



**Music and Sound Recording Industry**  
Sector Partnerships Program  
Final Report, July 2003

**Professional Development Strategy**  
**Development of Online Training Modules**

Delivered to  
Department of Learning  
Government of Saskatchewan

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Saskatchewan Recording Industry Association  
#114-2001 Cornwall Street  
Regina, SK S4P 3X9  
Tel: (306) 347-0676 Fax: (306) 347-7735  
Email: [info@saskrecording.ca](mailto:info@saskrecording.ca)  
Web Site: [www.saskrecording.ca](http://www.saskrecording.ca)

## **Executive Summary**

### **Introduction:**

The Saskatchewan Recording Industry Association (SRIA) is a non-profit, member based association that represents the music and sound recording sector in Saskatchewan. This sector is comprised of close to 3000 people who are employed or self employed as musicians, songwriters, sound engineers, managers, agents, publicists, studio owners, producers, etc.

Acting as a conduit of information to our members, SRIA provides them with direct links from other music industry associations across Canada and internationally. SRIA contributes to the efforts made by lobby groups on a national level, and 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.

In the early 1990's, the federal government undertook a major study of the cultural industries in Canada, focused on training and human resource issues. This study was done by Human Resource Development Canada (HRDC), and produced reports on the cultural industries as a whole, as well as on the various sub-sectors, including "music and sound recording".

As a result of this study, it was determined that a strategy should be developed. Two people from the industry were contracted to write "Proposal for a National Professional Development Strategy" in 1995. That document suggested there should be three phases to the strategy:

Phase one: Conduct an audit of all training that currently exists across Canada

Phase Two: Identify what is missing, both from a content point of view as well as from a geographical point of view. (E.g., there may be something available in Toronto, not available in Saskatchewan, etc.)

Phase Three: Create and deliver new programs to fill those gaps.

### **Saskatchewan Initiatives:**

#### **SECTOR PARTNERSHIPS PROGRAM PROJECT I**

In January 1998, Saskatchewan Learning (formerly the Department of Post-Secondary Education and Skills Training) entered into an agreement with SRIA under the JobStart/Future Skills Sector Partnerships Program to deliver the first phase of a long-term Professional Development Strategy for the music and sound recording industry of Saskatchewan. Project activities included:

1. Analysis of existing training, educational programs and resources available in Saskatchewan and on a national level;
2. Development and implementation of an on-line database of educational and training programs, resources, opportunities and training providers;
3. Identification of gaps, both in program content and accessibility in Saskatchewan;
4. Identification of potential resources or partnerships;
5. Development of strategies for providing training and employment opportunities, including self-employment opportunities, including opportunities for Aboriginal people; and
6. Development of sustainable sector partnership that supports a long-term human resource strategy that will evolve as technology evolves.

An audit of existing courses and a gap analysis was completed and the Canadian Music Training Database was created and launched. The following next steps were identified in order to continue implementation of the Professional Development Strategy for the music and sound recording industry of Saskatchewan:

1. Maintain and develop the Canadian Music Training Database;
2. Develop new curriculum; and
3. Deliver new training programs

#### SECTOR PARTNERSHIPS PROGRAM – PROJECT II :

In 2001 Saskatchewan Learning, through the Sector Partnerships Program, provided SRIA with additional funding, to assist in the implementation of the last phase of the Professional Training Strategy. This included the development, implementation and testing two (2) on-line music industry courses that would be used as prototypes to evaluate and determine the potential viability of a larger venture. The completion of these two pilot modules is crucial in the advancement of phase three of the Professional Development Strategy.

Project deliverables included:

1. Development of two courseware programs;
2. Establishment of an administration and management team including two course specialists/mentors;
3. Implementation of a six month testing period;
4. Development and implementation of a promotion and marketing strategy;
5. Development and implementation of a delivery strategy including enhanced partnerships with industry, community and corporate stakeholders, training providers and funding agencies/organizations; and
6. Explore the development of industry standards and certification process.

In November 2002, two online course modules for Tour Management were completed. The completion of these two pilot modules is crucial in the advancement of phase three of the Professional Development Strategy.

#### **Methodology:**

##### Planning Sessions:

Several strategic planning sessions were held to determine the technical requirements and production schedule. Key elements of the initiative were then pulled together in various stages throughout the project. These include:

- Course Material Evaluation
- Assessment and Selection
- Content Assembly
- Course Content Script Writing
- Creative Strategy and Graphic Design
- Media Elements Assembly
- Programming and Digital Production
- Support Resources

Testing of all aspects of the site were ongoing, and beta testing with outside users began in November, 2002 and completed in spring of 2003.

### Administration Team:

An administrative support team, including SRIA staff, key stakeholders and outside contractors, was established to work together on this initiative. Jim Folk, who was instrumental in the completion and success of Phase 1, has continued to work on this initiative from the onset. In addition, there have been several music industry professionals who have acted as mentors and strong supporters of this project. These industry professionals are those who have worked in this field for several years in a variety of capacities and are willing to share the experiences with others.

### Key Findings:

A total of 19 beta-test participants were involved in the project. The majority of feedback was positive, however, comments obtained enabled changes to be made that would provide a user-friendly site.

The development of both the delivery strategy and the marketing and promotion strategy resulted from strategic sessions for both SRIA and the Canadian Council of Music Industry Associations (CCMIA). The CCMIA was made up of all the Music Industry Associations across Canada, however, this entity no longer exists.

### Delivery Strategy of Online Training Modules:

Several meetings and two strategic planning sessions were held with the eight provincial music industry associations. Education was identified as primary national goal and the development of the two pilot modules was very well supported. These associations along with FACTOR (Foundation to Assist Canadian Talent On Record), CIRPA, and other music industry organizations are committed to the development of industry standards and certification and would also assist in the implementation and marketing of this initiative.

JFi Communications has been an integral part of this project from the onset. SRIA has partnered with Jim Folk to implement our delivery strategy. The success of this program is dependent upon the support of the community, corporate sponsors, and training providers as well as funding resources.

Once financial resources are secure, SRIA and Jim Folk will identify more specifically which community representatives and training providers will be approached, develop the communication materials, and continue to update the web site.

In December 2002, the Manitoba Audio Recording Industry Association (MARIA) became a partner in this initiative. The Manitoba Government has provided funding to MARIA for the development of the last two modules. As a result, MARIA will be providing both funding and human resources to the development of this initiative. Jim Folk has been working closely with MARIA in the development of these modules.

### Promotion and Marketing Strategy:

There are two target markets identified in the marketing and promotion strategy: the SRIAMARIA memberships and the music industry associations. Now that the final two course modules have been completed, the Touring course will be made available to the members of MARIA and SRIA. The members of these associations will be targeted through the various communications currently in place including newsletters, e-releases, web sites, live events and direct mail. By the fall of 2003, the pricing strategy for the Course and launch date will be determined.

The music industry associations across the country will be targeted once all four modules are ready to be launched. It is anticipated that they will be strong supporters and willing to provide this opportunity to their membership.

#### Accreditation, Certification and PLAR:

Research on possible accreditation, certification and PLAR modules has been completed. As a result of this research 4 key recommendations were made:

That the music industry associations from across Canada

- Establish a partnership with the Human Resources Partnership Doctorate to begin the process of creating national standards for different occupations within the music industry, following the tourism model;
- Use the national occupational standards as the basis for the development of a professional certification system for different roles within the industry;
- Broker out the online training programs to accredited institutions, which can grant degrees, certificates, and diplomas; and
- Work with both education institutions as well as professional PLAR practitioners in order to have trained PLAR professionals for the music industry who will be able to effectively manage music industry portfolios.

This information will be presented to the music industry associations across Canada prior to the launch of the touring course.

#### Next Steps

In order to complete this Professional Development Strategy there is still work to be completed. The following are steps that must be taken to see the project through and meet the full objectives:

- Meet with Manitoba Audio Recording Industry Association to discuss the launch and determine pricing strategies for the Touring Course. Discussions on on-going involvement and development of the initiative with MARIA will also occur (*August, September, 2003*)
- Determine SRIA's ongoing involvement in this initiative through the Board of Directors Strategic Planning session (*September, 2003*)
- Meet with Steering Committee in order to gain feedback on the initiative and solicit further opportunities (*early fall, 2003*)
- Develop further partnerships with corporations, educational institutions and music industry associations (*ongoing*)
- Secure funding in order to continue to develop the modules as outlined in this report in order to provide a full training course and increased opportunities for those in the industry (*2003-2004*)
- Develop additional modules as outlined in this report, should funding be secured (*ongoing*)
- Complete an in-depth evaluation of the Touring Course through participant questionnaires, focus groups and one-on-one consultations (*Spring, 2004*)
- Plan a long term strategic planning session to discuss the future of the Professional Development Strategy with key stakeholders, partners, and music industry associations (*Spring, 2004*)

## Conclusion

The support of the Department of Learning, through the JobStart/Future Skills Sector Partnerships Program, has been extremely beneficial towards the development of two pilot training modules for the music and sound recording sector. These two modules were fundamental in developing an exciting partnership with MARIA to complete the tour management course. Ultimately, this stage of development is key to the success of the final phase of the Professional Development Strategy that was created for the Saskatchewan music and sound recording sector.

These modules will be used to secure further funding partnerships and to gain the support of the education and training providers, the local community and the music industry. This strategy will be delivered first in Saskatchewan and Manitoba, and will enable the two provincial industries to become the primary training providers for the national sector. As a result, this initiative will increase employment opportunities within the Saskatchewan and Manitoba music industry. It will also provide individuals with the skills and resources that they need to remain living and working in the province of Saskatchewan.

SRIA is grateful to the Department of Learning for the financial support, guidance and advice that we have received during the development of this phase of our Professional Development strategy. SRIA also looks forward to the development of this exciting initiative and respectfully acknowledges the other important contributors to this project: the Cultural Human Resources Council, the Government of Manitoba, JFi Communications, the Manitoba Audio Recording Industry Association, Ya-el Stave, Heather Pollock, William Tenn, Melissa Greiner and Marian Donnelly.