

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-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.	2001/2	Done Sharon Davidson hired as 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.	2001/2	Done
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	2001/2	Ongoing project now assigned to Sharon Davidson
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	2001/2	Not required
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.	2001/2 & 2002/3	Done

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.	2001/2	Meeting re Global Protection of Performers (GPOP) scheduled for February 16 and 17 th , 2002 in Toronto.
7	Develop terms for an Interim IPA.	To be discussed by Bargaining & Organizing Conference and finalized by IPA Negotiating Committee.	2001/2	Not Required
8	Edit IPA and Execute Final Agreement	Editing sessions to be held after completion of negotiations.		Will be completed by February 28, 2002.

FOCUS AREA #2:

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

STRATEGIES		Proposed Tactics	Priority	Update and Applicable Target Dates
1	Re-negotiate National Commercials Agreement (expires January 30, 2002)	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.	2001/2	Done Proposals exchanged on January 9, 2002. Formal negotiations scheduled for January 22 to 31, 2002.
2	Re-negotiate CBC Television and Radio Agreements.	Complete negotiations with CBC with assistance of Federal Mediation Officers. Re-negotiate CBC Agreements.	2001/2 2002/3	Terms of Settlement concluded and ratified by members. Expiration date June 30, 2002. Notice to Bargain to be sent before March 31, 2002.
3	Re-negotiate CTV Agreement.	Exchange proposals and enter into negotiations.	2001/2	Presently in negotiations.
4	Re-negotiate Global Television Agreement.	Send notice to bargain, exchange proposals and enter into negotiations.	2002/3	Following CTV negotiations.
5	Re-negotiate National Film Board Agreement (expires April 30, 2003).	Send notice to bargain.	2002/3	Send notice to bargain before December 31, 2002.

FOCUS AREA #3:

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

STRATEGIES	Proposed Tactics	Priority	Update and Applicable Target Dates
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.	2001/2	New Media Organizer Thom Tapley 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.	2001/2	IPA Terms of Settlement re: production for the Internet has been finalized and is being implemented. See report from Thom Tapley, ACTRA's New Media Organizer within the Organizing Report.

FOCUS AREA #4:

Establish low budget production agreements on a National basis

STRATEGIES	Proposed Tactics	Priority	Update and Applicable Target Dates
1 Work toward implementing Low Budget Agreements on a National basis.	Eastern Regional Executive Director Raymond Guardia has been assigned the National staff responsibility to coordinate implementation of ACTRA's various low-budget Agreements across Canada.	2001/2	Examination of ACTRA's Low Budget Agreements currently being undertaken by Raymond Guardia who will consult with ACTRA Branches to develop recommendations to June 2002 National Council.

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 in the 2000/2001 fiscal year	2001/2-2005/6	Western Regional Executive Director John Rooney has been assigned the responsibility for coordinating the work of National Organizers. Don Dudar replaced Dan Goy as Western Organizer. Dan MacKenzie to be seconded to ACTRA Toronto Performers for 2002/03.
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.	2001/2	Organizer Training of Branch Reps and staff undertaken at ACTRA Staff Conferences.
3 Prepare detailed action plans to resolve jurisdictional disputes in favour of ACTRA	Oppose organizing 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).	2001/2	Took all steps necessary to oppose PACT/CMG's applications for certification at CAPPRT & OLRB. PACT/CMG withdraws from active organizing following ACTRA's successful negotiation of IPA and formal recognition of ACTRA's jurisdiction over all Background Performers and establishment of hourly rate for crowd extras. PACT and WCBU members offered opportunity to join as ACTRA EXTRAS (without fees) until February 15, 2002.
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.	2001/2-2005/6	ACTRA filed application for certification at Alberta Labour Relations Board to certify non-union producer White Iron Productions, Calgary. Detailed organizing report delivered to January 2002 ACTRA National Council meeting.

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 outlined to Branch Reps at March 2001 Reps Conference. Raymond Guardia is available for local training and coordination of Work Opportunities Project in Branches. Eastern and Western Regional Directors and ACTRA Toronto Performers Executive Director have responsibility to coordinate all non-Canadian Work Permit requests.
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	Raymond Guardia 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 & 2002/3	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.	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.	2001/2	ACTRA jurisdiction and minimum fee for non-vouchered Background Performers secured in 2001 IPA negotiations.

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 and Applicable Target Dates
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.	2001/2-2005/6	Apprentice 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 Apprentice Program.	Regional Directors to survey Branches. Finalize criteria, along with policy/guidelines for Branch application.	2001/2	Pending
3 Conduct analyses to determine the effectiveness and success of the Apprentice Member program	Conduct online surveys through the actra.ca website.	2001/2 - 2002/3	To be implemented though ACTRA website.

FOCUS AREA #4:

Provide support to smaller ACTRA Branches that enables their Branch Reps to perform the highest value role - as organizers and n-set stewards.

STRATEGIES	Proposed Tactics	Priority	Update and Applicable Target Dates
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.
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	2001/2	Regional administration has been implemented and has provided considerable administrative relief to the smaller Branches.

		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.	TBD	
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	John Rooney and Raymond Guardia to coordinate with smaller Branches.

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 and Applicable Target Dates
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	Pending

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 and Applicable Target Dates
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.	2001/2 TBD	Negotiating sessions have been held with Chum/City, & Alliance Atlantis Broadcasting and Corus re: their Specialty Channels.
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.	2001/2	This information has been gathered and compiled by New Media Organizer and a report will be made to January 2002 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.	2001/2	Contact list has been established and is being used by New Media Organizer in information gathering initiative.

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.	2001/2 & 2002/3	Further development deferred pending feasibility study.
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.	2001/2 & 2002/3	Will be reviewed to determine if there is still a need based on the availability of Agreements on the website.
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.	2001/2 & 2002/3	As part of the rollout of ACTRA's systems development, photos and resumes are being collected and scanned into the membership database for rollout of new membership system and Face to Face Online. Current count for Full Members 8,172 and 1, 742 for Apprentice members. A campaign is being undertaken to encourage all members to comply with the recent By-law change requiring photos & resumes to be provided to ACTRA.
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.	2002/3	Research is underway to investigate the use of web-conferencing using our current resources.

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 and Applicable Target Dates
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.	2001/2 & 2002/3	Work is underway to utilize the website and web-conferencing to enhance staff training nationally and create staff forums for agreement interpretation and administration.

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 and Applicable Target Dates
1 Regular status meetings with senior staff, executives from Regional and Branch offices	Regularize senior staff status meetings and Reps conferences.	2001/2 to 2005/6	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.	2001/2	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.	2001/2	Phase I roll-out of the website has taken place.

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 and Applicable Target Dates
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	Training needs assessment has commenced and 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.	2002/3	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.	2001/2 & 2002/3	ACTRA PR Officer Kim Hume to coordinate.

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.	2001/2	Approximately 450 royalty artists have already assigned their rights to APRS for Neighbouring Rights and a payout to these assignees is pending.

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 <i>Establish ACTRA Singers Division.</i>	Utilize the contacts established through NR assignments to APRS.	2002/3	Pending.

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 Assess staffing needs and data input efficiency.	2001/2-2005/6	Production information form finalized and circulated to all Branches pursuant to discussion held at 2001 Staff Conference. Data Processing clerk hired for one year.

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	Logo and Toolkits – completed. ACTRA Public Relations Officer Kim Hume 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 Public Relations Officer Kim Hume 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".	2001/2&2002/3	ACTRA Public Relations Officer Kim Hume to research & coordinate implementation of ACTRA Anniversary event.
4 Develop and manage ACTRA communications programs	Continue to retain outside communications consultant. Engage an ACTRA National Public Relations Officer to assist in publication of <i>InterACTRA News</i> , web site, and internal communication.	2001/2	ACTRA National PR Officer Kim Hume hired. ACTRA PR Officer Kim Hume continues work on the publication of <i>InterACTRA News</i> , web site, and internal and external communications.
5 Involve high-profile members as spokespersons for various ACTRA communications projects	Research interest and availability of potential spokespersons	2001/2	ACTRA Public Relations Officer Kim Hume 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.	2001/2&2002/3	ACTRA Public Relations Officer Kim Hume 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 and Applicable Target Dates
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 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	2001/2 & 2002/3	Pending

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 and Applicable Target Dates
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 & 2002/3	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.	2001/2-2002/3	Done
3 Investigate alternative avenues of rights acquisition and distribution of film and television product	Develop business case for Rights Clearance and Distribution Divisions of	2002/3	This task has been assigned to Mercedes Watson.

	television product	ACTRA PRS.		
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.	2001/2 & 2002/3	This task has been assigned to Kim Hume and Joy Corion.
6	Investigate alternative performer-centred solutions to existing casting breakdown services.	Investigate alternatives and develop business case	2002/3	Pending feasibility study.

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 and Applicable Target Dates
1	Provide communication, marketing and promotional support for ongoing or special campaigns and projects.	Communications Consultant, ACTRA Public Relations Officer, and other appropriate National staff to prepare recommendations, plans and budgets.	2001/2	Communications Report to January 2002 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	2001/2	Communications Report to January 2002 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 and Applicable Target Dates
1 Establish on-line discussion groups on ACTRA web site	Seed and monitor web site chat discussions.	2001/2-2002/3	Will be covered in the Communications Report
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/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.	2001/2 & 2002/3	Kim Hume 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.	2001/2-2002/3	Kim Hume to coordinate.

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	Kim Hume 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 and Applicable Target Dates
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1	<p>Educate members on the more intricate issues that shape the industry through focused pooling of information from a wide variety of relevant industry agencies.</p> <p>Identified areas of interest:</p> <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 	<p>Solicit suggestions from Branches</p> <p>Target staff, individuals, members and industry professionals capable of training in these areas</p> <p>Create National Council workshops. Distribute session information widely.</p>	<p>2001/2-2005/6</p>	<p>Kim Hume and Garry Neil to coordinate.</p>
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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
<p>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.</p>	<p>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.</p>	<p>2001/2-2005/6</p>	<p>Continuing</p>

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

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 and Applicable Target Dates
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).	2001/2 & 2002/3	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	2001/2 &	Continuing

		to support our requests for changes. Ensure that performers have direct input in the drafting process concerning these policies.	2002/3	
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.	2001/2	Continuing 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.	2001/2	ACTRA Member Tantoo Cardinal appointed to Feature Film Fund Advisory Committee – Lobbying is continuing.
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.	2002/3	Kim Hume 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 and Applicable Target Dates
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)	2001/2	On-going. ACTRA participated in the recent Summit of the Americas protest in Quebec City. ACTRA Sponsored R.H. Thompson's attendance at I.N.C.D. Conference in Lucerne.
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)	2001/2	On-going. ACTRA participated in the recent Summit of the Americas protest in Quebec City. ACTRA Sponsored R.H. Thompson's attendance at I.N.C.D. Conference in Lucerne.
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	ACTRA National President and Policy Advisor appeared before the CRTC re license renewal hearings on CTV and Global. ACTRA Presentation to House Standing Committee on Broadcasting.