

2020–21 Business Plan: Table 1 – Strategy and Governance

| Action Item | Timeline | Accountability | Completion Date | Implementation Date | Communications Strategy | Budget/Resources Required | Policies and Practices Needed in Support |
|--|--------------------------|--|--|---|--|--|---|
| 1. Magazines Canada Board of Directors to set policy direction for priority order of services the association delivers to members. | April 2020–November 2020 | Full Board supported by Executive Director. | November 2020 | <i>Ongoing</i> | | Staff minute-taking during Board meetings. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan. |
| 2. Board Subcommittee on Member Dues to adapt Magazines Canada’s dues calculation model to reflect the present-day reality of the Canadian magazine industry the association serves. | April–November 2020 | Board Member Dues Subcommittee supported by Executive Director, Director, Business Development and Accountant. | January 2021 | Members will approve adapted dues calculation model at the 2021 AGM. Adapted model to take effect in 2021–22. | Magazines Canada AGM materials pre-approval, Cover Lines, member bulletin, Magazines Canada committees post-approval. | Staff minute-taking during Board and committee meetings. | 2020–21 Business Plan, existing policy work conducted to date on adapting dues calculation model by Board Subcommittee, Revenue and Program Review Task Force, staff. |
| 3. Identify existing or new member product or service that could deliver ≥ \$25,000 per year in non-dues revenue for Magazines Canada. | April–November 2020 | Executive Director, Director, Business Development | November 2020 | 2022–23 | | Budget for product / service research and development including member research. | 2020–21 Business Plan, previous member research results. |
| 4. a) Begin planning for development of Magazines Canada’s 2023–26 Strategic Plan. b) Form Board Strategic Plan Subcommittee to work on development of Magazines Canada’s 2023–26 Strategic Plan. | January–March 2021 | Full Board supported by Executive Director. | a) 2023–26 Strategic Plan completed March 2022. b) Strategic Plan Subcommittee formed March 2021. | Members will approve 2023–26 Strategic Plan at the 2022 AGM. | Raise awareness among members of upcoming strategic plan development process at 2020 AGM and via member bulletin, Cover Lines, social media channels. <i>Ongoing</i> . | Staff minute-taking during Board meetings. Staff minute-taking during committee meetings. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan. |
| 5. a) Begin planning for Magazines Canada’s 50 th anniversary in 2023–24. b) Form Board 50 th Anniversary Subcommittee to contribute to planning 50 th anniversary activities. | January–March 2021 | Full Board supported by Executive Director and Director, Communications and Public Engagement. | a) June 2023 (MagNet). b) 50 th Anniversary Subcommittee formed March 2021. | June 2023 (MagNet). | Raise awareness among members of coming 50 th anniversary at 2020 AGM and via member bulletin, Cover Lines, social media channels. <i>Ongoing</i> . | Staff minute-taking during Board meetings Staff minute-taking during committee meetings. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan, 45 th Anniversary celebration archives. |

2020–21 Business Plan: Table 2 – Member Engagement

| Action Item | Timeline | Accountability | Completion Date | Implementation Date | Communications Strategy | Budget/Resources Required | Policies and Practices Needed in Support |
|---|---|--|-----------------|--|---|---|---|
| 1. Retain ≥ 95% of Magazines Canada members current as of 2020–21 (number of members). | April 2020–March 2021 with monthly targets and monitoring for obtaining of targets. | Executive Director, Director, Business Development lead working with full Magazines Canada team. | March 2021 | April 2020 and ongoing. | Personalized outreach. Member communications prioritizing services to members and benefits/solutions offered by membership. | Part of Magazines Canada staff salaries and benefits budget. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan. |
| 2. Grow member revenue by ≥ 15% on member revenue actuals from 2019–20 by repatriating former members. | April 2020–March 2021 with monthly targets and monitoring for obtaining of targets. | Executive Director, Director, Business Development lead working with full Magazines Canada team. | March 2021 | April 2020 and ongoing. | Personalized outreach. Member communications prioritizing services to members and benefits/solutions offered by membership. | Part of Magazines Canada staff salaries and benefits budget. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan. |
| 3. Grow member revenue by ≥ 5% on member revenue actuals from 2019–20 by recruiting new members. | April 2020–March 2021 with monthly targets and monitoring for obtaining of targets. | Executive Director, Director, Business Development lead working with full Magazines Canada team. | March 2021 | April 2020 and ongoing. | Personalized outreach. Member communications prioritizing services to members and benefits/solutions offered by membership. | Part of Magazines Canada staff salaries and benefits budget. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan. |
| 4. Conduct member research via online member satisfaction survey. | September–December 2020 | Executive Director, Director, Communications and Public Engagement | December 2020 | Share results with members January 2021. | Work to drive higher survey completion rate (> 20%) via personalized outreach to members and via member bulletin, Cover Lines, social media channels. | Budget for product / service research and development including member research. Part of Magazines Canada staff salaries and benefits budget. | 2018–23 Strategic Plan, 2019–20 member research, 2020–21 Business Plan. |

2020–21 Business Plan: Table 3 – Member Services

| Action Item | Timeline | Accountability | Completion Date | Implementation Date | Communications Strategy | Budget/Resources Required | Policies and Practices Needed in Support |
|--|---|---|---|---|---|--|---|
| 1. Government Relations Service: a) Conduct member research to determine priority GR issues. b) Determine scope of Magazines Canada’s GR activity: Federal only? Federal and provincial? c) Based on member research, Board Government Relations Subcommittee sets priority order of GR issues for the association to pursue. d) Pursue GR issues as identified and prioritized by members. | a) Conduct member research September–December 2020. b) Determine scope of activity: January–March 2021. c) Set priority order of issues: January–March 2021. d) April 2020–March 2021. | Full Board, Board GR Subcommittee, Executive Director. | March 2021 and ongoing. | April 2020 and ongoing. | Member outreach focusing on benefits and solutions offered by government relations service. Segment communications and layer messaging as appropriate. Communicate more regularly with members about Magazines Canada’s GR activities and “wins”. | Staff minute-taking during Board meetings. Staff minute-taking during committee meetings. Part of Magazines Canada staff salaries and benefits budget. Budget for public affairs firm. Budget for member research. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan. |
| 2. Retail Distribution Service: Continue to deliver top-flight retail distribution service to members who use the service. | April 2020–March 2021 | Executive Director, Director, Business Development, Manager, Retail Accounts, Accountant. | March 2021 and ongoing. | April 2020 and ongoing. | Member outreach focusing on benefits and solutions offered by retail distribution service to those members for whom it is appropriate. Segment communications and layer messaging as appropriate. | Part of Magazines Canada staff salaries and benefits budget. Funded by Ontario Creates. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan. |
| 3. Professional Development and MagNet: a) Continue to deliver high-quality, responsive professional development resources as identified by members via Magazines Canada committees and member research. b) Deliver MagNet 2020 as a virtual conference with dedicated programming streams that address member segments. | April 2020–March 2021 Note that as of 2021 and going forward, MagNet will take place in June, the same week as the NMAs. | Executive Director, Director, Business Development, Manager, Member Services and Benefits | March 2021 and ongoing. | April 2020 and ongoing. | Member outreach focusing on benefits and solutions offered by professional development resources and conference attendance. Segment communications and layer messaging as appropriate. | Part of Magazines Canada staff salaries and benefits budget. Funded by Department of Canadian Heritage and Ontario Creates. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan. |
| 4. Industry Research: a) Conclude retailer and consumer study on viability of click-and-collect channel for Canadian magazines. b) Conduct member research, as well as via member committees, to determine priority research topics by member segment. c) Identify next B2B- and arts and literary-specific research to undertake. | a) Conclude click-and-collect research March 2021. b) Conduct member research September–December 2020; ongoing via committees. c) April–November 2020. | Executive Director, Director, Communications and Public Engagement | a) Conclude click-and-collect research March 2021. b) Complete member research December 2020. c) Identify next B2B- and arts and literary-specific research to undertake November 2020. | a) Share results of click-and-collect research at MagNet June 2021. b) Share member research results with members January 2021. c) Implement B2B-specific and arts and literary-specific research in 2021–22. | Member outreach focusing on benefits and solutions offered by industry research. Segment communications and layer messaging as appropriate. | Part of Magazines Canada staff salaries and benefits budget. Funded by Department of Canadian Heritage and Ontario Creates. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan. |

2020–21 Business Plan: Table 4 – Operations

| Action Item | Timeline | Accountability | Completion Date | Implementation Date | Communications Strategy | Budget/Resources Required | Policies and Practices Needed in Support |
|---|--|--|-----------------|-------------------------|--|--|---|
| 1. Adhere to Board–approved organizational budget, achieving revenue targets while carefully managing expenses. | April 2020–March 2021 with quarterly monitoring for progress toward revenue and expense targets. | Executive Director. | March 2021 | April 2020 and ongoing. | Report to Board at regular intervals. | Part of Magazines Canada staff salaries and benefits budget. | 2018–23 Strategic Plan, 2020–21 Business Plan. |
| 2. a) Set key performance indicators for all permanent team members. b) Reward attainment of KPIs. | a) Set KPIs April 2020. b) Reward attainment of KPIs April 2021. | Executive Director. | March 2021 | April 2020 and ongoing. | All supervisors meet with direct reports to set KPIs for 2020–21. Regular monitoring for progress toward achieving KPIs. | | 2018–23 Strategic Plan, 2020–21 Business Plan. |
| 3. Permanent team members undertake professional development. | April 2020–March 2021 | Executive Director, all permanent team members. | March 2021 | April 2020 and ongoing. | All supervisors incorporate professional development into KPIs for 2020–21. Regular monitoring for progress toward achieving KPIs. | \$6,000 (\$1000 / permanent team member). | 2018–23 Strategic Plan, 2020–21 Business Plan. |
| 4. Cultivate a service culture at Magazines Canada every day. Maintain and build on team’s exemplary commitment to servicing members. | April 2020–March 2021 and ongoing. | Executive Director, Director and full Magazines Canada team. | Ongoing | Ongoing | Live by and reinforce daily our credo of the 3Rs related to member engagement: Retain every member we can. Repatriate those members who have left Magazines Canada. Recruit every new member we can. | Part of Magazines Canada staff salaries and benefits budget. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan. |
| 5. Magazines Canada is a High–Performance Association. Every single member knows why they pay dues (the value proposition) and what they get for their money (the benefits/solutions provided by our services). | April 2020–March 2021 and ongoing. | Executive Director and full Magazines Canada team. | Ongoing | Ongoing | All team members embody the association’s service culture to current, former and potential members in all activities they perform in service to them. | Part of Magazines Canada staff salaries and benefits budget. | 2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan. |
| 6. Transition to a virtual office; sublet the office at 555 Richmond St W, Toronto. | April 2020–March 2021 | Executive Director | March 2021 | March 2021 or sooner. | | | |