

An aerial photograph of Nova Scotia, Canada, showing the coastline, water, and land. The text is overlaid on the right side of the image.

SCREEN NOVA SCOTIA

// REQUEST FOR EXPRESSIONS OF INTEREST //

Equity Partners

The Nova Scotia Soundstage

August 24, 2023

Submission Date: October 5, 2023 before 3:00pm AST

The Nova Scotia studio will be a centre of excellence dedicated to growing Nova Scotia's screen industry, creating jobs and attracting business.



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Photo Credit: Chris Reardon, "Haven"

1.0 INTRODUCTION and OVERVIEW

1.1 THE INTENT

This Request for Expression of Interest ("REOI") seeks to attract expression of interest ("EOI") submissions from individuals and/or companies ("party" or "parties") who wish to contribute to the long term success of Nova Scotia's vibrant film and television sector.

This is an opportunity to partner with Screen Nova Scotia ("SNS", the "association") in the early stage development, building and ownership of a proposed 60,000 +/- sq ft film and television soundstage (the "studio" or "project" or "soundstage").

The intent is to build a complementary ownership team consisting of aligned parties who are committed to the success of the project and industry. Priority will be given to those parties who can provide expertise in specific areas defined in section 3.2.

1.2 SCREEN NOVA SCOTIA

SNS is a member-based not-for-profit industry association and film commission that promotes and advocates on behalf of Nova Scotia's screen industry. Our membership includes producers, service providers, local cast and crew, unions, and industry organizations. The association is dedicated to building a strong and sustainable future for the province's production sector. SNS is the first point of contact to find out about locations, production partners, industry resources and infrastructure, and financial incentives.

In October 2014, after four years of dormancy, Screen Nova Scotia was reactivated as a membership organization for Nova Scotia producers. In April 2015, Film & Creative Industries Nova Scotia, the provincial film office, was closed. This resulted in the cancellation of all its programs, including the Nova Scotia Film & TV Labour Tax Credit. Since then, the association's mandate has expanded to include responsibility for much of the film office's mandate.

Today, SNS is the only group representing and advocating for the screen-based industry in Nova Scotia.

Mission:

Advocacy, promotion, and support of the Nova Scotia screen industry.

Vision:

To be a valued partner and the trusted voice of a thriving and celebrated screen industry in Nova Scotia.

Values:

SNS is committed to operating in a values-based environment that includes being available and responsive, transparent and accountable, professional, stable and consistent, knowledgeable and informed about the industry.

Strategic Priorities:

1. Growth of the industry
2. Advocacy and external relations
3. Member engagement and services; and
4. Organizational capacity and stability.

For more information on Screen Nova Scotia, visit our website:

www.screennovascotia.com

1.3 SOUNDSTAGE BACKGROUND

The soundstage idea is not new to Nova Scotia. Warehouses, vacant facilities and retrofit buildings have and are being used when available, but for too long the industry has been burdened with makeshift options and lucrative business has been lost because of the lack of a professional, purpose-built soundstage. The annual value of lost business to the province is estimated to be \$130 million¹.

For the film and television industry, a modern soundstage is an essential part of a thriving industry. It's like a mechanic's toolbox or a doctor's surgical kit—the work cannot be properly done without it.

In Canada, both the primary markets of Toronto and Vancouver boast +/- 3 million sq ft of interior studio space for production. These markets are building more to keep up with demand and projected growth. Secondary markets in

1 | Nordicity: Screen Nova Scotia Soundstage Business Model Study - September, 2021

Canada that offer high quality studio space as part of their value proposition can capture some of this business due to cost, low vacancy and scheduling challenges in the major markets.

Nova Scotia can and should claim more than its fair share, but it won't happen without a proper soundstage. A studio will turn a seasonal industry into a year-round concern, keep more Nova Scotians working here at home and spread benefits into rural communities across the province. In a global market saturated with demand, now is the time for Nova Scotia to add to its existing tool box that includes its people, financial incentives and locations.

In March of 2022, the NS provincial government committed \$8 million to SNS to be invested in a NS Soundstage and the association has now secured an ideal location.

1.4 VISION

The studio will be a centre of excellence dedicated to growing Nova Scotia's screen industry, creating jobs and attracting business. Two phases are planned. Phase 1 will consist of the 60,000 sq. ft. studio with exterior support areas for production needs and be operational as quickly as possible. The success of phase 1 as a centre of production, training and industry job creation will inform Phase 2 and attract complementary businesses.

Phase 2 will include future land-use to accommodate expansion and prioritize industry related initiatives that complement the studio and further advance the industry. This could include more studio space, related businesses and support industries.

The facility will meet or exceed industry standards while adhering to sound, lighting, health and safety and other specs. The proposed +/- 60,000 sq ft studio will include two soundstages and support space. Each of the two stages will feature clear ceiling height spans of at least 33', no internal columns and multiple loading bays.

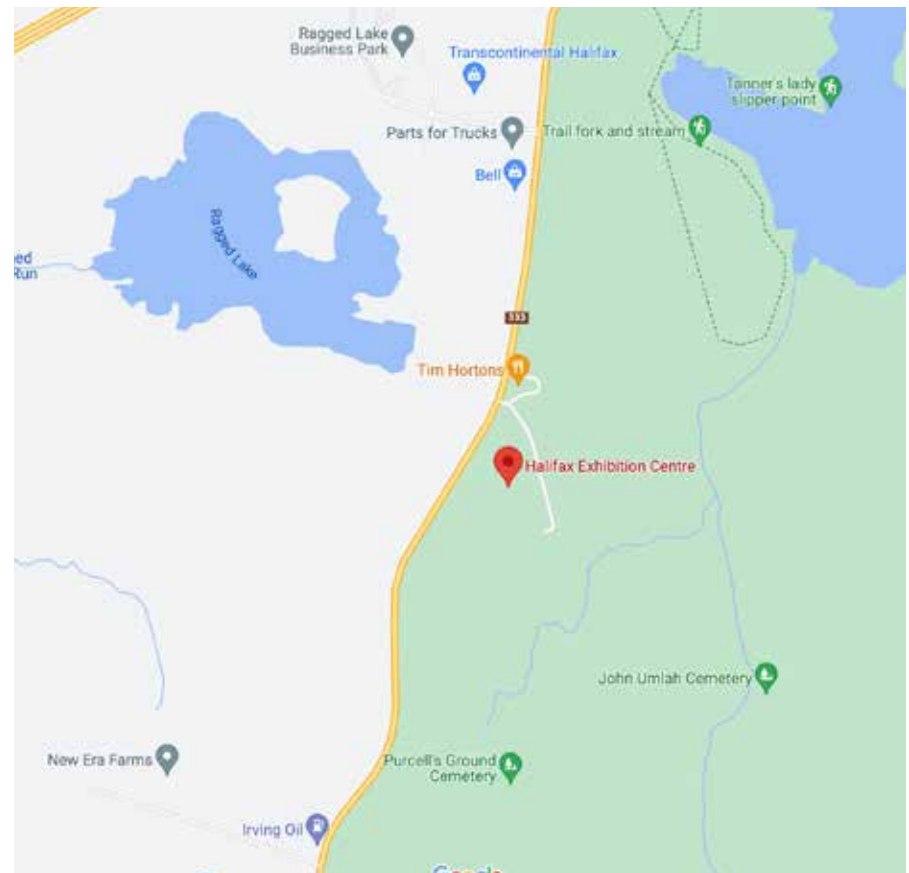
The studio will service the growing provincial film and television industry and position the industry for a prosperous future. It will not only include the stages and support space but also facilitate training and skills development and play an integral role in workforce development. It will be a space for collaboration and creative excellence offering year-round production opportunities.

1.5 LOCATION

Following the conclusion of a Land RFP process in December 2022, an industry-led committee unanimously selected a 25 acre parcel near downtown Halifax, adjacent to Exhibition Park on Prospect Road, Highway 333. The estimated usable area for the project (phase 1 and 2) is 18-19 acres.

The lot was prioritized due to its proximity to Halifax's amenities, priority 100 series highways and the services of Bayer's Lake. The property can accommodate future expansion, natural landscapes and complementary uses. Comprehensive due diligence was completed on the property prior to acquisition.

See Appendix 5.1 for detailed location map.



2.0 THE PROJECT

2.1 THE OPPORTUNITY

The film and television industry has changed dramatically, driven by a surge in the demand for content. Netflix, Disney, Hulu, Apple, and Amazon streaming services' never-ending appetite for new content has significantly increased the volume of foreign location services ("FLS") production across Canada. Our country offers attractive economic incentives and has emerged as one of the most attractive filming destinations in the world.

The Canadian Media Producers' Association ("CMPA"), in their economic report on the screen-based media production industry in Canada, Profile 2021, reports the annual production volume in Canada for the year ending March 31, 2021, was \$9.09 billion. BC, ON and QC collectively represent 93% of this business including Canadian and FLS based content. Roughly 58% of the production volume was FLS (\$5.3 billion) and this continues to grow, reporting an annual growth rate of 13.5% over the last ten years. See *Appendix 5.2 for streamer content spend chart and related trends.*

NS hasn't captured its relative share compared to other jurisdictions and has lost share of the national production market to BC, ON, QC, AB and MB.

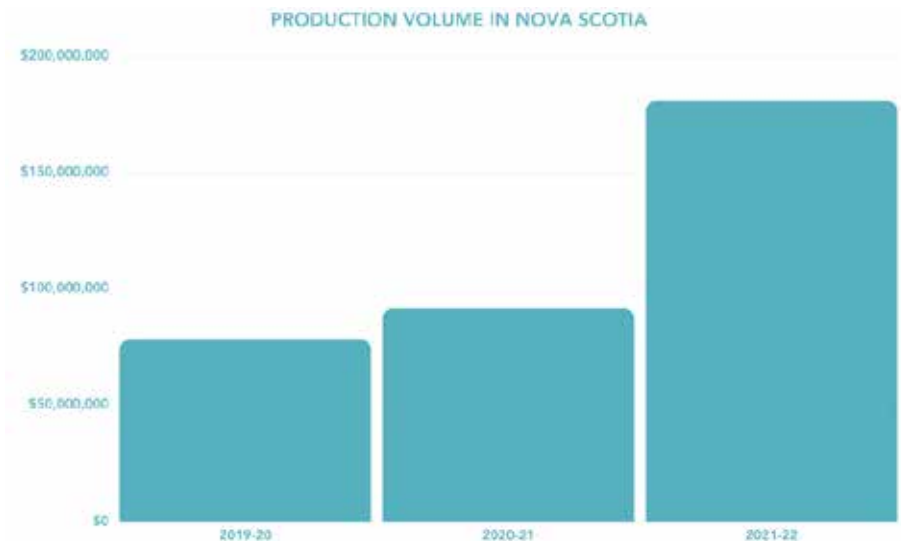
"Nova Scotia's market share of production dropped from 2.1% to 1.1% during the same time period. If NS had maintained this 2.1% share of the national market over the last decade, the total production volume in 2018/19 would have been nearly twice the actual volume captured by the province. Over the 2009-19 period, the total hypothetical opportunity cost amounts to \$425M, with \$353M (83%) for the 2014-19 period only, which began when the tax credit was dismantled." – Studio Needs Assessment, Nordicity 2021

Despite disruptions due to the COVID-19 pandemic, and the fact that Nova Scotia's market share of Canadian production has fallen from 2% to 1%, the province has enjoyed an increase of both foreign and domestic production.

The persisting pandemic and momentum built since 2019 led to an incredibly busy year for Nova Scotia's film industry in 2022, doubling our production volume.

According to CMPA's Profile 2021, "Nova Scotia was the third province in Canada that saw its volume of FLS production actually increase in 2020/21 – from \$40 million to \$46 million. Data from Nova Scotia Business Inc. indicate that while the number of FLS projects hosted by the province declined in

2020/21, the volume generated by the projects that did go ahead was greater, particularly for the FLS TV series shot in the province in 2020/21".



The opportunity is clear; to partner with Nova Scotia's leading voice and authority in the film and television industry. Screen Nova Scotia not only brings significant equity but also an impressive depth of industry knowledge and valuable relationships to the project. The association is the point of contact for foreign and domestic productions looking to produce in Nova Scotia. In addition to its promotion and marketing activities to attract business, SNS is the driving force behind workforce development and industry growth initiatives.

Over the past two years, SNS's Executive Director has travelled to the world's largest film festivals and markets and has spent weeks in Los Angeles with industry colleagues promoting the province. Regular meetings are held with major studios such as Netflix, Amazon, Apple, Google (YouTube), MGM Studios, Paramount, NBCUniversal, HBO, Hulu, Blumhouse, Participant Media, etc., as well as film commissions, producers, distributors, broadcasters, and sales agents from all corners of the globe.

Discussions typically focus on three main agenda items: Nova Scotia's production incentives, soundstages, and crew base. These trips have garnered real results from studios. Over the past year, two major productions filmed in

Nova Scotia as a result of SNS's promotional travel. In addition, SNS's in-house locations manager responds to an average of 40 script breakdown requests each year and delivers digital image packages tailored to each project's specific location needs.

The soundstage is part of SNS' industry growth strategy which includes four key pillars:

1. Competitive Production Incentive	Active In Market
2. Content Creator Fund	Active In Market - Launched In 2022
3. Healthy And Growing Crew Base	In Progress: Workforce Development Plan. Third Full Crew Added In The Past 18 Months.
4. A Soundstage	In Progress

Screen Nova Scotia's market intelligence and access to the industry will position the new studio for success. The province's value proposition is considerably stronger and more competitive with a proper soundstage and will drive higher budget productions to Nova Scotia.

2.2 VALUE PROPOSITION

Research, projections, lost business and consistent requests for a dedicated soundstage from productions presents a unique and profitable opportunity for Nova Scotia. SNS is the leading industry organization in the province and well connected around the globe. In addition to its significant cash investment and work to date, SNS brings a depth of industry knowledge, strong advocacy, ability to market and promote the studio to an international network of potential clients and an ideal parcel of land with future expansion possibilities.

SNS is seeking a small number of partners who might co-own and co-operate the soundstage facility with SNS, bringing required financial resources, construction and/or operational expertise to complement SNS's resources. The partner or partners would also have an opportunity to participate in the opportunity at an early stage, including future complementary land development.

At this time, SNS is inviting expressions of interest for investment and, although the association has explored a number of structures, is also open to proposals for ownership models that may work for both the investor(s) and the association. SNS is open to a structure that meets the project's goals while best positioning it for success.

SNS expects the final ownership and division of responsibilities to be governed by appropriate agreement(s) reflecting negotiations and outlining roles, revenue sharing, deficit sharing, Board participation, preferred recoupment positions and the overseeing of the operation of the studio among others including land-use decisions. See Section 3.0 for more detail regarding the requested expressions of interest for this project.

2.3 PROJECT COST AND FINANCING

The project budget is estimated at \$14,000,000 including land, building and modest finance costs. The building cost is based on industrial warehouse construction using a single story, 60,000 sq. ft. facility including site preparation for ancillary trailers and mobile units for production. Project costs are subject to change following confirmation of construction methodology, advanced design, input from partners and cost estimators.

Current financing plan uses a conservative debt to equity ratio (20:80) allowing for flexibility in the financial raise and low operating costs. SNS is prepared to invest significant equity; the actual amount will be determined by investor interest and optimal financing stack. SNS expects to raise at least \$5 million from a small group of aligned, complementary investors, preferably with minimum investments of \$1 million.

2.4 CONSTRUCTION

SNS is open to different construction methodologies and building structures for phase I that will limit costs and facilitate market entry as early as possible. Anticipated design and primary market need for clear soundstage space can be accommodated via multiple construction approaches and alternative structures.

SNS welcomes ideas and construction approaches that will meet or exceed soundstage specs while facilitating an opening date for productions as early as possible in 2025.

2.5 URBAN PLANNING

SNS has engaged Fathom Studio to lead the Halifax Regional Municipality planning application process including land-use and preliminary building plans.

For more information on Fathom Studio: <https://fathomstudio.ca/>

2.6 THE BUSINESS AND PROJECTIONS

The soundstage business is driven by productions renting space to use as a home base and interior build space to complement the work they do on our local practical locations. Revenue streams can include space, equipment, land/storage rent, special purpose rentals and complementary on-lot development opportunities. Rental terms vary depending on the production but generally, the larger the show, the more space required and longer the rental.

Studio management and operations are lean. Clients are independent and require maintenance or logistic support from time to time. Larger productions are ideal as a foundation for studio operations and can be long-term even multi-year rental arrangements. These productions can be supplemented by shorter-term use including commercials, short-films and smaller productions.

A five year projected statement of earnings was prepared using conservative rental rates, capacity and operational expense expectations. Figures are based on estimated project costs and financing outlined in section 2.3, are not guaranteed and are subject to change.

5 year projections:

	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	\$365,475	\$1,096,425	\$1,279,893	\$1,356,687	\$1,436,936
Operating Expenses	\$356,975	\$619,800	\$650,263	\$695,877	\$726,341
EBITDA	\$8,500	\$476,625	\$629,630	\$660,810	\$710,595

2.7 TARGET MARKETS

Television productions are the primary clients. The primary target market is FLS production driven by US television series that require and pay for the advantages of a purpose-built facility. The secondary market is mid-high budget domestic productions and co-productions.

The chart below outlines the main categories of clients, budgets and rental specs.

Type	Description	Season Budget	Space Rented (55k sq. ft.)	Rental time
Tier 1	Medium - high end TV series	\$20 - \$30 million	100%	6 - 12 months
Tier 2	Low - medium budget TV series	\$10 - \$20 million	100%	4 - 8 months
Tier 3	Independent films, other screen content	\$1 - \$10 million	Various (>20k)	1-3 months
Tier 4	Commercials, short and low budget films	<\$1 million	Various (<20k)	1 - 4 weeks

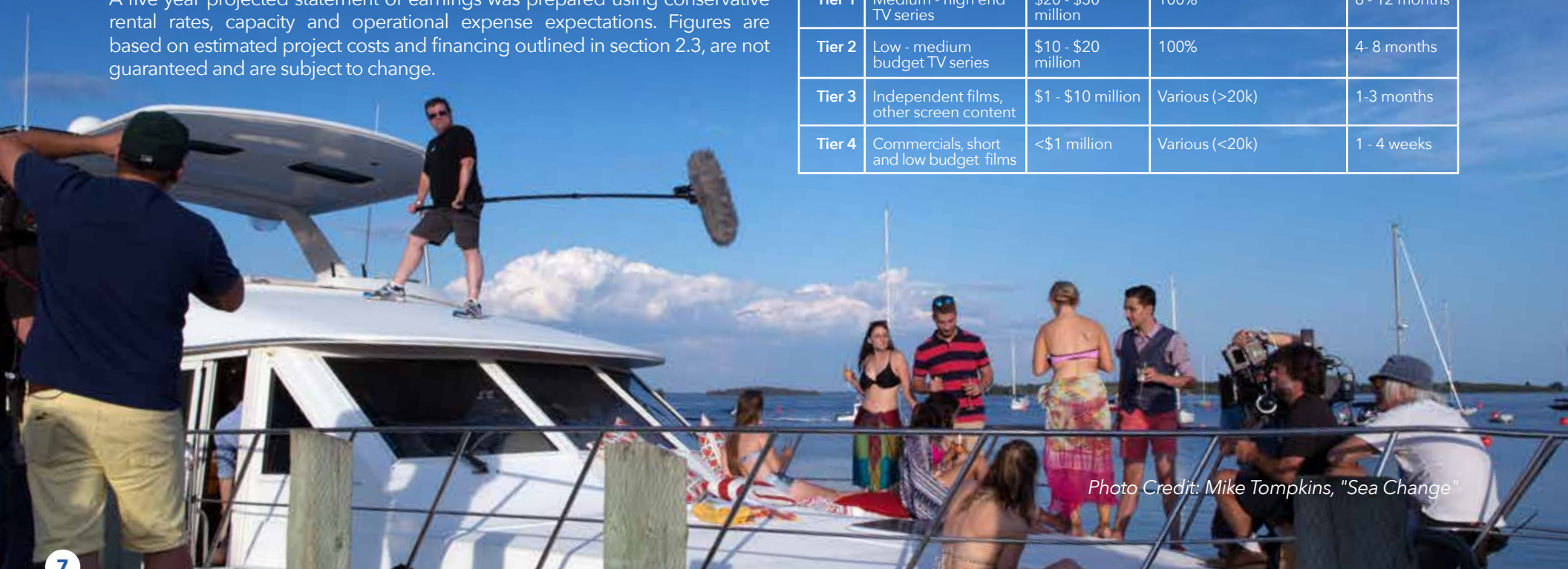


Photo Credit: Mike Tompkins, "Sea Change"

3.0 THE EOI

3.1 REGISTER INTENT

All parties are requested to email their intent to submit an EOI no later than September 15 by 5pm AST. Please email your name, company (if applicable) and primary contact information to the following:

Screen Nova Scotia
Nova Scotia Soundstage REOI
soundstage@screennovascotia.com

3.2 OBJECTIVE & PRIORITY AREAS

The REOI objective is to identify suitable parties who wish to partner with SNS, believe in a vibrant, growing film and television industry and are aligned with the project's vision.

Those who support the industry and are interested in a more passive investment are welcome to submit an EOI and include any investment preferences, expectations and/or related information. This venture is expected to have positive returns.

For those who wish a more active role, SNS will prioritize equity partners who can provide expertise in any of the following 5 priority areas:

1. Construction, design and build capacity
2. Finance and capital markets
3. Building infrastructure
4. Land development and asset management
5. Industry, studio design, specs, operations and business development

3.3 INTANGIBLES

It is critical that each party submitting an EOI:

- Are aligned with the project's vision.
- Understand and support the studio's fundamental role in the development of the film and television industry.
- Recognize SNS' role in the industry, mandate and value to this project.

- Prioritize the film and television industry and commit to working collaboratively with partners to ensure the long term sustainability of the studio.

3.4 SUBMISSION MATERIALS

Submissions must include (as applicable to individual, company or partnerships):

1. Executive Summary
 - Interest in the project, business focus, expertise, key qualifications and experience in priority areas as applicable outlined in section 3.2.
 - Understanding of the project's vision and partner intangibles.
 - Conclusion, signature and title of a senior officer of the firm.
2. Statement of Qualifications
 - Further information on company history, areas of business, partners if applicable.
 - Relevant project experience details and qualified staff.
3. Financial Investment & Particulars
 - Proposed financial contribution and form, amounts greater than \$1M preferred.
 - Expectations for investment, role, areas of interest, other requirements.
 - If applicable, your proposed ownership structure or framework and how it can achieve the goals of the project.
4. Other
 - Any additional information that may be relevant to but not covered by the above.

3.5 EOI DEADLINE

The EOI is due on or before **October 5, 2023 at 3:00 p.m. AST ("EOI Deadline")**. The EOI Deadline may be extended by SNS upon amendment to this REOI via email to address provided in section 3.1 and notice on website issued prior to the then existing EOI Deadline. Submissions received after the EOI Deadline may not be evaluated.

3.6 COMMUNICATION

All communication between SNS and parties will be via email. Changes and modifications to dates will also be posted on the website. Questions can be directed to:

Screen Nova Scotia
Nova Scotia Soundstage REOI
soundstage@screennovascotia.com

All communication will be sent to registered parties via the email address above.

3.7 REVIEW CRITERIA

All submissions will be reviewed to identify potential partners based on criteria including:

- The party's experience in the outlined priority areas.
- The party's understanding of the intangibles in section 3.3.
- Information provided including "other" as described in 3.4.
- The proposed investment level, expectations and conditions.
- SNS's assessment of which parties best complement each other and can work together to establish an efficient ownership model and achieve success.

3.8 SELECTION AND TIMELINE

EOI selection will be driven by the review criteria outlined in 3.7.

All completed submissions will be reviewed by SNS with the assistance of its external business consultants. SNS anticipates that up to three EOIs will be identified and the parties asked to meet with members of the SNS project committee. If necessary, more information will be requested before or after the meeting.

SNS may schedule further meetings with the identified parties or any EOI party. The Association's Board of Directors will approve the commencement of discussions with selected parties with the intent of partnering.

Those parties not invited to meet will be informed in writing, in accordance with the terms and conditions of this REOI.

- | | | | |
|--|---|---|---|
| 1 | 2 | 3 | 4 |
| Register your intention to submit via email by September 15, 2023 by 5pm AST. | Final date to submit questions by September 22, 2023 by 5pm AST. | Expression of Interest Deadline by October 5, 2023 by 3pm AST. | SNS Response and Meetings Begin week of October 9, 2023. |

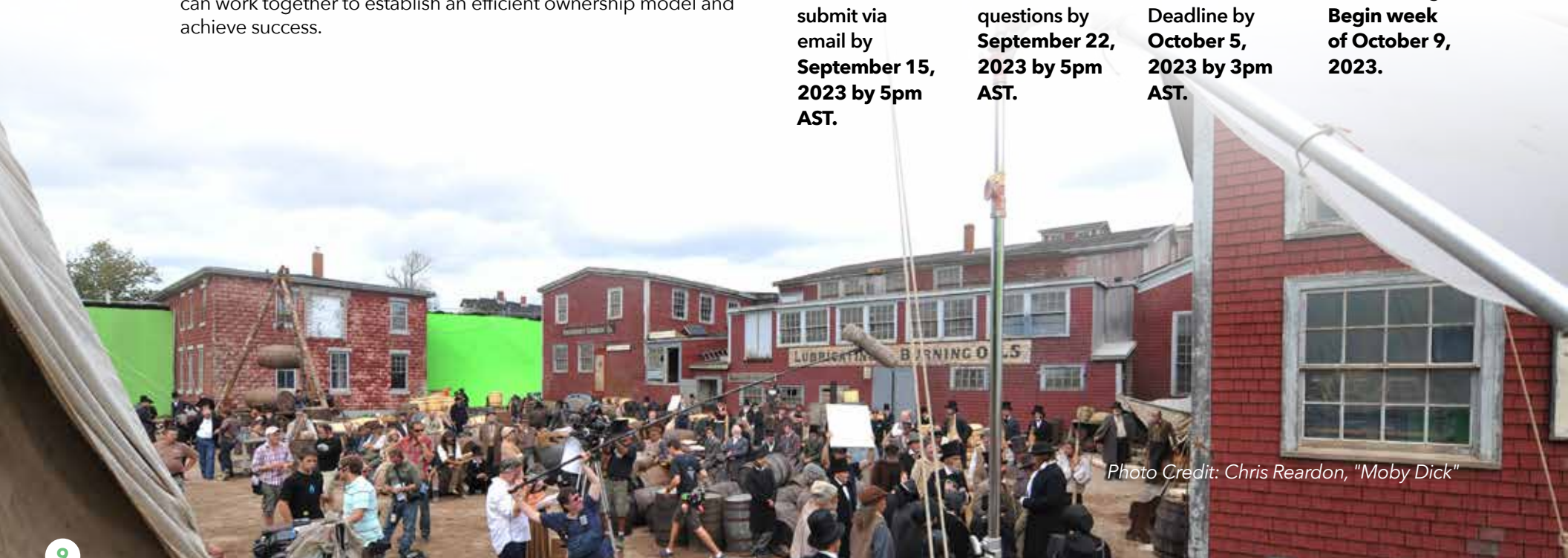


Photo Credit: Chris Reardon, "Moby Dick"

4.0 TERMS AND CONDITIONS

4.1 CONFIDENTIALITY

No party may at any time directly or indirectly communicate with the media in relation to the REOI or any contract awarded pursuant to the REOI without first obtaining the written permission of SNS.

4.2 SNS INFORMATION

All information provided by or obtained from SNS in any form in connection with the REOI either before or after the issuance of the REOI:

- (a) is the sole property of SNS and must be treated as confidential;
- (b) is not to be used for any purpose other than replying to the REOI and any subsequent discussions with SNS;
- (c) must not be disclosed without prior written authorization from SNS; and
- (d) must be returned by the party to SNS immediately upon the request of SNS.

4.3 SUBMISSION INFORMATION

All parties should identify any information in their submission or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by SNS. The confidentiality of such information will be maintained by the association, except as otherwise required by law or by order of a court or tribunal. Parties are advised that their submissions will be disclosed, on a confidential basis, to the applicable SNS committee and SNS' external business consultants for the purposes of reviewing and assessing their EOI. If a party has any questions about the collection and use of personal information pursuant to the REOI, questions are to be submitted to SNS via email.

4.4 REOI PROCESS NON-BINDING

This REOI process is a request for expressions of interest and not a request for proposals nor a tender call. The parties and SNS intend this REOI process to be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation: (a) this REOI is not an offer to purchase goods or services nor an offer to sell securities; (b) the parties and SNS intend for no legal relationship to be created by the issue of this REOI nor by the submission of a response; and (c) neither the parties nor SNS will have any claim in contract, tort or otherwise against one another with respect to the REOI process, review and assessment by SNS of any submissions, nor the decision by SNS to engage in further discussions or meetings with any party.

The REOI process is intended to identify prospective equity partners in the priority areas for purposes of informing aspects of partnership or other arrangements for the project and subsequently negotiating potential definitive agreements. The parties and SNS intend that no legal relationship or obligation regarding the project will be created between any party and SNS by the REOI process until the successful negotiation and execution of such a definitive agreement.

4.5 NO GUARANTEED AGREEMENT

By participating in the REOI process the parties agree to participate in the REOI process under the conditions described herein and acknowledge that SNS is not obligated to select any party's submission. As such, the REOI process may result in no party being selected by SNS for further discussion or assessment, no subsequent meetings and/or no resulting agreement between SNS and any party.

It is understood there is no guarantee that any agreement will be reached and either SNS or an individual party may choose to conclude negotiations at any time for any reason.

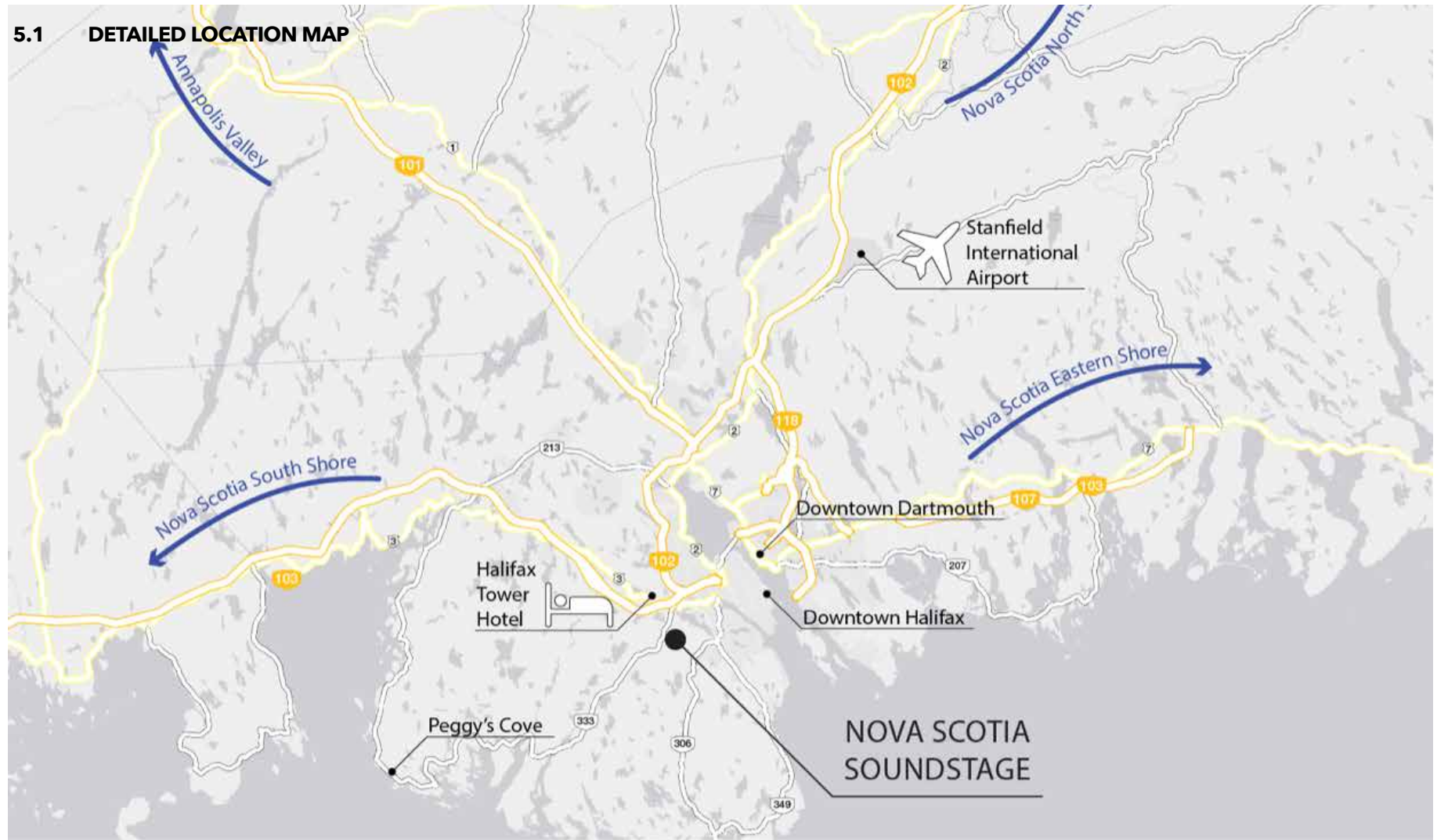
4.6 LIMITATIONS

This REOI includes statements relating to future conditions, including anticipated costs and operational performance of the soundstage project and future demand for such facilities in Nova Scotia, among others. Due to the early stage of the project, key elements of the project reflected in such statements are still "estimates" and subject to change once partners are secured and able to contribute their expertise, known and unknown risks, uncertainties and other factors that may cause actual results to differ materially from those implied by such statements, including risks related to the film and television production industry generally and the ability to attract production to the soundstage once completed, risks related to property development, including availability and cost of required materials and labor, and the fact that SNS has limited experience with construction projects or operating a soundstage facility.

SNS believes the material assumptions reflected in these forward-looking statements are reasonable at this time, but no assurance can be given that these assumptions will prove to be correct. Accordingly, readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this REOI. All parties, by submitting an EOI, acknowledge project costs, financing and ownership structure are to be finalized, and future performance of the project cannot be guaranteed.

5.0 APPENDIX

5.1 DETAILED LOCATION MAP



Distances to:

Airport - 37km
Bayer's Lake Business Park/Hotel - 3km
Bedford - 14km
Downtown Halifax - 9km

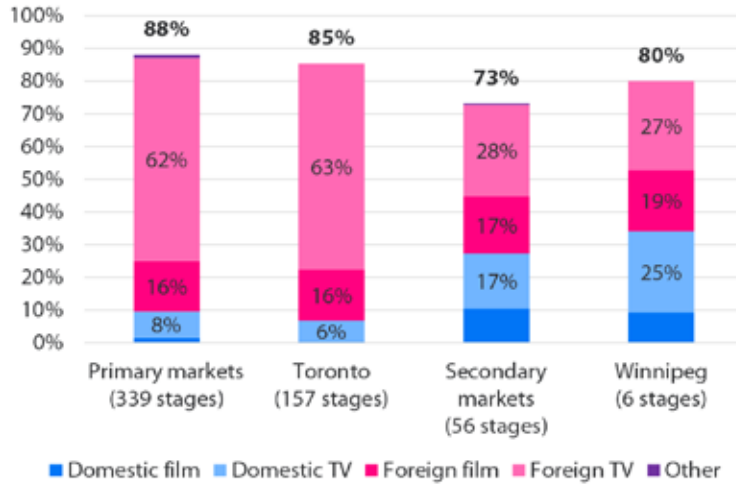
Downtown Dartmouth - 11km
Burnside - 15km
Hubbards/Chester (South Shore) - 45km

Peggy's Cove - 35km
Lawrencetown (Eastern Shore) - 30km

5.2 INDUSTRY VOLUME AND METRICS

From 2021 Nordicity report on the Review of Nova Scotia Production Sector Needs (link to article in 5.4)

Soundstage Occupancy by Market Type



Sources: Canadian content: Estimates based on data collected from the Canadian Audio-Visual Certification Office (CAVCO) and the Canadian Radio-television and Telecommunications Commission (CRTC). Foreign location and service: Association of Provincial and Territorial Funding Agencies (APTFAs). Broadcaster in-house: Estimates based on data from CRTC and CBC/Radio-Canada. Note: Some trends may not sum due to rounding.

Original content spend by top SVOD platforms (US\$)

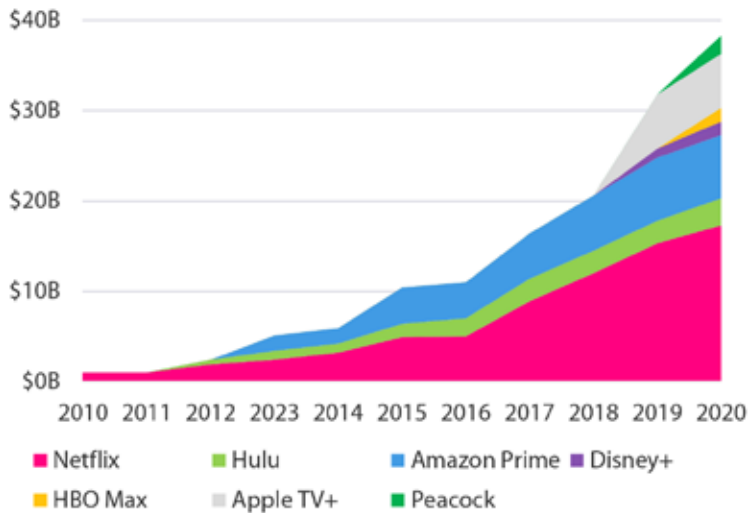
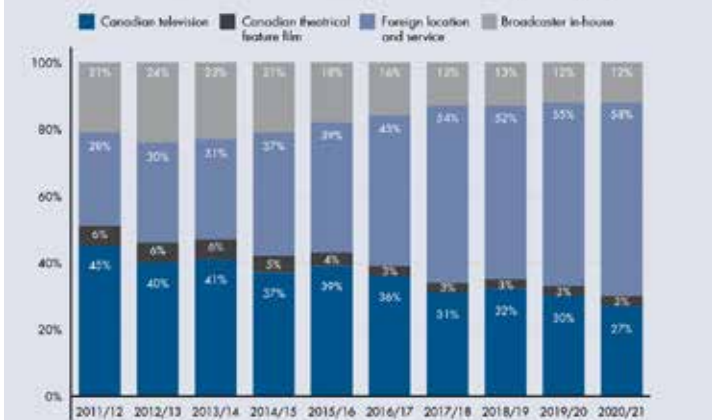


Exhibit 1-2 Total volume of film and television production in Canada, share by segment



Sources: Estimates based on data collected from CAVCO, CRTC, CBC/Radio-Canada and the Association of Provincial and Territorial Funding Agencies. Note: Some trends may not sum due to rounding.

5.3 PURPOSE-BUILT SOUNDSTAGE

From 2021 Deloitte report on growing content demand (link to article in 5.4):

Purpose-built facilities: What are they and why are they in demand?

Production can take place in a variety of places:

- on-location (typically outdoors and normally requiring permitting)
- on a soundstage (controlled set indoors), and
- on a backlot (large, open space typically next to a soundstage located on the studio's property).

Each of these places enable different creative needs, with a soundstage offering the most control and flexibility to change the appearance of the location. Soundstages can exist either at purpose-built production facilities or in warehouse-type facilities, where purpose-built facilities can charge higher rates and are preferred options for prominent content creators.

What is a purpose-built facility, and why is it so attractive?

Purpose-built facilities offer more amenities and conveniences that save time when filming there. Amenities include the physical aspects of the facility including soundstage, non-soundstage space, parking, and equipment. The following are considered optimal and expected in a purpose-built facility and are areas where content creators sometimes make sacrifices when filming in a warehouse:

- Soundstage space: Flexible space and ability to join two or more stages, soundproofing, at least 18,000 of square footage, ideally 35' height to grid, and access to a backlot
- Non-soundstage space: Access to offices, mill space, makeup and hair rooms, private corridors, talent suites, and post-production workspace
- Accessible Loading Areas: Drive up access for trucks for loading and unloading equipment
- Equipment: HVAC, significant power amps, lighting, etc.
- Parking: Access to parking both for top talent as well as production crew vans
- Support services: Responsive, on-site operators to support filming needs

Not having these amenities can increase time to film or limit ability to implement a creative vision, and therefore larger productions with the budget to support a top tier soundstage seek out these facilities.

5.4 INDUSTRY ARTICLES

1. 2023 CBC article. Nova Scotia's production volume: [N.S. FILM, TV INDUSTRY](#)
2. 2023 CBC article. Ontario's production volume: [ONTARIO RECORD PRODUCTION](#)
3. 2021 Deloitte report. Growing content demand and impact on major soundstage markets in LA, London and Toronto: [DELOITTE - GROWING DEMAND AND SPACE SHORTAGE](#)
4. 2021 Nordicity Report. Nova Scotia Soundstage and production needs: [NORDICTY REPORT](#)
5. 2021 CMPA Profile report. Canada's film and television industry: [CMPA 2021 PROFILE](#)
6. 2021 Advanced Television article. Global Subscription Video on Demand: [SVOD DEMAND](#)