

# THE FUTURE OF AFCI

STRATEGIC PLAN  
2024 - 2026



ASSOCIATION OF  
FILM COMMISSIONERS  
INTERNATIONAL

# PURPOSE

## OF OUR STRATEGIC PLAN

As the world and our industry experience dramatic change, AFCI wants to ensure that we are effective in adding significant value to film commissions and their partners and connecting the industry while ensuring financial sustainability.

**AFCI leadership embarked on this strategic planning process to clarify our vision and ensure that we have a plan to achieve it.**

# WHAT YOU WILL SEE TODAY

**The process**

**High level key opportunities**

**Current to future state**

**Vision and mission update + core values**

**Top 5 goals, metrics and strategies for next 3 years**

**Member model update + revenue impacts**

**Key considerations**

**Key roles of non-profit board**

**Questions & next steps**

# OUR PROCESS

**45+**

**HOURS**

with the Executive Director

**450+**

**PAGES**

of documents reviewed

**40+**

**SOURCES**

of additional research & data

**170**

**MEMBERS**

engaged by Executive Director

**21 INTERVIEWS**

Representing the board, advisory board, members, former members, studios, streamers, producers, partner organizations, other membership organizations, funders, etc

**16 OUTSIDE ORGANIZATIONS**

analyzed and/or consulted





# KEY OPPORTUNITIES FOR AFCI

- **Focus on the ultimate outcome:** enabling local productions that create great content and benefit local economies
- **Deepen impact for commissions,** adding clear value, holding ourselves accountable and reporting back
- **Strengthen relationships** with the partners that are most vital to the success of commissions
- **Support the important two-way partnership between studios and film commissions** to enable a more standardized best practice experience & reporting that benefits all
- **Increase and diversify revenue** to meet the needs of our members and ensure financial sustainability

# OPTIMIZING FOR THE FUTURE

FROM CURRENT TO FUTURE

Aspect of AFCI	From	To
Membership Growth	Modest growth rates	Steady and significant growth across a more diverse set of membership options globally
Member Satisfaction	Not measured, anecdotally mixed	Measured and high levels of satisfaction and engagement
Key Industry Partnerships	Passive, events-based	Active engagement through events, content, connection, etc.
Programs and Services	Thoughtful, under-resourcing has created significant gaps in content, relevance and ability to respond to new needs	Expanded, up-to-date and enhanced offerings - own IP and with partners
Awareness Across the Industry	Slightly outdated model, unknown brand, under resourced means can't be in important rooms	Recognized as modern, savvy and essential for the industry
Resource Mobilization	Reliance on limited funding sources	Diverse and sustainable revenue streams



# VISION & MISSION

THE FUTURE WE SEEK  
WHY WE EXIST





# VISION

THE FUTURE WE SEEK

**World-class productions are possible in any location around the globe, bringing powerful content to life and benefiting local communities**

# MISSION

WHY WE EXIST

**Enabling film commissions and industry partners to bring successful productions to life through knowledge-sharing, skill development, and connection**







# VALUES

## GUIDING DECISION-MAKING

These values guide the organization's decision-making processes, strategic initiatives and day to day operations. They contribute to a supportive and empowering environment for members while also reflecting on the organization's commitment to its mission and vision on a global scale.

**PARTNERSHIP**  
**EMPOWERMENT**  
**EXCELLENCE**  
**INNOVATION**  
**INTEGRITY**

# VALUES

1

## Partnership

Effective partnerships will fuel our success. **We are committed to finding great partners and deepening our relationships with local and industry leaders.** We know that effective partnership requires a strong commitment to collaboration across all our work: **understanding the needs of our partners** and working together toward our common goals.

2

## Empowerment

We are a global organization committed to the acknowledgement and support of cross-cultural learning, uplifting and respecting different cultures and experiences while fostering environments of diversity.

3

## Excellence

We commit to excellence in everything we deliver, setting high standards for quality. **We promote a culture of continuous improvement** to ensure we provide world class support to our members. We encourage professional development and provide resources to help members achieve their full potential.



# VALUES



## Innovation

We meet the needs of our members through **constant assessment and evolution. Creating a digital first environment focused on new product development.** We will challenge the status-quo to better resource our Film Commissions and members.



## Integrity

We uphold the highest ethical standards, transparency and accountability in all organizational activities. **Act with integrity and honesty in dealings with members, stakeholders and the broader community.** Safeguard the organization's reputation by adhering to a strong code of conduct.

# OUR GOALS

WHAT WE WILL ACCOMPLISH  
OVER THE NEXT 3 YEARS

# GOALS

1

**BETTER SERVE  
COMMISSIONS  
AND PARTNERS  
TO ENABLE THE  
FACILITATION OF  
WORLD CLASS  
PRODUCTIONS**

2

**REACH AND  
ENGAGE MORE  
MEMBERS**

3

**EMPOWER  
EFFECTIVE  
PARTNERSHIPS  
BETWEEN  
COMMISSIONS AND  
OTHER KEY  
DRIVERS OF LOCAL  
PRODUCTIONS**

4

**ENSURE THAT  
DECISION MAKERS  
ACROSS THE  
INDUSTRY ARE  
AWARE OF THE  
ESSENTIAL ROLE  
THAT  
COMMISSIONS  
PLAY**

5

**ENSURE  
FINANCIAL  
SUSTAINABILITY**



# METRICS AND STRATEGIES

HOW WE WILL MEASURE SUCCESS AND  
THE STRATEGIES THAT WILL GET US THERE

1

## **BETTER SERVE PARTNERS AND COMMISSIONS TO ENABLE THE FACILITATION OF WORLD CLASS PRODUCTIONS**

Achieve a Net Promoter Score (NPS) of 60+.

2

## **REACH AND ENGAGE MORE MEMBERS**

Surpass 600 members.

3

## **EMPOWER EFFECTIVE PARTNERSHIPS BETWEEN COMMISSIONS AND OTHER KEY DRIVERS OF LOCAL PRODUCTIONS**

80% of members say that partnerships are more effective because of AFCI.

4

## **ENSURE THAT DECISION MAKERS ARE AWARE OF THE ESSENTIAL ROLE THAT COMMISSIONS PLAY**

70% value awareness among leaders.

5

## **ENSURE FINANCIAL SUSTAINABILITY**

Secure at least 12 months of operating expenses in reserves.

1

# **BETTER SERVE PARTNERS AND COMMISSIONS TO ENABLE THE FACILITATION OF WORLD CLASS PRODUCTIONS**

Achieve a Net Promoter Score (NPS) of 60+.

# STRATEGIES



Foster a strong sense of belonging and engagement among members through exceptional service, valuable resources and meaningful connections.



Serve as a voice for members and advocate for their interests and needs on a global scale.



Promote policies, practices and initiatives that advance the organization's mission and contribute to the greater good. Engage in dialogue with policymakers, industry leaders and their stakeholders to effect positive change.



Increase and diversify our educational & value offerings.

- Relaunch University (brand and new modules)
- Film Commissioner Certification Program review
- Possible partnerships.



# STRATEGIES



Develop new products and create new content types. For example;

- Additional Best practice documents
- Podcasts
- Tipsheets / Infographics
- Marketing Toolkits for members



Develop, launch, and market new website experience including new database (an update of the member directory) of commissions and local contacts (referrals) + alerts. Enhanced user experience



Enhance member onboarding process to ensure full utilization of resources which includes automated processes and easier access to information

2

## REACH AND ENGAGE MORE MEMBERS

Surpass 600 members.

# STRATEGIES



Diversify and enhance membership categories to serve more commissions and their partners



Develop referral programs to incentivise existing members to bring in new members



Implement targeted marketing campaigns to attract new members

- Non-member commissions
- Major and independent studios
- Producers
- Private sector businesses
- Individuals (Retired or Ex Film Commissioners, others in industry who want to connect with our network)



Regional engagement enhanced with development of new Regional Leaders Group to mobilize and empower current members to lead in their regions, to provide feedback to AFCI and enable connection worldwide.

# STRATEGIES



Develop and implement a comprehensive communications strategy utilizing various channels (email, social media, newsletters, SMS etc) to engage members and keep them informed about events, programs and opportunities.



Recognize member engagement and achievement through pilot awards program (at AFCI week or connected to leading event like Cannes or Sundance) create a culture of engagement

3

## **EMPOWER EFFECTIVE PARTNERSHIPS BETWEEN COMMISSIONS AND OTHER KEY DRIVERS OF LOCAL PRODUCTIONS**

80% of members say that partnerships are  
more effective because of AFCI.

# STRATEGIES



Collaborate on joint initiatives, events, and research projects that align with the organization's mission and values.



Leverage partner networks and platforms to amplify brand reach and engage with new audiences



Events that efficiently and effectively build bridges and strengthen partnerships



Strategic partnerships to enable further educational offering with other industry leaders and regional film commission offices that will also increase revenue sharing. For example:

- IEDC (International Economic Development Council)
- Stage 32 or Screen Skills UK (Examples only)
- Location Managers Guild International
- Other Film Commissions with world class workforce development programs

4

## **ENSURE THAT DECISION MAKERS ARE AWARE OF THE ESSENTIAL ROLE THAT COMMISSIONS PLAY**

70% value awareness among leaders.



# STRATEGIES



Promote the importance and value of Film Commissions and Film Commissioners, increase their perceived value and recognition from studios



Establish the organization and its key representatives as industry thought leaders



Develop a content strategy that includes blog articles for AFCI website and LinkedIn, white papers, webinars and podcasts to share valuable insights, expertise and relevant industry trends.



Regularly contribute to industry publications, conferences and events as speakers, panelists or workshops facilitators.



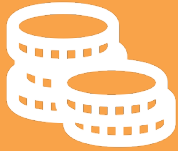
Forge strategic partnerships with influential organizations, industry leaders and community stakeholders.

5

## **ENSURE FINANCIAL SUSTAINABILITY**

Secure at least 12 months of operating expenses  
in reserves.

# STRATEGIES



Increase overall revenue and diversify funding streams:

- Membership Fees: Enhanced membership model and tiered pricing
- Sponsorship: Corporate sponsorship and Grants for general operating support and to underwrite specific programs and content.
- Events
- Grants
- Individual Gifts



Establish financial reserves to mitigate risks and ensure stability during challenging times.

# MEMBERSHIP MODEL

## FILM COMMISSIONS

- Member Commission
- Individual Member/ Emerging Commission

## AFFILIATES

- Studios, Streamers and Networks
- Production Enabler
- Service Provider
- Individual Independent Producer
- State / Central Government

## FILM LIAISON

# FILM COMMISSIONS

## VOTING MEMBER

Membership Commission
\$890
Full access to all content, resources and tools.
Ability to vote on key matters.
Special networking events with other members and industry leaders.
Priority access to events (AFCI Week, etc.).
\$100 join fee / \$50 admin fee

Individual Membership
\$250
Access to data and research on how other countries successfully resource this work (getting started, structuring incentives, etc.)
Full access to all general content, resources, and tools.
\$250 with \$50 admin fee/join fee
Criteria in development online from JAN 2024

# FILM LIAISON/PERMIT EXPEDITER

NON-VOTING MEMBER

Film Liaison / Permit Expediter
\$400
Single person, permitting and servicing productions
Access to University Courses, Research & Insights
Joining and Admin Fee \$50
Full criteria in development (online from early 2024)

# AFFILIATES/PARTNERS

**NON-VOTING & NON-BOARD MEMBERS** - Any company or organization that provides a product or service that benefits a location production or production phase (as per By-Laws)

## Studios, Streamers and Networks

**\$25,000**

*\$15,000 for the first two years if locked in by 12/1/23*

Exclusive reports & briefings from  
*Regional Leaders Group*  
(incentive tracking from leaders on the  
ground, quarterly trends and best practices, etc.)

Access to new and improved database, tracking  
key local contacts and resources.

Attendance at AFCI events and complimentary  
tickets for VIPS

Full criteria in development (No Admin Fee)

## Production Enablers

(production service companies, sound stages,  
infrastructure, virtual studios)

**\$5,000**

*\$3,500 for the first two years if locked in by 12/1/23*

Access to new and improved database  
tracking key local contacts and resources

Briefings from AFCI team on  
important topics and trends  
from the front lines.

Attendance at AFCI events.

Join Fee \$100 / Admin Fee \$50

## Service Providers

(eg: Film Finance, other Software, Insurance,  
Consultants, Hotels & other vendors )

**\$2500**

*\$1500 for first two years if locked in by 12/1/23*

Access to new database tracking key  
local contacts and supports.

Briefings from AFCI team on  
important topics and trends from the  
front lines.

Attendance at AFCI events

Join Fee \$100 / Admin Fee \$50



# AFFILIATES/PARTNERS

**NON-VOTING & NON-BOARD MEMBERS** - Any company or organization that provides a product or service that benefits a location production or production phase (as per By-Laws)

Individual Independent Producer (Single person, a current member of a producer's guild)	State / Central Government
\$1000	\$5,000
Access to seminars on film funding, gap funding, equity funders, distributors etc	Concierge access when reviewing incentives.
Access to AFCl networking events	Access to AFCl events
Direct connections into Film Commissions and understanding of how to work best in a region	Content and resources on incentives, best practices, etc.
Further benefits in development	Full benefits in development, online from 2025
Join Fee \$100 / Admin Fee \$50	



# REVENUE

STRENGTHENING AND  
DIVERSIFYING REVENUE

# REVENUE STREAMS

1

## Membership Fees

Film Commissions

- Commission Membership
- Individual/ Emerging
- Film Liaison

Affiliates

- Studios, Streamers and Networks
- Production Enablers
- Service Providers
- Independent Producers (and next generation)
- State/ Central Government

2

## Sponsorships

Universal  
Events  
Content  
Tools

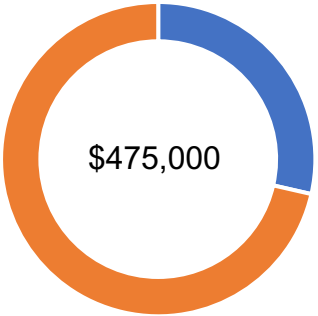
3

## Philanthropy

Foundations  
Government  
Individual

# UPDATED REVENUE PROJECTIONS

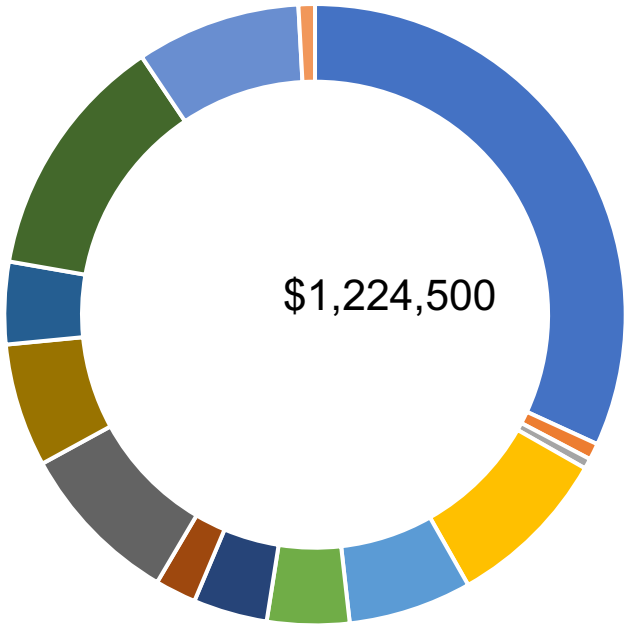
2023



\$475,000

- Commission Fees
- Independent Producers
- Service Providers
- Event Sponsorship
- Foundation Grants

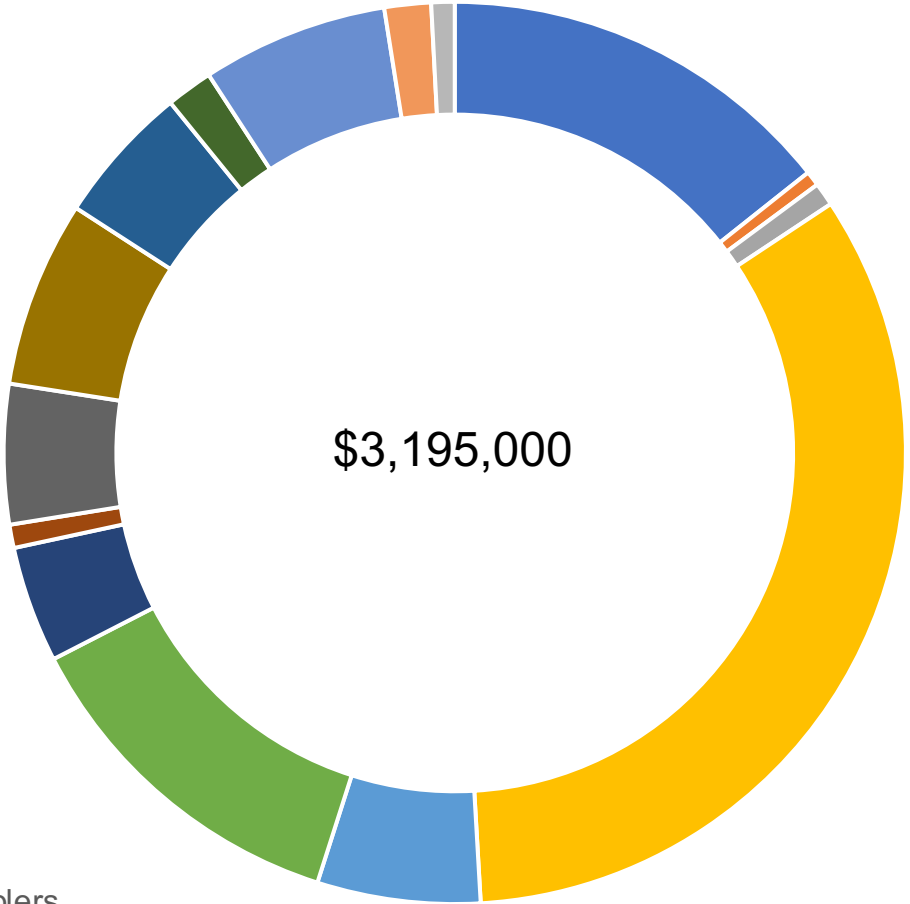
Year 1 Revenue



\$1,224,500

- Individual/ Emerging
- Studios, Streamers & Networks
- State/ Central Gov't
- Content Sponsorship
- Annual Campaign

Year 3 Revenue



\$3,195,000

- Film Liason
- Production Enablers
- Universal Sponsorship
- Tool Sponsorship



# KEY CONSIDERATIONS

ENSURING SUCCESS





## KEY CONSIDERATIONS

### Operational

1

**Revenue:** Early revenue generation, within the current plan, should be the top priority of this organization. Much of the early infrastructure building needed, required additional resources by Q2 2024

2

**Prioritization:** It will be easy to get sidetracked with other work. It is vital that the goals and strategies laid out here remain your top focus.

3

**Technology Infrastructure:** Both internal and member-facing systems require an overhaul. This work can be complex and time consuming. It is vital to resource this work quickly so that it does not delay strategic progress.

# KEY ROLES OF A NON-PROFIT BOARD

Determine mission and purpose.

Select the chief executive.

Support and evaluate the chief executive.

Ensure effective planning.

Monitor and strengthen programs and services.

Ensure adequate financial resources.

Protect assets and provide proper financial oversight.

Build a competent board.

Ensure legal and ethical integrity.

Enhance the organization's public standing.

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## KEY CONSIDERATIONS

### Governance

1

**Transition from operational to governance board**, building board capacity related around fundraising (sponsorship and member growth), industry partnerships and governance best practices. Regular joint sessions with Advisory Board

2

Enhance focus on "monitor and strengthen programs" by organizing updates and reporting around the strategic plan goals and strategies. **Your top priority is helping the executive to achieve these goals**

3

Work closely with the executive to **reinforce the important role that commissions play** across the industry, identifying allies, developing messaging and serving as priority messengers

# NEXT STEPS

- Refinement of strategy and pricing based on feedback
- Full criteria to be final by end Oct 2023 ready for invoicing of new tiers
- Regional Leaders Group criteria and application process defined and process ready for sharing by end November 2023
- Prioritization of tasks and projects for rest of plan defined
- Updates made to detailed operational plan and budgets / forecasts reworked based on priority
- Work plan created and projects assigned
- Reporting back templates created to start reporting back to Members, Board and Advisory Board from January 2024 – updated until end of year will be completed on Members call.
- Focus on new membership drive and strategic partnerships
- Education plan completed and ready by end November 2023 for sharing
- Events strategy and draft plan ready by mid December for sharing

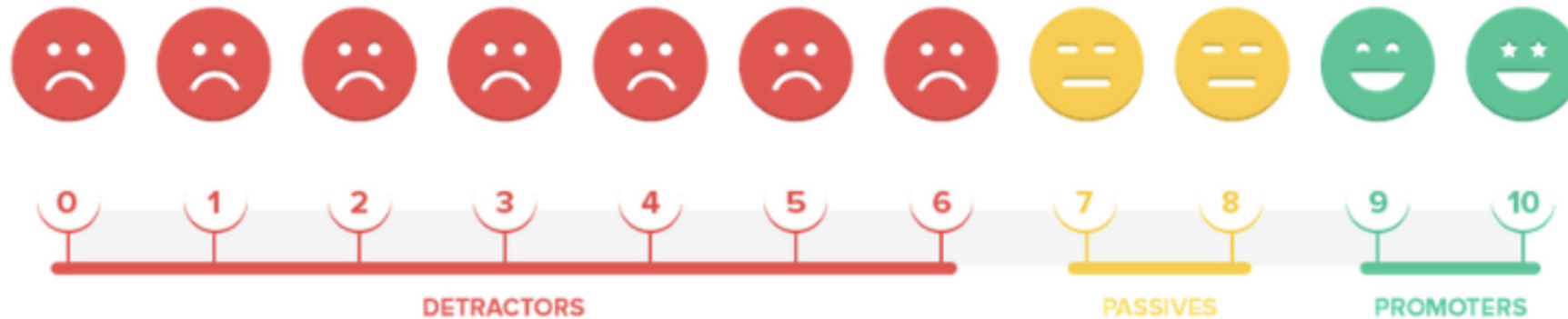
# APPENDIX

# Draft Year 3 Resourcing

				Taskforce and Regional Leaders	
			<b>Operations and Finance Manager</b>		
		Executive Assistant		Operations Executive	Volunteers/Interns
Board of Directors					
			<b>Membership &amp; Community Engagement</b>	Membership and Community Engagement Executive	
		Executive Director		Festivals and Events Executive (Part Time)	
Advisory Board			<b>Programs and Education Manager</b>	Programs and Education Executive	
			<i>(Development, Design, Sales)</i>		
			<b>Marketing, Communications and Website</b>	Digital Marketing Specialist	
			<i>(Communications, Analytic, Content)</i>	Brand and Design specialist (Data Visualization, Reports, Education)	
				Research and Insights Executive	
				IT/Web Developer (Contractor)	
				PR Contractor	
			<b>Other Contractors</b>		
			<b>Advocacy &amp; Services</b>		

# What is net Promoter Score (NPS)

"How likely are you to recommend CFL to a friend or colleague? (1-10)"

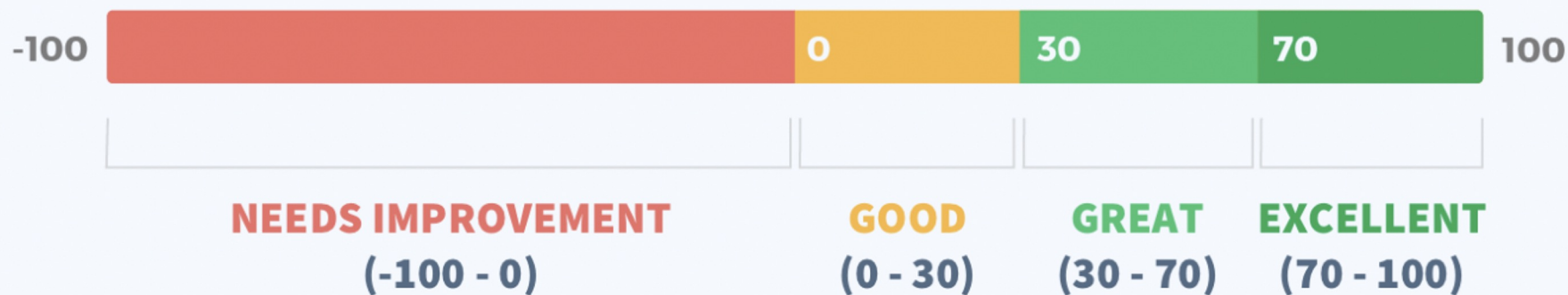


NET PROMOTER SCORE = % PROMOTORS - % DETRACTORS

# What is net Promoter Score (NPS)

## What is a good NPS score?

what is a good NPS score



# Top NPS's

