

ScreenSask Strategic Plan 2025-2028

Adopted by the
Board of Directors
April 16, 2025



Core Objectives

ScreenSask's mission is driven by our **Core Objectives**, as defined in our **Constitution and Bylaws**

1. To build a **favourable economic and creative climate** for the film and television production industry and the communities in which they work today and in the future.
2. To **cultivate a positive image** of the industry in Saskatchewan, develop an appreciation of its creative accomplishments, and **promote an understanding** of its **social and economic potential** for the communities of Saskatchewan.
3. To **provide leadership and foster co-operation** through **professional development and training**, discussion forums, decision-making; and to **advocate for changes in public policy** in the interests of the film and television production industry.

SOCIAL OUTREACH

Mission

Ask yourself, "What does good look like, and how do we know when we get there?"

Our mission is to build capacity and community in Saskatchewan's film & television industry, so that it can grow.

"Good" looks like a measurable increase in capacity and community which leads to growth.

We're passionate about the possibilities the future holds, and how good it can be.

Strategic Planning Priorities

We have five strategic planning priorities, all aligned to fulfilling our mission

Sector Development Strategy

Develop and implement a comprehensive four year plan for industry growth, in collaboration with Creative Saskatchewan & other partners

Government & Industry Relations

Build partnerships with industry and government at all levels: Federal, Provincial, Municipal, Indigenous, Inter-Provincial

Programs & Partnerships

Create innovative programs, in partnership with others, focused on training, industry development, brand awareness, marketing, community building, promotion & advocacy and member services

Governance & Administration

Ensure strong governance by our board, empower strong leadership by our Executive Director, and enshrine effective administration practices.

Measurable Objectives & Timelines

Measure our work by our ability to achieve key performance indicators and measurable objectives. Set realistic timelines, but don't delay because time is of the essence if we want to seize opportunity.



Sector Development

Guiding Principles

We want individuals, companies, stakeholders & government to work together to unleash the full potential of Saskatchewan's screen industry. So, we will work with them all to implement a Sector Development Strategy we can all believe in

Driven by ScreenSask's & Creative Saskatchewan's Objectives

Creative Saskatchewan's objectives are defined by its 2024-2028 Strategic Plan

ScreenSask's objectives are defined by its Constitution & Bylaws

Achieving Measurable Objectives

We must define goals, strategies & tactics with clear, measurable objectives which can be used to define success.

A Four Year Plan, Aligned with Creative Saskatchewan & Gov't

Government uses four year planning cycles. 2025 is year one of a four year mandate for both the Government of Saskatchewan and Government of Canada (barring unforeseen change).

Next Election Deadlines:

- Federal : Oct 20, 2028
- Saskatchewan: Oct 27, 2028

Developed In Consultation With Industry, Government, Unions, Membership

For success we must

- Involve all key stakeholders in development of strategy
- Encourage all stakeholders to feel ownership of strategy
- Involve stakeholders as active participants in the implementation of strategy

Use AFCI Best Practices As Foundation

The Association of Film Commissioners International Best Practices serve as exceptional guides in seven key areas:

- Production Incentives
- Workforce Capacity
- Infrastructure
- Film Friendliness
- Diversity, Equity & Inclusion
- Sustainability
- Stakeholder Engagement

Sector Development

Guiding Principles

This comprehensive strategy is designed to grow Saskatchewan's film and television industry through the managed, incremental growth of screen-based businesses, jobs and market-driven screen productions in the province.

Goals

1. Achieve Creative Saskatchewan's goals of:
 - a. Generating \$100M in economic output for Saskatchewan annually by 2028.
 - b. Creating 1000 full-time equivalent jobs in Saskatchewan by 2028.
 - c. Increasing the amount of out-of-province funding leveraged to \$45.9M by 2028.
2. Achieve ScreenSask's goals:
 - a. To build a favourable economic and creative climate for the film and television production industry and the communities in which they work today and in the future.
 - b. To cultivate a positive image of the industry in Saskatchewan, develop an appreciation of its creative accomplishments, and promote an understanding of its social and economic potential for the communities of Saskatchewan.
 - c. To provide leadership and foster cooperation through professional development and training, discussion forums, decision-making; and to advocate for changes in public policy in the interests of the film and television production industry.

Sector Development

Measurable Objectives

The achievement of these goals will be demonstrated by the following five measurable objectives, which will be benchmarked using 2024 levels:

1. Production Company growth,

leading to a net increase in:

- a. The number of new production companies established in Saskatchewan
- b. The number of Indigenous owned and led production companies
- c. The size & profitability of existing production companies in Saskatchewan

Measurement: Increase in number of companies, FTE employment & EBIDTA

2. Production Support Services

growth, leading to a net increase in:

- a. The number and size of “production support services” companies serving as suppliers to the production industry. This includes but is not limited to AV post production facilities; visual effects & virtual production facilities; production business affairs & legal services; production accounting services; set, props & costume supply services

Measurement: Increase in number of companies, FTE employment and EBIDTA.

3. Production growth, leading to a net increase in:

- a. The number of film and television projects and other screen-based productions made in Saskatchewan, both non-union and union; scripted & unscripted
- b. The average budgets of productions
- c. The number of union-made productions, and a corresponding increase in the percentage of total productions which are union-made (WGC, ACTRA, DGC & IATSE).

Measurement: Increase in gross total and category-specific totals i.e. *MOW, feature film, scripted series, unscripted series, documentary, commercial production, service production, co-production*

Sector Development

Measurable Objectives (continued)

4. Workforce Growth, leading to a net increase in the number of:

- a. Saskatchewan-resident producers, creatives and crew
- b. Saskatchewan-resident members of WGC, ACTRA, DGC & IATSE
- c. Indigenous producers, creators and crews in Saskatchewan (and the percentage they form of the total workforce)
- d. Saskatchewan-resident key creatives (creative producers, screenwriters, directors, editors and production designers)
- e. Saskatchewan-resident line producers & production managers.

Measurement: *Increase in FTE positions*

5. Trade & Export Development growth, leading to a net increase in:

- a. **Foreign investment** (Cdn & int'l) in Saskatchewan- based screen-sector businesses and Saskatchewan-made projects
Measurement: *investment volume*

- b. The number of productions based

on **original Intellectual Property** owned or created by Saskatchewan residents, which are exported abroad.

Measurement: *production volume*

- c. **Total exports** of screen-based media from Saskatchewan

Measurement: *volume and value*

- d. **Positive public awareness of Saskatchewan** among Canadian, US and International audiences of Saskatchewan- produced screen content

Measurement: *Search engine analytics, surveys*

- e. **Film tourism** in Saskatchewan (tourists inspired to visit by watching SK-made content)

Measurement: *Search engine analytics & tourist entrance & exit surveys*

We will work with partners such as Saskatchewan Trade and Export Partnership to develop metrics which help tell the story of film & television as an export industry.

Sector Development

Using Best Practices To Achieve our Objectives

Efforts to achieve these measurable objectives will be driven in partnership by ScreenSask and Creative Saskatchewan, working in tandem with other government, industry & union stakeholders.

Benchmarks will be set based on 2024 production activity, with measurables reviewed annually.

We will draw inspiration from the growth strategies used to successfully build the screen media sectors in places like Manitoba, Northern Ontario, Georgia, Ottawa, Kentucky and Nova Scotia.

We will focus our efforts in seven key areas as defined by the Association of Film Commissioners International Best Practices In Screen Sector Development (May, 2024):

1. Production Incentives
2. Workforce Capacity
3. Infrastructure
4. Film Friendliness
5. Diversity, Equity & Inclusion
6. Sustainability
7. Stakeholder Engagement

Using Industry Standard Methodology

Economic indicators and other statistical data will be gathered and tracked using widely accepted methodologies adopted by Canadian provincial and federal film and television agencies, which meet the standards of acceptance required by the Government of Saskatchewan's Treasury Board and Finance Department.

As part of this strategy, Creative Saskatchewan will as of April 1, 2025 adopt the Sierra System, a third-party system used by Creative BC to track spend and spin-offs in British Columbia.

Sector Development

Production Incentives

Goal

To use Saskatchewan's production incentives as a tool to drive the growth of Saskatchewan's screen-based industries and achieve our Measurable Objectives

Strategy

1. Demonstrate to government the need, value and benefit of a gradual increase in the Feature Film & Television Production (FFTP) Grant within the following ranges:
 - a. 2026: \$12 - \$16 million
 - b. 2027: \$17 - \$24 million
 - c. 2028: \$24 - \$28 million
2. Advocate for changes to the FFTP Grant including:
 - a. Policies which encourage business and labour development
 - b. Additional programs, enhancements & bonuses that achieve strategic objectives and encourage growth.
3. Ensure that clear, measurable objectives are defined for Grant Programs and will be evaluated at regular periods to ensure success and accountability. New programs will be reviewed after 3 years after which time they will be adjusted, renewed or concluded.
4. Seize on opportunities presented by market conditions to market Saskatchewan as a production destination.
5. Align to both the Government of Saskatchewan's TED Business Plan and the Government of Canada's Creative Export Strategy.
6. Market Saskatchewan's production incentive to key decision makers who hold power over decisions to greenlight & bring productions to Saskatchewan, and demonstrate how these incentives combined with other factors make Saskatchewan a viable production destination.
7. Target international markets where Saskatchewan has a trade office presence: United States, Mexico, United Kingdom, Germany, United Arab Emirates, India, Singapore, Vietnam, China, Japan.
8. Focus on key targets including broadcasters, streamers & distributors; venture capital firms; production companies; studios; writers & directors.

Sector Development

Production Incentives

Tactics

Advocate for the implementation of positive changes to the Feature Film & Television Grant which will spur production, business creation and job growth, including:

1. On-Set Apprenticeship & Mentorship Program

- A program which attracts productions to film in Saskatchewan while accelerating crew training and building our crew base, by letting producers claim a partial grant on the labour of a qualified non-Saskatchewan resident (“The Mentor”) in a key position who is training qualified individuals in their department (“The Mentees”). Remainder of the grant on that labour would fund ScreenSask led on set training.

Measurable Objectives: *An increase in the overall number of Saskatchewan crew, the number who identify as having ‘laddered up’ within the period, and the number of Saskatchewan residents and Indigenous & BIPOC individuals who are in ‘key’ positions.*

2. Saskatchewan Key Bonus

- a. A program which offers productions a bonus to hire a Saskatchewan resident, who has gone through the On-Set Apprenticeship & Mentorship Program, in a key or Head of Department position. This incentivizes productions to promote SK residents into HOD and Key positions, building our crew base. The program works in tandem with the On-Set Apprenticeship & Mentorship Program to build our crew base.

3. Indigenous & BIPOC Key Bonus

- Using the same approach as the Saskatchewan Key Bonus, this incentivizes productions to hire Indigenous and BIPOC individuals in Head of Department and Key positions.

Sector Development

Production Incentives

Tactics (continued)

4. Screen Sector Production Services Program

- This would spur the creation and growth of production services support businesses and create jobs by allowing Saskatchewan companies to claim a Production Services grant on work done by them in the province, on productions which were produced elsewhere.
- The intention is to give Saskatchewan companies a competitive edge in the North American screen industry by using the grant to price themselves more competitively. This will attract clients & business, build businesses and create jobs. This will also help build an "industrial park" of screen-related businesses who can then work on Saskatchewan produced shows.
- For example, a Saskatchewan post production facility could claim the grant on editing and sound mixing a Toronto-shot show; a payroll company could claim the grant for running payroll on a show shot in Vancouver; and a visual effects company could create VFX for a show shot in Los Angeles.
- All labour would be done by Saskatchewan residents, in Saskatchewan, and offer the same economic spin-offs as physical production.
- This would apply to work done in the following areas:
 - i. Pre-production visual effects and pre-visualization, graphics,
 - ii. Virtual Production,
 - iii. Video and audio production & post-production,
 - iv. Business & legal affairs
 - v. Production management,
 - vi. Production accounting & bookkeeping,
 - vii. Casting,
 - viii. Set, prop and costume design, building & supply,
 - ix. Music composition & supervision.

Sector Development

Production Incentives

Tactics (continued)

4. Commercial & Market Driven Program

- Allows production companies to access the Feature Film & Television Production Grant for work done on commercials, music videos and other market-driven screen based productions that are distributed outside of Saskatchewan.
- The intention is to support the growth of production & post-production companies by helping them develop a market-driven income stream which supports workforce development & infrastructure development.
- This program would give Saskatchewan companies a competitive edge in the North American screen industry by using the grant to price themselves more competitively. This will attract clients & business, build businesses and create jobs. This will also help build an "industrial park" of screen-related businesses who can then work on Saskatchewan produced shows.
- Eligible minimum budgets would be defined (such as \$200,000 per production or for a slate of multiple productions in a single fiscal year)
- All television, streaming and other screen-based platforms would be eligible including social media & YouTube. This 'platform agnostic' approach recognizes the evolving nature of the screen industry.
- Only Saskatchewan production companies could qualify, with the grant being received by the production company (not the client).
- Potential bonusing could be considered for long-term Saskatchewan companies (ie, 5% bonus for businesses that are at least 5 years old) to incentivize the growth of existing Saskatchewan- owned production companies

Sector Development

Production Incentives

Tactics (continued)

5. Prairie Near-Market Training Program

- Intended to allow a limited number of individuals per year to access a grant to fund out of province on-set training in critical Department Head and Key Crew positions on large-scale productions that they would not otherwise be able to obtain in Saskatchewan.
- This is intended only for individuals who are mid-career and who have been identified by producers, unions and guilds as being ready to 'step up' to a new position but require additional experience otherwise not available in Saskatchewan. This is not intended for entry level positions.
- Participants would need to have previously received training through the On-Set Apprenticeship & Mentorship Program.
- This would not apply to co-productions with Saskatchewan in which another provincial / state film incentive is already being claimed on labour (no 'double dipping').

6. Unionized Production Incentive Program

- Offering productions a bonus for signing agreements with DGC, ACTRA and IATSE
- This incentive is in recognition of the fact that hiring union crew vs non union crew brings with it additional costs related to fringes. Those extra costs can be the deciding factor for producers who are looking to close their budget.
- The intention of this grant is to encourage the training & development of unionized crew.

7. Sustainability Incentive Program

- Would incentive productions to implement industry-standard sustainability practices by offering a bonus for achieving sustainability metrics.
- Sustainability would be measured by industry standard methods such as those adopted by Albert and Producing for the Planet.

Sector Development

Workforce Development

Goal

Create a robust talent pipeline to bring new workers into the province's industry, and enhance skills of existing workers across all roles in the industry, in order to achieve a net increase in the number of Saskatchewan-resident producers, creatives and crew; members of ACTRA, DGC & IATSE; and Indigenous, BIPOC and equity seeking individuals working in the industry.

Strategy

1. Create a comprehensive Workforce Development Strategy including Training Pathways
2. Increase Saskatchewan's film and television workforce to 2 scripted crews (minimum 75 per crew) and 6 unscripted crews (minimum 10 per crew) by 2028,
3. Increase the province's base of executive producers, producers, production managers, writers, directors, editors and department keys,
4. Ensure that at least 30% of qualified individuals identify as BIPOC, with at least 20% identifying as Indigenous, and at least 50% are female and/or LGBTQI2S+

Measurement: Increase in FTE positions

Sector Development

Workforce Development

Tactics

1. Incentivize training using the Feature Film & Television Production Grant

- Advocate for the use the Feature Film & Television Production Grant as a tool to create jobs & training opportunities
- This can be done through the application of new initiatives such as:
 - i. On-Set Apprenticeship & Mentorship Program
 - ii. Saskatchewan Key Bonus
 - iii. Screen Sector Production Services Program
 - iv. Commercial & Market Driven Program
 - v. Diversity Key Bonus Incentive
 - vi. Prairie Near-Market Training Program
 - vii. Unionized Production Incentive

2. Create a Workforce Development Strategy

- This will provide direction and measurable objectives

3. Create Attraction Campaigns

Work in partnership with agencies to attract highly skilled individuals to move to Saskatchewan to work in the screen industry. Focus on Producers, LMs/PMs, Key Creatives and other critical positions.

4. Create & Fund A Training & Development Infrastructure

- Create a **Workforce Development Committee** which implements the Workforce Development Strategy.
- Advocate that a percentage of the FFTP Grant triggered through the above programs be allocated to funding a ScreenSask run **Screen Sector Training Initiative** which facilitates the province's training.
- **Establish partnerships** with Government, educational institutions, unions & guilds, First Nations and industry organizations (such as ISO, BSO, DSO, NSI & Telefilm) to create comprehensive training programs and a series of funnels which provide a pathway for high school students, post-secondary students and immigrants to find jobs and careers in Saskatchewan's film and television industry
- Establish **inter-provincial partnerships** to collaborate on training (ie, with On Screen Manitoba and AMPIA)

Sector Development

Workforce Development

Tactics

5. Support community building, coaching & mentorship

- Hold networking events in Regina and Saskatoon which build relationships between emerging and established producers, creatives and crew
- Implement coaching and mentorship programs providing support to creators, producers and crew at all career levels
- Create an annual "ScreenSask Summit" as part of the Yorkton Film Festival which brings together producers, creatives and crew from Regina, Saskatchewan and other areas for shared learning, networking and development.

6. Create training & development opportunities

- Specialized courses, workshops and training initiatives for producers, writers, editors, directors, and crew members in collaboration with industry partners.
- A "Screen Industry Career Pathway" program for high school and college students
- A continuous professional development program for existing

workers

- Workshops and masterclasses led by industry experts

7. "Sask Shorts" Training & Development Program

- Facilitate the creation of an initiative inspired by programs like TELUS Storyhive or MTS Stories from Home, through which participants are selected to receive training, funds and mentorship to make short films.
- Calls for Submission can be targeted to different audiences to address different needs: a round for emerging filmmakers; a round for mid-career and established filmmakers seeking to make a proof-of-concept for a larger project; and DEI focused rounds which support BIPOC, Indigenous and Disabled filmmakers.
- Funding would be sought from Saskatchewan BDUs through their CRTC Community Programming mandates, with additional support from other government and industry groups.

Sector Development

Workforce Development

Tactics

8. Workplace Health & Safety

- Provide a framework for workplace health and safety training in partnership with Worksafe Saskatchewan, Unions and Guilds, Producers and safety training organizations/providers.
- Look to models such as Actsafe BC and the Manitoba 'Yellow Book' as inspiration.
- Develop a series of workshops and certifications which adhere to national and international film & television production standards that are adapted to reflect Saskatchewan laws, protocols and practices. These should, where possible, be adapted from existing programs/initiatives used by other industry sectors and provinces.
- Look to have this initiative funded in part by Worksafe Saskatchewan (similar to the Actsafe BC model)
- Continue to require that recipients of Creative Saskatchewan Film Grants adhere to Worksafe Saskatchewan rules and regulations.

Sector Development

Infrastructure Development

Goal

Increase the number and size of Saskatchewan's production companies, service producers, studio space, and production support services.

Strategy

1. Advocate for the use of Creative Saskatchewan's Film Incentives as a carrot to encourage the growth of infrastructure.
2. Create business & project development programs which encourage production & service companies to engage in best practices and promote investment and growth
3. Create a Screen Sector Trade and Export Development Strategy
4. Create a feasibility study on the expanding existing or building new studio & production support facilities, emphasizing private sector investments
5. Leverage public and private sector funding to support the development of slates of production projects.

Sector Development

Infrastructure Development

Tactics

Create an even more favourable business environment for the screen sector to thrive in, and support international marketing efforts, to encourage growth of both production companies & production support services.

1. Use FFTP to incentiveize Infrastructure Investment

- This can be done through the application of new grant initiatives such as the proposed:
 - Screen Sector Production Services Program
 - Commercial & Market Driven Production Program

2. Create business development programs

- Create sector-specific business & project development programs which support the growth of Saskatchewan-based production companies, and leverage existing programs.
- Focus on business planning, project financing and corporate financing.
- Work in partnership with organizations such as BDC, Saskatchewan Government, WESK, Chambers of Commerce & Tribal Councils.

3. Create a Trade and Export Strategy

- Develop a Screen Sector Specific Trade & Export Development Strategy in collaboration with Saskatchewan TED and federal Global Affairs.
- Utilize services provided by Saskatchewan's international trade offices and Canadian trade commissions.
- Hold FAM tours which bring key decision makers to Saskatchewan to meet potential production partners and tour locations.
 - Work in collaboration with local partners such as Regina Hospitality Association, Economic Development Regina, Discover Saskatoon & municipal film liaisons.
- Hold Market Missions to LA, Toronto and other key locations.
- Leverage participation in film & television festivals and markets to build profile for the Saskatchewan screen industry.
- Explore leveraging TED resources w/Alberta & Manitoba counterparts

Sector Development

Infrastructure Development

Tactics (Continued)

4. Explore adding new studios

- Conduct a feasibility study for expanding existing studio facilities or building new ones, with emphasis on supporting market driven private-sector initiatives.
- This could include both traditional black-box studio space and virtual production facilities

5. Explore creating a Screen Industry Hub

- A "Screen Industry Hub" could house production offices, post-production facilities, and support services which can support the growth and development of emerging and small businesses who are both developing & producing projects and providing production services.

6. Leverage existing infrastructure

- Explore opportunities to leverage existing infrastructure for film production use (ie, the use of strip malls, schools and other buildings as film sets, or the creation of backlots or storage facilities specialized to the industry's needs)

7. Encourage private investment

- Encourage private investment / venture capital investments in production companies & support service companies, as well as investments in development & production slates

8. Explore creation of screen sector development tax credits

- Investigate the viability of using venture funds and new research and development-focused tax incentives to fund the creation and development of original IP in Saskatchewan, inspired by the Saskatchewan Mineral Exploration Tax Credit and Saskatchewan Petroleum Innovation Incentive

Sector Development

Film Friendliness

Goal

Engage the public and wider business community to support the film industry and showcase its benefits.

Strategy

1. Use existing and new events to showcase Saskatchewan productions (and their benefits) to key influencers, government & community.
2. Encourage the active participation of municipal, regional & First Nations government and industry partners in the screen industry
3. Create opportunities for 'active engagement' by the community to connect with the screen industry
4. Highlight how communities, businesses and individuals across the province benefit from having the screen industry work in their community

Sector Development

Film Friendliness

Tactics

Make people in Saskatchewan love film and television even more than they do now, by showcasing its benefits and how they are part of the industry

1. Saskatchewan Showcase

- Launch a "Saskatchewan Showcase" public awareness campaign demonstrating the economic, social and community benefits of the screen industry.
- Organize quarterly screening events showcasing productions made in the province.
- Target key influencers, journalists and government officials.

2. Set Visits

- Host set visits and tours for government, influencers & public
- Encourage public participation in film festivals, screenings, contests and other initiatives featuring Saskatchewan made productions

3. Film Tourism Promos

- Develop a "Film Tourism" initiative highlighting filming locations

4. Screen Impact Report

- Create a "Screen Industry Impact Report" detailing economic and cultural benefits
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5. Municipal Film Liaison Program

- Establish a Film Liaison Program in municipalities to streamline permitting, location scouting and filming logistics
- Provide basic training, access to update and use Creative Sask's location library, pathways to certification as a film liaison and mentorship.
- Host municipality-focused workshops with local chambers of commerce and travel/tourism agencies to create awareness of what it takes to be 'film friendly' & provide learning / resources.
- Film Liaison positions would be funded through permit fees, with access to training & development grants through Creative Saskatchewan and/or Trade and Export Development
- Create and market this initiative to municipalities in partnership with Economic Development Regina, Discover Saskatoon, Saskatchewan Urban Municipalities Association and Saskatchewan Association of Rural Municipalities

Sector Development

Film Friendliness

Tactics (Continued)

6. Yorkton Film Festival Hub

- Support the growth of the Yorkton Film Festival / Golden Sheaf Awards as a promotable hub for Saskatchewan's industry by:
- Adding award categories for Feature Films & Long Form Drama, Comedy & Documentary, with both Saskatchewan and non-Saskatchewan production categories.
- This would serve to give heightened promotion to Saskatchewan feature film productions, while also bringing a new audience of feature / long form filmmakers to the province whom we could market to.

7. ScreenSask Summit

- Create a Saskatchewan focused conference as part of the Yorkton Film Festival which brings together producers, creatives and crew from Regina, Saskatchewan and other areas for shared learning, networking and development.
- This could take place the Thursday afternoon before the opening night screening, in order to encourage industry participation.
- This could be tied to a FAM tour

with out of province producers & buyers.

- This could include a Content Summit which provides pitching and development opportunities for Saskatchewan writers, producers and directors

8. Community Film Festivals

- Supporting the screening of Saskatchewan-made productions at community festivals such as the Ācimowin Film Festival in Saskatoon and the Regina International Film Festival
- Encouraging the development of Content Summits at film festivals which provides pitching and development opportunities for Saskatchewan writers, producers and directors.

Sector Development

Diversity, Equality & Inclusion

Goal

Ensure diversity, equality, and inclusion in hiring and promotion, with a focus on talent from Indigenous, BIPOC and equity seeking communities.

Strategy

1. Work in collaboration with existing national, provincial and municipal organizations focusing on talent from BIPOC and equity seeking communities.
2. Make space for talent from BIPOC and equity seeking communities in all programs.
3. Create specific programs for talent from BIPOC and equity seeking communities. to support the growth of their film and television careers.
4. Advocate for the use of Creative Saskatchewan's Feature Film & Television Production Grant as a an incentive to support talent from BIPOC and equity seeking communities.

Tactics

1. Advocate for the creation of new FFTP Grant initiatives such as the Diversity Key Bonus Program
2. Establish a DEI task force within the industry to set goals and monitor progress, including representatives of SIIT, Indigenous Screen Office, Black Screen Office, Disability Screen Office and the Racial Equity Screen Office.
3. Create targeted training and mentorship programs for members of BIPOC and equity seeking communities.
4. Organize networking events and job fairs focused on BIPOC and equity seeking communities.
5. Develop partnerships with business owned by members of BIPOC and equity seeking communities.

Sector Development

Sustainability

Goal

Ensure diversity, equality, and inclusion in hiring and promotion, with a focus on talent from Indigenous, BIPOC and equity seeking communities.

Strategy

1. Utilize Creative Saskatchewan's Feature Film & Television Production Grant to incentivize sustainable production through the proposed Sustainability Incentive Program.
2. Collaborate with partners such as Saskatchewan's Ministry of the Environment, Producing for the Planet and ALBERT to develop a "Green Production Guide" tailored to Saskatchewan's film industry
3. Offer workshops on sustainable production practices for producers and production managers
4. Adopt a nationally-recognized "Green Production" certification for environmentally conscious productions
5. Establish a sustainability fund to support eco-friendly initiatives in productions
6. Partner with local environmental organizations to provide expertise and resources

Tactics

1. Create a Sustainability Working Group to create a Sustainability Strategy

Sector Development

Stakeholder Engagement

Goal

Promote positive messaging to government, business, and community stakeholders.

Strategy

1. Establish a "Screen Industry Roundtable" with representatives from federal, provincial, municipal, and Indigenous governments
2. Develop an annual "State of the Saskatchewan Screen Industry" report for stakeholders which tracks our progress in reaching the Measurable Goals defined by this strategy, using 2024 baselines. Align the release of this with the release of the annual Canadian production Profile.
3. Create a "Screen Industry Ambassador" and "Screen Industry Speakers Bureau" program involving high-profile industry professionals who can make presentations to government, industry and media.
4. Organize regular "Screen Industry Open Houses" for community members and businesses
5. Develop targeted communication strategies for different stakeholder groups

Tactics

1. Work with Creative Saskatchewan to develop an implementation plan, which aligns with ScreenSask's general Government & Industry Relations Strategy

Government & Industry Relations

Guiding Principles

We want to ensure all levels of government understand the role and value of the screen industry in our economy, and to advocate for public policy which favours the screen sector's growth

Goals

1. Secure increased funding for Creative Saskatchewan and enhancements to the grant program and other film & television support programs
2. Secure funding for ScreenSask programs and Sector Development Strategy initiatives from:
 - a. Federal agencies (ie, PrairiesCan, Global Affairs, Canadian Heritage)
 - b. Provincial agencies (ie, TED, ICT, Advanced Education, Education)
 - c. Tribal Councils
 - d. Municipal Gov'ts
3. Successful advocacy at the federal level for Saskatchewan & Western Canada to get its fair share of public funding & maintain Western decision making
4. Secure industry support & collaboration at federal, provincial, tribal council & municipal level
5. Increase private-sector sponsorships & funding of SMPA & its programs

Strategy

1. Constant, active engagement with elected officials & staff as well as key business and community influencers
2. Understand governments' agendas, plans & priorities and work to address their goals
3. Clear communication focusing on economic benefits and measurable objectives
4. "Win, win, win, win," approach emphasizing how wins for film & TV sector result in wins for government, adjacent industries and the community & citizens
5. Emphasize use of public sector funding to leverage private sector investment & growth
6. Emphasize workforce development goals, with strong focus on Indigenous youth training pathways
7. Stay non-partisan (screen sector industry growth is good for all)
8. Collaborate with CMPA, Unions, Economic Agencies & others
9. Avoid controversy
10. Stay positive

Government & Industry Relations

Tactics

Stay engaged; keep it simple; use easy comparisons; focus on jobs, business growth & the economy; find common ground; create win-win situations; communicate often in a friendly manner.

1. Align with government priorities and plans
2. Hold quarterly meetings with Minister of Parks, Culture & Sport, Ministry staff and Opposition Critics
3. Hold bi-annual constituency office meetings with federal and provincial elected officials
4. Have meetings as needed with municipal & tribal council officials (w/ Creative Saskatchewan)
5. Engage provincial caucus through events & outreach where officials can connect with industry
 - a. Set Tours
 - b. Quarterly Screenings
 - c. Caucus Receptions & Briefings
 - d. Invite key decision makers and influencers to all ScreenSask events
6. Hold weekly meetings with Creative Saskatchewan leadership and staff
7. Make public acknowledgement of public funding & contributions made by individual officials and stakeholders
8. Create media relations & social media campaigns showcasing Saskatchewan industry success stories
9. Create targeted email & social media campaigns to key decision makers, elected officials and influencers
10. Collaborate with EDR, SARM, SUMA, SREDA and others as appropriate
11. Participate in policy events, political party events and other engagement opportunities
12. Collaborate with other provincial and national industry associations on joint training, marketing & advocacy initiatives
13. Collaborate with other Saskatchewan Creative Industry Associations
14. Create clear communication tools:
 - a. Key Message Statements
 - b. "How to Talk to Gov't" Guide
 - c. Training for Board Members
 - d. Customizable pitch deck template
 - e. Updated jobs-focused sizzle
 - f. GR/IR focused microsites on Screensask.com

Programs & Partnerships

Guiding Principles

We want organizations to want to partner with us, and help us achieve our goals, because they understand that what is good for Saskatchewan's screen industry is good for the community as a whole. And, we want every program we create to benefit people, companies & the community.

Goals

1. Build capacity & community in Saskatchewan's screen industry
2. Build ScreenSask's reputation as a leader and facilitator for growth in the industry on a local, national and international level
3. Provide valuable services to ScreenSask's membership
4. Grow the size of ScreenSask's paid membership
5. Create and build a new, vibrant and forward-looking brand for ScreenSask

Strategy

1. Use Sector Development Strategy as Program Guide
2. Leverage & adapt existing programs to serve Saskatchewan industry needs
3. Facilitate the creation of new programs where needs cannot be addressed by existing ones
4. Facilitate partnerships with industry, government & education to create and deliver programs
5. Focus on training & professional development; trade & export development; industrial development; marketing and promotion

Programs & Partnerships

Tactics

Be a leader; leave no-one behind; give as much as we take (as partners); empower our member's success; don't reinvent the wheel; work to bring investment and jobs to Saskatchewan; facilitate innovation; be nimble, fast & market-driven; try new things to see if they work; take (managed) risks

1. Create and launch a new brand: ScreenSask
2. Create a Workforce Development Strategy
3. Develop, finance & implement programs focused on training, business development, project development, marketing, trade & export
4. Develop a Member Benefits Program offering discounts, offers and other advantages to ScreenSask members
5. Collaborate with :
 - a. other industry groups who share our vision and goals: Unions and Guilds, CMPA, ISO, BSO, DSO, CMF, Telefilm, NFB, Creative Saskatchewan, provincial organizations
 - b. Saskatchewan Creative Industry Associations to create cross-industry initiatives
 - c. educational institutions to create industry-specific programs
6. Update our Communications Strategy & Tactics
7. Launch a new website and member profile portal
8. Provide above the line training that helps producers and creatives increase their skills, advance their careers, develop their projects, and succeed
9. Provide below the line training that helps keys and crew increase their skills, advance their careers and succeed
10. Create a member survey/feedback loop
11. Leverage community event partnerships to build awareness and esteem of screen industry in the community

Governance & Administration

Guiding Principles

Be a strong, well run organization led by a board focused on the 'big picture'; run by an Executive Director with a mission-driven focus and an eye on the bottom line; and operated by a professional team implementing best practices ensuring stability, growth and risk management.

Goals

1. Ensure good governance of ScreenSask
2. Ensure ScreenSask has strong, secure administration and accounting systems in place
3. Ensure Board and Staff are supported in their work and professional growth
4. Increase ScreenSask's Core Administration budget to allow for increases in operating costs, inflation, cost of living, etc.

Strategy

1. Review & update Board and Operational Policies
2. Review & update administration procedures
3. Review & update accounting procedures
4. Review & update staff performance management policies and procedures
5. Advocate for increase in Core Administration funding
6. Secure new funding to cover administration costs
7. Develop annual Operating and Program budgets and cash flow projections with detailed breakdowns of program costs

Governance & Administration

Tactics

Implement best practices in governance, administration, financial management and systems. Embrace technology to make us more efficient, knowledgeable and effective. Embrace change and encourage excellence. Raise more money.

Board

1. Hold annual board orientation and planning session
2. Develop a board activities calendar
3. Ensure board members agree to roles, responsibilities & sign NDAs
4. Hold quarterly board meetings
5. Hold bi-monthly committee meetings
6. Implement effective board package
7. Implement best practice financial management and audit processes
8. Implement online voting for board elections / AGM
9. Ensure committee structure works

Staff

1. Implement Executive Director performance benchmarks
2. Implement staff performance benchmarks

Policies

1. Implement board policy manual monitoring
2. Ensure social media strategy is current
3. Ensure HR policy is current

Finance & Accounting

1. Ensure best practice accounting and budgeting procedures are in place and followed
2. Ensure board signs off on budgets
3. Advocate to increase core Creative Sask operations funding to cover increased costs
4. Identify opportunities for self-directed revenue generation to support operations (advertising, member fees, etc)
5. Build administration fee charge-backs into program budgets to cover operating costs

Measurable Objectives

Guiding Principles

We can't just do things because we want to, we have to do them because they will lead to success. We need to be able to measure success so we can demonstrate that we did what we said we'd do, and that it worked.

Goals

1. Implement measurable objectives which align with our Core Objectives, Mission and Planning Priorities
2. Use these measurable objectives to set benchmarks which show our funders, partners and members that we are succeeding at what we set out to do
3. Build trust, respect and esteem by demonstrating our ability to succeed

Strategy

1. Funding Objectives: Use 2024 Core and Program Funding as Baeline
2. Member Satisfaction: Develop annual Member Satisfaction Survey
3. Membership Levels: Use 2024 paid membership as baseline
4. Administration: Use 2024 core expenditures as baseline
5. Events: Use 2024 event quantity and attendance as baseline
6. Training and development: Use Sector Development Strategy objectives as baseline

Tactics

1. Executive Director create measurable objective baselines
2. Governance Committee approve and review objectives / success
3. Annual monitoring of objectives to determine success
4. Review and update Strategic Plan on an annual basis to remain relevant

The background of the image features several blue paper cutouts of human figures. One figure in the center is holding a wooden pole with a red flag. The figures are arranged in a line, suggesting a team or group working together. The overall scene is set against a light blue background.

If we follow this
plan and strive
for success, we
will achieve good
things. Together.