



Creative Enterprise Enabling Organization

Draft Strategic Plan July 2010

2010

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Executive Summary

The two day Strategic Planning meetings of the newly formed Creative Enterprise Enabling Organization were focused on the development of a Draft Strategic Plan for the CEEO. In addition, through pre-work and discussion at the meetings there was an opportunity for Board Members to get to know each other better, deepen their knowledge of the origins of the organization and begin to shape its future. The meetings were very productive.

Substantive progress was made on the development of the CEEO's Purpose and Vision. Success factors were identified. Draft Short and Longer Term Plans were developed. From the meeting discussion, a set of statements outlining directions and actions was created and there was opportunity to have some preliminary dialogue on governance around the roles and responsibilities of Board Members.

Over the next few months the Board will be actively focused on recruiting a CEO and doing the work outlined in the planning sessions to 'start-up' the organization. The work will be a mix of both strategic and tactical effort characteristic of the 'start-up' phase.

These are exciting days in the life of the Creative Enterprise Enabling Organization. There is great hope that the CEEO will be a key catalyst in the development of Waterloo Region as a 'world class' Arts Enabled Community. The Board recognizes that managing pace is important; balancing the drive for visible action with the somewhat less visible work of developing a strong foundation for the organization. The work outlined in these planning sessions is all about beginning to put in place that strong foundation AND taking action so that the Community begins to see visible signs of what being an arts enabled community means.

Context

When the announcement went out across Waterloo Region March 13, 2010 communicating the appointment of the Board of Directors of the Creative Enterprise Enabling Organization (CEEEO) it signaled the birth of a new entity. Yet while the CEEEO is in its formative stages, it had its origins in a process that began with the Prosperity Council in 2003 and subsequent extensive community wide work under the Creative Enterprise Initiative 2006 through 2009.

One June 23 and 28 2010, the Board of the CEEEO met for two half days to discuss and develop an initial Draft Strategic Plan for the CEEEO. This document reflects the output from these two planning meetings.

These are 'early days' for the organization. The Board was formed March 2010 and has been meeting bi-weekly since then. A committee has been formed to lead the search for the first Chief Executive Officer of the CEEEO. The intent of the two days of discussion by the Board on the Strategic Plan was to take time to reflect and come to agreement on the future focus, direction and services of the fledgling organization and to use that thinking to inform the search for the CEEEO's first Chief Executive Officer.

Intentionally, this document was created as a Draft Report. Its purpose is to 'inform, shape and help align' thinking in the early stages while still allowing scope for future change over the months ahead.

Decisions, Directions and Actions

1. CEEO Purpose

Strong agreement across Board on core elements of Mission. Further work required on wording including definition of key terms..

2. Funding /Investment Models

Agreement that further work on Funding models and approaches is a high priority. Support across Board for role for CEEO in attracting funds. Various investment and fund management approaches discussed but far more work needs to be done to make models explicit and to support informed discussion. Support from Board Members that CEEO may provide additional 'core funding' (top up) to support sustainability. Recognition across group that CEEO is about more than funding

There will be a need to develop thinking on potential Funding/Investment approaches and models. Work to include definition of CEEO role vis a vis Funding/Investment model outlined, allocation process, strengths/challenges of particular models, elements of models, recommendation and definition of terms.

3. CEEO Vision

Generally good agreement across the Board with respect to the future Vision of an Arts Enabled Community including attention to working with young people at an early age on creative processes/exposure to/participation in the arts, in addition to broad demographics. (Reference to ensuring development of future audience base.) See 'Future Vision Key Themes' in detail section of this document.

4. Metrics

Agreement that development of baseline metrics is necessary work to enable fact based approaches to decision making and funding.

5. Success Factors

Strong agreement across Board with list of 8 success factors.

Need to 'Flesh out' success factors by re-stating as objectives for the first 12 months. Add any additional factors. Set up mechanisms for tracking and monitoring progress.

6. CEO hire

Board agreement to develop Draft CEO Profile based on Planning discussion and pre-work

Need to develop CEO Profile by mid July.

7. Governance

Board agreement around the need to develop a Board Governance Policy Manual.

8. Culture

Board agreement to strike a small group to look at culture- how does the CEEO support change in culture. There was recognition that it will be challenging to define who the CEEO works with over time and why. Part of the work on culture could include looking at other models i.e. Communitech to see how these organizations are structured, how they work and how they have evolved over time. The discussion highlighted the importance of recognizing that the CEEO will evolve over time.

9. Language and Definitions

Agreement that there is a need to define common terms that will be used to describe the purpose, vision, services, etc. of the CEEO to ensure common understanding. Definition work may need to transcend common definitions of Arts, Culture and Heritage. Definition work is important i.e. 'creative industry' is a broad term and may allow more room to define the work of CEEO. 'Creative endeavour' may be another useful term. Need to have a broad definition of 'enabling' ...'Creative' is the prism by which things will be evaluated.

Key Challenges: Next 12 Months

Most of the June 28 session was devoted to the development of plans for the next 12-36 months. Prior pre-work highlighted what the Board saw as the key challenges over the next 12 months. The top 7 challenges listed in order from most to least frequently identified by individual Board Members were;

1. Find/hire the right CEO
2. Organizational alignment : get everyone on the 'same' page
3. Managing/meeting expectations: helping people understand our role and purposed
4. Managing pace: balancing need for speed with the need to build a strong base for the organization

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5. Funding : securing and expanding funding; determining approach to funding
6. Communication: open, transparent, positive communication with key stakeholders
7. Building credibility : building strong relationship with key stakeholders

A more complete summary of the challenges can be found in the Appendix.

CEEEO Success Factors: Short to Medium Term

The following factors were identified through group discussion as important markers of success in short to mid-term. More factors may need to be added. Using success factors to create specific objectives, developing aligned Work plans and monitoring/tracking progress on achievement would be logical next steps.

1. Name for organization identified
2. Investment model developed
3. Strategic plan developed
4. Governance model in place
5. Work plan developed defining how and what 'work' will be done
6. CEO in place, plus organization structure and accountabilities
7. Space determined: (look for collaboration with another organization such as CTT, Communitech, Tourism, Accelerator Centre or others)
8. Private sector initiative for funding + collaboration with a number of organizations in addition to Cities, Province, Feds

Decisions and Directions in More Detail

Purpose of the Creative Enterprise Enabling Organization

The Board's discussion on the CEEEO's purpose was grounded in prior work. Slides summarizing the historical perspective were reviewed in the meeting. Copies of these slides can be found in the Appendix to this document. As well, discussion was informed by a review of the summary of Board Member responses to a pre-meeting question on the purpose of the organization.

Through discussion in small table groups and then the full group there was general agreement on the purpose of the new CEEEO.

Specifically the Enabling Organization exists to or aspires to;

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- Strengthen and assist (enable) artists and arts and culture organizations to excel
 - *ignite creative potential; exceed potential*
 - *galvanize the creative sector (ACH; amateur and professional)*
- Grow the Arts and Culture sector and make the community a 'hot bed' for arts and culture activity
 - *recognize/build profile/celebrate what exists & build on it*
 - *change public perception; community to participate in art and appreciate artists*
- Brand Waterloo Region as a Arts and Culture destination
- Do ALL of the above through strategic investment, partnership and support for collaborative effort
 - *invest to build capacity; build the pie; build a community chest*
 - *build a network; build a stronger foundation; exercise collaborative leadership*

Areas of Agreement

- General agreement on direction of Purpose as outlined in June 28 session and preceding slide.
- Agreement that E/O is both 'doing' and 'enabling' in some way (enabling others is a 'doing' function) but E/O is not in the business of doing things that are better/more appropriately done by others. Primarily E/O exists to enable those who are doing
- Funding...seems to be agreement that CEEO will raise \$\$'s

Work Needed

- Develop CEEO approach to fundraising, allocation process, fundraising model. Outline various possibilities/options as part of the work. Define terms,
- Look at key terms and define to enable common understanding of what we mean when we use words like 'enabling', 'arts enabled community', etc.

Open Questions

- Scale of ambition. Is the scale as outlined in the proposed CEEO purpose large enough or is this better understood through further work on Vision?
- Who are the key stakeholders for the CEEO and why?
- How does our focus and work change over time as we mature?

Vision of the Arts Enabled Community

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The Board discussion on Vision was grounded in prior work presented at the Creative Enterprise Forum September 2009. As well, Board Members reviewed a summary of the responses to a question on Vision that was a part of the June 23 meeting pre-work. In the Board meeting the focus of discussion was not so much the Vision for the new Creative Enterprise Enabling Organization per se but rather Board Member response to a broader questions “How would the Community be changed by an Arts Enabled Community?” as a pre-cursor to further work on the specific Vision for the organization.

Selected slides on the Historical perspective and Board pre-work can be found in the Appendix. The key themes that emerged from the Future Vision work in response to the question ‘how would the Community be changed’ are summarized below.

Key Themes: Future Vision

- Unesco designated ‘Creative City’; an encouraging environment where cool, unexpected, ‘underground’ things are possible
- Artists excel here; more vibrant arts and culture sector; changing, transforming environment; a creative ecosystem that stabilizes resources, provides mentors, etc.
- Profile for Waterloo Region as a destination for creativity; the World invites Waterloo to tell its story
- Increased sense of belonging for entire community i.e. districts/physical areas where things happening
- Community of choice; a balance of work and play, living a life; attract everybody to our area; young people want to come here; people come here for their ‘last jobs’ and stay here to mentor others
- The quality of life is defined by creativity; creative processes influence other policies across the Region
- Business is engaged in employing and re-employing people in meaningful work
- Education exposure results in increased engagement, involvement, participation in, and understanding of, the creative arts; young people engaged as foundation for future (new way of thinking emerges)

Areas of agreement

There was generally good agreement across the Board with respect to the future Vision as outlined in the ‘Future Vision Key Themes.’ Additional comments from the Board discussion on future vision are outlined below;

- General agreement on vision of **how** Community will be different
- Concern ‘the vision may not be ‘large ‘ enough’
- Education; agreement that it is important to invest in kids at an early age to begin to ‘inoculate’ for arts appreciation

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- Will know we have arrived when the world comes to our region to learn, live, experience
- Will know we have arrived when people 'make this region their location of 'their last job' and then they stay to mentor others
- Imagine a 'Perimeter institute of artists'
- Will be successful when residents are 'art appreciators' – this work is more than about the artist

Work Needed

- Further development of CEEO Vision. What was discussed in Strategy Planning meetings was what Board Members thought an Arts Enabled Community might look like/how Community would be changed which is not a fully formed CEEO Vision. The responses to the Vision question can inform the development of the CEEO Vision but more work is needed on the CEEO future vision.
- Development of appropriate metrics that will help understand the extent to which the vision is being realized in terms of greater appreciation/respect for the Arts, demonstrated increase in support and deeper understanding of the Arts, etc.

Open Questions

- Is the Vision for the CEEO large enough?
- How committed are we to building a world-class organization? What will it take?

Next Step: Draft High Level Plan

Following the review of the challenges and work in the near to mid-term Board members identified through the pre-work, Board Members then looked in more detail at the work. The view of the work to be done was developed by three separate teams. Each team went about the task in somewhat similar and somewhat different ways. As an example, one team developed a model outlining the various role of the CEEO before working on the specific plan.

There was considerable agreement across the three groups as to the work of priority namely;

- hire a CEO
- establish committees
- develop investment/funding model

- develop a budget
- develop plans
- do work on governance
- establish the organization
- build profile
- establish partnerships
- develop an approach to, and communicate with, stakeholders

The Plan below highlights elements of the various plans developed by each of the teams. This planning work was very preliminary. As outlined in the next steps, more detailed work clearly needs to be done. The high level of agreement as to the priority work is a very good start. For more information on the work of the individual teams, refer to the Appendix.

Draft Short Term Plan

Broad Goal	Objectives & Selected Tasks	Acctblty
1.0 Establish Committees	Establish Governance Committee Establish Finance Committee Establish Communication Committee Establish CEO (& Compensation) committee Establish Governance Committee Establish Investment Committee Establish Infrastructure Committee	Board
2.0- Hire CEO	Hire CEO - develop criteria - hire Firm to support recruitment - select CEO - orient CEO	CEO hire Committee
2.5 Develop metrics	Determine key metrics Develop approach to monitoring & reporting Begin tracking & reporting	CEO
3.0 Identify funding model & fundraising approach	Develop possible approaches & models Select model (may be interim model) Review model with CEO Monitor success	CEO
3.5 Develop & send	Develop Operating budget & plan	

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Operating budget & plan to Funders i.e. Municipalities	Discuss with Board & CEO Determine timeline Send Plan to Funders	CEO
4.0 Develop & begin to execute Strategic and Operational Plans	Develop Strategic Plan Review Strategic Plan with CEO Develop Operational Plan Begin to execute on Plans	Board CEO
5.0 Establish & begin to execute Community/stakeholder strategy Broad Goal	Develop Strategy -include process for understanding needs - identify who we work with, who we serve & why Begin to execute on strategy	CEO
7.0 Develop & begin to execute Communication Plan	Develop Communication approach & plan - Strategy for 0-6 and 6-12 months - Focus on listening, managing expectations helping people understand who & what we are & why we exist - Define language/terms - Begin to execute plan; raise profile	CEO
8.0 Develop service model & services	Identify potential services Assess fit & viability Develop services Offer services Monitor & report on service delivery Review service model & offerings	CEO Board

The Longer Term Plan

Identification of the longer term work was less detailed but groups identified measurement, visible accomplishment (building capacity, funding), collaboration

and partnerships, established infrastructure and strategies as some of the broad areas where work would be underway.

Broad Goal	Objectives
Developed & operating Measurement model	Measure definition of success
Clear Focus & visible accomplishments	
Establishing Sustainable funding	Seek out more sources of funding
Established infrastructure	Board Management Back Office
Establishing changed engagement/perception strategy	Youth General public Multi-cultural
Building Capacity	Cultural Summit <ul style="list-style-type: none"> - business classes for artists - educational opportunities for artists & the public - incentives for excellence
Collaboration amongst A/C/H	Sector admin/scheduling Back-office functions
Generating Revenue	Regulatory reform Tax DMF Fundraisers Line of business <ul style="list-style-type: none"> - providing services

Summary Comments

As judged by the energy and response throughout the two meetings, the planning sessions were very helpful in deepening Board Member understanding and agreement on the CEEO's purpose, vision and plan. There is clear recognition by

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Board Members of some of the challenges ahead but a palpable enthusiasm for the possibilities of the organization. Success measures were identified and a sequence of next steps identified. The 'next steps' identified are a mix of strategic and operational work, as is characteristic in the 'start-up' phase of organizations. A focus on both the strategic and tactical will be important to ensure a consistent aligned 'pull from the future' on the day-to-day work. Finally, it is clear that Board Members understand the importance of hiring the 'right' CEO to lead the CEEO. World-class organizations need world-class vision, leadership and management. Board Members have a clear role to play here as well. In concert with the new CEO, the combined strength of leadership, Board and CEO, will be critical to the success of the CEEO, indeed the vitality of the Region.

Appendix

- a. Creation of Creative Enterprise Enabling Organization (CEEEO)
 - a. Announcement of Board of Directors for CEEEO
- b. Aspirations and Concerns
- c. Purpose
 - i. Historical context
 - ii. Board Member pre-work
- d. Vision
 - iii. Historical context
 - iv. Board Member pre-work on vision
- e. Key Challenges Next 12 months
- f. Team Plans and models
 - v. Next 12 months
 - vi. 12-36 months

Creative Enterprise Enabling Organization inaugural board of directors appointed

WATERLOO, ONTARIO, March 13, 2010 - The Prosperity Council of Waterloo Region's Task Force on Creative Enterprise announced today that it has made the appointments for the initial Board of Directors of the Creative Enterprise Enabling Organization.

The creation of the Enabling Organization was one of two key recommendations contained in the Task Force on Creative Enterprise's report to the community released on September 24, 2009. As outlined in the report, the Enabling Organization will provide a wide range of services with the intention of enabling the arts, culture, and creative sectors (private, public, and not-for-profit) to achieve their potential. It will evolve considerably following its inception and will, among other initiatives, focus on and become:

- A collaborative body for shared services/resources for the arts, culture and creative community
- A coordinating body for festivals, promotion and marketing, digital presence, etc.
- Enabler of strategic financial services for the creative sector
- Advocate for the creative sector to provincial and federal governments and stakeholders
- Provide support to improve capacity of organizations

Aspirations

Creating 'world-class' class anything is no small task. In pre-work prior to the June meetings Board Members were asked to identify their 'hopes' for the new organization as well as their 'concerns or fears'. This work was then used in the session in subsequent discussions around purpose, vision and direction. The comments below reflect some of the more commonly occurring themes with respect to 'aspirations or hopes' ...



"I want the Enabling Organization to change the arts community and the community's perception of the arts community – we also must design and execute a strategy to recruit and engage the best artists and arts workers, capitalize a venture capital company to invest in creativity and underwrite a sector-wide approach to marketing our cultural assets."



"That we will be a positive influence in the Region and seen as a real partner with the Arts and Culture Community...That the Arts and the view this work as useful and necessary; that others outside our community can benefit from the work"



"Hopes and aspirations include measurable success as determined by the Community and Arts, Culture and Heritage (ACH) sector; a common vision for the ACH sector"



"That the organization will make errors but learn from them and as a direct result of its existence, 10 years down the road you can track its impact by the health and vitality of the new existing and the soon to exist arts organizations...That this organization becomes an enabler for artists and arts organizations."



"That we have 'massive' impact. That we are extremely ambitious. The notion of doing something extraordinary on the world stage is a big goal...This is not simply about arts, culture, heritage... this is about Creative Enterprise; the greater good and meaningful work for our grandkids."



"That we will be able to build the foundation and support to do what our name implies....enable the arts and culture sector and help to make it stronger and


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more vibrant...That this organization can really ENABLE creative people in our community and allow for a whole new generation of flourishing individuals and organizations. I think Waterloo Region has the ability to become one of the most creative/fun/interesting cities in the world, and that this org is a HUGE part of making that happen.”


Concerns

The discussion of ‘concerns or fears’ was helpful as it served to ground the development of the Plan in the reality of the scope and scale of the ambition for the CEEO. Concerns expressed centred around a fear new organization would NOT realize its greater Vision, that it would be bureaucratic, ineffective, serve the interests of a few versus the many and/or too costly.

The comments below reflect some of the concerns expressed;

 Concerned that “this becomes Bureaucratic...that we fail....that what gets produced is self-serving...Most concerned about the organization becoming ineffective and becoming too bureaucratic or misaligned to be effective.”

 “That we do NOT have massive impact...That the work becomes a small town initiative...That the work results in mediocrity.
My biggest concern? We HAVE to deliver...there have to be tangible outcomes to this work.”

 “Greatest concern is a lot of administration expenses with limited tangible returns could be a negative for the existing Arts, Culture, Heritage community; community concerns of where \$ might be funneled; and missing the mark with the Diversity of the Community.”

Historical Input on Purpose and Board Member Pre-work

Historical Input on Purpose

- Establishment of an "enabling organization" for the creative sector
 - An organization that would provide a wide range of services with the intention of enabling the arts, culture, and heritage sectors (private, public, and not-for-profit) to achieve their potential
- The "enabling organization" is intended to:
 - Encourage and enable the creative sector
 - Help provide the environment for artists to create great art
 - Allow organizations and individuals to focus on their "core" business
 - Encourage divergent organizations to find and build upon common purpose
 - Find centers of excellence and build on them
 - Encourage creativity and innovation, not stifle these outcomes
 - Be sustainable, robust and resilient
 - Be responsive and responsible to its community
 - Provide services throughout the creative sector
 - Be seen as a means to invest in facilities, people and the future
 - Build on what has been successful, learn from prior experience, collaborate and be organic- it will be an iterative process

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Historical Input on Purpose cont'd

- Specifically, the organization could provide or coordinate:
 - Administrative services
 - Human resource functions and services
 - Benefit plans
 - Audience development programs
 - Marketing assistance
 - Festivals
 - Grant writing assistance
 - Advocacy
 - Corporate funding
 - Physical space

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Your Comments on Core Purpose

- We work in partnership to enable and assist new and existing Arts, Culture and Heritage organizations in Waterloo Region to succeed, be more successful, grow, realize their potential, be more cohesive, make their contribution to the development of a vibrant, thriving community that will be more attractive to people who can live anywhere in the world
- We enable extraordinary things to happen
- We highlight for profit and not for profit creative endeavour across the region- help make it stellar, relevant and visible...To the World
- We are the collective organization of the Region, Area Municipalities, Economic Stakeholders and the Private Sector to enhance the saturation of Arts, Culture and Heritage within our Region through the strategic alignment of resources

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Your Comments on Core Purpose: Why you exist and Why Now

- Why?
 - We are about assisting the Arts, Culture and Heritage organizations to be successful/ make their contribution; about creating a thriving arts and cultural community as 'part' of building a thriving overall community
 - We are about contributing to building a thriving, prosperity in the Community. This is about turning the Waterloo Region into a 'destination'
- Why now?
 - Arts, Culture and Heritage orgs. have significant potential to contribute to development of vital, prosperous community seen as a 'go to' place
 - ACH orgs. need more support/stability/profile to be able to make a bigger contribution

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Historical Input on Vision

Historical Input: Vision - Background

- We are not starting from scratch:
 - Our region has a strong inventory of valuable assets throughout various sectors
 - Good footprints in the creative sector already exist—the foundation has been laid
- Our community has a history of bold thinking and innovative solutions!



Historical Input: Working Toward the Vision

- To create a world-leading environment that:
 - Transforms the human experience
 - Makes Waterloo Region one of the most attractive and compelling places on the planet
 - Fosters artistic creativity
 - Supports constant innovation in commerce and technology
 - Fosters cultural understanding
 - Produces an unparalleled quality of life!



Historical Input on Vision continued

Historical Input: Working Toward the Vision

- To create a world-leading environment that:
 - Transforms the human experience
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