

2017 – 2022 COQUITLAM FILM STRATEGY



A special thank you to the following film sector professionals for their contributions to the *2017 – 2022 Coquitlam Film Strategy*:

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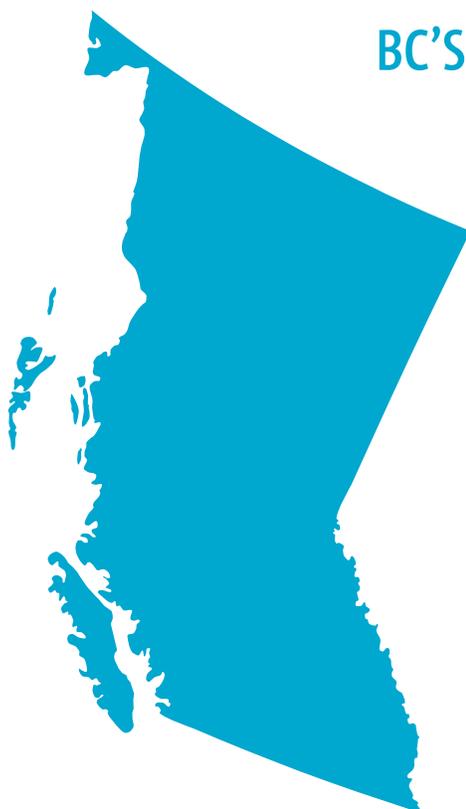
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City of Coquitlam

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BC'S FILM INDUSTRY PERFORMANCE

\$2 Billion total Film and TV Production Expenditures (2014/2015)

42,000 Direct and Indirect Jobs

created through Film and TV Production (2014/2015)

80% of the industry jobs are located in
the Metro Vancouver region

International reputation as one of
*the leading full-service motion picture production centres in
North America*

Global centre for creative content production and a leading hub
for digital animation

Sources: Creative BC and Canadian Media Producers Association (CMPA)

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Introduction & Background

BC'S FILM SECTOR

The film sector is one of British Columbia's fastest growing sectors. In 2015/16, film and television production activity was robust, demonstrating BC's resiliency and reflecting its reputation as an enticing, cost-effective and dependable centre for the production of creative content. The sector includes a wide range of direct and indirect employment opportunities in areas such as pre- and post-production, costume design, set design, construction, catering, transportation and special effects. An estimated 42,000 direct and indirect jobs were created through film and television production in 2014/2015.

From April 1, 2013 – March 31, 2014, BC supported over 248 productions, and contributed over \$1.4 billion in direct production expenditures to the provincial economy. Of this amount, television series productions generated \$703 million and feature films provided \$559 million. Other television and animation projects accounted for \$185 million. In fiscal 2014/2015, direct spending on film and television production totaled over \$2 billion.

COQUITLAM'S FILM SECTOR

With its diverse and friendly neighbourhoods, natural splendor and close proximity to downtown Vancouver, Coquitlam is "picture perfect" for filmmakers. Easy accessibility, unique locations and plentiful parking make it a welcoming place for filming productions. From City Centre to Maillardville's heritage sites and Riverview's iconic buildings, Coquitlam has been a choice for many popular TV series, features and student-led productions. On average, 90 film and television productions are shot each year in Coquitlam and nearly 1,000 people employed in the industry live within the City.







Coquitlam's "One-Stop" Film Office Process

- | | | |
|-----------------------------------|---|--|
| 1. Film Office receives inquiries | 2. Production Company submits on-line Application | 3. Film Liaison confirms fee and permit requirements |
| 4. Film Liaison issues invoice | 5. Film Liaison works with City Departments for approvals | 6. Fees Collected |
| | | 7. Film Permit issued |

COQUITLAM'S "ONE-STOP" FILM OFFICE

Coquitlam provides a friendly "one-stop" service to the film sector. In addition to processing all necessary applications and permits, the Film Liaison is an accessible resource to find that perfect location for production companies. The City of Coquitlam aims to sustain its competitive advantage in the film sector by aiding the growth and development of local production facilities as well as other film-related businesses.

Situation Analysis

The following analysis, derived from the Film Strategy Focus Group feedback, outlines some of the strengths, weaknesses, opportunities and threats for Coquitlam as a film destination.

STRENGTHS

“ONE-STOP” FILM OFFICE AND STAFF: Coquitlam possesses a dedicated friendly “One-Stop” Film Office that coordinates the permitting process with various City Departments and provides convenient services to the film sector.

PROXIMITY TO VANCOUVER: Centrally located in Metro Vancouver, Coquitlam is easily accessible via transportation corridors and networks such as Highways 1 and 7, the Barnet Highway and the West Coast Express, and via the Evergreen SkyTrain Extension.

LOCATION INVENTORY: The City boasts an extensive and diverse inventory of high quality film locations ranging from the Riverview Lands to parks and trails, forests, and rivers to the City Centre and heritage buildings located in Maillardville.

ACCESS TO TRAINED LABOUR FORCE: The City of Coquitlam is home to over 1,000 people employed in a variety of professions working in the film sector – careers include set builders, costume designers, actors, etc.

SECTOR COMMUNICATION: Two-way communication with Creative BC and other film sector partners on areas such as resources, contacts, ideas, statistics, etc.

WEAKNESSES

LACK OF FILM STRATEGY: The City of Coquitlam previously did not have a focused film strategy to guide the development of the Film Program.

LACK OF MARKETING: The amount of marketing that has been pursued by Coquitlam to promote the City as an attractive destination for the film sector has been limited.

REACTIVE FILM PROGRAM: Recognizing that the Film Program has limited resources, the Film Office is essentially an inbound call centre that responds and processes inquiries as they occur.

LIMITED TECHNOLOGY CAPABILITY: The Film Office lacks an online location inventory and a sector photo database/storage management system to provide requested information to the film sector in a timely and efficient manner.

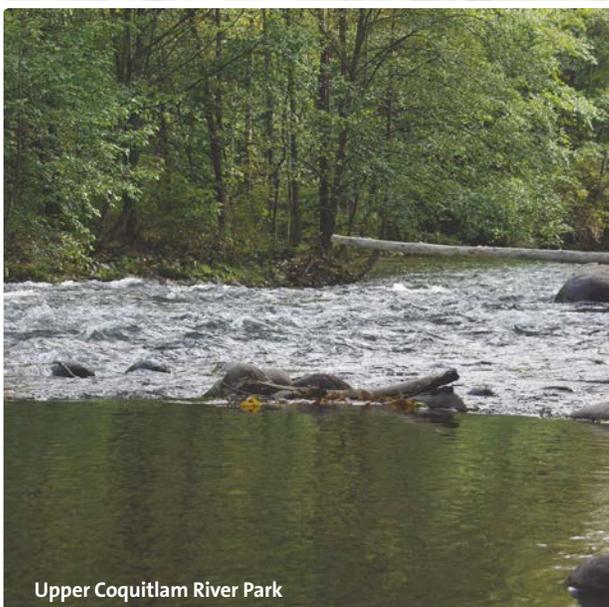
LIMITED AWARENESS: There is a lack of organizational and community awareness of the value of the film sector.



Riverview Hospital's Crease Clinic



Hoy Creek Tunnel



Upper Coquitlam River Park



Mundy Park



Eagle Ridge Pool



Widgeon Slough Marsh

TOP 10 FILMING LOCATIONS

The spectacular natural beauty of Coquitlam lends itself to great filming locations:

- City Centre
- City of Coquitlam Facilities
- Eagle Mountain Park
- Fraser River Industrial Area
- Hoy Creek Tunnel
- Maillardville Heritage Buildings
- Mundy Park
- Riverview Lands
- Upper Coquitlam River Park
- Widgeon Slough Marsh



Maillardville



Fraser River Industrial Area



Coquitlam City Centre



OPPORTUNITIES

PARTNERSHIPS: Maximize the partnerships with Creative BC and other film sector partners. Working with the Province of BC to capitalize on spin-off productions associated with activity that is occurring on the Riverview Lands.

MARKETING & PROMOTION: Coquitlam can leverage Creative BC's marketing and promotion programs. The City can also leverage media channels, such as online, print and social media, to increase the exposure for the film sector in Coquitlam.

EDUCATION & AWARENESS: There are opportunities for the Film Office to promote the value of the film sector to the community, businesses and the organization.

EXCHANGE RATE & TAX INCENTIVES: Fluctuations in the USD/CDN exchange rate and/or changes to the Provincial Film Tax Incentive program can dramatically impact filming activity. If the CDN dollar decreases in value or tax incentives increase, production activity typically increases.

LEVERAGING LOCAL PRODUCTIONS: There are opportunities for the Film Office to promote additional locations to the film/production companies, which are currently working in Coquitlam, for future productions.

THREATS

COMPETITION: Alternative destinations in the Lower Mainland, with established film offices, provide similar film location offerings and opportunities.

EXCHANGE RATE & TAX INCENTIVES: Fluctuations in the USD/CDN exchange rate and/or changes to the Provincial Film Tax Incentive program can dramatically impact filming activity. If the CDN dollar increases in value or tax incentives decrease, production activity typically decreases.

POLITICS: Film as a lower priority within the current provincial economy may negatively impact decisions for the entire BC film sector, and changes in the political landscape may impact film programs and marketing efforts.

SECTOR DEMAND: Peak demand periods for the film sector could negatively impact community support. In addition, the demand for key local film locations may impact availability.

COMMUNICATION: Inadequate two-way communication between the Film Office and sector partners can impact the level of customer service.

Strategic Plan

VISION STATEMENT

Coquitlam will foster a supportive climate for the film sector while focusing on expanding the economic impact of the sector by promoting Coquitlam as an attractive destination for film production, and expanding local jobs, local prosperity.

TARGET MARKET

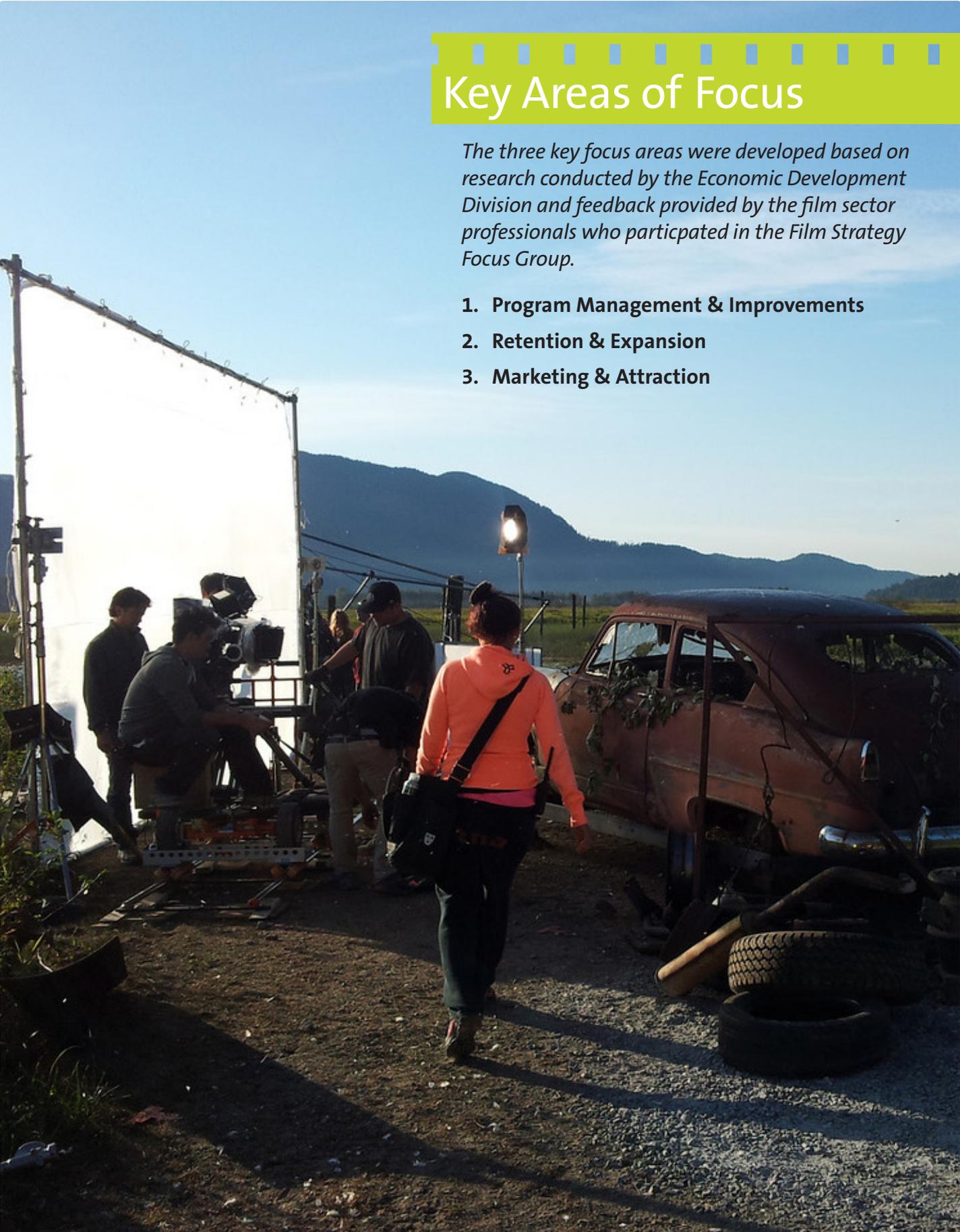
Primary

The primary target market is composed of the film/production companies and location scouts that are based in the Metro Vancouver area.

Secondary

The secondary target market is composed of the film/production companies and location scouts that are based in North America.



A photograph of a film set outdoors. In the foreground, a person in a bright orange hoodie and dark pants is walking away from the camera. To the left, a camera is mounted on a dolly on wheels, with several crew members around it. A large white backdrop is set up on the left side. In the background, there is a rusted, vintage car and a landscape with mountains under a clear blue sky. A light fixture is visible in the middle ground.

Key Areas of Focus

The three key focus areas were developed based on research conducted by the Economic Development Division and feedback provided by the film sector professionals who participated in the Film Strategy Focus Group.

- 1. Program Management & Improvements**
- 2. Retention & Expansion**
- 3. Marketing & Attraction**

KEY AREA OF FOCUS: Program Management & Improvements

GOAL 1:

Maintain and continue to develop an effective and efficient “One-Stop” Film Office.

Actions:

Program Planning & Management (“A” Priority)

- » Continue providing effective and timely responses to filming inquiries.
- » Explore opportunities to attain better efficiencies with current technology and overall process improvements.
- » Review strategic goals annually and prioritize projects for subsequent years and incorporate into annual work plans.

Monitoring & Evaluation (“B” Priority)

- » Track statistics, data and information that is related to the goals of the Film Strategy and that provide critical information, metrics and benchmarks.
- » Progress reporting of Film Program initiatives.
- » Conduct post-production stakeholder feedback.
- » Working with Creative BC and sector partners to track the economic impact of film production in Coquitlam.

Stakeholder Relations (“C” Priority)

- » Continue to build a network of film sector stakeholders and work with them to implement the Film Strategy and to develop the Coquitlam film sector.
- » Identify opportunities to convey the value of Coquitlam’s film sector to internal and external stakeholders.

Key Performance Indicators:

- » Number of film inquiries and permits
- » Film permit revenues
- » Website analytics
- » Number of stakeholder meetings
- » Stakeholder surveys



KEY AREA OF FOCUS: Retention & Expansion



GOAL 2:

Work with the production companies that are filming in Coquitlam to ensure film activities occur smoothly, while exploring opportunities with these companies for further filming in Coquitlam.

Actions:

Film/Production Company Retention and Expansion (“A” Priority)

- » Continue to work with the film/production companies that are filming in Coquitlam by continuing to provide efficient and effective customer service.
- » Capitalize on future production opportunities by providing information on locations suitable for future productions to firms filming in Coquitlam.
- » Capitalize on the spin-off production opportunities associated with the Province of BC’s Riverview filming hub.



- » Provide information and resources (e.g., Resource Directory of Coquitlam-based film sector service providers) that the film sector can utilize during their productions.

Facilitate Film Infrastructure Development & Process Improvements (“B” Priority)

- » Continue to support the growth and expansion of Coquitlam’s film sector by facilitating the enhancement of infrastructure and processes.
- » Work with various City of Coquitlam Departments and Divisions to provide the necessary approvals and permits required for safe and effective film production in Coquitlam, while also identifying opportunities to improve the film permitting process.
- » Work with sector partners to identify opportunities to improve film processes and to leverage opportunities via sector partners.

Film Information & Location Development (“C” Priority)

- » Support location scouts by providing information on potential Coquitlam film location options, with the goal of increasing the amount of productions that occur in Coquitlam each year.

Key Performance Indicators:

- » Number of productions
- » Number of spin-off productions that occur in Coquitlam
- » Measured economic impact of productions occurring in Coquitlam
- » Number of process improvements



KEY AREA OF FOCUS: Marketing & Attraction



GOAL 3:

Continue to promote the City of Coquitlam as an attractive destination for film production companies.

Actions:

Marketing & Communications (“A” Priority)

- » Pursue marketing and communications efforts, which promote and build awareness about the City of Coquitlam’s value as an attractive destination for the film sector (e.g., release of information bulletins).
- » Develop marketing materials (e.g., print, website, video, social media, etc.) that promote the City of Coquitlam as an attractive film destination.
- » Explore opportunities to promote and utilize Creative BC’s photo database library.

Film/Production Company Attraction (“B” Priority)

- » Focus on opportunities to engage and educate film/production companies that have yet to film productions in Coquitlam about prime film locations, the services provided by the “One-Stop” Film Office and the ease of filming in Coquitlam.
- » Work with the Parks, Recreation and Culture Services Department to maximize filming opportunities at swimming pools, parks and other recreational facilities.
- » Planning and cross-training for the Film Liason position and internal departments directly involved with the film permit process needs to occur to ensure effective and efficient permitting in the long-term.

Cooperative Marketing (“C” Priority)

- » Leverage existing relationships and develop new partnerships to increase Coquitlam’s prominence as an attractive film destination (e.g., Creative BC, Province of BC, etc.).
- » Work with Creative BC to ensure Coquitlam is maximizing opportunities to be featured in cooperative marketing projects, trade shows or other sector related activities.

Key Performance Indicators:

- » Marketing material development
- » Track the return on investment of marketing programs
- » Online analytics (e.g., web, social media, etc.)
- » Number of new productions
- » Number and value of cooperative marketing projects

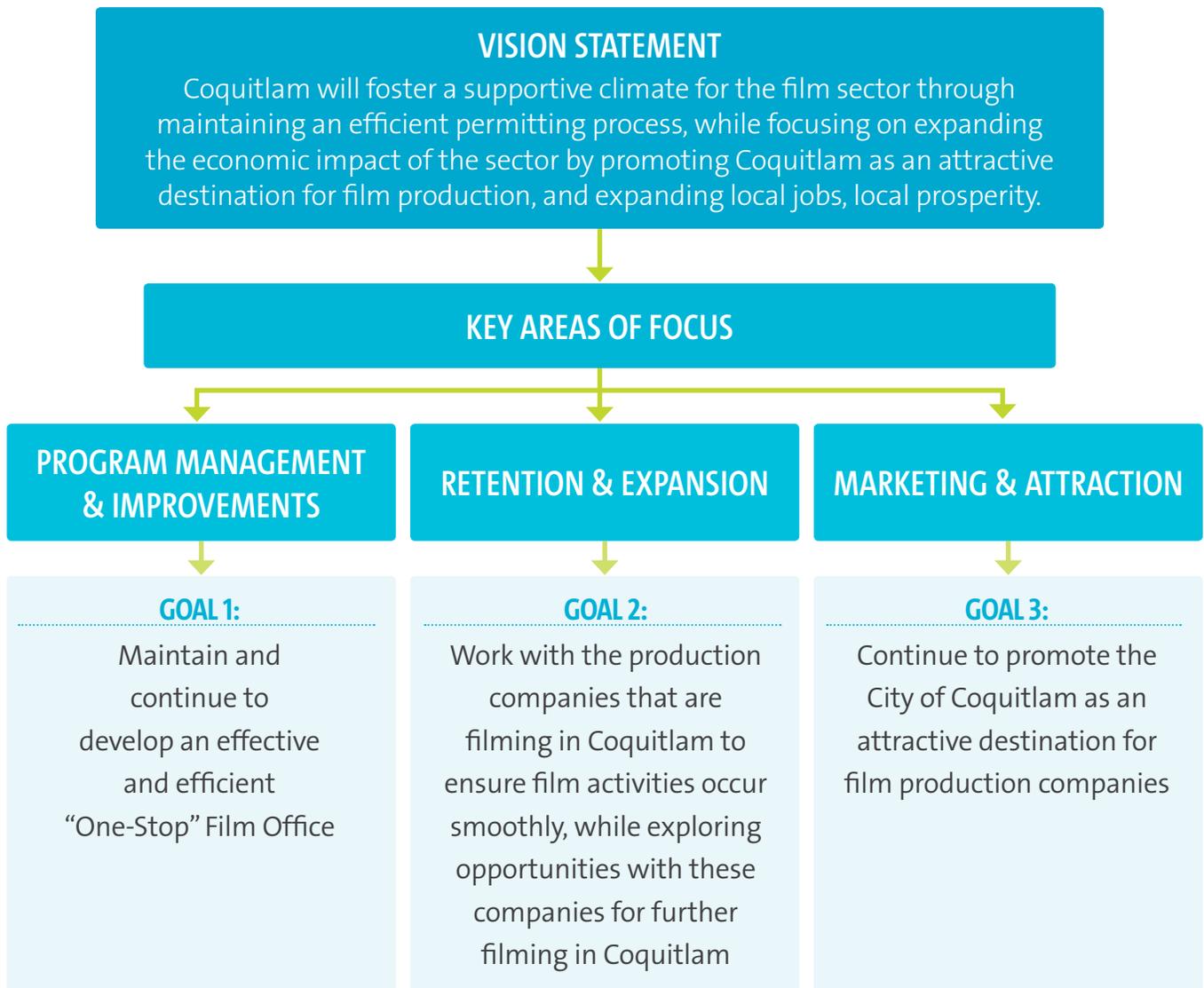




Implementation

- ❖ The 2017 – 2022 Coquitlam Film Strategy provides the core goals needed to enhance the expansion and economic contribution of Coquitlam’s film sector.
- ❖ The Film Office will develop annual work plans to achieve the goals identified in the 2017 – 2022 Coquitlam Film Strategy.

2017 – 2022 COQUITLAM FILM STRATEGY





Coquitlam



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