



# 2021-2023 STRATEGIC PLAN



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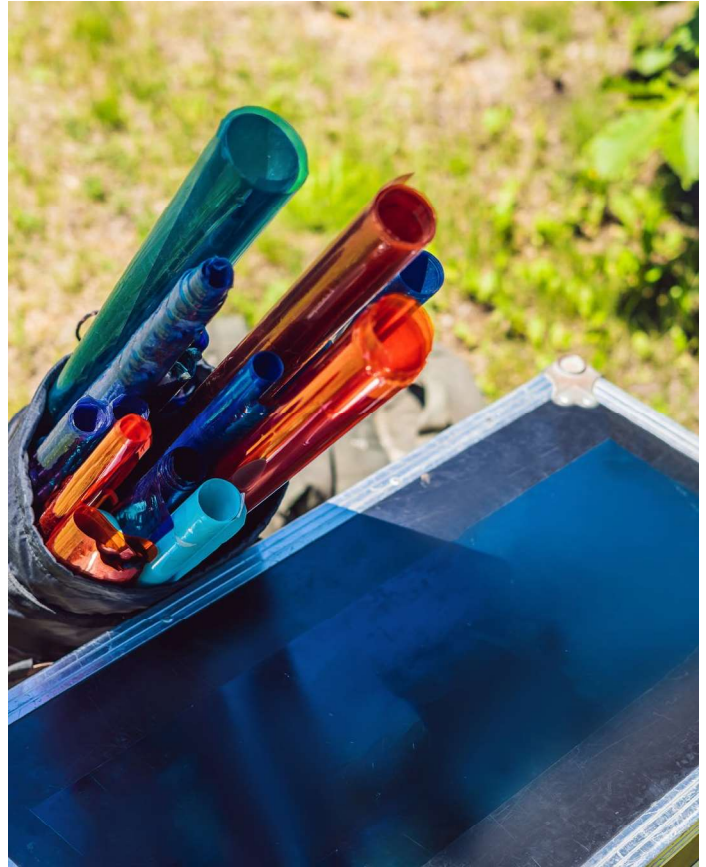
# INTRODUCTION

ONTARIO'S FILM AND TELEVISION INDUSTRY IS COMMITTED TO ENVIRONMENTAL SUSTAINABILITY.

On September 10, 2020, Ontario Green Screen (OGS) was launched by Ontario Creates with 19 industry and government partners. This strategic plan represents a year of collaboration between those parties and subject matter experts. This plan is a roadmap for responsible growth, and OGS provides the industry with the tools, partnerships, resources and educational opportunities necessary for environmentally sustainable production.

This two-year plan is being introduced at a critical moment in Ontario's evolution as a film jurisdiction. The industry has shown great resolve and collaborative spirit to surpass significant barriers presented by COVID-19. The plan draws upon those strengths to build a solid foundation on which industry and individual contributions can create real environmental change. We are excited for this plan to work for Ontario's film workers, production partners, communities and the planet.

**Join us.**





# ONTARIO'S FILM AND TELEVISION INDUSTRY

Ontario's fast-growing film and television industry makes significant cultural and economic contributions to the province. In 2019, the industry contributed a record-breaking \$2.16 billion in direct spending to Ontario's economy, creating 44,540 high-value full-time jobs for Ontarians. Except for a slight drop-off during the early days of COVID-19, over the past twenty years, the industry has grown steadily by building a strong reputation as a world-class jurisdiction offering renowned creative talent, crew, infrastructure, production service companies, locations and government support.

The film and television industry thrives across the province, contributing to local economies and enriching the cultural fabric of our communities. Celebrated live action projects such as *Schitt's Creek*, *The Queen's Gambit*, *The Handmaid's Tale*, *Shape of Water*, *Star Trek: Discovery*, *Cardinal* and *Murdoch Mysteries*, and animated projects such as *Paw Patrol* and *Hilda*, are just some examples of world-class content produced in Ontario. With many producers and service providers already making sustainability part of their daily work practices, initiatives such as Foodrescue.ca, The Clothes off our Racks and more than 170 individuals certified with Climate and Sustainable Production Training, this strategic plan provides a roadmap to further strengthen that impact.



Photo courtesy of Destination Ontario.



**343**

film and  
television  
projects in 2019



**\$2.16  
BILLION**

in direct  
spending to  
Ontario's  
economy



**170**

individuals certified  
with Climate  
& Sustainable  
Production Training



# ABOUT ONTARIO GREEN SCREEN

In 2019, Ontario Creates engaged a sustainability working group comprising interested industry organizations, service providers, unions, guilds, government partners and individual stakeholders who consulted with the broader industry to gauge interest and identify priority areas. This group reignited the important conversation and carried forward work that was previously developed in Ontario in 2009 where sustainability objectives and best practices were defined for the film and television industry. The feedback from the conversations in 2019 was clear. The industry is in need of the tools and training resources required to successfully establish sustainable film production practices; specifically, those offering pathways to lower carbon emissions, reduced waste and carbon footprint measures across the film and television industry.<sup>1</sup>

In response, Ontario Green Screen was formed through the financial and resource contributions of Ontario Creates, and 19 industry and municipal stakeholders gathered in September 2020 to act as centralized body to address these opportunities. Governing the OGS is an Advisory Committee composed of representatives of these stakeholders. The OGS Advisory Committee

immediately set the priority of creating a strategic plan to set specific, measurable, and timely goals for the initiative by way of a strategic plan. This plan represents a collaboration between government, industry partners, unions, guilds, trade associations and companies that seek to make lasting change in the industry; and to empower individuals, production companies and studios to make sustainable choices. The OGS Advisory Committee also oversees the budget, and general activities and management of the OGS initiative. The implementation of this plan will be undertaken with the support of the OGS partners, the Program Manager, and in collaboration with other interested stakeholders.

The Ontario Green Screen partnership values equity, diversity, accessibility and inclusion as a key part of environmental stewardship, sustainability, and the media production sector. Everyone who works in the film and television industry in Ontario is welcome to be part of the OGS initiative and participate in its courses, committees, and community meetings. Ontario Green Screen seeks to develop sustainable initiatives that are intended to foster an engaged community and one that reflects the diversity of the province.

<sup>1</sup> Film and television industry is defined as physical production, post-production, animation and visual effects.



## OUR MISSION

To develop tools and resources that will empower Ontario's film and television industry to adopt environmentally sustainable best practices and business models to reduce the environmental impact.

# PARTNERS AND MANAGEMENT

## ABOUT ONTARIO CREATES

Ontario Creates is an agency of the provincial government whose mandate is to be a catalyst for economic development, investment and collaboration in Ontario's creative industries including the music, book, magazine, film, television and interactive digital media sectors domestically and internationally.



Ontario Creates is committed to delivering high-impact support that creates jobs and economic opportunities for Ontarians, and contributes to an advantageous business environment for growth. Through targeted programs and services, support for innovation, and by leveraging public and private partnerships, Ontario Creates builds the capacity and competitiveness of the province's creative industries to deliver award-winning content that is enjoyed by audiences around the world. Our investments help to ensure that Ontario is a better place to live and work, and that Ontario companies continue to be leaders in the domestic and international marketplace.

## ABOUT CIRCULAR INNOVATION COUNCIL

The Circular Innovation Council – originally established as Recycling Council of Ontario in 1978 – is a membership-based non-profit environmental organization that believes solutions for greater resource efficiency is to advance the circular economy.



We are inclusive and collaborative among supply and value chains, and seek to advance business models, products, and services that can deliver on the values and benefits of a circular economy. Through better resource efficiency – reuse, share, repair, refurbish, remanufacture, recover in a closed-loop system – we can reduce waste, pollution, and carbon emissions. In doing so, we showcase innovation by putting circular economy concepts into action.



Photo courtesy of Destination Ontario.



# PARTNERS AND MANAGEMENT

## ADVISORY COMMITTEE

Ontario Green Screen is only possible through a strong collaboration between Ontario Creates and industry and municipal partners. Collectively, we have a shared responsibility to embrace and improve sustainable production practices. While advancing these initiatives through their own organizations, industry and municipalities recognize the importance of collaboration in accelerating this important work.

Film and television production takes place across the province and OGS partners represent many diverse aspects of the film and television production sector. The success of OGS cannot be accomplished without the input, investment and innovation of these industry champions representing producers, cast and crew (above and below the line), studios, equipment suppliers, post-production and municipalities.

Contributing partners since the launch of OGS through to April 2021 and the launch of this strategic plan:



# THE PLAN

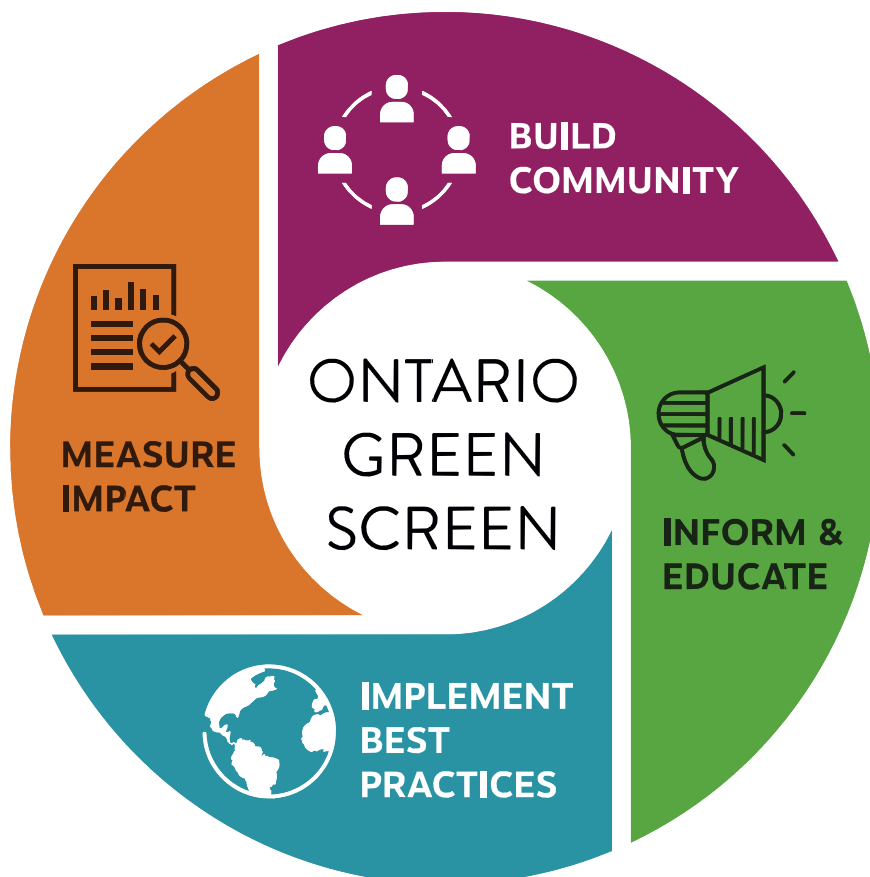
This strategic plan identifies the deliverables needed for Ontario to achieve a more sustainable film and television industry. The goals, as defined by the Advisory Committee, have been further refined into four pillars with actionable tasks that are tied to deliverables.

The four pillars – *Build Community; Inform and Educate; Implement Best Practices; and Measure Impact* - serve as the foundation of our direction. It is important to note that each pillar is integral to the success of this plan and as such, are interconnected and will be activated concurrently to achieve desired outcomes. Key goals have been established for each pillar that are tied to specific tasks that OGS commits to undertake. In doing so, this strategic plan will forge a pathway to a greener industry.

The OGS strategic plan is intended to be a living document; achievements for each pillar will be

monitored and measured throughout implementation, particularly within the COVID-19 context. The plan will be reviewed on a regular basis and refined as needed to ensure that goals and outcomes are aligned with the current landscape, industry needs and evolving best practices.

It is understood that in some instances the key pillars, as identified in this document, may require time, resources and effort beyond this strategic plan to complete and new tasks may be added. As we near the fourth quarter of this strategic plan, we will evaluate the goals and tactics to determine where we stand in terms of delivery and/or implementation of the items. Although some tasks will be completed, others will be in process and at this point we will reforecast and re-scope in anticipation of the development of the 2023/24 strategic plan.







# BUILD COMMUNITY

**WE COMMIT** TO DEVELOPING AN ENGAGED, DIVERSE, AND INCLUSIVE COMMUNITY THAT ADVANCES AND ENABLES SUSTAINABLE PRODUCTION PRACTICES.

## GOALS

1. Promote communications opportunities for sustainable production practices.
2. Create an OGS Ambassador Program.
3. Engage with existing private, not-for-profit organizations and all levels of government to identify collaboration opportunities and available incentives/financial support.

## TACTICS AND TIMELINES

	2021/22		2022/23	
	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4
<b>1. Promote communications opportunities for sustainable production practices.</b>				
Organize quarterly Community Meetings to share OGS updates, review progress, share best practices.	x	x	x	x
Develop communication channels and processes to receive feedback from the industry at large.	x	x	x	x
Identify key vendors, suppliers, and services across the industry and beyond to promote OGS initiatives and the Ontario Production Guide.	x	x	x	x
Collaborate with organizations in other key film jurisdictions to align and share best practices.	x	x	x	x
<b>2. Create an OGS Ambassador Program.</b>				
Identify and promote engaged industry professionals who are committed to sustainable production.	x	x	x	x
Develop tools and resources to assist ambassadors to share best practices, motivate, enable film workers to champion the OGS initiative.	x	x		
Develop online communication channels to allow ambassadors to collaborate, share stories, and make connections within the industry.	x			

The above table shows the tactics and timelines for the Build Community pillar.



# BUILD COMMUNITY

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## TACTICS AND TIMELINES

	2021/22		2022/23	
	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4
<b>3. Engage with existing private, not-for-profit organizations and all levels of government to identify collaboration opportunities and available incentives/financial support.</b>				
Review and update environmental scan of existing sustainability partners and initiatives every six months.		x		x
Develop standards that facilitate best practices for more sustainable productions in Ontario.			x	x
Identify organizations that would be suitable for partnerships and collaboration.	x	x	x	x
Collaborate with industry partners and all levels of government to promote sustainability planning, share reporting, and measurement metrics.	x	x	x	x

The above table shows the tactics and timelines for the Build Community pillar.





# INFORM AND EDUCATE

**WE COMMIT** TO EDUCATING ONTARIO'S FILM AND TELEVISION PRODUCTION WORKERS, COMPANIES, PRODUCTION CLIENTS AND GOVERNMENT PARTNERS ON SUSTAINABLE BEST PRACTICES.

## GOALS

1. Develop and deliver a suite of carbon and waste literacy courses to industry stakeholders.
2. Influence production practices to be more sustainable by sharing best practices, identifying barriers, and working with partners to remove barriers.
3. Identify and promote sustainable vendors, suppliers, and services.
4. Promote industry sustainable best practices in communities in which the film industry is operating.

## TACTICS AND TIMELINES

	2021/22		2022/23	
	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4
<b>1. Develop and deliver a suite of carbon and waste literacy courses to industry stakeholders.</b>				
License and adapt Climate and Sustainable Production (C&SP) & Carbon Calculator training modules and deliver to stakeholders in the film and television industry free of charge on a year round basis.	x	x	x	x
Enhance and adapt C&SP course for different industry needs.		x	x	x
Work with the industry to integrate OGS training assets into orientation courses.	x	x	x	x
<b>2. Influence production practices to be more sustainable by sharing best practices, identifying barriers, and working with partners to remove barriers.</b>				
Use the OGS website as a hub for sharing provincial sustainable production information, training, programming and resources.	x	x	x	x
Inventory available province-wide sustainable resources and tools; identify gaps and develop new resources as necessary (e.g., workplace notice boards, training resources, welcome kit).	x	x	x	x
Develop and distribute Ontario case studies that demonstrate the positive impact of adopting sustainability practices for the environment and the industry.	x	x	x	

The above table shows the tactics and timelines for the Inform and Educate pillar.



# INFORM AND EDUCATE

**WE COMMIT** TO EDUCATING ONTARIO'S FILM AND TELEVISION PRODUCTION WORKERS, COMPANIES, PRODUCTION CLIENTS AND GOVERNMENT PARTNERS ON SUSTAINABLE BEST PRACTICES.

## TACTICS AND TIMELINES

	2021/22		2022/23	
	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4
<b>3. Identify and promote sustainable vendors, suppliers, and services.</b>				
Establish clear requirements and a vetting process for vendors that claim or offer green or sustainable services.	x	x		
Expand the list of green vendors in the <i>Ontario Production Guide</i> .		x	x	x
Promote sustainable vendors and other green resources to domestic and international producers who are considering Ontario for their filming jurisdiction.	x	x	x	x
<b>4. Promote industry sustainable best practices in communities in which the film industry is operating.</b>				
Create a communications stakeholder map, leverage what other jurisdictions are implementing.	x			
Develop social media channels to help build community, engagement and promote green action.	x	x		
Develop marketing material (e.g. videos, infographics, posters etc.) that promote OGS within the industry and to a broader audience.	x	x	x	

The above table shows the tactics and timelines for the Inform and Educate pillar.







# IMPLEMENT BEST PRACTICES

**WE COMMIT** TO DELIVERING RESOURCES, TOOLS AND INITIATIVES THAT ASSISTS ONTARIO'S FILM INDUSTRY TO IMPLEMENT SUSTAINABLE STRATEGIES AND PROTOCOLS THAT PROMOTE ENVIRONMENTAL STEWARDSHIP.

## GOALS

1. Reduce greenhouse gas (GHG) emissions related to fuel and energy consumption across productions.
2. Reduce food supply chain waste and related GHG emissions.
3. Reduce use of single-use plastics across all areas of production.
4. Promote circularity and reuse in costume, design, sets and props, and construction.

## TACTICS AND TIMELINES

	2021/22		2022/23	
	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4
<b>1. Reduce greenhouse gas emissions related to fuel and energy consumption across productions.</b>				
Explore opportunities to implement grid tie-in capability in frequently used production locations, to reduce the use of diesel generators.	x	x		
Broker/promote introductions between industry and innovators to help facilitate the use of high efficiency power/clean energy solutions into production (e.g., pilot program, beta testing).	x	x	x	x
Encourage industry to procure vendors and suppliers that provide solutions for high efficiency power sources and fuel alternatives (e.g., rechargeable, solar, biogas generators).	x	x	x	x
Plan and implement a Hybrid/EV Vehicle Pledge that is supported by the industry.	x			
Identify service providers that offer solutions for the use of digital documentation in production.	x	x	x	
<b>2. Reduce food supply chain waste and related GHG emissions.</b>				
Research opportunities for expanding food rescue programs.	x			
Expand food rescue partnerships on production sets in select jurisdictions.		x	x	
Promote a selection of vendors that offer low emission menu choices (e.g., local ingredients and plant-based options).	x	x	x	

The above table shows the tactics and timelines for the Implement Best Practices pillar.



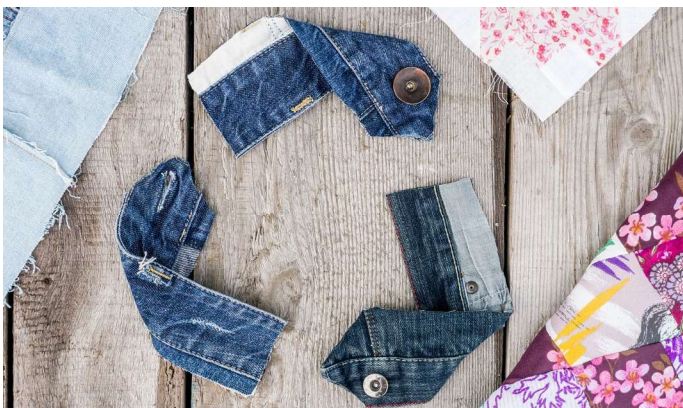
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## TACTICS AND TIMELINES

	2021/22		2022/23	
	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4
<b>3. Reduce use of single-use plastics across all areas of production</b>				
Plan and implement a plastics reduction pledge / campaign and develop a way to promote progress made in productions across the province.	x	x		
Encourage the industry to use suppliers that support sustainable business models as they relate to plastics: reusable container programs, post-consumer recycled products, packaging and biodegradable options.	x	x	x	
Pilot a touchless water bottle refill station in production.			x	x
<b>4. Promote circularity and reuse in costume, design, sets and props, and construction</b>				
Develop an online tool that connects industry stakeholders to facilitate sharing/reuse of set materials and wardrobe.	x			
Investigate options to collaborate with industry to pilot a sustainable lock-up program where sets, construction materials and wardrobe pieces can be warehoused and accessed for future use.		x	x	
Work with local organizations to facilitate the distribution of donations and repurposing materials outside of the industry.	x	x	x	x

The above table shows the tactics and timelines for the Implement Best Practices pillar.





# MEASURE IMPACT

**WE COMMIT** TO DEVELOPING THE FRAMEWORK AND TOOLS NECESSARY TO EFFECTIVELY MEASURE AND REPORT ON ENVIRONMENTAL IMPACTS AND INDUSTRY-WIDE PROGRESS.

## GOALS

1. Develop a process for gathering baseline data and measuring environmental impact in a standardized way.

## TACTICS AND TIMELINES

	2021/22		2022/23	
	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4
<b>1. Develop a process for gathering baseline data and measuring environmental impact in a standardized way.</b>				
Work with other jurisdictions to collect industry data to inform our processes while striving for consistent metrics across jurisdictions.	x	x	x	x
Aggregate carbon output data from participating production companies/studios to establish baseline reporting data.	x	x		
Develop tools and resources to collect data related to waste diversion and GHG emission reductions.		x	x	
Collect and aggregate data provided by carbon calculation tool and other means; track, report and communicate impact.			x	

The above table shows the tactics and timelines for the Measure Impact pillar.





# REPORTING AND MEASURING SUCCESS

Through a regular monitoring, measuring, and reporting process, OGS will be fully transparent about ongoing progress in achieving the strategic goals of the initiative.



## MONITORING AND MEASURING PROGRESS

A comprehensive internal project plan that is drafted by the OGS Program Manager and approved by the voting Advisory Committee members will be developed to assign specific deadlines, roles and responsibilities for each tactic and corresponding metric. The project plan will be used to monitor ongoing progress of the strategic plan and can be adapted to capture new goals or allow for any shifts in the scope or objectives. Measurements have been determined by the Advisory Committee. The Program Manager will report on qualitative and quantitative measures and progress will be evaluated by the Advisory Committee.



## REPORTING

Reporting on the strategic plan will be conducted quarterly at Advisory Committee meetings. In addition to quarterly reporting, an interim review of the strategic plan will be conducted in Q1 of 2022 to revisit goals and determine if amendments are required to the strategic goals and tactics. Reports will showcase successes, lessons learned, and new opportunities. Reporting will also be communicated to the industry through Community Meetings, OGS newsletters, and on the OGS website.

# APPENDIX 1: MEASUREMENTS

The following are examples of the types of key performance indicators (KPIs) that will be tracked over the duration of the strategic plan and reported back to partners and stakeholders.



## BUILD COMMUNITY

- The number of attendees at the community meetings.
- The number of community meetings.
- The number of Ambassadors.
- The number of Advisory Committee partners.
- The number of collaborative partnerships.



## INFORM & EDUCATE

- The number of Climate & Sustainable Production training sessions scheduled annually.
- The number of OGS training certificates issued annually.
- The number of unique monthly views and page views on the OGS website.
- The number of new 'green' vendors registered with Ontario Production Guide.
- The number of likes/follows/re-tweets on social channels.



## IMPLEMENT BEST PRACTICES

- The amount of food saved by diverting to shelters (lbs/servings).
- The amount of plastics that has been diverted from landfill.
- The number of clean power solutions researched and implemented.
- The number of signatures on the Hybrid/EV pledge.
- The amount of construction, set, props and consumes diverted from landfill.



## MEASURE IMPACT

- The successful implementation of baseline tools used to measure data.
- The number of jurisdictions that OGS is working with to collect data.
- The number of productions that are sharing their data.
- The number of productions that are using tools to measure their impact.
- Amount of overall GHG emissions reduced within the industry.

## APPENDIX 2: ACKNOWLEDGEMENTS

Ontario Green Screen is co-chaired by the Ontario Creates Film Commissioner and an industry representative. The co-chairs collaborate with the Program Manager and a committee of partners who provide financial support and input to the initiative. Collectively the OGS Advisory Committee has developed this two-year strategic plan and will deliver initiatives to reach project goals.

### ADVISORY COMMITTEE MEMBERS

Justin Cutler, Ontario Creates (co-chair)  
Marcia Douglas, CMPA (co-chair)  
Neishaw Ali, Spin VFX  
Rebecca Applebaum, ACTRA Toronto  
Michael Ciuffini, City of Brampton  
Chris Dunn, Ontario Creates  
Carmen Ford, City of Mississauga  
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Cynthia Lynch, FilmOntario  
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Beth Nobes, IATSE 667  
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This strategic plan was collaboratively developed by a sub-group of the main Advisory Committee members and external subject matter experts. Special thanks to the following contributors: Justin Cutler, Marcia Douglas, Chris Dunn, Steve Handcock, David Hardy, Randi Kruse and Cynthia Lynch.

### PROGRAM MANAGER

Jo-Anne St. Godard, Circular Innovation Council  
Caitlin Perry, Circular Innovation Council

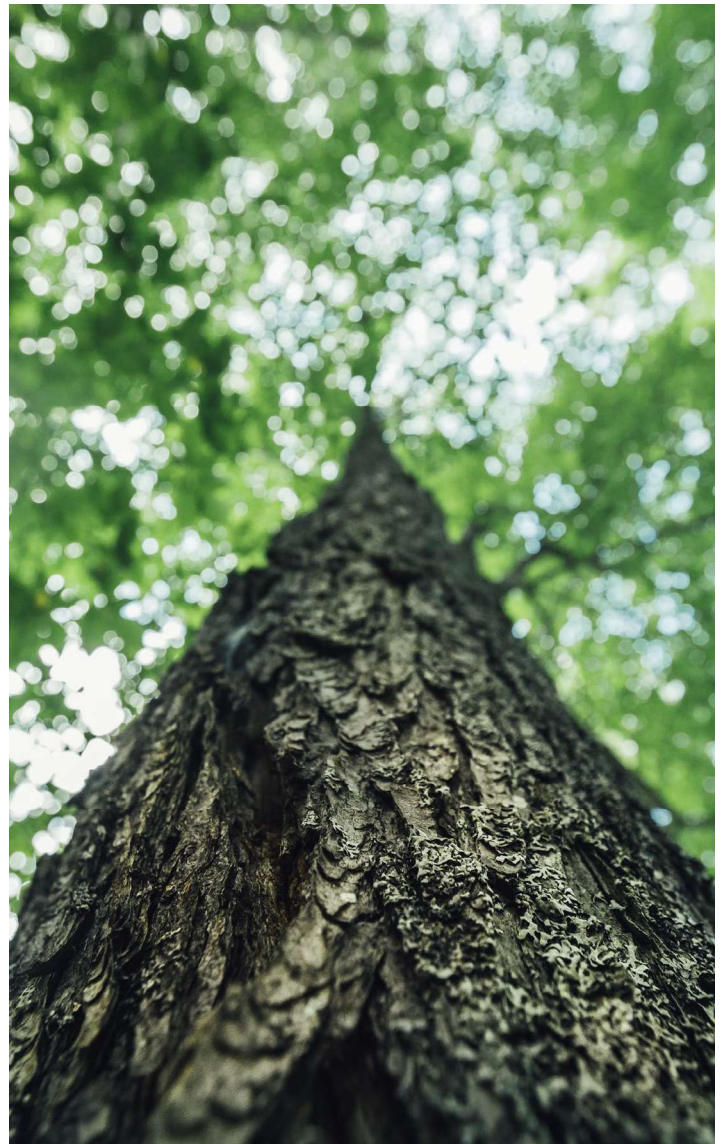


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## JOIN US



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