REFRAME FILM FESTIVAL

2027-2032 STRATEGIC PLAN

INTRODUCTION: MOVING FORWARD TOGETHER



ReFrame brings people together in Nogojiwanong / Peterborough and online across Canada through compelling stories, critical conversation, and community connection.

Following years of adaptation and rebuilding, this plan guides how we will sustain our impact, broaden participation, and care for the people and relationships that make ReFrame possible. It draws on a fulsome assessment of our previous plan, leadership reflection, audience feedback, strategic planning surveys, and community consultation.

Four interconnected directions will guide our work from 2027 to 2032. Diversity, equity, inclusion, accessibility, anti-oppression, and decolonization are foundational practices across all four.



DIRECTION 1: STRENGTHEN FINANCIAL RESILIENCE AND SUSTAINABILITY

Cultivate diverse, sustainable sources of revenue and support while protecting accessibility, equity, environmental responsibility, and artistic integrity.

- Pursue multi-year and core operating funding for greater stability.
- Strengthen monthly giving, donor stewardship, and major gifts.
- Expand sponsorship, foundation, and private sector relationships aligned with our mission and values.
- Increase earned revenue through tickets, passes, advertising, and year-round screenings.
- Build fundraising capacity through Board and staff support, improved systems, and training.

DIRECTION 2: DIVERSIFY OUR AUDIENCES AND CULTIVATE COMMUNITY



Broaden participation and deepen community connections through equity-centred outreach, accessibility, inclusive and decolonizing practices, and meaningful youth engagement.

- Reach communities facing systemic barriers, listening and responding to their needs.
- Engage children and youth as creators, audiences, volunteers, leaders, and collaborators.
- Strive to maintain hybrid presentation as a key accessibility practice.
- Cultivate reciprocal relationships and spaces for conversation, belonging, and shared leadership.
- Guide outreach and programming through anti-oppressive and decolonizing practices, welcoming diverse perspectives and ways of knowing.

DIRECTION 3: BALANCE AMBITION, CAPACITY, AND CARE



Align our ambitions with our human, financial, and operational capacity, supporting staff and volunteers to do excellent work without overextension.

- **Match programming and organizational expectations with resources through realistic planning and workload management.**
- **Support wellbeing, work/life balance, equitable employment, supportive working conditions, stable contracts, and fair distribution of responsibilities.**
- **Strengthen governance through clear roles, shared responsibility, and thoughtful recruitment and succession planning, embedding equity, anti-racism, and decolonization in policies and decisions.**
- **Invest in learning and professional development for staff, Board, Programming Advisory Committee, and other volunteers.**
- **Use emerging technologies selectively and transparently, assessing their effects on labour, accessibility, equity, creativity, and artistic autonomy.**



DIRECTION 4: DEEPEN ENVIRONMENTAL JUSTICE AND CLIMATE RESILIENCE

Centre ecological responsibility across our work, recognizing the connections among environmental harm, social injustice, colonialism, and inequity.

- **Present work exploring climate and environmental justice, biodiversity, food systems, Indigenous knowledge and sovereignty, and our relationships with the more-than-human world.**
- **Deepen partnerships that connect stories on screen with environmental learning, justice, and action in our communities.**
- **Develop environmental responsibility and climate action policies.**
- **Reduce harm through thoughtful choices about procurement, travel, waste, printing, digital technologies, and resource use while maintaining accessibility and considering environmental and inequitable human impacts.**
- **Embed anti-oppressive and decolonizing approaches to environmental learning and practice, honouring Indigenous rights, knowledge systems, and cultural sovereignty.**

PUTTING THE PLAN INTO PRACTICE

Annual operational plans will translate these directions into specific actions, responsibilities, timelines, resources, and measurable objectives. Our Board and staff will review progress quarterly and adapt as circumstances and community needs evolve.

Together, we will sustain a festival that connects people, challenges injustice, and inspires care and action for the natural world and for one another.



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