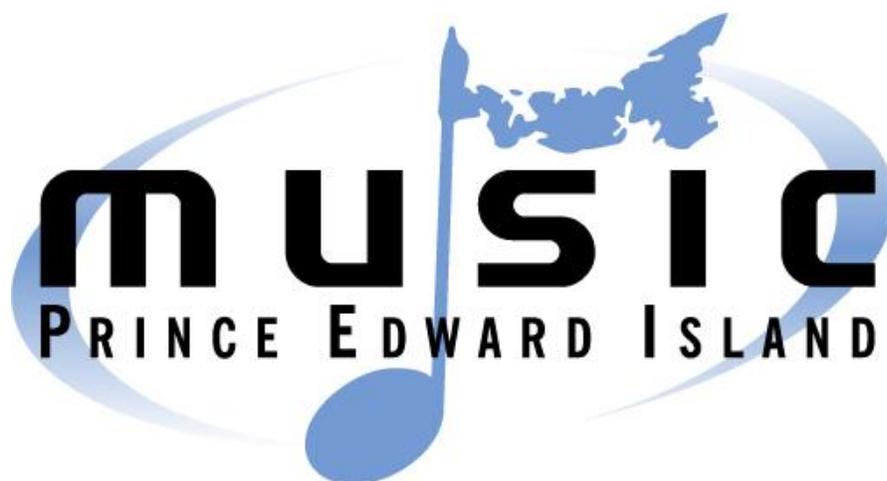


MUSIC PRINCE EDWARD ISLAND



STRATEGIC PLAN JUNE, 2008



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1.0 BACKGROUND

1.1 Music PEI

Music Prince Edward Island (Music PEI) was founded in 2001 as the Prince Edward Island Music Awards Association. Today Music PEI is a Music Industry Association (MIA) that is devoted to advancing careers of Island musicians, and is non-profit. The organization is actively seeking ways to promote, foster, and develop artists in the Island music industry. Music PEI acts as an advocate for the Island music industry and a representative at the national table.

Music PEI is a membership-based service organization with members varying from Island musicians to artist managers, recording engineers, production companies, producers, promoters, agents, other arts organizations and music lovers to mention a few. The membership categories are as follows:

- Artist
- Band
- Corporate
- Student
- Music lover

1.2 The Plan

Given Music PEI's new role as an industry association, the Board members and the Executive Director felt it was time to revisit its mission and thus participated in a Strategic Planning Session on June 11, 2008, facilitated by MRSB Consulting Services Inc. The findings from this session have been compiled to form this Strategic Plan.

Music PEI's Strategic Plan for 2008 is a plan for development, growth, and sustainability of the music industry of PEI.



1.3 The Board & Management

The current 2008/09 Board of Directors and Management of Music PEI make up diverse and extensive experience and expertise in the music industry. The representatives are listed as follows:

- Ray Brow, President, is in his fourth year of service on the Board and is a local businessman.
- Dennis Boudreau, Vice President, has been involved in the Island's music industry since he was sixteen years old and is a former engineering technician.
- Gordon Belsher, Treasurer, runs a studio and assists musicians in recovering full costs on independent projects.
- Shannon Pratt, Secretary has had 7 years experience in the film industry prior to joining Music PEI as the Awards Show Event Coordinator in 2007.
- Grady Poe, Director, has been with the organization for four years and has managed critically acclaimed artists for over a decade and helped build internationally successful careers.
- Paul Milner, Director, has been an award winning producer/engineer for twenty-five years and brings a wealth of international experience to the Board.
- Andrew Melzer, Director, has a background in production, writing, and publishing, and is currently spending his time in the licensing/publishing area of music.
- Lloyd Doyle, Director, spent fourteen years in radio before starting to operate a company that focuses on artist development, recording, and distribution.



- Dave Wigmore, Director, operates a company that brings together local talent to perform for local events, concerts and festivals, and is optimistic local talent will soon be able to stay on the Island and make a living.
- Rob Oakie, Executive Director, began his term in February 2008 and has a business background in export development and a passion for music.

1.4 Contact Music PEI

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2.0 OUR PURPOSE

2.1 Our Mission

The Mission Statement for Music PEI is simply:

To foster opportunities to develop and grow a professional music industry on Prince Edward Island.

Music PEI encourages the creation, development, and growth of the music industry on PEI. Music PEI plays an important leadership role in brokering information and resources, securing and administering funds, creating business development and recognizing excellence on behalf of the music industry. This role involves assisting in the development of ideas, products and the professionalism of Island musicians. Music PEI will revisit this mission and its relevance in June 2011.



2.2 Our Vision

Music PEI's vision is *"to become the destination for making creativity and innovation happen in the music industry through the Island's close network of partners and supporters."*

2.3 Our Guiding Principles

Music PEI's guiding principles, which will enable the organization to carry out its mission and which will form the basis for all decisions and activities, are as follows:

- **LEADERSHIP:** The association will take a leadership role on issues of importance that relate to the strategic priorities of the development and growth of Island musicians.
- **INCLUSIVITY:** The association will be the face of the industry and will help to develop and promote Island musicians as a whole, not select artists.
- **NON-COMPETITION:** The association will not compete with the private sector.
- **ACCOUNTABILITY:** The association will effectively utilize funds and resources to achieve measurable results within the organization's objectives on behalf of the membership, and be transparent on the program criteria and decision making process.



3.0 OUR PRIORITY AREAS

Music PEI has identified four priority areas: Supporting Professional Development, Securing and Administering Funding, Documenting a Database/Industry Assessment and Recognizing Excellence (Awards). Music PEI has identified other secondary areas of focus, as well as organizational activities. Music PEI's areas of focus are presented in the figure below and are described in the subsequent sections.

Figure 1: Priority Areas for Music PEI





3.1 Supporting Professional Development

3.1.1 Rationale

The primary reason for the existence of Music PEI is to increase the product quality and the professionalism of the artists and the industry as a whole.

3.1.2 Goals

The three-year goals for Supporting Professional Development have been identified as follows:

- (1) To successfully encourage the creation, development, and growth of Island musicians.**
- (2) To get the product and artist ready to take advantage of opportunities and resources.**
- (3) To broker information and resources to Island musicians about performance coaches, songwriting workshops, and other value added services.**

3.1.3 Action-Oriented Items

To achieve these goals, the following actions need to be taken:

- Develop a list of performance coaches for musicians to access.



- Capitalize on being a small place and offer more personalized assistance.
- Publicize the Island as one of the last untapped pools of talent in Canada.
- Assist in creating opportunities for acts.

3.2 Securing and Administering Funding

3.2.1 Rationale

Securing and administering funding is a priority for Music PEI since it enables the organization to help Island musicians. The company offers funding programs to develop Island musicians, made possible through government and private funding.

3.2.2 Goals

The three-year goals for the funding priority have been identified as follows:

- (1) To establish long-term funding support in partnership with government and corporate sponsors.**
- (2) To create a system where musicians are supported to grow and develop, making a contribution to the local economy.**
- (3) To demonstrate a return on investment to government funding partners and tax payers.**

3.2.3 Action-Oriented Items

To achieve these goals, the following actions need to be taken:

- Continue to advocate government for long-term commitment to funding.



- Continue advocating government for increased funding on behalf of the Island music community.
- Identify the economic impact of the funds on the Island music industry.
- To identify means of increasing corporate sponsorships.
- To investigate ways to increase access to funds (e.g. seek voluntary contributions on ticket prices).

3.3 Documenting Database & Industry Assessment

3.3.1 Rationale

In order to track the music industry's progress on PEI, a database needs to be created and an industry assessment completed so actions taken by the Board and the growth of the industry can be properly evaluated. In the existing system it is difficult to quantify results since it is uncertain where the industry currently is. It would be beneficial to show the industry, government and other supporters how the industry is growing and developing over time.

3.3.2 Goals

The three-year goals for Documenting a Database have been identified as follows:

- (1) To develop a clear picture of the music industry's status on PEI.**
- (2) To be able to measure the outcomes of investments in the industry in future years by comparing them to actions in prior years.**

3.3.3 Action-Oriented Items

To achieve these goals, the following actions need to be taken:

- Create an up to date database of all people and companies involved with and deriving income from the music industry.
- Identify how to assess the current status of the music industry on PEI.



- Explore the options available for an industry assessment. Evaluate whether or not an assessment can be done for PEI in terms of approach taken by other provinces, consultant referrals, and sustainability with PEI.
- Chart all money received from government and private sources and assess the value added from its spending. Determine how to quantify the contribution, in terms of dollars invested in the local economy.

3.4 Recognition of Excellence (Awards)

3.4.1 Rationale

Music PEI holds the Music PEI Awards Gala to honor those who made their mark on the Island music scene. The show celebrates Island music and is a great promotion of PEI's talent.

3.4.2 Goals

The three-year goals for the Recognizing Excellence priority have been identified as follows:

- (1) To create a self-funded event by increasing sponsorship and limit current resources being used for the event.**
- (2) To increase membership so that interest in the awards widens.**

3.4.3 Action-Oriented Items

To achieve these goals, the following actions need to be taken:

- Examine various options for increasing the profile of the event to gain more exposure for the association.



- Explore the idea of subcontracting the operation of the awards show through a request for proposal process and enable the organization to focus resources on other core areas.

3.5 Other Areas of Focus

Music PEI has identified the following as other areas of focus:

- Brokering of Information and Resources – Serve as an information outlet for PEI musicians and provide them with the tools and contacts needed to be successful.
- Networking – Ensure industry members and supporters have opportunities to network and link musical acts with the necessary support contacts, and also about relationship building.
- Seeking Opportunities – Represent Island musicians at events, such as Canadian Music Week and other conferences, where buyers are looking to sign talent. Also, to help artists find and develop their own personal niche markets, for example tourism, video and gaming and film industries.
- Special Project Funded Promotions – Become involved in special promotional activities that foster the development and growth of the industry, involve a leadership role, and do not compete with the private sector.
- Business Infrastructure – Support the development of necessary infrastructure, such as studios, in the long-term.



4.0 PEI MUSIC INDUSTRY

4.1 Overview of Industry

Today's industry is small on PEI. Music PEI is looking to turn PEI's smallness into an advantage in order to help foster opportunities to develop and grow a professional music industry on PEI.

The PEI music industry is made up of six core areas of activities, which are describe in the subsequent sections. Music PEI intends to help foster all core areas of activities within the music industry on PEI. Their efforts may focus more on some areas of activity rather than others given the industry makeup, the resources available to Music PEI and their overall mission.

4.2 Songwriting

Songwriting is the basis of growing a music industry. The songs are the core and without them there can be no success. Songwriting can be a collaborative creative process involving musical arrangement where experienced songwriters share their knowledge with junior artists. Successful songwriters cannot only perform their own songs but also sell their product to other performers.

4.2.1 Challenges

One challenge associated with songwriting is finding music publishers who can facilitate co-writes among songwriters and facilitate songwriting development. It is difficult assisting artists in finding their own personal niche and finding individuals capable of guiding this process.

4.2.2 Music PEI's Goal

Music PEI's goal: To help foster creativity and innovation among Island songwriters.



4.2.3 Action-Oriented Items

Music PEI will carry out the following items in order to realize its goal:

- Act as a broker of information on funding sources (e.g. FACTOR & SOCAN) for qualified individuals.
- Make one-on-one mentoring possible to musicians seeking assistance by lining them up with established songwriters interested in providing this guidance.
- Establish a committee to identify professional development activities and songwriter workshops as well as applicable funding sources, and present this plan to the Board for its approval. This committee will consist of Directors Andrew Melzer, Paul Milner, and Lloyd Doyle, all of whom have songwriting experience in the private sector.

4.3 Music Publishing

The role of a music publisher is to link new songs by songwriters with suitable recording artists to record them. This core area also deals with the marketing and commercial exploitation of songs and music catalogs. They also facilitate co-writes for songwriters and songwriting development.

4.3.1 Challenges

A significant challenge associated with music publishing is coming up with funding to support marketing campaigns. It can also be difficult finding productive partnerships between music publishers and songwriters.

4.3.2 Music PEI's Goal

Music PEI's goal: To establish a committee that will set forth a plan of action to facilitate the music publishing process on PEI, with the Board's approval.



4.3.3 Action–Oriented Items

Music PEI will carry out the following items in order to realize its goal:

- Establish a committee that will make a recommendation to the Board on the initiatives Music PEI should take in this area of focus. The committee members identified include Paul Milner, Lloyd Doyle and Andrew Melzer.

4.4 Live Performance

Improving the quality of live performances is one of Music PEI's primary objectives. Encouraging excellence in this area absorbs a large portion of the organization's funding since it triggers improvement in other core areas of activities within the music industry.

4.4.1 Challenges

It is a challenge to convince artists, especially younger ones, that there are benefits to receiving performance coaching with direct improvements to the quality of the product. It is also a challenge to ensure that artists are aware of, and have access to, qualified performance coaches.

4.4.2 Music PEI's Goal

Music PEI's goal: To help foster product and professional development of live performances.

4.4.3 Action–Oriented Items

Music PEI will carry out the following items in order to realize its goal:

- Continue to offer funding assistance to support artists and create greater awareness of the availability of this support, particularly with regard to performance coaching.
- Develop a list of qualified performance coaches and provide this information to artists, especially new talent.



- Acquire feedback from acts receiving performance coaching and monitor the progress of these artists.
- Develop a survey to be submitted by all funding applicants, asking them to identify if they received performance coaching and with whom.
- Establish performance clinics for younger artists.

4.5 Representation

Representation within the music industry involves management, booking agents and marketing. The advisor who manages the business affairs between the artist and the outside world is the manager. Making the public aware of Island talent and how they can access it is important for the Island music industry.

4.5.1 Challenges

A challenge with representation is it is expensive and difficult to measure its value. It can also be challenging to market musical talents, as many options exist such as radio and magazine advertising.

4.5.2 Music PEI's Goal

Music PEI's goal: To provide artists with marketing funding for basic costs such as posters and websites, and to help align emerging artists with existing artists to provide a support network.

4.5.3 Action-Oriented Items

Music PEI will carry out the following items in order to realize its goal:

- Examine the proposal of compiling a list of publicists available in the region who can help market Island musicians.
- Approach government for assistance to establish a matchmaking program whereby emerging artists would be introduced to existing artists in their genre.



- Continue to provide ongoing network opportunities.

4.6 Production

Production is the act of bringing the creative output of artists to the market as a sound recording. This core activity includes the businesses of sound studios, video production, and record labels.

4.6.1 Challenges

Making an album is very expensive and difficult to accomplish on PEI unless individuals have funding assistance. Producing videos in this region is also difficult as not enough companies have sufficient cash flow to support the projects.

4.6.2 Music PEI's Goal

Music PEI's goal: To support Island musicians through programs that allows projects to be brought to the market.

4.6.3 Action-Oriented Items

Music PEI will carry out the following items in order to realize its goal:

- Advocate the government for additional funding support to establish a recording fund for Island artists.
- Explore creating a PEI Music Recording fund through private sector funding.
- Investigate and develop a proposal for a Music Development Tax Credit, similar to the Ontario Sound Recording Tax Credit, to encourage and support private sector investment in the industry. This fund would help retain Island talent and attract new talent to the province.
- Broker information for available funding support in the province.



4.7 Licensing and Distribution

Licensing and distribution is the act of providing recorded products to the market in various forms. While CDs are still a popular medium of distribution, digital forms are quickly taking over and online distribution is becoming increasingly important.

4.7.1 Challenges

As technology continues to expand it is difficult to keep up with the resources needed to be successful. Distributors need the resources to compete with online distribution.

4.7.2 Music PEI's Goal

Music PEI's goal: To assist Island musicians in altering their outputs to succeed in the age of digital distribution and marketing.

4.7.3 Action-Oriented Items

Music PEI will carry out the following items in order to realize its goal:

- Facilitate education and training in the industry concerning how to list music on digital download portals.
- Provide financial support for marketing under existing funding programs.
- Act as a broker of information.



5.0 ORGANIZATION

At the organizational level, Music PEI is concerned with Advocacy, Membership and Partnerships.

5.1 Organizational Areas of Focus

- **Advocacy**

Music PEI's role is to advocate on behalf of its membership. Advocacy plays an important role in supporting professional development, recognizing excellence, and securing and funding for programming.

- **Membership**

Music PEI's membership includes all people or companies involved in or deriving income from the music industry. Some examples are musicians, management, promoters, engineers, technicians, agents, venue operators, and music lovers. Music PEI demonstrates value to its membership through the development of successful Island musicians.

- **Partnerships**

The success of Music PEI will be based on establishing partnerships within the music industry, provincially, nationally, and internationally, as well as with government and supporters of music.

Music PEI can also help to grow and develop the industry by establishing partnerships with other Island industries, such as tourism and video and gaming, to seek new opportunities. Partnerships are essential for Music PEI to help foster a creative environment for Island musicians and artists.

5.2 Committees



Music PEI has identified the following committees to support the achievement of its mission and goals:

- Music & Industry Awards
- Education
- Networking
- Communications
- Promotion (Awards Shows, Songwriter's Circles)
- Music Publishing (short-term committee responsible for developing an action plan)
- Songwriter (short-term committee responsible for developing an action plan)
- Tax incentive (short-term committee responsible for researching the options for, and potential benefits of, tax incentives for the music industry on PEI)
- Special Projects (Music Conference)
- Membership
- Sponsorship