

2012-
2014

Creative City Network of Canada

Strategic Plan and Operational Plan

This document summarizes the Creative City Network of Canada Strategic and Operational Plan for 2012 to 2014. Throughout the process, the members of the Creative City Network of Canada have reinforced their support for the network and resoundingly encouraged the network to grow and realize its full potential.

Creative City Network of Canada Board of Directors and Staff
With sincere thanks to Janis A. Barlow and Associates
02/04/2013

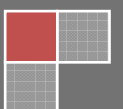


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1. Introduction

The Creative City Network of Canada was incorporated in 2002 by a group of municipal cultural workers who sought to develop a network for their community of practice. The need for such an organization was evident from the start. Members wanted ongoing communication with one another, access to professional development and best practices, a resource library and research related to the field. CCNC responded to this need. Today, CCNC has attracted a membership of more than 120 communities across the country that represent over 16 million Canadians.

The ambition of the organization's early years has been recently challenged by changing funding opportunities and the ongoing difficulties associated with running a national organization in a country the size of Canada. In late 2010, the CCNC Board of Directors, led by Janis Barlow of Janis A. Barlow and Associates, initiated a strategic planning process to guide a year-long operational review and to shape the future for the organization. This plan is the result of that work. A draft of this plan was presented to the CCNC members at the 2011 Annual General Meeting in London, Ontario, and the final plan was adopted by the CCNC Board of Directors at their meeting on February 4, 2013.

The Board of the Creative City Network of Canada gratefully acknowledges the contribution of Janis A. Barlow and Associates in the development of this document.

2. Background

Throughout its history, the operation of the Creative City Network of Canada has relied heavily on the contributions of its members.

In the early years, the organization was launched through the in-kind support of the City of Vancouver, grants from the BC Arts Council, and significant annual investments from the Federal Government through the Department of Canadian Heritage.

Over the past nine years, the funding base for the organization's work has changed. Members through annual membership dues now provide the foundation of the organization's on-going operational support, and funding programs that existed five years ago are now gone. Over the last two years, the organization has been undergoing a significant transition based on these challenges to funding and resource capacity.

To serve and connect its members, CCNC has organized annual conferences in eight provincial and territorial regions since 2002. With a significant number of shared resources through the organization's website, the creation of Cultural Mapping, Cultural Planning and Public Art toolkits, Special Edition newsletters on a variety of topics, and ten CCNC e-newsletters per year, CCNC has become a central source of research and data on local cultural planning, development and service delivery. This has been a valuable and unique contribution to the professionalism of the cultural sector, in particular, within local government management.

The Board of Directors agreed that the organization's first priority moving forward is to continue to be relevant and responsive to its membership. In 2010, CCNC conducted a comprehensive survey of its

members and identified priority areas of service delivery. Following the survey, in 2012 CCNC worked with Inga Petri, President of Strategic Moves to undertake a facilitated session of all the delegates who attended the 2012 Creative City Summit in Greater Victoria. The results from that session will inform the organization's future development. The results of the membership survey and facilitated session form the cornerstone for this plan.

3. Vision, Mission and Values

In the course of dialogue, and based on the member feedback, it is clear that the membership of the Creative City Network of Canada shares common dreams for local community development in Canada. Many of our members are directly involved in responding to the statement UNESCO released in 2001:

“...arts and cultural institutions are critical to our sense of social well being, our economic health and our understanding of environmental consequences.”

The core Vision, Mission and Values for the organization responds to what CCNC consider a “shared belief” in that UNESCO statement and incorporates a goal for the nation, our membership and for the organizational future of the Creative City Network.

Vision

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

Mission

The Creative City Network of Canada 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.

Through its work, the 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

The Values of the Creative City Network of Canada are:

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

4. Service Priorities

Service Priority Goals (2012 to 2014)

Based on all of the information gathered, the Board identified the following areas of service as ongoing priorities for the organization.

1. **Network Hub** – Coordinate, build and grow a national network of cultural workers and provide access to cultural expertise and experiences
2. **Professional Development** – Offer timely professional development to government and cultural workers
3. **Research** – Encourage the development and or facilitate, create, support original research required by the membership and provide access to relevant cultural research
4. **Advocacy** – Promote the case for strengthening the cultural sector at the local level and influencing the life of Canada and Canadians

The operational plans for CCNC staff and Board for the next three years have been designed to serve these priorities.

While it is hoped that CCNC will grow its revenue sources, this plan is based on the current operating budget, with some growth associated with membership and the development of a sustainable business model overall for all new programs and services.

Service Priority -Network Hub	2012	2013	2014	Achievements By 2014 we will:
Ongoing	<ol style="list-style-type: none"> 1. Website Maintenance 2. Membership Renewal 3. Activate Facebook and Twitter 4. Annual General Meeting 5. General Administration 			Provide New Programs and Services based on a sustainable model
New	Significant re-investment into the CCNC website public pages	Re-establish a members only section of the website and a list-serve system for members	Undertake market research into adopting a paywall for the website	Create a stronger connection with and between members

Service Priority -Professional Development	2012	2013	2014	Achievements By 2014 we will:
Ongoing	Deliver Annual National Summit			Establish a strong reputation for successful Annual National Summits
New		Undertake Call to Host 2015-2018 Summits		

Service Priority -Research	2012	2013	2014	Achievements By 2014 we will:
Ongoing	Creative City E-Newsletters Update Research Hub			Provide access to relevant cultural research through a sustainable business model
New			Develop a Network Research Consortium to Fund Research Projects	

Service Priority -Advocacy	2012	2013	2014	Achievements By 2014 we will:
Ongoing	Maintain membership with other National Cultural Networks			Promote the case for strengthening the cultural sector at the local level through partnerships
New	Study the development of a CCNC Awards Program (completed in 2011)		Launch CCNC Awards Program	

5. Summary and Next Steps

This plan was developed by the staff and Board of Directors of CCNC. The Board and staff wish to extend hearty thanks to Janis A. Barlow & Associates for her generosity in providing her services pro bono to the network. Ms. Barlow facilitated a planning Board meeting in Toronto on October 30, 2010 and prepared a Strategic Model Report for the Board from that session.

The Member Survey will continue to be a key resource for the network staff and Board. We extend our many thanks to the members who participated in the survey in 2010 and look forward to future feedback, continued engagement and participation in future communications.

In addition to making the best use of staff time to serve the Strategic Plan, the Board of Directors will also review the composition and committee structure of the Board to develop a more robust system of committees made up of non-Board member volunteers. Providing more opportunities for members to participate in the work of the network will ensure more resources for all members in the network, and will facilitate the development of a succession model for changing leadership on the Board.