



# CIMA Strategic Plan 2011-2014

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## VISION

*Through transparency, trust and integrity, CIMA will be an advocacy leader, representing the national interests of the Canadian owned independent music industry, while providing targeted services for the economic benefit of its membership.*

## MANDATE AND PURPOSE

CIMA is the national trade association representing the English-language, Canadian-owned sector of the music industry. CIMA's membership consists of Canadian-owned companies and representatives of Canadian-owned companies involved in every aspect of the music, sound recording and music-related industries.

CIMA's mandate is to develop and advocate policies and services that serve to support a strong and economically stable Canadian independent music and sound recording industry, ensuring the long-term development of the sector and to raise the profile of Canadian independent music both in Canada and around the world.

CIMA continues to take a leadership role in improving the economic viability and well-being of the independent music and sound recording sector in important areas such as cultural industry policies and programs; intellectual property and copyright law; tax laws and tariffs; international export and trade development programs; and professional development.

Specifically, CIMA's mandate is to:

- Advocate on behalf of all sound recording companies and respective rights holders in the Canadian independent music industry in copyright and regulatory matters
  - Conduct research for and on behalf of the music industry
  - Advocate for ongoing financial support of the Canadian independent music industry from both private and public sources
  - Support the industry and make representations in public forums on its behalf, and at the policy level, with Government (both provincial and federal), at the Copyright Board and the CRTC

- Recognize and celebrate the legacy of Canadian independent music and to promote Canadian independent music as a creative and economic force both at home and internationally
- Pursue all domestic and international opportunities to distribute and commercialize Canadian independent music in all its forms
- Encourage and assist the professional development of all stakeholders in the Canadian independent music industry, and particularly to encourage best practices and excellence in the sector
  - Provide education, training and professional development opportunities for members, through workshops, seminars, bulletins and reports
  - Engage in membership development, sponsorship/fundraising and partnership development activities
  - Provide a forum for all stakeholders in the Canadian independent music industry to discuss and disseminate information relating to the music industry
- Actively engage in Industry-related Boards and Committees, such as Re:Sound, AVLA, FACTOR, Canadian Private Copying Collective, Radio Starmaker Fund, OMDC Music Industry Advisory Council, World Independent Network (WIN), Coalition for Cultural Diversity and others

## GOALS AND OBJECTIVES

CIMA will take positive steps over the next one to three years to accomplish the goals and objectives in this Strategic Plan. If successful, the following statements will describe the organization:

CIMA will:

- be a leading advocate for the independent music industry on national policy and regulatory issues
- be a trusted, transparent and reliable support organization for members, music industry partners and stakeholders, both nationally and provincially
- facilitate economic development/export opportunities for members in new and existing markets, domestically and internationally; and
- serve as an effective and reliable information and professional development source for the Canadian independent music industry

## GOALS

The following goals were established to implement the organization's vision and to achieve its mandate. They reflect where the organization is in its maturation process, and help to ensure proper guidance for the operational components of the organization.

- 1. CIMA will refocus its efforts and resources to enable it to be a strong national advocate on funding, policy and regulatory issues relevant to its members and the music industry as a whole**
  - a. Proactively establish and publish policy positions on a range of current and future issues
  - b. Produce market and industry research and analysis reports
  - c. Engage in timely and regular policy research and analysis reports
  - d. Engage the membership on advocacy issues by regularly soliciting its views and opinions on a wide range of policy issues
  - e. Engage decision-makers in government, CRTC and others in ongoing dialogue on the issues of relevance to CIMA members
  - f. Explore the option of engaging advocacy professionals on an as-needed basis
  
- 2. CIMA will invest in new/improve current processes and services in order to increase the value to current and future members of the organization**

### GOVERNANCE

- a. Review CIMA bylaws to ensure Board and Committee participation is representative of the membership from a geographic, industry and size of business perspective
- b. Broaden Committee participation to include non-Board members
- c. Establish regular schedule for Committees & Board meetings
- d. Pursue reciprocal 'associate' memberships with other industry associations

### COMMUNICATIONS

- e. Modernize CIMA's website
- f. Improve and augment CIMA's e-newsletter to include more relevant and timely industry information
  - i. Publish more industry information, such as economic data, funding information, industry trends and opportunities, etc.
  - ii. Publish CIMA research/analysis papers
  - iii. Effectively communicate CIMA's policy/advocacy efforts and their results/successes
  - iv. Publish CIMA's position on all key issues (ie: copyright, net neutrality, market access/distribution, CanCon, ISP monetization/regulation, long term funding/tax system, etc)
  - v. Publish participants and results of CIMA's export activities (B2B/Showcasing): Canadian Blast

- vi. Offer open subscription to CIMA newsletter
- vii. Obtain emails of broader membership/industry to achieve greater penetration of newsletter
- viii. Establish regular process to solicit opinions/views/priorities from membership (survey, web-survey, town hall/meetings)
- ix. Hire/contract communications professional

#### **SERVICES**

- g. Create a business plan that establishes an Ontario Music Industry Association (MIA) as a sole subsidiary of CIMA. This MIA will focus on the needs of Ontario-based industry members
  - h. List all artists on website who are represented by CIMA members
  - i. Publish regular artist/member profiles, "Spotlight on a Member" feature
  - j. Facilitate more professional development/mentoring programs for members
  - k. Pursue new and effective affinity programs for members (ie: group benefits plan, etc)
- 3. CIMA will obtain adequate revenues and resources to achieve its mission**
- a. Formally establish CIMA as a 'music export office', one that will provide a beneficial service to its membership while generating sustained revenues that help fund CIMA's core mandate
  - b. Pursue sustained revenue opportunities with industry partners and stakeholders
  - c. Solicit volunteers from within members' organizations as a means of drawing on their various fields of expertise in order to augment CIMA resources, on an as-needed basis
  - d. Explore further opportunities to receive Canadian Content Development funding from broadcasters
  - e. Explore co-branding/sponsorship opportunities from non-government sources
  - f. Explore new opportunities to create profit centres for CIMA, based on successful advocacy on key funding/tax policy issues that directly benefit the membership
  - g. Review options for an annual fundraising gala, one that both promotes and celebrates the independent music industry while also serving as a profit-centre for CIMA
  - h. Hire membership sales and retention professional, with responsibility for non-government sponsorship/branding partnerships
- 4. CIMA will work to be more collaborative, inclusive and cooperative with its members, stakeholders and industry partners, striving to be an effective national trade organization for the broader industry**
- a. CIMA will work with all leaders in the independent music community on matters of advocacy, economic development and other such issues/events that are deemed to be of interest/benefit to the membership

- b. Examine global best practices of music trade associations to determine those best suited for CIMA members
- c. Periodically hold Board meetings outside of Toronto and across Canada (ie: in conjunction with annual Juno Awards, other industry events), hosting membership reception prior to the meeting
- d. Build stronger relationships with decision-makers, such as the CRTC, politicians/staff, broadcasters/telcos