

Re-Envisioning Community Media Centers: Building Relevance and Long Term Sustainability



Strategic Re-Envisioning

- **Why do we need to re-envision?**
 - **Assure long term viability**
 - **Service-wise and financially**
 - **Meet community needs and stay relevant**
 - **Stay ahead of rapidly changing technology**
 - **Respond to unstable regulatory environment**
 - **Changes in the way the community creates and consumes media**
 - **Explosive growth in social media and alternatives sources of content**



A BRIEF HISTORY

EVERYONE HAS A STORY TO TELL



Sharing thousands of stories in our community since 1982

Proud members of: ACM Midwest | ACM | MACTA | NATOA | NAB



CCX Media is a service of Northwest Community Television

The Northwest Suburbs Cable Communications Commission and Northwest Community Television serve the cities of Brooklyn Center, Brooklyn Park, Crystal, Golden Valley, Maple Grove, New Hope, Osseo, Plymouth and Robbinsdale in the northwest suburbs of Minneapolis, Minnesota.

CONNECTED

COMMUNITY

EXPERIENCE



Serving the Northwest suburbs of
Minneapolis for over 35 years.

BROOKLYN CENTER • BROOKLYN PARK

CRYSTAL • GOLDEN VALLEY

MAPLE GROVE • NEW HOPE • OSSEO

PLYMOUTH • ROBBINSDALE

CCXMEDIA.ORG

NEWS

High-quality local news for the northwest metro communities. Delivering content which informs and inspires public engagement.

SPORTS

Full game coverage of High School sporting events. Game highlights, player and coach interviews, and sports analysis.

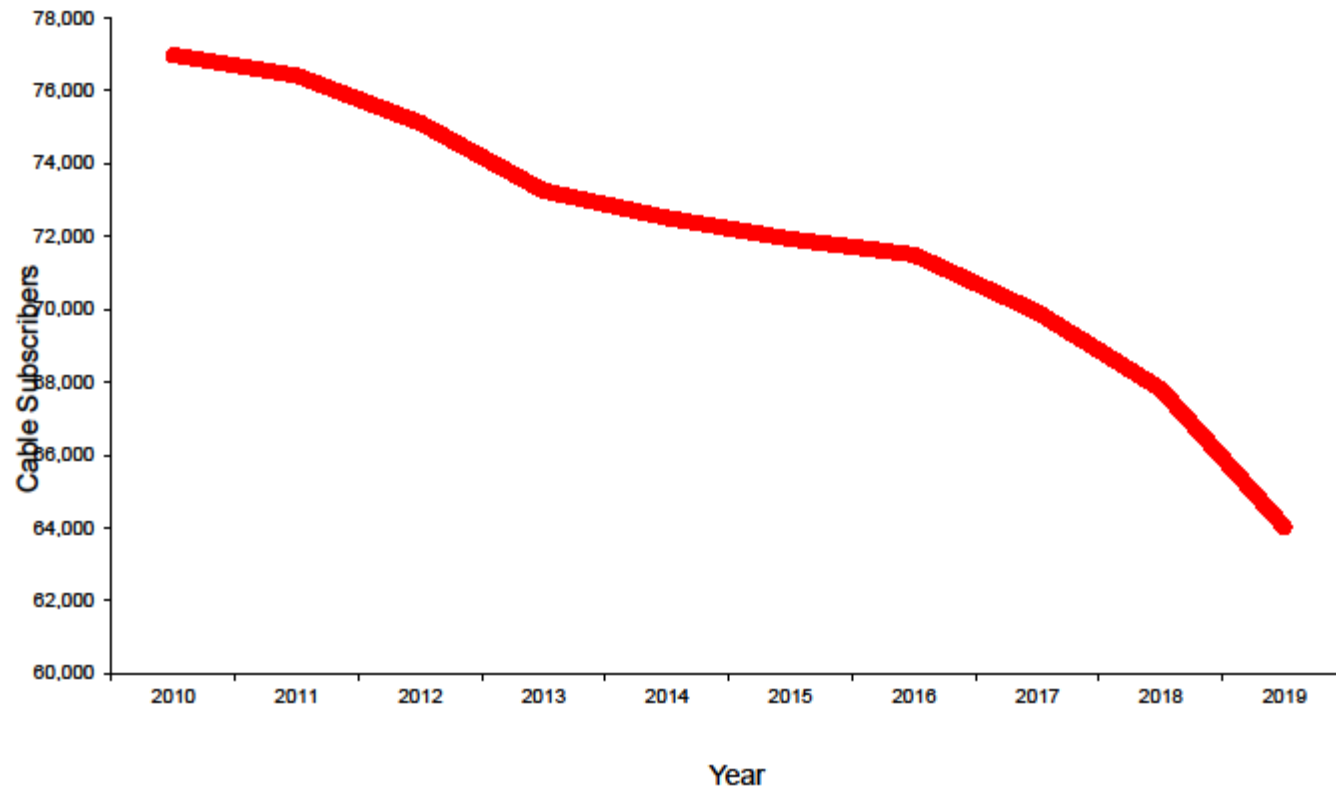
CITIES

City informational segments, coverage of city meetings and city events.

CREATE

Community residents, groups, and organizations creating and sharing their original content. Free video production training and use of professional quality HD equipment.

CABLE SUBSCRIBER TREND 2010-2019



Re-Envisioning Process

- How do we re-envision?
 - Identify steps that need to be undertaken
 - Board and staff need to be committed
 - *Objectively* evaluate current operations and Board functionality
 - Undertake an environmental scan
 - Seek input from community and key stakeholders
 - Learn from success and mistakes of other CMC's
 - Develop a multi-year plan

Re-Envisioning Process

- ***Objectively* evaluate operations and Board functionality**
 - Evaluate *all* aspects of current operations
 - Look at longitudinal operational data
 - Trends in class enrollment
 - Equipment usage by type
 - Hours of locally-produced programming
 - Number of people using services
 - Demographics of users
 - Viewership data / social media analysis
 - What's working and what needs to change?

Re-Envisioning Process

- ***Objectively* evaluate operations and Board functionality**
 - Evaluate Board functionality and engagement
 - Confidential Board self-evaluation survey
 - Very important
- Board Study sessions
 - Identify organization's strengths and weaknesses
 - Review organization's mission, core values and goals
 - Informational Board study sessions
 - Identify if changes need to be made in Board structure, numbers, or appointment methodology
- Use information gathered through environment scan, public and stakeholder input to make needed changes⁵

Re-Envisioning Process

- Undertake an environmental scan
 - Undertake a variety of tasks to take a wide look at what's going on in the community and outside the organization
 - Identify other recently undertaken studies
- Seek input from key stakeholders
 - Be sure to include the “usual suspects,” as well as community groups and institutions who should be stakeholders but are not.
 - Stakeholder meetings
 - On-line survey



Everyone has a story to tell. How can we help you share yours?

Hello Community Stakeholder,

For more than 35 years, CCX Media has produced video content and shared thousands of stories about our community. The way video is created and delivered has changed dramatically over the years and we want to improve our services to serve you better in the future.

Because you play an important role in our community, you can help shape the way we meet community and organizational needs by participating in one of two Stakeholder Meetings.

Plan to join us

Wednesday, March 20, 2019, 11:00am-12:30pm

or

Thursday, March 21, 2019, 11:00am-12:30pm

at the

**Crystal Community Center
4800 Douglas Drive, Crystal MN**

Communications Consultant, Sue Buske of The Buske Group, will lead the discussion. Lunch will be provided and each participant will receive a \$10 Target gift card.

This is an important opportunity to share your ideas and opinions about the future of community media and to learn how CCX Media can help your organization grow through the use of media content. We hope to see you there!

**RSVP by Monday, March 11
763-278-4329 or create@ccxmedia.org**

BROOKLYN CENTER - BROOKLYN PARK - CRYSTAL - GOLDEN VALLEY - MAPLE GROVE - NEW HOPE - OSSEO - PLYMOUTH - ROBBINSDALE

Re-Envisioning Process

- Get input from community members about topics such as:
 - Awareness of current services, channels, programming
 - Viewership levels and where they view (e.g., cable channels, website, YouTube)
 - Where do community members seek and find local information?
 - What local information do they most value?
 - What local information are they *not* receiving?
 - What media and technology services would they like to receive?

Re-Envisioning Process

- Identify CMC's that evolved to a new level of service and financial stability
 - Borrow ideas that you think will work in your community
 - Learn about successes and failures
- Use information gathered through operational and board evaluation, environmental scan, public and stakeholder input to develop a plan
 - What are mission goals?
 - What are desired operational outcomes?
 - What are desired revenue outcomes?
 - What is the timeline, and what steps are needed to work toward goals and outcomes?

Re-Envisioning

- What *might* the changes entail?
 - Changes in board structure and membership
 - Expanded platforms used for content delivery
 - Expanded and diversified funding sources
 - Branding / Marketing / Outreach campaign
 - More focus on partnership and relationship building

Re-Envisioning

- What *might* the changes entail?
 - PEG channels in HD (or most advanced format)
 - PEG channels on cable electronic program guide
 - Format equivalent to commercial channels
 - Staying current with equipment, media tools, and software
 - Changing or expanding service offerings
 - Regularly surveying the community
 - Being nimble



Primary Strategic Goals

- **Build Long Term Financial Stability**
- **Expand CCX Media Brand Recognition**
- **Provide Media Services and Content that Meet the Needs of the Communities Served**
- **Continue to Build and Maintain a Strong, Well-Managed Organization**

Timelines for Strategic Goal #1

| STRATEGIC GOAL #1 Build Long Term Financial Stability | Oct. 2019- March 2020 | April - Sept 2020 | Oct. 2020- March 2021 | April - Sept 2021 | Oct. 2021- March 2022 | April - Sept 2022 |
|---|--------------------------|----------------------|--------------------------|----------------------|--------------------------|----------------------|
| 1.A. Develop & implement a plan to diversify funding sources. | | | | | | |
| 1. Explore, prioritize and implement earned income activities without compromising core values. | develop | | | implement | | |
| a. Sponsorships/underwriting & ad sales on news, sports, and event coverage. | develop | | | implement | | |
| b. Partnerships with community organizations, educational institutions, health care institutions, and other entities that result in the delivery of a desired service or video productions, and also generate income. | | | | implement | | |
| 2 Undertake an analysis to determine how to implement opportunities to monetize the news, sports, and event programming (e.g., in-house ad and underwriting sales vs. outsourcing, associated staffing costs). | | | | | | |
| a. Develop ways to expand options, affordability, and awareness of CCX Media sponsorships and ad sales that are tailored to local/regional businesses that can't afford a more market rate approach. | | | | | | |
| b. Ad sales, underwriting, and sponsorship for news/sports/events is different than CCX Outreach/Promotion (see 2.A.) | | | | | | |
| 3. Continue to explore and implement on-line revenue generation opportunities through YouTube, Google, etc. | | | | ongoing | | |
| 4. Develop a rate card for facility and equipment rental. | | | | | | |
| 5. Develop policies and procedures needed to implement items 1-4 above. | | | | | | |
| 6. Explore and prioritize underwriting and partnership opportunities with the nonprofit, educational, and business sectors that can generate both dollars and/or expanded recognizability in the communities | | | | | | |
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|---|--------------------------|----------------------|--------------------------|----------------------|--------------------------|----------------------|
| <p>7. Explore and prioritize fund development and donation options that may include individual, corporate and foundation funding.</p> <p>a. Set-up on-line donations system through CCX Media website and platforms.</p> <p>b. Determine staffing needs and other activities to implement.</p> <p>8. Develop potential revenue scenarios across all viable funding avenues such as advertising, sponsorships, donations, services for hire, grants, cities and cable fees.</p> <p>a. Contemplate scenarios if all franchise fees no longer exist and determine the cost structure of all services and how they can be funded.</p> | | | | | | |
| <p>1.B. Maintain and expand relationships with Cities, and keep their staff and elected officials up-to-date about CCX Media achievements, services, and history.</p> | | | | | | |
| 1. Identify and implement new media services that Cities would like to receive that could be provided on a fee-for-service basis (e.g., social media, video "explainers" about government agency activities, issues, or services). | | identify | | implement | | |
| 2. Identify local or regional governmental bodies that are not member cities (e.g., special districts) and identify and implement media services that are needed by those entities and could be provided by CCX Media. | | identify | | implement | | |
| 3. Continue to engage elected officials and key government agency staff in CCX Media activities. | | | | ongoing | | |
| 4. Routinely identify and produce programs about key projects of interest to local governments and elected officials. | | | | ongoing | | |

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|---|--------------------------|--|----------------------|----------|--------------------------|---------|----------------------|--|--------------------------|--|----------------------|--|
| 1.C. Maintain & expand relationships with corporate, educational & health care institutions & keep their staff up-to-date about CCX Media achievements, services, and history. | | | | | | | | | | | | |
| 1. Identify and implement new media services or partnerships that they would like to receive that could be provided on a fee for service basis (e.g., social media, video “explainers” about agency activities, issues, or services). | | | | identify | | | implement | | | | | |
| 2. Engage with corporate, educational and health care institutions and involve them in CCX Media activities. | | | | | | ongoing | | | | | | |
| 1.D. Be a leader in federal and state legal and policy matters to ensure PEG support, franchise fees, and other compensations for the use of PROW are preserved. | | | | | | ongoing | | | | | | |
| 1. Routinely meet with and keep local and state officials and elected representatives informed about funding and other concerns at the local, state, and or federal levels that threaten the ability of CCX Media to serve the community. | | | | | | ongoing | | | | | | |
| 2. Take a leadership role in organizations such as ACM, NATOA, MACTA, and NLC that have common interests in preserving PEG access and the authority of local governments to receive compensation for the use of public property. | | | | | | ongoing | | | | | | |
| 3. Understand and plan for federal and state legal and policy changes that could negatively impact CCX media's ability to fulfill its mission | | | | | | ongoing | | | | | | |

**PLAN APPROVAL
GIVES YOU THE
GREEN LIGHT TO
MOVE FORWARD**



**“FOR THOSE WHO
FAIL TO PLAN,
PLAN TO FAIL.”**

QUESTIONS?