



WESTERN ARCTIC

**MOVING  
PICTURES**

# *Strategic Plan*

**2021-2026**

*Last updated February 2021*

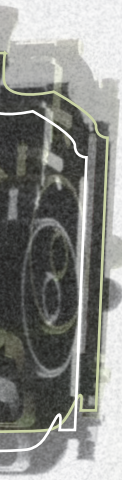
*Prepared by PlanIt North*



Western Arctic Moving Pictures

Supporting  
NORTHERN

Film+  
Digital  
Media





# Table of Contents

<b>Introduction</b> .....	2
WAMP Programs .....	2
History & Context .....	3
Methodology.....	4
<b>Mission</b> .....	5
<b>Mandate</b> .....	5
<b>Definitions</b> .....	5
<b>Five-year vision</b> .....	6
<b>Values</b> .....	7
<b>Goals</b> .....	9
<b>Goal 1 - Strengthen organizational structures and finances</b> .....	10
Goal 1 Objectives & Approaches .....	11
Resources required to implement goal #1 .....	12
Goal 1 Measures to know it is working .....	12
<b>Goal 2 - Increase presence in NWT communities outside of Yellowknife</b> .....	13
Goal 2 Objectives & Approaches .....	13
Resources required to implement goal #2.....	14
Goal 2 Measures to know it is working .....	14
<b>Goal 3 - Continue to deliver quality programming throughout NWT</b> .....	15
Goal 3 Objectives & Approaches .....	16
Resources required to implement goal #3.....	17
Goal 3 Measures to know it's working.....	17
<b>Goal 4 - Be ready to take advantage of new function-fit space</b> .....	18
Goal 4 Objectives & Approaches.....	18
Resources required to implement goal #4 .....	18
Goal 4 Measures to know it is working.....	18



# Introduction

Western Arctic Moving Pictures (WAMP) has developed a five-year strategic plan to guide the organization through its next phase of growth from 2021 to 2026. WAMP retained PlanIt North to facilitate and document the strategic planning process. The plan was primarily developed with input from the Board of Directors and the staff. In addition, once a draft plan was complete, staff disseminated a survey through WAMP's e-mail list and through social media.

The Strategic Plan presents WAMP's background, mandate, vision, values and goals for the next five years. The goals are explained in detail with suggested approaches and means by which to assess progress.

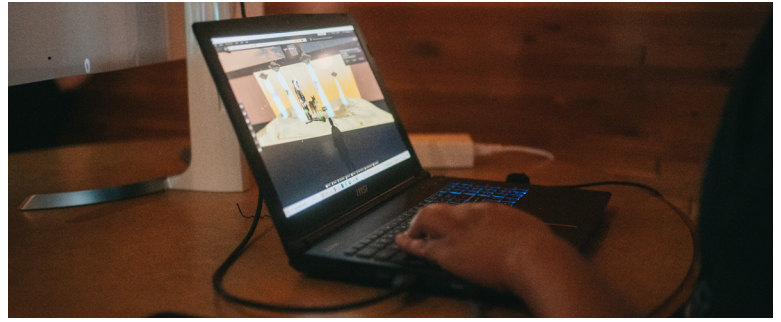
## WAMP's ongoing programs include:

- **Yellowknife International Film Festival (YKIFF) and Film Festival Road Tour**

Each fall, WAMP screens films in Yellowknife and takes some on the road to other NWT communities. The YKIFF focuses on local, NWT and circumpolar content, and also brings in artists from elsewhere, creating networking opportunities for those involved in NWT Film. WAMP also organizes workshops alongside the film screenings.

- **Hackspace (Digital Lab)**

WAMP facilitates arts-based science, technology, engineering and math workshops for youth.



# History + Context

In 2001, Western Arctic Moving Pictures (WAMP) incorporated as a non-profit society, beginning as a modest production centre for local filmmakers to access equipment at affordable rates. At this time, the Society supported production of films that would feature on ZED and local Community Access Television.

Over time, WAMP expanded the delivery of its programming, increasingly supporting youth in digital literacy, while also filling a gap for more seasoned individuals and professionals working in the film industry.

In 2009, Jeremy Emerson arrived at WAMP and has since become its longest running Executive Director. Emerson began many programs that have become successful annual events such as the 48-Hour Music Video Competition, which pairs local

musicians with filmmakers to create new independent works. Since 2009, WAMP has also hosted the Yellowknife International Film Festival as an annual showcase of northern, circumpolar, Indigenous, environmental, and francophone Canadian films. The Festival has adopted a professional development mandate, becoming a forum for developing the professional filmmaking industry in the NWT; WAMP coordinates workshops to coincide with the Festival.

In 2010, WAMP secured an increase in core funding from the Territorial government, which enabled the organization to expand the Executive Director position to full time. At this time, WAMP was also able to purchase a large amount of new video equipment and a Grip

package. With the increase in paid administrative hours, the organization was able to raise more funds and become more active in the community, hiring a second part-time staff member.

In recent years, WAMP has increasingly reached out to NWT communities beyond Yellowknife through programs such as HackSpace / Digital Lab, the YK Film Festival Road Tour and various programs to foster digital literacy and tell northern stories. Some programs have simultaneously fulfilled a partner's mandate; for example, WAMP recently coordinated a Government of Northwest Territories Health and Social Services harm reduction program to youth in all NWT communities to help them make informed decisions about drugs and alcohol.

## • Equipment Rental

WAMP rents sound and camera equipment for both the novice and commercial filmmaker. This reduces barriers to entry and helps to make filmmaking in the north more competitive by ensuring that all artists can access high end equipment.

## • 48 Hour Music Video Competition

Annually, WAMP coordinates a music-video making competition that brings together musicians and filmmakers. This fun, no-pressure, collaborative approach has been successful at attracting both new and experienced filmmakers.

## • WAMP's Film Production Training Program

WAMP has developed a curriculum consisting of several modules that takes new filmmakers through a training program to make a film – from script to screen.

# Methodology

The WAMP Strategic Plan was informed by several one-on-one interviews with Board and staff members, two half-day facilitated virtual workshops with Board and staff, and several meetings between the planning consulting team and the Executive Director and/or Board Chair during 2020. Once a draft plan was complete, staff disseminated a public survey.

The planning process is summarized in the table below.

PROCESS PHASE	OBJECTIVES AND OUTCOME	PARTICIPANT NUMBERS
1. Interviews	<ul style="list-style-type: none"> <li>• Explore strategic planning priorities of Board and staff members</li> <li>• Conduct a preliminary Strength, Challenges, Opportunities and Risks Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• All four staff members</li> <li>• Four of six board members</li> </ul>
2. First draft What We Heard Report & first half-day workshop	<ul style="list-style-type: none"> <li>• Share preliminary SCOR analysis</li> <li>• Present and discuss emerging themes of the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• All four staff members</li> <li>• All six board members</li> </ul>
3. Second draft What We Heard Report and draft Strategic Plan & second half-day workshop	<ul style="list-style-type: none"> <li>• Elaborate on the initial plan</li> <li>• Deepen understanding of issues and build consensus on goals and approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Three of four staff members</li> <li>• All six board members</li> </ul>
4. One-to-one meetings (throughout process)	<ul style="list-style-type: none"> <li>• Clarify outstanding issues and gaps</li> <li>• Ensure feasible approaches / actions</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with the Executive Director and/or ED and Board Chair (3)</li> </ul>
5. Survey disseminated through social media and email list	<ul style="list-style-type: none"> <li>• Share and validate key concepts of the draft strategic plan</li> <li>• Promote WAMP and planning process</li> <li>• Seek ideas for implementation</li> </ul>	<ul style="list-style-type: none"> <li>• 30 survey responses</li> </ul>
6. Document review (throughout process)	<ul style="list-style-type: none"> <li>• Understand past strategic priorities and progress</li> <li>• Integrate results of other strategic initiatives, including WAMP's 2020 Digital Media Strategy</li> </ul>	

## WAMP's recent stand-alone programs have included:

### • Northern Sights 360

Through this multi-year project, WAMP commissioned 7 projects in which artists created virtual reality performances across the Northwest Territories. WAMP and its contractors shot film in virtual reality and shared the edited projects through on-line platforms. The project included creation, production, post-production, and exhibition.

### • Internship Program

WAMP hosts an internship program, creating an in-house learning opportunity for a young person each year.



# Mission

Western Arctic Moving Pictures' mission is to produce, support, and promote independent film, video, and digital media arts made in the Northwest Territories, and to showcase it to audiences at home, across Canada, and internationally.



# Mandate

Western Arctic Moving Pictures seeks to strengthen the northern digital media arts community by:

- Cultivating interest and appreciation among creators, funders and the audience
- Making high quality equipment accessible and affordable across the NWT
- Developing learning opportunities, and fostering creativity
- Enabling synergies among artists
- Reducing barriers, and supporting opportunities for northern digital media artists
- Showcasing northern digital media art productions locally, nationally, and internationally

# Definitions

WAMP's focus is on independent creations in the digital media arts. Meaning productions in which the artists themselves, rather than commercial interests, are in control of the creative process.

The digital media arts include, but may not be limited to: video, film, photography, physical computing, toy hacking, video game design, virtual reality, and digital graphic design.

## • Spaces Between

With a multi-year grant from the Social Sciences and Humanities Research Council of Canada, WAMP is supporting Indigenous media arts opportunities. The project will enable WAMP to promote NWT Indigenous Digital Media Arts within an international network. The project will consist of symposiums, residencies, and other opportunities for learning and networking.

## • The Dope Experience

In partnership with Government of Northwest Territories, Health and Social Services, WAMP delivered harm reduction education to support youth in making informed decisions about drug and alcohol use, incorporating a digital story-telling component for youth to reflect on, voice, and share their experiences.

# 5 year vision

In five years, WAMP will be increasingly professional and sustainable, with strengthened organizational systems, expanded staffing, and diversified funding. With staff, initiatives, programs and equipment reaching all NWT regions, WAMP will be well placed to produce, support, and promote creative arts from all NWT communities, sharing northern stories across Canada and beyond.



# Values

The following values are the foundation of WAMP and help the organization to stay focussed on key priorities.

## Enabling creativity

WAMP inspires creativity and will serve the NWT broadly, providing exposure and support to the novice and the professional to enable creative processes.

*WAMP is a good incubator for creativity - when the artist or filmmaker is warm and ready to expand, WAMP is there to shed light on that, like a plant.  
- workshop participant*

## Focusing on the North

Northern stories are unique and important and WAMP will support northerners to tell stories with their own voice. Representation of northerners on screen is immeasurably valuable and contributes to the identity, self-esteem and holistic wellness of NWT residents and communities. This requires WAMP to reach outside of Yellowknife and into NWT's thirty-three communities to share diverse experiences and amplify diverse voices.

*WAMP supports making the media arts a viable industry and diversifies the economy - makes YK not just a government or mining town. It also offers another piece to the quality of life for people who live here.  
- interview participant*

## Fostering culture and the culture economy

The digital media arts sector holds potential to thrive and to create culturally appropriate economic and employment opportunities that support strong individuals, families and communities. WAMP works to help develop the artist, the professional, and the audience, enriching the quality of life of all northerners.

*WAMP is creating a culture of art appreciation and art development. This is capital C Culture - all the things that enrich our lives and contribute to the gross domestic value of our planet.*

*- interview participant*

## Collaborating

More can be achieved when groups work together. The media arts sector can grow by fostering synergies that create a larger whole to the benefit of all creators and consumers. The role of WAMP is to engage and serve the artists, partners, funders, audience, and markets.

*Film is participatory and collaborative by nature. The best film and television are collaborative with a lot of people contributing specific roles.*

*- interview participant*



# Goals

WAMP's work over the next five years will be guided by four overarching goals. These are to:

- 1. Strengthen organizational structures and finances;*
- 2. Increase presence in NWT communities outside of Yellowknife;*
- 3. Continue to deliver quality programming throughout the NWT; and*
- 4. Prepare to take advantage of a new function-fit space.*

Within each goal, there are detailed objectives and specific approaches. The objectives are designed to be specific, measurable, and achievable. However, specific responsibilities for each goal are not always listed. It is assumed, where not otherwise specified, that the Board is ultimately responsible to implement this plan, and that the Board will task the Executive Director with this responsibility. In turn, the Executive Director can delegate components appropriately to staff, or to contractors. Within each goal, there is discussion about the additional resources that might be needed to achieve the listed objectives.



## GOAL 1 – STRENGTHEN ORGANIZATIONAL STRUCTURES AND FINANCES

WAMP has grown steadily over the last twenty years, taking advantage of opportunities, and responding to needs of members and the media arts community. WAMP's overarching priority is to prepare the organization for continued growth. This requires the organization to strengthen its internal systems, identify and stay focused on priorities, and diversify funding streams.



The focus for the next five years will be strengthening the organization to ensure that WAMP is ready to take advantage of future opportunities. With current funding uncertainty because of the COVID-19 pandemic and a current minority federal government, WAMP is particularly focused on strengthening what is already in place, rather than expanding to new programs, which might not be sustainable for the organization at this time.

WAMP has accessed its current funding in part due to partnerships. Funders are increasingly encouraging partnerships, and this trend is expected to continue. WAMP has several types of partners – local industry players, educational institutions, funders, program providers, all levels of government, and many other sources. The organization has earned a strong reputation, and learned a great deal; subsequently, WAMP is well positioned to better define how to work

as a partner and the expectations of partners in return. Partnerships need to strengthen the organizational mandate, rather than distract from it.

An important WAMP partner is the Northwest Territories Professional Media Association (NWTPMA). The NWTPMA is a non-profit society representing media professionals in the Northwest Territories. Their mandate is to create a sustainable media industry that generates economy in the NWT. They do this by cultivating the professional growth of their members and influencing policy. WAMP leadership recognizes that there is overlap in the two organization's mandates. However, the NWTPMA is focussed on promoting professional media, whereas WAMP is focussed on promoting independent creations in the digital media arts. Both organizations will benefit as each is strengthened, and there are further opportunities both for collaboration and differentiation.

# GOAL 1 OBJECTIVES AND APPROACHES

WAMP will:

1. Be guided by an up-to-date strategic plan
  - Report on progress annually at each Annual General Meeting;
  - Review and renew the plan after five years;
  - Facilitate all staff to develop annual work plans tied to the strategic plan.
2. Establish a partnership policy that outlines WAMP's expectations for collaboration
  - Develop and implement a policy that defines what WAMP offers and expects through partnership agreements. The policy will outline a process for evaluating partnerships.
  - Proactively pursue partnerships that help to achieve the goals of this plan.

*The dance floor is ours. We can have any partner at the dance. We can afford to be more choosy and we can dictate the terms at this point, instead of always feeling like we have to accommodate. We have our own mandate and values. It's on other partners to accept our protocols.*

*- workshop participant*

3. Maintain collaborations with the NWTPMA, while also further defining and differentiating the two organizations' mandates
  - Be an active partner as NWTPMA grows into its emerging role.
  - Continue to hold a WAMP Board seat for a NWTPMA Board member and vice versa.

4. Strengthen external communications
  - Revamp the WAMP website, incorporating recommendations from WAMP's 2020 Digital Media Strategy and take into consideration planned growth articulated in this plan (particularly with respect to strengthening WAMP's role as a training institute).
5. Establish member procedures that WAMP staff apply consistently to serving membership and to collaborations as a team
  - Continue to develop WAMP's operational manual, including processes for developing and presenting WAMP's annual budget and quarterly variances to the Board.
  - Ensure that staff are both trained in the associated procedures and updated of changes regularly.
  - Revisit project management tools / software and formalize expectations and processes around staff use of these tools.
6. Recruit and retain strong staff, prepare for board and staff succession
  - Develop clear human resource policies.
  - Continue to update job descriptions and review annually.
  - Develop a succession plan to prepare for changes in key roles, especially Executive Director and Board Chair.
  - Continue to support staff professional development that is aligned to WAMP's priorities.
7. Strengthen and diversify funding
  - Pursue northern-led partnerships with academic institutions.
  - Apply, where feasible, sustainability models to each project or program, seeking to adequately recuperate funding to support overhead and growth.
  - Seek funds associated with development of the film sector, from business-oriented funders such as, but not limited to CanNor.
  - Establish retained earning targets for cash flow, growth, and contingency.

## RESOURCES REQUIRED TO IMPLEMENT GOAL #1

Staff have full plates administering and implementing projects and programs. Therefore, it is unrealistic to expect that the identified internal policies and procedures can be created with these competing priorities. The Executive Director will work to reduce time on project roles and focus more time on organizational development. Depending on budgets and work plans, the Executive Director may pursue or set aside funds to retain contracted support in strengthening policies and procedures and to secure funding for staff recruitment.

## GOAL 1 MEASURES TO KNOW IT IS WORKING

- WAMP has established clear priorities to guide decision-making for new projects

and programs, funding applications, and partnerships

- Both WAMP and partners have beneficial outcomes in through project collaboration
- The NWTPMA has sufficient resources to support professional media artists and industry
- WAMP is contacted less frequently for items pertaining to the professional media arts
- Membership know what to expect from WAMP and receive consistent service
- WAMP employees know organizational expectations and have a mechanism to provide feedback
- WAMP employees have clear procedures to follow
- WAMP is able to develop and/or attract employees and board members when needed
- WAMP is resilient through any major changes in funding
- WAMP continues to attract and retain strong staff members





## GOAL 2 – INCREASE PRESENCE IN NWT COMMUNITIES OUTSIDE OF YELLOWKNIFE

WAMP has an NWT wide mandate. The organization offers programs to communities throughout the territory, and the territorial reach has been increasing over time. WAMP has learned a lot about working in smaller communities without the same access to equipment, technology, and infrastructure as Yellowknife.

In recent years, WAMP staff and Board have begun to conceive of a hub model, with one such node already established (Hay River) and another potentially emerging (Behchokq). The Hay River hub to date consists of a package of equipment that is promoted for rental. Hubs can also work by having a coordinator on contract, or supporting another organization with an overlapping mandate to promote and coordinate WAMP programs, including events such as screening and workshops. Given the number of communities in the NWT, and the cost of operations (staff and office), hub models work best if hosted by existing organizations that already have access to space and human resources. WAMP would like to expand this model, establishing hubs in Fort Smith, Inuvik and other NWT regions.

WAMP has also tried in the past to engage communities outside of Yellowknife by attracting Board representation. However, this has met with limited success. The organization acknowledges that Board of Directors and staff do not currently reflect the cultural make-up of the NWT. WAMP aspires to not deliver programs to northerners, but rather programs by northerners.

### GOAL 2 OBJECTIVES & APPROACHES

WAMP will:

1. Foster community partnerships with organizations outside of Yellowknife or that have established NWT wide networks in order to: increase outreach with communities; better understand community needs and interests; and develop programs accordingly
  - Reach out to potential partners beyond Yellowknife
  - Continue to develop a partnership with NACC and leverage outreach activities
  - Develop and implement a social media plan to advertise WAMP's services and equipment within the community hubs
2. Pursue hiring staff and retaining board members in communities outside of Yellowknife
  - Advertise territorially for positions and board vacancies
  - Expressly pursue Indigenous representation among staff and board
  - Pursue technological solutions to facilitate better virtual communications

*[We need] policies and procedures in place to streamline everything especially interactions with the public and with members and between different programs [to be able to] understand how to prioritize each thing.  
- workshop participant*

3. Make equipment, programs, and resources available in all regions of the NWT
  - Invest in entry-level, easy to use equipment for members
  - Continue to create web-based content for how to use equipment targeting a NWT-wide audience
  - Explore options for better access to equipment outside of Yellowknife, including space and programs
  - Explore establishing an 'equipment donation to communities program' with partners
  - Expressly pursue establishing one community hub each year

## GOAL 2 MEASURES TO KNOW IT IS WORKING

- Membership based outside of Yellowknife grows
- WAMP elects Board members and hires employees (and/or contractors) based outside of Yellowknife (target: two staff members and two Board Members within five years)
- WAMP understands what members outside of Yellowknife want and need, and deliver programs that reflect these interests
- WAMP offers programs developed by members outside of Yellowknife
- WAMP's demographics (Board, staff, members) better reflect NWT communities

## RESOURCES REQUIRED TO IMPLEMENT GOAL #2

Traveling in the NWT is expensive and there are 33 communities to consider. The Executive Director will seek opportunities to leverage project work in communities so as to spend additional time and meet with existing or potential partners. In addition, the Executive Director will pursue multi-year funding opportunities to support travel and networking specific to partnership development. CanNor may be an appropriate funder for such initiatives, given the focus on strengthening the sector in regions beyond the North Slave and the potential for job creation. WAMP will need to articulate a strong case for its role in community economic development, and demonstrate through partners that there is an appetite for WAMP's services, including both educational programs and equipment access.

Funding and operating several independent offices is likely not going to be cost effective. However, WAMP can identify and build strategic partnerships in which a partner organization administers and delivers WAMP-supported programs (such as, but not limited to equipment rental) thus reducing overhead costs.

By building more community-driven projects, WAMP can also be retained as a "contractor" for projects driven by northern partners. This may open up new funding channels that are only available to Indigenous organizations.

*If we had places to divert questions and comments that are industry focused The PMA needs to fundraise for administration support. A lot of these things do get put to us as a first point of contact.*  
- workshop participant



## GOAL 3 – CONTINUE TO DELIVER QUALITY PROGRAMMING THROUGHOUT NWT

WAMP provides a variety of programming to NWT digital media artists. These programs focus on NWT made content and utilize other northern, national, and international content to augment the opportunities for collaboration, inspiration, and skill development. WAMP programs also aim to grow local digital media artists and to develop audiences for their work. Entry level training simultaneously provides more advanced producers an opportunity to refine and share their art through teaching – WAMP aims to ensure that those contracted to teach are northern-based.

In recent years, WAMP staff and Board members have witnessed the positive benefits of integrating work within formal, accredited NWT curriculum, whether at the secondary, post-secondary, or continued professional development levels. For instance, in delivering The Dope Experience program, program partners worked with schools to support students in receiving secondary school credits for participating in the program. WAMP has also become an accredited Adobe trainer so that students taking WAMP's Adobe training programs receive formalized certification once a program is complete.

There are other opportunities for WAMP to expand

and formalize its training delivery. For example, the GNWT's Department of Education, Culture, and Employment (ECE) provides employers with funding to support employees in training, but employees must be participating in training offered by a recognized institution, and offering a clearly defined course or program with well articulated learning outcomes, delivered by a qualified trainer. ECE has a process by which education institutions can apply to be recognized as qualified trainers. ECE also supports short training programs through its adult education centres. A future partnership with ECE may enable WAMP to collaboratively develop and deliver on contract versions of the existing production training program.



# GOAL 3 OBJECTIVES & APPROACHES

WAMP will:

1. Maintain and strengthen its existing long-standing programs, including YKIFF, 48-Hour Music Competition, equipment rental and HackSpace / Digital Lab.
  - Seek funding and opportunities to expand these programs beyond Yellowknife
  - Explore virtual models of program delivery to expand their reach
  - Continue to support more advanced artists through the Master's classes offered concurrent to YKIFF
2. Pursue opportunities to develop additional programs with youth to foster creativity and strengthen digital literacy.
  - Build on WAMP's Film Production Training to target it to various ages, including specific youth ages and adult learning
  - Pursue opportunities to collaborate with ECE and/or school boards to create and deliver secondary level training tied to NWT curriculum, through which students can obtain credits
  - Pursue opportunities through Skills Canada or other partners to bring more digital arts training into NWT schools and to encourage media clubs
  - Identify more champions to sustain and expand WAMP's intern program
3. Strengthen its reputation and structure as a training and education institution, further developing, standardizing, formalizing, and branding WAMP-certified training programs
  - Collaborate with professional educators to create standardized curricula targeting specific levels of learning, and specific learning outcomes in the media arts
  - Over time, expand to offer higher level certifications, recognizing that years of foundational training are needed prior to advanced workshops.
  - Further develop a partnership with Aurora College in delivering programs in NWT communities, including programs pertaining to equipment, program development, and outreach



- Identify opportunities to build accredited standing of WAMP's expanded courses through partnerships with ECE, Aurora College, Dechinta University and potentially others
  - Strengthen WAMP's branding and promotions as an educational institution
  - Task a Board Member with representing WAMP's interests at future planning and engagement opportunities related to an NWT Polytechnic University
4. Support the growth of key media arts trainers outside of Yellowknife
    - Pilot an approach to a train-the-trainer program
    - Formalize programs by tying into existing accreditation programs, where appropriate, such as Adobe trainer accreditation
    - Promote programs to target priority individuals such as teachers, for instance through the NWT Teachers Association and other partners

## RESOURCES REQUIRED TO IMPLEMENT GOAL #3

Several of the objectives identified here are ambitious, complex, and expensive to deliver. However, the potential benefits to the broader NWT community in terms of economic diversification are clear. WAMP will pursue funding from organizations such as CanNor, recognizing that WAMP's objectives are intrinsically linked to sector development. Project specific funds would enable WAMP to secure the resources that it needs, including funding contracts not only with those with content expertise in the digital media arts, but also with education and curriculum development expertise.

In taking on projects related to training and/or youth outreach, WAMP staff and Board intend to be realistic about the internal human resources also needed to effectively coordinate and manage projects of this scope and complexity. Funding relationships must be sufficiently strong as to resource WAMP for success – not only in hiring external contractors, but also in recognizing and supporting the required in-house human capacity.

Once training curriculum are formalized and marketed, many of these programs can be self-sustaining through registration fees, and by partnering with employers, as well as GNWT and federally funded programs that support learners by covering program fees.

## GOAL 3 MEASURES TO KNOW IT'S WORKING

- WAMP is recognized by ECE as a qualified training institution providing recognized certifications
- Digital media arts are increasingly represented within NWT's secondary curricula
- Digital media arts training is offered and certified at the post-secondary level through partners that may include: Aurora College, Dechinta university, and the future NWT Polytechnic University
- WAMP continues to deliver successful programming, with expanded reach (YKIFF, 24-Hour Music Festival, HackSpace, equipment rentals) and will monitor success by tracking participation rates and community locations
- The number of trainers that WAMP relies on increases over time



## GOAL 4 – BE READY TO TAKE ADVANTAGE OF NEW FUNCTION-FIT SPACE

The WAMP space could be improved. WAMP staff, Board and membership dream of a place that promotes collaboration, is accessible to members, gives employees a great place to be, and has enough room to store equipment. The organization also knows that this is expensive and might not be in the best interest of membership if it comes at the cost of other programs and projects. Actively pursuing a new location could be a substantial distraction from organizational priorities, however, WAMP needs to build its reserves to be ready if, and when, an opportunity for an improved space arises.

### GOAL 4 OBJECTIVES & APPROACHES

WAMP will:

1. Continue discussions with prospective partners with which to share space
  - Establish criteria to evaluate the sustainability of any potential partners
2. Develop decision criteria to evaluate the opportunity of a new location
  - Identify WAMP's needs within a new space
  - Create a conceptual program space design that can be shared with potential partners as a basis for further dialogue
3. Prepare the organization financially for a new, and more expensive space
  - Research the average market cost of the commercial square footage that is needed
  - Create a new space subcategory for retained earnings and seek to set aside a percentage of earnings each year to this cause
  - Where feasible, increase the portion of rent identified within project funding proposals, allocating surpluses to the new space subcategory for retained earnings

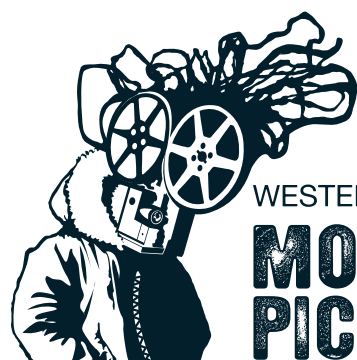
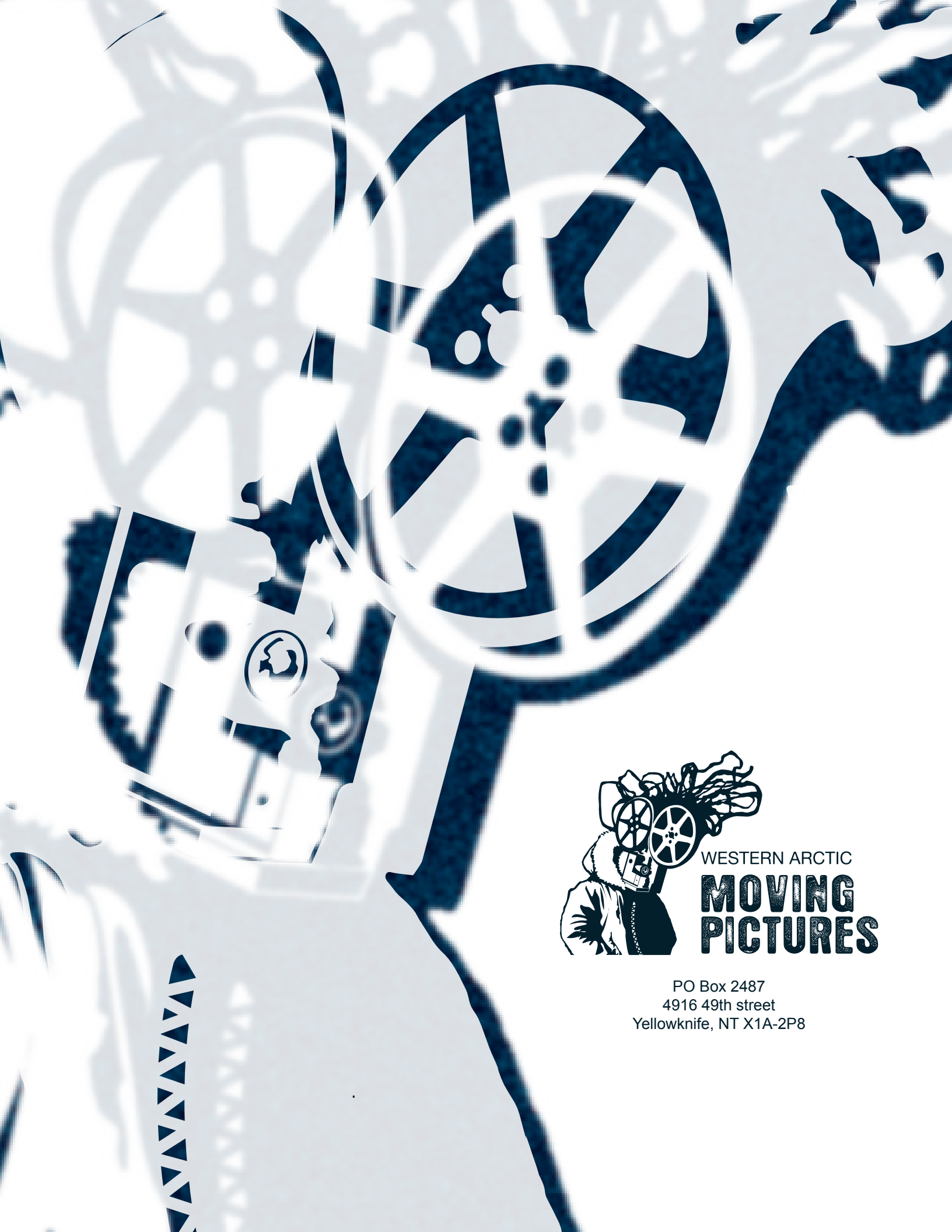
### RESOURCES REQUIRED TO IMPLEMENT GOAL #4

As opportunities are better defined, WAMP may be in a position to support infrastructure funding applications. In the meantime, WAMP can implement the strategies above to ensure that it has increased resources to consider partnering as a co-owner, or more likely, as a long-term lease holder.

### GOAL 4 MEASURES TO KNOW IT IS WORKING

1. WAMP has the resources available to take advantage of a new space if it comes available
2. WAMP knows what is important for a new space and what the organization is willing to invest
3. WAMP has established clarity and consensus about future space needs
4. WAMP has a package of information ready to share with potential partners that helps facilitate efficient dialogue and build effective partnerships





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