



Newfoundland & Labrador

FILM DEVELOPMENT CORPORATION

TRANSITIONAL BUSINESS PLAN FOR:

2007/08

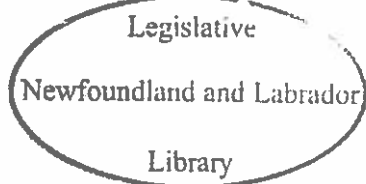
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Newfoundland & Labrador Film Development Corporation**Business Plan for Category 2 Government Entities****Table of Contents**

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SECTION ONE – MESSAGE FROM THE CHAIR

Dear Minister,

I am honoured to serve as Chair of the Board of the Newfoundland and Labrador Film Development Corporation (NLFDC) and to present the 2007-08 Transitional 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 actual results reported; the Corporation has meticulously followed the goals and objectives of its Business Plan.

2006-07 has been a very challenging year for the motion picture industry throughout Canada and internationally, and our province has not been exempt. Following our record-breaking year for production activity, in the last fiscal year a number of national policy changes and industry realignments coincided within a short period to result in a temporary downturn in local production. In response, the NLFDC has focused its efforts on navigating the new terrain, supporting the development of industry professionals, and planning our road ahead. In this regard, the NLFDC has commissioned a comprehensive NL film industry study.

The NLFDC continues to work closely with other industry organizations. 2006-07 has been a very successful and notable year for this, and the NLFDC is proud of the partnerships it has forged for the overall benefit of the province. One important highlight of industry activity has been the international marketing strategy of the Producers Association, which the NLFDC partners on. In addition, we created a new industry guide with the Producers Association.

Very importantly, in 2006-07 the Newfoundland Independent Filmmakers Cooperative (NIFCO) was successful in receiving support to convert its post-production facilities to high definition picture and surround sound, which will be a key component to our industry's capacity. We are also extremely pleased with the continued growth and success of the St John's International Women's Film Festival and the Nickel Independent Festival, both sponsored by the NLFDC.

We are encouraged by the development of emerging and senior filmmakers, producers, and crew on a variety of projects supported by the NLFDC. Regarding entry-level instruction, the start of a new film and video program at the College of the North Atlantic's Bay St George campus has been a turning point this year, and the NLFDC sponsored a 16mm film workshop there.

The prospects for the industry in 2007/08 are encouraging. We are pleased and encouraged by Government's continuing support of the corporation and our sector through this period of major transformation at federal funding agencies, regulatory bodies, and broadcasters. It has also been a fascinating period of new developments in media worldwide. We believe that these changes bring opportunities and we are excited by our potential for growth within the traditional industry with new financial models, and in new areas.


Norri Whalen
Chair, Board of Directors (NLFDC)

Section Two: 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 directions related to the Department of Tourism, Culture and Recreation are provided below. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the Department.

Title: Encourage and support sustainable creative enterprises and cultural industries

Strategic Direction: Sustainable creative enterprises and cultural industries are developed.

On a daily basis, the NLFDC facilitates and fosters the local industry. 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. As such, it fields many requests and enquires concerning Newfoundland and Labrador as a shooting location. The NLFDC also advises and counsels local filmmakers, production companies and crew. It provides information concerning all aspects 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 order to meet these endeavors the NLFDC maintains five points of strategic direction, which are reflected in the various actions of the NLFDC. The points are:

1. Ensure the continued growth of the film industry in Newfoundland & Labrador
2. Administer the Film and Video Industry Tax Credit
3. Administer the Equity Investment Program (EIP)
4. Provide Professional Development opportunities to the local film industry
5. Market Newfoundland and Labrador locations

1. Ensure the continued growth of the film industry in Newfoundland & Labrador

The Canadian motion picture industry, in comparison to traditional resource industries, other cultural industries, and even the film industries of other countries, is unique. The intricacies and challenges of Canadian and world film, television and media production and marketing are ever changing. These complexities are not unique to our province's film sector. The Canadian industry will continue to undergo realignments in the near- to mid-term, in all provinces and territories, and Newfoundland and Labrador will share in this. The NLFDC believes that with change will come new opportunities.

The NLFDC ensures the continued growth of the film industry by continually monitoring the production environment and adapting to the constant changes. Sustaining the crew and resources needed to create productions locally is a major focal point of the organization. The NLFDC envisions the ideal state of the industry as having increased production activity to accommodate one to two crews year round.

2. Administer the Film and Video Industry Tax Credit

The tax credit is a fully refundable corporate income tax credit administered on behalf of the Department of Finance by the NLFDC. The tax credit encourages the development, training and hiring of Newfoundland film personnel. 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.

The tax credit is crucial to a local film project's overall financial structure. This funding triggers outside investment, which gets leveraged into this province for film productions. These leveraged sources of funding are film industry specific investments that otherwise would not occur here; it is not funding that would go to another industry or cultural sector or to any other government program, but would, instead, be spent on film/television production in another jurisdiction.

International co-productions benefit from the credit via a tax refund, however it also benefits the province by drawing larger productions so local crews are able to work and learn from various outside industry sources.

Although a vital part of the local industry, the tax credit can still be improved through monitoring the effects of other provincial and regional tax credits. As the Tax Credit is up for renewal in January 2009, suggestions will be made for changes in order to stay competitive and not lose productions to other areas. The NLFDC sits on the board of the Association of Provincial Funding Agencies in order to keep government aware of the changes to the environment and usefulness of the tax credit, which is imperative to this province's film industry. The NLFDC also co-chairs the 07/08 National Tax Credit Committee. The committee focuses on info-sharing among provinces and monitors Tax Credit policies. Sitting on this committee allows the NLFDC to stay up to date with other provinces and keep the Newfoundland & Labrador Tax Credit competitive on a National and International level.

3. Administer the Equity Investment Program (EIP)

The EIP is a financial contribution, to a maximum of 20% of the total production budget (normally not to exceed \$250,000) 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.

4. Provide Professional Development opportunities to the local film industry

The NLFDC is dedicated to the development of all aspects of the film industry in the province. In support of this, the NLFDC has a staff member dedicated to the development and administration of all professional development initiatives for the Corporation based on the needs of the local film and video industry which include:

- Designing and coordinating workshops to address specific needs of the local film community
- Maintaining a comprehensive database of people interested in developing or advancing a pre-existing skill set
- Administering the deeming component of the tax credit
- Tracking the development of local crew
- Using a work-placement program on local and visiting productions to further develop essential skills.
- Sitting on the board of the National Training Coalition
- Partnering with Provincial and National organizations in order to provide cutting edge training programs

Through the NLFDC's professional development program, we have developed individuals in both Above and Below-The-Line positions and in doing so, have attracted outside productions to our province and reduced our dependence on hiring outside of the community.

5. Market Newfoundland & Labrador locations

The NLFDC will market the indigenous industry and the province as an on-site location nationally and internationally to improve the industry's ability to draw and solicit business. "In person" relationship building will continue to be a primary focus of the marketing efforts of the Corporation. Because of the indigenous industry's ongoing development and the highly competitive market in which it is seeking growth, the Corporation will also facilitate the marketing efforts of participants in the indigenous industry.

Marketing tools used by the NLFDC include an annual Film Review, which is an ongoing tally of productions that have been shot in Newfoundland & Labrador, and the Production Guide, an up-to-date reference showcasing the film personnel on the island and their production skills.

The NLFDC also actively promotes the province as destination for production by attending various location specific global events each year.

Section Three: Lines of Business

The NLFDC is an entity that supports and nurtures the local film industry. Through five programs, the NLFDC is able to offer local producers as well as outside productions what they need in order to help the province's production flourish. The EIP Program, the Tax Credit, the Sponsorship Program, Professional Development and marketing of Newfoundland & Labrador as a production ready province are all Lines of Business currently offered by the NLFDC.

With the ever changing status of film and television the NLFDC is looking forward to other lines of business, which are essential to keeping the film industry in Newfoundland & Labrador competitive with the rest of the world. With the insurgence of the internet and streamed media, the NLFDC is putting forth a New Media Proposal in order to persuade government to create policy which will develop the New Media industry in the province.

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.

Equity Investment 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. Normally the NLFDC will provide a maximum of 20% contribution of the overall costs of the project

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

Feature films are designated as dramatic, documentary and animated programs intended for exhibition on the theatrical screen, television (including pay and pay-per-view), video or other mode of transmission. Television series' are outlined as dramatic, documentary, children's, variety, performing arts, animated, information, including pilot productions in these formats. TV Mini-Series' are assigned as dramatic series of two to ten episodes with continuing plots and characters. TV Specials consist of single television programs that are dramatic, variety, performing arts, animated, informational, including pilot productions in these formats. And lastly Non-theatrical productions are individual programs or series whose primary exhibition will be in a non-theatrical, non-commercial setting such as schools, universities, libraries or exhibited on non-traditional modes of transmission.

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 on 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 administered by the NLFDC for the Newfoundland and Labrador Department of Finance. The program encourages the development, training and hiring of Newfoundland 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 production company who has received the credit has completed the project's final audited cost report, the Newfoundland and Labrador Department of Finance may issue a certificate to be filed with the production 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. Prior to the start of production, requests must be forwarded to the NLFDC along with the resumes 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 tax credit is up for review in 2009, the NLFDC will propose changes to the regulations. For example, suggesting the \$3 million per twelve month period cap be either raised or removed as to reduce the limitations placed on producers wishing to film in the province and increase the number of residents who will have the opportunity to be mentored in the province.

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 Sponsorship Program of the NLFDC is designed to foster and promote the development and growth of the local film and video industry participants. The program assists 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. Lastly, 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 film and video industry in Newfoundland & Labrador. For all sub-programs, assistance is normally restricted to once per fiscal year for any eligible applicant.

Professional Development

Nationally and provincially, a large share of resources devoted to the development of filmmakers and crew members is aimed at entry level attraction and training - enticing new people into the field and giving them basic skills. This is unquestionably worthy and important, but at the same time strong efforts 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 NL film activity - through their salaries, purchases and taxes - remain in this province.

The NLFDC has a full-time Professional Development Administrator 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.

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 of the past year for the NLFDC has been outreach to the West Coast Region, including acting workshops in Corner Brook, visits to the new film and video program at College of the North Atlantic's Bay St George Campus, which included the sponsorship of a 16 mm film workshop and script workshops in Clarenville as a partnership with the Discovery Trails Association. Much of the production activity in Newfoundland & Labrador has traditionally occurred outside St. John's and the NLFDC is committed to continuing to address the film professional development needs of the whole province.

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Increased professional development initiatives such as workshops are vital but, of course, the best method of skills development is through regular work, under the supervision of experts on major industry productions. Training institutions cannot emulate instruction on large-scale film and television productions.

One vital tool Newfoundland and Labrador does have to enhance the professional crew base, is the deeming clause of the tax credit. Under the deeming provision (administered by the NLFDC), when outside senior crew train local personnel, a portion of their salaries can become eligible for the tax credit. However, local productions are not able to fully avail of the potential of the tax credit on Newfoundland & Labrador labour because so many crew positions have to be filled by non-residents. This makes their offerings to investors and their own businesses even more marginal.

Because the need for Professional Development is so high in the province, the NLFDC partners with other organizations to increase opportunities for local film personnel. A new partnership has been formed between the NLFDC, the Atlantic Canada Film Partners, Telefilm Canada, and the CFTPA for the creation of the Atlantic Mentorship Program. This program is aimed at fostering the development of emerging and midlevel production personnel.

The partnership with the Newfoundland Independent Filmmakers Cooperative (NIFCO) is also monumental in the industry's Professional Development. Formed in 1975, NIFCO is one of the most respected and successful motion picture co-ops 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 supports NIFCO's efforts fully, through lobbying, letters of support, production statistics, a film employment analysis, and staff time.

The latest NIFCO/NLFDC program, Picture Start is advancing professional development efforts in the province. This pilot 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 federal organizations such as Telefilm, the National Screen Institute, the Banff Centre and the Canadian Film & Television Production Association (CFTPA) Atlantic Mentorship Program all help with professional development. Keeping strong ties between the NLFDC and these institutions helps bring skills and knowledge to the film industry in Newfoundland & Labrador. By keeping the finger on the pulse of what is happening and what is needed in the industry, 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.

Marketing Newfoundland & Labrador

The NLFDC will market the indigenous industry and the province as an on-site location nationally and internationally to improve the industry's ability to draw and solicit business. Shooting on locations requires access to high caliber 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. Boasting Newfoundland & Labrador as being able to provide all of these features and accommodate large-scale production is the NLFDC's responsibility to the local industry.

Through use of tools such as the annual Film Review, the Production Guide, and actively promoting the province at global location specific events, the NLFDC is able to represent the individual producers and crew of the province as a competitive location for production.

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

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

The Corporation will also continue to send producers to Hot Docs, North America's largest documentary festival in order to promote their work. The NLFDC will continue to reach the markets offered by these events and also plans to attend in the near future other innovative industry events such as the Hong Kong International Film and Television Market and the Welsh Trade Mission.

Section Four: Clients

The NLFDC's chief concern is in the growth of the Film Industry in Newfoundland & Labrador. To ensure this growth the NLFDC has singled out 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 primary clients of the NLFDC are the Newfoundland & Labrador film and television producers. The NLFDC acts as a liaison with an advisory capacity to these producers by representing them at global industry events. On behalf of these local producers the NLFDC is the voice to provincial and federal organizations, constantly lobbying for the growth of the industry so production can thrive and hold a steady presence in the province. Through implementing the EIP, the Tax Credit program, and Sponsorship Program, the NLFDC is constantly fighting for opportunities to create a greater industry presence. By showcasing Newfoundland & Labrador at international networking events, the Corporation is presenting the province as an ideal place to produce films with competitive financial benefits. This encourages co-production, which in turn will also increase the opportunities for secondary clients of the NLFDC.

The Promotional Travel Sub-Program and the Marketing and Distribution Sub-Program provide funds producers to market their products globally. Providing funding to hold launches, travel to networking events, and for promotional materials all help producers increase their opportunities to generate more work, ultimately adding to the growth of the industry.

Resident crews are the NLFDC's secondary clients. Both Above-the-Line (writers, directors, and producers) and Below-the-Line (technical crew) personnel can expect the NLFDC to offer numerous professional development opportunities. Film Personnel are able to enrich their skill set by the multitude of diverse workshops facilitated by the NLFDC and their partnerships. Not only are technical workshops offered, but classes focusing on the creative side of filmmaking are also made available. By offering workshops across the island, crew that are not based in the capital city also benefit.

Workshop sub-programs also enable organizations outside of the NLFDC to facilitate classes and discussion panels. Organizations such as the St. John's International Women's Film Festival and the Nickel Independent Film Festival are able to hold successful workshops in a film-rich environment, adding diverse workshops to the already abundant list of those offered by the NLFDC. But workshops are not the only professional development tool available to resident crew. Through the EIP, and Deeming component of the Tax Credit, film personnel are able to receive the on-set training needed to help not only their career grow, but the industry grow as well.

The tax credit and EIP make it possible for productions to occur that may not otherwise have had the opportunity. By keeping production levels high, crew are able to gain on-set skills that are beneficial to their career. Co-productions mean local crew are able to learn from crews across the globe and pick up new and innovative skills of the trade to apply to their work. With the help of the Deeming component, emerging or mid-level film personnel are able to enrich their skills and apply them to a more experienced career in film by on-the-job training experience.

Section Five: 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

On a daily basis, the NLFDC facilitates and fosters the local industry. 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. As such it fields many requests and enquires concerning Newfoundland and Labrador as a shooting location. The NLFDC also advises and counsels local filmmakers, production companies and crew. It provides information concerning all aspects 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 2007-08 the NLFDC will chair the Association of Provincial Funding Agencies and will co-chair the National Tax Credit Committee. In these ways it helps to influence policy for the benefit of this province.

Vision

By funding quality productions and strengthening industry support to growing the industry, the NLFDC is aiming for the continued long-term viability and development of a healthy film industry in Newfoundland and Labrador.

Mission

To satisfy the Mandate and ascertain its Vision, the NLFDC's mission for 2007/08 is to insure the continued development of the film industry in NL by working with producers, fellow provincial organizations, national and international funding bodies to develop an environment where the industry is growing.

Section Six: Values

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

1. Promote culture and identity of Newfoundland and Labrador through unique stories from our province that would have national and international appeal
2. To develop Newfoundland and Labrador writers, actors, directors and production crew.
3. Champion a sustainable Newfoundland and Labrador film industry
4. Promote diversity in all its forms in programs and policies
5. Be open, transparent and accessible to stakeholders, the industry and the public
6. To represent and support local Producers and the production community
7. To contribute to the province's brand of creativity and innovation
8. Deliver the best value to government and to the Newfoundland and Labrador public.

Section Seven: Environmental Scan

The Canadian film and video industry is a complex system of federal and provincial public funding agencies, public and private broadcasters, distributors, and industry associations. The industry involves a hybrid of public policy aimed at cultural development, preservation and presentation, and highly competitive business working in an international market, seeking investment for productions and competing for audience share. The financing structure of film and video investment is based on inter-related funding: public investment, both federal and provincial, leverage private investment. The assessment of the performance and economic impact of the film and video industry in Newfoundland and Labrador must be completed against the backdrop of the Canadian industry.

Performance of the Canadian Film and Television Industry

The Canadian Film and Television Producers' Association (CFTPA) publishes a comprehensive annual profile of the film and television industry in Canada. Using information from this and other sources, key selected performance measurements and trends can be identified.

Production Volume by Market Segments

In the most recent results reported for the Canadian film and television production industry, the total volume of production in 2005/06 was \$4.8 billion. The total volume of Canadian film and television production increased from 1996/97 to 2002/03, decreased by 2% in 2003/04 and 9% in 2004/05, and then increased by 5.8% in 2005/06.

Increases in tax credit rates in several provinces since December 2004 have helped maintain production levels and resulted in increased activity in some cases.

Employment in the Canadian Film and Television Production Industry

In 2005/06 the Canadian film and television production industry "generated an estimated 124,300 full-time equivalent jobs (FTEs) in Canada" --47,800 direct and 76,500 indirect FTEs--in other words, 1.6 indirect jobs for every direct job. ("Direct jobs include persons employed by production companies and directly involved in the film and television production process." Indirect jobs include jobs created in industries that provide goods and services to the film and television production industry.)

Export Value of Film and Television Production in Canada

In 2005/06, the export value of film and television production in Canada was \$1.95 billion, an 11% increase from 2004/05. This increase in export value arose from:

- i.) a 14% increase in foreign location production to \$1.66 billion; and
- ii.) a three-fold (203%) or \$59 million increase in the export value of Canadian theatrical film production to a total of \$88 million; offset by
- iii.) a 24% or \$63 million decrease in the export value of Canadian television programs to a total of \$200 million.

Overall, the increase in the export value of film and television production in Canada is attributed to "recoveries from the previous year's decline in foreign location production and the foreign financing of Canadian feature films."

Volume of Production by Province

The top three provinces in terms of volume of film and television production are Ontario, British Columbia and Québec. In 2005/06, Ontario, British Columbia and Québec accounted for approximately 38%, 28% and 24% of total volume of production in Canada, respectively.

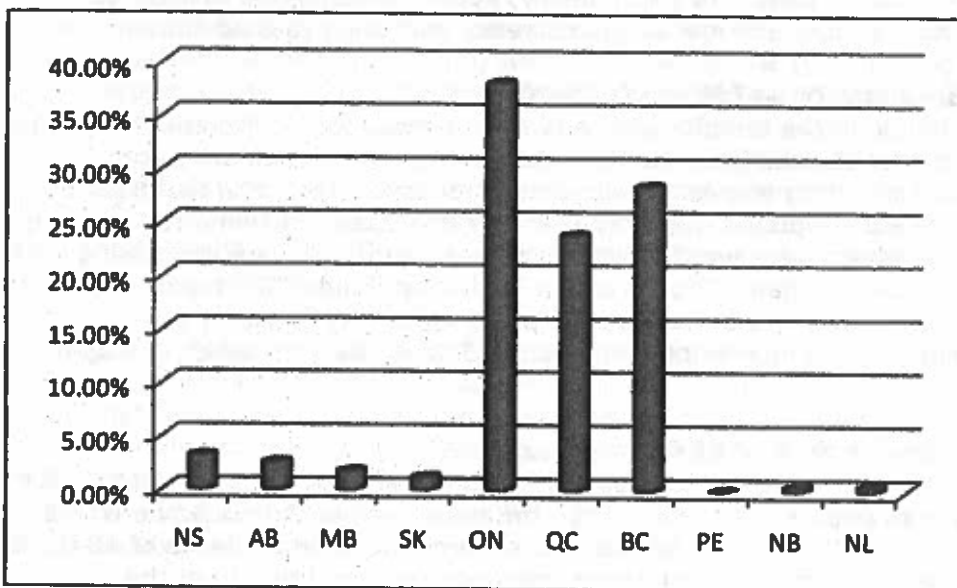


Chart 4 - Share of Total Volume of Production by Province, 2005/06
Source: CFTPA, *Profile 2007*

2005/06 production volumes increased in British Columbia, Nova Scotia, Alberta, and Newfoundland and Labrador, and decreased in all other provinces.

The film and television production industry in Canada is structured such that all provinces have established entities, for instance crown corporations or government departments, responsible for stimulating investment and employment in the film and television industry and promoting the local industry and location. All provinces have established provincial tax credits and labour rebates.

Nova Scotia was the second province in Canada to offer a provincial tax credit and the first in Atlantic Canada. Newfoundland and Labrador was one of the last provinces to offer this type of program. Nova Scotia recently increased its labour tax credit from 35% to 50% and its rural bonus from 5% to 10% in response to declining production levels.

Market Challenges

In its *Annual Report 05/06*, Telefilm Canada indicated it expected the Canadian audiovisual industry to "experience an unprecedented series of transformations." Their expectations are being realized. The Canadian film and television industry is going through "a period of major transformation a[s] federal funding agencies, regulatory bodies, and broadcasters" are challenged to adapt to a number of

significant market changes, some of which are occurring over a relatively short period of time. In 2006/07, a number of national policy changes and industry realignments occurred and contributed to a downturn in 2007/08 in local production. Newfoundland and Labrador is not the only province experiencing a downturn in the current year; other provinces, such as Nova Scotia, are experiencing downturns as well. The market challenges include the impacts and implications of multiple platforms on the film and television industry; the changing strategic focus of the CBC particularly its programming and funding; the challenges of production financing; changes to the CTF and Telefilm Canada's Feature Film Fund; changing programming trends; impacts of consolidation of the industry; suggested changes to broadcast legislation and regulations; and loss of the currency exchange rate advantage.

Impacts and Implications of Multiple Platforms

There is rapid change in the broadcasting and communications environment with the proliferation of media choices (i.e., multiple platforms such as computers, cell phones and iPods) affecting television, film and other production, and the expanded number of channels and options (i.e., Pay per View and Video on Demand), allowing viewers to choose what and when they watch. Consequently, there is increasing competition for audience share. The Canadian Television Fund (CTF) reports that according to Nielsen, "the size of the viewing pie is remaining constant yet audience fragmentation is increasing with each additional viewing option (or channel) deployed."

Changing Strategic Focus of CBC Television

The CBC, the national broadcaster, redefined its policy and approach to compete for audience share with popular American programming shown on American networks and simulcast by Canadian private broadcasters (targeted at an audience of 18 to 25 year olds), to adapt to increasing audience fragmentation resulting from the proliferation of media choices, and to adapt to digital media and content demand. At the same time, the CBC is required to fulfill its programming mandate to "be predominantly and distinctively Canadian; reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions; actively contribute to the flow and exchange of cultural expression; and contribute to shared National consciousness and identity." "During its current license term, CBC Television committed to a minimum of 75% and 80% Canadian content programming during the day and evening respectively. The CFTPA would like to see Canadian programming at almost 100% on multiple platforms. In separate presentations to the House of Commons Standing Committee on Canadian Heritage's 2007 study of the role for a Canadian public broadcaster in the 21st century, the NLFDC and the Film Producers' Association of Newfoundland and Labrador (PAN) reported the CBC's support for project development in Newfoundland and Labrador has declined significantly and suggested the CBC's Trans-Canada Fund for development and pilots from the regions should be examined.

The Standing Committee heard comments from many groups regarding the importance of preserving the cultural role of the CBC in film and television production. The findings of that study will not be available until 2008.

Project Financing Challenges

It is becoming increasingly difficult to finance production projects because national public funding is declining in real terms and broadcast license fees are static, while infrastructure and production costs are increasing (in part due to the impact of inflation on creative and technical services, facilities and infrastructure), and the cost

of acquiring underlying rights is increasing. As the gap widens between funding and costs, more pressure is placed on the financial performance of the film and television production companies.

Changes to the CTF

In 2004/05, the CTF moved to a broadcaster envelope system, fundamentally changing the basis of competition for production program funding. Under this system broadcasters are awarded a guaranteed amount of funding annually for development based on their rating share, therefore only projects that already have a broadcaster's commitment are submitted to the CTF for funding consideration. Because broadcasters make programming decisions, the productions they commit to (and so that will be eligible for CTF funding) will be specific to the type of program individual broadcasters are seeking for their programming schedule. The new system is not regionally based and has resulted in the centralization of production and changes to the management policy of the CBC. The majority of CTF funding for production projects in Newfoundland and Labrador has been for drama programming. Telefilm Canada and Canadian Television Fund entered into a three-year service agreement in April 2006; Telefilm Canada will manage CTF funding programs and CTF will be responsible for their governance.

Changes to Telefilm Canada's Feature Film Fund

Changes in Telefilm Canada's Canada Feature Film Fund (CFFF) funding allocation mean that funding is no longer regionally based and larger amounts are invested in fewer film projects. It appears Telefilm Canada has allocated one feature film per year to Atlantic Canada. In Newfoundland and Labrador, the feature film *Young Triffie* received CFFF funding in 2005/06; it is unclear when the next feature film might receive funding.

Changing Production Trends

Television

The CFTPA and/or PAN have noted the following trends in CBC Television's programming:

- CBC Television is committed "to dramatically increase the number of hours of Canadian drama that it broadcasts."
- There is a noticeable decline in the level of support for documentary, and children's and youth programming. The CFTPA describes the current environment for documentary producers in Canada as bleak—shelf space is at a premium and while production volume is increasing (nationally and regionally), funding is not keeping pace. The CBC has reduced the number of programming hours, funds and programming strands for documentaries from independent producers. Documentary programming has been substantially replaced by such shows as *Dragons Den* and *The Smartest Canadian*. The CFTPA has also raised concerns about the allocation of documentaries between acquisition, in-house, independent, and big-ticket producers; development budgets for documentary programming; and the lack of "one-off" and "auteur" documentaries. The CFTPA indicates that the CBC is crucial to the sustainability of Canadian documentary productions. The takeover of the Documentary Channel by the CBC adds to this concern.

- The CBC is targeting a younger demographic and consequently has shifted from movie-of-the-week (MOW) and mini-series formats to lifestyle/reality-oriented formats and programming and one-hour drama series. At present, the only series shot in Atlantic Canada is *This Hour Has 22 Minutes*. On a national level, CTF and Telefilm Canada have moved to using audience share as a primary measure of performance in the last several years, and broadcasters such as the CBC have received an allocation for development from CTF based on audience share. Balancing audience share and a cultural mandate appears to be proving difficult. This fact may signal the need for indigenous producers on a regional level to seek a similar balance in order to remain competitive.

Variety Programming

Variety and awards programming, such as *East Coast Music Awards*, are competing for significantly fewer broadcast opportunities. It is expected CHUM will continue its big budget variety programming.

Children's Programming

Children's programming is in demand, however this production is centralized (i.e., not in the regions).

Feature Films

Telefilm Canada's feature film commitments by genre and its interest in new media are indicators of the direction of the Canadian feature film market.

- In 2005/06, Telefilm Canada's feature film commitments (English) by genre were 57.4% drama, 36.1 % comedy, 4.5% mystery/crime/police and 1.5% horror/suspense.
- Telefilm Canada is interested in multiplatform programming—making Canadian content available to Canadian viewers on television, computer, iPod or other platforms. In its *Annual Report 2005/06*, Telefilm reported that this trend was gaining notice in the industry.

Industry Consolidation

Consolidation in the Canadian broadcast market, with the purchase of Chum/City by CTV in 2006/07 and the purchase of Alliance by Global, has reduced the number of potential buyers of Canadian programming from five to three: CBC, CTV and Global. However, as will be discussed in a later section, approximately \$500 million over five years is expected to be spent on independent productions as part of the benefits package required upon the sale of a cultural license.

Regulation and Legislation

The CFPTA, in its submission to the House of Commons Standing Committee on Canadian Heritage, suggests the amendment of the 1991 *Broadcasting Act* "to recognize the value of new media services as a complementary element of the CBC/SRC's overall programming strategy and mandate."

Loss of Currency Exchange Rate Advantage

The rise in the Canadian dollar against the American dollar is expected to affect those provinces with high levels of guest production, resulting from the loss of the competitive advantage afforded by the gap between currencies. In response, Canadian production companies that were previously focused on service production are shifting their focus to indigenous production and therefore increasing competition for the available national funding.

Overall

Other factors affecting production are "a decline in demand for North American programming in international markets; the heightened awareness of the negative aspects of moving production outside of the United States due to the recent downturn in the American industry; and other jurisdictions, both nationally and internationally, which have become more competitive in recruiting guest productions."

State of the NL Industry

The recent lull in production results in an increased focus on the development of projects. The future projects will, in turn, continue the development of up and coming writers, directors, producers and crew in anticipation of increased production levels. Motion picture production is ultimately about filmmakers with great ideas and the necessary skills and tools to create projects. As has been well demonstrated in other areas such as Australia, Ireland, or Quebec, those filmmakers need to be nurtured and evolved over time, in order for them to accomplish major national and international projects.

In terms of the bricks and mortar, nuts and bolts of film production infrastructure, the best role for the NLFDC is one of leadership, support and guidance rather than hands on management of facilities or equipment. Since the creation of the NLFDC and the inception of its tax credit and equity programs, two major infrastructure advancements have been achieved. They are the Atlantic Studios Co-operative (ASC) and the Newfoundland Independent Filmmakers Cooperative (NIFCO)

The Atlantic Studios Co-operative (Production Equipment) was formed in 2003-2004 with the support of the Department of Canadian Heritage and the Atlantic Canada Opportunities Agency, after extensive research and community consultation. Registered under provincial co-operatives legislation, ASC owns and manages a feature-film/television series-ready mobile production equipment package, which can be deployed throughout the province. Also, ASC when feasible will avail of the Annex of the Pepsi Centre in Corner Brook, a 21,000 square foot sound stage facility. ASC rents its gear to local and guest productions at industry-standard rates.

The Newfoundland Independent Filmmakers Cooperative (Post Production) was formed in 1975 and is one of the most respected and successful motion picture co-ops in the country. NIFCO functions as a production plant, post-production house and filmmaker training/development centre. NIFCO encourages film activity in other parts of Newfoundland and Labrador by bringing its programs, expertise and screenings to communities throughout the province. In 2006-07, NIFCO was successful in receiving support from the Government of Newfoundland and Labrador and the Government of Canada to convert its post-production facilities to high definition picture and surround sound, a project which when completed will allow NL production companies to compete again on an equal footing with the rest of the country. The NLFDC supported NIFCO's efforts fully, through lobbying, letters of support, production statistics, a film employment analysis, and staff time.

The NIFCO HD/Surround Sound project due for completion in 2007-08 will be a major leap forward for the industry, and will put our post-production back on par. The NLFDC will continually assess the infrastructure needs of the local industry and work towards such goals as expansion of the Atlantic Studios Cooperative, the updating of equipment and eventually acquiring a sound stage in St. John's. The

NLFDC – Business Plan for Category 2 Government Entities

NLFDC will continue its ongoing communication with producers and other stakeholders to determine what services are required. As well, the NLFDC will continue to monitor industry developments throughout Canada.

Section Eight: Priority Issues

The Priority Issues of the NLFDC derive from the uniqueness of the film industry in Newfoundland & 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 provinces 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.

At present, the priority issues the NLFDC and the industry in the province are summarized as Production Levels, Professional Development and Infrastructure.

Production Levels

The nature of the Film Industry in Newfoundland is cyclical. Currently, after an extremely busy production year there tends to be a production lull of about three to four years, only to be followed by another year full of activity. These dips occur mostly because of the relatively small number of production companies in the province and that the industry has not reached a critical mass where all companies are performing development and going into production concurrently. As a result, the nature of the industry in NL has been: continued consistent development, with spurts of production. This is depicted by the attached chart (Appendices A)

Because of this, our large Newfoundland & Labrador projects need to be viewed over a three year period – from inception, through development, production, and post-production, and into marketing. Different business models need to be researched to smooth out production. Eventually the NLFDC would like to see constant production activity through a multitude of production houses both local and from outside the province, which is crucial to keep industry professionals employed and active in the local industry.

In order to improve this muted period in production activity the NLFDC plans to implement change over the next three years. This change will need to include pursuit of a television series, researching productions with different financial structures, addressing the structural changes within other key federal organizations, administering a new program for developing pilots and realizing the effects of the rising Canadian dollar.

Pursuing a successful series would greatly reduce gaps in production. Crews would be able to use their skills on an everyday basis, strengthening their skill set and knowledge, therefore raising their employable value. If there is a series in production, it means that more crew will be needed for productions outside of the series. Having two crews working throughout the year would be the ideal state the NLFDC would like to reach.

Currently, the NLFDC, along with local production companies are researching various funding models, such as those used in the United States and Europe that would reduce the amount of dependency on this type of funding. Just recently, two productions with new models were shot on the island. These shoots were successful in creating a three to four week production using a majority of local crew for the

process. Research into like minded models will continue in order to create more alternatives for federal funding.

The NLFDC and local production companies are looking to stray from federal funding for projects due to the number of large structural changes that have recently occurred in these agencies. The merger of Telefilm and the Canadian Television Fund (CTF) and high-level management changes at CBC has drastically reduced the funding opportunities for Newfoundland & Labrador productions.

Telefilm and Canadian Television Fund have recently merged creating an envelope system. In previous years, producers would submit applications, with the request to receive money from a larger collective fund. After the merger, funding is now distributed through broadcaster envelopes, which represent the amount of funds reserved annually for each broadcaster. Producers still file the application, but only for projects pre-selected for CTF funding by a broadcaster. Producers then become subject to creating films that suit the broadcaster's needs and not the producer's vision. This removes the creative options from local industry, reducing the number of different types of productions that are generated in the province.

The shift in focus of Telefilm's Canada Feature Film Fund has also greatly affected the province's industry. The intent of the fund's development, production and marketing programs is to encourage the making and marketing of Canadian feature films that have high box office potential, while supporting a range of genres, budgets, companies and regions. The shift included giving more money per project creating larger budgeted features equating to fewer projects overall. Provinces that already have well developed industry are better equipped to receive these funds; therefore access by Newfoundland & Labrador producers is greatly reduced.

In order to react to these changes the NLFDC along with Atlantic Canadian Film Partners has plans to approach Telefilm and the CTF with the necessity of creating a new development fund that will address the concerns the envelope system has on Atlantic Canada, and most importantly Newfoundland & Labrador.

CBC plays an integral role in the development and promotion of independent regional production content across the country. In Newfoundland and Labrador this is even more so, as CBC provides the main conduit, which transmits our productions to other Canadians, and the world. Historically, this relationship between producer and CBC has meant that the majority of the independent production dollar amount in our province over the past ten years has indeed been big budget television production.

Recently there has been a significant re-branding effort at the CBC and for a number of reasons producers in Newfoundland and Labrador have been slow to adapt. The Producer's Association of Newfoundland (PAN) along with the NLFDC has put forth an initiative meant to encourage development in Newfoundland & Labrador that reflects the new needs of CBC.

The initiative is focused on increasing local production on the national broadcaster. To do so in the short term, our province's producers need to perfect their abilities to pitch programming to CBC that falls within the broadcaster's current programming objectives. To accomplish this feat, PAN is proposing the establishment of a CBC-NLFDC pre-development fund that would have two main objectives:

1. To increase the available amount of funding with an eye to producing significantly more evolved pitches;
2. The direct involvement of CBC personnel (both local and national) earlier within the development phase to ensure that developing pitches are more in line with emerging programming mandates. Projects that go through the pre-development phase and generate CBC interest would then proceed through national development system as per CBC requirements.

This proposed pre-development fund should be a 50/50 matching fund with NLFDC where the decision-making and administration of the fund be undertaken by regional CBC personnel, who will liaise with their national counterparts to ensure that approved candidates and projects that are moving through the pre-development phase are in line with national programming objectives.

As part of the pre-development fund, a series of on-going meetings and workshops should be undertaken between the Newfoundland & Labrador production community and key decision-makers and commissioning editors within the CBC. This process would increase awareness of emerging programming philosophies on a local level and ensure that, once established, the pre-development fund would be met by an informed and prepared production community. The CBC is also making steps to make the heads of their corporation available to producers in the way of video conferencing. This will enable producers in our province to sit face-to-face with top decision makers in Toronto without having large travel expenses.

Developing pilots has also become a challenge for filmmakers. Initially funding given to development of a project would be separate from actually shooting a pilot. The NLFDC plans to implement changes where creating a pilot would be one of the first steps in development of a production. Pilots would then eligible for development loans up to 33% from the NLFDC. Due to the nature of the growing industry pilots are better received when marketing a production because it is a visual representation of the work. When combined with other development materials such as research and scripts it becomes a more attractive sell to broadcasters.

The rise of the Canadian dollar has resulted in the big service producers from the larger centres showing a significant drop in business and changing their focus to indigenous production. The industry has to be more creative to ensure that we remain competitive in pursuing the same business with the new competitors.

Professional Development

There are two sides to Professional Development that the NLFDC deems as priority issues. The first is actual training of skills through workshops and seminars offered to the film community, the second being on-the-job training made possible by the EIP and Tax Credit.

The NLFDC focuses on keeping trained, proven and dedicated professionals in this provinces industry. The development of emerging, mid-level and professional industry personnel ensures growth in the industry by nurturing their skills and knowledge. In doing so, their skills become competitive with those across Canada and the World. If the industry grows with these professionals, offering challenging employable positions, individuals are more likely to stay in Newfoundland & Labrador

creating maximum economic benefits to the province through their salaries, purchases and taxes.

In order to keep industry skills cutting edge in the Province, the Professional Development Administrator 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. With recent research into the film industry and local needs for industry personnel, the corporation has identified the skill-gaps needed to be filled. Below is a list of initiatives that we have in place to address these gaps.

From 2007 to 2010 the NLFDC plans to hold several workshops. These workshops will satisfy three major components in the industry; artistic/creative, technical, and Above-the-Line.

To satisfy the artistic and creative components to professional development the NLFDC will hold Scriptwriting Workshops in Clarendville, Gander, St. Anthony and Corner Brook as part of the corporation's rural outreach program. Also planned is Acting for Auditions Workshop.

On the technical side of filmmaking the NLFDC has planned several HI-Definition Workshops for Directors of Photography, Camera Operators and Camera Assistants dealing with challenges both on set and during post production, Shooting During Adverse Conditions Workshop, two Sound Recordist Workshops focusing on NIFCO's new hard disk recording equipment and post production, a 2nd Assistant Director Workshop instructed by an out-of-province 1st Assistant Director, Set Safety and Protocol Seminar, Advanced Special Effect and Prosthetic Application, Stunt and Special Effects Workshop and an Animating for Film and Television Workshop to help foster an up-and-coming new media industry in the province.

Above-the-line workshops in development would include a Budgeting Seminar for local producers and accountants interested in pursuing a career in the industry, The International Market and You, which is designed to teach local producers effective marketing tactics while attending International Film Markets and an International Co-production Seminar.

The NLFDC also partners with multiple organizations in order to perform outreach activities. The outreach activities planned involve NIFCO, the St. John's International Women's Film Festival, the Nickel Independent Film Festival and the College of the North Atlantic

The NLFDC in conjunction with NIFCO plans to hold a Native diversity outreach program. The program would entail having a local filmmaker travel to a native community in Labrador to teach a beginners film class, offering an opportunity to those who would not otherwise have the means to access the industry.

Through partnerships with the St. John's Women's International Film Festival and the Nickel Independent Film Festival, various workshops and activities are undertaken to increase the involvement of emerging filmmakers, women in film industry roles and the public to become more aware of what the local film industry has to offer. This type of outreach helps the industry to be more publicized and gain the support from groups outside of the film community. These partnerships will continue in years to come.

An Introduction to Shooting on 16mm will consist of a two-day workshop led by NIFCO's filmmaker in residence. It will be used to teach the students of Stephenville's College of the North Atlantic's Film and Video program the fundamentals of shooting on 16mm film. This workshop will also be co-sponsored by NIFCO.

Increased professional development initiatives such as workshops are vital but, of course, the best method of skills development is through on-the-job training. As discussed the vital tools Newfoundland & Labrador does have, to enhance the professional crew base, is the EIP and deeming clause of the tax credit.

The EIP makes co-production in Newfoundland & Labrador attractive to producers outside of the province. By having a competitive financial edge, outside productions are likely to shoot in the province creating an opportunity for local industry personnel to learn from other experienced professionals. The EIP doubled with the deeming component of the tax credit helps produce on-set training opportunities local filmmakers would not otherwise have.

Infrastructure

One issue at present with the infrastructure of the film industry in the province is the state of the local production companies. They are few in numbers and are relatively small. The industry needs to grow production companies so that they have the financial wherewithal to be able to sustain themselves during times of low production. Ideally, we would like to develop existing production companies from one-person companies to full-time production companies that employ staff and perform development and production at the same time. These larger companies could then spin off talent to develop the next wave of local producers.

The Film Producers Association of Newfoundland and Labrador (PAN) administers the International Market Access Program supported by the Governments of Canada and Newfoundland and Labrador. This program begins a dedicated effort by PAN to make the international marketing and dissemination of Newfoundland and Labrador film and television its main organizational priority. Part and parcel of this new focus is the facilitation and development of co-production opportunities, both internationally and with other Canadian provinces. PAN has become a critical component in the continued growth of the industry in the province and we must ensure that it remains a viable entity. There is however concern that PAN may not always have perpetual funding. It is a priority of the NLFDC to amplify the funding needed to help production companies market their films so that if PAN ceases to exist local producers are still able to market their products globally.

The Canadian TV and film environment is rapidly changing and the local industry must keep pace. The industry needs to have the ability to deliver in HD and surround sound. NIFCO, the only industry standard post-production facility in the province, is in the process of upgrading to the new HI – Definition formats, and the major renovation is expected to be completed in the upcoming fiscal year. This will help local producers to compete on a level playing field with the rest of the country. With the specific training of crew and marketing of projects that are planned through the NLFDC's Professional Development program the local industry will soon find itself comparable with film industries of other provinces and countries.

In addition, the Atlantic Studios Cooperative (ASC) must continue to upgrade equipment in order to be able to fulfill its mandate. Unfortunately revenue at ASC drops significantly in times of low production making it difficult/impossible to invest in additional equipment – reinforcing the need to get steady production in the province. In the future, as the industry grows, ASC will need to address the sound stage requirements for the province. Production levels will also have to increase in order for the Atlantic Studio Cooperative (ASC) and NIFCO to grow, upgrade and survive.

In Summary, despite these immediate issues, it is nevertheless very much to the advantage of Newfoundland and Labrador to develop the local film industry and to compete for its share of the national funding that otherwise will be spent in the same industry but in another jurisdiction.

Motion picture activity is labour-intensive, well-paid, knowledge-based employment. The Newfoundland and Labrador industry is beneficial to rural areas and to other cultural industries. The independent production community creates large economic spin-offs. It brings into the province investments that would not otherwise be made here. And it allows us to present our stories and our creativity to the nation and the world.

With the remarkable evolutions taking place in entertainment media, and the increasing reality of new forms of video distribution, through the internet, through phones and so on, the necessity of the NLFDC to coordinate the film and video industry provincially is now more important than ever.

Section Nine: Goals

To ensure the continued growth of the film and video industry in this province, the NLFDC has identified four major goals in order to achieve our mission. These goals are measured and reviewed annually with our board of directors to be certain that our mandate is being fulfilled.

GOAL 1:

By 2008, the NLFDC will have effectively managed the Equity Investment Fund in order to maximize production and economic spin-off to the province.

Measure: effective management of the Equity Investment Fund

Indicators:

- **Amount of \$ Invested from equity fund (for DEV and EIP)**
- **Production activity**
- **Dollars leveraged into the province**
- **Results of new initiatives undertaken**

In order to achieve this goal, the NLFDC will perform two main tasks:

- Continued effective management of the Equity Fund
- Undertake new initiatives

It is important to note that the NLFDC cannot directly control the level of production in the province. 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.

The NLFDC accepts funding applications for development loans and equity investments. The NLFDC has 4 application deadlines for development loans per year and 2 application deadlines for equity investments per year. The application deadlines are strategically placed to coincide with the application deadlines of other film funding organizations to maximize the opportunity for producers to get their projects fully funded. The NLFDC then assesses these applications and makes recommendations to the board as to which ones to fund based on factors such as:

- Leveraging outside funds into the province
- Maximizing employment opportunities in the province
- Maximizing dollars spent in the province

For 2007/08, the Equity Investment Program Fund is \$2 million from the Province. For 2008, the NLFDC will make funding recommendations to the board that maximize the benefit to the province. We forecast that 80% of the 2007 – 08 equity allotment will be equity investments with the remaining 20% invested in development loans. The NLFDC forecasts that this will result in an overall production level of \$8 million for 2007 – 08.

The NLFDC must continually pursue new initiatives, be in contact with funding partners and come up with new financial models in order to maximize the overall benefit. As described above, in order to counteract changes at Telefilm, CBC, the Canadian Television Fund and private broadcasters, the NLFDC has changed focus in a couple of areas. As a result, in 2007/08, the NLFDC intends to pursue many activities in search of this goal.

CBC

In order to counteract the results of the changes to the CBC, the NLFDC and the Film Producers Association of Newfoundland (PAN) have proposed a CBC Pre-development fund. This project would create a jointly funded program by the CBC and the NLFDC to increase the quantity and quality of pitches to the national public broadcaster from producers in Newfoundland and Labrador. The CBC-NLFDC pre-development fund would be a 50/50 matching fund with two main objectives:

1. To increase the available amount of funding with an eye to producing significantly more evolved pitches;
2. The direct involvement of CBC personnel (both local and national) earlier within the development phase to ensure that developing pitches are more in line with emerging programming mandates.

Projects that go through the pre-development phase and generate CBC interest would then proceed through national development system as per CBC requirements. It is proposed that the decision-making and administration of the fund be undertaken by regional CBC personnel, who will liaise with their national counterparts to ensure that candidates/projects approved and moving through the pre-development phase are in line with national programming objectives.

As part of the pre-development fund, a series of on-going meetings/workshops would be undertaken between the province's production community and key decision-makers and commissioning editors within the CBC. This process would increase awareness of emerging programming philosophies on a local level and ensure that, once established, the pre-development fund would be met by an informed and prepared production community.

CTF

Due to the limited accessibility to the Canadian Television Fund (CTF) for Atlantic producers, lobbying is currently being undertaken for a potential Atlantic region development fund. This proposal would focus on the need for a separate fund which could only be accessed by Atlantic producers, increasing the production opportunities for Atlantic producers.

Also, we are working closely with the CTF and the CFTPA to develop a stabilization mechanism to ensure regional production levels are maintained based on historical data.

Second Time Filmmakers Program

NLFDC Are working on a proposal with NIFCO to seek funding with Telefilm to develop a Second-Time Filmmakers Program. This program would serve to fill the gap between the First Time Filmmakers Program and when a project comes to NLFDC for funding. This initiative is also an excellent professional development

opportunity for capacity building and will provide these filmmakers with a pilot that they could shop to broadcasters.

Funding Pilots

The NLFDC intends to begin experimenting with funding pilots. This provides our producers with a much stronger marketing tool when pitching to broadcasters and allows the broadcasters to get a far superior sense as to the quality of production.

Goal 2:

By 2008, the NLFDC will have effectively managed the Film and Video Industry Tax Credit

Measure: effective management of the Film and Video Industry Tax Credit

Indicators:

- **Efficient turnaround time**
- **Competitive tax credit**
- **Effective management of the deeming component of the tax credit**

The tax credit is a fully refundable corporate income tax credit administered on behalf of the Department of Finance by the NLFDC. The tax credit encourages the development, training and hiring of Newfoundland film personnel. 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

The NLFDC is responsible for receiving the Part I and II applications, auditing them and forwarding them to the Department of Finance with a recommendation. Upon receipt of a fully completed application from the producer, the NLFDC goal is to:

- Forward the Part I application to the Department of Finance within 10 business days
- Forward the Part II application to the Department of Finance within 15 business days

In addition, to further increase the efficiency of the tax credit process, the NLFDC intends to have a draft copy of new, more effective, tax credit applications by 2008.

In addition, the NLFDC continues to work closely with the Department of Finance to ensure that the NL 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. For 2007/08, the NLFDC will co-chair this committee. The NLFDC is 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 abreast of 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 NL workers on film projects and also their real 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 upcoming fiscal year.

GOAL 3:

By 2008, the NLFDC will have marketed NLFDC programs and locations nationally and internationally to foster co-production opportunities and attract guest productions to the province

Measure: marketing of NLFDC programs and locations nationally and internationally

Indicators:

- **Number of provincial marketing initiatives**
- **Number of markets attended nationally**
- **Number of markets attended internationally**
- **Marketing materials produced**
- **Number of co-productions being discussed**

In order to market the industry within the province, the NLFDC will distribute its promotional materials and funding programs information to the Chairpersons of the Boards and the Executive Directors of the regional economic development zones in the Province.

In order to effectively market the province, it is mandatory to attend various film and TV specific marketing events nationally and internationally. It is also imperative that the NLFDC attend these events annually. It is clear that you must "see and be seen" in order to be a real player and attract the type of business that will provide the most benefit. As a result, in 2007/08 the NLFDC intends to attend the following national events:

- **Banff World Television Festival - This Festival provides an excellent opportunity for local producers to meet and network with other producers, broadcasters, distributors, financiers and other film and television professionals**
- **Toronto Film Festival - This festival provides an excellent opportunity for the Corporation and our local producers to potentially screen films, sell themselves and make contacts with the representatives of the film industry from all over the country and the world.**
- **Atlantic Film Festival - This event takes place every September and attracts filmmakers and industry experts from across the country and around the world, making it a great opportunity to showcase our local talent, market our province as a filming location and make contacts with other professionals in the film industry.**
- **Strategic Partners - Strategic Partners is Canada's premiere co-production market, featuring the effective project-driven, pre-scheduled meetings format. Introduced in 1998, Strategic Partners (SP) has developed a solid reputation for program quality and results.**
- **CFTPA's Prime Time event in Ottawa - The CFTPA hosts Prime Time, an annual networking conference for Canadian producers, where national policy**

makers are a key presence, seminars are held, and the annual state of the industry report is released with the industry's most comprehensive statistics.

In addition, the NLFDC must attend some international events in order to attract co-productions to the region. In 2007/08, the NLFDC intends to attend the following international events:

- **AFCI Locations Trade Show in Santa Monica** – this is a trade show where the NLFDC purchases and mans a booth to promote NL as a location to co-produce and/or shoot a production. We also take this opportunity to set up meetings with existing contacts and potential co-producers in the area.
- **Cannes Film Festival** – the NLFDC participates in the Canadian Pavillion organized by Telefilm. This provides NL with a prominent location to market our programs and locations as well as for our NL producers to pursue co-production opportunities.
- **American Film Market in Santa Monica** – this is a market where feature film producers gather to market their productions. The NLFDC participates in a Canadian Pavillion along with other provincial entities and Telefilm. It is a natural event for the NLFDC to attend to keep in touch with existing contacts and pursue new co-production and guest production opportunities.

The NLFDC must also continually research and pursue new markets for our local producers. The NLFDC intends to attend a new event and/or pursue a new market every two years. For 2007/08 our intention is to commence discussions with Wales in order to plan an event in 2008/09. Wales has been very active at many of the same markets we attend and seem to have a production community similar to that of NL. The NLFDC feels it would be potentially valuable to pursue a trade mission to Wales.

The NLFDC will sit on some national committees:

International Initiatives Advisory Committee (IIAC) - The NLFDC will sit on this International Marketing Committee with representatives from all financial partners including Telefilm, the Association of Provincial Film Funding Agencies (APFA) and industry partners CFTPA, CTF, and DFAIT. This committee is responsible for overseeing the Canada marketing presence at international events (Cannes Film Festival, MIPCOM, MIPTV and Berlinale).

The mandate of the committee is to have a Canadian partnership that will brand and promote Canada internationally in order to raise the profile of Canadian film, television and new media companies in the international marketplace:

- To enhance the presence and profile of Canada at international film and television events
- To raise the awareness of Canada's competitive advantages including tax credits and other financial incentives as well as co-production opportunities and to build strong relationships among Canadian production companies.

Atlantic Canada Film Partners - In December 1999, the Newfoundland and Labrador Film Development Corporation signed a Memorandum of Understanding with its three other Atlantic counterparts and Telefilm to form the Atlantic Canada Film Partners. This initiative provides our local producers access to the global marketplace, not only to market their productions, but also to forge and maintain relationships that

eventually lead to co-production opportunities. Atlantic Canada Film Partners also assists emerging producers with market preparedness.

In addition, the NLFDC will sponsor events in Newfoundland which market our film industry provincially, nationally and internationally:

Nickel Independent Film and Video Festival - An annual film and video festival that was created by filmmakers for filmmakers. It also organizes a variety of filmmaker workshops, and each year travels outside St. John's to screen films.

St. John's International Women's Film & Video Festival - Over the past fifteen years this festival has provided a unique forum for local, Canadian and international women to showcase their work. It provides our local filmmakers and producers with access to the Canadian and international film industry and allows others to see that Newfoundland is home to a vibrant film industry. The St. John's International Women's Film and Video Festival provides support to local artists through activities such as professional development, research, training, professional services, advocacy, education and dissemination of information. Its receptions, seminars, screenings and face-to-face meetings with decision makers are crucial for NL filmmakers.

Promotion

As well as the Initiatives described above, to promote the Newfoundland & Labrador film industry, the NLFDC will also:

- Produce the Newfoundland and Labrador Film and Video Industry Production Guide
- Advertise in suitable industry publications.
- Maintain a web site detailing the corporation, industry, funding programs and locations information.
- Publish an Annual Film Review to provide an overview of the works produced by local filmmakers and to outline the province's funding programs.
- Respond to film-related inquiries from around the world.

Locations

Part of the mandate of the NLFDC is to market the province nationally and internationally as a filming location; that is, the NLFDC fulfills the role undertaken by film commissions in many other jurisdictions. In pursuit of this goal, the NLFDC is constantly promoting NL as a location to film in. Promoting NL as a film production location is part of the reason for attending all the events listed above. Meetings are set-up to discuss particular locations and promotional material is handed out to filmmakers explaining our incentives.

In addition, the Newfoundland and Labrador Film Development Corporation will attend the annual Association of Film Commissioners International Locations Trade Show in Santa Monica, CA. Attending such an event increases the possibility of attracting guest productions to our province. In the future, the NLFDC will also consider tours, where groups of key producers are brought into the province to tour facilities and locations.

The NLFDC will maintain a library of locations photos on its website (www.nlfdc.ca) and dedicate significant staff time in responding to locations inquiries from around the world.

GOAL 4:

By 2008, the NLFDC will have implemented initiatives to develop the creative and technical capabilities in the province

Measure: Initiatives implemented to develop the creative and technical capabilities

Indicators:

- **Number of workshops performed in the province**
- **Number of new training initiatives undertaken**
- **Number of/\$ amount of support provided to develop industry participants**

The NLFDC's long-term aim is to develop one full crew in the province, 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 Labradoreans as a whole 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 production. Certainly the focus for the NLFDC has been, along with producers and other organizations, to move forward as an industry in a changed environment.

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 the most residents of our province possible work on any given project. A competitive tax credit assists this, but there must be competent, qualified people to fill the positions. This is more of a challenge in years of lower production activity, as film professionals may leave the province to seek employment. Like all industries in NL, there have been new challenges presented, in that the lucrative job market in other fields in other provinces has been so apparent. Nevertheless, 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 professional development priorities in the upcoming year will be:

- A script workshop in Clarenville in partnership with the Discovery Trails Association
- visit to the new film and video program at College of the North Atlantic's Bay St George Campus

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- sponsorship of a 16 mm film workshop in Stephenville
- a seminar on film financing and a screening of NLFDC funded films in Stephenville.
- International Co-production Outreach Presentation, hosted by Telefilm, in conjunction with the 18th Annual International Women's Film and Video Festival
- A seminar focusing on the new RED Camera technology co-sponsored with IATSE 667 and PS Canada.
- A seminar outlining the current status of Digital content in the Global marketplace
- Sponsorship of various production requests for training in specialized editing and mixing techniques

Much of the production activity in Newfoundland & Labrador has traditionally occurred outside St. John's and the NLFDC is committed to continuing to address the film professional development needs of the whole province. A great deal of the large scale productions that have occurred in this province since the creation of the NLFDC have taken place in rural Newfoundland, with obvious benefits – from direct jobs to indirect economic activity to promotion of Newfoundland as a tourism destination. We expect this to continue with projects now in development and likely to be produced with our support in 2007-08.

Because the need for Professional Development is so high in the province, the NLFDC partners with other organizations to increase opportunities for local film personnel. The NLFDC is actively pursuing new partnership opportunities between the Corporation, Atlantic Canada Film Partners, Telefilm Canada, and the CFTPA.

The partnership with the Newfoundland Independent Filmmakers Cooperative (NIFCO) is also monumental in the industry's Professional Development. Formed in 1975, NIFCO is one of the most respected and successful motion picture co-ops 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 supports NIFCO's efforts fully, through lobbying, letters of support, production statistics, a film employment analysis, and staff time.

Other partnerships with federal organizations such as Telefilm, the National Screen Institute, the Banff Centre and the Canadian Film & Television Production Association (CFTPA) all help with professional development. Keeping strong ties between the NLFDC and these institutions helps bring skills and knowledge to the film industry in Newfoundland & Labrador. By keeping the finger on the pulse of what is happening and what is needed in the industry, 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.

Secondly, the NLFDC must ensure new training initiatives will be undertaken. For 2007/08, the NLFDC is pursuing two main initiatives:

1. CFTPA Atlantic Mentorship Program - The NLFDC is in discussion with Sue Stranks of the CFTPA to draft a proposal for an Atlantic mentoring program for people in Atlantic Canada who would like to become producers to work

with established production companies in the Atlantic Region, with a focus on emerging talent.

2. **Second Time Filmmakers Program** - The NLFDC is currently working with NIFCO and Telefilm Canada to develop a Second Time Filmmakers Program (to complement the existing First Time Filmmakers Program). This program will further advance professional development efforts in the province. This pilot program will be 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.

Thirdly, 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 goal is to invest the sponsorship funding in order to maximize value for the development of the local technical and creative talent.