

2020 REPORT

Dear FilmOntario Members:

As 2020 draws to a close, we are reflecting on both the difficulties we have faced and the progress we have made to overcome those difficulties. While this has not been an easy year for us as an industry, or for society as a whole, we know from our history as an organization that we are always stronger when we work together. It has been encouraging over the past nine months to see how people from all across the industry, including many of our members, came together not only to support one another, but also to support our communities through PPE donations, mask-sewing, opening up their spaces to food banks, and many, many other initiatives.

The collaborative nature of our industry was also put on display as we came together to develop worldclass health and safety guidelines, and then as we got back to work to implement those guidelines. Over the past year we have learned new ways of working and collaborating, and it is that collaboration that will help us continue to recover as an industry and come back stronger than ever.

A Record-Breaking Start

At the beginning of 2020, the industry was looking forward to a busy and productive year with an expanding domestic and service production ecosystem and new studio spaces planned for the province to accommodate that growth. On February 28, The Honourable Lisa MacLeod, Minister of Heritage, Sport, Tourism and Culture Industries (MHSTCI) <u>announced</u> that 2019 had been a record-breaking year for film and television production in Ontario – 343 productions that brought \$2.16 billion in direct production spending to the province and created almost 45,000 jobs.

Our <u>2020 Budget Submission</u> reflected this position of strength and sense of optimism for the year ahead. In our submission we highlighted:

- the government's commitment to stable tax credits, and the importance of maintaining that commitment;
- suggestions for modernizing the tax credits and reducing red tape;
- targeted support for Ontario-based content creators;
- the importance of Ontario Creates and Northern Ontario Heritage Fund Corporation (NOHFC) support to the industry; and
- laying the groundwork for industry growth to a \$5 billion industry and the need for a diverse and well-trained workforce to make that growth possible.

On March 2, we held a networking event at Queen's Park to highlight the contents of our Budget Submission and to educate MPPs from all parties about the economic and cultural benefits of our sector. Minister MacLeod provided remarks on behalf of the government and MPP Paul Miller spoke on behalf of the opposition. We conducted several targeted meetings that day with key MPPs in support of our event, including the Parliamentary Assistant to the Minister of Finance Stan Cho.



Impact of COVID-19 and Recovery

As the impact of the pandemic became clear, and the industry shut down, at FilmOntario we began meeting with government and industry partners in order to assess the impact of the shutdown and begin to think about what supports would be needed to survive, re-start when it was safe to do so, and recover. One of the first things we did was join many industry partners in <u>asking government</u> to ensure that support money flowed to freelance workers, as so many in our industry are part of the gig economy.

FilmOntario also participated in an industry roundtable with Toronto Mayor John Tory, which was organized right at the beginning of the shutdown. The Mayor was looking for solutions that would support the industry through the time that people were staying at home, and that would ensure a strong return to work. Minister MacLeod also began to work more closely with the Film and Television Advisory Panel, as outlined below.

FilmOntario joined the COVID-19 Production Industry Taskforce, made up of industry associations, funders, unions, and others from across the country. We participated in regular meetings of provincial industry associations to share information and best practices during the period of shutdown and return to work, and to coordinate advocacy activities where needed. Thank you very much to the Canadian Media Producers Association (CMPA) for coordinating and hosting these meetings.

In addition to regular member updates outlining our activities, we created a dedicated section of our <u>website</u> to coordinate information related to government programs and other current events related to the pandemic. This continues to be updated as conditions evolve throughout the province.

We also held our first FilmOntario Town Hall in June this year, attracting just over 1,000 attendees. The goal of this Town Hall was to provide information to members on the current state of the shutdown, new health and safety measures that were being developed, and provide some of the highlights of our advocacy activities. We welcomed special guests Mayor Tory, Toronto City Councillor and Chair of



the Film, Television and Digital Media Board Paula Fletcher, and Minister MacLeod to the meeting. Thank you to everyone who attended the meeting and provided input into our ongoing activities.

Health and Safety

Very early in the shutdown period, the industry's attention naturally turned to what it would mean to get back to production during COVID-19. Jurisdictions around the world began to develop new health and safety protocols, based on a continuously evolving understanding of the science, that will determine how the industry will work for the near future. Ontario was no exception in doing this work.

The Ministry of Labour, Training and Skills Development (MLTSD)'s Section 21 Committee, which consists of representation from management, labour and government, struck a Sub-Committee to focus specifically on COVID-19 return to work protocols. FilmOntario was pleased to be a member of this Sub-Committee, which split into additional working groups to develop guidelines for each department on set. This work resulted in a comprehensive COVID-19 Guidance Document, which was published in late June and is updated regularly.

Using the Section 21 guidelines, individual productions have developed robust protocols that are appropriate to their circumstances and their sets. These protocols include:

- ensuring any cast and/or crew that come from outside Canada comply with all quarantine orders;
- daily health screening and regular testing;
- division of sets and personnel into zones or pods, to limit contact between workers;
- physical distancing in all areas;
- cleaning and sanitizing of equipment and common areas;
- restricting access by visitors to sets and locations; and
- PPE for cast and crew where appropriate for their roles.



Producers are making substantial financial investments to implement these protocols. Depending on the size of show, the new costs can range from 5% to 15% of a production's budget, and on some of the biggest shows that shoot here, these costs can be up to \$1 million for a single episode of a television series.

Government support to assist with these costs has been at the centre of FilmOntario's advocacy and the work of the Film and Television Advisory Panel, detailed below. At present, the new COVID-compliance and medical positions on set are considered eligible labour costs, and for the OPSTC the costs of PPE and testing are eligible costs, but beyond that producers must finance the additional costs on their own. This is particularly difficult for domestic productions who rely on the OFTTC and do not have additional sources of financing. This issue will remain a top priority for FilmOntario as we move into the new year.

The good news is that the resources that have been devoted to COVID-19 risk mitigation on set have been working. The number of film and television productions in the province this fall has reached summer 2019 levels, but we have not had a single instance of workplace transmission. This is proof that the protocols are working, and thanks to the hard work of everyone in the industry. It is something we can truly be proud of.

Our industry's excellent health and safety record to date is one of the reasons we have been allowed to keep working, even as some regions of the province face greater restrictions to combat the pandemic. At FilmOntario, we will continue to deliver the message to our government partners, at both the

provincial and municipal levels, that the industry is heavily invested in keeping our workplaces and our communities safe, and that those investments are paying off. The video launched at this year's AGM is part of that messaging, but we are also doing outreach to MLTSD, the Ministry of Health, and regional public health units to educate officials about our protocols and our excellent track record.

Insurance

As has been widely reported in the media, an inability to obtain production insurance that would mitigate the risk of a pandemic-related shutdown has been a major impediment for productions who were hoping to begin work in the COVID-19 era. This is an issue for independent producers around the world, and we have seen various jurisdictions address this challenge in different ways for their domestic industries.

At FilmOntario, we were pleased to support the CMPA's national efforts on this issue. We supported their outreach to the federal government, while at the same advocating for a provincial solution. This was a central ask in the Advisory Panel's recommendations to Minister MacLeod, as well as in FilmOntario's submission to the Standing Committee on Finance and Economic Affairs. We asked the province to consider a made-in-Ontario solution, and to join the industry's efforts in advocating for a federal program.

As part of our advocacy on the insurance issue, we asked members to write their MPPs about the need for a solution. While FilmOntario as an organization sent our own letter to all MPPs outlining the issue, the almost 100 additional letters written to individual representatives across the province definitely assisted in shining a light on this issue and generating interest from both government and opposition MPPs. Thank you to all the members who took the time to engage in this activity.

On September 25, the federal government announced a short-term compensation fund for Canadian audiovisual productions, administered by Telefilm Canada, to address the need for industry insurance. Applications for this program opened October 30th, and the fund is scheduled to be completed by March 31, 2021. Productions that meet pre-eligibility requirements can receive compensation if their shows are shut down for more than one day under certain circumstances.

FilmOntario will continue to advocate at the provincial level for additional insurance protection for Ontario producers. In addition, we will continue to support the CMPA on any efforts to extend or improve the existing federal program.

Ministers' Film and Television Advisory Panel

In early February, Minister MacLeod convened the first meeting of the Ministers' Film and Television Advisory Panel. This Panel, with a mandate to report jointly to the Minister of Heritage, Sport, Tourism and Culture Industries and the Minister of Finance, was created in response to a commitment made in the 2019 Provincial Budget. The Panel's mandate is to provide evidence



and advice on industry trends, challenges, and opportunities to grow high-value film and television production in Ontario and maximize benefits for the province.

The Panel is chaired by FilmOntario Board member Jim Mirkopoulos, Vice-President of Cinespace Film Studios, and the vice-chair is Christina Jennings, CEO of Shaftesbury Films. FilmOntario is represented on this Panel by Cynthia Lynch and Board members John Weber of Take 5 Productions and David Carter of EP Canada.

At the time of its inception, the Panel was charged with making recommendations for innovative approaches that will grow the industry in ways that are cost-neutral to the government. The Panel established four sub-committees that will feed into a final report back to government in Fall 2021:

- 1. Streamlining Film and TV Tax Credits
- 2. Building Capacity (e.g., film friendly locations and infrastructure)
- 3. Workforce Development (e.g., growth and up-skilling)
- 4. Canadian Stories and Intellectual Property (e.g., domestic production, building exports, IP development and retention)

When the pandemic and economic shutdown hit, the Panel was expanded to include labour representation from FilmOntario Board members Sue Milling of ACTRA Toronto, Monty Montgomerie of IATSE 873 and Jayson Mosek of NABET 700-M UNIFOR. The Panel was given the additional task of providing recommendations that would support the industry in a return to work and recovery from the effects of the pandemic. Minister MacLeod also established fourteen other sector-specific Panels with similar mandates covering heritage, sport, tourism, and culture.

Each of the sector-specific Advisory Panels was given a standard template, and a very tight deadline, to develop recommendations. The direction to provide cost-neutral recommendations did not change. Once all the Panels' recommendations were submitted, the Ministry would begin to develop a recovery Plan for all the sectors.

The Film and Television Advisory Panel sub-committees each developed short- and long-term recommendations that fed into a final report. However, the Panel was in agreement that two key issues that would not be cost-neutral, but would be central to the industry's recovery, needed to be highlighted for the Ministry: support for the increased health and safety costs on set, and the need for the industry to be able to obtain affordable insurance that would extend coverage to another potential industry shutdown due to COVID, or other COVID-related risks to individual productions.

Support for industry production insurance and increased health safety costs were key Panel recommendations

In addition to these foundational asks, each sub-committee made additional short-term recommendations from each of the sub-committees:

1. Streamlining Film and TV Tax Credits:

- accelerate tax credit payments
- allow all health and safety costs as eligible expenditures in both the domestic and service credits
- ensure that shutdown costs due to the pandemic are eligible expenditures for the tax credits
- simplify residency requirements to include remuneration in the first year, to bolster labour

2. Building Capacity:

- pursue an insurance solution
- open up government-owned buildings to filming and identify spaces that aren't currently being used (e.g., arenas and convention centres) for filming
- support municipalities in issuing construction permits on new studio spaces quickly
- request that the federal government extend the Canada Emergency Wage Subsidy (CEWS) until at least November¹, which is particularly important for the visual effects and post-production sectors, which may face a lag in return-to-work due to the nature of production timelines

3. Workforce Development:

- open existing government apprenticeship and training programs to the film and TV industry
- ensure all workforce licenses that may have expired during shutdown remain valid for a reasonable amount of time so people can go right back to work
- update the *Highway Traffic Act* to reduce the need for Paid Duty Officers

4. Canadian Stories and Intellectual Property:

- ask the Province to acknowledge the importance of our industry to Ontario's economy
- ensure there is flexibility for distributors in obtaining film classification from any Canadian province

These short-term asks reflect the immediate (and, for the most part, cost-free) steps the government could take to support the industry's return to work and recovery.

In addition, the Panel made a series of medium- and long-term recommendations, which include reinstating the Intellectual Property Development Fund, updating the triggers in the tax credits to ensure that shows on all streaming platforms are eligible, making location fees eligible for the tax credits, and supporting work-from-home and online training opportunities. Support for work from home includes ensuring that, for those Ontario animation, visual effects and post-production companies that have employees working at home, their labour remains eligible for the Ontario Computer Animation and Special Effects (OCASE) Tax Credit even if the work is not necessarily taking place at the company's Ontario office.

¹ These recommendations were submitted in early June; CEWS and other federal support program have been updated and extended several times since the Panel submitted its report.

The work of the Panel will continue throughout next year until its final report is due to the Minister of Heritage, Sport, Tourism and Culture Industries and the Minister of Finance in the Fall of 2021. FilmOntario will continue to work with the Panel to develop recommendations to support and grow the industry over the long term.

Workforce Development

At FilmOntario we will continue to advocate on behalf of our members for training activities that will both attract the next generation of workers, and provide new opportunities for people to advance. As noted above, the Film and TV Advisory Panel has a Workforce Development Sub-Committee, which is co-chaired by Cynthia Lynch. One of the key recommendations made by the Panel is to allow the industry to access existing apprenticeship and other training programs that have not traditionally been available to our sector.

During the production shutdown, many of our member organizations turned to online training solutions for their own members, both to grow their job-related skills but also to provide much needed financial training and mental health support. We would like to congratulate our members on these efforts. The Advisory Panel's Workforce Development Sub-Committee also compiled a list of online training resources, which is now hosted on the Ontario Creates website. This is a great resource for people at all skill and experience levels to learn more about the industry.

In addition, the City of Toronto is continuing its support for industry training programs. The xoTO schools program, which originally provided on-set training opportunities for high school students, provided an online opportunity for a group of students this year. The City also partners with other service organizations and community groups to offer training opportunities for underrepresented groups in our sector.

Additional Advocacy

Standing Committee on Finance and Economic Affairs

The Advisory Panel's work has been a big part of FilmOntario's advocacy over the course of the pandemic, but it has not been the only focus. Early in the summer, we made a <u>written submission</u> to the Standing Committee on Finance and Economic Affairs, and appeared at the Committee hearings in support of that submission. The Committee was investigating the impact of COVID-19 on specific sectors, including culture, and looking for input on what those sectors will need to recover from the pandemic.

In our submission and our appearance, we focused on the Advisory Panel's recommendations, and stressed the importance of an insurance solution for the industry and support for the increased health and safety costs on set. We also highlighted the continued importance of maintaining stability in the tax credits, with suggestions for reducing red tape. The goal of our submission, as with all our advocacy, was to provide input to government that will ensure Ontario remains a leading production jurisdiction, one that supports a healthy ecosystem that balances domestic and service work.

March 2020 Provincial Budget

Instead of the traditional Budget in March of 2020, which was postponed due to the ongoing pandemic, the government released an Economic and Fiscal Update and Action Plan. The accompanying legislation included a small change to the Ontario Production Services Tax Credit that had been requested by FilmOntario and the CMPA prior to the economic shutdown. This change means that labour expenditures paid to a loan-out company or an independent contractor are considered eligible labour for the purposes of calculating the labour threshold of 25% of a production's total OPSTC eligible production expenditures. The change is retroactive to June 4, 2015.

Fall 2020 Provincial Budget

As noted above, the original tax credit requests FilmOntario made through the Advisory Panel and on our own focussed first on the idea that those who spent money in the province employing Ontario workers and supporting Ontario businesses should be eligible for the tax credits, whether or not they were able to complete their production in the way originally planned. Our first letter making this request can be found here.

When it announced its Fiscal Update in March, the government also indicated that there would be a Provincial Budget in November 2020. In our <u>submission</u> to the Minister of Finance during these Budget consultations, we focussed on three main asks: tax credit eligibility adjustments to protect those productions that were interrupted due to COVID-19; support for insurance and health and safety costs; and tax credit streamlining and modernization. The submission also highlighted the need to promote the growth of a diverse workforce in front of and behind the camera.

In the Fall 2020 Provincial Budget, the government announced the following regulatory changes to the Ontario Film and Television Tax Credit (OFTTC) and the Ontario Production Services Tax Credit (OPSTC). For the OFTTC:

- the deadline to apply for a certificate of completion will be extended from 24 to 48 months;
- eligible expenditures can be claimed up to 48 months before principal photography begins, rather than 24 months; and
- producers must now have an agreement in writing to have the production shown in Ontario within 48 months of the production being complete, rather than the current two years.

These changes will apply to productions that incurred eligible expenditures prior to March 15, 2020 but were not completed or certified or deemed ineligible for the tax credits before that time.

And for the OPSTC:

- productions will be given 48 months after principal photography begins to meet their minimum spending requirements, a 24-month increase; and
- companies will be allowed to claim otherwise eligible expenditures in the two years prior to the year in which principal photography begins, rather than just the year principal photography begins.

These changes apply to productions for which eligible expenditures were incurred in taxation years ending in 2020 and 2021.

While this flexibility is welcome, these changes are only a small part of the changes we had asked the government to make to support companies who have not only had to re-schedule and re-imagine their productions, but who are also incurring significant additional costs due to new – and necessary – COVID-19 mitigation efforts on set. FilmOntario appeared before the Standing Committee on Finance and Economic Affairs hearings on the Budget bill to highlight the importance of these requests. We also thanked the government for allowing the industry to continue working and their ongoing commitment to stable tax credits.

The Work Continues ...

The additional tax credit changes and other support needed to address the impact of the pandemic will continue to be a focus of FilmOntario's advocacy efforts for the March 2021 Budget and with the Ministry of Heritage, Sport, Tourism and Culture Industries. We will also continue our advocacy work to ensure that other normally eligible costs that were incurred due to the economic shutdown will continue to be eligible for the tax credits.

Minister MacLeod has announced that her Ministry will be issuing a White Paper that will lay out a vision for the recovery and growth of the sector over the next five years. While we do not yet know what the contents of the White Paper will be, our response will focus on the issues that we have outlined here. The White Paper is expected to be released before the end of this year.

Commitment to Anti-Black Racism, Diversity, and Inclusion

At FilmOntario, we recognize that racial injustices are pervasive throughout society. We oppose all forms of racism and racialized violence. We stand in solidarity with Black and Indigenous communities and people of colour across our industry and the globe.

As a part of the film and television industry, we acknowledge that we have the power and the responsibility to use our platform, our agency and privilege to fight for inclusion, accountability, and change. That includes representation in business, on screen, and behind the camera.

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Over the next year, we will be consulting with members to determine what steps are needed as you continue to find ways to champion Indigenous, Black and other racialized creators and voices in the screen industry. As an organization, we are listening, researching, reading, and considering the additional steps that we need to take to turn our support into action.

In 2020, we are expanding the Board of Directors to make it more accurately reflect our world and our industry. In 2021, we will be looking for ways to more actively solicit input from and collaborate with a wider group of stakeholders. This will include setting up Committees that will provide the Board with

input on a variety of issues. It will also include actively looking for new and different opportunities for collaboration.

Industry Partnerships and Collaboration

While we have always believed in working with other industry organizations and groups to promote common interests, this year has demonstrated the need for collaboration even more strongly than ever before. As outlined above, coordinated efforts to different levels of government help us achieve the best possible results while using our combined resources more efficiently.

In addition to the national activities outlined above, we communicate regularly with Cultural Industries Ontario North (CION) on issues specific to Northern Ontario. As the NOHFC undergoes changes, we will continue to work with CION and others in the North to ensure that all levels of government appreciate the economic and cultural impact our industry brings to their region. We will also continue to communicate with NOHFC directly about the needs of the sector.

Although we have not had the opportunity to hold in-person marketing events this year, or to travel to promote Ontario's many benefits as a production jurisdiction, we continue to work closely with the City of Toronto and Ontario Creates. In weekly meetings, which include the Toronto and Ontario marketing representative in Los Angeles, we share information about current industry challenges and opportunities.

The Ontario Creates <u>Ready to Roll</u> campaign was launched this year in response to a need for a central resource that includes information on government COVID-19 policies, tools available to the industry, and promotes the amazing performers, crews, post-production services, and locations we have in this province. We will continue to look for innovative ways to promote Ontario and the content that is made here as we move into the new year.

Advisory Committees and Engagement

We continue to engage with other levels of government across the province. Cynthia Lynch represents FilmOntario on the Ontario Creates Screen-based Advisory Committee. This Committee meets quarterly to provide input and advice to the Agency regarding their programs and support for the sector.

Cynthia also continues to sit on the City of Toronto Film, Television and Digital Media Board, where she chairs the Infrastructure group. We also provide input into various other policy development processes across the City, through participation in several Committees and consultations, including the Quayside and Port Lands Flood Protection Stakeholder Advisory Committees.

Finally, over the past year we have been pleased to offer support to initiatives that will expand the industry's growth across the province. These have included studio developments in northern Ontario and incentive programs in both Eastern and Southwestern Ontario. While our main priority this year is ensuring a strong recover from the effects of the pandemic, we are pleased to see the potential for the industry to expand province-wide.

Ontario Green Screen Initiative

On September 10, the Ontario Green Screen (OGS) Initiative was officially launched with the support of Ontario Creates and 18 industry partners. FilmOntario is proud to be a partner in this initiative, which is intended to promote lasting change in the industry by empowering everyone to make more environmentally sustainable choices on their productions.

Work on the OGS Initiative has been slowed by the challenges of the pandemic, but the Advisory Committee, co-chaired by Justin Cutler of Ontario Creates and Marcia Douglas of the CMPA, has been meeting regularly for the past few months and the work is getting back on track. The first community meeting for the industry at large was held on November 26.

The OGS is offering Climate and Sustainable Production and Carbon Literacy training free of charge for the industry. A Program Manager is also being hired soon to develop a strategic plan and lead the implementation of OGS activities. A website has been launched to act as a hub for information on sustainability best practices, case studies, and other resources to assist productions with their environmental goals.

Thanks to All Our Members

In 2020, we had planned to step up our membership campaign to expand our membership base and maintain our position as a strong and representative voice for the industry. While these plans were put on the back burner after the pandemic began, we were very pleased to welcome the following new members:

- Alcina Pictures
- Ballinran Entertainment
- Kay & Warburton Chartered Professional Accountants
- Toronto Musicians' Association, Local 149 A.F. of M.
- Western Union Business Solutions

We also made the decision at the beginning of the shutdown to provide as much flexibility as possible in the payment of 2020 fees. As we are funded from membership fees alone, we are reliant on our members to support all our activities. We truly could not do our work without your support.

In 2021, as the industry continues to recover, we will once again put an emphasis on expanding our membership. We want to make sure that not only are we representing all parts of the industry, but also ensure that we welcome as diverse a membership as possible. If you would like to assist in outreach to potential new members, please do not hesitate to contact us.

Board of Directors

We would like to take this opportunity to acknowledge and thank our extremely engaged and hardworking Board of Directors:

John Weber (Treasurer)Jayson Mosek (Secretary)Take 5 ProductionsNABET 700-M UNIFOR

Paul Bronfman David Carter Comweb / William F. White EP Canada

Scott Garvie Hilary Goldstein
Shaftesbury Buchli Goldstein LLP

Ira LevyJim MirkopoulosBreakthrough EntertainmentCinespace Studios

Monty Montgomerie David Rumley IATSE 873 IATSE 667

Vanessa Steinmetz Jane Tattersall

Entertainment One Sim

In particular, we would like to take this opportunity to thank David Carter, who is leaving the Board this year, for his years of service to FilmOntario. David joined the Board in 2015 and his expertise in tax credit related matters, as well as his experience in and knowledge of the industry, have been a true benefit to the Board and the organization. As Chair of the Membership Committee, David was a driving force in re-designing our membership material and initiating a very successful membership campaign in 2016 that grew the membership substantially. We wish David all the best in his next adventures.

All of us at FilmOntario were saddened to hear of the passing of Nick Gray in July of this year. Nick was a mentor and inspiration to many in the industry. As one of the original FilmOntario Board members, he played a huge role in shaping the organization and we are tremendously grateful to him for his enormous contribution to our success. He also served as Treasurer for many years, laying the groundwork for the sound fiscal position we rely on today. His words of wisdom and encouragement, and enthusiasm for and dedication to the industry, will be missed by all of us. FilmOntario was honoured to make a donation to the AFC in Nick's memory.

Looking Ahead

As we head into a new year, there are still many uncertainties ahead. The appetite for screen-based content has only grown over the past year as people stuck at home go in search of comfort and entertainment. And we know that the best content in the world is produced right here in Ontario – from original domestic productions that originate here like *Schitt's Creek*, with its Emmy sweep, *Kim's Convenience*, *Private Eyes*, *Frankie Drake Mysteries*, and *Nurses*, to critically acclaimed and popular foreign productions that choose our province as



their home, including Star Trek: Discovery, The Umbrella Academy and The Handmaid's Tale.

Despite the pandemic, we have seen the expansion of studio space across the province, with over 235,000 square feet of studio space coming online while the industry was shut down. Ontario Creates projects that nearly 1,000,000 additional square feet is scheduled to come online over the next two years. With our work ensuring the stability and effectiveness of the tax credits, promoting our health and safety standards to government and industry partners, and continued efforts to develop our workforce, Ontario is in a good position to recover our film and television industry and build on it for the future.

We have much to be proud of when we consider what our industry has accomplished. At the same time, we know there is a lot of work to be done. But we also know that our strong track record of industry-wide collaboration has laid a foundation that we can build on, and that we can look forward to building a stronger, more inclusive industry together.

Thank you for all your hard work and collaboration over the past year and we look forward to new partnerships, new successes and new opportunities in the year ahead.

WE COULDN'T DO IT WITHOUT OUR MEMBERS

Su Ming

Respectfully submitted,

Jeiju Vouas

Jennifer Jonas

Sue Milling