

Time period	Action	Led by	Supported by	Beneficiaries/ needs served	Details
Goal #1 – Nurture and strengthen the independent media arts field					
Jun 2018	Biannual media arts conference	National Indigenous Media Arts Coalition (NIMAC)	IMAA Projects Coordinator on a Sept-June contract	IMAA member organizations & Canadian media arts community as a whole will benefit from this national convergence. The specific focus on Indigenous media arts will benefit both Indigenous and non-Indigenous arts practitioners.	Invest time & resources and offer support to NIMAC in the organization and planning of the 2018 Indigenous media arts conference.
Jun 2018	Shoulder conferences specific to disciplinary or sub-sector caucuses	IMAA	ARCA & PARCA	Specific disciplinary or practice-based caucuses within the field will benefit from in-depth discussions on issues pertaining to their field of practice. Coordinating with ARCA will allow joint professional development activities and synergy across disciplinary lines.	Pending available funds, organize "shoulder" conferences in the immediate lead-up or aftermath of the main conference in June 2018. These mini-conferences will focus on specific sub-disciplines within the media arts, acting as follow-ups and extensions to the very successful "Caucus meetings" events begun in 2016. This activity will be coordinated with ARCA's regional meeting of their Prairie membership planned during the same period.
Sep 2017 - May 2018	Pilot project: "IMAA Perspectives"	IMAA Communications Director	Commissioned authors, Editing staff, translator, web publishing staff	Fostering critical writing will stimulate reflection and discussion in the field, advancing the practices discussed.	A series of six commissioned texts published as blog entries in both languages on IMAA's website. These texts will reflect on a range of topics related to the various disciplines within the media arts field. Please note: This activity will be extended past the pilot season only if an increase to CCA Core Funding is obtained.
Beginning in Sept 2017	Position the independent media arts field at the forefront of Canada's digital arts transformation	IMAA	Partner organizations in media arts and other artistic disciplines	Media arts orgs will gain capacity, digital arts practitioners will benefit from sharing skills & knowledge	Seize the opportunity created by the Canada Council's Digital Strategic Fund to assist our sector in its digital transition. Work with strategic partners to develop and realize a major, collaborative, transformative project that will benefit a cross-section of the Canadian arts sector in understanding, exploring and developing new tools and practices that take full advantage of digital innovation. Tap into the existing digital expertise that exists in the sector and ensure its maximum visibility and discoverability in the marketplace of ideas.
Apr 2017	Digital arts caucus meeting	IMAA	CQAM	Digital arts practitioners from across the country	Enhance our openness to digital arts groups by organizing a caucus meeting focusing on the concerns of this constituencies.
Jan 2018 - Mar 2020	New collaborations with Canadian arts partners	IMAA	Artexite, Suoni per il popolo, MainFilm, Wapikoni mobile, Présence autochtone	Raised profile for media arts field through cross-sector partnerships	Develop and implement joint projects through innovative partnerships including: 1. Partnership with Artexite to host a media arts research residency beginning in 2018-19; 2. Programming partnership with the Montreal-based Suoni per il popolo festival showcasing Canadian independent media artists; 3. Pursue an annual summer residency for an emerging Indigenous filmmaker, in partnership with MainFilm, Le Wapikoni mobile and Présence autochtone film festival. Please note: These activities will be undertaken only if funding sources other than CCA are secured.
periodically throughout cycle	Attend conferences of Canadian media arts & artist-run centre counterparts	Events organized by counterpart organizations	Attended by IMAA Director or other staff person	Coordination and interconnection with counterpart associations will benefit our respective memberships.	Maintain a regular presence at media arts events, festivals and conferences in all parts of the country
Sep 2018 - May 2018	Conduct research into impact of artist-run network, distribute findings through PR campaign	Contracted researcher with specialisation in the field	IMAA Staff & partners across the ARC sector (eg ARCA)	Understanding and communicating the value of the ARC network will attract new clientele, bolster the case for support and promote economic viability of artist-run structures.	Along with partners across the artist-run centre community, conduct an in-depth analysis of the qualitative value contributed to the Canadian media arts community by artist-run centres. Highlight & distribute research findings to a PR campaign demonstrating the continued importance of the artist-run model and bolster arguments for its sustained support. Please note: This activity will be undertaken only if funding sources other than CCA are secured.

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Goal #2 – A comprehensive suite of services and resources for media arts organizations and practitioners					
Sep 2017	Launch the IMAASource knowledge base and resource hub	IMAA Communications Director	Contracted web designer	This activity responds to a clear need expressed by our membership for a comprehensive "one-stop" source of training resources, toolkits, best practice guides, standards and protocols.	Following web implementation and beta testing completed in summer 2017, launch the IMAASource website and monitor response among our membership and the broader media arts community
Sep 2017 - Jun 2018	IMAASource additional content	IMAA Staff	Contracted consultants, researchers and cultural advisors	Additional content hosted on IMAASource will benefit IMAA members & the broad media arts community.	Add resources pertaining to (re)conciliation, indigenization and decolonization, including Indigenous protocols. Research to assist organizations in adopting digital tools for their operations. Develop tools relating to securing & maintaining sustainable access to space and facilities.
Mar 2017 - ongoing	Independent media arts access network (IMAAN-RAAMI)	IMAA Communications Director	IMAA member centres	Canadian Media artists with ever increasing mobility across the country who often need to access production facilities and technical services outside of their home city or community	Implement a framework for production centres to host artists affiliated with other artist-run centres across the country.
Nov 2017 - Apr 2018	Optimize Communications	IMAA Communications Director	IMAA Board & Staff	IMAA members & members of the public who subscribe to IMAA's communications channels will benefit from clear, targeted communications.	Optimize IMAA's Communications strategy, honing its social media strategy and adopting appropriate new communications tools to move from broadcast-based newsletters to targeted communications models.
Beginning in 2018	Exhibition standards	Contracted researcher with specialisation in the field	IMAA Staff	Artists and Canadian audiences will benefit from a clear set of professional standards and best practices governing media arts exhibition.	Create clear exhibition standards and ensure they are respected outside the media arts sector, e.g. museums. Please note: This activity will be undertaken only if funding sources other than CCA Core Funding are secured.
Beginning in 2018	Workplace conditions	Contracted researcher with specialisation in the field	IMAA Staff	Media arts professionals will benefit from more robust support structures in their workplaces. Media arts organizations will benefit from the enhanced support extended to their staff.	Address structural challenges in the sector in order to improve workplace structures through research and development of policy and best practices: code of conduct, management & governance standards, salaries & benefits, working conditions of "front-line" staff. Please note: This activity will be undertaken only if funding sources other than CCA Core Funding are secured.
Goal #3 – Forging international links to create new opportunities					
Sep 2017 - May 2017	Repertory of international artist residencies	IMAA Staff		Media artists seeking international opportunities for production and exchange. This activity serves our Goal #3 "International connections to create new opportunities"	Gather information about residency opportunities: centralize the information using & circulate it using IMAASource, newsletter and other means.
Jan 2018 - May 2018	International marketing	IMAA Staff	Media arts distribution houses	Media arts distributors, the artists whose work they distribute, and international audiences/ markets for Canadian media art	Consult with media arts distributors to develop effective initiatives for international marketing. Please note: This activity will be undertaken only if funding sources other than CCA Core Funding are secured.
Jun 2018 - Aug 2019	New collaborations with international arts partners	Summer Sessions network, coordinated by V2 The Netherlands	IMAA	Emerging Canadian media artists & Canadian media arts production centres	Allocate resources to allow IMAA to join the international Summer Sessions network, whereby one emerging Canadian media artist benefits from a summer production residency overseas while an international emerging media artist is hosted at one of IMAA's member centres Please note: This activity will be undertaken only if funding sources other than CCA Core Funding are secured.

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Goal #4 – A relationship with public funders based on dialogue, trust, and transparency					
Sep 2017 - Dec 2017	Provide feedback on PCH Programs: CAPF, CCSF, CCIF	Visual Arts Alliance	IMAA National Director	Media arts organisations and practitioners who are clients of these PCH programs benefit from their feedback and concerns being heard by Heritage officials	Contribute to PCH's 2017 Grouped evaluation of its Cultural Spaces, Arts Presentation, and Cultural Investment Funds.
Jun 2017 - Dec 2017	Assist the media arts community in adapting to CCA's new funding model	IMAA Staff		Media arts organisations and practitioners who are Canada Council clients benefit from access to complete and clear information about changes affecting them	Remain receptive to constructive feedback, questions or suggestions from membership as the sector continues to adjust to the CCA's new program architecture.
Goal #5 – Advancing on advocacy dossiers of relevance to the media arts					
Sep 2017 - Mar 2020	Respond to the media arts field's advocacy priorities	IMAA	Canadian Arts Coalition, Visual Arts Alliance & other strategic partners	media arts stakeholders for whom these issues are of central importance	This cycle's advocacy agenda will include: 1. Engaging in the national conversation on digital cultural strategy; 2. Supporting the preservation of at-risk works of media art; 3. Participating in a nationally coordinated campaign in support of the Artists' Resale Right in Canada; 4. Engaging with the upcoming statutory review of the Copyright Act; 5. Advocating for equitable income tax policy for individual artists; 6. Advocating for the sustainable funding of media production mechanisms like CMF, placing the issue on the agenda for the 2019 federal election campaign; 7. Responding to ad hoc calls from within the sector on specific issues, including facilitating correspondence and meetings between community stakeholders, elected officials and decision-makers; 8. Playing a key role in sector-wide efforts such as the Canadian Arts Coalition and the Visual Arts Alliance that work tirelessly to support and promote the broad arts community
Goal #6 – Develop IMAA's organizational and membership structure to better fulfil our mandate					
Apr 2017 - Mar 2020	Strengthen IMAA's Regional structure	IMAA's Regional Representatives (Board of Directors)	IMAA Staff	The Canadian media arts network as a whole will benefit from greater capacity at regional levels	Support regions in their efforts to strengthen their internal communications, their ability to meet, discuss, organize activities, etc. Where provincial/regional media arts service organizations exist (i.e. Alberta, Ontario, Québec and NIMAC), work collaboratively to strengthen the activities of those organizations, trusting in their greater capacity for network building due to their closer connection with the media arts communities of their jurisdictions. Concentrate IMAA's energy on network-building in those provinces and territories where provincial organizations don't currently exist
Beginning in Jan 2018 (subject to additional Core funds)	Implement recommended changes to staff structure	IMAA Executive / HR Committee	IMAA Board	IMAA's capacity and sustainability will be greatly enhanced by this important addition to its staff.	Open a two-year contract for the position of Development Director to lead the revenue diversification process. Please note: Because of the additional payroll costs involved in any new hire, this proposal will be implemented only if an increase to IMAA's Core funding amount is obtained.
throughout the cycle	Recognize and nurture non-geographical caucuses	IMAA Staff	IMAA Board		Focus outreach efforts on members of the broad media arts community which currently have little representation within IMAA: these include groups focusing primarily on digital arts, media arts festivals, younger organizations, artist collectives, and Indigenous groups and organizations.

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Goal #7 – Comply with Canada Council’s requirement that IMAA dramatically diversify its funding sources					
2018-2020 (exact dates tbd)	Outreach and member recruitment	IMAA	Programmin g partners to be determined	Members of the media arts community who have historically been less engaged with IMAA will benefit from this outreach & professional development activity.	Hold three further Caucus meetings over the coming cycle: One for media arts distributors, another for media arts festivals and exhibitors, and a third for groups operating in remote, northern and rural communities. Please note: These activities will be undertaken only if funding sources other than CCA Core Funding are secured.
Sep 2017 - Nov 2017	Outreach and member recruitment	IMAA Communications Director	draw on support from IMAA Board members in reaching out to potential members.	Broadening our membership base will contribute to diversifying revenues & expand our reach in the media arts field.	Launch an ambitious outreach and membership recruitment campaign, targeting in particular media arts festivals and digital arts groups. Set targets and implement a strategy to meet them.
Sep 2017 - Nov 2017	Outreach and member recruitment	IMAA Communications Director	draw on support from IMAA Board members in reaching out to potential members.	Broadening our membership base will contribute to diversifying revenues & expand our reach in the media arts field.	Launch a “Friends of IMAA / Amis de l’AAMI” recruitment campaign, which will offer individual artists, cultural workers and members of the public to show their support for IMAA by becoming non-voting “members” of the organization and contributing a voluntary donation. This will contribute to raising IMAA’s profile and reach in the wider community. Set targets and implement a strategy to meet them.
Jan 2018 - Dec 2018	Strategy for revenue diversification	IMAA's new Development Director, reporting to Revenue Diversification committee	Revenue Diversification Committee, IMAA Staff & Board	IMAA's capacity, sustainability and financial resilience will be greatly enhanced by these efforts.	Reporting to Revenue Diversification committee, IMAA's new Development Director will explore revenue diversification options and prepare a transition plan for validation and adoption. Please note: Because of the additional payroll costs involved, a new Development Director will be hired for a two-year contract (Jan 2018 - Dec 2019) only if an increase to IMAA's Core funding amount is obtained.
Jan 2019 - Dec 2019	Strategy for revenue diversification	IMAA's new Development Director, reporting to Revenue Diversification committee	Revenue Diversification Committee, IMAA Staff & Board	IMAA's capacity, sustainability and financial resilience will be greatly enhanced by these efforts.	Implement the transition plan to ensure compliance with Canada Council's 60% funding cap latest by Please note: Because of the additional payroll costs involved, a new Development Director will be hired for a two-year contract (Jan 2018 - Dec 2019) only if an increase to IMAA's Core funding amount is obtained.