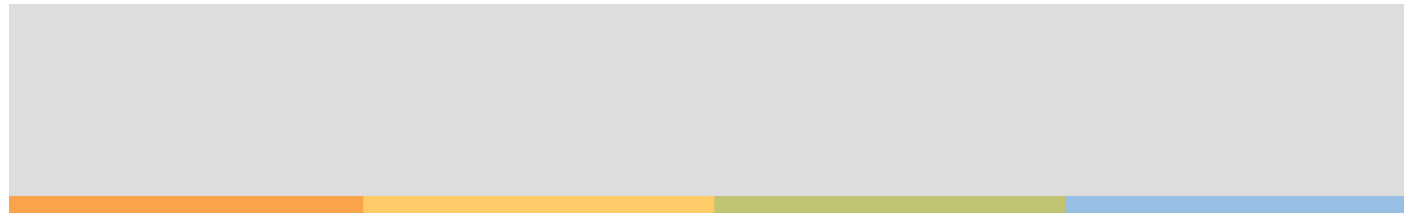

Film Office – Permit Process

LEAN Six Sigma Review



The Problem Statement

From August 2015 – August 2016 the Film Office issued 547 film permits to Film Production Companies and received **complaints from 41 residents.**

The good news: only 8% of film permits received in complaints.

However, complaints mean residents are experiencing frustrations around filming and likely reached a “boiling point” (small but mighty) before contacting the city (Film Office and/or their Councillor).

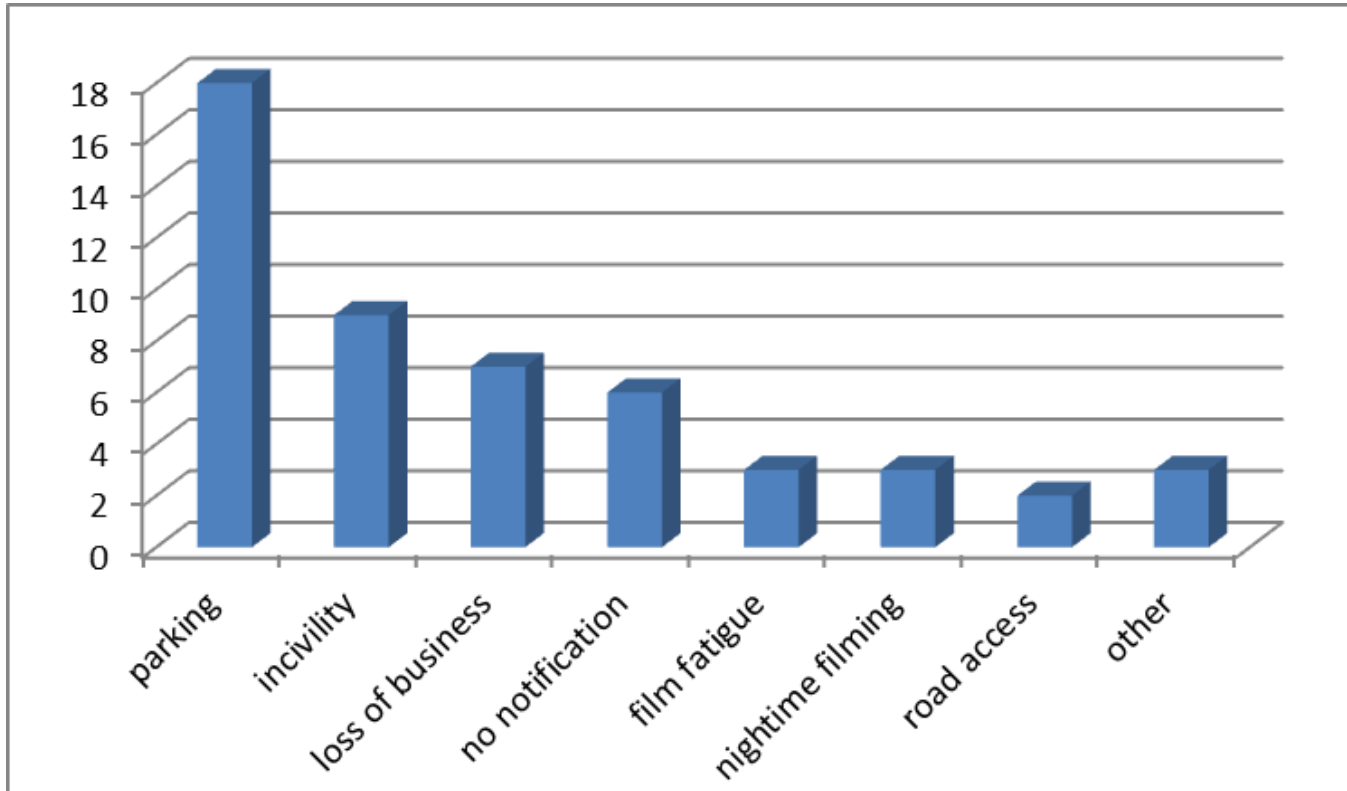
Goal:

To reduce the number of annual complainants for Film Permits by 25%

Baseline

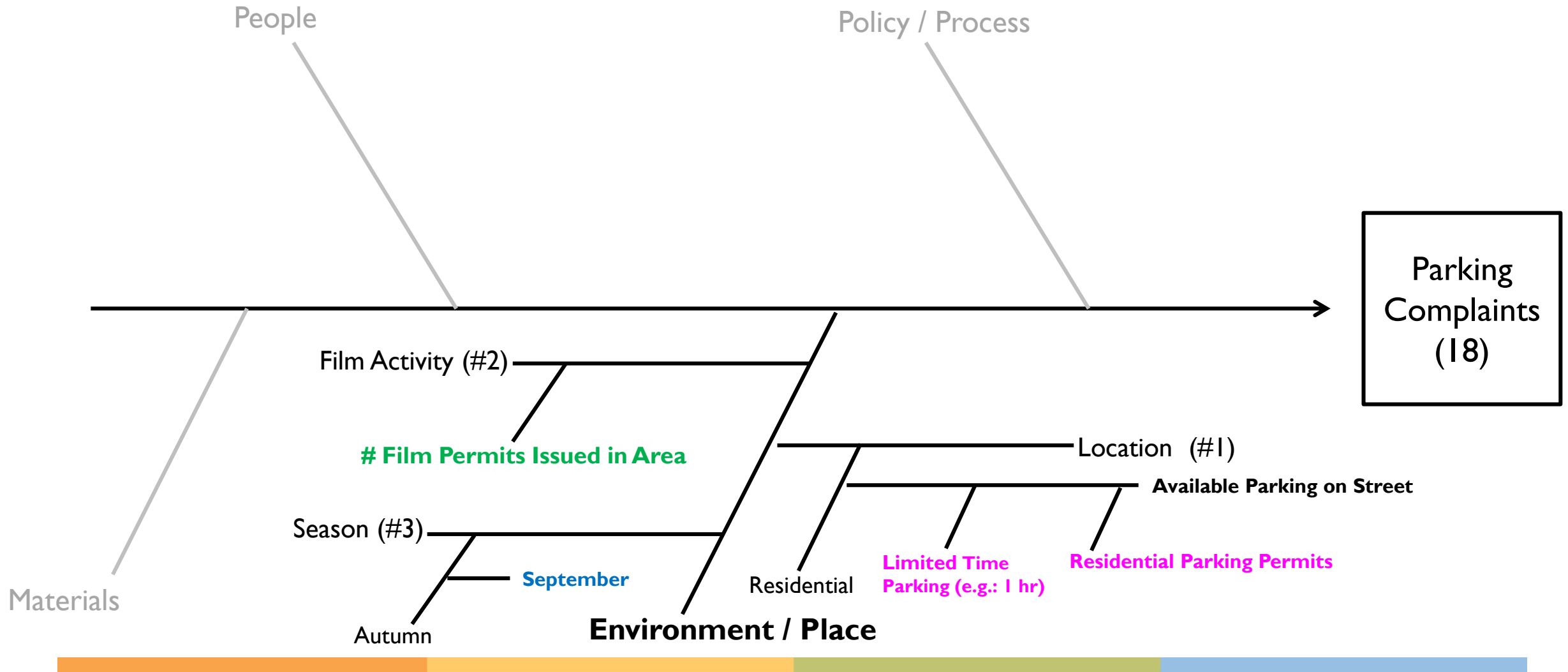
“Forensics analysis”

547 film permits → 41 people who complained → 51 complaints across 8 categories:



Thru Council on Office	Production	Permit Address	Number of permits issued	Date	Address/Location of Complaint	Complaint	Root Cause
N	The Good Witch	215 & 170 Locke Street	61	20-Aug-15	19 Alexander Street	Garbage, parking, idling, noise	Trucks parking on short street, displaying permit holders - multiple recurring visits
N	Not identified	50 South Street		02-Sep-15	7 Hatfield Place	parking vehicles on private road	City was permitting trucks to park on a road that was privately owned.
N	11-22-63	134 Mary Street		10-Sep-15	Mary Street between Carson & Robert	production parking	Resident thought that production cars were parking on the street
Y	Shoot the Messenger	35 Duke Street		14-Sep-15	Miscouly and MacLach Streets	production parking	Lines on the street - residents don't have driveways - no alternative parking offered
N	Shoot the Messenger	30 Main Street East		15-Sep-15	20 Hutton Street South	production parking, no notification	BA was not notified - no street parking
Y	Shoot the Messenger	35 Duke Street		17-Sep-15	MacNab & Duke Street	loud overnight filming, no parking	Parking on the street in busy residential area
Y	Milton's Secret	125 Stanley Ave	66	22-Sep-15	131 Stanley Avenue	production parking	Production taking up parking on the street that they were not permitted for - also length of production in neighbourhood
N	Twelve Cards	1014 King Street West		22-Sep-05	1010 King Street West	film shoot blocking business, production parking	Production taking up parking in front of business more than permitted
N	The Good Witch	215 & 170 Locke Street South		08-Oct-15	226 Locke Street South	parking, impacts to business, recurring filming	Too many filming occurrences taking up parking
N	The Good Witch	215 & 170 Locke Street		28-Oct-15	188 Locke Street South	parking, impacts to business, recurring filming	Too many filming occurrences taking up parking
N	The Good Witch	215 & 170 Locke Street		28-Oct-15	228 Locke Street South	parking, impacts to business, recurring filming	Too many filming occurrences taking up parking
N	The Good Witch	215 & 170 Locke Street		28-Oct-15	236 Locke Street South	parking, impacts to business, recurring filming	Too many filming occurrences taking up parking
Y	Shimmer Lake	100 Melville St		29-Oct-15	112 Melville Street	production parking	Resident advised that Production was taking up more parking than was permitted and was parking in no-stopping areas
N	Murder U	77 South Oval		02-Dec-15	South Oval Street	No notification received	No notification letter found
Y	Murder U	115 Florence St		16-Dec-15	Florence Street	Parking & blocking driveway, cigarette butts, no notification	No notification to neighbourhood - trucks moving and blocking driveway
Y	The Good Witch	170 Locke Street		67	03-Feb-16	Hill Street	no parking at dog park, rude crew, no notification to park users
Y	Between	243 Queen Street North	09-Feb-16		Barton Street West	production parking	Production covered one block more than was indicated on the permit
Y	StukHub Commercial	64 Melrose Avenue North	68	20-Apr-16	Balkam Avenue North	overnight filming, was not notified	No notification received
N	xxx1	1800 Burlington St E		25-Apr-16	1330 Burlington Street	worried about impact to operations at Avonara/Mittal Dobbies; no notification received	Notification was not given to AAMD head office
N	Street People	206 King St. E		09-May-16	12 Ferguson Avenue North	No notification received, post-production clean-up	BA was not notified
Y	After Camelot	110 Wood St		11-May-16	508 Catherine Street North	production parking (disabled and needs space in front)	Resident contacted Councilor's office to complain that his permitted parking space was not available in front of his home
N	American Gods	777 York Boulevard		03-Aug-16	Woodbine Crescent	No notification received	No notification received - 3 occurrences of filming in 3 months
Y	The Good Witch	40 King Street West, Dundas	69	16-Aug-16	King Street West Dundas	Production parking taking up more than permitted for - customers cannot park	Misunderstanding of merchants regarding the amount of parking production was offering

The Root Cause (Subset)



Solutions: Focused on Parking Complaints

Development of new guideline

- Step one: Parking now provides the Film Office with parking details for the proposed permit area (# of residential parking permits + what/if parking restrictions exist that limit parking to 1-3 hours)
- Step two: Film Office determines if we have issued two (2)+ permits in that calendar year for the proposed permit area
- Step three: In areas where parking identifies permit holders and/or parking restrictions we respond to the Production Companies and let them know:
 - The # of permit holders they need to coordinate alternate parking
 - We can only approve two (2) blocks for on-street parking within the filming area

Benefits

Reality vs perception → only 8% of permits receive complaints

Categorization of types of complaints and use of data to identify the biggest issue

Consistent, standardized solution → **early success → zero parking complaints in September (the busiest month; 7 last Sept)**

Longer term: solutions will help demonstrate we are listening to resident complaints and Councillor concerns; stabilize the process and build trust and confidence in government along with an understanding of the benefits of filming in Hamilton

Learning/Issues/Next Steps/Other Information

Finding an optimal solution may take time → balancing act to ensure all parties are satisfied (City, Film Industry and Residents); ongoing plan-do-check-act (PDCA) + follow up in 3 months

Continued documentation

Select another complaint category – e.g.: Incivility or No Notification