



Artist Run Centre

STRATEGIC PLAN

2018/19

This document is a record of two strategic planning sessions Xchanges has recently undertaken. These pages summarize the dialogues and discussions and provide a snapshot of the organization today. The collaboration has infused “a sense of ourselves, with ideas and plans for carrying Xchanges forward.”



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PRESIDENT'S Message

Being an artist is never just about making art. There is finding an affordable and usable studio or workspace. Finding a place or way to exhibit your work. Finding artists to learn techniques from or be mentored by. Finding other artists to be inspired by or challenged so the thinking and motivation behind your work expands and deepens. Finding a community that supports you through the often-difficult journey of making art.

Hence Xchanges.

Xchanges was started over 50 years ago by artists with a vision to meet the challenges of being an artist listed above. It has lasted because it has provided an answer. Their vision has given solid bones to the structure and set-up of Xchanges which has carried it forward through the years. But if Xchanges is to continue to be a successful organization with funding pressures for the gallery space, a need to expand and broaden our membership, and the toll of busy lives for our volunteer base we need a contemporary vision for Xchanges.

We need to have a vision of who we are, what we value about our organization and what it offers to ourselves and the arts community beyond. We also need a vision for us as the current membership (the deciding membership) on how we want Xchanges to be in the future.

The strategic planning sessions we have gone through, and the document you are reading that records and summarizes them, provides us with a sense of ourselves and ideas and plans for carrying Xchanges forward.

Xchanges has a future.

Richard Motchman

President



INTRODUCTION

The artist-run centre (ARC) movement took hold 40 years ago, inspired by a few visionary organizations. It quickly spread during the 1960's and 1970's and refers to artist-initiated and managed organizations. One of the important impetus behind the creation of ARCs persists even more today was "in response to a lack of opportunity to present contemporary work, especially in the 1960s and 1970s experimental art practices such as performance, installation, conceptual art and video in Canada¹." By late in the 90's there were over 100 artist-run centres and over 60 still remain today.

In 2010, the Canada Council for the Arts embarked on a comprehensive study of the role and place of Artist-Run Centres (ARC's) in "the larger ecology of the Visual Arts today." The document entitled "*The Distinct Role of Artist Run Centres in Visual Ecology*" was released in 2012.

The report indicates four key characteristics that define the unique role played by Artist-Run Centres in the landscape of the visual arts in Canada:

1. self determination and artistic experimentation
2. collaboration and networking
3. a grounding in larger social movements and
4. a more recent trend towards increasing professional capacity

"Many artist-run centres follow the not-for-profit arts organization model, do not charge admission fees, pay artists for their contributions (exhibitions, presentations, performances) are non-commercial and de-emphasize the selling of artwork²." Additional benefits generated by ARC's are that they increase access to arts and cultural activities which are free to the public and they provide vital exposure for both emerging and established artists both locally and nationally.

Xchanges adheres to and continues these practices and is an important part of this unique history, tradition and culture in Canada and Victoria.

History of Xchanges

Founded in 1967, Xchanges may well be the oldest Artists' Run Centre in Canada. Many of Victoria's artists of the past four decades have been involved with Xchanges: some had their first solo exhibition here; others have given classes, been active members, and had studios in one of the four locations over the past 47 years.

¹ <http://goodreads.timothycomeau.com/aabronson/#1def>

² https://en.wikipedia.org/wiki/Canadian_artist-run_centres



Xchanges originated in the Signal Hill Arts Centre, located in an unused section of the Canadian naval yards in Esquimalt, a suburb of Victoria, B.C. Many of Victoria's most well-known artists had a part in this ground-breaking cooperative effort.

From 1979–1997 Xchanges occupied a vast loft above Canadian Linen on North Park Street which had studio partitions and a large gallery. Here is where Xchanges was renamed and stayed for 18 years, becoming a mainstay in the Victoria art scene.

In 1997 Xchanges relocated to the century-old building at 420 William Street in Vic West — another converted laundry, and which was also once a bakery and its stables. Here Xchanges experienced a revitalization with new premises that made it possible to afford and host different events and exhibitions (a large gallery) than had previously been possible.

The large and labyrinthian layout of the building accommodated individual studios, a life drawing and multipurpose studio, a bustling pottery studio, an active outdoor sculpture and carpentry work area, Ground Zero Printmakers, and the Cross Grain Black and White Photography studio.

This large collection of practicing artists and activities also meant increased interaction between artists of different media more frequently, resulting in a thriving creative arts community. This period between 1997-2009 represented a time when rents were more affordable and properties that could accommodate a complex group like Xchanges members were available.

In February of 2009 Xchanges entered its 4th incarnation, moving to 2333 Government Street, Suite 6E. This space has its own unique benefits and challenges. Gone was the rambling warren of studios and group work spaces, but the group was now closer to the downtown core of Victoria which could potentially provide more opportunities.

In 2018, Xchanges continues its 47-year commitment to providing affordable studios for artists, as well as a non-commercial gallery dedicated to showing work by emerging and established regional artists. The centre also continues to offer its very popular drop-in life-drawing, sculpture, and portrait sessions and other programs and events designed to enhance community interaction with the arts. In the summer of 2017 Xchanges initiated an Artist in Residence programme. For the months of July and August, BOXCARSIX (a collective of 8 women) will hold the second artist in residence. Xchanges will participate in the Integrate Art Festival in late August. In 2018 there will be 9 exhibitions plus the annual Xchanges Members' exhibition in December, closing out the year.

Below is a link to the Xchanges Gallery Schedule and Event Archive.

<http://www.xchangesgallery.org/gallery/schedule.htm>



CONTEXT – the drivers for change

Today, Xchanges is once again at a crossroads. Rising rents, an extremely tight real estate market with little in the way of affordable inventory, a landlord who intends to sell the building, criticism from the Capital Regional District (CRD), a key funder, and less engagement from members as evidenced by lower attendance at events, all point to the need for a review of Xchanges purpose and mandate.

In late October 2017 Xchanges was given notice of the sale of the building they currently inhabit. While there is no specific date of sale, and the building has subsequently been sold a second time, **the lease which is binding ends in June 2019.**

Since the notice was given, there have been many disruptions to the studio members, as they are now regularly tour potential buyers through the space. This has elevated the level of concern and anxiety regarding the future of Xchanges.

After the third consecutive Letter of Concern from CRD, and a third decrease in funding in Spring 2018, members of the Executive and an Associate member met with James Lam, Manager, CRD Arts Development Service to clarify their expectations and concerns. Mr. Lam followed this meeting with a further email explanation of the areas of concern that CRD has regarding Xchanges.

In conversations with President Richard Motchman following this meeting, Associate member Kathi Thompson volunteered to begin the strategic planning discussion, during a scheduled membership meeting of Xchanges.

The formal call for a strategic planning process was made by Xchanges President, Richard Motchman, a long-time member and studio renter. In February 2018 a core group of members gathered to explore new directions.

The Strategic Planning Engagement & Inputs

Prior to the first strategic planning session on February 13, 2018 Xchanges members were encouraged via email and in person to contribute ideas to a large wall chart put up in the hallway late in January 2018, as a focal point for eliciting input from all members.

This chart was successful in highlighting input, ideas, and questions to be discussed in the first session and has been captured in the following sections of this plan. This input provided direction and inspired informal discussions among members of Xchanges.



The Phase I session brought together fifteen members from the board of directors, studio and associate members to begin the



conversation. The aim was to recognize strengths that currently exist within the membership and the organization and to acknowledge the achievements that Xchanges has attained over the past years. It gave members time to stand back and reflect on the stature of the organization. In preparation for strategically examining where Xchanges wants to go in future during the second phase of strategic planning some significant questions arose that would be addressed in Phase II.

The Phase II session of strategic planning on April 28, 2018 continued the dialogue over a full-day. Twelve Members in attendance reviewed the purpose and mandate of Xchanges with a deeper examination of the values and goals and its relationship with the community in which Xchanges is a part.



Long-time Xchanges member Heidi Bergstrom collaborated with Kathi Thompson to deliver a day-long intensive strategic planning process that included building a balanced scorecard, examining risks and mitigation strategies, defining measures and metrics, and completing the session with the sequencing of a high-level road map.

THE Agenda

The approach to strategic planning utilized for Xchanges is based on best practices in planning and group facilitation methodologies.

The Agenda for the day was outcome-focused and designed to engage all participants equally. The Agenda supported many activities and finished on time with a Roadmap of actionable items to get the group to 2019.

The key themes on the agenda were derived from themes that arose from discussions in Phase I in February.

Given the indeterminate nature of Xchanges current lease and prospects for a new home looming on the horizon, the group decided to only propose a timeline to 2019 with a commitment to continue its strategic planning process through the board of directors' meetings or in a similar forum to this day once more direction about the location could be included.



THE Morning

The morning was crucial for setting a tone that would engender a collaborative exchange during the discussions. It was important to revisit and recap what was identified in the Phase I dialogue and to validate the Purpose and Vision and specific themes identified in Phase I.

Purpose

We are an organization run by local artists to support artists in their creative pursuits by providing affordable studios, exhibition opportunities in a collaborative and interactive environment.

We believe in sharing creative experience and inspiration among our community.

VISION

Xchanges by 2020

We have evolved our programming to increase our collaborative opportunities with the public and our colleagues, to improve our outreach and enhance our interactions in the wider arts community.

PLANNING Approach

Based on foundational questions that arose from Phase I, we wanted to carry forward the three questions that would underpin the discussions throughout the day:

- What do we want to be known for?
- Who is our base? Who do we serve?
- Why is this important to the future of Xchanges?

There were four key themes that arose out of Phase I that would be addressed in rotating break-out groups. That ensured that all participants could provide input into all four of the key Balanced Scorecard themes:

1. Community
2. Financial Health
3. Developing Our People
4. Internal Processes

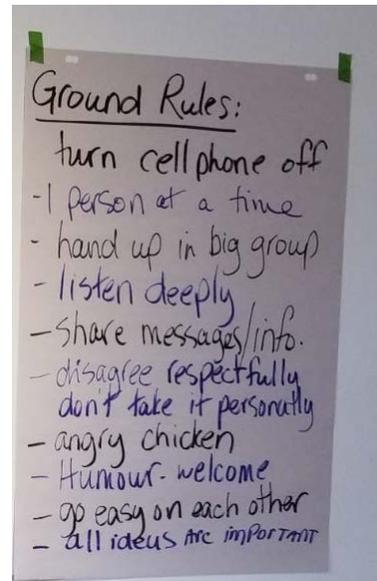
In creating a collaborative approach to the day, we spent time eliciting hopes and expectations that each person had for the day. Further, to set the tone, as a group, we created ground rules, “angry chickens/black hat” etiquette, parking lot discussions and guiding principles to abide by in break out groups and in discussions. These are individually described below.



THE Ground Rules

In any collaborative session, setting ground rules ensures that everyone agrees with how individuals will function throughout the day. It sets the tone of the day and acknowledges that people have different styles of communication. The ground rules for the session identified respectful communication as an important element that would ensure everyone could and would feel safe in offering authentic comments. The following were agreed upon:

1. turn cell phones off
2. 1 person at a time speaking
3. in the big group, put your hand up to speak
4. listen deeply to others
5. share messages/information
6. disagree respectfully
7. don't take comments personally
8. remember the "angry chicken/black hat" (see below)
9. humour is welcome
10. go easy on each other
11. all ideas are important



While setting the ground rules, it was noted that in the heat of a discussion that a person feels passionate about, it is possible that they may lose sight of sensitivity to others.

Wherein Angry Chickens and Black Hats emerged.

ANGRY Chickens and Black Hats



Participants agreed that during animated discussions with more than one point of view being discussed, it could open the door to disagreeing or asking 'rude questions' that may in turn, take a person into a less than



respectful frame. It was agreed by the group, that if needed, a person could either "put on their black hat" or their "angry chicken mode" to express freely their emotions around a particular subject, without reprisal.

GUIDING Principles

While the Ground Rules relate to how individuals participate in the conversations, the Guiding Principles develop an agreement around group process. Again, respectful



interaction was identified as an important foundation, as was striving for consensus in the democratic process.

- ✓ preserving artistic independence
- ✓ democratic/democracy
- ✓ let go of restraints
- ✓ strive for consensus
- ✓ integrity - true to values & consistency
- ✓ respect for each other
- ✓ ethical
- ✓ courage
- ✓ to be honest
- ✓ say what you think
- ✓ confront fear
- ✓ creativity
- ✓ respect differences

PARKING Lot

It was clear that a one-day strategic planning session was a very short time to deeply explore all the ideas, issues and concerns and the purpose and direction for Xchanges in the future. It was agreed that items of this nature that could not be discussed due to time constraints would be noted to ensure they would not be lost.

With this in mind, the Parking Lot sheet was created as a holding space for items that members wish to be addressed in a future session.

- Engagement beyond the studio members
- Does Xchanges want to be collaborative?
- How do we interact with our members?
 - Space in the newsletter and on the website
 - Opportunities
 - Bathrooms
- Introduce “Friends of Xchanges”
 - a free list of people who follow and support Xchanges
- Associate members having access to space or keys
- Holding scheduled group critiques open to all members
- Associates having areas of set responsibilities for running Xchanges



EXPECTATIONS

We started the workshop with a participant check-in. Each person stated their expectations in terms of what they wanted to get out of the day. We checked in on these expectations at the end of the session to see if their expectations were met. Each person rated the scores out of 5 in achieving expectations.

| | |
|--|---|
| Participant (in alpha order) | |
| Barry – how to get studio members more engaged; concern that there is dwindling participation at openings and other events. | Bill – future – not just day-to-day; difference between operational planning and strategic |
| Brian – outside/external to Xchanges; i.e. buyers interest in art and buying art from our artists; location is a challenge; marketing Xchanges; how can Xchanges help with this? Collaboration – making sure the group does well. | Cindy – consensus on gallery space – where is it going? |
| Gillian – what is our way forward; a Pop Up concept gets talked about and a way forward today; | Heidi – creativity and good will and engagement among our members today; website needs updating; marketing and promotion plans; what is Xchanges value proposition? |
| Joan – what are the steps forward? How to start actions? | Kathi -let’s talk about CRD concerns and where the recommendations fit with Xchanges’ vision. |
| Maureen - \$ money and donation approach; corporate sponsors, funding; potential move discussion | Richard - stronger sense of community; how to enhance our sense of community? Bonding, together and getting along; how to engage with those who are not in the room today. |
| Susan - I expected a cordial, open, generous people of goodwill. And, we would link for a common purpose – Xchanges thriving as an artist-run cooperative. To keep positive. | Trevor – understanding the artist and non- artist perspective; where we are going; how to keep people involved who are not here today. |

THE Afternoon

Building Xchanges’ Strategic Balanced Scorecard

A Balanced Scorecard³ is a measurement and planning device popularized in the 1990’s by two professors at Harvard University, Robert Kaplan and David Norton. The tool is based on a combination of best practices pioneered by Edward Deming⁴, an economist and process expert who after World War II helped to rebuild the economy of Japan. Today the results are seen in world class companies like Toyota.

³ See the Balanced Scorecard Institute for more information <http://www.balancedscorecard.org/BSC-Basics/About-the-Balanced-Scorecard>

⁴ <http://www.balancedscorecard.org/BSC-Basics/Articles-Videos/Background>



A great feature of a balanced scorecard is its simplicity and focus on outcomes and fact-based measures; it helps organizations focus on results. In the 1990's many companies were facing grave financial and governance failures. The use of a balanced scorecard enabled many to survive and thrive because of a simple focus on four key strategic and operational components that would ensure that the overall health of the organization was attained: their customers, financial health, internal process improvement, and their employees. These foci are stacked hierarchically - in the private sector it is top down, while in the public sector it is bottom up.

In the Xchanges balanced scorecard we have adapted these quadrants to reflect a non-hierarchical relationship between Our Community, Financial Health, Internal Processes and activities, and the artists - Our People. Each quadrant shares equal attention across the scorecard.



Balanced Scorecard Development

To develop the balanced scorecard participants divided into 3 break out groups, each taking one scorecard topic and then rotating to the next topic. They were asked to consider 4 questions to address their vision of each of the scorecard topics:

1. What are the goals or desired outcomes for the scorecard topic? (GOALS)
2. What actions are necessary to achieve the outcomes? (ACTIONS)
3. How do we know we are successful? (MEASURES/METRICS)
4. What are the indicators of success for each Balanced ScoreCard component? (MEASURES/METRICS)



An important consideration for formulating goals and actions was to ensure they were SMART - which stands for Specific, Measurable, Attainable, Relevant, and Timely (also time-bound). Having SMART goals will ensure that things can get done, are meaningful to the organization, and can be achieved in a timely manner.

The groups also considered any potential risks or barriers to success and brainstormed mitigation strategies. Participants were also coached to consider future operational consideration for the Parking Lot.

Later, during the Roadmap exercise the groups decided which of the actions complied with the SMART principle and could be undertaken within three-month increments.





Our People

The People quadrant is focused on the key question: what is Xchanges’ role in supporting and developing our people? This speaks to the purpose of Xchanges in the community at many levels.

Our People quadrant represents Xchanges core members both in-studio renters and external members or “associates”. In the by-laws of Xchanges members are defined as:



a) Studio members:

An Individual Artist who rents a studio within the Centre, or part of a studio, or is a member of a recognized Group renting space within the Centre, and regularly uses the space and is actively involved in contributing to the Centre. Studio members are voting members.

b) Associate members:

A practicing artist or member of the public, who is interested in contributing actively or financially to the development and maintenance of the artist-run Centre, may become an Associate member. It is understood that Associate members must become Studio members to rent a studio or part of a studio. Associate members can vote, except on budget issues.

A challenge question was raised for Xchanges: Where are the youth and what is Xchanges role in nurturing the young artists?

Member Input & Ideas Gathered about Our People - Pre-Phase I (Wall Chart)

- Because I can bounce things off other artists - I want more of that
- I value the experience of having a studio away from home
- Critique times on a regular basis for member artists
- We need room to grow - a strategic lease
- Freedom for self-expression

Question: What should we do?

- Give out stronger messages to those who are our community will come to us
- Creativity is an activity
- Link with owners of the indigenous land across the street on Government and do events together



- Connect with an elementary, middle or high school nearby to have ongoing class visits
- Things that take us out!
- Combine with Opus for a community event - plein air painting on balcony
- Get testimonials from exhibiting artists, life drawing artists about experience at Xchanges
- Survey community on Facebook (600+ followers)
- New website! Maybe use a service, WordPress or Wix

If we have to move, what is our plan?

- Should start planning for a move now if necessary 3500-5000 sq'
- Ground floor access, parking, studio doors
- Sharing with other arts organizations
- Work with a developer for future plans

What attracts members?

- Keys available to associate members to run a group or critique session
- Good idea!
- Bill Bartlett's artwork! thanks you!
- Reduction in life drawing fees
- A great community to be part of
- Wed and Thursday life drawing

Goals

1. An inclusive organization; members are one group, regardless of whether they rent space or not.
2. A sense of community, supporting each other
3. To inspire success in our members
4. To strengthen connections among members
5. To increase participation in running of Xchanges



Actions

| Actions | Target (metric) | Roadmap Timing |
|--|-----------------|----------------|
| Support and encourage members' only art events, artist | 4 | Quarterly |



| | | |
|--|------|----------------------|
| talks, pop up shows; | | |
| Develop more board bench strength; bring in new members of the professional community who can help as advisors and support with networking, building capacity. | 2 | Within next 6 months |
| Set up workshops for school art teachers to teach them new ideas and skills; build awareness of Xchanges in young artists | | |
| Create a single, universal membership and campaign to get more members | +25% | |
| Survey members to get input on direction, ideas, needs, wants; have members vote on issues | | |
| Track stats and metrics of all engagements; increase attendance at meetings and events | | |
| Increase income of members e.g. sales (commissions) | | |
| Communications | | |

Challenges and Opportunities

Where are the youth and what is Xchanges role with mentoring youth?

Where are Xchanges alumni? how can Xchanges reconnect with these people?

Risks and Mitigations

Lease - availability of new spaces that are affordable; affordability for studio renters and activities that can support operations.



Our Community

The community quadrant of the balanced scorecard represents the broader community who as a charitable society, Xchanges is accountable for carrying out their social objectives. As a non-profit charity Xchanges is committed to being of service to the greater community through its artistic goals and developing its people. The aims of Xchanges, as contained within the society's constitution, are:

To operate, maintain, and manage a cooperatively maintained artist-run centre for the following purposes:

- a. To provide studios to practicing visual artists at affordable rents;
- b. To provide a public gallery for local and regional artists for solo, group, and curated exhibitions and other art-related functions and events;
- c. To promote and support the endeavors of the local artistic community for the benefit of the public at large, within the resources available to the Society.

During the strategic planning session, the artists who access life drawing were identified as key community stakeholders who share a strong sense of belonging and engagement through Xchanges.

Member Input & Ideas Gathered about Community - Pre-Phase I (Wall Chart)

- Who is our community?
- Do we know our impact?
- A community of artists and all those we reach with our creative work and teaching.
- Mostly the Xchanges visitors are other artists.
- Initiate a cultural exchange with our Government Street First Nations
- Help make Rock Bay strong by linking with First Nations
- Are we public or private?
- As artists what do we need from the public?
- For there to be a strong cultural exchange
- Attract more energy in bringing all us galleries together. Evoking/Creating curiosity with Victoria.
- We are private studios with public programing (gallery, life drawing). If we didn't believe in this - we could charge space to studio and make our *wed easy-but we persist (*not sure of writing)
- Community outreach not being acknowledged
- We inspire; to give opportunity
- To be true-hearted, reaching out to inspire; the importance to all- the need to



- create.
- To make something out of nothing is a marvelous experience.
- Facebook - online newsletter, Focus ads; interview; listing; newspaper calendar
- Artists in Residence
 - Gives me an opportunity to interact with another artist who I have never had anything in common with
 - Provides opportunity for artists' personal reflection and development
 - exceptional opportunity for community interaction with the artist
 - I ditto this

Goals

1. Market to collectors and other artists - from “hot dogs to high end”
2. Expand Gallery open hours
3. Collaborate with other artists and organizations to engage and integrate our community with Xchanges.



Actions

| Actions | Target (metric) | Roadmap Timing |
|----------------------|-----------------|----------------|
| Broaden market scope | | |



| | | |
|---|---|--------------------|
| <p>Attract new artists into Gallery for exhibitions and for workshops</p> | <p>##'s of artists involved in Xchanges community</p> | |
| <p>Gallery open 12-5pm or 11-4pm/evening Increase/expand long pose in evening Increase/expand events Create "guest contact sheet" that could be sponsor's job to act as ambassador to welcome visitors - contact info. to share newsletter, openings, etc.to increase #'s</p> | | <p>6 months</p> |
| <p>Sharing externally - website? Increase website development - update</p> | <p>track # visits: - to website - to events - visitors' sheets</p> | |
| <p>Collaborate w/ North of Discovery neighbours - Archive, 50/50 Create "art jam" (mini 'art-in) both inside Xchanges and outside Market to:</p> <ul style="list-style-type: none"> • cruise ship schedule • Victoria Business Association • City of Victoria • local businesses • brewer & OPUS-Rock Bay Artists that did the boulevard | | <p>Summer 2019</p> |
| <p>Pop-up shows; workshops & professional development Open house at Xchanges</p> | | |



| | | |
|-------------------------------|---|----------|
| Survey participants at events | Testimonials Word of mouth Media \$ = sales Feedback from artist Buy-in everyone | 2 months |
|-------------------------------|---|----------|

Challenges and Opportunities

TBD

Risks and Mitigations

TBD



Our Internal Processes

Internal processes are about how we conduct ourselves and get things done. Internal processes continue to shift and change based on changing circumstances and needs. However, there are a set of common processes that will help Xchanges to carry out the work in this strategic plan.

Goals

1. Central coordination and leaders for activities - to achieve the tasks
2. Support teams and committees

Actions

| Actions | Target (metric) | Roadmap Timing |
|---|------------------|----------------|
| Follow clearly defined roles captured in a RACI (pronounced like racy) matrix for each activity: <ul style="list-style-type: none"> ○ Responsible - these are the people who carry out the tasks ○ Accountable - these are the people or person who makes sure it gets done - they are on the hook for success/failure. ○ Consulted - these people need to be consulted before anything happens ○ Informed - these people need to be informed of what is happening and after it has happened, what the outcomes are/were. | Start doing ASAP | Immediate |
| Develop time-based commitments and be specific about what is needed/expected | Start doing ASAP | |
| Develop and carry out quorum rules for all meetings | Start doing ASAP | |
| Develop processes to inform members before voting | Start doing ASAP | |
| Use worksheets that are the same or similar for each activity (templates) | Start doing ASAP | |



Challenges and Opportunities

Need more hands to do the work

Risks and Mitigations

TBD



Our Financial Health

The Financial Health quadrant focuses on how Xchanges will develop and sustain its financial model.

Xchanges has done well in managing its finances overall, but it needs to diversify its income streams.



Member Input & Ideas Gathered about Finances - Pre-Phase I (Wall Chart)

- Cost analysis
- Surplus - conservative budget; we need to know how much we really need
- Fundraising - more sources; individuals, businesses
- Grant writing “paid”!
- OPUS gave \$150 in gift cards!
- Executive position just for fundraising
- Establish a sponsorship relationship with a business or foundation
- Xchanges artwork raffles based in local businesses with limited number of tickets - 100 tickets at \$5 each for a small artwork

Goals

1. Sustainable Budget to secure financial future of Xchanges; Growth - include profit to build a contingency fund
2. Focus on finding a fundraising coordinator who can focus on sponsorships
3. Think BIG
4. Buy a building & create a permanent facility (Art Hub idea; Maritime Museum?)
5. Provide BIG GOAL to get corporate & government investment
6. Track \$\$’s in financial statements to reflect increases



Actions

| Actions | Target (metric) | Roadmap Timing |
|---|----------------------|--------------------------------|
| Special event income Pop-up shows (test run w/ Tasha & Gillian) | Start ASAP | June - Tasha Sept - Gillian |
| Fundraising - donations <ul style="list-style-type: none"> • Designated fundraising coordinator • Coordinator on Exec. who finds a team (members/non-members) • Attract sponsors | Start ASAP | |
| Corporate funding & creative financing | 2 sponsors | by 2019/20 |
| <ul style="list-style-type: none"> • Grow membership • Tap into alumni support • Expand constituency of artists | Attract more artists | |
| Insert a line item to include <ul style="list-style-type: none"> • More members • More donations • More \$\$'s contributed • Space/use increases | Start ASAP | |
| Increase sales <ul style="list-style-type: none"> • Find more opportunities for sales | | |



Challenges and Opportunities

People to help do the work

Risks and Mitigations

Withdrawal of CRD funding

Space challenges for growth of

membership & events: move or change?



SUMMARY of the Balanced Scorecard Goals

| Our People | Our Community |
|---|--|
| <ol style="list-style-type: none"> 1. A sense of community, supporting each other 2. To inspire success in our members 3. To strengthen connections among members 4. To increase participation in running of Xchanges | <ol style="list-style-type: none"> 1. Market to Collectors and other artists - from “hot dogs to high end” 2. Expand Gallery open hours 3. Collaborate with other artists and organizations to engage and integrate our community with Xchanges. community + artist = opportunity |
| Our Internal Process | Our Financial Health |
| <ol style="list-style-type: none"> 1. Central coordination and leaders for activities - to achieve the tasks 2. Support teams and committees 3. Develop RACI for all activities | <ol style="list-style-type: none"> 1. Create a sustainable budget to secure financial future of Xchanges 2. Find a fundraising coordinator 3. Think BIG - Buy a building & create a permanent facility 4. Secure corporate & government investment 5. Track \$\$’s in financial statements to reflect increases |



CHALLENGES, Issues and Opportunities, BIG Questions

As noted in the introduction and context of this strategic plan, Xchanges is at a crossroads. This cross-road is not just about a funding or identity crisis. Members identified several issues, challenges and opportunities and asked tough questions that all members will have to consider going forward including:

- Timeliness - how quickly we can get things done - we can't do it all at once
- We need to leverage Xchanges charitable status [Maureen needs to confirm this - I am not convinced it is a charity - if indeed it is, this is a huge missed opportunity in terms of fundraising, giving members receipts for donations etc.]
- Does Xchanges want to be collaborative with the greater community?
- Does Xchanges want to be only a landlord?
- Is there a member hierarchy?
- Is there a will and desire to "go big"?
- What loyalty do members have? how do we enhance member loyalty? what evokes loyalty?
- How do we retain our audience?
- Not everyone's art is saleable nor do they want to sell; how do we ensure support?
- Limitations on human resources - volunteer-base of time, skills and willingness
- There is only one weekend available per month to do other activities in the gallery
- Additional activities space is limited to the gallery-no other space for workshops etc.
- Stairs only access limitations; also access at night in this area is tricky
- Some studio people feel a lack of vibrancy in Xchanges
- 25% of people do 100% of the work
- Space is a key driver of risks and a key cause of organizational contraction; how to plan for growth?
- Studio members pay 5x as much for membership in Xchanges (like a condo fee) is that fair/right?
- The space limits what we can do

ROADMAP- A Two Year Outlook

Given the uncertainty presented by the sale of the building, Xchanges strategic roadmap is for the near term until 2019. The Roadmap does not include all items in this strategic plan, but rather focuses on those items the group feels they can commit to carry out now. As more capacity is created through recruiting and engaging members, the blank blocks can be populated with more priorities as outlined above in the Balanced Scorecard quadrants.

| | | | | |
|---------------|--------|-----------|--------------------|-----------|
| Colour Legend | People | Community | Internal Processes | Financial |
|---------------|--------|-----------|--------------------|-----------|



| TIMING | ACTIONS | | |
|---------------------------------|--|---|---|
| NOW | Drafting plan May 2018 | | |
| 3 MONTHS (May-July) | 1ST Draft of Strategic Plan for review and input June 2018 meeting | Build RACI and prioritize actions and participation | Survey participants at events/openings |
| | Sept mtg - 1st talk presentation | Set up regular Scorecard Reporting | Fundraising strategy |
| 6 MONTHS (Aug-Oct) | Extend Gallery hours | Build Board Bench Strength | Test Pop-up shows w/ Tasha & Gillian June and September |
| | TBD | TBD | TBD |
| 9 MONTHS (Nov-Jan 2019) | 'art jams' with Heidi | Website upgrade/enhance/or new | 1st Open House Corporate Sponsor (s) |
| | TBD | TBD | Summer Residency Sponsor(s) |
| 1 YEAR (Feb 2019-April 2019) | Strategic Planning | TBD | TBD |
| | TBD | TBD | TBD |
| 2 YEAR (May 2019 -April | Create North of Discovery Tour Summer 2019 | VISA and school students outreach | More planning pending move |



| | | | |
|--------|--------------|-----|-----|
| 2020) | TBD | TBD | TBD |
| 3 YEAR | PENDING MOVE | TBD | TBD |



CONTACTS

List Board members here



EXPECTATIONS Achievement scores

We started the workshop with a participant check-in. Each person stated their expectations in terms of what they wanted to get out of the day. We checked in on these expectations at the end of the session to see if their expectations were met. Each person rated the scores out of 5 in achieving expectations.

| Participant (in alpha order) | Score out of 5 |
|--|----------------|
| Barry – how to get studio members more engaged; concern that there is dwindling participation at openings and other events. | 5 |
| Bill – future – not just day-to-day; difference between operational planning and strategic | 4 |
| Brian – outside/external to Xchanges; i.e. buyers interest in art and buying art from our artists; location is a challenge; marketing Xchanges; how can Xchanges help with this? Collaboration – making sure the group does well. | 3 |
| Cindy – consensus on gallery space – where is it going? | 3 |
| Gillian – what is our way forward; a Pop Up concept gets talked about and a way forward today; | 5 |
| Heidi – creativity and good will and engagement among our members today; website needs updating; marketing and promotion plans; what is Xchanges value proposition? | 4 |
| Joan – what are the steps forward? How to start actions | 5 |
| Kathi -let’s talk about CRD concerns and where the recommendations fit with Xchanges’ vision | 5 |
| Maureen - \$ money and donation approach; corporate sponsors, funding; potential move discussion | 3.5 |
| Richard - stronger sense of community; how to enhance our sense of community? Bonding, together and getting along; how to engage with those who are not in the room today | 5 |
| Susan - I expected a cordial, open, generous people of goodwill. And, we would link for a common purpose – Xchanges thriving as an artist-run cooperative. To keep positive. | 4.5 |
| Trevor – understanding the artist and non- artist perspective; where we are going; how to keep people involved a | 5 |
| Total out of 60 possible | 51/60 85% |