



Connecting the Canadian Live Performing Arts Community

Réunir le milieu canadien des technologies scénographiques

2021-2025
STRATEGIC PLAN
Executive Summary

CITT/ICTS STRATEGIC PLAN 2021-2025

EXECUTIVE SUMMARY

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

CITT/ICTS STRATEGIC PLAN 2021-2025: PRIORITIES, TOOLS AND MILESTONES

CITT/ICTS has identified four priority areas that provide significant value to its members, and it will clarify and enhance its offerings in those areas as Strategic Priorities:

1. Communications: CITT/ICTS will grow its communications capacity through a broader utilization of multiple platforms to provide relevant information and resources to members and the wider industry. This growth will support activities in areas including, but not limited to, professional development, member engagement, recognition, advocacy, research and best practices (e.g. health and safety, industry standards, environmental impact, etc.). The development and implementation of a robust Communications Plan will allow CITT/ICTS to effectively engage members, share information and resources, promote activities and events, provide professional development, and maintain strong connections with regional and national partners.

2. Professional Development: Through national and regional events as well as online programming, CITT/ICTS will offer professional development opportunities with particular focus on best practices. This approach will provide members with access to an array of relevant and practical learning sessions, and can grow and adapt to continue to effectively meet members' needs.

3. Engaging With Members and Recognizing Excellence: CITT/ICTS has a membership base that holds a substantial amount of knowledge, skills and experiences. By recognizing excellence within our industry, CITT/ICTS will enhance engagement with members and increase pride in the industry. CITT/ICTS will encourage current members to support the success of future members through mentoring, coaching and collaboration. In addition, CITT/ICTS will continue to strive to recognize and support the development of equity and diversity within the organization, which will contribute to positive growth and continued relevance.

4. Best Practices: By sharing, promoting and modeling best practices in health and safety, industry standards and environmental impact, CITT/ICTS will establish its reputation as a knowledgeable, relevant and integral organization within the sector. Continued advocacy, ongoing collaboration and research into key areas of interests and concern will be fundamental. In order for CITT/ICTS to be the national go-to organization, it must model a commitment to excellence, evaluation and ethics.

The following dashboard provides more details regarding these four Strategic Priorities, to make them more clearly actionable.

Each features 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. It also identifies the 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.

There is a designated Board lead for each Strategic Priority, who will be responsible for following up on the priority and reporting on progress at regular Board meetings.

Strategic Priority	Brief Statement	Resources and assets	What does success look like	Milestones	Status
<p>Communications</p> <p>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 (P.D.) 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 our advocacy efforts in the sector.</p> <p>Designated Board Lead: Communications Committee Chair</p>	<p>“CITT/ICTS is developing an updated communication system to better engage with and inform our members.”</p>	<p>National Board</p> <ul style="list-style-type: none"> • Provide leadership on the communications strategy. • Develop resources for communications. • Provide expertise. <p>National Office</p> <ul style="list-style-type: none"> • Manage the communications strategy. • Generate, gather and share content. • Provide communication tools. • Provide expertise. • Manage events. <p>Regional Sections</p> <ul style="list-style-type: none"> • Generate, gather and share content. • Provide communication tools. • Provide expertise. • Manage events. <p>Members</p> <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, events and activities are accessed by more members. • Callboard is the first resource accessed by members. • Members are connecting to activate the experience of other members. • Less time spent managing communication tools. • Increased membership. 	<p>Year 1 - 2021</p> <ol style="list-style-type: none"> 1. Refresh/update Website. 2. Determine path for implementation of Communications Plan. 3. Equip CITT/ICTS to capture and post digital P.D. content. Produce and post first digital P.D. content. 4. 25% of available P.D. content is online. 5. Review of progress, analyzing annually. <p>Year 2 - 2022</p> <ol style="list-style-type: none"> 1. Seek funding for communications modernization. 2. Begin implementation of Communications Plan. 3. Develop cohesive digital strategy across platforms. 4. Determine path to increased capacity. 5. 50% of available P.D. content is online. <p>Year 3 - 2023</p> <ol style="list-style-type: none"> 1. Transition to online tools for resource sharing, mentorship, Callboard. 2. Develop online tools for Best Practices and Advocacy. 3. Increase in rates of access by members. 4. 75% of available P.D. content is online. <p>Year 4 - 2024</p> <ol style="list-style-type: none"> 1. Tools for Best Practices and Advocacy are online. 2. Increased communications capacity. 3. Increased rates of access by members. <p>Year 5 - 2025</p> <ol style="list-style-type: none"> 1. Increased rates of access and diversified use by members. 2. Increased capacity for communications, promotion, sharing and engaging. 	<ol style="list-style-type: none"> 1. Completed 2. In Progress 3. Completed 4. Completed

Strategic Priority	Brief Statement	Resources and assets	What does success look like	Milestones	Status
<p>Professional Development</p> <p>CITT/ICTS will create value for its members with a higher level of quality and greater amount of multidisciplinary professional development (P.D.) offerings. 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.</p> <p>Designated Board Lead: Professional Development Committee Chair</p>	<p>"CITT/ICTS is increasing the quality, breadth and amount of professional development offerings and making them more widely available."</p>	<p>National Board</p> <ul style="list-style-type: none"> • Provide leadership and develop resources for development and increased variety of P.D. offerings. • Provide expertise. <p>National Office</p> <ul style="list-style-type: none"> • Program and manage 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. <p>Regional Sections</p> <ul style="list-style-type: none"> • Manage / program a breadth & variety of P.D. offerings at regional events. • Network with others for increased P.D. presentation. • Provide expertise. <p>Members</p> <ul style="list-style-type: none"> • Provide expertise & mentoring. • Generate P.D. content. 	<ul style="list-style-type: none"> • A broad and varied line-up of high quality live and online P.D. content. • Online library of regularly updated P.D. content that is easy to access for members. • Live P.D. content presented at both national and regional events. 	<p>Year 1 - 2021</p> <ol style="list-style-type: none"> 1. Encourage the development of P.D. offerings. 2. Launch first digital P.D. content. 3. 25% of available P.D. content is online. <p>Year 2 - 2022</p> <ol style="list-style-type: none"> 1. Assess industry needs and revised priorities. 2. Develop strategies for developing and managing P.D. 3. Increase programming across all disciplines for P.D. offerings at national events. 4. 50% of available P.D. content is online. <p>Year 3 - 2023</p> <ol style="list-style-type: none"> 1. Seek funding to increase breadth, amount, and variety of P.D. offerings. 2. Equip CITT/ICTS to capture and post digital P.D. content. 3. Include P.D. in cohesive digital strategy across communication platforms. 4. 75% of Available P.D. content is online. <p>Year 4 - 2024</p> <ol style="list-style-type: none"> 1. Develop turnkey packaging strategy for live P.D. offerings to be shared with regions. <p>Year 5 - 2025</p> <ol style="list-style-type: none"> 1. Increase the number of turnkey live P.D. offerings shared with regions. 	<ol style="list-style-type: none"> 1. In Progress 2. Completed 3. In Progress <ol style="list-style-type: none"> 3. In Progress

Strategic Priority	Brief Statement	Resources and assets	What does success look like	Milestones	Status
<p>Engaging the membership and recognizing excellence</p> <p>CITT/ICTS will make a sustained effort to remain relevant to the evolving needs of its members and the industry. CITT/ICTS will enhance its services in a way that will remove barriers and create multidisciplinary programming that will engage current and new membership. CITT/ICTS takes pride in and will recognise the successes of its members and will continue to empower industry excellence.</p> <p>Designated Board Lead:</p> <hr/>	<p>“CITT/ICTS will enhance its services in a way that will remove barriers and create multidisciplinary programming that will engage current and new members.”</p>	<p>National Board</p> <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. • Promote and improve inclusivity and visibility of diverse members. • Prioritize and empower underrepresented voices. Find ways of granting better access to voices not predominantly represented in the membership. • Collaborate and partner with educational institutions nationally. <p>National Office</p> <ul style="list-style-type: none"> • Support engagement and recognition of excellence with updated communications tools. • Actively connect members and resources. • Model inclusivity in events and services. 	<ul style="list-style-type: none"> • A cycle of sustainability attained in membership and activities. • Membership increases as a result of activities that are more representative. • Members are active and engaged on committees, on the Board, in P.D. and mentorship. • Members are proud to be part of the organization and share this with their networks. • Members feel valued by their organization, their community and their peers. • Excellence is recognized and celebrated. • Educational institutions are excited to partner their graduates with CITT/ICTS. 	<p>Year 1 - 2021</p> <ol style="list-style-type: none"> 1. Establish outreach committee. 2. More members involved in committees and governance on national and regional level. 3. Re-evaluation of awards and recognition underway. 4. MB/SK Section established. <p>Year 2 - 2022</p> <ol style="list-style-type: none"> 1. Outreach committee outlines path forward and defines terms. 2. Key metrics on membership gathered. Key barriers to membership identified. 3. Develop sustainable ways to feature member achievements in CITT/ICTS communications. 4. Develop sustainable ways to partner with educational programs who are actively working to remove barriers to education. <p>Year 3 - 2023</p> <ol style="list-style-type: none"> 1. Outreach program and recruitment campaign implemented. 2. Awards and recognition programme relaunched. 3. Key barriers to membership removed. Increase in new members and member retention. Membership is more representative of the Live Performance community. 4. Increase partnerships with educational institutions. 5. Increase in attendance and presentations at national and regional events. 6. Increase in content submissions from membership. 7. Regularly feature member achievements in CITT/ICTS communications. 8. Re-development efforts underway for the Atlantic regional section. 	<p>4. Completed</p>

Strategic Priority	Brief Statement	Resources and assets	What does success look like	Milestones	Status
		<ul style="list-style-type: none"> • Prioritize and empower underrepresented voices. Find ways of granting better access to voices not predominantly represented in the membership. • Collaborate and partner with educational institutions nationally. <p>Regional Sections</p> <ul style="list-style-type: none"> • Connect with potential future members and promote engagement. • Model inclusivity in events and services. • Nominate and recommend diverse expertise from their community. • Prioritize and empower under-represented voices. Find ways of granting better access to voices not predominately represented in the membership. • Collaborate and partner with educational institutions regionally. <p>Members</p> <ul style="list-style-type: none"> • Share their expertise, experience and vision for the industry. • Nominate and recommend diverse expertise from their community. 		<p>Year 4 - 2024</p> <ol style="list-style-type: none"> 1. Key metrics on membership gathered. Re-assess current situation and any new barriers to membership. 2. Awards & recognition have greater visibility in the wider Live Performance Community. 3. Regularly feature member achievements in CITT/ICTS communications. <p>Year 5 - 2025</p> <ol style="list-style-type: none"> 1. Further barriers to membership removed. Increase in new members and member retention. Membership is more representative of the Live Performance community. 2. Sustainability cycle for membership achieved. 3. Regularly feature member achievements in CITT/ICTS communications. 	

Strategic Priority	Brief Statement	Resources and assets	What does success look like	Milestones	Status
<p>Best Practices</p> <p>CITT/ICTS will strive to be the national go-to organization for Best Practices (B.P.), 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 work environments across the industry.</p> <p>Designated Board Lead:</p> <hr/>	<p>“CITT/ICTS promotes and encourages industry best practices and safe and ethical work environments across Canada.”</p>	<p>National Board</p> <ul style="list-style-type: none"> • Provide leadership and advocacy for Best Practices. • Activate Inclusion Diversity Equity and Access (IDEA) and Best Practices (B.P.) committees. • Develop resources for B.p. in collaboration with the membership and partner organisations. • Model Best Practices. <p>National Office</p> <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 B.P. nationally. • Provide expertise on B.P. • Collaborate with partner organizations and external experts on B.P. • Model Best Practices. <p>Regional Sections</p> <ul style="list-style-type: none"> • Manage communications and advocacy support for B.P. regionally. • Provide access to P.D. and Research on B.P. regionally. • Provide expertise on B.P. • Collaborate with partner organizations and external experts on B.P. • Model Best Practices. <p>Members</p> <ul style="list-style-type: none"> • Provide expertise & mentoring on B.P. • 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 of Best Practices resources. • Providing access to P.D. and Research on Best Practices. • Centralized information on legislation concerning the industry. • CITT/ICTS is the national voice promoting safe & ethical workspaces for everyone. • CITT/ICTS is responsive to workplace issues identified during the Pandemic period. 	<p>Year 1 - 2021</p> <ol style="list-style-type: none"> 1. Gather & centralize existing B.P. information. 2. Establish links with partner organizations for B.P. in Health & Safety, Industry Standards and Environmental Impact. 3. Support and advocate for CITT/ICTS membership in post-pandemic industry discussions. <p>Year 2 - 2022</p> <ol style="list-style-type: none"> 1. Post & promote centralized B.P. information. 2. Enhance advocacy links with B.P. partners. 3. Formalize process for Research access. <p>Year 3 - 2023</p> <ol style="list-style-type: none"> 1. Continue to update centralized B.P. information. 2. Maintain advocacy links with B.P. partners and document past advocacy strategies. 3. Develop and share P.D. and research content in B.P. <p>Year 4 - 2024</p> <ol style="list-style-type: none"> 1. Develop update strategy for B.P. information. 2. Continue to update centralized information. 3. Maintain advocacy links with B.P. partners and share concerted advocacy strategies. 4. Increase P.D. and research content in B.P. <p>Year 5 - 2025</p> <ol style="list-style-type: none"> 1. Continue to update centralized information. 2. Maintain advocacy links and shared strategies with B.P. partners. 3. Increase P.D. and research content in B.P. 	<ol style="list-style-type: none"> 1. In Progress 2. In Progress 3. In Progress

Document History

At the Board meeting directly following Rendez-vous 2019, the Directors identified the need for a new Strategic Plan that would provide measurable, achievable, but ambitious goals for the next 5 years of CITT/ICTS's operations. A consultant was engaged to support the process, and comments, feedback and suggestions were solicited from a number of current, prior and prospective members.

In February 2020, the CITT/ICTS Board members, the regional sections representatives and the national coordinator met in Montreal for two days of Strategic Planning. The participants present at this retreat were:

Angela Drainville, President
Paul Del Motte, Vice-President
Al Cushing, Treasurer
Scott Martin, Secretary
Matt Frankish, President-Elect

Emma Alderman, Director at large
Claudia L'Écuyer, Director at large
Eric Pell, Director-at-large
John Raymond, Director-at-Large (remote)
Esther Van Eek, Director at large

Kevin Humphrey, Alberta Section
Paul Fujimoto-Pihl, Ontario Section
Peter Vatsis, Québec Section

Monique Corbeil, National Coordinator

The participants 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, the participants 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, the participants 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.

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.

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).

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, the participants 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 participants 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.

As they concluded their Strategic Planning Process, the gathered participants 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 would 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 would 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.

Development of the document stalled in 2020 as the immediate and quickly changing effects of the pandemic rendered some parts of the original plan either irrelevant, or so important that they had to be implemented immediately. Work on the Strategic Plan was paused to concentrate resources on the immediate requirements of the pandemic response.

In 2021, work resumed at the Board Level, with some new board members, and a draft of the Strategic plan was produced and distributed in August 2021 to the CITT/ICTS membership. The board then proceeded to incorporate the received feedback and modify the plan further to reflect the changed priorities of the organisation in 2021.

Now finalized, CITT/ICTS will share the Strategic Plan with its members and partners, 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. Over the course of the 5 years of the plan, CITT/ICTS will actively pursue the advancement of each priority to continue to serve the members and play a key role in the Canadian performing arts technology field.

CITT/ICTS Board of Directors 2021-2022

Matt Frankish, President

Russell Martin, Vice-President

Al Cushing, Treasurer

Scott Martin, Secretary

Paul Del Motte, President-Elect

Autumn Coppaway, Director at large

Claudia L'Écuyer, Director at large

Crystal Lee, Director at large

Andrea Lundy, Director at large

Esther Van Eek, Director at large

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Josh Jansen, British Columbia Section

Kevin Humphrey, Alberta Section

John Dyck, Prairie Section

Paul Fujimoto-Pihl, Ontario Section

Sandra Matte, Québec Section

National Office Staff

Monique Corbeil, National Coordinator

Marie-Laure Leclerc, Coordination Assistant