

2022 REPORT

Dear FilmOntario Members,

It has been another busy and productive year, not without its challenges, but also one that has brought some measure of success for FilmOntario members. In 2021, the Ontario film and television industry – all of us, working together – created record levels of spending in the province, generating \$2.88 billion in direct spending and supporting almost 45,000 jobs. During this past summer, we had 53 productions on the go in the province at one time – another record. We are sure that when the 2022 production figures are released, we will have matched or exceeded our previous spending highs.

Through both the provincial and municipal elections this year, it has been heartening to see so many politicians, from all parties, acknowledge the importance of our industry and lay out a plan to support our growth and development. There seems to be a greater understanding at all levels of government about the economic impact of the industry and the good jobs that we create in the province, along with our cultural impact. This is translating into government commitments to stable tax credits, and action on some key issues to make the tax credits more effective.

The message that the province of Ontario is a stable and world-class filming jurisdiction is also being heard in the wider market. Over the past few years, we have seen significant investments in studio building and capacity, to the extent that we expect to have approximately 6.8 million square feet of studio infrastructure in the province by 2026. The industry and our government partners are investing in training opportunities for industry workers, attracting a more diverse workforce and helping those already in the workforce improve their skills.

And most importantly, the content we make here continues to be seen by audiences around the world. *Murdoch Mysteries* recently aired its 250th episode. Twenty Ontario productions screened for international audiences at the 2022 Toronto International Film Festival. The acclaimed series *Sort Of*, just launching its second season, has won awards here and at home, including at MIPCOM, the GLAAD Awards, and a Peabody. *What We Do In the Shadows* received 17 Emmy nominations and the Ontario-based costume team took home the award. And the list goes on.

394 Film & TV Productions in Ontario

\$2,881,100,00 in Film & TV Production Spending

48,135 Film Industry-Related Jobs

(Film & TV Production Statistics, Ontario Creates, 2021)

We are enormously proud of everything our members have accomplished this year, in spite of many challenges. We continue to demonstrate that we as an industry are the most successful when we work together.

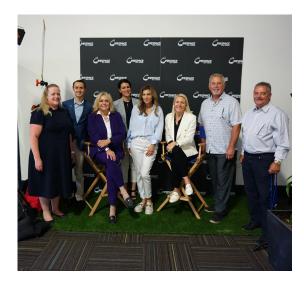
Election Year

This was the year when Ontarians had the opportunity to vote in provincial and municipal elections. Our role at FilmOntario is to make sure politicians are aware of the opportunities and challenges facing the industry, and to help members get the information they need to make an informed choice.

Leading up to the provincial election, we reached out to all the political parties about issues important to the film and television industry. This resulted in commitments to stable and effective tax credits in both the Liberal and NDP platforms. The PC Party did not release an official party platform, but instead ran on the promise of implementing the 2022 Provincial Budget that was released in the spring. As will be outlined in more detail below, this Budget contained several film and television tax credit commitments. We posted information about each party's film and television or culture platform on the website.

During the writ period, we hosted two online Town Halls for members with the Liberal candidate Jerry Levithan and NDP candidate (and current Opposition Critic for Culture) Jill Andrew. The town halls were held live over Zoom, and participants were able to ask questions live of the candidates. We also posted the recordings of the events on our website. These events gave members the opportunity to hear from the parties about their platform commitments to the film and television industry. It also helped us to raise awareness with the parties about the industry's priorities.

The provincial election returned a second PC majority, and we welcomed a new Minister of Tourism, Culture and Sport, The Honourable Neil Lumsden. A first-time MPP, Minister Lumsden represents the riding of Hamilton East – Stoney Creek and has a background in professional sports and sports marketing. He has taken great interest in learning about the industry, and has made it out to many industry events and meetings. In an initial meeting in late July, hosted by Cinespace Studios, it was clear he had already been briefed about the size and scope of the industry, and he expressed admiration for the types of opportunities and economic impact offered by the film and television sector.



As is our tradition, FilmOntario has continued to reach out to politicians from all political parties to educate them about the

industry's impact and highlight our key issues and opportunities. Part of this outreach will happen at our Lobby Day at Queen's Park, coming up soon on December 7th. During this day, FilmOntario members will meet with Ministers and MPPs, culminating in a networking reception at the end of the day. This is a perfect opportunity to spread the word about the industry's impact, to raise some important current issues, and to lay the groundwork for future opportunities for government support. If you haven't already done so, please sign up to join us for all or part of the day!

Municipal elections were also held across the province in the fall. We reached out to each of the mayoral candidates in the City of Toronto for information on their positions on the film and television industry, and posted the responses on the website. We also provided members who live in all parts of the province a series of questions they could ask their local candidates.

Following the municipal elections, Mayor John Tory was returned to office in the City of Toronto, as were several of the Councillors who have served on the City's Film, Television and Digital Media Advisory Board in the past. In outreach to the Mayor and all newly elected and re-elected Councillors, we highlighted some of our ongoing priorities and have encouraged Council to re-constitute the Film Board as soon as possible. It remains an important vehicle for making sure the industry's voice is heard at City Hall.

Tax Credit and Other Provincial Advocacy

Early in his government's first mandate, Premier Ford declared that he wanted to see the province's film and television sector grow to be a \$5 billion industry. This is an ambitious goal, but not an impossible one, and with the proper incentives and support in place, we think we can meet it.

Last year we reported that the Ministers' Film and Television Advisory Panel had submitted its final report to Ministers Lisa MacLeod and Peter Bethlenfalvy. The report's recommendations included modernizing and streamlining the tax credits, investing in workforce development, ensuring companies in our industry have equitable access to government training and economic development programs in all regions of the province, championing our industry, and investing in domestic content creation. Many of these recommendations continue to inform our own advocacy to the province, including our Budget submissions.

Our Budget submission focused on the key issues that were outlined in the Advisory Panel report and that have been top of mind for members over the past few years:

1. Stable, effective and competitive tax credits

Maintaining the current tax credits, while improving them by updating the broadcast triggers and incorporating all location fees as eligible costs in the service credit.

2. A well-trained, diverse workforce

Continuing to ensure that all government programs designed to train, or re-train individuals be open to unions, municipalities, and other industry associations who can provide training opportunities to people in the industry, and ensuring that programs are designed to accommodate the working conditions in our sector.

3. Continued investment in content creation and diversity

Maintaining the Ontario Creates Export and Film Funds, including the built-in support for diversity and inclusion efforts in the industry, which provide crucial support to Ontario-based content creators. Where funds permit, increasing these Funds would stimulate even more growth in the industry.

We were very pleased to see that the Government heard our concerns, and included some important commitments on improving the efficiency and effectiveness of the tax credits. The Budget also continued to note the importance of the industry to the province's economic and cultural development.

The first commitment in the Budget was to extend the film and television tax credits to online productions, meaning that the Ontario Film and Television Tax Credit (OFTTC) regulations will be updated to allow online services to trigger eligibility for the credit (rather than just a traditional broadcast license) and the Ontario Production Services Tax Credit (OPSTC) guidelines will be updated to allow for distribution on all online services, not just subscription-based services.

The Budget document also committed to working with the industry on other key issues:

- examining ways to untether the Ontario Computer Animation and Special Effects (OCASE) tax credit from the other two credits, an important change that will make the credit more efficient for VFX and animation studios; and
- exploring ways to encourage more regional production by reviewing both the regional bonus in the OFTTC and the eligibility of location fees in the OPSTC.

Finally, the Budget document committed to extended and enhanced the Skills Development Fund. Several organizations in the film and television industry have received funding through this Fund, which has supported many training programs including some of the programs offered through the City of Toronto's xoTO programs offered in partnership with local unions, guilds and community organizations.

"Given the industry's important cultural and economic contributions to Ontario, the government will continue to engage with stakeholders on opportunities to support the industry, and expand film and television production in communities across the province."

- 2022 Provincial Budget

The Budget bill did not pass prior to the writs being issued for the June election; however, it did form the basis of the Ontario PC Party platform, and was reintroduced (and passed) in its entirety in July of 2022.

Earlier this month, the government's Fall Economic Statement (FES) followed through on some of these commitments. Regarding location fees, the OPSTC legislation will be amended to update the definition of "eligible tangible property expenditures" so that all reasonable expenditures paid to an arm's length party for the purposes of "leasing real property" will be eligible for the credit. Eligible expenditures for leasing real property for on-location filming will be capped at 5% of the production's qualifying production expenditures. This change will be effective for all expenditures incurred after November 14, 2022.

The FES also re-commits to extending both the OFTTC and OPSTC to online-only productions, as announced in the 2022 Budget. Regulatory amendments to implement this measure will be introduced in the coming months. In our Submission to the Standing Committee on Finance and Economic Affairs regarding the FES legislation, we asked that the changes be implemented in a way that is streamlined and effective, without increasing producers' regulatory burden.

Finally, the government will also be introducing a regulation to require that eligible OFTTC and OPSTC productions provide an on-screen acknowledgement of their receipt of Ontario tax credit support. This requirement will be for productions that begin principal photography after December 31, 2022.

The changes announced in the Budget, but not yet implemented in the FES, including a review of the regional bonus in the OFTTC and untethering the OCASE tax credit, are still important to us and pressing the government to follow through on their previous commitments will be an important part of our advocacy efforts for the rest of this year and into Budget 2023. We will also continue to advocate for increased investment in domestic content creation. As always, please share your specific concerns and great ideas about how to improve Ontario's business environment for film and television with us.

Highlighting the Effectiveness of the Film and Television Tax Credits

While this government continues to affirm its commitment to the industry and stable tax credits, they are also charged with guiding the province's finances through uncertain economic times. There is no doubt that in future years, there will be increased scrutiny on how all government money is being spent. It is important to us at FilmOntario that we continue to educate the government on the effectiveness of the tax credits, and their importance in maintaining Ontario's status as a competitive filming jurisdiction.

To that end, this year we undertook a study to examine the effectiveness of the province's film and television tax credits. We engaged PricewaterhouseCoopers (PwC) to look at the cost of the credits, their importance in driving production to the province, and their overall economic and cultural impact on the province.

While the report is still being finalized, the results are promising. It will be no surprise to any of our members to hear that tax credits are a key factor in determining where productions choose to locate – along with infrastructure, workforce and creative considerations. For the purpose of making business decisions, producers and studio decision-makers need to know that there is a predictable and reliable incentive program in place.

The amount invested in the industry through tax credits comes back to the government and the economy in several ways. Without the credits, production activity would take place elsewhere; therefore the credits drive direct revenue to all levels of government through income taxes and other taxes and fees (such as permit fees). They also have a significant impact on the province's GDP and labour income in the province, through the salaries paid to industry workers, purchases made by productions, and the spin-off spending that creates.

The study goes on to demonstrate that a healthy film and television industry has benefits that go beyond just our sector. It supports other creative industries and encourages innovation in software and other technology. Filming also generates interest in tourism, which the City of Hamilton capitalized on by creating a walking tour of Umbrella Academy locations. This pandemic-friendly activity won an award to the 2021 Ontario Tourism Resiliency Awards. Finally, the study notes the detrimental impact that cutting or eliminating tax credits has had on other jurisdictions.

We will be sharing the study with our government partners in order to demonstrate that the tax credits continue to be a crucial tool in supporting domestic content creation and attracting investment from foreign productions. The message is that the government's investment in the industry is a good one, should be continued, and that we will continue to work with the government to find ways to make sure our credits remain stable, effective and competitive.

Part of the messaging around the study will also include highlighting how the industry has grown all across the province. Our Filming Is Good Business campaign is part of this messaging, as are the relationships we have built with Film Offices across the province who have been collecting information and working to make sure their jurisdictions are film-friendly. We would also like to thank our colleagues at the Motion Picture Association – Canada (MPA-C), who have released several case studies that highlight the regional impact of specific productions and are working to highlight the regional impact of the industry for government. Finally, the Canadian Media Producers Association (CMPA) has also completed similar case studies that demonstrate individual productions' in the regions. All of these studies, which are linked to on our website, help us to tell the story of how the industry has grown.

Additional Advocacy

We were pleased to see that the federal government renewed the Short-Term Compensation Fund (STCF) at Telefilm for a second year through March 31, 2023. This Fund has been an important backstop for domestic productions who are unable to obtain an affordable insurance solution to cover the costs of potential shutdowns due to Covid-19. FilmOntario sent a letter to Minister Rodriguez's office on this issue, as part of a larger CMPA campaign on this issue. Thank you to the CMPA and all of our colleagues across the country who made this renewal happen.

Over the summer, the CRTC issued a licence renewal for the CBC that, had it been allowed to stand, would have had a negative impact on independent producers in the country, and particularly in Ontario which is home to most of the country's English-language independent producers. The decision replaced exhibition requirements with expenditure requirements that would be spread across both licensed and unlicensed services, and removed the requirements around independent production.

Many of our national industry organizations launched an appeal to Cabinet over this decision. FilmOntario provided a letter of support to the CMPA's Cabinet appeal, asking that the decision be set aside and returned to the Commission for reconsideration. The CBC plays a crucial role in licensing original Canadian content and we were concerned that if the CBC moved from working independent producers to in-house production, this would have a ripple effect throughout the industry and lead to less work for all of those who are employed by independent producers.

You can read FilmOntario's letter of support here. We also called on members to send their own letters of support for the appeal to the federal government, as part of a coordinated campaign with the CMPA. Thank you to those members who submitted letters on this issue. Our combined voices were heard – in September, the federal Cabinet issued an Order-in-Council sending the licence renewal back to the CRTC for reconsideration, and the licence decision will be re-evaluated.

During the 2021 federal election, the Liberal Party made a commitment to increase funding to both the Canada Media Fund (CMF) and Telefilm. At the same time, they also pledged to adjust the French/ English language split in federal funding programs, changing it from the traditional one-third/two-third split to a 40/60 split. This commitment was repeated in the mandate letter that was given to The Honourable Pablo Rodriguez, Minister of Canadian Heritage.

Advocacy Win!
Thank you to
everyone who
supported
the successful
Cabinet Appeal
on the CBC
licence renewal.

Obviously, this is of great concern to Ontario producers. While we agree that it is important to support French-language production, and especially French-language production outside Quebec, greater support should not come at the expense of support to English-language producers. These producers are not immune to the financing challenges, in a world of increasing costs, that are shared by the production community as a whole.

At the end of last year we reached out to Minister Rodriguez's office with a request that robust and effective consultations be held on this issue. Before such a fundamental change can be made, we are urging the government to clarify what the goals of the policy change are, if there are other means of achieving the same goals, and what the potential impact of the change would be. We continue to engage with Minister Rodriguez's office on this issue.

We also reached out to Minister MacLeod's office to seek support from the province on this issue. While no action was taken prior to the provincial election, continued conversation with Minister Lumsden's office suggest that the province will raise this issue with their federal counterparts. Work on this file will continue in the new year.

The Federal Government also introduced Bill C-11, *The Online Streaming Act*, at the beginning of this year. Many FilmOntario member organizations have engaged with the legislative process on this Bill, representing a wide variety of opinions and interests. FilmOntario has supported the CMPA in its calls to ensure that the Bill gets passed, as it is important to modernize the *Broadcasting Act* in Canada. We will continue to monitor developments and weigh in where it is appropriate and where there are areas of consensus.

Access to Locations

It has been noted by several productions that access to government-owned locations has become increasingly difficult. The Board struck a small working group to approach both the City of Toronto Film Office and Ontario Creates about this issue.

As a result of this meeting, a motion was put forward by the City of Toronto's Film, Television and Digital Media Advisory Board to assign staff to work on this issue and was passed by the Economic Development Committee. Film Office staff are working across City departments, based on input from the industry, to identify and address issues with locations access, and will continue to report back to the sector.

Work with Ontario Creates on this matter was not completed prior to the election. The new Minister has been briefed on the issue and we will continue to collaborate with them to identify solutions.

Ontario Green Screen

Ontario Green Screen (OGS) is now finishing its third year as an organization. FilmOntario is proud to have been a partner since the beginning, and in October Cynthia Lynch was appointed industry cochair of the Advisory Committee, as well as continuing to sit on many of the OGS sub-committees.

Over the past year, OGS has continued to deliver <u>Climate & Sustainable Production</u> and <u>Carbon Calculator Training</u> for free to all members of the Ontario industry. Over 400 training certificates have been issued since OGS began offering the courses.

Community building and information sharing continue to be at the heart of what OGS does. Community meetings are held regularly; at the most recent meeting there was an in-depth explanation of how to use the City of Toronto's recently-installed power drop at Ashbridges



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Explore the Ontario Grid Tie-in Map to find clean power solutions.

#OntarioGreenScreen

OntarioGreenScreen.ca



Bay. We also continue to create and share case studies, and are currently completing a study on waste disposal that will inform industry best practices in that area. A <u>map of locations</u> where productions can tie in to the electrical grid was also published this past year.

Looking ahead, OGS is beginning work on a new four-year Strategic Plan. This process will allow OGS to assess where we are as a province in our sustainability journey, and direct resources toward areas where we can have the most impact. OGS is also continuing to focus on the best way to collect data on the industry's environmental impact.

Health and Safety

At the beginning of 2022, there were still a few government health and safety restrictions in place for the film and television industry, such as restrictions on the size of live studio audiences. These restrictions were lifted on February 17, and since then there have not been any specific government restrictions on the industry.

That being said, safety on set continues to be a priority for all of us. The Ministry of Labour, Training and Skills Development (MLTSD)'s <u>Section 21 Committee</u> guidelines continue to be revised and updated as needed in response to current conditions. These protocols, which were a result of intense and effective industry collaboration, proved to be extremely effective in protecting film and television workers. Our industry has achieved a reputation with provincial officials as one that is very effective at protecting workplaces from Covid-19 – something we should all be proud of.

Filming Is Good Business

Earlier this year we started a "Filming Is Good Business" Twitter campaign to highlight the impact the film and television industry has on local businesses when production comes to town. We have highlighted a variety of businesses from across the province, from hotels to flower shops to museums. The businesses provided photos of their location and some quotes about how happy they were to have the business in their area.

The campaign ran primarily in the first few months of the year, with a new business featured every couple of weeks. We also made sure to tag MPPs in the local areas that were being highlighted, to continue to draw their attention to the fact that our business really is province-wide. Several of these tweets earned some of our highest engagement of the year (after TIFF), and drove people to the FilmOntario website.

"Pickering Museum Village staff love to watch our site transform into a brand-new world through the power of the hard work of film crews. This enchanting place not only offers infinite possibilities for your film vision, but filming revenue also helps with museum operational costs so that we can continue to provide employment to the culture industry."

FILMONTARIO

The messages have all been collected on our <u>website</u>, and were used to create a video

highlighting that filming really is good business in Ontario. We will be sharing this video with elected officials during our Lobby Day on December 7th.

The "Filming Is Good Business" campaign has also been a strong ongoing content driver for us and has helped drive views to the website. Traffic to the website, which was re-designed last year and launched at the 2021 AGM, has increased by 17% over the last year. We have also noticed a significant increase in the traffic that comes to the site through search engines – meaning the new site is proving to be more discoverable. Thank you to our Communications Consultant Cass Enright for this success.

Industry Partnerships and Collaboration

We continue to enjoy successful collaboration on marketing projects and other initiatives with the City of Toronto Film Office and Ontario Creates. This collaboration continues through weekly meetings and plans are underway for more in-person marketing events in the new year.

FilmOntario was pleased to participate in the first post-Covid Mayor's Mission to LA in May. The trip was very productive, with 50 individuals representing 32 different companies participating. The trip started off with a networking reception for trip participants at the residence of the Consul General in Los Angeles. Participants were divided into nine "teams", in addition to the Mayor's team, and spread out across LA for meetings with studios of all sizes. Toronto participants had the opportunity to report on the advances the City has made in terms of new studios, workforce development, green infrastructure, stable tax credits and improved customer service from the Film Office. The day of meetings was capped off with a reception for LA clients at the La Peer hotel.

Overall the feedback received from the meetings was very positive. Toronto was lauded for being one of the first jurisdictions to attempt an in-person marketing mission after pandemic restrictions were lifted. The challenges that were highlighted by the companies we met with were familiar to all of us who are working in the province – we need more workers, more studio space, and the tax credits need to remain competitive and stable.

We were also pleased to support the City of Toronto's xoTO event at TIFF this year, held at Stackt Market. It was great to see the industry come together in person once again, to re-

connect and make new connections, and to celebrate our wonderful filmmakers.



The City of Toronto Film, Television and Digital Media Advisory Board held its final meeting for the 2018-2022 Council term in June. FilmOntario holds a designated seat on the Board, which is filled by Cynthia Lynch. During this term, which of course was affected by the pandemic and its related industry challenges, the Board continued to work on completing the goals set out in the <u>Strategic Action Plan</u> that had been approved by City Council in 2017. These included advocating for the industry, expanding and diversifying the workforce, ensuring the City has world-class infrastructure, and promoting the City's xoTO brand as a world-class jurisdiction for content creation.

In August of this year, FilmOntario took part in a pared-down version of a familiarization tour (fam tour) coordinated by Ontario Creates. A smaller group of studio executives than have visited in the past spent three days in the City of Toronto and surrounding areas, seeing our beautiful locations, seeing how our infrastructure has grown, and meeting our unions and guilds. We were pleased to host a dinner for Ontario studio owners, helping to cement connections made during the tour and drive business to the province. Minister Lumsden also attended the dinner and welcomed our LA guests, in one of his first industry appearances since being appointed. Plans for a second fam tour in late 2022, focusing on the VFX and post-production communities, were postponed as Ontario Creates wanted to explore different opportunities and ways of showcasing the tremendous talent we have here in Ontario. Stay tuned for information on a new event in this area in early 2023. We are also grateful for the continued collaboration with other industry organizations. Sharing data and collaborating with the CMPA and MPA-C has made our advocacy better and helped get results. In addition, we would like to thank the CMPA for their ongoing financial contribution to our government relations activities.

Governance

At FilmOntario we are committed to transparency and effective communications around all our decisions. To that end, the Board completed its review of an internal approval process this year. The purpose of this review was to ensure that we continue to serve the best interests of all our members and the organization in everything we do.

In addition, the review of our by-laws continues. While this review was precipitated by changes to the Ontario Not-for-Profit Corporations Act that came into effect last year, it also gives us the opportunity to reflect on, and update where needed, the organization's structure and principles. The results of this review and any changes needed will be presented to the members as soon as the review is complete.

Membership

We would like to thank all of our members for their ongoing support of FilmOntario.

We are always looking to expand our membership, and were pleased to welcome the following new members this year:

- Aeon Studio Group
- Amaze Film + Television
- Cinelease
- Lacuna Productions
- Skylight Studios

In 2023, we will continue to promote FilmOntario and our work to bring in new members. We have always known, and the past few years have demonstrated, that we are stronger as an industry when we work together. That means we are looking for new members from all parts of the sector – producers, suppliers, VFX and post – and all parts of the province. Check out the website for membership information, and share it with an industry colleague!

Board of Directors

We would like to take this opportunity to recognize our dedicated Board of Directors and thank them for their hard work:

Alistair Hepburn (Secretary)

ACTRA Toronto

Paul Bronfman

Comweb / William F. White

Hilary Goldstein

Buchli Goldstein LLP

Alex Lalonde

Amaze

Wesley Lui

House of Cool

Andy Micallef

EP Canada

Roman Neubacher*

IATSE 667

John Weber (Treasurer)

Take 5 Productions

Scott Garvie

Shaftesbury

Victoria Harding

Directors Guild of Canada - Ontario

Ira Levy

Spike & Sadie Media

Angela Mastronardi

IATSE 873

Jim Mirkopoulos

Cinespace Studios

Len Pendergast

Global Incentives Inc.

David Rumley**
IATSE 667

Jane Tattersall Formosa Group Vanessa Steinmetz Stone Carver Media

In particular, we would like to take this opportunity to thank David Rumley and Jim Mirkopoulos, who will both be leaving the Board this year.

David joined the Board in 2011, and has served as a member of the Governance and Communications Committees. He also spent several terms as part of the Board Executive, most recently as Co-Chair. His industry expertise always lent a credible voice to political meetings, where he spoke most eloquently about the employment opportunities in the industry. In addition, David famously kept a collection of every nametag and pass from all the events, conferences and meetings he participated in over the years. We will miss David's voice at Board meetings reminding us to stay focused on a few key items, and wish him all the best in his new adventures.

Jim Mirkopoulos joined the Board in 2019, and made an immediate impact as a member of the Government Relations Committee. He also took on the unenviable task of Chairing the Ministers' Film and Television Advisory Panel in early 2020, right before the pandemic started and the nature of everyone's business changed dramatically. He ably steered this group through the challenges of addressing the industry's needs for pandemic recovery, while looking ahead to what will be needed for long-term industry success. The Mirkopoulos family were early and dedicated supporters of building the industry in Toronto and Ontario, and devoted many resources to promoting the sector and investing in training the next generation of film workers. We will miss Jim's strong advocacy voice, and hope he is enjoying "retirement" and time with his family.

There were also changes to the Board Executive, necessitated by the departure of David Rumley in the spring. Jayson Mosek has taken on the role of Labour Co-Chair, and Alistair Hepburn has taken on the role of Board Secretary. This continues our practice of having our four-person Executive include equal representation from the Private Sector and Labour Directors.

^{*} Subject to confirmation at the 2022 AGM

^{**} Departed Board partway through the year

Looking Ahead

We have seen significant gains in advocacy this past year, and the industry continues to experience tremendous growth. Sometimes this comes with growing pains, but we continue to work together to find solutions. Ontario is fortunate to have an industry that is a well-balanced ecosystem between original content creation based on locally owned IP, and service productions that choose Ontario because of all we have to offer as a jurisdiction. This balance is a key factor in what makes us so strong as a jurisdiction, and we will continue to balance the needs of the domestic sector with those of the service sector, in order to make our entire industry stronger.

Work is already underway on our 2023 Budget submission, which will build on the messaging we take to Queen's Park on our Lobby Day December 7th. Stable and effective tax credits, investment in domestic content creation, and workforce development will continue to be our focus as we deliver the message that Filming Is Good Business in Ontario.

We once again have much to be proud of as we reflect on the past year. But there is always more work to be done as we work together to build a stronger, more sustainable, more inclusive industry. Thank you for all your hard work and collaboration over the past year.

WE COULDN'T DO IT WITHOUT OUR MEMBERS

Respectfully submitted,

Jeiju Vouas

Jennifer Jonas

Jayson Mosek