



Diversity = Strength

2011-2012 Operating plan

February 1, 2011



*On the cover:
Spirit Synott and Wayne Robson help lead ACTRA Toronto's
delegation to a rally during the 2010 G-20 summit in Toronto.*



SAG member Martin Sheen and ACTRA Toronto President Heather Allin support striking hotel workers during the 2010 Toronto International Film Festival.

Message from President Heather Allin

Dear fellow performer,

Every year, ACTRA Toronto Council discusses and adopts an integrated operating and financial plan. The purpose of this document is to set out our union's basic direction for the coming year, and to focus the time and resources of our council, executive, and staff on the issues council considers most important.

Our financial year begins on March 1, 2011 and ends on February 29, 2012.

During this period, ACTRA Toronto will focus on five key priorities:

First, we will focus on the many tasks involved in negotiating better collective agreements for performers in Toronto and across Canada.

We are re-entering ACTRA's bargaining cycle. In the coming year we will re-negotiate a new national commercial agreement (governing commercial production – worth about \$30 million

in annual earnings to ACTRA members). In the following year we will negotiate a new independent production agreement (governing film and television productions made by independent producers – worth about \$70 million in annual earnings to ACTRA members).

Second, we will continue to promote diversity in our industry.

Toronto is one of the most diverse cities in the world. Our many cultures and communities are a key selling point for our city as a production centre.

We will continue to work to reflect those realities within our union. And we will continue our program of promoting broader opportunities for performers from diverse communities in our industry.

Third, we will build on the recent membership rules reform, with a careful reconstruction of our member intake and outreach practices.

Over 80% of ACTRA Toronto members voted to make ACTRA membership more accessible to all working professional performers, including young performers graduating from post-secondary institutions and active in new media productions.

Now we need to reach out to those potential new members, welcome them to our union, give them the information they want and need, and invite them to participate in ACTRA as full members and as activists.

Fourth, we will proceed with our “I Work ACTRA campaign”.

In 2010-2011, we rolled out an information campaign geared to current members, underlining the benefits of membership and why it makes sense to keep the promises we made to each other, and not undermine the pay, benefits and retirement of fellow performers.

We will now take the next steps in this campaign – including a dialogue with “enablers” of production that undermines the livelihood of professional performers, and a restorative approach to members who are caught up in the non-union world – hurting themselves and all of our fellow performers.

Fifth, we will do our part to aggressively advocate for Canadian culture at every level of government.

Our commitment to Canadian culture is unwavering, and our fight must be waged at every level of government. We will do our part to support our national union in its work at the federal level. We will lead this fight at the provincial level in Ontario (where an election will occur in the coming year) and at the municipal level in Toronto (where a new city administration is taking office).

Finally, we will continue to move forward on a number of other projects and priorities as directed by ACTRA Toronto's council, and as set out below. We will continue to deliver on our core commitments to ACTRA Toronto members. This includes pursuing excellence in member service, advocacy and contract administration in the interests of our members.

This operating plan and budget sets out the details. This is your union. There is a lot happening. I urge you to get involved!

All the best,

Heather Allin
President, ACTRA Toronto



ACTRA Toronto's ever-growing parade delegation celebrates Labour Day 2010 .

1. Collective bargaining

The next national commercial agreement

We will focus on the many tasks involved in negotiating better collective agreements for performers in Toronto and across Canada.

We are re-entering ACTRA's bargaining cycle. In the coming year we will re-negotiate a new national commercial agreement (the "NCA", governing commercial production – worth about \$30 million in annual earnings to ACTRA members). The following year we will negotiate a new independent production agreement (governing film and television productions made by independent producers – worth about \$70 million in annual earnings to ACTRA members).

With regard to the NCA, in the coming year we will:

1.1 Carefully consult members and other stakeholders about this agreement early in 2011 through a number of channels, including a workshop at our February 2011 members' conference, through our website, and through a series of focus groups;

- 1.2 Pursue a program of informal discussions with adhered engagers in order to fully understand their issues and priorities;
- 1.3 Consult the ACTRA Toronto executive and council;
- 1.4 Develop a set of contract proposals that reflect the priorities and proposals of ACTRA Toronto council and members;
- 1.5 Recruit and support a strong team of ACTRA Toronto members to participate on the bargaining committee;
- 1.6 Engage energetically and constructively with our national union to develop bargaining proposals;
- 1.7 Participate fully in every detail of the coming negotiations; and
- 1.8 Assist in any further steps required to obtain a fair settlement.

Other collective agreements

We will also:

- 1.9 Negotiate new agreements with broadcasters, beginning with CTV;
- 1.10 Negotiate a model live-to-broadcast agreement (COC, Stratford);
- 1.11 Roll out and market the new audio code, digital registry and co-op agreements;
- 1.12 Review and update TIP; and
- 1.13 Consider low-budget digital guidelines.

Bargaining issues are led on ACTRA Toronto Council by President Heather Allin.



A big part of the future of our union at the 2010 Labour Day parade.

2. Building diversity

We will continue to promote diversity in our industry.

Toronto is one of the most diverse cities in the world. Our many cultures and communities are a key selling point for our city as a production centre. We will continue to work to reflect those realities within our union. And we will continue our program of promoting broader opportunities for performers from diverse communities in our industry.

In the coming year, we will:

- 2.1 Engage actively with diverse communities through a stronger outreach campaign coordinated by ACTRA Toronto Council's diversity committee;
- 2.2 Reach out to other unions and guilds in our industry to organize an event designed to highlight accessibility issues for performers and production personnel who are living with disabilities.
- 2.3 We will pursue a domestic Canadian follow-up to last summer's NBC/Universal casting sessions in Toronto, which underlined how Toronto's diversity is a key selling point for our city. Those sessions also underlined how poorly this is understood in the Canadian domestic

industry, and how much ground still remains to be made in Canadian film and television to have our screens reflect our streets. As a first step, we will pursue a direct dialog with the largest production companies in Toronto about these issues.

2.4 We will work to profile and promote ACTRA Toronto's diversity casting website (www.castingdiversity.ca).

Diversity issues are led on ACTRA Toronto Council by Vice-President Teresa Tova. Our diversity committee is chaired by ACTRA Toronto councillor Jani Lauzon.



A workshop at an ACTRA Toronto members' conference – one of many ways our union reaches out to new and current members.

3. Member intake & outreach

We will build on the recent membership rules reform, with a careful reconstruction of our member intake and outreach practices.

Over 80% of ACTRA Toronto members voted to make ACTRA membership more accessible to all working professional performers, including young performers graduating from post-secondary institutions and active in new media productions. Now we need to reach out to those potential new members, welcome them to our union, give them the information they want and need, and invite them to participate in ACTRA as full members and as activists.

In the coming year, we will design and develop a member education program to reach out to potential members, to welcome and introduce new members to the union, to support and encourage members to get involved in ACTRA activities and campaigns, to raise awareness of rights and responsibilities on-set, and to build activism.

Components will include:

3.1 An invitation to learn about ACTRA, including a leaflet and website introduction on who we are, what we do, and how to join;

- 3.2 A new welcome package for new members;
- 3.3 Workshop sessions for parents of young performers, high schools, colleges and universities with production and performer programs;
- 3.4 Orientation sessions for permittees, new members, and additional background performers;
- 3.5 On-line and classroom learning modules on collective agreements, and member responsibilities;
- 3.6 Rethought and renewed professional development “member intensive” sessions;
- 3.7 Development of education modules for committees;
- 3.8 Teach-ins for political action events to increase understanding of issues;
- 3.9 A more inspiring full membership sign-in protocol; and
- 3.10 A mentorship program for new and young activists; and a "Youth Mentoring Old" program to help established members get up to speed on new and social media.

This training and outreach initiative is led on ACTRA Toronto Council by Vice-President Austin Schatz.



One of a series of videos featuring members from coast to coast (this is ACTRA B.C. member Jodelle Ferland), produced by ACTRA National, promoting solidarity and mutual support among performers. Alone we beg, together we bargain.

4. I Work ACTRA

ACTRA Toronto will continue to pursue an organizing campaign designed to strengthen our jurisdiction in Toronto; to erode non-union production here; and to cooperate within our national union to work towards the same ends in other communities across Canada. In the coming year, we will:

4.1 Work to implement the new membership rules at ACTRA Toronto, in order to build the power of our union within the performer community and to dismantle the pool of non-union actors. To that end we will work closely with the existing apprentice community to encourage eligible candidates to become full members; we will work with Ontario post-secondary institutions to promote take-up of our new education credit; and we will manage the new rules constructively with a view to encouraging all performers who reasonably should join to do so;

4.2 We will strengthen our direct outreach to non-union enablers -- engagers, casting directors, agents, and performers -- to understand barriers to working within industry norms, and to encourage non-union enablers to stop undermining the livelihoods, benefits and retirement of

performers; and

4.3 We will pursue a new, energetic "restorative" strategy with ACTRA members and adhered engagers who are participating in non-union work.

4.4 **Gaming; lifestyle:** We will pursue an outreach to the growing gaming industry in Toronto, potentially an important new source of work opportunity for members. We will continue our outreach to reality and lifestyle production – already a significant player in our industry.

4.5 **Voice and animation:** We will work with our partners in the Government of Ontario to promote work opportunities in the voice and animation industries. And we will support our sister union in British Columbia in its efforts to achieve parity across Canada in this area.

The "I Work ACTRA" initiative is led on ACTRA Toronto Council by Vice-President David Sparrow.



ACTRA demonstrates outside of the 2010 season launch by Global Television – dominated, as always, by foreign imported productions.

5. Advocating for Canadian culture at every level

Canada is the sugar cube that refused to melt in the cup of coffee – a North American culture, in English and French and many other languages, that has refused to disappear in the face of an overwhelmingly seductive and powerful neighbouring culture. That didn't happen by itself – it happened because Canadians, led by our artists and creators, insisted that it happen.

We have made some important gains.

We are building a film and television industry to be proud of.

But when you look at what is being shown on our screens, you realize how much is left to do. As we have done and will continue to do every year, without respite and with cheerful determination, ACTRA Toronto will advocate with energy and commitment for Canadian culture in the public sphere and at every level of government.

In the coming year:

5.1 We will work to underline our issues during the coming federal and Ontario provincial elections. To that end we will engage directly with political parties urging them to adopt film-friendly policies; we will work to make Canadian cultural issues part of the public political debate; and we will develop tools (an election kit; online lobby tools; etc.) that will empower all of our members to participate directly in this work.

5.2 We will conduct a large, high-participation lobby day at Queen's Park, seeking to encourage all provincial political parties to include a commitment to Canadian culture in their provincial election platforms.

5.3 We will work within FilmOntario to promote film-friendly policies.

5.4 We will reach out to the new Toronto city administration to preserve Toronto's role as a film-friendly location.

5.5 We will develop and pursue a detailed political outreach calendar that will increase the profile and role of ACTRA Toronto's elected leadership, and work to build affinities and alliances in pursuit of the goals set out above.

Our initiatives to promote Canadian culture are led on ACTRA Toronto Council by Vice-President Art Hindle.



ACTRA award-winning performer KC Collins.

6. And furthermore...

ACTRA Toronto is a large and busy organization, with a strong volunteer base, a dedicated professional staff, and many continuing projects and files.

Some other important priorities we will be working on in 2011-2012 include:

6.1 Conferences and awards: In celebration of the 10th anniversary of the relaunch of our ACTRA Awards in Toronto, we will refresh and renew our Conferences and awards program. Every year over 2,500 ACTRA Toronto members participate in our conferences and awards night – a key part of how performers are building a community for themselves in a sometimes

isolating profession. This initiative is led on ACTRA Toronto Council by Vice-President David Gale.

6.2 The big picture: ACTRA Toronto council will experiment with a “roundtable series” to discuss some of the bigger picture issues councillors have identified during discussions around this operating plan. Some topics our council will be thinking about: the future of the working actor (led by VP David Sparrow); Canada's star system (VP David Gale); career transitions (VP Art Hindle); experiences in other jurisdictions with cooperative instruments for performers (VP Theresa Tova).

6.3 Our business tools: ACTRA Toronto will continue to work within our national union to improve the business tools we use to deliver service to members. We are working to digitize our documents, to move to online payments; to simplify contracts, forms and procedures; to introduce a better ACTRA Toronto membership card; to integrate the various databases in our union and its family of supporting organizations; and to make more and better information available to members (an online ACTRA events calendar, for example). This initiative is led by Executive Director Brian Topp.

6.4 Stakeholder committees: ACTRA Toronto will continue to work closely with its stakeholder committees to advance the interests of our members (these include our leading performers forum [Executive member Wendy Crewson works with this committee]; our stunt committee [Crewson]; our “YEAA” youth committee [VP David Gale]; our Act Your Age group [VP Theresa Tova]; our Archives committee [VP Art Hindle]; our Diversity Committee [Tova]; our “TAWC” Women's committee [Crewson]; our apprentice caucus [VP David Sparrow]; and our ACTRA Additional Background Performer caucus[Sparrow]).

6.5 Videoization (is that a word?): We will work to do a better job at using video tools – which is, after all, the media ACTRA members work in – to communicate our messages. We will put some thought into where we are going next with our magazine (“Performers”), and will work to improve our social media strategy. (VP David Gale).

6.6 Alliances and partnerships: ACTRA Toronto will work to build up and fill out our alliances and strategic partnerships. These include the Ontario Federation of Labour arts & heritage committee (union industrial productions; CLIFF); Toronto District Labour Council (Green Jobs); the United Steelworkers (women's conference 2011); FilmOntario (education and lobbying); our Reciprocal Agreement partners (UDA, Equity), (VP Art Hindle) and TAMAC (VP Theresa Tova).

6.7 Into the fine print: ACTRA Toronto council will take a look at ACTRA Toronto's bylaws to assess if any elements (the amending formula, notably) need to be modernized and harmonized with ACTRA's current practices. (President Heather Allin).



ACTRA Toronto members at a members' conference plenary.

The budget 2011-2012

Budget in brief

	Audited	Forecast	Proposed
	2009/10	2010/11	Budget
REVENUE			2011/12
Income from members	4,019	4,370	4,451
Income from non-members	1,130	1,105	1,115
Income from other sources	1,328	1,206	1,111
Investment income	658	785	840
Total income	7,136	7,467	7,518
EXPENSES			
Union advocacy and democracy	480	451	456
Executive Director's office	292	300	301
Organizing and communications unit	457	656	657
Membership unit	335	349	357
Film and television unit	1,147	1,159	1,069
Education and outreach unit	60	68	82
Commercial unit	829	864	880
Finance unit	743	814	809
Reception unit	175	185	210
IT and data unit	225	259	249
Occupancy	758	780	814
Affiliations	45	40	50
Litigation	114	30	30
Total expenses	5,666	5,960	5,967
Net transfers to ACTRA National	1,729	1,655	1,704
Surplus/deficit	(260)	(148)	(154)

Revenues

1. Income from members (\$millions)

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$3.713	\$3.712	\$3.806	\$4.019	\$4.370	\$4.451

As a member-run and member-governed union, ACTRA Toronto's principal and best revenues are contributions from members. Performers finance our union by paying annual dues, and by contributing 2.25% of our income as working dues. Apprentice members pay for work permits in lieu of paying dues. Income from members was flat between 2006 and 2008, reflecting a major decline in work opportunities in Toronto.

We did something about that, teaming up with the rest of the industry through FilmOntario to advocate for film-friendly policies and improved tax credits. The Government of Ontario responded with a series of tax credit enhancements, and these have helped turn the industry around. Government figures show that film and television production (which bottomed out at about \$650 million in total production in 2008) is now recovering nicely (to \$950 million last year – an almost 50% increase).

This improvement is slowly working its way through to the incomes of the professional performers on whose work the industry is based, as we can see in the rising contributions from dues.

An important uncertainty about next year's budget is the effect of ACTRA's new membership rules on our revenues. This budget is a conservative forecast, assuming that a total of 400 new members will join ACTRA Toronto under the new rules between this writing (January 2010) and the end of the next financial year (February 2012). Higher take-up of the new rules would produce more income from initiation fees.

So, for example, 700 new members joining during the same period would increase income from members to an estimated \$4.6 million. 1,000 new members would increase these revenues to an estimated \$4.7 million. It is a little tricky to estimate this effect, since new income from initiation and working dues from more full members is offset by lower permit fees from apprentices. Basically, we'll have to wait and see what happens, budgeting conservatively in the meantime.

2. Income from non-members (\$millions)

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.962	\$1.040	\$0.868	\$1.130	\$1.105	\$1.115

“Income from non-members” is revenue from people working under our agreements who are neither full nor apprentice members of ACTRA – another form of contribution from performers in lieu of full member dues. This revenue line is driven by two basic sources – the hiring of brand-new performers who have never worked professionally before, and the hiring of non-Canadians, typically to star in service productions.

There continues to be a steady recruitment of new Canadian performers into film, television and commercial productions.

Foreign service work in Toronto is recovering strongly (it bottomed out at only \$85 million in 2008 and recovered to about \$280 million in 2009), but this has not been matched by a similarly spectacular increase in non-member permit revenue for a number of reasons including a good one – in 2010, in contrast to previous peaks of foreign service work, producers of this kind of production are much more open to casting ACTRA members. Toronto’s diversity is a big selling point.

3. Income from other sources (\$millions)

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$1.082	\$1.122	\$1.266	\$1.328	\$1.206	\$1.111

More than 70% of this category is made up of administration fees levied to administer ACTRA Toronto’s various contracts.

Almost all of the balance reflects administrative arrangements with ACTRA National. For example, in recent years ACTRA National has (very cooperatively, and as much-appreciated effort to be of help) provided ACTRA Toronto and other ACTRA branches with refunds on some of the per capita contributions we make each year to finance its operations, pursuant to a national council policy of sharing budget surpluses with its funders (our national union, financed in large part by fixed per capita payments from branches, has been in budget surplus in recent years, while many branches, financed directly by members, are in deficit).

4. Income from investments (\$millions)

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$1.106	\$0.679	\$1.181	\$0.658	\$0.785	\$0.840

ACTRA Toronto is custodian of our union's principal strike funds – about \$10 million – one of the foundations of our bargaining power. In a very difficult investment climate, these funds are managed with the goal of preserving our capital and yielding a reasonable return that can be used to help balance our budget. ACTRA Toronto is also the sponsor of a labour-sponsored venture capital fund ("ROI Fund"), which provides us with a statutorily-determined fee equivalent to 0.25% of the fund's worth each year.

Total Revenues (\$millions)

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$6.864	\$6.555	\$7.123	\$7.136	\$7.467	\$7.518

Total revenues in summary.

Expenses

Union democracy and advocacy

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.389	\$0.394	\$0.470	\$0.480	\$0.451	\$0.456

These expenses finance the activities of our elected council and much of its advocacy and outreach work.

Included in this category are honoraria for volunteers; our conferences and awards program; our magazine; and council's working committees (including our diversity, women's, youth, stunt, apprentice, and additional background committees).

Council elections are also funded through this category (there will be one in November 2011).

Office of the Executive Director

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.308	\$0.320	\$0.356	\$0.292	\$0.300	\$0.301

Brian Topp, executive director of ACTRA Toronto, provides executive support to ACTRA Toronto council; is the CEO of our organization; oversees our staff, budget and operations; and represents ACTRA Toronto in a number of venues. He co-chairs the board of FilmOntario, chairs the board of Creative Arts Savings and Credit Union, is a member of the Toronto Film Board, and is a member of the board of directors of ROI Fund and of Pinewood Toronto Studios. He is also currently seconded to ACTRA National as national Director of Information Services, to help lead the re-engineering of ACTRA's business tools throughout the union and its family of supporting organizations.

Support staff who work in this office provide executive support to the CEOs of ACTRA Toronto, Creative Arts Credit Union, and to FilmOntario.

Consultants are also engaged from time to time within this expense line to undertake project work for ACTRA Toronto, reporting to the executive director.

Film and television unit

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.967	\$0.945	\$0.996	\$1.147	\$1.159	\$1.069

Coordinated by Director Sue Milling, ACTRA Toronto's film and television unit is made up of a team of stewards, assistant stewards, support staff and on-set liaison officers. This team works with over 1,800 film and television productions a year.

Our goal is to work closely with productions so that they operate smoothly and efficiently in compliance with our contracts; to ensure our members are paid fully and on time; to see to good working conditions on set; and to mediate or if necessary seek arbitration on issues and disputes.

ACTRA Toronto's film and television unit is heavily involved in outreach to the community to help performers. For example, ACTRA Toronto staff work closely with post-secondary institutions, film festivals and other stakeholders to promote industry best practices.

Commercial unit

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.830	\$0.837	\$0.782	\$0.829	\$0.864	\$0.880

Coordinated by Director Judy Barefoot, ACTRA Toronto's commercial unit is also made up of a team of stewards, support staff and on-set liaison officers -- working with over 7,000 commercial productions a year, by an order of magnitude the largest amount of commercial production in Canada.

Here again our goal is to work closely with productions so that they operate smoothly and efficiently in compliance with our contracts; to ensure our members are paid fully and on time; to see to good working conditions on set; and to mediate or if necessary seek arbitration on issues and disputes.

ACTRA Toronto's commercial unit also provides members with a number of direct payroll services. For example, our union promptly pays members fees payable for second and additional auditions out of a revolving fund, and then collects these fees from production (eliminating the former long wait for these payments and simplifying administration).

Organizing and communications unit

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.434	\$0.359	\$0.403	\$0.457	\$0.656	\$0.657

Coordinated by Director Karl Pruner, ACTRA Toronto's organizing and communications unit works closely with ACTRA Toronto council to stage and communicate many of our initiatives and campaigns: our awards program, magazine, lobbies and demonstrations, newsletters and eblasts, our website and videos.

This unit is also spearheading the I Work ACTRA campaign in Toronto – and was expanded to handle this campaign.

Membership unit

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.356	\$0.364	\$0.349	\$0.335	\$0.349	\$0.357

ACTRA Toronto's membership unit works with our 13,000 members on many issues – from answering questions about membership rules, to dealing with individual issues of interpretation, and many other aspects of applying for, obtaining, and maintaining membership in our union. The unit is our frontline in implementing the results of the recent referendum on membership rules, which have resulted in the most significant change to ACTRA's membership rules in many years. Karl Pruner directs this unit.

Finance unit

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.687	\$0.657	\$0.673	\$0.743	\$0.814	\$0.809

Coordinated by Director and ACTRA Toronto CFO Karen Ritson, ACTRA Toronto's finance unit administers ACTRA Toronto's \$7 million budget; our \$10 million strike fund, and many millions of dollars in payroll and bond transactions every year. For control purposes, a number of organization-wide costs (like telephone costs, accounting and audit fees, stationary, finance and bank charges, etc.) are also managed centrally in this budget.

Reception unit

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.151	\$0.158	\$0.177	\$0.175	\$0.185	\$0.210

ACTRA Toronto's small but mighty reception unit has become an industry-wide resource. In addition to keeping ACTRA Toronto's commitment to always answer our phones with a friendly human being instead of a machine (and possibly because of that commitment) our reception unit fields inquiries from hundreds of individuals a week about every imaginable aspect of our industry. Karen Ritson directs this unit.

Education and outreach unit

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.069	\$0.061	\$0.050	\$0.060	\$0.068	\$0.082

ACTRA Toronto's education and outreach unit is slated to become a major focus of our work this year, as we turn our attention to renewing and rebuilding how we recruit new members; give them the information they want and need; and encourage them to become activists in our union. Sue Milling directs this unit.

Data and information technology unit

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.141	\$0.224	\$0.214	\$0.225	\$0.259	\$0.249

ACTRA Toronto's data and information technology unit provides a data input service to ACTRA National, and funds the basic IT business tools used by all staff in our organization. In addition to the services provided in this unit, ACTRA Toronto has played a very active role in the top-to-bottom rebuild of ACTRA's core information services and systems – most of which are funded through the union's national budget. Karen Ritson directs this unit.

Occupancy

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.733	\$0.716	\$0.741	\$0.758	\$0.780	\$0.814

These sums cover the rental costs of our first and second-floor offices at 625 Church Street, and fund the amortized cost of office and computer equipment.

Affiliations

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.064	\$0.041	\$0.036	\$0.045	\$0.040	\$0.050

These sums fund ACTRA Toronto's affiliations with FilmOntario and the Ontario Federation of Labour.

Litigation

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$0.022	\$0.051	\$0.056	\$0.114	\$0.030	\$0.030

These sums fund legal research, mediations, arbitrations and court proceedings entered into by ACTRA Toronto in the course of our work.

Total expenses

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$5.157	\$5.133	\$5.309	\$5.666	\$5.960	\$5.967

ACTRA Toronto's total expenses in summary.

Net transfers to ACTRA National

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
\$1.740	\$1.788	\$1.816	\$1.729	\$1.655	\$1.704

These sums represent ACTRA Toronto's contribution to the budget of our national union. This transfer is calculated through a "per capita" formula established by the National Council, less the cost of certain services the national union purchases from ACTRA Toronto from time to time. The national union is currently purchasing data input services relating to work histories, and the services of an additional organizer to help drive the "I Work ACTRA" campaign.

Surplus/loss

				<i>Forecast</i>	<i>Budget</i>
2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
(\$0.033)	(\$0.367)	(\$0.002)	(\$0.260)	(\$0.148)	(\$0.154)

ACTRA Toronto has a comparably small but stubborn structural deficit. Dramatic member service cutbacks are not justified since, given our current reserves, we could fund this deficit at its current "burn rate" for over 60 years. However, drawing down reserves to fund a structural deficit is bad practice in principle, and slowly undermines our financial health and bargaining power. Our strategy to deal with our structural deficit has been to control costs, and to work to grow both the union and work opportunities for members. There has indeed been a recent increase in work opportunity and income for members, reflected in strengthening revenues. This budget is a conservative one while we wait to see what response we get from the new membership rules. A stronger response than we are projecting would likely balance this budget this coming year.