Waterford Film Centre

Business Model and Plan

**Overview**

Waterford Film was established early in 2016 following a review of the local film industry by a committee of local filmmakers, supporters and 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 National and International 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 and creators including photographers, writer (screen and stage), videographers, graphic designer, VFX whiz kids, online media, games development etc., it works to support existing filmmakers but also helps to nurture the next generation of filmmakers,   
in delivering this work. Waterford Film collaborates with other film and media agencies regionally, nationally and internationally.

**Executive Summary**

The Waterford Film Group was founded initially as a network to support the strategic development of the film sector in the South East. Further research revealed a need for a stand-alone film centre HQ in the Cultural Quarters of Waterford city. The organisation will engage in the following activities:

1. A cultural film centre on the first floor to promote past, present and future film and new media projects. A vibrant space for networking, socialising and learning.
2. Commercial centre supporting the fledging film sector providing a one stop shop, hot desks, database of location, cast and crew, production, green screen room and hiring equipment. Attracting local, national and international film productions and seen as a centre of excellence is the short-term plan. Film Base, Dublin is a template to follow short-term <http://filmbase.ie/training/upcoming/courses/> . To future proof the Film Centre the long-term plan would include New Media looking at creating a You Tube space. <http://thenextweb.com/google/2013/07/04/thenextweb-visits-youtube-creative-space-in-los-angeles/#.tnw>
3. Training centre for the film industry in the South East and collaborating with the WIT, WWETB, WRTC, LEO, Solas, Craft Council and Innovation Academy DCU.
4. An ambassador for the film industry acting as a promotor for the location and its talent within the industry.

The Film Centre is a non-profit organisation funded by business activities, grant funding, philanthropy and business collaborations.

**Value Proposition**

Creative, innovative, professional, inclusivity, collaborative, transparency and respect.

**Organisational Structure**

Waterford Film Centre in a non-profit member based organisation dedicated to the development of film as an artistic medium in the South East of Ireland.

*Steering Committee*

Joan Dalton – Theatre and Opera production

Mary Gough – Film First Assistant Director on numerous Irish and U.K films and T.V shows

Conor Nolan – Screenwriter and Arts Officer

Stephen Butler – Music producer and film producer

Mick Daniels – Businessman and documentary maker

Ollie Breslin – Artistic Director of Waterford Youth Arts and imagine Art Festival.

Amy Power – Arts producer

Database of 30 members

**Market Analysis**

Extensive market research has been carried out in the following areas.

* Visited film centres nationally, research trips to Cork Film Centre, Made in Cork and Troy studios Limerick. Verbal contact with Film Base, Film Offaly and Galway Film Base. Looking to form links with South East Creative Corridor and Creative Spirit – a new European initiative.
* A survey conducted through survey monkey, all findings have been including in this report and analysis will be provided.
* Brainstorming and workshop with business mentor from LEO

**Revenue Streams**

The Waterford Film Centre has recognised many revenue streams:

* One-stop shop
* Membership
* Training, workshops, seminars
* Equipment Hire
* Hot desks
* Administrative service
* Dynamic online brand – advertising
* Filmmakers u-tube channel
* Niche festivals
* Conferences
* Data base resource’s – crew, cast, soundtracks, skill
* Hire studio space
* Creative meeting rooms
* Merchandise
* Online shop
* Commission
* Funding – WCC, The Arts Council, The Film Board, Broadcasting Authority of Ireland, European funding

**Channels of Distribution**

Many channels of distribution have been identified.

* A premises HQ for Film Waterford in the Cultural Quarters Waterford
* Online presence – strong dynamic online brand creating daily consumption with perhaps, a tie-in deal with Waterford Whispers sharing content with their millions Facebook follows.
* Training, workshops, bursaries, scholarships, online learning and school visits
* Film festival with a niche for example Waterford Comedy Film Festival
* National conference for film and new media

**Marketing Strategy**

The marketing strategy is the agenda for the next meeting with the LEO mentor. A detailed short-term and long-term marketing strategy will be developed.

**Key Activities**

The key activities for the Film Centre are as follows.

* Support the local Film and New Media sector in the South East
* Develop a strong dynamic brand for Waterford Film
* Create employment, develop entrepreneurial skills and continuously training the members
* Funding, policies, procedures, legal and lobbing to be part of the steering committee’s duties
* Promote the commercial aspect of the Film Centre – one-stop shop
* Promote the cultural centre to the public and tourists
* Act as an agent to for film production in the South East
* Future proof Waterford Film, looking at innovation within the industry

**Key Resources**

The key resources for the Film Centre are as follows:

* A stand-alone premise at the start of O’Connell street that acts as a cultural and commercial magnet. The locations function is to straddle the day and night pedestrian traffic from the Viking Triangle and the Retail Centre to the Cultural Quarters. This building should be a landmark and be visually inviting for all cultural and commercial aspects of film and new

media. The fitout of the cultural and commercial floors to be phased to allow for future expansion. The building should have outdoor space to the rear to allow for creative outdoor activities.

* The equipment to be phased in accordance to priority and the return on investment.
* The personnel and their invaluable knowledge

**Sales Forecast**

Sales Forecast Year 1

|  |  |
| --- | --- |
| ACTIVITY | POTENTIAL REVENUE GENERATED YEARLY |
| Membership  Hot Desk  Commission  Specialised training  Retail & Merchandise  Hiring rooms/studio  Online sales  Total | €1,500  €4,000  €7,000  €5,000  €3,000  €2,000  €1,500  €27,000 |

**APPENDICES**

**Information below supplied by committee members.**

**Local Film Production**In 2016 Waterford has seen many exciting film developments including:

* 5 short films made under the umbrella title of ‘Short Circuits’ this is an initiative of Stephen Butler which featuring : Directors - Eadaionn Walsh, Amy Kirwan, Camera people included - Tom Grace, Mark Power, Paul Lynch, Keith Currams.

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 Currans 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 – number of local film initiatives are involved in this area – Kennelly Films / The Art Hand film wing and Waterford Youth Arts. Some of their films entered in national competitions this year incl. First Cut in Coughlan and Fresh Film Festival in Limerick.
* A young company consisting of two teenagers are ‘Clipboard Media’ in 2016 they made promotional videos on Tramore, the Promenade Festival, the Maritime Festival and the Seahorse Tragedy commemorations. They have had a couple of shorts shown on Rte1 and Rte 2 TV and the Ray Darcy Show.

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

**WHERE WE FIT**

The Council staff are too busy to look after the development of film and this sector needs a specialist approach with an overall coordinator who will bring a business approach to film production here in Waterford.

At present the City has a database of possible locations etc. for incoming film shoots but there is very little promotion of the area as a venue for possible film production. What is needed is a proactive effort with a film development worker going out to get to know various producers and encouraging future film production to happen here in the south east. Both Cork City and Cork County Councils amalgamated their efforts in this regard a couple of years ago when they appointed Rossa Mullin and established Film in Cork. Mullin’s role includes Production and Location support services to those working in film, television, and animation. Film in Cork also serves to promote and market the Cork region locally, nationally and internationally as a wonderful place to work. In addition, Film in Cork runs a range of training initiatives in conjunction with regional and national partners to develop solid bridges for local talent into the industry. Film in Cork plays a key role in helping to nurture, develop and facilitate the work of this enormously talented pool of film people in Cork.  
  
Similarly in Limerick the Council has helped establish the Troy Film Production Studios in the former Dell units with €9m expenditure, a new Production and Digital Skills Academy €2.25m investment. Both these counties are working hard to try and get a piece of the lucrative film action in Ireland.   
  
It would seem an obvious area to WF for some definite film initiatives here in Waterford so that our bright and exciting filmmakers will stay here and create work locally but also to attract into this area some potential film productions. Waterford has some of the finest scenery, sunlight and locations in Ireland and we need to exploit its potential.

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 actor’s 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 and other educators and agencies who may wish to use WF services, equipment or expertise.

Waterford Film will be a hire facility for top film equipment for Waterford but also the surrounding counties of Wexford, Tipperary and Kilkenny. For this to happen WF needs a technician to supervise 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 - See full list of equipment in appendices and this will be a very important source of funding through hire in the coming years.

WF will act as a one-stop shop for film development in the area including offering advice and support to new emerging filmmakers but also offering them work through commissions etc. WF will advertise itself to the local business community as a source to find high quality film production for online / social media campaigns but also for local cinema advertising etc. This type of work will help to keep filmmakers employed and living locally.  
  
Local emerging filmmakers have plenty of ideas and creativity but may be short on administration and production skills. WF will offer the services of this area to help with application forms, tendering for new work etc. to help enable new work to take place but again WF will benefit through a percentage of all successful applications.   
  
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 Course.

**New Members of WF. June 2016**

|  |  |
| --- | --- |
| Robert Alexander | Producer, Editor |
| Keith Flynn | Visual Communication |
| Eoin Coffey | Producer, Sound Production |
| Amy Kirwan | Editor, Producer, Director |
| David O Leary | Videography |
| Patrick Curran | Actor |
| Julie Ward | Novice |
| Colm Williamson | Producer |
| Mark Power | Freelance |
| Evin O'Neill | Director, Writer, Producer |
| Jack Quinlan |  |
| Leon Murphy | Filmmaker, DOP, Editor |
| Lynsey Dower | Actor, Art Dep’t (props/set  dresser/painter) |
| Mick Daniels | Director, Producer |
| Paul Bolger | Editor, Producer, Director |
| Dara O'Neill | Director, Producer, Writer |
| Clipboard Media | Editing, Directing, Filming, Producing,  Sound, Marketing |
| Barry Sheerin | Editor, Cinematographer |
| Magdalena Lipinska | Producer |
| Kevin Pim | Producer |
| Shauna O'Brien | Director, Producer, Editor, Sound,  Photography, Photoshop |
| Kieran Murphy | Editor, Director, Cinematographer |
| Oonagh Quinn | Editor |
| Martin Fahy | Writer |
| Thomas Grace | Writer, DOP, Director |
| Jamie John Patrick Flynn | Director, Writer |
| Billy O'Connor | Editor |
| Ben O'Shea | Editor, Director, Producer |
| Derry Seery | Producer |
| Francis Healy | Editor, Director, Camera, Lights |
| Bebhinn McGrath | Costume Designer |
| Will Palmer | Producer, Production Assistant |
| Aoife Ryan | Production Assistant in TV |
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FILMLAB GEAR December 2016

**Cameras**

**Blackmagic URSA 4K Digital Film Camera**

Large Super 35 global shutter 4K image sensor, Canon EF lens mount

Rental Includes:

Blackmagic URSA body with EF mount

2x 256GB 3400x Lexar CFast 2.0 cards & reader

2x IDX V-Lock batteries & charger

Acebil heavy duty Camera Tripod & Spreader

Choice of Samyang VDSLR kit (6 lenses) or Zeisss Manual Lenses (5 lenses)

Mount, Bars, Follow Focus and Matt box

*Optional extras (Extra cost to be incurred when available)*

Metabones Speedbooster

**Blackmagic Pocket Cinema Camera**

Super 16mm Sensor, 13 stops of Dynamic Range

Rental Includes:

Cage, Handle, Mount, Bars & XLR Audio Out box

2x 64GB SD cards

6x batteries & dual charger

Manfrotto tripod

Metabones Speedbooster and either 3 XSamyang VDSLR Cine Primes or 3X Zeiss Manual Primes

*Optional extras (Extra cost to be incurred when available)*

Full Samyang VDSLR Cine Prime: 14mm, 24mm, 35mm 50mm 85mm 135mm & PeliCase

Full Set of 5 Zeiss Manual Lenses 21mm, 28mm, 35mm, 50mm, 85mm & Pelicase

– IDX V-lock battery solution

Follow Focus and Matt box

**Canon EOS 5D Mark II**

The original breakthrough full-frame DSLR Camera

Rental Includes:

2x 16GB 120mbs CF cards

Canon 24 - 70mm UL lens

2x batteries & charger

Manfrotto Tripod

*Optional extras (Extra cost to be incurred when available)*

Full Samyang VDSLR Cine Prime: 14mm, 24mm, 35mm 50mm 85mm 135mm & PeliCase

Full Set of 5 Zeiss Manual Lenses 21mm, 28mm, 35mm, 50mm, 85mm & Pelicase

**Lenses**

**Samyang VDSLR Cine Primes, Canon EF mount**

Lenses:

14mm T3.1

24mm T1.5

35mm T1.5

50mm T1.5

85mm T1.5

135mm T2.2

Prime lenses featuring follow focus gearing and decoupled aperture are designed to work with digital cameras fitted with full-frame or APS-C sensors. Canon EF mount suitable for use with Blackmagic URSA, Blackmagic Pocket Camera (when fitted with Metabones speedbooster) and Canon 5D Mk II DSLR (Will also work with all Canon DSLRs)

Rental includes:

Lens Hoods

Polarising Filters

**Zeisss Primes, Canon EF Mount**

21mm F2.8 Distagon

28mm F2 Distagon

35mm F1.4 Distagon

50mm F2 Makro Planar

85mm F1.4 Planar

Spectacular Primes mainly designed for photographic use, can be fitted with gearing for Follow Focus

Rental includes:

Lens Hoods

Polarising Filters

**Canon Zoom**

Canon Lens 24 - 70 2.8 EF L USM

Good general purpose lens with the ease of zoom range

Lens Hood

Polarising Filter

**Light**

**1x Kino Flo Diva Lite 401**

Rental Includes:

2ft (tungsten or daylight)

C-Stand (Heavey Duty)

Mains lead

Case

**Kino Mini Flo Kit**

Rental includes

2 X Mini Flos

Mains & 12 V leads

Case

**Flolight LED Microbeam 1024 (Daylight)**

Rental includes

C-Stand

Mains Transformer

Soft Case

**Flolight LED Microbeam 512 (Daylight)**

Rental includes

C-Stand

Mains Transformer

Soft Case

**2x Genray 360 Bi Colour LED (3200 - 5600kelvin)**

Rental includes

Diffuser

C-Stands

Optional extra (when available) Battery kits

**1x Genray 500 Bi Colour LED (3200 – 5600kelvin)**

Rental includes:

Diffuser

C-Stand

Optional extra (when available) Battery kit

**2x Photoflex Starlight 1000W (generally for Greenscreen)**

Rental includes:

Diffuser

C Stand

Softbag

**2x generic 800w Red heads (B stock)**

Rental includes:

Barn doors

Stands

**Other**

1x Impact 3ft circular Reflector & Difuser

Rental includes:

Silver, Gold, Z Gold reflectors and White Difuser

Bag

Greenscreen 1 1x Lastolite 6x9 Chromakey Collapsible Green Screen

Rental includes:

Bag

Greenscreen 2 1x Large 20 foot by 20ft Chromakey screen with Eyelet holes

Rental includes: Bag