

*A vision gives shape and direction to an organization's future.*

*Priorities help an organization achieve its vision.*

## Priority Planning: Leaders meet to craft visions & priorities

Nearly 30 film industry stakeholders including Film Board Co-Chair Mayor David Miller came together in Toronto on Friday, April 7, 2006 to participate in a priority planning session to create the Toronto film industry's visions for the future and identify priority actions need for their achievement. Professionally facilitated, the session resulted in five complementary visions that will be used to craft a single vision for the industry, as well as five priority areas that will help inform the Film Board's work over the next few years.



## Participants

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Jack Blum, Writer's Guild of Canada • Michael Booth, Mayor's Office • Susan Brown, Economic Development • Christina Buchli, Heenan Blakie • Don Carmody, Silent Hill / DCP Inc. • Shelley Carroll, City of Toronto • Sheldon Fainer, Designer Fabric Outlet • Mike Feldman, City of Toronto • Ken Ferguson, Toronto Film Studios • Peter Finestone, Economic Development • Paula Fletcher, City of Toronto • Michel Frappier, Ontario Media Development Corporation • Ron Haney, Directors Guild of Canada • David Hardy, NABET 700 • Sarah Ker-Hornell, Film Ontario • Carl Knipfel, Economic Development • Wendy MacKeigan, WIFT-Toronto • Don McCutcheon, Don McCutcheon Films Ltd. • Mayor David Miller, City of Toronto • Sue Murdoch, Pebblehut Too, Inc. • Kristine Murphy, Ontario Media Development Corporation • Alexandra Raffé, Savi Media Inc. • Rhonda Silverstone, Toronto Film and Television Office • Bill Skolnik, Toronto Musicians' Association • Ann Marie Sluga, Directors Guild of Canada • Tim Southam, Director • Andy Sykes, Deluxe Sound & Picture • Karen Thorne-Stone, Toronto Film Commissioner • Brian Topp, ACTRA • Tonya Lee Williams, ReelWorld Film Festival and Foundation.

# Five Visions

*vibrant*

*innovative*

*creative*

*world class*

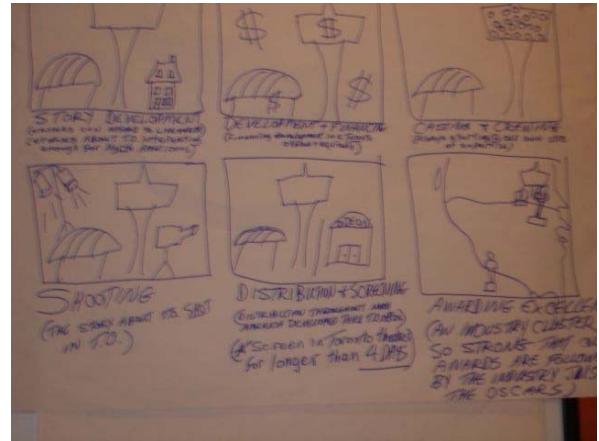
## Vision One: A Model for the World

Toronto is a model for the world.

Toronto is a vibrant centre of film excellence which is open to all and proud to tell its own story.

We are the next generation of innovation and creativity where the world lives.

Toronto – proud to tell our stories... great at telling yours!



## Vision Two: The Toronto Film Campus

Toronto Film Campus:

Three of Everything:

- ❖ Caterers
- ❖ Studio Owners
- ❖ Equipment Suppliers
- ❖ Music
- ❖ Talent
- ❖ Post-Production
- ❖ etc., etc., etc.

"Yellow brick road."

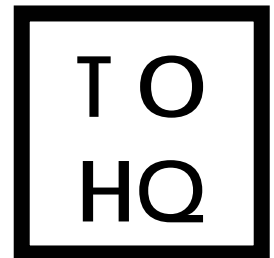
Incentives:  
federal,  
provincial and  
municipal.

World class.

Engage Toronto.

Pipeline to the world!

- ❖ Creativity?
- ❖ Entertainment?
- ❖ Media?



## Vision Three: Toronto—The Best

Toronto will be the best place to conceive, produce, and launch a film, TV show, or digital entertainment. We harness everything needed to do it. The world in all its diversity is right here.



*diversity*

*the best*

## Vision Four: An International Leader

Toronto is the future.

Toronto's visionary embrace of its film and creative industries has propelled the city into international leadership in

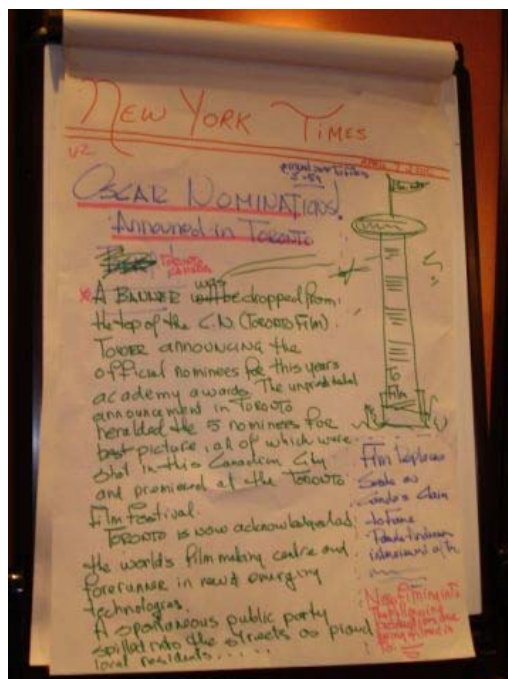
redefining the economic and social fabric of 21<sup>st</sup> century cities.

Toronto's film and creative industries propel us to a re-defined city model.

*visionary*

*redefining*

*international*



# Vision Five: A Rising Star

*inspirational*

*celebratory*

*excellence*

Toronto to become the 'creativity' capital of the world that inspires, embraces, showcases and celebrates excellence in the 'entertainment industries.'

Creativity capital of the world.

You belong here.



## Five Priorities

*bricks and mortar*

### Priority One: Build Infrastructure

Develop long-term infrastructure protection and growth plan.

Toronto Film Campus: studios, services and support at all sizes and price points.

Build infrastructure. Make it easy.



### Priority Two: Brand the Story

Brand! Brand! Brand!

Sexy, sassy, sophisticated, sustainable.

Toronto: creativity capital of the world! You belong here!

Develop the brand:

- ❖ Create the desired image (brand) (we have it all!)
- ❖ Build awareness of the brand (brand)

- ❖ Achieve buy-in of image (brand)

Brand building: new every year:

- ❖ Pool and amaze
- ❖ Telling our stories
- ❖ Marketing strategy – Renew! Refresh!
- ❖ Saturation

Passionate, positive, proud, proactive.

Strengthen the Toronto brand.

Action, Action, Action

- ❖ Develop an achievable plan for brand success (SWOT analysis, identify needed resources)
- ❖ Implement the plan (the right \$, team, time), with leadership at all levels
- ❖ Monitor the progress, evaluate success, adapt, go back at it!

*marketing*

# Priority Three: Domestic Creativity

Develop, support and promote domestic creativity.



Canadian stars

# Priority Four: Communications & Advocacy

Pursuit of excellence: City of Toronto to work with all levels of government to support the relentless pursuit of excellence, innovation and creativity in the sector.

Improve Toronto's 'film friendliness.'

Level playing field: enhance and sustain Toronto's competitiveness through government, industry and public support.

Reverse disincentives for production in Toronto and enhance direct investment in Toronto.

Raise profile and celebrate: working with the federal and provincial governments and other players, the City of Toronto to embark on a campaign to raise the profile and celebrate the success of Toronto creative industry achievements and relevance.

Undertake advocacy aimed at:

- ❖ Municipality
- ❖ Province
- ❖ Federal government
- ❖ Torontonians
- ❖ Canadians
- ❖ CRTC
- ❖ Financial sector

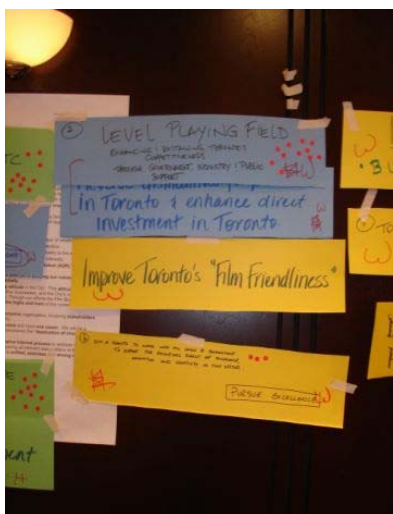
Communicate! Communicate! Communicate!

- ❖ Educate industry (all levels), government, marketplace and public to the brand
- ❖ Lobby at all levels (relentless, targeted, sophisticated)
- ❖ Marketing/promotion (high level strategy campaign)
- ❖ PR: convince 'everyone' to buy-in and embrace

*profile*

*education*

*celebrate*



## Priority Five: Film as a Strategic Centre

*strategic position*



City of Toronto to adopt film, TV and creative industries as a centrepiece of its economic and cultural strategies.

## Session Feedback

*What did you value most about the day?*

Humour. Good first effort to focus board on three key priorities that are practical and doable • Creative energetic structure. Having 6 hours of focus on the subject; Realizing that the group of 40 share common goals. Having our many ideas and visions into 4 major areas • As always in this industry, the intelligence, energy and enthusiasm of my colleagues ... oh – and making progress too.... • Wonderful location • Vision exercise • Got close to accomplishing final goals. Great venue and leadership • The opportunity of free exchange of viewpoints with industry colleagues. There is often little opportunity for pie in the sky noodling in most board meetings settings, and the session and moderator encourage the same • I value and appreciate the cross pollination of ideas which served to test concepts for feasibility and achievability. I also value the combined knowledge, talent in the room which can serve as the repository of expert advice • The sharing of ideas from a diverse group of people – delivering a common point of view • Comfortable and open session • The process: it worked. Hearing the Mayor: I agree with him. The results: the priorities are simple and clear • How it brought focus to our goal • Dialogue and exchange of ideas, suggestions and comments. Broad representation of various organizations within industry working as a collective, strong voice. Mayor's presence and contribution • Thought the structure of the morning went well. Having a variety people from different elements of the industry worked really well • Good team building session. Good brainstorming and good to hear everyone's ideas. Good cross section of industry stakeholders • Networking.

*What might you like to see different in future sessions?*

Structured breaks • Thought it worked very well! • Representatives from the financial sector and the exhibiting sector i.e. distributors, networks • I think good as it • Data – info re investment and legislation re other initiatives by other groups • I would change very little other than perhaps having table attendance rotate during the day • The structure of the meeting was excellent; need to focus on performance measures • Better dessert. More chocolate. Basically no break so it was 6 hours straight – a long meeting • More than one day – perhaps 3 to 5 days in a row; with strategic planners who can take these ideas and use their expertise and shape a 5 year plan to success • Not much – I thought it was flawless. Thank you • More speed – we accomplished only half the agenda, not to develop the strategies is a disappointment, when trying to make a board effective • More explanation of what people mean by the short forms used; all sounds like there is agreement but perhaps not shared understanding and therefore agreement • This group is used to quicker pace – we could accomplish more with fewer 'breaks' • perhaps shorter tighter segmentation to keep up the pacing. After the initial exercises creativity flagged a bit.

## Next Steps: Moving plans into action

To move the work forward, volunteers will be recruited to take the five initial visions and craft a single coherent vision for the Toronto film industry.

In addition, the five priorities will be circulated to Film Board and Working Group members and other participants of the Priority Planning Retreat for further input as well as for suggested actions and work plans.



*five visions into one*

*five priorities into action*

## The Facilitator: Mo McKenna

Maureen (Mo) McKenna has spent a number of years coaching and supporting leaders through the change process. She helps clients discover what

is working within an organization and how to move forward from a position of strength.

Mo's range of client engagements extends from one-on-

one executive coaching to large group facilitation in a variety of sectors including the provincial government, high tech, telecommunications, education and financial services sectors. She has been facilitating public workshops on the Appreciative Inquiry philosophy and methodology with Jane Magruder Watkins since 2001, and more recently with Sue Anderson, a communications specialist.

Mo is president of mentoring with MOmentum Ltd. and co-owner of Appreciative Inquiry Consulting LLC. Mo can be reached at [maureenmckenna@sympatico.ca](mailto:maureenmckenna@sympatico.ca).

*coaching*

*facilitation*

*positive change*

