



2018 – 2020 | STRATEGIC PLAN

INTRODUCTION

The Creative City Network of Canada (CCNC) is a national non-profit organization that facilitates collaboration, knowledge sharing, research and professional development for the cultural sector at the local level; through the development of cultural policy, planning and professional practice. CCNC's membership represents over 175 communities across the country representing over 16 million Canadians.

CCNC's programs and services include both digital and face to face platforms for engagement. 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 Creative City Summit, held in different regions of the country, provides face to face opportunities for members to network and gain professional development and knowledge in the field of cultural policy, planning and development. The online tool kits, resource materials, and regional meetings, provide opportunities for knowledge sharing, and engagement at the provincial and local level.

CCNC is looking forward to a creative Canada. We are taking steps to transform our organization to be in line with the growth of culture in the digital realm. We are exploring and enhancing our platforms and programs to support and serve our members throughout all regions of Canada. We are taking steps to enhance our long term planning, and to transition CCNC to a more sustainable operating model to better support local communities through creativity and innovation, to nurture and develop a strong and vibrant cultural sector in Canada.

Vision

Culture is a core pillar of sustainability, facilitating positive change through creativity and innovation, and creating healthy, vibrant and engaging communities in Canada.

Mission

Creative City Network of Canada connects and supports cultural leaders, celebrates cultural excellence, and nurtures cultural development in local communities throughout Canada.

Values

- Collaboration
- Creativity
- Innovation
- Advocacy
- Inclusiveness
- Respect
- Excellence

Strategic Initiatives for 2018 - 2020

OBJECTIVE	PROJECT / INITIATIVE	2018	2019	2020	RESPONSIBLE	STATUS
Professional Development						
To produce an annual Summit bring together CCNC Members and cultural professionals	To plan and implement the 2018 Summit Mississauga	X			Summit Committee	
	To plan and implement the 2019 Summit in Saskatoon	X	X	X	Summit Committee	
	To proceed with the Call for Expressions of Interest to host 2020 – 2024 summits	X			TBD	
	To foster critical dialogue around public art trends, needs and opportunities	X	X	X	PAN	
To investigate the feasibility of producing a National Summit (ie Summit of all Summits) to celebrate CCNC's 20 th Anniversary and promote the development of Canada's culture sector		X	X	X	Committee TBD	
To provide opportunities for on line professional development for members	To identify potential partners to assist in professional development.	X	X	X	Board/GM	
	Identify current trends/ areas of development to promote Culture in Canadian communities	X	X	X	Board/GM	
	To offer 1-2 webinars or online learning opportunities to members	X	X	X	GM/ President	
	Investigate the development of an on line speaker series to promote Cultural planning and development in Canada.		X		Board/GM	
	To investigate and develop a an online program to engage members in collaborative conversations related to the speaker series.				X	Board/GM

OBJECTIVE	PROJECT / INITIATIVE	2018	2019	2020	RESPONSIBLE	STATUS
To provide educational and professional development resource materials to members to support cultural planning and developing in communities	To review and develop an plan to update Tool Kits to be more inline with current practices in the Cultural industry	X	X	X	GM/ Committee TBD	
	To update 1 existing Tool Kit		X		Contract	
	Investigate a platform and or software to provide digital access to toolkits to members.		X	X	GM	
	Launch and promote the Cultural Development Tool Kit Platform			X	GM/ Committee TBD	
	To develop toolkits to support innovation and creativity in Canadian communities through strong cultural planning and policy at the local level.		X	X	PAN/ GM	
	To provide a repository of information to support advancement in the field of public art.		X	X		
To support collaboration and shared learning and experience among member municipalities	To Maintain and inventory of cultural plans, and policies.	X	X	X	GM	
	Sent out an annual call to members to submit their cultural plans and policies and strategies to be included in the a national database.	X	X	X	GM	
Culture Sector Research						
To continue partnership with Canadian Heritage and Statistics Canada on the Cultural Statistics Strategy		X	X	X	ALL	
		X	X		Cultural Statistic	

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	To develop a fee structure for CSS municipal partners To align collection of municipal partner contribution fees with annual CCNC membership drive	X	X		Strategy Committee	
Investigate the development of a plan to facilitate the collaboration of cultural sector research across Canada.	Identify and conduct one - Two short term research projects Develop a research plan for CCNC. Investigate and pursue potential research funding and partners. Investigate digital platforms and tools to facilitate and support cultural research throughout Canadian municipalities.	X	X		Board/GM Board Board/GM	
Establish and promote contemporary industry standards in the areas of cultural planning and development as well as new models and approaches to encourage best practices for member organizations	Compile and share best practices and standards in Public Art through Listserv discussions and an on line data base.	X	X	X	PAN/GM	
To develop and maintain a database of local, provincial, national and international cultural sector research to support the value of culture in communities	Investigate digital platforms to compile, maintain and share and promote cultural research. Identify research organizations and culture sector researcher to contact for current local, national and international research such as UNESCO	X	X	X	GM / Board GM/ Board	

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	To contact Provincial and territorial governments to obtain Culture Sector Data.	X	X	X	GM	
	Compile National & Provincial and Territorial data from the Cultural Statistics Strategy	X	X	X	GM	
	Research and define benchmark statistics for the field of public art			X	PAN	
Communication & Engagement						
To provide a platform to engage CCNC members in collaborative discussions	Maintain and host a Listserv platform to facilitate learning, and collaboration and sharing of knowledge and resources.	X	X	X	GM	
	To review Listserv topic areas annually and update was to meet current industry trends.	X	X	X	Board/ Committee TBD	
To maintain regular communication with CCNC members throughout the year on trends and accomplishments in the Culture sector.	To distribute an electronic Newsletter at least once per month	X	X	X	GM	
	To review and update the monthly newsletter formats	X			GM	
	Maintain social media accounts for CCNC and share	X	X	X	GM	
To encourage and support networking opportunities through regional meetings	To facilitate 2 Regional Meetings:	X	X	X	Membership Committee/ GM	
	- 1 Atlantic Region 2018	X				
	- 1 in Central Region 2018	X				
	Develop a plan to support and encourage regional meetings throughout the country.	X			GM	
	To provide administrative support to regional members	X	X	X	GM	

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	to host Regional meeting in their communities					
To develop and implement a comprehensive Membership Development Plan to ensure connections and support to all regions of the country	Develop and maintain a Membership Recruitment Plan for CCNC.	X	X	X	Membership Committee	
	Develop targeted membership recruitment plan the region hosting the annual Summit	X	X	X	Membership Committee	
	Explore the diversification of membership by targeting underrepresented sectors	X	X	X	Membership Committee	
	Develop and implement an outreach plan to connect and recruit potential members in the regions hosting future summits (target 2 years out)	X	X	X	Membership Committee	
To facilitate and support the CCNC Public Art Network	Research and define benchmark statistics for the field of public art.	X	X	X	PAN	
	Establish and promote contemporary industry standards, as well as new models and approaches to encourage best practices for member organizations.	X	X	X	PAN	
	Establish and maintain tools to support public art programs, organizational and individual contexts.	X	X	X	PAN/ GM	
	Provide professional development opportunities for public and artists and administrators, in keeping with an international context.	X	X	X	PAN/ GM	
	Support enhancing membership levels to encourage the participation of individuals, artists and municipal producers	X	X	X	Board/GM	

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	Establish connections with regional, national and international agencies supporting the field of public art.	X	X	X	PAN/ GM	
Investigate to possibility of CCNC redeveloping the Creative Capital of Canada Program			X	X	Committee TBD	
To facilitate the development and support of a CCNC Festival and Events Networking	Engage a sub committee to investigate the formation of a CCNC Festivals and Events Network	X	X		Festivals & Events Committee TBD	
	To investigate the inclusion of an ongoing Festivals and Events session in conjunction with the annual CCNC Summit	X	X		Board	
Collaborative Resources						
To investigate the development and implementation of collaborative software to collect and share resources among CCNC members to support excellence in cultural Planning and development in Canada	Reach out to 3-5 national or international organizations to identify possible collaborative software systems that could be explored.		X		GM/ Committee TBD	
	Outline recommendations for a potential collaborative software program to support CCNC and it's members.		X		GM/ Committee TBD	
	Install, test and launch a creative cultural collaborative software program for CCNC.			X	GM/ Committee TBD	
	Establish connections with regional, national or international agencies in the field of public art	X			PAN	
	Explore the potential for the creation of an International Public Art Think Tank group			X	PAN	

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	Facilitate regular meeting for the Public Art Think Tank Group vis SKYPE or other collaborative software. PAN Members to identify 1-2 public art contacts to start the Public Art Think Tank discussion group.			X	PAN/GM	
				X	PAN	
To develop a collection of resources to assist member municipalities and communities in responding to the Calls to Action identified in the Truth and Reconciliation Report	To consult the National Centre for Truth and Reconciliation to assist in identifying resources for members.	X			Committee TBD/ GM	
	To compile plans developed by municipalities and organizations to address the Calls to Action in communities.	X	X	X	Committee TBD/ GM	
	Develop a tool Kit to guide members in their approach to developing a plan to address the TRC Calls to Actions in municipalities.	X	X	X	Committee TBD/ GM	
Partnerships						
Investigate partnership opportunities and collaborative relationships to support CCNC and the Cultural Sector.	Identify potential national and international organizational or government partners.	X	X		Board	
	Identify potential Post Secondary partners	X			Board	
	Initiate contact and discussions with one potential Organizational/ Government Partners	X	X	X	Board/ GM	
	Host a National Round Table on Arts and Culture		X	X	Board/GM	

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	including, governments, academic and cultural institutions. Initiate contact and discussions with one potential Post Secondary Partner	X	X	X	Board/GM	
To investigate and explore opportunities to collaborate with other national arts and culture organizations to strengthen the development of the culture sector in local communities.	To facilitate conversations with 2-3 other national organizations to identify and nurture collaborative relationships.	X	X	X	Board	
	To facilitate and host a discussion forum with National Cultural organizations		X	X	Board/GM	
Organizational Development/ Sustainability						
Investigate alternative streams of revenue for the organization to ensure financial sustainability.	Develop a sub committee of the board to focus on developing a Fund Development plan for CCNC		X	X	Board	
To develop a long terms plan to transition CCNC to a sustainable national cultural organization in the digital world	To investigate and secure funding to facilitate a face to face CCNC Strategic Planning session.	X			Exec/GM	
	Host a 1-2 day strategic planning session with the CCNC Board		X	X	All	
	To conduct an annual survey of members to obtain input on the programs and services of CCNC.	X	X	X	All	