

# Film Office Operational Review

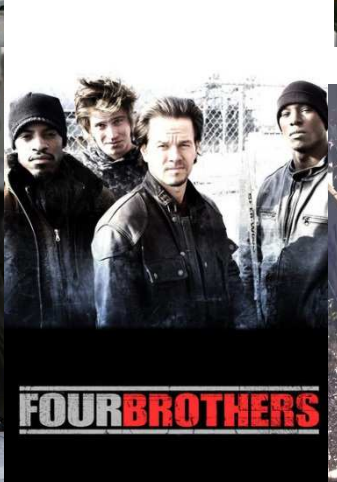
General Issues Committee (December 7, 2016)



Julia Davis, Film Operations Specialist

Debbie Spence, Acting Business Development Consultant





# Report Overview

1. Benchmarking and Better Practices (municipal and industry standards);
2. Continuous Improvement (LEAN Six Sigma review of film complaints & our process); and
3. Positive Impacts of Filming (e.g. Direct Spend) and performance measures related to film operations.





# Starting Point: Hamilton Film Office

- **1.5 staff** (Film Operations Specialist & .5 admin)
- **Key services:**
  - Regulation (processing average of 550+ permits/year)
  - Community liaison
  - Process management & continuous improvement
  - Industry support and promotion
- Permit **fee revenue** from 2015 = **\$12,820**
- **Direct spend** generated from filming in 2015 = **\$8,449,440**

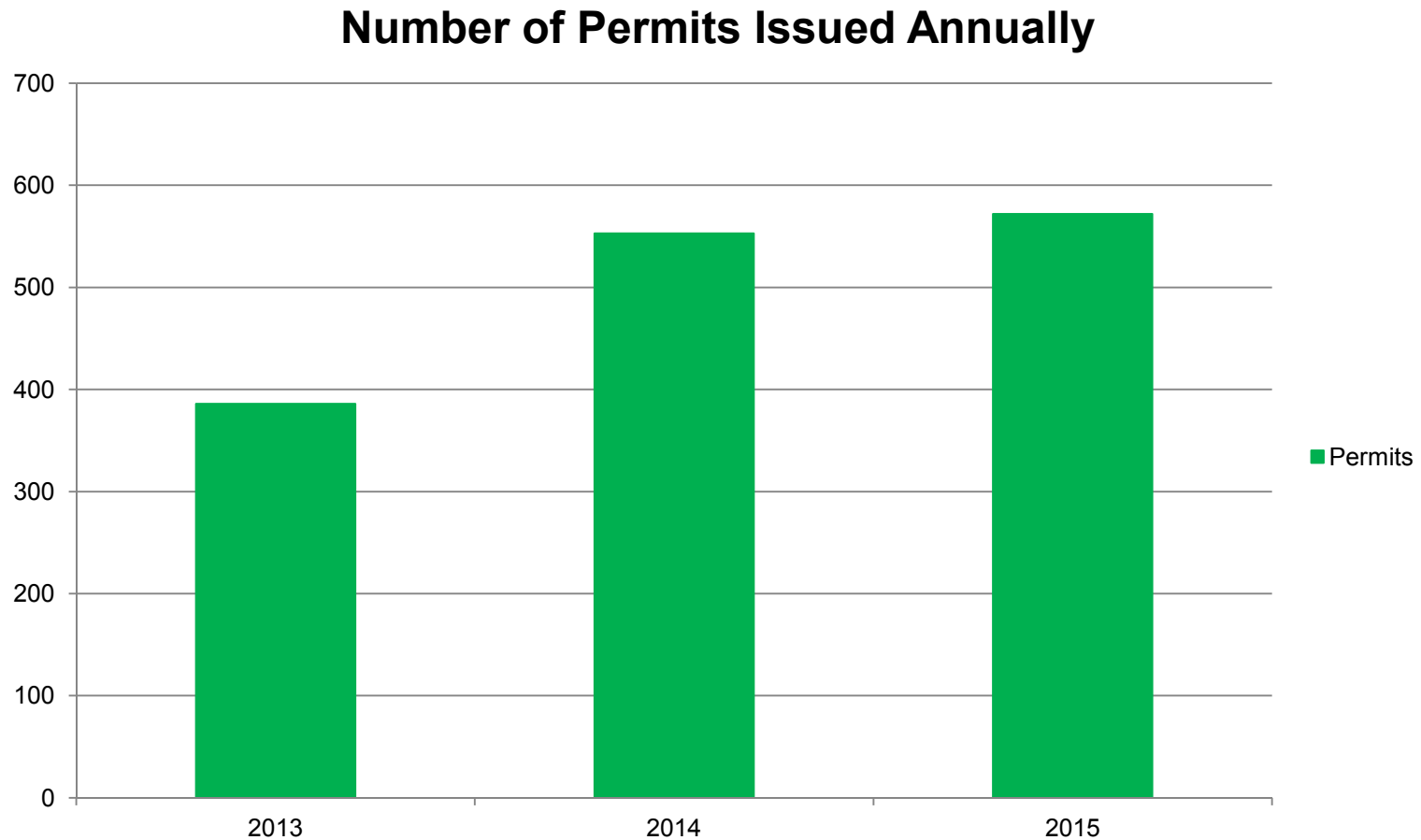


# What is Direct Spend?



- Industry standard
- Does not include indirect economic impacts/spin-off
- Includes Film Permit fees, Corridor Management and Parking Fees, Police Services fees, City facility fees, accommodations, rental of private property, rental of private parking lots, donations to BIAs, hiring of local businesses, prop rentals, and catering services

# Benchmarks: Hamilton Film Permits



*NOTE: Please refer to Appendix A for detailed “2013 – 2016 Film Permit Stats”*

# Better Practices: How Does Hamilton Compare?

City	# of Permits (2015)	# of Staff
Hamilton	572	1.5
Toronto	1218 productions	8
Ottawa	300	2
Calgary	325	3
Vancouver	4375	5
Brampton	62	2

*NOTE: Please refer to Appendix B for a Detailed “Summary of Municipal Better Practices”*

# Continuous Improvement Process

- LEAN Six Sigma review of Film Permit process and impacts on residents
- 8% of Film Permits result in complaints
- Goal of reducing complaints by 25%
- Determined highest % of complaints are related to parking
- Implemented new guideline related to parking permit holders and areas with parking restrictions
- Results to date: received one (1) complaint for September and October (busiest months)





# Few Examples of Improvements

Improvement	Status
Automation: transferred permitting process to AMANDA	COMPLETE
Enhancing proactive communications to residents regarding city-wide impacts	In PROGRESS
Pilot guideline established to assist residents in determining 'over filming'. After 4 <sup>th</sup> film occurrence in an area the City requests that the Production Company canvas area to get residents' buy-in.	In PROGRESS
Improved collection and sample of 2016 productions re: Direct Spend for Production Companies	Q2 2017
Introduction of Code of Conduct requirement	Q1 2017
Re-establish annual Council updates re: performance measures	2017
Work with SBEC and local businesses to support and identify opportunities with Production Companies (related to Direct Spend)	2017

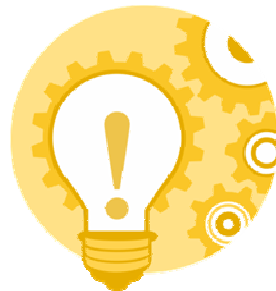
# Connection to Business Development



- Opportunity for business development in Creative Industries (attraction, growth and retention)
- Thousands of cast and crew exposed to vibrant Hamilton
- Hamilton has 2<sup>nd</sup> highest # of annual film permits in Ontario
- Millions of dollar direct spend



VIBRANT  
COMMERCIAL AND  
CULTURAL DISTRICTS  
AND PLACES



THRIVING  
ENTREPRENEURSHIP  
AND INNOVATION



THE BEST  
WORKFORCE  
IN ONTARIO



GROW NON-RESIDENTIAL  
TAX ASSESSMENT  
AND INCREASE THE  
NUMBER OF  
LIVING-WAGE JOBS

# Positive Impacts of Filming: Direct Spend

Does not include indirect economic impacts or spin-off

## Direct Spend calculation:

Film Office Permit fees

+ Corridor Management, Paid Duty Police and Parking Fees

+ accommodations

+ rental of private property (location fee)

+ rental of private parking lots

+ donations to local community groups, BIAs and charities

+ hiring of local business (i.e. set building, catering etc.)

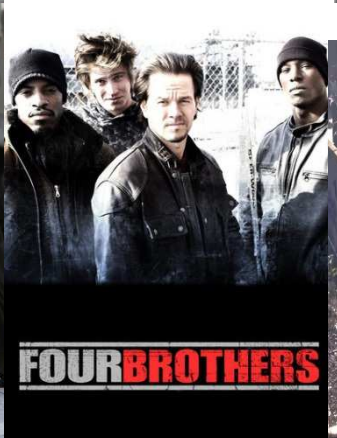
+ prop rentals

+ other local spend (miscellaneous)

**= \$8,449,440 for Hamilton in 2015**









# THANK YOU



# QUESTIONS?