



# NEW HAMPSHIRE

## DIVISION OF TRAVEL AND TOURISM DEVELOPMENT

BUREAU OF FILM AND DIGITAL MEDIA

STRATEGIC PLAN - FY20









## OVERVIEW

The objective of the New Hampshire Film Bureau, as stated in RSA 12-O:11-a, is “to market and promote film, video, and digital media production for the purpose of strengthening the cultural, educational, and economic impact of media production in New Hampshire.”

In addition to the continued customer service the Film Bureau provides to productions filming in the state, the Bureau looks ahead to new challenges and opportunities in FY20, and has identified the following priorities in the coming year:

### Promotion & Marketing

- Create a branding message that captures the production atmosphere in New Hampshire that goes beyond traditional tax credit programs.
- Enhance the Film Bureau’s online presence and resources.

### Education & Workforce Development

- Populate the online crew directory with the most comprehensive roster of industry professionals and companies.
- Increase overall engagement of New Hampshire’s industry with the Film Bureau by offering roundtable discussions and workshop opportunities.
- Expand exposure for high school/CTE video programs by increasing the number of submissions to the annual High School Film Festival.

### Infrastructure

- Strengthen the state’s production infrastructure by building relationships with municipal offices, state agencies, and non-governmental organizations.

### Metrics & Measures

- Deploy a suite of ready-to-access dashboards that provide improved transparency on the level of production activity and resulting impact..



## OVERVIEW, continued

Since New Hampshire currently doesn't offer formal incentive programs for film/TV/media production, Hollywood is not likely to bring studio projects to the Granite State. However, the breadth of production extends far beyond the typical, mainstream motion picture. New Hampshire has and will continue to host still photo projects, commercials, unscripted television, and independent films.

The Film Bureau strives to provide exceptional, film-friendly customer service, but recognizes that it has been more reactive than proactive. In the coming year, the Bureau will step up its efforts to not only attain a benchmark high of incoming inquiries, completed projects, and production days and spending, while making a strategic push to initiate inquiries through targeted contact with decision makers within the industry, converting those inquiries into actual production in NH.

### Key Performance Indicators:

- Highest number of **filming inquiries** in a year (207 in FY 2014).
- Highest number of **completed projects** in a year (84 in FY 2016).
- Highest number of **filming days** in a year (259 in FY 2007)
- Highest total **production spend** in a year (\$1.8M in FY 2008)

However, film offices, in general, face common challenges for increasing overall production activity while trying to shape its image as production landscape, industry and technology continues to change. Concerning film and digital media, New Hampshire's barriers to entry have largely remained unchanged over the past decade:

### Barriers to Entry:

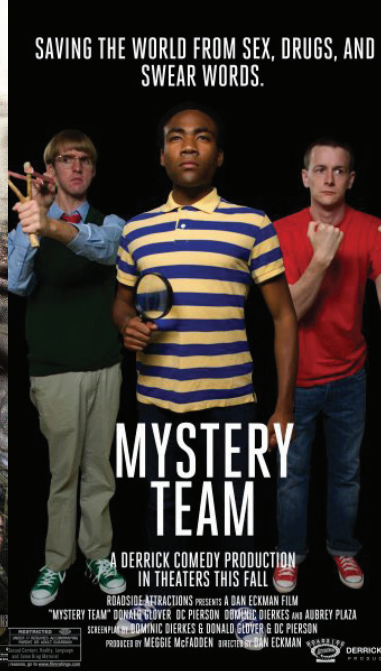
- Aggressive financial incentives being offered in other states
- Industry workforce leaving the state for active production regions

### Despite these barriers, New Hampshire continues to be a desirable option for production given the following differentiators:

- Variety within proximity--diverse locations an hour from Concord in every direction
- Creative atmosphere and independent spirit
- A film bureau that provides individualized attention to projects of all scopes and sizes
- No sales tax

New Hampshire still has plenty to offer as a film, television, and digital media location. While the general perception is that film offices are catering strictly to Hollywood, New Hampshire's Film Bureau has focused on building relationships with projects and groups not necessarily seeking financial incentives, as well as ancillary activity, recognizing that there is a much larger creative industry knocking at New Hampshire's door.





## PROMOTION & MARKETING

The Film Bureau will explore opportunities to utilize the Division of Travel and Tourism brand and its creative partners to help craft a fresh image for the Bureau and showcase New Hampshire as a potential filming destination.

### STRATEGY 1

Create a brand that captures the production atmosphere in New Hampshire that goes beyond traditional tax credit programs.

#### Goal:

Work with GYK Antler to create four (4) infographics for use in email blasts and trade magazines that capture the benefits of filming in NH beyond traditional tax credit programs. Infographics will be tailored for (a) independent film, (b) commercials, (c) video production, (d) still photography.

### STRATEGY 2

Increase out-of-state awareness with decision makers about filming in New Hampshire.

#### Goals:

- Develop four (4) "Location Inspiration" PDF itineraries featuring specific location sets, including (a) visually interesting roads, (b) production-accessible scenic vistas, (c) film-friendly towns & cities, (d) luxury homes.
- Plan one (1) production-related familiarization tour for targeted location scouts or producers that focuses on locations, industry, and infrastructure (for Spring/Summer 2020).
- Scout and create twenty-five (25) location files in Reel-Scout™ for intriguing locations that go beyond the traditional sites and blast social media posts on each new property.
- Pitch NH to at least twelve (12) location managers or producers that have not previously contacted New Hampshire and routinely work on projects that fit specific location profiles (e.g., scouts and directors that specialize in automotive content looking for scenic roads).

### STRATEGY 3

Redesign Film Bureau online presence and resources.

#### Goals:

- Research other film office websites nationwide and develop layout plan for VisitNH redesign. Develop a list of recommendations of information needed for the Film Bureau's section of the website.
- Identify and report on primary social media applications used by film office counterparts.
- Become a clearinghouse for information on New Hampshire industry news and opportunities. Create one (1) page on VisitNH to use as an ongoing list for (a) industry-related news, (b) cast and crew notices, (c) job alerts.



## EDUCATION & WORKFORCE DEVELOPMENT

Increased production activity in the state results in increased career opportunities for New Hampshire's youth. Currently, video production programs in New Hampshire high schools and career and technical education centers are seeing graduates leave the state to further their education in film and TV production, typically at institutions located in busy production centers. Increased levels of activity in New Hampshire creates a demand for skill-building programs from local colleges and universities. These programs provides students/graduates a reason to stay and work right in New Hampshire, resulting in a robust crew and services roster of local industry professionals. The Bureau continues to collaborate with video programs at the high school and college levels and works to build crew depth in the state through industry networking events and workshops.

### STRATEGY 1

Populate Reel-Scout Crew Directory to meet or exceed 500 listings.

#### Goals:

- Migrate the 500 listings previously on the Bureau's Crew & Services Roster to the Reel-Scout™ Directory by working with each business to register online.
- Create a PDF list of companies and professionals ready-for-hire specifically for media coverage of the 2020 New Hampshire Presidential primary.

### STRATEGY 2

Increase submissions for New Hampshire's annual High School Short Film Festival.

#### Goals:

- Meet/exceed previous record submissions in a year (71 in 2019) by expanding beyond formal video production programs in the schools and encouraging students to submit independent projects.
- Increase the number of schools/CTEs that participate in the program. Offer one (1) professional development workshop day for video production teachers in early 2020 (similar to what was done in Feb. 2018)

### STRATEGY 3

Increase industry engagement with the Film Bureau.

#### Goals:

- Plan three (3) roundtable discussions. Possible locations include (a) Somewhat North Of Boston Film Festival in Concord, NH (Nov. 2019), (b) StudioLab in Derry, NH (Date TBA), and (c) Monadnock Int'l Film Festival in Keene, NH.
- Develop an industry email newsletter with cast/crew notices and production news.
- Create an in-house, non-legislative film advisory committee made up of industry members and the public.
- Partner with outside industry advocacy groups to create a unified message and opportunities. Work with nonprofit group Film New Hampshire, Inc. to plan and execute a NH Media Expo, showcasing industry companies and professionals in 2020.





## **INFRASTRUCTURE**

The Film Bureau relies upon a network of municipal and state agencies, private businesses, and other organizations to create a film-friendly environment. Over time, those partnerships need to be re-established, and procedures and requirements need review. The Film Bureau will take advantage of being located within a department with new local resources and re-introduce itself to community partners and evaluate ways to engage them with incoming productions.

## **STRATEGY**

Strengthen relationships with municipal offices, state agencies, and non-governmental organizations to help create a unified, film-friendly approach to production and streamline permissions and logistics.

### **Goals:**

- Survey New Hampshire's town/city clerks on their permit requirements for special event activity and compile as a ready resource.
- Meet one-on-one with town/city economic development officials to provide background on local production and compile a list of appropriate liaisons at the municipal level.



## MEASURES & METRICS

Capturing and measuring film projects is an important function of the Film Bureau, the data shows the production landscape in New Hampshire. While the activity and resulting impact of production is consistently measured, measuring ancillary impact and access to metric reporting needs improvement. The Film Bureau will focus efforts on identifying new data sources to track, consolidating reporting, and making reports available.

## STRATEGY

Deploying online dashboards that provide better transparency on the level of production activity and its resulting impact.

### Goals:

- Build a report of various industry-related data, made available online (either as PDF, page on VisitNH, or real-time on Google Drive).
- Create a mechanism to capture data from all of the film festivals in the state to measure data related to attendance and resulting economic impact.





## **APPENDIX - CURRENT DATA**

The following appendix contains recent data captured by the New Hampshire Film Bureau. This data reflects only those projects that have had contact with the Film Bureau (as of September 4, 2019).

### **About Production Spends**

Determining an accurate calculation of the direct location spending a film or media project brings to an area is an important task. In a perfect world, a film bureau can establish a good working relationship with the production accountant on each project to arrive at an accurate assessment of the actual dollars spent in a given area. However, this information is not always available.

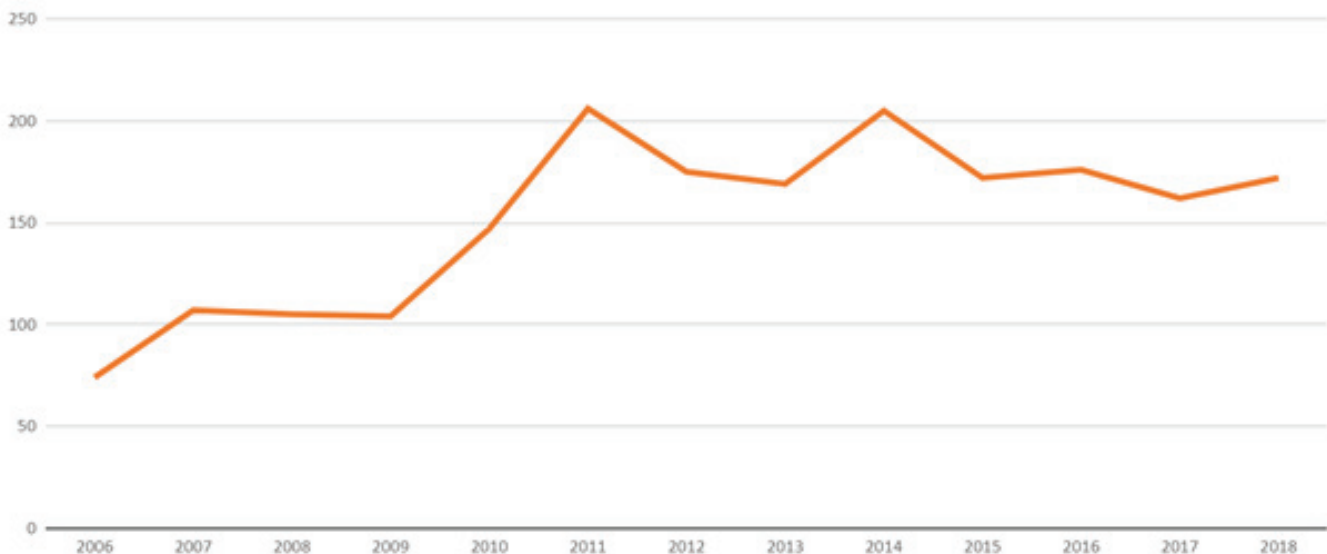
In the event actual reports cannot be secured, AFCE members from North American film commissions have recognized a matrix of formulas as a reasonable guide for calculating the economic impact of certain projects. These formulas are based on an analysis of studio & TV network accounting records, independent producers/production managers, commercial production companies, exit reports submitted to film commissions, and generally accepted estimates from film commissioners with experience on a wide range of film, television, print, and other media projects. The formulas are based upon the type of project, its size and scope, and the number of filming days. As with any formula, common sense and prevailing history should be applied. By careful tracking of reports from AFCE members using this system, AFCE will periodically refine the formulas to increase the accuracy and flexibility for all jurisdictions.

## Overview of Production Activity in New Hampshire

Fiscal Year	Inquiries	% Change	Completed	% Change	Prod. Days	\$ Spend
2005	15	N/A	6	N/A	4	137,508
2006	74	+ 393%	32	+ 433%	189	972,661
2007	107	+ 45%	52	+ 63%	259	953,221
2008	105	- 2%	47	- 10%	237	1,817,450
2009	104	- 1%	37	- 21%	173	1,181,243
2010	147	+ 41%	65	+ 76%	175	1,212,700
2011	206	+ 40%	68	+ 5%	131	1,150,500
2012	175	- 15%	65	- 4%	194	1,362,648
2013	169	- 3%	43	- 34%	209	1,091,122
2014	205	+ 21%	66	+ 53%	231	1,350,956
2015	172	- 16%	58	- 12%	137	1,207,116
2016	176	+ 2%	84	+ 45%	181	1,713,174
2017	162	- 8%	63	- 25%	216	848,251 *
2018	172	+ 6%	52	- 17%	113	678,100 *
2019	131	- 24%	20	- 63%	35	193,000 *
2020	29	- 81%	0	- 100%	0	0 *
Total	2149		758		2484	15,869,650

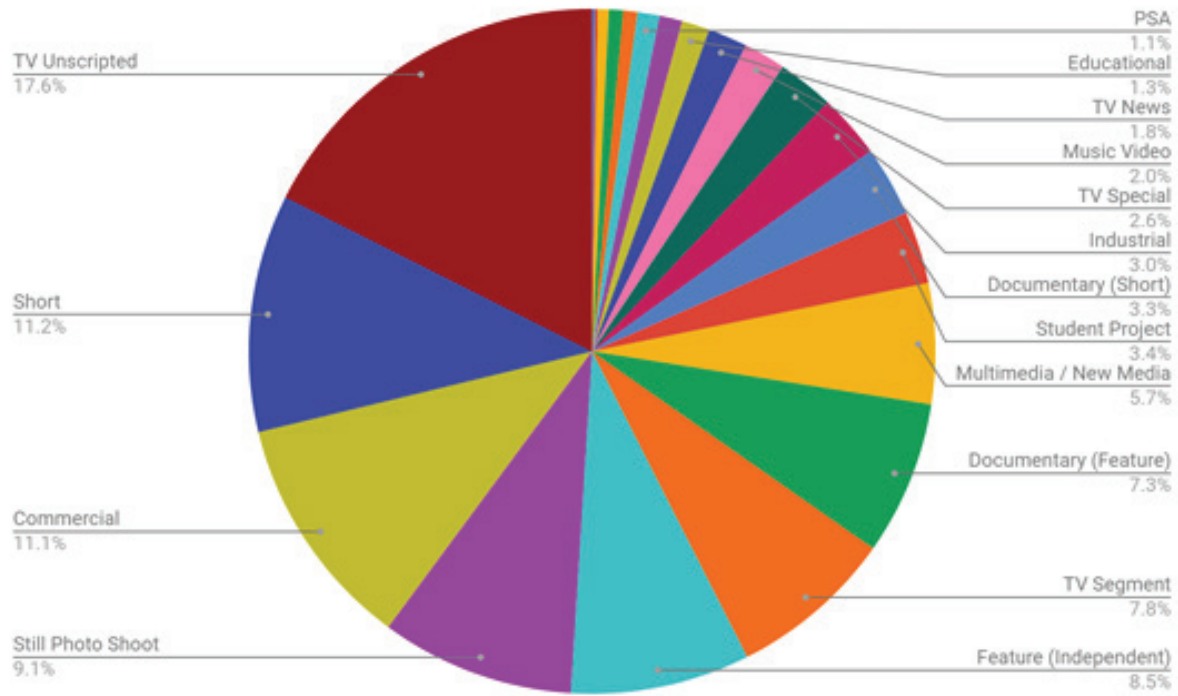
\* Data collection in this fiscal year is still in progress. Data incomplete

Trend of Production Inquiries into Film Bureau over a Decade

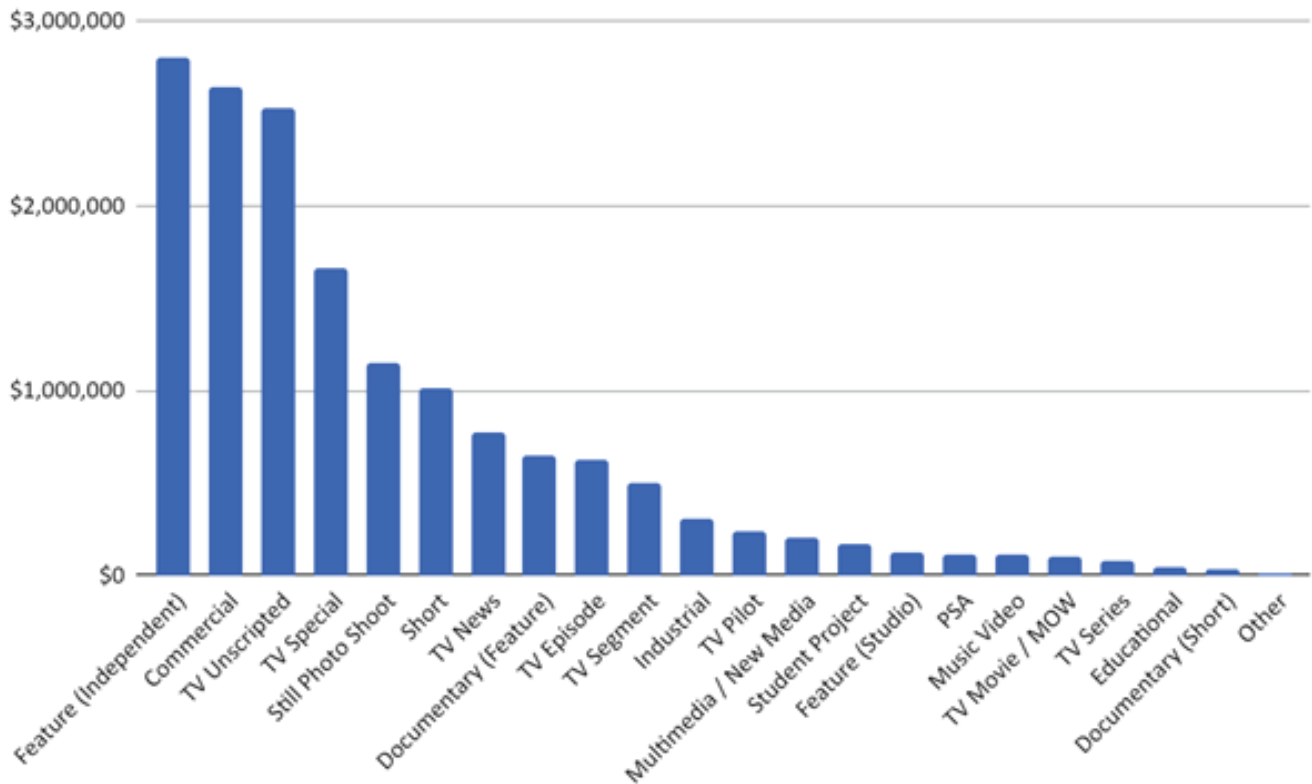




## Types of Projects Completed in New Hampshire (2006-Present)



## Total Production Spend By Type (2006-Present)





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