

Brant In-Focus

Filming and Digital Media Strategy 2021-2025



Message from Mayor Bailey

An increasing number of film production and digital media companies have chosen Ontario as their preferred destination in the last 5-10 years. This growth is reflected in our County with an increasing number of requests from production companies that want to choose us for TV or film shooting. The County of Brant is a compelling choice due to its historical sites, beautiful geography, friendly community, and hardworking staff that have all made this evolution possible.

As we look to the future, we are taking a purposeful approach by developing a Filming and Digital Media Strategy that establishes a clear vision for the future and identifies the Strategic Pillars that will bring our Vision to life. As this sector continues to grow, we want to ensure we meet the needs of our community while enhancing the experience for companies choosing us as their destination of choice.

On behalf of the County of Brant, I would like to acknowledge the effort that has been taken in developing this strategy and would like to extend my gratitude to the BIAs, business representatives, local businesses, peer municipalities, and the industry experts that supported the development of the Strategy.

Mayor David Bailey

County of Brant

Why a Filming and Digital Media Strategy?



We are a single-tier municipality in southwestern Ontario with a population of approximately 40,000, made up of settlement areas including Paris, St. George, and Burford, with Paris being the primary commercial centre of the County.

Since 2013 we have received a steadily increasing number of requests as a filming location for all forms of filming projects including TV series, TV commercials, feature films, digital picture projects, and corporate branding initiatives.

Our natural beauty, historical sites, geographical proximity to the GTHA, and the fact that productions shot in the County qualify for the regional Ontario Film and Television Tax Credit (OFTTC) have made us a popular location for filming and digital productions.

Against the backdrop of this organic growth in filming and digital productions, we as the County have taken a purposeful approach to developing a forward-looking strategy. The strategic plan is expected to guide our initiatives related to Filming and Digital Media for the next 5 years and beyond.

Overview of Filming & Digital Media Strategy

The County has developed its first Filming and Digital Media Strategy outlining the vision for the future, and the strategic pillars that will help the County achieve its vision in the next 3-5 years. To support the implementation of the Strategy, the County has developed an Action Plan that identifies the key strategic initiatives, implementation priorities, staff accountability and responsibility, key stakeholders, and measures of success. The following is an overview of the Filming and Digital Media Strategy.

Strategic Vision

To be a desired and attractive Filming and Digital Media location that provides best in class services to its stakeholders.

Strategic Pillars



Efficient Operations

Improving processes, tools, and resource models to enable smooth operations and provide an enhanced client and stakeholder experience.



Defined Value

Measuring and reporting on the economic impact and benefits of choosing the County as a preferred location.



Strong Stakeholder Relationships

Understanding the diverse needs of internal and external stakeholders and fostering positive relationships.



Focused Sector Development

Supporting the growth of Filming and Digital Media adjacent and sub-industries to provide comprehensive and sustainable opportunities for economic development.



Effective Communication

Engaging with diverse stakeholder groups on an ongoing basis while building awareness of the County's value proposition.

Strategic Values



Communication




Accountability




Collaboration

Overview of Strategic Initiatives

Efficient Operations

- 
1. Develop and implement a Film Policy that guides the behavior, actions, and processes related to filming
 2. Develop and implement a film permitting process
 3. Refine the resourcing model with consideration to the new policy and associated processes
 4. Empower staff with the skills and knowledge to successfully support this sector and deliver services as per the new policy and associated processes


Defined Value

- 
1. Develop County's value proposition for Filming and Digital Media
 2. Enhance economic impact assessment capabilities for filming
 3. Develop economic impact assessment capabilities for digital media


Strong Stakeholder Relationships

- 
1. Better understand resident and local business needs and enhance relationships and collaboration
 2. Foster positive relationships with filming companies through an outreach and engagement strategy
 3. Foster positive relationships with Digital Media companies through an outreach and engagement strategy
 4. Foster meaningful industry stakeholder relationships through a partner engagement strategy

Focused Sector Development

- 
1. Develop initiatives to target growth of industries supporting filming
 2. Develop initiatives to target growth of the Digital Media Sector in the County

Effective Communication

- 
1. Develop communication guidelines and protocols for interactions with key stakeholder groups (e.g. local businesses, residents, SEAT) in alignment with revised film policy and permit process
 2. Develop a marketing strategy to promote the County's value proposition for Filming and Digital Media - targeting partners, client's, and prospective clients
 3. Establish an ongoing reporting mechanism to communicate the impacts/value of the Filming and Digital Media Sector



Filming and Digital Media Strategy

Our Filming and Digital Media Strategy

Our Strategic Vision

To be a desired and attractive Filming and Digital Media location that provides best in class services to its stakeholders

We strive to become a location of choice outside of the GTHA for Filming and Digital Media companies and to deliver services in a manner that is beneficial to and supportive of diverse stakeholders including Filming and Digital Media companies, local community and businesses, residents, and the County staff.

Our Strategic Values

We aim to deliver the Filming and Digital Media Services in a way that ensures a positive experience for all our stakeholders. Values represent the culture, norms, and attitudes that we would like to see reflected throughout the workplace.



Communication

We will build positive relationships with our stakeholders, established on the principles of transparent, timely, and effective communication



Accountability

We will hold ourselves accountable, be responsive to the diverse needs of our stakeholders, and be well informed of the impact of our actions related to Filming and Digital Media in the County



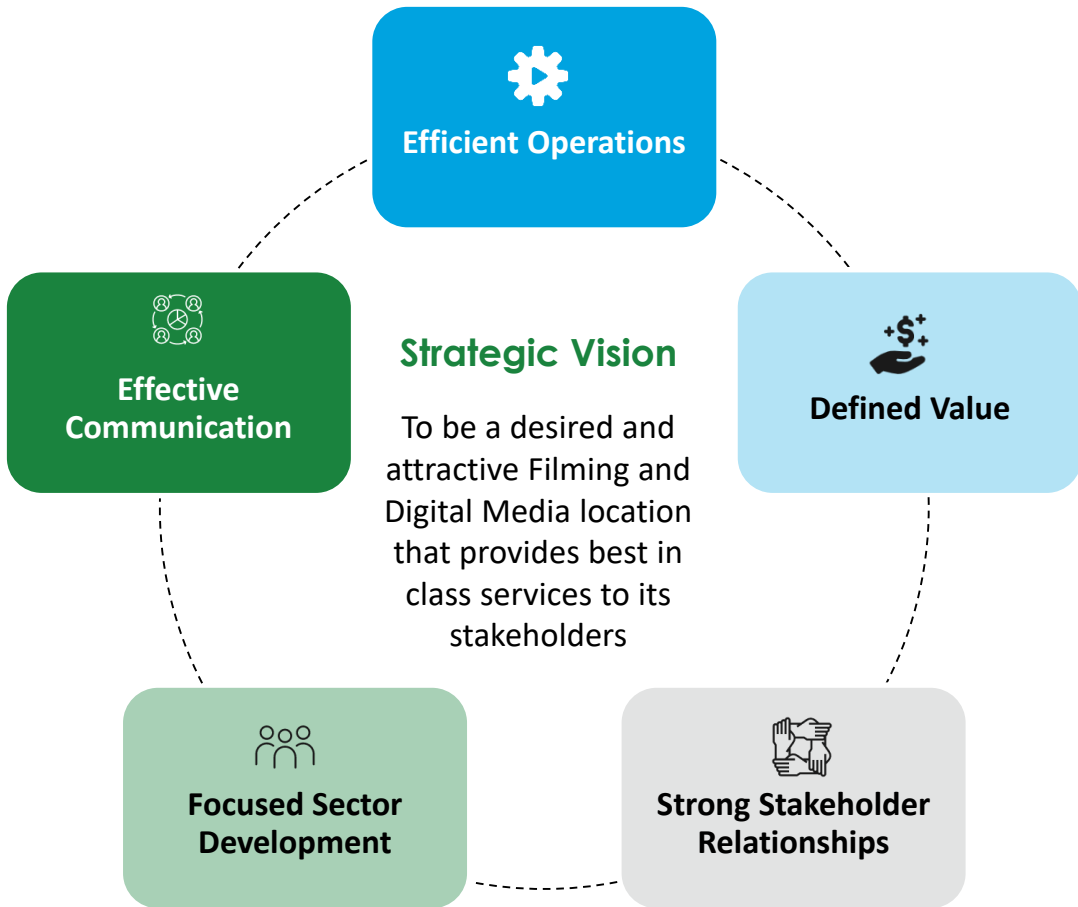
Collaboration

We will collaborate with both internal and external partners respecting their diverse needs and the varied impact of Filming and Digital Media on their lives and businesses

Our Filming and Digital Media Strategy

III Our Strategic Pillars

To achieve our Filming and Digital Media Vision, we, along with our stakeholders, have identified five strategic pillars that collectively will help us deliver our Filming and Digital Media vision.



Strategic Values





Strategic Pillar 1 – Efficient Operations



Efficient Operations

Over recent years the Filming and Digital Media Sector has grown organically in the County of Brant; this increasing demand has in turn required support from additional resources and an establishment of tools and processes. As we prepare for continued growth and aim to provide the best-in-class service to our stakeholders, we have identified Efficient Operations as a key strategic pillar. The strategic pillar encompasses enhancing our internal operations in terms of processes and tools, refining resource allocation, establishing role clarity, and supporting staff with ongoing learning and development opportunities. Through these efforts, we aim to improve the experience both for our internal and external stakeholders.

In support of **Efficient Operations**, we will:

- Ensure effective processes and tools are in place, that:
 - provide guidance and information for filming activities within the County for prospective and existing clients.
 - support community and business engagement and collaboration.
- Establish a resource model that adequately supports growing Filming and Digital Media operations.
- Support our staff with ongoing learning and development opportunities related to the Filming and Digital Media Sector.

Expected Outcome

A streamlined filming process and skilled staff that support the efficient delivery of Filming and Digital Media services will provide a positive experience to both internal and external stakeholders.

Strategic Initiatives

1. Develop and implement a Film Policy that guides the behavior, actions, and processes related to filming.
2. Develop and implement a film permitting process.
3. Refine the resourcing model with consideration to the new policy and associated processes.
4. Empower staff with the skills and knowledge to successfully support this sector and deliver services as per the new policy and associated processes.

Strategic Pillar 2 – Defined Value

Defined Value

Filming and Digital Media activities often have far-reaching impacts on a destination, benefiting local businesses through additional revenue, enhancing film-related tourism, or raising the overall profile of a film destination. As we manage the growing needs of the Filming and Digital Media Sector, we will focus on proactively measuring the impact of Filming and Digital Media in the region, and clearly define the benefits to all our stakeholders involved. Clearly articulating the value proposition will help our stakeholders better understand the unique set of benefits that we can offer.

In support of a **Defined Value** for Filming and Digital Media in the region, we will:

- Identify and develop our value proposition related to Filming and Digital Media.
- Proactively measure and report on the economic impact of filming in the region to evaluate the far-reaching benefits of this sector.
- Measure and report on the benefits and impacts of the Digital Media Sector in the region.

Expected Outcome

A clear understanding of the economic impact of Filming and Digital Media in the County amongst the Council and the County staff.

Strategic Initiatives

1. Develop County's value proposition for Filming and Digital Media.
2. Enhance economic impact assessment capabilities for filming.
3. Develop economic impact assessment capabilities for digital media.

Strategic Pillar 3 – Strong Stakeholder Relationships

Strong Stakeholder Relationships

The delivery of Filming and Digital Media services engages with and impacts a diverse set of stakeholder groups. These stakeholders may include local businesses, residents, film production companies, filming associations, digital media companies, educational institutions, and others. As a key component of delivering Filming and Digital Media services, we will focus on understanding the diverse needs of our stakeholders and building strong relationships with these groups.

To build **Strong Stakeholder Relationships**, we will:

- Actively and continuously work to understand the diverse needs of our community and residents.
- Build and foster relationships with Filming and Digital Media companies and better understand their needs.
- Build and foster collaborative relationships with external partners (e.g., Ontario Creates, peer municipalities, filming associations, digital media associations, educational institutions, etc.) to support the growth of Filming and Digital Media in the County.

Expected Outcome

A strong understanding of the needs of all stakeholders; recognition and buy-in on Filming and Digital Media services from residents, local businesses, and clients.

Strategic Initiatives

1. Better understand resident and local business needs and enhance relationships and collaboration.
2. Foster positive relationships with filming companies through an outreach and engagement strategy.
3. Foster positive relationships with digital media companies through an outreach and engagement strategy.
4. Foster meaningful industry stakeholder relationships through a partner engagement strategy.

Strategic Pillar 4 – Focused Sector Development



Focused Sector Development

The Filming and Digital Media Sector relies on various adjacent and sub-industries for their operations and success. The sub-industries could include local restaurants, catering, accommodation, post-production, VFX, animation, etc. Focusing on the growth of sub-industries that support the Filming and Digital Media Sector can provide us with sustainable and long-term opportunities for growth. This strategic pillar includes identifying sub-industries that could support the Filming and Digital Media Sector while providing opportunities for economic growth for the County.

In support of **Focused Sector Development**, we will:

- Leverage insights on the broader needs of the Filming Sector to launch initiatives targeting the growth of supporting industries within the County.
- Leverage insights on the broader needs of the Digital Media Sector to launch initiatives targeting the growth of supporting industries within the County.

Expected Outcome

Growth in the sub-industries that support the Filming and Digital Media Sector, resulting in economic growth for the County while better meeting the broader needs of the sector.

Strategic Initiatives

1. Develop initiatives to target growth of industries supporting filming.
2. Develop initiatives to target growth of the Digital Media Sector in the County.

Strategic Pillar 5 – Effective Communication

Effective Communication

The delivery of Filming and Digital Media services impacts a varied set of stakeholder groups. Ensuring timely and efficient communication is essential to enhancing stakeholder experience and obtaining buy-in. As we refine our Filming and Digital Media processes, articulate our value proposition, and build deeper relationships with key stakeholders, this strategic pillar focuses on establishing effective communication mechanisms and promoting us as a preferred Filming and Digital Media destination.

In support of **Effective Communication**, we will:

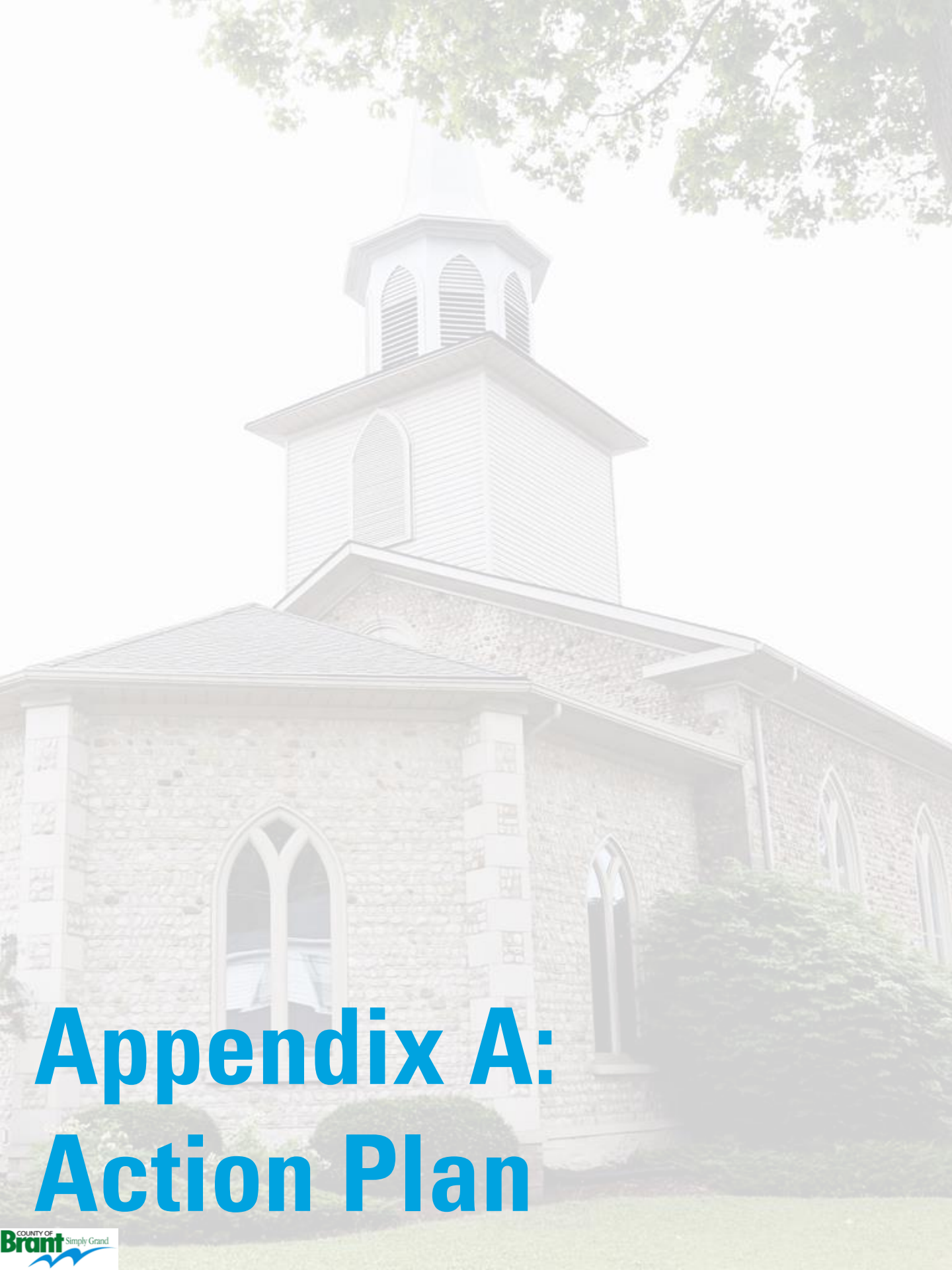
- Develop protocols and guidelines for ongoing dialogue with our key stakeholders.
- Build awareness of the impacts and benefits of filming in the County.
- Market our value proposition to expand, retain and attract digital media companies.

Expected Outcome

A deeper understanding and excitement about the County's Filming and Digital Media value proposition amongst both internal and external stakeholders.

Strategic Initiatives

1. Develop communication guidelines and protocols for interactions with key stakeholder groups (e.g. local businesses, residents, SEAT) in alignment with revised film policy and permit process.
2. Develop a marketing strategy to promote the County's value proposition for Filming and Digital Media - targeting all key stakeholders.
3. Establish an ongoing reporting mechanism to communicate the impacts/value of the Filming and Digital Media Sector.



Appendix A: Action Plan

Action Plan



Strategic Pillar #1: Efficient Operations

Strategic Initiatives	Implementation Priorities			Stakeholders
	2021	2022	2023+	
<p>1. Develop and implement a Film Policy that guides the behavior, actions, and processes related to filming</p>	<p>1.1 Draft Film Policy framework and key components (the County can leverage Film Policy from Hamilton and/or Cambridge to guide the development)</p> <p>1.2 Review Film Policy draft with key stakeholders</p> <p>1.3 Refine Film Policy and seek Council approval</p> <p>1.4 Publish, socialize and execute the Film Policy</p>	<p>1.5 Review policy 6 months post-implementation to identify opportunities for improvement</p> <p>1.6 Make policy amendments as needed</p>	<p>1.7 Review Film Policy bi-annually</p>	<p>Responsible: Staff responsible for Filming & Digital Media Development;</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: SEAT Committee; legal department</p> <p>Informed: GM Strategic Initiatives; and Council; Council</p>
<p>2. Develop and implement the film permitting process</p>	<p>2.1 Identify the key steps involved in film permitting for both internal and external stakeholders (<i>see appendix 2</i>)</p> <p>2.2 Develop a draft process. Review with key stakeholders and refine</p> <p>2.3 Publish, socialize and implement the film permitting process</p>	<p>2.4 Review process 6 months post-implementation to identify opportunities for improvement</p> <p>2.5 Refine film permitting process as per the review</p> <p>2.6 Assess if the film permitting process can be digitized (online forms, etc.)</p>	<p>2.7 Automate and update film permitting process</p> <p>2.8 Review annually</p>	

Action Plan

Strategic Pillar #1: Efficient Operations (continued)

Strategic Initiatives	Implementation Priorities			Stakeholders
	2021	2022	2023+	
3. Refine the resourcing model with consideration to the new policy and associated processes	<p>3.1 Assess the current model and estimate future resourcing needs (informed by policy/process requirements and growth in demand) with consideration to roles and responsibilities, training, tools, etc.</p> <p>3.2 Discuss & validate the requirements with SEAT</p> <p>3.3 Finalize requirements (training or tools requirements) and seek Council approval to support the requirements</p> <p>3.4 Define and launch initiatives to build out resourcing needs (e.g. training needs)</p>	<p>3.5 Continue efforts to support resourcing needs</p>	<p>3.6 Re-asses resourcing requirements as needed</p>	<p>Responsible: Staff responsible for Filming & Digital Media Development; HR Department</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: General Manager of Strategic Initiatives</p> <p>Informed: Council</p>
4. Empower staff with the skills and knowledge to successfully deliver services as per the new policy and processes	<p>4.1 Develop a draft training plan as informed by the new policy, processes, and resourcing model</p> <p>4.2 Review draft training plan, with key stakeholders, and refine</p> <p>4.3 Socialize and launch final training plan</p>	<p>4.4 Implement the draft training plan to build staff skills and knowledge</p> <p>4.5 Continuing to assess and find avenues to build staff knowledge and enhance learning path/training materials as needed</p>		<p>Responsible: Staff responsible for Filming & Digital Media Development;</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: General Manager of Strategic Initiatives</p> <p>Informed: Council</p>

Measures of Success:

- Film permitting processing time
- SEAT member satisfaction score
- Client satisfaction score

Action Plan

Strategic Pillar #2: Defined Value

Strategic Initiatives	Implementation Priorities			Stakeholders
	2021	2022	2023+	
1. Develop County's value proposition for Filming and Digital Media	<p>1.1 Articulate value proposition including key messages highlighting the benefits of Filming and Digital Media suited for diverse stakeholders</p> <p>1.2 Review and refine key messages and value proposition with key internal stakeholders</p> <p>1.3 Seek council approval on key messages</p> <p>1.4 Align launch of messaging and value proposition with communication strategy (<i>refer to Strategic Pillar #5, Strategic Initiative 2</i>)</p>	<p>1.5 As needed, review and refine key messages based on the learnings from implementation of strategic initiatives, measurement of economic impact, and industry trends and growth</p>		<p>Responsible: Staff responsible for Filming & Digital Media Development</p> <p>Accountable: Council; Director of Economic Development and Tourism</p> <p>Consulted: General Manager of Strategic Initiatives; SEAT</p> <p>Informed: Council</p>
2. Enhance economic impact assessment capabilities for filming	<p>2.1 Develop a data collection methodology to capture economic impact information with consideration to information collection forms, processes, and stakeholder support; leverage best practices research from other municipalities</p> <p>2.2 Explore collaboration opportunity with Ontario Creates and other peer municipalities to lead the way for a standard economic assessment methodology</p> <p>2.3 Pilot economic impact data collection methodology with select projects and capture learnings</p> <p>2.4 Refine methodology and launch comprehensively (<i>refer to Strategic Pillar #5, Strategic Initiative 2</i>)</p>	<p>2.5 Monitor impact through the data collected and analyzed to identify opportunities to enhance the impact and address gaps</p> <p>2.6 Review trends and patterns with a year of data collection to inform key decisions related to People, Process and broader Stakeholder Communications</p>	<p>2.7 Continue to measure impact through enhance data collection capabilities to enhance the accuracy</p>	<p>Responsible: Staff responsible for Filming & Digital Media Development</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: Senior Economic Development Officer; SEAT</p> <p>Informed: General Manager of Strategic Initiatives; Council</p>

Action Plan

Strategic Pillar #2: Defined Value (continued)

Strategic Initiatives	Implementation Priorities			Stakeholders
	2021	2022	2023+	
<p>3. Develop economic impact assessment capabilities for digital media</p>	<p>3.1 Develop a directory of local digital media companies</p> <p>3.2 Classify digital media companies that are closely linked to filming</p> <p>3.3 Identify qualitative and quantitative metrics to assess the economic impact of the Digital Media Sector on the County as well as with methodology and approach for ongoing data collection</p> <p>3.4 Refine methodology and launch (<i>refer to Strategic Pillar #5, Strategic Initiative 2</i>)</p>	<p>3.5 Implement digital media economic impact assessment methodology and approach</p> <p>3.6 Collect data through identified sources</p> <p>3.7 Review and refine by end of year</p> <p>3.8 Inform sector development plan from information collected (<i>refer to Strategic Pillar #4, Strategic Initiative 2</i>)</p>	<p>3.9 Continue to collect information and refine methodology and data-based decision making as needed</p>	<p>Responsible: Staff responsible for Filming & Digital Media Development</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: Senior Economic Development Officer; SEAT</p> <p>Informed: General Manager of Strategic Initiatives; Council</p>

Measures of Success:

- Clearly defined and implemented economic impact assessment methodology for filming
- Clearly defined and implemented economic impact assessment methodology for digital media

Strategic Pillar #3: Strong Stakeholder Relationships

Strategic Initiatives	Implementation Priorities			Stakeholders
	2021	2022	2023+	
<p>1. Better understand resident and local business needs to enhance relationships and collaboration</p>	<p>1.1 Conduct a survey with local businesses and residents to gain a deeper understanding of community expectations and needs</p> <p>1.2 Analyze survey responses to identify gaps and develop initiatives to address the resident and local business needs</p> <p>1.3 Implement initiatives to enhance relationships and collaboration (<i>refer to Strategic Pillar #5, Strategic Initiative 1</i>)</p>	<p>1.4 Continue to implement initiatives developed in year 1</p> <p>1.5 Collect feedback from residents and local businesses through follow up surveys, determine progress, and refine strategies</p>	<p>1.6 Continue to understand community needs through survey and other engagement tactics (frequency pending need and opportunity to align with other surveys conducted by the County)</p>	<p>Responsible: Staff responsible for Filming & Digital Media Development</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: Residents; Local Businesses; General Manager of Strategic Initiatives; SEAT</p> <p>Informed: Council</p>
<p>2. Foster positive relationships with filming companies through an outreach and engagement strategy</p>	<p>2.1 Identify key filming companies to target based on regional filming, current, and past applications, and clients</p> <p>2.2 Develop a prioritized outreach campaign to engage with filming companies to better understand their needs while sharing early perspectives on the County’s value proposition</p> <p>2.3 Execute outreach campaign, engaging filming companies as a first step towards fostering longer-term relationships; leverage outreach to inform value proposition, sector development, and the communication strategy (<i>refer to Strategic Pillars #2, 4 and 5</i>)</p>	<p>2.4 Review and assess the outcome of the outreach campaign and refine the associated value proposition</p> <p>2.5 Continue to foster relationships with select filming companies leveraging refined value proposition</p>		<p>Responsible: Staff responsible for Filming & Digital Media Development</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: General Manager of Strategic Initiatives; SEAT; Past, Current and Potential Filming Clients</p> <p>Informed: Council</p>

Strategic Pillar #3: Strong Stakeholder Relationships (continued)

Strategic Initiatives	Implementation Priorities			Stakeholders
	2021	2022	2023+	
3. Foster positive relationships with digital media companies through an outreach and engagement strategy	<p>3.1 Leverage directory of local digital media companies in Strategic Pillar #2, Strategic Initiative #3</p> <p>3.2 Develop a prioritized outreach campaign to engage with digital media companies with a goal of better understanding their needs</p> <p>3.3 Execute outreach campaign, engaging digital media companies as a first step towards fostering longer-term relationships; leverage outreach to inform value proposition, sector development, and communication strategy (<i>refer to Strategic Pillars #2, 4 and 5</i>)</p>	<p>3.4 Review and assess the outcome of the outreach campaign and refine the associated value proposition</p> <p>3.5 Continue to foster relationships with local digital media companies leveraging refined value proposition 3.6 Facilitate collaboration amongst existing digital media companies to foster a digital media hub</p>	<p>3.7 Continue to support and build new initiatives to better understand needs and further build relationships</p>	<p>Responsible: Staff responsible for Filming & Digital Media Development</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: General Manager of Strategic Initiatives; Past and Current Digital Media clients</p> <p>Informed: Council</p>
4. Foster meaningful partner relationships through a partner engagement strategy	<p>4.1 Identify and prioritize key industry partners, (e.g., Ontario Creates, peer municipalities, Interactive Ontario, educational institutes) associations and events that the County can work with/attend to advance its knowledge of the sector and promote itself as a location of choice</p> <p>4.2 Develop an outreach program targeting prioritized partners and events inclusive of a targeted value proposition</p> <p>4.3 Launch outreach campaign and identify opportunities for collaboration with industry partners</p>	<p>4.4 Develop and execute joint initiatives</p> <p>4.5 Refine value proposition as needed and continue outreach campaign</p>	<p>4.6 Continue to promote, assess and build new collaborations and partnerships</p>	<p>Responsible: Staff responsible for Filming & Digital Media Development</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: General Manager of Strategic Initiatives</p> <p>Informed: Council</p>

Measures of Success:

- Residents and Local Business Satisfaction
- Number of filming requests
- Level of brand awareness
- Number of digital media companies attracted

Action Plan

Strategic Pillar #4: Focused Sector Development

Strategic Initiatives	Implementation Priorities			Stakeholders
	2021	2022	2023+	
<p>1. Develop initiatives to target growth of industries supporting filming</p>	<p>1.1 Based on the needs analysis conducted in Strategic Pillar #3, Strategic Priority 2, identify sub-industries and associated local businesses that could support filming in the County (e.g. catering, estheticians, car services, etc.)</p> <p>1.2 Prioritize the sub-industries based on relevance to the film sector and maturity level/availability in the County</p> <p>1.3 Develop initiatives to grow and support the prioritized sub-industries and associated local businesses (e.g., introductions to the on-site film production crew, support in developing special deals and discounts for the production crew, etc.)</p> <p>1.4 Execute initiatives to support the growth, refine value proposition and communication strategy</p>	<p>1.5 Assess industry trends to refine initiatives to continue to support the growth of sub-industries</p> <p>1.6 Continue to implement existing and refined initiatives</p> <p>1.7 Start a biannual Townhall with filming companies and supporting local businesses to identify ways for supporting each other and enhance partnership</p>	<p>1.8 Continue to implement and refine initiatives and support sub-industry growth</p>	<p>Responsible: Staff responsible for Filming & Digital Media Development</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: General Manager of Strategic Initiatives; Senior Economic Development Officer; SEAT; Past and Current Filming clients</p> <p>Informed: Council</p>

Action Plan

Strategic Pillar #4: Focused Sector Development (continued)

Strategic Initiatives	Implementation Priorities			Stakeholders
	2021	2022	2023+	
<p>2. Develop initiatives to target growth of the Digital Media Sector in the County</p>	<p>2.1 Based on the needs analysis conducted in strategic priority 2 of Strong Stakeholder Relationships, identify the support needed by local digital media companies (e.g. coworking spaces, digital media incubators, etc.)</p> <p>2.2 Align needs with County’s existing capabilities and identify opportunities for improvement</p> <p>2.3 Collaborate with local digital media companies and associated local businesses to co-develop initiatives that can be mutually beneficial to all stakeholders involved</p> <p>2.4 Formalize and execute the initiatives</p> <p>2.5 Identify grants and funding available for local digital media companies and provide educational support for application, as needed</p>	<p>2.6 Assess industry trends to refine initiatives to further support the growth of digital media companies</p> <p>2.7 Develop initiatives to attract new digital media companies to the County</p> <p>2.8 Continue to implement existing and new initiatives</p>		<p>Responsible: Staff responsible for Filming & Digital Media Development</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: General Manager of Strategic Initiatives; Senior Economic Development Officer; Past and Digital Media clients</p> <p>Informed: Council</p>

Measures of Success:

- Increase in number of production support businesses
- Increase in number of digital media businesses
- Increase in the digital media market size in the County

Action Plan

Strategic Pillar #5: Effective Communication

Strategic Initiatives	Implementation Priorities			Stakeholders
	2021	2022	2023+	
<p>1. Develop communication guidelines and protocols for interactions with key stakeholder groups (e.g. local businesses, residents, SEAT) in alignment with revised film policy and permit process</p>	<p>1.1 Draft protocols and SLAs for communication with key stakeholder groups (e.g. local businesses, residents, location managers, internal staff, etc.)</p> <p>1.2 Collaborate with internal staff and select stakeholders to refine protocols and SLAs</p> <p>1.3 Publish and socialize protocols and SLAs</p>	<p>1.4 Refine protocols and timelines as needed to better meet stakeholder requirements</p> <p>1.5 Continue to implement guidelines and review bi-annually</p>		<p>Responsible: Staff responsible for Filming & Digital Media Development</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: General Manager of Strategic Initiatives; Senior Economic Development Officer; SEAT; Past and Current Filming clients</p> <p>Informed: Council</p>
<p>2. Develop a marketing strategy to promote the County's value proposition for Filming and Digital Media - targeting all key stakeholders</p>	<p>2.1 Identify channels through which the County can promote its value proposition</p> <p>2.2 Develop targeted promotional strategies for key stakeholders</p> <p>2.3 Execute against promotional strategies</p> <p>2.4 Assess the performance of each promotional channel/strategy</p>	<p>2.5 Refine promotional strategies based on the assessment and performance</p> <p>2.6 Continue to promote and engage stakeholders to build awareness</p> <p>2.7 Engage stakeholder groups to better understand the impact of promotional strategies</p>	<p>2.8 Continue to refine and promote the County's value proposition</p>	<p>Responsible: Manager of Communications and Public Relations; Marketing Specialist</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: Staff responsible for Filming & Digital Media Development; General Manager of Strategic Initiatives; Other Economic Development staff as needed</p> <p>Informed: Council</p>

Strategic Pillar #5: Effective Communication (continued)

Strategic Initiatives	Implementation Priorities			Stakeholders
	2021	2022	2023+	
<p>3. Establish an ongoing reporting mechanism to communicate the impacts/value of the Filming and Digital Media Sector</p>	<p>3.1 Based on data collection, impact analysis, and initiatives conducted throughout the year, establish a reporting process, including an annual report for Filming and Digital Media for Council</p> <p>3.2 Develop and present the Annual Report to Council along with the progress on the Strategy and Action Plan initiatives</p> <p>3.3 Once approved, publish and socialize the Annual Report with local businesses, residents, Filming and Digital Media clients, Industry Partners, and other key stakeholders</p>	<p>3.4 Understand from stakeholders on additional information they would like to see in the Annual Report</p> <p>3.5 Develop Filming and Digital Media Annual Report</p> <p>3.6 Continue to assess the impact of communication and develop and socialize County’s Filming and Digital Media Annual Report</p>		<p>Responsible: Staff responsible for Filming & Digital Media Development;</p> <p>Accountable: Director of Economic Development and Tourism</p> <p>Consulted: General Manager of Strategic Initiatives; SEAT</p> <p>Informed: Council</p>

Measures of Success:

- Number of community complaints
- Brand awareness
- Number of filming applications
- Resident and local business satisfaction

An aerial photograph of a large steel truss bridge spanning a wide river. The surrounding landscape is covered in trees with vibrant autumn foliage in shades of yellow, orange, and red. The water in the river is a light blue-grey color, and there is a small dam or weir structure visible in the lower right foreground. The overall scene is bright and scenic.

Appendix B: How we Developed our Plan

How We Developed Our Plan?

We followed a comprehensive approach and methodology to develop our first Filming and Digital Media Strategy. Throughout eight-months, we heard from industry subject matter experts to learn about key trends, jurisdictions in Ontario to learn about leading practices, and the County of Brant stakeholders inclusive of staff, community, and business stakeholders to better understand the current state at the County.

A review of existing documentation and extensive stakeholder engagement informed a deeper understanding of the current Filming and Digital Media environment and identified considerations for strategic planning. The figure below shows the six-step approach we took to conduct this analysis.



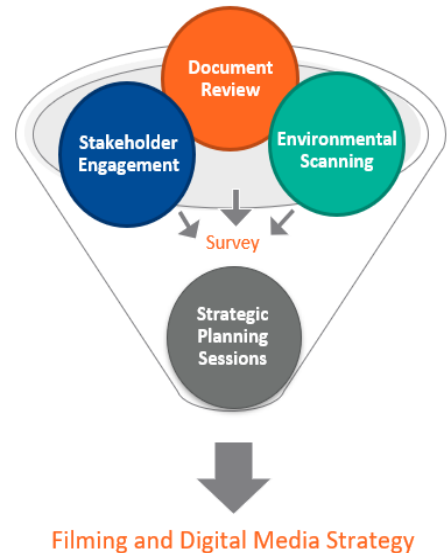
Below is a highlight of some of the key steps of the process we followed:

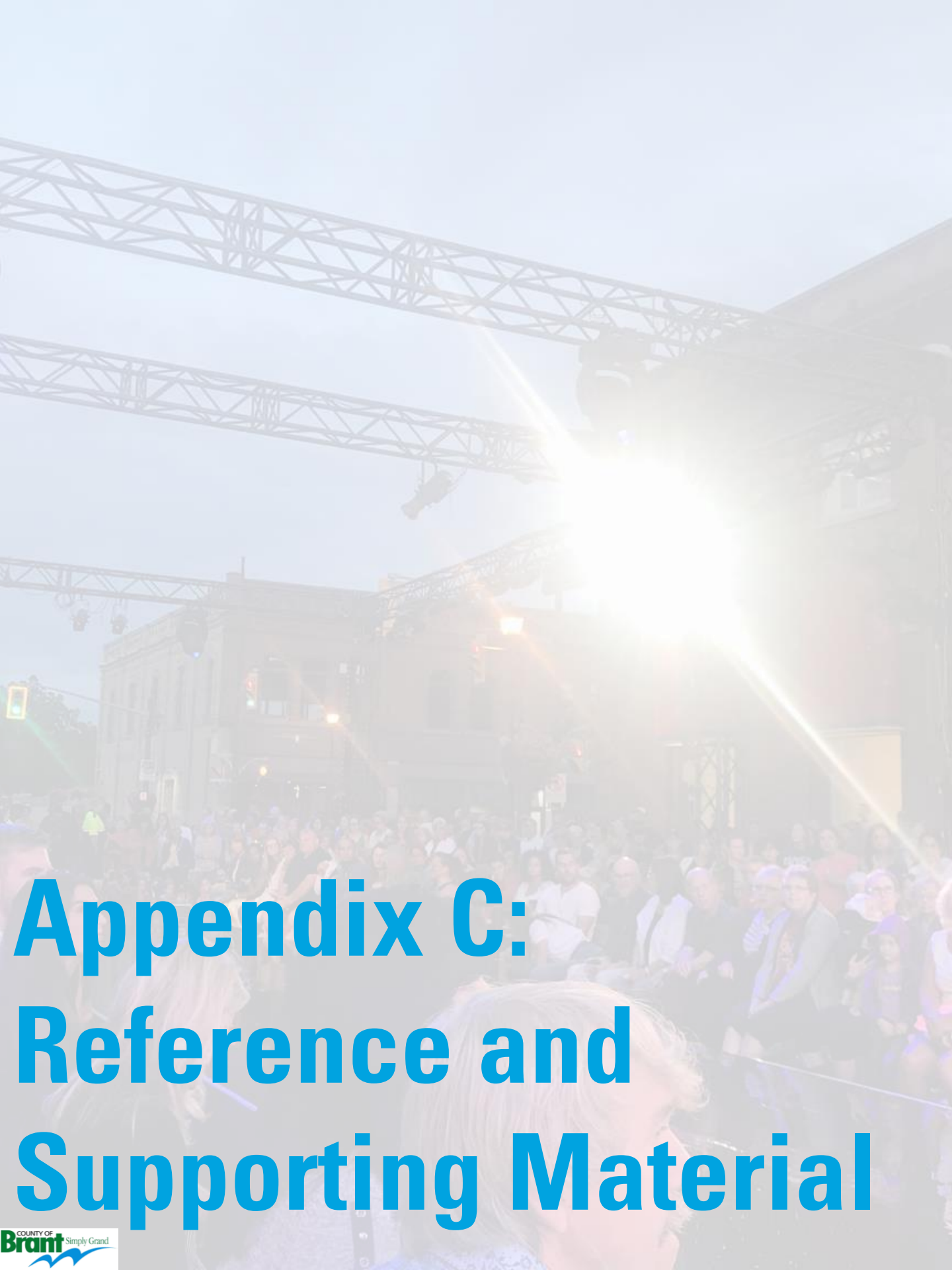
Data and document review: We reviewed our internal data and documents, and documents from peer municipalities to gather information and insights related to Filming and Digital Media.

Stakeholder engagement: We engaged our staff, local businesses, and past clients to understand the current state of Filming and Digital Media in the County. The stakeholder engagement helped us better understand the needs of the community and the clients and identify opportunities to better align our actions moving forward.

Environmental and Jurisdictional Scanning: Key industry trends and leading practices related to Filming and Digital Media were identified through research and interviews with subject matter experts as well as with representatives from peer municipalities.

Strategic planning sessions: A survey and two strategic planning sessions were conducted, which engaged members of the Economic Development division, SEAT committee, a local BIA, and County of Brant business representatives. Input gathered from the survey and the planning sessions, in conjunction with the current state analysis, informed the development of the strategic plan. The figure alongside represents the methodology for developing our Filming and Digital Media Strategy.





Appendix C: Reference and Supporting Material

Reference and Supporting Material

Strategic Pillar #1 - Efficient Operations

Strategic Initiatives	Supporting Tools, Reference Material and Resources																																																																													
<p>1. Develop and implement a Film Policy that guides the behavior, actions, and processes related to filming</p>	<p>Policy design: Leverage film policy and by law information from other jurisdictions (e.g. from the City of Hamilton and City of Cambridge) to guide policy framework design</p> <p>Reference the following Film Policies/By-laws while developing County of Brant’s Film Policy:</p> <ul style="list-style-type: none"> City of Hamilton https://www.hamilton.ca/sites/default/files/media/browser/2019-03-19/09-179.pdf City of Brantford https://www.brantford.ca/Modules/Bylaws/Bylaw/Download/676e3b94-8721-48d4-a3fb-cce2f4a73ac8 City of Cambridge https://www.cambridge.ca/en/build-invest-grow/resources/Regional-Film-By-law.pdf City of Mississauga https://www.mississauga.ca/wp-content/uploads/2018/11/23154205/06-03-02-Filming-on-City-of-Mississauga-Property-Policy.pdf 																																																																													
<p>2. Develop and implement the film permitting process</p>	<p>Film permit process:</p> <ul style="list-style-type: none"> Reference Filming and Digital Media Strategy - Current State Assessment Report, jurisdictional scan insights. See the excerpt below for reference <table border="1" data-bbox="285 1120 1378 1825"> <thead> <tr> <th>Category</th> <th>Sub-category</th> <th>Region of Durham</th> <th>City of Hamilton</th> <th>City of Mississauga</th> <th>City of Brantford</th> <th>City of Cambridge</th> </tr> </thead> <tbody> <tr> <td rowspan="6">Internal Operations</td> <td rowspan="2">Policy and bylaw documented</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>In filming guide</td> <td>To regulate location Filming in Hamilton</td> <td>Filming on City of Mississauga Property</td> <td>Developed in 2019</td> <td>Regional Film By-Law</td> </tr> <tr> <td rowspan="2">Application process defined</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Online</td> <td>3-step process, form-based</td> <td>3-step process, online</td> <td>5-step process, form-based</td> <td>3-step process, form-based</td> </tr> <tr> <td rowspan="2">Charges permit fee</td> <td></td> <td></td> <td>✓</td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td>Most permit fees are \$0 or revenue-neutral</td> <td>\$ 64</td> <td>\$ 395</td> <td>Reviewing position in 2021</td> <td>\$1000 administration fee; \$70 flat fee to access public spaces</td> </tr> <tr> <td>Application processing time</td> <td>10 business days</td> <td>3 business days</td> <td>4 business days</td> <td>1-3 business days, apply 14 days before</td> <td>3-5 business days</td> </tr> <tr> <td>Notice to community and residents</td> <td>48 hours prior, higher for road closure</td> <td>5 days prior, high for road closure</td> <td>Not defined, need approval from 80% of residents/businesses</td> <td>3 or more days depending on the type of request</td> <td>7 days prior</td> </tr> <tr> <td rowspan="3">Supporting Tools and Resources</td> <td rowspan="2">Filming guide/checklist/code of conduct</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Filming guide</td> <td>Code of conduct</td> <td>Info on website</td> <td>Checklist and code of conduct</td> <td>Checklist</td> </tr> <tr> <td>Link to location library on website</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Interactive with a map of the Region, link to Ontario Creates’ Digital Location Library</td> <td>Info on past productions, link to Ontario Creates’ Digital Location Library</td> <td>Link to Ontario Creates’ digital location library</td> <td>Highlights Brantford Airport as a key attraction</td> <td>Link to Ontario Creates’ digital location library and list of all past project</td> </tr> </tbody> </table>	Category	Sub-category	Region of Durham	City of Hamilton	City of Mississauga	City of Brantford	City of Cambridge	Internal Operations	Policy and bylaw documented	✓	✓	✓	✓	✓	In filming guide	To regulate location Filming in Hamilton	Filming on City of Mississauga Property	Developed in 2019	Regional Film By-Law	Application process defined	✓	✓	✓	✓	✓	Online	3-step process, form-based	3-step process, online	5-step process, form-based	3-step process, form-based	Charges permit fee			✓	✓		✓	Most permit fees are \$0 or revenue-neutral	\$ 64	\$ 395	Reviewing position in 2021	\$1000 administration fee; \$70 flat fee to access public spaces	Application processing time	10 business days	3 business days	4 business days	1-3 business days, apply 14 days before	3-5 business days	Notice to community and residents	48 hours prior, higher for road closure	5 days prior, high for road closure	Not defined, need approval from 80% of residents/businesses	3 or more days depending on the type of request	7 days prior	Supporting Tools and Resources	Filming guide/checklist/code of conduct	✓	✓	✓	✓	✓	Filming guide	Code of conduct	Info on website	Checklist and code of conduct	Checklist	Link to location library on website	✓	✓	✓	✓	✓	Interactive with a map of the Region, link to Ontario Creates’ Digital Location Library	Info on past productions, link to Ontario Creates’ Digital Location Library	Link to Ontario Creates’ digital location library	Highlights Brantford Airport as a key attraction	Link to Ontario Creates’ digital location library and list of all past project
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Reference and Supporting Material

Strategic Pillar #1 - Efficient Operations (continued)

Strategic Initiatives	Supporting Tools, Reference Material and Resources
<p>2. Develop and implement the film permitting process</p>	<p>Film permit process:</p> <ul style="list-style-type: none"> • Reference film permit processes and forms gathered during the research (attached below): <ul style="list-style-type: none"> • City of Hamilton <ul style="list-style-type: none"> • Permitting process: https://www.hamilton.ca/hamilton-music-film-office/filming-in-hamilton/film-permit-process • Film Permit Application Form https://www.hamilton.ca/sites/default/files/media/browser/2014-11-19/film-permit-application-2020.pdf • Production Information Sheet https://www.hamilton.ca/sites/default/files/media/browser/2014-11-19/film-production-information-sheet-2019-v2.pdf • Code of Conduct for cast and crew https://www.hamilton.ca/sites/default/files/media/browser/2017-01-05/film-code-of-conduct-cast-crew.pdf • City of Brantford <ul style="list-style-type: none"> • Permitting Process https://www.advantagebrantford.ca/en/key-sectors/filming-steps-and-checklist.aspx • City of Cambridge <ul style="list-style-type: none"> • Permitting process https://www.cambridge.ca/en/build-invest-grow/Filming-in-Cambridge.aspx#FilmPermits • Production Information Sheet https://www.investcambridge.ca/en/key-sectors/resources/Production-Information-Sheet.pdf • Production Company Checklist https://www.cambridge.ca/en/build-invest-grow/resources/Production-Company-Check-List.pdf • City of Mississauga <ul style="list-style-type: none"> • Permitting process and form https://web.mississauga.ca/services-and-programs/business/licences-and-permits/film-tv-and-photography-permits/ • Region of Durham <ul style="list-style-type: none"> • Guide to Filming in Durham https://www.durham.ca/en/economic-development/resources/PDF/Guide-to-Filming-in-Durham-for-Web.pdf
<p>3. Empower staff with the skills and knowledge to successfully support this sector and deliver services as per the new policy and associated processes</p>	<p>Training Plan:</p> <ul style="list-style-type: none"> • Work with industry associations to identify industry networking events, as well as courses and training available for staff <ul style="list-style-type: none"> • Key stakeholders to consider approaching Ontario Creates, Film Ontario, Interactive Ontario, Canadian Media Producers Association, Directors Guild of Canada, Canada Media Fund, Telefilm Canada, Academy of Canadian Film & Television, Alliance of Cinema, Television and Radio Artists (ACTRA), Canadian Film Centre • Film Commission Fundamentals course identified by Ontario Creates as a relevant course for the film liaison role https://afci.org/afci-university/

Reference and Supporting Material

Strategic Pillar #2: Defined Value

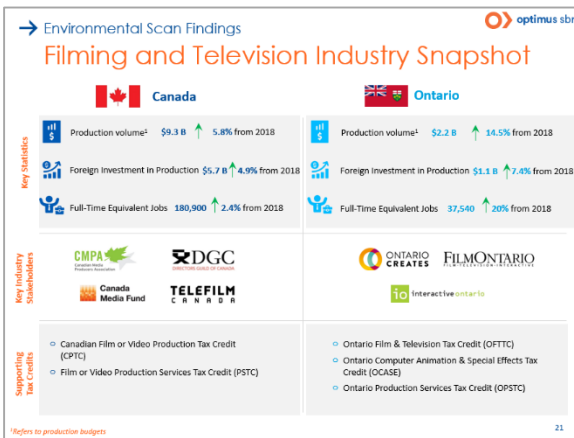
Strategic Initiatives

Supporting Tools, Reference Material and Resources

1. Develop County's value proposition for Filming and Digital Media

Value Proposition Design

- Reference Filming and Digital Media Strategy - Current State Assessment Report, specifically jurisdictional scan insights and County of Brant current state (SWOT) to help inform value proposition design
- Consider the applicability of tax credits in value proposition design (listed in Filming and Digital Media Strategy - Current State Assessment Report – Environmental Scan). See the excerpt below for reference:



2. Enhance economic impact assessment capabilities for filming

Economic Impact

- Reference Filming and Digital Media Strategy - Current State Assessment Report jurisdictional scan insights to review models in use by other jurisdictions. See the excerpt below for reference:

Category	Sub-category	Region of Durham	City of Hamilton	City of Mississauga	City of Brantford	City of Cambridge
Economic Impact and Data Collection	Economic impact model	Tracking Production Revenue: Direct Spending For On-Location Production from AFCI ¹	<ul style="list-style-type: none"> Tourism Regional Economic Impact Model (TREIM)². Uses Production Information Sheet to capture info on economic impact 	<ul style="list-style-type: none"> Economic model info currently unknown 	<ul style="list-style-type: none"> TREIM Model Contacts production manager post-production 	<ul style="list-style-type: none"> Economic model info currently unknown

Reference and Supporting Material

Strategic Pillar #2: Defined Value (continued)

Strategic Initiatives	Supporting Tools, Reference Material and Resources
<p>2. Enhance economic impact assessment capabilities for filming (continued)</p>	<p>Economic Impact</p> <ul style="list-style-type: none"> For details on AFCI: https://www.leg.state.nv.us/Session/77th2013/Exhibits/Assembly/TAX/ATAX1334H.pdf <ul style="list-style-type: none"> The Region of Durham uses the AFCI model to calculate the economic impact of filming The Region uses the industry “hotlists” to obtain budget tiered information from the unions/guilds to determine budget type for each production. Then uses the AFCI model for estimating production value per day for the given number of days and calculate the total amount. The total amount is added to the location fees and/or on-location spent to get the economic impact. For details on TREIM: http://www.mtc.gov.on.ca/en/research/treim/treim.shtml <ul style="list-style-type: none"> The model is not regularly used to calculate the economic impact since the model is more tailored for special events. Most municipalities engaged during the process collect initial estimates from the production companies and then follow-up postproduction to get accurate spent information. Some municipalities track local hotel room nights to derive an accommodation value total. Some of the other insights derived through engagement with other municipalities are: <ul style="list-style-type: none"> There is no perfect economic impact model: the peer municipalities identified that there is no perfect model that best estimates the economic impact of filming in their regions. It was suggested that an economic impact model should be developed that considers the needs of the local municipalities and helps estimate the economic impact of filming. Build relationships with production companies and local businesses to assess the economic impact: most peer municipalities capture direct production spend information from the film production companies (before and after film production) and partner with local businesses (e.g., hotels) to get the best estimate of the economic impact of filming in their region. Film-based tourism is not widely explored by the municipalities: Other than the Region of Durham, most peer municipalities have not leveraged filming related tourism to attract visitors to their region. The Region of Durham hosted Hannibal tours to locations where the series was shot to hundreds of tourists in the last 2 years. The County of Brant could explore and capitalize on the opportunity to attract filming related tourism to the region.
<p>3. Enhance economic impact assessment capabilities for digital media</p>	<p>Some of the types of digital media companies that might have close alignment with filming are:</p> <ul style="list-style-type: none"> Video production – VFX, animation, editing etc. Music production – film dubbing, recording etc. Creative photography Digital media marketing – film promotions on social channels

Reference and Supporting Material

Strategic Pillar #3: Strong Stakeholder Relationships

Strategic Initiatives	Supporting Tools, Reference Material and Resources																																
<p>1. Better understand resident and local business needs and enhance relationships and collaboration</p>	<p>Developing engagement strategies</p>																																
<p>2. Foster positive relationships with filming companies through an outreach and engagement strategy</p>	<ul style="list-style-type: none"> Reference Filming and Digital Media Strategy - Current State Assessment Report, specifically the jurisdictional scan to inform engagement: 																																
<p>3. Foster positive relationships with digital media companies through an outreach and engagement strategy</p>	<table border="1"> <thead> <tr> <th data-bbox="254 542 391 591">✓ Category</th> <th data-bbox="391 542 565 591">✓ Sub-category</th> <th data-bbox="565 542 729 591">✓ Region of Durham</th> <th data-bbox="729 542 893 591">✓ City of Hamilton</th> <th data-bbox="893 542 1058 591">City of Mississauga</th> <th data-bbox="1058 542 1222 591">City of Brantford</th> <th data-bbox="1222 542 1386 591">City of Cambridge</th> </tr> </thead> <tbody> <tr> <td data-bbox="254 591 391 813" rowspan="2">Community Engagement and Management</td> <td data-bbox="391 591 565 716">Communication of application to Council & public</td> <td data-bbox="565 591 729 716"> <p>✓</p> <p>For selective productions only</p> </td> <td data-bbox="729 591 893 716"> <p>✓</p> <p>For selective productions only</p> </td> <td data-bbox="893 591 1058 716"> <p>✓</p> <p>For selective productions only (e.g., road closure more than 24 hours)</p> </td> <td data-bbox="1058 591 1222 716"> <p>✓</p> <p>For selective productions only</p> </td> <td data-bbox="1222 591 1386 716"> <p>✓</p> <p>Council is informed of filming projects</p> </td> </tr> <tr> <td data-bbox="391 716 565 813">Information on website for residents and business owners</td> <td data-bbox="565 716 729 813"> <p>✓</p> <p>Both for residents and business owners</p> </td> <td data-bbox="729 716 893 813"> <p>✓</p> <p>Both for residents and business owners</p> </td> <td data-bbox="893 716 1058 813"> <p>✓</p> <p>Both for residents and business owners</p> </td> <td data-bbox="1058 716 1222 813"> <p>✓</p> <p>Both for residents and business owners</p> </td> <td data-bbox="1222 716 1386 813"> <p>✓</p> <p>Both for residents and business owners</p> </td> </tr> <tr> <td data-bbox="254 813 391 1014">Partnerships and Industry Relations</td> <td data-bbox="391 813 565 1014">Key industry partnerships</td> <td data-bbox="565 813 729 1014"> <p>In addition to relationships with core filming partners such as Ontario Creates (OC). The Region has partnered with the labour groups, government partners and academic institutions</p> </td> <td data-bbox="729 813 893 1014"> <p>Collaborate with OC for help them grow their inventory. Partners with local businesses to help them grow their business through filming</p> </td> <td data-bbox="893 813 1058 1014"> <p>Partnered with local businesses and BIAs. Facilitates connections between local businesses and location manager</p> </td> <td data-bbox="1058 813 1222 1014"> <p>Working to strengthen relationship with Ontario Creates and other local business partners</p> </td> <td data-bbox="1222 813 1386 1014"> <p>Working to further strengthen relationships with Ontario Creates, local businesses and other industry partners</p> </td> </tr> </tbody> </table>						✓ Category	✓ Sub-category	✓ Region of Durham	✓ City of Hamilton	City of Mississauga	City of Brantford	City of Cambridge	Community Engagement and Management	Communication of application to Council & public	<p>✓</p> <p>For selective productions only</p>	<p>✓</p> <p>For selective productions only</p>	<p>✓</p> <p>For selective productions only (e.g., road closure more than 24 hours)</p>	<p>✓</p> <p>For selective productions only</p>	<p>✓</p> <p>Council is informed of filming projects</p>	Information on website for residents and business owners	<p>✓</p> <p>Both for residents and business owners</p>	<p>✓</p> <p>Both for residents and business owners</p>	<p>✓</p> <p>Both for residents and business owners</p>	<p>✓</p> <p>Both for residents and business owners</p>	<p>✓</p> <p>Both for residents and business owners</p>	Partnerships and Industry Relations	Key industry partnerships	<p>In addition to relationships with core filming partners such as Ontario Creates (OC). The Region has partnered with the labour groups, government partners and academic institutions</p>	<p>Collaborate with OC for help them grow their inventory. Partners with local businesses to help them grow their business through filming</p>	<p>Partnered with local businesses and BIAs. Facilitates connections between local businesses and location manager</p>	<p>Working to strengthen relationship with Ontario Creates and other local business partners</p>	<p>Working to further strengthen relationships with Ontario Creates, local businesses and other industry partners</p>
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<p>4. Foster meaningful partner relationships through a partner engagement strategy</p>	<ul style="list-style-type: none"> Key stakeholders to consider approaching include Ontario Creates, Film Ontario, Interactive Ontario, Canadian Media Producers Association, Directors Guild of Canada, Canada Media Fund, Telefilm Canada, Academy of Canadian Film & Television, Alliance of Cinema, Television, and Radio Artists (ACTRA), Canadian Film Centre. Educational institutions to consider approaching Mohawk College, Fanshawe College, Niagara College Canada, Humber College and Sheridan College, as they have relevant faculties and are located in the southwest region of the province. Consider approaching Peer jurisdictions where there may be an opportunity for cross-collaboration or mutually beneficial value propositions. County of Brant should consider opportunities for collaboration with the City of Brantford, City of Cambridge, and the City of Hamilton. 																																

Reference and Supporting Material

Strategic Pillar #4: Focused Sector Development

Strategic Initiatives	Supporting Tools, Reference Material and Resources
<p>1. Develop initiatives to target growth of industries supporting filming</p>	<p>Sector Development</p> <ul style="list-style-type: none"> Filming in Durham for consideration when determining film production company needs and adjacent/sub-industries for exploration. The guide can also be used to identify digital media companies supporting film related activities. <ul style="list-style-type: none"> Durham https://www.durham.ca/en/economic-development/resources/PDF/Guide-to-Filming-in-Durham-for-Web.pdf Consider grants and funding available to digital media companies, select current offerings as show below: <ul style="list-style-type: none"> Industry Development Program https://ontariocreates.ca/investment-programs/industry-development/industry-development-program Interactive Digital Media Fund https://ontariocreates.ca/investment-programs/industry-development/interactive-digital-media-fund
<p>2. Develop initiatives to target growth of the Digital Media Sector in the County</p>	

Reference and Supporting Material

Strategic Pillar #5: Effective Communication

Strategic Initiatives

Supporting Tools, Reference Material and Resources

1. Develop communication guidelines and protocols for interactions with key stakeholder groups (e.g. local businesses, residents, SEAT) in alignment with revised film policy and permit process

Communication Guidelines and Protocols

- Reference Filming and Digital Media Strategy - Current State Assessment Report, specifically the jurisdictional scan to inform communication protocols. See the excerpt below for reference
 - Stakeholder to communicate with

✓ Category	✓ Sub-category	✓ Region of Durham	✓ City of Hamilton	City of Mississauga	City of Brantford	City of Cambridge
Community Engagement and Management	Communication of application to Council & public	✓	✓	✓	✓	✓
		For selective productions only	For selective productions only	For selective productions only (e.g., road closure more than 24 hours)	For selective productions only	Council is informed of filming projects
	Information on website for residents and business owners	✓	✓	✓	✓	✓
		Both for residents and business owners	Both for residents and business owners	Both for residents and business owners	Both for residents and business owners	Both for residents and business owners

- Notice to community and residents

Category	Sub-category	Region of Durham	City of Hamilton	City of Mississauga	City of Brantford	City of Cambridge
Internal Operations	Policy and bylaw documented	✓	✓	✓	✓	✓
		In filming guide	To regulate location Filming in Hamilton	Filming on City of Mississauga Property	Developed in 2019	Regional Film By-Law
	Application process defined	✓	✓	✓	✓	✓
		Online	3-step process, form-based	3-step process, online	5-step process, form-based	3-step process, form-based
	Charges permit fee		✓	✓		✓
		Most permit fees are \$0 or revenue-neutral	\$ 64	\$ 395	Plan to introduce in 2021	\$1000 administration fee; \$70 flat fee to access public spaces
	Application processing time	10 business days	3 business days	4 business days	1-3 business days, apply 14 days before	3-5 business days
	Notice to community and residents	48 hours prior, higher for road closure	5 days prior, high for road closure	Not defined, need approval from 80% of residents/businesses	3 or more days depending on the type of request	7 days prior

2. Develop a marketing strategy to promote the County's value proposition for filming and digital media - targeting partners, client's, and prospective clients

- Website:** Update the County's website to add relevant material related to Filming and Digital Media. The County could reference the following websites:
 - City of Brantford <https://www.advantagebrantford.ca/en/key-sectors/film-television-and-digital-media.aspx>
 - City of Hamilton <https://www.hamilton.ca/hamilton-music-film-office/filming-in-hamilton>
- Location Library:** The County should prioritize working with Ontario Creates to ensure the location library for the County is available and updated
- Promotional Material:** The City of Hamilton created a short YouTube video on 'Reasons to Film in Hamilton' <https://www.youtube.com/watch?v=eZGI16YcYAE&feature=youtu.be>. The County could consider developing a similar video once the values proposition is designed.

Reference and Supporting Material

Strategic Pillar #5: Effective Communication (continued)

Strategic Initiatives	Supporting Tools, Reference Material and Resources
<p>3. Establish an ongoing reporting mechanism to communicate the impacts/value of the Filming and Digital Media Sector</p>	<ul style="list-style-type: none">• City of Brantford Council Report can be found starting on page 26 https://calendar.brantford.ca/meetings/Detail/2019-12-03-1800-Committee-of-the-Whole-Community-Development/a5c24184-8a20-4d9a-beb8-ab14009164a5



County of Brant

Filming and Digital Media Strategy 2021-2025

Date – November, 2020

