

ACTRA TORONTO

Organizing to Win

ACTRA Toronto 'Vision 2036'

Strategic Plan 2026-2036

Operating Plan 2026-2027

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ACTRA Toronto | 625 Church Street, Suite 200, Toronto, ON M4Y 2G1

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ACTRA TORONTO STRATEGIC PLAN 2026–2036

Vision Statement

By 2036, ACTRA Toronto will be the leading voice for professional screen performers in Canada, building a thriving domestic industry where performers enjoy sustainable careers, strong collective agreements, meaningful AI protections, equitable access to benefits, and a union that is recognized as an indispensable cultural and economic institution.

Mission

ACTRA Toronto builds collective power for performers. Through organizing, advocacy, bargaining, education, and industry leadership, we protect performers' rights, strengthen their opportunities, and advance a thriving Canadian screen industry.

ACTRA Toronto Vision 2036: 'Organizing to Win'

Strategic Vision and Operational Plan - Preamble

The world of screen-based entertainment is undergoing profound transformation. Artificial intelligence, changing audience habits, global streaming platforms, evolving production models, and increasing concentration within the media / creative industry are reshaping how creative work is produced, distributed, and valued. At the same time, performers face growing economic insecurity, increased competition from non-union work, and unprecedented challenges to the ownership and control of their image, voice, likeness, and creative labour.

Yet these challenges also present opportunities. Organizing opportunities. Ontario

remains one of the most important production centres in North America.

Canadian audiences continue to value Canadian stories, and performers remain at the heart of every successful screen production. The future of our industry will be determined by whether performers are organized, engaged, and prepared to collectively shape the changes ahead.

ACTRA Toronto's Vision 2036 Strategic Plan 'Organizing to Win' is rooted in a simple principle: collective power is the foundation of economic security, artistic opportunity, and professional respect. Our goal is simple, together we will craft and implement an ACTRA Toronto Work Opportunity Strategy that aims to increase the amount of ACTRA-covered work available to performers through bargaining, organizing, industry growth, and public policy.

This plan charts a path to build that power.

We are organizing to win over the next decade by growing membership, organizing non-union performers, strengthening our agreements, winning protections against the misuse of artificial intelligence, expanding opportunities for Canadian creators, modernizing our union, and ensuring that every member sees ACTRA Toronto as an indispensable partner throughout their career.

The plan establishes a ten-year vision, five-year benchmarks, and annual operational priorities with Key Performance Indicators that will guide the work of Council, committees, staff, and members.

It is intended to be a living document. Progress will be measured, reported, and refined as circumstances evolve.

By 2036, ACTRA Toronto will be recognized not only as a union that protects performers, but as a leading force shaping the future of work, advancing Canadian culture, and building a stronger, more equitable industry for generations of performers to come.

Let's Organize to Win.

STRATEGIC PILLAR 1

Build Worker Power Through Organizing

10- Year Outcome (2036)

- ACTRA Toronto is the most trusted voice on performer issues in Canada.
- ACTRA Toronto achieves sustained year-over-year membership growth while expanding its jurisdiction and strengthening its position as the professional home for performers in Canada. (Stretch target = membership increased by 50%).
- ACTRA Toronto membership is the preferred and expected path into professional screen performance.
- ACTRA Toronto is a proactive organizing union that builds collective power by engaging, educating, mobilizing, and empowering performers at every stage of their careers.
- Significant reduction in non-union work across all productions, commercials, digital advertising, and emerging media – Contract Protection and Expansion (NCA, IPA, Ubisoft)

5- Year Benchmark (2031)

- Annual public awareness campaigns established.

- Membership increased by 25%.
- Organizing department established.
- Preference of Engagement provisions expanded and strengthened across major agreements:
 - Network of trained member organizers established
- Comprehensive non-union performer database created.

Annual Benchmarks (2026-2027)

- Develop organizing strategy to reclaim jurisdiction under the NCA
- Implement IPA bargaining framework and timelines
- Launch Challenger Mindset Concept "More Productions. More Signatories. More Members. More Work.":
 - Expand contracts (IPA, Low Budget Video Game Agreement, Audio Code, Verticals, Influencer / Content Creators)
- Develop comprehensive Preference of Engagement bargaining strategy:
 - Identify opportunities to expand Preference of Engagement language across all agreements.
 - Develop enforcement and compliance framework.
 - Educate members and producers on Preference of Engagement provisions.
- Develop narrative and communications strategy:
 - Build rapid response media capacity.
- Launch organizing database and CRM (Action Network):
 - Launch Member Organizer Training Program.
 - Digital member mobilization strategy.
 - Text banking, peer-to-peer organizing, and campaign analytics
 - Establish volunteer organizer / member network.
 - Train member ambassadors.
- Map non-union performer ecosystem.
- Increase member-generated content and storytelling:
 - Pilot Creator's Corner (aka the Backlot) platform.
- Create annual membership growth targets.

STRATEGIC PILLAR 2

Win the Future of Work - Organizing the Future of Work

10- Year Outcome (2036)

- Industry-leading AI protections embedded in agreements and legislation.
- Performers maintain ownership, control and compensation for their image, likeness, voice and performance data.
- ACTRA Toronto recognized as the leading cultural-sector voice on AI.

5-Year Benchmark (2031)

- AI language present in all major agreements.
- Broad coalition established across arts unions, and creative sector
- Provincial and federal legislative reforms underway.

Annual Benchmarks (2026-2027)

- Launch AI member / public campaign.
- Convene creative-sector coalition.
- Produce AI policy framework.
- Deliver member education program.
- Secure AI language improvements in bargaining.

STRATEGIC PILLAR 3

Build a Thriving Canadian / Ontario Industry - Organizing for Industry Growth

10- Year Outcome (2036)

- Canada recognized internationally for domestic content production.
- Significant increase in Canadian-created and Canadian-owned intellectual property.
- Tax credits linked to union labour and standards.

5-Year Benchmark (2031)

- Strategic partnerships established with key cultural, educational and labour institutions
- Ontario recognized as the leading jurisdiction for foreign service production employing Canadian performers.
- Formal government relations program established.
- Municipal, provincial and federal advocacy campaigns producing measurable policy wins.
- Expanded support for creator-led production.

Annual Benchmarks (2026-2027)

- Formal stakeholder mapping.
- Annual partner engagement plan established
- Launch Government Relations Strategies:
 - Status of the Artist Protections – (Provincial & National)

- Talent Agency Regulation – (Provincial)
- Only ACTRA Advertising work / Government Advertising (National, Provincial & Municipal)
- ACTRA Community Benefit Agreements (Municipal)
- Develop Foreign Service Production advocacy strategy.
- Establish relationships with major studios and streamers.
- Advocate for performer participation in all publicly supported productions.
- Develop policy recommendations to maximize Canadian performer employment in service production.
- Establish annual advocacy / lobby day(s).
- Develop municipal film office agendas:
 - City permitting tied to union labour.
- Advocate for tax credits tied to union labour at all levels of government
- Build relationships with key cultural institutions.

STRATEGIC PILLAR 4

Deliver Exceptional Member Value - Organizing for Member Value

10- Year Outcome (2036)

- Members describe ACTRA Toronto as a career-long partner.
- Comprehensive professional development framework – “Preparing Performers for Change”
- Benefits, retirement and support programs accessible and equitable.
- Member trust at historic highs.

5- Year Benchmark (2031)

- AFBS and PRS reform proposals advanced.
- Transparent member dashboards launched.
- Member engagement significantly increased.
- Industry-leading audition standards established and widely adopted:
 - Audition process reforms reduce unpaid labour and barriers to participation
 - ACTRA Toronto Self Tape Studio Space (3rd year review)

Annual Benchmarks (2026-2027)

- Expand training and mentorship.
- Develop creator economy education.
- Develop performer entrepreneurship programming – AKA the Backlot

- Conduct member service audit.
- Develop AFBS & PRS reform recommendations.
- Create and deploy annual member satisfaction survey.
- Launch Audition Reform Strategy:
 - Conduct member consultation on audition practices.
 - Develop ACTRA Toronto Audition Reform Framework.
 - Establish industry roundtable with casting directors, agents and producers.
 - Advocate for best practices on self-tapes, turnaround times, accessibility and performer compensation.
 - Produce annual Audition Experience Survey.
 - Reimagine and Develop ACTRA Toronto Studio Space (Launch in 2027)
- Launch transparency dashboard.
- Launch Health and Safety Committee
- Recognize and expand caregiver supports, including initiatives related to childcare, parental support, dependent care, and elder care.
- Establish member office hours and engagement calendar.

STRATEGIC PILLAR 5

Modernize the Union - Organizing a Modern Union

10- Year Outcome (2036)

- ACTRA Toronto is a modern, digitally enabled, campaign-driven union.
- Governance systems are transparent, efficient and trusted.
- Leadership pipeline continuously replenished.

5- Year Benchmark (2031)

- Governance, finance and operational policy manuals completed and reviewed.
- Website fully modernized (Revamp as required).
- Digital organizing and mobilization tools integrated.
- Internal research and policy capacity established.

Annual Benchmarks (2026-2027)

- Crisis & Labour Dispute Readiness:
 - Develop campaign playbook.
 - Develop labour dispute escalation framework.
 - Establish digital mobilization infrastructure.
- Complete policy audit.
- Develop governance manual.
- Develop operational policy manual.
- Complete website / social media / and iconography rebrand.
- Evaluate and implement Action Network, Call Hub and Hustle.
- *NEW Research - Create annual 'State of the Industry' report.

- *NEW Research - Develop member economic impact research.
 - *NEW Research - Create industry data dashboard.
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STRATEGIC PILLAR 6

Diversity, Equity, Inclusion and Member Leadership - Organizing Inclusive Leadership

10- Year Outcome (2036)

- Equity is embedded across all decisions.
- Leadership reflects membership diversity.
- ACTRA Toronto recognized as an industry leader in equitable representation.

5- Year Benchmark (2031)

- Equity impact assessments incorporated into policy development.
- Leadership development pathways established.
- Representation benchmarks achieved.

Annual Benchmarks (2026-2027)

- Create equity scorecards, that moves equity from a value statement to an accountability framework.
 - Establish leadership development / Organizational succession program:
 - Develop succession plans for elected leaders and senior staff.
 - Identify critical institutional knowledge risks.
 - Conduct accessibility audit.
 - Reform agent / artist relationship to remove barriers that agents place before equity deserving members and their access to opportunities.
 - Integrate equity review into all major initiatives.
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STRATEGIC PILLAR 7

Financial Sustainability - Organizing for Institutional Strength

10- Year Outcome (2036)

- Financially stable organization with sustainable reserves.
- Diversified revenue streams.

5-Year Benchmark (2031)

- No structural deficits.
- Multi-year budgeting implemented.
- Reserve targets achieved.
- Sponsorship and partnership revenues expanded.

Annual Benchmarks (2026-2027)

- Develop financial sustainability framework.
- Establish reserve targets.
- Expand sponsorship program.
- Create quarterly performance & progress reporting.

ACTRA TORONTO OPERATING PLAN

2026-2027

Priority #1: Organizational Foundation

- Complete strategic plan implementation process and framework.
- Stabilize branch finances and financial relationship to National finances.
- Build annual departmental work plans.
- Develop KPI dashboard.
- Audit all policies and procedures.
- Launch operational policy modernization project.

Priority #2: Organizing and Membership Growth

- Launch 'Organizing to Win' frameworks (All Industry Contracts):
 - NCA Jurisdiction Reclamation Project.
 - IPA Bargaining "Getting on the Front Foot" Plan.
 - LBVG, Ubisoft, Verticals Agreements, Audio Code, CBC.
 - Preference of Engagement Strategy and Campaign.
 - Contract enforcement and compliance initiative.
 - Signatory producer engagement strategy.
- Membership growth campaign:
 - New member retention and growth Review and Action Plan.

- AABP & Apprentice path to full membership reform.
- Launch All Member ACTRA Toronto Work Opportunity Strategy to benefit all categories of performers (Stunt, Background, Voice-over, Principal Actors, Dancers, Puppeteers)
- New member onboarding redesign.
- Launch Health and Safety Committee
- Organizing database development (Action Network).
- Develop member ambassador program.

Priority #3: AI and Future of Work Campaign

- AI coalition building.
- Government relations strategy.
- Public awareness campaign.
- Research and policy development.
- Bargaining integration.

Priority #4: Government Relations and Advocacy

- Federal advocacy strategy – Nothing about us without us.
- Production Attraction and Performer Employment Campaign.
- Foreign Service Production Advocacy Strategy.
- Provincial advocacy strategy:
 - Ontario Screen Industry Competitiveness Strategy.
 - Only ACTRA Advertising work / Government Advertising (Provincial)
- Municipal engagement strategy.
 - Only ACTRA Advertising work / Government Advertising (Municipal)
- Tax credit reform campaign.
- Canadian content and cultural sovereignty campaign.

Priority #5: Digital Transformation

- Website redesign.
- CRM implementation.
- Digital communications strategy.
- Member portal improvements.
- Data and analytics dashboard.

Priority #6: Member Engagement

- Quarterly town halls.
- November Member Conference – ‘Organizing to Win’.
- Monthly office hours
 - Virtual Member Connects
 - (Call Hub, AMA’s, President, Treasurer & TED Talks).
- Annual member survey.
- Expanded training calendar.

- Leadership development series.
- The Performer Experience Project: Audition Reform Initiative.
 - Annual Audition Experience Survey.
 - Industry Roundtable on Self-Tape Standards.

Priority #7: Industry Development

- Indie video game agreement launch plan.
 - Creator economy strategy.
 - Digital-first advertising framework.
 - Producer portal feasibility study.
 - Canadian content ecosystem partnerships.
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KEY PERFORMANCE INDICATORS (2026-2027)

Strategic Scorecard (2026-2027)

Financial

- Budget performance.
 - Institute financial plan to reverse structural deficit.
 - Implement fixed and overhead cost controls.
- Reserve growth.
- Sponsorship revenue.
- Program & contract cost recovery.

Member Power

- Net membership growth.
- Measure new member retention and growth.
 - Via AABP & Apprentice path to full membership reform.
- All Member ACTRA Toronto Work Opportunity Strategy.
- Member engagement rates.
- Event participation.

Organizing Power

- Non-union contacts identified.
- Organizing conversations completed.
- New organizing campaigns launched.
 - Launch NCA Jurisdiction Reclamation Project.
 - IPA Bargaining Prep Project.
 - Government Relations – Active and Visible Member Engagement Project.

Research

- Reports completed.
- Measuring citations in media.
- Research used in advocacy and campaigns.

Artificial Intelligence

- Coalition partners engaged.
- Government meetings completed.
- AI campaign reach.
- Agreement improvements achieved.

Communications

- Website traffic.
- Earned media hits
 - Share of voice
- Campaign reach.
- Increasing Member-generated content.
- Media response time.
- Email engagement.
- Social media growth.
- Member satisfaction.

Governance

- Policy completion rate.
- Council engagement.
- Committee reform and participation.
- Strategic plan milestone completion.

Organizing to Win

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