

Saskatchewan Music Industry  
SECTOR DEVELOPMENT INITIATIVE

Drafted Spring 2008

**SASK****MUSIC**

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# INTRODUCTION AND GOALS

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In Saskatchewan, the music industry has played a key role in the development of the economic, cultural and social life of the province. Musicians, artist managers, record producers, engineers, distributors, booking agents, promoters and record labels have contributed tremendously to the quality of life in our communities, providing an exciting and vibrant social environment, a considerable employment base, and an honest reflection of our regional and national identity. The people of Saskatchewan value their indigenous music industry and support it at every opportunity.

Saskatchewan music industry professionals have been working to position themselves in the global marketplace and they have made significant inroads in the past few years. Even so, the industry is at a crossroads in its development. In order to promote further growth and development of this important cultural sector, the industry as a whole must undertake a major multi-year initiative that can address local, national and international market access and business and corporate skills development.

SaskMusic proposes the Saskatchewan Music Industry Sector Development Initiative, an innovative project which will have important, long-term consequences for continued growth and success in local, national and international markets. The initiative being proposed to the Department of Culture will see the industry work to develop strategies for increased market access, for corporate and professional development, and for using new technologies to enhance the overall marketability of the music sector in Saskatchewan. These fundamental industry-wide initiatives are essential to increasing the competitiveness of the music industry in a global and knowledge based economy.

Specifically, the goals of the Saskatchewan Music Sector Development Initiative are:

- To increase market access locally, nationally and internationally and to increase the profile of the music industry as a whole and in the global marketplace.
- To support increased business skills and professional development to ensure long-term sustainability of the music industry.
- To work towards achieving the critical mass required to retain skilled professionals in Saskatchewan and to support and strengthen the local music industry infrastructure.
- To address barriers to entry for under-represented groups in Saskatchewan's music industry, including Aboriginal and Francophone artists and service providers.

# PROJECT PROPONENT — SASKMUSIC

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SaskMusic (The Saskatchewan Recording Industry Association) is a non-profit, member-based association established in 1987, with recognized Provincial Cultural Organization (PCO) status.

We act as a conduit of information to our members, providing them with direct links from other music industry associations across Canada and internationally. We contribute to the efforts of arts lobby groups on provincial and national levels. We are working towards the continued economic growth of our industry as changes in technology bring new methods of distribution and delivery of our recorded products.

We represent the sound recording industry on:

- the Cultural Industries Development Council
- the National Training Advisory Council to the Canadian Cultural Human Resources Council
- the Canadian Council of Music Industry Associations
- the National Advisory Board for FACTOR (the Foundation to Assist Canadian Talent On Record).

We provide regional representation for both FACTOR and CARAS (the Canadian Academy of Recording Arts and Sciences). SaskMusic was also a partner in the delivery of the Canada-Saskatchewan Partnership Agreement on Culture, from 1991-1995.

We began as a loose-knit group of studios and recording engineers, but have since grown to represent a wide cross-section of people who are employed or, more often, self-employed in the music business. The association has offices located in both Regina and Saskatoon.

## Association Profile

SaskMusic (The Saskatchewan Recording Industry Association) is a member-based, non-profit corporation representing the four components of the music and sound recording industries and community of Saskatchewan:

- Creation: songwriters, lyricists, composers, and creative writers/directors
- Interpretation: musicians, vocalists, arrangers, conductors, and producers
- Technical: sound engineers, stagehands, tour support staff, studios, and computer technologists
- Administration & Delivery: managers, promoters, lawyers, marketing directors, record labels, music publishers, accountants, retail, media, venues, multi-media, agents, film and video producers, media duplicators, graphic artists, publicists, photographers, and distributors.

### Vision:

- We envision a future where our 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 the gifts of Saskatchewan-made music.

### Mission:

SaskMusic acts as a major catalyst for the Saskatchewan Music Industry. We accomplish this through Leadership, Development, Promotion, Advocacy, and Partnership

### We believe in:

- fair and equitable compensation for music industry workers;
- the role of music as an integral part of Saskatchewan's cultural identity;
- the capacity of our industry to succeed on a global scale;
- the capacity and potential of the music industry's contribution to the province's economic development agenda;
- The enormous creative talent of our industry.

## INDUSTRY PROFILE

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The Saskatchewan music industry is a dynamic part of Saskatchewan's economic environment with a diversified sector representing every facet of the industry, including artists, technicians and service providers. During the past decade, success stories like Brad Johner, Jason Plumb, Andrea Menard and Kyle Riabko continue to build on the reputation of Saskatchewan as a breeding ground for musical talent, which has been home to artists like Joni Mitchell, Buffy Saint Marie, and the Queen City Kids. And for every major act launched into the international spotlight, hundreds of other independent artists and entrepreneurs contribute to the overall strength and vibrancy of the music industry.

The Saskatchewan Music Industry Review, published in 2007, estimates direct and indirect economic impacts of the industry to be close to \$64 million annually. Virtually all of the province's music industry professionals work as cultural entrepreneurs, and as such they have to become adept at performing a diverse set of industry functions in the service of building their careers. Increasingly, revenue sources in the industry have become fragmented, with artists having to rely on micro-payments coming from a wide array of income streams. Because of this, the business model for the average independent artist or service provider has become considerably more complex than it was even a few short years ago, and the need for business skills development and infrastructure support has become even more critical.

At a national and international level, the music industry has become a flashpoint for the wholesale transformation currently affecting the entire creative economy. According to the Music Tank Report of 2007, "Rapid, consistent and complex change has enveloped the global music industry over the past seven years. From the rise of the original peer-to-peer (P2P) Napster in 1999 ... an unstoppable state of change in the music industry has produced a raft of challenges and opportunities that are fundamental to an industry worth billions...."

Music industry professionals in Saskatchewan, like their counterparts in the independent sector across the country, are contending with a complete restructuring of retail and distribution channels, out of date copyright laws and lack of enforcement, soaring marketing and promotion costs, and business patterns that are in a constant state of flux. Without a concerted effort to professionalize the industry and provide targeted development initiatives, we may fall further and further behind, despite the fact that the new face of the international music business seems tailor-made for the small-scale, lean, independent character that has been the hallmark of our industry from the very beginning.

## CHALLENGES AND RATIONALE FOR ACTION

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The music industry in Saskatchewan, then, has identified the following challenges which form the basis for the integrated program of activities proposed by SaskMusic:

- (1) *The need to develop **business skills** which are essential to prepare companies for growth and development and to position them for national and international marketing.* The music industry is comprised largely of individuals, and is driven heavily by the creative process of songwriting and production. In the case of both artists and service providers, companies have been built up from the ground through “sweat equity,” with a strong creative focus, but with less depth in the area of business development skills. In order to make it to the next level of development in a globally competitive marketplace and to support sustainable, responsible growth, music industry professionals must be able to effectively plan the future of their enterprises, be competitive in a national and international milieu, finance their operations in increasingly innovative ways, be able to operate on an international stage, and ensure the development of internal systems to effectively move their companies forward.
- (2) *The increasingly **globalized nature of the industry** which demands a high level of market development, marketing capability and the access to marketing capital to effectively compete in an international market place.* No artist or music company in Canada can sustain a profitable operation capitalizing on the Canadian market alone. Many successful Canadian companies have less than 20% of their sales from Canadian sources, the rest coming from U.S. and European buyers who are resident at international markets in Europe, the United States and beyond. Saskatchewan artists and companies are severely hampered by their ability to even attempt these markets given the high costs of market research, travel and the development of promotional material.
- (3) *A chronic **lack of capitalization of small companies** which impedes growth and development.* While the issue of overall investment in the industry is not entirely within the scope of this proposal, helping members of the industries develop the skills to secure innovative financing certainly is. While SaskMusic is working with public agencies on the one hand, they believe it is absolutely essential for music industry companies to begin to acquire the skills necessary to develop innovative financing strategies suitable to creative industries development. In addition, the industry has identified a need to be more competitive in seeking out support from broadcasters, private sector funds, and public funding agencies.
- (4) *An **under-utilization of new technologies**, especially digital distribution and promotional tools which are essential to market the industry nationally and internationally.* According to a recent news release by the Canadian Recording Industry Association, Canada is home to a “relatively undeveloped digital market, where digital downloads, subscription services and mobile music comprise just 12 percent of total sales.... [In] the US these channels comprise 29 percent of sales



(source: IFPI, June 30, 2007)... Digital sales in Canada are failing to replace declining CD and music DVD sales at the same rate they do in markets like the U.S., Japan and the U.K.”

- (5) *The **lack of access to the major production sectors** in Toronto, Vancouver and Montreal and **lack of access to decision-makers**.* The vibrancy of the music industry in Saskatchewan is notable given our geographical location. In this prairie centre, music industry professionals have to work exceptionally hard to build relationships and create trade links with other more established markets.
- (6) *The need to develop **programs to support under-represented groups** in Saskatchewan’s music industry.* Saskatchewan’s Aboriginal community represents one of the province’s fastest-growing demographics. As such, it represents a truly untapped pool of creative talent, and the human resource development plan for the music industry needs to be inclusive of this population. Saskatchewan has a tremendous legacy of Aboriginal artists reaching back to Buffy Saint Marie, and we are home to one of the largest record labels in the country dealing primarily in Aboriginal music. However, more support and outreach is needed. In addition, Saskatchewan’s Francophone artists contribute significantly to the music industry in the province. Accessing Francophone markets outside of Saskatchewan continues to be a challenge for these cultural entrepreneurs.
- (7) *The need to **target youth** through post-secondary education and other career development initiatives.* The music industry relies upon the development of new technologies and cutting edge creative products. Bringing young people into our sector is a way of enlivening the industry itself, while at the same time making the province an attractive place for young people to live and work.

## A Multi-Year Strategy

Given these challenges, it is clear that the Saskatchewan music industry needs a targeted development initiative if it is to realize its full potential as a key cultural industry in the province. The programs presented in this document are designed to develop the industry efficiently and powerfully by providing supports exactly where they are needed most. As with any development initiative, it is important to acknowledge that the full results of the initiative will be felt most fully over time.

It has been demonstrated in other regions of the country (e.g. Manitoba, Quebec, Nova Scotia) that a multi-year strategy is the only approach that will achieve the desired effect, and we believe that a long-term commitment for a period of at least five years is the minimum that will be required to achieve the momentum we are looking for. For this reason, we are committed to benchmarking the industry from the beginning of the strategy so that we can track growth and monitor the effects of the programs over time.

## OVERVIEW OF FEDERAL INVESTMENT

In 2000, Canadian Heritage published a study of the Sound Recording Development Program (SRDP) which administered FACTOR/MusicAction. The study revealed a significant under-representation of resources devoted to the sound sector in the western provinces. The study also revealed a weakness in the level of support for entrepreneurial and business skill development among small, independent companies and producers in the sound sector. In 2001, on the heels of the Federal Government announcing the creation of the “Tomorrow Starts Today” Program, the SRDP was replaced by the Canada Music Fund, which devoted new resources to the sound recording industry, primarily through FACTOR. As the chart below shows, it is clear that Saskatchewan is still not able to access its proportional share of federal funding. A summary of federal funding to the sound sector in Saskatchewan through FACTOR from 2004-2007 is as follows:

<b>2004-2005</b>	<b>Total Funding</b>	<b>Saskatchewan</b>	<b>% of Total</b>
Sound Recording	4,482,304	40,389	0.90
Video Production	1,638,622	-	0.00
Marketing Support for Business	1,114,103	-	0.00
Marketing & Promotion of Sound Recordings	1,930,170	-	0.00
Touring & Showcasing	1,730,469	2,842	0.16
Collective Initiatives	1,883,239	26,500	1.41
Radio Marketing Fund	1,566,818	30,000	1.91
<b>Total</b>	<b>14,345,725</b>	<b>99,731</b>	<b>0.70</b>

<b>2005-2006</b>	<b>Total Funding</b>	<b>Saskatchewan</b>	<b>% of Total</b>
Sound Recording	3,938,724	-	0.00
Video Production	2,400,981	-	0.00
Marketing & Promotion of Sound Recordings	2,620,642	26,744	1.02
Touring & Showcasing	2,241,391	2,301	0.10
Marketing Support for Businesses	1,359,315	1,716	0.13
Business Development	576,533	-	0.00
Collective Initiatives	1,595,664	-	0.00
Radio Marketing Fund	867,835	30,000	3.46
<b>Total</b>	<b>15,601,085</b>	<b>60,761</b>	<b>0.39</b>

<b>2006-2007</b>	<b>Total Funding</b>	<b>Saskatchewan</b>	<b>% of Total</b>
Sound Recording	3,618,213	9,398	0.26
Video Production	848,537	-	0.00
Marketing & Promotion of Sound Recordings	2,457,115	4,000	0.16
Touring & Showcasing	2,055,566	18,134	0.88
Marketing Support for Businesses	979,795	-	0.00
Business Development	412,500	13,300	3.22
Collective Initiatives	1,869,695	8,331	0.45
Radio Marketing Fund	788,780	30,000	3.80
<b>Total</b>	<b>13,030,201</b>	<b>83,163</b>	<b>0.64</b>

The vast majority of federal support to the Saskatchewan music industry has come from the Collective Initiatives Program and the Radio Marketing Fund in the form of contributions to SaskMusic (and as of this fiscal year, the Radio Marketing fund is now unavailable to SaskMusic). If one were to omit these contributions from the summary, **direct funding to music industry professionals in the province remains at an appallingly low level.** Part of the reason for this is that application rates from Saskatchewan are well below optimum levels, and this speaks even more strongly to the need for fundamental business skills training in this all aspects of the industry.

The regional disparity in federal public support for the sound sector and the weak level of support for marketing and business development initiatives need to be addressed if the Saskatchewan music industry is to continue to solidify its foundations and expand its influence in the Canadian and international marketplace. At a time when new technologies are transforming the music industry and the creative output of music industry professionals is burgeoning, there comes a renewed challenge to ensure adequate resources for assisting the industry in reaching the next stage of development through promotion, marketing, and business skills enhancement .

# PROPOSAL SUMMARY

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The goals of the Saskatchewan Music Industry Sector Development Initiative are:

- To increase market access locally, nationally and internationally and to increase the profile of the music industry as a whole and in the global marketplace.
- To support increased business skills and professional development to ensure long-term sustainability of the music industry.
- To work towards achieving the critical mass required to retain skilled professionals in Saskatchewan and to support and strengthen the local music industry infrastructure.
- To address barriers to entry for under-represented groups in Saskatchewan's music industry, including Aboriginal and Francophone artists and service providers.

In order to capitalize on the economic opportunities of this sector and to build a strong base for growth, this proposal seeks support for 6 INTERRELATED MULTI-YEAR PROGRAMS:

- Market Development Program
- Showcase Travel Support Program
- Professional Development Program
- Business Development Initiative
- Aboriginal Music Program
- Music Industry Grant Program

# MARKET DEVELOPMENT PROGRAM

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## Description and Objectives

Throughout our industry consultations, Saskatchewan music industry professionals have called strongly for an increase in support for entrepreneurship and business development initiatives targeted to the Saskatchewan music community. Specifically, requests have been made for a program that will bring focus to the industry's business development strategies and increase the level of connectedness between Saskatchewan music industry professionals and the broader industry. As a result, SaskMusic has created the Market Development Program, comprised of activities designed to expand and enhance the total market served by Saskatchewan artists and entrepreneurs.

The objectives of the Market Development Program are:

1. To bring Saskatchewan music to new geographic areas (e.g. increase domestic and international presence);
2. To find new markets for products and services (e.g. licensing to film & television producers, video game producers, etc.);
3. To intensify consumer activity among existing customers.

SaskMusic is not in the business of selling music products and services directly, and therefore its market development activities are all conceived to assist and support the efforts of Saskatchewan-based music industry professionals. Primarily, this means raising the profile of Saskatchewan talent among consumers, increasing awareness of Saskatchewan music at the national and international level, and creating opportunities for Saskatchewan's music industry professionals to enter into new business relationships with those who can expand their markets.

It should be noted that the Market Development Program has been designed to work in concert with the Showcase Travel Support Program, which provides travel funding to music industry professionals to attend recognized industry events, as well as the Professional Development Program, which will undertake market-preparedness training on a regular basis.

## Market Development Initiatives

### I. Pan-Industry Promotion

A new SaskMusic website will be launched that will take advantage of cutting-edge web technologies to showcase Saskatchewan music to the world and allow music fans to keep track of all the latest developments. The website will raise awareness of Saskatchewan music among consumers, industry, broadcasters and other stakeholder groups. Regular news updates, live music information, artist pages, industry pages,

video and audio feeds will be augmented by interactive features such as blogs and rss feeds.

A dedicated promotional campaign will be launched to market the website within the province and beyond. The campaign could include live events, a links promotion, radio promotion, and a significant media presence for the purpose of driving traffic to the website. Promoting SaskMusic's website will be synonymous with promoting the Saskatchewan music industry itself, as the website will be the primary window for anyone interested in any aspect of the music community in the province.

## II. Industry Events

SaskMusic will have a presence at major industry events at the regional, national and international level. In attending these events, SaskMusic will:

1. Establish connections between the Saskatchewan music industry and the broader industry by networking with individuals who have strategic importance to the development of Saskatchewan music. Priority will be given to:
  - a. private industry, management, agencies, labels, distributors, publishers, festivals, promoters and other music enterprises.
  - b. key individuals in national and regional industry trade associations and collectives such as CIRPA, CMPA, CRIA, MMF, SAC, SOCAN, CMRRA, CCMIA, NAFA, OCFE, CCMA, CARAS, CAB, etc.
  - c. funding agencies such as FACTOR, Radio Starmaker Fund, Canada Council for the Arts, DOCH, SOCAN Foundation, etc.
  - d. government representatives, music industry policy-makers, and CTOs.
2. Gather market intelligence and research on music industry trends and developments, including new products & services, business models, revenue streams, emerging markets, distribution methods, and other opportunities for both artists and industry.
3. Provide on-site support to Saskatchewan artists and industry who are also present by attending showcases, "spotting" the venues for key industry, advocating for artists who do not yet have representation, inviting Saskatchewan artists and industry to networking meetings where appropriate, making key introductions, providing strategic advice, and actively promoting Saskatchewan events.

In any given year, the decisions regarding which events to attend will be based on an assessment of the extent of participation by Saskatchewan artists and industry, the potential for significant networking meetings, and potential for acquiring new information and intelligence. The following is a list of major events which SaskMusic could attend:

### Domestic Events

1. Canadian Music Week (CMW), Toronto, March: Showcases a broad variety and number of artists to both domestic and international industry for signing, touring

- and licensing in conjunction with industry/artist conference. 90% domestic showcasing. 10% foreign artist showcasing.
2. North by Northeast (NXNE), Toronto, June: Showcases a broad variety and number of artists to both domestic and international industry for signing, touring and licensing, in conjunction with artist conference. 66% domestic showcasing, 33% foreign artist showcasing.
  3. Canadian Music Café, Toronto International Film Festival (TIFF), September, Toronto: Showcases a limited number of artists for film, TV and games licensing in conjunction with Toronto International Film Festival. 100% domestic showcasing.
  4. Transmission, Vancouver, December: Showcases a limited number of export ready artists to international festival, concert and club buyers in conjunction with policy conference. 60% domestic showcasing, 40% foreign artist showcasing.
  5. East Coast Music Awards (ECMAs), Atlantic Canada, February: Showcases east coast artists to domestic and international industry in conjunction with industry/artist conference and award show. 100% domestic artist showcasing.
  6. Western Canadian Music Awards (WCMA), Western Canada (rotational location) October: Showcases western Canadian artists to domestic and international industry in conjunction with industry/artist conference and award show. 100% domestic showcasing.
  7. Canadian Country Music Awards (CCMAs), September: Showcases country music artists to domestic and international industry in conjunction with industry/artist conference and award show. 100% domestic showcasing.
  8. Pop Montreal, October: Showcases a broad variety of artists to domestic and international industry in conjunction with artist/industry/academic conference. 68% domestic showcasing, 32% foreign artist showcasing.
  9. M Pour Montreal, October: Showcases a limited number of export ready artists to international festival, concert and club buyers. Presently 100% domestic showcasing.
  10. Canadian Aboriginal Festival, Toronto, November: Site of the Canadian Aboriginal Music Awards. Limited music festival, private showcasing.
  11. Manito Ahbee, Winnipeg, November: Site of the Aboriginal Peoples Choice Music Awards. Extensive music festival, mixed domestic and international showcases.

#### International Events

1. MIDEM, Cannes, January (premier international music market, all genres, all countries, for licensing, distribution).
2. Popkomm, Berlin, August (international market for pop labels for licensing, distribution).
3. South by Southwest, Austin, March (premier North American showcase festival for artists performing for domestic and international industry).
4. North American Folk Alliance (showcase for folk and folk oriented artists to domestic and international buyers in conjunction with trade show and conference).

5. Womex (world music showcase and conference for domestic and international industry).
6. London Calling, London (boutique showcase and conference event with international reach).
7. CMJ Music Marathon, New York, October (broad variety and number of artists showcasing for domestic and international industry).
8. The Great Escape, Brighton, June (boutique conference showcase event with international reach).
9. Musexpo, Los Angeles (new event to showcase mostly pop/rock artists primarily for the American market).
10. Mipcomm, Cannes (film and TV market, opportunities for music licensing).

### III. Targeted Marketing Initiatives

SaskMusic will occasionally undertake targeted marketing initiatives outside of Saskatchewan on behalf of market-ready artists and businesses when opportunities present themselves and when resources permit. Typically these activities will be in the context of recognized industry events, but off-event activities or special events can be considered as well when circumstances warrant. In all cases, the goal is to maximize the presence of national and international industry at these events in order to foster business relationships between artists and service providers.

Targeted marketing can include the following activities:

1. Dedicated showcases of Saskatchewan talent. These showcases will typically take place when a critical mass of Saskatchewan artists are present at a major industry event and when it is determined that a showcase will significantly enhance the opportunities for those artists to further their business goals for that event. Showcases may also be used to establish or develop the Saskatchewan brand outside the province.
2. Targeted promotion of Saskatchewan showcases using print material, ads, music compilations, promotional items, or the hiring of publicists.
3. Networking dinners and receptions. SaskMusic may host these events in order to foster professional relationships and business relationships between Saskatchewan music industry professionals and individuals of key strategic importance to the development of our industry. These events will typically take place outside of Saskatchewan, but occasionally will take place within the province when key industry representatives are here for other purposes.

Most targeted marketing events will be undertaken in support of Saskatchewan music industry professionals who are deemed to be market ready. For our purposes, this means that an artist or service provider must have:

1. an appropriate “product” i.e. recorded music, live show or services;
2. realistic marketing and distribution strategies in place;
3. appropriate, demonstrable skills, knowledge and human resources;



4. a demonstrable capacity to support and sustain business opportunities.

## Implementation Notes

The success of the Market Development Program is dependent upon it being as flexible as possible in order to be responsive to changing market demands and in order to allow SaskMusic to address opportunities as they occur throughout the year.

Because of this, the program description provides a menu of options for market development initiatives rather than a strict set of prescribed activities.

Each year a Market Development plan will be created which will outline the industry events to be attended by SaskMusic staff, the plan for targeted marketing events, and the plan for pan-industry promotion. Along with a critical timeline and budget, a contingency will be built in to account for new opportunities that arise throughout the year. These plans will be reviewed quarterly.

## Expected Outcomes

- Expanded and higher profile for Saskatchewan music locally, nationally and internationally.
- Increased participation in major music industry events by Saskatchewan artists and service providers.
- Increased number of significant business relationships between Saskatchewan music industry professionals and businesses outside the province.
- More extensive and accurate industry intelligence and market information available to Saskatchewan music industry professionals.
- Increase in interest and excitement over Saskatchewan music through showcasing and promotional efforts.
- Development of niche markets and non-traditional markets for Saskatchewan music.
- Increased revenue generation and growth in Saskatchewan's music sector.

# SHOWCASE TRAVEL SUPPORT PROGRAM

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## Description and objectives

Consultations with both artists and service providers revealed that their market development initiatives are tied strongly to their ability to travel to markets outside of Saskatchewan to perform industry showcases and to meet potential business associates face to face. Most often, these activities occur in the context of professionally organized music industry events. However, the cost of traveling to these events is prohibitively expensive for most artists and service providers. Therefore, the Showcase Travel Support Program will support Saskatchewan artists and music industry professionals in attending and enhancing their presence at professionally organized music industry conferences, showcases, and other related approved events.

The objectives of the Showcase Travel Support Program are:

1. To provide financial support to music industry professionals to assist in travel, accommodations, and other related expenses incurred in their professional activities at organized music industry events.
2. To encourage participation in professional music industry events outside of Saskatchewan.
3. To increase the professional networks and business opportunities available to Saskatchewan music industry professionals.

## Funding Levels

Applicants may apply for up to 75% of approved expenses. The maximum amount of funding available is \$1000 for Canadian events, and \$1500 for international events. Contributions will be in the form of a grant.

## Adjudication

All applications will be subject to an industry review panel. The industry review panel is mandated to recommend SaskMusic's financial commitment level for eligible proposals. Final approval rests with SaskMusic. Applications will be adjudicated based on criteria such as: Marketing plan, strength of team and other professional attributes (CD release, professional affiliations, tour activity, etc.).

## Approved Events

Canadian Music Week (CMW)  
North by Northeast (NXNE)  
Canadian Music Café, Toronto International Film Festival (TIFF)  
Transmission  
East Coast Music Awards (ECMAs)





Western Canadian Music Awards (WCMA)  
Canadian Country Music Awards (CCMA)  
Pop Montreal  
M Pour Montreal  
Canadian Aboriginal Festival  
Manito Ahbee

MIDEM  
Popkomm  
South by Southwest  
North American Folk Alliance  
Womex  
London Calling  
CMJ Music Marathon  
The Great Escape, Brighton  
Musexpo  
Mipcomm

## Eligibility Requirements

1. The applicant must be a Saskatchewan resident.
2. The application form must be completed in full.
3. All requested materials must accompany the application.
4. All approved applicants must maximize complementary funding through other sources such as FACTOR, Canada Council, etc. Applications to other funding bodies must be attached to the application.
5. The applicant must be attending an event on the list of approved events, or meet at least 2 of the following criteria:
  - a. Applicant has been invited to showcase at a professionally-organized event;
  - b. Applicant has commercially released a CD in the past 12 months, or will be commercially releasing a CD in the next 3 months;
  - c. Applicant has distribution in the region.

## Implementation Notes

-  A Showcase is defined as a performance targeted primarily at music industry professionals in an effort to secure a recording contract, a distribution deal, or to attract the interest of a booking agent or manager. The showcase may also be directed at, but not exclusively for, promoters or press.
-  Applications must be submitted at least 21 days before the event.
-  Only one application is permitted per applicant per event.
-  All applicants must submit a final report no later than 60 days after the event. Failure to submit the final report will make the applicant ineligible for further funding from SaskMusic.

- Approved applicants will receive 75% of the approved funding amount upon execution of the contract, and the remaining 25% upon submission of the final report.
- Approved applicants must enter into a contract that specifies the terms of the grant.
- All approved applicants must agree to take part in an evaluation of the Showcase Travel Support Program.

The following must accompany all submissions:

- Legible, signed, and completed Showcase Travel Support application form;
- Completed budget;
- Proof of residency must be submitted once a year (e.g.: Saskatchewan Driver's License or Saskatchewan Health Card)
- Marketing Plan including, but not limited to a list of contacts in market, a list of pre-arranged meetings, promotional plans;
- Tour itinerary (if applicable);
- If approved to showcase, a letter of confirmation from the event organizers;
- If not approved to officially showcase at a professionally organized event, a detailed rationale for your proposal;
- written interest from and meetings scheduled with a record company, publisher, agent or manager;
- Application(s) to other funding bodies for this event;
- Printed material regarding the event if it is not on the list of approved events.

## Expected Outcomes

- Increased presence of Saskatchewan music industry professionals at recognized music industry events.
- Expansion of professional networks.
- Development of new business relationships and increased revenue.
- Greater awareness and market penetration for Saskatchewan music.

# PROFESSIONAL DEVELOPMENT PROGRAM

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## Description and Objectives

In all of our consultations, the call for a sophisticated and effective Professional Development Program was unequivocal. In order to build a successful music industry workforce, skills and knowledge must be developed across an incredibly diverse set of industry functions. Therefore, SaskMusic will administer a comprehensive business and professional development program aimed at music industry professionals operating as independents. The program will be comprised of a variety of types of training delivery, including workshops, staff-led seminars, self-directed learning activities, one-on-one industry coaching and targeted training for Aboriginal artists.

The objectives of the Professional Development Program are:

1. To empower music industry professionals to achieve their goals through greater access to information and professional development resources;
2. To strengthen the music industry infrastructure by developing and targeting training resources where they are needed most;
3. To create significant partnerships with other training and development projects within the music industry on a national level;
4. To create partnerships with provincial educational organizations and post-secondary institutions.

## Music Industry Resource Centres

The heart of the Professional Development Program will be the creation of a Music Industry Resource Centre in each of SaskMusic's offices in Regina and Saskatoon. The two Resource Centres will house state of the art computers for use by members, with high speed internet access, complete scanning, faxing & copying services, a postage machine, full office software, web development software, and music notation software. Extensive resources devoted specifically to the work of independent artists and service providers will be housed in each Centre's library. This will include specialized industry publications, market intelligence, training modules, industry databases, information on national associations, and resources related to building industry networks both nationally and internationally.

## Types of Training Delivery

The Professional Development Program will offer five different types of training modes:

1. Large-scale workshops and short courses. These are intensive workshops and courses focusing on specific topics related to artists' career development skills. Often, because many of the top industry professionals are situated elsewhere in the country, these events involve bringing resource people in from out of town.

2. Locally-led training events. These events are much briefer in duration than the large-scale events, often concentrating on discrete topics and highly-focused instruction. The content of these events are typically developed according to the needs of artists as they are expressed in one-on-one and small-group meetings with Resource Centre staff. This ability to be responsive to the needs of clients on a fairly immediate basis is one of the great values of the Resource Centre model for training delivery.
3. Self-directed training and development. Much of the energy in the Music Industry Resource Centre will be focused on developing resources for the self-directed learner. Music Industry Professionals can drop in to the Resource Centre to make use of our library of foundational material, trade publications, contact directories and a plethora of other professional resources. With these they can gain knowledge and discover information about any aspect of the music industry that pertains to their work.
4. One-on-one consultation. While self-directed learning is extremely important, staff members are available to lend their expertise and insights. Resource Centre staff will answer questions and coach participants in the areas of marketing, A & R, publishing, recording deal, studio techniques, design, copyright, writing, sound reinforcement, touring, negotiating, showcasing, press kits, market intelligence, and hundreds of other topics of interest to independent artists and others.
5. Targeted training for Aboriginal Music Program participants. SaskMusic's proposed Aboriginal Music Program has a dual training mandate: the first is to increase participation rates for Aboriginal artists in our regular slate of workshops and seminars; the second is to create targeted training opportunities that can address the specific realities of the Aboriginal Music Community in Saskatchewan. Business and professional development opportunities are crucial to addressing the barriers preventing full participation of Aboriginal artists in the Saskatchewan music industry.

## Key Partnerships

In addition to delivering professional development events throughout the year, SaskMusic's strategy also includes partnering with other organizations devoted to providing training for Saskatchewan artists and service providers. Through our program we will provide support and resources to the University of Saskatchewan's Centre for Continuing and Distance Education (CCDE) Program as they work to develop a certificate program in music industry business development.

Also, the Cultural Human Resources Council (CHRC) has recently released its own National Training Strategy for the Canadian Music Industry. This report includes extensive recommendations for the provision of training programs in all of the regions of Canada, and names music industry associations like SaskMusic specifically as the ideal anchor for the establishment of regional “centres of excellence.” SaskMusic has been a participant in the CHRC’s Advisory Committee in the development of this strategy document, and now represents the western music industry associations on the recently formed NTAC (National Training Advisory Council). We are excited to be a part of its implementation and work in the coming years.

## Expected Outcomes

- By providing informational resources, individuals will know more about the music industry, about their businesses, and about their craft.
- Through skills development initiatives, participants will be able to market themselves more effectively, increase their creative and technological proficiency, increase their revenue, raise their income levels, and develop their audience base.
- Through curricula targeted to the creative sector of the music industry, the quality of the music being created in this region will be enhanced across a wide variety of genres.
- Through training initiatives targeted to youth, the music community will be further enhanced by a succession of new artists and new ideas.

# SASKATCHEWAN MUSIC INDUSTRY BUSINESS DEVELOPMENT INITIATIVE

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## Description

The Saskatchewan music industry is populated almost exclusively by individual entrepreneurs and companies engaged in micro-enterprise. These businesses are chronically under-capitalized and most have not engaged in a business planning process. These conditions make them particularly unprepared for the challenges associated with becoming competitive in a global media marketplace. To complicate matters, the small size of these companies makes them ineligible for much of the business development support that may be available through federal programs. In response to this situation, SaskMusic proposes the creation of a two-phase development initiative delivered in part by SaskMusic.

**Phase 1 of the initiative will be delivered by SaskMusic in the form of a Business Development Support Program.** In this program, established Saskatchewan music industry companies will work with a consultant to develop comprehensive business plans. For each participating company, SaskMusic will provide 80% of the cost to a maximum of \$5000.00. Once the business plan is completed, it can form the basis of the participating company's application to Phase 2 of the program. Companies who complete Phase 1 are not required to go on to Phase 2 of the initiative.

**Phase 2 of the program would be delivered by another agency.** As previously stated and established through research, investment is needed to develop our small music industry businesses into successful and vibrant companies. SaskMusic proposes the creation of a Portfolio Investment Program to provide financial support for the implementation of the/a 3-year business plan. Typically, participants will be those whose business plans have been developed in Phase 1 with the help of SaskMusic. However, companies with an acceptable business plan completed independently of the Business Development Support Program will also be eligible to apply.

## Phase 1: SaskMusic Business Development Support Program

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### Objectives

The purpose of the Business Development Support Program is to assist established Saskatchewan companies operating in the sound recording sector with the creation of three-year business plans. The business plans resulting from this program will help companies solidify their growth objectives, market themselves effectively, and secure appropriate financing.

Companies will work with a consultant in preparing a business plan in the following areas:



- Development of a three-year business plan including a comprehensive marketing strategy;
- Completion of a three-year financial outcomes model;
- Development of a detailed action plan.

## Eligibility

To be eligible a company must meet the following criteria:

- The company must have demonstrated an interest and commitment to the development of Saskatchewan creative talent;
- The company must be owned by a Saskatchewan resident and be registered in the province of Saskatchewan;
- The company must have been in business for a minimum of two years;
- The company must be fiscally viable, as demonstrated by past performance;
- The company must submit current financial statements covering the past two years;
- The company must **not** meet the eligibility requirements for the Department of Canadian Heritage Music Entrepreneur Component.

## Financial participation

SaskMusic will provide 80% of the cost of the project to a maximum of \$5000.00. At the outset of the program, participants will contribute 20% of the cost, and SaskMusic will contribute 40% of the cost, directly to the participating consultant. Upon receipt of evidence of successful completion of the program, SaskMusic will contribute the remaining 40% of the cost to the consultant.

## Eligible costs

The Business Development Support Program will not recognize any costs associated with the creation of a business plan except the fees charged by the consultant.

## Application procedure

Interested companies must submit:

- The completed application form;
- All submission requirements as indicated on the application form.

An incomplete application will be deemed ineligible and will not be forwarded to the adjudication panel.

## Adjudication process

The adjudication panel will be chaired by the Executive Director of SaskMusic. The panel will include representatives from SaskMusic, the investment agency, and other designated industry professionals. All submitted information will be held in the strictest of confidence.

## Additional notes

- 1) All approved applicants must agree to take part in an evaluation of the Business Development Support Program.
- 2) The following must accompany all submissions:
  - Legible, signed, and completed Business Development Support Program application form;
  - Proof of residency of company owner(s);
  - A description of demonstrated interest and commitment to the development of Saskatchewan creative talent;
  - A description of the company's business history, including an organizational chart, personnel, description of key products and services, artist roster and biographies of senior management, including that of the person(s) who will be directly responsible for overseeing this program;
  - Articles of incorporation or business registration;
  - Complete list of subsidiaries (any corporation of which the company owns more than 50% of the voting stock);
  - A detailed description of how the business plan will benefit the company in its current context;
  - Financial statements (audited if available) for each of the previous two years.

## Phase 2: Portfolio Investment Program

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### Objectives

The purpose of the Portfolio Investment (PI) Program is to assist Saskatchewan companies in the music industry to increase their capacity to develop and support Saskatchewan creative talent by introducing a mechanism which places emphasis on the development, strengthening, growth and sustainability of Saskatchewan music industry companies themselves.

More specifically, this program is designed to:

- 1) provide an incentive to Saskatchewan owned and controlled firms to increase their efficiency and to reward those firms that succeed in enhancing their long term viability;
- 2) provide Saskatchewan owned and controlled firms with the tools required to become more competitive, to build equity, and to finance growth and expansion;
- 3) provide Saskatchewan owned and controlled firms with the resources to develop a portfolio over a multi-year time period and implement a strategic business and marketing plan;
- 4) enhance a company's ability to lever private financing.

## Eligibility

To be eligible a company must meet the following eligibility criteria:

- the company must be owned by a Saskatchewan resident and registered in the Province of Saskatchewan;
- the company must be fiscally viable, as demonstrated by past performance and the presentation of a realistic multi-year business plan;
- the company must have been in business for a minimum of two years;
- the company must have demonstrated an interest and commitment to the development of Saskatchewan creative talent;
- the company must submit current financial statements covering the past two years and a current Business and Operations Plan;
- the company must **not** meet the eligibility requirements for the Department of Canadian Heritage Music Entrepreneur Component.

If a current Business Plan has not been completed, assistance is available through SaskMusic's Business Development Support Program.

## Financial Participation

The investor will provide support for the implementation of the 3-year business plan. Contributions will be up to 75% of total eligible costs identified in the business plan to a maximum of \$30,000.00.

A signed equity contribution agreement will be entered into with the company which outlines specific terms and conditions of the investment, including terms of disbursement and recoupment. The company's business plan, including planned outcomes, will be scheduled to this agreement. Failure to comply with the terms of the agreement will result in nullification of the agreement and immediate repayment of any outstanding funds provided to the company.

## Eligible Costs

Eligible costs are those costs identified in the companies business plan including, but not limited to, the marketing, promotion, production, management and development of artists signed to a Saskatchewan label, publisher or management company. The costs are not necessarily project specific but should include a portfolio of projects identified in the accepted business plan.

## Application Procedure

A qualified independent assessment panel consisting of industry professionals, and business and financial experts will confirm eligibility. A completed application and business plan must be submitted along with any relevant materials.

## Recoupment

Recipients under the PI Program must reimburse a portion of the financial assistance received if the average profit margin for the three-year period following receipt of funds equals or is greater than 10 per cent. The profit margin will be calculated as follows: profit before tax and extraordinary items divided by total company revenues and multiplied by 100. The total company revenues should not include financial assistance received from the PI Program or other government agencies. In addition, this assistance should be subtracted from the net income.

## Expected Outcomes

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- Increased business skills, marketing muscle and financial expertise for program participants;
- Increased working capital in Saskatchewan-based music industry enterprises;
- Increased ability to access private investment;
- Increased business capacity and potential for corporate development;
- Enhanced opportunities for Saskatchewan-based artists.

# ABORIGINAL MUSIC PROGRAM

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## Description and Objectives

The 2007 Saskatchewan Music Industry Review called for SaskMusic to “increase member access to supports and services, including enhanced capacity to engage and provide services to Aboriginal and Francophone artists and industry professionals”. As a first step, SaskMusic will launch its Aboriginal Music Program to assist Aboriginal artists and entrepreneurs in developing sustainable careers within Saskatchewan’s music industry.

The need for an Aboriginal music program was underscored recently at the National Aboriginal Music Industry Summit that was held in Winnipeg in September, 2007. The report of that meeting called for:

- Increased awareness and communication among artists, industry, funders, and support organizations.
- Market research on how to successfully market Aboriginal music to Aboriginal, mainstream domestic, and international audiences.
- Developing excellent and culturally sensitive music industry service providers.
- Professional development for Aboriginal artists and artist managers.
- Flexible support programs, with interaction among support agencies and between these agencies and the private sector.

The SaskMusic Aboriginal Music Program will begin to address all of these issues with effective and targeted programming designed specifically to ameliorate the barriers faced by Aboriginal artists as well as enhance their opportunities for development within the broader industry.

Aboriginal Canadians represent the fastest-growing demographic in the country, and the human resource development plan for the music industry needs to be inclusive of this population. Much of the groundwork is already being laid, with Saskatchewan being home to a strong Aboriginal entertainment sector comprised of artists and industry representatives, including Andrea Menard, Eekwol, Chester Knight and the Wind, Donny Parenteau, Sweetgrass Records, a host of Aboriginal community broadcasters. The Saskatchewan Aboriginal music community enjoys a strong musical legacy that includes the likes of Buffy St. Marie.

Embedded within the issue of Aboriginal human resource development for the Saskatchewan Music Industry is the obvious potential to make a significant impact on Aboriginal youth. The Aboriginal Music Program will employ a dynamic coordinator to address the needs of Aboriginal youth who are already working in the industry as well as those emerging artists and business people who are attracted to the kind of exciting work that the industry has to offer.

The Aboriginal Music Program is designed to help Aboriginal people develop sustainable careers in Saskatchewan's music industry. Therefore, the objectives of the Aboriginal Music Program are:

1. To raise the profile of Saskatchewan Aboriginal artists on a local, regional and national level through the creation of marketing materials and showcase opportunities;
2. To empower Aboriginal artists to achieve their career objectives through greater exposure to players in the mainstream industry and the Aboriginal music sector;
3. To strengthen Aboriginal artists' understanding of the industry through targeted professional development opportunities;
4. To create opportunities for senior and established Aboriginal artists to mentor emerging Aboriginal artists.
5. To assist in the development of new partnerships between Aboriginal artists, industry service providers, and development organizations.

The Aboriginal Music Program will provide training for existing Aboriginal artists and business people, raise awareness of Saskatchewan Aboriginal music generally through marketing initiatives, and raise awareness of employment opportunities in the music industry among Aboriginal people. The Aboriginal Music Program will tie its activities to related work already being done at a local and national level, connecting Aboriginal artists to a variety of development activities and programs. The Aboriginal Music Coordinator will work with SASKMUSIC staff in the development of Aboriginal showcase opportunities, provide support to Saskatchewan artists at national Aboriginal music awards shows, organize music residencies, attend Aboriginal Career Fairs and develop targeted resources for Aboriginal artists.

## Aboriginal Music Program Steering Committee

The Aboriginal Music Program will be guided by a Steering Committee that will consist of up to 5 Aboriginal people involved in Saskatchewan's music industry. The committee will receive reports on the Aboriginal Music Program, making sure that it is respectful of the realities of Aboriginal artists and responsive to their needs. The committee will advise the Aboriginal Music Program Coordinator on project delivery and on the industry itself, foregrounding trends and key issues as they arise.






## Specific Initiatives

1. Description of current scene. The Aboriginal Music Program Coordinator will maintain the current database of Aboriginal artists, music entrepreneurs and companies operating within Saskatchewan and work to expand it to include contact information for Aboriginal artists, music entrepreneurs and companies operating in other parts of Canada.
2. Liaise between industry and the Aboriginal community. The Aboriginal Music Program Coordinator will facilitate communication and interaction between

members of the Aboriginal music community and SASKMUSIC. In addition, the Aboriginal Music Program Coordinator will liaise with other organizations, companies and individuals whose professional interests intersect with those of Aboriginal artists.

3. Industry Promotion. The Aboriginal Music Program Coordinator will promote employment opportunities in the industry through regular participation in career fairs, conferences and other community gatherings. The Aboriginal Music Program Coordinator will also identify strategic points of contact with Aboriginal artists throughout Saskatchewan to promote the industry and build bridges between these artists and the industry as a whole.
4. Targeted Professional Development. The Aboriginal Music Program Coordinator will deliver professional development events targeted specifically to the needs of the Aboriginal music community.
5. Existing Professional Development Programs. The Aboriginal Music Program Coordinator will work to increase the number of Aboriginal participants in SASKMUSIC's professional development program, focusing on increased participation in workshops, seminars, and courses; increased use of Resource Centre facilities; and an increased number of career consultations.
6. Marketing and Market Development. The Aboriginal Music Program Coordinator will create promotional material and events intended to raise awareness of Saskatchewan's Aboriginal music scene within the Aboriginal community itself, the industry, and the public at large. These promotional initiatives may include showcases, printed material, digital material, web-based promotions, CD compilations, or any other material and events consistent with SASKMUSIC's Saskatchewan Music Marketing Program.

## Expected Outcomes

-  Reduction in barriers to entry for Saskatchewan Aboriginal artists and service providers.
-  Increased business skills among Aboriginal music industry professionals.
-  Development of niche market for homegrown Aboriginal music.
-  Increased quality of creative products produced by Aboriginal artists.
-  Greater awareness of Saskatchewan Aboriginal music locally, nationally and internationally.





# MUSIC INDUSTRY GRANT PROGRAM

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## Description and Objectives

Since 2001, the SaskMusic Grant Program has enabled artists and music industry professionals to engage in activities that will enhance their music and/or professional careers, and contribute to the overall development of the Saskatchewan Music Industry. Until now, the program has accommodated all requests that were deemed to have a beneficial impact on the applicant's career. Unfortunately, the demand on the program is so great, and the resources are so limited, that we have deemed that a more targeted approach will be more effective in the long run. Therefore, the proposed program represents a streamlining of resources into three areas in which there is the highest demand and the potential for the highest impact while at the same time harmonize with other funding currently available through the Saskatchewan Arts Board, Factor and the Canada Council

Projects that are eligible include:

-  Marketing and Promotion
-  Tour Support
-  Demo Recordings
-  Professional Development

The objectives of the Music Industry Grant Program are:

1. To provide financial support to music industry professionals to assist in those areas of their business that are the most resource-intensive.
2. To encourage the production of high quality artistic products and services that are globally competitive and market-ready.
3. To increase opportunities for the promotion and sales of Saskatchewan music locally, nationally and internationally.

It should be noted that the current proposal projects a significant increase in the Grant Program over previous levels. In 2007, the total budget for the Grant Program was \$73,760.00 and this was devoted to a wide array of industry activities. By way of comparison, last year Manitoba Film & Sound distributed \$456,149.00 for recording, touring and marketing alone. This was in addition to a plethora of other development funds distributed to artists and service providers by their provincial government. In addition, when one considers the paltry funds being accessed by the Saskatchewan music industry from federal sources, it is easy to see that Saskatchewan artists and companies are ridiculously under-resourced. The new Music Industry Grant Program is intended to address this situation.



## Funding Levels

Applicants may apply for up to 50% of approved expenses to a maximum of \$1,500 - \$4,000 per deadline. The maximum amount of funding available to any one applicant is \$8,000 per fiscal year.

## Adjudication

All applications will be subject to an industry review panel. The industry review panel is mandated to recommend SaskMusic's financial commitment level for eligible proposals. Final approval rests with SaskMusic. Applications will be adjudicated based on criteria such as: Marketing plan, strength of team and other professional attributes (CD release, professional affiliations, tour activity, etc.).

## Eligibility Requirements

1. The applicant must be a Saskatchewan resident.
2. The application form must be completed in full.
3. All requested materials must accompany the application.
4. All approved applicants must maximize complementary funding through other sources such as Saskatchewan Arts Board, FACTOR, Canada Council, etc. Applications to other funding bodies must be attached to the application.

## Implementation Notes

- Only one application is permitted per applicant per deadline.
- All applicants must submit a final report no later than 60 days after completion of the project. Failure to submit the final report will make the applicant ineligible for further funding from SaskMusic.
- Approved applicants will receive 75% of the approved funding amount upon execution of the contract, and the remaining 25% upon submission of the final report.
- Approved applicants must enter into a contract that specifies the terms of the grant.
- All approved applicants must agree to take part in an evaluation of the Music Industry Grant Program.

## Expected Outcomes

- Increased number of Saskatchewan artists touring.
- Higher quality of productions, tours and marketing materials.
- Increased ingagment in specialized training
- Increased sales of recordings and audiences at shows.

# KEY INDUSTRY INDICATORS

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In order to assess the impact of SaskMusic's sector development programs on the Saskatchewan music industry, SaskMusic will track a number of key indicators and use them to create an annual state of the industry report.








## Production

SaskMusic will track the total number of albums produced for commercial release annually. Albums with national distribution through a recognized distributor will be noted. Increases in overall production are mildly indicative of industry strength. Tracking scope of distribution adds a significant dimension to our understanding of industry growth. Tracking releases by local labels, both local releases and out-of-province releases, will also add to our understanding.





## Funding

The number of Saskatchewan music industry professionals accessing or attempting to access funds from a variety of sources will be tracked. An increase in access to these funds indicates increased levels of professional activity.

All applicable programs within each of the following agencies will be targeted:

-  The Foundation to Assist Canadian Talent on Record (FACTOR)
-  The Canada Council for the Arts
-  The Saskatchewan Arts Board (MAC)
-  The Radio Starmaker Fund (RSF)
-  SaskMusic
-  VideoFact
-  PromoFact

Data will be gathered on:

-  Number of applications
-  Number of successful applications
-  Amount requested
-  Amount awarded

## Awards and Showcases

The number of showcase appearances at major national and international festivals by Saskatchewan artists will be tracked. In addition, we will also track the number of awards won by Saskatchewan artists and service sector professionals. An increase in the number of these showcases and awards is an indicator of an increase in the level of professional activity undertaken by members of the Saskatchewan music industry.

## Professional Development Evaluation

The outcomes of the professional development program will be measured using a standard accountability framework. This program evaluation framework will be completed on an annual basis and will include measures in four areas:

1. Reaction (participant satisfaction)
2. Learning (knowledge and skills)
3. Transfer (use of knowledge and skills in professional activities)
4. Results (positive impacts on career and company goals)

## Economic Impact Study

In order to provide a foundation and initial context for the annual Key Indicator reports, SaskMusic will undertake in 2008 a full economic impact study of the music industry in Saskatchewan. The report will provide a baseline assessment of the economic impact of the music industry on Saskatchewan's economy, including GDP and employment figures. The study will focus on key sectors of the music industry, including artists from all genres as well as booking agencies, managers, gear/instruments/PA/lighting service, sales, and rentals, graphic artists, manufacturers, music teachers, music organizations, photographers, production companies, record companies and distributors, producers, studios, talent buyers, and venues. The report will primarily be for the use of various organizations and individuals involved in the local music industry, with additional readership coming from government departments, funders, post-secondary educators and other provincial and national stakeholders.

## MANAGING THE INITIATIVE

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### Project Delivery

Efforts have been made to ensure that administration expenses will remain minimal and the concentration is on program delivery. SaskMusic recognizes that in order for this initiative to succeed, it will need to be tightly managed and closely monitored with an emphasis on tangible results achieved through company and artist specific tailored programming.

The plan includes the addition of four full-time contract staff members. The Marketing Coordinator will be responsible for coordination and delivery of the Market Development Program. The Aboriginal Music Program Coordinator will be responsible for the Aboriginal Music Program. And the Professional Development Coordinator will be responsible for the Business & Professional Development Program. The proposal also calls for a Programs Assistant who can provide administrative support in all aspects of program delivery.

## Managing the Project

The success of this proposal is tightly linked to the efficiency of its management. The funding agreement will formalize the responsibilities and obligations of the organization to the objectives within the proposal and create the template required for reporting to funders and the membership.

In all cases, SaskMusic's Executive Director will manage the project on behalf of the association. The Executive Director will be the main contact person to the funders and will be responsible for the collection and preparation of all financial and project reporting activities.