



# LA Regional Collaborative

## **Video Production & Distribution Activation Plan**

June 30, 2025

## About the LA Collaborative

The California Jobs First (CJF) Program was created by the State of California to help local regions develop economic development plans. The CJF program seeks to:

- Create high-quality and accessible jobs for all Californians
- Help local communities transition to and thrive in a carbon-neutral economy
- Invest in COVID-19 recovery and build long-term economic resiliency
- Integrate the priorities of local residents into the region's 10-year plan

The Los Angeles Jobs First Collaborative (LA Collaborative) is a coalition of over 700 organizations and individuals volunteering to develop strategies to strengthen the Los Angeles County region (LA County) and inform local implementation of the California Jobs First Program. One of the core values of the LA Collaborative is to ensure historically disinvested communities are prioritized and included in this program and its governance. In September 2024, the LA Collaborative completed Regional Plan Part 2, a comprehensive analysis of the economic landscape that captures the intricate community experiences and diverse challenges residents and businesses in LA County face. Informed by an extensive community engagement process, Regional Report Part 2 acts as a guide for the Catalyst and Implementation Phases of the CJF Program.

This is one of five sector-specific Activation Plans the LA Collaborative will submit to the State. The goal of the Activation Plan is to identify the strategies and tactics the LA Collaborative will advance to support inclusive economic development in the Video Production and Distribution sector, elevating impact for residents across all of LA County. This Plan builds on the Regional Plan Part 2 as well as contributions from the LA Collaborative's Steering Committee and industry focus groups, and is designed as a living document that will be updated and adapted.

*The Vision of the California Jobs First Program is to create investment opportunities through climate neutral initiatives that can produce high-quality, sustainable jobs for individuals and families within LA County to thrive.*

## Acknowledgements

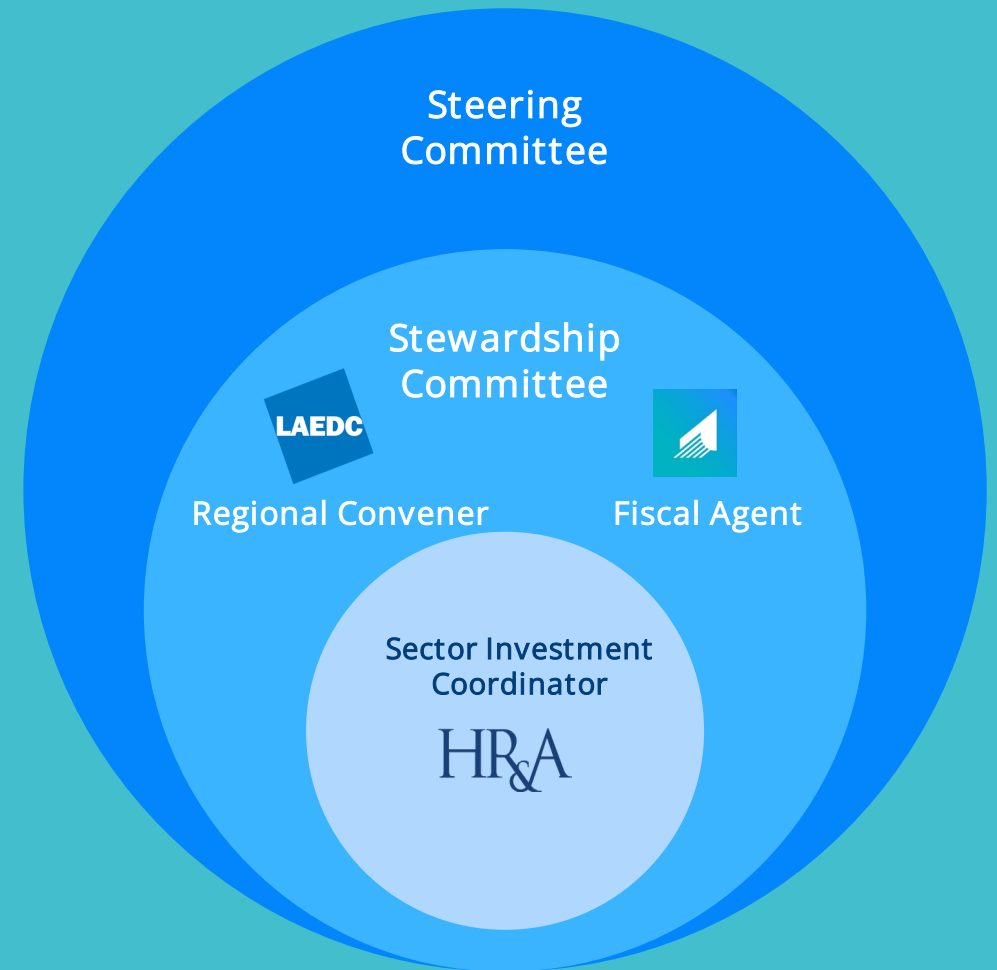
The LA Collaborative formed a 38-member Steering Committee comprised of representatives from government, labor, business, industry, and community stakeholders to shepherd the California Jobs First Process.

The Stewardship Committee is led by the Los Angeles County Economic Development Corporation (LAEDC) as the Regional Convener, with California Community Foundation (CCF) as the Fiscal Agent.

HR&A Advisors, an economic development consulting firm, acts as the Sector Investment Coordinator for the LA Collaborative.

Thank you to all individuals and organizations who engaged in this Activation Plan process; it would not be possible without your insights.

# Los Angeles County Jobs First Collaborative



*The Collaborative consists of 700+ onboarded partners, including CBOs, agencies, and private-sector partners.*

## Process

The Activation Plan is informed by Regional Plan Part 2, which was consolidated and synthesized into strategies and tactics. Industry focus groups provided insight into the sector's challenges and opportunities and confirmed key areas of focus. A Steering Committee Working Group guided the prioritization of tactics and reviewed the full Activation Plan draft.

1

### Regional Plan Part 2

Reviewed Regional Plan Part 2, including sector-specific and sector-neutral strategies.

Reviewed relevant external studies, including work from LA County and other partners.

Synthesized relevant goals, strategies, and tactics into clear framework.

2

### Industry Engagement

Conducted 2 Industry Focus Groups as well as 1:1 interviews with relevant stakeholders to understand challenges and opportunities within the sector.

3

### Steering Committee Feedback

Facilitated a Steering Committee Working Group to prioritize strategies and tactics.

Shared draft with full Steering Committee for public comment and a vote.

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A professional Sony video camera is mounted on a tripod, positioned in the center-right of the frame. The camera's LCD screen is flipped out, showing a video feed. The camera body is black with various buttons and dials visible. A blue semi-transparent overlay covers the left and center portions of the image. In the background, there are blurred structural elements, possibly part of a stage or studio set, with some lights visible. The overall color palette is dominated by blue tones.

01 |

# Strategy Overview



# Target Sector Strategy Overview

## SECTOR OVERVIEW

Los Angeles County is the leading hub for video production and distribution, with a decades-long track record of creation, innovation, and influence in the global creative economy. The region has unparalleled assets supporting the sector, including the headquarters of all “Big Five” film studios, cutting edge production facilities, a highly skilled workforce, and a breadth of urban and rural landscapes that make on-location filming a continued draw. LA County is home to seven of the top 25 film schools in the country, including the University of Southern California (USC) and the University of California, Los Angeles (UCLA), which produce a continuous pipeline of creative and technical talent. Additionally, organizations like FilmLA and the LA County Film Office within the Department of Economic Opportunity coordinate production activity and advocate for industry-friendly policies. A network of labor unions and nonprofit partners, including the Directors Guild of America (DGA), the Writers Guild of America (WGA), the International Alliance of Theatrical Stage Employees (IATSE), and the Screen Actors Guild—American Federation of Television and Radio Artists (SAG-AFTRA) ensure workers are paid fairly and work to strengthen job security. Key regional subsectors include motion picture and television production, post-production services, animation, streaming and digital content, marketing and distribution, and live entertainment.

Despite this dominance, the Video Production and Distribution ecosystem in Los Angeles is at a critical juncture. The sector rebounded quickly after the COVID-19 pandemic, adding 55,000 jobs from 2020 to 2022—a 58% increase. However, more recent trends indicate challenges: television production in the county declined 30% during the first quarter of 2025 compared to the same period in 2024, and an increasing number of states are attempting to draw productions away from the region. The concurrent WGA and SAG-AFTRA strikes in 2023 caused national industry disruption, lasting almost half the year and rippling into 2024. And emerging technology is once again shifting the foundations of the industry, as generative AI threatens to undermine creatives and artists and reshape the entire production and post-production process.

The strategies and tactics outlined in this Activation Plan aim to strengthen the Video Production & Distribution ecosystem, leveraging existing funding to support Los Angeles’ growth into a carbon neutral economy, advance our innovation ecosystem, grow small businesses, and develop the next generation of homegrown talent to support good jobs. Throughout each of our strategies, our tactics focus on supporting historically disinvested communities to ensure they can participate in the wealth-building opportunities as part of this growth. As the federal funding landscape continues to evolve, this Plan works to build regional resilience by identifying creative funding opportunities and supporting local initiatives.

An important note for our Activation Plans: At the time of writing, Los Angeles is still in the midst of recovery from devastating wildfires. Our intent is to revisit our strategies on an ongoing basis to ensure they consider the measures needed to support our communities as they recover.

## Target Sector Strategy Overview

### CHALLENGES

Our Collaborative has identified challenges across our five main topics.

- **Carbon Neutral Economy:** Leaders in the entertainment industry are committed to reducing the industry's environmental impact, and energy-efficient production technologies are emerging and evolving every year. However, executives and decisionmakers are not always aware of the most updated technologies and often lack incentive to switch from current practices to more sustainable alternatives. A lack of mandatory accountability measures compounds the challenge, and adoption remains uneven. Increasing accountability while minimizing red tape will be key to more robust adoption.
- **Innovation and Entrepreneurship:** An increasing number of states offer attractive tax incentives and lower costs, and productions are choosing to locate out of Los Angeles. The region has long been thought of as a place people come to create, but that creation has not historically been associated with innovation – a perception that does not match decades of industry evolution that was born in the region. Many creatives and innovators also feel their projects cannot succeed without major financial backing, which discourages independent innovation and limits creative ownership. LA must redefine itself as the premier destination for creation and innovation, leveraging its historic strength to drive the future of the industry.
- **Small Business:** Many creatives in the Video Production and Distribution sector do not see themselves as traditional small businesses – and indeed, they often lack access to the traditional set of small business resources. Banks are hesitant to loan to writers or producers for projects that have unclear timelines and may take years to come to fruition, and often favor risk-averse, mass-appeal projects. Underrepresented filmmakers without access to traditional investor networks face even higher barriers. As the industry consolidates, independent and small-scale productions struggle to secure funding, distribution, and visibility. An enormous network of vendors, from caterers to costume designers, depend on the industry for their livelihood but are rarely at the forefront of policy discussions.





## Target Sector Strategy Overview

### CHALLENGES (continued)

- **Talent Development:** Many positions in the Video Production and Distribution sector are well-paying, unionized roles that do not require a four-year degree, and the region is home to a broad range of training programs—from accelerated training programs for technical roles to top film schools. However, the industry is heavily relationship-driven, and relationships often matter more than credentials. Additionally, as the industry becomes increasingly technology-dependent, some workforce programs struggle to keep pace with the change, leaving workers unprepared for today's skill demands.
- **Policy and Advocacy:** While not the primary focus of this Plan, several active policy debates both within California and nationally could dramatically reshape the sector's landscape.
  - The sector is heavily unionized, providing workers with access to high-wage, steady jobs that include critical benefits like healthcare and pensions. Recently, workers have been pushing to expand the types of roles protected by unionization, including reality TV producers and video game producers. This wave of unionization reflects a growing demand for greater job security and working conditions in an industry that can be volatile and unpredictable.
  - Corporate roles are increasingly at risk as mergers and acquisitions become more prevalent and a few large corporations dominate the market. This trend has decreased opportunities for innovation and diversity in content creation.
  - The advent of AI has threatened some entry-level positions, particularly in visual effects and animation, two roles that were previously accessible for emerging creatives.
  - The rise of streaming platforms has disrupted the traditional film revenue, eliminating licensing windows and significantly reducing residual payments for unionized talent.

Our strategies and tactics address these challenges by collaborating across the region to scale existing efforts, develop new initiatives, and align partners towards common goals.



## Target Sector Strategy Overview

### PRIORITIZATION

The **Video Production and Distribution (VPD)** sector was prioritized for immediate implementation for the following reasons:

- The sector is highly concentrated over 14 times more concentrated in Los Angeles County than the nationwide average
- In 2022, over 280,000 people were employed across related industry clusters including Video Production and Distribution, Performing Arts, Marketing, and Design and Publishing in Los Angeles County. Within this larger cluster, the Motion Picture and Video Production industry supports nearly 129,000 jobs
- In California, the Motion Picture and Television sector directly supports over 258,000 jobs and contributes more than \$42.6 billion in wages annually, with over 817,000 jobs created indirectly through local vendors and businesses
- The sector offers a wide range of job opportunities beyond creative roles, such as in technical, administrative, and logistical positions, many of which do not require a 4-year degree
- In 2023, tourism generated \$40.4 billion in sales and supported 530,000 jobs for residents in LA, with entertainment driving a substantial amount of this growth
- The Los Angeles region remains a key center for the VPD industry, with the largest inventory of indoor filmable sound stages in the United States (389 stages across 5.4 million square feet)

The LA Collaborative will use the following strategies to advance the Video Production and Distribution sector over the next 18-24 months. These strategies are designed to deliver early results to build momentum and support communities, as well as establish the groundwork for continued collaboration and long-term success.



## Target Sector Strategy Overview

### STRATEGIES

The Los Angeles Region will advance this sector through the following strategies, adapted from Regional Plan Part 2.

#### CARBON-NEUTRAL ECONOMY

Grow the carbon-neutral economy by promoting investment in clean technology and increasing access to opportunities for disinvested communities.

#### INNOVATION AND ENTREPRENEURSHIP

Expand the entrepreneurial ecosystem by supporting innovators and entrepreneurs creating and expanding the next generation of businesses, jobs, and wealth building opportunities.

#### SMALL BUSINESS

Diversify sector opportunities for target businesses and expand programs across all service planning areas to better align access to economic opportunities with the needs of disinvested communities.

#### TALENT DEVELOPMENT

Develop pathways to employment through education, training, certification, and access to resources for disinvested communities that enable participation in LA's Video Production and Distribution ecosystem.

### CORE VALUES

*The LA Collaborative has identified three core values that drive its work:*



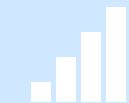
#### EQUITABLE

Programs and policies should benefit disinvested communities who have historically been excluded from economic and workforce development. Each community requires a targeted, culturally responsive approach developed in concert with trusted partners.



#### INCLUSIVE

Disinvested communities should be involved in decision-making for programs and policies that impact their communities. Programs should include supportive services that enable full participation.



#### MEASURABLE

Programs should directly lead to measurable outcomes, including job creation, supporting talent in accessing good jobs, and creating or convening resources. Programs should be developed in collaboration with industry partners to ensure training aligns with employer need.



# Target Sector Strategy Overview

## TACTICS

The following tactics were adapted from the Regional Plan Part 2, based on insights from industry stakeholders and the Los Angeles Collaborative Steering Committee.

## CARBON NEUTRAL ECONOMY

1.1 Accelerate Adoption	Accelerate the adoption of clean technologies and sustainable practices within LA County's video production and distribution sector by improving awareness, access, and incentives for emissions reduction and energy-efficiency strategies.
1.2 Pilot Grid Access	Assess the feasibility and infrastructure requirements for enabling film and TV productions in LA County to connect to the electrical grid as an alternative to using gas-powered generators.

## INNOVATION AND ENTREPRENEURSHIP

2.1 Define LA's Advantage	Define Los Angeles' unique value proposition in video production innovation and position the region as a leader by leveraging its institutions, workforce, and emerging tech products to attract investment and talent.
2.2 Pilot Public-Private Partnerships	Assess the feasibility of creating a County-supported production facility that integrates sound stage operations with on-site workforce development and innovation, in partnership with public and private sector entities.

## SMALL BUSINESS

3.1 Increase Access to Capital	Expand access to capital and financial education for underrepresented and emerging filmmakers and other small business owners to strengthen LA's film ecosystem and spur sustainable production.
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## TALENT DEVELOPMENT

4.1 Expand Access	Connect trained workers to employment and internship opportunities to expand economic opportunity and build a pipeline from training programs into high-paying jobs.
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## Operating Structure to Organize and Execute

### OPERATING STRUCTURE

Decades of creation and innovation in Los Angeles County have built a robust network of employers, trainers, educators, policymakers, labor unions, and conveners, many of whom are outlined on the following page. While many partners are working diligently to revitalize the industry, groups are often leading disparate initiatives and may have conflicting hypotheses for the best path forward. Pursuing the strategies and tactics in this plan will require collaboration and delegation, bringing together partners from across the county to lead and support initiatives.

The goal of the Activation Plan is to empower existing organizations to address challenges within the sector. As such, **the LA Collaborative and SIC propose enhancing existing partnership and convening efforts by creating a short-term partnership to initiate strategies and tactics described in this plan.** Initially, the Sector Investment Coordinator will support convening and provide technical assistance, while evaluating a formal long-term structure. As Regional Convener, LAEDC will continue to work in partnership with regional stakeholders to harmonize efforts across the area's vast ecosystem.





## Operating Structure to Organize and Execute

### REGIONAL PARTNERS

The Activation Plan's success relies on working with the broad range of partners in the region. The potential partners listed below are a few of the many important assets in the region.

**Labor unions**, including the **SAG-AFTRA**, **WGA**, **DGA**, **IATSE**, and the **Teamsters**, provide workers with access to high-wage jobs that offer crucial benefits such as healthcare and pensions. Such benefits are particularly important for this industry, as work is often project-based with employees moving from gig to gig. The sector saw a surge of unionization following the Hollywood strikes, reflecting a growing demand for better job security and working conditions.

**Public and private agencies** such as **FilmLA** (a 501©4 nonprofit and the official film office of both the City and County of LA) work to streamline and improve the on-location filmmaking process for communities and creators within the region. The state and local Film Commissions play a pivotal role in attracting productions to the region, and several cities within the County offer incentives or other resources for the sector.

**Nonprofit partners** play a vital role in supporting emerging filmmakers, providing workforce development programs for residents entering the industry, and attracting talent and projects into the region. These efforts include production accelerators like **Plenty of Pie**, platforms like **NewFilmmakers LA** that showcase the work of independent filmmakers, and educational support through a network of community colleges, including the **Los Angeles Regional Consortium**.

**Studios, networks, and other private sector employers** hire workers across a wide range of roles, from creative positions like writers and actors to technical and operational staff who bring ideas to life and deliver them to global audiences. Major studios, including **Warner Bros.**, **Paramount**, and **Sony**, produce much of the content in the industry, while the rise of streaming has positioned companies like **Netflix** and **Amazon** as dominant forces in both production and distribution. As these companies have consolidated and vertically integrated, they wield increasing control over what gets made and how it reaches audiences. This shift has concentrated power among increasingly fewer employers, diminishing job flexibility and negotiating power for workers across the industry.





### RECENT INVESTMENTS

The region has seen major investments in the Video Production and Distribution sector:

- In May 2025, Los Angeles Mayor Karen Bass issued an executive directive aimed at supporting local jobs by simplifying the process for studios and independent producers to shoot movies, TV, and commercials in the city. The directive lowers costs and streamlines city processes for on-location filming and increases access to well-known city locations.
- In October 2024, Governor Gavin Newsom announced a proposal to increase the State's annual Film and Television Tax Credit program from \$330 million to \$750 million. Projects benefiting from these tax credits generate hundreds of millions of dollars in in-state spending, support thousands of jobs, and contribute to extensive filming activity in California. Governor Newsom has also suggested a collaborative effort to establish a \$7.5 billion federal tax credit program to boost domestic film production.
- Additionally, several high-profile studio expansion and development projects aim to increase the region's production capacity and attract more film and television projects to the area:
  - East End Studios is planning a new 15-acre production facility in Downtown Los Angeles' Arts District. The campus will feature 16 sound stages and substantial office spaces.
  - Worthe Real Estate Group and Stockbridge are jointly developing Ranch Lot Studios, a 926,000-square-foot campus in Burbank, which will be fully leased to Warner Bros. and will add 16 soundstages to the studio's local facilities.
  - Foster + Partners is redeveloping the historical Television City studio complex, a 25-acre site with sound stages and production studios. The development will be LA's first all-electric studio and has received unanimous approval from LA City Council.



## RESOURCING

Each strategy and tactic includes three phases: pre-development and strategic planning, outreach and engagement, and initial program implementation. Pre-development and engagement are designed to occur simultaneously. The resources needed to support execution of the Activation Plan are summarized here. Cost estimates are highly dependent on time horizons and final programmatic details determined in the pre-development and outreach stages. We anticipate collaborating and coordinating with existing funded projects wherever possible. In our next stage of work, we will also identify new and scalable programs (e.g., apprenticeship programs), which will expend significant private and public investment.

	Estimated Costs	Assumptions & Dependencies
<b>Pre-development &amp; Strategic Planning</b> Support comprehensive planning and policy initiatives to inform program development.	\$750,000 to \$1 million	<ul style="list-style-type: none"><li>• <i>Management time, research, &amp; staffing:</i> program management and coordination based on comparable past projects</li><li>• Dependent on staff costs and time horizon</li></ul>
<b>Engagement and Outreach</b> Ensure robust stakeholder participation and community engagement. Ensure clear prioritization across tactics, maximizing existing resources and expertise throughout the region.	\$750,000 to \$1 million	<ul style="list-style-type: none"><li>• <i>Time:</i> Collaboration and coordination efforts by responsible parties and key partner's time</li><li>• <i>Stipends:</i> Cost assumes approximately \$100 maximum for stipends for participants time and expertise</li><li>• Dependent on additional engagement needed to ensure success of projects</li></ul>
<b>Initial Program Implementation</b> Costs for initial investments associated with small business, mentorship, and workforce development programs with assumptions for each program on number served.	\$10 million to \$15 million	<ul style="list-style-type: none"><li>• <i>Mentorship and exposure programs:</i> Cost of \$5,000 per person served</li><li>• Dependent on determination of final number served</li></ul>

## TIMELINE

The Sector Investment Coordinator (SIC) will advance pre-development and engagement for each tactic over the next 18 months of the CJF process, working in concert with partners to ensure regional coordination and community engagement. Responsible parties will guide and support initiatives across tactics and provide periodic updates on deliverables, milestones, and updated timeline as appropriate. Timelines are approximate and will be refined in coordination with partners and Responsible Parties (shown in tactical plan) as strategies progress.

This timeline assumes that short-term actions run through 2026, mid-term actions run through 2027, and long-term actions run through 2028-2029.





## Goals and Metrics Across the Strategy

### GOALS | 10-Year Look-Ahead

The LA Collaborative has identified four overarching objectives for the Video Production and Distribution sector: grow participation in the carbon-neutral economy, expand the entrepreneurial ecosystem, support sector opportunities for small businesses, and build access to good jobs. In 10 years, LA will continue to lead the nation in producing and distributing entertainment, with residents across the region able to access good jobs, capital to start or grow a business, and wealth-building opportunities for their communities. Metrics for success include:

1. **Increase the number and size of productions made in Los Angeles County.**
2. **Expand adoption of carbon-neutral technology in the industry**, including existing technology and new innovations.
3. **Increase sector employment and earnings**, including direct production and distribution jobs as well as indirect and induced jobs supported by the sector (e.g., catering).
4. **Create and scale startups and small businesses in the industry**, with a particular focus on the number of founders from historically underrepresented communities.\*

### Short-Term Metrics

Measures to track shorter-term progress towards achieving outcomes in the Video Production and Distribution sectors include identifying and connecting with organizations and partners in the sector, identifying potential funding sources, and convening or growing regional partnerships.

The SIC will report progress on strategies and tactics to the LA Collaborative Steering Committee and other partners involved in implementation.

*\*Underrepresented communities include but are not limited to Black, Latinx, AAPI, Native American, LGBTQ+, veteran, and female founders. Each underrepresented community requires unique, targeted strategies relevant to the population, which will be developed in concert with partners from those communities.*



## Dependencies and Challenges

### DEPENDENCIES AND CHALLENGES

The Video Production and Distribution sector in LA County is at a pivotal moment, facing what many have deemed an existential threat as productions leave the region and the state. Dependencies at every scale could impact the execution of the tactical workplan.

On a macro level, technological forces like Artificial Intelligence (AI) are changing the way creative content is produced, licensed, and distributed. Nationally, an increasing number of regions are attempting to compete with Los Angeles for film production activity, with several states launching new or updated tax incentives to compete with California. And regionally, Los Angeles is still recovering from the devastating impacts of the 2025 wildfires. During the drafting of this Plan, proposals are being considered to dramatically expand California's Film Tax Credit, with the hopes of reinvigorating the state's video production ecosystem.

Potential risks to execution include:

- **Limited resources and increased competition**, including increasing tax credits in other states and an uncertain budget in California
- **Macroeconomic and technological factors**, such as the rise in generative AI
- **Environmental factors**, such as the destruction seen in the 2025 Palisades and Eaton fires

The Activation Workplan addresses these risks by enhancing coordination among stakeholders, planning proactively to build resilience, and identifying existing resources that can be used to support the industry.





A professional Sony video camera is mounted on a tripod, positioned in the center-right of the frame. The camera has a large lens on the left and a flip-out LCD screen on the right. The background is a blurred industrial or construction site with metal beams and lights. A semi-transparent blue horizontal band runs across the middle of the image, containing the text '02 | Tactical Workplan'.

02 |

# Tactical Workplan



# Strategies

The Activation Plan is informed by the LA Regional Plan Part 2, as well as additional Steering Committee Working Groups, Industry Focus Groups, and interviews to ensure our strategies align with the Collaborative's vision.



## 1. CARBON-NEUTRAL ECONOMY

Grow the carbon-neutral economy by promoting investment in clean transportation and increasing access to opportunities for disinvested communities.

### 1.1 ACCELERATE ADOPTION

**Objective:** Accelerate the adoption of clean technologies and sustainable practices within LA County's video production and distribution sector by improving awareness, access, and incentives for emissions reduction and energy-efficiency strategies.

**Purpose:** While energy-efficient technology exists, industry leaders are often unaware or lack the necessary incentives to switch from their current practices to more sustainable measures. This issue is exacerbated by the lack of mandatory sustainability measures and widespread accountability in the industry, which further limit the adoption of clean technology.

**Program Design:** Continue building a centralized repository of existing green technology; expand awareness and access through industry engagement and vendor "demo days." Explore opportunities to incentivize adoption of sustainable technology.

**Leadership:** Initial leadership will be provided by the SIC, with later steps led by LAEDC and LA County.

**Potential Metrics:** Technologies, incentives, and funding opportunities identified for repository; number of vendors, producers, production managers, and other stakeholders who participate in a "demo day"

#### Costs:

Type	Estimate	Uses
Pre-development	\$50,000	Research to identify existing tech; repository
Outreach	\$50,000	Partnership building
Program	\$250,000	Demo Day, identification of new funding

### NEXT STEPS

Task	Responsible Party	Timeline
1. Conduct research to identify existing green production technologies. Leverage existing tools like the Green Production Guide to continue building a centralized digital repository, including practical case studies highlighting implementation.	SIC, Sustainable Entertainment Alliance (SEA)	Short-Term
2. Partner with County Film Office, LAEDC, and other stakeholders to host a "Demo Day" where vendors can exhibit clean tech solutions (e.g., energy-efficient trailers and battery packs), building on precedents like the Demo Day hosted by the <a href="#">Clean Mobile Power Initiative</a> .	LAEDC, LA County Film Office	Mid-Term
3. Identify creative new models for funding adoption of clean technology, including additional incentives at the State and County level and opportunities for branded content or partnerships with carbon-neutral technologies (for instance, electric or hydrogen-powered vehicles).	LAEDC, LA County Film Office, FilmLA, SEA	Long-Term

## 1. CARBON-NEUTRAL ECONOMY

Grow the carbon-neutral economy by promoting investment in clean transportation and increasing access to opportunities for disinvested communities.

### 1.2 PILOT GRID ACCESS

**Objective:** Assess the feasibility and infrastructure requirements for enabling film and TV productions in LA County to connect to the electrical grid as an alternative to using gas-powered generators.

**Purpose:** Most productions use generators to power on-location shooting days, which is energy-intensive and inefficient. While cleaner alternatives exist, including battery and grid-based power, the availability of grid connections on location is limited and underexplored, and “cleaner” generators are more expensive than gas.

**Program Design:** Stakeholder outreach and focus groups, feasibility study, pilot program

**Leadership:** Initial leadership will be provided by the SIC and LAEDC, in collaboration with LA County, LADWP, utility providers, and industry partners.

**Potential Metrics:** Stakeholders reached in outreach; successful completion of feasibility study; number of sites piloted and results of pilot program

#### Costs:

Type	Estimate	Uses
Pre-development	\$250,000	Technical feasibility study
Outreach	\$100,000	Stakeholder outreach, stipends, partnership building
Program	\$1M	Costs dependent on feasibility study

### NEXT STEPS

Task	Responsible Party	Timeline
1. Conduct stakeholder outreach to understand the regulatory, technical, and logistical requirements for grid- or battery-based power, and current challenges with generator use.	SIC	Short-Term
2. Conduct focus groups with studios and networks to understand opportunities and challenges presented by grid-based on-site power.	SIC, LAEDC	Short-Term
3. Conduct a feasibility study on costs, permitting, and regulatory requirements, technical feasibility.	LAEDC, LA County Film Office	Mid-Term
3. Based on feasibility, pilot grid access at 1-3 film locations. Test the program with production setups to evaluate the cost, safety, and any other limitations over an X month period. Monitor the effects of the pilot.	LAEDC, LA County Film Office, LADWP	Long-Term
4. Based on the pilot and industry feedback, draft recommendations to scale grid access throughout the region.	LAEDC, LA County Film Office	Long-term



## 1. INNOVATION AND ENTREPRENEURSHIP

Expand the entrepreneurial ecosystem by supporting innovators and entrepreneurs creating the next generation of businesses, jobs, and wealth building opportunities.

### 2.1 DEFINE LA'S ADVANTAGE

**Objective:** Define Los Angeles' unique value proposition in video production innovation and position the region as a leader by leveraging its institutions, workforce, and emerging tech products to attract investment and talent.

**Purpose:** As productions increasingly relocate out of LA, the region must redefine itself as the premier destination – leveraging its institutional strength, resources, and innovation – to drive sustained and resilient industry growth.

**Program Design:** Work with existing partners and programs to identify, define, and broadcast the region's competitive advantage in innovation and entrepreneurship, to complement the region's institutional strength.

**Leadership:** SIC and LAEDC to develop in collaboration with partners.

**Potential Metrics:** Innovation activity and funding opportunities identified in initial research; identification of unique value proposition; increased investment in regional startups

#### Costs:

Type	Estimate	Uses
Pre-development	\$50,000	Identify partners and funding availability
Outreach	\$300,000	Stakeholder outreach, stipends, partnership building, define value proposition
Program	\$250,000	Strategic campaign

### NEXT STEPS

Task	Responsible Party	Timeline
1. Engage LA Collaborative Partners, studios, and other stakeholders to identify creative entrepreneurship and innovation activity in the region, including startups, incubators and accelerators, and R&D.	SIC	Short-Term
2. Identify available funding opportunities—including philanthropic funding, venture capital, and/or an Evergreen Fund at the County—to support innovative technology in the film industry.	SIC	Short-Term
3. Based on the activity and resources identified in Tasks 1 and 2, define the region's unique innovation value proposition: what is Los Angeles County's innovation specialty?	LAEDC, Film LA	Mid-Term
4. Develop a strategic campaign to spotlight the region's unique position as a leader in video production and distribution innovation.	LAEDC, Film LA	Mid-Term

## 1. INNOVATION AND ENTREPRENEURSHIP

Expand the entrepreneurial ecosystem by supporting innovators and entrepreneurs creating the next generation of businesses, jobs, and wealth building opportunities.

### 2.2 PILOT PUBLIC-PRIVATE PARTNERSHIPS

**Objective:** Assess the feasibility of creating a County-supported production facility that integrates sound stage operations with on-site workforce development and innovation, in partnership with public and private sector entities (e.g., King County's Harbor Island Studios)

**Purpose:** The cost of filming in LA has become a deterrent for many productions, who are relocating projects to other, lower-cost regions. The lack of public investment in production assistance has stifled LA's ability to draw in new projects and has made it harder for producers to justify remaining in LA.

**Program Design:** Lead a feasibility study to determine the possibility of building a purpose-built sound stage/production facility on vacant land.

**Leadership:** SIC to lead feasibility study, with support from LAEDC, LA County, and industry partners.

**Potential Metrics:** Cost of supporting this project; economic and fiscal impact; number of productions supported per year; number of workforce programs or student trainees.

#### Costs:

Type	Estimate	Uses
Pre-development	\$250,000	Feasibility study
Outreach	\$100,000	Stakeholder outreach, stipends, partnership building, governance structures
Program	\$10M	Costs dependent on feasibility study

### NEXT STEPS

Task	Responsible Party	Timeline
1. Engage stakeholders to understand demand, opportunities, and challenges and formulate initial concept for space & programming.	SIC	Short-Term
2. Conduct a detailed feasibility study on costs, funding options, site selection, operational structure, and the economic/fiscal impact of the project.	SIC	Short-Term
3. Collaborate with industry and non-profit partners to develop framework for partnership, including training and workforce development, R&D, incentives for local hiring, and other program goals.	LAEDC, LA County DEO	Mid-Term
4. Draft a strategic business plan that outlines programming, funding (both initial capital and ongoing operations), potential sites, partners, and roles.	LA County DEO, workforce partners; LAEDC	Long-Term

## 2. SMALL BUSINESS

Diversify sector opportunities for target businesses and expand programs across all service planning areas to better align access to economic opportunities with the needs of disinvested communities.

### 3.1 INCREASE ACCESS TO CAPITAL

**Objective:** Expand access to capital and financial education for underrepresented and emerging filmmakers and other small business owners to strengthen LA's film ecosystem and spur sustainable production.

**Purpose:** Access to markets remains a major barrier for underrepresented and emergent filmmakers, particularly those without traditional investor networks. Access to traditional small business banking products like loans is limited, which can in turn limit opportunities for producers without access to substantial financial resources.

**Program Design:** Support the establishment of programs and models that offer grants and investment opportunities to underrepresent and emerging filmmakers.

**Leadership:** SIC will lead early stages, with later steps led by LAEDC

**Potential Metrics:** Funding sources identified in initial research; amount of technical assistance provided

**Costs:**

Type	Estimate	Uses
Pre-development	\$100,000	Funding repository, exploration of public financing options
Outreach	\$50,000	Events, network building, outreach to build awareness for programming
Program	\$1.5M	Technical assistance (assumes 200+ businesses served);

### NEXT STEPS

Task	Responsible Party	Timeline
1. Develop a repository of available funding opportunities – including philanthropic funding, venture capital, and/or public funding – to support small businesses in the film industry, especially underrepresented filmmakers and producers.	SIC	Short-Term
2. Provide technical assistance for independent and small-scale productions as they apply for California's Film & Television Tax Credit Program 3.0, which provides tax credits for in-state productions.	LAEDC	Mid-Term
3. Explore feasibility of public financing options, including an Evergreen Fund with LA County or county- or state-backed loan programs that allow emerging filmmakers to access capital, such as a New Mexico program that offers 0% interest loans for productions filmed in state.	LAEDC	Long-Term
4. Support existing talent incubators and non-profit organizations like Plenty of Pie, Project Involve, and NewFilmmakers Los Angeles that connect diverse and independent filmmakers to resources, mentorship, funding opportunities, and industry connections.	LAEDC	Long-Term



## 4. TALENT DEVELOPMENT

Develop pathways to employment through education, training, certification, and access to resources for disinvested communities.

### 4.1 EXPAND ACCESS

**Objective:** Connect trained workers to employment and internship opportunities to expand economic opportunity and build a pipeline from training programs into high-paying jobs.

**Purpose:** In this sector, access is often a bigger barrier to employment than credentials, so programs must prioritize connecting trainees directly with employers. While many jobs in the sector are high-paying, union jobs that require little formal education, the sector can also be highly exclusionary, recruiting workers with connections in the industry rather than new talent.

**Program Design:** Build partnerships between existing workforce training programs and regional employers.

**Leadership:** Existing workforce development programs with support from SIC and LAEDC.

**Potential Metrics:** Number of graduates hired in relevant jobs; partnerships formed between production agencies and training programs

**Costs:**

Type	Estimate	Uses
Pre-development	\$250,000	Management costs & staff time
Outreach	\$200,000	Stakeholder outreach, stipends, partnership building
Program	\$1.5M	Talent showcase and mentorship program, assumes ~300 students served

### NEXT STEPS

Task	Responsible Party	Timeline
1. Identify funding opportunities to support programming that connects trainees to industry mentors across various roles who can offer guidance and insights for navigating the complexities of the industry.	SIC	Short-Term
2. Support collaboration between employers and training programs to host site visits and short-term shadowing experiences for trainees.	LAEDC, LA Collaborative Partners	Mid-Term
3. Partner with training programs to host a showcase event highlighting student talent; invite employers to host panels, conduct trainings, lead competitions, or other engagements.	LAEDC, LA Collaborative Partners	Mid-Term
4. Explore opportunities to build or expand Bridge programs like <a href="#">NBC Universal's Creative Impact Lab</a> , <a href="#">Hollywood CPR</a> , and the <a href="#">High Road Training Partnership</a> that blend real-world learning, professional mentorship, and industry access.	LAEDC, studios, industry partners	Long-Term



# LA Regional Collaborative

## **Video Production & Distribution Activation Plan**

June 30, 2025