



STRATEGIC PLAN

2023 - 2027

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BACKGROUND

Music PEI, is a non-profit organization dedicated to promoting and supporting the growth of the music industry on Prince Edward Island. Music PEI engaged SRL Solutions, a consulting firm to develop their five-year strategic plan.

The objective of the strategic plan is to provide a clear and comprehensive roadmap for Music PEI's future, outlining specific goals and strategies to help the organization meet its objectives. Through this collaborative effort, Music PEI hopes to continue to build a sustainable and vibrant music industry on the island, while ensuring its programs and services are aligned with the needs of its members.

Founded in 2001, Music PEI supports approximately 300 members, consisting of solo artists and musicians, bands and groups, as well as music industry professionals, companies in the music industry, avid music lovers, and students through its programs promoting events, and accessing funding opportunities.

STRATEGIC PLAN PROCESS

- 1) **Kick-off Session:** A kick-off meeting with Music PEI Executive Director, Rob Oakie and Andy Glydon, Programs & Community Outreach to review and confirm the goals of the strategic planning process, and to identify any key challenges or issues facing Music PEI.
- 2) **Document Review:** The SRL Solutions team reviewed all key documents provided by Music PEI including previous contracts, proposals, social media, internal operational documents, strategic plan, mission/vision/values statements, and policies.
- 3) **Consultation Process:** Sara Roach Lewis of SRL Solutions consulted with Music PEI key stakeholders. The Music PEI team and Board of

Directors participated in a process of assessing their history, and what would align with their mission and vision, with the goal of understanding where opportunities could be identified.

These sessions included mapping successes, challenges, and roadblocks. Through this process, the Directors and staff decided that input from its membership was integral to the strategic planning process. Therefore, a member survey was developed and distributed.

SRL Solutions hosted a second consultation session to hear from the Directors who were not able to attend the first session.

- 4) **Present Draft Strategic Directions:** SRL Solutions presented a draft plan with strategic directions and high-level actions to Music PEI for review and discussion, ensuring the plan reflected the organization.
- 5) **Finalize Strategic Plan:** Based on feedback from the session, SRL Solutions followed up with additional Directors and developed and delivered the final strategic plan.

SWOT Analysis

During the Board session, participants were invited to identify the SWOT (Strengths, Weaknesses, Opportunities, and Threats) elements of Music PEI. The following outlines the major themes in each segment of the exercise:

Strengths

This section highlights the board's reflections on the organization's internal capabilities, resources, and unique qualities that enable Music PEI to meet its mandate.

Leadership and Reputation

Music PEI's strong network of members, supporters, and partners has enabled the organization to successfully advocate for the music industry and provide valuable support, and opportunities for musicians and industry professionals on PEI.

The organization's dedication to promoting and showcasing local talent has also contributed to the growth and development of the music scene on Prince

Edward Island. Overall, Music PEI's strengths lie in its passionate leadership, industry reputation, strong network, and commitment to supporting and promoting the talented music community.

Programs and Outreach

The suite of programs available, presence at other events, and outreach to other organizations all speak to the association's efforts to engage with and promote the music sector. Music PEI is committed to providing value to its members and connecting them with opportunities in the industry.

Dependability and Unity

Music PEI provides a dependable and unified voice for the music community in Prince Edward Island through its nimble and adaptable approach. The organization prioritizes meeting the evolving needs of its members and staying current with industry trends, while also maintaining strong relationships with the government, other funders, and sponsors.

Despite facing challenges and changes over time, Music PEI remains focused on supporting and promoting the music industry in the province. The organization's ability to navigate these changes with agility and resilience is a testament to its commitment to serving its members and the broader music community.

Through its dedication to fostering a strong network of musicians, industry professionals, and supporters, Music PEI has become a trusted and reliable source of information, resources, and advocacy. The organization's focus on collaboration and partnership-building has further strengthened its position within the music industry on Prince Edward Island.

Music PEI has a core team of three staff which makes up a consistent and stable team that expands as funding allows and events and programs require.

Artistic Quality

Through its partnerships with the government, other funders, and sponsors, Music PEI has been able to consistently secure funding and resources to support its programs and initiatives. This reliable support has enabled the organization to focus on providing the highest quality programming possible, while also prioritizing the needs and interests of its members.

Music PEI's commitment to artistic excellence is also evident in the high caliber of artists it supports and showcases. The organization places a strong emphasis on promoting and elevating local talent, and it has established a reputation for consistently featuring some of the most talented musicians in the region.

Music PEI is continuously evolving and improving its programs and services to ensure that it remains relevant and valuable to its members and the broader music community.

Overall, Music PEI's consistent support, focus on artistic excellence, and commitment to improving programming all demonstrate the organization's deep respect and appreciation for the art and the artists. Through its unwavering dedication to supporting and promoting the music.

Weaknesses

This section outlines internal challenges or areas the Board believes need improvement within Music PEI to better serve its members and achieve its objectives.

Communication

The Music PEI Board identified that the organization faces several communication weaknesses, including challenges and concerns around messaging (ie juried processes and results), reaching diverse audiences, and a need for greater transparency in decision-making processes.

The Board has discussed the importance of establishing clear and proactive communication channels with all stakeholders, including staff, audiences, and partners, and ensuring that all parties are kept informed and engaged.

Decision-Making Processes

The decision-making processes within Music PEI have been identified as a weakness due to a lack of common understanding around collective and collaborative decision-making processes. There was discussion about whether this issue is the decision-making process or the interpretation of them. The Board identified that there is a need to provide greater clarity around how and why decisions are made, as well as the jury process.

Clear guidelines and protocols for decision-making, with shared understanding among all stakeholders, were identified, along with greater transparency and communication around decision-making processes as weaknesses.

Resource Allocation

Music PEI has to contend with workforce funding criteria that result in short-term contracts. This can negatively impact the organization's operations and ability to deliver quality programming.

Directors also identified being geographically distant from major music centers presents challenges for Music PEI in terms of attracting audiences and building a broader network.

Opportunities

Here, the focus is on areas the Board discussed regarding external developments, trends, or collaborations that Music PEI could seize to advance its members, and the sector, and enhance its impact.

Diversity, Equity, and Inclusion (DEI)

The opportunities related to diversity, equity, and inclusion include getting more involved with BIPOC and 2SLGBTQ+ communities, increasing transparency to change perception and communication policies, and expanding genres and styles. There is also an opportunity to increase the number of women in the industry.

In recent years, Music PEI has focused on DEI initiatives by dedicating Board seats to traditionally underrepresented groups and programs designed for underserved communities.

Continuing to create initiatives to engage these communities and forge a more inclusive environment for musicians can help to grow membership and enhance the reputation of the organization. There are opportunities for Music PEI to do targeted outreach to specific populations.

Growth and Development

The opportunities related to growth and development include staff job sharing and exploring other funding opportunities to grow the permanent staff team.

Directors recommended developing initiatives that offer a variety of resources and support to assist musicians in achieving their career objectives. The goal is to continue focusing on the development of musicians and industry professionals by helping them establish full-time careers.

The identification of opportunities to explore the various categories of musicians is crucial for understanding the nuances of the music industry. For example, a working musician may be someone who earns a living through their music but primarily performs at local venues or events. On the other hand, a touring musician might be someone who travels extensively to perform at different venues across the country or even internationally. A professional musician, meanwhile, may refer to someone who has reached a high level of proficiency in their craft and may work in a variety of music-related roles such as teaching, composing, or conducting.

Expanding people's understanding of the genres that Music PEI focuses on is equally important. It allows for a more diverse appreciation of music, which can lead to the discovery of new artists and styles. By promoting these genres and educating people on their characteristics, Music PEI can foster a deeper appreciation for music and its cultural significance.

Overall, the identification of these opportunities for exploration and expansion is a positive step towards a more comprehensive understanding of the music industry and the diverse range of music genres that exist.

Communication

Music PEI can develop a comprehensive communication strategy that provides targeted outreach to its members and potential members, as well as sponsors and supporters. This strategy can include leveraging social media platforms, email newsletters, and other digital channels to engage with its audience and keep them informed about industry news and trends.

In addition, Music PEI can explore ways to support artist readiness through targeted programming, training, and resources that help artists develop their skills and advance their careers. This can include partnerships with other organizations, mentorship opportunities, and access to funding and other resources.

Accessibility

There are several opportunities related to accessibility, including the potential for greater access to technology and resources that support musicians in honing their craft. This can include access to hardware and software that enable recording, production, and performance, as well as training and support to help musicians make the most of these tools.

Music PEI can explore opportunities for easier access to world markets that help its members build their networks and expand their reach. This can include partnerships with more organizations and industry stakeholders, as well as strategic marketing and promotion initiatives.

By leveraging these, Music PEI can help its members stay competitive and relevant in a rapidly changing industry.

Partnerships

The opportunities related to partnerships include expanded funding, partnerships for increasing awareness, and bringing various communities together. Developing partnerships with other organizations can help to increase funding and grow membership while creating initiatives that bring different communities together can help to enhance the reputation of the organization.

Threats

In this section, the Board identified external factors, risks, or evolving conditions that could hinder Music PEI's ability to fulfill its mission or support its members advance their careers.

Industry Challenges and Changes

The threats of the organization are largely focused on the challenges and changes that are affecting the music industry. These include the need for musicians to constantly upgrade their skills, the consistent need to produce content for social media and new music, and the impact of factors such as COVID-19, inflation, and the devaluation and commodification of music and artists.

Funding and Grant Criteria

The risk of decreased funding and grants, particularly in the event of a change of government or economic downturn is a threat that all non-profits face.

At a musician level, there is a risk related to funding criteria that disqualify artists with low metrics. This means that musicians may need to focus on building their audiences through social media and other channels in order to be considered for funding opportunities

Mental Health and Humanization

One of the key threats facing the music industry, including Music PEI, is the erosion of mental health among musicians. This is a result of the profound changes in the industry over the past decade, including the rise of streaming services, the impact of COVID-19, a devaluation of the art, and the need for constant creation and promotion to keep up with social media demands.

Climate Change and Tourism

The threat of climate change has the potential to significantly impact tourism on Prince Edward Island, which in turn can have negative effects on the arts and musicians who rely on tourism for income and exposure. Extreme weather events and changes to seasonal weather patterns could all contribute to reduced tourism to the island and lead to fewer opportunities for musicians to perform and showcase their talent, as well as reduced revenue from merchandise sales and other sources. It could also lead to a decline in funding for arts organizations and events.

Survey Findings

During the Board consultation, several Directors raised concerns about Music PEI's reputation in the community. There was a concern that some people in the industry see Music PEI as a 'playing favourites' with funding and opportunities. It was decided that a Music PEI member survey would better understand if there is a perception problem in the community.

The organization developed a comprehensive survey asking members a variety of questions about their experience with the organization. As we began to analyze the survey, it was noted that there were folks who are Music PEI members but do not earn money from the sector (they are fans, supporters, etc). And there were some folks who completed the survey who earned money from the sector and were not members.

It was decided that the results from survey participants who make money in the sector were most reflective of the voices Music PEI aimed to hear from in this survey. The data can be viewed [here](#) (Appendix A).

The survey information is based on 73 respondents, which is a good representation of the membership (approximately 300). It showed that the experiences of the participants in the Music PEI programs were overwhelmingly positive. Participants found the programs to be valuable and flexible and tailored to their specific needs.

Many participants found the Artist Mentorship and Taking Care of Business programs to be particularly helpful in writing successful grant applications and negotiating performance fees.

Music PEI was also praised for providing funding and showcasing opportunities, outreach to its members, and communication on events. Many participants noted that the organization helped them pursue music full-time, adding valuable skills to their management toolkit, building their resumes, and broadening their fan base.

Survey participants also highlighted the importance of being part of a community and having a local support system. Music PEI was credited with creating a tremendous asset to the increasing talent pool on Prince Edward Island, with the organization benefiting and supporting the artists who build the businesses and communities.

Throughout the survey, there was a range of negative comments. Some are constructive and point to areas where the organization can improve. And some were mean-spirited. It's important to sift through the range of responses and not focus too heavily on the mean-spirited comments, yet embrace the comments from members that are both positive and indicate areas for improvement.

However, some participants did express disappointment about their experience with Music PEI. A few noted that they have not been supported by Music PEI or found the organization to be industry-oriented rather than artist-oriented. Some participants felt that Music PEI does not do enough to support certain genres and promote diversity in their programs.

There were some specific examples of how the funding process could be improved which include providing information sessions for applicants, providing feedback on applications, and the funding portal.

Regarding Music PEI's support of diversity and inclusion, there were varying opinions shared. Some individuals believe that Music PEI is already doing an excellent job and does not need to do anything differently. However, others think that there is room for improvement.

One recurring theme in the feedback was the need for more funding opportunities for emerging artists. Additionally, some individuals expressed concern about the disproportionate display of talent and music, often favouring Celtic, Country, Folk, and Rock genres.

Suggestions included the need to hire a more diverse staff, add more intent to their process of promoting BIPOC music and culture on the island, and have a more diverse jury for their industry events, showcases, and awards. Some individuals also suggested that Music PEI should partner with culturally diverse organizations to create musical events to bring awareness to what might be going on within communities on the island.

While there were differing opinions on the level of support for diversity and inclusion in the music industry by Music PEI, the feedback highlights several areas for improvement.

In terms of communication, there were mixed opinions as well. Some individuals believed that the emails and newsletters were already excellent and did not require any improvement. However, many people thought that communication could be improved by posting more on social media and

providing advance notice for upcoming events and programs. Others suggested that Music PEI should reach out to non-members and leverage text features and social media platforms. There were also suggestions to add links to features in the email newsletter and to make funding programs more widespread.

Similarly, there were varying opinions on how communication could be improved, but there were some clear suggestions on how to make it more effective as noted above.

Other key issues identified are:

Funding Opportunities: There are several funding opportunities available for musicians in Prince Edward Island through Music PEI. Some of the suggestions given by musicians include providing more opportunities for music conference networking in different countries for the music business.

Additionally, folks talked about Music PEI sponsoring concerts, especially to bring in guest artists from a distance to collaborate with.

Musicians have also recommended providing travel allowances for performance opportunities, more funding in general, grants towards capital expenses such as studio gear, funding for mentorship, year-round microgrants specifically for finalizing releases (mixing, mastering fees), and travel funding for independent media to cover artists at major events.

Programs and Initiatives: Aside from funding opportunities, musicians would like to see Music PEI offer several programs and initiatives.

There was interest in expanding (or re-offering) programs and initiatives to support increasing incomes of musicians, whether it be business training, or alternative opportunities for revenue generation, like negotiating music synching licenses, branding, and marketing.

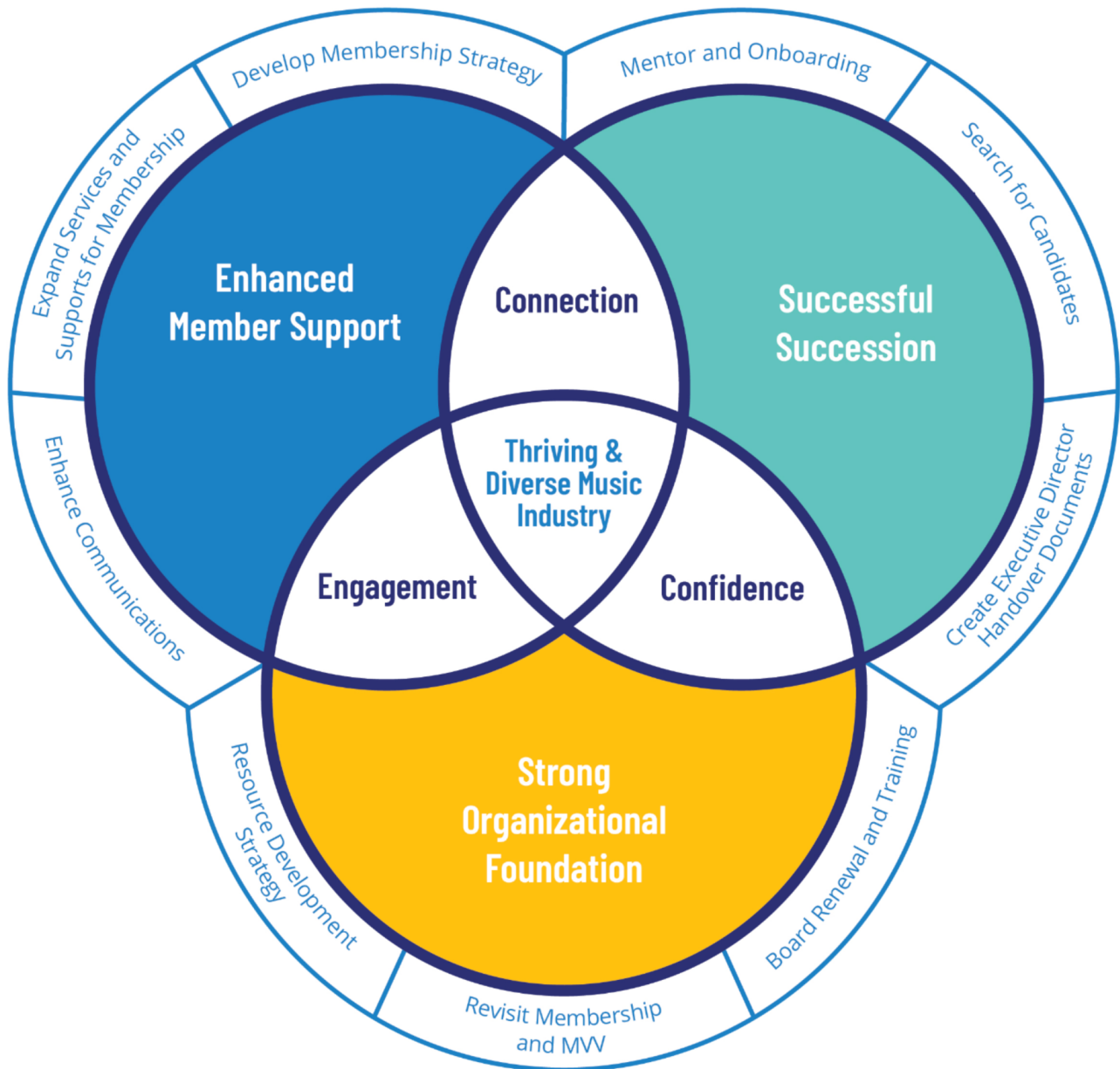
Another suggestion is to provide a local youth showcase and/or mentorship. This could be done in collaboration with local groups already tapping into the younger scene, including Howies and the Charlottetown Hardcore all-ages shows. Survey respondents also recommended hosting workshops on healthy touring habits, how to move into the emerging artist stage, and promotion seminars.

Musicians would like to see Music PEI coordinate more workshops and training, focus on diverse genres including rock and loud music, and offer outreach in high schools or post-secondary institutions to introduce younger people to programs and funding available to them.

Other recommendations: Providing more in-person networking events across the island, hosting Zoom with music supervisors, and TV and film producers, and expanding support for all PEI artists. Additionally, music experts suggest partnering with music therapists from diverse backgrounds to offer workshops on how music affects audiences and how to use that in the creative process.

Overall, the survey results suggest Music PEI is a valuable resource for musicians on Prince Edward Island. The organization provides a variety of programs and services that benefit its members, including funding, showcasing opportunities, and outreach. Participants also praised Music PEI for creating a supportive community and helping them pursue music full-time.

STRATEGIC DIRECTIONS



When Music PEI focuses on the strategic directions: **Successful Succession** and **Strong Organizational Foundation**, the organization will continue to build confidence in the industry which helps secure partnerships, funding, and support from the community;

Coupling the **Strong Organizational Foundation** and **Enhanced Member Support** strategic directions can greatly benefit the organization's efficiency, stability, and ability to achieve its goals while ensuring its members are encouraged and engaged; finally

Enhanced Member Support and **Successful Succession** combined sustain the organization's mission, providing continuity in leadership, and fostering a sense of commitment and investment among its members.

When all three strategic directions are met, Music PEI is working toward a thriving and diverse music industry.

Strategic Direction: Strong Organizational Foundation

Music PEI is a well-known and well-respected arts and culture organization on Prince Edward Island and beyond. It provides excellent services and support to its members and has developed a strong brand over time with a focus on local events and programs. Music PEI Week Showcase PEI, Canadian Song Conference, and ongoing programs like The Golden Ticket Program, Taking Care of Business Program, Diverse Voices Program, Music Supervisor Mentorship Program, Artist Mentorship Program, and Producer Mentorship Program, all support musicians to expand their careers.

Continuing to grow this strong organization through a focus on strengthening its foundation is the first Strategic Direction for this organization. The three key actions or objectives are:

Revisit Membership and Mission/Mandate, Vision, and Values (MVV)

There were a lot of questions about what kind of musician Music PEI serves. Traditionally, there has been a focus on building a musician's career to be 'export-ready'. Touring musicians' careers were seriously compromised by the COVID-19 pandemic, and while live music is making a return, it's still not at

pre-pandemic rates. Additionally, some musicians have identified they are not interested in touring as a main source of income.

Important questions linger about what constitutes a working musician or professional musician. Less than 18% of respondents make 75-100% of their income from the music sector. And more than half of the folks (52.11%) indicated it is less than 25% of their total income.

The top three most important reasons people cited for joining Music PEI were (combining the most important and important categories):

- Connecting with the local community (57%)
- Industry Networking (45%)
- Career Development (37%)

However, the reasons for joining Music PEI look different when analyzed by income bracket. For folks for whom the music industry represents 75-100% of their income (18.31% of respondents), their top reasons for joining Music PEI are:

- To apply for funding & Industry Networking were tied (66%)
- To apply for showcases (58%)
- Connecting with the local community (53%)

For folks for whom the music industry represents 25-75% of their income (18.31% of respondents), their top reasons for joining Music PEI are:

- Connecting with the local community (67%)
- Industry Networking was tied (56%)
- To apply for showcases (50%)

For folks for whom the music industry represents less than 25% of their income (52% respondents), their top reasons for joining Music PEI are:

- Connecting with the local community (50%); and
- To apply for funding, To apply for showcases, and Career Development all tied (32%)

These findings indicate that the greater the income, the more likely they are to participate in industry events and receive funding from Music PEI. They are also more likely to highly rank their satisfaction with Music PEI.

While in general, respondents are very happy with the programs, services, and support from Music PEI, there seem to be some interesting nuances with folks

who derive 25-75% of their income from the music industry. There are more 'negative' comments from this data set than others.

There could be a few reasons why this is the case, yet given the small number of respondents in that income level, it's difficult to draw conclusions.

Having said that, it's worthwhile to review the data sets by income level to see similarities and differences.

Links are here:

[Income derived from the music industry: Less than 25%](#)

[Income derived from the music industry: 25-75%](#)

[Income derived from the music industry: 75-100%](#)

Due to the changing landscape for musicians, taking the time to have conversations about who is best served and how by Music PEI is important. There was feedback on programs and services that members would like - some suggestions like more business training exist already (indicating a need for increased promotions). Other suggestions are currently outside Music PEI's mandate, including sponsoring concerts, especially with off-Island guest artists.

Not to suggest that Music PEI should do everything suggested but a deeper look at how to support artists at various levels is an important discussion.

With a clearer profile of the members and their needs, honing the organization's Mission, Vision, and Mandate will flow.

As a point of reference, each Director created their own vision statement for Music PEI during the consultation session. These are included for future reference (Appendix B).

This can also include digging deeper into the member survey as well as creating space for these conversations at the Board level exploring: How do we define working musicians? How do members want to be served? As an industry association, how can Music PEI support people to increase the percentage of their income derived from the sector?

During this process, it will be beneficial to return to the [survey data overall](#) as well as the data disaggregated by income levels (linked above).

Resource Development Strategy

Music PEI has done an excellent job managing its finances over the years and has a diversity of funding sources including the provincial government, FACTOR, and ACOA. They have built up a reserve, which can be challenging, yet important for organizations to have funds to support the organization should it experience a loss of funding.

Additionally, Music PEI has an excellent relationship with island businesses and has been increasing the sponsorship for Music PEI Week each year.

Changes to the economy, including inflation, possible austerity measures, and potential changes in government (both federally and provincially) over the next three to five years can pose a risk to the financial stability of the organization.

That coupled with a need for succession planning, ensuring placement of a Resource Development Strategy is a key direction. Please refer to the attached Appendix C, a guide for creating a Resource Development Strategy that Music PEI can adopt.

Board Renewal and Training

The Board of Directors represents the membership of Prince Edward Island, including members appointed to represent specific equity groups. It is recommended that the Board continues to focus internally, including developing a Board matrix of skills that can be used to recruit new members.

Providing yearly training for Directors for clarity on their roles and responsibilities is a good practice. Taking the time to do a yearly training and planning session with the Board and staff will help ensure smooth transitions for new Directors, and the onboarding process to the organization.

Strategic Direction: Enhanced Member Support

Supporting members to enhance and build their careers (and income) is the core of Music PEI. The music industry was profoundly impacted by the COVID-19 pandemic and is recovering, yet continues to experience challenges. This includes musicians and industry professionals who experienced varying degrees of interruptions to their incomes and increasing mental health challenges. The industry has changed and as a result, how members need support.

Focusing on these three key areas of action will enhance Music PEI's ability to support its members.

Develop Membership Strategy

After diving into the profile(s) of a Music PEI member in the Strong Organizational Foundation strategic direction, the next step is to create a membership strategy. Using ongoing conversations with the Board, the member survey and conversations with members, the strategy will allow Music PEI to get clearer on their membership's needs and how the industry continues to change and evolve.

The strategy should consider the diversity of musicians and industry professionals on Prince Edward Island, in terms of genres, career stage, and if there are specific equity groups that may benefit from extra focus (women, gender minorities, the BIPOC community, specific genres, industry professionals, for example).

It may make sense to develop membership packages that cater to specific needs. Music PEI may consider offering different levels of membership, each with its own set of benefits and perks, to appeal to the different types of working musicians and industry professionals.

This could extend to specific pages on the website. For example a page with information for Emerging Artists, a page with information for Career Artists, etc. This could help members to know which programs are applicable to them based on the stage of their career.

Expand Services and Supports for Membership

Both Board of Directors and members surveyed showed strong support for the programs and services offered by Music PEI. It will make sense to review existing programs as well as consider additional programs and services while creating a membership strategy.

It is recommended that Music PEI reviews the Investment Program first, giving consideration to each program's eligibility criteria, number of awards granted, financial commitment associated with each program, etc. It could be beneficial to look to Music Nova Scotia and its Basic Training program as something to consider.

In Board consultations, there was a discussion about possibly enhancing support and services for emerging musicians. Within the survey, members identified various areas for expanded support and services, which are captured in the member survey overview.

It is recommended that the Board and staff provide a range of support and services. While members identified connecting with the local community and networking as important reasons for joining Music PEI, focusing on ways to increase incomes is an important focus for the organization as well.

Enhance Communications

Music PEI does an excellent job of promoting Island artists and music industry professionals. They consistently promote events like Music PEI and the Canadian Song Conference as well as other programs like the Golden Ticket and Taking Care of Business.

Although the majority of members provided positive feedback, there are some areas for continued improvement. Misconceptions about the jury process and funding decisions need to be addressed. The member survey revealed that poor communication is a significant source of negative feedback.

Additionally, the Board identified a weakness in the organization's tendency to react to communication issues rather than proactively addressing them. While the limited staff resources may present challenges, continuing to enhance communication is a goal of the strategic plan.

Considerations for improving member communications include:

- Review the jury process and provide more transparency, clearly communicate updates to the process concerning how juries are chosen, their roles, and responsibilities. Apply a diversity, equity, and inclusion lens to selecting jurors as well as the process itself.
- Music PEI has a link on its website to how decisions are made. This could be linked to every application form as well as every application response. Additionally, the written document could also be communicated in a video form.
- Send consistent newsletters with key themes to members. These can include member benefits, links to programs and services, member news, industry updates, etc.
- Hosting regular networking events for members, Board of Directors, staff, and industry professionals. During these events, Directors and staff can talk about various aspects of the organization.
- Leverage the Board and community partners to reach out to specific populations who may not be familiar with Music PEI or currently see themselves in the organization.
- Develop a social media and marketing strategy that reflects its capacity to consistently post.

Strategic Direction: Successful Succession

Music PEI has benefited from the passionate, professional, and committed leadership of Rob Oakie for more than 15 years. As a co-founder of Music PEI, Rob has been instrumental in the growth of PEI's music industry.

Rob's leadership, creativity, and deep understanding of the sector is infused in every program and service offered by Music PEI. Additionally, Rob Oakie has mentored many staff over the years. The organization and the sector are well represented by their Executive Director locally, nationally, and internationally. And, it doesn't take more than a short conversation to experience Rob's passion for music, the people, and the sector he's been working to serve.

Rob has indicated that he will be retiring within the duration of this five-year strategic plan. Consultation with the Board of Directors as well as feedback from the membership survey show that a new Executive Director in this role will have big shoes to fill.

While there are many joys of having one leader who guides the organization for a long time, this is a significant transition for the organization and therefore is the third strategic direction for the organization.

The strategic directions focus on the practicalities of searching for and onboarding a new Executive Director. The Board might also consider how they would like to celebrate Rob Oakie's contribution to the organization. Building on the existing Emergency Succession Plan and ED Responsibility Handbook, it is recommended that the Board focus on the following key activities in this area:

Executive Director Handover Documents

Over the next year or two, the Executive Director should create an Executive Director handover document, to include key activities, relationships, events, and processes. This could include an annual calendar as well as procedures.

The Executive Director's documents can be modeled after the annual operating plan. Often when a leader has been doing the same role for a long time, practices are natural and not necessarily documented. A sample framework for creating a more formalized operating plan and a Board Calendar is attached reference (Appendix D).

Search for Candidates

Rob Oakie will ideally notify the Board of his departure date at least six months in advance. In turn, the Board will establish a Search Committee composed of various members of the Board of Directors.

The Search Committee will develop a recruitment plan based on the Executive Director Manual and expanded Job Description.

Given the importance of a high-performing Executive Director to Music PEI's performance, it is recommended that the Search Committee conduct its work informed by sector best practices and with the support of an external expert in executive recruitment.

Throughout the process, the Search Committee will keep the Board apprised of various developments. Once the Search Committee has selected their preferred candidate, the Board Chair will call a special meeting of the Board to make a formal recommendation on the appointment and compensation package to be offered to the selected candidate.

Following the Board appointing the candidate, the Board Chair will notify staff and key stakeholders of the planned permanent change in leadership at Music PEI.

There may be an instinct to include the current Executive Director in the hiring process, however, to ensure a fair and transparent search process, it is recommended that the current Executive Director steps back and allows the Board or Search Committee to lead the hiring process.

Mentor and Onboarding

While the degree of mentorship will be dependent on the new candidate, it is recommended that the Board allocate funds to ensure there is time for a transition of leadership to happen.

Regardless of how beautifully processes are documented and how prepared the team is, a successful transition should include time for meeting key stakeholders and having Rob Oakie provide introductions and context to these relationships.

Whether the new hire is a seasoned leader, learning the role of the Executive Director of Music PEI will take a year to complete - the first Music PEI Week, audit, grant writing season, grant reporting season, and the round of programs will each be a learning experience. The Board may want to negotiate a contract with Rob for monthly (or as needed) check-ins with the new Executive Director to ensure the successful onboarding of the new hire.

RECOMMENDATIONS FOR IMPLEMENTATION

Spending time to envision the future for Music PEI is an exciting and invigorating exercise. It is equally rewarding to implement this plan. Yet, it can be easy to get caught up in the day-to-day work with months going by without a return to the plan.

However, there is a simple and effective process for ensuring activities are tied to the plan and using the strategic directions outlined to help guide the work, communications, and decision-making.

While some of these activities are distinct, others require sequencing to it. For example, focusing on Updating Membership and Mission/Mandate, Vision and Values should be a Year One focus as the membership strategy will flow from that.

The Board will want to work with the Executive Director to identify other priorities and actions. Now that the five-year plan is in place, the team can:

- Use the tracking tools included in this package to keep on top of the strategic planning implementation. This includes a simple spreadsheet for the Board and staff to track activities.
- It is also recommended that the board include the strategic plan as a standing agenda item at each meeting. Some Executive Directors use the Strategic Plan to frame their Executive Director report (SRL Solutions can provide examples should Music PEI want to explore this option).
- Integrate the strategy into onboarding for new board members and staff.

This plan is designed to be a guiding document, where the team - both board and staff - can 'see' the work at a high level. It provides structure, yet is nimble enough to enable the team to be responsive to the needs of the organization, clients, and the changing landscape.

CONCLUSION

Music PEI Board and staff have a deep and shared passion for their community and the music industry. This is a thriving organization with excellent relationships with its members, funders, supporters, local media, and organizations and events at the national and international levels.

There is much to build upon and strengthen in these next five years. Focusing on executing these strategic directions will require ongoing attention and collaboration with its stakeholders, including its staff, Board, volunteers, community partners, and funders. However, with a focus on these strategic directions, Music PEI can continue to grow a strong organizational foundation on which to support musicians and grow and build a thriving music industry in PEI.

This five-year plan will help guide the work into the future and provides an excellent benchmark for measuring the future success of Music PEI.

APPENDIX

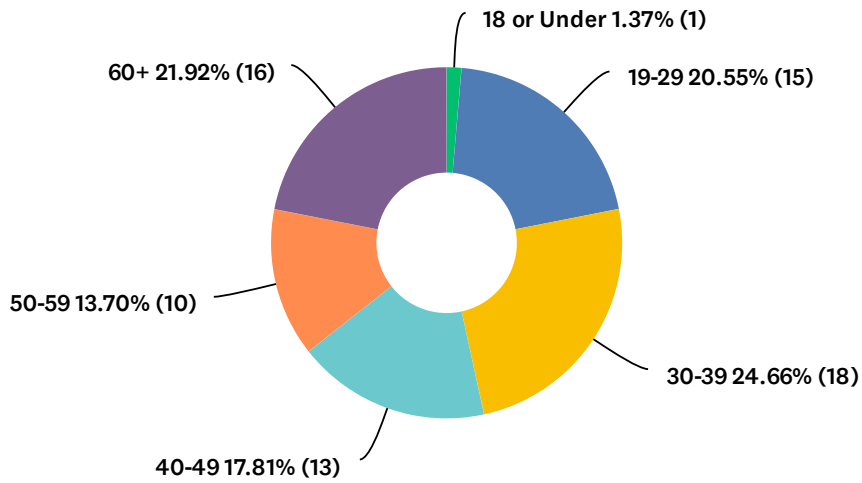
- A) 2023 Music PEI Members' Survey
- B) Board of Directors Vision Statements
- C) Resource Development Strategy
- D) Sample Annual Operating Plan

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Q1 What is your age?

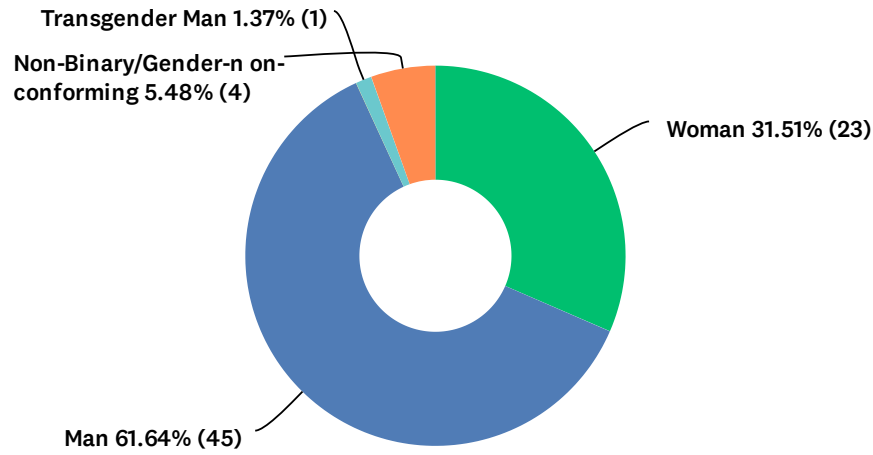
Answered: 73 Skipped: 0



ANSWER CHOICES	RESPONSES	
18 or Under	1.37%	1
19-29	20.55%	15
30-39	24.66%	18
40-49	17.81%	13
50-59	13.70%	10
60+	21.92%	16
TOTAL		73

Q2 What is your gender?

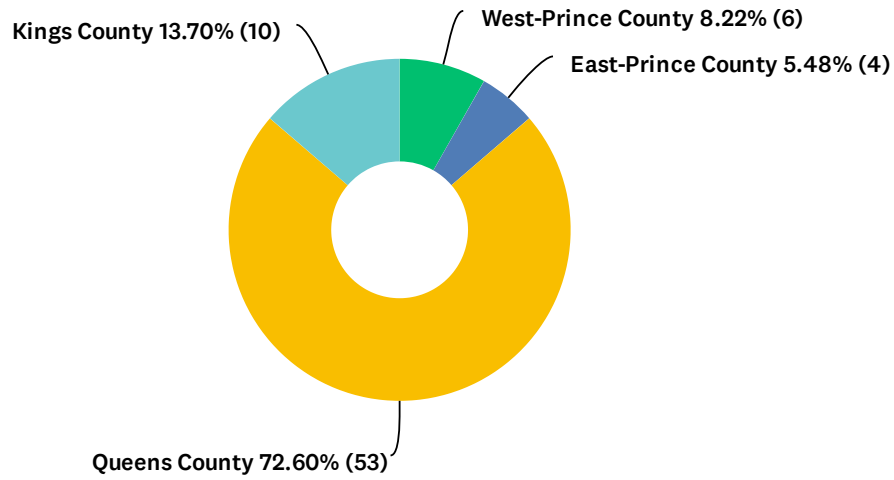
Answered: 73 Skipped: 0



ANSWER CHOICES	RESPONSES	
Woman	31.51%	23
Man	61.64%	45
Transgender Woman	0.00%	0
Transgender Man	1.37%	1
Non-Binary/Gender-non-conforming	5.48%	4
Other (please specify):	0.00%	0
TOTAL		73

Q3 In which county do you reside?

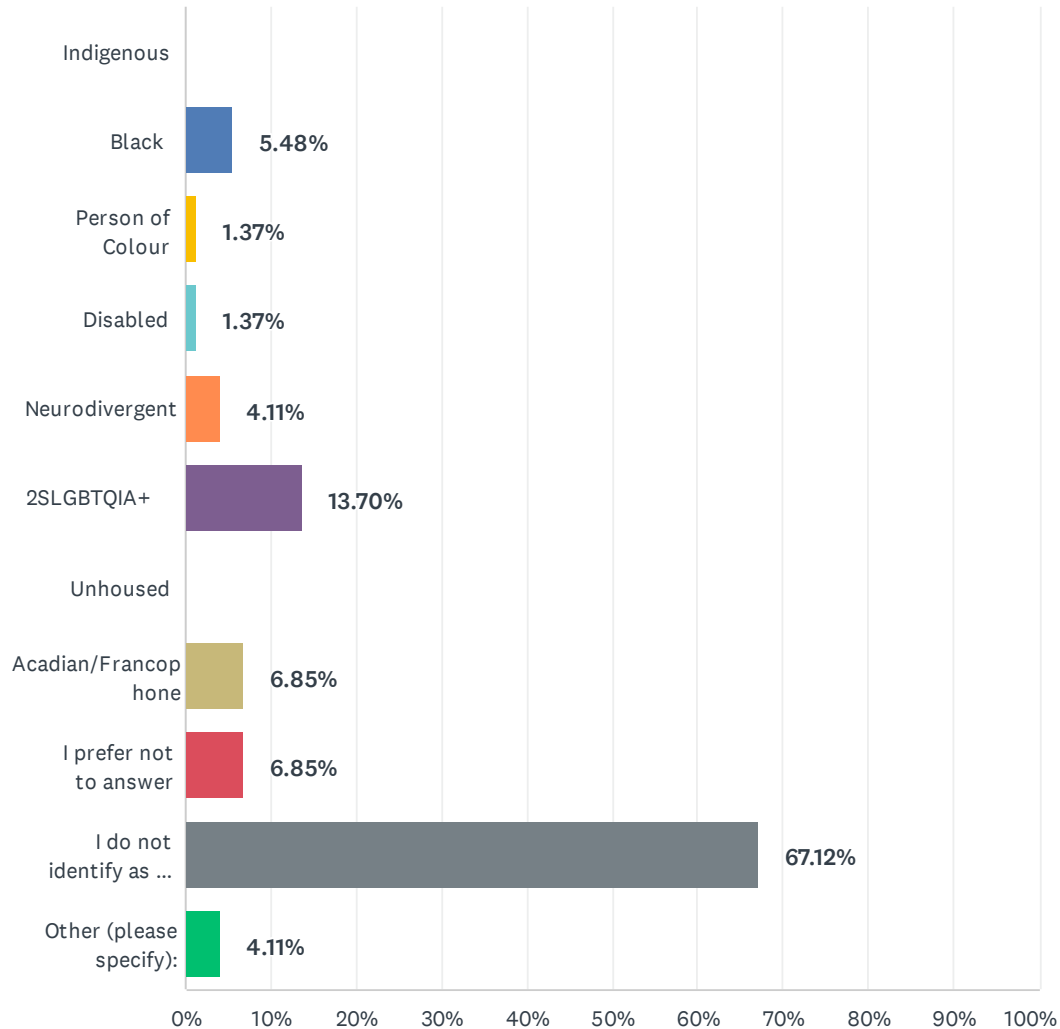
Answered: 73 Skipped: 0



ANSWER CHOICES	RESPONSES	
West-Prince County	8.22%	6
East-Prince County	5.48%	4
Queens County	72.60%	53
Kings County	13.70%	10
TOTAL		73

Q4 Do you self-identify as a minority or as part of an underrepresented community?

Answered: 73 Skipped: 0

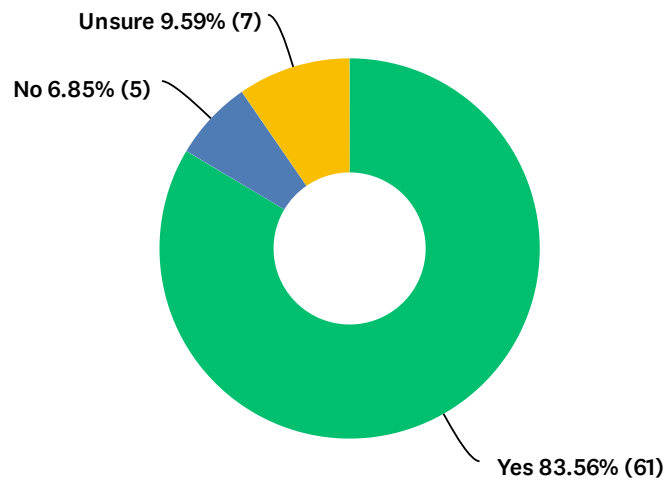


2023 Music PEI Members' Survey

ANSWER CHOICES	RESPONSES	
Indigenous	0.00%	0
Black	5.48%	4
Person of Colour	1.37%	1
Disabled	1.37%	1
Neurodivergent	4.11%	3
2SLGBTQIA+	13.70%	10
Unhoused	0.00%	0
Acadian/Francophone	6.85%	5
I prefer not to answer	6.85%	5
I do not identify as a member of an underrepresented community	67.12%	49
Other (please specify):	4.11%	3
Total Respondents: 73		

Q5 Are you currently registered as a member of Music PEI?

Answered: 73 Skipped: 0

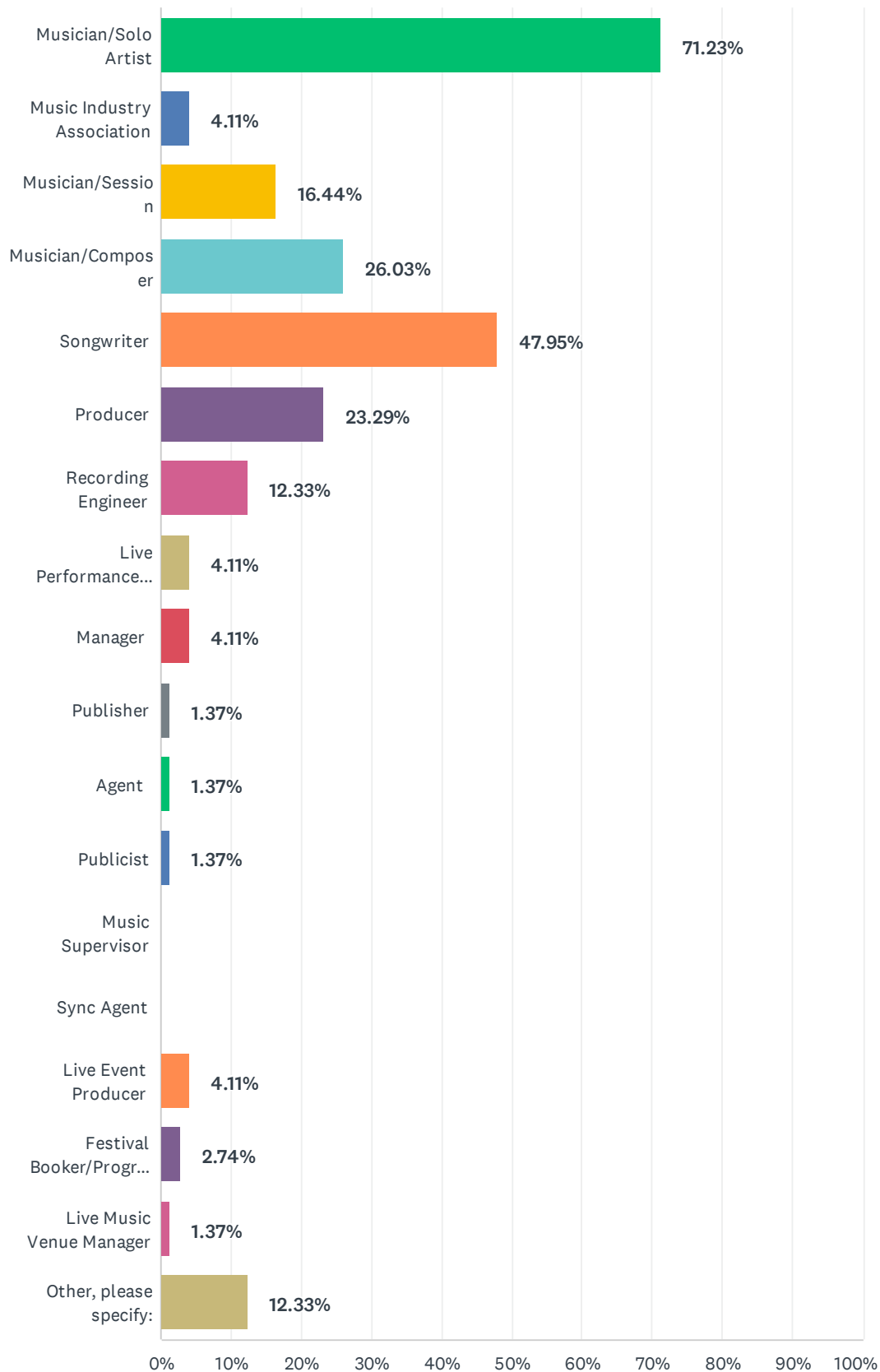


ANSWER CHOICES	RESPONSES	
Yes	83.56%	61
No	6.85%	5
Unsure	9.59%	7
TOTAL		73

Q6 What is your role in the music industry?

Answered: 73 Skipped: 0

2023 Music PEI Members' Survey

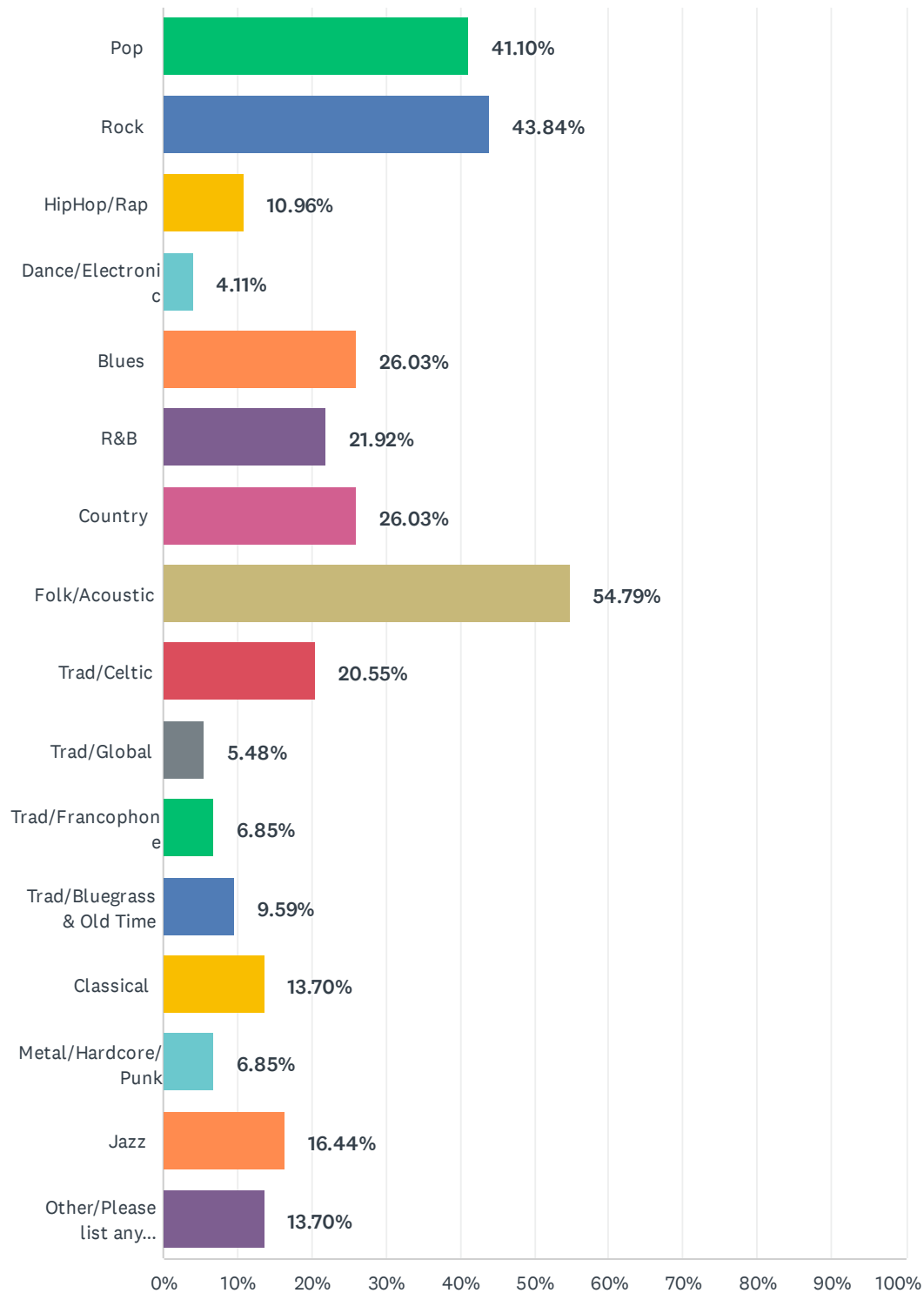


2023 Music PEI Members' Survey

ANSWER CHOICES	RESPONSES	
Musician/Solo Artist	71.23%	52
Music Industry Association	4.11%	3
Musician/Session	16.44%	12
Musician/Composer	26.03%	19
Songwriter	47.95%	35
Producer	23.29%	17
Recording Engineer	12.33%	9
Live Performance Engineer	4.11%	3
Manager	4.11%	3
Publisher	1.37%	1
Agent	1.37%	1
Publicist	1.37%	1
Music Supervisor	0.00%	0
Sync Agent	0.00%	0
Live Event Producer	4.11%	3
Festival Booker/Programmer	2.74%	2
Live Music Venue Manager	1.37%	1
Other, please specify:	12.33%	9
Total Respondents: 73		

Q7 Do you work with music of a specific genre?

Answered: 73 Skipped: 0

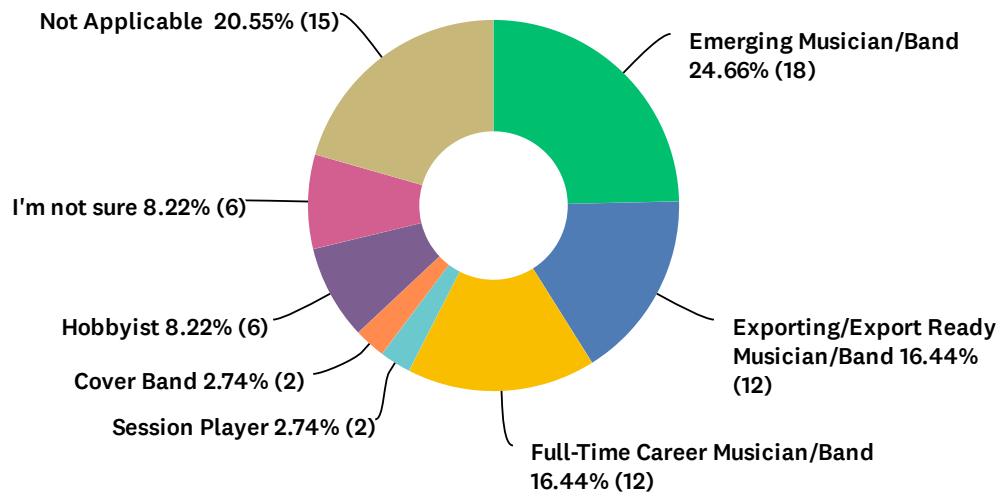


2023 Music PEI Members' Survey

ANSWER CHOICES	RESPONSES	
Pop	41.10%	30
Rock	43.84%	32
HipHop/Rap	10.96%	8
Dance/Electronic	4.11%	3
Blues	26.03%	19
R&B	21.92%	16
Country	26.03%	19
Folk/Acoustic	54.79%	40
Trad/Celtic	20.55%	15
Trad/Global	5.48%	4
Trad/Francophone	6.85%	5
Trad/Bluegrass & Old Time	9.59%	7
Classical	13.70%	10
Metal/Hardcore/Punk	6.85%	5
Jazz	16.44%	12
Other/Please list any sub-genres you'd like to include:	13.70%	10
Total Respondents: 73		

Q8 If you're a musician, please choose what your current direction is.

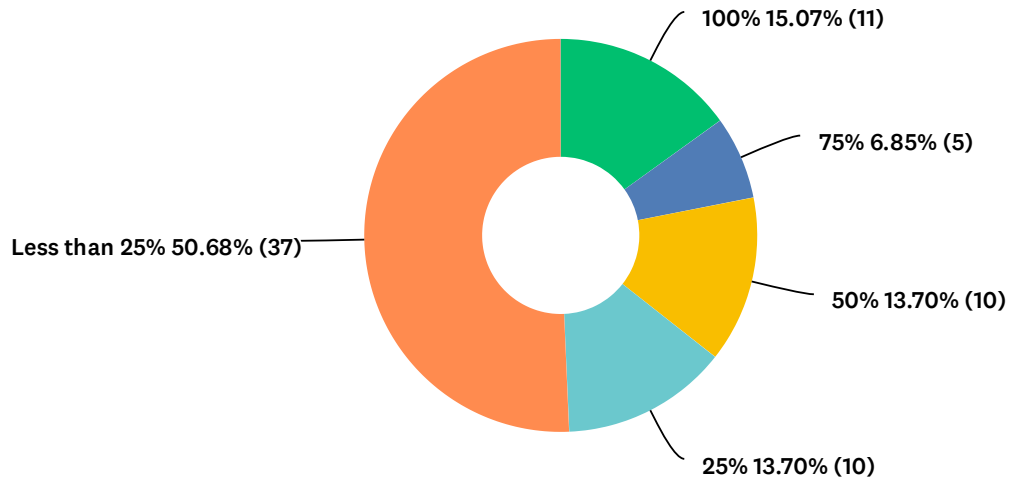
Answered: 73 Skipped: 0



ANSWER CHOICES	RESPONSES	
Emerging Musician/Band	24.66%	18
Exporting/Export Ready Musician/Band	16.44%	12
Full-Time Career Musician/Band	16.44%	12
Session Player	2.74%	2
Cover Band	2.74%	2
Hobbyist	8.22%	6
I'm not sure	8.22%	6
Not Applicable	20.55%	15
TOTAL		73

Q9 What percentage of your total annual income comes from your music business?

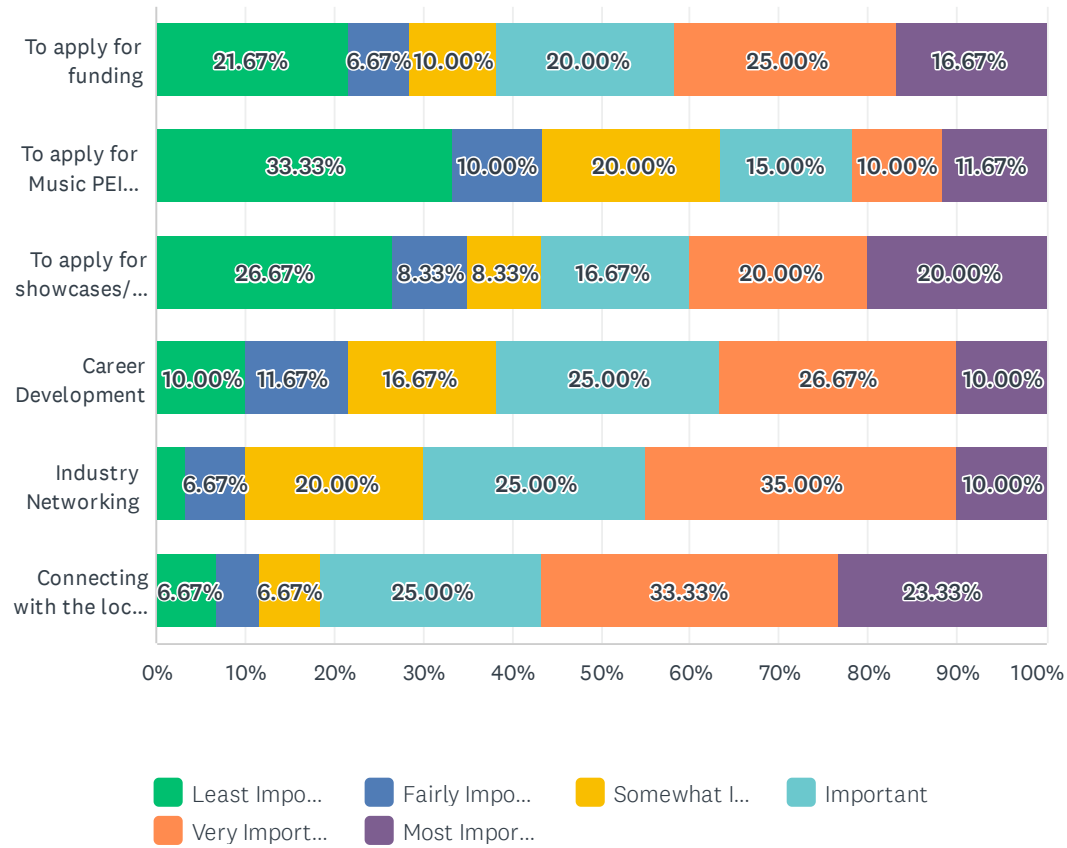
Answered: 73 Skipped: 0



ANSWER CHOICES	RESPONSES	
100%	15.07%	11
75%	6.85%	5
50%	13.70%	10
25%	13.70%	10
Less than 25%	50.68%	37
Not Applicable	0.00%	0
TOTAL		73

Q10 Please rank your main reasons for joining Music PEI.

Answered: 60 Skipped: 13



	LEAST IMPORTANT	FAIRLY IMPORTANT	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT	MOST IMPORTANT	TOTAL	WEIGHTED AVERAGE
To apply for funding	21.67% 13	6.67% 4	10.00% 6	20.00% 12	25.00% 15	16.67% 10	60	3.71
To apply for Music PEI Awards	33.33% 20	10.00% 6	20.00% 12	15.00% 9	10.00% 6	11.67% 7	60	2.93
To apply for showcases/export development initiatives	26.67% 16	8.33% 5	8.33% 5	16.67% 10	20.00% 12	20.00% 12	60	3.50
Career Development	10.00% 6	11.67% 7	16.67% 10	25.00% 15	26.67% 16	10.00% 6	60	3.75
Industry Networking	3.33% 2	6.67% 4	20.00% 12	25.00% 15	35.00% 21	10.00% 6	60	4.17
Connecting with the local music community	6.67% 4	5.00% 3	6.67% 4	25.00% 15	33.33% 20	23.33% 14	60	4.42

Q11 Is there any other reason you joined Music PEI?

Answered: 15 Skipped: 58

To support your great work

To support local artists

General interest in learning more about the organization.

To be noticed as a rock band from West Prince.

To support Music PEI

I feel like if u are from PEI and are a musician you need to be a member of your music association

Hoping to make genuine connections

Getting to know the music scene & opportunities

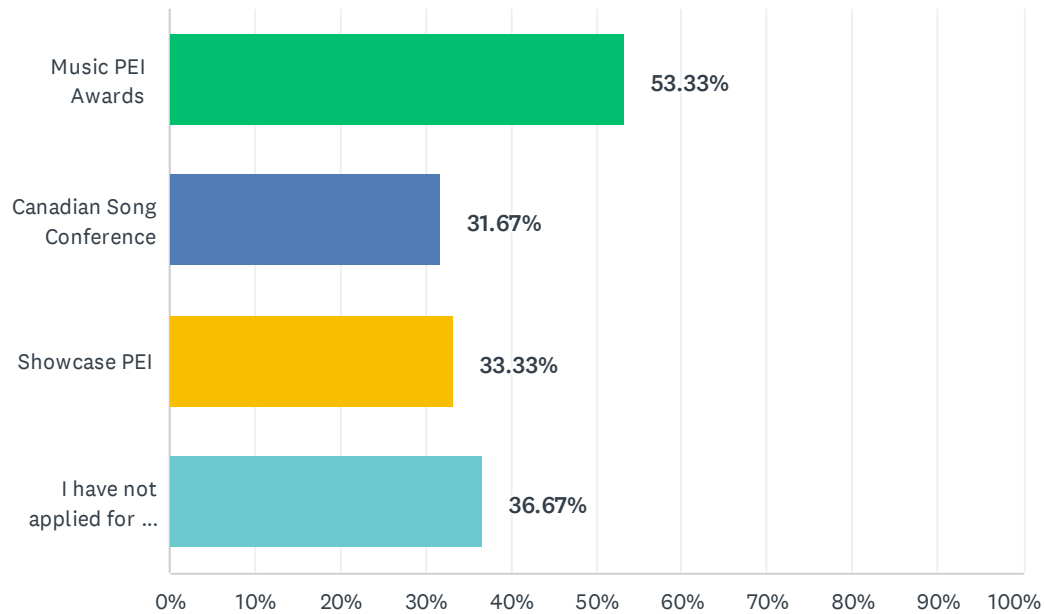
To contribute and help other artists

I want to make a difference, have my chance to try just that. Hopefully to be given opportunities to help myself, my band, and our communities alike.

Remaining answers are No or N/A

Q12 Which Music PEI industry events have you applied for?

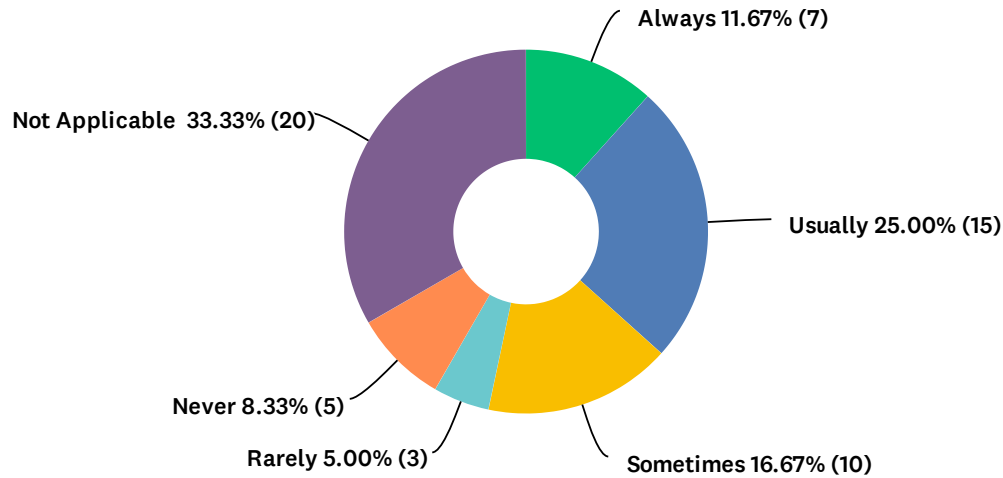
Answered: 60 Skipped: 13



ANSWER CHOICES	RESPONSES	
Music PEI Awards	53.33%	32
Canadian Song Conference	31.67%	19
Showcase PEI	33.33%	20
I have not applied for any Music PEI industry events	36.67%	22
Total Respondents: 60		

Q13 How often have you been successful in your application to Music PEI industry events?

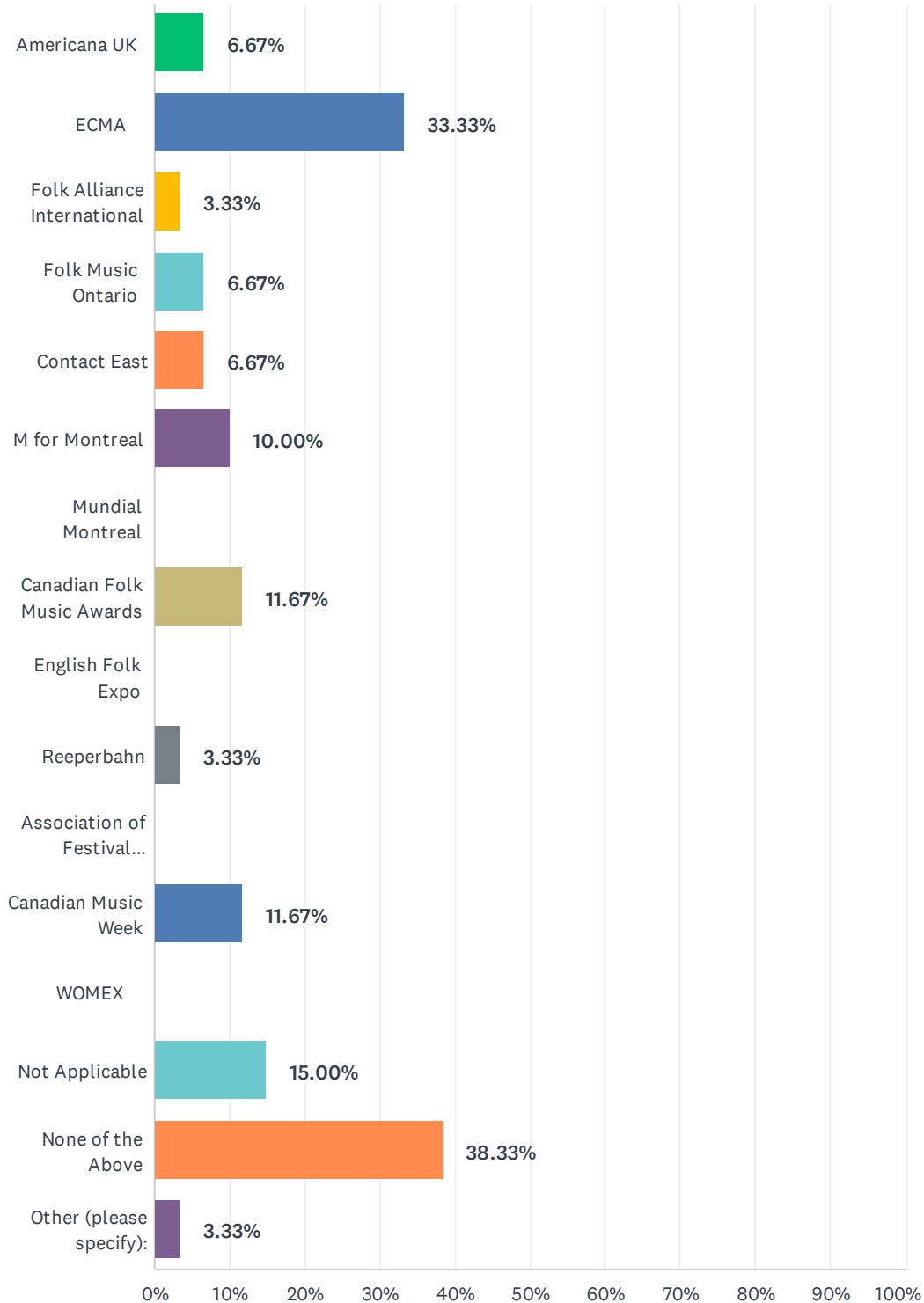
Answered: 60 Skipped: 13



ANSWER CHOICES	RESPONSES	
Always	11.67%	7
Usually	25.00%	15
Sometimes	16.67%	10
Rarely	5.00%	3
Never	8.33%	5
Not Applicable	33.33%	20
TOTAL		60

Q14 Which Music PEI-partnered Export Showcase(s) have you participated in?

Answered: 60 Skipped: 13

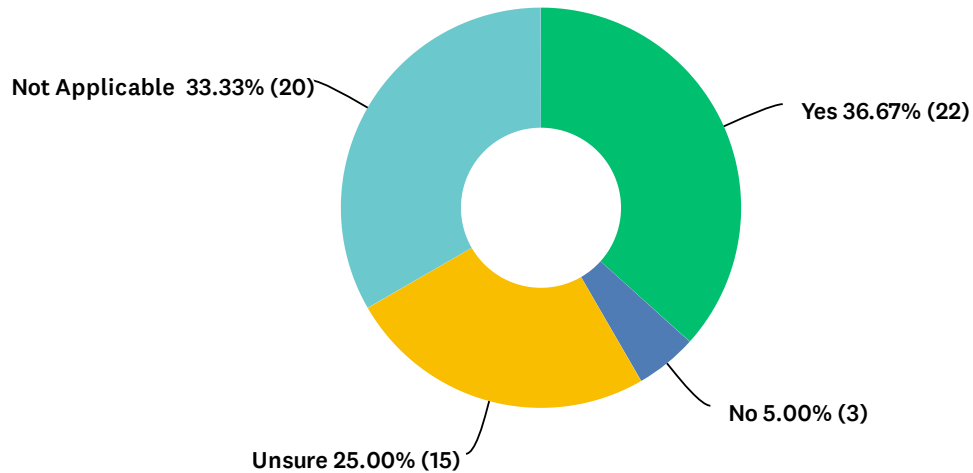


2023 Music PEI Members' Survey

ANSWER CHOICES	RESPONSES	
Americana UK	6.67%	4
ECMA	33.33%	20
Folk Alliance International	3.33%	2
Folk Music Ontario	6.67%	4
Contact East	6.67%	4
M for Montreal	10.00%	6
Mundial Montreal	0.00%	0
Canadian Folk Music Awards	11.67%	7
English Folk Expo	0.00%	0
Reeperbahn	3.33%	2
Association of Festival Organizers	0.00%	0
Canadian Music Week	11.67%	7
WOMEX	0.00%	0
Not Applicable	15.00%	9
None of the Above	38.33%	23
Other (please specify):	3.33%	2
Total Respondents: 60		

Q15 Have you found participating in a Music PEI industry event/ export showcase to be worthwhile with a good return on investment?

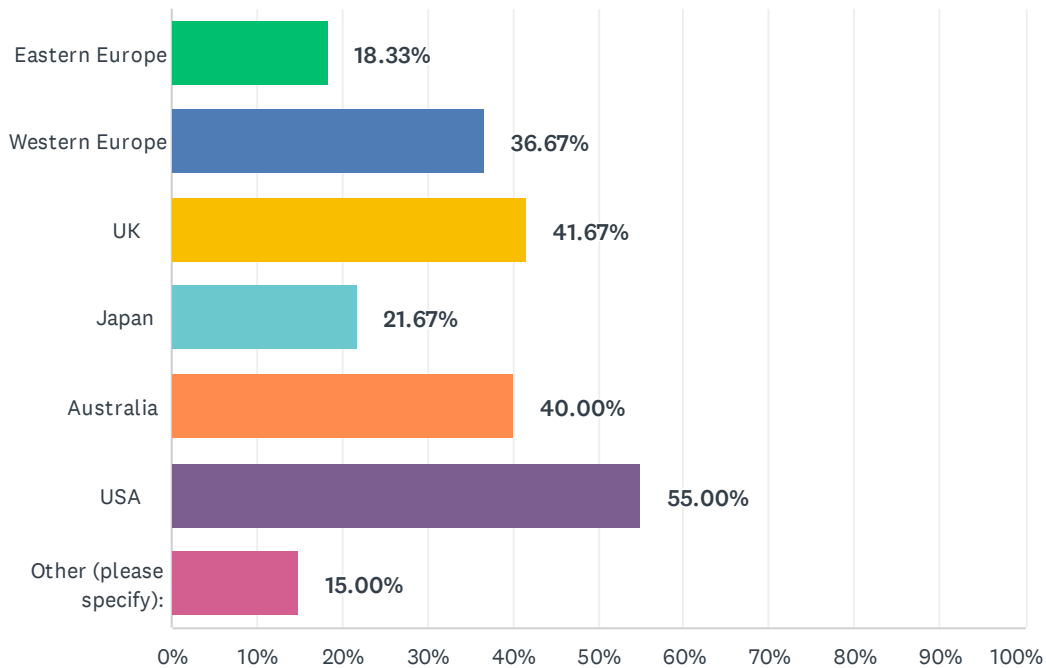
Answered: 60 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	36.67%	22
No	5.00%	3
Unsure	25.00%	15
Not Applicable	33.33%	20
TOTAL		60

Q16 What export regions would you like to see Music PEI develop?

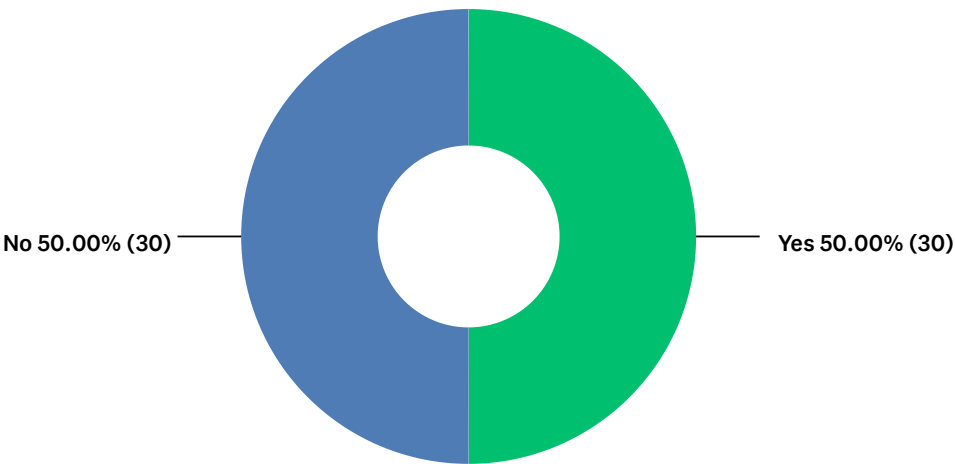
Answered: 60 Skipped: 13



ANSWER CHOICES	RESPONSES	
Eastern Europe	18.33%	11
Western Europe	36.67%	22
UK	41.67%	25
Japan	21.67%	13
Australia	40.00%	24
USA	55.00%	33
Other (please specify):	15.00%	9
Total Respondents: 60		

Q17 Have you applied for or received any funding from Music PEI?

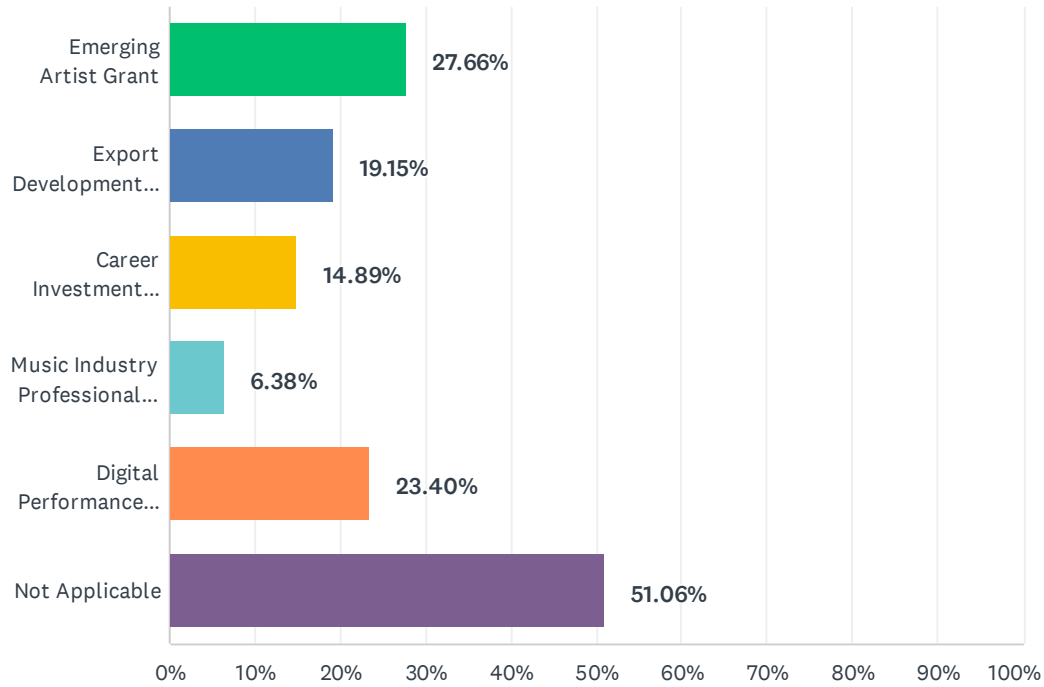
Answered: 60 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	50.00%	30
No	50.00%	30
TOTAL		60

Q18 If you answered 'yes' to the above question, please select which funding you've received.

Answered: 47 Skipped: 26



ANSWER CHOICES	RESPONSES	
Emerging Artist Grant	27.66%	13
Export Development Grant	19.15%	9
Career Investment Grant	14.89%	7
Music Industry Professional Development Grant	6.38%	3
Digital Performance Creation Fund	23.40%	11
Not Applicable	51.06%	24
Total Respondents: 47		

Q19 Please describe your experience (positive or negative) with receiving or applying for funding from Music PEI. Can you suggest any improvements?

Answered: 30 Skipped: 43

The process for applying is fast and easy for the applicant. Maybe sending funding acknowledgment graphics when the contract is sent would be handy.

Overall, applying for funding through Music PEI is an abysmal prospect, unless of course you're: a) based in Charlottetown; and b) among Music PEI's favourites. After reviewing the recipients of the grants over the past number of years, you find the same artists receiving essentially money almost every round of funding (at least every other round). Not sure why the same boring, generic music keeps getting all the funding, but it reflects poorly on both Music PEI as an organization that claims to support all Island members (not just their few darlings) as well as PEI as a province not to mention. My suggestion would be to stop getting adjudicators who must surely be either related to the artists or went to school with them since pre-k.

More eligibility for non export-ready artists

I'm not a big fan of podio. It would be great if there was a format where you could save progress and come back to the application. And also to be able to re-use materials easily from past applications. I never feel certain that the application has actually gone through...

All positive for the most part, although feedback and scoring would be nice to get.

My experiences in applying for funding have always been positive, even when I didn't receive funding in a particular round. I was given great feedback when I met to speak with Music PEI staff prior to my submitting my next application. The Takin' Care of Business course was also a huge help in taking my grant writing to the

It has been pretty straight forward, though I would suggest that some people find the office/in person support not accessible

Good experience ! They were really flexible when I had trouble with my producer not sending me the final mixes

Not all applications include a space to share in our own words information about our application that may need clarity, or info on our artistry, further intention for applying, etc. Sometimes could be useful to a jury.

Most of the funding keeps going to the established artist that should be able to fund their own projects. It gets really frustrating when Music Pei keeps heading out bucket loads of money to the same artist time after time

I never seem to receive funding. To be honest, it's not about music anymore. Music PEI makes such a huge deal about the colour of your skin, who you like to have sex with, etc. Why can't it just be about the music and leave it at that? Having categories based on your skin colour is inappropriate. Would you consider 'White artist of the year?' Neither would I.. that's racist.

I received one grant to record a demo over 17 years. I would like to see a recording grant funding.

Generally Positive.

I would love to see the funding opportunities open up to artists that don't tour but live here, play music here , write songs here, present concerts here, help with causes here, help with Benifits for fellow Islanders here, contribute to the economy here. We are the locals who the tourist want to hear and experience when they arrive. There is not much if any support for artists that are like us . We are still artists we just choose NOT to tour. Or we have already and choose not to anymore. We s want to write, perform and record our work. We also need help.

It was awhile ago

Only the speed of payments but you're at mercy of your finders too.

Music PEI's funding applications are the most straightforward of all granting bodies. Great job!

Super easy to apply via the online portal and the final report was simple.

Q19 Please describe your experience (positive or negative) with receiving or applying for funding from Music PEI. Can you suggest any improvements?

Answered: 30 Skipped: 43

It seemed like it was smooth, I was pretty confident with my application. It felt nice to receive appreciation from a local music organization. I didn't really get feedback about my music, so it might be nice to get feedback from folx that are involved in the decision making process. It is also hard to not feel tokenized as a Queer POC applying to any of this funding, not a lot of BIPOC folx get their funding/awards and even if they do, it's usually not promoted with the same intensity and rather seems like it's promoted through a tokenizing lens.

The question regarding the bank account was frustrating. I have a separate bank account for music but it's not a business account. Maybe it should be. Also I think a lot of projects fall between the cracks of 'emerging' and 'export'. There are many people that make and create and perform music for reasons other than reaching international audiences that can use support from the Music PEI community. Which Music PEI is good at, but could still improve upon.

It is never an easy experience and most of the time the money is given to their board members anyway. Suggestion is stop giving all your money to yourselves or have an external panel that reviews the submissions. Same thing goes with awards, programs and most other things you offer. Unless you are an artist who is part of "insiders group" you are ignored for the most part.

The organization lacks serious support for industry personnel

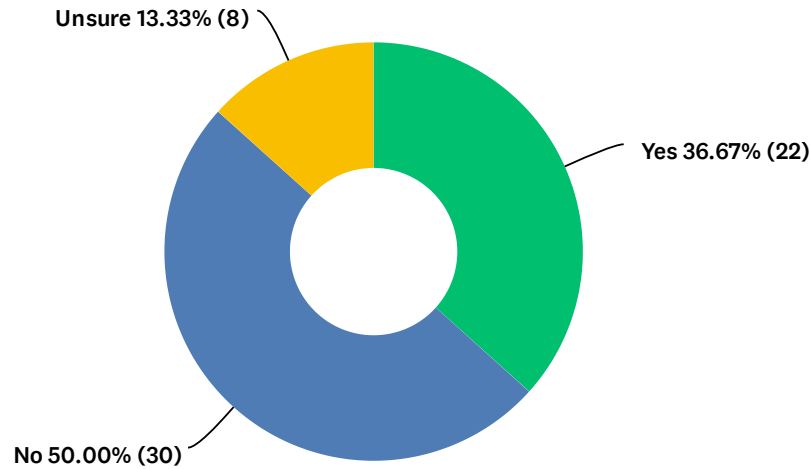
Was easy process

Super positive. Keep up the good work!

Remaining answers are No or N/A

Q20 Is there anything that prevents you or holds you back from applying to Music PEI funding or programs?

Answered: 60 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	36.67%	22
No	50.00%	30
Unsure	13.33%	8
TOTAL		60

Q21 Are there any specific funding opportunities you would like to see the association offer in the future?

Answered: 60 Skipped: 13

More music conference networking opp. in different countries for music business.

I would love to have the opportunity to apply for Music PEI sponsorship of concerts, especially to bring in guest artists from away to collaborate with. As a suggestion, \$1000 to cover travel/accommodations would make concerts like this more feasible. And it would be great if this didn't fall under the 1 grant/year model. And also if this could be available all year round with a quick turn around so that opportunities could be seized to have guest artists confirmed even just a few months in advance.

Unsure as I am unfamiliar with the scope of existing opportunities

Opportunities for youth

More funding in general.

Travel allowances for performance opportunities. I know these exist but if you're looking to invest more in another area, further funding here would be great.

The covid capital investment program was really useful and although it was done during exceptional circumstances, it would be useful again.

Partnerships with a marketing team that will market an entire single for an emerging artist (including social media marketing) partnering with the film school to make music videos

Grants towards capital expenses (studio gear, etc?) Funding for mentorship (expertise expenses) Year round microgrants specifically for finalizing releases (Mixing, Mastering fees)

Travel funding for independent media to cover our artists at major events.

None that I can think of.

Funding for more mainstream artists that are radio friendly and not folk

Make it equal opportunity. If you're good enough, you're good enough. Stop with the division of music using skin colour & sexual preference.

More focus on rock music less folk.

Songwriting residences

Funding for Alumni projects/ Funding for senior Musicians

Recording grants should go through Music PEI, not the PEI Art Grant which competes with many other disciplines.

Not off the top of my head

Funding for artists who present our music here to Islanders, money for us to record, money to present our shows the way they should be presented, with accompanying musicians, sound techs, lighting.

Live performance

I know music nl has ongoing tour funding available a month in advance. That seems helpful I guess

Creation grants!

Trips to LA, Nashville and other major markets to network and learn from established professionals.

Not specifically

Q21 Are there any specific funding opportunities you would like to see the association offer in the future?

Answered: 60 Skipped: 13

Not at the very moment.

A scholarship funding for a student who completed their education at Holland College and wants to transfer to Berklee College of Music to further their education.

Not sure...maybe small project funding? For EP/Singles?

Partner with Music therapists from different ethnic backgrounds to offer a workshop on how music affects our audiences and how to use that in the creative process.

Perhaps more sit down opportunities with Music PEI staff to point artists in the right direction for funding and growth opportunities

I would like Music PEI to coordinate more workshops and training.

Maybe helping venues, to help kickstart the entertainment industry within the island

Industry mentorship

Anything that helps deliver the live act. Presentation. You don't have to use all the ideas, it's just good to have in your pocket and help you find your way.

Helping musicians set up home recording studio. Sessions musicians providing tracks around the world could be good exposure.

not sure

Startup funding

Promotion and recognition locally

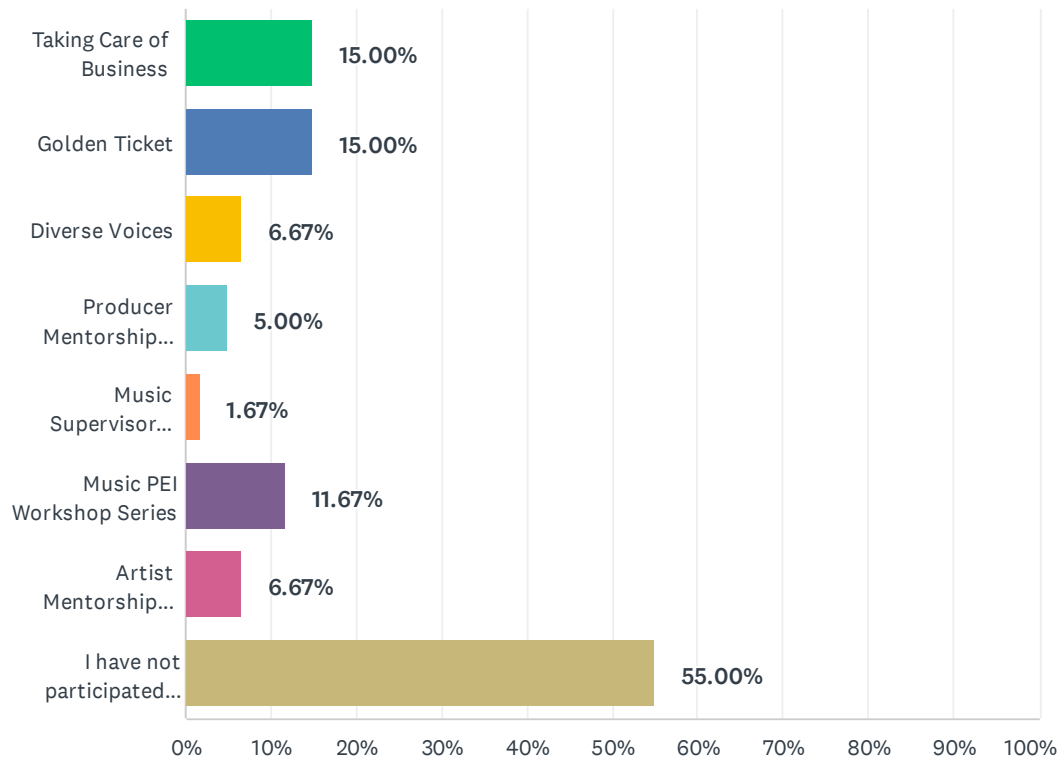
Increase in funding for emerging artists Funding specifically for creating digital content 2 slots for music industry funding Music Video funding

Encouraging more music writing/making in island communities with a hobby focus.

Remaining answers are No or N/A

Q22 Which Music PEI programs have you participated in?

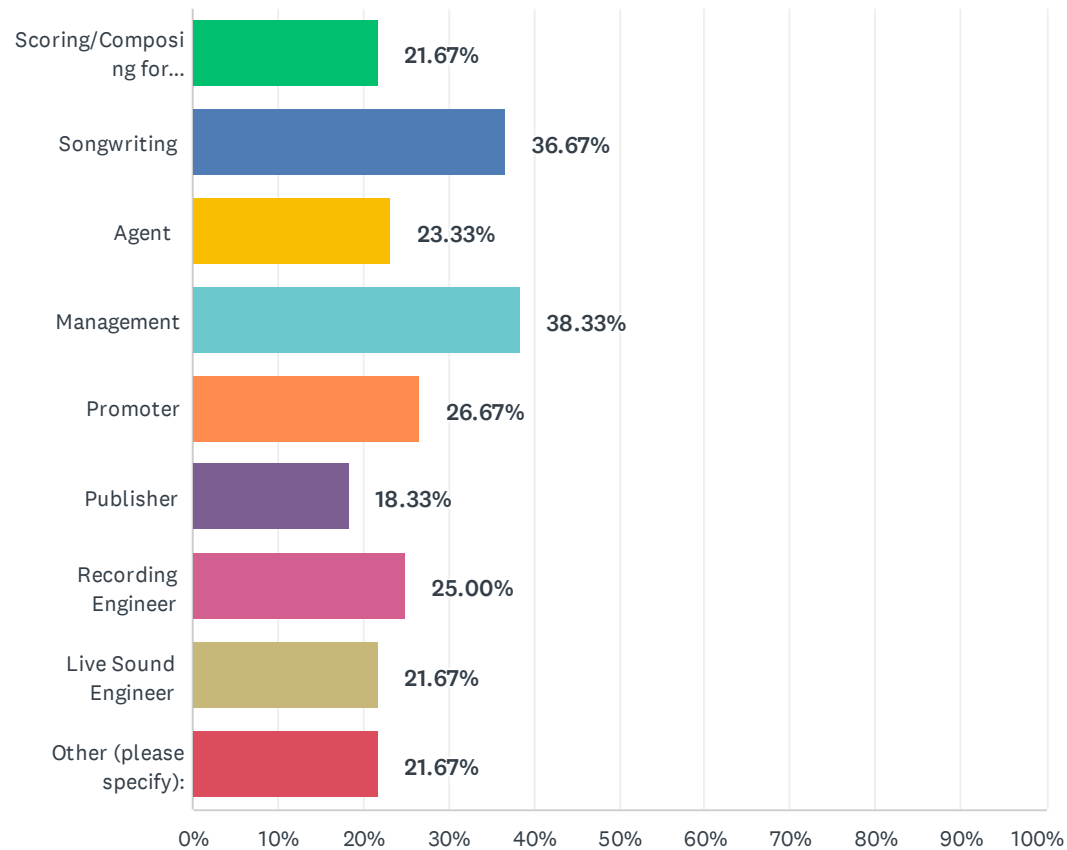
Answered: 60 Skipped: 13



ANSWER CHOICES	RESPONSES	
Taking Care of Business	15.00%	9
Golden Ticket	15.00%	9
Diverse Voices	6.67%	4
Producer Mentorship Program	5.00%	3
Music Supervisor Mentorship Program	1.67%	1
Music PEI Workshop Series	11.67%	7
Artist Mentorship Program with Sounds Just Fine	6.67%	4
I have not participated in any Music PEI programs	55.00%	33
Total Respondents: 60		

Q23 Is there a mentorship topic you would like to see Music PEI deliver?

Answered: 60 Skipped: 13



ANSWER CHOICES	RESPONSES	
Scoring/Composing for Film/TV/Theatre	21.67%	13
Songwriting	36.67%	22
Agent	23.33%	14
Management	38.33%	23
Promoter	26.67%	16
Publisher	18.33%	11
Recording Engineer	25.00%	15
Live Sound Engineer	21.67%	13
Other (please specify):	21.67%	13
Total Respondents: 60		

Q24 Are there any other programs or initiatives you would like to see MPEI offer in the future?

Answered: 60 Skipped: 13

A local youth showcase and or mentorship

More opps for music companies

I think MPEI members would benefit from a workshop on healthy touring habits.

Unsure as I am unfamiliar with the scope of existing programs

How to move into the emerging artist stage.

I'd like to see the artist exchange program come back. Perhaps this could be application-based program. In my recent travels I am meeting with other artists whose style compliments my own and vice versa. It would be great to partner with another organization in a different country to co-sponsor this type of exchange. It's such a great way to connect with an existing fan base and further opportunities for exporting island artists.

More in-person networking events, across the island. (More things need to happen outside of Charlottetown)

I'd like to see it more active on social media and put out more info and artist support on socials

Maybe some sort of outreach in highschoools or post-secondary to introduce younger people to programs/funding available to them. Maybe this exists. Is there any presence at SOPA or UPEI or island band programs? Not sure!

Not that I can think of at the moment.

None that I can think of.

Workshops in different communities in pei. NOT JUST CHARLOTTETOWN

As described above.

A focus on rock/hard rock/loud music

Branding & promotion seminars.

Alumni Funding/ Funding for senior Musicians

Zoom with music supervisors, TV and Film producers

Not off the top of my head

More support for more and all PEI artists not just the chosen few

Monetizing digital technology

I think a monthly mixer of some sort could be cool, or some kind of mutual support meetups. Would be cool to get to know more people in music who might work outside of our « scene » and cross pollinate in some way. Truly think you're all doing great work!

It would be great to have some informal events (not attached to awards or showcases) bringing musicians & music industry folks together for information-sharing and co-mentoring

A program that touches on the use of music in healthcare may be a benefit to the broader community

Not specifically

Any programs for back to (music)school assistance.

Maybe facilitation of songwriting workshops or low key mixers?

Q24 Are there any other programs or initiatives you would like to see MPEI offer in the future?

Answered: 60 Skipped: 13

Catalog helpful people or MPEI members and what they do so we know what the music scene is offering.

An annual published list of PEI and Atlantic Canadian venues with contact information. i.e. A list of venues, locations, audience sizes, typical genres featured, brief description of venue and main contact info for booking inquiries.

More opportunities for urban artists

More programs for the general music community, not just professionals and youth

Maybe some workshops on different genres in specific formats!

Developing an industry personnel program that does try to teach the artist how to multitask but rather targets a person interested in the career path

More support for hip hop artists

Nothing I can think of at this moment, keep up the Great work! Whenever my MLA comes campaigning for an election I always say two things and you're one of them.

Partnering with earshot again for distribution credit again, more flexible funding programs

Orientation in applications

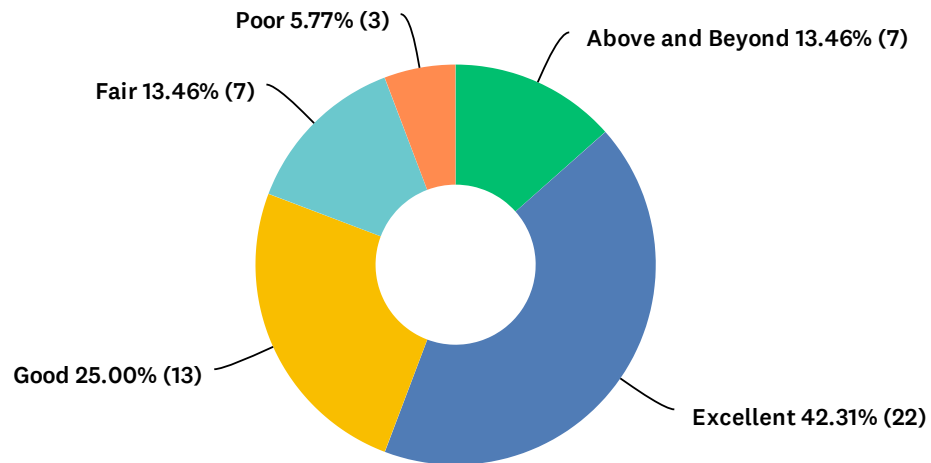
A Boot Camp program like Music NS offers More mentorship opportunities designed for underrepresented communities An opportunity to learn about the numerous ways to be involved in the music industry even if you aren't a musician

Engaging with the choral community on PEI.

Remaining answers are No or N/A

Q25 How well do you think Music PEI meets its goals and serves its members?

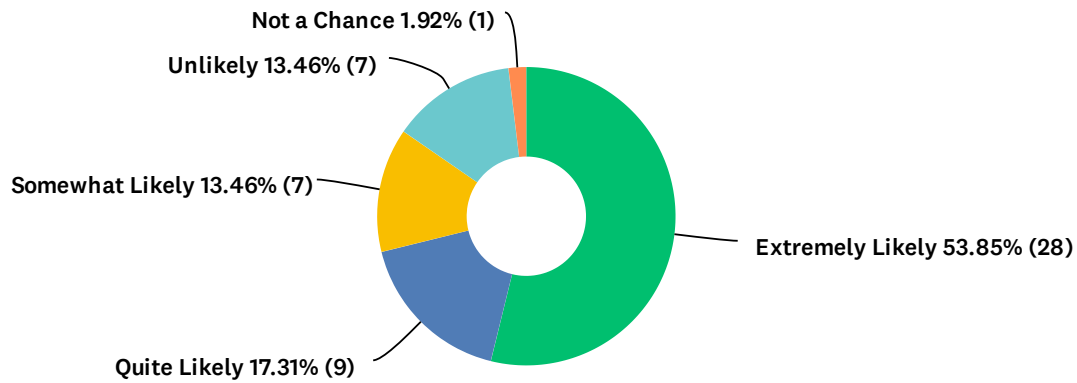
Answered: 52 Skipped: 21



ANSWER CHOICES	RESPONSES	
Above and Beyond	13.46%	7
Excellent	42.31%	22
Good	25.00%	13
Fair	13.46%	7
Poor	5.77%	3
TOTAL		52

Q26 How likely are you to recommend Music PEI to others in the music industry?

Answered: 52 Skipped: 21



ANSWER CHOICES	RESPONSES	
Extremely Likely	53.85%	28
Quite Likely	17.31%	9
Somewhat Likely	13.46%	7
Unlikely	13.46%	7
Not a Chance	1.92%	1
TOTAL		52

Q27 From your perspective, how does Music PEI benefit you most?

Answered: 52 Skipped: 21

Funding and showcases

Outreach to its members

too soon to tell

Music PEI has been responsible for launching me into the international market in a big way.

Communication on events and opportunities that I think will be beneficial when I am a little older.

Funding, showcasing.

Music PEI has given me many opportunities to pursue music full time. The mentorship and programs like Taking Care of Business and the awards have added valuable skills to my management toolkit, and have helped to build my resume.

Showcase PEI is a huge opportunity, and being able to go to showcase events with the support of Music PEI is a great gift.

Being part of the community and having a local support system

Funding for projects and opportunities which expedites my ability to create, and expanding my network through programs, which elevate my career.

You enable artists to create music that I can then promote .

They help me get paid gigs, and develop my career.

It hasn't. We have hardly been looked at yet we are one of the busiest bands on pei. We have had to do all the grunt work and fund our own projects after we were rejected because an artist that keeps getting funded year after year

As a white female, not very much sadly.

Exposure to broaden our fan base

Giving me the ability to get my music to new audiences and making key industry connections

Networking

With occasional travel fundingAlumni

The creation of Music PEI has been a tremendous asset to the increasing talent pool here on PEI since its inception. 20-25 years ago, our genres included Irish pub music and classical with a couple of metal bands and cover bands thrown in for good measure. Now, thanks to Music PEI we can celebrate every single genre mentioned in the survey!! We have amazingly talented singer/songwriter/poets who are actually able to make a living as at it!!! Dennis Ellsworth, Tara MacLean, Catherine MacLellan & Alicia Toner to name a few!! And to answer your question, Music PEI benefits and supports the artists who build our businesses and communities.

Keeping up with my peers' activities

Funding my projects.

I have not really been supported by Music PEI

It's "industry" oriented, rather than "artist"

Great funding opportunities & solidarity

They hire my studio and promote our clients and their art.

Q27 From your perspective, how does Music PEI benefit you most?

Answered: 52 Skipped: 21

Networking is the most important for me as and emerging artist with no specific plans to be a touring musician. I have made some important connections and some close friends through Music PEI.

Funding and connection to PEI Music Community and members.

It allows me to stay up to date with the music industry on PEI and apply for available opportunities.

New opportunities presented that would otherwise not happen.

Opportunities

Educational Opportunities

Consistent information.

It is very vital to help artists stay connected through workshops, awards, funding and live events

I was hoping to get able to volunteer for activities

Over the years, Music PEI has helped to shape the island in a lasting way. To give a small band from a rather isolated island a tether to a feeding network. The workshops are definitely something I'm interested in, to better myself as a musician, business

It benefits for having 1 award for hip hop artists so our names are atleast included but other than that I feel music pei does what it can to keep hip hop artists down

Promotes a community, professionalizes, moves everything forward and contributes to the economic and local success of our music

I'm currently not using to full benefit.

At this time just keeping me in touch with local music updates

Keeps me informed of other musicians and their shows/accomplishments.

Current events

By connecting me with the local music community, and through networking with other industry professionals

Potential funding source

Remaining answers are No or N/A

Q28 What can Music PEI do to better support you in your career in the music industry?

Answered: 52 Skipped: 21

Mentorships for music companies

This is self-centred, but I would love to have more delegates at Showcase PEI who are geared towards classical music programming.

Some mentorship on how I can access funding and move myself towards and emerging artist

Additional funding support when travelling to showcases.

Keep on rocking. You all do great stuff.

Bring more agents from Europe to our events here.

More mentorships

Honestly - not sure. Just keep doing what you're doing - and uplifting others who don't regularly get funding or support - as that benefits us all in the end.

More workshops for industry workers.

Help people learn how to network, as someone who has trouble with being socially awkward, especially around older, more experienced (and intimidating) delegates/professionals.

Everyone talks about diversification but you really don't step out of Charlottetown. You don't include many acts from all over pei. You exclude acts from the rest of pei.

Stop with the division of skin colour and sexual preference.

Provide opportunity for other genres like rock music.

Focusing more on other genres outside of folk/indie

Promotion, visibility.

Alumni Funding

We need more sound & lighting techs...so perhaps an apprenticeship program?

Get a lot more funding from government agencies and corporations

It would be cool if they presented more concerts year round in PEI.

I have outlined in above answers

Keep going!

Continue to entice established creators to come and participate in the music making process here on pei.

Continue to do more of the same. I'm a believer that just being a member of any association is not a guarantee that you'll have support because it is up to the member to actively participate, apply and inquire.

I would appreciate it if they are more open to the Music I make (or BIPOC music in general) and diversify their music listening experience.

Maybe facilitate social events / mixers for networking?

Pay attention to our music

Give equal opportunity to all musicians. Perhaps give some funding to someone other than the same 6 people who have received it for the past 10 years.

Q28 What can Music PEI do to better support you in your career in the music industry?

Answered: 52 Skipped: 21

Include a helpful tip from successful and diverse artists on how to become a better musician.

More conferences

List of venues and contacts in Atlantic Canada.

More opportunities to chat in person with staff for more direction.

As stated above

Get my band ShipWrecks some gigs! Hahahah. Joking of course! Truly we would love some gigs! We really want to break into Charlottetown's music scene!

Build the industry personnel

More events and supports for hip hop artists

Continue to be cool! :)

Support local industry. Not just export intended entertainers.

Just keep up good representation for local musicians

Transparency, stop appointing degenerate board members who go on to win Music PEI awards for recording, studio every. single. year.

More help for emerging artists

Nothing really...if something comes up though that would be helpful to me in my musical pursuits, I'm glad to be a member.

Recognize solo artists older than 30 years

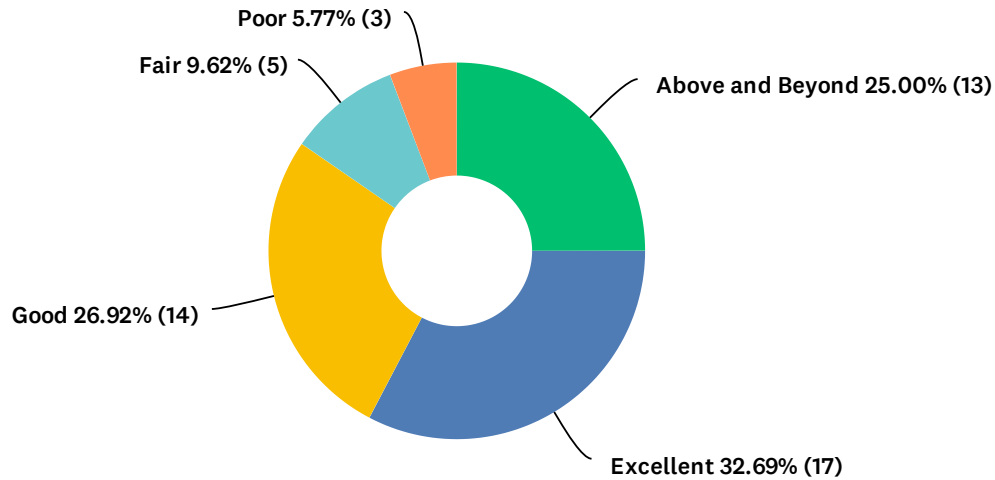
Create more opportunities for people who want to be involved in the industry side

Health benefits package?

Remaining answers are No or N/A

Q29 How well do you think Music PEI supports diversity and inclusion in the music industry?

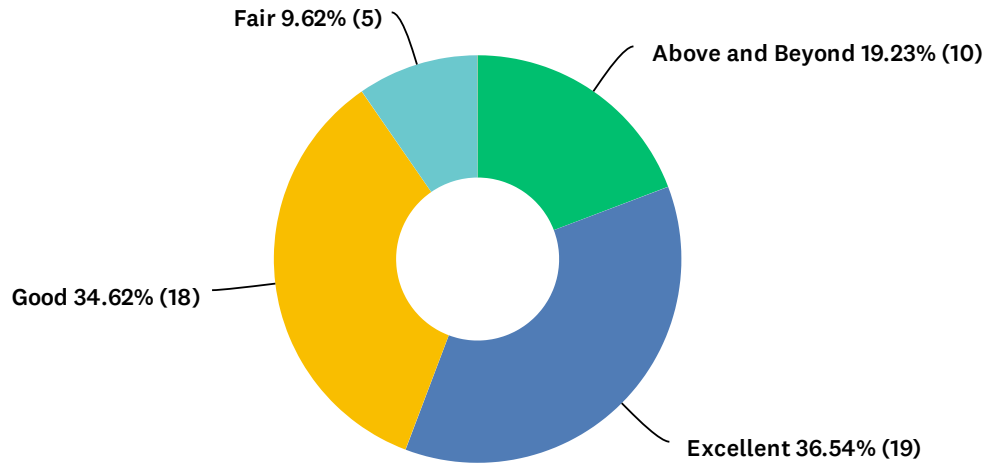
Answered: 52 Skipped: 21



ANSWER CHOICES	RESPONSES	
Above and Beyond	25.00%	13
Excellent	32.69%	17
Good	26.92%	14
Fair	9.62%	5
Poor	5.77%	3
TOTAL		52

Q30 Please rate Music PEI's Communication with Members (Newsletter/ Social Media/Email)

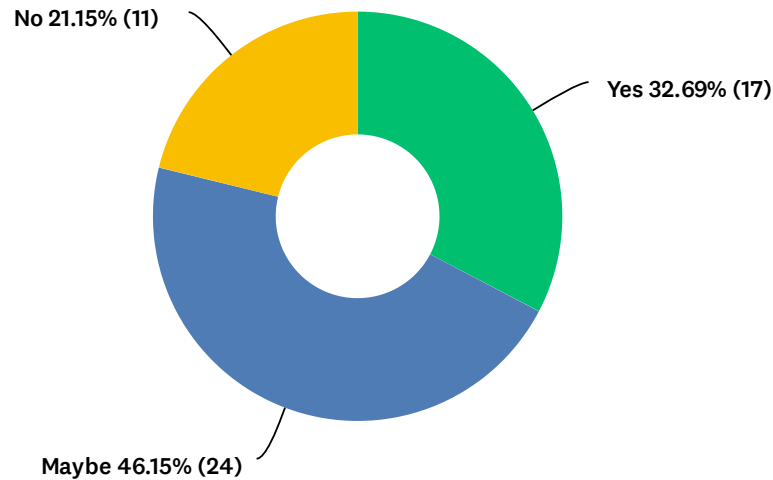
Answered: 52 Skipped: 21



ANSWER CHOICES	RESPONSES	
Above and Beyond	19.23%	10
Excellent	36.54%	19
Good	34.62%	18
Fair	9.62%	5
Poor	0.00%	0
TOTAL		52

Q31 Would you consider paying a higher membership fee for additional benefits/services to be included in your membership?

Answered: 52 Skipped: 21



ANSWER CHOICES	RESPONSES	
Yes	32.69%	17
Maybe	46.15%	24
No	21.15%	11
TOTAL		52

Q32 Please list one thing you think MPEI does best.

Answered: 52 Skipped: 21

Provide showcasing opportunities

Exp dev for artists

I can't believe the number and quality of programs you have for Island artists. I had no idea until recently. Way to go!

Providing funding opportunities

Communication of opportunities.

Showcase PEI

Communication

Showcase PEI.

Their newsletters

Supports and advocates for Island talent on a grand scale in what feels like a genuine way.

You enable artists to get their music out there to industry figures who can help them

The connections you can make with the music industry across the globe through music PEI are incredible. Other associations, I've heard, are not as connected as MPEI.

Plays favourites

Excluding a very certain percentage of the population.

Very informative with mail newsletter for upcoming opportunities.

Helping to make the PEI music scene feel like one big family.

Visibility of its members

Industry events

Shining the spotlight on our artists!

Communication with members

Lots of programs and initiatives for such a small organization.

Supports the same artists over and over

Supports all genres

Ease of funding applications

Create and promote great live performance events.

Offers opportunities to musicians at various levels of their careers.

Keeping members updated

communication

Organize showcases / funding.

Include everyone

Promote their board members music careers

Q32 Please list one thing you think MPEI does best.

Answered: 52 Skipped: 21

Creating opportunities

Struggle to keep up with the amount of work that needs to be done.

Consistent communication.

Email information and yearly awards

Honor professional musicians

Inclusion in our island! Supporting our musicians and fans are important!

Pats it self on the back

Supporting country, folk and rock artists

Build community, professionalizes

Provides funding for artists.

promotion of local artists

Be there for local talent

they are very good at supporting Charlottetown artists

Supports new artists.

Web page

Music PEI is excellent at championing our artists and creating global opportunities for musicians

Showcases

Remaining answers are No or N/A

Q33 Please list one thing you think MPEI could improve on.

Answered: 52 Skipped: 21

Exp dev for music companies

I don't know enough to comment on this yet.

Finding a better format for applications. For example, for showcases, I Want To Showcase is a way better site. And for funding, something like Canada Council's model is much less daunting.

Opportunities for youth

Be more on top of things. Many things happen very last minute, which for example, ends up leaving artists often unable to apply for showcase funding through Factor or CCA in time to receive it or know whether the application will be approved before heading to the showcase. Performance fees for Music PEI Week should be increased. Increase showcase travel funding,

Go back to more categories in the awards to help build up specific genres.

Transparency with its members of what is happening behind the scenes. Outreach to younger musicians could be improved.

Social media

Diversifying what is celebrated/awarded, (and therefore, variety in juries)

Encourage more artists to reach out to media. You cannot complain about not getting exposure in the media if you don't reach out to media. Articles I write are published in three provinces but I get more artists from Nova Scotia reaching out to me than from PEI.

This may not be true, but I've heard that you don't pay artists for showcases. As a member of Music NB, I'm aware that they do a lot for artists who showcase, including booking accommodations, and paying for travel.

Too many to name.

Please see above answers

Providing opportunity for other genres like rock music. Almost everything is focused on folk and country

Giving more artists a chance. Pushing artists that are working the hardest regardless of what genre they play

Too new to org.

Funding

I can't think of anything...

Get more money for grants

Already listed above.

Support for at home artists

Reaching out to non members

The 75% / 25% up front / on completion model of funding sometimes leaves hefty expenses sitting on credit cards for too long.

Interfacing with highly regarded music producers.

Nothing comes to mind

Diversity and Inclusion. Openness to different kinds of music (& spirituality)

Q33 Please list one thing you think MPEI could improve on.

Answered: 52 Skipped: 21

opportunities on a smaller local level

One on one with members

Support and promote all artists and industry professionals from all genres and roles.

Not at the moment

Find bigger pools of funding and hire more people.

Partnerships with Tourism PEI, local business, etc.

I can't think of anything in particular

Working with hobby musicians to improve their skills

Extended benefit application time.

Building an industry

Supporting the hip hop community

Took way too long to get a new website. Speed up the slow moving beast for these things.

more supports for artists that aren't career-level or export ready

I do not know at this time

Their favouritism

Emerging artist (non-export ready) funding/workshops

Personal connection mentorship

Increasing opportunities and support for alternative genres

Supporting disabled, bipoc artists

Remaining answers are No or N/A

Q34 Is there anything else you would like to share with us?

Answered: 26 Skipped: 47

Y'all are great!

It seems like a really well-run organization and Island artists are fortunate to have this kind of support!

I am so grateful for all MPEI does!

Thank you for all of the support. The emails show me lots of opportunities for me once I am older so I look forward to that!

Thank you!

I think this survey is an excellent addition to the membership.

Thanks for allowing feedback!

Not at the moment.

Nothing I can think of.

I always believed that music pei is more "music Charlottetown". I think, and I'm probably going to out myself, that music pei should remove itself from the Charlottetown area. Every 5 years it should be placed in different communities across pei to raise awareness and infuse more of the industry in to that town or community. And also could give an opportunity to someone in that community to help with projects in that community

It appears Music PEI has gone so woke that there is no coming back. I have absolutely no say in what direction you go, but please know that I've been paying membership fees for 3 years now and cannot support this organization anymore. Best of luck with your new direction.

Keep up the good work!

Our executive director is doing a great job !!!

Great team! Great organization!

Thank you for all you do!!

Nope! Keep it up.

PEI probably has more musicians per capita than any other province. However our homegrown hobbyists may like an opportunity to showcase or audition their talents.

Thanks for starting this organization and I'm thankful to be a part of it! Thank you, ShipWrecks

I think we need a whole new board

There's a bunch of us out there who truly appreciate what you do and you probably don't get feedback from. Your contribution is enormous. Thank you

I reached out to MPEI about a MPEI sponsored gig opportunity via 2 emails this year and wasn't given a reply to either. I understand if I maybe wasn't found applicable for whatever reason, but would have appreciated a return email either way as I have been a member for several years now. I didn't cite this lack of communication in earlier parts of the survey, as I am hoping it was just in my instance and not a general operational problem....but thought I would mention it here.

Remaining answers are No or N/A

Music PEI: A Voice for Island Music

Music PEI Mission

Music PEI is a non-profit member services organization devoted to advancing careers of Island musicians and music industry members.

Music PEI aims to promote, foster, and develop artists and the music industry on PEI, acting as an advocate and a representative at local, national, and international tables.

Strategic Directions

