



BRITISH COLUMBIA FILM + MEDIA

SERVICE PLAN 2012/13 – 2014/15

LETTER OF PRESENTATION

July 2012

Minister of Community,
Sport and Cultural Development,
Province of British Columbia

MINISTER:

I have the honour of submitting to you the service plan for British Columbia Film + Media for the 2012/13 – 2014/2015 planning period. This service plan was prepared in accordance with the *Budget Transparency and Accountability Act* and the government's reporting principles. It outlines BC Film + Media's goals and objectives and identifies a framework from which we can measure and report actual performance.

Sincerely

A handwritten signature in black ink, appearing to read 'Michael Francis'.

MICHAEL FRANCIS, Chair
British Columbia Film + Media

MESSAGE FROM THE BOARD CHAIR

Film, television and digital media are being transformed by technology just as technology is transforming our economy and the way that we communicate with each other. This is a fundamental economic and social transformation and the pace of change is remarkable.

BC is well positioned to benefit from this digital revolution as we have strength in all forms of content creation; whether the traditional narrative of film and television or the interactive nature of games, social media and digital education.

Finding a means to capitalize on these strengths will be a core objective of BC Film + Media over the term of this planning document.

Over the past few years our industry has responded to global financial challenges, increased national and international competition and the effects of a strong Canadian dollar. These conditions are expected to continue and will affect our competitive position in both domestic and service production in games, film and television.

Despite these conditions British Columbia, retains its reputation for quality production and it remains a desirable jurisdiction for content creation. The industry recognizes the challenges it confronts and is attempting to define its vision and to articulate its strengths in order to assist decision making over the coming years. BC Film + Media is assisting the industry in this process.

Although growth in traditional production has been modest, the province has seen considerable expansion in digital animation and in visual effects. Many international companies, such as Pixar, Sony Image Works, Digital Domain and Prime Focus have established studios in Vancouver. Additionally, a number of BC companies operating in animation and visual effects have expanded significantly and are successfully competing in the international market. BC has benefitted from both the capital investment made by these companies and by the employment that they are providing to British Columbians. We expect the growth in this sector to continue over the term of this plan.

In developing this document, British Columbia Film + Media has noted the provincial government's strategic plan and the goals government has identified for the coming three years. BC Film + Media believes that the film, television and digital media sector can contribute significantly to the achievement of the province's goals and these will be taken into account as we establish our program and funding priorities.

We have particularly taken note of the priority given by the provincial government to the development of business relationships with Asia – Pacific countries. There is considerable potential for BC based film, television and visual effects companies to develop business in this region. BC Film + Media will continue to act as a catalyst; assisting BC companies to capitalize

on this opportunity. BC Film + Media has developed, and is implementing, a China strategy to direct its activities in this area. This strategy will be expanded to incorporate India over the term of this document.

The Canadian film and television industry operates within a federal regulatory and policy environment. It is essential that a provincial perspective be clearly and consistently conveyed to federal authorities. BC Film + Media will continue to articulate provincial issues and concerns to federal regulatory and policy agencies to insure that decisions reflect the needs and priorities of British Columbia.

Government and the private sector have worked collaboratively for twenty five years to develop a BC industry and its success is a testament to the benefits of sound government policy partnered with a skilled and entrepreneurial industry. This is a time of great change and great challenge for the industry. It can also be a time of great opportunity.

The essential financial support provided by the Government of British Columbia has allowed BC Film + Media to contribute to this success and we look forward to assisting with its continued growth in the years to come.

A handwritten signature in black ink, appearing to read 'Michael Francis'.

Michael Francis, Chair
British Columbia Film + Media

ACCOUNTABILITY STATEMENT

The 2012/13 – 2014/15 BC Film + Media Service Plan was prepared under our direction. We are accountable for the contents of the plan, including the selection of performance measures, targets and forecasts. The plan is consistent with the provincial government's priorities and overall strategic plan.

All significant assumptions, policy decisions and identified risks as of March 2012 have been considered in preparing this plan. The performance targets and forecasts in this plan have been determined based on an assessment of BC Film + Media's operating environment, forecast conditions, risk assessment and past performance.

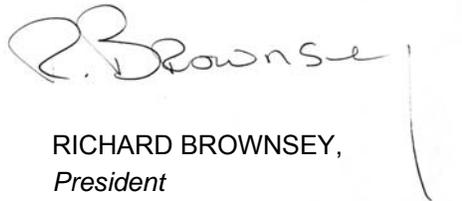
The information presented is prepared in accordance with the BC Reporting Principles. The measures presented are consistent with BC Film + Media's mission, vision and values, and focus on aspects critical to the organization's performance.

We are accountable for insuring BC Film + Media achieves its specific goals and objectives identified in this plan and for measuring and reporting actual performance.

This report contains estimates and interpretive information that represent the best judgment of management. Any significant limitations in the reliability of data are identified in the plan.

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MICHAEL FRANCIS,
Chair

A handwritten signature in black ink, appearing to read 'R. Brownsey'.

RICHARD BROWNSEY,
President

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MESSAGE FROM THE PRESIDENT

The film, television and digital media industry is experiencing both challenges and opportunities. The challenges include the shifting nature of content creation, production and distribution resulting from rapid technological change, increased national and international competition, the effect of global economic conditions and the value of the Canadian dollar.

These challenges have put traditional film and television production in British Columbia under some stress. Concurrently, we are seeing significant opportunities resulting from international investment in the digital animation and visual effects sector and the growth of BC companies operating in this part of the industry.

In this environment, maintaining and improving British Columbia's competitive position by capitalizing on our strengths in film, television and digital content production requires effective leadership. While leadership must flow from a number of sources including government and industry, BC Film + Media can act as a catalyst for industry growth. We are dedicated to providing a stable, focused operating environment in which the entrepreneurial skills of the industry can flourish and where industry can develop the vision necessary for it to prosper in the long term.

Our objectives are to contribute to the establishment of British Columbia as an international centre of film, television and digital media production, a desirable location for inward investment and an exporter of quality programming for all distribution platforms.

To meet these objectives, BC Film + Media will continue to work towards the integration of the film, television and digital media sectors, the development of strong domestically based production companies developing content for a global market and the achievement of aggressive program design and deliverable targets. Because the availability of talent to meet industry requirements is essential to our competitive position, BC Film + Media will also continue to work with industry towards the creation of an industry sectoral council on human resource development.

Despite the accomplishments of the industry – which include significant private sector investment in infrastructure – major challenges remain. Ultimately, success will be measured by the sector's ability to develop and exploit intellectual property rights. This remains an elusive objective. The industry remains largely project based and we have yet to find a business model that can attract private investment to adequately capitalize companies.

This service plan identifies the role that British Columbia Film + Media can play in industry development, the priorities against which we intend to invest our resources and the performance targets against which our success can be measured.

A service plan is an organic document that can and should be modified to meet changing conditions. We believe, however, that it is important to clearly state what we intend to do and the service levels that we expect to achieve over the coming years.

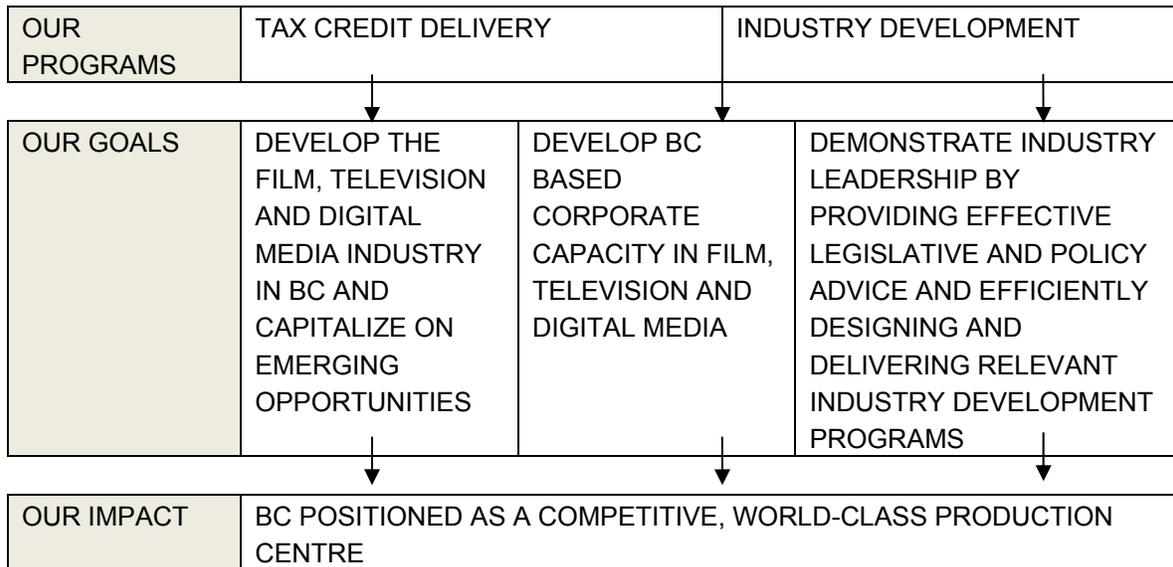
For more than twenty five years British Columbia Film + Media has been central to the evolution of the industry. In a volatile environment, characterized by rapid technological change and intense global competition, the services and expertise provided through BC Film + Media will assist the industry to meet these challenges and to increase its contribution to the well being and prosperity of our province.

A handwritten signature in black ink that reads 'R. Brownsey'.

Richard Brownsey, President
British Columbia Film + Media

OVERVIEW OF BRITISH COLUMBIA FILM + MEDIA

Core Businesses



Mandate

British Columbia Film + Media is an independent, not-for-profit society established by the provincial government in 1987. It has the mandate to expand and diversify the film, television and digital media sector in British Columbia.

Its core responsibilities are to:

- Support the development and marketing of high quality, commercially viable British Columbia film, television and digital media projects;
- Sustain and grow a competitive BC owned and controlled film, television and digital media industry;
- Enable British Columbia production companies to foster existing, and to establish new, relationships with national and international co-financing partners;
- Encourage the development of a skilled and knowledgeable workforce;
- Enhance the ability of British Columbia production companies to secure development and production financing;
- Effectively administer provincial tax credit programs to ensure that BC remains competitive as a production centre and continues to attract private sector and federal investment;
- Encourage film, television and digital media companies to establish business operations in BC;

- Assist governments in providing industry with a competitive and supportive legislative and regulatory environment.

The programs offered by British Columbia Film + Media can be grouped as follows:

- Tax credits:
 - Domestic
 - Production Services
 - Regional Production
 - Training
 - Digital Animation or Visual Effects

- Industry Development:
 - Market Expansion
 - Project Development
 - Corporate Growth
 - Professional Skills Development

The tax credit programs are the key drivers of film and television activity in British Columbia. It is this program that allows the province to effectively compete for both Canadian and international production.

The program areas listed under the Industry Development heading are those used by British Columbia Film + Media to assist BC companies to create and market product and improve the skills necessary to operate in a global marketplace.

Collectively these programs support British Columbia Film + Media in achieving its mandate. In performing its duties, British Columbia Film + Media is committed to:

- Regular consultation with industry, governments and other agencies dedicated to the growth of film, television and digital media;
- Maintaining effective, transparent and equitable program delivery;
- Providing timely and knowledgeable program and policy advice.

GOVERNANCE

British Columbia Film + Media is governed by a Board of Directors composed of:

- Michael Francis, Chair
- Colin Browne, Vice-Chair, Secretary/Treasurer
- Nini Baird
- Gordon Esau
- Brigitte Prochaska
- Gerry Rutherford
- Shan Tam

Each Director is engaged in the industry and collectively they bring a comprehensive knowledge of the sector and its requirements that informs and guides the policy and program decisions of BC Film + Media. The Board of Directors is guided in its governance activities by the following principles:

- REPRESENTATION: The Board will broadly represent, and be knowledgeable of, the industry served by BC Film + Media;
- DIRECTION SETTING: The Board will establish the organization’s strategic direction and provide policy direction to staff;
- ACCOUNTABILITY: The Board is accountable to the industry and to the provincial government;
- CONSULTATION: The Board understands that ongoing industry consultation is required if policies and programs are to respond to industry needs;
- LEADERSHIP: The Board will provide leadership in identifying and articulating the conditions necessary for BC to continue to grow as an international centre for film, television and digital media production.

In discharging its responsibilities, the Board adheres to the following standards of conduct:

- Acting honestly, in good faith and in the interests of BC Film + Media;
- Exercising care, skill and diligence in decision making;
- Following ethical standards in order to avoid real or apparent conflicts of interest between Board members’ private interests and the interests of BC Film + Media.

British Columbia Film + Media reports to the Minister of Community, Sport and Cultural Development through its Board. The Board delegates responsibility for the day-to-day leadership and management to the President and monitors performance.

The following standing committees assist the Board in meeting its governance responsibilities:

- Audit
- Conflict of Interest
- Nomination

ALIGNMENT WITH THE GOVERNMENT STRATEGIC PLAN

With the *Province of British Columbia Strategic Plan 2012/13-2014/15*, the BC Government has made job creation, investment in the province and support for BC families its top priorities. British Columbia Film + Media contributes significantly to these priorities through its support and development of the film, television and digital media industry.

BC Film + Media assists British Columbians in developing skills and expertise in the film, television and digital media sector. Significant gains have been achieved in developing a skilled workforce in BC that has the management, creative and production expertise necessary to produce quality content and to attract production activity and production companies from around the world. These highly skilled, well paying jobs are creating opportunities for BC's entrepreneurial young people – allowing them to stay in the province and contribute to the provincial economy.

The production activity assisted by BC Film + Media programs supports the creative and technical skills required for production, as well as the legal, accounting, financial and corporate management capacity required to sustain this activity. Film, television and digital media production continues to attract international companies to establish studios in British Columbia. BC has benefitted greatly from both the capital investment made by these companies and by the employment that they are providing to British Columbians.

Over the past two years BC Film + Media has led an industry task force designed to develop an integrated Human Resource Strategy. The intent of this initiative is to directly involve the industry in establishing training requirements and standards, ensuring British Columbia talent remains at the highest creative and technological level and can meet the needs of a rapidly changing sector.

Also noted in the *Province of British Columbia Strategic Plan 2012/13 – 2014/2015* is the goal of opening and expanding markets for BC products and services in Asia. British Columbia Film + Media recognizes the importance of encouraging connections between the BC film, television and digital media sector and its counterparts in Asia and has made this a priority by undertaking market research, supporting a British Columbia presence at key Asian markets, organizing film and television trade delegations to China, negotiating and signing a Memorandum of Understanding with the China Film Producer's Association and the Beijing Multi Media Industry Association as well as exploring the market potential of India.

Over the term of this plan, BC Film + Media will continue to strengthen its commitment to the development of these business relationships by developing institutional links with Asian film, television and digital media agencies, providing opportunities for Asian and British Columbia producers to establish meaningful business contacts and encouraging federal agencies to invest in a strategic approach to market development in Asia.

STRATEGIC CONTEXT

The British Columbia film, television and digital media industry continues to face a competitive global market environment resulting from a number of factors, including:

- The lingering effect of global financial problems and the resulting impact on industry revenue and access to capital;
- The implementation across North America and internationally of tax incentives that meet or exceed those in British Columbia;
- The expectation that content be developed for a variety of distribution platforms despite the absence of a viable revenue model to justify production costs;
- The centralization of Canadian Broadcasting decision making in Ontario combined with the fundamental uncertainties of the existing television revenue model;
- The fragmentation of markets as new content delivery platforms evolve;
- The strong Canadian dollar.

These factors will continue to challenge the film, television and digital media business in British Columbia.

The British Columbia tax incentives are critical to the ongoing viability of the industry. Although not equal to the incentives available in other Canadian provinces or a number of American states, the incentives are well regarded by the industry and are seen as predictable, stable and bankable. These attributes are important to an industry that requires significant front end investment in order to create marketable product.

The province has consistently supported the industry's development. Continuing a flexible and responsive approach will be critical in the volatile and competitive production environment in which the industry will be operating over the term of this plan.

British Columbia does not, however, compete solely on price. The province is a trusted, reliable and efficient centre for high quality film, television and digital media production. British Columbia's talent, infrastructure, systems and capacity to produce quality content continue to contribute to the industry's success.

The Digital Animation or Visual Effects tax credit program has effectively extended the province's production reputation to the digital animation and visual effects arena. The Interactive Digital Media tax credit is another initiative that will contribute to British Columbia's ability to attract investment and production.

British Columbia's emergence as a fully integrated production centre has resulted in several iconic international animation and visual effects companies' establishing permanent studios in British Columbia. The progression from BC as a location for single productions to a business

destination of choice is central to maintaining a strong industry that can sustain itself in spite of intense global competition and variable economic conditions.

The expectation that content must be developed for a variety of distribution platforms despite the absence of a viable revenue model is a problem that continues to plague the industry. Uncertainty around how content will be distributed in the future has intensified rather than improved. This fundamental uncertainty in the wider industry does, however, present opportunities. The willingness of the federal government, as witnessed with the new Canada Media Fund, to require aligned content as a condition of funding is very positive. Canada is the first jurisdiction in the world to make this kind of innovation a requirement and it will strengthen Canadian companies' competitive advantage in this emerging area.

BC Film + Media will continue to support the development of the British Columbia industry to create, finance, produce and distribute entertainment products to both the Canadian and the global market. This approach will focus on company development and will complement British Columbia's traditional strength as a favoured location for foreign produced content.

Additionally, BC Film + Media will encourage the continued diversification of the industry and its progression to an integrated full service production centre. To accomplish this, BC Film + Media will:

- Continue to encourage inward investment particularly in the areas of visual effects and animation. It will also encourage the development of industry infrastructure such as the recently announced common data and processing centre to improve BC's competitive advantage.
- The legislative framework that defines industry incentives is critical to success. Improving the legislation to reflect emerging production processes and to insure that the incentives encourage company growth and the creation of internationally marketable content will give British Columbia a competitive advantage. BC Film + Media will continue to work with government and industry to insure that the legislation assists in meeting these broader objectives.
- Long term success in this industry is dependent upon the quality of the workforce. To ensure that BC remains a centre known for its creatively and technologically skilled workers, BC Film + Media will continue to work with industry in the development of an integrated industry wide human resource plan.
- BC Film + Media will also continue in its efforts to assist the industry in developing a strategic approach to market development whether in the United States or in the emerging markets of Asia.

BC Film + Media is committed to being a catalyst for industry growth and transformation in challenging economic and market conditions. The following sections outline how BC Film + Media will meet its mandate.

VISION, MISSION AND VALUES

British Columbia Film + Media delivers programs that are clearly focused on our ultimate goals. Our decision making and resource allocation are guided by our vision of success, our sense of purpose, and our values, which are as follows:

Vision: To position British Columbia as a competitive world-class production centre, where individuals and companies can create quality film, television and digital media content that is embraced by the global market.

Mission: To sustain British Columbia as a competitive, world-class production centre by providing leadership, expertise, policy development and financial incentives.

Values: British Columbia Film + Media brings the following values and principles to its work, and upholds them in its internal and external relationships:

OUR VALUES	HOW WE PRACTICE THEM
INTEGRITY AND ACCOUNTABILITY	WE ARE OPEN AND TRANSPARENT IN OUR WORK AND DECISION MAKING. WE ARE EQUITABLE, CONSISTENT AND FAIR. WE MEASURE AND REPORT ON OUR PERFORMANCE AND PLANS.
PROFESSIONALISM, PRODUCTIVITY AND INNOVATION	WE MAINTAIN A HIGH LEVEL OF EXPERTISE AND RESPOND QUICKLY TO EMERGING TRENDS WE SEEK INNOVATIVE SOLUTIONS. WE UNDERSTAND AND SUPPORT OUR CLIENTS AND RESPOND QUICKLY TO THEIR NEEDS. WE VALUE EACH OTHER AS PEOPLE AND AS PROFESSIONALS. WE ACCEPT RISK, AND MANAGE IT. WE ARE RESOURCEFUL AND PRAGMATIC.

GOALS & OBJECTIVES

In order to achieve its mandate and vision for the future, British Columbia Film + Media has set the following goals and objectives for the period of this plan.

GOAL 1:

Develop the film, television and digital media industry in British Columbia.

Objectives:

- Deliver a fair, transparent and accountable provincial tax credit program;
- Enable film, television and digital media projects to be financed for production in British Columbia;
- Support the creation of employment opportunities in British Columbia;
- Facilitate collaboration between creators of digital media and film and television content;
- Encourage film, television and digital media companies to locate in British Columbia.

GOAL 2:

Develop a British Columbia based film, television and digital media industry with a national and international market.

Objectives:

- Design and deliver a relevant, transparent, and accountable program of financial incentives for British Columbia companies and individuals;
- Support development of intellectual property in British Columbia;
- Assist British Columbia companies to retain intellectual and financial ownership and control of their creative properties;
- Assist British Columbia companies to develop international market, financing and partnership opportunities;
- Strengthen and diversify knowledge and skills within the British Columbia industry.

GOAL 3:

Capitalize on emerging opportunities in digital media.

Objectives:

- Develop industry knowledge of new digital media opportunities;
- Deliver program support designed to encourage growth in the BC owned digital media industry;
- Provide program incentives that support collaboration between film and television and digital media sectors.

GOAL 4:

Demonstrate industry leadership by providing effective legislative and policy advice.

Objectives:

- Deliver timely, relevant policy and program advice to the provincial government;
- Provide information on industry trends to government and the industry;
- Deliver a clear and consistent provincial perspective to federal regulatory, policy and program delivery agencies;
- Facilitate communication between industry and government on policy and program issues.

GOAL 5:

Maintain an efficient, knowledge-based organization.

Objectives:

- Continue efficient program administration;
- Nurture an expert, knowledge-based organization;
- Utilize technology to improve client services.

STRATEGIES

In this section, British Columbia Film + Media sets out the major strategic initiatives it will address during the period covered by this plan. For a discussion of BC Film + Media’s ongoing core businesses, please see “Overview of British Columbia Film + Media” above.

OPPORTUNITY

The long term success of the industry in British Columbia depends upon strengthening the domestic industry’s ability to create, finance, produce, and distribute film, television, and digital media products for the national and international marketplace. This will, in the medium term, reduce dependence on the highly competitive service production business. This will require a renewed emphasis on industry and company development rather than on the financing of individual projects.

STRATEGY

British Columbia Film + Media will:

- Assess its development and incentive programs to determine their effectiveness in supporting industry development;
- Identify and recommend to government improvements in tax legislation, related to the film, television and digital industry;
- Assist the industry in determining human resource requirements to meet the increasingly technological sophistication of film and television production and continue to support professional development initiatives designed to sustain the industry’s creative vitality;
- Identify and assist the industry in developing additional markets for BC produced content;
- Consult with government and industry regarding program enhancements that will support the long term development of the film, television, and digital media industry.

OPPORTUNITY

British Columbia currently has significant strengths in film and television and in such new media activities as interactive gaming, digital animation and visual effects. This presents a clear opportunity for British Columbia to establish a major presence in digital media. While the introduction of the Interactive Digital Media Tax credit is a significant step in maintaining our position in the digital world, there is an immediate opportunity to develop and implement a strategy that will build a competitive and integrated digital media industry.

STRATEGY

British Columbia Film + Media will:

- Encourage businesses creating digital content to invest in British Columbia;
- Work with the provincial arts council to develop and deliver programs that encourage better creative partnerships between digital artists and companies and film and television producers;
- Engage federal and provincial officials to streamline immigration programs and processes to insure that digital content companies have access to the senior international talent that generates work and employment in British Columbia;
- Continue to develop proposals for the future evolution of the tax incentive programs to support the digital media sector and to establish British Columbia's competitiveness in this market;
- Consult with government and industry to develop programs that will assist the long term growth of the digital media industry.

OPPORTUNITY

Global competition for service productions presents a medium-term challenge for the British Columbia industry. Policy and programs that continue to support industry requirements will provide BC with a competitive advantage and solidify its position as an international production centre.

STRATEGY

British Columbia Film + Media will:

- Continue to work with the government to improve the effectiveness of the provincial tax credit legislation;
- Identify areas where the extension of tax credit support could result in the development of business opportunities for BC;
- Effectively market British Columbia's tax incentive program to attract production and to encourage company relocation to British Columbia;
- Support industry to develop a human resource strategy and skills development system that addresses the challenges of an aging work force and the emerging demands of the digital media sector;
- Support the industry in developing and implementing its international market development program.

PERFORMANCE MEASURES

TARGETS AND FORECASTS

While British Columbia Film + Media plays a significant role in developing and maintaining British Columbia's competitive position in the film, television and digital media sector, many of our intended outcomes are subject to market forces and external decision making processes. As a result, some of our success measures are not amenable to target setting.

Where a target cannot be set, we provide a forecast. These are our best estimates, based on current knowledge of the industry and the resources available to BC Film + Media. Where a target can be developed, it is noted below.

Some of the performance measures below, e.g., dollar value of projects assisted by the tax credit program, are best interpreted as measures of industry, rather than BC Film + Media's, performance. These measures are included in the service plan because they illustrate BC Film + Media's contribution to the provincial economy and the film and television industry. Other performance measures, e.g., satisfaction with the tax credit program, indicate industry satisfaction with the design of government support programs, a factor outside the direct control of BC Film + Media. This information is tracked to provide feedback to government about the effectiveness of its programs.

ASSUMPTIONS

In preparing the forecasts, the following assumptions were made:

- A competitive tax credit system in British Columbia;
- Continued funding of development programs by the province;
- Stability in sectoral labour relations;
- Continued access to U.S.-controlled production;
- Canada – U.S. exchange rates in the .95 – 1.00 range;
- Continuation of existing trade agreements with the United States;
- Maintenance of federal programs at current levels.

Please note that at the time this service plan was prepared, global financial and economic conditions continue to affect the industry's ability to secure production capital. These conditions will likely continue to influence production decisions and production levels over the term of this service plan.

For these reasons forecasts that relate to industry production levels should be viewed with caution.

GOAL 1:
Develop the film, television and digital media industry in British Columbia

MEASURES	FORECAST/ TARGET 2012/13	FORECAST/ TARGET 2013/14	FORECAST/ TARGET 2014/15
Percentage of applicants expressing satisfaction with BC Film + Media's administration of tax credit programs	Not less than 75% (target)	Not less than 75% (target)	Not less than 75% (target)
Dollar value of projects assisted by the tax credit program	> \$1.2 billion	> \$ 1.2 billion	> \$ 1.5 billion
Dollar value of salary and wages paid for by projects assisted by the tax credit program	\$550 million	\$550 million	\$675 million
Dollar value of digital content supported through the tax credit program	Baseline established		

Notes:

- The first measure may be influenced by the design and benefits provided through the tax credit program. This is not within the control of BC Film + Media.
- Measures two, three and four reflect the health of the film and television industry in BC and not BC Film + Media's internal performance.

GOAL 2:

Develop a British Columbia based film, television and digital media industry with a national and international market

MEASURES	FORECAST/ TARGET 2012/13	FORECAST/ TARGET 2013/14	FORECAST/ TARGET 2014/15
Percentage of applicants expressing satisfaction with BC Film + Media's administration of development programs	Not less than 75% (target)	Not less than 75% (target)	Not less than 75% (target)
Development dollars leveraged by BC Film + Media project funding (ratio)	4/1 (forecast)	4/1 (forecast)	4/1 (forecast)
\$ value of BC-owned and controlled productions supported by tax credits	\$200 million (forecast)	\$225 million (forecast)	\$250 million (forecast)
Percentage of participants expressing satisfaction with international market, financing and partnership opportunities supported by BC Film + Media	Not less than 75% (target)	Not less than 75% (target)	Not less than 75% (target)
Dollar value of confirmed and potential business by clients supported to attend international markets	Baseline established		
Federal Investment triggered by provincial investment	Reported on and baseline established		
Private sector investment triggered by provincial investment	Reported on and baseline established		

GOAL 3:
Capitalize on emerging opportunities in digital media

MEASURES	FORECAST/ TARGET 2012/13	FORECAST/ TARGET 2013/14	FORECAST/ TARGET 2014/15
Percentage of participants expressing satisfaction with events and professional development opportunities supported by BC Film + Media	Not less than 75% (target)	Not less than 75% (target)	Not less than 75% (target)
Percentage of applicants expressing satisfaction with digital program opportunities supported by BC Film + Media	Not less than 75% (target)	Not less than 75% (target)	Not less than 75% (target)

GOAL 4:
Demonstrate industry leadership; provide effective legislative and policy advice

MEASURES	FORECAST/ TARGET 2012/13	FORECAST/ TARGET 2013/14	FORECAST/ TARGET 2014/15
Timely and relevant policy and program advice provided to the provincial government as required	Ongoing	Ongoing	Ongoing
Clear and consistent provincial perspective provided to federal regulatory, policy and program delivery agencies	Ongoing	Ongoing	Ongoing
Effective communication between industry and government on policy and program issues maintained	Ongoing	Ongoing	Ongoing

GOAL 5:
Maintain an efficient, knowledge-based organization

MEASURES	FORECAST/ TARGET 2012/13	FORECAST/ TARGET 2013/14	FORECAST/ TARGET 2014/15
Administration costs as a % of programs delivered	3%	3%	3%
Working days to process an application from receipt of a complete submission	25 working days	25 working days	20 working days
Number of professional development hours per employee	25 hours	25 hours	25 hours
On line application systems developed and implemented			
Percentage of clients using on line systems	Not less than 50% of tax credit applications submitted electronically	Not less than 50% of tax credit applications submitted electronically	All tax credit applications submitted electronically
Percentage of clients expressing satisfaction with on line systems	Not less than 75% client satisfaction	Not less than 75% client satisfaction	Not less than 75% client satisfaction
On line program for development and industry support developed	System designed and tested	System implemented and satisfaction baseline established	
Measurement of effectiveness of BCFM website identified through Google Analytics	Measurements identified and tracked	Effectiveness baseline established	

SUMMARY FINANCIAL LOOKOUT

Summary Financial Outlook

Revenue	2012/13	2013/14	2014/15
Provincial Investment	1,700	2,750	2,750
Investment Income	225	250	250
Application Fees	715	725	750
Recoveries	10	0	0
Rent	0	25	35
Total:	2,650	3,750	3,785

Expenditure

Film Development Programs	1,700	2,750	2,750
Program & Industry Services (Development)	340	350	370
Program & Industry Services (Tax Credit)	770	800	825
Total:	2,810	3,900	3,945
	(160)	(150)	(160)

Notes:

1) Budget allocations are made on an annual basis and reflect spending priorities established by the Directors of BC Film + Media

2) Over the forecast period, BC Film + Media will seek additional resources to allow it to effectively meet its mandate of developing the province's film, television and digital media sector

3) BC Film + Media administers film and television tax credit programs on behalf of the provincial government. In 2011/12, over \$251 million in refundable tax credits were approved. As these funds are delivered through the tax system they do not appear in the Summary Financial Outlook of BC Film + Media

4) The forecast revenue from application fees is dependent upon production activity in BC. BC Film + Media assumes the financial risk if application fees do not meet budget targets.

RELATED ORGANIZATION

British Columbia Film + Media has established a related charitable organization, the British Columbia Film Foundation, with a mandate to:

- Advance, encourage and promote the study and teaching of Canadian film, television and digital media studies;
- Promote, recognize and support excellence and innovation in the art of Canadian film, television and digital media production; and
- Promote in the public the appreciation of the aesthetic and cultural value of the works of Canadian artists in film, television and digital media.

The Foundation annually uses its investment income to support scholarships for students undertaking advanced study in film, television and digital media. In 2012/13, three \$10,000 scholarships will be awarded through a competitive process to BC students.