



5-YEAR ACTION PLAN 2018-2023

IN ASSOCIATION WITH
STRATEGIC PLAN
2018-2023

FUNDED BY THE ONTARIO ARTS COUNCIL
FACILITATED BY SUE BUCKLE

CREATIVE INDUSTRIES NORTH BAY INC.

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A NOTE FROM OUR EXECUTIVE DIRECTOR



In Spring 2018, Creative Industries dove into the development of a 5-year Strategic Plan. This opportunity brought with it a vital continuity for Creative Industries as we worked towards a new mandate, vision and goals that would actively support our creative sector. Our completed Strategic Plan in accordance with a public survey, identified the strengths, weaknesses, opportunities and threats facing our creative community. Survey participants provided our organization with direction and tangible information and granted us invaluable insight into the needs of our sector.

With a restored fortitude Creative Industries is excited to share our newly developed 5-year Action Plan. This plan should be considered a catalyst for our collective growth, innovation and sustainability as a creative city. We look forward to upcoming conversations, actions and initiatives that will lead to a vibrant, celebrated and supported creative sector.

Jaymie Lathem
Executive Director

A handwritten signature in black ink, appearing to read 'Jaymie Lathem'. The signature is stylized with a large, loopy initial 'J' and a cursive 'Lathem'.

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ABOUT CREATIVE INDUSTRIES



Creative Industries North Bay Inc. is the evolution of a community effort to engage, inspire and support arts and culture in North Bay and throughout the region.

Creative Industries inaugural Strategic Plan and 5-year Action Plan focuses on building, fostering and solidifying relationships with the City of North Bay, community and creative sector as well as individual artists and arts organizations, in order to realize our mandate and vision. Guided by our Mandate, Vision and Values, together with the implementation of our organizational Pillars, Creative Industries will prove that arts, culture and the creative sector are strong economic drivers that contribute significantly to North Bay, Nipissing's quality of life.

MANDATE

Creative Industries North Bay Inc. supports, connects and promotes the creative sector in North Bay, Nipissing to foster a progressive, prosperous community.

VISION

Every community member sees the creative sector as a vital part of North Bay, Nipissing's identity and prosperity.

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OUR VALUES

transparent

Creative Industries is open and honest about its decision-making processes, financial management and accountability to its members, partners and the creative sector.

inclusive

Creative Industries creates a space where divergent and common interests have a voice in the health of their creative sector.

audacious

Creative Industries is bold, daring, brave and passionate about initiatives that will support, connect and promote the creative sector and our community.

respectful

Creative Industries displays regard for the feelings, wishes, rights and traditions of others.

collaborative

Creative Industries recognizes the strength of working together with people, cultural organizations and other stakeholders.

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EQUITY

Creative Industries has identified the need to develop an Equity Initiative. We envision a creative community in North Bay, Nipissing that cultivates inclusion of people in the creative sector of all backgrounds and lived experiences. This includes peoples of all ability, language, race, creed, sexual orientation, gender, age and socio-economic status.

Creative Industries will create and advocate for safe spaces for artistic expression and creative opportunities, and seek to prioritize inclusiveness, transparency and accessibility in accordance with the provisions of the Ontario Human Rights Code and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

These principles and values are integrated and reflected within our Action Plan.

This is an evolving and thoughtful process that includes ongoing listening, communication and collaboration to support the varied needs of a diversity of artists and arts organizations in our community to the best of our ability.

CREATIVE SUMMIT 2018. PHOTO BY VANESSA TIGNANELLI



OUR PILLARS

COMMUNICATION:

Communicate regularly and effectively the importance of a vibrant, supported creative sector and organizations role with the: creative sector, municipality and broader community while ensuring inclusion and transparency.

ADVOCACY:

Advocate the importance of the creative sector and North Bay, Nipissing based artists, organizations, collectives and groups on a local, provincial and federal level.

GROWTH:

Strengthen, support and develop our local creative sector through research, professional development and the establishment of a sustainable creative sector funding program.

CAPACITY:

Strengthen and develop our organizational capacity through research, development, collaboration, connections and establish sustainable, diversified funding.

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COMMUNICATION

Communicate regularly and effectively the importance of a vibrant, supported creative sector and our organizations role with the: creative sector, municipality and broader community while ensuring inclusion and transparency.

“Promotion of arts/events/gatherings that create activity within the city would most contribute to prosperity, as cities thrive when it's citizens are engaged and enjoying the public realm.”

-citizen of north bay

CREATIVE SUMMIT 2018. PHOTO BY VANESSA TIGNANELLI



1.1 OBJECTIVE:

Develop and implement an annual communications plan targeted to: **A.** creative sector **B.** municipality **C.** broader community

Measure of Achievement: A Communications Plan is developed and implemented annually

Measured/Evaluated by: number of newsletter subscribers - growth or loss each year; amount of organizations/creative sector individuals reaching out for assistance, knowledge, participation etc.

A. Targeted to creative sector organizations, collectives, groups and individuals; utilizing the most effective and diverse communication channels

ACTIONS.

1. Distribute a monthly or quarterly e-newsletter including local, regional, provincial and federal news that supports Creatives Industries' vision, mandate, equity statement, initiatives and goals.
2. Profile local arts groups, individuals, organizations on social media platforms, website, newsletters, written articles and any in-person opportunities as appropriate
3. Advise on granting, exhibitions, workshops, professional development opportunities available to creative sector based individuals, equity identified persons, organizations and groups alike.
4. Establish an annual social media marketing plan that includes key messaging
5. Update C.I. website to reflect new strategic plan, equity statement, initiatives and action plan priorities
6. Explore all communication pathways beyond online based platforms to ensure accessibility including but not limited to: printed media, radio, in-person presentations, discussions.



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B. Targeted to municipality, including departments, city employees, mayor and municipal Councillors; identifying opportunities, outcomes, achievements, needs reinforcing messaging that Creative Industries is the lead channel for municipal communication.

ACTIONS.

1. Educate and engage 2018 municipal election candidates in the discussions on the creative sector as an economic driver for the City
2. Attend all candidate debates and pose questions relative to creative sector
3. Invite candidates to respond to a survey and share answers with CI community / newsletter
4. Provide fact sheet and orientation for new council post-election
5. Bridge communication between creative sector and municipality
6. Present / Participate / Attend Council meetings when appropriate to discuss climate of local creative sector.
7. Encourage & support others within creative sector to present / participate / attend municipal council meetings

C. Targeted to broader community using the most effective and diverse communication channels.

ACTIONS.

1. Distribute monthly social media releases to spotlight major creative sector: events, activation's, organizations, groups, collectives, individuals
2. Incorporate diverse multi-channels including but not limited to: social media platforms, written articles, local and provincial news outlets and organizations.
3. Develop a contact list of creative sector, patrons, media, corporate partners, business champions to encourage larger public 'sharing' and distribution of information
4. Establish an annual social media marketing plan that educates and communicates benefits importance of a thriving, supported creative sector

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“Communication is very important. Establishing standards and best practices as well as being the glue that holds many groups together. A strong arts umbrella does not need to do all the actions but creates an environment where many people want to do the actions themselves.”

- citizen of north bay

ICE FOLLIES 2018. INSTALLATION BY AYLAN COUCHIE. PHOTO BY LIZ LOTT



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1.2 OBJECTIVE:

Publish an annual report outlining organizational achievements and financial overviews to be presented to municipal council and made publicly accessible through website and per request to uphold organizational transparency.

Measure of Achievement: Annual report published and publicly accessible and is accessed; Creative Industries is held accountable to goals and action items.

“I think an active website and effective communication with the artists, organization, and public are important. Ineffective communication or failure to engage people could be a barrier.”
-citizen of north bay

ACTIONS.

1. Use semi-annual reviews of organizational strategic plan status
2. Report on accomplishments of organizational objectives
3. Review and update Action Plan citing completed actions and measure of achievement
4. Present report to Council, distribute via e-newsletter and make available on website

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1.3 OBJECTIVE:

Develop and implement an annual outreach plan to connect in person with creative arts organizations at their events, board meetings and other similar opportunities

Measure of Achievement: An outreach plan for the creative sector is developed, implemented and evaluated annually.

ACTIONS.

1. Develop consistent verbiage and visuals for presentations with both creative sector and community-based organizations, collectives, businesses and groups.
2. Attend & present when asked and actively pursue presentation opportunities targeting arts and non-arts based organizations, groups, businesses and when appropriate, presenting at fellow board meetings, gatherings and events
3. Develop outreach program specific to equity identified groups and persons to ensure and establish inclusive, effective and impactful communication and engagement
4. Develop community activation 'package' (Creative Booth) to be present at appropriate events, conferences, festivals, activations to foster face-to-face community engagement, communication with a relevant call-to-action for participation

MURAL BY DIEACTIVE. LOCATION DOWNTOWN NORTH BAY. PHOTO BY LIZ LOTT



ADVOCACY

Advocate the importance of the creative sector and North Bays individual creative artists, organizations and groups on a local, provincial and federal level.

“A functional umbrella arts organization who can advocate for the creative community, strengthen connections between organizations, and foster/support the work being done will help North Bay become a sustainable and successful arts community that will attract the broader community and tourism. An active and engaging arts and culture scene will be an attraction for business and tourism.”

-citizen of north bay

NORTH BAY SYMPHONY. PHOTO BY LIZ LOTT



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2.1 OBJECTIVE:

Advocate and educate individuals, organizations, venues the importance of implementing established artist fee structures / schedules

Measure of Achievement: Artist fee structures / schedules published. Mechanism established for tracking compliance (micro-grants based linked to fee schedules)

“The City will prosper by having an umbrella organization because they will advocate for the organizations under the umbrella by funneling resources to make the arts stronger which in turn, generates a healthy culture in our community and generates sustainability.”
-citizen of north bay

ACTIONS.

1. Research and post recognized and available fee structures / schedules on website
2. Develop an education campaign to raise awareness of appropriate fee structures to advocate that all artists be paid appropriately
3. Launch & promote campaign
4. Conduct survey of artists, organizations and businesses to measure change in compliance

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2.2 OBJECTIVE:

Identify systemic issues for creative sector based individuals, organizations, groups, equity identified persons and groups.

Measure of Achievement: Advocacy strategy developed and practiced

ACTIONS.

1. Research and contact other ASO's to gather information on how they achieve their advocacy goals
2. Establish connections and remain up to date with provincial and national art advocacy groups
3. Conduct needs assessment / compile statements of both equity identified and all local creative sector individuals, groups, organizations of their needs and gaps to access commonalities and priorities
4. Develop resource library and include advocacy resources specific for creative sector based individuals, organizations, groups, equity identified persons and groups and make accessible via Creative Industries website

2.3 OBJECTIVE:

Advocate with City of North Bay to establish an ongoing Public Art Policy and Program

Measure of Achievement: Public Arts Policy and Program in place and referenced appropriately with all new public art developments



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ACTIONS.

1. Research and investigate different policies and approaches in use in other cities
2. Advocate with Council, working with City Staff to draft and develop a public art policy and program for the City of North Bay
3. Launch and promote City of North Bay Public Art Policy

2.4 OBJECTIVE:

Collaborate with non-arts oriented organizations & events to establish synergy & links between the arts and other sectors

Measure of Achievement: record collaborative initiatives with non-arts oriented organizations & events, updated annually with links and outcomes identified

“An umbrella arts organization should listen to it's members, take input and adapt to it's base while providing that unifying voice and leadership role which is needed to represent the organization in the region. It should provide support for prospective initiatives and advocate for the membership's well-being within the community and outside the region.”

-citizen of north bay

ACTIONS.

1. Identify arts-friendly champions and advocates and create meaningful relationships with active communication
2. Advice and partner on appropriate events, activations and initiatives
3. Support and facilitate new connections, collaborations and partnerships between the creative and non-creative sectors

2.5 OBJECTIVE:

Explore and develop equity and inclusion based learning / training opportunities for creative sector organizations

Measure of Achievement: Equity and inclusion based learning / training opportunities developed and /or made available.

ACTIONS.

1. Research and promote existing equity and inclusion based training / learning opportunities that are currently available.
2. Explore opportunities for collaboration and partnerships with equity based training organizations, persons
3. Fund, organize, facilitate and market appropriate equity and inclusion based training / learning opportunities including but not limited to: in-person training, online based training

CREATIVE SUMMIT 2018. PHOTO BY VANESSA TIGNANELLI



GROWTH

Strengthen, support and develop our local creative sector through research, professional development and the establishment of a sustainable creative sector funding program.

3.1 OBJECTIVE:

Identify needs & promote / develop professional development training for individual creatives & capacity training for creative organizations

Measure of Achievement: Needs identified through consultation, training plan developed and executed with assessment and evaluation.

ACTIONS.

1. Survey the local creative sector individuals and organizations to identify and prioritize needs and gaps
2. Conduct needs assessment with equity identified creative individuals to determine and prioritize needs and gaps and ensure appropriate access and inclusion
3. Investigate opportunities for collaboration and partnerships with other organizations to provide / develop creative sector capacity building / training
4. Fund, organize, facilitate and market appropriate capacity training & professional development for creative-based organizations based on needs
5. Fund, organize, facilitate and market appropriate capacity training for equity identified creatives based on needs with appropriate access
6. Research and promote relevant training opportunities that are currently available throughout the community



3.2 OBJECTIVE:

Establish an annual micro-granting program for local artists / organizations

Measure of Achievement: annual micro-grant program is in place, applications are submitted and dollars are disseminated

ACTIONS.

1. Research: who will hold funding, possible investors, other art service organizations with granting systems
2. Set guidelines including categories, submissions, final reports, goals, eligibility, adjudication, grant amounts, process, timelines etc. Consider the hiring of 3rd Party consultant to ensure conflict of interest and best practices are upheld
3. Build & launch sponsorship/funding initiative/campaign to secure funding for grant program including scorecard, return on investment, qualitative investment, community creative sector 'facts'
4. Secure any and all necessary sponsorship, partnerships & funding to develop and fund a long-term sustainable granting program
5. Launch, promote, educate and intake applications. Disseminate micro-granting dollars

CAPITOL CENTRE. PHOTO BY LIZ LOTT





YOUTH POETRY SLAM WITH COLE FORREST STEVENS

3.3 OBJECTIVE:

Conduct research on the economic impact of the creative sector on City of North Bay and share with targeted audiences and stakeholders

Measure of Achievement: Research is conducted and report completed with measuring tools in place to continue research and data

ACTIONS.

1. Research: how other communities / organizations capture creative sector data, catchment tools of creative sector economic impact, funding opportunities to assist in creating optimal data catchment / storage
2. Pursue any necessary funding to develop economic impact measurement practices and database for our local creative sector
3. Share and promote any economic impact collection tools / toolkits / best practices with creative sector
4. Collect economic data from local creative sector organizations, groups, businesses, individuals Create organized database of data that can be added to and compared over years
5. Develop strategy for communicating findings in a way that supports strategic plan

3.4 OBJECTIVE:

Establish or collaborate with 3rd party to develop an information library of diverse resources that are impactful and available for sharing within the creative sector

Measure of Achievement:

Research, needs and scope of database assessed; information collected, database developed, circulated, accessed and updated; ongoing community needs assessed and database reviewed.

ICE FOLLIES 2016. PHOTO BY CAITLIND R. C. BROWN

ACTIONS.

1. Research information databases that are currently available and effective
2. Survey community to determine the needs of database including creative sector individuals, organizations and equity identified individuals and organizations including establishing scope of database
3. Pursue necessary funding to assist in database development
4. Collect data / resources necessary to populate database
5. Determine maintenance and update cycle to process to ensure information remains relevant, inclusive and accessible to all needs
6. Launch and promote resource library for community access with ongoing community needs assessment and maintenance plan in place



ABORIGINAL PEOPLES DAY, PERFORMER SID BOBB.

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Culture in my opinion is one of the key drivers for a well rounded community and the strength far reach the arts community as it can be the fabrics that can bring business, tourism, and community together. This being said having an umbrella to steam line process to better fund, promote and inspire the arts community should be the key focus for the organization.

”

-citizen of north bay

CAPACITY

Strengthen and develop our organizational capacity through research, development, connections and establish sustainable diversified funding.

4.1 OBJECTIVE:

Establish a multi-year, sustainable financial agreement with the City of North Bay to support the creative sector

Measure of Achievement: Multi-year financial agreement in place

ACTIONS.

1. Create proposal and 5 year projected budget to present to new council to gain 4-year funding agreement
2. Conduct one on one meetings with council to present proposal
3. Secure municipal multi-year funding / partnership
4. Conduct environmental scan on other communities to collect and compare municipal support for the creative sector
5. Develop annual report to Council outlining impact of municipal funding partnership to Creative Industries and the creative sector
6. Secure municipal ongoing funding partnership beyond 2022

MURAL BY DIEACTIVE. LOCATION DOWNTOWN NORTH BAY. PHOTO BY LIZ LOTT



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4.2 OBJECTIVE:

Establish sector specific Advisory Committees

Measure of Achievement: Advisory Committees established, members appointed, reporting to Board and actively engaged in achieving defined outcomes

ACTIONS.

1. Establish Advisory committee categories and package with terms of reference including membership, board, volunteers, leads, scope of authority
2. Develop Advisory Committee application publicly promote Intake applications, fill roles and set committee leads
3. Committees established, meetings set, reports generated

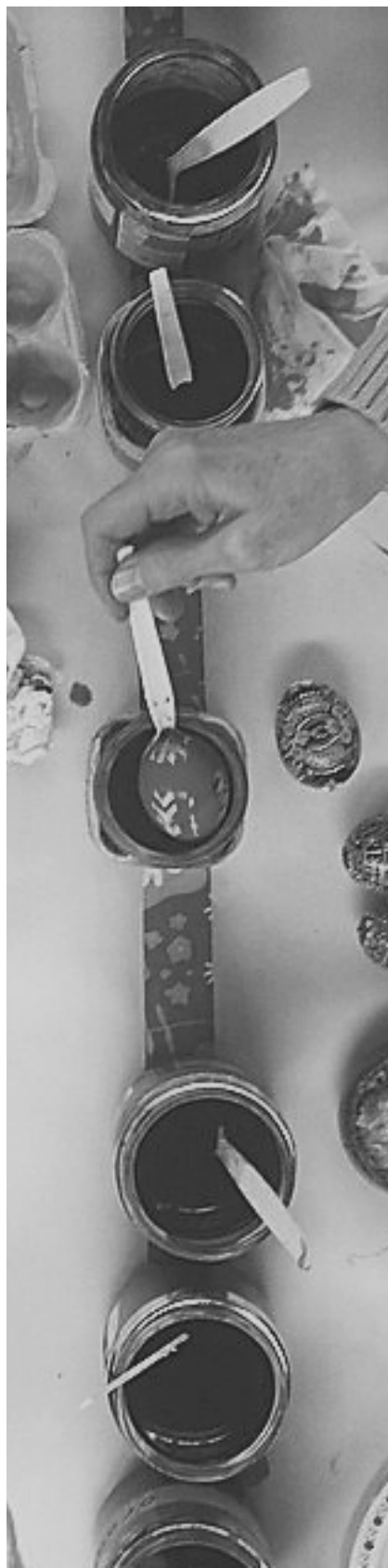
4.3 OBJECTIVE:

Develop a membership structure and outreach strategy

Measure of Achievement: Membership structure established, membership outreach strategy created and implemented; growth in membership

ACTIONS.

1. Research membership structures / policies of other arts councils
2. Determine membership needs, benefits and cost
3. Establish process for membership management, renewals, goals and growth
4. Promote and sell memberships; create membership campaign
5. Establish membership communication goals



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4.4 OBJECTIVE:

Establish recognition and trust that Creative Industries is the voice of the Creative Sector in North Bay with creative sector, municipality and broader public

Measure of Achievement: Creative sector, municipality and broader public recognizes and trusts Creative Industries as voice of creative sector. Measurements include: Creative Industries consults / advises on creative sector matters, logo present as support, provides support letters for creative sector community

ACTIONS.

1. Develop branding strategy including consistent messaging, tagline etc - social media, online and print marketing materials
2. Publicly announce and implement branding strategy
3. Staff remain effective and relevant with best practices and sector knowledge
4. Update website with current board of directors, employees, contact and office hours, with updated meeting dates and minutes
5. Creative Industries gains recognition with logo present at local events, programs, initiatives



CREATIVE
INDUSTRIES



WE
HEART
NORTH
BAY

4.5 OBJECTIVE:

Secure charitable status

Measure of Achievement:

Charitable status achieved

ACTIONS.

1. Research other local organizations who have gone through this process, gain insight into any and all preparatory work necessary
2. Contact lawyer, develop by-laws and appropriate documents required for application
3. Complete and submit application to secure charitable status

ICE FOLLIES. PHOTO BY LIZ LOTT

4.6 OBJECTIVE:

Develop multiple and diverse funding streams for long-term organizational stability and growth

Measure of Achievement: Multiple, diverse funding streams are secured with ongoing adaptations and knowledge

ACTIONS.

1. Research and identify available funding streams, opportunities provincially, federally both creative, tourism sector and beyond etc.
2. Research other ASO's and not-for-profits for funding knowledge, new platforms, initiatives and ideas
3. Write and apply for funding / appropriate grants in a timely manner
4. Develop and implement fundraising strategies and case for support, including an annual plan with goals set in accordance with the approved budget
5. Identify advocates and champions and foster relationships with creative

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“*In bringing liked minded individuals together to create and inspire, as well as the coordinated sharing of resources and knowledge/mentorship. This type of organization can assist those in the arts to successfully accomplish creative endeavors within the city, which only serves to positively impact the city of North Bay.*”

- citizen of north bay

CREATIVE SUMMIT 2018. ARTS EDUCATION AND RECONCILIATION PANEL DISCUSSION.
PHOTO BY VANESSA TIGNANELLI



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4.7 OBJECTIVE:

Develop an equity committee to consult and review organization equity and inclusion policy, statement and effectiveness

Measure of Achievement: Equity committee established, members engaged with annual consultation meetings scheduled and consultation feedback received and practiced

ACTIONS.

1. Establish the asks and commitment level of equity committee members
2. Develop Equity Committee application and share publicly to ensure inclusion of all interested persons
3. Equity Committee established with scope and meetings set; consultation feedback received

4.8 OBJECTIVE:

Develop an equity and inclusion policy with appropriate in-house and external review processes

Measure of Achievement: Equity best practices policy is developed and used with review processes in place allowing document and organization to evolve with community need

ACTIONS.

1. Secure and / or allocate funding to hire appropriate consultants, leads and advisers in association with public consultation to build equity based best practices policy and organizational action plan fulfills our mandate and serves the needs of our community
2. Develop a review process with Equity Committee with timeline for on-going review to ensure equity based practices and policies remain relevant and evolving as community needs adapt and change



4.9 OBJECTIVE:

Ensure all programming and initiatives are accessible, available and secured

Measure of Achievement: All programming and initiatives are accessible including organizational meetings, AGM and office space

ACTIONS.

1. Ensure all programs, initiatives, meetings are held in accessible spaces; welcome any additional access and/or inclusion needs to be made known to ensure necessary needs are addressed and made available to the best of our ability.
2. Secure long-term office space that is accessible

ICE FOLLIES 2020. STUDIO NUDE BEACH. PHOTO BY ALLISON ROBERTS



ACTION PLAN

PUBLIC CONSULTATION:

Our Strategic Plan was funded by the Ontario Arts Council and facilitated by Sue Buckle. Creative Industries' Board of Directors garnered insight from the creative sector through a strengths, weaknesses, opportunities and threats (SWOT) assessment, gathered via a public online survey in 2018. The SWOT revealed the creative sector's collective desire for improved collaboration and communication within the sector and with the community, as well as the council and staff at the City of North Bay. All quotes in this document were provided by this public survey and will remain anonymous.

CONTACTS:

Advocate the importance of the creative sector and North Bays individual creative artists, organizations and groups on a local, provincial and federal level.

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CREATIVE INDUSTRIES NORTH BAY INC. ACTION PLAN

2018 - 2023



MADE POSSIBLE BY FUNDERS



ONTARIO ARTS COUNCIL
CONSEIL DES ARTS DE L'ONTARIO
an Ontario government agency
un organisme du gouvernement de l'Ontario