

THE FUTURE OF AFCI

STRATEGIC PLAN
2024 - 2026



ASSOCIATION OF
FILM COMMISSIONERS
INTERNATIONAL

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Awareness Across the Industry	Slightly outdated model, unknown brand, under resourced means can't be in important rooms	Recognized as modern, savvy and essential for the industry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



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.



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.



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**

**Film
Liaison / Permit Expediter**

Individual Membership

AFFILIATES/PARTNERS NON-VOTING MEMBER

**Studios, Streamers and
Networks**

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

**State /
Central Government**

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

Individual Independent Producer
(Single person, a current member of a
producer's guild)



REVENUE

STRENGTHENING AND
DIVERSIFYING REVENUE

REVENUE STREAMS

1

Membership Fees

Film Commissions

- Commission Membership
- Individual/ Emerging
- Film Liaison

Affiliates Changes

- 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



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.

