



# Office of Film & Entertainment Business Plan

**Fiscal Years: 2010 and 2011**

(10/1/09 through 9/30/11)

Plan Date: December 15, 2009

Approved by:

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## DEPARTMENT PURPOSE/MISSION

The Office of Film and Entertainment's mission is to provide service and assistance to all film, television, music, digital media, commercial production and still photography businesses to promote industry expansion and economic growth. The Office is also charged with the responsibility of marketing Miami-Dade County as a filming destination and a center for the global production industry.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

## STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas (ED-1)
2. Expand entrepreneurial development opportunities with Miami-Dade County (ED-3)
3. Create more business friendly environment in Miami-Dade County (ED-4)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

- 1.1. Increase the number of businesses and employment opportunities in higher paying, targeted industries(ED1.1)
  - 1.1.a. Increase the amount of film and television production in Miami-Dade County
    - o Develop and implement a strategic marketing plan (ongoing)
    - o Use technology to improve client service (ongoing)
  - 1.1.b. Improve business climate for film and entertainment productions
    - o Lobby state legislature to increase filming incentives to be more competitive (ongoing)
    - o Work with local municipalities to create "film friendly" policies (ongoing).
- 1.2. Increased international commerce (ED – 1.4)
  - 1.2.a. Increase European television, advertising and still photo productions
    - o Highlight favorable exchange rates in European advertising and PR opportunities (ongoing)
  - 1.2.b. Open Asian market to Miami
    - o Capitalize on Bollywood success with marketing in India (ongoing)
    - o Bring additional Asian productions to Miami-Dade
- 1.3. Identification of emerging targeted industries (ED – 1.5)

## Departmental Business Plan and Outlook

Department Name:

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- 1.3.a. Nurture the growth of Miami-Dade County's emerging independent film industry
  - Highlight local films at Miami International Film Festival and other local film festivals (ongoing)
  - Support Miami independent film makers who are accepted into major international film festivals with marketing efforts (ongoing)
  - Facilitate an independent film community support network (ongoing)
- 1.3.b. Nurture the growth of Miami-Dade County's emerging digital media industry
  - Identify companies working digital media and games (ongoing)
  - Create networking opportunities with GMCC's Creative Industries committee, Digital Media Alliance Florida and others (ongoing)
- 1.3c Nurture the growth of the Music industry in Miami-Dade County
  - Support major music festivals – Miami Music Festival / Winter Music Conference
  - Create a "live music" brand in conjunction with GMCVB and local venues and promote our community's musical identity nationally
- 1.4. Greater cultural appeal of Miami-Dade County for businesses (ED – 1.6)
  - 1.4.a. Develop the Spanish language film, television and advertising sectors
    - Position Miami-Dade County as center of US Hispanic and Latin American production in marketing efforts (ongoing)
    - Target Latin American producers and directors attending the Miami International Film Festival and other festivals and events (ongoing)
    - Work with ITC and GMCC on incoming and outgoing industry sales missions to and from Latin America and Spain (ongoing)
- 1.5. Organizations empowered with the technical and management capacity to succeed (ED – 3.1)
  - 1.5.a. Support technical and business management seminars and workshops
    - Work with GMCC Creative Industries committee, Film Board, and other organizations to support efforts to provide ongoing education (ongoing)
    - Work with Miami-Dade public schools and local colleges to ensure curricula meets industry needs (ongoing)
- 1.6. Customer friendly environment for regulated businesses and entities doing business with Miami-Dade County (ED – 4.2)
  - 1.6.a. Provide the industry with high quality and timely information, liaison, referral, logistics and location services (ongoing)
  - 1.6.b. Provide seamless industry interfaces for all Miami-Dade County departments and agencies (ongoing)
  - 1.6.c. Use technology to improve access to County support services and permitting (ongoing)

## **PERFORMANCE MEASURES AND TARGETS**

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

## **CRITICAL SUCCESS FACTORS**

### **Department-wide Critical Success Factors**

1. Successfully implement staff reduction of marketing director position by decreasing some marketing functionality
2. Florida's production incentive is fully funded in next legislative session (Increase the amount of film and television work in Miami-Dade County)
3. Economic downturn is moderated or reversed in FY 09/10 (Improve business climate for film and entertainment industry)

## **INTERNAL SUPPORT REQUIREMENTS**

1. Continued support from GIC and ETSD for website and database maintenance and enhancements
2. Continued administrative function support from OSBM

## **SUSTAINABILITY**

1. The Office of Film & Entertainment implemented its paperless film permitting protocol in the first quarter of FY 09/10, which allows us to track each permit from the initial application to the final signed document electronically. This will result in a reduction in the amount of paper used during this process.
2. The Office has created a Sustainable Production document to provide our film and television clients "Green Production" procedures to minimize the carbon footprint created by productions in Miami. This document is available on our FilMiami website and is emailed to the larger productions as they arrive in Miami and to our resident production companies.

## **3 to 5 YEAR OUTLOOK**

The Miami-Dade Office of Film and Entertainment provides services to and promotes the economic growth of the film, television, music, commercial advertising and still photography industries. Each of these industry sectors is currently experiencing a high degree of volatility due to macro-economic and technological upheavals. Some of the challenges and opportunities afforded to Miami-Dade County as a result of this volatility include:

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- Fragmentation of the established networks for production and distribution of content
  - Opportunities for growth in niches – Spanish language film and television, independent film, digital media and games, and the music industry
  - Fragmented audiences drive lower cost productions, which gives lower cost / higher incentive communities competitive advantages over Miami-Dade County
  
- Cost and Incentives drive location filming decisions
  - Florida incentives are limited to \$11million in FY09/10 – not competitive with the best incentives being offered
  - Miami-Dade County offers no financial incentives for location filming
  - Dollar vs world currencies exchange rates will continue to play an important role in determining Miami-Dade County viability as location filming destination
  
- Opportunities in the film and television industry are limited in Miami-Dade County by lack of adequate infrastructure
  - Shortage of state of the art soundstages
  - Shortage of creative labor – producers, directors, writers
  - Shortage of investment capital for intellectual property businesses
  - There are no Florida or local business incentives, either for investment or infrastructure, that really target the film and entertainment industry
  
- Macro-economic shifts tend to move work and audiences off-shore
  - Miami-Dade County well positioned to take advantage of gateway opportunities to Latin America and US Hispanic markets
  - Competition from Mexico, Argentina and Eastern Europe could result in less production work here
  - Latin American economic volatility is a key to Miami-Dade County based Spanish language film and television companies success
  - Asian markets offer huge potential opportunity as consumers there begin to acquire more filmed entertainment options
  - Filmed entertainment piracy in Asia and Latin America will dampen enthusiasm for market entry
  - Global economic slowdown has diminished the amount of commercial production that is commissioned; and economic problems have also deprived independent film producers from equity financing

*Attachment 1*

**DEPARTMENTAL PROFILE**

**Department Description**

The mission of the Miami-Dade County Office of Film and Entertainment is to provide service and assistance to film, television, music, digital media, commercial production, and still photography businesses and to promote industry expansion and economic growth. The Office was created in 1977 to coordinate film permitting activities involving several County agencies into one central place. In 1998 the Office became attached to the Office of the Mayor and in 2007 it became a stand-alone Department.

As part of the Economic Development strategic area, the Office is charged with the responsibility of marketing Miami-Dade County as a filming destination and production center to the global production industry; in addition, the Office is responsible for promoting industry expansion with financial marketing assistance from the Greater Miami Convention and Visitor's Bureau, attending industry trade shows and missions, hosting incoming industry groups, advertising in select industry trade publications, and with direct mail. The Office also provides one-stop permitting services for all County agencies and for many of Miami-Dade County's smaller cities under the brand identifier FilMiami, a computer network which links the three largest film permitting offices (Miami, Miami Beach, and Miami-Dade County) via the internet to a central database that holds the permits, insurance, and other pertinent information regarding filming in Miami-Dade County. This One-Stop Film Permit site is designed to provide our production clients access to a simplified film permit application process to facilitate a film-friendly production environment, no matter where they are in the world.

The Office of Film and Entertainment works closely with the Greater Miami Visitors and Convention Bureau, the Beacon Council, Greater Miami Chamber of Commerce, cities of Miami and Miami Beach, the Miami-Dade County Film and Entertainment Advisory Board and film and entertainment industry members.

**Table of Organization**

<b>FILM AND ENTERTAINMENT</b>	
• Represents and promotes Miami-Dade County to the global film and entertainment production industry	
<u>FY 08-09</u> 4	<u>FY 09-10</u> 3

**Departmental Business Plan and Outlook**

**Department Name:**

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**FINANCIAL SUMMARY**

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
<b>Revenue Summary</b>			
General Fund Countywide	440	564	293
Miscellaneous Revenues	81	0	91
Proprietary Fees	84	100	80
Carryover	191	0	0
<b>Total Revenues</b>	<b>796</b>	<b>664</b>	<b>464</b>
<b>Operating Expenditures Summary</b>			
Salary	381	408	277
Fringe Benefits	218	98	55
Other Operating	197	153	130
Capital	0	5	2
<b>Total Operating Expenditures</b>	<b>796</b>	<b>664</b>	<b>464</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
<b>Strategic Area: Economic Development</b>				
Film and Entertainment	664	464	4	3
<b>Total Operating Expenditures</b>	<b>664</b>	<b>464</b>	<b>4</b>	<b>3</b>

**Current Business Environment**

The Office of Film and Entertainment serves as the focal point for all film, television, music, commercial advertising and still photo production as it relates to local government in Miami-Dade County. As such, we balance the requirements of a successful production industry with those of the general community to allow the industry the ability to accomplish its work while minimizing any negative effects, such as traffic tie-ups, to the local residents. The Office also looks for ways to promote more location filming production and business relocations in Miami-Dade County. The competition for attracting this industry has increased in recent years, with many cities, states and countries offering lucrative incentives to bring film and television business in. Florida's financial incentives for the industry have been reduced by 80% as the State deals with its budgetary difficulties, making it increasingly difficult to attract large scale "Hollywood" films and television shows. Additionally, weakness in the national economy will have a negative effect on the number of commercial advertising and still photo shoots in general over the coming year. Our Office marketing efforts are shifting towards the international market, particularly Europe, as the strong Euro provides an economic advantage for productions to visit Miami-Dade County. Miami-Dade County's natural strengths of weather, geographic location, and developed industry infrastructure continue to be our main competitive advantages to bring productions to the area. The rapid growth trajectory of the Spanish language media industry, largely centered in Miami-Dade County, has also helped us maintain our position as a global center for filmed entertainment, although even in this sector there has been a trend towards producing "off-shore" in Mexico, Columbia and Argentina. We are also currently exploring the viability of new business niche opportunities in the digital media/games development and music industry sectors, which we believe have significant growth potential in Miami-Dade County.