



Media Arts Network of Ontario/Réseau des arts médiatiques de l'Ontario Strategic Plan 2013-2015

PREPARED FOR

Kerry Swanson
Executive Director

Media Arts Network of Ontario/Le
réseaux des arts médiatiques de
l'Ontario

SUBMITTED BY

Marilyn Burgess and Maria De Rosa
MDR Burgess Consultants

5897 rue des Musiciens
Val Morin, Quebec
J0T 2R0

October 1, 2012

Table of Contents

INTRODUCTION.....	3
1. A FOUR-PART PLANNING PROCESS.....	3
A. MANO RAMO STRATEGIC PLAN 2013-2015.....	5
1. WHO WE ARE.....	5
1.1 Board of Directors.....	5
2. WHAT WE DO.....	5
2.1. Our Mandate.....	5
2.2. Our Mission.....	5
2.3. Our Vision.....	5
2.4. Our Values.....	5
3. STRATEGIC GOALS FOR 2013-2015.....	6
4. STRATEGIES ASSOCIATED WITH EACH GOAL.....	6
3.1 Strategies for Goal 1: Respond to and foster the cultural shift towards digital media in the Media Arts in Ontario.....	6
3.2 Strategies for Goal 2: Be a strong voice for Ontario Media Arts.....	7
3.3 Strategies for Goal 3: Empower members by strengthening the provincial Media Arts network and building capacity.....	7
3.4 Strategies for Goal 4: Assure MANO/RAMO’s sustainability over the medium, three-year planning term.....	8
B. IMPLEMENTATION PLAN AND TIMELINE.....	9
ANNEX 1: ENVIRONMENT SCAN AND DISCUSSION DOCUMENT ON THE FUTURE ROLE OF MANO/RAMO.....	10
ANNEX 2: SUMMARY OF FINDINGS OF COMMUNITY CONSULTATIONS.....	19
ANNEX 3. SUMMARY SWOT ANALYSIS.....	22
ANNEX 4: STRATEGIC PLANNING SESSION AGENDA AND POWERPOINT PRESENTATION.....	25

Introduction

The digital shift underlying contemporary everyday culture, with its now familiar mantra of cultural access “how and when we want it”, is having a profound impact on the Media Arts sector, which uses media technologies such as film, video, audio, and code as its expressive language.

Along with new digital technologies, new voices, cultural forms and structures are transforming the Media Arts environment, giving rise to a healthy revisiting of accepted practices. Questions exist in the current environment between profit and not-for-profit structures; between public arts funding and other financial models; between interactive and transmedia practices and traditional media practices; between cinematic, online and live experiences; between centre and region; between dominant and marginal communities and cultures.

Against this backdrop, the Media Arts Network of Ontario/Réseau des arts médiatiques de l’Ontario (MANO/RAMO) embarked on an ambitious research, consultation and visioning process towards the development of its first strategic plan.

The present document presents MANO/RAMO’s proposed three-year strategic plan for 2013-2015. It is a document shaped by the community for the purpose of guiding MANO/RAMO in providing the most effective service to its members and the wider Media Arts in Ontario.

1. A Four-part planning process

The planning process involved four stages, as shown in Figure 1.

Figure 1: Strategic Planning Process for MANO/RAMO



The process began with the development by the consultants of a scan of the environment and questions for discussion. Intended to coincide with the launch of the community consultations, the *Discussion Document on Future Directions for MANO/RAMO* and call for comments was posted to MANO/RAMO’s website. A copy of the discussion document is attached in Annex 1.

Managing Director Kerry Swanson and selected Board members then embarked on a consultation tour to meet with media artists and Media Arts organizations in Windsor, London, Guelph, North Bay, with additional communities to be consulted in the new year. Consultations in London and Guelph were conducted in partnership with the Ontario Arts Council. To support capacity building, a collaborative workshop on grant writing at Toronto’s Worldwide Short Film Festival was included as part of the tour, also in partnership with the Ontario Arts Council. A summary of findings developed by Managing Director Kerry Swanson is attached in Annex 2.

The consultants prepared a strategic planning session for the Board of Directors bringing together the elements of the consultation – the environment scan and summary of consultations as well as a summary analysis of strengths, weaknesses, opportunities and threats (“SWOT” analysis). The summary SWOT analysis is attached in Annex 3.

Following the strategic planning session, the consultants developed the present three-year Strategic Plan 2013-2015.

A. MANO RAMO Strategic Plan 2013-2015

1. Who We Are

The Media Arts Network of Ontario/Réseau des arts médiatiques de l'Ontario is a provincial arts service organization. The Board of Directors of MANO/RAMO is elected from amongst the leadership of member organizations to serve all members.

1.1 Board of Directors

Lauren Howes, Chair (Canadian Film Distribution Centre)

Penny McCann, Vice-Chair (SAW Video)

Scott Miller Berry, Treasurer (Images Festival)

Ben Donoghue, Interim Secretary (Liaison of Independent Filmmakers of Toronto)

Holly Cunningham, Director (Near North Mobile Media Lab)

Sinara Rozo, Director (aluCine Latin Film Festival)

Alka Sharma, Director (Reel Asian International Film Festival)

Dermot Wilson, Director (Near North Mobile Media Lab)

Jeremy Rigby, Director (Media City Film Festival)

Ariel Smith, Director (IMAA Ontario Region)

2. What We Do

2.1. Our Mandate

Our mandate is to represent and advance the Media Arts in Ontario.

2.2. Our Mission

Our mission is to cultivate a dynamic, unified and responsive network of organizations and artists in the Ontario Media Arts sector. In doing so we are connected and collaborative within the national landscape.

2.3. Our Vision

Our vision is of a strong and sustainable Media Arts community in Ontario that is diverse, expansive and inclusive. We want to be a part of creating national models and conversations that can impact the whole sector.

2.4. Our Values

In our work, we seek opportunities to uphold the following five values:

1. Improve the working and living conditions for Ontario artists through specific programming activities and advocacy initiatives at the provincial level.
2. Create opportunities for collaborative exchange and information sharing among experienced, mid-level and emerging Media Arts organizations and collectives.
3. Respond to the needs of the provincial Media Arts community with action-based initiatives and communications.
4. Garner greater support and profile for the sector in the province's cultural policy.
5. Create awareness of and engagement with the breadth of Media Arts activity in Ontario.

3. Strategic Goals for 2013-2015

Strategic Goal 1: Respond to and foster the cultural shift towards digital media in the Media Arts in Ontario.

Strategic Goal 2: Be a strong voice for Ontario Media Arts.

Strategic Goal 3: Empower members by strengthening the provincial Media Arts network and building capacity.

Strategic Goal 4: Assure MANO/RAMO's sustainability over the medium, three-year planning term.

4. Strategies Associated with Each Goal

3.1 Strategies for Goal 1: Respond to and foster the cultural shift towards digital media in the Media Arts in Ontario.

3.1.1 Foster a broader understanding of Media Arts that redefines the community to be more inclusive of new digital media art practices.

- Develop a Media Arts Values Statement.
- Integrate cultural shift into one-day professional development symposium.
- Create a biennial conference integrating and addressing cultural shift.
- Share commissioned and other studies on the MANO/RAMO website.

3.1.2 Reach out to a broader membership base.

- Develop a member recruitment plan (as part of the overall three-year communications plan), which could include:
 - Reaching out to new members by creating events that will attract a broader community of potential new members.
 - Recruiting potential members through one-on-one meetings, for example through provincial tours.
 - Recruiting potential members using MANO/RAMO's online communications.

3.1.3 Overhaul communications practices to reflect current uses of multiplatform digital media communications.

3.2 Strategies for Goal 2: Be a strong voice for Ontario Media Arts.

3.2.1 Meet the challenges of a changing funding environment with a unified voice by leading the discussion and creating opportunities for relationship building through all MANO/RAMO activities, communications and advocacy work.

3.3.2 Build visibility with funders, policy makers, current and potential members and other target audiences.

- Develop a strategic three-year communications plan that includes the following elements:
 - Key positioning statement, Media Arts Values Statement and key messages for MANO/RAMO and use by the Media Arts community in Ontario.
 - Advocacy planning to support MANO/RAMO and member advocacy efforts.
 - Member recruitment plan.
 - Multiplatform media strategies leveraging social media, blogs, mobile and other digital platforms and any other opportunities.
 - Media toolkit.
- Hire a social media intern using available grants.
- Build ongoing relationships between the Chair, Vice-Chair and selected Board Directors of MANO/RAMO and key policy makers in Ontario such as the Ontario Minister of Tourism and Culture and the Executive Director of the Ontario Arts Council.

3.2.3 Play an essential role in guiding communications in the Media Arts sector by sharing best practices and key messages with members.

3.2.4 Work with other advocacy groups such as the Independent Media Arts Alliance/Alliance des arts médiatiques indépendants (IMAA/AAMI) and the Provincial Arts Service Organizations (PASO) coalition.

- Continue to reserve one seat on the MANO/RAMO Board of Directors for the Regional Representative for Ontario of IMAA/AAMI.
- Join in national actions organized by IMAA/AAMI.
- Join in provincial actions organized by PASO.

3.3 Strategies for Goal 3: Empower members by strengthening the provincial Media Arts network and building capacity.

3.3.1 Develop a touring provincial professional development offering of workshops (for example grant writing clinics) for Media Arts.

3.3.2 Create one day symposia on themes of interest to members that support networking and capacity building.

3.3.4 Share advocacy, communications and other tools and best practices with members on the MANO/RAMO website.

3.3.5 Examine alternative revenue models including social enterprise, private giving and promote successful new revenue models for Media Arts through pilot projects.

- Commission a study on alternative revenue and organization models for sharing with members, to aid in recruiting new members, and to support advocacy work.
- Develop a pilot project that promotes an alternative revenue model.

3.4 Strategies for Goal 4: Assure MANO/RAMO's sustainability over the medium, three-year planning term.

3.4.1 Increase and diversify revenues from self-generated, private giving and public granting sources.

- Revisit the membership model to expand membership and increase membership revenues.
- Use professional development events produced by MANO/RAMO (touring workshops, symposia and conferences) to increase earned revenues.
- Apply for project funding (e.g. Compass) to develop a new strategic communications plan integrating an advocacy plan, a media strategy and a member recruitment plan.
- Apply for project funding (e.g. Trillium Foundation) to develop and implement a professional development strategy for Media Arts in Ontario including workshops, symposia, a conference and commissioned research.
- Apply for project funding (e.g. Initiatives) to develop a pilot project promoting an alternative model of funding (e.g. for production, dissemination, organizational sustainability or other).

3.4.2 Increase staff levels to support implementation of the strategic plan.

- Create a position of leadership such as an Executive Director who can lead the implementation of the strategic plan and be a spokesperson for the organization along with the Board.
- Create support positions through project funding to support project implementation.

3.4.3 Partner with other organizations to access shared administrative space and services, for example through Toronto Media Arts Cluster or other appropriate organization.