



PERFORMANCE
MATTERS



OPERATING PLAN
2016 - 2017



ACTRA Toronto 2016-2017 Operating Plan

Dear ACTRA Toronto Members,

2016 is poised to be an exceptional year. You ended 2015 by making real advances in the Independent Production Agreement (IPA) and by electing a strong ACTRA Toronto Council to represent the concerns and opportunities of every member for the next two years. Free from big negotiations, 2016 will allow your union to focus on the important tasks of making ACTRA easier for producers to access, lobbying our government partners for stability across the industry and improving services for the members.

Thanks to the exceptional work of your dedicated IPA Team and committed staff, we reached a landmark deal for the 2016 – 2018 IPA. The negotiations began with a mandate from members to accept no concessions and to protect their earnings in a swiftly changing media landscape. Your Team, in the face of calls for deep roll-backs to every area of the contract, held fast to the concept that performers deserve fair compensation for their work regardless of the medium in which it is exploited. Negotiations, especially those surrounding new technologies, are always complex and difficult. Together, we reached a ground breaking deal with producers that protects performers pay, attracts new work to our union, keeps ACTRA competitive and supports the evolving business models of our industry partners.

While our new IPA secures the strongest New Media provisions in the world, our work in response to the ever evolving entertainment industry is not done. Changing technologies continue to impact professional Performers. Block-shooting, CGI, cyber-scanning and compressed budgets are reducing the number of days we work on set and the number of Performers being hired. Our members are being asked to self-tape and to audition from home increasing the competition for each role. And, cheaper equipment has made everyone a producer while the internet and YouTube make everyone a broadcaster and every person, union or not, a would-be celebrity.

That's why we will use this year to redouble our efforts to Advance the ACTRA Advantage. Professional performers add real value and make a difference to every form of production, including web series, video-games, reality/lifestyle and podcasts. More and more of your business will appear online, so more of your union's business should take place online. Making our contracts more accessible to producers, with online calculators and potentially paperless payment opportunities is the focus of the *ACTRA Online* initiative. We'll make ACTRA faster, easier and the better choice by eliminating the excuses for not working ACTRA.

We're also extending our efforts to support a stable and growing production environment by reaching out to our provincial government partners with input to their Ontario Cultural Strategy

and by lobbying the new federal government for increased and reliable funding for the Arts. To do this effectively, we will engage every member and encourage them to be an Arts activist, to promote our Canadian industry and to recognize that their union makes them strong.

This important work will be led by the ACTRA Toronto Council. We're a member driven organization and our 24 Councillors are volunteers who work hard to represent the concerns of every membership and work category. It is they who are responsible for this Operating Plan that steers our staff to achieve good things on behalf of the members... like the new online Help Desk that will allow members and staff to better track communications and see speedier resolutions. Council also governs our budget and ensures that member money is going toward stewarding union contracts and supporting our shared goals. We have a smart membership and they have selected 24 exceptional members to represent their interests in 2016 & 2017. I'm happy to report that 14 of the 24 are women, that many self-identify as diverse and that they represent an excellent cross-section of working members.

I also want to take a moment to recognize the fine service of Jani Lauzon, Tabby Johnson, John Nelles, Eric Peterson, Farah Merani, Lisa Berry, K. C. Collins, Chris Potter and Past Toronto and National President, Richard Hardacre, who have moved on from Council. They have each contributed much to our industry and I know that they will continue to support their union. Applause to all of them for their years of dedication and commitment to the Arts.

And now, as this new year begins, we must follow their example by dedicating and committing ourselves to the Arts, to our careers, to our industry and to the diversity of voices that make ACTRA Toronto the world's best and strongest voice for Performers.

In Solidarity,

A handwritten signature in black ink that reads "David Sparrow". The signature is written in a cursive, flowing style with a long horizontal line extending from the end of the name.

David Sparrow

President, ACTRA Toronto

Review: ACTRA Toronto 2015-2016 Operating Plan

Last year's Operating Plan, *Solidarity into Action*, identified key initiatives that our Council, member committees and staff dedicated themselves to moving forward.

Let's review those key initiatives to see what ACTRA Toronto achieved by putting our *Solidarity into Action*:

Contracts that value performers and their performances

Working together with members across the country:

- We renegotiated the *Independent Production Agreement (IPA)*, securing landmark New Media terms and all-in prepayment amounts of 110% for conventional and new media use and 135% for theatrical and new media use.
- We worked with members throughout the IPA process in focus groups and committees to ensure proposals reflected new and emerging member needs.
- We negotiated low budget new media terms to help web series and on-line productions access ACTRA talent.
- Work continued on simplifying the *National Commercial Agreement (NCA)* and developing an easy to understand and apply residual system.
- New models and understandings were reached with Equity to bring live productions to broadcast with small and large theatre companies.
- Pursued opportunities for voice performance in audio books and video game production.
- We stewarded hundreds of productions under our agreements, enforcing payments, health and safety provisions and dignity and respect on-set.

A lot more Canada on ALL of our screens

We engaged our members and the public in a campaign for more Canadian content and support for artists.

- Working with members and progressive allies across the country, we encouraged participation in the federal election and elected a new government with a strong commitment to restoring funding to the CBC and the Arts.
- We promoted, tweeted, shared and celebrated our national and international award-winning Canadian productions and performers.
- We participated in film festivals and community events showcasing Canadian productions and Canadian performers.
- Together with over 1100 members and industry partners, we celebrated our 2015 Award of Excellence Winner, Tantoo Cardinal, at the ACTRA Awards.

A celebration of Canada's diversity

- We continued our partnerships with cultural film festivals, celebrating ACTRA feature length and short film screenings.
- YEAA Shorts were once again the highlight of the ReelWorld festival.
- Recognized and celebrated efforts of women through TAWC's Nell Shipman Award, presented in 2015 to Laurie Finstad.
- Produced TAWCies, short interviews with women performers and toolkit sessions to help women acquire and apply filmmaking skills.
- Promoted accessible casting facilities and venues for union events.
- Held education and introductory sessions for child performers and their parents.
- AYA produced *Misconceptions*, its second short film challenging ageism, and held events and classes for ACTRA's "well seasoned" performers.
- Supported casting local talent through online sites: diversity.ACTRAonline.ca, background.ACTRAonline.ca, stunts.ACTRAonline.ca and the newest, voice.ACTRAonline.ca.

Respect the artist

- After more than 10 years of lobbying and activism, we celebrated the enactment of Bill 17 – the Child Performer Protection Act!
- We provided recommendations to the Minister of Culture, Tourism and Sport on the development of a Cultural Strategy for Ontario.
- We participated in the Ontario government's Changing Workplace Review Panel to gain protections and rights for the self-employed artist.
- Worked with the new Member Services Committee and the ACTRA Toronto Stunt Committee to recommend improvements to benefits and support provided by ACTRA Fraternal Benefit Society (AFBS) and the Accident on Set program.
- Promoted the Creative Arts Savings and Credit Union (CASCU) as the one-stop-shop for performers' financial services.

Stronger relationships with our sister organizations

- Worked with FilmOntario on lobbying and marketing initiatives.
- Supported labour partners' respective bargaining objectives.
- Encouraged labour and industry partners to engage ACTRA talent for all their video and audio projects.
- Celebrated our 10th Anniversary of our strategic alliance with the USW
- Marched together in the Pride and Labour Day parades.

Advancing the ACTRA Advantage

- Using Performers magazine, on-set and on-line publications and e-mails, we educated and communicated with members about the role ACTRA plays in bargaining, servicing, supporting professionalism and promoting arts and culture in Canada.
- Reached out to new Producers, Engagers, ACTRA and potential new members through promotional materials, publications, videos, on set presence, workshops, online tools and networking.
- Hosted an event at the Toronto International Film Festival for members, producers and industry partners.
- Improved systems within ACTRA Toronto to respond to questions, concerns and complaints including the launch of the new ACTRA Toronto Help Desk.
- Met with new members and production partners in Northern Ontario.

“Performance Matters”

ACTRA Toronto operating Plan for 2016-2017

These are our union’s key priorities for 2016-2017:

Advance the ACTRA Advantage:

- Work with industry and government partners to identify strategies and best practices for promoting engagement of union professional talent in all types of production.
- Demonstrate through live events and web based advertising the difference ACTRA performers make in selling a product and telling a story.
- Hold workshops to promote NEW New Media provisions in the IPA with new and emerging web-based producers.
- Look at ways to support Producers moving from student productions to low budget projects to full IPA productions.
- Develop on-line tools, webinars and workshops to help new producers understand the process of working with ACTRA.
- Look at incentives to help introduce and attract non-union commercial engagers to ACTRA.
- Continue work to simplify and streamline the commercial residual structure and prepare for the renegotiation of the NCA.
- Continue to work with Equity to bring live performance to screens and airwaves.
- Collaborate with Agents and Casting Directors to advance the ACTRA Advantage through: ACTRAonline, diversity.ACTRAonline, voice.ACTRAonline, background.ACTRAonline and stunts.ACTRAonline.
- Work with the City of Toronto and the Ontario Media Development Corporation to market and promote ACTRA performers.
- Internalize union pride and identification as proud ACTRA members.
- Reach out to comedians and agents of comedians to discuss organizing opportunities.

Champion Inclusivity:

- Support partnerships with cultural and community film festivals to bring stories and performance to our screens that are inclusive: reflecting physical and cultural diversity.
- Promote inclusivity in casting through marketing, outreach and CastingDiversity.ca.
- Support Stunt Committee to identify and mentor physically and culturally diverse performers who are interested in learning about stunt work.
- Continue to promote the “Bechdel test” to encourage gender equality in front of and behind the camera.
- Work with the Ontario government, agents and industry partners to support the implementation of the Child Performer Protection Act.
- Develop a membership survey to collect demographic information.

- Using the videos produced by AYA, develop a campaign to fight ageism in the screen-based industry.
- Work with production community and casting directors to identify accessible and clean casting facilities.
- Together with the Diversity Committee, lobby the provincial government to better support artists who are living with disabilities.

Speak out for more Canadian content on all our screens:

- Work with ACTRA National and new federal Minister of Heritage and government to lobby for improved Canadian Content regulations and steps to address the impact of the CRTC Let's Talk TV decisions.
- Together with ACTRA National, call on federal government to live up to principles of the Broadcasting Act and restore and increase funding to support the CBC and the development of Canadian content.
- Lobby all levels of government for support of cultural policies that support artists as self-employed precarious workers.
- Celebrate Canadian stories, productions and performers in outreach to schools and through the ACTRA Toronto website and social media sites.
- Approach CBC about including short profiles of performers on their website and through programming.
- Work with FilmOntario to lobby government for a long term commitment to support the tax credits and infrastructure supports critical to growth and stability of the industry.
- Together with labour and industry partners, market Toronto and Ontario as prime production locations for both domestic and international productions.

Educate and motivate activism:

- Develop a communication strategy to encourage engagement: "Make activism cool!"
- Share short videos and messages to highlight ACTRA's activities and activists.
- Recognize and reward examples and success stories of ACTRA activism and initiatives that increase member participation and engagement.
- Ensure committees have mentorship opportunities to help develop leadership skills.
- Maintain up-to-date calendar of events and meetings on the ACTRA Toronto website.
- Develop on-line courses and tools to raise awareness of rights and responsibilities under ACTRA's collective agreements and policies.
- Improve new members' training and access to learning modules on-line.
- Launch on-line financial modules and pay cheque calculators.
- Support the development of an orientation course for stunt performers.
- Identify how to better support member-producers through on-line and self-managed tools.
- Work with labour partners to promote dignity and respect on-set and to prevent harassment and discrimination.

- Work with AFBS and the member services committee to identify and address gaps in benefits for women and seniors.
- Support continued growth of CASCU as the financial institution of artists and the arts.
- Identify career transition supports and opportunities.
- Work with industry and strategic alliance partners to identify joint training needs.
- Build participation, engagement and visibility in labour and community events.

ACTRA Toronto's Committees, Caucuses & Advocates

ACTRA Toronto Council is made up of 24 members elected by the Toronto membership for a two-year term. Representing the interests of all 15,000 members regardless of membership or work category, Councillors work with our caucuses, committees and staff to implement our objectives. Please consider getting involved! [David Sparrow, P]

Standing Committees

Executive committee: Elected by your Council, this committee governs ACTRA Toronto between meetings of Council. [David Sparrow, P]

Awards committee: Plans and oversees ACTRA Toronto's annual ACTRA Awards in Toronto production. [David Gale, VP / Maria Del Mar, Co-ordinator]

Conference committee: Plans and oversees ACTRA Toronto's Members Conferences. [David Gale, VP / Nicole St. Martin, Co-ordinator]

Discipline committee: Adjudicates discipline cases brought against members by senior staff within the framework of the national discipline rules. [David Sparrow, P / Chris Owens, Chair]

Finance committee: Oversees ACTRA Toronto's budget, financial statements, investments and business arrangements. [David Macniven, Treasurer]

Magazine editorial board: Plans and oversees *Performers' Magazine*, *Performers On Set* and other important member communications. [David Gale, VP / Chris Owens, Editor]

Legacy & Archives committee: Maintains and builds a history of photographs, recorded member interviews and other important materials from ACTRA Toronto's 70+ years. [Art Hindle, VP]

Caucuses

Apprentice Caucus: Representing the issues of members of the Apprentice Membership category, they report to Council through their Chair who has voice but no vote. [David Macniven, Treasurer/ Larry Robertson, Chair]

ACTRA Additional Background Performers (AABP) Caucus: Representing the issues of members of the AABP membership category, they report to Council through their Chair who has voice but no vote. [David Macniven, Treasurer / Randi Shelton, Chair]

Advocates

ACTRA Toronto Ombudsperson: A trusted and experienced member selected by Council to provide an avenue for members to mediate issues within ACTRA Toronto. [Shawn Lawrence]

Agents Liaison: Meets with TAMAC, EIC, TTAA and other associations provides a forum for ACTRA Toronto to connect with and communicate with the agent community. [Theresa Tova, VP]

Child Advocate: Outreach to minors, young performers (under 18) and their parents. [Theresa Tova, VP]

Diversity Advocate: Addresses specific concerns and initiatives on behalf of physically and culturally diverse performers. Promotes inclusion, equality and an industry that better reflects society on both sides of the camera. [Jani Lauzon, VP]

Stakeholder Committees

Act Your Age: Support and advocacy for senior members. [Theresa Tova, VP / Jennifer Higgin, Chair]

Diversity Committee: Promotes diversity on our screens and opportunities for physically and culturally diverse members. [Heather Allin, VP / Farah Merani, Sedina Fiati, Co-Chairs]

Full Member Background Committee: discusses issues of concern to those Full Members who work as background performers. [David Sparrow, P / Donal Hansman, Constantine Meglis, Co-Chairs]

Member Service Committee: identifies health and safety issues, benefit concerns to be addressed with AFBS and member education needs that can be addressed on-set. [Clara Pasiaka, VP]

Stunt Committee: Elected by the stunt community to represent stunt performers. [Wendy Crewson, VP / Robert Racki, Alicia Turner, Co-Chairs]

Toronto ACTRA Women's Committee (TAWC): Promoting gender equality and the advancement of women in the industry. [Wendy Crewson, VP / Nicole St. Martin & Freya Ravensbergen, Co-Chairs]

Voice Committee: Promotes increased work opportunities for ACTRA Toronto Voice Performers, best practices in the industry and improved working terms & conditions for voice performers working under ACTRA's collective agreements. [David Sparrow, P/Catherine Disher, Chair]

Young Emerging Actors' Assembly (YEAA): ACTRA Toronto members who play 17-30. [Clara Pasiaka, VP/ Clara Pasiaka, Bryn McAuley, Co-Chairs]

Parade Committee: Organizes and encourages member involvement in Labour Day and Pride Parade Events. [Clara Pasiaka, VP / John Nelles, Chair]

2016-2017 Budget highlights:

(1) We are projecting another strong year for film and television production in Toronto. That means member income will grow slightly, reflected in increased working dues, permits revenue and administration fees on the film and television side.

(2) We made some changes to our investment portfolio over the past couple of years in order to achieve a modest but steady return on our investments.

(3) Consistent with the priorities set out in this operating plan, this year's budget includes resources to increase our outreach & industry relations and to help our working committees to build our union.

(4) At this point in our budget cycle we are forecasting a deficit of \$44,000. Surpluses go into ACTRA Toronto's strike fund (currently worth about \$10 million – an important element of our bargaining power). Any operating deficits are also funded through this fund.

Budget in brief

(to nearest 1000)

	<i>Actual</i> 2014-2015	<i>Projected</i> 2015-2016	<i>Budget</i> 2016-2017
Revenues			
Basic dues	1,717,000	1,750,000	1,768,000
Working dues	2,241,000	2,310,000	2,356,000
Other income from members	871,000	940,000	950,000
Income from non-members	1,409,000	1,407,000	1,431,000
Other sources	1,596,000	1,484,000	1,522,000
Investment income	828,000	800,000	820,000
Total revenue	8,662,000	8,691,000	8,847,000
Expenses			
Union democracy & advocacy	518,000	538,000	522,000
Executive director's office	316,000	305,000	328,000
Communications	563,000	626,000	617,000
Membership services & IR	627,000	627,000	709,000
Film & TV production (IPA)	1,230,000	1,337,000	1,360,000
Commercial production (NCA)	980,000	984,000	1,002,000
Finance & administration	899,000	902,000	933,000
Reception	216,000	223,000	221,000
Occupancy	789,000	797,000	842,000
Data processing	251,000	265,000	305,000
Affiliations	41,000	41,000	41,000
Grievances, arbitrations, litigation	28,000	30,000	30,000
Total expenses	6,458,000	6,675,000	6,910,000
Operating surplus	2,204,000	2,016,000	1,937,000
Net transfer to ACTRA Nat	(2,000,000)	(2,004,000)	(1,981,000)
Surplus/deficit	204,000	12,000	(44,000)

In Conclusion

We look forward to a fantastic year in 2016, working with our ACTRA colleagues from across the country, with our sister unions and with labour and industry stakeholders, advancing the ACTRA advantage." Performance Matters."