

# Cork International Film Festival

## DISCOVER FILM, REIMAGINE THE WORLD

Strategic Plan 2023 - 2025

Approved by the Board on 30th August 2023

### **PURPOSE**

We champion the power of film to tell important stories that transform how we see the world.

### **MISSION**

Our mission is to present Ireland's most exciting and ambitious annual film festival, connecting audiences and artists to create transformational experiences. Rooted in Cork, we select the best films from around the world to tell diverse and relevant stories, accessible and inclusive to all.

### **VISION**

Our vision is to transform the way people see the world through film, making a positive impact on our community by activating the power of film to tell important stories, nurturing the filmmakers and film lovers of the future, and spotlighting Cork as a growing city of culture, sanctuary, and impact on the edge of Europe, looking out to the world.

## **STRATEGIC PRIORITIES**

- ❖ Imagine & Explore
- ❖ Engage & Connect
- ❖ Invest & Evolve

## **CONNECTING THEMES AND ENABLERS**

- ❖ Sustainability
- ❖ Partnerships & Networks
- ❖ Accessibility & Inclusion

## 1. Imagine & Explore

We will present Ireland's most imaginative, compelling and exciting film festival by curating a rich and diverse programme that excites audiences of all ages, champions filmmakers, and showcases the evolution of the art form.

<b>OBJECTIVES:</b>	<b>KEY ACTIVITIES:</b>	<b>KEY IMPACTS:</b>
<p><b>A RICH AND DIVERSE PROGRAMME:</b> Our programme is rich and exciting, yet cohesive and accessible, reaching out to all potential audiences.</p>	<ul style="list-style-type: none"> <li>- Programme: local, Irish and international films; Galas &amp; special presentations; ancillary &amp; outreach events</li> <li>- Attend international festivals to secure Irish and world premieres</li> <li>- Secure guests and talent to attend CIFF</li> <li>- Delivery of themed strands and ancillary events for targeted public participation</li> <li>- Curation and delivery of the 70th edition programme</li> <li>- Build and deepen local and national partnerships</li> <li>- Commission and create bespoke events, unique to Cork e.g. cine-concerts, Cork Film Trail</li> <li>- Present programmes by Cork filmmakers, and</li> </ul>	<p>The programme delivers 90% premieres, high-profile Gala presentations, a range of award-winning films and new discoveries, with talent in attendance.</p> <p>The scale and breadth of our international programme reflect the diversity of the city and increase in our audience.</p> <p>Our programme has a positive impact on our community, contributing to a sustainable city and promoting well-being, enriching people's lives.</p> <p>CIFF is celebrated as Ireland's premiere film festival and a destination to launch local and international film careers.</p> <p>Film culture in Ireland is developed and promoted through CIFF's programme, partnerships and networks, creating a bridge between Irish filmmakers and professionals and European and International industry and audiences.</p> <p>Opportunities for local filmmakers have increased</p>

	<ul style="list-style-type: none"> <li>about Cork, e.g. Pure Cork shorts</li> <li>- Develop distinct food and film events to profile the city as a cultural destination</li> <li>- Curate and deliver a year-round programme of film seasons and events</li> <li>- Develop and implement a YPCE Strategy</li> <li>- Deliver a range of education/outreach activities to targeted groups</li> </ul>	<p>and CIFF and Cork are recognised as cultural destinations of choice.</p> <p>Festival profile is sustained year-round, building engagement for the annual event.</p> <p>Our Festival is recognised as a family-friendly and accessible event that offers high-quality films and unique experiences for all ages, open to every child and family.</p>
<p><b>CHAMPIONING FILMMAKERS:</b> Our Festival is a meaningful meeting place for participating filmmakers and CIFF Alumni and creates a welcoming home for filmmakers at all stages of their careers.</p>	<ul style="list-style-type: none"> <li>- Establish Best Irish Feature Award</li> <li>- Support Festival guest attendance, networking, Q&amp;A's</li> <li>- Create relevant Industry Days</li> <li>- Develop IGNITE programme</li> <li>- Explore new opportunities to engage students pre-3rd level</li> <li>- Monitor and develop the Open Submissions process</li> <li>- Develop, scale and deliver a range of programmes for and with Young People.</li> </ul>	<p>Our Irish programme has increased and CIFF is the destination of choice to premiere the best new Irish films</p> <p>Increase in talent attending films, building profile for filmmakers, films, and the Festival.</p> <p>The value of our training programmes is demonstrated by the attendance and career progression of Irish filmmakers.</p> <p>&gt;3,000 young people are engaged in our education programmes, supporting their creativity, skill-building and well-being.</p>
<p><b>FILM AS AN ART FORM:</b> Our Festival embraces the many faces of cinema, providing a platform for new ideas, forms and perspectives to come together.</p>	<ul style="list-style-type: none"> <li>- Curate Classics and themed Retrospectives and companion programmes</li> <li>- Curate a range of Parallax and AMI/Experimental film events</li> </ul>	<p>The Festival enables access for local audiences to important classical films and presents them in the appropriate cinema setting.</p> <p>CIFF is the recognised destination for filmmakers and audiences interested in Artist Moving Image</p>

	<ul style="list-style-type: none"> <li>- Expand multi-disciplinary collaborations</li> <li>- Establish a new Network of European film festivals</li>   <li>- Develop and adapt Digital programmes to increase access to cultural cinema</li> <li>- Develop YP programmes: Young Programmers; First Take; Parallax Emerging Film Artist Award; Internships</li> <li>- Adopt the Lundy Model of Youth Participation</li> </ul>	<p>and experimental films.</p> <p>Audiences nationwide are enabled to join the Festival via our digital programmes. Meaningful training opportunities enable more young people to access the film sector. Emerging film artists are supported in the transition from an educational environment to a professional platform, enabling talent to be realised.</p>
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## 2. Engage & Connect

We will amplify our profile as Ireland's premiere film festival, engaging and growing our diverse communities, by creating opportunities to access and be activated by film.

<b>OBJECTIVES:</b>	<b>KEY ACTIVITIES</b>	<b>KEY IMPACTS:</b>
<p><b>AMPLIFY OUR PROFILE:</b> Our Festival is recognised as Ireland's premiere film festival.</p>	<ul style="list-style-type: none"> <li>- High-profile CIFF PR and marketing campaigns - local, national and international</li>   <li>- Creative Partnership development and implementation</li> <li>- Brand strategy established and delivered across all platforms</li> </ul>	<p>A higher profile builds wider engagement and participation in our Festival and demonstrates ROI for our stakeholders, increasing their support.</p> <p>Refreshed &amp; cohesive branding across all CIFF platforms drives increased stakeholder engagement, support and investment.</p>
<p><b>ENGAGE AND GROW OUR DIVERSE COMMUNITIES:</b> Our audience has increased and their</p>	<ul style="list-style-type: none"> <li>- Develop innovative audience activations, e.g Trail, Archive</li> </ul>	<p>Our Festival attracts a larger and broader audience and their engagement is deepened.</p>

<p>engagement has deepened.</p>	<ul style="list-style-type: none"> <li>- Develop and implement an Audience Development Plan.</li>   <li>- Create pathways for hard-to-reach audiences to access the Festival and retain/deepen this engagement.</li>   <li>- Research/implement new digital methods for reaching new audiences.</li> <li>- Thoughtful use of new platforms/technology to serve the purpose of meaningful engagement.</li>   <li>- Media and PR Strategy</li> <li>- Media Partnership development</li>   <li>- Devise, deliver and report on targeted engagement campaigns</li>   <li>- Expand/deepen partnerships with representative organisations and networks in Cork</li> <li>- Establish YPCE-focused partnerships to leverage resources and expertise</li> <li>- Establish a strategic partnership with UCC</li>   <li>- Develop a Digital Audience Engagement Plan.</li>   <li>- Undertake joint projects e.g. Audience Development research, Digital Charter</li> <li>- Engage with Arts Council Film Policy/sector</li> </ul>	<p>A broader diversity of people in a greater variety of contexts are experiencing art in their lives through the Festival.</p> <p>New/hard-to-reach audiences access the Festival. Audiences are retained for each edition.</p> <p>New/hard-to-reach groups e.g. young people, are engaged through digital methods. CIFF is regarded as being at the forefront of digital innovation.</p> <p>Greater visibility &amp; understanding of what we do (institutional and programmatic PR). Increased investment in the film festival sector from local, national and international stakeholders.</p> <p>Targeted communities are engaged with and access the Festival.</p> <p>Strategic programmes e.g. Intinn are enhanced and supported by appropriate organisations and networks providing mutual benefits.</p> <p>Greater access to CIFF for audiences through digital means - Festival Digital Platform, website, social engagement.</p> <p>Joined-up thinking between partners leads to cohesive and stronger cases made to policy-makers and funders.</p>
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<p><b>ACCESS AND ACTIVATION:</b> Our creative activations stimulate wider audience engagement.</p>	<ul style="list-style-type: none"> <li>- Develop key public engagement activities e.g. Trail, and secure partners/resources to sustain their delivery</li>   <li>- Develop strategies to engage young filmmakers and future audiences, including U25 concessions.</li>   <li>- Develop and implement the CIFF Digital Archive business plan</li> <li>- Secure partners/resources to sustain delivery</li>   <li>- Review and develop the Online Library model</li> <li>- Secure EU Festival Network and resources to expand access to EU film through CIFF</li>   <li>- Year-round campaigns to promote Festival events and partnerships.</li> </ul>	<p>The Festival's visibility in Cork has increased and it is recognised as reactivating the city in a shoulder tourism period.</p> <p>The Festival programme is relevant and attractive to young people, increasing their engagement in and love of film, and generating a sense of belonging.</p> <p>Public interest in the history and development of film in Cork has increased, generating broader engagement with the Festival.</p> <p>Festival activities are accessible year-round and we are acknowledged as a valuable cultural resource.</p> <p>Festival audiences are engaged with CIFF year round ensuring higher returning audiences, new audiences are cultivated year round.</p>

### 3. Connect Invest & Evolve

We will increase and broaden our sources of income, and build our capacity, to facilitate the sustainable growth and evolution of the Festival.

Our ambition is to sustainably grow the Festival and provide social enrichment, build capacity, develop our skill base, and increase our family of funders, investors and partners, to broaden sources of income in order to further feed and facilitate our ambitions to deliver this plan (2020 Goal)

<b>OBJECTIVES:</b>	<b>KEY ACTIVITIES</b>	<b>KEY IMPACTS:</b>
<p><b>INCOME GENERATION:</b> Our income has increased, achieving greater financial resilience to deliver on our ambitions.</p>	<ul style="list-style-type: none"> <li>- Develop a Financial and Fundraising Plan</li> <li>- Expand DSC contributors and networks</li> <li>- Cultivate new corporate partnerships</li> <li>- Establish a Major Donor circle for philanthropic support</li> <li>- Maintain excellent stewardship of key public stakeholders</li> <li>- Agitate for increased public funding, including a move from Cork City Arts Grant to Strategic Funding</li> <li>- Research new revenue opportunities</li> <li>- Establish digital fundraising</li> </ul>	<p>Our reframed approach to developmental partnerships will increase the breadth, depth and level of stakeholder support.</p> <p>Sustainable investment will enhance our capacity to influence arts practice and the development of film culture in Ireland.</p>
<p><b>LEADERSHIP AND CULTURE:</b> Our organisation operates to the highest standards of governance and corporate responsibility.</p>	<ul style="list-style-type: none"> <li>- Develop and implement Equality, Diversity and Inclusion Policy and Strategy</li> <li>- EDI Training for Board and Staff</li> </ul>	<p>Our organisation values and implements quality, inclusion and access as a practice beyond the diversity of the programme.</p>



	<ul style="list-style-type: none"> <li>- Board skills audit and recruitment</li> <li>- HR review of benefits and working practices</li> <li>- Introduce contributory pension scheme (2024)</li> <li>- Implement seasonal Living Wage (2024)</li> <li>- Develop a staff training programme</li> </ul>	<p>Recognised as a model of good governance and innovation, and an inclusive organisation that is attractive to arts professionals as a desirable place to work.</p>
<p><b>OPERATIONAL:</b> Our Festival offers an exceptional cultural experience, sustainably delivered to the highest professional standard.</p>	<ul style="list-style-type: none"> <li>- Complete business model review &amp; infrastructure needs</li> <li>- Lobby public stakeholders for investment in infrastructure</li> <li>- Develop new venue partnerships</li>   <li>- Implement our Sustainability Policy with annual audits</li> <li>- Deliver Festivals Toolkit</li> <li>- Establish a team training programme</li>   <li>- Secure new office accommodation</li> <li>- Develop a plan for a permanent Festival home in collaboration with partners</li> </ul>	<p>The Festival model is secure and sustainable, delivering a professional cinematic experience for audiences.</p> <p>The Festival creates less waste, uses less energy, and delivers on the European Green Charter for Film Festivals, making a positive impact on our community and Cork a more sustainable city for all.</p> <p>Secure, affordable accommodation facilitates our business operation, increases visibility in the city and provides opportunities for wider public engagement year-round, including educational workshops and Archive exhibitions.</p>