



STRATEGIC PLANNING:

*Checking the Foundations,
Establishing the Principles &
Defining the Strategic Initiatives*

Facilitator:
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March 22 & 23, 2014

ArtsJunktion mb Inc.

ArtsJunktion mb

***TOWARDS YOUR STRATEGIC PLAN:
CHECKING THE FOUNDATIONS
ESTABLISHING THE PRINCIPLES
&
DEFINING STRATEGIC INITIATIVES***

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ArtsJunktion

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REPORT OF THE BOARD/STAFF PLANNING SESSION

**MARCH 22/23, 2014
PATRICIA BOVEY, FRSA, FCMA
FACILITATOR**

INTRODUCTION

The Board of Directors of ArtsJunktion, MB, undertook a significant strategic planning session March 22nd and 23rd, 2014, with the staff to chart their strategic plan 2014-2017. As facilitator of the process I would like to thank all members of the board and staff for their candour, commitment and dedication to this truly important organization in Winnipeg and Mantioba, and to these discussions aimed at taking ArtsJunktion to the next phase of its development.

The agenda for the two-day session is appended to this report, and in addition to the development of the organization's Guiding Principles, SWOT analysis and Environmental Scan, the definition of the Strategic Initiatives and key strategic objectives, timelines and responsibilities, the organization discussed board and staff organizational structure, roles and responsibilities.

THE CURRENT BOARD STRUCTURE

As a young organization, eight years since its initial work, the board is currently working as an Operational Board, and could, and should, develop to the next stage of governance structure and become a Collective Board Model, recognizing the need for an Executive Director and professional staff, while continuing to require hands-on working involvement of board members. This was realized and agreed to by the group present, and thus the discussions regarding future development of ArtsJunktion were taken with that overall goal in mind. Understanding the role of the board as a whole, that being to govern and to support the organization, it became clear that the board does embrace its key responsibilities concerning

- Role Clarity
- Mission Accomplishment
- Workload Manageability

Further, as staff and board evolve, it was equally clear to the Board that authority given must equal responsibility; and responsibility delegated must carry the associated accountability.

STRATEGIC PLANNING PROCESS ADOPTED

STEP ONE: ArtsJunktion GUIDING PRINCIPLES

The following Guiding Principles were developed and adopted:

VISION

Reclaiming materials for creativity and community

MISSION

Supporting the arts and the environment through partnerships dedicated to the collection and distribution of reusable materials.

MANDATE:

I SUPPORTING THE ARTS:

1. To support the creative community by providing materials and a gallery space.
2. To provide art workshops with an emphasis on repurposed materials.
3. To support artists through promotion of their art and through fairly paid employment opportunities

II. SUPPORTING THE ENVIRONMENT

1. To reduce landfill waste by receiving materials from businesses, organizations and individuals for distribution to the public.
2. To increase environmental awareness through community engagement and programming.

CORE VALUES

Integrity Stewardship Inclusivity Advocacy Innovation

STEP TWO: SWOT ANALYSIS

The following SWOT analysis covers many of the strengths, weaknesses, opportunities and threats of the organization, and include but are not confined to those noted.

SWOT ANALYSIS

<p>STRENGTHS: Dedicated, committed, passionate staff, board volunteers; safe comfortable space for community; opportunities for people with special needs; depot; central location; hiring employees; accessing \$; successful fundraisers; gallery space; collaborations with wider community e.g. First Fridays; Earth Day; PD opportunities for teachers.</p>	<p>WEAKNESSES: Long Term financial sustainability; Succession Planning; Board Structure & make-up, need better community representation & committee members; Lack of policies; Need better materials' pick-up system; Better recruiting & training of volunteers; Public awareness; wheelchair accessibility; Board overworked.</p>
<p>OPPORTUNITIES: Outreach PD to business, community, educators; Sponsorships (\$); Field Trips; On-line shop; Community 'making' events; Artists' Residencies; First Fridays; Scholarships; Organizational collaborations e.g. art therapy, Artists' residencies.</p>	<p>THREATS: Losing parking; space rental increase; safety; funding; Future competition for \$; Managing growth; understanding liabilities</p>

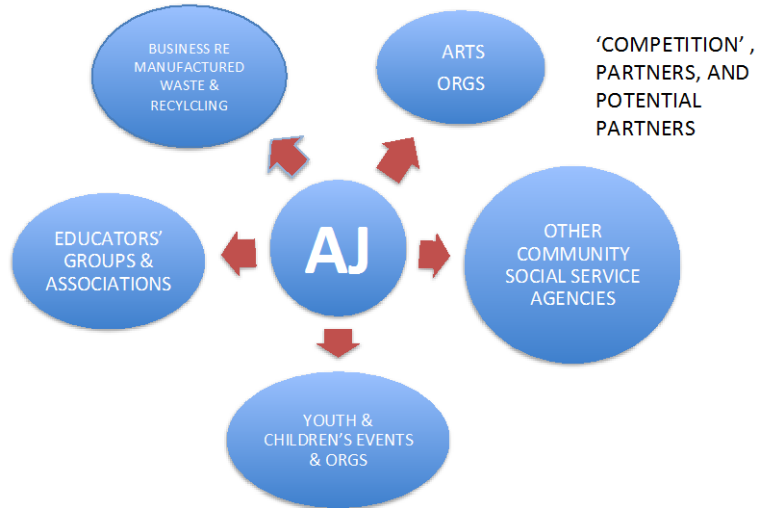
STEP THREE: CORE FOUNDATIONS

CORE FOUNDATIONS

<p>PEOPLE: Board, Staff, Volunteers, workshop leaders, community participants including business, education, artists, musicians, and all users & stakeholders</p>	<p>PROGRAMS: workshops, depot, First Fridays, Special Events, Outreach with business, Gallery</p>
<p>FACILITY: Depot, workshop space, gallery space, garden space</p>	<p>\$:Revenues: Grants, donations, sponsorships, fundraising events, partnerships</p>

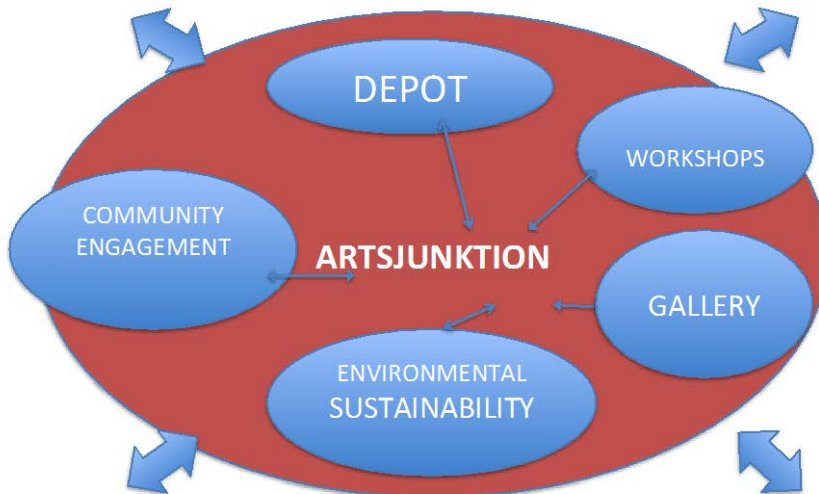
STEP FOUR: ENVIRONMENTAL SCAN

ENVIRONMENTAL SCAN



STEP FIVE: ARTSJUNKTION PILLARS

ARTSJUNKTION PILLARS



STEP SIX: DEFINING ArtsJunktion 'NON-NEGOTIABLES'

The following are the agreed 'non-negotiables' as ArtsJunktion moves to its new Strategic Plan;

- Depot Space
- Offering Workshops
- Being an Ethical Receiver of Goods
- Integrity – Doing the right thing with community and business partners, staff, volunteers, and each other; with Unacceptable Materials
- Providing Volunteer Opportunities
- Inclusivity and Accommodation
- Community Collaboration
- Fair Pay
- Safety

STEP SEVEN: DEFINING STRATEGIC INITIATIVES

The following Strategic Initiatives were unanimously agreed to, and in the following priority order:

1. FINANCIAL SUSTAINABILITY
2. DEPOT OPERATIONS
3. GOVERNANCE
4. PROGRAMMING
5. PUBLIC AWARENESS
6. HUMAN RESOURCES

STEP EIGHT: THE STRATEGIC PLAN: OBJECTIVES, GOALS, TIMELINES & RESPONSIBILITIES

The board and staff of ArtsJunktion are to be commended on the depth of discussion and attention to the details of the plan which follows. The six strategic initiatives link, and any overlapping goals are intentional. It is understood that this is a three-year strategic plan, and as it is assessed during the three-year period some of the goals, once achieved will be dropped off the overall plan. This will enable ArtsJunktion to add new goals and objectives making their Strategic Plan a living tool guiding the operations of the organization.

STRATEGIC INITIATIVE #1: FINANCIAL SUSTAINABILITY

OBJECTIVE	GOAL	TIMELINE	PERSON(S) RESPONSIBLE	STATUS
Hire Executive Director	<ul style="list-style-type: none"> • Develop Job description • Obtain \$ • Hire 	Year 1 – 2 nd quarter: ½ time first 6 months Full time second 6 mo	Board	
Private Sector Revenues & Earned Revenues	65% budget to include sponsorships, donations, in-kind, fundraising <ul style="list-style-type: none"> • Depot to run with no grants • Donor relations • Fundraisers 	Each Year	ED + Depot staff + Board	
Government Grant Revenues	18% of budget For programming	Each Year	ED + Program Staff + Board	
Charitable Foundation Revenues	17% of budget For Projects	Each Year	ED + Board	
Budget Growth	20%	Year One	Board	

STRATEGIC INITIATIVE #2: DEPOT OPERATIONS

OBJECTIVE	GOAL	TIMELINE	PERSON(S) RESPONSIBLE	STATUS
<p>Safe, Attractive, Functional Physical Space</p>	<p>Move to a new facility: larger, temperature controls, good air quality, work safety, windows, parking & loading, accessible; Exchange or central location</p>	<p>Year One: Upgrade current space with moveable items</p> <p>Year Two: Undertake Space Analysis</p> <p>Year Three: Functional Program & Site Matrix</p>	<p>Board Committee</p>	
<p>Establish a functioning transportation system to stimulate flow of materials</p>	<p>Acquire access to vehicle - explore options Business Partnership?</p> <p>Insurance Analysis</p>	<p>Year One - first 6 months;</p> <p>Year One, second 1/4</p>	<p>Depot Committee + Board</p>	
<p>Increase Donations of Desirable and Suitable Materials Eliminate Undesirable Donations</p>	<p>Policy Development</p> <p>Educational Campaign</p>	<p>Year One - within 6 months</p> <p>Ongoing</p>	<p>Depot Staff + Materials Committee</p>	

STRATEGIC INITIATIVE #3: GOVERNANCE

OBJECTIVE	GOAL	TIMELINE	PERSON(S) RESPONSIBLE	STATUS
Board Diversification	Develop Skill Set Matrix	By 2014 AGM	Governance & Nominating Committee	
Define Board Committee Structure & Terms of Reference	Develop Organization Chart/structure	By AGM 2014	Governance & Nominating Committee	
	Develop Terms of Reference for each Committee	Fall 2014		
Develop Policy Manual	Determine Policies Needed	Winter/Spring 2015	Governance & Nominating Committee + ED	
	Prioritize Policy Devel	Winter/Spring 2015		
	Write Policies	Year 2 and ongoing	ED, Staff & Board committees	
By-Law Review	Reflect Mandate & Board terms Reflect Standing Committees and terms of ref Provision for Ad Hoc Committees Review Fiscal Year & AGM Time	2015-2016	Governance & Nominating Committee	
Board Development	PD for Board members; Manual; Retreat		ED, Board Chairs + Governance & Nominating Committee	

STRATEGIC INITIATIVE #4: PROGRAMMING

OBJECTIVE	GOAL	TIMELINE	PERSON(S) RESPONSIBLE	STATUS
Offer M Ed workshops for educators	<ul style="list-style-type: none"> • 5 per year • Invite donors • Fridays • Use more recycled materials 	Year 1 & ongoing	Workshop Co-ordinator	
Offer SAGE Workshops Saturday AMs	<ul style="list-style-type: none"> • Expand to general public • Use more recycled materials • 10 per year 	Year 2 & ongoing	SAGE, MAAE Rep & AJ Rep	
First Nations Programs (M. Ed)	<ul style="list-style-type: none"> • 3 - 4 per year • Invite donors • Fri/Mon (when necessary) 	Year 1 - First 1/3	Workshop Co-ordinator	
Evening Workshops 6:30 - 9:30	<ul style="list-style-type: none"> • Wed or Thursday • One per month • No duplication between organizations • Emphasis on junk collection 	All 3 years	Board Rep & Workshop Co-ordinator	

STRATEGIC INITIATIVE #5: PUBLIC AWARENESS

OBJECTIVE	GOAL	TIMELINE	PERSON(S) RESPONSIBLE	STATUS
Create Social Media Plan & calendar	Set up Face Book, LinkedIn, Instagram, Hootsuite accounts Develop E-Newsletter	1st Quarter Year One + ongoing Year One + ongoing	Publicity Chair	
Social Media Blitz	Reach as many people as possible and new sign-ups in all platforms Max Reach for minimum \$	2nd Quarter Year One + ongoing	Publicity Chair and Finance Chair	
Create slick Marketing Package	To include: Brochure, Posters, Business Cards, Fact Sheet (with Guiding Principles) Promo tool for all stakeholders	Start second half Year One To be complete end of Year One	Publicity Chair & Business Outreach co-ordinator	
Mural Campaign	To work with City/ Graffiti Gallery & businesses to create AJ sponsored murals	End of Year One or Beginning Year Two	Members re Art Partnerships	
Promo Video	To use as promo tool	Year Two, 1st 1/2	Publicity Chair & BD Members	
Volunteer Drive	Increase volunteers/members	Year Two, 2nd 1/2	Publicity Chair & BC Members	

STRATEGIC INITIATIVE #6: HUMAN RESOURCES

OBJECTIVE	GOAL	TIMELINE	PERSON(S) RESPONSIBLE	STATUS
HIRE EXECUTIVE DIRECTOR	<ul style="list-style-type: none"> • Create Job Description • Seek Funding • Advertise & Hire 	Year One 1 st ½ Part time, July - Dec 2014 Full Time as of Jan 2015	Board	
Develop Materials Pick-Up Strategy	Approach potential partners Determine best pick-up means Develop pick-up Schedule	July 2014 with implementation Dec 2014	Business Outreach Co-ordinator & Staff re scheduling	
Increase Depot & staff Hours	Seek Funding & implement to meet goal of more open hours	Year One	ED/ Board	
Paid Volunteer Coordinator	Seek \$ Develop Volunteer sources and Job Descriptions	Year Three	ED/ Board	
Develop HR Policies	Polices & Job Descriptions	Years One & Two	ED/ Board	

STEP NINE: DEFINE DESIRED IMPACTS

It is clear that ArtsJunktion has a clear vision of positively affecting the environment through the reduction of waste and through the creative re-use of materials as well as increasing the creative networks and service to teachers and community members province-wide.

Further ArtsJunktion works with other creative and educational organizations, large and small, immigrant groups, resource centres, and to link to all age and demographic groups. This includes serving special needs groups.

They also see their impact including: (in no priority order)

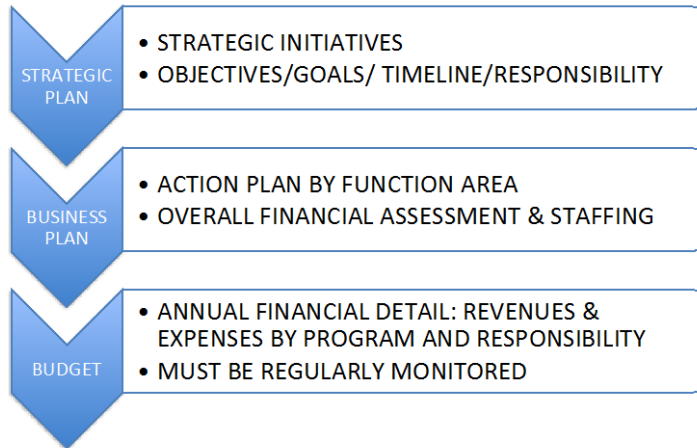
- providing of jobs for artists
- increasing safety and beautification in the Exchange District
- adding to the sustainability of the Exchange
- partnering with other groups for First Fridays
- being a place of social support
- being a safe and creative place for young and emerging artists
- being teachers of environmental sustainability
- providing PD opportunities
- providing teaching and creative workshop space
- providing a gallery for artists to present their work
- being an art workshop place for teachers and community members

NEXT STEPS

There are a number of issues the Board and ArtsJunktion should address in their ongoing planning and these have been articulated in developing this Strategic Plan. In the coming year or so the organization should develop a three year Business Plan based on the Strategic Plan, and this will become particularly important when undertaking the research for the new premises and the move itself. The Business Plan will should be the Action Plan, and the annual operating budgets the ongoing expense and revenue plans to achieve the specific details within the overall goals.

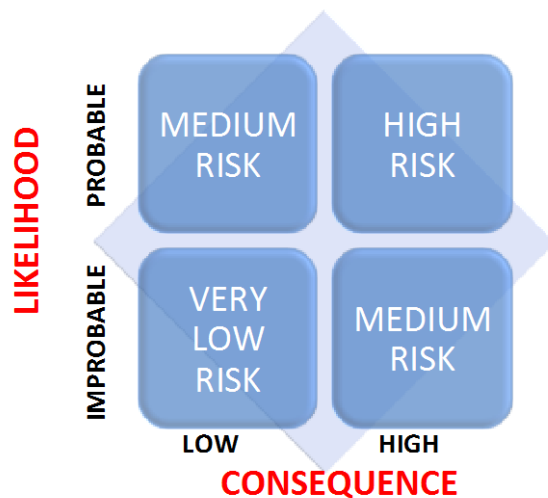
The relationship between the Strategic Plan, the Business Plan and the Annual Budgets can be diagrammed as follows:

PLANNING RELATIONSHIPS



Likewise it is important to pay attention to potential risks and determine the balance of risk and benefit when considering new or expanded programming. The following Risk Matrix is recommended as a simple rule of thumb, and I suggest 'plotting' issues, new activities or ongoing undertakings on this simple chart:

THE RISK MATRIX



BOARD DEVELOPMENT:

With regard to Board Development the following draft Board Skills Set Matrix was discussed. I recommend that you implement it now, so that as people's terms are up on the board that you have ideas for those to join. I also think you should be setting up your Board Committees and develop those terms of reference.

BOARD SKILLS SET MATRIX: WHAT DO YOU NEED?

NAMES	*	*	*	*	*	*	*	*	*	*	*	*
Legal												
Finance												
Art Discip.												
Diversity												
HR												
Education												
Facilities												
Event Mgmt												
Events												
Social Worker												
PR/Mkting												
Workers												

The Following Board Committees were suggested:

- Governance & Nominating
- Finance Administration
- Development and Event Management
- Human Resources
- Programming & Depot
- Communications & Marketing

As noted in the Strategic Plan, the By-Law review should include provision for Ad Hoc committees to be struck as needed to deal with specific issues or opportunities. All committees should have Terms of Reference.

POLICY DEVELOPMENT

ArtsJunktion is in need of Policy Development and the format should be consistent for all policies in the organization. At the time of the 6 – 9 month check it is recommended that the Policy Priorities be established.

CONCLUSION

It has been a privilege to work with the staff and Board of ArtsJunktion and I look forward to the upcoming review and to assist as I might be able.

In my view ArtsJunktion is a very important organization in Winnipeg and one which is meeting its goals in both the environmental and educational spheres. The organization is to be commended.

Patricia Bovey, FRSA, FCMA
Facilitator
April 15, 2014

**APPENDIX I: ARTSJUNKTION
AGENDA
STRATEGIC PLANNING SESSION**

**MARCH 22ND & 23RD, 2014
Patricia Bovey, FRSA, FCMA
Facilitator**

DAY #1

- 9:00: Introductions
- 9:15: Review of Agenda and Purpose of the Strategic Planning Session:
 - To review Key Principles of ArtsJunktion
 - To Develop Guiding Principles to take ArtsJunktion 2014-2017
 - To Develop the SWOT analysis and Environmental Scan within which ArtsJunktion operates
 - To Review Key Documents & Policies
 - To Define 5-6 Key Strategic Issues
 - To Develop 5-6 Specific Objectives within each Issue
- 9:20: Roles and Organizational Growth and Responsibilities
- 10:15: Coffee
- 10:30: Develop, Refine or Confirm ArtsJunktion VISION statement
Develop, Refine or Confirm ArtsJunktion MISSION statement
- 12:15 Lunch Break
- 1:00 Develop, Refine or Confirm MANDATE
Develop, Refine or Confirm CORE VALUES
- 2:30 SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
- 3:30 Draft Details for Environmental Scan from results of SWOT Analysis
- 4:00 Adjourn
(PB will develop drafts of the day's findings for circulation AM of Day 2)

DAY #2

- 10:00 Review findings of Day 1; confirm Vision, Mission, Mandate and Core Values;
Key summary of SWOT Analysis & Environmental Scan
- 10:30 Development of Key Strategic Issues
- 12:15 Lunch
- 1:00 Confirmation of Key Strategic Issues
Development of Specific Objectives within each Strategic Issue
- 2:45 Wrap-Up & Next Steps: 6 – 9 Month Status Get-together
- 3:00 Adjourn

**APPENDIX II:
LIST OF ATTENDEES**

The following list indicates the names and roles/positions of those in attendance. Attendees participated both days unless otherwise noted in brackets.

Melanie Janzen	Co-Chair
Andrea Stuart	Co-Chair
Doug Wiebe	Vice-Chair
Dianne Harms	Treasurer
Michelle Bradley-Hakimelahi	Secretary
Joey Robertson	Webmaster
Gerhard Wiebe	Physical Plant Manager
Heather Graham	Events Chair
Joey Robertson	Finance Chair
Chloe LaBella	Volunteer Chair (attended day 2 only)
Mary Mathias	Materials Chair (attended day 1 only)
Trish Hogue	Publicity Chair
Geri Altman	Art Gallery Curator

2.3.1 ArtsJunktion Members At Large (2013-2014)

Corrine Chia	Jayne Miles (did not attend)
Judy Parker	Edna Simpson
Kaz Sawicz (did not attend)	Kate Byman
Tracy Woodward	

2.3.2 ArtsJunktion Employees (2013-2014)

Krista Hoeberg	Depot Manager
Barb Doncaster	Workshop Coordinator
Kelly Ruth	Business Outreach Coordinator
Zoria Arrow	Assistant to Depot Manager