



Northwest Territories  
Professional Media Association

2023/24 – 2027/2028

Strategic Plan

Approved: **insert date**

Yellowknife, NWT

## BACKGROUND

The **Northwest Territories Professional Media Association (NWTPMA)** was founded in 2011 with the purpose of creating a sustainable film and media industry that generates economy in the NWT. We are proud to serve and represent our members: the industry professionals who work in the film, television, and media industries within the NWT.

The NWTPMA provides leadership and support to the sector in various ways, including:

- Being a point of contact for information, networking and support for the NWT film and media sector
- Providing mentorship and training opportunities for members
- Hosting four annual NWTPMA Film & Media Awards in partnership with the NWT Film Commission
- Working with the Screen Production Yukon Association (SPYA), Yukon Media Development (YMD), and the Northwest Territories Film Commission (NWTFM) to deliver the pan-territorial Northern Canada Producer Accelerator program (NCPA)
- Collaborating with our long-time partner West Arctic Moving Pictures (WAMP) to deliver workshop and masterclasses in conjunction with the Yellowknife International Film Festival
- Maintaining the NWT Media Industry Directory

Recognizing these achievements, we know the NWTPMA can do more. This year, we saw a renewal of commitment and energy with an experienced, committed Board that prioritized the development of a strategic plan. This plan will clarify our purpose and increase our strategic focus for the next five years.

This is an exciting time, and we look forward to implementing this plan to:

- Strengthen us as an organization
- Improve the value we provide our members
- Increase the profile of NWT productions, producers, and crews
- Improve the policy environment and funding opportunities for NWT film and media projects

We will also continue to work with valued partners locally, pan territorially and nationally who share our passion for this sector and our commitment to bringing more attention and investment to the NWT productions, producers, and crews. This includes, but is not limited to our main funder, the GNWT Department of Industry, Tourism and Investment (ITI), the NWTFM, WAMP, SPYA, YMD, Telefilm Canada and the Canada Media Fund (CMF).

As a largely volunteer-run organization, we recognize that we must pursue our goals in a focussed and realistic way. In the short-term, this strategic plan focusses on solidifying our foundations and organizational capacity, as well as showing our value to our members. In future years, we will build out from there to increase our effectiveness as a promoter and advocate for our sector.

A key feature of the strategic plan is to rename and rebrand the organization to be the NWT Producers Association (NWTPA). While we will continue to welcome, serve and support everyone who seeks to work part-time or full-time in the NWT film and media industry, this change will increase our focus on representing and supporting the individuals who are the foundation and the main engine of our sector; the people who effectively make things happen for NWT productions and crews.

## OUR MISSION

*A statement of our purpose: what we do, for whom, and the benefit/value.*

The NWT Producers Association fosters a growing and sustainable film and media sector by promoting, training, advocating for, and supporting NWT producers, productions and crews. We do this by strengthening local skills and expertise, increasing recognition and exposure for the sector, and creating community for our members.

## OUR VISION

*The ideal future we are working towards*

We envision a future where the NWTPA is a catalyst and a focal point for a thriving NWT film and media sector that provides good quality, sustainable jobs for local producers, creatives and crews and generates high quality film and media productions that are celebrated locally and recognized nationally and internationally.

## OUR GOALS

*The long-term strategic aims we are prioritizing*

- GOAL #1      **SECTOR IMPACT**  
To leverage our collective knowledge, relationships, and resources to help grow and develop the NWT film and media sector so that it provides more opportunities for our members to be sustainably and consistently employed working in film and media
- GOAL #2      **REPRESENTATION**  
To effectively advance the interests of our members with policymakers, funders and (investors) industry stakeholders
- GOAL #3      **PROMOTION**  
To enhance the reputation of NWT crews globally, particularly as specialists in remote and cold-weather productions
- GOAL #4      **REPUTATION**  
To be an organization that is held in high regard and relied upon as the authority and primary knowledge source for film and media in the NWT by our members, funders and sector peers (nationally and internationally)
- GOAL #5      **TRAINING & SUPPORTS**  
To facilitate training, access to funding programs and other initiatives that strengthen local skills and expertise and enable the creation of film and media productions in the NWT
- GOAL #6      **ORGANIZATION**  
To be an essential organization that represents the interests and meets the needs of an engaged membership

<b>GOALS</b> <i>Our broad long-term aims</i>		<b>OBJECTIVES</b> <i>Specific target outcomes over the next five years</i>
<b>SECTOR IMPACT</b>	<b>Goal #1:</b> To leverage our collective knowledge, relationships, and resources to help grow and develop the NWT film and media sector so that it provides more opportunities for our members to be sustainably and consistently employed working in film and media	1.1. Increased number of NWT producers and crews whose primary source of income is from working in film and media (e.g., from in-migration, workforce retention, transition from part time to full-time)
		1.2. More registered businesses in the film and media sector
		1.3. Increased number of specialists
		1.4. More specialized infrastructure and equipment available in the NWT
		1.5. Higher percentage of NWT film and media workers in “above the line” roles (rather than service or support roles)
<b>REPRESENTATION</b>	<b>Goal #2:</b> To effectively advance the interests of our members with policymakers, funders and (investors) industry stakeholders	1.1. NWTPA is ready to represent the NWT in key venues (e.g., Prime Time)
		1.2. Improved NWT policy environment for film and media (e.g., PIP, GNWT investment cap)
		1.3. Increased recognition and exposure for NWT productions (e.g., festivals, awards, platforms, broadcast agreements)
<b>PROMOTION</b>	<b>Goal #3:</b> To enhance the reputation of NWT crews globally, particularly as specialists in remote and cold-weather productions	3.1. Increased demand for NWT crews
<b>REPUTATION</b>	<b>Goal #4</b> To be an organization that is held in high regard and relied upon as the authority and primary knowledge source for film and media in the NWT by our members, funders and sector peers (nationally and internationally)	4.1. Strong recognition of rebranded NWTPA with members, funders and other stakeholders
		4.2. Board and staff are knowledgeable, informed and connected within the NWT, national and international film and media sector
		4.3. Board/staff feel equipped and confident to make recommendations and advise on crews in the NWT
<b>TRAINING &amp; SUPPORTS</b>	<b>Goal #5</b> To facilitate training, access to funding programs and other initiatives that strengthen local skills and expertise and enable the creation of film and media productions in the NWT	5.1. NWTPA training is increasingly addressing identified gaps in the sector
		5.2. Increased uptake and diversity in training participants
		5.3. High member/participant satisfaction with training and supports (see value, meeting their needs)
		5.4. Increased number of film and media projects coming out of the NWT
<b>ORGANIZATION</b>	<b>Goal #6</b> To be an essential organization that (effectively) represents the interests and meeting the needs of an engaged membership	6.1. NWTPA is governed by a consistent, committed Board
		6.2. NWTPA progresses to having a full-time Executive Director
		6.3. NWTPA has sufficient policies and procedures to enable effective day-to-day management by staff, allowing the Board to focus on strategic initiatives
		6.4. Strong and invested group of core members who represent the key player in the NWT film and media sector
		6.5. High member satisfaction

## OUR STRATEGIES

How will achieve our goals and objectives

Key elements	Timeline	Board lead	Support
<b>STRATEGY 1: Rebrand and market the NWT PMA as the NWT Producers Association (NWTPA)</b>			
Change <b>bylaws</b> to reflect new name	Year 1 - AGM	Pablo Saravanja	<ul style="list-style-type: none"> <li>• Board input &amp; review</li> <li>• Staff</li> </ul>
Set up and manage <b>rebranding contract</b>	Year 1	Allister McCreddie	<ul style="list-style-type: none"> <li>• Board input, review &amp; approve scope of work, deliverables</li> </ul>
Develop and implement <b>organizational communications plan</b>	Year 1 – Develop Year 2 to 5 – Implement and adapt	Alexandre Beaudin	<ul style="list-style-type: none"> <li>• Consider contract</li> </ul>
<b>Launch</b> new brand	Year 2	Allister McCreddie	<ul style="list-style-type: none"> <li>• Staff</li> </ul>
<b>STRATEGY 2: Solidify organizational foundations</b>			
Plan to incrementally transition to a full time <b>Executive Director (ED)</b>	Year 1 – Create part-time ED position (replace Admin Coord) Year 5 – Target for full time ED	Jeremy Emerson	<ul style="list-style-type: none"> <li>• Board input &amp; recruitment support</li> </ul>
Implement clear <b>Voting Member</b> and <b>Associate Member</b> criteria and rights	Year 1 - AGM	Pablo Saravanja	<ul style="list-style-type: none"> <li>• Board review</li> <li>• Staff</li> </ul>
Increase functionality and accuracy of <b>website (look at a better platform)</b>	Year 1	Jeremy Emerson	<ul style="list-style-type: none"> <li>• Staff</li> </ul>
Update and complete <b>policies and procedures</b> (assessment, prioritization, schedule)	Year 1 – Assessment and prioritized plan Year 1 onward – implement	Pablo Saravanja	<ul style="list-style-type: none"> <li>• Staff</li> </ul>
Develop Board and staff <b>onboarding package</b>	Year 1	Staff (Pablo Saravanja)	<ul style="list-style-type: none"> <li>• Board review &amp; approve</li> <li>• Staff – drafting</li> </ul>
Improve <b>membership registration process</b> (functionality, vetting, collecting useful sector data)	Year 1 – Fix website functionality Year 2/3 – Address improvement related to vetting and sector data questions	Jeremy MacDonald	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Jeremy Emerson on link back to website content</li> </ul>
Improve the <b>NWT Suppliers Guide</b> (ease of use, rigour, marketing value)	Year 1 – Basic process and functionality improvements (look at more automation) Year 3 – Engage the Film Commission to proposal/plan to increase the rigour and marketing value Year 4/5 – Implement new approach	Jeremy MacDonald	<ul style="list-style-type: none"> <li>• Brainstorming with Board</li> <li>• Staff</li> <li>• Film commission needs to be involved - it is on their website</li> </ul>

Key elements	Timeline	Board lead	Support
<b>STRATEGY 3: Strengthen NWTPA ability to understand and represent the sector</b>			
<b>Annual member survey</b> <ul style="list-style-type: none"> <li>● Key statistics (employment, projects, crews, etc.)</li> <li>● Training needs</li> <li>● Satisfaction with membership</li> </ul>	Year 1 – Research other surveys, develop a draft Year 2 – Pilot new survey Year 3 – ongoing implementation	Jeremy MacDonald	<ul style="list-style-type: none"> <li>● Board input, review and approval</li> <li>● Staff</li> </ul>
<b>STRATEGY 4: Strengthen and focus how we represent the interests of our members</b>			
Develop and implement <b>annual member representation plan</b> that identifies: <ul style="list-style-type: none"> <li>● Advocacy priorities and approaches (policy, funding, etc.)</li> <li>● Priority promotional opportunities, activities and supporting tactics and collateral</li> <li>● Relationship development with WAMP, Film Commission, City of Yellowknife and other community governments, NWT Parks, NWT Tourism, etc.</li> </ul>	Year 1 – GNWT election focus Year 2 – ongoing	Pablo Saravanja & Jen Walden	<ul style="list-style-type: none"> <li>● Board input, review &amp; approval</li> <li>● Board members participate in implementing the plan</li> <li>● Staff support</li> </ul>
Support <b>improved marketing materials for NWT productions</b> (i.e., NWT producers' project resumes, one-pagers) potentially by providing templates and template, training	Year 2/3 - initiate, explore templates and training	Jeremy MacDonald	<ul style="list-style-type: none"> <li>● Staff</li> </ul>
<b>STRATEGY 5: Improve communication and service to members</b>			
Include member-focussed section in <b>communication plan</b>	Year 1	Alexandre Beaudin	<ul style="list-style-type: none"> <li>● Consider contract</li> </ul>
Develop and promote an <b>annual training plan and calendar</b> that includes both external, mentorship and peer-led learning	Year 2 – start	Jen Walden	<ul style="list-style-type: none"> <li>● Board input, review &amp; approval</li> <li>● Staff</li> </ul>
Provide more <b>social and networking</b> opportunities for members	Year 1 – one event (launch strat plan, pre-election focus) Year 2 – one event Year 3 – ongoing consider additional events	Allister McCreadie	<ul style="list-style-type: none"> <li>● Board to support on planning</li> <li>● Staff to support on logistics</li> </ul>
<b>Improve membership benefits</b> (e.g., discounted/preferred rates on insurance; travel and accommodation rates; health)	Year 1 – Investigate Year 2 – Design and launch new benefits (may be an incremental implementation)	Pablo Saravanja	<ul style="list-style-type: none"> <li>● Staff</li> </ul>

Strategy	Current year	2024-25	2025-26	2026-27	2027-28	
STRATEGY 1: Rebrand and market the NWTPMA as the NWT Producers Association (NWTPA)	Change bylaws to reflect new name					
	Set up and manage rebranding contract	Launch new brand	Sustain			
	Develop and implement organizational communications plan	Implement and adapt communications plan				
STRATEGY 2: Solidify organizational foundations	Replace Admin Coordinator role with part-time ED	Increase ED role, responsibilities, and salary over time			Target for full-time ED	
	Implement clear Voting Member and Associate Member criteria and rights at AGM					
	Increase functionality and accuracy of website (look at a better platform)					
	Develop plan to update and complete policies and procedures (assessment, prioritization, schedule)	Implement plan				
	Develop Board and staff onboarding package	Maintain and update as needed				
	Improve web membership registration	Improve membership registration process overall (vetting, collecting useful sector data)				
	Basic improvements to process and functionality of NWT Suppliers Guide (look at more automation)		Engage NWTFC with proposal to increase the rigour & marketing value of NWT Suppliers Guide	Implement improved approach/process		
STRATEGY 3: Strengthen NWTPA ability to understand and represent the sector	Research and develop draft annual member survey	Pilot new survey	Implement annual survey to track key statistics, training needs, member satisfaction			

Strategy	Current year	2024-25	2025-26	2026-27	2027-28
<b>STRATEGY 4: Strengthen and focus how we represent the interests of our members</b>	Annual member representation plan (Set advocacy, promotion, relationship focus for the year ) – <i>GNWT election focus</i>	Annual member representation plan (Set advocacy, promotion, relationship focus for the year )	Annual member representation plan (Set advocacy, promotion, relationship focus for the year )	Annual member representation plan (Set advocacy, promotion, relationship focus for the year )	Annual member representation plan (Set advocacy, promotion, relationship focus for the year )
			Explore ways to <b>improve marketing materials for NWT productions</b>	Implement	
<b>STRATEGY 5: Improve communication and service to members</b>	Include member-focussed section in <b>communication plan</b>	Implement and adapt communications plan			
		Develop and promote an <b>annual training plan and calendar</b>	Annual training plan and calendar	Annual training plan and calendar	Annual training plan and calendar
	Host a <b>social/networking</b> event for members (launch strategic plan, pre-election focus)	Host a <b>social/networking</b> event for members	Host one or more <b>social/networking</b> event for members	Host one or more <b>social/networking</b> event for members	Host one or more <b>social/networking</b> event for members
	Investigate options to <b>Improve membership benefits</b>	Membership benefits plan & launch new benefits	Add on to membership benefits as per plan		