Waterford Film

Business Plan Nov. 2016

**WHO WE ARE**

Waterford Film was established early in 2016 following a review of the local film industry by the Arts Officer Conor Nolan. Waterford Film will support the strategic development of the film sector in the area. In addition to hiring out film equipment, running training and helping to attract in film production into the area it will also support the local fledgling independent film sector which is beginning to make a name for itself in Ireland.  
Not confined to film but digital media in all its forms incl. Online media / Games Development etc., it works to support existing filmmakers but also help to nurture the next generation of filmmakers,   
In delivering this work Waterford Film collaborates with other film and media agencies regionally, nationally and internationally.  
The company is a social enterprise - a Community Interest Company – with profits recycled to further the company’s public good aims and objectives. For more information see Waterford Film facebook group.

**OUR MISSION**Waterford Film is committed to:  
  
- Developing a strong film presence in Waterford and creating jobs in this sector  
- Promote all local film development and making sure that the public is aware of Waterford Film branding and support  
- Creating the conditions for local filmmakers to work cooperatively and making sure that all standards rise within the local film scene in Waterford. And that Waterford is seen as a centre for film excellence in Ireland  
- Attracting in outside film production and ensuring that such productions are given full backing by the local community and also ensuring that the local film community benefits through such productions via training, jobs etc.  
- Developing a policy for sustainability for Waterford Film and making sure that WF is here for the long haul  
  
We strive to ensure that every aspect of our work furthers those core objectives.   
  
Corporately, we are also committed to further diversifying our income to ensure a robust future, developing services to address market gaps.

**Summary of 2017 – 2019 Priorities** Support the growth of the Waterford film sector, with allied benefits for job and wealth creation. We will do this by identifying and supporting talent, companies and sector infrastructure, including crew and facility opportunities, through training opportunities but also through bursaries and new funding initiatives.

We will encourage all local film productions to offer trainee crew opportunities.

We will promote local productions and help to bring such work to a wider national and international audience.

We will enable more people in Waterford to see local film work and also encourage work to be shown in schools and youth centres.

We will encourage film screenings to happen in all local festivals, exhibition venues etc. And also support film festivals etc.

Support film as a means and opportunity for people to create employment and develop their entrepreneurial skills. To this end we will be encouraging Film Producers to locate in Waterford or find opportunities for Producers to see local work.

To find a base for Waterford Film and to locate our facilities and equipment and make this centre a thriving base for film in the area.

To investigate and apply for funding to enable Waterford Film to develop and grow.

To act as an agent for film production in the area and help with casting, crews, locations, permissions etc.

To Create a dynamic and interactive website which can advertise the potential for film production in Waterford.

To employ a full time coordinator who will ensure that Waterford Film is a success and oversee the film team and trainees.

**CONTEXT**This business plan is intended to be refreshed annually to ensure we are able to seize emerging and evolving opportunities that arise from a fast-changing economic, business and political environment. It will also contribute to the agile and responsive business culture that local film has been cultivating in recent years.

We anticipate new and particular opportunities during this planning period with the example of ‘Film in Cork’ as an initiative by Cork City and County Councils which is now receiving funding from the Film Board and other such national agencies

**GUIDING PRINCIPLES**   
All our work is informed by our guiding principles. We are committed to:

• Value creation

• Inclusivity

• Flexibility

• Collaboration

• Sustainability

• Innovation

• Accessibility

• Transparency

• Professionalism

• Respect

**Local Film Production**In 2016 Waterford has seen:

* 5 short films made under the umbrella title of ‘Short Circuits’ this is an initiative of Stephen Butler which featured the following directors and camera people:
* Also Dreamboat released their short film ‘Digs for Pennies’ to much acclaim in a packed Odeon Cinema
* Waterford Whispers News goes from strength to strength and they are now creating their own comedy sketches that appear regularly. This year they made 6 satirical news videos using local crew (Matthew Reilly on camera) and local actors etc.
* Keith Currams directed the social documentary ‘We’re All Saints Out Here’ a film on the early days of St. Johns Park launched October 2016.
* Neil O’Driscoll is working on his feature length film ‘Waking the Witch’ due out in early 2017 but he also completed a documentary on the youth of the Manor St. John and how their lives have turned out thirty years later
* Youth Film Training – a number of local film initiatives are involved in this area – Kenneally Films / The Art Hand film wing and Waterford Youth Arts. Some of their films entered in national competitions this year incl. First Cut in Youghal and Fresh Film Festival in Limerick.

Etc. Etc.

**Waterford Film Launch**In June 2016 Waterford Film was launched at Greyfriars Gallery and three top film people came along to give a talk and answer questions on life in the industry etc. They were Director Lisa Mulcahy, Producer Dara McClatchie and Animator, writer director Paul Bolger. Thirty Four people joined up on the night.

**Research**In 2016 Waterford Film went on research trips to Cork Film Centre, Made in Cork and Troy Studios Limerick. We also made contact with Film Base Dublin, Film Offaly and Galway Film Centre.

**WHERE WE FIT**The Arts officer is far too busy to look after the development of film and the service needs a specialist approach with an overall coordinator who will bring a business approach to film production here in Waterford.

Waterford Film also needs a technician to check equipment hire and make sure items are ordered and get fixed on a regular basis. There is a very large suite of equipment and it is essential that this equipment is made available 24/7 to local filmmakers with different rates etc. Depending on membership / commercial etc. See full list of equipment in appendices and this will be a very important source of funding through hire in the coming years.

At present the City has a database of possible locations etc. for incoming film shoots but there is no promotion of the area as a venue for possible film production. With plenty of examples elsewhere in Cork and Limerick who are actively working to try and get a piece of the film action in Ireland it would seem an obvious area where there is need for work. Working on the success of past film productions and using the great cooperation that exists locally it would be possible to attract in new projects into the area.

All incoming productions must have a relationship with the local film community through direct jobs but also through mentorships / talks / specialist workshops etc. It is important that after every major film production that a greater number of local people are more qualified for the next major shoot,

It is quite common for national film projects to seek a liaison locally for auditions for parts Waterford Film could act as an agent and enable auditions to happen here and help with a local actors database.

Local filmmakers need to receive training in the latest equipment and technology and in conjunction with other film centres we could offer the best of film training.

It is important for Waterford Film to develop a close relations ship with WIT / WWETB / Solas / WCFE nd other agencies who may wish to use WF services, equipment or expertise.

Waterford Film will assist and promote the use of film in schools and support local filmmakers and organisations working with young people. Ultimately it would be great if WIT also included a Film Course or Modules within their performance Courses.

**Fiscal – Company Finance**Waterford Film is at an early stage but has had discussions with other similar agencies in other parts of the country. The consensus of opinions would be that only when the Company is up and running will it be possible to get financial support from Government agencies like The Arts Council, The Film Board and the Broadcast Authority of Ireland.

* WF can generate income through hire of equipment Approx. Initially €3k per year
* Membership fees €1.5K per year
* Hot Desk – a base to local filmmakers – this depends on the space available etc. but we estimate €2K per year initially.
* WF could also act as a base for new local film production and charge for such services. €3K but grow to €20K depending on productions.
* WF could offer specialist training both technical and film acting to local actors all of which will bring in an income. (approx. €5K annually)
* WF can offer services to outside film companies who wish to audition locally or bring productions to Waterford (This could be a major earner but impossible to put a figure at outset).
* WF will be applying to such agencies as The Arts Council / Film Board and / BAI but only when we are up and running.
* WF could act as an agent to get commissions for local filmmakers and take 15% off all successful applications for admin. Etc. (Approx. €4K)

**Premises**Waterford Film is seeking a premises and ideally this premises would include a reception area / hot desks for current productions / film editing room / green screen room / film studio / equipment store. Initially WF could share a premises with other arts organisations but ultimately we would need to create a specialist service for the film industry with its own identity with branding etc.

**Waterford Film Board**The present Committee is a Steering Committee and sees its role as getting Waterford Film up and running with a base, staffing and recognition. Then at that stage WF will reconsider its structure and create a Board to bring WF to the next stage of development including fulfilling the above Three-year plan.  
  
Steering Committee  
Mary Gough (Film worker who has worked in the Irish film industry for the last 30 years)   
Mick Daniels (Business man and filmmaker)  
Conor Nolan (Arts Officer)  
Jenny O'Connor (WIT lecturer and Waterford Film for All committee member)  
Anna Harris (Film Producer)  
Stephen Butler (Labyrinth Productions)  
Dara O'Neill (Filmmaker)  
Steven Stubbs (Screenwriter and filmmaker)    
Ollie Breslin (Waterford Youth Arts)  
Amy Power (Arts Producer)

Appendices :

Hi Ollie,

Happy to help.

This year we did 8 satirical news videos. I have my own sound equipment and used a contracted camera man (Matthew Reilly) to shoot the footage. Previous years I had to borrow equipment from Filmlab and had to use their in house editing suite.

WF should make money off renting equipment, at a reasonable rate, to potential film makers. I would assume the premises acquired would contain a studio, green screen area and production suite for people to rent and work.

Workshops in film editing, creative writing, aerial photography, TV presenting, vlogging and so on would be the bread and butter here I think. Proper level 4/5 courses would also be a winner.

Paid for talks with reputable producers, actors and film crew members would also be beneficial and maybe approach SOLAS and other adult education centres like the WCFE for potential integration.

I'd invisage a nice calm place to go to with a cosy setting for people in the WF to come and mingle. I wouldn't write off having a mini cafe area in the building and a nice cosy area where WF members and guests can come and meet. Create a hub, that doesn't feel abandoned and empty.

A viewing room, mini theatre (not much unlike central arts), could run film nights BYOB. How about making Waterford Film Festival home here.

I think there are so many ways to generate revenue here it would be a silly thing not to set up.

I've dealt, and am still dealing with, the LEO, so if anything pops up your not sure of let me know.

Colm Williamson  
Waterford Whispers News  
  
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