

Level 4

GOAL 1:

Through Organizing - which educates and empowers performers to embrace and pursue shared goals - promote and protect work opportunities for ACTRA members under ACTRA's collective agreements.

FOCUS AREA #1: Support aggressive and vigilant policing of ACTRA's jurisdiction.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Maintain staff of skilled, experienced Organizers.	Four National Organizers have been engaged in the 2000/2001 fiscal year	Y2-5	On-going. John Rooney has been assigned the responsibility for coordinating the work of Organizers.
2	National Organizers to act as mentor-coaches to provide training to Branch Representatives in smaller centres without full-time Organizers.	Training at Reps Conferences. National Organizers available for local training.	Y2	Organizer Training of Branch Reps and staff undertaken at ACTRA Staff Conference in March 2001.
3	Prepare detailed action plans to resolve jurisdictional disputes in favour of ACTRA	Oppose activities of PACT/CMG and Christian Labour Association of Canada (CLAC). Coordinate with UBCP concerning the organizing efforts of the West Coast Backgrounders Union (PSAC).	Y2	See proposals to June 2001 National Council for Constitution and By-law changes respecting ACTRA Extras. Taking all steps necessary to oppose PACT/CMG's applications for certification at OLRB. ACTRA has filed application for Intervenor status in WCBU/PSAC applications before the BCLRB.
4	Prepare detailed action plans to organize non-ACTRA production.	National Organizers to work with Branch Reps, Councils and members to identify areas of non-ACTRA production. Prioritize targets and allocate resources to focused areas of non-ACTRA activity.	Y2-5	ACTRA has filed application for certification and is participating in hearings at Alberta Labour Relations Board to certify non-union producer White Iron Productions, Calgary.

FOCUS AREA #2: Launch an all-out offensive to support the <i>Preference of Engagement</i> provisions of ACTRA's Collective Agreements.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Provide resources to support implementation of the <i>Opportunity Project</i> across Canada by promoting its benefits, teaching its methodologies, and providing the necessary resources.	Implement the <i>Opportunities Project</i> nationally. Train Reps at Staff Conferences. Promote <i>Project</i> on ACTRA web site and in <i>InterACTRA News</i> .	Y2-5	Opportunities Project outlined to Branch Reps at March 2001 Reps Conference. Needs to be implemented in more ACTRA Branches across the country. Raymond Guardia available for local training and coordination of Work Opportunities Project in Branches.
2	Build relationships with Industry partners and players locally, regionally, nationally and internationally to promote engagement of ACTRA	Clear and consistent communication of ACTRA's objectives via ACTRA	Y2-5	On-going.

	members	web site, and publications. Clearly communicate ACTRA's stance on issues with agents, producers' organizations, casting directors, and sister guilds/unions in the industry.		
3	Ensure that more days of work are secured for ACTRA members in foreign service productions.	All Branches to apply consistently the <i>Preference of Engagement</i> provisions of ACTRA's collective agreements, and the pro-active, early intervention efforts of the <i>Opportunities Project</i>	Y2-5	Raymond Guardia available for local training and coordination of Work Opportunities Project in Branches. Wages and Working Conditions Committee to examine issue in preparation for IPA negotiations.
4	Promote the engagement of ACTRA members as Background Performers (BGP).	Apply consistently the <i>Preference of Engagement</i> provisions of ACTRA's Collective Agreements. Investigate the establishment of an ACTRA web site-based BGP Hiring Hall.	Y2	Branches to consistently enforce existing provisions of ACTRA's Agreements re Preference of Engagement. See proposed changes to Constitution and By-laws re ACTRA Extras.
5	Ensure that ACTRA represents non-voucher BGP's efficiently and effectively since all performers, including non-voucher Background Performers are covered by ACTRA's collective agreements.	Develop a national pamphlet describing ACTRA's position, distribute as required, and post on the ACTRA web site. Negotiate with CFTPA to improve the wages and working conditions for non-voucher BGP's.	Y2	CFTPA remains willing to entertain proposals for improvements in BGP section of IPA (before expiry of IPA) provided BC is prepared to address BGP issues in joint approach to CFTPA with ACTRA.

FOCUS AREA #3: Strengthen ACTRA's Apprentice Program through the provision of training and benefits to Apprentices in order to limit the availability of non-union talent and to provide better trained professional performers.

STRATEGIES		Proposed Tactics	Priority	Update
1	Launch National Apprentice Member Training Program	Utilize standard Apprentice Member Training Program curriculum in all Branches. Train trainers. (See also Goal 3.2.1). Communicate the value and benefits of the Program to Apprentices.	Y2-5	Apprentice Member Training Program was reviewed by an ad hoc group of members and a draft of the curriculum will be circulated for finalization Next step will be to begin the process of training trainers (2001/2002)
2	Establish National position for Background Performers entry into the Apprentice Program.	Regional Directors to survey Branches. Finalize criteria, along with policy/guidelines for Branch application.	Y2	See proposed changes to Constitution and By-laws re ACTRA Extras.
3	Conduct analyses to determine the effectiveness and success of the	Conduct online surveys through the	Y2	To be implemented when new ACTRA website is

Apprentice Member program	actra.ca website.		on-line.
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FOCUS AREA #4: Provide support to smaller ACTRA Branches that enables their Branch Reps to perform the highest value role — as Organizers and on-set stewards.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Maintain trained and motivated staff in the five smaller ACTRA Branches.	Through staff Performance Review processes, ensure that sufficient and properly trained staff people are available to deliver member services.	Y2-5	Performance reviews have been conducted Nationally. The results showed that the majority of the ACTRA staff is meeting or exceeding expectations.
2	Use innovative methods of sharing staff resources to deliver an excellent level of service to members:	Reduce the administrative workloads of smaller Branches by having the National Office assume responsibility for some administrative activities. Consider having a travelling steward available to provide additional on-set and other support for smaller Branches that would be interested in having this service available. Add two (2) Regional Administrative Assistants.	Y2 Y3	Regional administration has been implemented and has provided considerable administrative relief to the smaller Branches.
3	ACTRA's Regional offices to provide stewarding and organizing assistance to the smaller Branches as required.	Implement the <i>Ottawa Project</i> model in smaller Branches as required. Further develop the network of ACTRA Branch Reps who will function as Organizers.	Y2-5	On-going. John Rooney and Raymond Guardia to coordinate.

FOCUS AREA #5: Engage in industry outreach programs - to build a strong network of ACTRA supporters among talent agents, other guilds and unions – and to gather useful and timely industry intelligence that benefits members.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Establish and maintain an open dialogue with talent agents to determine their concerns, and elicit their support for ACTRA's objectives.	Senior staff, Organizers and Reps to meet regularly with individual agents	Y2-5	On-going.
2	Develop strategies with other guilds and unions in the industry to encourage production under union contracts.	National Executive Directors of creative unions to meet regularly. ACTRA's Regional Directors and Local Reps to meet regularly with	Y2-5	On-going.

		regional and local counterparts		
3	Develop ACTRA outreach programs for theatre and film schools to ensure that future filmmakers continue to equate ACTRA membership with professionalism.	Explore further opportunities for ACTRA members to participate in student films produced in theatre and film schools.	Y2-5	On-going.

FOCUS AREA #6: Organize producers and freelance performers working with broadcasters, specialty channels and new media to ensure that ACTRA’s jurisdiction continues to expand with the volume of production.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Develop a strategic plan to secure ACTRA jurisdiction in broadcasting, cable casting and new media.	NED, Regional Executive Directors, & National Organizers to develop plan. Hire an ACTRA Director of Broadcast and Specialty Channels.	Y2 Y2	Opening negotiating sessions have been held with Chum/City, & Alliance Atlantis Broadcasting. Dates scheduled with Corus and CTV.
2	Complete a national audit of significant new media producers to define the scope and identify key targets for action.	National Organizer-New Media to undertake research.	Y2	This information has been gathered and compiled by New Media Organizer and a brief report will be made available to National Council.
3	Identify and articulate the creative needs of these new media producers and freelance performers working in new media.	National Organizer-New Media to establish contact list of producers and performers.	Y2	Contact list has been established and is being used by New Media Organizer in information gathering initiative.

GOAL 2

Through Bargaining, lead the industry in establishing remuneration, rights, and respect for professional performers.

FOCUS AREA #1: Negotiation of National collective agreements to improve standards and achieve national consistency.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Re-negotiation of the Independent Production Agreement (IPA). (expires December 31, 2001)	Establish a new National bargaining committee National Collective Bargaining Coordinator/Researcher to provide necessary support Convene Bargaining & Organizing Conference as IPA Wages and Working Conditions Committee. Appoint ACTRA’s IPA negotiating committee.	Y2	Recommendations on IPA bargaining process to be considered by June 2001 National Council meeting. Process established for upgrading and training of existing ACTRA staff person to become National Collective Bargaining Coordinator/Researcher.

2	Evaluate the 1998/99 IPA negotiations to inform the work of the new National IPA Negotiating Committee	Conduct evaluation which when completed will inform the discussion at the Bargaining and Organizing Conference and the new IPA negotiating committee.	Y2	To be presented to 2001 IPA Wages and Working Conditions Committee prior to Committee meeting.
3	Obtain research necessary to assist in the development of the National bargaining strategy and high level bargaining positions.	National Collective Bargaining Coordinator/Researcher to undertake customized research. Work with Statistics Canada on surveys of the production Industry to ensure useful data being gathered, analyzed and available for IPA negotiations	Y2	On-going.
4	Develop a comprehensive IPA strike preparation plan and anticipate SAG/AFTRA strike. The strike preparation plan will focus on Organizing; storefront strike offices, and strike supplies (e.g. signs, literature etc.); members' services; and strike communications.	Establish a National strike team to manage strike preparations Develop detailed strike plan and budget	Y2	On-going.
5	Consult with ACTRA members to identify their priorities, obtain their responses to projected bargaining positions, and the formulation of a national bargaining strategy	Bargaining & Organizing Conference. Branch and Town Hall meetings. Consult with talent agents. <i>InterACTRA News</i> and Branch newsletters. Member forum on ACTRA website.	Y2 & 3	On-going.
6	Determine the viability of ACTRA and SAG/AFTRA taking a unified North American approach to bargaining by developing a joint negotiation strategy.	Meet with leadership and executive staff of SAG & AFTRA.	Y2	See notes of April 2, 2001 meeting with SAG & AFTRA. SAG's Senior Advisor John T. McGuire will be attending June 2001 National Council meeting.
7	Develop terms for an Interim IPA.	To be discussed by Bargaining & Organizing Conference and finalized by IPA Negotiating Committee.	Y2	On-going.

FOCUS AREA #2: Formulate a bargaining strategy for new media to secure ACTRA's jurisdiction and establish industry standards.

STRATEGIES		Proposed Tactics	Priority	Update
1	Identify leading new media producers and markets.	National Organizer-New Media to identify and contact new media producers and performers to gather relevant data.	Y2	New Media Organizer has gathered and compiled data necessary to inform bargaining strategy.

2	Develop a preliminary platform for bargaining.	National Organizer-New Media and National Collective Bargaining/Researcher to develop plan and draft proposals.	Y2	Interim Solution re production for the Internet has been developed and is being implemented. See report from Thom Tapley, New Media Organizer.
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FOCUS AREA #3: Establish low budget production agreements on a National basis				
STRATEGIES		Proposed Tactics	Priority	Update
1	Work toward implementing CLIPP on a National basis.	Negotiate and finalize Letter of Understanding with CFTP and implement nationally.	Y2	Raymond Guardia has been assigned the National staff responsibility to coordinate implementation of ACTRA's various low-budget Agreements across Canada. Examination of ACTRA's Coop Agreement currently being undertaken by Raymond Guardia and ACTRA Toronto Task Force.

GOAL 3

Through Communication – validate every member's decision to become a performer and an ACTRA member. ACTRA's services must enhance the quality of members' working lives, support members' professional ambitions, and protect their long-term interests.

FOCUS AREA #1: Brand ACTRA as a name synonymous with professional Canadian talent and a dynamic player in the industry by developing communication tools and strategies that portray the ACTRA brand in a positive and affirming way to members, the industry and the public.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Consistently apply ACTRA logo and align ACTRA branded materials – stationery, web site, print products, merchandise – through phase in of new materials.	Implement Logo Signature manual. Develop business plan and start-up strategy for ACTRA merchandise. Implement a National Councillors' toolkit.	Y2	ACTRA Public Relations Officer Micol Marotti has been hired to research, & coordinate implementation.
2	Develop and maintain a current portfolio of information materials targeted to the needs of each specific audience - members; individuals thinking about acting careers; industry leaders; and, government decision-makers.	Update information materials, and identify requirements for new materials.	Y2-5	ACTRA Public Relations Officer Micol Marotti to coordinate implementation.
3	Increase industry and public profile to create strong identity for Canada's professional performers.	Participate in public and industry events. Develop ACTRA "Events".	Y2&3	ACTRA Public Relations Officer Micol Marotti to research & coordinate implementation of ACTRA Anniversary event with John Evans and National Executive.
4	Develop and manage ACTRA communications programs	Continue to retain outside communications consultant. Engage	Y1	ACTRA PR Officer Micol Marotti to assist in publication of <i>InterACTRA News</i> , web site, and

		an ACTRA National Publications Officer to assist in publication of <i>InterACTRA News</i> , web site, and internal communication.		internal and external communications.
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GOAL 3 (Continued)

5	Involve high-profile members as spokespersons for various ACTRA communications projects	Research interest and availability of potential spokespersons	Y2	ACTRA Public Relations Officer Micol Marotti to research & coordinate.
6	Re-establish an annual ACTRA Awards program to promote achievement and excellence in the profession and to foster greater industry and public recognition of the contributions of ACTRA members to Canadian culture.	Investigate the viability of such an initiative. Develop a proposal and budget for an awards program.	Y2&3	ACTRA Public Relations Officer Micol Marotti to research & coordinate.

FOCUS AREA #2: Provide members access to information resources to support members' work, career objectives, and professional development; to help members understand and use ACTRA services; and to become more involved, proactive members.

STRATEGIES		Proposed Tactics	Priority	Update
1	Provide affordable and easily accessible industry-relevant professional development programs and courses to members and Apprentice members across the country. Create a structure for Branches to develop workshops locally.	Distribute Apprentice Member Training Program curriculum to Branches. Coordinate "Train the Trainers" programs. (See also Goal 1.3.1)	Y1-5	Apprentice Member Training Program was reviewed by an ad hoc group of members and a draft of the curriculum will be circulated for finalization. Next step will be to begin the process of training trainers (2001/2002)
2	Provide training and resources to assist Branch Councils and their Councillors to perform effectively.	Consult with Branches respecting areas where Branch Councillors believe they would benefit from training. Make available self- or peer-assessment tools to assist individual Councillors in evaluating their performance	Y2	

FOCUS AREA #3: Develop and manage business and promotional tools that showcase ACTRA members, and support their efforts to secure work or enhance their ability to benefit from their work.

STRATEGIES		Proposed Tactics	Priority	Update
1	Incorporate Face to Face With Talent Online as a component of the National Membership database	Dedicate resources necessary to complete the project.	Y2	First release will be in June of 2001. Face to Face online will be implemented during the current fiscal year.
2	Develop and implement a National ACTRA-recognized talent agents' list with input from all Branches.	Research from Branches. Formulate recommendation to National Council.	Y2	Micol Marotti to coordinate.

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3	Investigate alternative avenues of rights acquisition and distribution of film and television product	Develop business case for Rights Clearance and Distribution Divisions of ACTRA PRS.	Y2	Mercedes Watson to coordinate.
4	Educate members and staff on Equal Opportunity issues	National Equal Opportunity Committee to bring recommendations to the National Council.	Y2-5	On-going.
5	Develop and maintain ACTRA's web site as a key information and promotional vehicle.	Use ACTRA National's web site to solicit member input on all relevant ACTRA issues. Web site to inform members and the public on critical issues. Create an electronic portal into ACTRA's operations to promote members to the industry and the public.	Y2	ACTRA Public Relations Officer Micol Marotti to coordinate.
6	Investigate alternative performer-centred solutions to existing casting breakdown services.	Investigate alternatives and develop business case	Y2	On-going.

FOCUS AREA #4: Communicate ACTRA's achievements, success stories, and critical issues using the web and other media, so members may access current information about ACTRA.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Provide communication, marketing and promotional support for ongoing or special campaigns and projects.	Communications Consultant, ACTRA Publications Officer, and other appropriate National staff to prepare recommendations, plans and budgets.	Y2	Communications Report to June 2001 National Council.
2	Further refine ACTRA's communications plans to identify and prepare for emerging issues with the capacity for urgent communication to be widely circulated to members (eg negotiations).	Contact ACTRA staff and leadership. Prepare issue management plans and budgets. Compile comprehensive National e-mail lists and pertinent web-ready content pages	Y2	Communications Report to June 2001 National Council.

FOCUS AREA #5: Provide members with the ability to participate in ACTRA's day-to-day operations, and through members' feedback, solicit input that will enhance organizational effectiveness and performance.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Establish on-line discussion groups on ACTRA web site	Seed and monitor web site chat discussions.	Y2	Micol Marotti to coordinate.
2	On-line <i>suggestion & question box</i> for members, staff and producers (e.g. a most-frequently-asked question page on the ACTRA website, plus a faxable/maillable print version)	Design web pages with searchable question fields to enable ACTRA to sort areas of interest and concern. Focus web Bulletins on issues of interest and concern to performers.	Y2	Micol Marotti to coordinate.

3	Develop an online member survey concerning emergent issues, eg. Organizing initiatives, IPA and Commercial Agreement negotiations, etc.	Incorporate survey functionality into website.	Y2	Micol Marotti to coordinate.
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FOCUS AREA #6: Make new benefits available to the ACTRA membership and communicate these benefits to existing, new and potential members.

STRATEGIES		Proposed Tactics	Priority	Update
1	Investigate Affinity programs that members would value (e.g. MAC cosmetics; Roots).	Research opportunities for affiliation programs. Solicit suggestions from Branches	Y2	Micol Marotti to coordinate.

FOCUS AREA #7: Compile existing information on national and provincial programs that support cultural industries to further educate members who have a specific interest.

STRATEGIES		Proposed Tactics	Priority	Update
1	Educate members on the more intricate issues that shape the industry through focused pooling of information from a wide variety of relevant industry agencies. Identified areas of interest: <ul style="list-style-type: none"> • Point system for Canadian film and television production • Provincial co-production • International co-productions • Federal Tax incentives • Provincial Tax incentives 	Solicit suggestions from Branches Target staff, individuals, members and industry professionals capable of training in these areas Create National Council workshops. Distribute session information widely.	Y2- 5	Micol Marotti and Garry Neil to coordinate.

FOCUS AREA # 8: Foster ACTRA’s professional relationships with industry partners and players to develop mutually beneficial strategies and objectives, expand members’ professional opportunities, and solidify recognition that ACTRA is a strong and united industry advocate.

STRATEGIES		Proposed Tactics	Priority	Update
1	Participate in key industry events and work with industry associations, alliances and coalitions to benefit the ACTRA membership, and the Canadian cultural industries as a whole.	Consult with industry associations on bargaining and other issues of mutual concern. Participate in industry events. Form coalitions where benefit to ACTRA membership can be demonstrated.	Y2-5	On-going.

GOAL 4

Through Public Policy initiatives - advocate for policies that impact positively ACTRA members and strengthen support for domestic production, distribution and exhibition.

FOCUS AREA #1: Make representation on behalf of ACTRA members on legislative issues — internationally, nationally and provincially — with the potential to impact positively the economic status of performers.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Enhance lobby efforts to provide statutory protection for performers' work in audio-visual performances.	Continue to play a leadership role within WIPO, NAPU and FIA. Increase domestic lobby efforts, particularly respecting amendments to the Canadian Copyright Act. Coordinate efforts through the Copyright Coalition.	Y2-5	WIPO Diplomatic Conference on A/V Performers scheduled for December 2001. ACTRA has a seat at Copyright Coalition. Coordinating lobbying efforts for amendments to Canadian Copyright Act with Copyright Coalition and directly with Union des Artistes.
2	Further improve federal Status of the Artist legislation and regulations. Review the advisability of applying federal Status of the Artist regulations on a provincial basis.	Lobby as opportunities permit.	Y2-5	On-going.

FOCUS AREA #2: Support adoption of public policies and funding initiatives that promote expansion of Canada's film and television production sector — including commercials and new media production — to increase work opportunities for members				
STRATEGIES		Proposed Tactics	Priority	Update
1	Through an advertising industry coalition, lobby for amendments to the film and TV production tax credit programs to permit TV commercials to qualify for tax credits in order to encourage production of commercials in Canada, and secure more work for our members.	Continue support for national & provincial tax credit programs. Lobby for tax credit regulation changes through Alliance for Canadian Advertising Tax Credits (ACATC).	Y2	ACATC to undertake education campaign.
2	Lobby for revisions to the CANCON points system in order to increase the on-screen presence of Canadian performers in Canadian content programs and films.	Meet with key decision-makers. Develop and present appropriate briefs. Provide relevant background information to support our requests for changes. Ensure that performers have direct input in the drafting process concerning these policies.	Y2	On-going.
3	Support avenues and initiatives that will continue to bring foreign service productions to Canada and ensure work for our members	Continue to meet with the key decision-makers in Ottawa. Lobby on the issue of non-resident performer withholding tax regulations.	Y2	On-going.
4	Lobby for the inclusion of performers on Boards of industry funding agencies.	Intensify our lobbying of key decision-makers. Engage as allies other ..	Y1	On-going.

		guilds & unions representing creative personnel in the industry.		
5	Prepare a document that describes public production incentive programs that can be used as a marketing and organizing tool.	Explore the requirements for assembling such a document and identify resources required to complete.	Y2	Micol Marotti and Garry Neil to coordinate.

FOCUS AREA #3: Present the case for Canadian cultural sovereignty, and promote Canadian content to national or international tribunals and agencies.

STRATEGIES		Proposed Tactics	Priority	Update
1	Counter the negative effects of NAFTA and create an international instrument for cultural support	Increase ACTRA involvement in the efforts of the Coalition for Cultural Diversity (CCD) and Canadian Conference of the Arts (CCA)	Y2	On-going. ACTRA participated in the recent Summit of the Americas protest in Quebec City.
2	Through National coalitions enhance the identity and importance of Canadian culture and cultural initiatives for our members and the public	Seek to lead the agendas of the Coalition for Cultural Diversity (CCD) and Canadian Conference of the Arts (CCA)	Y2	On-going. ACTRA participated in the recent Summit of the Americas protest in Quebec City.
3	Present ACTRA's concerns on digital specialty license applications and renewal hearings of major Canadian broadcasters to ensure adequate Canadian content and proper utilization of Canadian professional performers	Prepare briefs and documentation to support ACTRA's position	Y2-5	ACTRA National President and Policy Advisor appeared before the CRTC re license renewal hearings on CTV and Global.

GOAL 5

Through Member Services - ensure that ACTRA will become the pre-eminent performers' union, the leading proponent of performers' rights and the best managed association of its kind in the world.

FOCUS AREA #1 Utilize ACTRA's resources and commitment to information technology to move ACTRA from a paper-based environment to an efficient computerized business. Use these new systems in ways that improve services, reduce costs and add value to ACTRA members.

STRATEGIES		Proposed Tactics	Priority	Update
1	Receive and process 80% of IPA and Commercial production information and remittances electronically.	Work with ACTRA Branches and the existing IT Steering Committee to develop and implement the ACTRA computer system project.	Y2	Project is continuing on schedule – full report from ACTRA IT Project Consultant Fred McRae.
2	Convert documents (contracts, agreements etc.) to digital formats to improve ACTRA's ability to archive and retrieve information required for enhanced member services.	Prioritize documents for digitizing and identify preferred cataloguing systems.	Y2	SBG (Standby Go Inc.) will be moving forward with the digitization of all IPA's, and have given a six-week completion schedule.
3	Construct a comprehensive membership database containing all	Every ACTRA member or Apprentice	Y2	As part of the rollout of ACTRA's systems

	information on members, including resumes, photos and statistical information.	to file a photograph and resume with ACTRA at time of joining, renewal of membership, or dues payment.		development, photos and resumes are being collected and scanned into the membership database for rollout of new membership system and Face to Face Online. A campaign is being undertaken to encourage all members to comply with the recent By-law change.
4	Identify opportunities to use digital resources to deliver direct services to members (eg. Web conferences, industry or issues briefings, education and training, etc.)	Identify costs and benefits to implement new services. Recommend new services to the National Council.	Y2	Fred McRae and Micol Marotti to coordinate.

FOCUS AREA #2: Administer and enforce collective agreements, maintain accurate records and ensure accurate payment of remittances to performers and to ACTRA.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Create systems and tools that can be accessed by Branches nationally to ensure effective administration of the collective agreements by the Branches.	Train staff. Streamline paperwork through EDI and S.M.A.R.T.S. Finalize IPA Interpretation Manual.	Y2	On-going.

FOCUS AREA #3: Ensure that ACTRA's national office functions cooperatively with Regional and Branch offices. Employ sound financial practices that ensure the long-term viability of ACTRA through reasonable allocation of resources to serve members across Canada.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Regular status meetings with senior staff, executives from Regional and Branch offices	Regularize senior staff status meetings and Reps conferences.	Y5	Senior staff meetings are taking place and quarterly meetings are anticipated for each year. Reps conferences will continue to be held annually.
2	Utilize innovative budget presentation techniques to provide National Council with information in forms that support effective decision-making.	Relational budget for 2001 National Council meeting.	Y2	A relational budget will be implemented with the finalization of the ACTRA website and ACTRA Plan document.
3	Progressively develop the ACTRA web site to become the principal way ACTRA communicates with its leadership and staff, and to provide topical information to members, the industry and the public.	Redesign and enhance ACTRA web site.	Y2	Micol Marotti to coordinate.

FOCUS AREA #4: Implement staff development initiatives, using performance-based measures, to ensure consistent delivery of effective, high quality service to members and continuously improve ACTRA's overall performance.				
STRATEGIES		Proposed Tactics	Priority	Update
1	Maintain an effective and efficient complement of creative, motivated	Annual performance reviews.	Y2	Training needs assessment has commenced and

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	and committed staff capable of delivering consistently high levels of performance.	Training through workshops, staff conferences, and training institutions.		courses are being scheduled to accommodate the necessary staff training.
2	Produce new employee orientation materials.	Seek staff advice. Prepare new materials as required to keep information relevant and topical.	Y2	Work has begun on an employee orientation package.
3	Introduce new staff to key ACTRA executives and members using web site.	Design a staff page accessible on the ACTRA web site to 'personalize' staff to members across the country.	Y2	Micol Marotti to coordinate.

FOCUS AREA #5: Strengthen APRS as a sub-collective of the Neighbouring Rights Collective of Canada (NRCC).		Priority	Update
1	Increase number of individual assignments to APRS from Royalty Artists	Undertake targeted e-mailings. Work with the Royalty Artists Association of Canada (RAAC). Distribute royalty monies received from NRCC to Royalty Artists who have assigned to APRS.	Y2 NR Administrator circulating notice letters to over 100 Canadian Agents representing approximately 500 performers. Approximately 250 royalty artists have already assigned their rights to APRS for Neighbouring Rights

FOCUS AREA #6: Establish ACTRA Singers Division (a section of ACTRA Performers' Rights Society) building upon the Neighbouring Rights' assignments held by APRS		Proposed Tactics	Priority	Update
1	Establish ACTRA Singers Division.	Utilize the contacts established through NR assignments to APRS.	Y2	On-going.

FOCUS AREA #7: Support APRS' efforts to increase collection of performers' residual and royalty fees.		Proposed Tactics	Priority	Update
STRATEGIES				
1	Move towards hosting all production info on ACTRA productions in an electronic format capable of import and export functions	Capitalize on data received through EDI and Branches to populate SMARTS program Assess staffing needs and data input efficiency.	Y2-5	Production information form finalized and circulated to all Branches pursuant to discussion held at 2001 Staff Conference. PRS to hire Data Entry person for one year.