

# STRATEGIC PLAN

2024-2028

Prepared by



## About the Strategic Plan

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This Strategic Plan was developed by Ivy + Dean Consulting between March 2023 and October 2024 and was written by Amanda Guthrie, Senior Consultant, at Ivy + Dean Consulting with support from Jacq Brasseur, CEO & Principal Consultant, Harmony Grassing, Executive Administrator & Consultant, and Zackary Derrick, Consultant.

The Strategic Plan was informed by a Project Working Group and Strategic Planning Committee. Thank you to the board and staff members who participated:

### Project Working Group:

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- Barbora Racevičiūtė, National Director
- Yun-Jou Chang, Board Chair

### Strategic Plan Committee:

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- Barbora Racevičiūtė, National Director
- Yun-Jou Chang, Board Chair
- Annette Hegel, Board Member
- Jennifer Smith, Board Member
- Josh Ngenda, Board Member
- Lucas Morneau, Board Member
- Maddie Lyчек, Board Member
- Hagere Selam "Shimby" Zegeye-Gebrehiwot, Board Member

### Remaining IMAA board and staff members who participated in the strategic planning process included:

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- Marianne Breton, Board Member
- Jessica Miinguaqtii, Board Member
- Tori Fleming, Board Member
- Danielle Wintrip, Board Member
- Jesse Brossoit, Board Member
- Kadra Yusuf, Board Member
- Lindsey Wilson, Staff Member
- Yuko Fedrau, Staff Member
- Marilyne Parent, Staff Member
- Benjamin J. Allard, Staff Member



## Who We Are

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The Independent Media Arts Alliance (IMAA) is a member-driven non-profit national organization working to advance and strengthen the media arts community in Canada. Representing over 100 independent film, video, audio, and new media production, distribution, and exhibition organizations in all parts of the country, the IMAA serves over 16,000 independent media artists and cultural workers.

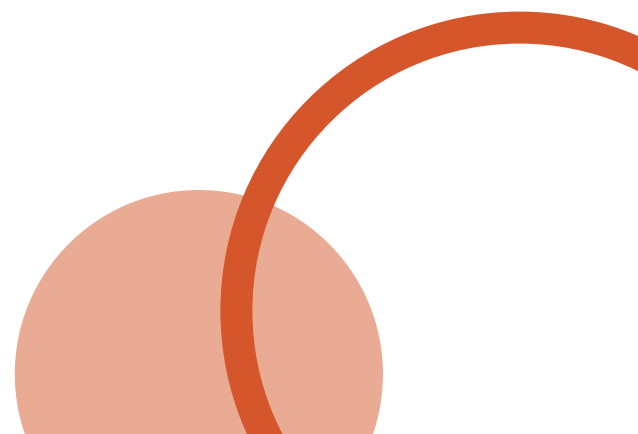
## Our Vision, Mission, and Core Principles

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As part of the strategic planning process IMAA staff and board members reviewed the organization's **vision, mission, and core principles** and determined that the organization lacked a clear vision, mission statement, and principles to guide our work.

IMAA board members and staff worked with Ivy + Dean through in-person discussions and surveys to define the vision we have for our work and the future of the organization and sector, how we will achieve that, and the principles that will guide our approach.

The following **Vision, Mission, and Core Principles** were determined via this process:





## Vision

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Through advocacy, resource sharing, and community engagement, IMAA envisions a thriving media arts sector that champions creativity, equity, and social change.


## Mission

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IMAA is a national arts service organization that advocates for and supports independent media arts organizations and artists. Through research, resource development, and advocacy, IMAA sets standards, connects communities, and builds capacity within the media arts sector.

## Core Principles

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1. **Community:** IMAA holds that the independent Media Arts sector is the sum of the people who work together to create it: community is at the heart of who we are and what we do. IMAA connects people working in the sector and advocates for solidarity between organisations, artists, and arts administrators.
  2. **Sustainability:** IMAA works for the continued vitality of the media arts sector. It necessitates advocacy for resources and a conscious deepening of how we exist as a sector by fostering vigorous self-reflection and decolonial approaches, and continual engagement with the full diversity of the individuals who belong to the media arts community.
  3. **Anti-Oppression:** IMAA conducts its work through an anti-oppression lens that actively recognizes, celebrates, and holds space for difference. IMAA builds capacity within the sector by shifting and addressing the dynamics of power and oppression that exist within it.
  4. **Accountability:** IMAA holds itself accountable to our membership and the media arts community. IMAA is able to demonstrate the actions it takes to enact its stated mandate. IMAA is able to explain the reasoning behind its decision making.
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## Our Strategic Plan Priorities

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1. Building Capacity and Sustainability in the Sector
2. Setting Best Practices for the Media Arts Sector
3. Striving to be an Anti-Oppressive and Equity-Based Organization
4. Deepening our Connection and Building Trust with the Media Arts Community

## Our Goals

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1. IMAA will advocate for, and assist in developing sector sustainability by continuing our communications, research projects, resource-sharing initiatives, and other projects.
  - By January 2025, IMAA will create a member-informed advocacy framework that outlines clear goals and objectives that will be operationalized and renewed annually.
  - By December 2026, IMAA members will report increased administrative and governance knowledge and skills, which will contribute to increased sustainability and capacity for their organizations.
  - By February 2028, IMAA will pilot an expanded membership structure.
2. IMAA will set the standard for good workplace conditions throughout the media arts sector by focusing on building capacity and sustainability.
  - By February 2025, IMAA will publish currently in-place HR and operational resources to help build organizational capacity and sustainability in the media arts sector.
  - By January 2026, IMAA will create a framework for the annual review of the IMAA Fee Schedule.
  - By December 2026, IMAA will complete a feasibility study for expanding research capacity to assess whether the organization can find funding for increasing research work.
  - By September 2028, 80% of IMAA staff and board members will report an improved understanding of their roles, the organization's HR practices, and operational functions.

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3. IMAA will work towards operating within anti-oppression, disability justice, and anti-racist frameworks for all work between team, board members and membership.
    - Increase the sector's awareness of IMAA's commitments to anti-oppression, equity, and justice and provide opportunities for members to grow in their understanding of anti-oppression and anti-racist frameworks.
    - By March 2027, 80% of IMAA's EDI Committee members will perceive the committee's work as having legitimacy and recognition within the Board of Directors and membership.
  4. IMAA will strive to meaningfully understand the issues that affect the Media Arts sector and increase communications with all cultural workers in order to deepen relationships and build trust throughout the sector.
    - By December 2026, 70% of IMAA board and Staff members will report understanding and using consistent messaging when explaining IMAA's role within the media arts sector.
    - By December 2027, at least 5 member organizations will report having deepened their engagement with IMAA.

## About Ivy + Dean Consulting

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i+d was founded by Jacq Brasseur in July 2021 and is a bilingual consulting firm that brings an equity focused, community-informed, and accessible approach to governance, leadership, and programming for small and medium-sized non-profits. i+d currently has offices in Regina, Saskatchewan and Yellowknife, Northwest Territories, places that are close to our hearts and inform our values of priority service for those living and working in non-metropolitan Canada.



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