

MONTCLAIR FILM

2018 - 2023 Strategic Plan





INTRODUCTION + SUMMARY

In 2017, Montclair Film undertook several important institutional changes that transformed the organization into a robust, community-focused, year-round non-profit. With the completion of renovations on 505 Bloomfield Avenue, Montclair Film established a new home that delivers year-round film and education programming to the community. Additionally, the organization re-branded itself as Montclair Film, expanding upon the brand equity established by the annual Montclair Film Festival (MFF) to create a vibrant, consistent identity that underscores year-round programming in print, online, and on mobile platforms. Montclair Film simultaneously undertook a complete backend overhaul of our Customer Relations Management (CRM) systems, integrating 17 legacy systems into Patron Manager, a single CRM system that provides Ticketing, Membership, Donor, and Customer management, all while providing integration with web and mobile applications, as well as legacy ticketing procedures. In May of 2017, Montclair Film wrapped the 6th Annual MFF and began film and education programming at 505 Bloomfield Ave. The completion of these projects marked the successful completion of the organization's first Strategic Plan.

In winter of 2017, Montclair Film began the process of developing its second Strategic Plan, moving the organization forward as a firmly established cultural institution within Montclair, bringing new, exciting programs to the community, and continuing a trajectory of rapid growth.

To manage and expand upon Montclair Film's continued growth, this strategic plan focuses on four immediate goals, two medium term goals, and one long-term goal.

GOALS

+ IMMEDIATE

- GOAL 1** EXAMINE AND EXPAND ORGANIZATIONAL RESOURCES
(Staffing, Development, Funding For Strategic Goals)
- GOAL 2** BUILD AND DEEPEN COMMUNITY PARTNERSHIPS
- GOAL 3** GROW MF PROGRAMMING TO DEEPEN ENGAGEMENT
- GOAL 4** ENHANCE MARKETING EFFORTS, IMPROVING AND EXPANDING IMPACT
- GOAL 5** DEEPEN IMPACT + EXPAND REACH OF EDUCATION PROGRAMS

+ MEDIUM TERM (2-3 YEARS)

- GOAL 6** CREATE ORGANIZATIONAL ENDOWMENT
- GOAL 7** CREATE COMPETITIVE ARTIST SERVICES PROGRAM/LAB

+ LONG TERM (5 YEARS+)

- GOAL 8** EXPAND INFRASTRUCTURE & OPERATIONAL FOOTPRINT



This plan's immediate goals will be reflected in the budgetary priorities for Fiscal Year 2018-19, allowing Montclair Film to begin implementation and allow the organization to continue to provide world-class film and education programs that celebrate the power and impact of visual storytelling in the years to come. Montclair Film thanks everyone who participated in the strategic planning process for their contributions and looks forward to implementing our new plan.



MISSION, VISION, AND VALUES

+ OUR MISSION

Montclair Film connects global filmmakers with audiences in a diverse, culturally vibrant community by presenting films and year-round programs that engage, entertain and educate through the power of visual storytelling.

+ OUR VISION

To be widely recognized for celebrating the transformative power of film and providing a showcase for filmmaking.

+ OUR VALUES

Accessibility Montclair Film believes in making our programs accessible to all by creating a range of programs that meet the needs of our patrons.

Community Montclair Film believes in the richness of experience and perspective in our community and delivers programs and partnership opportunities that engage diverse points of view among filmmakers and film lovers throughout our state, region, and worldwide. We are committed to providing outstanding service to Montclair Film's many constituencies.

Discovery Montclair Film celebrates the value of new voices, giving emerging storytellers a platform to share their work and audiences the opportunity to discover new ideas.

Diversity Montclair Film is driven by a commitment to diversity through programming, education, partnership, opportunity, and representation for all.

Do the Right Thing! We embrace and promote fairness, equity, diversity, inclusion + social justice.

Innovation Commitment to growing Montclair Film with constant creativity and fresh approaches to how it serves its mission and pursues its vision. A commitment to moving forward, avoiding stagnancy, and having fun!

Integrity Montclair Film presents the best in film and education for our patrons by constantly assessing and maintaining the quality and professionalism of our programs.

Opportunity Montclair Film is committed to providing audiences, students, and artists with new opportunities to connect, create, and develop skills by maintaining artistically excellent and economically inclusive programming.

Respect for the Organization's People Fair and ethical treatment of Montclair Film's Artists, Board, Staff, Volunteers, Members, Audiences and Public.

Transparency In the actions and decision-making process of Montclair Film and its people.

Montclair Film's goals were developed through the strategic planning process, and seek to address the strategic priorities, issues, and aspirations identified. They also establish new budgetary, structural, and organizational priorities that will be reflected in the FY '18-'19 budget and beyond. Although these goals do not cover all of Montclair Film's work they are intended to set a strategic direction for the organization. The goals will remain constant while objectives, action steps, and measurements may evolve.

IMMEDIATE GOALS

+ GOAL 1: Montclair Film Will Expand Organizational Resources

As Montclair Film has grown over the course of eight years into a full-time, year-round arts organization, it has maintained staffing levels and resources at levels fairly consistent with the organization's founding as a film festival with part-time leadership. In order to deliver on the full promise of Montclair Film's mission and to achieve the goals put forward in this plan, the organization must grow its resources, both human and fiscal.

OBJECTIVES + STRATEGIES:

I. Build A Staff Tailored To The Mission

- + Examine and fill gaps in roles/needs, including part time v. full time and professional expertise
- + Retain, expand, and diversify staff/officers/volunteers
- + Examine and assess job descriptions/org chart
- + Review compensation/benefits
- + Incorporate 7-day/evening schedule into staffing needs
- + Refine shift from volunteers to professional staff
- + Develop and execute succession plan

II. Prepare Board for Next Stage of Oversight and Fiduciary Responsibility

- + Develop next generations of officers
- + Clearly define roles for Board and Staff
- + Enhance Board Training and Self-evaluation
- + Disciplined approach to branding, adherence to committee priorities
- + Increase Board Engagement

III. Raise Funds Sufficient to Fulfill Strategic Plan

- + Set two-year fundraising target based on goals of Strategic Plan
- + Expand Development team w/focus on corporate support
- + Expand paid advertising opportunities outside of Film Guide/505 Screen
- + Develop more curated experiences for donors and sponsors (Colbert, Tribute, etc)
- + Expand high attendance events/fundraisers



IMMEDIATE GOALS

+ GOAL 2: Montclair Film Will Expand + Deepen Community Partnerships

Montclair Film remains driven by the needs, interests, and diversity of our community. As Montclair Film has grown, the demand from existing community non-profits, institutions, and for profit organizations has grown exponentially. These partnerships have proven to be one of the greatest sources of untapped program development and new sources of income, but they require an expansion of resources to meet growing demand and expectations.

OBJECTIVES + STRATEGIES:

I. Expand Partnerships

- + Engage non-arts organizations as paid sponsorships/rentals
- + Utilize local community groups to build audience diversity and connection
- + South-end outreach/word of mouth
- + Churches for publicity
- + Foster stronger relationships with local principals/engaged students
- + Engage Temples, YMCA, NAACP

II. Revise Community Outreach

- + Expand education programs into schools throughout Essex County
- + Introduce more local/regional programs for students/seniors, etc.
- + Expand and communicate free & low-cost programs for the community
- + Create and embrace a broader definition of diversity

III. Develop Mechanisms For Community Feedback

- + Create measurable objectives for community expansion
- + Engage non-profits to use space to show films on mission for their organizations
- + Create formal process for feedback from partners and audiences
- + Focus Groups to learn more, especially with younger audiences
- + Deploy more and more effective surveys

IV. Revise Our Organizational Procedures

- + Create staff role to own partnerships
- + Create easily understood and communicated parameters for partner engagement





IMMEDIATE GOALS

+ GOAL 3: Grow Montclair Film Programming to Deepen Engagement

Since opening our doors at 505 Bloomfield Avenue full time on June 1, 2017, Montclair Film has been experimenting with films and programming that support our mission and values. During that time, we have learned more about what programs interest our audiences. In order to best increase engagement with our patrons, Montclair Film will expand programs with demonstrated demand while offering new opportunities that push the organization in new, unexpected directions.

OBJECTIVES + STRATEGIES:

I. Maintain Montclair Film's Leadership Position While Maintaining The Excellence Of The Annual Film Festival

- + Continue to position MF as a cultural leader through programs and diversity of stars and internationally recognized artists
- + Push the envelope through film!
- + Educate, inspire, connect, feel, change perceptions, entertain, influence

II. Create New Programming Opportunities

- + Create Thematic Fall "Festival"
 - Focus on current event/issue
 - Visible, headline speaker
 - Connect with Non-Profit Partners (Local and State)
 - Extend MF Brand
 - Screenings/StorySlam customized to theme
- + Assign staff to explore new venues/opportunities
- + Create Board Committee to oversee venue opportunities for festival
- + Acquire/Rent/Oversee additional venues to expand
- + Sustain 505 as MF Home

III. Increase Attendance at Cinema505

- + Film club
- + Frame series thematically
- + Facebook Live Posts on Films
- + Kids films/Children's film festival
- + Open Houses
- + Announce programs earlier
- + Consider frequency of screenings

IV. Expand Star Power

- + Engage Advisory Board To Increase Star Power
- + Establish follow-up process with visiting guests/artists
- + Mine current board for industry connections
- + Look beyond film stars and find those with caché (Gov Murphy)
- + Engage TV, social media, internet celebrities



IMMEDIATE GOALS

+ GOAL 4: Enhance Marketing Efforts, Improving + Expanding Impact

After a successful rebranding and web development project, Montclair Film's marketing efforts have helped lead the way for the organization's growth. Montclair Film will seek additional resources, and reallocate existing resources, to execute a revised strategy across emerging new platforms. These tools will include different materials and campaigns and exploitation of new data available.

OBJECTIVES + STRATEGIES:

I. Increase Brand Awareness

- + Community: expand local extensions/impact
- + Utilize more video and film content, expand YouTube presence
- + Facebook Live expansion
- + Twitter Reviews

II. Expand Marketing Operations

- + Acquire a Marquee for 505
- + Expand marketing budget using outside consultation
- + Enhance overall social media experience via film/media
- + Stay informed/In leadership position on opportunities to expand

III. Increase Impact

- + Develop marketing platform & programs to accurately communicate mission and vision of Montclair Film
- + More personal touch beyond e-mails
- + Expand Management role as cultural leaders/voices in film
- + Continue to build brand on story, connection, conversation
- + Create Ted Talks-style presentations- More storytelling

IV. Open New Markets Through Programming

- + Create online focus on content/digital presence
- + Research the development of a Montclair Film app
- + Radio/Podcasting opportunities
- + Create and fund marketing program partnerships with community orgs & corporations
- + Expand geographic reach to connect with global audiences
- + Create year-round partnerships/utilize year-round

IMMEDIATE GOALS

+ GOAL 5: Deepen Impact + Expand Reach of Education Programs

Building on the success of year-round education offerings for middle and high-school students and adults, including an intensive Summer Filmmaking Academy, Montclair Film will develop new programs and secure more financial support that will help to build its reputation as a center for innovative learning through film, media, and storytelling.

OBJECTIVES + STRATEGIES:

- I. Introduce New Programs** in the schools, including a Careers in Filmmaking Course for Vocational High School Students
- II. Develop New Classes** to serve non-profit partners in professional media services
- III. Replicate Programs** to serve more under-served communities across Essex County
- IV. Build New Evaluation Tools** to document program impact and improve offerings
- V. Expand Fundraising** to support growth of educational initiatives and scholarship offerings
- VI. Expand Cadre of Professional Film + Media Arts Educators** to develop new curricula that provides opportunities for students of all ages to develop skills in filmmaking and storytelling



MEDIUM TERM GOALS (2-3 YEARS)

+ GOAL 6: Create Organizational Endowment

In order to provide long-term stability for Montclair Film, the organization will seek to build an endowment that can provide ongoing resources for operational and financial stability, as well as to support programmatic needs, expansion, experimentation, and flexibility.

OBJECTIVES + STRATEGIES:

I. Provide Long-term Sustainability

- + Create \$1,000,000-\$3,000,000 endowment in 3-5 years

II. Create A Meaningful Giving Campaign

- + Legacy Giving
- + Define and promote Major Gift impact on MF

+ GOAL 7: Create Competitive Artist Services Program/Lab

Support for artists and storytellers is a vital step in the growth and expansion of Montclair Film as a non-profit arts organization. By offering resources, professional development, and opportunity to artists through a competitive grant-making, Lab, and professional development program, Montclair Film will expand upon its leadership role in the filmmaking and storytelling communities.



LONG-TERM GOALS (5 YEARS+)

+ GOAL 8: Expand Infrastructure + Operational Footprint

In addition to the recently launched Investors Bank Film & Media Center, new opportunities to acquire infrastructure within Montclair may become viable within the lifetime of this Strategic Plan. In order to maintain a culture of cinema in Montclair and support our expanding programs beyond our current facility, Montclair Film will analyze and act upon future opportunities for expansion as they arise.

OBJECTIVES + STRATEGIES:

Montclair Film Will Maintain The Ability To Act On Opportunity by keeping the acquisition of physical space front of mind as a strategic priority.

