

Creative City Network of Canada

Strategic Plan 2017-2020

Introduction

The Creative City Network of Canada (CCNC) is a national non-profit organization that operates as a knowledge sharing, research, public education and professional development resource in the field of local cultural policy, planning and practice. Today, CCNC has attracted a membership of more than 120 communities across the country representing over 16 million Canadians.

CCNC's current programs and services include both digital and face to face platforms for engagement with our membership. The digital platform includes a robust website with a member's portal, resource library, job and public art postings and professional development opportunities. An active listserv, e-newsletter and social media content provide ongoing engagement and dialogue between members.

The annual Summit held in different areas of the country provides face to face opportunities for our members to network and gain professional development and knowledge in the field of cultural policy, planning and development. Recently, an interest in regional meet ups has resulted in meetings held in BC, Alberta and Ontario to provide further opportunities to discuss and share regional and provincial matters.

Vision, Mission and Values

Vision

Every community strategically integrates their local cultural resources in the social, economic, cultural and environmental sustainability of their community.

Mission

Creative City Network of Canada helps build the capacity of local cultural planning professionals – and by extension local governments – to nurture and support cultural development in their communities. By doing so, the Creative City Network of Canada aims to improve the operating climate and conditions of artists, arts, heritage, and cultural organizations across the country, and the quality of life in Canadian communities of all sizes.

Values

- Direct sharing between communities
- Professional excellence
- Encourage a diversity of ideas
- Respect local community decision-making

Strategic Priorities 2017 - 2020

During the Kelowna Summit in 2015, we engaged our members in meaningful dialogue about the services and programs that are most important. Based on this information, the discussions between board and staff did not result in any redirection of strategy; rather they are enhancements to existing programs and service areas and how to grow them, while at the same time managing our organizational and financial capacities.

The strategic priorities for the next phase of development is to enable our members, partners and supporters to self-organize through fully functioning digital and face to face platforms. The initial exploration of dedicated networks based on an area of cultural practice has proven highly successful with the

establishment of the Public Art Network. From this dedicated network, a listserv for public art discussion, a Pre-Conference on Public Art tied to annual Summits, and the Public Art Year in Review has emerged and filled the need for relevant, current and accessible information on public art and placemaking. The role of CCNC going forward is to enable our members to self-organize around areas of cultural development practice to drive discussion, dialogue and content.

To enable dedicated self-organized networks, CCNC needs to assess, reconfigure and update our operation systems including Human Resources, Finance, IT and Communications to deliver a functioning, accessible and user friendly platforms to enable members to self-organize around areas of interest.

With a sustainable operating base and system, CCNC is poised to expand services and programs on fully integrated digital and face to face platforms to deliver relevant, engaging and innovative content across the country.

Key Strategic Directions

1. Operations

- a. To create an efficient, sustaining and engaged organization.
- b. To create stable operating and IT systems to enable staff and board to work smarter, not harder.
- c. To enable our members to self-organize around areas of interest on digital and face to face platforms.

2. Communications

- a. To create a communication strategy that is more effective, measurable and targeted to stakeholders.
- b. To build awareness about CCNC programs and services with new audiences across Canada.
- c. To deliver media rich, dynamic, innovative and relevant content in a timely manner.

3. Fund and Partnership Development

- a. To develop a strong financial base for the organization that includes a diversity of income and partnerships.
- b. To build relationships and networks with affiliated partners to develop and grow current and new program areas.

4. Program Expansion

- a. To research and launch new programs that are relevant to our members and sustainable.