



BESPOKE
CONSULTING

SUMMARY REPORT: STRATEGIC PLANNING

PREPARED FOR: HWSDA, STRATEGIC PLANNING

FINAL REPORT

DATE: FEBRUARY 5, 2019

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Overview

On October 3, 2018, Bespoke Non Profit Solutions (Bespoke) was retained by the Handweavers Spinners and Dyers Association of Alberta (HWSDA) president, Judy Sysak, to assist with the development of a new organizational strategy. Our work together was to occur between October 2018 and February 2019 to undertake a five-phased approach utilizing the CADDPER model. The CADDPER framework is frequently used in strategic planning, with a scope of work unfolding in the following steps:

1. Assess. Assess the current health and viability of HWSDA as an organization.
2. Define. Define the best possible options for HWSDA in moving forward as an organization.
3. Decide. Determine the best alternatives for moving forward and decide on the best strategy to move forward.
4. Plan. Develop a plan that moves the organization forward while ensuring goals are aligned with aspirations, resources and risk tolerance.
5. Execute. Implement the plan

Core to this model is ensuring that HWSDA stakeholders are consistently apprised throughout the five step process.

Phases 1-3 have now been completed and it was mutually agreed between Bespoke and the representatives of HWSDA that the HWSDA would continue with Phases 4-5 independently. Within this report is a summary of findings and recommendations from Phases 1-3.

Acknowledgements

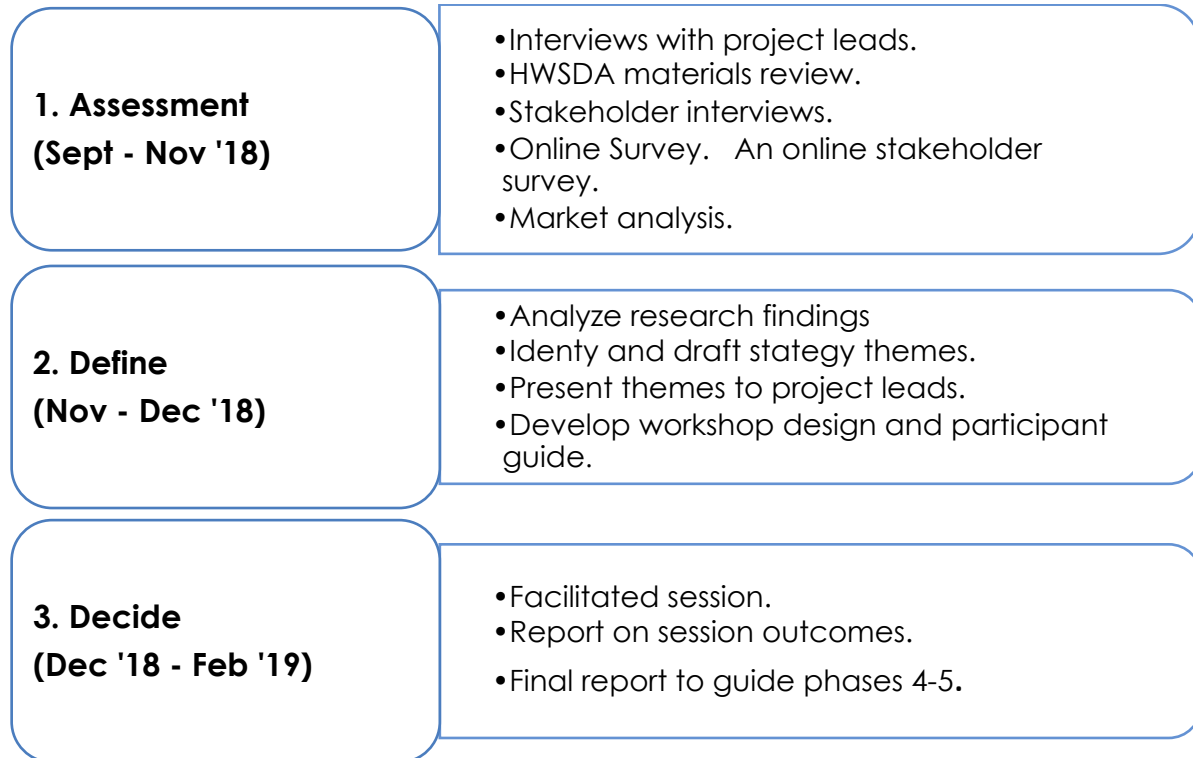
The Bespoke team extends our sincere appreciation to the HWSDA participants who so willingly and generously assisted in organizing and participating in this process.

Specifically, we would like to thank:

- Project managers: Judy Sysak and Lynne Cowe Falls.
- Strategy facilitation participants: Marge Gray, Judy Sysak, Lynne Cowe Falls, Patti Hawryluk, Norma Westcott, Katherine Rankin, Laurie Bullock, Lorel Dederer, Mary Tylosky, Lyn Pflueger, Deb Turner and Lois Larson.
- The many stakeholders who gave of their time and insights into the stakeholder interviews and online survey.

Methodology

The following figure (Figure 1. Plan Process) summarizes the process undertaken and the agreed upon timeline for delivery.



Phase 1: Assess

During this phase Bespoke consultants worked alongside HWSDA representatives, Judy Sysak and Lynne Cowe Falls, to undertake the necessary research to assess the present context of the organization to determine where the organization is now and what the possibilities might be moving forward. This research included four perspectives:

1. The external macro environment.
2. A market analysis.
3. An internal analysis.
4. A stakeholder analysis.
5. A consolidated SWOT of findings.

1.1 MACRO ENVIRONMENT

The following is a summary of the trends and factors that make up the underlying context in which HWSDA is currently operating. These factors were identified through perspectives 2-4 as outlined above utilizing the STEP model:

- Social (age, culture, demographic, interests)

- Technological (payment systems, user experience platforms, websites, relationship management systems)
- Economic (ethics, economic environment, competitive landscape)
- Political (legal, regulatory, government)

Please note that some factors are of more importance than others based in respect to HWSDA mandate and vision (i.e. social and technological will be of most importance).

Social

- Retired / Seniors
- Arts
- Crafts
- Students
- Hobbies
- Social inclusion
- Mentorship
- Friendship/Camaraderie
- Cultural diversity

Technological

- Website
- Social Media (Facebook)
- Online learning, market place, showcase /exhibit, library
- Payment systems
- Exclusive members sites
- CRM / Contact management
- User innovations

Economic

- (Ethics, provincial, federal)
- Income restrictions (fixed income, students)
- Alberta economic situation
- Price to practice
- Competitive Market (guilds, artists, market place, colleges)
- Geographical access

Political

- Provincial 'hub'

1.2 MARKET ANALYSIS

Through the recommendations of HWSDA, Bespoke conducted web-based research, on seven (7) market appropriate and/or competitor agencies to understand the competitive/collaborative landscape in which HWSDA delivers its mission and to identify and build upon sector gaps and opportunities. These organizations included:

1. The Association of Northwest Weavers Guild
2. Lethbridge Guild
3. Jane Stafford Textiles
4. Ontario Hand Weavers and Spinners
5. Manitoba Weavers
6. Jane Stafford Textiles
7. Saskatchewan Weavers and Spinners

<p>NW Weavers</p> <ul style="list-style-type: none"> • Members Gallery (monthly exhibits of member artists) • Biennial conferences hosted by members guilds sponsored by ANWG. • <u>History Study Group</u> • <u>Guild Workshops</u> • <u>Creative Challenge Grants</u> • Newsletter 3 x per year • Website • Pacific Northwest (CDN & US) • 3 membership types Guilds, Individuals, Associations • Online access to Fiber Arts Instructors & Weaving Schools • Online market place • Biennial Conference / partner guild • Rates: \$1-\$35 	<p>Lethbridge Guild</p> <ul style="list-style-type: none"> • December Handmade Market • Monthly Meetings - PUBLIC WELCOME! • Taste of Weaving 2019 • Website 	<p>Jane Stafford Textiles</p> <ul style="list-style-type: none"> • Store • Workshops • Sponsor Maiwa Handprints Boutique • Blog • Website • Online Guild • Online Forum • Helpline
<p>OHS</p> <ul style="list-style-type: none"> • Members only area • Biennial Conference • Local/regional seminars/workshops • Certificate courses • Certificate programs • Magazine (4x p/year) • Scholarships/grants/donations • Annual report • Website • Provincial organization • Hub for, links to, 50 guilds • Online learning / resources /market place • Rate: 1 year \$52-57; 2 year \$104- \$114 (seniors & U25) 	<p>MB Weavers</p> <ul style="list-style-type: none"> • Members only area • Spring Guild Day • Monthly meetings (Winnipeg) includes weaving demonstrations & exhibits • Introductory weaving courses & advanced workshops Library, e-library • Occasional sales • Website • Provincial organization • Participation in community events • Rate: N/A 	<p>Sask SWS</p> <ul style="list-style-type: none"> • Members only area • Biennial retreat (guest speakers, displays, vendors) • Biennial exhibit of members works • Scholarship/grant program • Fibre Arts Award • Website • Provincial organization • Hub for, links to, four guilds • Online marketplace • Rate: \$35

1.3 INTERNAL ASSESSMENT

The internal assessment process was conducted through interviews with HWSDA's leads, Judy Sysak and Lynne Cowe Falls, a review of the HWSDA website and HWSDA organizational. Specifically, the objectives were to understand HWSDA's financial standing, infrastructure, systems, processes, human resources and organizational culture. A summary of findings are as follows:

Factors	HWSDA	
Financial Standing	<ul style="list-style-type: none"> • Financially in good standing with a healthy reserve. 	
Infrastructure	<ul style="list-style-type: none"> • Rental equipment for utilization for membership. • No capital assets. 	
Technology / Systems	<ul style="list-style-type: none"> • Website presence. • Membership information in various Microsoft applications 	
Programs / Processes	<ul style="list-style-type: none"> • Governance / Bylaw • Scholarships / Grants • Annual Conferences / Juried Shows 	<ul style="list-style-type: none"> • Workshop (Running Threads) • Annual retreat • Newsletter • Online Marketplace
Human Resources / Organizational Culture	<ul style="list-style-type: none"> • No paid staff • Board of 11 / Regional Reps • Demographics of 50+ • Project-based volunteers • Fibre artists – weavers, spinners, dyers, knitters, felters, all materials • Primarily Albertans 	<ul style="list-style-type: none"> • Mentors • Friends • Professionals, retired professionals • Declining interest (membership, program attendance, governance) • Lacking cultural diversity (age, ethnicity)

1.4 STAKEHOLDER ANALYSIS

Stakeholder research involved a two-pronged approach to engaging stakeholders in the planning process:

1. One-to-one interviews. In consultation with HWSDA, Bespoke developed an interview guide and subsequently completed 30 minute, one-to-one interviews (by phone) with five (5) key HWSDA stakeholders. Interview participants included a compilation of volunteers, members, allied associations and post-secondary institutions.
2. Online survey. An online stakeholder survey comprised primarily Likert-type scale questions was developed in consultation with HWSDA and conducted through SurveyMonkey. Participants included **x constituents members**, guilds, post-secondary institutions and allied agencies).

The consolidated findings are as follows:

Factors	HWSDA	Quotes
Finances	<ul style="list-style-type: none"> • Strong finances • Need to spend \$\$ • Spending on Master Weavers questioned 	<p>“There needs to be a ‘reward’ for anything we direct our funds towards.”</p>
Technology / Systems	<ul style="list-style-type: none"> • Support for accessibility to equipment • Scattered/processes systems • Dated technology (and content) • Need to Innovate (web, social, etc.) 	<p>“Get digital!”</p> <p>“Can’t seem to access the newsletter on the computer and so miss out on things.”</p> <p>“Jane Stafford at our lunch with the online guild (\$75/year for all those wonderful videos!).”</p>
Programs / Processes	<ul style="list-style-type: none"> • Conference – more renowned speakers, market place revitalized, affordable venue required • Need unique programs (introductory, general public courses, mentorship, other fibre artists) • Like the grants & scholarships, but lack of public awareness/access • Restrictive by-laws 	<p>“Need to return to the quality of the conferences from former years.”</p> <p>“I have received a scholarship in the past and that was quite valuable and very much appreciated.”</p> <p>“I always look to see what courses are offered at conference and then decide if I am able [financially] to attend.”</p>

	<ul style="list-style-type: none"> • Need stronger more relevant communications • Mourning for the library 	<p><i>“They need to take control of the library.”</i></p>
Human Resources / Organizational Culture	<ul style="list-style-type: none"> • Volunteer fatigue • Younger, more diverse members • Perceived “inner circle” • Board turnover / recruitment • Low organizational awareness • Dated branding • Aging demographic • Geographical challenges • Resistance to change • Divided – spending, conference size, retreats • Relevance of provincial body? 	<p><i>“The guild is a wonderful group of artists that are willing to share their expertise.”</i></p> <p><i>“HWSDA has probably missed the boat on this [attracting young people] since other organizations exists in this field that are more appealing.”</i></p> <p><i>“Camaraderie, like minded individuals coming together.”</i></p> <p><i>“HWSDA consists of really good people, but they are thin across the province and have an unclear definition of purpose.”</i></p>

1.5 SWOT

The SWOT (strengths, weaknesses, opportunities and threats) provide a consolidated snap shot of sections 1.1-1.4.

Strengths and weaknesses refer to the internal state of the organization whereas opportunities and threats refer to the external environment that may impact the organization's operations.

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Financial standing • Faction of enthusiasm • Scholarship / Grant program • History • Experience 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Scattered/processes systems • Aging demographic • Shrinking membership • Board volunteers (availability) • Exclusivity/Relevance/Appeal • Technology/Innovation (web, social, etc.) • Declining conference attendance • Conference program, price point
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	<ul style="list-style-type: none"> • Brand/Communications • New learners • Restrictive bylaws
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Diversity in membership • New skills • New talent • Strategic alliances • Students • Branding/Communications • Mission/Vision • Entry level programming 	<p>THREATS</p> <ul style="list-style-type: none"> • Post-secondary programs / offerings • For profit competition • Free online learning (Ravelry/YouTube)

Phase 2: Define

Phase 2 objectives were to determine where HWSDA intended to forge its path forward. The thoughts and opinions we collected from stakeholders, as well as the information surmised during our research, were assessed both quantitatively and qualitatively from various perspectives by Bespoke's consultants. We then produced our findings and recommendations in the form of draft strategy themes/pillars for initial review and feedback by the leads.

Themes identified by Bespoke consultants included:

1. Growth and diversity.
2. Innovative and contemporary.
3. Comprehensive and inclusive.

2.1 EMERGING THEMES

1. Growth & diversity (People/HR/Culture)
 - Younger members / volunteers
 - Energy, enthusiasm, mobility and fluidity
 - Comprehensive skill set
2. Innovative and Contemporary (Technology & Skills)
 - Contemporary online presence
 - Online engagement/resources: market place, learning resources (YouTube), sharing / creations, sharing tips, news, etc. on various social media.
 - New skills & innovation
3. Comprehensive & Inclusive (Programming)
 - Hub: one stop to access AB mission related stakeholders

- Conference: valued offering, more vendors, diverse programming
- Cost-subsidies where appropriate

Phase 3: Decide

Following approvals by the project committee, Bespoke reconvened a facilitated session to further explore strategic themes and goals and the strategies for achieving them.

The desired outcomes were to establish a common understanding of:

1. HWSDA's current condition today.
2. High level goals, informed by research, participants' discussions, and a snapshot vision of the future (vision exercise).
3. Challenges to achieving goals.
4. Strategies to address challenges.
5. Understanding of next steps.

The outcomes of which resulted in three potential alternatives to move forward as an organization:

1. Dissolve. Fold the organization and dedicate financial resources to an allied organization.
2. Modify. Keep the foundational assets of the organization intact and modify activities based on resource availability.
3. Re-invent. Re-imagine the future. Rebuild. Construct a new path forward.

Final outcomes and goal statements included:

1. Theme: Growth & Diversity
GOAL: We aspire to be an eclectic, expanding, exciting fibre- arts community.
2. Theme: Innovative & Contemporary
GOAL: We aspire to be responsive, contemporary and communicative.
3. Theme: Comprehensive & Inclusive
GOAL: Growth in the range of fibre-related interests through membership diversity'

After concluding the strategy workshop, the remaining participants discussed next steps. Strategy directions decisions and action planning are identified as next steps as informed by the facilitated workshop content and consultant research completed.

Phase 4: Plan

As we understand it, following the outcomes of Phase 3, HWSDA will draft a multi-year plan for implementation which will be submitted for review, feedback and approvals by the strategic planning committee.

In terms of best practices, and subject to HWSDA's determination to proceed with a modified or re-inventing strategy, Bespoke recommends considering the following as part of its strategy:

- Developing a contemporary brand and identify to attract a diverse membership. Explore a new website, social media and market place platforms.
- Offering a members gallery (exhibits of member artists) to demonstrate the breadth and depth of arts and their works.
- Developing a differentiated membership model that attracts a diversity of members: Individuals (artists, crafters, students, designers), Guilds, Individuals, Associations, Retailers.
- Considering public welcome offerings – intrigue potential new members through free 'intrigue' offerings.
- Mix it up! Programming that attracts a diversity of interests. Wine and weaving? Slow clothing in a material world (<https://www.youtube.com/watch?v=OcAUaCDgGcc>). Work with the guilds to offer up programming that is relevant, contemporary and appealing to all generation.
- Explore charitable status as a way to generate additional funds.
- Re-examine HWSDA's role as a provincial organization - consider becoming an online hub. Don't duplicate – differentiate. Become the online convening resource that facilitates community amongst a diverse constituent population (i.e. Online learning / resources /market place).
- The conference is valued. Consider a bi-annual conference produced by the HWSDA, followed by a second year conference in a guild region with sponsorship and support by HWSDA.

The plan should be developed in a cascading approach to execution – beginning with mission, vision, and values, followed by goals, objectives and activities.

Phase 5: Execute

Bespoke would be pleased to work with you to establish an execution strategy that analyzes intended activities against a balanced score card of achievement.

Appendices

APPENDIX 1: STAKEHOLDER INTERVIEWS

1. Please describe for me your understanding of HWSDA's mission and vision.

Share the craft of hand weaving, spinning, dying with the community at large.

A provincial guild which brings together smaller guilds – pool expertise and knowledge, educate.

Encourage individuals to get involved in fibre arts, raise awareness of the arts, extend the craft.

Includes felting and knitting, but that is not evident from the name.

No awareness of Vision statement.

Some feel the club is no longer guided by the mission statement.

Goal is to engage people, which is great for mental health.

2. What groups does HWSDA serve best? What groups are being missed? What frustrates you, if anything, about HWSDA?

Best served groups:

Experienced people

Weavers (weaving - focussed)

Long-term members

Not serving anyone "best" right now – club is in a state of flux.

Over time (e.g. after successive conferences) all (i.e. weavers, spinners, dyers, felters, knitters) are served. Can't serve all factions all the time.

Have developed grants to help other guilds across the province and for individual members.

Caucasian, 55+

Less engaged / missed groups / missed opportunities:

Beginners

Spinners

New members

Young people

People with new ways and methods of doing things

Groups within the province that do not have the required (by HWSDA bylaws) for NFP guild status.

Social media, online shopping

Other groups (other than Caucasian)

Men – in the past, textile arts were the preserve of men (e.g., weaving, fishermen knitted)

Frustrations:

Club feels divided – some want to grow and change, others do not; multiple opinions about which direction to go.

Revolving door of leadership.

Lack of cohesiveness

Love the people, but the conferences are repetitive. Best suited to weavers.

Membership is declining

Membership doesn't support HWSDA – with so few members, it is difficult to find individuals to fulfill all volunteer roles and the members that do exist are reluctant to volunteer for the executive.

Aging membership – less willing / able to travel.

Willingness to take a risk and move the guild forward – still runs like it did in the 70's and 80's when the face of membership was very different (e.g. home makers, women with more free time available than today's women). Resistance to change.

Worry that expertise of the current membership won't get passed on – need new, younger members.

3. What opportunities exist for HWSDA that you think could be taken advantage of but haven't yet?

Attendance at International events to learn new trades / techniques

Restructure executive timeline so it is not such a long-term commitment

Engage with high schools – possible high schools

Look at younger people for leadership / executive positions

Be more proactive at trade shows

Partner with other organizations / operations that conduct events. For example, fibre art stores (e.g. yarn stores, supply stores, etc.)

Better online presence, social media to engage younger people

Become an online community (need balance, though, with face-to-face interactions, tactile experiences that can't be gained through online avenues)

Name change? If you google the name and you are a felter or knitter, you might feel that the club is not for you. If you google "weaving clubs Alberta", HWSDA does not appear in the search results.

Advertising and reaching out through multiple and diverse mediums.

4. Are there any barriers that may stand in the way of taking advantage of the opportunities that you are suggesting?

Money

Resistance to change

Lack of time / energy to commit to club (e.g. Club is struggling with their own internal engagement. Makes it really difficult to find a volunteer to engage in trade shows, etc.)

Volunteer energy in general

Distance – Alberta is a big province, membership is elderly

Limited knowledge of online communication tools, technology in general
Volunteer to manage online presence
Existing online tools and forums (e.g., YouTube has many great tutorials, as does Ravelry).

**5. A) Have you attended previous annual conference? B) Approximately how many?
C) Did you feel there was good value for money spent?**

a) Four respondents have attended the conference in the past. One skipped this question.

Comments:

Enjoy meeting up with old friends and meeting new ones. Great opportunity to renew long-distance friendships.

Like to learn new things, revisit old techniques.

Magical combination of right cost, location, food, course availability, lectures, guest speakers is difficult.

Can't please all people all of the time – but try to satisfy all of above.

Attendance has been dwindling – thin attendance makes it difficult to attract instructors.

Low attendance results in increased costs for attendees. HWSDA has to heavily subsidize.

Have tried to change model, but there has been resistance from older members that want to keep the conference in the same model as 20 – 30 years ago.

Difficult to find a venue that is affordable, can accommodate meals, accommodation needs, space for vendors.

Bylaws dictate conference occurs in May or June. Venues are difficult to secure in spring because of competition with other activities that time of year.

b) Of the four that have attended the conference, one individual has participated 4 times, the other three have attended more than 10 times.

No comments

c) All four that have attended felt there was good value for their money.

Comments:

Even if you don't attend a class, it is a good opportunity to work with a fellow artisan and explore new opportunities.

The larger the group, the more affordable. Many don't realize the cost associated with putting on a conference such as this.

One member who did not attend indicated that the cost seems like a big financial ask for an event that struggles. That being said, this conference is a critical engagement piece for the fibre arts community.

The content of the conference is reliably good and worthwhile, but the location (i.e., food and accommodation) are sometimes sub-optimal. Number of vendors has dwindled, and the excitement associated with seeing the vendors' wares has also dwindled.

The more involved you are in the conference, the more you get out of it.

6. Are there any changes you would recommend for future conferences?

Comments:

It is difficult to make any improvements without an increase in attendance / membership and vendor presence.

Best to meet in the middle of the province, geographically.

Partner with other events, trade shows – collaborate instead of competing.

Currently is competition for with other big US conferences – only so many non-discretionary dollars and time to go around.

Cost is prohibitive for many members.

Pair it down to a one-day commitment – guest speakers / workshops in the morning, AGM in the afternoon. Have an expanded version every second year.

Consider multiple smaller events in different parts of the province, and then run the AGM online (conference was originally designed to get people to attend the AGM – is that still necessary?).

7. Is there anything that you would like to convey or express about HWSDA that these questions have not yet addressed?

Membership has been an invaluable experience – long-lasting relationships, confidence to weave.

The more you get involved, the more you get out of it. The more you get involved, the more viable the club becomes.

Mini-retreats are great.

It would be a real loss if HWSDA were no more.

HWSDA needs to show more initiative to engage with partners external to themselves.

Don't disappear – just upgrade and update.

Being a "Guild" means the club must abide by certain bylaws and follow a specific structure. Perhaps if that structure was removed (and thereby the "Guild" status) there would be more interest?

HWSDA is valuable for maintaining the excitement and community with people of similar interests.

Valuable organization but will dwindle if young people aren't attracted. Have possibly missed the boat on this since other organizations exist in this field that are more appealing to young people.

HWSDA has spent a lot of time and skill creating the master weaver and master spinner programs (now housed at Olds). Maybe need to start focusing now on beginner skills

and methods to engage individuals that want to try out the various aspects of fibre skills.

Consider some sort of sponsorship model with yarn / supply stores. Primary supply store in Dewinton recently closed (owner retired). As a result, knitting supply stores, etc. are starting to carry a wider range of supplies (e.g., for weaving, spinning, felting, etc.). Having these artists entering knitting supply stores is an opportunity for HWSDA to share their message.

8. Level of agreement: HWSDA engages its key stakeholders (e.g., members, allied organizations, program participants etc.) to ensure its mission and vision remain relevant and alliances and ambassadors are developed to maximize its potential.

Two members “agreed”, two members “disagreed”, and 1 member “strongly disagreed”.

Comments:

Through no fault of their own – it’s just gotten stale.

The will is there, just not the action. Missing the “how”.

There are strengths in the existing members, but membership is dwindling.

HWSDA can be part of a drive to connect the guilds – provide access to those in remote areas.

Have a paid position or an honorarium for an individual to act as coordinator of the club.

9. Any further comments?

“I thank HWSDA for making me the weaver that I am and having made the friendships that I have. If it goes by the wayside, I would mourn it, but I understand if it folds, or goes quiet for a while. I’d be there waiting for it to come back.”

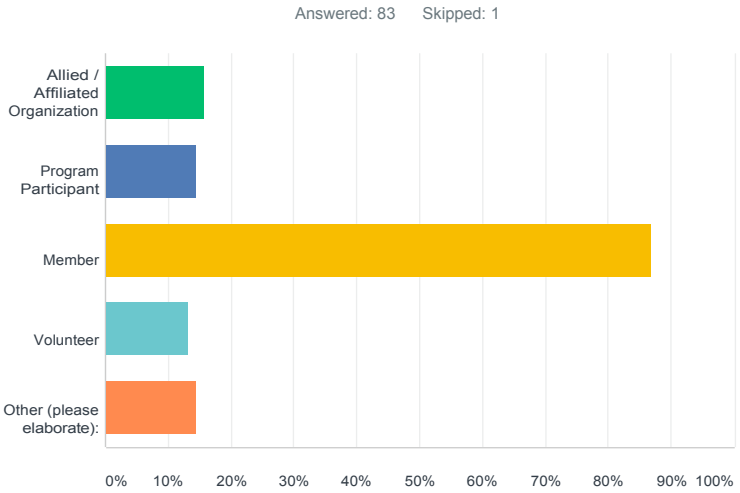
Having the executive getting a third party (i.e., Bespoke) to help is a great idea.

HWSDA consists of really good people. But they are thin across the province and have an unclear definition of purpose. Needs consolidation on vision and direction.

APPENDIX 2: STAKEHOLDER SURVEY (ONLINE)

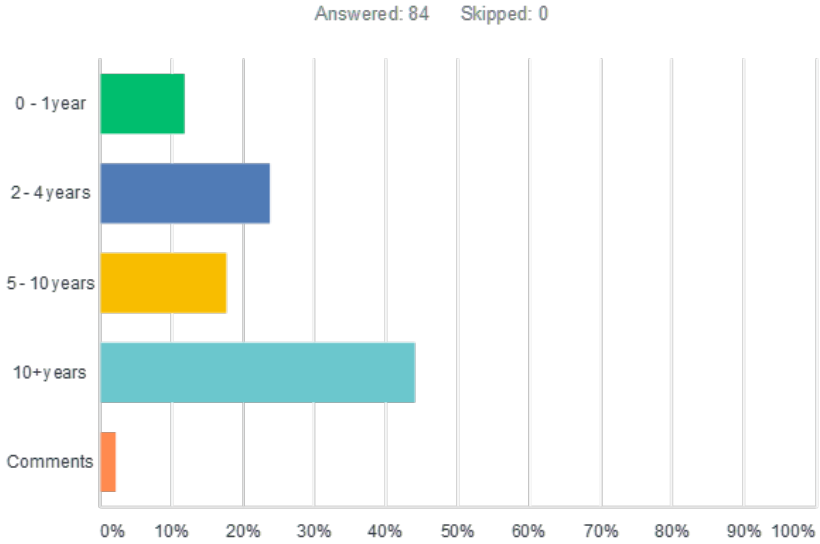
An online survey consisting of xx questions was distributed by HWSDA to approximately xx stakeholders between xx (date) and xx (date). A total of 85 individuals responded to the survey. Respondents represented other fibre guilds, HWSDA members and business owners. Results are summarized and presented below.

1. What is your relationship to HWSDA (select all that apply).



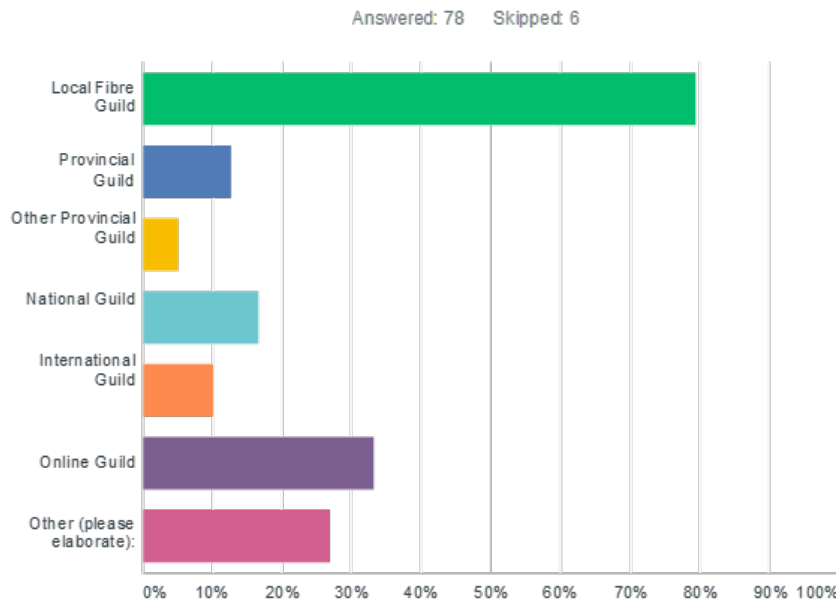
Comments: The majority of respondents were members.

2. How long have you been associated with HWSDA



Comments: Of the participants that were members, the majority were long-term (> 10 years) members of HWSDA.

3. Do you belong to any other fibre guilds / clubs? (Please select all that apply)



Comments: One respondent commented that his/her local guild affiliation is very important as it allows him/her to keep contact with long-time friends, meet new weavers who are keen and enthusiastic, and an opportunity to borrow equipment when needed.

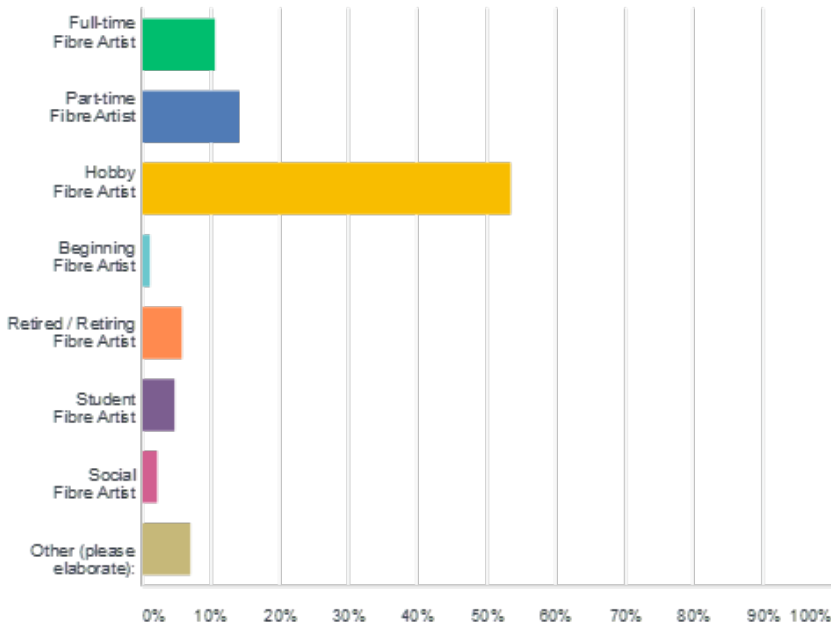
"My local guild is an integral part of my life."

Another commented:

"Unless you're 'chummy' with the one member, there's no point in being involved in a local guild. I wouldn't touch it with a ten-foot pole."

4. How would you describe yourself? (Pick the one option that describes you best)

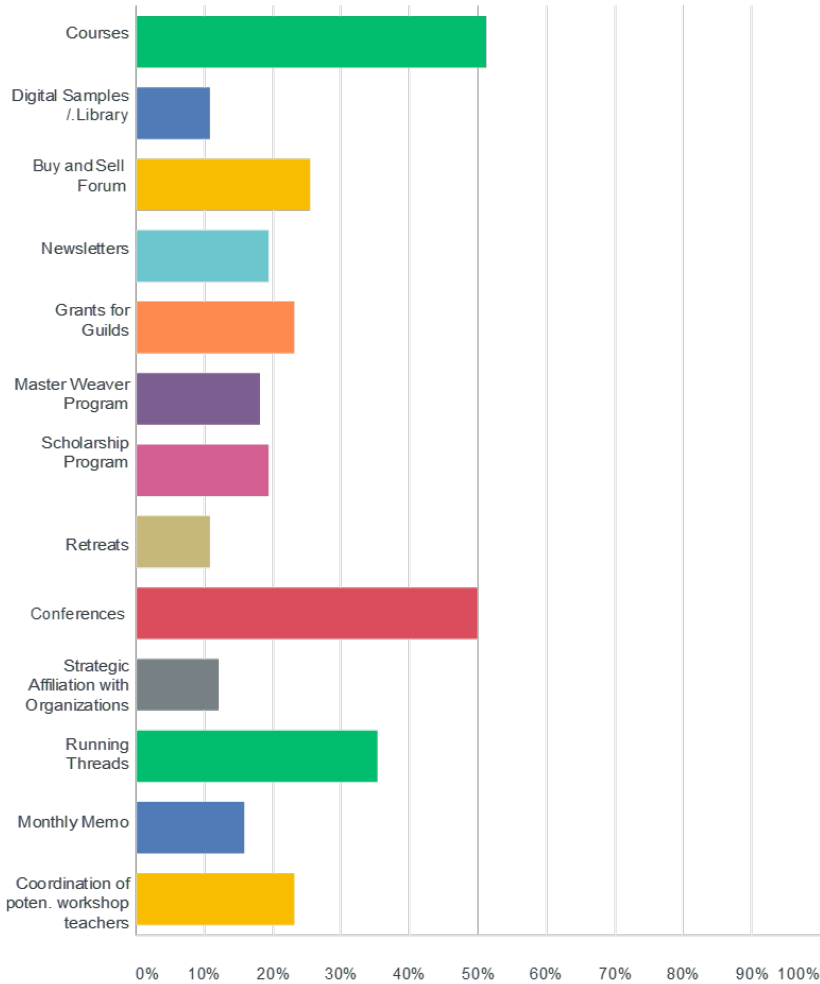
Answered: 84 Skipped: 0



Comments: The majority of respondents (53.5%) identified as hobbyists. Approximately 25% identified as either full-time or part-time artists. Only 1.2 % (one individual) identified as a beginner.

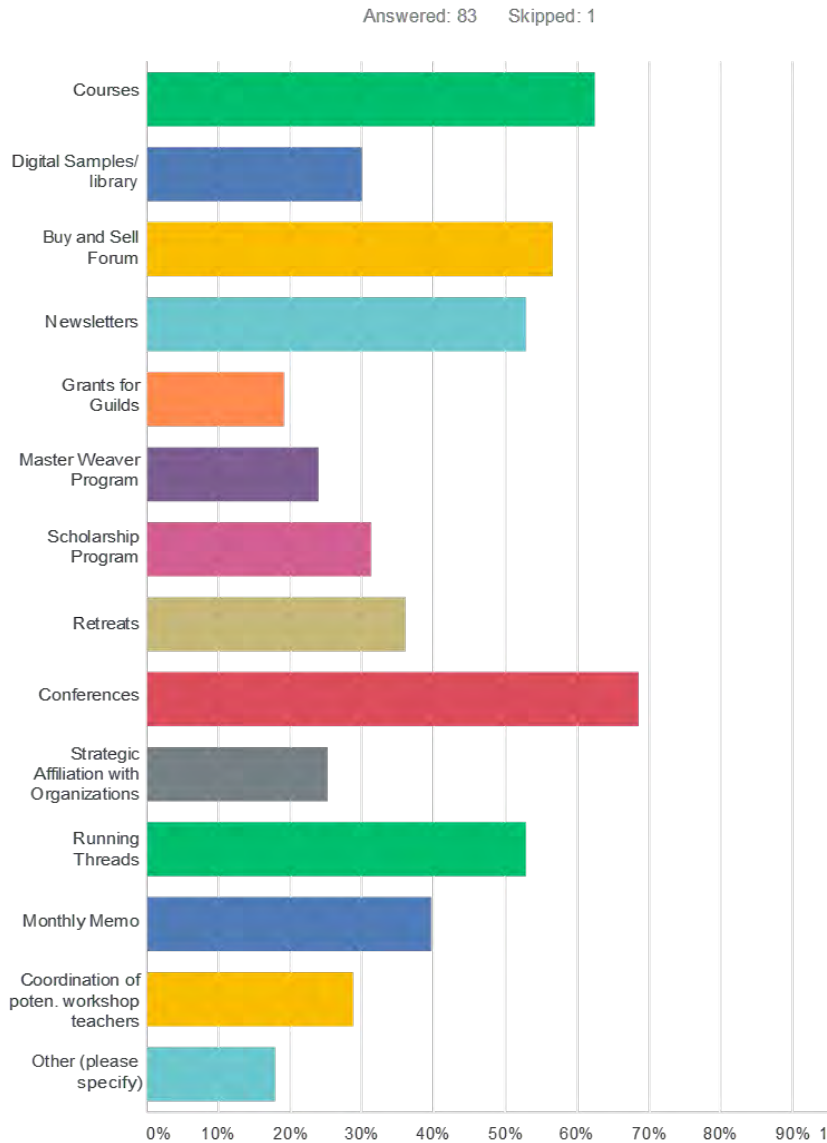
5. Please choose the three services offered by HWSDA that are most important to you.

Answered: 82 Skipped: 2



Comments: Courses (n = 42), Conferences (n = 41), and Running Threads (n = 29) were identified as the most valuable services offered by HWSDA. Least important were Digital Samples / Library (n = 9), Retreats (n = 9), and Strategic Affiliations (n = 10). No additional comments were provided in response to this question.

6. Which of the following programs offered by HWSDA are you likely to access? (Please select all that apply).



Comments: Similar to the previous question, the services HWSDA are most likely to access are Courses (n = 52), Conferences (n=57) and Running Threads (n = 44). Lowest on the list were Grants for Guilds (n = 16), the Master Weaver Program (n = 20), and Strategic Affiliations (n = 21).

Several participants commented specifically on the Master Weaver Program. The few that commented expressed frustrations related to the cost of the program. Two members commented specifically about the cost of the program when HWSDA owned it, versus the cost of it now that Olds College has ownership. One member was unhappy with the process that the guild went through to pay Olds College to take over the program since it was developed by the guild's own members. One member questioned the value of HWSDA relative to the value of local guilds. He/she suggested that HWSDA had great value in the 80's when local guilds were in

their early stages. But suggests now that the local guilds are well established, HWSDA's contribution is negligible.

One respondent indicated: *"I'm totally unaware of 99% of these services. [HWSDA] seems designed to support only the small, inner circle of acceptable members."* While still another commented: *"HWSDA provides information and connection with other weavers along with services that aren't available to me elsewhere. I would feel very isolated without it."*

7. If you could describe HWSDA in less than 5 words, what would they be?

Responses are categorized into several themes:

	Community	Creative	Skills	Misc.
Positive	Access Camaraderie Collaboration Community Connections Coordinating Dedicated Enthusiastic Fellowship Friendly Friends Helpful Inspiring connection Like-minded Sharing Social Social club Support Talented people Uniting Valued Resource	Artists Creative Creative thinkers Inspiring / inspiration Interesting Passion Talented	Conferences Courses Educational Encouraging Expertise Informative Instructive Knowledge Learning Mentorship Resources Support Teaching Weaving resource	Great History Integrity Promoter Provincial Retired Traditional
Negative	Cliquey Closed executive Remote Weavers only	Boring		Inaccessible Irrelevant Moribund Non-effective Old school Older Out-dated Resource- challenged Somewhat stale Stagnant Struggling Stuck in time

				Underrated
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Other comments:

- My connection to fibre friends
- Collaboration of like-minded artists
- Inspires through conferences
- A hub for fibre artists
- Collection of like-minded people
- Active and sharing fibre artists
- Fellowship of like-minded craftspeople
- Provides coordination across guilds
- A source to get information of what guilds are doing within the province
- Most essential resource and support for AB
- My only knowledgeable weaving inspiration
- Need to expand membership.
- Operating below potential
- Needs a break
- Difficult to access on-line
- Not as important to me as in past years

8. How likely is it that you would recommend a membership in HWSDA to a fellow fibre artist?

Answered: 84 Skipped: 0 Weighted Avg. = 3.49

	Highly Likely	Somewhat Likely	Likely	Not very likely	Not at all likely	Don't know	Total
Scale	5	4	3	2	1	n/a	
%	34.5%	22.6%	16.7%	15.5%	4.8%	6.0%	
n =	29	19	14	13	4	5	84

Comments: Despite the broad distribution of ratings, the comments provided tend to be quite polarized and skewed towards the negative.

Those with positive comments mention the joy of creating together and sharing knowledge in a face-to-face environment, the opportunity for learning and professional development offered by HWSDA. One respondent mentioned the support of local guilds and their members offered by the HWSDA Guild Grants.

"...nothing beats being in a room full of enthusiasts being taught by an expert in their field, with free give-and-take of instruction. We need to get back to more instruction and sharing of knowledge."

"The guild is a wonderful group of artists that are willing to share their expertise."

On the negative side, comments focused on the limited demographic, a sense of cliquy-ness and discord within the organization, a lack of understanding of the benefits of membership and a sense that the mandate is outdated.

"I am probably the youngest member, so I might be hesitant to recommend membership to someone like me, because there just aren't many other younger members and I haven't seen the Guild make an effort to engage my demographic."

"They have to learn to listen to all of their members and not just a few."

"I would recommend joining a local guild before I would recommend HWSDA."

"I'm not likely to recommend membership in HWSDA as I don't really see the value of it."

9. How would you rate the value for money of your membership in HWSDA?
 Answered: 84 Skipped: 0 Weighted Avg. = 3.29

	Very Valued	Somewhat Valued	Valued	Not Very Valued	Not at All Valued	Don't know	Total
Scale	5	4	3	2	1	n/a	
%	28.6%	19.1%	25.0%	14.3%	6.0%	7.1%	
n =	24	16	21	12	5	6	84

Comments: More than 70% of respondents felt that their membership was valued. At only \$50/year, many appreciate the resultant "member deals" to other fibre events such as the ANWG (Association of NW Weavers Guilds – US guild), the newsletter, access to the HWSDA conference, access to other members, and access to scholarships.

Those that do not see value for their money cite the lack of updates to the website, lack of information about a 2019 conference, lack of opportunities for advanced artisans. Some respondents access HWSDA via their own local guild, so had no opinion on value for money.

10. How likely are you to continue to be a member / volunteer for HWSDA in the future?
 Answered: 84 Skipped: 0 Weighted Avg. = 3.51

	Highly Likely	Somewhat Likely	Likely	Not very likely	Not at all likely	Don't know	Total
Scale	5	4	3	2	1	n/a	
%	40.5%	16.7%	14.3%	17.9%	3.6%	7.1%	
n =	34	14	12	15	3	6	84

Comments: More than 70% of respondents also indicated that they were likely to continue to participate in HWSDA. Reasons for continuing with the guild included access to equipment, lack of a local guild, the benefits of volunteering (e.g., regular meetings with like-minded artists), a sense of duty to support community, a mechanism through which individuals limited by distance or health can stay in touch with their community.

Those who were not likely to continue suggested personal reasons such as health concerns and re-location out of the province. Some also indicated that their continuation with HWSDA depends on the degree of change that is seen in the short- to medium-term as well as an assessment of what courses will be offered at the conference (if there is one in 2019).

11. How strongly do you agree / disagree with the following statement: HWSDA's offerings (e.g., programs and services) are relevant and valued by its members.
 Answered: 77 Skipped: 7 Weighted Avg. = 3.23

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Don't know	Total

	Agree		Agree nor Disagree		Disagree	know	
Scale	5	4	3	2	1	n/a	
%	16.9%	31.2%	31.2%	9.1%	2.6%	9.1%	
n =	13	24	24	7	2	7	77

Comments: Slightly less than half of the respondents agree that HWSDA's offerings are relevant. Many comment on the availability of similar offerings in a digital environment. They also comment on the reduction of services over the years. Several have commented on the loss of the library. One commented on the lack of up-to-date information available on the HWSDA website. Still others question what programs and services are still offered by HWSDA – there is a lack of awareness of offerings among these respondents.

12. How strongly do you agree with the following statement: There is a strong demand for HWSDA offerings (programs and services).

Answered: 77 Skipped: 7 Weighted Avg. = 2.79

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know	Total
Scale	5	4	3	2	1	n/a	
%	9.1%	20.8%	36.4%	16.9%	7.8%	9.1%	
n =	7	16	28	13	6	7	77

Comments: This question received the lowest weighted average within this online survey. With the exception of the value placed on Scholarships and Grants, the bulk of the comments can be summarized by the following quote:

"There should be [a strong demand for HWSDA offerings], but HWSDA is not the first organization that comes to mind when talking to guild members."

13. Please rate your level of agreement with the following statement: HWSDA's programs and services are unique in the communities it serves.

Answered: 77 Skipped: 7 Weighted Avg. = 3.17

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know	Total
Scale	5	4	3	2	1	n/a	
%	16.9%	35.1%	18.2%	15.6%	6.5%	7.8%	
n =	13	27	14	12	5	6	77

Comments: While the weighted average response was slightly higher with this question, than the previous question, the comments are very similar. Many suggest that the services offered by HWSDA used to be unique but are no longer. Other similar – or in

some cases, superior – services are offered on-line, by other guilds, and by for-profit businesses.

One respondent mentioned the value of the buy-and-sell section of the website as well as the marketplace that used to be available at the conference. The same respondent valued the juried show that occurs at the conference. Another appreciated the Grants and Scholarship program.

14. Please list any additional services you'd like to see offered by HWSDA.

Answered: 26 Skipped: 58

More courses

Workshops, weekend workshops

Study groups and learning opportunities at the intermediate level

Mentoring program

Courses for the general public – mechanism to encourage new membership

Add the library

Online sharing of information and knowledge, online learning

Get digital – Facebook, Instagram

More physical get-togethers

Weaving challenges

More advertising of scholarships (often go without applicants)

Bring in specialty artists, felting, weaving, spinning – notify guilds so that many people can participate

Open studio 24 hrs so members can use guild looms and pay for fibre used (Lethbridge does this). Especially useful for new weavers who have not purchased personal equipment

Equipment rentals

Affordable annual conferences

15. Please complete the following sentence: “What I really value about HWSDA is....”

Answered: 63 Skipped: 21

Connection – with other fibre artist, cross-province connections, like-minded individuals

Information sharing

Cooperation fostered between guilds

Shared passions for friendship and knowledge

Access to fellow-weavers to share ideas and weaving-related challenges

Opportunity to meet with and see the work of other members

Small, supportive community

Supporting guilds

Accessibility

Newsletter

Networking opportunities

Conferences and workshops

Opportunity to learn

Promotes a standard of craft

16. What degree of change (if any) do you believe is required for HWSDA to fulfill its vision and mission?

Answered: 76 Skipped: 8 Weighted Avg. = 3.74

	A lot of change needed	Some change needed	A little change needed	No change needed	Don't know	Total
Scale	5	4	3	2	1	
%	26.3%	52.6%	5.3%	0.0%	15.8%	
n =	20	40	4	0	12	76

Comments: The vast majority (78% of respondents) felt that either a lot or some change is needed for HWSDA to fulfill its vision and mission.

Several comments focus around the conference – its declining quality, and its prohibitive cost. This used to be a big draw for many members. There used to be an excellent selection of classes and workshops. Several others mention the lack of awareness within the fibre community about the presence of HWSDA and lack of knowledge about its offerings.

Need to be more efficient / effective in providing services without relying on ageing volunteer base.

Bitterness around “giving” the Master Weaver program to Olds College without any monetary benefit back to HWSDA.

More communication; modernize communication

Collaborate with other similar organizations

Can't compete with Jane Stafford

Consider a bi-annual (twice a year) conference that occurs opposite to ANWG

Consider a conference every 2 years (similar to Ontario)

Need to return to the quality of the conferences from former years

Endow a scholarship at Olds for Master Weaver/Spinner students

Build a website that focuses on a very strong forum (the go-to place) for fibre-related buy/sell

Shift to more on-line tools, courses, forums, seminars, special topics, etc., so more members can access

Members of all local guilds automatically provincial guild members

Paid staff / executive – This is not stated explicitly, but several individuals comment throughout that the executive is tired, difficult to recruit, and over-committed and there are limited volunteer resources.

Have knowledgeable HWSDA members attend local guild meetings and talk about HWSDA

Fewer and fewer are able to indulge in fibre art as a non-income generating occupation – use HWSDA as a means to teach members how to make a career of fibre arts

Invest in a province-wide advertising campaign that targets the general public

Widen the scope to include other fibre artists not currently represented (several mentions of this – one, however, worries that doing this may dilute the value to the currently served artists)

Clarify mission and vision

Offer different levels of instruction / opportunities – for novice to expert. Expand younger, less experienced membership.

Study groups that are started at conferences and then meet the following year to display learnings.

17. Is the Annual Conference of high value to you as a member?

Answered: 74 Skipped: 10

Yes: 73.0% (n = 54)

No: 27.0% (n = 20)

Many commented that the conference is simply too expensive. Many have a limited budget to spend on weaving-related activities and have to choose where to spend that money. Often the conference is not at the top of the list. However, many also comment on the camaraderie, friendships, connection that occurs at the conference and is very important to them. Many value the joy of sharing ideas and projects with like-minded individuals, but wish the cost were lower. Some suggest that the conference is the only reason to belong to HWSDA.

Several commented that their future participation is dependent upon the quality of workshops and instruction, location, cost.

18. HWSDA does a good job of marketing its offerings to new and existing stakeholders.

Answered: 62 Skipped: 22

Yes: 30.1% (n = 19)

No: 69.4% (n = 43)

19. I believe that the following organizations either compliment and/or provide similar and/or the same services in the community as HWSDA:

Answered: 38 Skipped: 46

20. Please indicate which of the following social networks you use (choose all that apply):

Answered: 76 Skipped: 8

Network	%	total
Social Media in general	51.3%	39
Twitter	7.9%	6
Instagram	34.2%	26
E-Mail	98.7%	75
Facebook	9.2%	7
Ravelry	5.3%	4
None	1.3%	1
Other (please specify)	6.6%	5

Those citing "other" use:

Local guild membership and participation

Mail (assuming hard copy mail)

WhatsApp

Personal library of books and Handwoven magazine subscription, Newsletters and podcasts

APPENDIX 4: DECIDE – IDENTIFIED STRATEGIES

IDENTIFY STRATEGIES		
Dissolve	Re-Inventing	Modifying
Dedicate our \$ to arts based foundation (shows, education)	Dissolve organization, rebuild with different structure	Existing foundation remains, simplify operations – do less
Fold	Create new mission and vision, define where we are relevant	Don't waste energy duplicating what's being offered
	Re-invent, rebrand	Streamline and professionalize communication
	Clarify who are customer should be - meet the broader needs of the membership. What do they want?	\$ to better facilitate growth
	Dissolve organization, rebuild with different structure	Become a virtual hub
	Find relevancy in creating something new, create a valuable product	Leverage our expertise through alliances
	Re-visit / re-write bylaws/policies	Open sharing with membership
	Identify what works versus what doesn't work	Axe annual conference, re-think
	Hire rebranding firm for web/logo/name	Require less volunteers, hire staff to provide special services
	Create sustainable development plan	Support local guilds
	Topic based sub-committees with power to make new executive model ...staff ...	Consider an employee
	Do skills analysis in group to assess where we are and where we want to be.	

	Make it fun, exciting and colourful	
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