

# CORE FUNCTION #1 – BARGAINING

## FOCUS AREA #1:

*Re-Negotiate National collective agreements to improve standards and achieve national consistency.*

STRATEGIES	Proposed Tactics	Priority	Update and Applicable Target Dates
1 Re-negotiate the Independent Production Agreement (IPA). (expires December 31, 2003)	<p>Send notice to bargain to APFTQ &amp; CFTPA</p> <p>Seek draft proposals from branches, members and staff</p> <p>Engage new Collective Bargaining Researcher</p> <p>Convene Bargaining Conference as IPA Wages and Working Conditions Committee to develop final proposals and strategy for negotiations.</p> <p>Appoint ACTRA's IPA negotiating committee.</p> <p>Enter into negotiations.</p>	2003	<p>Done</p> <p>Immediately following National Council approval of recommendation to proceed with proposed timetable for negotiations.</p> <p>March 2003</p> <p>March 24 to April 4, 2003</p>
2 Evaluate the 2001 IPA negotiations to inform the work of the new National IPA Negotiating Committee	Conduct evaluation which will help to inform the discussions at a Bargaining Conference, and with the new IPA negotiating committee.	2003	Done.
3 Obtain research necessary to assist in the development of the National bargaining strategy.	National Collective Bargaining Researcher to undertake customized research.	2003	March 2003
4 Consult with ACTRA members to identify their priorities, obtain their responses to projected bargaining positions, that will inform the a national bargaining strategy.	Bargaining Conference. Branch and Town Hall meetings. Consult with talent agents. <i>InterACTRA News</i> and Branch newsletters. Host Member forum on ACTRA website.	2003	February/March 2003
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.	2002	Done
7 Prepare for strike mandate referendum of members and develop terms for an Interim IPA.	To be discussed at a Bargaining Conference and finalized by IPA Negotiating Committee.	2003	If initial round of negotiations in March/April is unsuccessful, then the next round of negotiations would take place in October 2003, in which case such actions would be contemplated.

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**FOCUS AREA #2:**

*Re-Negotiate other National collective agreements to improve standards and achieve national consistency.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
1 Re-negotiate National Commercial Agreement (expires January 30, 2004)	Solicit proposals from members, Branches, and Staff. Establish a new National bargaining committee. Develop and finalize proposals. Exchange proposals with ICA/ACA. Enter into formal negotiations. Conclude Terms of Settlement.	2003/4	December 2003-January 2004.
2 Re-negotiate CBC Television and Radio Agreements (expires June 30, 2003)	Re-negotiate CBC Agreements.	2003	Terms of Settlement for one-year extension of Agreement to be sent to members for ratification in February 2003. Terms of Settlement propose that negotiation for successor Agreement commence in March, 2003, and be concluded by June 30, 2003.
3 Re-negotiate CTV Agreement (expires October 11, 2005).	Exchange proposals and enter into negotiations.	2005	Summer 2005.
4 Re-negotiate Global Television Agreement.	Send notice to bargain, exchange proposals and enter into negotiations.	2003	Notice to bargain has been sent.
5 Re-negotiate National Film Board Agreement (expires April 30, 2003).	Send notice to bargain.	2003	Done.

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**FOCUS AREA #3:**

*Formulate a bargaining strategy for digital media to secure ACTRA's jurisdiction and establish industry standards.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
1 Identify leading digital media producers and markets.	National Organizer for Digital Media to identify and contact digital media producers and performers to gather relevant data.	2003	Digital Media Organizer has compiled data necessary to inform bargaining strategy. Database created and available as resource tool.
2 Develop a platform for bargaining.	2002/03 IPA recognizes ACTRA's jurisdiction over Internet production requiring negotiations in good faith on a production-by-production basis	2003	Done.

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**FOCUS AREA #4:**

***Establish low budget production agreements on a National basis***

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
1 <b>Work toward implementing Low Budget Agreements on a National basis.</b>	ACTRA Indie Production (AIP) Agreement – modelled on Toronto Indie Production Agreement – has been implemented on national basis, together with Member-Initiated Production (MIP) Agreement.	2003	Done.

## CORE FUNCTION #2 – ORGANIZING

### FOCUS AREA #1: Secure ACTRA's existing jurisdiction.

STRATEGIES	Proposed Tactics	Priority	Update and Applicable Target Dates
1 Maintain staff of skilled, experienced Organizers.	Four National Organizers were engaged originally in the 2000/2001 fiscal year. In 2003/04, three of the Organizers will be transferred to Montreal, Toronto, and Calgary Branches. Digital Media Organizer will be retained by National.	2001/2-2005/6	Done.
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.	2003	Organizer Training of Branch Reps and staff will continue to be provided at ACTRA Staff Conferences.
3 Prepare detailed action plans to resolve jurisdictional disputes in favour of ACTRA	ACTRA has successfully opposed the organizing activities of PACT/CMG and the WCBU/PSAC. ACTRA continues to oppose incursion of Christian Labour Association of Canada (CLAC) into ACTRA's jurisdiction.	2003	Took all steps necessary to oppose PACT/CMG's applications for certification at CAPPRT & OLRB. PACT/CMG withdrew from active organizing following ACTRA's successful negotiation of 2002/03 IPA and formal recognition of ACTRA's jurisdiction over all Background Performers and establishment of hourly rate for crowd extras. PACT and WCBU members were offered the opportunity to join as ACTRA Extras. ACTRA Extra caucuses established in major branches.
4 Prepare detailed action plans to organize non-ACTRA production.	Organizers to work with Branch Reps, Councils and members to identify areas of non-ACTRA production. Prioritize targets and allocate resources to specific areas of non-ACTRA activity.	2001/2-2005/6	Continuing.

**FOCUS AREA #2:**

**Support the Preference of Engagement provisions of ACTRA's Collective Agreements.**

STRATEGIES	Proposed Tactics	Priority	Update and Applicable Target Dates
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> .	2001/2-2005/6	Opportunities Project has been implemented in Toronto, and Eastern and Western Regions. Statistical data proves more members are working as a result. Per 2002/3 IPA, Eastern and Western Regional Directors and ACTRA Toronto Performers Executive Director have responsibility to coordinate all requests for non-Canadian Work Permits.
2 Build relationships with Industry partners and players locally, regionally, nationally and internationally to promote engagement of ACTRA members	Clear and consistent communication of ACTRA's objectives via ACTRA web site, and publications. Clearly communicate ACTRA's stance on issues with agents, producers' organizations, casting directors, and sister guilds/unions in the industry.	2001/2-2005/6	Continuing
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>	2001/2-2005/6	Regional Directors available for local training and coordination of Work Opportunities Project in Branches.
4 Promote the engagement of ACTRA members as Background Performers (BGP).	Apply consistently the <i>Preference of Engagment</i> provisions of ACTRA's Collective Agreements.  Investigate the establishment of an ACTRA web site-based BGP Hiring Hall.	2001/2-2005/6	Branches to consistently enforce existing provisions of ACTRA's Agreements re Preference of Engagement.
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.	Negotiate with CFTPA to improve the wages and working conditions for non-voucher BGP's.	2001/2	Done. ACTRA jurisdiction and minimum fee for non-vouchered Background Performers secured in 2002/03 IPA negotiations.

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**FOCUS AREA #3:**

***Strengthen ACTRA's Apprenticeship 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.***

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
1 Launch National Apprenticeship Member Training Program.	Utilize standard Apprenticeship 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.	2001/2-2005/6	Done. Apprenticeship Member Training Program was reviewed by a committee composed of members from various branches and a draft of the curriculum was circulated to all Branches. Funds in place for support of training in smaller Branches.
2 Establish National position for Background Performers entry into the Apprenticeship Program.	Regional Directors to survey Branches. Finalize criteria, along with policy/guidelines for Branch application.	2003/4	Pending.
3 Conduct analyses to determine the effectiveness and success of the Apprenticeship Member program	Conduct online surveys through the actra.ca website.	2003/4	To be implemented through ACTRA website.

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**FOCUS AREA #4:**

**Provide support to smaller ACTRA Branches to enable the Branch Reps to perform the highest value role - as organizers and on-set stewards.**

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
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.	2001/2-2005/6	Performance reviews have been conducted Nationally. The results showed that the majority of the ACTRA staff is meeting or exceeding expectations. Training has been made available to staff across the country.
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 Regional Offices assume responsibility for stewarding & 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.	2001/2  TBD	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.	2001/2-2005/6	Regional Directors to coordinate with smaller Branches.

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**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.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
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	2001/2-2005/6	Regular meetings held with TAMAC representatives.
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 regional and local counterparts	2001/2-2005/6	Continuing.
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.	2001/2-2005/6	ACTRA student and low-budget agreements available as tools for branches to approach theatre and film schools.

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**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.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
1 Develop a strategic plan to secure ACTRA jurisdiction in broadcasting, cable casting and new media.	Update existing agreements with CBC, CTV, Global, and CHUMCity. Pursue bargaining with speciality networks. Hire an ACTRA Director of Broadcast and Specialty Channels.	2002/3 TBD	CBC, CTV, Citytv, and Vision TV Agreements have been renegotiated and ratified. Notice to bargain sent to Global. Negotiating sessions have been held with Chum/City, & Alliance Atlantis Broadcasting and Corus re: their Specialty Channels.
2 Complete a national audit of significant digital media producers to define the scope and identify key targets for action.	National Organizer-Digital Media to undertake research.	2002	This information has been gathered and compiled into a database by the Digital Media Organizer.
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.	2001/2	Done. Digital Media database has been established and is being actively used by Digital Media Organizer.



# CORE FUNCTION #3 –SERVICES

## MEMBER SERVICES #3.1

### 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 and Applicable Target Dates
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.	2002/3	ACTRA Membership System (AMS) launched in December 2002. ACTRA now receives IPA remittances from Entertainment Partners in digital form, and working with TPS to receive electronic files for commercial production. Further development of EDI system has been deferred.
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.	2002/3	Conversion continuing.
3 Construct a comprehensive membership database containing all information on members, including resumes, photos and statistical information.	Every ACTRA member or Apprentice to file a photograph and resume with ACTRA at time of joining, renewal of membership, or dues payment.	2002/3	AMS/F2F contains photos and resumes for over 12,000 members.
4 Identify opportunities to use digital resources to deliver direct services to members (eg. Member-access to work histories, education and training, etc.)	AMS allows members to access their work histories online. Website being utilized as education resource.	2002/3	Continuing.

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**FOCUS AREA #2:**

*Administer and enforce collective agreements, maintain accurate records and ensure accurate payment of remittances to performers and to ACTRA.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
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. Finalize IPA Interpretation Manual.	2002/3	Implemented annual Staff Conferences, and monthly staff teleconferences. ACTRA agreements and forms available online through website. ACTRA PRS' SMARTS creating historical database of all ACTRA film and television productions. Regular emails to all staff on developments in collective bargaining, and contract administration issues.

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**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.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
1 Hold regular meetings of senior staff, and Regional and Branch staff.	Regularize senior staff status meetings and Reps conferences.	2001/2 to 2005/6	Done. Senior staff meetings being held quarterly. Staff conferences will continue to be held annually. Staff teleconferences held monthly.
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.	2001/2	Done. A relational budget has been implemented on 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.	2001/2	Done. Roll-out of the website has taken place.

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**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.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
1 Maintain an effective and efficient complement of creative, motivated and committed staff capable of delivering consistently high levels of performance.	Annual performance reviews. Training through workshops, staff conferences, and training institutions.	2001/2	Done. Training needs assessment has taken place. Staff offered opportunity to take courses to enhance skills.
2 Produce new employee orientation materials.	Seek staff advice. Prepare new materials as required to keep information relevant and topical.	2002/3	Developing 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.	2003/4	ACTRA Communications to coordinate.

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**FOCUS AREA #5:**

*Strengthen APRS as a sub-collective of the Neighbouring Rights Collective of Canada (NRCC).*

STRATEGIES	Proposed Tactics	Priority	Update and Applicable Target Dates
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.	2002/3	Approximately 450 royalty artists have already assigned their rights to APRS for Neighbouring Rights and the first-ever payout to these assignees took place in 2002.

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**FOCUS AREA #6:**

*Establish ACTRA Singers Division (a section of ACTRA Performers' Rights Society) building upon the Neighbouring Rights' assignments held by APRS*

STRATEGIES	Proposed Tactics	Priority	Update and Applicable Target Dates
1 Establish ACTRA Singers Division.	Utilize the contacts established through NR assignments to APRS.	2002/3	Pending.

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**FOCUS AREA #7:**

*Support APRS' efforts to increase collection of performers' residual and royalty fees.*

STRATEGIES	Proposed Tactics	Priority	Update and Applicable Target Dates
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.	2001/2-2005/6	SMARTS database being populated with new and historical production information. Production information exchange through AMS pending

## MEMBER SERVICES #3.2 – COMMUNICATIONS

### 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 and Applicable Target Dates
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.	2001/2	Done. Logo and Toolkits – completed.  ACTRA Communications researching merchandising.
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.	2001/2-2005/6	ACTRA Communications coordinating 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".	2002/3	ACTRA Communications coordinating ACTRA's 60 <sup>th</sup> Anniversary celebration events.
4 Develop and manage ACTRA communications programs	Engage an ACTRA National Public Relations Officer to assist in publication of <i>InterACTRA News</i> , web site, and internal communication. Continue to retain outside communications consultant.	2001/2	Done.
5 Involve high-profile members as spokespersons for various ACTRA communications projects	Research interest and availability of potential spokespersons	2001/2-2005/6	High-profile members have been engaged (and will continue to be asked to participate) in ACTRA's public policy and member outreach initiatives.
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.	2002/3-2005/6	ACTRA Toronto implementing ACTRA Awards at February AGM. Other Branches are encouraged to implement local ACTRA Awards. Search for new ACTRA Award statuette being undertaken by Communications Committee. National ACTRA Awards to be developed building on success of local ACTRA Awards.

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**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.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
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 2.3.1)	2001/2-2005/6	Apprentice Member Training Program curriculum has been circulated to and implemented in a number of Branches.
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	2003/4	Pending.

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**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.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
1 Incorporate Face to Face With Talent Online as a component of the National Membership database.	Dedicate resources necessary to complete the project.	2001/2	Done. F2F released November 2001.
2 Develop and implement a National ACTRA-recognized talent agents' list with input from all Branches.	Research from Branches. Formulate recommendation to National Council.	2002/3	Pending.
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.	2003/4	Pending.
4 Educate members and staff on Equal Opportunity issues	National Equal Opportunity Committee to bring recommendations to the National Council.	2001/2-2005/6	Equal Opportunities Committee currently not active.
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.	2002/3	Done.
6 Investigate alternative performer-centred solutions to existing casting breakdown services.	Investigate alternatives and develop business case	2003/4	Pending.

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**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.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
1 Provide communication, marketing and promotional support for ongoing or special campaigns and projects.	ACTRA Communications to prepare recommendations, plans and budgets.	2002/3	On-going. See Communications Report to January 2003 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.	2002/3	Done.

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**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.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
1 Establish on-line discussion groups on ACTRA web site	Seed and monitor web site chat discussions.	2003/4	Pending.
2 On-line <i>suggestion &amp; question box</i> for members, staff and producers (e.g. a most-frequently-asked question page on the ACTRA website, plus a faxable/mailable 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.	2003/4	ACTRA Communications coordinating.
3 Develop an online member survey concerning emergent issues, eg. Organizing initiatives, IPA and Commercial Agreement negotiations, etc.	Incorporate survey functionality into website.	2002/3	ACTRA Communications coordinating.



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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 and Applicable Target Dates
1 Investigate Affinity programs that members would value (e.g. MAC cosmetics; Roots).	Research opportunities for affiliation programs. Solicit suggestions from Branches	2002/3	Done.

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**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 and Applicable Target Dates
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"><li>• Point system for Canadian film and television production</li><li>• Provincial co-production</li><li>• International co-productions</li><li>• Federal Tax incentives</li><li>• Provincial Tax incentives</li></ul>	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.	2001/2-2005/6	ACTRA Public Policy and Communications coordinating.

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**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 and Applicable Target Dates
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.	2001/2-2005/6	Continuing. Examples of successful coalition-building: FIANA, CCAU, NRCC/CPCC, Copyright Coalition.

## MEMBER SERVICES #3.3 – PUBLIC POLICY

### 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 and Applicable Target Dates
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.	2001/2-2005/6	Continue to press for WIPO Diplomatic Conference to finalize Treaty for Audio Visual rights for Performers. 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.	2001/2-2005/6	Continuing

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**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**

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
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).	2002/3	ACATC has abandoned proposed 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.	2003/4	ACTRA was leading industry advocate at Macerola roundtable lobbying for amendment of Cancon point system to favour Canadian performers. Together with other industry guilds/unions (through CCAU), ACTRA has led campaign for increased support for Canadian dramatic TV series production. Lobby Day in Ottawa planned for early 2003.
3 Support avenues and initiatives that will continue to bring foreign service productions to Canada and ensure work for our members	Meet with the key decision-makers in Ottawa. Lobby on the issue of non-resident performer withholding tax regulations.	2003/4	ACTRA participating in industry lobbying for improved Production Services Tax Credit (PSTC). Done.
4 Lobby for the inclusion of performers on Boards of industry funding agencies.	Intensify our lobbying of key decision-makers. Engage as allies other guilds & unions representing creative personnel in the industry.	2003/4	ACTRA lobbying DCH for ACTRA appointment to Feature Film Fund Advisory Committee.
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.	2003/4	Pending.

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**FOCUS AREA #3:**

*Present the case for Canadian cultural sovereignty, and promote Canadian content to national or international tribunals and agencies.*

<b>STRATEGIES</b>	<b>Proposed Tactics</b>	<b>Priority</b>	<b>Update and Applicable Target Dates</b>
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)	2002/3	On-going. ACTRA sponsored R.H. Thomson's recent attendance at I.N.C.D. Conference in Capetown, SA.
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)	2002/3	On-going.
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	2001/2-2005/6	On-going. ACTRA National President and R.H. Thomson appeared before the House of Commons Standing Committee on Broadcasting. National President and Paul Gross met with CRTC Chair respecting decline in dramatic TV series production. ACTRA partnered with CCAU to commission submission to Trina McQueen investigation of declining drama series issue.