



**Alberta Media Arts Alliance Society - AMAAS
2020 – 2023 STRATEGIC PLAN
Updated April 2020 and June 2021
2015 and 2017 Strategic Plans included**

Table of Contents

5	<u>STRATEGIC PLAN</u>
5	Approach
6	<u>AMAAS - CHART OF ACTIONS- MAY 2020-MAY 2023</u>
6	Definition of Goals, Objectives and Measurable Results
6	ADVOCATE
6	Succession Planning and Diverse Recruitment
9	Implement and Execute a Diverse and Regional Outreach
12	AMAAS' Approach to Equity, Diversity and Inclusion
17	EDUCATE
17	Create and Curate Online Resources and Content
19	Develop Resources for Artists and Organization Support
21	FAVA/ Arts Management System Proposal
21	Raise Awareness of Media Arts
22	CELEBRATE
22	2021 Biennial Conference
25	Artist in Residence Program
25	Membership Programs
26	Key Services and Programming
26	Spirit of Helen Award
28	<u>APPENDIXES</u>
28	<u>APPENDIX 1-</u> AMAAS STRATEGIC PLANNING- JANUARY 2016
34	<u>APPENDIX 2-</u> AMAAS STRATEGIC PLANNING- AUGUST 2015

Governance

The Alberta Media Arts Alliance Society (AMAAS) is a registered non-profit society governed by a volunteer Board of Directors. The Board is comprised of representatives from AMAAS member organizations as well as independent media artists.

Vision

The media arts in Alberta is advanced through the generation of awareness, strengthening of connections, and continuous advocacy. AMAAS builds a sustainable and vibrant future for media arts in Alberta.

Mission

AMAAS exists to advocate, educate, and celebrate the media arts in Alberta.

Values & Guiding Principles

AMAAS represents and is composed of independent media artists, artist-run organizations, and supporters of the media arts. We believe:

- Media arts are foundational to Alberta's identity, culture, and society
- Alberta's stories and perspectives are valuable to the public in Alberta, Canada and the world
- Media artists and organizations deserve sustainable funding and support
- Alberta media artists are stronger as a unified community

AMAAS encourages all levels of membership, welcoming all individuals and organizations who support the aims and objectives of the Society. The Society promotes initiatives to facilitate equitable access to the organization and participation in its programs and services.

Core Services

- Support the development, production, and exhibition of diverse, independent artistic endeavours based in Alberta
- Developing our members as media art producers and facilitators through opportunities such as the Spirit of Helen Award, programming and networking events
- Distributing resources and communicating with our members through our website at www.amaas.ca, our e-bulletin, Facebook, Twitter, and Instagram
- Advocate for the fair compensation of media arts professionals in collaboration with our national partners IMAA (Independent Media Arts Alliance) and CARFAC.
- Working with three levels of government to advocate for sustainable funding for the Media Arts
- Increase the awareness and value of media arts in Alberta

Strategic Priorities

1. Active Community Engagement
2. Diverse Programming & Artist Support
3. Effective Advocacy
4. A Defined Identity and Narrative
5. Develop Internal Capacity & Sustainability

Strategies

1. Relationship building and audience development in partnership with our member organizations
2. Conduct programs that reflect the breadth of media arts in Alberta through exhibition and professional development
3. Develop a Communications Plan
4. Effective Advocacy
 - Face to face meetings with key stakeholders, funders, and government
 - Visible presence and dialogue with media artists and organizations
 - Election readiness and awareness
5. Develop Internal Capacity & Sustainability
 - Secure additional funding
 - Develop policy and administrative framework

Internal Outcomes

AMAAS is known by its members and the arts community in general as:

- An advocate for the importance of media arts in the arts and culture mix
- Builders and nurturers of the media arts community in Alberta
- A respected and recognized authority on media arts in Alberta
- A progressive organization with its fingers on the pulse of ongoing trends and advancements in media arts

AMAAS - Refined and Updated Strategic Plan

April to May 2020

Facilitated by: Shivani Saini of Atelier Culturati
Notes written by: Maria Wozniak

Present: Sharon Stevens, Maria Wozniak, Ryan von Hagen, Dana Rayment, Andrew Scholotiuk, Nick Haywood, Matthew Waddell, Alex Mitchell, Jesse Gouchey and James Phelan.

Approach to Strategic Planning

Given the unprecedented circumstances due to COVID-19, we changed our traditional method of Strategic Planning (originally scheduled on March 28 & 29 in Edmonton, AB) to a series of online Zoom meetings, which took place April 27 to 30 and May 4, in 2020.

The intention of each focused meeting was to devise specific **Goals and Objectives** stemming from the topics below, and incorporate them into an updated + refined Strategic Plan, which was finalized the week of May 4.

- April 27 - A review of the 3 year action plan from the Advance session of 2018 in Edmonton and any outstanding governance tasks (code of conduct, finance policy) from our AGM 2019
- April 28 - To have AMAAS better address equity, diversity and inclusion in its Board, Staff and membership.
- April 29 - Assisting AMAAS Members during COVID-19, and AMAAS' response to COVID-19.
- April 30 - AMAAS' Annual obligations and strategic thinking + discussion about:
 - 2020 AGM and Board Recruitment
 - June 2021 Biennial Conference
 - Succession Planning for Staff, Board and Volunteers
- May 4 - Strategic Plan Wrap-up and consolidate information with the full Board

Enclosed below is a **Chart of Actions; a list of Goals and Objectives**, with space to document AMAAS' **Measurable Results**. This is intended to become a working document that AMAAS' Board and Staff and continually refer back to.

AMAAS - CHART OF ACTIONS
May 2020 to May 2023
 Goals, Objectives and Measurable Results
 Created: May 4, 2020
 Updated: July 4, 2021

GOAL - a desired outcome

OBJECTIVE - the specific means to achieve the desired outcome. Objectives need to be “SMART”: Specific, Measurable, Achievable, Realistic and Timely

Creating a SMART OBJECTIVE can be broken down in the following way:

- Specific - about the details
- Measurable - can you measure the outcome
- Achievable - how to make it achievable
- Realistic - the team is able to accomplish the work
- Timely - timeline makes sense with other work

MEASURABLE RESULTS - is a place to document the status of each Goal and Objective

ADVOCATE		
AMAAS SUCCESSION PLANNING & DIVERSE RECRUITMENT Previous Title: <i>Research and Evaluate AMAAS Succession and Diverse Recruitment Plan and Implement if Resources Allow</i>		PRIORITY / DEADLINE: ?
GOALS	OBJECTIVES	STATUS & / OR MEASURABLE RESULTS

<p>Board Recruitment</p> <ul style="list-style-type: none"> • outreach and recruit 2 new Board Members a year • diversify regional representation on Board • stagger Executive positions • stagger new Board Member appointments 	<p>Time Frame: May 2020 to June 2021 - and Ongoing</p> <p>1) set date for AGM in June each year</p> <p>2) have Board meeting to determine which Executive and Board positions should be 'freed' up so they can be staggered</p> <p>3) stagger new Board Appointments at the AGM</p>	<p>1) Confirmed June 29, 2021 at 7 pm.</p> <p>2) To be confirmed in a pre-AGM meeting on June 29, 2021 at 5 pm.</p> <p>3) To be confirmed AFTER the AGM on June 29, through a quick Board meeting immediately after the AGM adjourns.</p>
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<p>Staff Succession Planning</p> <ul style="list-style-type: none"> • Executive Director • Coordinators, Assistants • Internships • Volunteers • Conference Producer / Director 	<p>Time Frame: May 2020 to May 2023</p> <ol style="list-style-type: none"> 1) conduct bi-annual job reviews for Executive Director and Staff 2) develop a wholistic / collaborative approach to create job manual documents for Executive Director, Staff and Volunteers 3) continue to provide internship opportunities during the AMAAS Conference 4) consider creating new roles for Volunteers 5) assess and hire the right curatorial / programming expertise to assist Sharon with the 2022 Conference; seek Board advice where feasible 	<ol style="list-style-type: none"> 1) Completed with Dana Rayment (Vice) and Ryan Von Hagen (Pres) and Sharon on May 3, 2021. Summary letter provided. 2) This activity should take place after our Conference Year (2022), ideally in 2023. 3) New interns will be brought on for our 2022 Conference. 4) Volunteers are recruited for the Sponsorship + Bursary (S + B) assessment twice a year and then for the 2022 Conference. 5) Sharon will produce the 2022 Conference and hire an admin / logistics assistant. Canada Council Grant application submitted to hire a curator and three artists in residence. Results confirmed in August.
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<p>Back-up AMAAS' organizational information and make it more accessible to Board and Staff</p>	<p>Time Frame: May 2020 to May 2022 - and Ongoing</p> <p>1) back-up AMAAS office computer and Executive Director's lap top regularly (and remotely), so it's not living in one place</p> <p>2) discuss and decide on implementing the AMS (Artist Management System) as a capacity resource for AMAAS</p>	<p>1) Sharon has purchased a subscription to Backup Blaze which automatically backs up AMAAS files. A physical back-up of AMAAS files can also be made on an external hard drive. Google Drive will only be used for to work on and share documents with Board and Staff.</p> <p>2) Sophia and Sharon are looking at implementing the AMS system for the April 1, 2022 S + B deadline.</p>
<p>IMPLEMENT AND EXECUTE A DIVERSE AND REGIONAL OUTREACH PLAN</p> <p>Previous Title: <i>Implement and Execute / Review and Follow a Diverse and Regional Outreach Plan</i></p>		<p>PRIORITY / DEADLINE: ?</p>
<p>GOALS</p>	<p>OBJECTIVES</p>	<p>STATUS & / OR MEASURABLE RESULTS</p>

<p>Membership Recruitment</p> <ul style="list-style-type: none"> • province-wide • recruit a diversity of members 	<p>Time Frame: Each Year Leading up to the AMAAS AGM</p> <p>1) actively renew members from across the province during our Spring membership drive - Maybe we should formalize a recruitment document</p> <p>2) actively recruit new and a diversity of members during our Spring membership drive</p>	<p>1) in 2021 Nicola Waugh was hired to conduct membership outreach and phone calls (which she has done for AMAAS in 2016; continuity is helpful). This approach was critical during COVID. Extensive outreach should be conducted every 3 to 5 years.</p> <p>Membership invoices are processed each year prior to the AGM and exemptions may also be provided due to COVID.</p> <p>2) Ongoing; developing relationships and partnerships first is an approach that seems to be working and will continue.</p>
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Collaborate with Organizational Members to send their members to AMAAS	<p>Time Frame: Ongoing</p> <p>1) reach out to Organizational Members - both regional and diverse - and collaborate on ways to increase membership</p>	<p>1) QAS (Ryan) has assisted in recruiting new AMAAS members through QAS membership + workshops + classes; result in 2020 to 2021 has been 100 new AMAAS members. This Activity should continue, and ideally with other AMAAS organizational members.</p>
Sponsorships and Bursaries	<p>Time Frame: Ongoing</p> <p>1) continue to provide Sponsorships and Bursaries to AMAAS members and prospective members</p>	<p>1) 2020/21 saw 50+ Sponsorships and Bursaries to AMAAS members. A full report is available for review and will be presented at the AGM.</p>
Outreach to existing AMAAS members during COVID-19 and beyond	<p>Time Frame: Ongoing</p> <p>1) determine messaging / communication for phone and online outreach; keep it genuine and human</p> <p>2) reach out to AMAAS organizational members via phone</p>	<p>1) and 2) This was conducted by Nicola Waugh as noted above, with follow up from Sharon if required. This Activity will continue.</p>

Sponsorship	<p>1) Create a document of contacts so that we make ensure our calls /opportunities are reaching outside of just our normal channels, such as this Calgary-based list. Board Members are encouraged to add to this list:</p> <ul style="list-style-type: none"> • Qas Anti-Racism committee, • AMAAS, • VCAD, • AUArts, • AUArts Student Association, • Calgary Arts Development, • The Bows, • CSIF, • Emmedia, • CAOS, • Antyx, • ArtsCommons, • Okotoks Film Fest, • cSpace, • Tribe Artist Society, • ArtRubicon Visual Arts Magazine, • Calgary & Treaty 7 Indigenous Community, • Calgary Immigrant Women's Association, • WoezoAfrica, • Esker, • Centre for Newcomers, • FAVA 	<p>1) The new S + B program is doing this successfully. Each deadline has a publicity and outreach plan.</p>
<p>AMAAS' APPROACH TO EQUITY, DIVERSITY AND INCLUSION (EDI)</p> <p>CONDUCT ONGOING BOARD DISCUSSIONS AND CHECK-INS ON EDI</p>		<p>PRIORITY / DEADLINE: ?</p>

GOALS	OBJECTIVES	STATUS & / OR MEASURABLE RESULTS
<p>Explore How AMAAS Can Make a Regular Financial Commitment to EDI; to focus on activities, initiatives and efforts that make our organization more inclusive</p>	<p>Time Frame: Ongoing</p> <ul style="list-style-type: none"> 1) review AMAAS' annual operating budget and create a line item for EDI 2) seek Board input and approval on an appropriate financial commitment to EDI 3) explore ways to sustain this financial commitment through various sources of funding 4) ensure activities, initiatives and efforts chosen are not tokenistic 	

<p>Explore Creating an EDI Committee</p>	<p>Time Frame: Ongoing</p> <ol style="list-style-type: none"> 1) conduct internal Board discussions re: the creation of an EDI Committee; determine if an ad-hoc or permanent committee is best, what resources are needed to create and sustain one, and when the ideal time to create one is 2) ensure that the work of the EDI committee is not lost; that there is a commitment to follow through via succession 3) consider collaborating with other EDI committees and attend their meetings, and invite them to also be a part of our EDI committee 4) AMAAS' EDI Committee could involve the entire Board; Board members could rotate through; everyone researches, shares and contributes; consider folding into Board member commitment upon being introduced to the Board 5) consider creating an annual EDI report 6) ensure the EDI Committee is a safe space 	
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<p>AMAAS Approach to EDI</p>	<p>Time Frame: Ongoing</p> <p>1) conduct regular internal Board discussions re: EDI, organizational mindset and succession planning</p> <p>2) consider assigning a deadline to achieve AMAAS' EDI efforts, and define what those measurable results should be; how are we practicing our policies?</p> <p>3) an EDI report could be presented at each AGM [in lieu of Item 2)]</p>	<p>1) EDI info session from Shivani on June 27, 2021.</p>
<p>Begin Important Conversations to Learn More and Build Relationships</p>	<p>Time Frame: Ongoing</p> <p>1) regularly reach out to diverse individuals and communities, across the province, to start conversations, learn more and build relationships</p>	<p>1) See above "Membership Recruitment", "Collaborate with Organizational Members to send their members to AMAAS" and "Explore Creating an EDI Committee".</p>

Seek out EDI Resources <ul style="list-style-type: none"> • Literature • Consultants • Professional Development Opportunities • Cultural Sensitivity Training • Seminars, Workshops, etc. 	Time Frame: Ongoing <ol style="list-style-type: none"> 1) regularly seek out resources on Equity, Diversity and Inclusion to educate AMAAS Board, Staff and Volunteers 2) connect with Calgary Arts Development and other Organizational Members to find new leads on resources they might have 3) consider holding annual professional development opportunities, seminars, workshops, etc. on EDI for Board, Staff and Volunteers 	<ol style="list-style-type: none"> 1), 2) and 3) These Activities have begun and will continue. These Activities need to be carried on by the entire organization (ED, Board & Staff).
Implement EDI into AMAAS Written Policy	Time Frame: June 2021 <ol style="list-style-type: none"> 1) begin to formulate AMAAS EDI policies 2) update 2.6 Equity Policy 3) incorporate everything into AMAAS Written Policy, and make it accessible to AMAAS membership and the public (i.e. online) 	<ol style="list-style-type: none"> 1), 2) and 3) EDI Policy created with Shivani in June 2021. Add EDI Policy to AMAAS website.

Connect with a diversity of individuals and members from AMAAS' past	Time Frame: Nov 2021 to Jan 2022 1) examine past Sponsorship and Bursary data to see which individuals and communities AMAAS has supported from diverse and underrepresented groups 2) reach out to them again 3) identify gaps as an opportunity to diversify and become more inclusive 4) ensure we're not expecting past recipients to educate us on their experiences	1) and 2) This will be conducted with Sophia and Sharon.
AMAAS Approach to Funding as it relates to EDI	Time Frame: Ongoing 1) keep this item top of mind	

EDUCATE		
CREATE AND CURATE ONLINE RESOURCES AND CONTENT		PRIORITY / DEADLINE: ?
GOALS	OBJECTIVES	STATUS & / OR MEASURABLE RESULTS

<p>Provide support to our members during COVID-19</p>	<p>Time Frame: N/A</p> <p>1) continue to direct AMAAS members to reputable COVID-19 resources online through the AMAAS website, while keeping this activity easy to manage</p> <p>1) find ways to express support for members during COVID, and recognize the losses that have taken place</p> <p>2) waive memberships fees where appropriate</p> <p>3) provide flexibility in S + B reporting requirements</p>	
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<p>Provide Online Services to AMAAS Members</p> <ul style="list-style-type: none"> • Digital Infrastructure: Privacy, Security and Back-Up in an online world • AMAAS E-Newsletter • Prairie Tales Online and FAVA TV (ongoing legacy project) • Virtual Town Hall • Other Online Services 	<p>Time Frame: Ongoing</p> <p>1) continue Board discussions on which online services are feasible for AMAAS to execute and provide</p> <p>2) seek out resources on Digital Infrastructure (online Privacy, Security and Back-Up) and make those resources available to AMAAS members</p> <p>3) continue providing the AMAAS E-Newsletter to members</p> <p>4) continue the Prairie Tales Online and FAVA TV project</p> <p>5) determine if a Virtual Town Hall is feasible for AMAAS to execute</p>	<p>1) Researching what and if Online services AMAAS could provide is on hold for now, if we want this we'll need a lead.</p> <p>2) Sharon is working with an IMAA committee for shared resources on this topic and will be made available at the IMAA AGM in September 2021.</p> <p>3) Yes – approximately 10 times a year.</p> <p>4) This remains a passive project that FAVA is championing. No action required.</p> <p>5) The AGM served this purpose and was held successfully via zoom. Talks are in place to present Canada Council research findings.</p>
<p>DEVELOP RESOURCES FOR ARTISTS AND ORGANIZATION SUPPORT</p> <p>CONSIDER ASSIGNING TO BOARD MEMBERS AFTER 2020 AGM</p>		<p>PRIORITY / DEADLINE: ?</p>
<p>GOALS</p>	<p>OBJECTIVES</p>	<p>STATUS & / OR MEASURABLE RESULTS</p>

Health and Dental Benefits	<p>Time Frame: Ongoing</p> <p>1) research resources on health and dental benefits and determine the best way to provide to AMAAS members</p>	<p>1) CSIF created a survey regarding this, we could potentially reach out to them about. Also CARFAC has an insurance policy for their members. This takes a lower priority in the ED's overall workplan. A Board Member could also champion this Activity.</p>
Human Resources and Legal Support for Artist-Run Centres	<p>Time Frame: Ongoing</p> <p>1) consider collaborating with those human resources and legal support sources to provide greater value to AMAAS membership</p> <p>In the future, if AMAAS has the capacity:</p> <p>2) research human resources and legal support for artist-run centres</p> <p>3) determine the best ways to deliver these human resources and legal support for artist-run centres to AMAAS members</p>	<p>1), 2) and 3) are great ideas and lower priority with 2022 Conference coming up. A Board Member could also champion this Activity.</p>

Code of Conduct and AMAAS' Organizational Process	<p>Time Frame: June 2021</p> <p>1) continue the work to understand how AMAAS should respond to issues that arise amongst members, concerning code of conduct</p>	<p>1) QAS built a virtual code of conduct we can reference as a resource: https://quickdrawanimation.ca/code-of-conduct-virtual/ - 2020 code of conduct - BoD code of conduct</p> <p>Sharon and Shivani reviewed and updated the AMAAS Code of Conduct which is used for membership and hiring artists and staffs. Membership informed of the updates at the AGM.</p>
FAVA / ARTS MANAGEMENT SYSTEM PROPOSAL		PRIORITY / DEADLINE:
GOALS	OBJECTIVES	STATUS & / OR MEASURABLE RESULTS
Determine if AMAAS should proceed?	<p>Time Frame: May 2020 to May 2021</p> <p>1) have an internal Board discussion to determine if AMAAS should proceed with FAVA'S AMS Proposal</p>	<p>1) This project was undertaken and completed and the final report approved by Canada Council for the Arts.</p> <p>FYI: Nick Haywood has 2 years of experience with AMS from his time at CSIF</p>
RAISE AWARENESS OF MEDIA ARTS		PRIORITY / DEADLINE:

GOALS	OBJECTIVES	STATUS & / OR MEASURABLE RESULTS
Ongoing Activities to Raise Awareness of Media Arts in Alberta and AMAAS	<p>Time Frame: Ongoing</p> <p>1) continue dialogue amongst AMAAS Board, Staff, Volunteers, Membership and Organizational Members on the various ways in which AMAAS can raise awareness of media arts in Alberta</p> <p>2) engage Government, Stakeholders, Funders, etc. to raise awareness of media arts in Alberta.</p>	<p>1) AMAAS applying to CADA/EAC for funding for our “One2One” grant writing pilot project as a direct result from research, review and recommendation by consultant Peter Hemminger. Could be in place by Oct 1, 2021.</p>

CELEBRATE	
<p>2021 BIENNIAL CONFERENCE</p> <p>ESTABLISH A COMMITTEE / FEASIBILITY COMMITTEE TO ADDRESS THESE GOALS + OBJECTIVES, AFTER THE 2020 AGM</p>	<p>PRIORITY / DEADLINE:</p>

GOALS	OBJECTIVES	STATUS & / OR MEASURABLE RESULTS
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<p>Explore / Brainstorm ways to deliver AMAAS 2022 Biennial Conference in a post-pandemic world</p>	<p>Time Frame: May 2020 to Summer 2022</p> <ol style="list-style-type: none"> 1) continue internal Board and Staff discussions over the Summer about possibilities for the Conference, and make a decision by the Fall (required to maintain funding timelines for 2021) 2) review the 2019 Biennial Conference to see what can successfully be adapted for the 2021 Conference 3) explore ways to 'scale back / reign in' the Conference so it's sustainable to execute year after year, without losing the value of the experience for AMAAS members 4) explore partnering with organizations across the province to find creative ways to deliver the Conference 5) determine where conference headquarters should be (i.e Calgary, another city or town) 6) determine if more funds can be allocated to the conference 7) explore possible online / remote delivery of conference content, and 	<ol style="list-style-type: none"> 1) Postponed to summer 2022 in hopes of an in-person Conference to be held in St. Paul, Alberta. 2) Can possibly pursue this when 2022 programming gets underway in late 2021. 3) Sharon suggests 2.5 days instead of 3.5 days, discussion with Board required. 4) Lowered priority until we know about our CCA grant (Sept or Oct 2021). 5) St. Paul for the UFO Landing pad activity, to support a small town, and be in northern Alberta. 6) Sharon will review with Christian (bookkeeper) after the June 2021 AGM. 7) Parts of the Conference are planned to be online. 8) Street projections are definitely in the curatorial ideas.
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	<p>create attendance options for members</p> <p>8) explore the possibility of street projections</p>	
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ARTIST-IN-RESIDENCE PROGRAM		PRIORITY / DEADLINE:
GOALS	OBJECTIVES	STATUS & / OR MEASURABLE RESULTS
Continue the Artist-in-Residence Program	Time Frame: May 2020 to July 2022 1) continue discussions amongst Board and Staff on how to continue the Artist-in-Residence Program (usually happens in conjunction with the Conference)	1) If our CCA grant application is successful (Sept or Oct 2021), we'll be able to recruit 3 BIPOC Artists in Residence to mentor with an Indigenous curator specializing in AR/VR.
MEMBERSHIP PROFILES		PRIORITY / DEADLINE:
GOALS	OBJECTIVES	STATUS & / OR MEASURABLE RESULTS

Find easy ways to profile AMAAS Members online	Time Frame: Ongoing 1) profile Sponsorship / Bursary recipients only 2) feature members publicly on social media 3) profile members in the AMAAS E-Newsletter	1) Recipients were announced in our E-Newsletter. Member profiles from the S + B recipients list were produced and are now online. We will continue this Activity in 2022. 2) and 3) – we can do this informally but without photos and bios.
KEY SERVICES & PROGRAMMING		PRIORITY / DEADLINE:
GOALS	OBJECTIVES	STATUS & / OR MEASURABLE RESULTS
Determine the best approach to keep key services and programming on track and supported	Time Frame: May 2020 to May 2021 1) determine if key services and programming should be added to AMAAS' Strategic Plan or documented separately (i.e. via regular board meetings)	1) This Activity will be done through regular board meetings, rather than adding it to the Strategic Plan.
SPIRIT OF HELEN AWARD		PRIORITY / DEADLINE:

GOALS	OBJECTIVES	STATUS & / OR MEASURABLE RESULTS
Continue Spirit of Helen in 2022	<p>Time Frame: May 2020 to 2022 - and Ongoing</p> <p>1) Spirit of Helen Award on hold in 2021, and will be issued in 2022 in conjunction with the Conference</p>	

Appendix 1

AMAAS Strategic Planning - January 2016

Appendix 1

AMAAS Strategic Planning - January 2016

Facilitated by: Anna Hopkins

Notes written by: Desiree Nault

Present: Vicki Chau, Joseph Hartfeil, David Baker, Bobbie Todd, Zoe Slusar, Laura Lief, Yvonne Abusow, Chris Beauchamp, Jean-Pierre Marchant, Sylvia Douglas, Sharon Stevens

UNEARTHING OUR VALUES

What is meaningful to you about being a part of AMAAS?

What do you care about and stand for that AMAAS also stands for?

Board Responses:

- Creating connections between media artists
- Supporting culture
- Accessibility
- Diverse representation, not only filmmakers
- Safe environments for ideas
- Regional identities, representing the whole province
- Promote not educate
- Artists need a means to work together to represent themselves and each other

Values Exercise

Number of stickers signifies importance.

Value are grouped into the same column.

VALUE ARTICULATIONS

Members (2 stickers)	Diversity (1 sticker)	Direction (5 stickers)	Respect (1 sticker)
<ul style="list-style-type: none">• Camaraderie• Socialize• Honouring• Acknowledging• Feedback?• Communication• Supporting/inspiring work• Promote• Supporting orgs	<ul style="list-style-type: none">• Accessibility• Community• Like-mindedness (amongst diversity)• Access different mediums• Connections across the province	<ul style="list-style-type: none">• Budget Efficiently• Continuity• Prioritizing (working with limitations)• Clarity• ConsistencyLeadership<ul style="list-style-type: none">• Forefront• New directions• Leading/serving broader collective• Flagging trends	<ul style="list-style-type: none">• Supportiveness and safety• Non-judgmental• Creativity• Art stuff vs. money stuff• Like-mindedness

**Members
(1 stickers)**

- Support
- Meetings
- Representation
- Communication
- Go-to resource
- Spirit of Helen
- Call to action
- Buy-in

**Regional Impact
(5 stickers)**

- Inclusivity
- Preservation
- Widespread representation
- Teaching (3 stickers specifically around this)

**Advocacy + Awareness
(8 stickers)**

- Access
- Representation
- Collective voice
- Research component
- Reputation
- Media arts resources
- Lobbying
- Policy
- APAC started

Creative Culture (3 stickers)

- Like-mindedness
- Diversity
- Culture
- Common Values
- Collaborative
- Democratic

Regional Outreach

- Finding new orgs
- Recognition
- Smaller communities

**Inspiring Art
(5 stickers)**

- Excitement of art
- Striving to inspire
- Work is good

ENVISIONING DESIRED IMPACT

Bridging our vision, long-term ambitions and 3-year goals.

What do the media arts do for the community?

- Artists get a little bit more legitimacy
- Host to challenging and powerful topics
- Reflection and mirror of our culture
- Communication means, emotionally healthy. Analyze culture.
- Spectrum of accessibility
- Watching experimental films can enrich people's lives
- Create community from dialogue from experiencing similar things
- Building a cultural identity, community born of mutual understanding
- Sensory, need to be experienced first hand
- Evolving with developing technology and honouring analogy history
- Voice: activism, most media artists are using the medium to promote their ideology
- The message can be presented very clearly

On your website/in funding applications. You can use stories/anecdotal evidence to illustrate this point.

Proposed Vision Statements

- Alberta media artists are renowned and recognized worldwide and at home (Respected and understood, values, awareness, acceptance).
- Media artists are well-connected, leading to diversity of work and artistic exploration.
- More independent media art is created in Alberta.
- Media arts are preserved, so we don't lose history and preservation strategy.

- A relevant and sustainable fee structure for media artists (Living wage, fairness)
- More local and regional content created (thanks to access to opportunities, more local representation)
- Artists know how to use harness, manage and control a very technologically saturated environment.
- More full-time jobs and media arts industry opportunities.
- Arts are valued by public institutions seen as essential part of our culture (Indicator more reliable funding, grants, programming)
- AMAAS is now called a "Media Arts in Alberta" MAIA.
- Artistic ideas are nurtured through greater access to tools technology education, exhibition avenues, physical or not.

Choose five of the statements and from those, three that we can make changes on by 2019.

Statements chosen by Group One:

1. Alberta media artists are renowned and recognized worldwide and at home (Respected and understood, values, awareness, acceptance). Media arts are valued by public institutions, seen as essential part of our culture. (Indicator more and reliable funding for arts and artists/grants programming)
2. Media artists are well connected, leading to diversity of work and artistic exploration.
3. Artistic ideas are nurtured through greater access to tools, technology, education and exhibition avenues – physical or not.
4. Secondary: Media arts are preserved.

Statements chosen by Group Two:

1. Media artists are well connected, leading to diversity of work and artistic exploration.
2. Media arts are valued by public institutions, seen as essential part of our culture. (Indicator more and reliable funding for arts and artists/grants programming). Access, especially for children in all schools.
3. More local and regional content is created. Artistic ideas are nurtured through greater access to tools, technology, education and exhibition avenues - physical or not. Artists know how to use harness, manage and control a very technologically saturated environment.
4. Secondary: Media arts are preserved.

Statement One: Media arts are valued by public institutions, seen as essential part of our culture. (Success indicator would be more and reliable funding for arts and artists/grants programming as well as increased access, especially for children in all schools.)

What would we like to see in 2019 so we know this is being accomplished, and what would have been our role in that?

- Grants remain stable even as economy goes sour.
- Statistics
- Relationship with ministers and education, ministers display more sophisticated language/understanding of media arts. Refer to them as independent media artists.
- Who are media artists (should be included on the website)?
- Artists feel confident using self-defining language. (If AMAAS doesn't know the language how can we expect anyone else to know how to talk about us.)
- Increased conference attendance, reporting high impact on their professional lives and arts practices.
- Government representatives attend the conference.
- Government continues to meet with us.
- New/more language = value.
- Have examples of work and stories that speak for themselves about why media art is valuable.

- Reference materials to provide to ministers. Invite MLA's to arts events on behalf of AMAAS membership. Start the 'Dating an MLA' initiatives again. Ask MLA's to show up and be aware. Play matchmaker.
- Decide what concrete things are we lobbying for?
- Establishing strong arguments on behalf of the media arts with the intent on asking for more (enthusiastic) support in the future.
- Small community touring, because film is over saturated in big cities.
- Posting film work online so it has more reach.
- Goal: Develop five policy documents to lobby about industry language.
- Goal: Develop lobbyist resource tools/package, thought piece, position statement. (Example: Declaration of what we envision for the province.) Develop tools to help small art centers with media training.

Board Discussion: Who are the public institutions we're referring to? Our stakeholders aside from provincial/municipal government? And who is our membership?

- To be a member you have to pay artist fees. CIFF and CUFF don't because they think exposure is more important. Institutions like that are ally members not "full" members.
- What about growing membership with High schools and post-secondary including technical schools like SAIT?
- Theaters and regional groups, whatever they have to reaches out to rural youth.
- How many new members do we want, can we provide valuable resources for?
- Is it helpful to have individual artists on the membership at all?
- Should not be exclusive; abolish membership fees to include everyone. Sign a declaration instead or some other kind of membership agreement?

Statement Two: Media artists are well connected, leading to diversity of work and artistic exploration. What would we like to see in 2019 so we know this is being accomplished, and what would have been our role in that?

- Engagement with conference, members helping the build/shape the content. Member organizations execute self-determined programming initiatives.
- Conference attendees from new communities.
- Online engagement, new online content. More newsletter/facebook subscribers.
- Regular social events. Organizations host potlucks and things.
- AMAAS initiated socials and networking events, (depth of conversation) instead of Sharon attending screenings. More intimate conversations. Board members are already doing those things, but more proactively.
- Pitching the work instead of promoting Alberta, content and then location in promoting.
- Artist-run centres are programming events based on professional development (Example: Talks from local community members that have worked on big film productions, like Fargo and The Revenant)
- Audience development for local theaters. (Is it in the wheelhouse? Feasible for AMAAS to take that on? What can we do to improve audience numbers tangentially?)
- Profile artists online, helping with diversity, people and the different mediums.
- The redevelopment of the website. Go to resource, more people downloading. Can be used for Prairie Tales. Get Google analytics.
- Collaborations between artists inter-regionally.
- Directory of all the organizations in the province to stop people from duplicating. Resource directory, symbol of true umbrella organization. Strategy: SKIP intern.
- The conference: is also our networking and 'feel good' time to make a community. Get to know your people/tribe. Let makers know that they are not isolated.

Statement Three: More local and regional content is created. Artistic ideas are nurtured through greater access to tools, technology, education and exhibition avenues - physical or not. Artists know how to use harness, manage and control a very technologically saturated environment. What would we like to see in 2019 so we know this is being accomplished, and what would have been our role in that?

- Fundamentals of art and storytelling are always going to be the same while tech trends will ways be expanding.
- ~~More submissions to Prairie Tales and GAMA, more screenings of Prairie Tales. Align with existing events and screenings like National Film Day.~~
- Curate, quality control.
- Regional access. Goal is to create a stronger dialogue so we know what regional centers need.
- Representation from each region on our board. Max number of possible board members is 12.
- One full time Executive Director with two part time support staff in the next two years.
- How can we help member orgs do this:
 - Lead by example
 - More school based programs, better educated people lead to better submissions
 - Sponsor awards for content
 - There needs to be room in our organization for artists early tries. Democratizing the art tools pushes the medium

Additional Board Discussion:

- Savy tech artists are happening already, AMAAS doesn't need to focus on that.
- There are a lot of social tools that already exist for sharing videos. Make an Alberta content channel on an existing site like FAVA TV. That channel could host Prairie Tales and be guest curated.
- There is a potential for AMAAS brand to be a seal of approval or quality. Artistic excellence.
- Meditate on: What does organizational sustainability actually mean?
- The AFA funds AMAAS as a PASO. We are one of 12 across the province. Programming **Prairie Tales** does not fall under the mandate of a PASO.

VISION STATEMENT

Chris' Mission Statement Suggestion:

Version 1: *AMAAS is an umbrella organization that promotes, supports, and advocates for Alberta media arts organizations and individual media artists.*

Version 2: *AMAAS is an umbrella organization that promotes, supports, and advocates for Alberta media arts.*

Suggestion to cut the beginning, do not need to include AMAAS is an umbrella org...
What should we do with the end?

NEXT STEPS

- Anna get notes from Desiree and talks to communications department.
- Share policy manual on Google Drive.
- Synthesizing a strategic plan. Prioritizing so we can start building it into work plans.

Appendix 2

AMAAS Strategic Planning - August 21 + 22, 2015

Appendix 2

AMAAS Strategic Planning – August 21 + 22, 2015

Facilitated by: **Lisa Talavia-Spencer**

Community Development Unit, Albert Culture and Tourism

Notes written by: Desiree Nault

CONTENTS

DAY ONE - FRIDAY AUGUST 21, 2015

BOARD INTRODUCTIONS - 3

AGENDA AND PROCESS OVERVIEW - 5

CONTEXT SETTING - 5

AMAAS BACKGROUND - 5

FINANCIAL OVERVIEW - 5

TOPICS FOR LATER DISCUSSION - 5

PREPARING FOR DAY TWO - 6

CRITERIA FOR DISCUSSION - 6

DAY TWO – SATURDAY AUGUST 22, 2015

ENVIRONMENTAL SCAN - 6

HIGHLIGHTS - 7

CHALLENGES - 7

THEMES & INSIGHTS - 7

MISSION AND VISION - 8

CURRENT VISION - 8

MANDATE (CURRENT MISSION) - 8

REFINING THE MISSION - 8

REFINING THE VISION - SUGGESTIONS FOR IMPROVEMENT 9

STRATEGIC PRIORITIES & ACTIVITIES 10

ACTION ITEMS - 12

ACTION PLANS (FIRST DRAFT) 13

ACTIVE COMMUNITY ENGAGEMENT 13

A DEFINED IDENTITY AND NARRATIVE 13

DEVELOP INTERNAL CAPACITY DEVELOPMENT & SUSTAINABILITY 13

DIVERSE PROGRAMMING AND ARTIST SUPPORT 14

EFFECTIVE ADVOCACY 14

NEXT STEPS (DISCUSSED AT MEETING) 15

SUGGESTED ACTION TO COMPLETE THE PLAN 15

AMAAS 2015-2018 STRATEGIC PLAN 17

APPENDIX A – 2014 S.W.O.T. ANALYSIS 19

APPENDIX B – BOARD & EXECUTIVE DIRECTOR SURVEY RESULTS – INCLUDING P.E.S.T. ANALYSIS 20

APPENDIX C - AFA FUNDING SUBMISSION (3 YEAR PLAN) 22

APPENDIX D - ACTION PLAN TEMPLATE 25

APPENDIX E – VISION & MISSION STATEMENT TIP SHEET 26

APPENDIX F – DEFINING CORE VALUES & GUIDING PRINCIPLES 27 □

DAY ONE - FRIDAY AUGUST 21, 2015

CONTEXT SETTING

To help frame the planning session, Sharon shared background information with board members. Highlights from her overview are captured below:

AMAAS Background

- AMAAS has been changing a lot after Kevin Allen's directorship. We now have an office, and new administrative and financial procedures.
- AMAAS is a part of Alberta Partners for Arts and Culture (APAC), get together on a regular basis with 8 other organizations to talk about advocacy and provide funder consultations. APAC was started by Kevin Allen with the purpose of getting to know and advocate to MLA'S.
- AMAAS is useful in part because it is not a charity and can therefore "lobby" on behalf of our membership.
- AMAAS's major programming is **Prairie Tales**, the bi-annual conference and symposium, and board "retreats".

Financial Overview

- AFA funding previously came every two years and only just after the conference was completed, which made it had to pay our bills on time.
- Currently we're \$6000 in debt [primarily a timing issue in that AFA funding follows delivery of the conference]
- AFA funding now comes in two installments annually and is on a three year cycle.
- We're working on a new cash flow projection, which we've never done before.
- Cash flow is our only problem but the bookkeeper is convinced we'll have a balanced budget.
- Three year funding is great because we'll know the conference is already funded. Allows us to look ahead. This will probably be the last time we need to borrow money. We doubled the amount of people at the conference, while staying within a "massaged" budget. We also received more revenue and sponsorship this time. Including \$1000 in membership revenue.

Topics for Later Discussion

- Sharon works 17.5 hours a week. Is the goal to go full-time? Dependent on CASINO funds, for which we are currently applying.
- INPUT conference is coming to Calgary, wants to work with AMAAS. Should we? Does Sharon have hours to facilitate this?
- Changes to AFA grant changes our finances so we are now on a three year funding cycle. We'll be analyzing the three-year budget plan that Sharon wrote. We are currently 6 months into the funding cycle.
- How can we highlight our successes to communicate them to our members, and this will help with grant communications, publicity?

The board asked what Sharon views as the top three challenges for AMAAS right now?

1. Prioritizing Sharon's time at work.
2. Communication and member support.
3. Helping the public, funders and politicians understand what media arts are.

PREPARING FOR DAY TWO

The facilitator noted that the planning processes results in a lot of idea generation (divergent thinking), which is helpful, but can lead to feeling overwhelmed. To help focus the conversations and move towards convergent thinking, it's helpful to consider what criteria the group might use to narrow down priorities from the long list of ideas. The group considered the question and identified the following as possible criteria:

Criteria for Discussion

- [Does it serve] Internal/External (Stakeholders)?
- Timing/Yearly Cycles
- Capacity to Execute - How do you define that? Where can you get extra capacity?
- Funding/Budget
- Community Impact
- Past Goals (Abandoned or Prioritized) **Relevancy of those goals.** How do we measure relevancy?
- Defining Success
- Flexibility, adaptability – develop contingency plans
- Should be on our radar: economy and the government change.
- [connection to mission and vision; fills a gap]

DAY TWO – SATURDAY AUGUST 22, 2015

ENVIRONMENTAL SCAN

An environmental scan helps organizations consider the internal and external variables that might influence their ability to advance the organization. The scanning processes included the following three data sets:

1. Results from the 2014 SWOT Analysis – See Appendix A
2. Board member reflections on emerging issues, trends and drivers through political, economic, social and technological (P.E.S.T.) lenses – See Appendix B
3. Board member highlights and challenges from the past year

The ideas identified through the e-scan are summarized below.

Highlights

- Conference (Doubling attendance without doubling cost)
- GAMA
- Prairie Tales
- Transition to new ED
- Setting up admin/finance procedures
- Connecting filmmakers
- Holding short film festivals/workshops
- More engaged membership
- Relationships with APAC
- Advocacy with others for support

Challenges

- Standard administration tasks, updating banking systems, CRA and audit
- Funding advocacy for media arts organization (How do people understand what we do already)

- Lots in turnover on the board and transition to new ED
- Not knowing where we're going
- People being unaware of benefits of membership (and unaware of **Gama**)
- Communication, website not great
- Fulfilling provincial mandate to reach out to small organizations in small organizations
- Focusing in just video art, not having a clear understanding about media arts actually are

Themes & Insights

Following the review and discussion of SWOT and PEST findings along with the highlights and challenges, the group considered the following question "What does the information appear to be telling us?" The group then identified themes from the scan that they felt should inform the future plan. The themes included:

- If **communication** is a strength and weakness what are we communicating? Content? What should we do more of with our current capacity? [What] audiences [are we hoping to reach]?
- **Dual mandate supporting organizations and individual arts.** Many disciplines. Maybe too broad.
- **Capacity** affects decisions, communication and how we interact with members, and advocacy, [currently] being stretched thin.
- **Advocacy and Support**, what does it mean, what does support look like? What supports exist already, where are the gaps we should consider filling? What do we do that others don't do.
- **Solicit feedback through dialogue instead of surveys.** Board members can be active in this process. Send a board member with ED to different communities.
- **Clear messaging.**
- **Engagement and Programming.** **Prairie Tales** is a strength because it's very visible; it's also an opportunity to go further than Alberta. However also drains big resources, including money and labor.
- **Spirit of Helen Award**, how do we continue to honour her? How do we save money? This takes to many resources and it hardly affects the membership.
- **Be clearer about media arts.** Just video/all media arts? There are already video production organizations. Support organizations vs. individuals, then you are automatically broader. We have lots of film-focused programming; the programming is not central to our mission though.
- **Conference could be broader**, not just film
- **ACTION: Audience development for film**, Albertans don't come out to see their own films!

JP had to depart the meeting but provided the following comments for the board to consider as part of the planning process:

- Many on the board are fairly new – it's an opportunity to look at things critically with new eyes.
- Want to identify things that are important to membership (and relatively easy)
- Challenge is figuring out what those mean to focus our discussion. Overarching focus should be pretty self-evident.
- Where things are misaligned between membership and Board – explore in more depth.

- **Prairie Tales** and **GAMA** are flagships for AMAAS in terms of visibility. **Gama** should have growing importance – exposure to leverage it and increase foot traffic. Could explore putting things together – include awards with conference.
- Voice and advocacy – examine how and what does this mean. Make it explicit.

MISSION AND VISION

The current vision and mandate were first used in 2009. This does not mean they are irrelevant. Rather, it's timely to review them and confirm they still effectively define the purpose of the organization (mission) and the positive impact the organization hopes to achieve (vision).

CURRENT VISION

AMAAS advances the image and reputation of the Alberta media arts scene as exciting, leading edge, and excellent. By generating awareness of and support for media arts, it builds a sustainable future for the sector.

MANDATE (CURRENT MISSION)

AMAAS exists to promote, support, educate and advocate for Alberta media arts.

Refining the Mission - Suggestions for Improvement

The group considered the following question: You're in an elevator with someone with a lot of money (a potential funder). Can you clearly describe the purpose of AMAAS? Based on the responses, the group noted the following:

- Advocate, promote not educate (alludes to professional development)
- What type of organization is this? Member driven, non-profit umbrella organization?
- Current simplicity is an advantage. Should be short and concise.
- Not defining who we are serving, it may be too broad. Are we here to primarily serve individuals or organizations?
- "For Alberta media arts" vs. "media arts in Alberta"
- Include that we are a PASO (Provincial Arts Service Organization), this is an official designation and how we are categorized when we get our funding.
- ENMEDIA defines media arts as anything with electricity that runs through it. Although we can disagree with this because media arts includes analogue technologies.

Based on the discussion the mission statement was revised to read:

NEW MISSION STATEMENT

AMAAS exists to promote, support, and advocate for media arts in Alberta.

Tips: Instead of adding a lot of text to mission statement, add a section called "Core services" to describe the services provided by the organization (as a way to further define how AMAAS "promotes, support(s) and advocates"). Capture these "Core Services" in the plan and on the website. Also, you can also use fun and accessible language and links on the webpage to encourage further reading and empower people to investigate what media arts are in more depth.

Refining the Vision - Suggestions for Improvement

The vision describes the desired end state. Long vision statements are currently in vogue in the strategic planning community but this is not a requirement. Clarity and building a common understanding of the vision is more important than the length of the statement.

Question: Do we describe what we will do for our community or describe as if we've actually reached that end state?

Answer: Either, it's up to the group.

- Does "advancing the reputation" mean/sound like we are a PR firm? We won't help people promote their events
- Add image words and more meat
- Second sentence sounds like a catch phrase
- People should be aware of the media arts community and support it
- Specific things should be included: diversity, well-funded, regional support, connecting artists, supportive community
- What is "it" in second sentence? Bad grammar
- Would like the link between the mission and vision to be clearer in how they're connected. Add the core services list to help this
- Leading edge vs. innovative. What about analog technology?
- We don't need to define what the media arts scene is, instead we need to make a place where artists self-define and feel comfortable doing that. Here to facilitate not define
- We talk about ourselves differently to different communities
- Include that media artists are disciplinary artists not just documenters.
- Try to avoid buzzwords, like sustainable.

Follow Up Action:

The group agreed the vision requires more work and a sub-committee will work to craft a few drafts for the whole board to consider at a future meeting. This group will also craft the list of Core Services.

STRATEGIC PRIORITIES & ACTIVITIES

The process of setting strategic priorities (goals) for the organization began with a review and integration of a number of different data sets. These included:

1. Strategic priorities as identified through the board member survey
2. Review and inclusion of items contained in the AFA three-year funding document (see Appendix 2)
3. Ideas from the membership gathered during the 2015 Conference.

Using this information, the group considered the following question: What should AMAAS focus on for the next three years to fulfill its mission, make progress towards its vision and maintain relevance for members and stakeholders? Responses to this question and ideas from the data sets were then categorized into the following table:

STRATEGIC PRIORITIES (Goals)

DIVERSE PROGRAMMING & ARTIST SUPPORT	ACTIVE COMMUNITY ENGAGEMENT	DEFINED IDENTITY & NARRATIVE	AUDIENCE DEVELOPMENT	ADVOCACY FOR VALUE & SUPPORT FOR MEDIA ARTS	DEVELOP INTERNAL CAPACITY & SUSTAINABILITY
Programming reflects breadth of media arts	More engaged with the public	Create visibility for the organization and what it is doing for advocacy and its members	Increase awareness of Media Arts in Alberta – what is it, and how people can enjoy or participate in M.A.	Advocacy on behalf of media arts organizations with regards to funding	Casino funding
Possibly have a symposiums at yearly conference	Create an exciting environment to attract new members	Better communication	Expand profile of Media Arts and work of media arts in Alberta	More advocacy to the government for funding	Secure funding for the organization
Connect a diversity of artists and orgs to create professional development and exhibition	Directly engaging with partner groups and organizations across the province on concrete initiatives	Effective communication to membership (e.g. GAMA)		Work with funders to develop more stable funding for Media Arts organizations	Increased hours for staff
Continue to host Prairie Tales	Facilitate relationship between government (prov.) and individual co-ops or between IMAA AFA national level	Make visible programs to the organization does for the province		Provincial lobby organizations to get their attention	Develop policy and administrative framework
Bridge gap of women representation in film world as writers, directors, producers.	Connect with more private organizations to create work and include people (e.g. Mennonite Centre for Newcomers,	Advocacy and support by means of a strong and clear voice to define Media Arts to government and public		Develop a fair fee schedule for Media Artists (possibly with IMAA)	

Develop an avenue to facilitate independent thinking by artists to better promote themselves.	Aboriginal Centres			Make sure media arts artists and administrators make a fair wage (incl. health benefits)	
Expand what we offer to artists as a representing organization					
Maybe have our own grants to provide to media artists					

ACTION ITEMS: (Contained in the AFA Funding Document)

DIVERSE PROGRAMMING & ARTIST SUPPORT	ACTIVE COMMUNITY ENGAGEMENT	DEFINED IDENTITY & NARRATIVE	AUDIENCE DEVELOPMENT	ADVOCACY FOR VALUE & SUPPORT FOR MEDIA ARTS	DEVELOP INTERNAL CAPACITY AND SUSTAINABILITY
- Prairie Tales 17 Promo Video - GAMA add Edmonton and Drumheller location	2015 Continue with electronic newsletter. Create Print materials, and communication plan.	2016 Present new Strategic Plan to membership during symposium? AGM instead?		Continue meetings with Alberta partners in arts and culture (APAC) All three years.	2015 Strategic plan review, succession planning
- Prairie Tales 18 online exhibition and travelling - GAMA add Red Deer location	2015 Continue with ED and board travel to media art centres and events	2015 Writer conference documentation		2015 Provincial election education for membership premieres council	2017 Board advance to reaffirm strategic plan and prepare for next three year AFA funding cycle.

-Prairie Tales 19 gearing up for 20 years of Prairie Tales "Best of Prairie Tales" -GAMA add Grand Prairie Location	2016 Build up online presence. Increase membership base outside of major cities. Increase travel budget annually.	2016 Writer Media Arts documentation AMAAS 25 th Anniversary		Municipal election education for membership.	2015 SOHA find sponsor
2015 Conference – Drumheller facilitate informal caucus meeting with media art centres all three years	2015 Board and staff to participate on panels/workshops as required.	2017 Writer Canada 150 in context of media art history in AB and Canada, evolution of media art			2016 Spirit of Helen fundraising for endowment fund
June 2017 Conference-Grand Prairie- With air travel to Grand Prairie and embedded community involvement and programming					2015 Continue with ED 17.5 hrs/week. Hire a contract coordinator.
2016 Symposium- Red Deer College expanding relationships with Film Studies program, faculty and students.					.6 FTE ED Contract conference coordinator PT and assistant part-time all three years.
Mid 2016 Membership needs assessment in preparation for the conference.					
SOHA reunion of winners, Helen Retrospective					

ACTION PLANS (First Draft)

ACTIVE COMMUNITY ENGAGEMENT

(Strategy – Relationship Building and Audience Development)

1. Art created by AMAAS artists could be shown at partner organizations and community events. In other words we would grow our audience by embedding and piggy-backing our members content at relevant events. *(Tactics – show films, installations)*
2. This allows us to create more opportunities for the public to experience Media Arts and heightens public awareness. *(Tactic – Board and staff at workshops)*
3. It also directly engages our partnership groups and other organizations across the province.
4. Connect with private organizations to create work and include people / diverse groups
5. Create an exciting, lively environment for new members – *(Tactic – all of the above = content supports)*
6. We could use our increased member interest to facilitate relationships between governments and co-ops at larger and higher levels to engage in discussion with AMAAS. *(Tactic – continue to generate more members, use excitement to influence government)*

Lead(s): TBD

A DEFINED IDENTITY AND NARRATIVE

(Strategy – A communication plan)

1. Define and approve mission, vision, values, media art definition, and core services through ad-hoc committee. Place on website right away.
 - Measure by due date and consensus. And, is it clear and simple.

Develop and approve communications plan (by committee)

- [identify] audiences
- [create key] messages
- [identify] mediums
- Measure by due date and consensus

Enact the plan via:

- board member volunteering
- website content and functionality
- e-newsletter
- social media strategy
- print material (brochure, etc.)
- other... promotional video
- profile member work, orgs, board members in newsletter or weekly online
- humanize organization

Measure through web stats feedback and engagement

Measure through our own ability to articulate our narrative.

Lead(s): Chris

DEVELOP INTERNAL CAPACITY DEVELOPMENT & SUSTAINABILITY

Strategies:

1. Secure Additional funding

BoD and ED to form a Fundraising Committee

- Apply for casino funding for operational use by next application deadline
- Find Sponsor for Spirit of Helen to make the award self-sufficient by 2016
- Create a long term relationship with funders
- Research if AMAAS is eligible for endowment fund for Spirit of Helen award

2. Develop Policy and Admin Framework

BoD HR Committee to [assess needs, create policies/plan and measure

- Succession Planning
- 3 year plan for AFA funding
- Board of Directors to advance and reaffirm strategic plan on an annual basis
- Increase Admin Staff Capacity (Goal), Still need to define How (Strategy)
- Increase hours .6FTE
- Keep PT coordinator contracts

Lead(s): Sylvia

DIVERSE PROGRAMMING AND ARTIST SUPPORT

Strategy: Conduct programs that reflect the breadth of media arts in Alberta through exhibition and professional development

Concept = Connecting, representing, bridging

- **Prairie Tales:** Flagship (representation)
- Bi-Annual Conference: Flagship (connector)
- **GAMA:** High impact/low capacity/needs better communication
- Spirit of Helen: Evolving/changing the program (high capacity, low community impact but high impact for the recipient)
- Arts Parties: Piggy backing on other organizations events / high capacity could be high impact.
- Symposium: Budget and resources are high (want to cut)
- Artist Grants: Capacity and funding issues probably a difficult program to attain – other organizational do this well, we don't need to do it.

Measures (at exhibitions)

- Attendance – foot traffic (**GAMA**), conference, screenings
- Member feedback (conference survey and input beforehand)

Measure of representation

- Jury / criteria (define)
- Geographical mapping of organization at conference

Measure of connecting/ bridging

- Social mapping, hubs and conduits Google maps that are interactive that takes you to their site. We like this idea but aren't sure how to do this.

Lead(s): TBD

EFFECTIVE ADVOCACY

Strategy – [Outreach]

- Face to face meetings (with individuals, funders, influences, decision makers) Picking up the phone with individuals and orgs
- Travel to Media Arts centres and events around Alberta [to increase] visible presence. Information gathering to continue dissemination
- Election readiness and awareness – work with existing advocacy groups

Outcomes:

- More engaged audiences
- Educated public
- Supported media artists
- Fair wages
- Alberta's stories are shared
- Increased points of contact between communities

We need to think about how we demonstrate the value of media arts and AMAAS while advocating. What is a funder's return on investment?

Measurements:

- Policy change
- Language change
- Government uses AMAAS for consultation
- Intangible yet we feel good about our work

Lead(s): TBC, Sharon

NEXT STEPS

- Integrate the plans listed above into our meeting agendas
- Consider making an Action Sheet to track progress
- Form committees with leaders (Funding, Finance Committee, HR, Policy, Communications)
 - Sylvia has agreed to be the Finance Committee Lead
 - Chris has agreed to be the Communications Lead

SUGGESTED ACTION TO COMPLETE THE PLAN

1. Refine Vision statement (*See Appendix E for tip sheet*)
2. Define Values (*See Appendix F for tip sheet*)
3. Describe Core Services – What do you do/provide, include list in bullet form below
Mission statement on documents and on website.

SUGGESTED ACTION TO IMPLEMENT THE PLAN

1. Confirm/ Assign Lead(s) for each Strategic Priority (Goal). The lead is responsible for keeping momentum going on the priority not responsible for completing all the tactics.
2. Form committees to advance goals (Communication, HR, Fundraising, policy)
3. Develop a Policy Manual/ Handbook: include policies needed to help support the organization and draft them – For example: Board Job Descriptions (describing who's doing what, how to support the ED), communication policy, Conflict of Interest policy (regarding jury of film submissions) and financial policies.
4. Add information (bios/pics) about board members to website, and links to their websites or organizations they represent. Helps humanize the organization.
5. Consider including a members only resource page on the website with links to opportunities and deadlines
6. [Discuss whether AMAAS] should consider saying on the website what we wants to advocate for? What is our policy platform?
7. Plan a 25th Anniversary Year Event
8. Digitize the APAC report for ease of access.

Sub-Appendix A: 2014 SWOT Analysis

Strengths

- Working board (active)
- Working w/community
- Political clout/advocacy
- Geography
- Support to member organizations
- Conference/symposium
- **Prairie Tales**
- Media arts community
- Rapid growth
- Advocacy/lobby
- Communitywise
- Social media

Weaknesses

- Communication (technology)
- Geography/Edmonton
- Spread thin
- Too many activities
- Informing/activities
- Support for individuals
- **Prairie Tales**
- Operational systems (in progress)
- Rapid growth
- Marketing
- Social Media

Opportunities

- Partnerships, Co-presentation, Collaboration (grants possibility)
- **Prairie Tales**
- Succession planning
- Continuity

- Board succession
- GAMA

Threats

- Funding changes
- Funding eligibility
- Prairie Tales/GAMA
- Cash flow
- Board succession planning

Sub - Appendix B: Board & Executive Director Survey Results Including PEST Analysis 2015

INTERNAL AND EXTERNAL PRESSURES

- Funding
- Stretched members support
- Limited funded hours for staffing
- Only one staff member to do all administrative tasks and communications
- Need to continue to find relevance in a rapidly changing media arts landscape – technological change, changes in marketplace around professional media arts
- In a broader sense, not sure AMASS is doing all it can to achieve its province-wide mandate outside bigger centres.
- Optics making visible the work that AMASS is doing on behalf of media arts organizations in Alberta to its members
- Public perception of what AMASS does and why the organization is important (externally)
- Maybe there's been a large turnover of personal, so the level of organizational knowledge could be lacking (internally)
- [Balancing] needs/desires of individual filmmakers vs. needs and desires of organizations. How are they similar, different?
- Finances, money and cash flow
- There is pressure to prove the “worth” of the organization to members. Pressure to offer the most value to members
- Pressures from government about keeping records, proving the need and use of finances

EMERGING ISSUES, TRENDS, DRIVERS (P.E.S.T. Analysis)

Political

- On a **political** level, NDP government could provide challenges and opportunities
- Political environment is changing so we want to make sure our voice won't get lost in the transition
- A new political party will be a major influence
- New government
- Changing political landscape, hopefully more funding for the arts

Economic

- On an **economic** level – appears headed into recession which could affect the media arts and funding sources
- Quite possibly the recession we are in with oil and gas.
- Cuts in funding to member organizations

- Funding for Calgary media arts organizations took a plummet in 2014 and we are struggling to keep up with such huge cuts
- Drop in oil prices
- Predict that creative bodies such as ours will need re-invent how we seek funding as well as offer programs to Alberta's media artists
- Headed into economic recession so organizations will be tight about donations and people in general may be more concerned with their jobs than the arts

Socio-cultural

- Raising awareness of what media art is
- Competing with film industry
- Identifying resources and revenue streams aimed at mid-career and established artists
- Diversity and looking for ways to engage marginalized individuals with media arts (e.g. continued disparity between number of men and women in media arts)
- Getting the good AB work out and seen
- Arts groups begin to talk like the industries – we are not an industry, we are visual artists in cooperation – let's remember our history and what makes us unique and powerful

Technological

- Growing ease of **technological** resources in fields like filmmaking. These changes are disruptive in good and bad ways to existing media industry
- Industry changes

MORE OF:

- Advocacy on behalf of media arts organizations with regards to funding
- Advocating
- More advocacy to the government for funding
- Increase awareness of the Media Arts in Alberta – what is Media Arts and how people can participate or enjoy Media Arts in this province
- Effective communication to membership (e.g. **GAMA**)
- Directly engaging with partner groups and organizations across the province on concrete initiatives
- We can't add anything to what we are doing because of the resources available to the organization. Trying to do less means we are cutting out important parts of what the organization does
- More engagement with the public
- No, but generally speaking would like to ensure that we don't over task the organization by trying to do too much
- Facilitate relationships between provincial government and individual co-ops, or between IMAA at a national level.
- Do we need a provincial lobby organization to get their attention and result western alienation from the national body?
- Bridge gap of women representation in film world – as writer, director or producer.
- Perhaps connecting with more private organizations to create opportunities to create work and to include people (e.g. Mennonite Centre for Newcomers, Aboriginal Centre, Terra Centre (empowering pregnant teens) etc.

LESS OF:

[Nothing listed]

Sub - Appendix C: AFA Funding Submission (3 Year Plan)

Board's Strategic Plan and Mandate

Mission: AMAAS exists to promote, support, educate and advocate for Alberta media arts.

Vision: AMAAS advances the image and reputation of the Alberta media arts scene as exciting, leading edge and excellent. By generating awareness of and support for media arts, it builds a sustainable future for the sector.

Organizational Position:

AMAAS works to be known by its members and the arts community in general as:

- An advocate for the importance of media arts within the cultural mix
- Builders and nurturers of the media arts community in Alberta
- A respected and recognized authority on media arts in Alberta
- A progressive organization with its finger on the pulse of ongoing trends and advancements in media arts

Definition of Media Arts: Independent artist initiated & controlled use of film, video, new media, audio art & related media.

AMAAS's vision is to advance the image and reputation of the Alberta media arts scene as exciting, leading edge and excellent. By generating awareness of and support for media arts, it builds a sustainable future for the sector.

Strategic Plan: In 2011, the AMAAS board went through a thorough analysis of its operations and programs, and outlined its plan for the years 2012 to 2014 (attached). In 2014, the Board held a retreat to assess progress; AMAAS reaffirmed the goals in this Strategic Plan as a guide for future decision-making. A change in leadership was anticipated at the Conference (when the AGM is held) however, Kelaine Devine stepped down at the start of 2015. Brenda Lieberman stepped in as President and a concerted succession planning and board development will be the focus leading up to the Conference in June. In 2015/16 operational year, the Strategic Plan will be updated with facilitating support from Alberta Culture. The Strategic Plan will then be affirmed by the AMAAS membership at the Symposium held in 2016.

Advance: As AMAAS is a provincial organization, the Board endeavours to meet face-to-face every year to *advance* the goals and objectives of AMAAS. This annual meeting is either self-facilitated or supported by a consultant. A report on AMAAS motions and minutes from its August 2014 Advance demonstrates our ongoing attention to Strategic Planning, and our commitment to address change and ensure stability – attached.

Activities based on AMAAS strategic plan & goals	2015 (new director; maintain current programs, Conference)	2016 (middle year, increase capacity/resources/diversify funding, one day Symposium)	2017 (biggest conference yet!)

Presenting Media Artists	PT 17 promo video GAMA – add Edmonton & Drumheller location	PT 18 online exhibition and travelling GAMA – add Red Deer location	PT 19 – gearing up for 20 years of PT, ‘best of’ PT GAMA – add Grande Prairie location
Networking & Professional Development for AMAAS membership	Conference – Drumheller Facilitate informal caucus meetings with media art centres all 3 years	Symposium – Red Deer College Expanding relationship with Film Studies program, faculty and students	Conference – Grande Prairie with air travel to Grande Prairie & embedded community involvement & programming)
Board Development & Governance	Strategic Plan review, Succession planning	Presentation of new Strategic Plan to membership during Symposium	Board ‘Advance’ to reaffirm strategic plan and prepare for next 3 year AFA funding cycle
Promoting excellence	Spirit of Helen Award (SOHA) – find sponsor	SOHA – fundraising for endowment fund	SOHA – reunion of winners, Helen Folkmann retrospective
Communication	Continue with electronic newsletter, create print materials Continue with ED and Board travel to media art centres & events	build up online presence, increase membership base outside of major cities increase the travel budget annually	Membership needs assessment in preparation for the Conference
Advocacy	Continue meetings with Alberta Partners in Arts and Culture (APAC) all three years	Provincial election education for membership, Premiers Council.	Municipal election education for membership
Organizational	Continue with Executive Director 17.5 hours/week Hire a contract Conference Coordinator	.6 FTE Executive Director Prairie Tales Assistant – part time all three years	.6 FTE Executive Director Contract Conference Coordinator PT Assistant – part time all three years

New AMAAS initiatives	Writer– Conference documentation	Writer - Media Arts documentation AMAAS 25 anniversary	Writer – Canada 150 in context of media art history in Alberta & Canada, evolution of media art
New AMAAS initiatives	Board & staff to participate on panels/workshops as required	Online webinars/courses development & implementation	Catalogue of evolution of media art techniques/equipment

In Conclusion: Media Arts fills a unique role in Alberta Arts Sector:

Media Arts is unique among the arts in that many other disciplines now incorporate media art in their productions, presentations, and documentation – for example, theatre, music, and visual art installations. Therefore media arts organizations and media artists are well-placed to extend our artistic influence throughout the arts community and into the public realm.

