

Strategic Plan 2021 to 2024

To our members:

Welcome. We invite you to read this Strategic Plan developed by your Board of Directors as both a guide and roadmap for the future. The objectives will remain as written and approved, with additional suggestions and deliverables added regularly.

While preparing this Strategic Plan, in the last half of 2020, we have endeavored to educate ourselves and develop policies and practices that will grow this Association and find us more welcoming to the many under-represented quilters. This is a time for CQA/ACC's membership to be more inclusive and diverse, reflecting the general Canadian population and quilters from all regions.

The Covid pandemic has forced the world to stop interacting in ways we took for granted. We cannot travel or meet easily and we are much more isolated than ever before. We are experiencing a "virtual" world of guild meetings, online instructions, and online national and international quilting events. Although we hope this is temporary, there will likely be long-reaching consequences, and this too is reflected in our 3-year plan.

Our Mission

The CQA/ACC mission is to promote and celebrate quilting and Canadian quilters by preserving the traditions of those who have come before us while looking to new and creative ways to enhance quilting for the present and future. The creativity of quilting in Canada continues to evolve as new techniques combine with the traditional. CQA/ACC is dedicated to preserving the traditions of quilting, supporting current trends in quilt making and providing a forum for Canadian quilters of all ages and levels to share and learn about the Canadian quilting scene.

Our Aims and Objectives

- To promote a greater understanding, appreciation and knowledge of the art, techniques, and heritage of patchwork, appliqué and quilting.
- To promote the highest standards of workmanship and design in both traditional and innovative work.
- To foster cooperation and sharing between quilt-makers across the country.

Strategic Objective #1: Communication

To develop plans to improve communication with quilters from all geographic regions of Canada, in all genres of quilting, at all skill levels and inclusive of all peoples of Canada.

Suggestion	Deliverable	Responsible Director	Update
A) Use of <i>Canadian Quilter</i> magazine, blog posts and monthly e-newsletters to highlight a diverse group of quilters and fabric artists	-Articles, photographs, etc. in all editions of the <i>Canadian Quilter</i> magazine and blog posts -Suggestions for possible contacts and groups to magazine editor	-President - Magazine Editor -All	As reflected in the Autumn and Winter 2020 editions, the content reflects a focus on diversity 2021 - continued discussions/collaboration with editor
B) Improve mechanism to communicate with quilters on a timely basis.	-improve understanding of our social media platforms -make more use of our Facebook page (Canadian Quilters Association) and FB groups (CQA Projects and Quilting in Canada), IG and Pinterest	- Membership Director - Director-at-Large - Social Media Volunteer	Ongoing (refer to C below) Weekly Communication Committee meetings to discuss/plan strategies for newsletters, social media, etc. (began March 2021) September 2021, ongoing meetings - transitioning to monthly
C) Create a Communication Director position on the Board of Directors for all external communications	Recruit and retain this volunteer Develop a framework for this position	- Executive Director - Board of Directors	Completed and posted job description of Communications Director Dec. 2020 Director position filled Feb., 2021
D) Host the Annual General Meeting on a virtual platform, such as Zoom	-change Bylaws to allow for future AGM's to be held virtually so that all CQA/ACC members are able to attend	- Executive Director - Board of Directors	- First Zoom AGM successfully completed in June 2020 - Review and identify changes to bylaws Dec. 2020 - Notify members of special meeting (March 26, 2021) to approve bylaw changes - If changes are accepted then hold virtual AGM in the 2021 second quarter Membership approved bylaw amendment to hold future AGM's on a "virtual" platform. 2021 AGM to be held "virtually", June 23, 6 pm EDT

			AGM was well attended and expectation is to continue to hold "virtual" AGM's in the future to allow all members to attend if desired
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Strategic Objective #2: **Growth**

To develop and execute plans for growth in membership, volunteers with expertise in a variety of areas, revenue and in our involvement with the quilting community.

Suggestion	Deliverable	Responsible Director	Update
A) Attract younger demographic	<ul style="list-style-type: none"> -Develop a program for young quilters - Establish a Youth Membership category -Stronger promotion of the annual youth challenge -Youth only classes at Quilt Canada conferences (up to 19 years of age) -IG create # for youth - posting youth projects IG -recruit a Youth Program Director to spearhead the youth projects -add a youth group on FB - contact 4H and National Program Committee of Girl Guides 	<ul style="list-style-type: none"> - Regional Representatives (RRs) - Executive Director - President - Communications Director - Social Media volunteer 	<ul style="list-style-type: none"> - A RR is working to develop a strategy to involve other organizations, such as Girl Guides and 4-H, with the 2021 Youth Challenge -Dec. 2020 Youth Program Director position filled March 2021 May 2021 - Youth Program Director position open Youth Program Director position filled July 2021
B) Attract quilters of diverse backgrounds and regions of Canada	<ul style="list-style-type: none"> -reach out to Canadian groups and quilters who are representative of Black, Indigenous and People of Colour -showcase works in the <i>Canadian Quilter</i> magazine and on the canadianquilter.com blog -consider a concurrent show at upcoming Quilt Canada conventions 	<ul style="list-style-type: none"> - President - Magazine Editor 	<ul style="list-style-type: none"> - The <i>Canadian Quilter</i> magazine increased its content related to quilters of diverse backgrounds (June – December 2020) -Consider offering a Viewers' Choice Award for diverse quilters at a Quilt Canada Concurrent Show September 2021 - continue to research and invite diverse groups for concurrent shows at upcoming Quilt Canada conventions
C) Improve the membership experience	<ul style="list-style-type: none"> -Enhancing the Members Only Studio -Promote the CQA website on Social Media platforms 	<ul style="list-style-type: none"> - Communication Director - Magazine Editor/Blog poster - Social Media volunteer 	<ul style="list-style-type: none"> - Special virtual event in February 2021 – Lecture by Luana Rubin Zoom webinars with a variety of

		<ul style="list-style-type: none"> - Membership Director -Executive Director -President 	<p>speakers/topics are now arranged and offered to our members on a monthly basis for 2021</p> <p>Webinars to be held twice monthly beginning Sept., 2021 - Wednesday evenings and Saturday afternoons</p> <p>September 2021 - Webinars scheduled twice/monthly up to December 2022</p>
D) Using the CQA Website as a revenue stream	-Begin to develop an Advertising strategy	<ul style="list-style-type: none"> - Executive Director - President - Treasurer - Magazine Editor 	<ul style="list-style-type: none"> - Magazine Editor presented plan for website advertising costs to the Board and it was accepted (October 2020) - Implemented plan for website advertising (Nov. 2020) - Established procedure to track and budget the advertisement revenue and associated costs separately (Oct. 2020)
E) Build our presence at Trade Shows, Quilt Shows and Quilt Guild shows.	-Develop a list of upcoming events	<ul style="list-style-type: none"> - Board of Directors - Regional Reps - Executive Director 	<p>(Note – Government restrictions on events in place due to the Covid-19 pandemic – March – Dec 2020)</p> <ul style="list-style-type: none"> -Regional Reps can apprise the Board of any Guild quilt shows (many won't be held due to restrictions on the size of gatherings) - At RR meeting - promote the use of events calendar on the CQA website - Partner with Canadian Quilt Guild Network to promote use of the CQA/ACC events calendar and guild reports - Rename guild reports to guild bulletin board September 2021 - at monthly Regional Representative meetings, encourage/promote the

			use of our calendar and guild reports
F) Apply for appropriate grants	Apply for Canada Arts Council Grant	- Board of Directors - Executive Director	Process began in October 2020. Waiting for approval to continue with the application process -Proposal to be completed and submitted March 2021 Results of the grant proposal application expected Fall, 2021 September 2021 - grant proposal denied
G) Promote benefits of CQA/ACC membership	- Create a membership drive through guilds or sewing groups - Create a promotional package to be utilized by Regional Representatives	- Regional Representatives - Membership Director - Executive Director	- Discuss possible idea of membership drive with RRs and bring to Board for approval and refinement September 2021 - slide show for RR's to use at guild meetings to be updated
H) Continue to explore efficiencies in the finance model	- Update job description of Treasurer and bookkeeper - Institute Bottom-up budgeting process (developed with a focus on programs to create budget based on this)	Treasurer	-Budget/finance a regular agenda item at all Board meetings - Weekly committee meeting of Treasurer, Bookkeeper and Exec. Dir. - ongoing - Initial Bottom-up budget developed and approved by the Board (November 2020)
I) Explore the development of a CQA app with possibility of integrating the magazine into the app		Treasurer	

Strategic Objective #3: **Education**

To use our resources – people, website, social media, magazine – to educate ourselves and our members and the greater quilting world about all aspects of quilting, and quilters, in Canada, and developing policies and practices that address issues of equity, inclusivity and diversity.

Suggestion	Deliverable	Responsible Director	Update
A) Develop lists of resources and quilters that can be used by our members to enhance their understanding of diversity and inclusivity in our Canadian quilting organizations	<ul style="list-style-type: none"> -Develop a resource list of websites, books, articles, quilters and fibre artists for reference by our members - Update resource list continually as information becomes available 	<ul style="list-style-type: none"> - Board of Directors - Regional Representatives 	List posted on the website at the same time as the Strategic Plan (Dec. 2020) (see addendum at the end of this document.)
B) Revamp Quilt Judge Certification Program (QJCP)	<ul style="list-style-type: none"> -Employ consultants to revamp the QJCP program with the goal of training and certifying new judges to replenish the shrinking body of quilt judges - Develop policies and procedures for this program 	<ul style="list-style-type: none"> - President - Past President - Director-at-Large - Executive Director - QJCP Consultants 	<ul style="list-style-type: none"> -Two QJCP Consultants have been hired (Sept. 2020) -QJCP Consultants are conducting a major overhaul of the program to begin in 2021 -QJCP Consultants developing plans to work with the current cohort of QJCP students to have the majority of their studies done in 2021 <p style="color: blue;">One new judge certified May, 2021</p> <p style="color: blue;">A “virtual” Module 3 to be held in Fall, 2021</p> <p style="color: purple;">September 2021 - Virtual module 3 being delivered 2 weekends in September/October, 2021</p>

Strategic Objective #4 - Quilt Canada Conference

Suggestions	Deliverables	Responsible Director	Update
<p>A) Develop a plan for a “virtual” Quilt Canada for June 2021 (Quilt Canada conventions are scheduled for 2022, 2023, 2024 and 2025. Our hope is that they will be in-person events.)</p>	<ul style="list-style-type: none"> - Define which components will be part of a virtual event - Cost out and analyze each component separately - Hire Virtual Event Technology Coordinator - develop contractual terms -Define roles and responsibilities, and recruit key volunteers for the virtual event -create a budget -research various online events 	<ul style="list-style-type: none"> - Executive Director - Board of Directors 	<ul style="list-style-type: none"> - Have initiated discussions with three companies that provide platforms for virtual events (Nov./Dec. 2020) - Executive Director and Board members attending other organizations’ virtual events to understand processes, best practices and digital event platforms (Nov 2020 – Feb. 2021) -have reached an agreement with EJSE to develop a platform for the virtual event September 2021 - “Virtual” Quilt Canada in June 2021 was a successful event with speakers, quilt tours, vendor marketplace, opening and closing ceremonies, Awards ceremony, NJS and concurrent shows
<p>B) Promote a more diverse faculty at upcoming Quilt Canada convention</p>	<ul style="list-style-type: none"> -Utilize the list that is being developed of a diverse group of quilting professionals to invite them to take part as future Quilt Canada teachers 	<ul style="list-style-type: none"> - Vice President - President 	<ul style="list-style-type: none"> -Faculties have been chosen for Quilt Canada 2021 and 2022. If positions free up, we will endeavor to engage more racially diverse instructors/lecturers
<p>C. Designated charity program at Quilt Canada Events</p>	<ul style="list-style-type: none"> - Continue present partnerships with Quilts of Valour and Cindy’s Threadworks (postcard challenges) - Consider other charities when presented 	<ul style="list-style-type: none"> - Executive Director -Vice President - President 	

Strategic Objective #5 - National Juried Show

Suggestions	Deliverables	Responsible Director	Update
A) Develop a plan for a “virtual” show to coincide with “virtual Quilt Canada 2021	<ul style="list-style-type: none"> - Develop platform for judging virtually - Develop process for judging virtually and incorporating the Module 3 QJCP students - Develop a budget - Obtain sponsorship for awards 	<ul style="list-style-type: none"> - Executive Director - Past President - Treasurer (budget) - President 	<ul style="list-style-type: none"> - Using current jurying platform for new entries to virtual show - Budget has been developed and approved (Nov 2020)
<p>B) Add an invitational concurrent show for Quilt Canada 2021 for racially and culturally diverse Canadian quilters with a viewer’s choice award</p> <p>September 2021 - propose changing this suggestion to “Research and invite diverse groups for concurrent shows at upcoming Quilt Canada Conventions</p>	<ul style="list-style-type: none"> (- Approval from Board of Directors - Secure funding for Viewer’s Choice award - Develop criteria for the concurrent show) Remove these deliverables and replace with “work with interested member guilds to support educational programs for BIPOC youth” - Past President to contact the Director of the Indigenous Fashion Week to discuss a concurrent show at Quilt Canada 	<ul style="list-style-type: none"> - President - QJCP Consultants (Remove QJCP Consultants mentioned here) 	<p>September 2021 - discussions with York Heritage Quilters Guild to support their fundraising program for youth educational programs</p>

Inclusivity Resources

(updated March, 2021)

(Updated May, 2021)

(Updated September, 2021)