (Beaufort Delta Region 2015).
Credit: Jill and Jackfish Productions
7. Melaw Nakehk'o walks the red carpet at the LA premiere of the *Revenant*.
Credit: CBC North
8. Lead actress Kawennarhere Devery Jacobs and writer/director Kirsten Carthew of *The Sun At Midnight* at the 2016 Whistler Film Festival.
Credit: Kirsten Carthew
9. The NWTPMA host a networking event at imagineNATIVE 2016.
Credit: NWT Film Commission
10. From the set of *Elijah and the Rock Creature* (2017).
11. NWT Film brand logo.
Credit: NWTFCC
12. *Red Snow* filming on location in Dettah NT (2018).
Credit: Samantha Hefford
13. NWT Film and Media Awards at the NWT Film Commission Gala during the Yellowknife International Film Festival. Pablo Saravanja and Jen Walden.
Credit: Angela Gzowski
14. Cast, crew and funders at the Western Premiere of *Elijah and the Rock Creature* at the 2018 Whistler Film Festival.
Credit: NWT Film Commission
15. March Film Locations Familiarization Tour in Tuktoyaktuk.
Credit: NWT Film Commission
16. Dead North hosts a special event at Fantasia 2019.
Credit: Dead North
17. Mason Mantla Winner of the 2019 Harold Greenberg Territorial Shorts Film Fund for *Nahga*.
Credit: Pablo Saravanja
18. Caroline Cox wins Prime Time's Power Pitch Competition for *Food For The Rest Of Us*.
Credit: NWT Film Commission

