



Agenda

DATE 3/29/16 TIME 8:52AM

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**SANTA FE FILM COMMISSION**  
**Location Convention Center Room Lamy**  
**April 5, 2016**  
**10am-1145am**

- |   |       |
|---|-------|
| 1. Call to Order                                    | 10:00 |
| 2. Roll Call - Commissioners' Introductions         |       |
| 3. Approval of Agenda                               |       |
| 4. Welcome by Mayor Gonzales                        | 10:08 |
| 5. Discussion of goals                              | 10:15 |
| 6. Establishing goal priorities                     | 10:40 |
| 7. Discuss achieving priority goals and other goals | 10:50 |
| 8. Discuss formation of working groups              | 11:15 |
| 9. Questions from the Public                        | 11:30 |
| 10. Adjourn   | 11:45 |
| 11. Next Meeting Dates :                            |       |
| a. May 3, 2016 – 10am                               |       |
| b. June 7, 2016 – 10am                              |       |

Next Meeting goal: Progress reports from Working Groups

Persons with disabilities in need of accommodations, contact the City Clerk's Office at 955-6520, five (5) working days prior to meeting date.

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**SUMMARY OF ACTION  
SANTA FE FILM COMMISSION  
CONVENTION CENTER, LAMY ROOM  
APRIL 5, 2016, 10:00 AM**

<b><u>ITEM</u></b>	<b><u>ACTION</u></b>	<b><u>PAGE</u></b>
<b>CALL TO ORDER</b>		<b>1</b>
<b>ROLL CALL/INTRODUCTIONS</b>	<b>QUORUM</b>	<b>1</b>
<b>APPROVAL OF AGENDA</b>	<b>APPROVED</b>	<b>1-2</b>
<b>WELCOME BY MAYOR GONZALES</b>		<b>2</b>
<b>DISCUSSION OF GOALS</b>	<b>INFORMATION/DISCUSSION</b>	<b>2-4</b>
<b>ESTABLISHING GOAL PRIORITIES</b>	<b>INFORMATION/DISCUSSION</b>	<b>5</b>
<b>DISCUSS ACHIEVING PRIORITY GOALS AND OTHER GOALS</b>	<b>INFORMATION/DISCUSSION</b>	<b>5-8</b>
<b>DISCUSS FORMATION OF WORKING GROUPS</b>	<b>INFORMATION/DISCUSSION</b>	<b>8-11</b>
<b>QUESTIONS FROM THE PUBLIC</b>	<b>INFORMATION/DISCUSSION</b>	<b>11-12</b>
<b>ADJOURN</b>	<b>ADJOURNED</b>	<b>12</b>
<b>NEXT MEETING DATES</b>	<b>MAY 3, 2016 AND JUNE 7, 2016</b>	<b>12</b>

**SANTA FE FILM COMMISSION  
CONVENTION CENTER, LAMY ROOM  
APRIL 5, 2016, 10:00 AM**

**1. CALL TO ORDER**

The meeting of the Santa Fe Film Commission was called to order by Chair Deborah Potter at 10:00 am, April 5, 2016, at the Convention Center, Lamy Room, Santa Fe, New Mexico.

**2. ROLL CALL/INTRODUCTIONS**

**MEMBERS PRESENT**

Deborah Potter, Chair  
Jim Gollin  
Pamela Pierce  
Bruce McKenna  
Adam Shaening-Pokrasso  
David Aubrey, telephonically  
Nani Rivera  
Andrea Meditch  
Doug Acton  
Kirk Ellis, telephonically  
David Sontag  
Elias Gallegos  
(Vacancy - County Commissioner appointment)

**MEMBERS ABSENT**

Edward McLoughin  
David Manzanares

**OTHERS PRESENT**

John Hendry  
Randy Randall, City of Santa Fe, Tourism Department  
Georgia Maryel, Red Loftus Films  
Jeff LaFlamme  
David Grisholm, County of Santa Fe, Economic Development Director  
Tobi Ives, Minnow Man Media  
Michael Becker, Filmtribe  
Kate Noble, City of Santa Fe  
Elizabeth Martin, Stenographer

**3. APPROVAL OF AGENDA**

**MOTION** A motion was made by Commissioner Gollin, seconded by Commissioner Ellis, to approve the agenda.

**VOTE** The motion passed unanimously by voice vote.

#### **4. WELCOME BY MAYOR GONZALES**

Mayor Gonzales was out of town and unable to attend the meeting. Chair Potter gave the welcome.

#### **5. DISCUSSION OF GOALS**

Chair Potter outlined the process of discussing goals, establishing priorities and the formation of working groups. She asked for participation from the Commissioners to state their ideas and possible goals for the Commission.

Commissioner Shaening-Pokrasso suggested that the Commission focus on updating the film credit process and the incentives and make recommendations to the state regarding funding.

Commissioner Meditch stated that she would like to see a working group to reach out to the community and brainstorming sessions in business which would fold into a strategic planning. She added that the focus could be on northern New Mexico.

Commissioner Ellis said we should not duplicate efforts of any other groups who are out to lobby the Legislature on issues. We need to get ourselves out of the mind set that New Mexico is to be served. We are not good about nurturing the local film community. We need efforts to generate an understanding that we have a talented group of people here who want a career in the film industry. We are not focused on digital and alternative platforms. We need to create an environment that nurtures people and gets them to come back. They don't come back because where can a student film maker go where films like theirs can be shown on a regular basis and they can network with people. We can have a working group on this but we also have to change the "us or them culture". Hotels say they don't understand why arts get money. They don't understand that the film culture benefits everyone.

Commissioner Rivera said we need to build up infrastructure more. Have businesses cater to the film industry. She is getting concerned about getting people in for training and sustaining departments. Her marketing efforts are going well.

Commissioner Acton stated financial incentives are pretty much gone. They are used up and promised for several years out. If we put our efforts into other ways to get into that pot of money it will not be there in two years. Regarding infrastructure we have

just one place, Garson Studios. It is used four months out of the year by Longmire, then they rent it and use it for storage when they are not filming. Longmire is great and provides great jobs, but only for four months a year.

Commissioner Shaening-Pokrasso asked is the tax credit spoken for.

Commissioner Acton answered that the reports show that a big slice of it is already promised for several years out. Small entities can't wait to get to the money for years. Is this the body to go and petition the state to raise the cap.

Commissioner Aubrey said streamlining accessibility to professional options available to us, including training and internships is important. We need opportunities for things that encourage artistic pursuits. How do we make it easy for these things to transpire and interconnect facilities in town with the talent here. We need a streamlined path.

Commissioner Sontag stated that he would like to suggest another way to look at what we are doing. Having spent time in Hollywood, he knows it runs in cycles. We could be overloaded with productions that want to come in then have a fallow period for many reasons, one of which is the cap, but there are others. Focusing on incentives does not seem to really address what the Mayor has charged us to look at. Mr. Sontag said he thinks we need to look at it as economic development. We need to build up the pieces of a business not dependent on Hollywood and identify those pieces. In North Carolina they cut the incentive and crews left. How do you get enough permanent crews here so that someone here can walk out the door and find a cinematographer.

Commissioner Gallegos said it is all somewhat confusing. We do have crew here and we do have talent and inspired youth so all the answers are here but how do we get everyone here together and focus on the best three things we need to focus on.

Commissioner Lujan suggested that the Commission explore creative mechanisms where we can get private equity involved. He is getting approached more and more by independent film makers who are looking for financial backing. They have track records. He would love to say shoot here and we can raise the rest of the \$5 million you need. It could possibly lead to a studio here in Santa Fe. That will generate sustainability.

Commissioner Meditch commented that we have so much talent here how do we connect that talent with each other and grow it here instead of turning always toward Hollywood. We have an extraordinary pool of talent in northern New Mexico. We need to create a database and a website accessible to people outside and here. We need to think about digital and electronic media and extend the tent so they can find each other and access to others. We need to create a sustainable community here as well as outside.

Commissioner Pierce said she is interested in making sure we support the overall picture of film in the State and not have different entities duplicating or undermining. We really need to align what is going on in our schools and education programs so they know their skills matter for the bigger picture.

Commissioner Gollin said he is looking and listening today and he feels there are three sections we need to focus on. The first is an inventory and assessment of what we already have. Second the needs and bottlenecks of what we do not have enough of. Finally, what can we really do. We can talk to our delegation and create a website, but it seems there are some clear things such as communication and the website that we need as soon as possible.

Commissioner Rivera said she noticed someone mentioned capacity of underwriting. Most of our talent move to LA. We should look at more opportunities to help our film makers stay here.

Chair Potter stated that she volunteers as an instructor at the College and the kids don't think they can even stay here. They want to know the path they need to take to get to LA.

Commissioner Rivera said our film schools prepare students to move out of state.

Commissioner Sontag commented that what had struck him was that we ought to be called the Film and Digital Commission. That is where the future is. Gaming is the young people's storytelling. It requires actors and other things and is not dependent on location. When we look at what we are doing to build this kind of base you have to look at everything we now call film.

Chair Potter asked Commissioner Aubrey, do we already have people here developing gaming.

Commissioner Aubrey said he is not familiar enough with that to answer.

Commissioner Meditch said there is a larger digital community here. Opening this tent is an important statement.

Commissioner Rivera said the person who knows that information is Nick at the Film Office.

Commissioner Shaening-Pokrasso commented that this is really valuable stuff. It is exciting that we are kicking this off with expanding the container. He is interested to see how far that container can extend. The idea that we actually have a great deal of talent is important. We need to connect the dots and see who does web and gaming related to this.

## **6. ESTABLISHING GOAL PRIORITIES**

Commissioner Meditch asked what is the overall timeline for this Commission.

Chair Potter answered that the Mayor said we have three months to accomplish something. That does not speak to the life of the Commission but to the fact that we need to show progress.

Ms. Nobel informed the Commission that we are supposed to update the Mayor and the Council within six months. The Mayor wants us to go as fast as we can. In my experience it is up to the Commission with guidance of the Chair and the Mayor. There is a budget of \$50,000 that the Commission can allocate.

## **7. DISCUSS ACHIEVING PRIORITY GOALS AND OTHER GOALS**

Chair Potter asked what is the first goal we should have.

Commissioner Rivera answered that she thought an inventory of what our City assert are is primary. We could do that by the next meeting to know what is missing and what we have.

Commissioner Meditch said she would also say we need to include people in our inventory as well.

Commissioner Rivera said yes, everything. We should also include businesses that cater to films, studios, crews and students.

Commissioner Meditch said and the digital environment.

Commissioner Shaening-Pokrasso said an inventory snapshot is valuable, but before that we need to define our boundaries. What are the types of entities we want to include.

Commissioner Pierce said we need categories. Does that extend to vendors.

Commissioner Meditch asked are we also talking about digital and documentaries.

Commissioner Gallegos said he thinks the Commission needs to talk about changing the name. That is one way to open the tent.

Commissioner Ellis said he agrees. A website is achievable over a three to six month period. He appreciates lobbying efforts but that won't happen soon. Part of the



issue of people leaving town they feel Santa Fe is turning into a retirement community for Peace Corp volunteers.

Commissioner Meditch said the website is a mid goal, not a short term goal.

Commissioner Shaening-Pokrasso said efforts to build the site are critical, then we open it up to everyone.

Commissioner Potter said she is seeing the Commission working on getting articles in the New York Times and other prominent publications.

Commissioner Shaening-Pokrasso said it is not simply a database but also a platform for storytelling cataloged in one place.

Commissioner Sontag stated it is a long term goal that we end up with a Santa Fe channel. A place where someone can put up their creation. If you make something here how do you get it out. Who is going to see it. That begins to change how the City is seen.

Ms. Nobel informed the Commission that the City has a government channel. It is an asset. It is a Public Access Channel. The packet includes a high level look at the assets we have and strategy. This information is included herewith into these minutes as Exhibit "1".

Ms. Nobel said when looking at an inventory we need to look at the scope of the detail. Also, we can just change the name easily, however that requires a vote.

Commissioner Gollin regarding an inventory, it is not like inventorying cans of beans because it changes constantly and what are we considering an asset. We are not going to try to make a website that is permanent and perfect.

Commissioner Meditch said she agrees. We are partly building a community with this website so people know what is available and who is here to do things. The website will be a growing thing.

Commissioner Pierce asked would listing all these entities imply that they have been vetted in some way or have been through an evaluation process. We want to make sure we are not implying a recommendation.

Commissioner Meditch answered, yes we need qualifications and criteria.

Commissioner Rivera said the New Mexico Film Office has a database on their website as well.

Chair Potter said we will be working with other working groups as well.

Commissioner Sontag informed the Commission that there are proposals moving forward through the Community College for youth to have careers in film and digital. The group would be coordinating and understanding who is out there. They have already begun the processes where some monies could be made available for training programs for getting into a professional situation.

Commissioner Shaening-Pokrasso said he likes how this is forming into a road map of looking at the bigger picture. There might be an intermediate step between a general snapshot and a website. We can look at the bottlenecks and shortages so we are making an effort to fill in some gaps where shortages are. We can apply the abundances to areas where we need help. Once we have a snapshot we will be able to identify areas where we have shortages. The working group would identify shortages, and know if we are abundant in production then post production and animation. It would be good to see that. Then the working group could say how do we relate to the educational processes and apply some of our resources and efforts to fill in the gaps so the website will be whole.

Commissioner Potter stated the we can have a website working group and this activity would be helping with the website.

Commissioner Meditch said the inventory has to be a separate group from looking at database. How do we make sure we have all groups included and how do we tap the communities so we find those groups. We need to create buy in for what we are trying to do.

Chair Potter informed the Commission that the working groups can add people to them that are not on this Commission.

Commissioner Acton said he believes Councilor Ives said one of the goals of this Commission is providing jobs. Economic growth relates to tax revenue for the City of Santa Fe. That is what it is all about. Jobs and revenue. Is it worth it for Santa Fe to become South by Southwest or Sundance. We have to find some way to get movie tourists to come here. The County has four places now where TV productions can film. Three western towns and a stage. The County does not have as much of a hotel/motel industry as the City does. We need to talk to the County and figure out how we work with them to make sure people who land there stay here so we can capture the GRT.

Chair Potter stated there are really three big questions. What do we have and need. How do we tell people. How do we fund all this.

Commissioner Aubrey said we need to identify funding possibilities, public and private.

Commissioner Sontag commented that it seems that unfortunately it should be sequential. Until you know what is out there you can't do anything. After that, based on

a review of that we can find other working groups to address other issues. We are trying to do multiple groups.

Chair Potter said we can divide the inventory group into two or three areas.

Commissioner Meditch said City and County.

Chair Potter said we can have three inventory groups. Lets define the groups.

The groups collective response was that there should be a group focusing on the inventory of what we have and need regarding Film and TV, Digital and Gaming.

## **8. DISCUSS FORMATION OF WORKING GROUPS**

Chair Potter said another working group could be a financial group. Maybe it is too soon for that but it is important. The possible future working groups we have talked about are finance and website.

Commissioner Shaening-Pokrasso said a financial group should look at State and private funding.

Commissioner Meditch asked are you talking political.

Commissioner Acton said if it is to look at a new revenue fund or piggyback on the existing funding that would be fine.

Commissioner Potter asked should we analyze this now.

Commissioners Aubrey and Acton said yes.

Chair Potter said this will be a group to investigate funding.

Commissioner Sontag said maybe there should be a third working group and it should be strategic planning. What is the dream of what Santa Fe should look like in the distance. What do we envision ending up with.

Chair Potter said that would be great for down the road.

Commissioner Sontag said we could do it now because it is a dream group.

Chair Potter said all of the working groups should include film, TV, digital and gaming in their deliberations.

Chair Potter lead a discussion about the formation of the working groups, membership and volunteers to chair the working groups. The following working groups were formed:

**ASSET INVENTORY WORKING GROUP**

Commissioner Elias Gallegos, Chair  
Commissioner Shaening-Pokrasso  
Commissioner Andrea Meditch  
Commissioner James Lujan  
Commissioner Nani Rivera

**FINANCIAL WORKING GROUP**

Commissioner Jim Gollin, Interim Chair  
Commission James Lujan  
Commissioner David Aubrey

**STRATEGIC PLANNING**

Commissioner Adam Shaening-Pokrasso, Interim Chair  
Commissioner James Lujan  
Commissioner Pamela Pierce  
Commissioner Doug Acton  
Commissioner David Sontag  
Commissioner Andrea Meditch

Chair Potter suggested that the Commission now move to a discussion of Commissioner Sontag's suggestion to call ourselves the Santa Fe Film and Digital Commission.

Commissioner Sontag said we might change that to the Santa Fe Film and Digital Media Commission.

**MOTION** A motion was made by Commissioner Pierce, seconded by Commissioner Sontag, to rename the Commission as the Santa Fe Film and Digital Media Commission.

**VOTE** The motion passed unanimously by voice vote.

Ms. Nobel said that she will work with the Chair to move this forward.

Commissioner Gollin asked how does the process work in terms of the County nominating someone and the appointment of alternates.

Chair Potter said all of that is in the works. She spoke to the Deputy County Manager yesterday and Susan and she is lobbying County Commissioner Stefanics and others.

Commissioner Pierce said she will speak with Catherine.

Ms. Noble said the creation of alternates is in the revised Resolution. Also she reminded the Commission that you can't vote or be considered for a quorum if you participate in the meeting by phone. The appointment of alternates will help us to be able to achieve a quorum. The revised Resolution is scheduled to be passed at the end of April. The Mayor in consultation with the Chair will nominate the alternates. The nominees will be considered by the Council in May.

Commissioner Sontag asked will there need to be some editing to the Resolution with the new name.

Ms. Noble said yes, she will take care of that. Our Legislative Affairs folks will prepare the language.

Commissioner Meditch asked what about our relationship to the Council. Maybe we could have a City Councilor as a member.

Chair Potter said there are so many people who want to be on this. She will bring it up with the Mayor.

Commissioner Pierce said she understands there is a Board for the Film Office. How do we work with them.

Mr. Randall informed the Commission that they have worked hard to get a Film Office for the City and for the City and County to work together. David Grisholm is the Economic Development Director for the County. He was here. We initiated a joint City - County effort to create the Santa Fe Film Office. It will be the demise of the non profit and their Board. We will try to incorporate whatever efforts they put forth so far. If there are a few people who want to work with City and County in the formation of the Film Office, in addition to Chair Potter, you are welcome.

Chair Potter said Commissioner Rivera and Commissioner Acton will participate and thank you for the invitation.

Chair Potter said she wanted everyone to know how much she appreciates them

and the time and efforts they are devoting to this effort. Also, she would like to have a brief visit with Jim, Elias, Adam and Kate at end of this meeting.

## **9. QUESTIONS FROM THE PUBLIC**

Chair Potter asked for any questions from the public.

Mr. Randall said you have probably heard that we have an issue of the City facilities vs the County facilities. We really want the City and County to be seen as one. This Commission is supporting both. We need to serve both those masters and pull those Governing Bodies together. What you are doing is so critical for economic development and tourism. We have done well with film and TV and digital so far but we think it can be much greater. Every individual has done a lot to help. If we all work together it will be great. We need to interface with the State and other organizations such as the offices in Albuquerque and Las Cruces, but especially the State. Santa Fe gets bypassed often by the State. We have not been noisy enough to get our fair share. We will keep the State Film Office on our radar. Deborah is an amazing Chair. Thank you to all of you.

Ms. Ives informed the Commission that she worked for the State Film Office. She offered to help with website and the database. She uses a program called Reels Scout. Kate has her information for contact purposes.

Commissioner Pierce said she is such a great resource.

Ms. Ives said Santa Fe has to be very active in keeping up with the information because the State will not keep up. It is something to investigate.

Commissioner Shaening-Pokrasso asked would what we do at the City level populate the State program with Reels Scout.

Ms. Ives said it is possible. There has to be an editor. The State does not have administrative resources to do that.

Commissioner Pierce said so monitoring it would be a continual issue.

Commissioner Shaening-Pokrasso said maybe we could add that to the agenda for the working group on the website.

Ms. Ives said there is a cost but it is worth investigating.

Ms. Noble informed the commission that Ms. Ives is doing a small contract for the Economic Development Division. Some of it will be assessing what we have and what

the gaps are. It might be appropriate to meet with the Asset Inventory Group. She is an incredible resource

**10. NEXT MEETING DATES**

**MAY 3, 2016, 10:00 AM AND June 7, 2016, 10:00 AM.**

Chair Potter went over the next meeting dates.

Ms. Nobel said she is hoping to be meeting here in this meeting room.

Chair Potter said we are aiming for the first Tuesday of the month. She can't be here for two of the months. The months of July and September. The Mayor asked that we not meet then.

Ms. Nobel said the two meetings following June will be August 2<sup>nd</sup> and October 4<sup>th</sup>.


Chair Potter said at the meetings we will ask each of the working groups to give us a report of their meetings and progress. She will join the working groups as often as she can.

**10. ADJOURN**

Chair Potter said this was a great first meeting. Thank you all.

The meeting adjourned at 11:40 AM.

  
\_\_\_\_\_  
Deborah Potter, Chair

  
\_\_\_\_\_  
Elizabeth Martin, Stenographer

## **Santa Fe Film Summit 2015 Findings**

Key: Green=what you are willing to work on, Blue=easiest to work on, Yellow most important to work on.

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### **Finance Group**

- Address the film incentives cap
  - (1Green, 5Blue)
- Develop a mini bond for studio campus
  - (1Green, 1Blue, 1 Yellow)
- Capacity to underwrite
  - (2Green,1Blue, 1Yellow)
- Filmmaking Ombudsman

### **Film Tourism Group**

- Develop a fully staffed film office
  - (4Green, 4Blue, 6Yellow)
- Welcome events and gifts to films and crews
  - (1Green, 1Yellow)
- Work with local tour guides to provide a Santa Fe film tour
- Walking and driving tours with markers on locations/buildings

### **Workforce Development Group**

- Combine existing initiatives
  - (2Yellow)
- Regional Film Office
  - (2 Green)
- Vendor relationship building
  - (2Blue)
- More internships
  - (1 Blue)

Exhibit "1"



### **Logistics Group**

- Identify feasible projects for SF
  - (2 Green)
- Reconnect LAX to Santa Fe
  - (5Blue, 1Yellow)
- Location database
  - (1 Green, 4 Yellow)

### **Marketing Group**

- Film Office (12 Blue, 12 Green, 15 Yellow)
- More commercials (2Green)
- Website improvements
- Backlot

### **Digital Media Group**

- Market SF with a timeless sense
  - (2Blue)
- Digital media residence program
  - (3Green)
- City outreach to improve corporate relationships
  - (1Green)
- Promote local talent
  - (2Green)



**Santa Fe**

**Proposal for Developing the**

**Film/Digital Media Target Industry**

**February 2015**

## **Summary**

This plan outlines options for enhancing the film and digital media industry in Santa Fe. This includes:

- **Recruiting** a greater number of productions to film in Santa Fe and Northern New Mexico
- **Growing** a local industry to generate more homegrown production activity
- **Facilitating** a renewed push for crew training, apprenticeship and internships
- **Increasing** spending at local businesses
- **Diversifying** the industry base, i.e. growing app development, gaming, post production and other complementary segments of the industry

The ideas and actions outlined in this strategy have been developed through interviews, research on best practices, and industry reports. Costs and impacts have been estimated where possible. A menu of potential actions in different areas has been provided.

## **Background**

Santa Fe has a set of unique assets upon which to build an enhanced film/digital media industry. The assumed goals are to grow the industry and thus strengthen the economy and create jobs, as well as to provide opportunities for enticing career pathways for local young people.

### **Unique Assets**

- **State Film tax credit: 25-30% Film Production Refundable Tax Credit, \$50 million tax credit cap**
- **Low permitting fees and relatively low cost of living compared to other major film production areas**
- **Support Infrastructure - studios, equipment, services**
- **Diverse and scenic locations with all four seasons and an average of 300 sunny days per year**
- **Local crew & talent base**
- **Direct flights to and from LAX**
- **Desirability with key decision makers (directors, producers, actors, writers)**

As development of the film industry in Santa Fe continues to mature, the economic metrics that we propose to measure the economic impact include:

- **Worker/crew days**
- **Number of major productions**
- **Revenue generated by major productions**
- **Number of film permits issued per year**
- **Number of jobs created**
- **Local hires**
- **Average Daily Spend**

The film and digital media industry has been a powerful force in the local economy. Statistics from the New Mexico Film Production Tax Incentive Study released on July 21, 2014 looked at the impact of film from 2010-2014. Findings include:

- Total economic output generated by production alone: \$1.53 billion
- Gross State Product (GSP) generated from production spending: \$968.9 million
- Total employment: 15,848 full time equivalent employee positions (FTE); 8,851 directly employed by productions, 6,997 indirect jobs supported by film productions.
- Total revenue generated from production spending for state and local taxes: \$103.6 million

According to the 2014 NM Tax Incentive Study, 2013 was a decent year for film. Direct production spending was below 2011 and 2012, however the annual number of production worker days was at its highest since 2004. According to staff analysis, the following metrics apply to Santa Fe in 2013:

- 60 filming permits issued in the City; 16 issued in the County
- 6 major motion pictures/TV series filmed in SF
- 85% of below the line crew were local hires
- Payroll (for these 6 productions) exceeded \$20 million for local hires alone
- 43,800 room nights generated- totaling an average of \$4million in hotel room charges
- 200+ local businesses service the film industry, resulting in over \$20 million in revenue

The direct spend from these 6 major productions totaled over \$50 million, with an overall estimated economic impact of \$160 million.

#### Economic Impact Examples:

The television pilot "Stanistan" was filmed in Santa Fe Fall 2014 and employed **100 local crew members, 15 local actors, and 400 local background** roles. During production, 'Stanistan' estimated daily spending at \$160,000. The **Scorch Trials**, the sequel to the popular Maze Runner which had a budget of \$34 million, will be filming in Albuquerque through the end of this year, creating a substantial economic impact for that region. This production is set to employ at least **250 New Mexican crew members, 18 local actors, and 1,800 local background** talent, and will likely have large direct and indirect spending impacts.

#### Recruiting Productions

The foundation of the film industry in New Mexico is the productions which come to the state for principal photography. These provide wages/employment as well as opportunities for training, direct production spending and later on, opportunities for film tourism. According to the 2014 study, "New Mexico is perceived as an attractive production location" by industry executives. Key functions needed to recruit more production to Santa Fe involve targeted marketing and branding work with a clear and consistent messaging. This also includes relationship building in the industry and a demonstration of a commitment to the industry. This is likely to involve travel to Los Angeles and other destinations (New York, Sundance Film Festival) for studio meetings and outreach to key decision makers.

### **Growing Local Productions:**

Cultivating more local productions will provide an industry base that is inherently loyal to making films in the area. It is also likely to enhance mid-range or lower budget productions and thus build a more well-rounded and robust industry. With the existence of film programs at SFCC, IAIA, and SFUAD, Santa Fe has a solid foundation to grow local production. One area that is currently lacking in resources is assisting the local producer/director with getting a production off the ground, and more emphasis and assistance is needed on the business in terms of film financing, film marketing and distribution, etc. The New Mexico Filmmakers Academy is a new concept that would be based out of the SFCC and provide similar business support, plus monthly stipends for NM minority film makers.

### **Facilitating Crew Training, Apprenticeships, Internships (Workforce Development):**

Job creation in the film industry will always most significantly come in the area of 'below the line' crew. Each major production employs hundreds of crew members. Through many years of strong film incentives the crew base in New Mexico grew to be one of the largest outside of the major production centers of Los Angeles and New York. As other states have developed aggressive incentives and the market for crew has become more competitive, mobility of crew members has also increased. Calls for crew in New Mexico have not been completely filled in 2014, and there may be opportunities to grow the local crew base by recruiting crew from states where the film incentives have been curtailed or eliminated altogether. One of the largest economic benefits to Santa Fe is to have people living here and working in film.

### **Increasing Production/Crew Spending at Local Businesses:**

At a December 2014 panel on "Do More Business with the Film Business," the need for an enhanced directory of businesses in the area to provide to productions was emphasized. Each production is unique and the need for props and set dressing means anything may be in demand (from old sewing machines, to raw lumber and potted plants). Also emphasized at the panel, relationships drive this part of the business. Actions to enhance this area include: facilitating better visibility, access and organization for local businesses interested in working with the film industry and creating a list of production contacts regularly working in the area in order to make it possible for businesses to build relationships. In the 2014 study, construction and set dressing totaled \$11.1 million in direct spending in New Mexico.

Additional opportunities come from the spending of cast and crew involved in productions. With long days and decent paychecks, many visiting crew members spend their leisure time at restaurants, spas, or in outdoor adventures or on other services (laundry, shipping). In the 2014 study, food/catering/food allowance alone totaled \$8.7 million in direct spending in New Mexico. Marketing strategies to target cast and crew and outreach through the productions could unlock new business opportunities for restaurants, spas and other leisure time and service activities.

### **Diversifying the Industry Base:**

Growing app development, gaming, post production and other complementary segments of the industry as a cluster in the area would require a longer term vision and it would build a stable, diverse, year-round industry base. The video game industry is generally widely known to be bigger than the film industry in revenue. Strategies to diversify and grow this segment would include partnering with the NM Film Office to leverage their efforts and ensuring that access to high speed broadband such as fiber is as ubiquitous as possible, which is key to this segment of the industry. Also, partnering with local schools (high-school, colleges) to develop local talent and skills, recruitment of skilled professionals and companies, and building upon existing local talent and relationships.

## Recruitment Options

### Low Cost Options:

#### Recruiting Films:

- **Marketing Materials**
  - New film website that would include visually enticing locations, information in local crew, information on NM film incentives, etc
  - App for film tourism
  - Marketing collateral for trade shows and recruitment visits

Cost: \$25,000

- **Regional Recruitment Team** - Develop a strategy for local ambassadors to welcome productions. Utilize contacts from local film professionals and form regional teams to visit the Sundance Film Festival, Locations Expo and other industry events and to set-up individual meetings at studios/production companies.
- **Part-time Contract with Industry Expert** - The efforts of a regional recruitment team could be enhanced by a part-time contract with an industry expert in order to better access key production executives (industry contacts) and to develop a targeted strategy for each studio or production company (what would Pixar do in Santa Fe area? Disney? Lionsgate? What digital media companies might consider relocating?). In the first year, target recruiting three productions with a total combined direct spending of \$4.5 million.

#### Growing a Local Filmmaking Industry:

Strategies to growing local filmmaking could include some or all of the following (costs included where estimates are possible):

- Active partnership with local colleges to provide career pathways and opportunities (including on some of the activities listed below)
- Create a 'youtube' film training and content development studio
- Support filmmakers training and development programs such as the NM Filmmakers Academy - \$15,000 for first year contract and strategy
- Develop filmmaking competitions
- Use local public access TV, channels SFCTV 16 and SFGTV 28, as a distribution method and way to generate publicity/exposure
- Develop a PBS station for Northern New Mexico - \$50,000 for a strategic plan
- Partner with local film festivals to grow and enhance their respective reach. Leverage the Academy-certified Santa Fe Film Festival and growing attendance and recognition of the Santa Fe Independent Film Festival - \$30,000 for first year contracts and strategic development.

- **Business development for local companies into other 'film' markets such as educational, documentary, shorts, commercials/advertising, industrials, webisodes, content capture and cataloguing and more. - \$15,000**

**Facilitating Crew Training, Apprenticeships, Internships (Workforce Development):**

- **Relocation of Crew – Develop a strategy to recruit/relocate qualified film professionals to live and work in Santa Fe. This would include marketing materials targeted at lists of crew members in areas where film incentives have been reduced or eliminated such as North Carolina and Wisconsin. In the first year, target 20 relocations for a budget of \$20,000. 20 relocations of film professionals making an average of \$52,723 (average determined by 2014 study commissioned by the NM Film Office) would mean an additional \$1,054,460 in annual wages in the local economy.**

**Cost: \$20,000**

- **Enhanced Training - Through partnerships with Santa Fe Community College, Santa Fe University of Art and Design, IAIA, IATSE 480 and other relevant organizations develop Santa Fe as a training center to enhance the skills of crew members and meet the evolving demands of the industry. This could include enhancing the film crew training program in Santa Fe and ensuring clear career pathways with pre-apprenticeship and apprenticeship arrangements. Also, providing continuing education services for crew members to add to their skills. As an initial step, the County and City could contract to identify gaps and enhance the training and career development options available in Santa Fe and according to the current and future needs in the industry.**

**Cost: \$15,000**

**Metrics**

As noted above, Santa Fe hosted 6 major productions in 2013. According to a 2012 study done by Ernst & Young on State Film Tax Credit Programs, a \$10 million production will create approximately \$160,000 in local taxes. Given this, a new Film Office would be required to bring in a minimum of 2 new productions with budgets at or greater than \$10 million, which would create approximately \$320,000 in local taxes and thus justify an investment of approximately \$300,000 on behalf of the County and City.

## Some current SFFC members' thoughts about goals

Ask the state to raise the incentive cap.

Have definitive action goals and plans to achieve them.

Educate the industry about the great workforce and services we have here.

Develop a great website and book showing our locations, services, crews, actors, well-known producers, stars (Redford, McKenna, Ellis, Mark, MacGraw), etc.

Promote the Santa Fe area to producers of commercials.

Develop the upcoming talent, people who aren't yet in the "big" productions.

Work in tandem with the NM film commission and the Greater SF Film Office.

Develop a strong digital media and editing workforce.

Interact with the colleges and schools to promote internship programs, and develop internship standards.