

**Strategic Plan**  
2022 – 2025



# Looking Ahead and Strengthening Our Foundations

As we entered the strategic planning process, we collectively embraced and reflected on a:

- Spirit of possibility
- Core commitment to membership
- Relentless accountability
- Growth and sector leadership
- Increasing organizational maturity

# Who, When & How

## Strategic planning committee:

Rhonda Tulk-Lane, Executive Director  
Amy House, Board Chair  
Ayon Shahed, Committee Member

## Process involved:

All staff and board  
External expert facilitator (Ken Kavanagh)  
External strategic planning committee member

## October 2<sup>nd</sup> & 3<sup>rd</sup>:

Two days of sessions, focused on strategic issues and opportunities

## Weeks since:

Making sense  
Compiling information  
Articulating the plan

# Strategic Plan Overview | 2022 - 2025

Priority Area	Ambition Statement
Finances & Fundraising	We need to diversify our funding sources and develop operations and policies to reflect sustainable budgeting practices.
Pan-Provincial Services & Identity	We must provide value and services to the centres beyond St. John's and operate as a truly pan-provincial organization.
Operational Excellence	We are committed to growing operational excellence moving forward to ensure continued support and value to the music industry and MusicNL members.
Member Services & Support	We will grow our membership to be a larger and more diverse group to represent the breadth and scope of stakeholders represented in the music industry.
Human Resources	We are committed to supporting the MusicNL staff team and maturing our staffing complement to reflect operational needs.
Great Governance	We will strengthen our organizational sustainability, resiliency and impact by improving our governance and oversight mechanisms.

# Finances & Fundraising

We need to diversify our funding sources and develop operations and policies to reflect sustainable budgeting practices.

Actions	Getting to Success
<p>1. Operate Music Week as a profit generating event. This includes the development of a corporate sponsorship strategy, targeted partnership conversations, and embedding a strong revenue model and appropriate cost-control measures into event planning processes and decision-making.</p>	<p><b>Timeframe:</b> Year 1 <b>Led by:</b> Staff <b>Supported by:</b> Board, with specific assignments and committees as required <b>Other needs:</b> Market data from past events <b>Defining success:</b> Music Week 2022 generates a profit.</p>
<p>2. Develop internal capacity for fund development, with a focus on ensuring new proposals adequately capture administrative costs.</p>	<p><b>Timeframe:</b> Year 1 &amp; 2 <b>Led by:</b> Staff <b>Supported by:</b> Board <b>Other needs:</b> Capacity building funding, potentially via ACOA <b>Defining success:</b> Strong pipeline of funding and an overall increase in funds available for administrative needs.</p>
<p>3. Complete jurisdictional scan to identify and access funding sources of other Music Industry Associations.</p>	<p><b>Timeframe:</b> Year 1 <b>Led by:</b> Executive Director <b>Supported by:</b> Staff <b>Other needs:</b> Continued participation at MIA meetings. <b>Defining success:</b> Strong pipeline of funding and an overall increase in funds available for administrative needs.</p>

# Finances & Fundraising (cont.)

We need to diversify our funding sources and develop operations and policies to reflect sustainable budgeting practices.

Actions	Getting to Success
<p>4. Review membership fee structure and opportunities to increase membership fees.</p>	<p><b>Timeframe:</b> Year 2 &amp; 3 <b>Led by:</b> Staff <b>Supported by:</b> Membership Committee of the Board <b>Other needs:</b> Member survey data and renewed articulated of member-value. <b>Defining success:</b> Review is completed; review scheduled defined; and fees adjusted accordingly.</p>
<p>5. Develop and operate using balanced budgets, mandated zero-deficit policy.</p>	<p><b>Timeframe:</b> Year 1 <b>Led by:</b> Finance Committee of the Board <b>Supported by:</b> Board and Staff <b>Other needs:</b> Updated financial reporting and review practices. <b>Defining success:</b> All budgets using balance budgeting approach, with zero-deficit policy in place.</p>
<p>6. Create General Reserve Fund / Contingency Fund policy and begin contributions.</p>	<p><b>Timeframe:</b> Year 3 <b>Led by:</b> Finance Committee of the Board <b>Supported by:</b> Board and Staff <b>Other needs:</b> n/a <b>Defining success:</b> Policy formalized and adopted; and fund is initiated.</p>

# Pan-Provincial Services & Identity

We must provide value and services to the centres beyond St. John's and operate as a truly pan-provincial organization.

Actions	Getting to Success
1. Appoint a Labrador representative to the Member Value Task Force.	<p><b>Timeframe:</b> Year 1 <b>Led by:</b> Member Value Task Force <b>Supported by:</b> Board <b>Other needs:</b> n/a <b>Defining success:</b> Appointment complete.</p>
2. MusicNL board make-up is representative of a pan-provincial organization.	<p><b>Timeframe:</b> Year 2 <b>Led by:</b> Governance Committee of the Board <b>Supported by:</b> Board and Staff. <b>Other needs:</b> n/a <b>Defining success:</b> Board composition and/or governance policies reflect a pan-provincial focus.</p>
3. Initiate the “Rhonda Tour”.	<p><b>Timeframe:</b> Year 2 &amp; 3 <b>Led by:</b> Executive Director and the Board <b>Supported by:</b> Staff <b>Other needs:</b> Sponsorships and funding agreements. <b>Defining success:</b> Strong pan-provincial engagement with members and impact report to the Board.</p>
4. Host regional open-mics.	<p><b>Timeframe:</b> Year 1 <b>Led by:</b> Executive Director and Staff <b>Supported by:</b> Board and Partners <b>Other needs:</b> Brand collateral and venue collaborations. <b>Defining success:</b> Events taking place across the province.</p>

# Operational Excellence

We are committed to growing operational excellence moving forward to ensure continued support and value to the music industry and MusicNL members.

Actions	Getting to Success
1. Full review and refresh of website.	<p><b>Timeframe:</b> Year 1 <b>Led by:</b> Communications Staff <b>Supported by:</b> Staff <b>Other needs:</b> n/a <b>Defining success:</b> Website better reflect MusicNL and is continuously managed and improved.</p>
2. Complete cybersecurity vulnerability assessment.	<p><b>Timeframe:</b> Year 1 <b>Led by:</b> Executive Director <b>Supported by:</b> Board and Third-Party Contractor <b>Other needs:</b> Funding for assessment. <b>Defining success:</b> Receipt of assessment report to inform next steps.</p>
3. Development of safe space and accessibility policies and/or initiatives.	<p><b>Timeframe:</b> Year 1 <b>Led by:</b> Staff <b>Supported by:</b> Board <b>Other needs:</b> Partners and potential funding. <b>Defining success:</b> Full developed policies developed and in place.</p>



# Operational Excellence (cont.)

We are committed to growing operational excellence moving forward to ensure continued support and value to the music industry and MusicNL members.

Actions	Getting to Success
4. Develop functional requirements document for new office, and research potential matches.	<p><b>Timeframe:</b> Year 3 <b>Led by:</b> Staff <b>Supported by:</b> Board <b>Other needs:</b> n/a <b>Defining success:</b> RFP issued, and new space identified.</p>
5. Digitization of archival material.	<p><b>Timeframe:</b> Year 1 &amp; 2 <b>Led by:</b> Staff <b>Supported by:</b> Intern(s) <b>Other needs:</b> Intern funding <b>Defining success:</b> All archive boxes sorted and digitized.</p>

# Member Services & Support

We will grow our membership to be a larger and more diverse group to represent the breadth and scope of stakeholders represented in the music industry.

Actions	Getting to Success
1. Survey of current members.	<p><b>Timeframe:</b> Year 1 <b>Led by:</b> Member Value Task Force <b>Supported by:</b> Third-Party Surveyor <b>Other needs:</b> Funding to support survey. <b>Defining success:</b> Results in hand to guide additional initiatives.</p>
2. Develop a member recruitment strategy.	<p><b>Timeframe:</b> Year 1 &amp; 2 <b>Led by:</b> Staff <b>Supported by:</b> Member Value Task Force <b>Other needs:</b> Survey findings. <b>Defining success:</b> An approved strategy and associated targets.</p>
3. Create a member-value / member-benefit document.  <i>(in conjunction with #4)</i>	<p><b>Timeframe:</b> Year 1 &amp; 2 <b>Led by:</b> Staff <b>Supported by:</b> Member Value Task Force <b>Other needs:</b> n/a <b>Defining success:</b> Ability to clearly articulate value to current and prospective members.</p>
4. Identify potential for new members and new types of members.  <i>(in conjunction with #3)</i>	<p><b>Timeframe:</b> Year 1 <b>Led by:</b> Staff <b>Supported by:</b> Member Value Task Force <b>Other needs:</b> n/a <b>Defining success:</b> A list of prospective members.</p>

# Human Resources

We are committed to supporting the MusicNL staff team and maturing our staffing complement to reflect operational needs.

Actions	Getting to Success
1. Create a full-time communications position.	<p><b>Timeframe:</b> Year 1 <b>Led by:</b> Staff <b>Supported by:</b> Finance Committee of the Board <b>Other needs:</b> n/a <b>Defining success:</b> Full-time position filled.</p>
2. Secure employee benefits plan.	<p><b>Timeframe:</b> Year 1 &amp; 2 <b>Led by:</b> Board <b>Supported by:</b> Executive Director <b>Other needs:</b> n/a <b>Defining success:</b> Benefits in place for all employees.</p>
3. Review of HR policies.	<p><b>Timeframe:</b> Year 1 &amp; 2 <b>Led by:</b> Executive Director <b>Supported by:</b> Board <b>Other needs:</b> External support for the review may be required. <b>Defining success:</b> Review complete and areas for improvement or new policy development identified; process to do so initiated.</p>

# Great Governance

We will strengthen our organizational sustainability, resiliency and impact by improving our governance and oversight mechanisms.

Actions	Getting to Success
1. Review and revise, where necessary, MusicNL's vision, mission, mandate, purpose and value statements.	<b>Timeframe:</b> Year 1 <b>Led by:</b> Governance Committee <b>Supported by:</b> Board <b>Other needs:</b> n/a <b>Defining success:</b> Updated statements and documents ratified at 2022 AGM.
2. Full policy review to identify and address gaps.  <i>(in conjunction with HR Policy review)</i>	<b>Timeframe:</b> Year 2 & 3 <b>Led by:</b> Executive Director <b>Supported by:</b> Governance Committee <b>Other needs:</b> Consultant <b>Defining success:</b> Updated policy binder and review intervals established.
3. Board recruitment and succession planning.	<b>Timeframe:</b> Year 1 <b>Led by:</b> Governance Committee <b>Supported by:</b> Board <b>Other needs:</b> n/a <b>Defining success:</b> Board skills matrix complete and informing recruitment efforts.
4. Board of Directors skill development.	<b>Timeframe:</b> Year 2 & 3 <b>Led by:</b> Governance Committee <b>Supported by:</b> Board <b>Other needs:</b> Board/capacity development funding. <b>Defining success:</b> Board members engaged in various skill-development sessions.

# Strategic Plan

2022 - 2025



Finance &  
Fundraising

Pan-  
Provincial  
Services &  
Identity

Operational  
Excellence

Member  
Services &  
Support

Human  
Resources

Great  
Governance

# Strategic Plan

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As part of the new strategic plan, we are excited to embed core commitments to guide our work in the years ahead, beyond the priorities and related action items outlined prior. These are:

- Celebration and support of Indigenous peoples.
- Allyship with social justice, reconciliation, diversity, equity and inclusion movements and organizations.
- Recognition in the power of music to heal and bring joy.
- Reduction in our impact on the climate.

# Strategic Plan

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Furthermore, we will work to align our efforts with the following United Nations Sustainable Development Goals:

- SDG #3 Good Health & Well-Being
- SDG #5 Gender Equality
- SDG #8 Decent Work & Economic Growth
- SDG #11 Sustainable Cities & Communities