Peterborough Independent Podcasters Strategic Planning Session

DATE: June 8, 2019
TIME: 10:00 a.m. – 4:00 p.m.
LOCATION: Laridae (269 Charlotte St, Peterborough, ON)

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Peterborough Independent Podcasters – Strategic Planning

Board Retreat – Agenda

June 8, 2019

TIME	ITEMS
10:00 AM	• Welcome, Opening Remarks, Goals, and an Overview of Strategic Planning
10:30 AM	• Stakeholder Engagement Review
11:45 PM	• Break (15 mins)
12:00 PM	• Environmental Scan
12:45 PM	• Lunch
1:15 PM	• SWOT
2:00 PM	• Strategic Themes 'Deep Dive' • Shaping the Strategic Directions
3:45 PM	• Next Steps
4:00 PM	• Conclude

PIP Background

Part one of the report for the strategic planning session
Prepared by Ayesha Barmania
June 8, 2019

Mandate

The members of Peterborough Independent Podcasters endeavour to make podcasts. The corporation seeks to promote podcasting as a culturally inclusive, tolerant and celebratory medium with the potential to foster great freedom of speech and creative expression. In support of the creation of podcasts, Peterborough Independent Podcasters will provide accessible education and professional resources.

History

2015-2017

In late 2015, the idea for Peterborough Independent Podcasters started to take shape. I had recently completed the Gzowski Internship at CBC Radio, had spent a few years programming at Trent Radio, and I wanted to put together a collaborative podcasting group. The idea was to be a network of creators who could support each other, share resources, and promote podcasting locally. Like an artists' network that could work independently when it suits them and use the infrastructure of the group to collaborate on initiatives if desired.

Initially, I approached Trent Radio to see they would be interested in providing the organizational support for this project. At the time, I had wanted to podcast my Trent Radio show Sounds Like Life, and I knew several other programmers who were interested in or already podcasting. The idea was to create a podcast working group within the organization of Trent Radio. In no uncertain terms, Trent Radio leadership indicated they could not be the vessel for a podcasting group. There were concerns about the liability for music licensing, and long-term dedication of resources to sustaining podcasting when their mandate is to provide broadcast facilities. However, while they would not host the initiative, Trent Radio leadership was very supportive of the idea to create podcasting group.

From there, I put up a couple posters around Trent Radio and Sadleir House inviting interested parties to meet in the Trent Radio kitchen one evening to discuss the possibility of forming a group. At this point, I had done a bunch of research into how podcasts worked and how I could go about hosting my own - I felt I could provide support, leadership and education to others who wanted to join.

A small group of potential podcasters met one evening and became the foundation for PIP. Folks at that meeting were interested in sharing resources - the key model that was discussed was paying membership fees for access to a shared podcast host.

After that first meeting in December 2015, PIP remained an idea-in-progress until summer 2016.

In July, 2016, Jeff Moore and I ran PIP's first podcast skills workshop. It was a big moment for PIP as we got a pretty good group of interested people out. We went over what a podcast is, what works well in the medium, and how to achieve your goals. When they left at the end of the day, participants said they had learned a lot.

Later on in the summer, I rallied more of Jeff's help to get the website started. Jeff debugged and troubleshooted the website all summer until we had something we were reasonably sure could achieve our goals.

All we needed next was a podcaster. And through serendipity I was connected with Chanty Lemieux who does the Muses and Stuff podcast. Chanty became our first podcasting member and helped us as our guinea pig.

With Chanty all set up, I started to recruit more members, starting with the initial group from December 2015. Lester Alfonso and Angel Hamilton, local filmmakers and media artists joined. Choose Your Own Adventure joined up. I put up Sounds Like Life. Jeff produced Secret Admirer. And we were steadily growing from there. By the end of 2016 we had nine PIP members, these were all hosted on our site. At the time we were offering a membership that included hosting from $50/year. PIP members also got discounts for workshops.

In 2016, we also entered an arrangement to share office space with Rock Camp For Girls Peterborough. And we applied for and received a City of Peterborough Project grant for our Speaker Series initiative.

Coming into 2017, workshops were a big part of our operations. By far, our Podcasting 101 workshop has been the most popular and the biggest draw for participants. We also offered intermediate and advanced workshops. Rob Hailman conducted an Audio Mixing and Mastering workshop. And Jeff and I ran a Home Studio workshop.

At this time we were also being hired to run a couple of private workshops - generally Podcasting 101 for not-for-profit organizations. We were also available to hire to record events and make custom one-off podcasts.

Through 2017, I knew that I wanted to formalize the PIP operations I bit. We'd been running for about a year off of my laptop, often while I just worked at home in my spare time. It was time to get more people on board and think about what type of organization we wanted to be.

I considered structures such as whether we wanted to be for-profit, a co-operative, a charity or an incorporated not-for-profit. A co-op made sense in my initial construction of the idea for PIP but I came to the conclusion that a not-for-profit structure would still facilitate the community effort I envisioned and not-for-profits are comparatively easier to govern.

To incorporate as a not-for-profit corporation, PIP needed to have a few things including three directors, a mandate, and signatures. In March 2017, I put out a call for folks to help in the assembly of a "pre-board" for PIP. The pre-board met later that Spring and drafted the mandate that we included in our Letters Patent, and which is written at the beginning of this report. Jeff Moore, Rob Hailman and myself became the directors on the Letters Patent, and in the Fall of 2017 we officially became the Peterborough Independent Podcasters Association, a not-for-profit corporation registered in Ontario, or also known as a corporation without share capital.

A few months later, I put out a call for applications to join PIP's board of directors. That's when Zara Syed, Kemi Akapo, Mauricio Interiano, Rob Hailman, and Will Pearson came on board. They indicated which positions they wanted. Mauricio, President. Zara, Secretary. Will, Treasurer. At the end of July we had our first board meeting.

2017-2019

In the following years after incorporation, we have focused on maintaining and developing our core services: educational workshops, support for members, and podcast hosting.

From my perspective it has been a very nice adjustment to having more people involved in the organization. I have been able to adjust my approach to spend less time on workshop planning and facilitating, to organizing and managing workshops with other folks teaching them.

I can also devote more of my attention to opportunities for growth and new projects.

Since February 2018, PIP has been able to offer studio space to podcasters through a very generous partnership with Trent Radio. This was a new program we could not offer before but we've received many comments about how helpful it is.

We started the PIP Showcase radio programme which highlights new PIP member content.

In 2018, we also submit several grant applications which unfortunately were not successful, but helped us get a number of ideas for projects on paper.

With the evolution of the organization from a concept in my imagination to something with many opportunities for growth, I am keen on the opportunity that the strategic planning process presents to work through our priorities and come up with a roster of initiatives that will help us achieve our mandate.

How Podcasts Work

Part two of the report for the strategic planning session
Prepared by Ayesha Barmania
June 8, 2019

Podcasting can be done with as few resources as a computer and access to a podcast host. You can record a podcast on your laptop's microphone, edit it in free software and upload it to free servers.

And in the beginning of the podcast world that's basically all there was. As years have past and creators have wanted to improve the quality of their program, more extravagant ways of creating podcasts have grown.

There are some podcasts that have teams of dozens of people working on them. There are podcasts with studios, buildings and millions of dollars invested in them. There are podcasts that require hundreds of hours to produce a single episode.

At the same time there still exist podcasts that are made with minimal resources. There are podcasts created by one person on their personal laptop.

Ultimately, if it's one person or dozens creating a podcast episode, it results in an audio file – usually an MP3.

After you have created the MP3 audio for a podcast, here is what happens. Audio files are uploaded to a server, where they are organized into a system known as an RSS feed.

Files on the internet are hosted on servers and delivered to people browsing the internet. In order to have a podcast, you need to upload your podcast files to a host server. That server will make your episodes available to your listeners.

Podcasts operate using a distribution system called an RSS feed. RSS stands for Rich Site Summary. Basically, an RSS feed is an ordered list of all your content, some details about it, and where to find it. This list is what podcast apps and software reads.

RSS feeds are available at a URL. In order to get your podcast on to platforms like iTunes, Pocket Casts or many others, you need to send them your RSS Feed URL. (Google works a bit differently now)

Apple maintains a podcast directory of every podcast that has been submitted to them. Most other podcast platforms draw off of the iTunes podcast directory because it is the most complete.

Listeners generally find podcasts through apps like Apple Podcasts.

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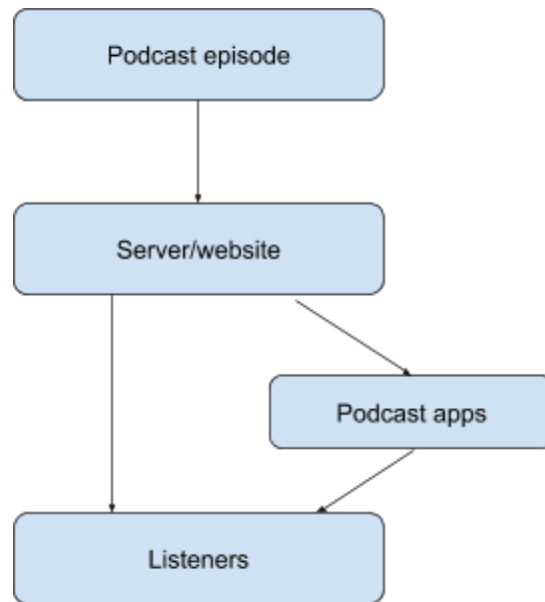
Environmental Survey

Part three of the report for the strategic planning session
Prepared by Ayesha Barmania
June 8, 2019

Summary

The podcast industry is a wide field with many different corporate models and objectives contained therein. At the base level there are creators generating content for listeners. Around this creator-listener relationship, a number of cottage industries have arisen to facilitate, make money, and/or benefit in other ways.

I have identified 3 groups of industry elements distinguished based on who they serve: Creator Supporters, Listener Supporters, and Hybrid. There are valuable aspects to each of these elements.

Beyond the podcast industry, we can find useful examples of local resource networks in other fields that provide insight. In this section I provide two case studies of the Liaison of Independent Filmmakers Toronto and B!KE.

Podcast industry at a glance

I have identified 13 elements of the podcast industry laid out in Chart 1 below with examples of each element. It may be helpful to think of these elements in 3 groups.

The first group facilitates creators – let's call them 'Creator Supporters'. This group includes companies that manufacture consumer-grade technology (e.g. Zoom recorders and Audacity), tool libraries or rental facilities (e.g. Artspace or Long & McQuade), studio facilities, and educational resources, as well as advertisers and member organizations. These organizations help podcast creators make their show.

The second group is oriented towards listener happiness – we'll call them 'Listener Supporters'. This group includes podcast aggregator apps (e.g. Apple Podcasts, PocketCasts, Google Podcasts, etc.), and media reviewers (e.g. New York Magazine podcast column). This group helps podcast listeners find new content to listen to, makes it easier to access, and/or helps sift through all the podcasts out there.

The final group is a hybrid of the two. This Hybrid group benefits both creator and listener. This includes, podcast awards and conferences, and podcast distributors.

Chart 1 - Podcast industry elements

Chart 1 - Podcast Industry Elements

Element	Definition	Example 1	Example 2	Example 3	Key teachings for PIP
Tool manufacturers	Sell equipment, hardware, software or tools needed/helpful in the podcast production process.	Affordable consumer manufacturers (e.g. Zoom)	Open Source/affordable software (e.g. Audacity)	Professional manufacturers (e.g. Adobe, Shuer)	Affordability of equipment and software opens the playing field
Tool libraries	Rent or lend equipment.	Artist collectives (e.g. Artspace)	Stores (e.g. Long & McQuade)		For those who want to dabble or cannot afford equipment, these libraries provide access
Facilities	Rent or otherwise makes available studio/recording space.	Studios for rent (e.g. MH Studios Toronto)	Radio stations (e.g. Trent Radio)		For podcasters who want to improve quality, these are good options without much investment
Educational resources	Sources of knowledge, how-to guides, workshops, mentorship.	Outreach projects (e.g. PRX Podcast Garage)	Accredited colleges, universities. (e.g. Ryerson)	Informal knowledge sharing (e.g. Youtubers)	There are few formal training programs for podcasting. The industry instead relies on informal skill-sharing
Creators	Create podcasts.	Independent producers (e.g. PIP members)	Production studios (e.g. Pacific Content)	Radio stations (e.g. CBC)	The backbone of the industry
Member organizations	Groups of podcasts who come together for mutual benefit.	Not-for-profit or co-operative (e.g. Niagara Podcast Network)	Corporate sponsored (e.g. Alberta Podcast Network)	Ad hoc (e.g. The Sonar Network)	Members want benefits.
Advertisers	Businesses or organizations who pay podcasters to distribute messaging.	Advertising networks (e.g. Midroll)	Local co-op (e.g. Chicago Podcast Co-op)		Revenue for creators helps keep podcasting a sustainable venture.
Podcast host	Providers of server space and RSS feeds.	Website hosts (e.g. Green Geeks)	Third party sites (e.g. Libsyn)		Essential for podcast infrastructure.
Distributors	Podcast networks that provide advertising resources, compensation or other services.	Podcast networks (e.g. Maximum Fun)	Radio exchange (e.g. PRX, or the community radio exchange)	Radio stations (e.g. campus/community radio)	The institutional resources to help podcasts find their footing.
Aggregators	Apps and other listening services that audiences use to access podcasts.	Phone apps (e.g. Pocket Casts)	Directories (e.g. Apple Podcasts)		Easy access for listeners
Listeners	Listen to podcasts.	You, me, everybody!	Statistically more likely to be educated well-off men aged 18-34		Podcast listeners are more fiercely loyal than any other medium.
Media reviewers/ Industry news	Writers, pundits and analysts who spread awareness about the podcast industry	Magazines (e.g. The Verge)	Newsletters (e.g. Hot Pod)		Helps listeners find content
Awards and conferences	Events where podcasts are recognized for their merit.	Industry awards (e.g. Canadian Podcast Awards)	Networking events (e.g. podcaster meet-ups)	Conferences (e.g. Podcast Movement)	Helps creators gain recognition and audience

How does PIP fit in

PIP is a not-for-profit member organization that aims to provide educational resources and community for podcasters. We have provided a number of services that overlap with other elements in the podcast industry.

At the time of writing PIP has offered services that fall under:
- Podcast Facilities (studio booking at Trent Radio on Sundays)
- Educational Resources (workshops)
- Creators (commissioned podcasts)
- Member Organizations
- Podcast Host
- Aggregator (our creators playlist)
- Media reviewers/ Industry news (the PIP Showcase on Trent Radio)

As podcasting is generally a medium that is not governed by regional boundaries, our model of locally-based support is fairly rare in the industry. There are a few similar member networks to us – but unlike PIP they can be considered solely Podcast Distributors. For instance, the Niagara Podcast Network seems to be a website for podcasts about the Niagara region.

PIP's mandate establishes the organization as more of a local resource network, which is not very common in the podcast industry. But in larger more well-established fields, the local resource network is a proven model.

Local resource network case studies

Looking around not-for-profits in Ontario, I see more analogous organizations working in other fields than I find analogous podcasting organizations. These organizations are locally/regionally based projects that aim to support members engaged in that field with practical resources and community events.

Example 1 – The Liaison of Independent Filmmakers of Toronto (LIFT)

MANDATE:
The Liaison of Independent Filmmakers of Toronto (LIFT) is an artist-run charitable organization dedicated to facilitating excellence in the moving image through media arts education and production resources. LIFT exists to provide support and encouragement for independent filmmakers and artists through affordable access to production, post-production and exhibition equipment; professional and creative development; workshops and courses; commissioning and exhibitions; artist-residencies; and a variety of other services. Founded in 1981 by a small collective, LIFT has since grown to become one of the foremost centres of its kind globally.

ANALYSIS:
Like PIP, LIFT offers educational resources in the form of workshops provided locally in Toronto. These workshops run a gamut of topics including basic introduction to filmmaking, as well as advanced topics for professionals on specific tools. LIFT is a member-organization with several tiers of membership dues. At one level of their membership, members are able to access production resources including studio and equipment rentals. LIFT also runs social events, exhibitions and screenings. LIFT also lists granting bodies such as the OAC and Trillium as funders.

In all, they are a useful organization for independent filmmakers who may find connection, assistance and other resources at this local hub as these members pursue their independent ventures.

Example 2 – B!KE

MANDATE:
Vision: People empowered to travel by bike

Mission
> Teach people to maintain, repair and ride their bikes
> Provide a workshop space and tools for bicycles
> Make bicycles safe and affordable
> Advocate for people on bicycles
> Provide programing in a way that is true to B!KE's values

ANALYSIS:
B!KE is a Peterborough-based not-for-profit that operates a storefront where people can access cycling resources. This includes information from volunteers about how to cycle safely, workshops on safe practices, open shop space and equipment for fixing bikes, and local advocacy.

B!KE receives a good deal of institutional support from the students of Trent University through levy funding, as well as grant funding and membership dues. They also have a steady stream of revenue from the sale of bikes and parts. Over the years, B!KE has become established as a stable fixture of the Peterborough community.

Profit model analysis

Podcasting poses an interesting element of a media industry that has been rocked hither and thon by the withdrawal of advertisers, the move to online streaming without advertising, and an audience that resistant to paying for content.

Unfortunately a lot of podcast organizations keep their funding sources pretty close the vest.

Possible funding streams include:
- Grants
- Donations
- Crowd-sourcing
- Corporate-sponsors
- Advertising
- Angel investors
- Events
- Institutional funding
- Membership dues

Peterborough Independent Podcasters

Strategic Planning: Stakeholder
Engagement Results

May 2019

PETERBOROUGH INDEPENDENT PODCASTERS

MAKE A PODCAST AND FIND COMMUNITY WITH PIP

About Us

Peterborough Independent Podcasters is a community that helps members find their voice and get that voice into people's ears. Right now we offer mentoring, workshops, and web hosting. In the near future, we're hoping to have an audio tool library set up for affordable equipment rentals. If you're stuck, we can help!

Based in lovely Peterborough, Ontario, we have members from here to Sudbury – and we'd love to expand our reach.

PIP's Mandate

PIP is a not-for-profit, registered in Ontario. When we filed for incorporation, we submit the following mandate. This mandate guides all of our work, objectives and outlooks.

The members of Peterborough Independent Podcasters endeavour to make podcasts. The corporation seeks to promote podcasting as a culturally inclusive, tolerant and celebratory medium with the potential to foster great freedom of speech and creative expression. In support of the creation of podcasts, Peterborough Independent Podcasters will provide accessible education and professional resources.

Reflection Questions

The following are questions to consider as you read through the results and reflect on the strategic planning process before we come together on June 8th, 2019.

1. Did you read anything that was surprising or unexpected?

2. What size do you think PIP should be in 3–5 years? (i.e. staff/volunteers, programs/services/events, revenue) Why?

3. Does PIP face any risks in the next 3–5 years?

4. Does PIP face any opportunities in the next 3–5 years?

Process Overview

Following the Annual General Meeting in November 2018, the Peterborough Independent Podcasters (PIP) board and staff decided to begin the process to create a 3-year strategic plan for the organization.

As a young not-for-profit, it was felt that a strategic plan would be very important for shaping how PIP grows and evolves in the coming years. The plan will help establish priorities and guidelines for how PIP will develop.

While PIP is governed by a board, it exists to support its members. Because of this, it was decided early on that engaging PIP's members and stakeholders in the planning process was essential.

On January 19, 2019, the board and Managing Director met to design the strategic planning and engagement process, and to participate in initial discussions about PIP's future (meeting notes can be found in [Appendix I](#)).

During the meeting, PIP identified the following stakeholder groups to participate in the engagement process:

- Current and past members
- Current and past board members
- Workshop participants
- Staff and contractors

- Volunteers
- Funders/sponsors/patrons
- Partner organizations
- Fans, listeners, and interested members of the community

Following this meeting, a confidential online survey was conducted, available to the above-noted audiences. Anonymity was guaranteed to encourage participants to be comfortable and honest in their responses. The survey was available to stakeholders from March 25 – April 30, 2019. It was circulated via email, social media, and posted to the PIP website. It was also made available in alternate formats (i.e. by phone, in-person, paper copies) upon request.

In total, there were **38 respondents** to the survey. The results follow.

All Respondents (Questions 1 – 3)

Question 1: Which of the following statements is true for you?

Which of the following statements is true for you?

Statement	Value
I understand what PIP is and what it offers.	23
I somewhat understands what PIP is and what it offers.	15
I do not understand what PIP is and what it offers.	0
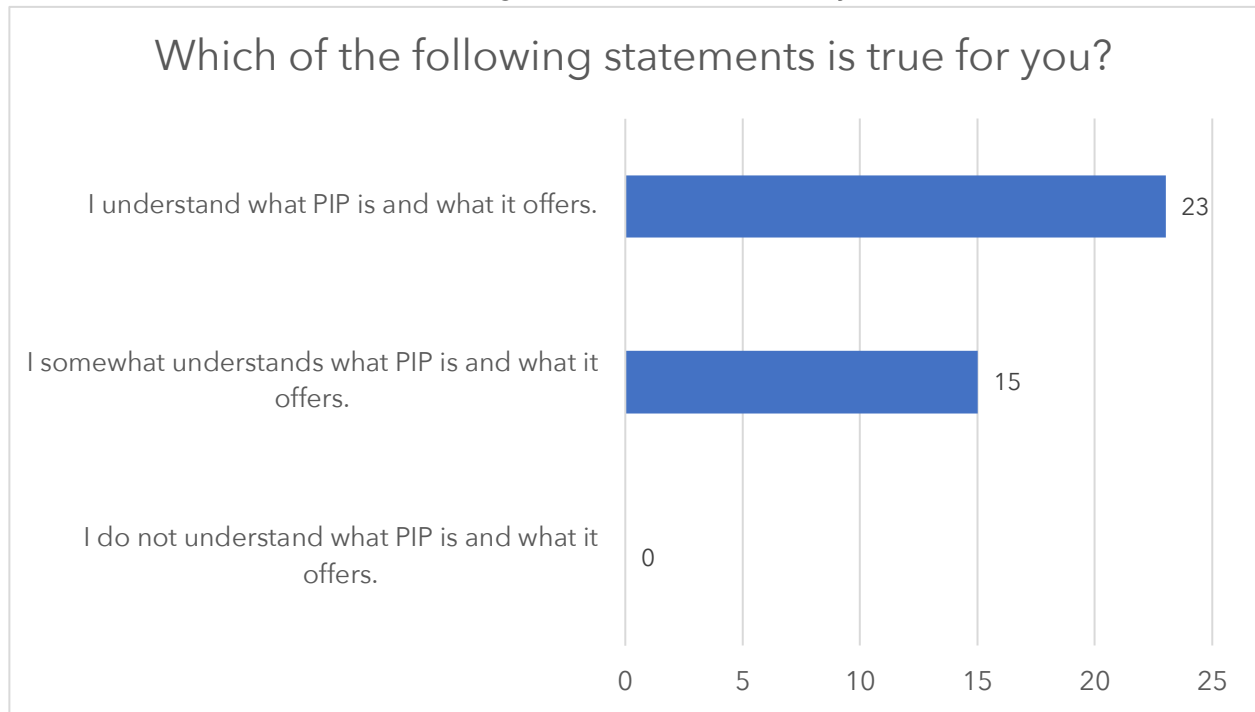
Question 2: Based on your experiences with PIP, please rate your overall impression.

Overall Impression of PIP

Rating	Value
Excellent	17
Good	19
Fair	2
Poor	0
Don't Know / Not Sure	0
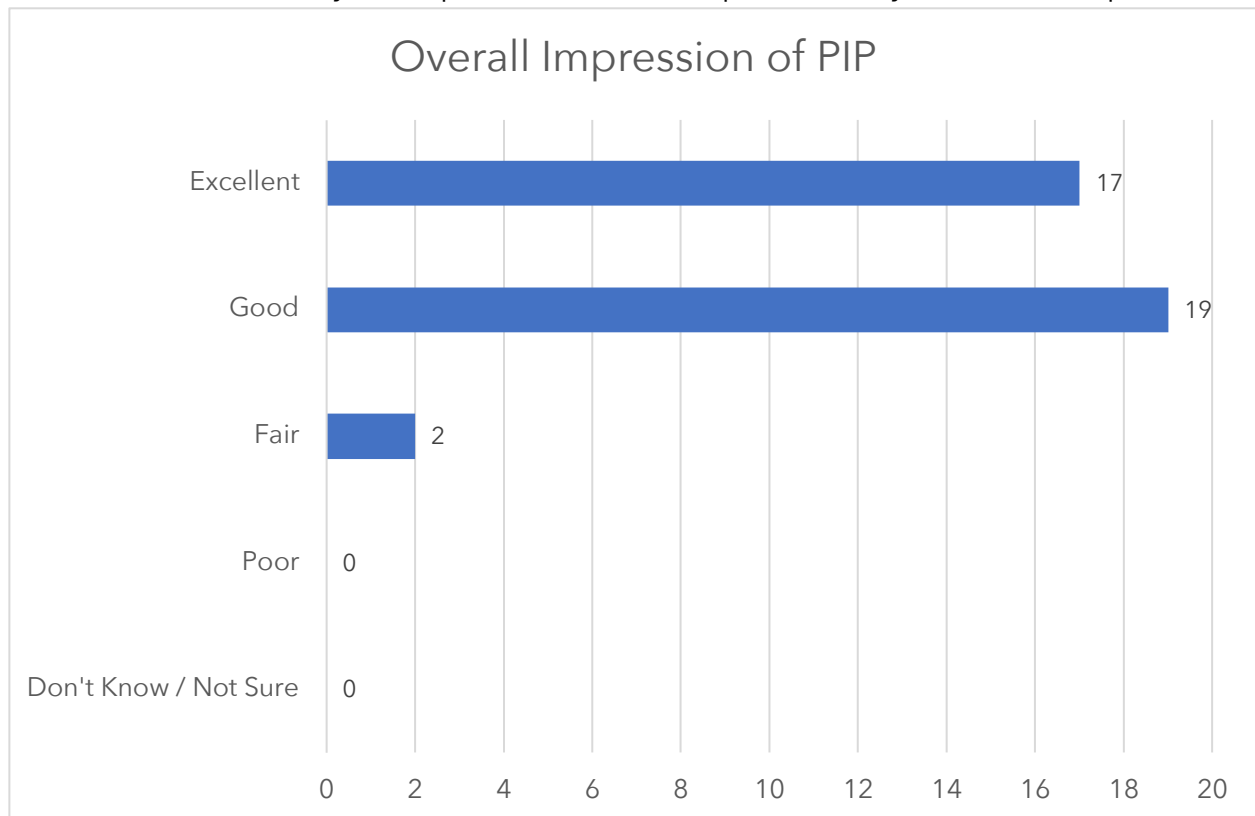
Question 3: What is your primary relationship to PIP?

Primary Relationship to PIP

Relationship	Count
Interested member of the community	14
Current PIP member	12
Current board member	4
Representative of a partner organization	3
Volunteer	2
Former member/board member	1
Took a workshop with them	1
Staff/contractor	1
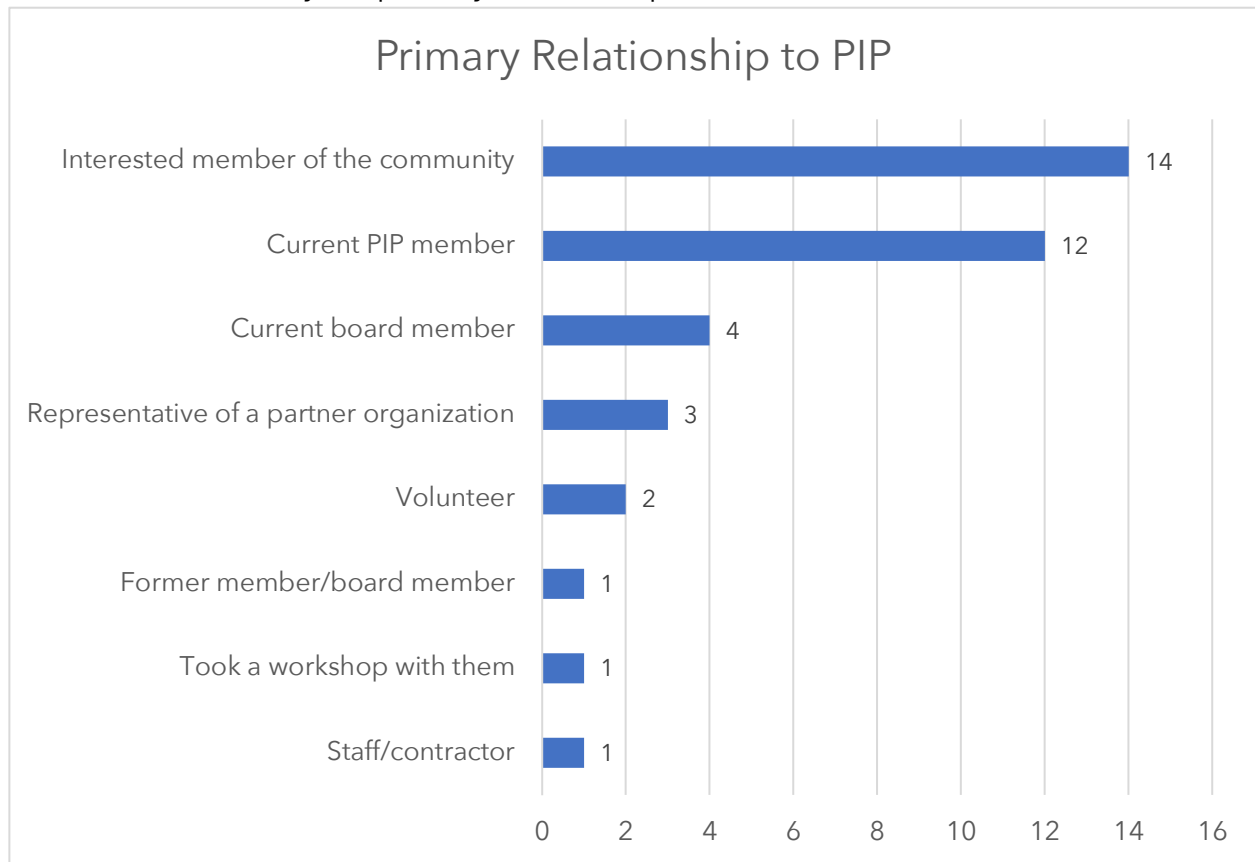
Member Questions (Questions 4 – 8)

Question 4: How long have you been a PIP member?

Length of PIP membership

Category	Value
3+ years	7
1-2 years	5
less than 1 year	7

(x-axis: 0, 1, 2, 3, 4, 5, 6, 7, 8)
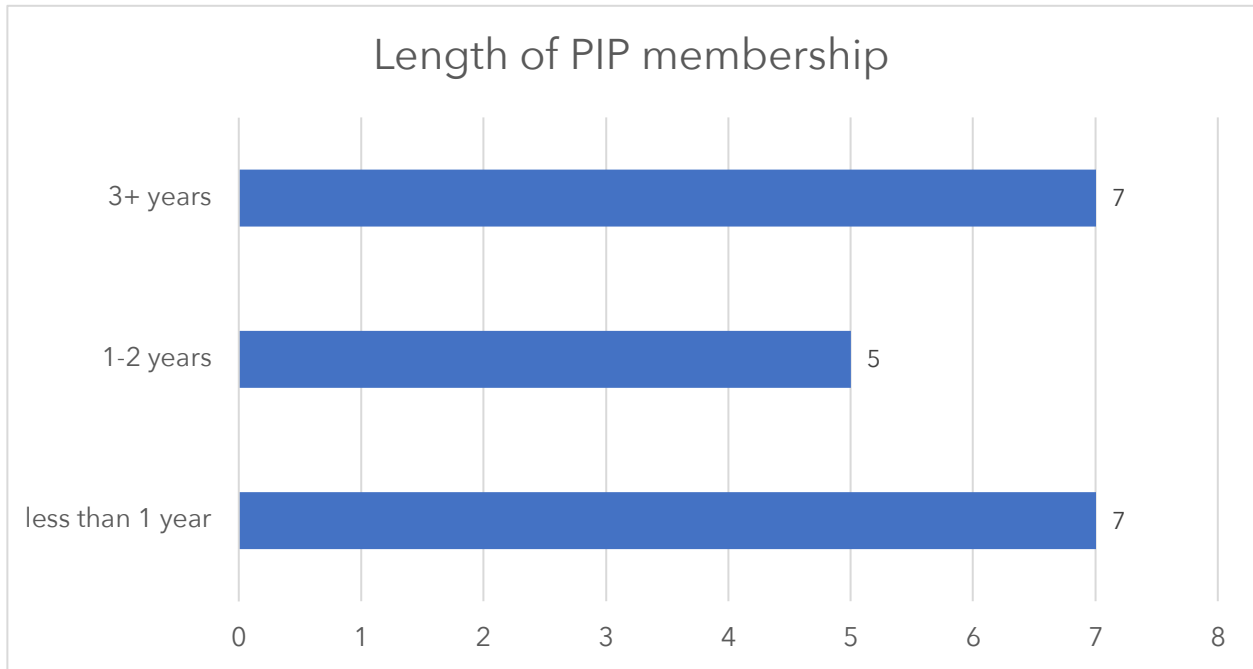
Question 5: Overall, how satisfied are you with your PIP membership?

Level of satisfaction with PIP membership (1 – 5)

Rating	Value
5	13
4	3
3	3
2	0
1	0

(x-axis: 0, 2, 4, 6, 8, 10, 12, 14)
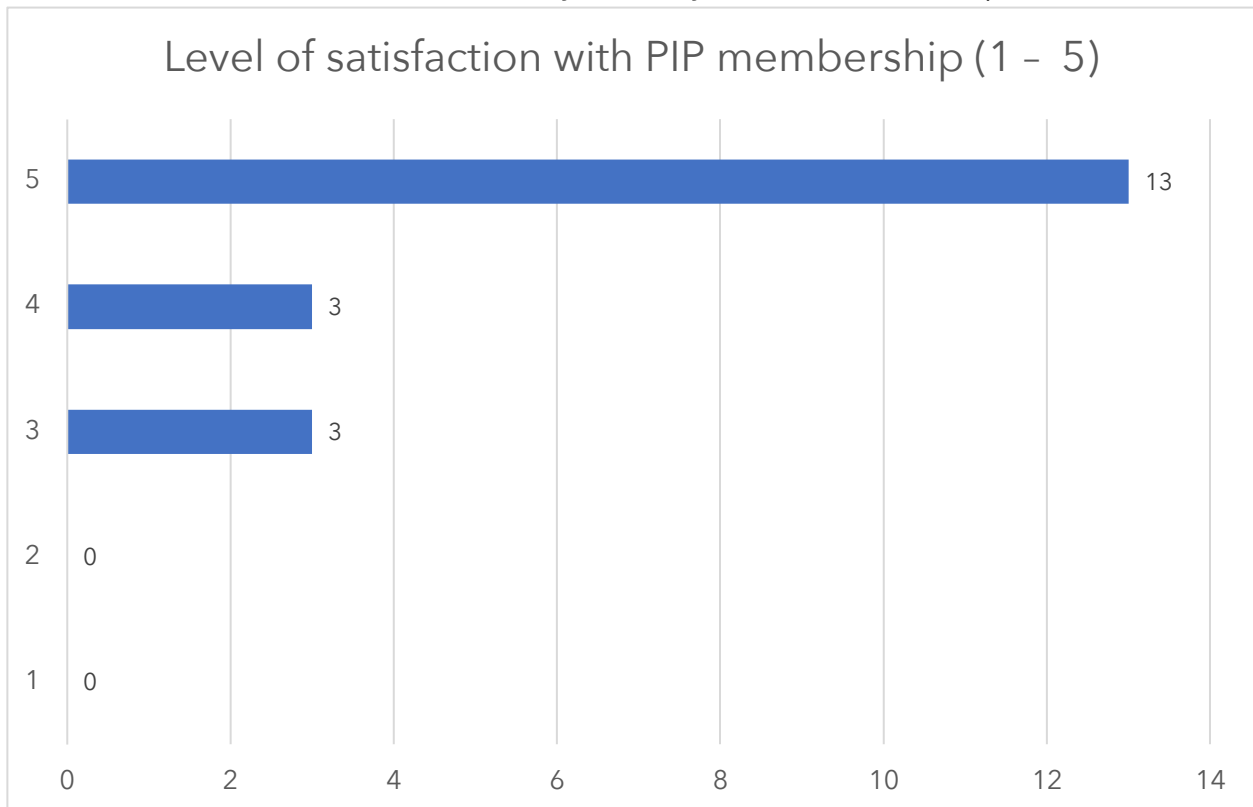
Question 6: As a member association, PIP provides a number of programs and benefits to its members. Overall, how satisfied are you with the following?

Overall Level of Satisfaction with PIP's Facilities, Programs & Services

Podcast hosting: Satisfied 14, Neutral 2, Dissatisfied 0, Don't know or N/A 3

Mentorship: Satisfied 10, Neutral 4, Dissatisfied 0, Don't know or N/A 5

Technical Support: Satisfied 16, Neutral 1, Dissatisfied 0, Don't know or N/A 2

Studio Facilities: Satisfied 10, Neutral 3, Dissatisfied 0, Don't know or N/A 6

Production/editing facilities: Satisfied 7, Neutral 5, Dissatisfied 0, Don't know or N/A 7

Podcast Accessibility Team: Satisfied 11, Neutral 2, Dissatisfied 0, Don't know or N/A 6

Member showcase: Satisfied 10, Neutral 4, Dissatisfied 1, Don't know or N/A 4

Member community spaces (Facebook group): Satisfied 8, Neutral 5, Dissatisfied 1, Don't know or N/A 5

Music licensing: Satisfied 8, Neutral 2, Dissatisfied 0, Don't know or N/A 9

Legend: ■ Satisfied ■ Neutral ■ Dissatisfied ■ Don't know or N/A

Question 7: Thinking about the future, how important would the following be to you moving forward?

Thinking about the future, how important would the following be to you moving forward?

Category	Important	Somewhat important	Not important	Don't know
Podcast hosting	17	0	2	0
Technical Support	15	4	0	0
Podcast Accessibility Team	14	3	2	0
Mentorship	14	4	1	0
Member showcase	12	4	2	1
Member community spaces (Facebook group)	11	3	3	2
Equipment loans	10	5	3	1
Support for revenue generation	8	7	2	2
Music licensing	8	5	2	4
Production/editing facilities	8	7	3	1
Studio Facilities	8	7	3	1

Legend: ■ Important ■ Somewhat important ■ Not important ■ Don't know

Question 8: Are there any other services or benefits not listed above that are important to you?
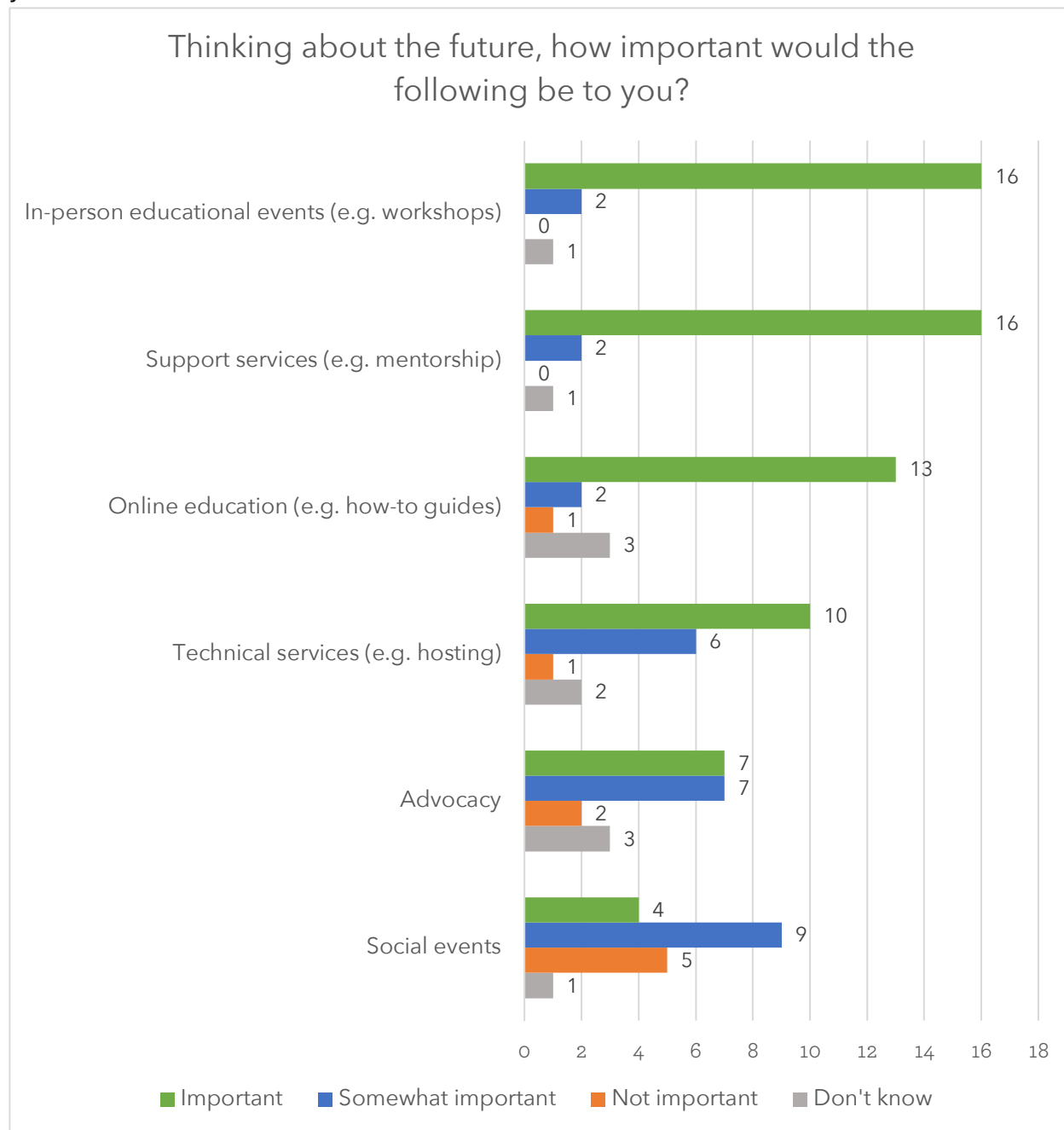
Comments (3)
Great organization- even though I'm slow at Podcasting, it's very important for me to be part of this.
webinar -based courses
Workshops

Non-Member Questions (Questions 9 – 11)

Question 9: PIP provides a number of programs and services to its members, as well as to the broader community. Which, if any, of the following features or services have you used in the past 12 months? Check any that complete the sentence, "In the past 12 months, I have...

In the past 12 months, I have...

Feature or Service	Count
Listened to a PIP member podcast	14
Received help from PIP staff or member	6
Attended a workshop	6
Attended a social event	3
Online educational resources	2
I would love to attend I teach on Thursdays	1
Was a guest on a PiP member podcast	1
Thought about what we could do together	1
Hired PIP to teach a custom workshop	1

Question 10: Thinking about the future, how important would the following be to you?

Thinking about the future, how important would the following be to you?

Category	Important	Somewhat important	Not important	Don't know
In-person educational events (e.g. workshops)	16	2	0	1
Support services (e.g. mentorship)	16	2	0	1
Online education (e.g. how-to guides)	13	2	1	3
Technical services (e.g. hosting)	10	6	1	2
Advocacy	7	7	2	3
Social events	4	9	5	1

Question 11: Are there any other services or benefits not listed above that are important to you?
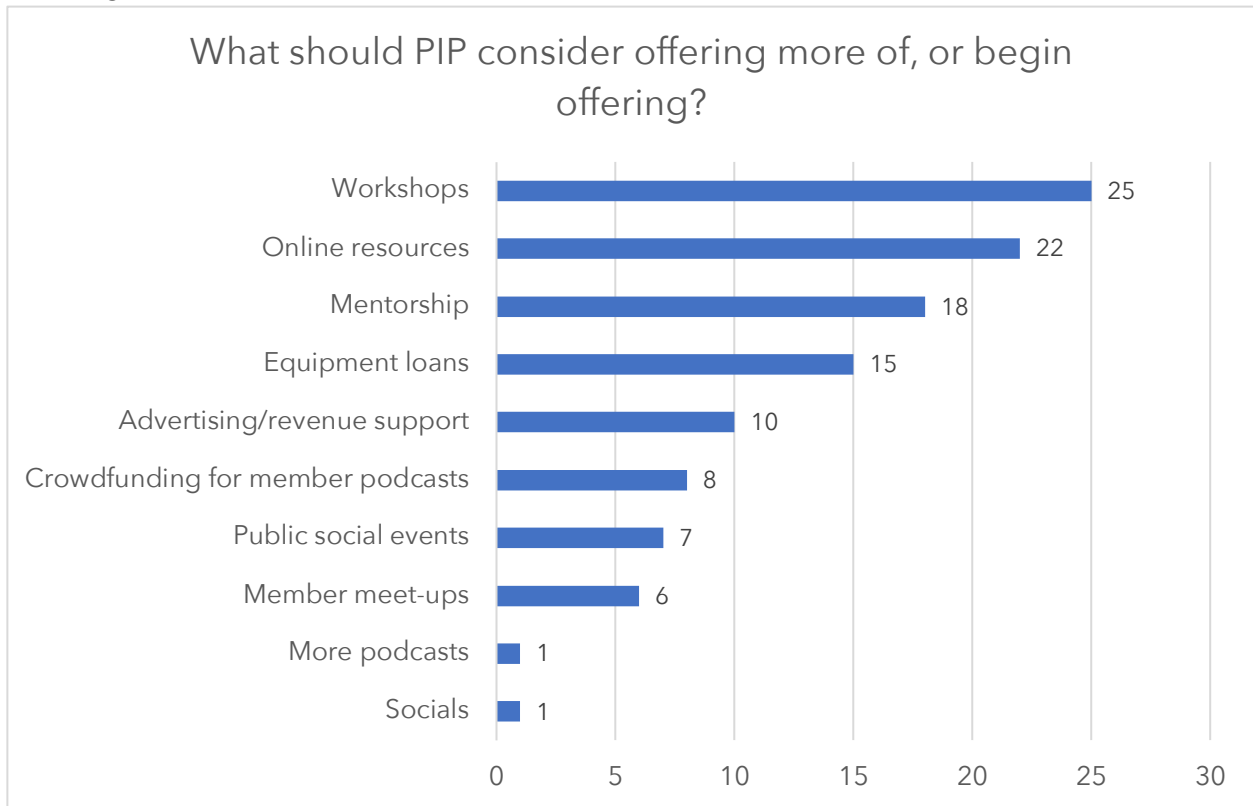
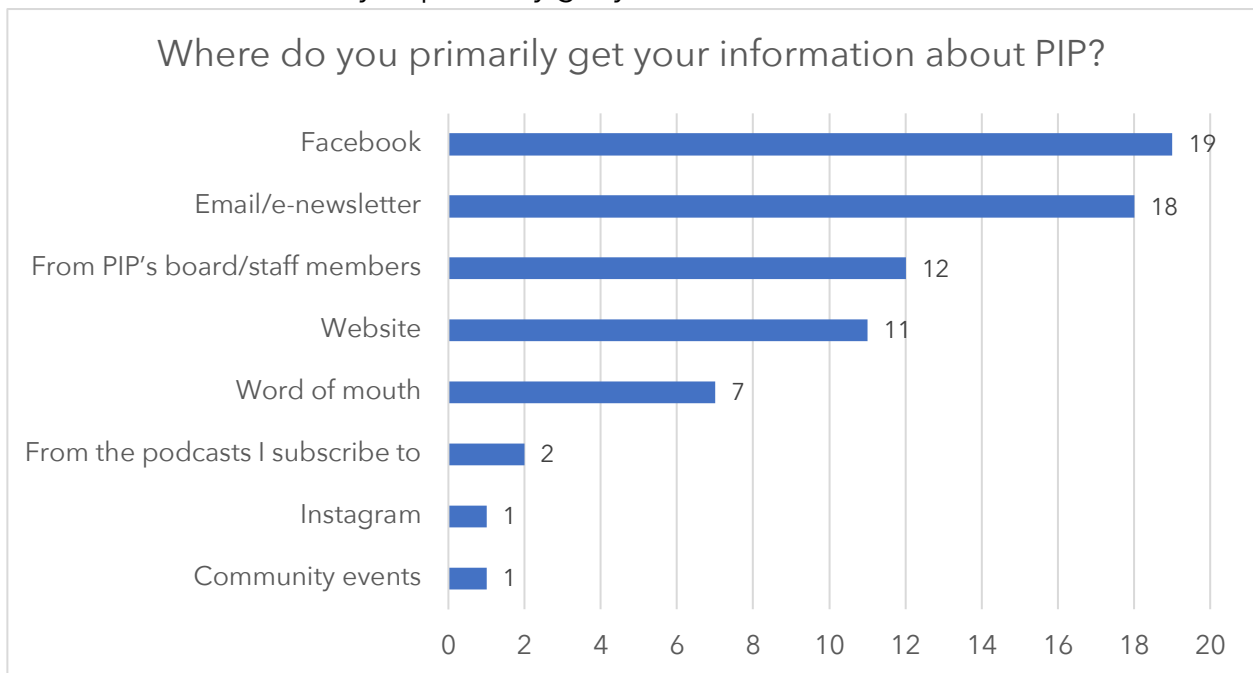| Comments (3) |
|---|
| I think feedback sessions with listeners would be fruitful. |
| Looking ahead at the future of broadcast audio |
| Services to the area I now live in, Gravenhurst |

All Respondents (Questions 12 – 14)

Question 12: In your opinion, what should PIP consider offering more of, or begin offering?

What should PIP consider offering more of, or begin offering?

Category	Value
Workshops	25
Online resources	22
Mentorship	18
Equipment loans	15
Advertising/revenue support	10
Crowdfunding for member podcasts	8
Public social events	7
Member meet-ups	6
More podcasts	1
Socials	1

Question 13: Where do you primarily get your information about PIP?

Where do you primarily get your information about PIP?

Category	Value
Facebook	19
Email/e-newsletter	18
From PIP's board/staff members	12
Website	11
Word of mouth	7
From the podcasts I subscribe to	2
Instagram	1
Community events	1

Question 14: Now it's your turn to tell us what you think! Do you have any other thoughts or feedback about PIP? What are we doing well? How could we improve? Are there any gaps in supports or services that you think PIP should fill? We want to hear from you!

Themes	Comments (10)
Coaching / Mentoring	More access to coaches/experts
Customer Service	Very happy with the responsiveness I've received from Ayesha and Jeff. I'll soon be moving out of Ontario....but hope to keep my podcast going through PIP.
Engagement	More feedback from listeners and community! I don't make a podcast, and do not feel very connected to PIP.
Governance, Sustainability	Ideas to consider for the strategic plan: - Governance (strengthening, having the right documents in place, board succession, etc.) - Sponsorships and strategic partnerships (identifying/pursuing new opportunities, creating or strengthening sponsorship collateral) - Membership growth and engagement - New and creative sources of revenue... sustainability in general
Licensing; Engagement	I must have missed something because the idea of PIP doing music licensing is something I don't know anything about. I am not in Peterborough, so events on weekends, not in the winter are the only ones I would be able to attend. I am anxious to meet up with other podcasters - I am in Kingston.
N/A	Nope
Positive Comment	I am always inspired by your dedication to grow and support the podcasting future and potential in ptbo. I trust you because you have shown your commitment to this communication artform so consistently and in wide ranging manner. Miigwech!
Positive Comment	Beyond grateful for everything you've done. Keep up the excellent work and all the best in your inevitable future success!

Themes	Comments (10)
Services; Workshops	Great hosting, price, technical support, general responsiveness and transparency. Gaps to fill might be helping members build audiences, how to improve recording and editing practices,plan for monetization, and cross promotion between member podcasts (things that for-profit podcast networks do, so it might interfere with your mandate or be generally things you don't want to be obliged to do or enforce). I know that you often offer these subjects as workshops but maybe you could do it a la cart, giving individual members the help they want for a workshop price when they want it? That said, I'm pretty self sufficient and don't see myself using such services. I'm pretty happy with pip as is, the only reason I would conceivably switch to some other arrangement is if my podcast suddenly blew up and I wanted to make money off it, which is unlikely and also not why I started it.
Workshops; Geography	I have wanted to do a podcast for some time and took a workshop a few years back when they were just getting started. I moved a short time later and there is nothing like that where I now live. I would love to have something like this get going here.

Appendix I – Strategic Planning Kick-Off Meeting Notes

PIP Board Strategic Planning Meeting #1
January 19, 2019 | 12:20 pm – 3:00 pm

Attendance: Rob, Mauricio, Devon, Angelica, Valentina, Ayesha

Goal:
To engage PIP's board, members, stakeholders, staff, and partners in a planning cycle that clearly defines PIP's strategic priorities over the next 3 years.

Objective:
That by April 30, 2019, PIP will have approved a set of strategic priorities in a three-year plan that positions the organization for future success. The plan will demonstrate engagement of internal and external stakeholders and will be shaped by member input, past performance, accountabilities, and the changing media landscape.

"Need for Change" Activity: *Based on what you know, how would you rate the need for change?*
(Rate the need for change on a scale of 1 – 5, with 1 being "Not at All," 3 being "A little," and 5 being "A lot")
Rob – 3 – a little change needed – we're on the right track; there's a need for building organizational capacity.
Mauricio – 3 – feels same way as Rob; we have everything we need/want to do, but we need more clarity, sustainability, formality, direction for what we say yes and no to. Room for improvement.
Devon – 2 – doesn't know a lot yet about the organization; membership engagement is a priority, and sees room for a bit of change.
Valentina – 3 – need for building capacity and resiliency within the organization.
Angelica – 3.5 – great foundation, but wants to better understand the foundation and see the mandate in action. Cemented mandate and a system for checks and balances. Extra 0.5 comes from desire for defined mission; personal mission – "I want a mission for myself."
Ayesha – 2 – would really like to see PIP solidify what we do and hone in on core mission and services. Doesn't want to necessarily be adding a bunch of new things. Outcome of strategic planning: would like to see realistic and central vision to what PIP does. Basically, there's a need for a little change, but mostly "honing"; not going in a completely different direction.

Discussion:
- change in membership was valuable. Mauricio did not want people to think the "PIP is a website." It's an association of podcasters (among other things), that "happens to have a website."

- PIP membership is different than some other member organizations; you can make what you want of your membership (as little or as much as you want).
- How much do our members know about us?
- What does being a part of PIP mean to our members?
- What level of engagement do we want from members? (Passive? Active? Etc etc)
- We need to be explicit about who we are and PIP's value proposition
- Would be interesting data to have a question re: what do you associate with PIP? (and checkbox list of options)
        - Current state question (what do you associate with PIP/as PIP now?) question
        - Future state question: (in the next 1-3 years, which of the following would be most important for you?)
- At the end of the strategic planning process, PIP can develop a formal MVV, or "Aims and Objectives" type document.

Stakeholders: *Who are PIP's stakeholders?*
- members (individual and organizational members)
- listeners
- advertisers/sponsors
- board members
- staff & contractors
- volunteers
- patrons/donors (future)
- workshop attendees
- fans and interested community members
- organizational partners (i.e. Trent Radio, Sadlier House, EC3, etc.)

Broad Directions/Themes: *Brainstorming*
- transparency
- accountability
- revenue + funding
- utilization (how PIP resources are being used)
- sustainability
        - longevity
- education
- outreach
- capacity
- member engagement
        - connectivity (members connecting with each other)
- infrastructure (technological)
- governance
        - policy development

- resilience
- partnerships
- contingency (planning, etc.)
- member services
- volunteers
        - engagement
- accessibility
- equity
- creativity

Activity: What IS and ISN'T PIP?

WHAT PIP IS:
- a virtual space
- an association
- we are members
- a community entity
- not-for-profit
- community oriented
- accessible
- we're a network of creators
- podcast host
- educational resource
- Peterborough-based
- inclusive
- service provider (workshops, mentorship, etc.)

WHAT PIP ISN'T:
- space
- for-profit
- not commercial
- not a production studio
- a consultancy
- not for hire (?) – *we need to flesh this out*** - **We should ask our stakeholders about this.
        - if people hire PIP, is this achieving our mandate?
- not an editorial board (we don't decide or direct content)

WHAT WE WANT TO BE:
- member-driven
- cuter
- resource hub