



Executive Summary
Strategic Plan 2020-2025

CITT/ICTS STRATEGIC PLAN 2020-2025

EXECUTIVE SUMMARY

Since its founding as a not-for-profit national association in 1990, CITT/ICTS has grown, both in terms of its membership and in terms of the services it offers to its membership. In its 30th year, the CITT/ICTS Board of Directors felt it was time to take stock of the organization's strengths and to build its capacity where needed, in order to continue to serve its members and be the key player in the Canadian performing arts technology field.

In February 2020, CITT/ICTS Board members met in Montreal for two days of Strategic Planning. The Board members at this retreat were:

Matt Frankish, President Elect
Angela Drainville, President
Al Cushing, Treasurer
Claudia L'Écuyer, Director at large
Emma Alderman, Director at large
Kevin Humphrey, Regional Section Alberta
Monique Corbeil, National Coordinator

Paul Del Motte, Vice-President
Scott Martin, Secretary
Eric Pells, Director at large
Esther Van Eek, Director at large
Paul Fujimoto-Pihl, Regional Section, Ontario
Peter Vatsis, Regional Section, Québec

Board members involved in the Strategic Planning process spent two days discussing in detail the results of an online member survey and a series of in-depth interviews with key members and community partners past and present of CITT/ICTS. With all this information in the foreground, Board members undertook to define the desired future for the organization, based on its mandate, areas of intervention, activities and resources, and the concerns and aspirations expressed by its members.

In the desired future for CITT/ICTS, Board members proposed that the organization put more effort and resource into the following areas of intervention:

Communications: CITT/ICTS needs a wide array of clear and easily navigable communications support tools for its professional development and national advocacy activities, in order that its members feel more informed and involved.

Professional Development: CITT/ICTS needs to continue to be the 'go to' place for online training, with high quality professional development programming at events, that is then shared with regions, and made available online so more top-quality training becomes available to members.

Advocacy: CITT/ICTS needs to continue to be the voice at the table, at a national level for its members. It needs to clearly define and communicate the specific type of national advocacy that is one of its core strengths as a professional association (the voice of the industry / of its members, in concert with other industry organizations).

Encouraging participation of the membership: CITT/ICTS needs to encourage its growing membership to participate in committees, conferences and regional events; sharing their expertise to ensure the transfer of knowledge to a diversity of new members coming into the profession.

Recognizing excellence: CITT/ICTS needs to have regular celebrations of excellence, in a broad inclusive manner, for a diverse membership, building an increasing sense of pride in the industry.

In the desired future for CITT/ICTS, Board members proposed that the organization seek out partnerships, leverage the work of partner organizations and clarify its role, in order to ensure ongoing value for its members in the following areas of intervention:

Industry standards: CITT/ICTS needs to clearly define and communicate the role it plays in industry standards and pursue excellence in this role (the voice of the industry and a 'clearing house' of information and best practices) while highlighting the work of others on the national and regional level.

Health and Safety: CITT/ICTS needs to clearly define and communicate the role it plays in Health and Safety and pursue excellence in this role (the voice of the industry and a ‘clearing house’ of information and best practices) while highlighting the work of other players on the national and regional levels.

Research: CITT/ICTS needs to clearly define and communicate the specific sharing and communication role it plays in research and pursue excellence in this role.

Having expressed their ideas of the desired future, the Board members then undertook a high-level review of the resources CITT/ICTS could apply to attaining the desired future and the assets CITT/ICTS would have to activate to move towards that future. These included CITT/ICTS’s organizational resources and reputation; the expertise, leadership, experience, commitment, and capacity of the Board and staff; the expertise, experience, networking, and communication capacity of the Regional Sections, and the expertise, experience, and commitment of individual members.

CITT/ICTS STRATEGIC PLAN 2020-2025: PRIORITIES, TOOLS AND MILESTONES

The Board members established a consensus that CITT/ICTS should focus its Strategic Plan as follows:

CITT/ICTS will be active in four priority areas of intervention that offer high value to its members, and it will clarify and enhance its offerings in those areas as Strategic Priorities:

1. **Communications:** CITT/ICTS will enhance its communications capacity (on multiple platforms, with relevant information on subjects of concern to the industry and to members) to support its activities in Professional Development, Engaging with Members, Recognizing Excellence, Advocacy, Research and Best Practices (in Health and Safety, Industry Standards and Environmental Impact).
2. **Professional Development:** CITT/ICTS will enhance its offerings in Professional Development (at national events, regional events and online) on subjects of concern to the industry and to members, with a focus on Best Practices (in Health and Safety, Industry Standards and Environmental Impact), to offer a more complete array of professional development opportunities that reach a wider group of industry professionals on the national and regional level.
3. **Engaging With Members and Recognizing Excellence:** CITT/ICTS will integrate Recognizing Excellence into an overall effort to enhance engagement with a broad diversity of members and recognize excellence in an inclusive manner that will increase pride in the industry.
4. **Best Practices:** CITT/ICTS will enhance its sharing, promotion and modeling of Best Practices in Health and Safety, Industry Standards and Environmental Impact through its Communications and Professional Development activities, through providing access to research, and through its ongoing collaboration and advocacy efforts with industry partners at a national level.

Board members discussed the focus of CITT/ICTS’s activities at length and agreed to map out more details regarding these four Strategic Priorities in a dashboard, to make them more clearly actionable. They developed a brief statement summarizing the intent of the priority, a list of the resources and assets that CITT/ICTS can activate to move forward in each priority, a description of what success could look like, and a list of milestones or indicators that will confirm progress in each priority. They also underlined the need for a list of constraints and barriers that CITT/ICTS may have to resolve or mitigate in order to be successful in progressing towards success on each Strategic Priority.

The Board members also identified the need for a designated Board lead for each Strategic Priority, who would be responsible for following up on the priority and reporting on progress at regular Board meetings. Their work produced the following dashboard of Strategic Priorities, Tools and Milestones:

STRATEGIC PRIORITY No. 1 - Communications

Strategic Priority	Brief Statement	Resources and assets	What does success look like	Milestones	Barriers and Constraints
Communications: CITT/ICTS will implement its Communications Plan and develop an up to date and streamlined communication system that will be used by the organization to promote and provide professional development opportunities, to engage with members, to recognize excellence and best practices (in health & safety, industry standards and environmental impact), to give access to pertinent research and to further advance and inform on advocacy efforts in the sector. Designated Board Lead: _____	“CITT/ICTS is developing an updated, streamlined communication system that we will use to provide professional development, engage with our members, and connect them to information on best practices, research and advocacy.”	National Board <ul style="list-style-type: none"> • Provide leadership on the communications strategy • Develop resources for communications • Provide expertise National Office <ul style="list-style-type: none"> • Manage the communications strategy • Generate, gather and share content • Provide communication tools • Provide expertise • Manage events Regional Sections <ul style="list-style-type: none"> • Generate, gather and share content • Provide communication tools • Provide expertise • Manage events Members <ul style="list-style-type: none"> • Generate content • Provide expertise 	<ul style="list-style-type: none"> • Informed and engaged members. • Easy access to information. • Professional development accessed by more members. • Callboard is the first resource accessed by Canadian Technicians. • Members are connecting to activate the experience of other members. • Less time spent managing communication tools. • Increased membership. 	Year 1 <ul style="list-style-type: none"> • Seek funding for communications modernization. • Determine path for implementation of Communications Plan. 	
				Year 2 <ul style="list-style-type: none"> • Seek funding for communications modernization. • Begin implementation of Communications Plan. • Develop cohesive digital strategy across platforms. • Determine path to increased capacity. 	
				Year 3 <ul style="list-style-type: none"> • Refresh/update Website. Transition to online tools for resource sharing, mentorship, Callboard. • Equip CITT/ICTS to capture and post digital P.D. content. Produce and post first digital P.D. content. • Develop online tools for Best Practices and Advocacy. • Increase in rates of access by members. 	
				Year 4 <ul style="list-style-type: none"> • 25% of suitable P.D. content is online. • Tools for Best Practices and Advocacy are online. • Increased communications capacity. • Increased rates of access by members. 	
				Year 5 <ul style="list-style-type: none"> • 50% of suitable P.D. content is online. • Increased rates of access and diversified use by members. • Review of progress, analyzing annually. • Increased capacity for communications, promotion, sharing and engaging. 	

STRATEGIC PRIORITY No. 2 Professional Development

Strategic Priority	Brief Statement	Resources and assets	What does success look like	Milestones	Barriers and Constraints
Professional Development: CITT/ICTS will create value for its members with a higher level of quality, an increased breadth, amount and diversity of professional development offerings in workshops at events. It will adapt professional development offerings for online access and enable professional development content able to be transferred from national to regional presentation with turnkey programming. Designated Board Lead: _____	“CITT/ICTS is increasing the quality, breadth, amount and diversity of professional development offerings in workshops at events, and developing our capacity to adapt those offerings to make them available online, and to transfer from National to Regional events with ease.”	National Board <ul style="list-style-type: none"> • Provide leadership for development & diversification of P.D. offerings • Develop resources for increased breadth, amount and diversity of P.D. offerings • Provide expertise National Office <ul style="list-style-type: none"> • Program and manage a breadth & diversity of P.D. offerings at national events • Equip CITT/ICTS to capture and post digital P.D. content • Provide expertise for P.D. online capacity upgrade • Provide expertise to adapt P.D. for turnkey regional access Regional Sections <ul style="list-style-type: none"> • Manage / program a breadth & diversity of P.D. offerings at regional events • Network with others for increased P.D. presentation • Provide expertise Members <ul style="list-style-type: none"> • Provide expertise & mentoring • Generate P.D. content 	<ul style="list-style-type: none"> • A broad and diverse line-up of top-notch live and online P.D. content. • Online library of excellent, regularly updated P.D. content that is easy to access for members. • Live P.D. content presented at both national and regional events with ease. 	Year 1 <ul style="list-style-type: none"> • Seek funding to increase breadth, amount and diversity of P.D. offerings. • Encourage the development and diversification of P.D. offerings. 	
				Year 2 <ul style="list-style-type: none"> • Develop strategies for developing and managing P.D. • Include P.D. in cohesive digital strategy across communication platforms. • Develop turnkey packaging strategy for live P.D. offerings. • Increase breadth and diversity of P.D. offerings at national events. 	
				Year 3 <ul style="list-style-type: none"> • Equip CITT/ICTS to capture and post digital P.D. content. Launch first digital P.D. content. • Increase the number of turnkey live P.D. offerings shared with regions. • Increase breadth and diversity of P.D. offerings at national events. 	
				Year 4 <ul style="list-style-type: none"> • 25% of suitable P.D. content is online. • Increase breadth and diversity of P.D. offerings. • Increase the number of turnkey live P.D. offerings shared with regions. 	
				Year 5 <ul style="list-style-type: none"> • 50% of suitable P.D. content is online. • Increase breadth and diversity of P.D. offerings. • Increase the number of turnkey live P.D. offerings shared with regions. 	

STRATEGIC PRIORITY No. 3 - Engaging the membership and recognizing excellence

Strategic Priority	Brief Statement	Resources and assets	What does success look like	Milestones	Barriers and Constraints
Engaging the membership and recognizing excellence: CITT/ICTS will make a sustained, holistic effort to remain relevant to the evolving needs of its members and the industry and explain more clearly what it has to offer. CITT/ICTS will enhance its services in a way that will engage a broader diversity of members, and it will recognize excellence in a way that is inclusive and that will stimulate pride in the industry and the membership. Designated Board Lead: _____	“CITT/ICTS strives to increase its value to its current and future members. We are engaging the current membership to champion the success of future members by sharing their expertise, experience and vision for the industry. We are increasing the visibility of the membership and its expertise by recognizing excellence in an inclusive manner.”	National Board <ul style="list-style-type: none"> • Provide leadership on engaging members and recognizing excellence • Promote engagement at large and through one-on-one connections • Develop resources for engagement and recognition of excellence • Champion inclusivity and visibility of diverse excellence National Office <ul style="list-style-type: none"> • Support engagement and recognition of excellence with updated communications tools • Actively connect members and resources • Model inclusivity and diverse excellence in events and services Regional Sections <ul style="list-style-type: none"> • Connect with potential future members and promote engagement • Model inclusivity and diverse excellence in events and services • Nominate and recommend diverse expertise from their community Members <ul style="list-style-type: none"> • Share their expertise, experience and vision for the industry • Nominate and recommend diverse expertise from their community 	<ul style="list-style-type: none"> • A cycle of sustainability attained in membership and activities. • Membership increases and diversifies. • Members are active and engaged on committees, on the Board, in P.D. and mentorship • Members are proud to be part of the organization. • Members feel valued by their organization, their community and their peers. • Members are championing the organization and its diversity of members. • Excellence is recognized and celebrated in an inclusive manner. 	Year 1 <ul style="list-style-type: none"> • Establish outreach committee. • Members involved in committees and governance on national and regional level. 	
				Year 2 <ul style="list-style-type: none"> • Outreach committee outlines path forward. • Key metrics on membership gathered. • Re-evaluation of awards underway. • Member spotlight a quarterly online feature. 	
				Year 3 <ul style="list-style-type: none"> • Outreach program and recruitment campaign implemented. • Diversification of awards and recognition. • Diversification of new members and increase in member retention. • Increase in attendance and presentations at national and regional events. • Increase in submissions from membership. • Member spotlight a bi-monthly feature. 	
				Year 4 <ul style="list-style-type: none"> • Membership increases and diversifies. • Inclusive awards & recognition have visibility. • Re-development efforts underway for MB/SK and Maritime sections. 	
				Year 5 <ul style="list-style-type: none"> • Membership increases and diversifies. • Sustainability cycle for membership attained. • New regional sections in development. • Member spotlight a monthly online feature. 	

STRATEGIC PRIORITY No. 4 - Best Practices

Strategic Priority	Brief Statement	Resources and assets	What does success look like	Milestones	Barriers and Constraints
Best Practices: CITT/ICTS will strive to be the national go-to organization for Best Practices in Health & Safety, Industry Standards, and Environmental Impact, providing information, professional development opportunities, access to research, and advocacy to advance best practices in the industry, and it will model those best practices to encourage safe and ethical workspaces across the industry. Designated Board Lead: _____	“CITT/ICTS promotes and encourages best practices by providing information, professional development, access to research and advocacy, so that those practices are adopted across the industry. We are modeling those best practices to encourage safe and ethical workspaces for everyone.”	National Board <ul style="list-style-type: none"> • Provide leadership and advocacy for Best Practices • Activate D.I.E. and B.P. committees • Develop resources for Best Practices • Reach out to partner organizations for collaboration on Best Practices National Office <ul style="list-style-type: none"> • Manage communications and advocacy support for Best Practices nationally • Manage content and provide access to P.D. and Research on Best Practices nationally • Provide expertise on Best Practices • Collaborate with partner organizations and external experts on Best Practices • Model Best Practices Regional Sections <ul style="list-style-type: none"> • Manage communications and advocacy support for Best Practices regionally • Provide access to P.D. and Research on Best Practices regionally • Provide expertise on Best Practices • Collaborate with partner organizations and external experts on Best Practices • Model Best Practices Members <ul style="list-style-type: none"> • Provide expertise & mentoring on Best Practices • Utilize and model Best Practices 	<ul style="list-style-type: none"> • CITT/ICTS is the national go-to organization for Best Practices in Health & Safety, Industry Standards and Environmental Impact. • Working with partners to advocate for Best Practices. • Gathering and sharing Best Practice resources. • Providing access to P.D. and Research on B.P. • Centralized information on legislation concerning the industry. • CITT/ICTS is the national voice promoting safe & ethical workspaces for everyone. 	Year 1 <ul style="list-style-type: none"> • Seek resources for B.P. handbook. • Gather & centralize existing B.P. information. • Establish links with partner organizations for B.P. in Health & Safety, Industry Standards and Environmental Impact. 	
				Year 2 <ul style="list-style-type: none"> • Confirm resources for B.P. handbook. • Post & promote centralized B.P. information. • Enhance advocacy links with B.P. partners. • Formalize process for Research access. 	
				Year 3 <ul style="list-style-type: none"> • Develop and post B.P. handbook. • Update centralized B.P. information. • Maintain advocacy links with B.P. partners and document past advocacy strategies. • Develop and share P.D. and research content in Best Practices. 	
				Year 4 <ul style="list-style-type: none"> • Update handbook & centralized information. • Maintain advocacy links with B.P. partners and share concerted advocacy strategies. • Increase P.D. and research content in Best Practices. 	
				Year 5 <ul style="list-style-type: none"> • Review and update resources continuously. • Maintain advocacy links and shared strategies with B.P. partners. • Increase P.D. and research content in Best Practices. 	

CITT/ICTS STRATEGIC PLAN: – CONCLUSION AND NEXT STEPS

As they concluded their Strategic Planning Process, the gathered Board members confirmed their priorities for the next five years of CITT/ICTS activities, and noted the following:

- **Communications** – it is essential to find resources and implement the Communications Plan and develop an updated, streamlined communication system that can be used by CITT/ICTS to share information and resources, promote its activities and events, provide Professional Development, build solid links to its regional and national partners, and engage its members, helping to develop connections between them, encouraging info-sharing and mentorship.
- **Professional Development** – this is where CITT/ICTS can create the greatest value for its members with a high level of quality and a broader diversity and range of Professional Development offerings at events and online, and by enabling the easy transfer of these offerings from national events to regional events.
- **Engaging the membership and recognizing excellence** – CITT/ICTS must engage the current membership to champion the success of future members by sharing their expertise, experience and vision for the industry. It must strive to increase the visibility of a diversity of members by recognizing excellence in an inclusive manner. CITT/ICTS must model inclusivity and diverse excellence in its events and services, if it is to successfully integrate the next generation.
- **Best Practices** – CITT/ICTS must be the national go-to organization for Best Practices in Health & Safety, Industry Standards and Environmental Impact, providing advocacy, information, professional development content and access to research to promote Best Practices in the industry. It must model Best Practices to encourage safe and ethical workspaces for everyone.

Participants reviewed and discussed their work, underlining the following next steps:

- The Board must continue their reflection on these priorities, take the time to review them and to reflect on the barriers and constraints to success.
- CITT/ICTS should seek additional feedback from the membership and other stakeholders, and then refine the priorities where necessary and finalize the plan.
- The Board must designate a member to lead, monitor and report on progress for each priority.

Once finalized, CITT/ICTS must share the plan, activate the resources for the priorities, seek out additional resources where necessary, communicate the ideas behind the plan and convince stakeholders of the positive outcomes. Then, over the course of the 5 years of the plan, CITT/ICTS must actively pursue the advancement of each priority in order to continue to serve the members and play a key role in the Canadian performing arts technology field.
