

# ACTION PLAN

—  
2021-2022

## THE PURPOSE OF OUR 2021–2022 ACTION PLAN

There's no denying it: our Strategic Plan is **ambitious**. But hasn't that always been a good description of us?

Since its earliest days, the NFB has been shaped by the talent and determination of its expert staff and its creators.

That remains just as true today, in this time of fundamental change that's transforming Canada and the world around us.

Guided by our public mandate, we have the ability to make change—to be a space that gives expression to all aspects of these transformations. We remain one of the world's great creative laboratories, an incubator for talent and an agent of change in the lives of Canadians.

I invite you to look at this Action Plan as our collective road map for 2021–2022, despite the distance between us all and the challenges of working remotely.

It details the actions we want to prioritize over the course of the year and encompasses all of the Strategic Plan's priorities.

It's our game plan, and I sincerely hope it will give rise to meetings, conversations and new ideas among our teams in every division, across the country.

Thank you for being up to the challenge. We will succeed together!



Claude Joli-Coeur  
Commissioner

## **OUR PRIORITIES**

**1**

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

**2**

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

**3**

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

**4**


**IMPLEMENT OUR 2021–2025 TECHNOLOGY PLAN.**

**5**

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

**6**

**PROMOTE THE WELL-BEING OF EMPLOYEES AND COLLABORATORS, AND PROVIDE A HEALTHY, STIMULATING AND SAFE WORK ENVIRONMENT.**



# **PRIORITY**

# **1**

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

## ACTIONS

- 1** Conduct a review of the NFB’s activities and adapt our organizational structure according to the goals of the Strategic Plan.
- 2** Once our budgets are balanced,\* allocate an additional \$1 million annually to production over the next three years—or \$3 million by the end of 2023–2024. Any additional allocations (over and above the emergency funds allocated to balance our budgets) from the government will go to support production, with half (50%) earmarked directly for studios and the Creation and Innovation Division.
- 3** Continue to look for sources of additional funding to devote more money to production, notably by seeking an increase in our parliamentary appropriation and expanding our strategic partnerships.

\*On condition that the anticipated deficit is covered by the emergency funds allocated.

**PRIORITY**

**2**

**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, in some cases, establish programming-related processes:

- Define our programming framework, values and considerations;
- Hold strategic programming forums;
- Organize the first national programming forum, allowing for a strategic reflection on our approach to programming, with key players and internal and external artists.

**2**

Strengthen the role of creators by striving to develop optimal relationships, so that they feel welcomed and involved and are seen as stakeholders within the NFB and its ecosystem.

**3**

Provide fair and equitable remuneration to artists through the renewal of our agreement with the Directors Guild of Canada, and by negotiating a first agreement with the Association des réalisateurs et réalisatrices du Québec. 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**

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

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



**PRIORITY**

**3**



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

**WE WANT TO REACH MORE CANADIANS AND BRING AUDIENCES CLOSER TO THE NFB THROUGH THEIR INTERESTS. GIVEN OUR SUCCESS IN REACHING AUDIENCES OVER THE PAST YEAR, 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**

Take advantage of 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 thematic-content publication strategies in order to increase audience interest, the reach of our works throughout 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 the NFB's new educational offer:

- Launch the **Media School** online learning program;
- Begin the process of getting the **Indigenous Voices and Reconciliation** Learning Program online;
- Extend the reach of **Ocean School** by building strong affinity partnerships across North America and continuing to release compelling new content.

## 5

Renew the NFB's platforms:

- Proceed with the redesign of the NFB Archives website;
- Plan the relaunch of NFB.ca/ONF.ca;
- Devise strategies and tools to deepen our knowledge when it comes to collecting and analyzing audience data.

**PRIORITY**

**4**

**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**

Update and standardize technologies used in the studios; continue the roll-out of tools for remote collaboration in order to create new opportunities for creation and to facilitate the work of NFB teams, artists and collaborators.

**2**

Integrate and configure the tools needed to develop our ability to collect and analyze audience data, and optimize the flow and management of our content on all digital platforms.

**3**

Roll out the new **Media School** Learning Program, analyze the technological requirements for a relaunch of NFB.ca/ONF.ca, and launch the new NFB Archives platform.

**4**

Implement an information-management strategy that prioritizes trustworthy data governance in order to facilitate decision making.

**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.

**PRIORITY**

**5**

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

**IMPLEMENT THE OBJECTIVES AND COMMITMENTS IN THE NFB'S 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**

Hire a Director of Diversity, Equity and Inclusion, reporting directly to the Commissioner and responsible for implementing equity and anti-racist practices while being connected to and working with all NFB departments and teams.

**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 three-year Indigenous Action Plan.

**4**

Hire a Director of Indigenous Relations and Community Engagement to forge closer relationships with Indigenous communities, increase Indigenous representation among employees and advise the NFB on the many issues related to production and distribution.

**5**

Continue working with official-language minority communities and maintain the NFB's role as a champion of Canada's linguistic duality.



# **PRIORITY**

# **6**



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

**THE COVID-19 PANDEMIC HAS HAD A CONSIDERABLE IMPACT—BOTH PERSONALLY AND PROFESSIONALLY—ON STAFF, CREATORS AND COLLABORATORS. IT IS OF THE UTMOST IMPORTANCE THAT THE ORGANIZATION PROMOTE A HEALTHY WORK ENVIRONMENT THAT SUPPORTS EVERYONE’S WELLNESS AND IS FREE OF HARASSMENT, SYSTEMIC RACISM AND VIOLENCE.**

## **ACTIONS**

**1**

Deploy phase two of the report by the Quality of Life and Mental Health in the Workplace Committee, by progressively implementing the National Standard for Psychological Health and Safety in the Workplace, specifically with regard to the following mental health factors: civility and respect, psychological and social support, organizational culture, clear leadership and expectations, psychological demands, and growth and development.

**2**

Launch the NFB’s revised *Policy on the Prevention and Resolution of Workplace Harassment and Violence*. All employees will be required to complete mandatory training on the subject in 2021–2022. This training will also be offered to interested creators. The need for additional training will be determined in collaboration with union representatives, as well as the Health and Safety Policy Committee.

**3**

Strengthen the NFB's capacity to work collaboratively and foster cohesion and trust among staff. Maintain and improve regular communication with employees and creators with respect to meetings with the Executive Committee, the Management Committee, and staff and artists, in order to share objectives, priorities and organizational updates and to engage in conversation and dialogue.

**4**

Continue to improve workflows across the organization by implementing the priorities outlined by the Operation Reboot Committee.

**5**

In collaboration with managers, employees and our union partners, initiate reflection on the reconfiguration of collaborative workspaces and the best way to balance workload and available resources, as well as the long-term telework strategy, with a view to adapting them to new approaches to work.

## OUR VALUES

### RESPECT

(for colleagues, creators, artists, audiences, and ourselves)

Respect is the recognition of people’s dignity and their value. Respect is not static; it involves movement from one’s self to others. Respect is a commitment everyone in the NFB family makes to continuously improve interpersonal relationships.

### DIVERSITY

Diversity brings together memories of the past and visions of the future, and expands horizons. Since its earliest days, the NFB has embodied diversity. Through our productions and within our organization, we want to ensure equity for Indigenous people and underrepresented linguistic, racialized and cultural communities, and people of all sexual identities and gender expressions, as well as those with disabilities—reflecting the full richness of humanity.

### GENEROSITY

The NFB is a public service. This is not just a question of its status; it is, above all, a responsibility. It is in the NFB’s DNA to give to the community, to share experiences and learning. The generosity that puts us in a position to give back also allows us to embrace others and to welcome differences.

## INTEGRITY

Integrity is characterized by consistency in action, speech, and thought. It is the mark of people and teams who are unwavering in embracing their truth while recognizing their role and their distinctive identities. It leads to confidence, transparency and justice. Integrity underpins all ethical action.

## COURAGE AND EMPOWERMENT

Art is courageous, because it defies norms and questions customs. As a producer and distributor of film and audiovisual art, the NFB shares in the courage of creators. It dares to take risks in its approaches as well as its productions. Being courageous means being bold enough to take action that challenges, persuades, and moves. Courage allows individuals, organizations, and communities to grow. Courage is also about making choices and embracing their consequences.

