

# SASKMUSIC 2010-2013 STRATEGIC PLAN

## Historical Foundations

In 2007 SaskMusic proposed the “Capture the Spotlight” initiative, which included the development of a Market Access Strategy, a live performance tax credit, the development of a Music Industry Post Secondary Training program, the creation of a venture capital fund, and increased funding for SaskMusic programs. SaskMusic was consulted as part of the provincial governments Music Industry Review that concluded the music industry of Saskatchewan was significantly under-funded, and recommended that SaskMusic was best positioned to be the leader of that industry within the province.

Following the release of the report, the provincial government announced increased funding to SaskMusic and The Saskatchewan Arts Board (SAB), which would now be the funding agency for the cultural industry sector, as opposed to the historical lottery funding line through SaskCulture. Following this announcement, SaskMusic launched a program and organizational development phase that resulted in:

- The drafting of a communications strategy for the entire industry;
- Development of an extensive market access and development plan to help position Saskatchewan music industry professionals in the global marketplace;
- Engagement of additional staff;
- Opening of a second office in Saskatoon;
- Preparation of a business plan for the Music Industry Certificate Program (developed in partnership with the U of S CCDE Unit);
- Commissioning of an Economic Impact study to establish the size of the current industry.

These specific initiatives were funded utilizing the first allotment of \$500,000 to SaskMusic, which was to have been an annual allotment. The consequent reports formed the basis of a Sector Development Plan that has formed the basis of most of SaskMusic’s proposals since 2007.

Early in 2008, the provincial government discontinued the promised funding increases to SaskMusic. Further, the new Ministry of Tourism, Parks, Culture and Sport (TPCS) created the Creative Industry Growth and Sustainability Program, with the stated purpose of facilitating the commercial development of the creative industries. In August 2008 (subsequent to the creation of the new Program), the Board of Directors of SaskMusic was tasked with creating new strategic directions and developed a forward plan for the organization.

Since August 2008, SaskMusic has unsuccessfully attempted to obtain funding increases through SAB, specifically including from the Culture on the Go Program that has as one of its stated purposes “the development of touring opportunities outside of the Province of Saskatchewan”. In addition, the proposed institution of a competitive funding process between the creative industries has been postponed by SAB until at least the spring of 2010. Consequently, SaskMusic has only been able to obtain the same small percentage funding increases that all of the other creative industry organizations have obtained from the Arts Board.

In 2009, due to the exhaustion of the initial \$500,000 grant allocated in 2007, SaskMusic was forced to terminate all of its grant programs. In an attempt to continue to move forward within the new funding realities, the SaskMusic Board of Directors met in January 2010 to formulate a new Strategic Plan.

# Mandate

The Bylaws of SaskMusic express its mandate as follows:

- (a) To assist in the development and promotion of Saskatchewan musical artists and the industry on a provincial, national and international level.
- (b) To increase recognition of the Industry as a vital element of the economy and cultural identity of the Province of Saskatchewan.

Based on this mandate, the Board of SaskMusic determined that the vision, mission, core beliefs and key strategic actions of the organization for the period 2010-2013 will be as follows:

## VISION

- We envision a future where Saskatchewan's music industry is vigorously healthy; progressive; and musically and culturally diverse;
- Where its value and quality is acknowledged with pride at home, and with acclaim beyond our borders;
- And where all benefit from Saskatchewan music.

## MISSION

SaskMusic stimulates growth and development in the Saskatchewan music industry through leadership, promotion, training, advocacy and partnership.

## CORE BELIEFS

- Saskatchewan's music industry has enormous creative talent;
- Music industry professionals are entitled to fair and equitable compensation;
- Music is an integral part of Saskatchewan's cultural identity;
- Saskatchewan's music industry has the capability to succeed on a global scale;
- The music industry is a major contributor to Saskatchewan's economic development.

## KEY STRATEGIC ACTIONS

- **Communications, Public Relations and Marketing:** to ensure that the promotion of the Saskatchewan music industry is effective in raising awareness of the talent and capacity of the industry locally, nationally and internationally.
- **Partnership Development and Management:** to ensure that current partnerships and key relationships remain strong and that SaskMusic actively strives to forge new and meaningful partnerships within the cultural sector, the private sector, and tourism sector.
- **Education, Professional Development and Training:** to ensure that Saskatchewan artists and music industry professionals have access to the tools and knowledge needed to assist them in succeeding in their career or business development.
- **Organizational Development and Management:** to ensure that the infrastructure and mechanisms for strong and focused organizational growth are in place.
- **Funding Development and Management:** to ensure that SaskMusic actively seeks to establish and secure the funding needed to realize the goals of the organization in sector development.

# Operational Plans for 2010-2013

**The Board of Directors determined that ALL activities of SaskMusic undertaken in the 2010-2013-time period MUST, within resource and budget capacities, raise the awareness of the economic and cultural benefits of the music industry for the province and people of Saskatchewan!**

Further the Board determined that all of the strategic actions should be given the same priority by the staff and management of the organization accepting that there will be some differences due to resource and budget restraints.

The following programs and services are proposed as specific strategic actions for the 2010-2013-time period:

## **COMMUNICATIONS, PUBLIC RELATIONS AND MARKETING**

SaskMusic will operate, as much as is reasonably possible, within the strategic communication plan drafted in 2008. Highlights for the foreseeable future are as follows:

### **Website and Social Media**

SaskMusic's new website will be the primary communications and data maintenance tool. The face of the website itself will have a much more public-friendly look and function with news and information on the Saskatchewan music scene. It will feature articles on local artists/bands, local venues, local industry, showcase new releases, industry articles, how to guides, SaskMusic program information/applications, and members' news and postings. It will also have value-added features like a media player, downloads of the week, blogs, and perhaps podcasts. The website will continue to house the Saskatchewan Music Directory and all pan-industry promotions will promote the site as the source for all things "Saskatchewan Music."

As part of the new website development and promotion, SaskMusic will utilize then current social media such as MySpace, Facebook, Twitter and the inevitable successors. SaskMusic will also develop an application for use on iPhone and other smart phones which will highlight upcoming live performances and showcases of Saskatchewan artists around the world.

### **Print & Email Communications**

Other communications vehicles such as The Session and the current bi-monthly e-release will be streamlined and focused on this new Saskatchewan music news format and used primarily to push and pull readers to the website. The focus of all these communications will be to tell "Saskatchewan Music" stories and share Saskatchewan success stories.

### **Public Awareness Campaign**

In conjunction with the private radio companies conducting business within Saskatchewan, a public awareness campaign will be developed to build awareness and understanding of the industry by using data from the Economic Impact Study and other existing reports based on a "Did you know...." concept. The campaign will create content that is cross-marketed in radio, television, print, website, and in all SaskMusic industry promotions. It will involve media sponsorship, and have the added benefit of beginning to educate the media on the "new" SaskMusic as a source for news and story ideas from and about the music industry.

## **Industry Promotions**

Marketing of Saskatchewan's industry will extend to include pan-industry promotions and hosted events at major music industry events as outlined in the Sector Development plan and the market development and showcase/travel support programs. These may include sponsored showcases, event-specific promotions, targeted music distribution via comp CDs etc. or hosted networking events.

In 2010, this will take the form of distribution of the 2010 compilation "In Tune" CD to industry professionals and government liaisons. SaskMusic will also host a trade show performance space at the 2010 SXSW Festival and is investigating hosted showcases for film and television music directors in conjunction with SaskFilm and the Saskatchewan Trade and Export Partnership (STEP).

SaskMusic will also test the concept of a "SaskMusic Night" at venues in Regina and Saskatoon early in 2010. This concept is to highlight the abilities of selected Saskatchewan artists to the people of Saskatchewan utilizing the new partnerships with private radio throughout Saskatchewan.

## ***PARTNERSHIP DEVELOPMENT***

The staff and Board will continue to build on existing relationships and partnerships but will proactively seek out new opportunities. These would include a new partnership between the University of Saskatchewan and SaskMusic, which will be used to deliver a variety of workshops and presentations in 2010 throughout Saskatchewan. In addition, SaskMusic is working with CBC to present (and record for re-broadcast) a concert featuring new and emerging artists from Saskatoon similar to the "On a Cold Road" concert that was held in 2009.

Partnership development also includes government and funder relationship building. SaskMusic will continue discussions with SAB on how best to move the music sector forward, how best to position itself for increased support from government and the private sector, and how best to utilize current funding through program harmonization.

Partnership development will also include the investigation of potential partnerships with local radio, and the development of new programs such as our Aboriginal Music Program. These new relationships will be developed through various networking methods, including face-to-face meetings, industry sector summits and round table discussions with focus groups.

## ***EDUCATION, PROFESSIONAL DEVELOPMENT AND TRAINING***

With the termination of the SaskMusic Grant Program, professional development has been identified as one area in which SaskMusic can still provide current, relevant and accurate assistance to the Saskatchewan music industry. To do that, SaskMusic will enlarge the Career Tracks program by engaging several local industry professionals in both Saskatoon and Regina to be available for one on one consultations.

In addition, SaskMusic will continue to offer its "Music as a Business" Workshop Series throughout 2010 and has agreed in principle with the University of Saskatchewan on the presentation of the series utilizing the remote broadcast technology of the University. This will allow SaskMusic's workshops to be accessed remotely by persons outside of Regina and Saskatoon either at the numerous community college locations throughout the province or eventually through webinars on their personal computers. Once SaskMusic is confident that the remote access technology is adequate for the music industry within Saskatchewan, SaskMusic will pursue the development of a Music Industry Certificate Program with the University of Saskatchewan.

SaskMusic will continue the “Legal Services Program,” whereby the services of SaskMusic’s General Legal Council will be provided free of charge to Saskatchewan music industry professionals. The legal service will be limited to career-oriented general advice and will be conducted in accordance with the rules and policies of The Law Society of Saskatchewan.

SaskMusic will institute a “Rock ‘n Talk” program within Saskatchewan high schools that will consist of a 45-minute multi-media presentation respecting the numerous careers that are available with the industry, and will finish with a live music performance by a Saskatchewan artist. This program will highlight the tremendous opportunities within the industry and will bring exposure of SaskMusic and Saskatchewan artists to the next set of music fans.

## ***ORGANIZATIONAL DEVELOPMENT & MANAGEMENT***

In accordance with a general directive from the Province of Saskatchewan, SaskMusic is to move from a membership-based organization to one of an industry leader that does not restrict services to specific individuals. Unfortunately, SaskMusic has not been provided with any specific guidelines as to how this modulation is to be achieved. In addition, SaskMusic has not received any assurance that there will be replacement of the income it currently derives from selling memberships once it moves to an industry sector model.

SaskMusic will take a proactive leadership role on this question by instigating further discussions with TPCS to obtain guidance as to the final model the Ministry desires SaskMusic to have.

## ***FUNDING DEVELOPMENT & MANAGEMENT***

SaskMusic will continue to work within the current structure of SAB to obtain whatever operational and program funding may be or may become available. In addition, SaskMusic will investigate the possibility of obtaining Canadian Content Development funds from private broadcasters within the province through a series of partnerships with those broadcasters. Further, SaskMusic will investigate and spearhead a project whereby a live performance tax credit would be instituted in conjunction with altered funding models to be presented to the province by SaskMusic.

## **Conclusion**

The Board of Directors of SaskMusic believes that the strategic directions outlined in this document represent a realistic, achievable path of development for the professional music industry within Saskatchewan. Increased emphasis on alternate funding sources will reduce the almost complete reliance SaskMusic currently has on funding from SAB. The new prominence of education and professional development will assist Saskatchewan professionals in competing in the ever-changing international music industry. Realistic use of social media will allow Saskatchewan artists to attain international acclaim notwithstanding the lack of industry infrastructure in the province. A live performance tax credit and altered funding structures will not only bring the excellence of Saskatchewan artists to the people of the province, but will ensure the ever-increasing contribution of the industry to the provincial economy. This is the new SaskMusic in the new Saskatchewan!