



Business Plan:

2011-2014

Prepared by:

**NLFDC
12 King's Bridge Road
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Section One: Message from the Chair

I am honoured to serve as Chair of the Board of the Newfoundland and Labrador Film Development Corporation (NLFDC) and to present the 2011-14 Business Plan to the Government of Newfoundland and Labrador. As a crown corporation, the NLFDC's mandate is to promote the development of the indigenous film and video industry in the province and to promote the province's film and television products and locations nationally and internationally. The board of directors of the NLFDC is accountable for the preparation of this plan, which has been prepared in consideration of the strategic directions of the government of Newfoundland and Labrador, as well as for the achievement of the specific goals and objectives contained therein. The Corporation will meticulously follow the goals and objectives of its Business Plan.

This has been a period of many notable achievements. In 2010-11, the province reached approximately \$30 million in annual total production activity, the highest level in our history. Season II of *The Republic of Doyle*, a dramatic television series of 13 one-hour episodes, was highly successful with an average of over 1,000,000 viewers per episode, and the show has been renewed for a third season.

Two Newfoundland and Labrador feature films recently released to critical acclaim were *Crackie* (screened at the prestigious Cannes and Toronto film festivals) and *Grown Up Movie Star* (the first-ever Atlantic Canadian feature in the international competition at the world-renowned Sundance Film Festival). Tatiana Maslany of the CBC television show *Heartland*, appeared in *Grown Up Movie Star* as Ruby, a role which earned the actor a special jury breakout role award at the 2010 Sundance Film Festival. At the 2011 Genie Awards, both of these feature films received five nominations.

Real-life television has flourished through series such as *Mickey* (Season III) and the new series *Pet ER*, and our proud tradition of documentaries and short films has continued. The Newfoundland Independent Filmmakers Cooperative (NIFCO) is thriving as a high-tech post-production and training facility. The St John's International Women's Film Festival celebrated its 21st anniversary, and the Nickel Independent Festival celebrated its 10th anniversary.

Based on a formula from the most recent economic analysis, our 2010-11 production activity of \$30 million created more than 410 direct, indirect and induced fulltime employment equivalencies (FTEs). By the end of this year, the Government of Newfoundland and Labrador had invested an estimated total of \$44.8 million (including tax credits) into motion picture production, creating a total of \$184.3 million in total production activity, since the inception of the NLFDC. This means that the provincial government's investments have now leveraged over \$139.5 million into the province. This resulted in more than 2500 Full-Time equivalent (FTE) workers employed in the industry.

2010-11 was not without its challenges. Increased production activity requires an increased focus on capacity building with respect to crew and infrastructure, as well as meeting the increased demand on the Equity Investment Program and the Film and Video Tax Credit. The landscape for feature film production continues to change worldwide. Also, the national context for television production has dramatically altered, especially with the federal government's change-over from the Canadian Television Fund to the Canada Media Fund effective April 1, 2010 and the compulsory

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requirement for a second platform (new content, i.e. webisodes, interactive websites, etc.) in addition to television.

We are pleased and encouraged by Government's continuing support of the corporation and stress the importance of maintaining the current levels of funding to ensure that we remain competitive in the national and international marketplace.



Paul Lannon
Chair, Board of Directors (NLFDC)

Section Two: Company Overview

The Government of Newfoundland and Labrador announced the establishment of the Newfoundland and Labrador Film Development Corporation in February 1997 and the appointment of the Board of Directors of the Corporation in March 1997. The executive director of the Corporation was appointed in October 1997, and the following month the offices of the Corporation opened.

The NLFDC's mandate is to foster and promote the development and growth of the film and video industry in Newfoundland and Labrador, and to increase the national and international visibility of Newfoundland and Labrador as a location.

The Newfoundland and Labrador Film Development Corporation (NLFDC) has two shareholders, each holding 300 common shares with no monetary value. The two shareholders are the Minister of the Department of Tourism, Culture and Recreation and the Minister of the Department of Innovation, Trade and Rural Development. The Executive Director of the Corporation reports to the Chairperson of the Board of Directors who, in turn, reports directly to the Minister of Tourism, Culture and Recreation.

The Corporation has a six-member board of directors that meet on a quarterly basis. Five are voting members, while the remaining one is a non-voting ex-officio member from the Department of Tourism, Culture and Recreation.

In the 2011-12 fiscal year the NLFDC has an Operating/Marketing budget of \$710,000 and a \$2,000,000 budget for use in the Equity Investment Program.

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Section Three: Values

As a public sector agency and a partner to the industry, the NLFDC upholds four core values:

| | |
|----------------|--|
| Teamwork | We will develop Newfoundland and Labrador writers, actors, directors, producers and production crew. |
| Responsiveness | We will champion a sustainable Newfoundland and Labrador film industry and represent and support local producers and the production community. |
| Innovation | We will promote diversity in all its forms in our programs and policies. We will promote the culture and identity of Newfoundland and Labrador through unique stories from our province that would have national and international appeal. We will also contribute to the province's brand of creativity and innovation. |
| Accountability | We will be open, transparent and accessible to stakeholders, the industry and the public and deliver the best value to Government and to the Newfoundland and Labrador public. |

Section Four: Lines of Business

The NLFDC is an entity that fosters and supports the local film industry. Through its five programs, the NLFDC offers local producers and outside producers/productions the support needed to help the province's production sector to flourish. The NLFDC's Lines of Business are the Equity Investment Program (EIP), the Tax Credit, the Sponsorship Program, Professional Development and the marketing of Newfoundland and Labrador as a production-ready province.

The film and television industry is changing rapidly as new technologies transform the production, distribution and consumption of media content. This also has affected traditional international, national and local business models in the industry. The NLFDC has taken a lead in advising the Government of Newfoundland and Labrador on this topic. The corporation undertook a new media study for Government in 2008, and continues to interpret a changing landscape, in particular changing federal government investment policy.

In late 2009 the Government of Canada decided to end the Canadian Television Fund (CTF), a critical program which channeled money from cable providers and additional funding from the Department of Canadian Heritage, and invested it in Canadian production. The CTF was an essential component to the financial structures of all major television productions in Canada destined for national networks. The Canadian Television Fund was recreated as the Canada Media Fund (CMF), beginning in fiscal year 2010-11, with the new requirement that television projects have a second platform component (new content, i.e. webisodes, interactive websites, etc.). As well, the CMF is now apportioning funds specifically for new media content through its "experimental" stream.

The full impact of the major structural changes incurred by the radically revised CMF on the industry is still unclear and continues to unfold. The NLFDC will continue to monitor these changes in terms of its lines of business and track the continuing national and international trend of media industry convergence.

The Equity Investment Program (EIP)

The EIP is designed to assist and promote the development of the indigenous film and video industry in Newfoundland and Labrador. The EIP supports Newfoundland and Labrador based production by providing production assistance to eligible producers for the financing of productions. For the purposes of these guidelines, "Equity Investment" means a financial contribution by the NLFDC, which shall be repaid from earned revenue resulting from the production.

The program may be used to assist in the financing of costs that are normally associated with a film or video project and may include script development, the optioning and purchasing of literary material, research for production and marketing, project related overhead and office expenses, travel, preparation of budget, pre-production, production, post-production, distribution and marketing. In a development phase, normally the NLFDC will provide a maximum of 33% of a project. Normally the NLFDC will provide a maximum of 20% contribution of the overall costs of the project in an equity phase, with any amounts having been provided in development being repaid.

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Five genres of production are eligible for EIP financing; these include Feature Films, Television Series, Television Mini-Series, Television Specials and Non-Theatrical productions

Development Loan Program (an element of the EIP)

The Corporation will provide a loan to qualified applicants to support the essential process of development, which takes an idea through the stages of research, writing, market analysis and costing. Support for the development of a project does not, in any way, guarantee funding by the Corporation in later stages of the project. The Producer must repay the Corporation the total loan amounts owing on the earlier of:

- (a) the first day of principal photography of the Film or of any cinematographic, video or audio-visual work based in whole or in part upon the Screenplay or any other use of the Screenplay;
- (b) the sale, transfer, assignment or other disposition of the Screenplay.

Tax Credit Program

The Newfoundland and Labrador Film and Video Industry Tax Credit is a fully refundable corporate income tax credit co-administered by the NLFDC with the Newfoundland and Labrador Department of Finance. The program encourages the development, training and hiring of Newfoundland and Labrador film personnel in all disciplines.

The tax credit provides incentives to the private film and television production industry to create economic growth in the province. The credit is based on a calculation of eligible labour limited to the lesser of 25% of the total eligible budget or 40% of the total eligible labour expenditures. Once the credit has been granted to a production company and they have submitted their project's final audited cost report, the Minister of Finance may issue a certificate to be filed with the company's corporate tax return. The credit may also be considered as part of a producer's equity in a given production. To qualify for the credit at least 25% of the total salaries and wages must be paid in Newfoundland and Labrador to eligible employees.

The NLFDC also offers a Deeming Provision, which allows the residency requirement to be waived when a qualified resident person is not available and where the non-resident film personnel serves as a mentor of a resident of the province. In this case, 75% of the mentor's salary and 100% of the resident mentored person's salary is eligible for the tax credit. Before production starts, requests must be forwarded to the NLFDC along with the résumés of the mentor and trainee to be eligible for the Deeming Provision. A written recommendation is then provided to the Department of Finance and the residency requirements are waived by the Minister.

As the EIP and Tax Credit help to increase the level of production activity, opportunities to develop the key creative personnel needed for a successful film industry will also increase. These key creative personnel are composed of writers, directors, producers, camera operators, editors, composers, and animators with sufficient knowledge to work on and create large budget indigenous productions.

Sponsorship Program

The NLFDC's Sponsorship Program is designed to foster and promote the development and growth of the local film and video industry participants. The program provides qualified individuals and organizations with funding assistance, which enables them to promote the products of the local industry. This will be achieved through three distinct sub-programs: Promotional Travel, Marketing and Distribution, and Workshop Assistance.

The Promotional Travel Sub-Program provides funds to local film and video industry participants to assist with travel-related expenses to market their products globally. The Marketing and Distribution Sub-Program provides funds to local film and video industry participants to assist with marketing-related expenses to market their products or for receptions related to the marketing of these products. The Workshop Assistance Sub-Program provides assistance to the various industry participants and associations to develop the local skill base.

Applicants eligible for funding are individuals, corporations, cooperatives and not-for-profit organizations (including sectoral and service organizations) whose principle activity is in the province's film and video industry. For all sub-programs, assistance is normally restricted to once per fiscal year for any eligible applicant.

Professional Development

Nationally and provincially, many of the resources allocated to the development of filmmakers and crew members are aimed at entry level attraction and training – enticing new people into the field and giving them basic skills. While this is critically important, strong efforts also must be made to keep *bona fide*, trained, proven and dedicated professionals in the industry and in the province. They will become tomorrow's senior filmmakers, administrators and technical personnel and will ensure that the maximum economic benefits of the province's film activity – through their salaries, purchases and taxes – remain in the province.

The NLFDC has a full-time Industry Analyst who works on behalf of crew, producers, and filmmakers to organize and support specific workshops, training opportunities, job placements, and other projects designed to increase the local industry's capacity. The industry analyst also administers the Deeming Provision of the Tax Credit (described above) which supports these efforts.

Not only does the NLFDC plan and hold individual workshops, the Corporation also sponsors a variety of workshops and panels during two annual festivals that showcase local film – the Nickel Independent Film Festival and the St. John's International Women's Film Festival. Another professional development priority for the NLFDC is outreach to the West Coast Region, which includes set safety and set protocol workshops for students enrolled in the Theatre Arts Program at Sir Wilfred Grenfell College in Corner Brook and the Film and Video Program at the College of the North Atlantic.

There is a strong connection between numerous Sir Wilfred Grenfell College Fine Arts graduates and successful careers in the film industry. The College recognizes this connection and has been in consultation with the NLFDC to help assess the possibility of a Film/Media Studies program in Corner Brook. The NLFDC will be working with

Grenfell to decide if film modules can be implemented to the existing Theatre and Visual Arts programs. This would be a starting point in the possible development of a Film/Media Studies program at Grenfell. The NLFDC is also assessing if the Carpentry and Electrical programs at various College of the North Atlantic (CNA) campuses would benefit from film related modules, as these skills are in high demand in the film industry. Through communication with both CNA and Grenfell, the NLFDC will identify emerging talents within these courses. The Corporation will help keep these individuals informed about available employment opportunities in the province's film industry.

While increased professional development initiatives such as workshops are vital, the industry's best method of skills development is through regular work supervised by experts working on major industry productions. Training institutions cannot emulate instruction on large-scale film and television productions; there must be a consistent tie to the production community.

The deeming clause of the tax credit is an essential tool in the province to enhance the professional crew base. Through this clause, a portion of the salaries of outside senior crew who train local personnel becomes eligible for the tax credit. With the urgent need for Professional Development in the province, the NLFDC partners with other organizations thus increasing such opportunities for local film personnel. Partnerships with the Atlantic Canada Film Partners, Telefilm Canada, and the CMPA Atlantic Mentorship Program will continue to develop and foster emerging and mid-level production personnel.

The partnership with the Newfoundland Independent Filmmakers Cooperative (NIFCO) is also indispensable to professional development in the industry. Formed in 1975, NIFCO is one of the most respected and successful motion picture cooperatives in the country. The cooperative functions as a production plant, post-production house and filmmaker training/development centre. NIFCO also encourages film activity in other parts of Newfoundland and Labrador by bringing its programs, expertise and screenings to communities throughout the province. The NLFDC fully supports NIFCO's efforts through advocacy, letters of support, production statistics, and a film employment analysis.

The latest NIFCO/NLFDC program called Picture Start is advancing professional development efforts in the province. This program is designed to give emerging filmmakers the tools and training needed to advance their producing, directing and writing skills by making a short film. Through the program, participants will be guided by a staff mentor, receive classroom training and on-set mentoring by industry professionals, and access state of the art editing facilities at NIFCO.

Other partnerships with such federal organizations as Telefilm, the National Screen Institute, and the Banff Centre support professional development. Keeping strong ties among the NLFDC and these institutions helps bring skills and knowledge to the film industry in Newfoundland and Labrador. By keeping current with industry development and needs, the NLFDC can bring this information to local industry professionals and offer workshops and seminars keeping their skills competitive with other professionals across Canada and the world.

A consultative group formed with the industry's principle organizations - the Producers Association of Newfoundland (PAN), NIFCO, the Atlantic Studios Cooperative and the NLFDC - is addressing such issues as training and crew

development for the local industry. The consultative group is assessing professional development gaps in the local industry and will lead to the development of a larger professional development strategy for the province.

Through meetings with the Department of Innovation, Trade and Rural Development (INTRD), the consultative group has identified two programs that are best accessed by individual production companies and which focus on skills development and training. Individual production companies would apply directly for funding from INTRD to hold work placements on a project-by-project basis. The NLFDC will liaise between INTRD and interested production companies to help facilitate this.

Marketing Newfoundland and Labrador

The NLFDC will support the provincial film industry's ability to solicit and attract business by nationally and internationally marketing our industry and the province itself as an on-site location. Shooting on location requires access to high-calibre crew and available services. The NLFDC markets the province as being able to offer professionalism through individuals who know the community, its people, geography, weather, laws, services and culture. The NLFDC is responsible for promoting the province's ability to provide all of these features and to accommodate large-scale production.

The NLFDC also represents local individual producers and crew at location-specific events. By attending these events and through the use of the *Annual Film Review*, an annual compilation of the province's film industry, the NLFDC showcases Newfoundland and Labrador as a competitive location for production.

The events that the NLFDC supports to actively promote the province as a destination for production include:

- The Cannes Film Festival;
- Mipcom and MipTV at Cannes;
- Berlin International Film Festival;
- American Film Market;
- Strategic Partners (at the Atlantic Film Festival);
- Banff World Television Festival;
- Association of Film Commissioners International (AFCI) Locations Trade Show;
- Toronto International Film Festival; and
- Strategic trade missions

The NLFDC will continue to reach the markets offered by these events and also plans to attend other innovative industry events that will help promote the province.

Section Five: Clients

The NLFDC's main focus is the continued growth of the Film Industry in Newfoundland and Labrador. To ensure this growth the NLFDC has identified both primary and secondary clients. Both groups are vital to the growth of the industry. Fulfilling the needs of these clients is crucial to reaching the objectives of the Corporation.

The NLFDC's primary clients are Newfoundland and Labrador film and television producers. The NLFDC provides advice, liaison and represents local producers at global industry events. On behalf of these local producers, the NLFDC advocates for sustained industry growth to provincial and federal organizations. By implementing the Equity Investment Program (EIP), the Tax Credit Program, and Sponsorship Program, the NLFDC seeks opportunities to create a greater industry presence.

The NLFDC's secondary clients are resident crew members. Both Above-the-Line (writers, directors, and producers) and Below-the-Line (technical crew) personnel benefit from the NLFDC's many professional development opportunities. Film personnel are able to enrich their skills through the many different workshops facilitated by the NLFDC and their partnerships. These include technical workshops and classes focusing on the creative side of filmmaking which are offered across the province.

Section Six: Mandate, Vision and Mission

Mandate

As a Crown corporation, the NLFDC's mandate is to promote the development of the indigenous film and video industry in the province and to promote the province's film and television products and locations nationally and internationally.

The NLFDC is the front line of the film industry to the public and, on behalf of Newfoundland and Labrador, to the nation and the world. It fields many requests and enquiries concerning Newfoundland and Labrador as a shooting location and advises local filmmakers, production companies and crew. The NLFDC provides information on all elements of the film industry including its own programs and those of other local organizations, as well as information regarding national funders, broadcasters, and distributors. The NLFDC partners with local, regional and national organizations and sits on national committees. In the past the NLFDC has chaired the Association of Provincial Funding Agencies and co-chaired the National Tax Credit Committee. In these ways it helps to promote the development of the industry in Newfoundland and Labrador.

Vision

A viable, healthy and stable film industry in Newfoundland and Labrador.

Mission

By March 31, 2017, the NLFDC will have fostered the growth and ensured the stability of the Newfoundland and Labrador Film industry through work with its partners.

Measure

- Fostered the growth and ensured the stability of the Newfoundland and Labrador Film Industry

Indicators

- Increased production activity as a result of effective, efficient management of the Equity Investment Program (EIP)
- Worked towards improving the Film and Video Industry Tax Credit
- Increased national and international co-production opportunities explored
- Provided Professional Development opportunities for mid level to senior film production staff

Section Seven: Priority Issues

The Priority Issues of the NLFDC derive from the uniqueness of the film industry in Newfoundland and Labrador. Each of these issues needs to be addressed individually in order for the industry to expand and prosper. With the ever-changing boundaries of film, television, media production, marketing and technology, the NLFDC needs to be more forward thinking in order to nurture the growth of the province's film industry. Drawing from other national and international models the NLFDC will seek out the best methods for development tailored specifically to the province. Executing these changes will give rise to new opportunities.

Currently, the priority issues for the NLFDC and the industry in the province can be summarized as increasing production through the Equity Investment Program, enhancement of the Tax Credit, national and international co-production opportunities and professional development in the industry. These four areas of concentration will help ensure that the Corporation is able to address Government's strategic direction of "*strengthening cultural sector partnership and support*".

EQUITY INVESTMENT PROGRAM (EIP)

The EIP is a financial contribution to a maximum of 20% of the total production budget that shall be repaid from earned revenue. The NLFDC monitors the effects of changes in the industry and how changing producer requirements affect the EIP program.

Included in the EIP is the Development Loan Program. The Corporation will provide a loan to qualified applicants to support the essential process of development, which takes an idea through the stages of research, writing, market analysis and costing. Support for the development of a project does not, in any way, guarantee funding by the Corporation in later stages of the project.

Equally important as the tax credit, the EIP is always considered in a production's financial structure. Productions from outside the province are drawn to the EIP and create co-productions that otherwise would not occur here.

The NLFDC's contribution to individual projects is a piece of the puzzle but many other components must fall into place before a production gets off the ground. Local producers compete with producers in NL as well as the rest of Canada to access funding for productions. Our funding programs leverage outside funds into the province.

GOAL 1:

By March 31, 2014 the NLFDC will have worked towards increased local investment and local employment through the effective management of the Equity Investment Fund.

Measure: Worked toward increased local investment and local employment through the effective management of the Equity Investment Fund.

Indicators:

- **Promoted increased production activity within the province**
- **Managed Equity Investment Fund to allow concurrent activity**
- **Maximized economic impact through the Equity Investment fund, including an increase in leveraged funding**

Objective 1: By March 31, 2012, the NLFDC will have:

Used the Equity Investment Program to increase production activity and maximize economic impact

Measure: Used Equity Investment Program to increase production activity and maximize economic impact

Indicator:

- Used Equity Investment budget to fund projects that maximized the economic impact to the province
- Completed a comprehensive analysis of potential productions to be shot in the province and projects recommended for final approval
- Increased production activity.

Objective 2: By March 31, 2013, the NLFDC will have:

Managed the equity investment fund so that concurrent production activity can occur.

Objective 3: By March 31, 2014, the NLFDC will have:

Worked toward increased overall fulltime equivalent (FTE) jobs in the Newfoundland and Labrador film industry.

FILM AND VIDEO TAX CREDIT

Tax credit programs encourage the employment and development of local film personnel in all disciplines, and the benefits of local hiring are financially huge. Most films can be plausibly shot in a variety of locations and sound stages. Toronto passes for New York, a western can be shot in a studio in Rome, and Eastern Europe becomes the Old South.

If a film is not enticed here by good infrastructure and tax credit incentives – even if it needed to shoot here at all - without labour tax credits, the production would simply import its crew from outside for a short duration. These workers, after the shoot ended, would return to their home to spend their earnings elsewhere. Tax credits encourage the existence and growth of local production companies and businesses that supply the film sector. Tax credits attract guest productions, encourage the employment of Newfoundlanders and Labradorians, and create an economic multiplier effect.

The NLFDC continues to work closely with the Department of Finance to ensure that the tax credit remains competitive as a tool to attract production to the province. In

light of this, the NLFDC sits on the National Tax Credit Committee to keep abreast of national developments and policies. The NLFDC is also a member of the Association of Film Commissioners International. This is an international association that assists film commissioners to promote their incentives and locations. Membership allows the NLFDC to keep up to date on developments on the rapidly growing incentives in the US and internationally.

The deeming clause of the tax credit is a vital tool to maximize the number of Newfoundland and Labrador workers on film projects and the number of training opportunities. The NLFDC has promoted the deeming clause vigorously as an incentive to outside and local production companies and expects that it will be well subscribed to on productions in the future. This goal works to address Government's Strategic Direction to strengthen cultural sector partnership and support.

Goal 2:

By March 31, 2014 the NLFDC will have worked to enhance the Film and Video Industry Tax Credit

Measure: Worked to enhance the Film and Video Industry Tax Credit

Indicators:

- **Completed and submitted a position paper making recommendations to enhancing the corporate cap**
- **Completed a jurisdictional comparison.**
- **Worked to increase competitiveness of tax credit**
- **Increased efficiency in the management of the deeming component of the tax credit**

Objective 1: By March 31, 2012, the NLFDC will have:

Clearly communicated the importance of the Tax Credit to the Department of Tourism, Culture and Recreation

Measure: Clearly communicated the importance of the Tax Credit.

Indicator:

- Completed and submitted a Position Paper making recommendations to enhancing the corporate cap
- Consulted with representatives of the Department of Tourism, Culture and Recreation and the Department of Finance

Objective 2: By March 31, 2013, the NLFDC will have:

Assessed the competitiveness of the Newfoundland and Labrador tax credit rate in comparison to other Canadian jurisdictions.

Objective 3: By March 31, 2014, the NLFDC will have:

Prepared a position paper for Government concerning the renewal of the tax credit.

NATIONAL/INTERNATIONAL MARKETING

Participation in international markets to promote Newfoundland and Labrador productions and producers addresses the goals of the NLFDC and its producers. These markets provide an opportunity for the sale of productions, and facilitate financing of production and co-production projects, purchase of broadcasting rights, networking, and collection of market information like forecasted trends for programming. Strategically, the NLFDC will participate in the markets in which Telefilm Canada participates for promotion of Canadian works and provides an umbrella booth. The NLFDC and its producers will derive several advantages from this strategy:

- An opportunity to take advantage of the preparation undertaken by Telefilm Canada for market events;
- A higher profile at the market;
- Access to professional, physical space and reception area to interact with broadcasters, distribution agents, etc.; and
- Access to networking opportunities arranged by Telefilm Canada and/or the Association of Provincial Film Funding Agencies.

The importance of market events and festivals is recognized as fundamental and critical to participation in the film and television industry.

One of the issues for Newfoundland and Labrador producers is the need to consistently attend the markets that have been indicated above, to build market awareness within the industry. The provincial funding agencies are also present at many of these markets and festivals and the continued collaboration remains an important aspect of participation in the markets. Co-Production opportunities, both nationally and internationally, are also sought at these events. Provincial funders promote the incentives offered by the respective provinces such as the Film and Video Tax Credit, potential film locations and the local industry in general.

GOAL 3:

By March 31, 2014 the NLFDC will have further explored co-production opportunities both nationally and internationally through increased presence and targeted marketing.

Measure: Explored co-production opportunities further

Indicators:

- **Increased number of relationships formed through attending national and international markets**
- **Assessed co-production treaties between Canada and other countries that have greater potential for Newfoundland and Labrador**
- **Targeted increased marketing efforts in jurisdictions with co-production opportunities**
- **Increased number of international and national markets attended.**

Objective 1: By March 31, 2012, the NLFDC will have:

Formed four co-production relationships from attending national and international markets.

Measure: Formed four co-production relationships

Indicators:

- Participated in at least, 20-25 meetings with potential co-producers to promote the NLFDC's funding programs and locations.
- Representatives of the NLFDC attended the six targeted national and international initiatives.

Objective 2: By March 31, 2013, the NLFDC will have:

Completed an assessment on the updated co-production treaties Canada has with various countries.

Objective 3: By March 31, 2014, the NLFDC will have:

Focused marketing activities on potential countries with greater co-production opportunities for Newfoundland and Labrador.

INDUSTRY DEVELOPMENT

The NLFDC's long-term aim is to develop one full Newfoundland and Labrador crew, working consistently, to remain in the province and therefore maximize the ability of guest and indigenous productions to maximize their use of the tax credit. This objective will continue to be reached through professional development initiatives and the management by the NLFDC of the deeming clause of the tax credit.

The NLFDC will ensure that the best results for Newfoundlanders and Labradorians come from the film production activity that occurs in this province – but its first duty is to foster production itself and ensure the development of future productions.

In terms of how to maximize the economic benefits to Newfoundland and Labrador from production of all sizes, there are a number of key areas that the NLFDC has to continue to focus on.

First and foremost, is to ensure that as many provincial residents as possible work on any given project. A competitive tax credit assists this, but there must be competent, qualified people to fill the positions. The NLFDC has focused on the development of film professionals, and a number of professional development initiatives and partnerships have ensured that emerging and intermediate crew and filmmakers continue to strongly develop in this province into the future leadership.

The NLFDC is committed to continuing to address the professional development needs for the film industry of the whole province. Many of the large scale productions that have occurred in this province since the creation of the NLFDC have taken place in rural Newfoundland and Labrador, with obvious benefits, from direct jobs to indirect economic activity, to the promotion of Newfoundland and Labrador as a

tourism destination. We expect this to continue with projects now in development and those likely to be produced with our support.

Next, the NLFDC must ensure training initiatives will be undertaken. For 2011/14, the NLFDC will continue the following two main initiatives:

1. Canadian Media Production Association (CMPA) Atlantic Mentorship Program – Building on the success of the previous years Atlantic Mentorship Program, the NLFDC will once again place two aspiring producers with established production companies in the province, with a focus on emerging talent.
2. Picture Start Program - The NLFDC, with NIFCO and Telefilm Canada will continue with the Picture Start Program (to complement the existing First Time Filmmakers Program). This program further advances professional development efforts in the province. This program is designed to give emerging filmmakers the tools and training needed to advance their producing, directing and writing skills by making a short film. Through the program, participants are guided by a staff mentor, receive classroom training and on-set mentoring by industry professionals, and access state of the art editing facilities at NIFCO.

Finally, the NLFDC has sponsorship funding available to assist industry participants with:

- Travel assistance to market their skills/products globally
- Assist with marketing related expenses
- Funding to attend professional development workshops

The NLFDC's intention is to invest the sponsorship funding in order to maximize value for the development of the local technical and creative talent.

GOAL 4:

By March 31, 2014 the NLFDC will have implemented initiatives to develop the creative and technical capabilities of mid level to senior film crew members in the province.

Measure: Implemented initiatives to develop creative and technical capabilities

Indicators:

- **Held industry prioritized workshops for crew [suggested]**
- **Undertook work placements**
- **Undertook training initiatives for mid level to senior film production staff**
- **Assessed required support and training for local producers**

Objective 1: By March 31, 2012, the NLFDC will have:

Increased skill level of emerging crew members

Measure: Increased skill of emerging crew members

Indicators:

- Successfully completed work placements
- Focused on upgrading emerging to mid-level crew members through work placements in both “above” and “below the line” positions

Objective 2: By March 31, 2013, the NLFDC will have:

Provided management training for senior members of the industry by way of film-specific training.

Objective 3: By March 31, 2014, the NLFDC will have:

Assessed the support and training required in developing local producers

Appendix: Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Speeches from the Throne and Budget Speeches, policy documents, and other communiqués. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The Strategic Direction that is applicable to the Newfoundland and Labrador Film Development Corporation is:

Title: Strengthen Cultural Sector Partnership and Support

Outcome: Stronger partnerships forged within a collaborative atmosphere in order to increase awareness of, and support to artists, cultural professionals, the cultural industries as well as the community.

| Focus Areas of the Strategic Direction | This Direction is: | | |
|--|--|---|------------------------------------|
| | Addressed in the NLFDC's Business Plan | addressed in the NLFDC's Operational Plan | addressed in the NLFDC's Work Plan |
| Recognize and support Artists and Cultural Professionals | • | | |
| Address cultural professional and enterprise development needs | • | | |
| Support infrastructure for the Cultural Sector | • | | |
| Collaborative support for Aboriginal culture | • | | |