



Annual Report 2016

Presented at the Annual General Meeting November 10th 2016



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Chairman's Report

2016 has been a year of transition for the Factory, like all transitions change can be difficult, for many the process is painful. Transitions do not always seem to benefit short term gains, and in our fast paced society which often expects immediate gratification, transition is often averted in favour of protecting the status quo.

Transitions are difficult to maintain, and in the slow pace of the non-profit sector that pace sometimes seems minuscule. As setbacks mount they add to the pressure to just go back to the way things were.


The difficulty of transitions, for a board, for an executive, and for staff is maintaining the vision necessary to carry the organisation far enough past those setbacks to realize the gains.

And the gains from a positive transition can make the difference between surviving and succeeding. The FMC has long proven itself a survivor, cutbacks, cost increases, staying relevant. The obstacles this non-profit organization has faced and overcome over its lifetime are a testament to its endurance. However, beyond this durability; this board, this executive, and our staff see a potential far beyond merely surviving.

This year of transition has seen us further clean up our books, paying down debts, getting our house in order. Getting a grasp on charitable status as we move forward with our application into 2017 and beyond, attracting and keeping motivated and talented staff, developing strong community partnerships and projects, facilitating innovative exhibitions, increasing our exposure and our building benefits for our members. These are all highlighted goals as we move through this year of transition.

And as we continue to grow we look for new opportunities, ones that keep us on track moving forward. This transition that the Factory is still pushing ahead through has a goal worth attaining, this Board, this Executive, all the people working in our committees and writing grants, our staff. We are all knee deep moving toward a metamorphosis. With the perseverance I have seen this place show, I have no doubt 2017 will be the year we start seeing the fruits of this transition.

This year we made some movement toward our charitable status application but not far enough to announce anything yet. We are still in the application process but we should have some good news by springtime. In that vein we also applied for and received funding to hire a consultant who will help us re-organize and hit the charitable status ground running. Transition can be a light at the end of a long tunnel but having someone along who knows the way can only help.



I want to thank someone who has been involved with the FMC every step of its journey so far. Everyone here knows her but you only really know her when you know how hard she has worked for the Factory. Josefa Radman is a founder and has been our ex-officio for many years. It's difficult to overstate the importance of the role Josefa still plays at the FMC. She knows where the bodies are buried, and she keeps the trains running on time. She has been an invaluable asset – especially to me - and in many way our transitional year is marked by her taking a gracious step back and letting the Factory waddle around on its own. She is committed to continuing this important transition and 2017 will see her role develop into one of advisory, as she stands a little closer to shore watching the Factory move into deeper waters on its own.

I want to thank the people working behind the scenes, the people developing projects and picking up the pieces when necessary. Vanessa Crosby Ramsay and Dima Matar, while not on our Board they work tirelessly on projects that benefit the Factory, including many months of Vanessa stepping in to minding the Factory. I also want to acknowledge the work of our book keeper Wendy, while behind the scenes her role is no less important, a big thanks to all their hard work.

I want to thank the FMC Executive for their endurance and shared vision for this place, Ryan Ferguson, Amy McIntosh, and Lisa La Roca. Without their dedication it would be impossible for this place to even survive. The FMC is extremely fortunate to have such focused, talented, and clear headed people in positions of leadership.

I want to thank our current 2016 Board, Brianna Busch, Patrick Gagliardi, Paula Tobias, Norah Wakula for their commitment and positive attitude, steering and leading committees, giving their time and energy.

As with many commitments however, Board terms come to an end, and as Norah and Brianna move on to take on new challenges we look forward to gaining a few more members - ready to bring their fresh perspective and energy to help us steer the Factory along.

Finally I would like to thank our new staff, Abedar Kamgari. She has been with the Factory for almost four months and her attitude, skillsets, foresight, and commitment have already proven invaluable. There is no one better suited to help us guide the Factory through this transition and the steps beyond.

What the Factory looks in the steps beyond is what we are working so hard to achieve.

Yours Truly,



Steve Hudak

Chairman, The Factory Media Centre



Treasurer's Report

The Factory Media Centre began 2016 with a \$5,641 deficit, an improvement on the previous year and a result of the strong deficit reduction plan in place. The finance committee put a great deal of time and effort over the course of 2016 into re-assessing procedures and organizational spending. Through a continuing effort, the financial state of our organization has improved and will continue to do so through very close monitoring by the finance committee. Factory Media Centre total revenues for 2016 increased from 2015 to \$144,654. Expenses were \$125,702, higher than expenses in 2015 but demonstrating some very important organization changes and reflecting the increased revenue due to grant projects. In 2016 the organization has managed to turn a yearly loss trend into an excess of \$18,952 leaving the Factory Media Centre with a total surplus of \$13,311 as we enter the 2017 fiscal year.

The Factory continued to use the CADAC Accounting Template introduced in 2015, as well as Quick Books online. With the turnover of three different administrators at the FMC this year, the finance committee had to refine procedures to ensure tracking methods were properly followed. Our current administrator, Abedar, is now fully trained on finance procedures, which are running more smoothly than ever. The steps taken to improve procedures and financial oversight in 2015 and 2016 have helped the organization erase the previous deficit and move forward in a more sustainable way.

We would like to thank our auditor, Paul Gibel of Grant Thornton and his staff of enthusiastic and experienced financial consultants for their expertise and advisement on a continuing basis at a rate that demonstrates their clear commitment to the not-for-profit cultural community. With their guidance and support, we are steering our way to fiscal standards in all areas of operations and programming.

Ryan Ferguson & Lisa La Rocca (*Co-Treasurer's*)

Programming Report

2016 has been a busy and exciting year of programming at the FMC. Supported by all three levels of government, the Canada Council for the Arts, Ontario Arts Council, and the City of Hamilton, the Factory Media Gallery Series on the second Friday of each month, has been an active centre for media arts exhibition in Hamilton. As a favourite spot for Hamiltonians to explore during the James St. North Art Crawls, FMC has had some unique and exciting shows this year.

Beginning in February, FMC presented the second installment of *IO Lab*, an audio visualization pilot project encouraging media artists of all levels to test and share their experimental interactive works. With a group of emerging and established artists from Hamilton, McMaster University, and Sheridan College, this electrifying collage of abstract visuals projected throughout the space, affected by droning audio signals with real-time, responsive interactivity was a big hit for the audience. The artists were able to gather feedback on their work and test the Input/Output effects in an exhibition setting.

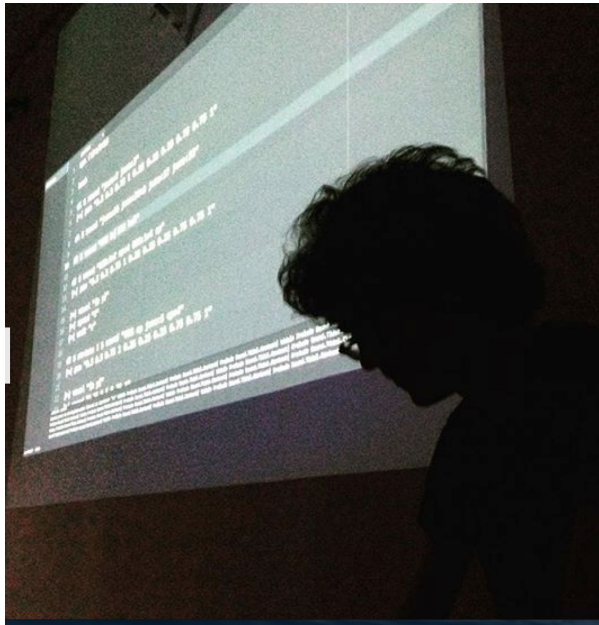


In March, we had a special and fun treat at the FMC with visiting artist and inventor extraordinaire - Dan Zen! His exhibition, *Collective Control*, featured years of Zen's work in interactive, digital games that conceptually represented the reaction of what happens when multiple people operate the same thing at once! It was live, tangible, animated, and a thrilling experience for the audience. There was collective crawling, controlling a real-life model through voice command, collective coloring in a computer game, and more. What a fun night!

In April, FMC featured UK media artist, Dan Tapper and his work *Turbulent Forms*. The highlight of the show was documentation of Trapper's latest work Heliosphere - an ongoing project investigating space through sound, data, text, image and imagination. From images captured from generative systems, moments before their moment of collapse, to the sonic onslaught of the electromagnetic sounds of the London Underground, this show was a sensory world of projected image, chaos, sound and beauty.



In springtime we presented a special suite of one-night, performance based shows featuring audio reactive visuals and coded audio works. Starting in May, Hamilton artist Harold Sikkema presented his work, *Reptile Choir*. This was especially perfect for the Youth Crawl that brought in over 200 students during the day before art crawl. A fun and imaginative work, *Reptile Choir* allowed anyone with a smart phone, iPad, or computer to 'join' the reptile choir and navigate their way through acoustic landscapes and seascapes of the visualized swimming turtles floating all over the walls of the FMC.



In June, FMC featured live coding performances by audio artists *Tanya Gonvalves & Jason Rule*. *Embracing the Voice*, the performance by Tanya Gonvalves, focused on the diverse transformation of the voice during a live coded performance. In particular this piece was interesting because it bridged the gap between the performer and the audience by exploring spatialization techniques.

As the summer rolled in, the FMC programming committee was inspired by some recent films completed in an Ontario Trillium Foundation

sponsored FMC workshop called Take 1, Take 2 and Take 3, ran by OTF Programming Coordinator Nathan Fleet, students learned how to produce short media from concept to completion. In particular, a work called *STAND UP FOR STEEL* by John Bartley, Chantel Silveria, & Monika Benkovich, stood out as an inspiring, Hamilton industry and labour themed work.



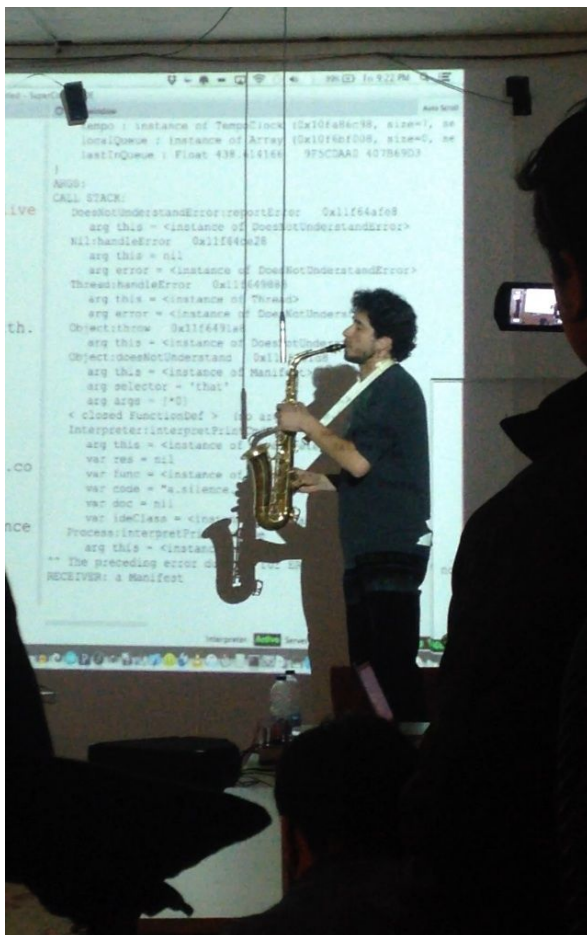
Soon, a curatorial screening was conceived by Vanessa Crosby-Ramsay entitled *LIVES/LABOUR/LOST* which featured an evening of free films themed around factory work and the people who are affected by working conditions, plant closures, and job loss. Works by Philip Hoffman and Lesley Loksi Chan were also screened.

In August, we featured *para ser libres...* an eight-channel networked sound installation that filled the FMC gallery space for 3 weeks by live coding artists Dr. David Ogborn and Alexandra Cárdenas. A metaphor for communal work, wherein many creators collaborate for the wellbeing of all, and celebrates the many ways in which an individual or a community can decide to be free by sharing openly the fruits of their work. An ever-changing mix of generative sonic patterns occupied the loudspeakers, while, following the live coding tradition of projecting one's screen, Live coding performers from around the world could reach into the installation over the Internet, changing the code as it runs. Simultaneous with its exhibition at the Factory Media Centre. The cool thing about this show is that it was presented at el Memorial in Mexico City, through the Centre for Digital Culture, and audience members in both Hamilton and Mexico City could see and hear the actions of distantly located artist-programmers.

By September we were ready for Supercrawl with guest artist and FMC member Adrain J. Miller. His first solo exhibition entitled '*It's About Time*', curated by emerging curator Dima

Matar, featured over 26 TV sets playing looped cinemagraphs - a visual calling card for Miller of the people and places he experiences in the world. His film '365 Seconds of My 2015' also projected on the back wall was a visual document that strings together sound, images, and video of the artist's year in a hyper-controlled format, in which viewers were invited to revisit memories they never had.

October art crawl was a special occasion at the FMC as we welcomed the international live coding community in to our space for the International Live Code Conference 2016. This weeklong event hosted by McMaster University featured workshops, live performances, and coded sculptures in our space.



Overall, it has been a great year of programming. Looking forward to 2017, the programming committee has plans for special screening events, member exhibitions, and new initiatives that entice and serve our membership including Factory Feedback, the OPTIKS group.

- Amy McIntosh, *Programming Chair*




Grants & Development Report

Our main objective is to develop a healthy media arts sector and entice locally trained artists to pursue independent artistic careers in this region. Support established media artists with no affiliations, and emerging artists who plan to develop their craft. To that end, the Factory Media Centre receives ongoing Multi-year Operations / Programming support from the federal and provincial governments through the Canada Council for the Arts and the Ontario Arts Council. At this time, grant revenue is proportionally greater than any other revenue stream for the Factory Media Center at 75% of overall income. It has not been easy to grow and maintain a robust level of services over a broad base of initiatives that target artists, learners, and community members while maintaining a facility and related monthly costs.

Many of our services are free of charge for all members of our community and otherwise as accessible as we can manage financially without jeopardizing the overall health of the organization while fulfilling our mandate to pay artist creation, exhibition, and facilitation fees. This balance is never easy to achieve when working on a grassroots level as an artist run centre. We rely on volunteers as uncompensated portfolio managers and project leads at the same time as we develop programs for funding to support the growth of the independent media arts in the greater Hamilton Region.

FMC incorporated in 2004 and has reached a critical point in maintaining relevance and impact to increase quality and quantity of services for artists in the region and many creative




artists arriving from other areas of Ontario. To grow capacity, FMC's most crucial challenge at this time is the ability to pay professional staff adequate living wages and benefits to grow the organization to service the growing needs of this region. Essential staff retention priorities are difficult without a diverse set of revenue sources. Our biggest challenge has been how to accomplish and effectively oversee the many quality activities that we produce and support when working with many contracted artists and technicians in a variety of capacities within project budgets versus in-house human resources.

On review of overall operating budget over the last ten years, FMC Operating Budget in 2006-2007 was approximately \$55,000 and 2009-2010 \$95,000 and 2011-2012 \$145,000, and 2014-2015 \$110,000. This is not enough to maintain a facility, overhead, and adequate staff resources. FMC would like to raise our operational budget by \$20,000-\$40,000 over the next three years, monies directly targeted to administrative, technical and programming staff. None of this work would be possible without consistent, stable, and ongoing support of our major funders, as well as positive conversations and project partnerships with our local community groups focused on arts, culture, youth, and health sectors. Without the direct support of our members, contributors such as Dynasty View Magazine, and the interest of the general public in what we do, we would not need to be here – so thanks everyone for your loyalty and commitment.

As we anticipate moving to charitable status, we look forward to a consultation facilitated by independent consultant Sue Edsworthy through OAC Compass project program grant:

- a) Build a renewed strategic plan to provide direction on strategies to align with core strategic mandate, increase profile and alliances with other groups and government support, develop partners for greater capacity to grow the media arts sector.
- b) Build a work plan that charts the process to achieve increased ability to address opportunities, improve sharing of expertise, knowledge and resources, and achieve greater sustainability through adaptation to changing needs of the community. The work plan includes a critical path that describes the resources, management and administrative capacity to achieving key milestones.
- c) Establish performance measures to analyze outcomes against objectives.

Canada Council for the Arts –



Factory Media Centre received a small reduction in annual support over the 2015-17 term and look forward to council's new funding model rollout over the next year to not only regain the \$2500 loss, but to achieve greater results going forward. Looking forward as FMC is embarking on an organizational review, an essential task will be to strategize entry into Council's new funding model.

Ontario Arts Council –

Factory Media Centre received a 5% reduction in annual support over the 2015-17 term as mandated by the OAC due to provincial budgetary constraints. However, FMC has been successful in receiving two project grants from OAC in 2014-15, for both Every Second Counts through the Artist in Community / Workplace project fund and FAIR: Intersections Integrated Arts project fund. Every Second Counts has been successfully completed, and FAIR is on its way to becoming a signature Canada150 intensive residency.

Ontario Trillium Foundation –

Factory Media Centre has successfully wrapped up the two year Factory Film Workshops & Master Class: Art & Tech series having made a significant impact on a number of emerging independent media artists as well as gained good ground in engaging senior media artists in an enriching mentorship relationship. FMC will be applying to OTF for new Seed Funding in early 2017 to support media literacy and hands on workshops with at-risk and marginalized youth, an underserved and well deserved local community.

City of Hamilton – Cultural Enrichment Fund –

FMC has received a modest decrease in City of Hamilton annual operations stipend, landing at \$15,000 for 2016. We have recently reapplied for 2017, and hope that we will increase our stipend to \$25,000.

What do we do with these funds?

Impact

- Increased profile: Independent media artists, experimental media art, James Street, the cultural sector, the Hamilton community.
 - Employ local and regional artists – facilitators, presenters, commission work.
 - Showcase + professional development – education, mentorship, networking
 - Partnerships – local charitable groups for projects **free of charge** to partners and their members
- Produced and presented over 125 professional screening and exhibition events **free of charge** to public with Artists in Attendance to Meet and Greet and Q & A – through monthly Art Crawls and special projects with AGH, McMaster, Mohawk, and Hamilton Film Festival.
 - Employed local and regional artists for over 10 years of Media Workshops, Master Classes, Artist Talks presented on a weekly basis **at low or no cost**
 - **Mandated to pay professional artist fees** for all screenings, exhibitions, and workshops to support professional development of artists
 - Mandated to deliver all programs are **at low or no cost** to all artists, emerging, mid-career, and established
 - Sponsors individuals with access to the latest technology and training **at low or no cost**
 - Incubator studio space to experiment with artistry and craft **at low or no cost**
 - Stimulates creativity and new partnerships through networking events **at no cost**

Future Focus –

The really exciting activity over the last while has been that through one-on-one mentorship, FMC members are becoming project initiators, co-ordinators, and writing grants – never easy work full of multitudinous details. This is what it will take to expand our reach and impact as well as to support a diversity of activities through targeted funding. I am pleased and encouraged by this activity and look forward to continued mentorship relationships.

-Josefa Radman, *Director of Development*





Administrator's Report

I have been with the Factory Media Centre for just over 3 months and have enjoyed getting to know the organization and its members. This year Factory has welcomed 19 new members. We have opened our doors to over 3000 visitors to our exhibitions, screening, workshops, and community events.

In terms of our services, we have implemented a streamlined facility rental system which has brought in close to \$4000 in revenue so far. This allows us continue to provide studio space to independent artists for very low rates while generating incomes through rentals to larger companies. Our production suites continue to be available to our members for only \$10/day. Take a minute to fill out our equipment/software acquisition survey and tell us what we can do to make this place work for you.

I have heard several people remark that sometimes our open hours make it difficult for them to make use of our resources. I encourage you to please email me in advance if you ever need equipment or studio space, even if it is for a day that we are not open. I will do my best to make sure you have access to the resources you need.

Abedar Kamgari,

Arts and Tech Administrator, Factory Media Centre



Equipment Report

In 2016, the Factory Media Centre purchased new lighting equipment for rental and for use in workshops. FMC spent money on repairs and maintenance of owned technology. FMC has a remaining \$16000 to spend on new equipment purchases. Our Arts Administrator has sent out a survey to members to find out more about their equipment/technology needs. And see if there are any viable ideas about what we should purchase next. FMC will analyse the information collected and make new purchases based on this information by March 2016.

Amy McIntosh

-Secretary of The Board