

# Taiwan Film & Audiovisual Institute

2026 — 2030

## Strategic Development Plan



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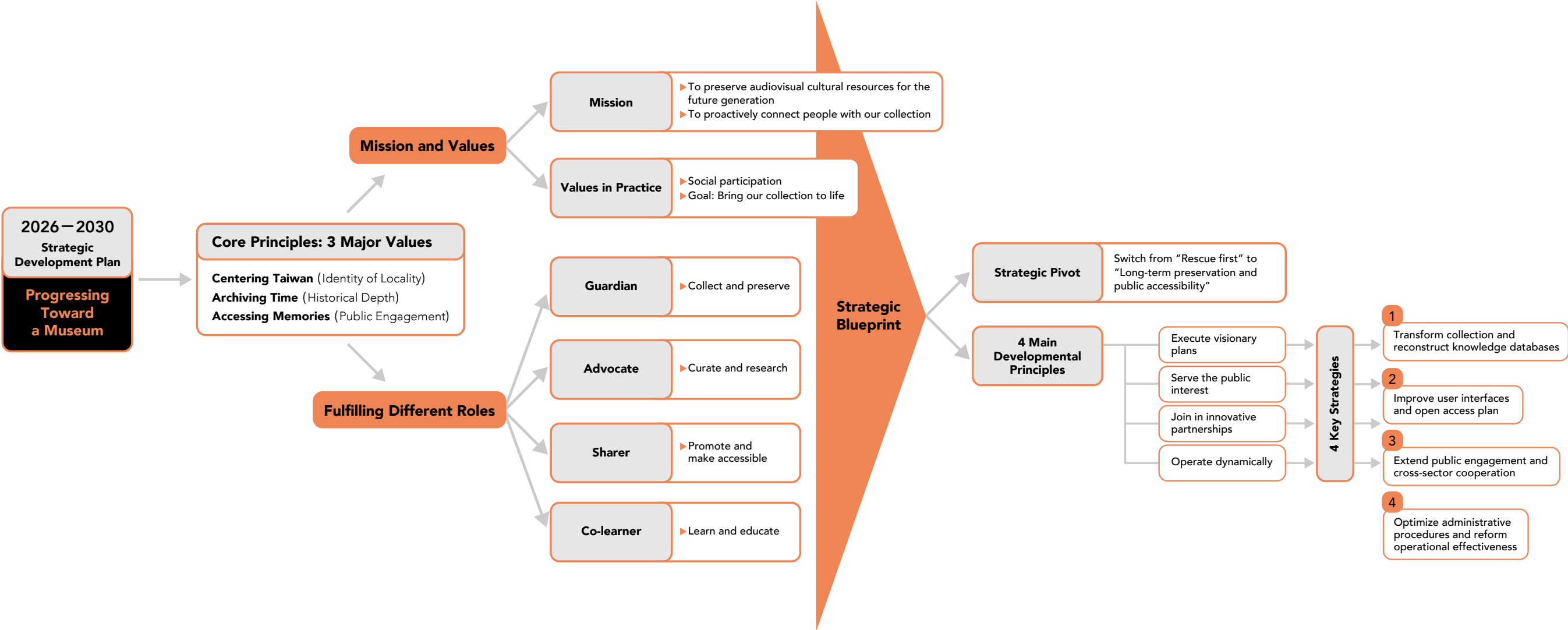
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# Conceptual Framework





# Progressing Toward a Museum

## Centering Taiwan · Archiving Time · Accessing Memories

The core mission of the Taiwan Film & Audiovisual Institute (TFAI) is to preserve audiovisual culture and resources for future generations, allowing the history and memories of this land to act as a perpetual source of nourishment for contemporary society. Ever since the completion of the new center in Xinzhuang, the blueprint for the TFAI Museum has already been set in motion, with the second phase of development approved to continue through 2027. The future museum is expected to include exhibition spaces, with the majority of the archive collection and workstations currently located in Shulin to be moved here as well. Ideally, this will allow for Taiwan's valuable audiovisual legacy to enjoy a consolidated and permanent home heading forward.

As we continue to strive to bridge the past and future, now is a pivotal moment in TFAI's transition toward becoming a museum. The following three core principles of the “2026-2030 Strategic Development Plan” will guide us as we move together toward becoming a more open and professional cultural institution:

### Centering Taiwan

Center history and culture in establishing a sense of belonging that connects Taiwan's collective memory with individual cultural identity

### Archiving Time

Preserve not only art and media, but the very traces of time and the true legacies of history

### Accessing Memories

Translate our collections such that they become public resources that can be readily accessed, engaged with, and understood by wider audiences





A woman in a white martial arts gi is shown in a forest, holding a wooden sword (bokken) diagonally across her body. She is looking off to the side with a serious expression. The background is a dense forest of tall, thin trees.

# 01

## Regarding TFAI

### Who We Are

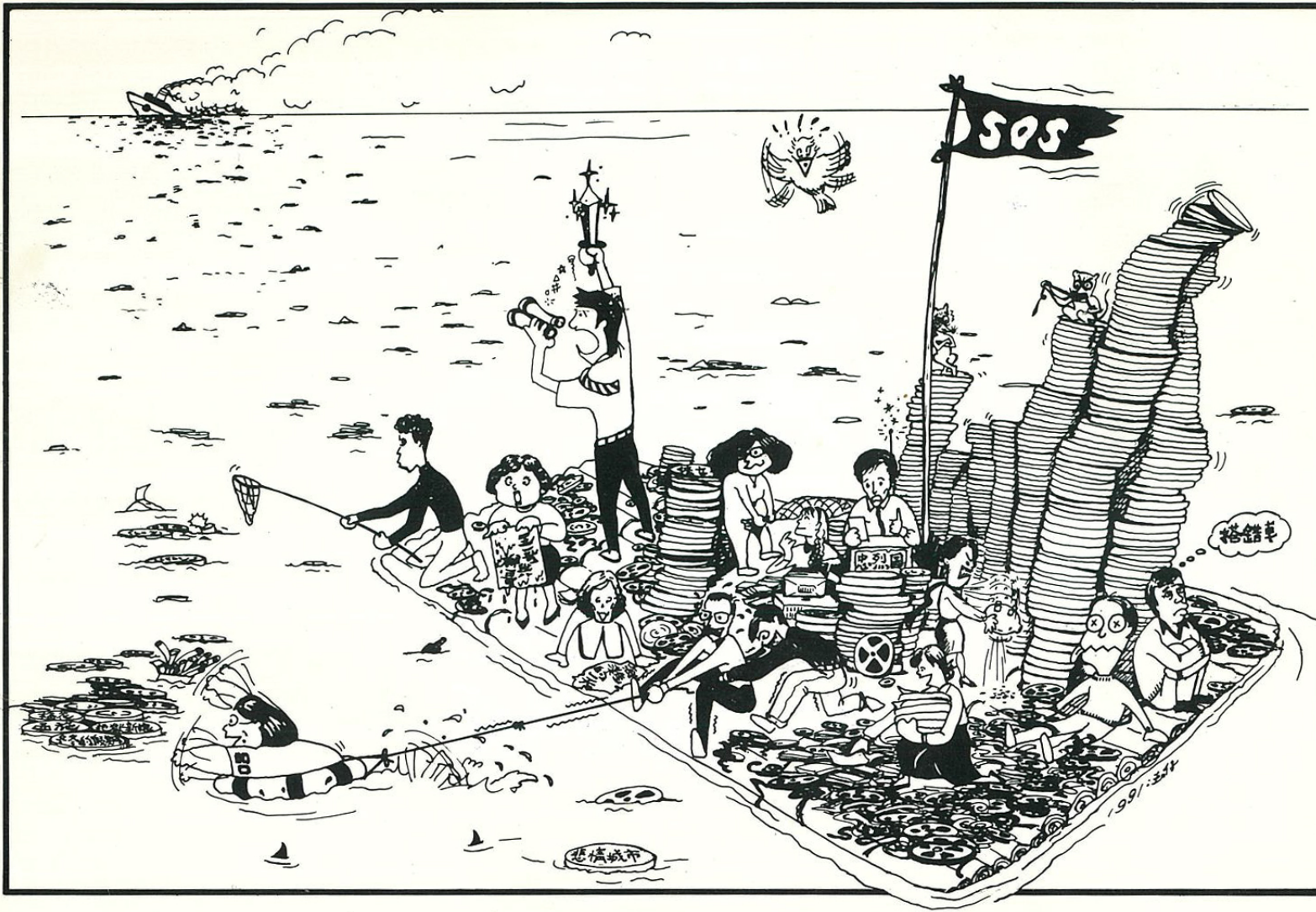
The Taiwan Film & Audiovisual Institute is Taiwan's only national-level audiovisual heritage preservation institution, holding the status of administrative corporation. It is also a member of the International Federation of Film Archives (Fédération Internationale des Archives du Film, or FIAF). Cinematic objects make up the largest share of TFAI's archival holdings, followed next by items related to television and radio. The institution fulfils additional roles related to research, promotion, exhibition, and education.

TFAI was established in 1978 but has transformed multiple over its nearly 50-year history. Its current venue in Xinzhuang includes cinemas, a library, and event spaces, and it regularly hosts curated film screenings and related programs. Meanwhile, a collections storage facility in Shulin holds more than 200,000 audiovisual materials and archival artifacts.

*A Touch of Zen, 1970*



## The Story of TFAI



A 1991 CTFA's greeting card, with comic characters representing the staff.

### 1978

Called the "Film Library" at the time, it was located at No. 7 Qingdao East Road in Taipei. The first library in Taiwan that prioritized books related to cinema, it officially opened to the public the year after its founding and began to host film screenings, becoming a hidden oasis for lovers of art and culture. At the time, it was not easy to view global cinema in Taiwan, and students who studied abroad actively donated books to the library, helping bring film knowledge home. Poet and director Hung Hung once said, "If there is a heaven, it must be like this, with an endless supply of classic and hard-to-find films, as well as film magazines from all around the world."

### 1989

After undergoing renovations and refurbishment, the facility reopened under a new name: the "Film Archive." Not only was the space for displaying books, periodicals, and videotapes upgraded and enlarged, but to foster a stronger environment for film scholarship, a 66-seat screening room was added. This was accompanied by programming such as director talks and filmmaking workshops, the latter receiving particular praise from film fans; luminaries like Hou Hsiao-Hsien, Edward Yang, Wu Nien-Jen, Christopher Doyle, and Liao Ching-Sung were invited to act as guest instructors, providing guidance and mentorship to participants.

### 1991

The name was changed again, this time to the "National Film Archive (Chinese Taipei Film Archive)." In order to focus the archive's limited resources on collecting and preserving historical materials related to Taiwan cinema, the second director, Ray Jiing, organized the "Taiwanese-language Film Working Group" and the "Taiwanese-language Film Rescue Project." Archive staff began a sweeping, all-out effort to salvage film-related cultural materials, scouring sites ranging from demolished movie theaters to recycling depots. They recovered movie posters, film stills, and hundreds of classic Mandarin and Taiwanese-language films, thereby filling in an important portion of the map of Taiwanese film history.

### 1995

The National Film Archive (Chinese Taipei Film Archive) became an official member of FIAF, leading to inter-institutional exchanges that widened perspectives and further solidified the archive's mission to preserve cinematic cultural heritage. Film reels and other cultural artifacts were gradually relocated to a climate-controlled storage facility in Shulin, and digital archiving and restoration projects began.

### 2014

Transforming again to become the Taiwan Film Institute, the organization also took over running the Taiwan International Documentary Festival (TIDF) and Taiwan Docs. In order to create more opportunities for film screenings and festival participation at home and abroad, it also released the Taiwan Cinema Toolkit online and launched additional film education initiatives. These included adapting classic films into supplementary teaching materials through the Edumovie platform and more proactively organizing workshops, not to mention camps during summer and winter vacation.



#### 2020

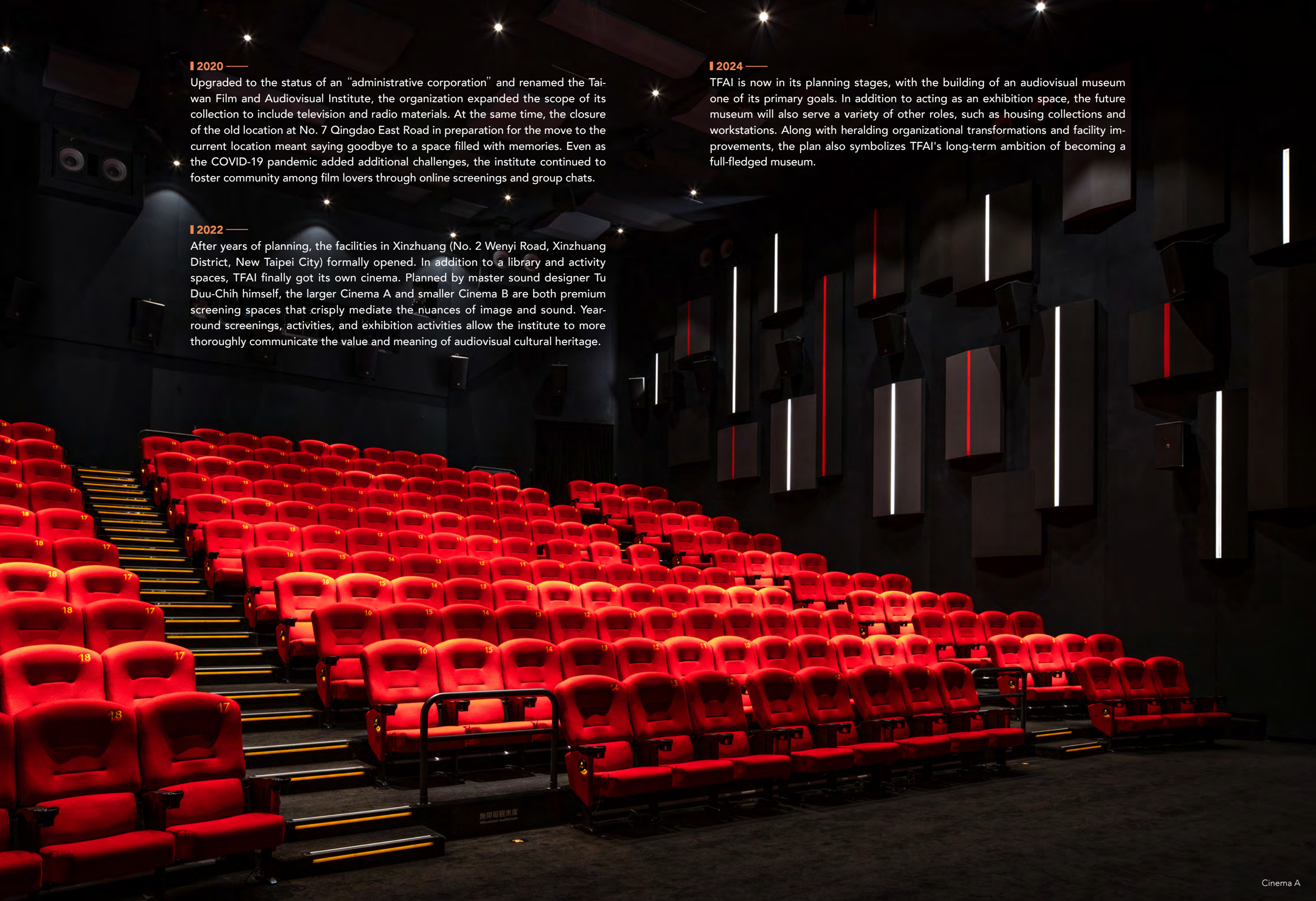
Upgraded to the status of an “administrative corporation” and renamed the Taiwan Film and Audiovisual Institute, the organization expanded the scope of its collection to include television and radio materials. At the same time, the closure of the old location at No. 7 Qingdao East Road in preparation for the move to the current location meant saying goodbye to a space filled with memories. Even as the COVID-19 pandemic added additional challenges, the institute continued to foster community among film lovers through online screenings and group chats.

#### 2022

After years of planning, the facilities in Xinzhuang (No. 2 Wenyi Road, Xinzhuang District, New Taipei City) formally opened. In addition to a library and activity spaces, TFAI finally got its own cinema. Planned by master sound designer Tu Duu-Chih himself, the larger Cinema A and smaller Cinema B are both premium screening spaces that crisply mediate the nuances of image and sound. Year-round screenings, activities, and exhibition activities allow the institute to more thoroughly communicate the value and meaning of audiovisual cultural heritage.

#### 2024

TFAI is now in its planning stages, with the building of an audiovisual museum one of its primary goals. In addition to acting as an exhibition space, the future museum will also serve a variety of other roles, such as housing collections and workstations. Along with heralding organizational transformations and facility improvements, the plan also symbolizes TFAI's long-term ambition of becoming a full-fledged museum.





# 02

## Fulfilling Different Roles



As a unique cultural institution with more than 50 years of experience accumulated across different periods of history, TFAI continues to evolve and develop diverse functions and identities. Building off the foundation of its rich collections, TFAI regards itself as a **guardian, advocate, sharer, and co-learner**.

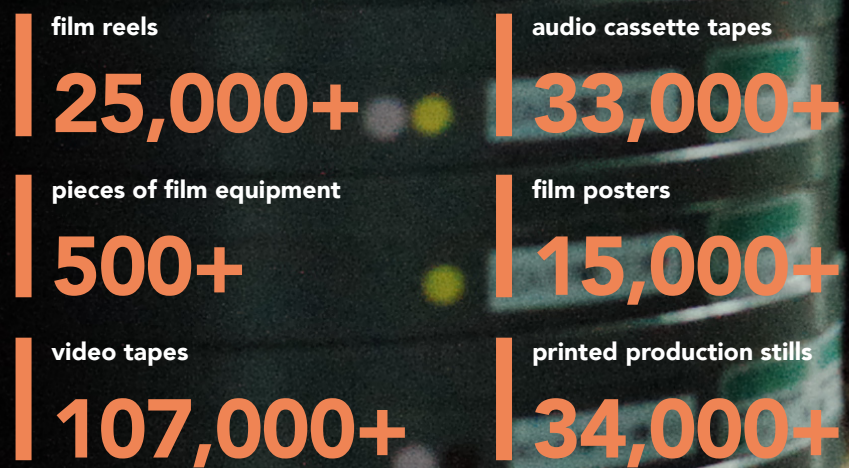
These four roles serve as concrete guidelines for putting our three core principles into practice and enable the institution to carry out its main duties of preservation and restoration; outreach and collaboration; and research and curation. We act as a **guardian** in order to **archive time**; we act as an **advocate** and **sharer** in order to **access memories**; and we maintain the spirit of a **co-learner** in carrying out all our initiatives. All of this hard work ultimately stems from our aspiration to uphold a sense of **Taiwaneseness**.



## Guardian : Collect and preserve

TFAI strives to protect Taiwan's audiovisual heritage and has amassed tens of thousands of films and audiovisual archival materials. These primarily consist of films, television programs, and radio broadcasts, but there are written documents and equipment as well. With sustainability as the core guiding principle, the systematic collection, preservation, and cataloging aim to **archive time**, transforming it into functional resources for public use.

As of 2025, the collection figures are as follows:



Within the TFAI repository, we also have numerous important “sub-collections,” including:





## **Film** **Works from the Japanese Colonial Period**

This collection includes Taiwan-related films from the Japanese colonial period (1895-1945), with most falling into the categories of education, government propaganda, and documentary. Among these works is the oldest extant filmic representation of Taiwan, *Formosa*, dated to around 1920.



*Formosa*, 1920s

## **Film** **Taiwanese-language Cinema (Taiyupian)**

With production dates spanning from 1955 to 1981, these films are fully voiced in Taiwanese. Taiwanese was the mother tongue for the majority of Taiwanese people at the time, which ran counter to the Nationalist government's vigorous implementation of its "National Language Policy" promoting Mandarin, thus leading to conflict. According to statistics, the total number of Taiwanese-language films produced numbered over 1,200, yet only 200 remain. Among these are the works of famed directors like Ho Chi-Ming (1916-1994), Lin Tuan-Chiu (1920-1998), and Hsin Chi (1924-2010), among others.



*The Husband's Secret*, 1960

## **Film** **Newsreels by Taiwan Film Studio**

From 1945 to 1985, the Taiwan Film Studio, managed by the government's Department of Information, created a huge number of films and government propaganda, dealing with topics including military parades, armed forces training, public sanitation, engineering projects, local celebrations, sports competitions, and so forth. This constitutes TFAI's most extensive collection, now open gradually to the public and available for free download.



Newsreels by Taiwan Film Studio

## **Film** **Newsreels by China Motion Picture Studio**

The China Motion Picture Studio was responsible for creating propaganda films documenting the Second Sino-Japanese War (also known as "War of Resistance Against Japanese Aggression," 1937-1945). Its newsreel task force filmed contemporary scenes of soldier training and military drills, as well as instances of Chiang Kai-Shek's regional inspection tours and diplomatic receptions of foreign delegations. The collection includes 2,400 films that go beyond what ordinary journalists could record at the time.

## **Film** **Central Motion Pictures Corporation**

Established as a party-owned enterprise by the KMT in 1954, the Central Motion Picture Corporation (CMPC) began by producing anti-Communist propaganda feature films, later shifting its commercial strategy to adapt with the changing times. It nurtured the careers of a number of notable directors, including representative figures of "healthy realism" like Lee Hsing and Pai Ching-Jui; vanguards of "Taiwan New Cinema" like Hou Hsiao-Hsien and Edward Yang; and later talents like Ang Lee and Tsai Ming-Liang. The studio released several critically acclaimed classics, including *Dust in the Wind* (1986), *Terrorizers* (1986), *The Wedding Banquet* (1993), and *Vive L'amour* (1994). In 2022, in order to ensure the proper preservation of CMPC's films and make them more widely available, the National Development Council donated them to TFAI under the terms of the "Fund for Promoting Transitional Justice."



*Dust In The Wind*, 1986



| Film |

Hand-painted posters of Chen Tzu-Fu

Praised as Taiwan's master of hand-painted film posters, Chen Tzu-Fu (1926-2022) entered the profession in the post-World War II period. Even before a film began production, as long as Chen was given an actor's photograph, a plot summary, or even just a title, he was capable of creating a captivating, hand-crafted promotional image that would draw in audiences. His works elegantly capture the aesthetics unique to early Taiwan cinema.



Hand-painted film poster "The Best Secret Agent" by Chen Tzu-Fu

| Film |

Golden Harvest Awards Collection

Established in 1978 as a means of encouraging the development of cutting-edge filmmakers, the Golden Harvest Awards for Outstanding Short Films have long been regarded as the incubator of Taiwan cinema. In addition to giving awards based on film category, the program also recognizes outstanding technical achievement. Famed directors including Ang Lee, Tsai Ming-Liang, Yang Li-Chou, and Hsiao Chu-Chen were all recognized by the Golden Harvest Awards at the outset of their careers.

| Radio |

Bao Dao Radio (Taiwan New Telecommunication)

Dubbed "The Mother of Issues-focused Underground Radio in Taiwan," Bao Dao Radio began broadcasting in 1993 and is the most important Taiwanese-language radio station. One of its original founders was former President Chen Shui-Bian, while other prominent figures like former Vice President Annette Lu, former Vice Premier Yeh Chu-Land, eventual Minister of Culture Li Yuan, and film director Sylvia Feng. The collection currently includes over 9,000 program recordings, demonstrating people's demand for freedom of speech in the wake of martial law while also reflecting larger social changes and the process of democratization.



The Portrait of Hundred Occupations, 1990

| Television |

Broadcasting Development Foundation Collection

Established by the government in 1985 as a means of encouraging the growth of media and homegrown audiovisual culture, the Broadcasting Development Foundation used public funds to cultivate both on-air and behind-the-scenes talent in the radio and television industries and support the production of many high-quality programs. It was also responsible for social education programming prior to the establishment of Public Television Service Taiwan, including locally oriented documentary series like *Able Hands* (1986), *The Portrait of Hundred Occupations* (1986-1991), *The Pulse of the Earth* (1990), *Life in the City* (1992), *Temples of Taiwan* (1993).



**Advocate: Curate and research**

In addition to collecting and preserving materials, TFAI engages in both investigative research and curatorial explication, attending to decolonial perspectives and overlooked historical gaps when responding to film and audiovisual archival materials. The institution also accumulates oral histories, publishes periodicals and books, and operates web pages and webzines. Both small and large onsite cinemas function as “windows on the world,” showcasing a host of exceptional domestic and international films. Besides, the biennial Taiwan International Documentary Festival (TIDF), founded in 1998, shows documentary films to promote and spread awareness of worldwide issues for multiculturalism.

**Sharer: Promote and make accessible**

As a public institution, TFAI has since its inception made “sharing” its guiding rule. In addition to having the oldest and most extensive film-themed library in Taiwan (with over 23,000 books and 4,000 audiovisual materials), it also hosts the online *TFAI Open Museum*, a valuable platform for curating, preserving, and making films accessible. This all comes in addition to regular in-person screenings, outdoor screenings, participation in international film festivals, educational events, and a host of other programs and activities that help in fostering deeper connections between audiences and TFAI.



Inside the Library

**Co-learner: Learn and educate**

As an institution specializing in preserving film and audiovisual culture, TFAI finds value in the “learning together,” firmly believing that audiovisual heritage is a vital medium for inspiring critical thinking. Through exhibitions, guided tours, workshops, and the development and use of thematic educational materials, TFAI invites members of the public of all ages and from diverse educational backgrounds to participate in learning, creating a collaborative space for exchange grounded in diverse perspectives. From the transmission of professional expertise to the exploration of historical contexts, the sharing of knowledge should not be a one-way delivery but rather a dialogue that crosses eras, generations, and disciplines.



Film Restoration and Preservation Workshop



# 03

## Mission and Values



*Vengeance of the Phoenix Sisters, 1968*

TFAI is at its core a **Taiwanese collection**. Its archival holdings in cinema, television, and radio interconnect different eras of Taiwan while also linking Taiwanese people with their collective memory. Built on this rich cultural foundation, our core task is to define the relationship between a national collection and its public while also charting a course into the future.





## Mission and Responsibilities

TFAI's foremost mission is to safeguard Taiwan's film and audiovisual cultural heritage for future generations while **actively forging connections between the collection and people**. Through preservation and use, it reconstructs a visible and audible Taiwanese cultural and historical record in moving images and sound—ensuring these materials are understood, discussed, and engaged with—**so that they become an entry point for Taiwanese people to know themselves and for the world to know Taiwan.**



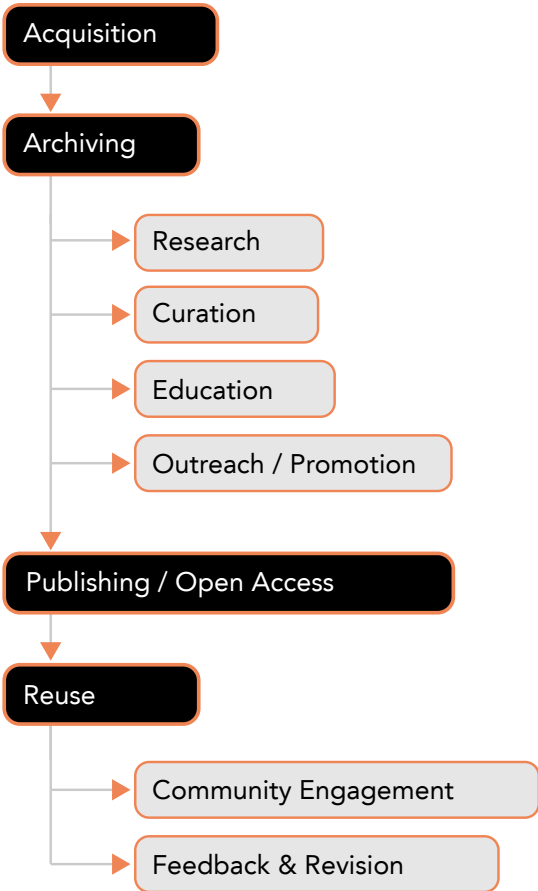
Accordingly, with respect for cultural context, ethics, and rights, and guided by clear collection policies and priorities, TFAI should as much as possible make its holdings discoverable and available for use. Whether through promotion, outreach, research, or curatorial work, we are not only a site

of preservation offering historical depth, but also a forum for open knowledge, cultural equity, and experimental creativity. The following “Collection Workflow Cycle” diagram presents the pathway for fulfilling this mission:

Collection Workflow Cycle

From acquisition to preservation and use, continuously generate and disseminate the meaning of the collection

Current situation



Future aim



Putting Our Values Into Practice

We firmly believe that film and audiovisual cultural heritage is not only a form of history and memory, but also a record and reflection of its time.

Accordingly, beyond preservation, promoting openness and access will be a key focus of our future plans. With “**social participation**” as a chief goal, we will progressively build diverse interfaces

and platforms to foster public dialogue, cultural engagement, and cross-sector collaboration. The more open we are, the more these materials will be used; the more they are used, the greater the understanding; the greater the understanding, the greater the possibilities for the future. Through cross-departmental collaboration, we will work from the inside out toward “**activating the archive**.”



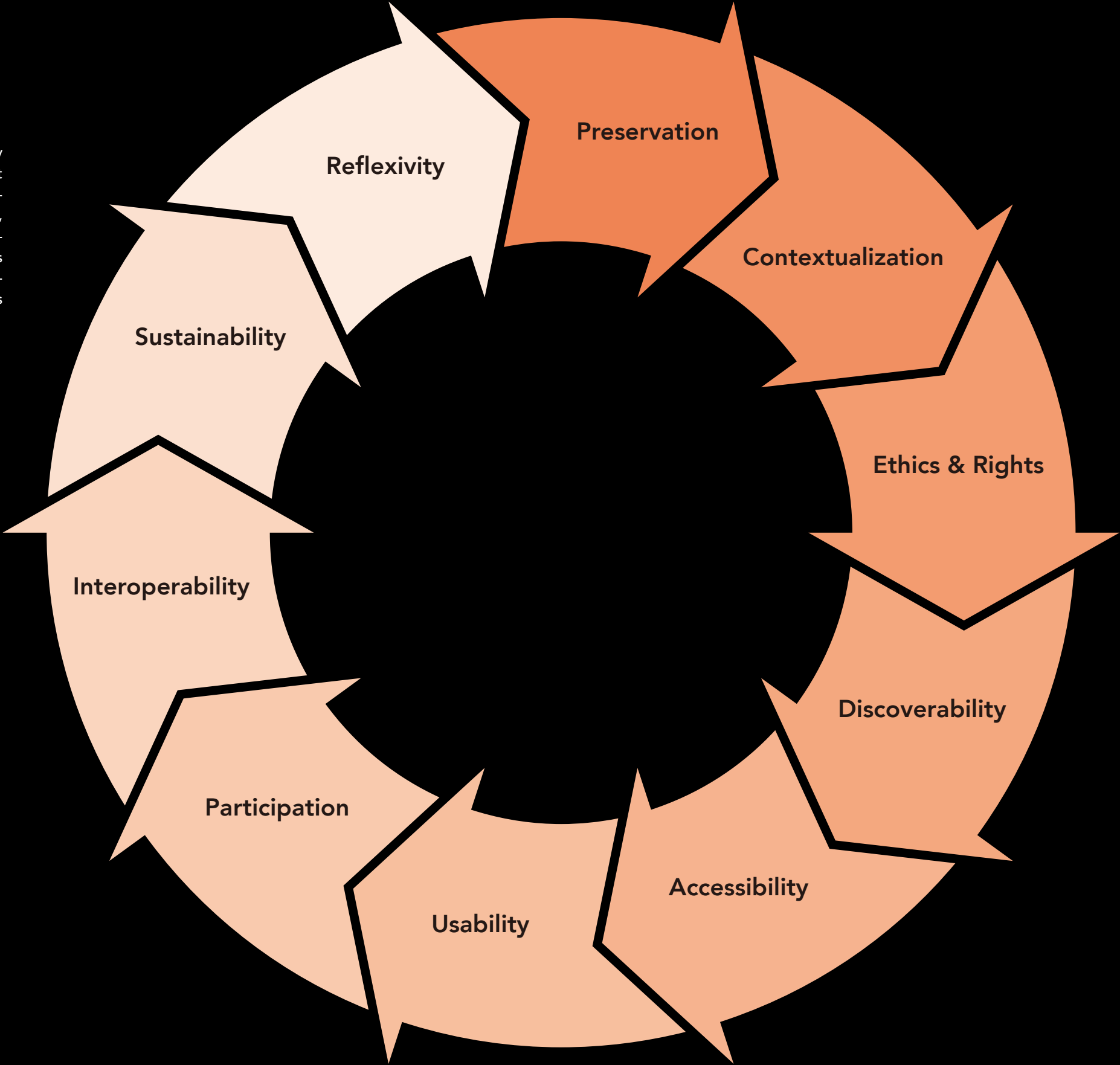
2024 Asian Premiere of Vive L'Amour restoration at Daan Forest Park



For TFAI, “social participation” is not merely a matter of opening the front door; it must also incorporate ways of engaging the public that foreground **inclusivity**, **diversity**, **public good**, and **sustainability**. The following “Cycle of Meaning” diagram explains how, through social participation, the collection can continually deepen and extend its public value:

**Cycle of Meaning**

The value of a collection is generated through an ongoing process of enrichment and reflection, ensuring that the archive's public meaning endures over time.





# 04

## Strategic Blueprint



Super Citizen Ko, 1994

This stage is a pivotal period for TFAI to lay the groundwork for institutional transformation and to move toward becoming a museum. Future strategy will shift from the previous emphasis on “salvage and rescue” to a focus on **sustainable preservation** and **public access**, what we call “**Accessing Memories.**”



## Strategic Pivot and Development Principles

After decades of hard work, TFAI has amassed a rich collection of audiovisual materials and developed ample capabilities in digitalization and restoration. The primary mission now is to ensure that the countless materials housed in the archive receive proper care and can take on new meaning.

Promoting access involves both specialized skills as well as the institution's responsibility to the public. Given limited resources, TFAI's operations will be arranged along the axes of administration and expertise; we will evaluate and streamline auxiliary operations, taking a policy-based approach in prioritizing our mandates so that mission-critical resources can be effectively concentrated around core goals. Future development will be grounded on the following four principles:

- ▶ **Execute visionary plans:** Prioritize forward-looking and sustainable programs
- ▶ **Serve the public interest:** Respond to contemporary values and the needs of the public
- ▶ **Join in innovative partnerships:** Encourage cross-sector collaboration and artistic experimentation
- ▶ **Operate dynamically:** Enable efficient coordination between administration and operation teams

## Key Strategy I : Transform collection and reconstruct knowledge databases

We will position the film and audiovisual collection within the larger spectrum of recorded media and rebuild an archival framework that reflects Taiwan's history and cultural distinctiveness.

With “**Centering Taiwan**” as one of its core principles, TFAI will systematically establish collection policies and a collections-governance framework so that all departments can follow a shared set of structured, actionable, and reliably sustainable workflows. In doing so, it will advance the first of its four guiding principles—execute visionary plans—in preparation for an eventual institutional transition to a large-scale museum. This will expand the possibilities for access and interpretation, allowing the institution to progressively realize its goal of moving from preservation to knowledge sharing.



Archiving Time, 2020

### 1. Revamp collection policy and standard operating procedures

- ▶ Develop a collection policy guided by the principle of being “**Centering Taiwan**,” clearly defining the scope of collection, criteria for acquisition, and an order of priorities, with attention to film and audiovisual works of Taiwan-centered historical and cultural significance
- ▶ Restructure the organizational framework, division of labor, and workflows to improve the efficiency of collections-related work
- ▶ Advance cross-department standardization of workflows and information synchronization to increase efficiency and reduce duplicated effort
- ▶ Enhance physical storage facilities and environmental controls and plan a Phase II standards-compliant repository
- ▶ Advocate for legal deposit legislation

### 2. Accelerate the digitization and prioritization of easily degradable materials

- ▶ Prioritizing media formats at high risk of degradation like tapes and film reels, push forward with the digitalization and reformatting of holdings
- ▶ Form an internal film selection working group to develop a phased plan and recommendations for digitalization and restoration, considering media characteristics, rights status, and access potential as primary criteria
- ▶ Plan a timeline for batch digital file conversion, incorporating annual budget planning and assessments of technical resources to ensure steady progress





Newsreels by Taiwan Film Studio

### 3. Create a mechanism for the storage and management of digitized archival holdings

- ▶ Establish a regular “Standards of Practice” for working procedures
- ▶ Gradually establish the standards and hardware environment required for storage and plan the transfer of necessary materials
- ▶ Plan the establishment of a long-term management and oversight mechanism for digital archive preservation, ensuring the authenticity and integrity of archive materials

### 4. Consolidate and optimize archive database structure

- ▶ Continue updating TFAI's artifact inventories, holding records, and catalogs to provide a basis for research, curation, and licensing
- ▶ Establish cataloging, metadata, and data standards that clearly define registration objects and cross-referencing rules, and integrate collections involving different formats such as film, television, and radio
- ▶ Systematically integrate internal collection databases to establish a unified, searchable database platform

### 5. Drive the development of sub-collections and access-oriented planning

- ▶ Situate holdings within their historical and cultural coordinates and develop a “sub-collection” framework, organized by filmmakers, themes, events, and genres
- ▶ Integrate curatorial and research approaches to build interpretive frameworks for sub-collections, improving accessibility and deepening public understanding of the holdings
- ▶ Support collection-centered research, education, outreach, and curatorial programs, strengthening the holdings’ roles in knowledge transmission and cultural enrichment

### 6. Address questions of historical and cultural sovereignty

- ▶ Launch the “Taiwan Indigenous Moving Image Repatriation Initiative,” thereby responding to community needs and fostering dialogue by proactively collecting materials from Taiwan and abroad, conducting foundational research, and opening access to resources
- ▶ Respond to historical and academic needs by prioritizing organization of and open access to government archives such as National Anthem, government propaganda films, news reels, official documentaries, and historical documents
- ▶ Actively collect and process important Taiwanese documentaries



Formosa, 1920s



## Key Strategy II : Improve user interfaces and open access plan

Establish collaborative interfaces with different social groups; optimize search and browse functionality; promote open access and moving image rights; and expand ease of use.

One of TFAI's four main developmental principles is to serve the public interest. To that end, if film and audiovisual archival materials are to be made more widely available, it must be approached in a way that supplements the needs of contemporary researchers and users, taking an integrative approach toward digital interfaces, physical spaces, and open-access regulations. By optimizing our website and database functionality, improving handicapped access and refining the visitor guiding service, and promoting the gradual opening of archive materials, we can put into practice what we have already promised in terms of preserving and sharing materials in a way that makes them findable and usable.

### 1. Optimize the venue and library

- ▶ Offer multilingual visitor information and tours
- ▶ Promote a space especially for children that encourages free exploration and cultural engagement
- ▶ Design multi-sensory exhibitions that engage the various senses, offering a more inclusive experience for all
- ▶ Make library resources more closely aligned with collection holdings and Taiwan cinema
- ▶ Gradually develop physical space in the library for dedicated reading and research purposes
- ▶ Continually optimize the accessibility of our screening spaces, library, and other onsite facilities at the Xinzhuang venue

### 2. Plan a new website

- ▶ Implement visual search and elevate user experience
- ▶ Optimize download, search, and browse functionalities
- ▶ Improve bilingual Chinese-English interfaces



Performance "Jamming with Archive: Re-coding" at TIDF in 2024

### 3. Optimize and continually update the collection search database

- ▶ Continually optimize search interfaces and catalog structures, improving the success rate and accuracy of searches
- ▶ Consider the needs of diverse users, including researchers, filmmakers, artists, and educators in designing search logic

### 4. Collection open-access plan

- ▶ Define organizational rules and regulations for open access to collections
- ▶ In cases where rights are not at issue, prioritize the gradual release of collection materials of public or historical interest, such as materials from the Japanese colonial period (1895-1945), government archives, and public films
- ▶ Effectively use third-party platforms (e.g., TFAI Open Museum, YouTube) to gradually open access to the browsing of materials in line with public needs and social responsibility



### Key Strategy III: Extend public engagement and cross-sector cooperation

Bring together different social groups and open up dialogue through curating and cooperation.

With social participation as a goal, TFAI will help reconstruct the public value of film and audiovisual heritage through curation and collaboration that stretches across social groups and sectors as well as international borders. By establishing mechanisms for co-learning and co-creation, supporting research and artistic practice, and activating social memory and local connections, this approach embodies the fourth guiding principle, “join in innovative partnerships,” so that the collection becomes a driving force for social participation and cultural revitalization.

#### 1. Deepen public engagement and expand cultural access

- ▶ Using the collection as a core resource, develop thematic exhibitions, traveling exhibitions, online exhibitions, and in-depth screening programs; link social issues with historical contexts to expand public dialogue
- ▶ Launch a “Neighborhood Partnership Program,” collaborating with schools, institutions of civic education, and local history and culture organizations near the Xinzhuang center to develop a series of guided tours and screenings, making TFAI a “cultural salon” for the community
- ▶ Continue translating film and audiovisual historical and cultural research into contemporary, accessible language; through innovative promotion efforts, event framing, and public interaction, progressively build and deepen TFAI's brand identity

#### 2. Advance cross-sector collaboration and drive cultural revitalization

- ▶ Establish a “Scholar Research Program” to support research projects centered on our collection
- ▶ Develop an “Artist Innovation Program” that encourages artists to use archival holdings in developing new creative works
- ▶ Promote collaborations across social groups and diverse institutions (such as art museums), strengthening our collection's visibility among and ties with different regions and social sectors
- ▶ Mobilize external workforce and resources, initiating cooperation with different groups to support the above initiatives



“Reel Time” Film Experience Series

#### 3. Deepen international partnerships and ties

- ▶ On a consistent and committed level, take part in the annual international meetings of organizations like FIAF (International Federation of Film Archives), SEAPAVAA (Southeast Asia-Pacific Audiovisual Archive Association), FIAT (International Federation of Television Archives), and IASA (International Association of Sound and Audiovisual Archives); actively seek to host events and build our network
- ▶ Continue to strengthen the Taiwan International Documentary Festival (TIDF) by building our international network, consolidating and further building up our unique status in Chinese-speaking regions and Asia as a whole, and continue to expand Taiwanese documentary abroad through Taiwan Docs
- ▶ Regularly hold TFAI international exchange initiatives, inviting global professionals to share expertise and cultivate institutional networks
- ▶ Actively promote Taiwan's restored films to international film festivals and develop collaborations, positioning TFAI as the premier gateway for the world to see Taiwan
- ▶ Enhance TFAI's visibility and influence in the global field of film and audiovisual preservation by tapping into international networks to collect materials, share information, exchange resources, and pursue collaborations





Newsreels by Taiwan Film Studio

## Key Strategy IV: Optimize administrative procedures and reform operational effectiveness

By ensuring legal compliance, strengthening institutional systems and workflows, reinforcing cross-departmental collaboration, and building work capacity, TFAI will uphold the public accountability expected of an administrative corporation and uphold sound legal governance.

Guided by a commitment to organizational governance, TFAI will pursue content-led cultural outreach while continuing to strengthen cross-department collaboration mechanisms that enable dynamic operations. Through ongoing, iterative improvements to organizational systems, it will enhance talent development and knowledge transfer and shore up operations, institutional procedures, and labor protections. By positioning administration as the strongest support for frontline work—collecting, researching, and promoting outreach—TFAI will uphold the integrity and responsibility expected of a public institution and advance toward sustainable governance.

### 1. Strengthen collaboration, knowledge management, and professional training

- ▶ Promote cross-department collaboration and information sharing by establishing a project coordination framework, improving execution efficiency and the quality of communication
- ▶ Develop tiered competency-based training and themed courses to strengthen the organization's overall professional capacity
- ▶ Build an internal knowledge-management platform to support the transfer of experience and institutional knowledge

### 2. Enhance governance frameworks and decision-making processes

- ▶ Establish robust internal governance mechanisms by clarifying roles and ensuring process transparency to put integrity and accountability into practice
- ▶ Strengthen organizational resilience and responsiveness by implementing operational risk assessments to reduce or avoid adverse impacts
- ▶ Continuously optimize administrative workflows to reduce duplicated work and streamline procedures
- ▶ Progressively update internal regulations to align with applicable laws, maximizing the flexibility and capacity of the administrative-corporation model
- ▶ Use modern digital management and administrative tools, including AI, to improve efficiency
- ▶ Develop mid- to long-term plans for organizational adjustment and regulatory preparedness, blueprinting a path toward institutional innovation and organizational governance aligned with the museum transition

### 3. Safeguard labor rights and optimize human resources management

- ▶ Introduce more flexible HR policies and internal promotion pathways to improve retention and enhance institutional competitiveness
- ▶ Review and refine compensation, performance review, and promotion systems, balancing stability with long-term development
- ▶ Incorporate qualitative performance assessment in addition to quantitative indicators
- ▶ Launch an internship program, integrating talent pipelines from universities and cultural institutions
- ▶ Strengthen workplace trust and safety with zero tolerance for unlawful harassment or violence; enhance employee care mechanisms and support systems to build cohesion and improve satisfaction



# 05

## Phases and Planning

### **Short-, Medium-, and Long-Term Work Plans and Targets**

Building on the above key strategies, we will pragmatically chart a path forward based on existing foundations and progressively achieve specific goals. At the same time, for each short- and mid-term indicator, we will conduct annual assessments of budget and staffing needs and incorporate them into the annual operating plan so as to ensure that the necessary resources are in place.

*Voice of the People, 1991*



| Key Strategy I                                                                                                                                                                                                                                                                                           | Timescale              | Work Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Goal                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <b>Transform the collection and reconstruct knowledge databases</b><br><br>Current status:<br>Although current physical storage conditions are suboptimal, TFAI has built up substantial collections and professional expertise and is moving toward more systematic governance and digital improvements | Short-term (1-2 years) | <ul style="list-style-type: none"><li>▶ Establish a “<b>Centering Taiwan</b>” collection policy and complete the optimization and standardization of internal workflows</li><li>▶ Launch high-priority projects like “Taiwan Indigenous Moving Image Repatriation Initiative,” “Official Archives,” and sub-collections</li><li>▶ Establish standards for collection metadata and initiate a comprehensive inventory and registration of holdings</li><li>▶ Establish digitization standards for film and audiovisual media, prioritizing the digitization and preservation of less stable media formats such as film reels and magnetic tapes</li><li>▶ Complete a systematic study of digital asset management</li><li>▶ Plan improvements to storage space and management to ensure proper stewardship of the collection</li></ul> | Establish a public-oriented, structured, and sustainable framework for managing our collections |
|                                                                                                                                                                                                                                                                                                          | Mid-term (3-4 years)   | <ul style="list-style-type: none"><li>▶ Develop interpretive frameworks for sub-collections and begin supporting pilot research and curatorial projects</li><li>▶ Progressively open access to digitized collections (such as official archives) for external research use</li><li>▶ Plan and complete the integration of collections systems, providing a unified search interface</li><li>▶ Design and implement a digital asset management model to ensure the security of digital archival assets</li><li>▶ Expand cold-storage capacity to maintain appropriate preservation conditions for the collection</li><li>▶ Scale up and systematize digitization work across all media formats</li></ul>                                                                                                                               |                                                                                                 |
|                                                                                                                                                                                                                                                                                                          | Long-term (5years)     | <ul style="list-style-type: none"><li>▶ Expand collection-centered curatorial, educational, and research partnerships built around sub-collections and showcase relevant program outcomes</li><li>▶ Develop a center-wide database of media works, with a subsequent phase to build a database for the names of relevant people</li><li>▶ Design a model to link the digital asset management system with the collections system</li><li>▶ Institutionalize digitization, system maintenance, and cross-department collaboration as a routine to regular operations</li><li>▶ Broaden social dialogue and deepen the impact of projects like “Taiwan Indigenous Moving Image Repatriation Initiative”</li></ul>                                                                                                                       |                                                                                                 |

| Key Strategy II                                                                                                                                                                                                                         | Timescale              | Work Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Goal                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Improve user interfaces and open access plan</b><br><br>Current status:<br>The collection database and the venue already have the capacity to offer basic services, with gradual ongoing improvements to usability and accessibility | Short-term (1-2 years) | <ul style="list-style-type: none"><li>▶ Initiate work on new website: Finish assessing requirements for new official website as well as web architecture and design; develop it by incorporating visual and accessibility design principles</li><li>▶ Optimize facilities (Phase I): Prioritize foundational upgrades at the Xinzhuang venue, including the library, such as accessible facilities and multilingual signage/wayfinding.</li><li>▶ Develop open access policy: Draft and adopt collections open access policy, including licensing principles and release priorities (e.g., Japanese colonial period materials, official archives)</li><li>▶ Gradually open access to collections: In line with the above open access policy, begin progressively publishing rights-cleared holdings of public interest via the TFAI website and/or third-party platforms such as YouTube</li><li>▶ Enhance discovery systems: Continue expanding data in the collections search system and analyze user needs to inform subsequent system planning and development</li><li>▶ Handle online licensing requests: Establish a convenient online mechanism for licensing requests that enables use by domestic and international organizations and individuals</li></ul> | Enable more users to proactively access the venue's physical and digital spaces and to connect with, explore, and creatively rework collection materials |
|                                                                                                                                                                                                                                         | Mid-term (3-4 years)   | <ul style="list-style-type: none"><li>▶ Launch new website: Officially launch the new website, offering Chinese-English bilingual content, accessible browsing features, and an improved search function</li><li>▶ Continue ongoing collections release: Continue opening up collections in accordance with the open access policy</li><li>▶ Offer enhanced on-site experience: Introduce child-friendly content and multisensory displays and develop the library into a physical space where researchers can apply for on-site access to archival materials</li><li>▶ Initiate search optimization: Complete updates to the collection database search interface and data architecture to improve efficiency and accuracy</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                          |
|                                                                                                                                                                                                                                         | Long-term (5years)     | <ul style="list-style-type: none"><li>▶ Deepen and integrate services: Improve search and browse functionality for both online and in-person research and streamline the licensing application workflow, thus enhancing user experience</li><li>▶ Expand community engagement: Actively use social platforms to promote open access collections, respond to the needs of the public, and broaden our impact</li><li>▶ Support diverse access needs: Provide more tailored content recommendations and services for different user groups, such as researchers, creators, and educators</li><li>▶ Evaluate and consider outlook: Conduct a comprehensive assessment of the open access initiative and digital interfaces to inform the next phase of development</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                          |



| Key Strategy III                                                                                                                                                                                                                            | Timescale                 | Work Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Goal                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Extend public engagement and cross-sector cooperation</b><br><br>Current status:<br>A diverse array of exhibitions and activities have already been held, and TFAL is actively expanding public engagement and international connections | Short-term<br>(1-2 years) | <ul style="list-style-type: none"><li>▶ Collection-centered curation: Progressively plan thematic exhibitions grounded in the collection and initiate collaborations with external partners (e.g., art museums, local history museums, arts organizations, international film festivals, and cultural venues); maintain long-term, collegial exchange relationships and increase public visibility</li><li>▶ Pilot collaboration programs: Establish application guidelines and review mechanisms for the Research Support Program, Artist Innovation Program, and Neighborhood Partnership Program</li><li>▶ Lay the groundwork for international ties: Continue regular participation in annual meetings of international organizations and host TFAL international exchange activities to build an initial network of international experts</li></ul> | Tap into the collection as a key resource for cultural participation and public engagement while externally strengthening TFAL's brand identity as an institution dedicated to the preservation, restoration, and promotion of film and audiovisual heritage |
|                                                                                                                                                                                                                                             | Mid-term<br>(3-4 years)   | <ul style="list-style-type: none"><li>▶ Deepen curatorial practice: Regularly deliver in-depth programs that engage with social issues; broaden reach through online exhibitions and screenings to cultivate a dedicated audience</li><li>▶ Scale up collaborative programs: Launch the Scholar Research Program; build on experience from pilot programs, expand the scale and partner base of each initiative (e.g., more partner schools and community groups); and begin sharing research and creative outcomes</li><li>▶ Strengthen international collaboration: Proactively leverage international networks for collections acquisition and/or resource exchange</li><li>▶ Pursue hosting opportunities: Seek to host relevant conferences or events for international organizations</li></ul>                                                     |                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                             | Long-term<br>(5years)     | <ul style="list-style-type: none"><li>▶ Sustain external partnerships: Maintain ongoing collaborations on curatorial and screening programs, continuing to promote the TFAL brand across cultural institutions in Taiwan and abroad</li><li>▶ Seek sustainable community cooperation: As collaboration programs mature, develop an ecosystem that supports research, creative practice, and local engagement</li><li>▶ Enhance international influence: Become an active and influential member of the global film and audiovisual preservation community with the capacity to host major international annual conferences</li></ul>                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                              |

| Key Strategy IV                                                                                                                                                                                                                                                                                               | Timescale                 | Work Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Goal                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Optimize administrative procedures and reform operational effectiveness</b><br><br>Current status:<br>Our teams are strongly committed to our mission and have demonstrated significant professional potential; the organization is moving steadily toward more robust systems and greater professionalism | Short-term<br>(1-2 years) | <ul style="list-style-type: none"><li>▶ Optimize governance and processes: Continue reviewing legal compliance and optimizing key administrative workflows to improve efficiency</li><li>▶ Prioritize workplace safety: Formally establish and publish a zero-tolerance policy regarding workplace misconduct, and strengthen complaint and case-handling mechanisms</li><li>▶ Optimize HR policy: Continue reviewing HR regulations, promotion pathways, and performance evaluation systems; refine them in response to internal and external conditions</li><li>▶ Build capacity and improve knowledge transfer: Develop tiered competency-based training and begin building an internal knowledge-management platform; launch an internship program</li><li>▶ Develop organizational resilience and preparedness: Conduct risk mapping for critical operations and key digital/physical infrastructure</li><li>▶ Strengthen information security: Enhance information security management through improvements to IT system architecture</li></ul>                                              | Complete TFAL's organizational transformation and become a model cultural institution with stable, efficient, and robust frameworks for professional governance |
|                                                                                                                                                                                                                                                                                                               | Mid-term<br>(3-4 years)   | <ul style="list-style-type: none"><li>▶ Innovate on approaches to governance: Implement internal governance mechanisms with clearly defined roles and responsibilities; make effective use of innovative tools to support administrative work; launch medium-term organizational planning for the transition toward a museum</li><li>▶ Collaborate and build knowledge: Fully roll out a cross-department project coordination system, with the knowledge-management platform becoming a core tool in day-to-day work</li><li>▶ Put HR policies into practice: Formally implement an optimized personnel system, including more flexible promotion pathways and qualitative performance evaluation</li><li>▶ Develop talent sustainably: Institutionalize training and internship programs, systematically strengthening the organization's professional capacity</li><li>▶ Strengthen organizational resilience: Establish a comprehensive risk assessment mechanism and move toward sustained cybersecurity resilience to support digital service quality and governance effectiveness</li></ul> |                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                               | Long-term<br>(5years)     | <ul style="list-style-type: none"><li>▶ Foster organizational alignment: Evaluate reform outcomes through tools such as employee satisfaction surveys, ensuring the long-term cultivation of a safe and respectful workplace culture</li><li>▶ Enhance governance outlook: Complete a long-term organizational blueprint and regulatory readiness plan for the transition to a film and audiovisual museum</li><li>▶ Facilitate cycle for talent development: Establish mature mechanisms for talent retention and development, creating a virtuous cycle</li><li>▶ Build public accountability: Make transparent governance and efficient administration standard practice, fully upholding the public responsibilities of an administrative corporation</li></ul>                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                 |



# 06

## Dedication and Commitment



*The Dull-Ice Flower, 1989*

This strategic blueprint charts our path into the future, yet the sustainability of a cultural institution is rooted in its core values. As we map out the road ahead, we must also return to our original purpose and rearticulate TFAI's dedication and commitment. This is not only meant as a response to public expectations but also essential to our institution's long-term sustainability.



## Dedication and Institutional Commitment

### **More than just preserving media, TFAI cares about media and the knowledge that they generate.**

We value not only the proper preservation of moving images but also the technological, cultural, and production contexts that they are tied to. We believe that understanding how media evolve and how they “speak” helps build a locally grounded framework for film-related knowledge, opening up greater possibilities for research and creative practice.

### **More than just exhibiting media, TFAI cares about context, as well as the representation and extension of history and culture.**

Screenings are not an endpoint but a starting point for dialogue with audiences. TFAI pays close attention to how images are seen, understood, and felt, and continues to explore diverse forms of audience participation. Every act of viewing is an opportunity for cultural significance to be renewed.

### **More than just knowledge, TFAI cares about the public and the multiple paths one might take in sharing and interpreting archival materials.**

Film and audiovisual collections contain vast knowledge and historical memory. Beyond building these holdings, TFAI focuses on how this knowledge can enter the public sphere in diverse ways. We are committed to explicating archival materials through education, curatorial practice, open data, and other channels so that they can be understood and used in ways that respond to the needs of contemporary society.

### **More than just content, TFAI cares about accessibility and social equity when it comes to resource availability.**

If film and audiovisual materials are preserved or presented but cannot be seen or used, they cannot realize their true public value. TFAI is committed to accessibility and the democratization of information, continuously advancing open access and cultural equity so that more people can engage with moving-image cultural heritage on equal terms.

### **More than just platforms, TFAI cares about participation and the power of action through cultural practice.**

Building platforms is only a starting point; the true goal is to enable more people to take part. Through cross-sector collaboration, community engagement, and educational initiatives, TFAI encourages diverse groups to enter the audiovisual sphere to think, create, and act together so that our collection becomes a *living archive*.

## What Kind of Institution We Aim to Become

The completion of this strategic development plan marks a pivotal moment in TFAI's journey toward becoming a museum. Internally, we must confront the realities of limited resources and heavy workloads; externally, we face challenges in regard to digitalization, knowledge restructuring, and public and cultural administration. Precisely for these reasons, strategic choices and the effective allocation of resources become all the more necessary and critical to bringing about our transformation.

Building on this plan, we will define our institutional orientation and action roadmap for the coming years in relation to collections management, public interfaces, social participation, and organizational effectiveness. TFAI recognizes that collecting is not only about preservation and maintenance; we must further support open access archives, the interpretation of knowledge, and the sharing of culture, thus making it so that film and audiovisual heritage become resources for Taiwan's shared memory and cultural imagination. Going forward, TFAI will continue to strengthen cross-department collaboration, deepen community connections, and expand international dialogue as we move toward becoming an open and professionally grounded film and audiovisual cultural institution. This is a long-term, ongoing undertaking, not to mention a public commitment.

Through the implementation of this plan, TFAI is laying a solid foundation for the museum of the future. We aspire for TFAI to become a new cultural institution, faithful to history and Taiwan, a place that advances innovation and social connection while enabling the wider world to come to know Taiwan.





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