

# FACTOR

Annual Report  
2016–2017



Canada

We acknowledge the financial support of the Government of Canada through the Department of Canadian Heritage Canada Music Fund and of Canada's Private Radio Broadcasters.

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# Message from the Chair

“As we move forward, FACTOR will be a key vehicle for delivering on the Canadian Government’s goal to build our cultural industries based on increased export activities and renewed cultural diplomacy.”

This year marked my last term as a FACTOR Director, after over six years of serving on the Board, the last two as its Chair. It is also the final term for Mark Jowett (Nettwerk) who served on the Board as the representative of the Canadian Music Publishers’ Association. Thanks Mark, and congratulations! I also wish to acknowledge the generations of leaders from both the music and radio industries whose hard work on Boards of Directors and Committees have laid the foundation for FACTOR’s success.

Of course, I leave with mixed feelings. Certainly, of all the funding agencies in the cultural space in Canada, FACTOR has set an example over the years of how to develop and administer a highly successful program. The organization is admired around the world and the model has been used as a template in many countries to design their own music funding programs. It has been a true pleasure to be involved with, and to lead this organization.

As we move forward, FACTOR will be a key vehicle for delivering on the Canadian government’s goal to build our cultural industries based on increased export activities and

renewed cultural diplomacy. Already we have received an increase in our funding for export activities including international touring and showcase funding for our acts. These new funds have been the basis for new or extended foreign tours and showcases, and for additional collective activities in Europe and North America, including partnered initiatives with our colleagues at Musicaction. Several of the latter have been implemented or are planned for this year, including Canada 150 events in France, Germany, the UK, Eastern Europe and the US.

Partly as a result of this support, fabulous new Canadian musical artists are now being recognized around the country and indeed the world on a daily basis. FACTOR’s contribution to their success has in some cases been critical to moving their careers to the next level and making it possible to reach new foreign audiences. As we move forward, FACTOR will continue to partner with government and others to grow these opportunities. We congratulate the Government of Canada and the Department of Canadian Heritage for their efforts in this area, and Minister Joly for her

personal efforts to bring this strategy to fruition.

I would also like to acknowledge the contribution of my radio colleagues to the music business through FACTOR. Over the years, Canadian radio has been, and will continue to be, a reliable and resilient resource for Canadian music. Through FACTOR, music is the beneficiary of the day-to-day hard work of some outstanding women and men across Canada who are the backbone of commercial radio and who will continue to be there for FACTOR in the future.

Finally, many thanks to my colleagues, past and present, on the FACTOR Board, and to the dedicated staff, for making being a FACTOR Director such a great experience for me. My best wishes as you enter this exciting new phase.



— Lenore Gibson  
Chair

# Message from the President

“Those volunteers who are helping now and who have helped in the past, you can be reassured that your support has made FACTOR a better system.”

This year we reluctantly say adieu to two longtime Board members.

Lenore Gibson joined our Board in 2010. Her service to FACTOR culminated in her taking on the role of Chair in 2015. I have always admired her willingness and ability to balance her professional responsibilities as a regulatory lawyer with Bell Media and her commitment to FACTOR.

Lenore’s knowledge of the media landscape, her strong relationship with Canada’s radio community and the regulatory and governmental bodies that oversee FACTOR’s funding, have been critical to our building today’s funding system. Based on the principles of merit, accessibility and transparency, FACTOR is admired around the world for our approach to administering public and private funding.

Mark Jowett leaves the Board after six years of service as the representative of the Canadian Music Publishers Association, and most recently was the Chair of the FACTOR Program Review Committee which is no doubt FACTOR’s busiest Board committee. Mark’s knowledge of the music

business, as a partner at Nettwerk in Vancouver, extends across Canada and more importantly to the wider world of music production, publishing and management. His ability to bring this perspective to FACTOR and his insightful and innovative input into the program design process has been a major contribution to FACTOR’s progress since 2011.

FACTOR’s Board is only a part of the network of unpaid volunteers that make the system work. Every year, FACTOR receives thousands of applications for our two juried programs. We guarantee a fair adjudication for all applicants, through a jury of their peers. This is a challenging task and to accomplish it we require hundreds of volunteers to donate their time and apply their expertise to adjudicate these submissions. To make the system fairer and free of bias, we have enlarged our juries and recruited them from across the country. It is a formidable task to keep this up, as we can always use more help from our music professionals, but to those who like Lenore and Mark, are donating their time to us today, we extend our sincere thanks.

Those volunteers who are helping now and who have helped in the past, you can be reassured that your support has made FACTOR a better system. And to those of you who want to sign up to help now and into the future, your work with us will guarantee a fair and complete jury process for our applicants. So don’t hesitate! Go to FACTOR.ca to become accredited as a juror.



— Duncan McKie  
President



# About the Foundation

FACTOR, the Foundation Assisting Canadian Talent on Recordings, was founded in 1982 and is one of the most significant sources of financial assistance offered to help sustain and grow the independent Canadian music industry.

As a private non-profit organization, FACTOR is dedicated to providing assistance toward the growth and development of the Canadian music industry. The foundation administers contributions from private radio broadcasters as well as two components of the Department of Canadian Heritage’s Canada Music Fund. FACTOR has been managing federal funds since the inception of the Sound Recording Development

Program in 1986 (now known as the Canada Music Fund). Support is provided to Canadian recording artists, songwriters, managers, labels, publishers, event producers and distributors through various programs, at every stage of their careers. Whether an artist is looking to record a demo, a full-length sound recording, market and promote an existing album, or showcase and tour domestically or internationally, funding is available. FACTOR supports many facets of the infrastructure for artists and music entrepreneurs to progress into the international arena. Canada has an abundance of talent competing nationally and internationally and

FACTOR’s sponsors can be very proud that through their generous contributions they have created so many success stories.

FACTOR’s annual budget is derived from two sources: the Department of Canadian Heritage through the Canada Music Fund, and Canada’s private radio broadcasters. For over 30 years, we have administered federal government and privately-sourced funds.

We are proud to be a part of a unique cultural initiative that is a model of public-private cooperation.





# Staff

FACTOR currently has 20 full–time staff in four departments.

FACTOR would like to thank Aurora Bangarth, Cathy Waszczuk and Tamara Dawit for their contributions to FACTOR during our fiscal year.

## Client Services

**Angela Fex**  
Manager, Client Services

**Eryka MacLean**  
Assistant Manager, Client Services

**Evelyn Cream**  
Manager, Collective Initiatives

**Taiwo Bah**  
Project Coordinator, Sponsorships and Outreach

**Beth Hamill**  
Senior Project Coordinator

**Erin Kiyonaga**  
Senior Project Coordinator

**Jeff Hayward**  
Project Coordinator

**Angela Kozak**  
Project Coordinator

**Jeremy Klaver**  
Jury Supervisor

**Geoff Stairs**  
Project Coordinator

**Lindsey Van De Keere**  
Project Coordinator

**Derek Wilson**  
Project Coordinator

## Operations

**Duncan McKie**  
President

**Allison Outhit**  
Vice President, Operations

**Phil Gumbley**  
Director of Operations

**Tia Gordon**  
Office Coordinator

**Megan Jones**  
Business Operations Specialist

**Danitza Nolasco**  
CRM Administrator

## Communications

**Karina Moldovan**  
Communications and Stakeholder Relations Officer

## Accounting

**Marina Anianova**  
Accounting Manager

# Board of Directors

We would like to thank Lloyd Nishimura for his contributions to FACTOR this year.

Board members are limited to a two year term to serve on the Board and can serve a maximum of three terms. This by law was adopted in 2007 to ensure Board rotation.

FACTOR has a Director Emeritus, Duff Roman, who is also the founding President of the organization. He has remained an active supporter and builder of FACTOR throughout its history and the Board and staff of FACTOR are honoured to have an individual of his expertise and experience providing on going guidance.

## FACTOR’s 2016–2017 board members are:

**Lenore Gibson, Chair**  
Bell Media Inc., Appointee  
Senior Counsel, Regulatory Affairs

**Meghan Symsyk, Vice–Chair**  
MMF Appointee  
Vice President, International Marketing & Management, eOne Music

**Steve Parsons, Secretary**  
CAB Appointee  
Operations Manager, Boom 97.3/Flow 93.5

**Justin West, Treasurer**  
CIMA Appointee  
President, Secret City Records

**Julien Paquin**  
Elected Member, Music Industry  
President, Paquin Artists Agency

**Ross MacLeod**  
CORUS Appointee  
Program Director, 102.1 The Edge

**John Lewis, Independent Private Radio**  
Sr. Vice President, Programming and Operations, SiriusXM Canada

**Adam Thompson**  
Rogers Appointee  
Program Director, SONiC Edmonton

**Tim Potocic**  
CIMA Appointee  
Co–Owner, Sonic Unyon

**Mark Jowett**  
CMPA Appointee  
Vice President, International A&R/Publishing, Nettwerk Music Group

**Andrina Turenne**  
Elected Member, Music Industry  
Artist, member of Chic Gamine

**Duff Roman**  
Director Emeritus  
President & CEO, Duff Roman Media Inc.

**Scott Long**  
Observer, Chair of National Advisory Board  
Executive Director, Music Nova Scotia



# National Advisory Board

We’d like to thank each member of our National Advisory Board for their hard work over the last year.

FACTOR’s National Advisory Board (NAB) is composed of provincial music industry associations and organizations throughout the country that serve the interests of Canadian musicians. The NAB’s purpose is twofold: to assist FACTOR in developing policies and procedures that remain responsive to the Canadian independent music industry on a national level, and to act as a Regional Affiliates for FACTOR’s programs to applicants across the country, through the work of FACTOR’s Regional Education Coordinators (RECs). RECs are

engaged in providing one-on-one consultation about FACTOR and its programs to local artists and music entrepreneurs, running local workshops and seminars, and in recruiting and training FACTOR jurors.

Photo Credit: Cristina Naccarato  
Artist: Weaves

## Alberta Music

**Chris Wynters**  
Executive Director

**Carly Klassen**  
FACTOR REC – Manager of Programs & Operations

## SaskMusic

**Mike Dawson**  
Executive Director

**Lorena Kelly**  
FACTOR REC – Communications & Operations Manager

## Music BC

**Alex Grigg**  
Executive Director

**Lindsay MacPherson**  
FACTOR REC – Program Manager

## Music & Film in Motion (CION)

**Jen McKerral**  
Music Outreach Officer

## Music PEI

**Rob Oakie**  
Executive Director  
FACTOR REC

## FACTOR Québec

**Shevaughn Battle**  
FACTOR Representative

## Manitoba Music

**Sean McManus**  
Executive Director

**Rachel Stonev**  
FACTOR REC – Association & Communications Manager

## Music NWT

**Ted McLeod**  
Executive Director

**Leela Gilday**  
FACTOR REC

## Music NL

**Glenda Tulk**  
Executive Director  
FACTOR REC

## Music/Musique NB

**Jean Surette**  
Executive Director  
FACTOR REC

## Music Managers Forum

**Jordan Safer**  
Operations, Events & Sponsorship Manager

## CIMA

**Stuart Johnson**  
Executive Director

## Music Nova Scotia

**Scott Long**  
Executive Director

**Serge Samson**  
FACTOR REC – Investment Programs & Member Training Manager

## Music Yukon

**Kim Winnicky**  
Executive Director

**Kate Weekes**  
FACTOR REC

## Music Ontario

**Brian Hetherman**  
Manager

**Sam Rayner**  
FACTOR REC – Membership Coordinator

## CMPA

**Margaret McGuffin**  
Executive Director



# Our Funding Partners



## Government of Canada:

Working with the Department of Canadian Heritage, FACTOR administered \$9,999,901 through two components of the Canada Music Fund:



### Collective Initiatives

Collective Initiatives provides financial assistance for initiatives that develop, promote and showcase the broader Canadian music industry through awards shows, educational initiatives, international showcases, and tools for marketing Canadian music on digital platforms.

### New Musical Works

New Musical Works provides a broad range of support to artists, record labels, artist managers, music publishers and music distributors.

Photo Credit: Amanda Fotes  
Artist: PUP

## Broadcaster Contributions:

In 2016–2017, Canada’s private radio broadcasters contributed \$9,480,379 to FACTOR

Through the Broadcasting Act, commercial radio licensees are required to support the creation and presentation of Canadian programming. Satellite radio and pay audio licensees are also required to provide support under

their conditions of license. These broadcasters assist FACTOR and Canada’s recording industry through the following mandated contributions to Canadian Content Development (CCD):

### Tangible (transaction) Benefits

Tangible (transaction) Benefits require that when a broadcasting asset is acquired by a broadcaster, the acquiring party makes a contribution of 6% of the value of the transaction to CCD. Of this, 25% of the benefits package (1.5% of the total transaction value) must be contributed to FACTOR, or FACTOR’s French-language counterpart Musicaction.

### Basic Annual Contributions

Basic Annual Contributions require that commercial radio licensees with more than \$1.25 million in annual revenues, and satellite radios and pay audio licensees, contribute a percentage of the previous year’s revenue to Canadian Content Development. Forty-five percent of the total CCD contribution must go to FACTOR or Musicaction.

### Over & Above Contributions

Over & Above Contributions arise when an applicant competing for a new license enhances its application with an extraordinary commitment to Canadian Content Development. If the new license is awarded, the over-and-above commitment becomes a condition of license requiring at least 20% of the over-and-above amount to be contributed to FACTOR or Musicaction.

## Radio Broadcast, Satellite and Pay Audio Contributors:

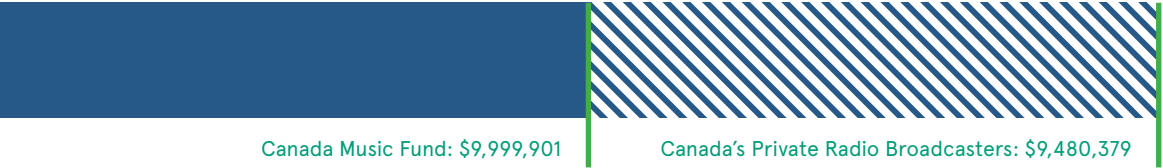




# Financial Results

## Revenue

2017: \$19,480,280



2016: \$18,720,144



2015: \$22,632,162

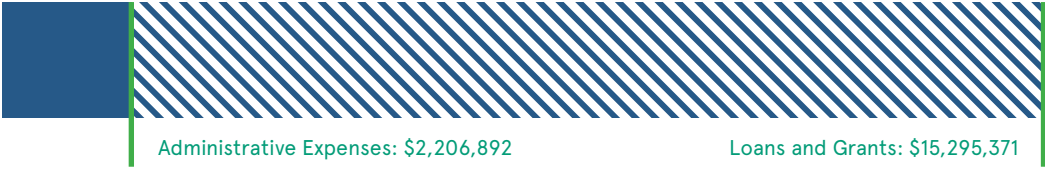


## Expenditures

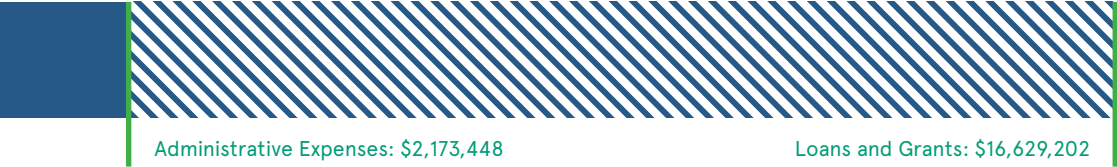
2017: \$18,849,150



2016: \$17,604,796



2015: \$19,186,362



# FACTOR’s revenue was \$19,480,280 with \$16,516,827 paid out in 2016–2017

\$9,999,901

In contributions from the Department of Canadian Heritage through the Canada Music Fund.

\$9,480,379

In contributions from Canada’s Private Radio Broadcasters.

\$261,574

In loan repayments.

\$14,131,561

Paid out in loans and grants.

\$396,000

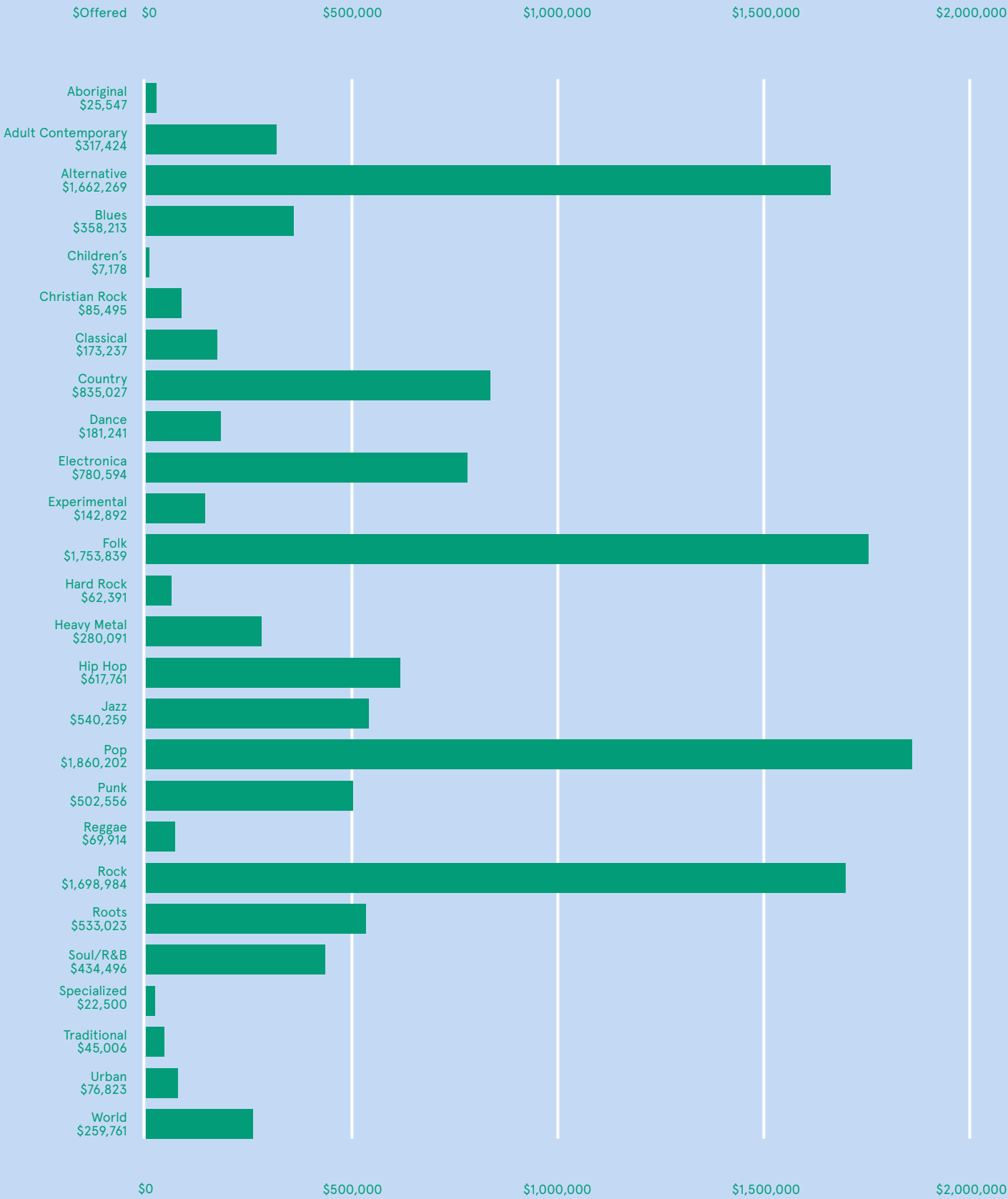
Paid out to Regional Affiliates.



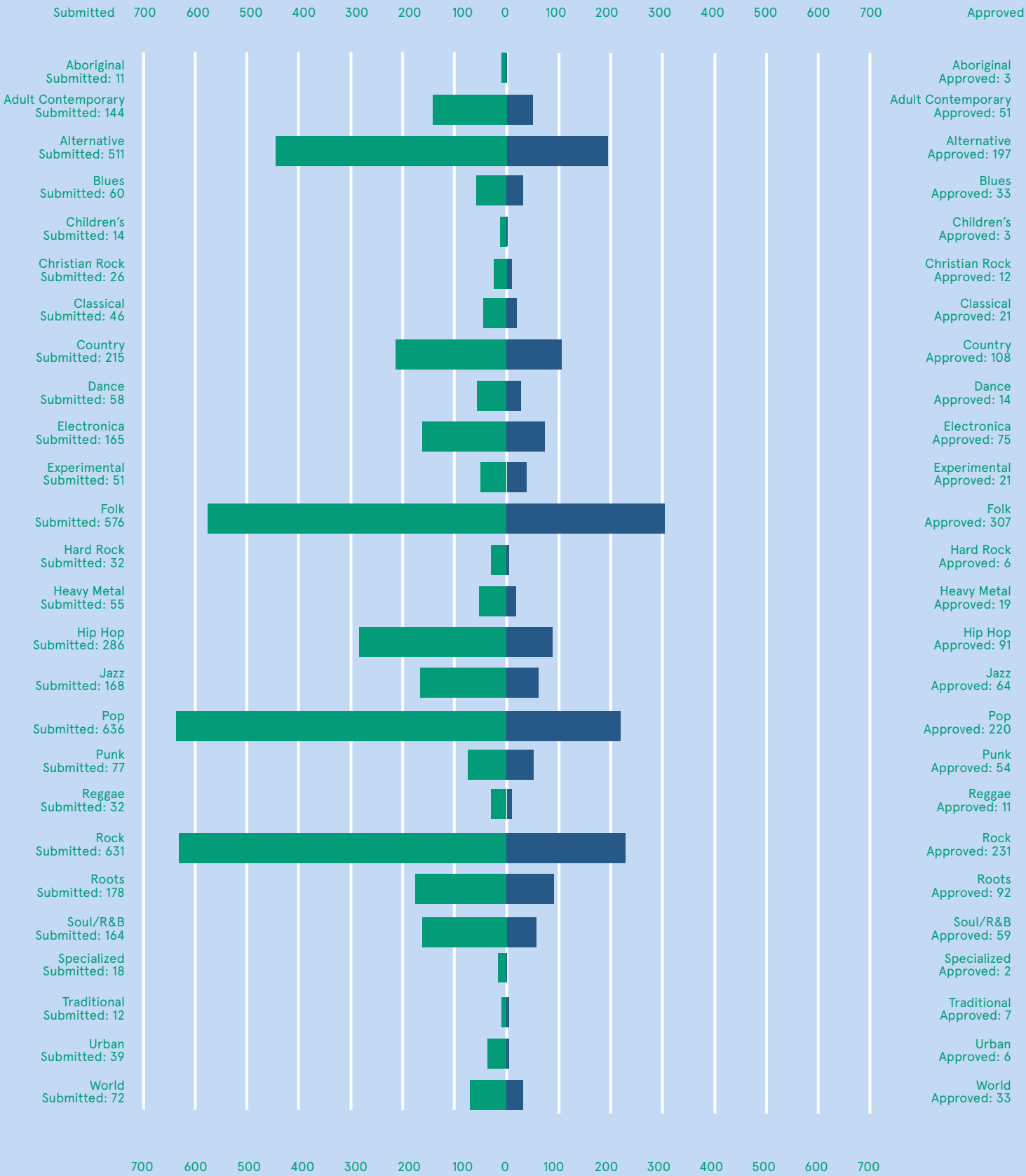
Photo Credit: Devon Little  
Artist: Charlotte Day Wilson



Funding Offered by Genre

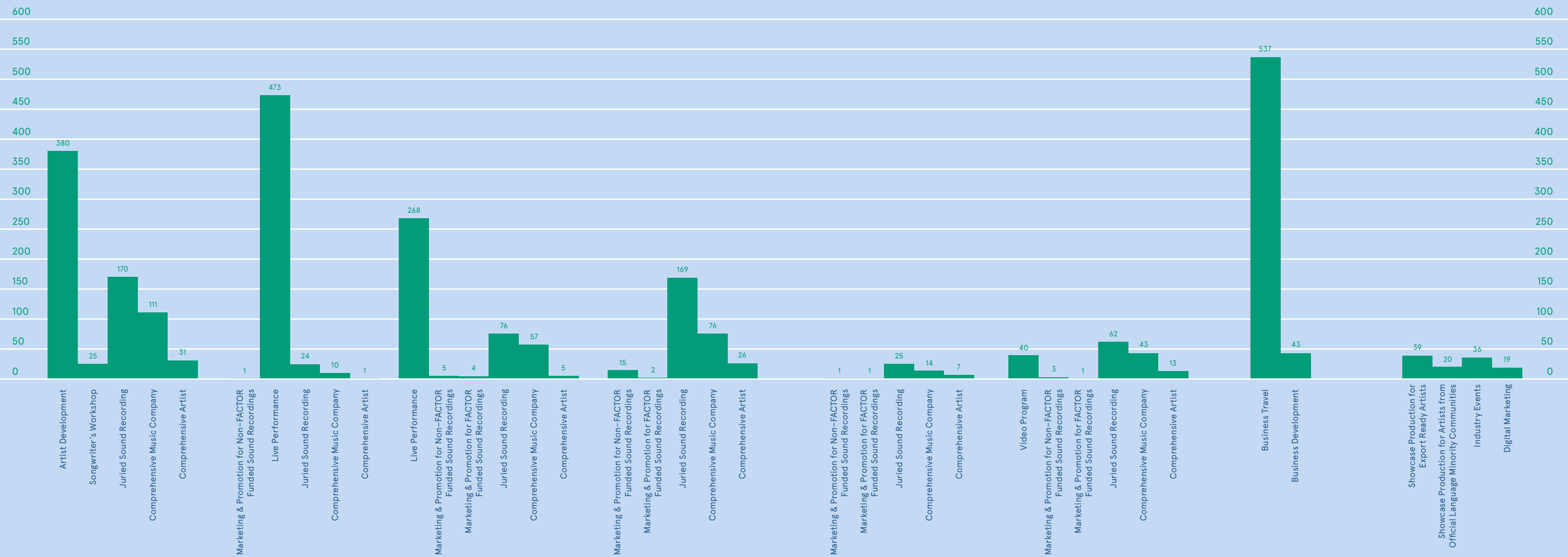


Applications – Approved by Genre



# Applications– Approved Components

6007 / 2886  
Submitted / Approved

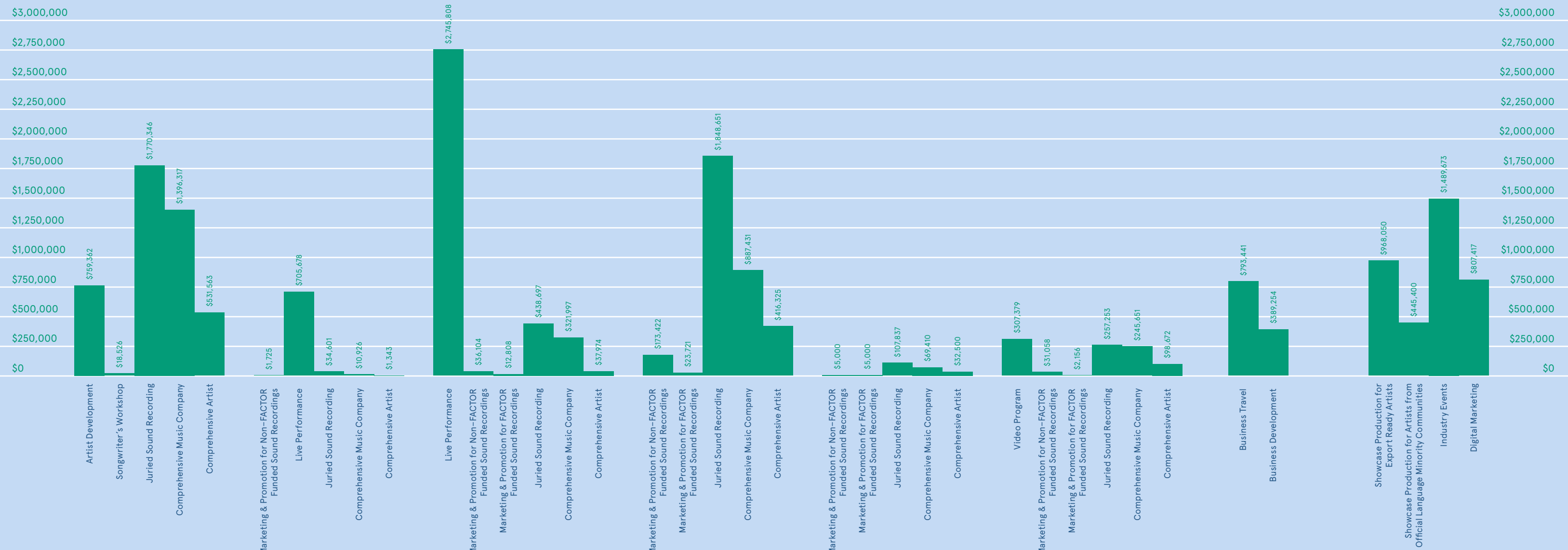




**\$39,030,526** Requested / **\$18,613,432** Offered



\$5,163,116  
\$3,710,542



# In the Community

## Outreach Events

<b>Austin, TX</b> <ul style="list-style-type: none"><li>• South by Southwest (SXSW)</li></ul>	<b>Montréal, QC</b> <ul style="list-style-type: none"><li>• Mutek</li><li>• M for Montréal</li><li>• MIGS (Montréal International Games Summit)</li><li>• RIDM Doc Circuit</li><li>• Mundial</li><li>• Pop Montréal</li></ul>	<b>Sydney, NS</b> <ul style="list-style-type: none"><li>• East Coast Music Association/Week (ECMA/ECMW)</li></ul>
<b>Bonavista, NL</b> <ul style="list-style-type: none"><li>• Music NL Week</li></ul>	<b>Ottawa, ON</b> <ul style="list-style-type: none"><li>• JUNOS</li><li>• House of Pain</li><li>• National Community &amp; Campus Radio Conference</li><li>• New Music Forum</li><li>• Megaphono</li></ul>	<b>Toronto, ON</b> <ul style="list-style-type: none"><li>• Hot Docs</li><li>• Canadian Music Week</li><li>• Prism Prize</li><li>• NXNE Futureland</li><li>• Big Ticket</li><li>• Women in Music Canada</li><li>• Music Ontario @ Metalworks</li><li>• Canadian Underground Music Artist Association (CUMAA)</li><li>• Rastafest</li><li>• Manifesto</li><li>• Folk Music Ontario</li><li>• Ontario Association of Broadcasters (OAB) CONNECTION 2016</li><li>• Manifesto 10</li><li>• CIMA Awards</li><li>• Maple Blues Awards</li><li>• Blues Summit Eight</li><li>• Ryerson Entertainment Conference</li></ul>
<b>Charlottetown, PEI</b> <ul style="list-style-type: none"><li>• Music PEI/May Run</li></ul>	<b>Warsaw, Poland</b> <ul style="list-style-type: none"><li>• Canada Meets Poland</li></ul>	<b>Truro, NS</b> <ul style="list-style-type: none"><li>• Nova Scotia Music Week</li></ul>
<b>Halifax, NS</b> <ul style="list-style-type: none"><li>• Halifax Pop Explosion</li></ul>	<b>Winnipeg, MB</b> <ul style="list-style-type: none"><li>• January Music Meeting</li></ul>	
<b>Hamburg, Germany</b> <ul style="list-style-type: none"><li>• Reeperbahn</li><li>• Berlin Trade Mission</li></ul>	<b>Princeton, BC</b> <ul style="list-style-type: none"><li>• Project Wild Bootcamp</li></ul>	
<b>London, ON</b> <ul style="list-style-type: none"><li>• London Music Office</li><li>• Canadian Country Music Association/Week (CCMA/CCMW)</li></ul>	<b>Banff, BC</b> <ul style="list-style-type: none"><li>• Western Association of Broadcasters (WAB)</li></ul>	
<b>Markham, ON</b> <ul style="list-style-type: none"><li>• Country Music Association of Ontario (CMAO)</li></ul>		
<b>Miramichi, NB</b> <ul style="list-style-type: none"><li>• Festival 506</li></ul>		
<b>Regina, SK</b> <ul style="list-style-type: none"><li>• BreakOut West</li></ul>		
<b>Rouyn–Noranda, QC</b> <ul style="list-style-type: none"><li>• Festival Musique Emergente (FME)</li></ul>		

# Juries

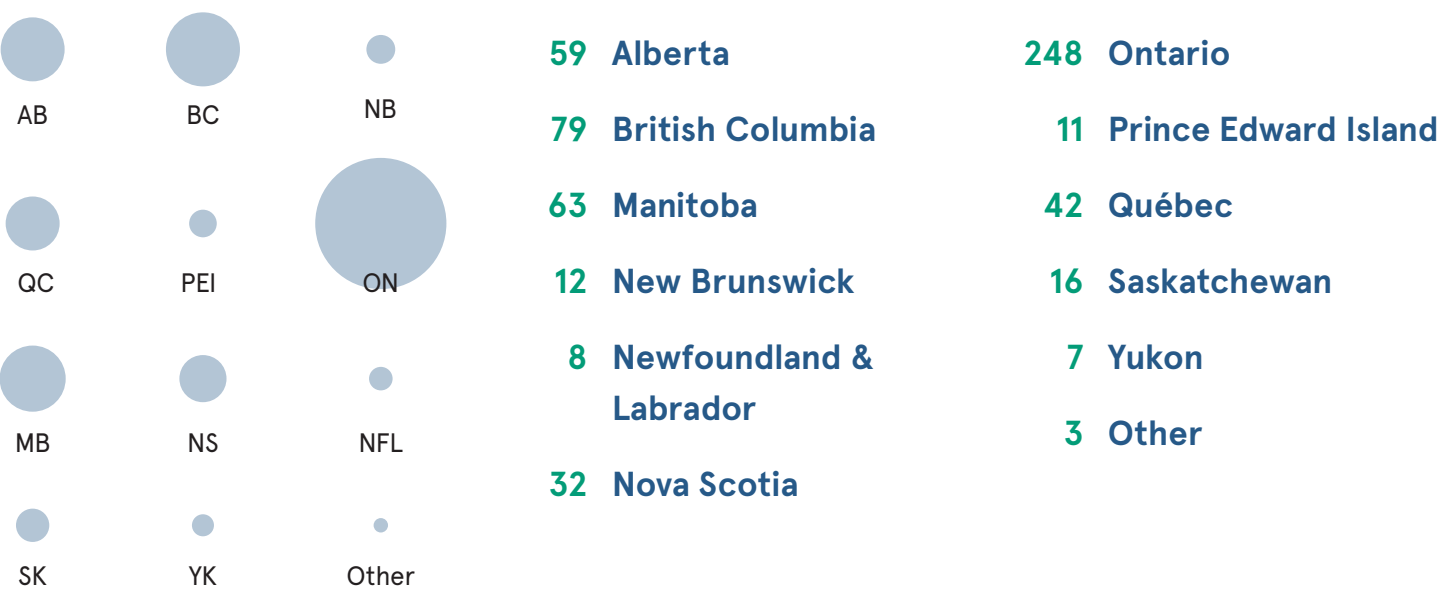
FACTOR relies on the participation of members of the Canadian music industry to help assess and fund projects through FACTOR’s Artist Development program and Juried Sound Recording program.

FACTOR jurors are volunteer members of the Canadian music industry. Our jurors include artists, artist producers, artist managers, agents, promoters, record labels, publishers, publicists, programming and music directors and radio DJs. Jurors come from all over the country and use their experience and knowledge to help FACTOR funding reach applicants in our most popular programs.

Music industry professionals can become FACTOR jurors if:

1. They are a Canadian Citizen or a Permanent Resident.
2. They have a minimum of five years of music industry experience, and have been active in the industry within the last two years.

## Number of Jurors Per Province or Territory:





BC	Aaron Bethune	ON	Candace Shaw	SK	Deborah Aitken	ON	Ian Chai	MB	JP Hoe	ON	Marc Donato	NS	Nicole Ebert	AB	Sarah Van Dusen
BC	Aaron Levy	NS	Caroline Whalen	BC	Deborah Holland	NS	Ian Gosbee	QC	Julia Chan	QC	Marc-André Pilon	AB	Nils Dosaj Mikkelsen	BC	Savannah Wellman
ON	Aaron Little	BC	Carolyn Mill	MB	Del Barber	ON	Ian Heath	ON	Juliette Jagger	BC	Marco Noni	PEI	Nils Beang	BC	Scott Johnson
AC	Aaron Saloman	ON	Carrie Mullings	ON	Derek Brin	AB	Irma MacPherson	AB	Julijana Capone	ON	Margaret Dinsdale	ON	Norm Beaver	ON	Scott Merrifield
BC	Aaron Schubert	MB	Casey Norman	ON	Devi Ekanand	AB	Isis Graham	NFL	Justin Mahoney	BC	Maria Bachand	ON	Oswald Burke	ON	Scott Mitchell
MB	Ace Burpee	BC	Cassin Elliott	MB	Devin Latimer	QC	Jacinthe Pare	BC	Kali Malinka	ON	Mariannie Ompoc	MB	Pamela Roz	AB	Scott Morin
ON	Adam Berger	PEI	Catherine MacLellan	ON	Diane Foy	ON	Jackson Feist	MB	Kalyn Hanuschuk	MB	Marie-Josée Dandeneau	QC	Patrice Agbokou	BC	Sean Bray
MB	Adam Hannibal	ON	Catherine Moore	BC	Dinah Desrochers	BC	Jaclyn Guillou	AB	Karl Schwonik	QC	Marie-Laure Saidani	ON	Patricia Silver	ON	Sean Perras
BC	Adam Hurstfield	BC	Cathleen McMahon	NS	Don Chapman	MB	Jaime Chinchilla	ON	Kat Burns	QC	Marie-Pierre Brunelle	MB	Patrick Carrabre	ON	Serge Sloimovits
ON	Adam Kreeft	NS	Charles Hansen	PEI	Donovan Morgan	ON	Jake Heibert	BC	Kate Wattie	BC	Mark Greenhalgh	BC	Patrick Geraghty	AB	Shad Bassett
MB	Adam West	NS	Charles Hsuen	ON	Doug Barrett	ON	James Nightingale	NB	Katherine Moller	ON	Mark Watson	ON	Patrick McCormack	ON	Shane Heath
ON	Adrian Eccleston	ON	Charles Morgan	AB	Doug Organ	ON	James Wilkinson	ON	Kathleen Farley	ON	Mary Ellen Gillespie	QC	Paul Galati	PEI	Shannon Pratt
AB	Aimee Hill	ON	Charlie Andrews	ON	Douglas Romanow	NS	Jamie Robinson	ON	Kathrine Weiss	AB	Maryanne Gibson	NB	Paul Goguen	SK	Shauna Powers
AB	Al Chapman	ON	Charlotte Cornfield	ON	Duane Gibson	NS	Janesta Boudreau	MB	Kathryn Kerr	ON	Mary-Jane Russell	ON	Paul Hessey	NB	Shawn Bostick
ON	Alan Cross	ON	Chelsea McBride	ON	Dulce Barbosa	MB	Janet Trecarten	ON	Katie McConnell	QC	Mathew Morand	BC	Paul Hinrichs	BC	Shawn Cole
ON	Alka Sharma	ON	Cheryl Link	ON	Duncan Hood	MB	Jared McKetiak	MB	Katie Murphy	QC	Mathieu-Gilles Lanciault	ON	Paul Leclair	MB	Shawn Dealey
ON	Allan Mamaril	ON	Chimone Rattan	ON	Dustin Hawthorne	ON	Jason Brown	AB	Kayla Morin	ON	Matt Gauthier	BC	Paul Sarrazin	ON	Shawna Cooper
MB	Allen Hunnie	AB	Chris Bolseng	NS	Dwayne Ellis	ON	Jason Dufour	ON	Kayley Szanto	ON	Matt Jameson	BC	Paul Shatto	SK	Shaynee Modien
ON	Alysha Main	QC	Chris Cuber	MB	Dylan Hermiston	MB	Jason Gordon	ON	Keith Whiting	NS	Matt Johnson	ON	Paula Danylevich	BC	Shea Dahl
ON	Alyssa Delbaere-Sawchuk	ON	Chris Donnelly	NS	Eileen Joyce Harvey	MB	Jason Hooper	AB	Kelly Jerrott	ON	Matthew Fava	ON	Paula Perri	MB	Shea Malcolmson
BC	Amalia Nickel	ON	Chris Graham	BC	Eli Bennett	NS	Jason MacIsaac	YK	Kelvin Smoler	QC	Matthew Fisher	BC	Peter Carruthers	ON	Simon Jutras
ON	Amanda Cih	ON	Chris McKee	ON	Eli Wener	NS	Jason Mingo	AB	Kennedy Jenson	ON	Matthew Foy	ON	Peter Katz	ON	Sobenna Green
AB	Amanda Gregoire	ON	Chris McKhool	QC	Elinor Frey	BC	Jason Rouleau	MB	keri latimer	CA	Matthew Hiscock	ON	Peter Linseman	ON	Spencer Mussellam
ON	Amanda Lewis	ON	Chris Meyer	SK	Elizabeth Curry	AB	Jason Stasiuk	ON	Kevin Lynn	AB	Maud Salvi	PEI	Peter Richards	ON	Stacie Dunlop
ON	Amanda Martinez	SK	Chris Morin	NS	Ellen Gibling	AB	Jason Troock	ON	Keziah Myers	ON	Maureen Prairie	ON	Peter Rowan	SK	Stephen Palmer
BC	Amanda Schweers	PEI	Chris Roumbanis	ON	Emma Sunstrum	ON	Jason Wellwood	BC	Khari McClelland	ON	Max Merrifield	NS	Peter Togni	AB	Steve Dodd
NB	Amelie Bryar	BC	Chris Wardman	ON	Eric Warner	ON	Jay Watts	ON	Kiana Eastmond	ON	Maxwell Roach	NS	Philip Brown	MB	Steve Kirby
ON	Amie Therrien	QC	Chris Wares	NS	Erien Eady-Ward	MB	JC Campbell	QC	Kim Bingham	ON	Maziar Heidari	ON	Pierre Bussieres	ON	Steve Kraus
QC	Amir Amiri	ON	Christian Hurst	ON	Erik Alcock	SK	Jeanette Stewart	ON	Kim Logue	BC	Megan Bradfield	QC	Pierre-Luc Durand	ON	Steven Fernandez
QC	Analoga Kawina	ON	Christien Ledroit	ON	Erin Kinghorn	ON	Jeff Rogers	AB	Kodi Hutchinson	ON	Melanie Laquerre	AB	Prashant Michael John	ON	Steven Himmelfarb
ON	Andrea Higgins	BC	Christopher Holmes	ON	Erin Lowers	MB	Jeffrey Patteson	NS	Konrad Skorupa	NS	Melanie Stone	QC	Ralph Alfonso	BC	Steven Kravac
ON	Andreas Rizek	ON	Christopher White	AB	Erwin Viray	NS	Jen Clarke	NFL	Krisjan Leslie	MB	Melissa Kaminsky	ON	Randall (Randy) Stark	NS	Steven Naylor
ON	Andy Crosbie	NS	Christopher Wilkinson	MB	Eusebio Lopez-Aguilar	ON	Jen Fox	ON	Krista Holmes	ON	Melissa Larkin	MB	Ray Martin	BC	Steven Smith
BC	Angela Harris	NB	Chuck Teed	ON	Evan Norton	ON	Jenn Sookdeo	ON	Kristy Cardinali	BC	Melissa Mowat	BC	Renata Mills	ON	Steven Tetz
QC	Anita Maiezza	AB	Cindy Mcleod	SK	Evan Thompson	ON	Jennifer Hyland	AB	Kurt Loewen	BC	Melody Diachun	MB	Renée Lamoureux	MB	Stu Anderson
ON	Anne-Marie Smith	YK	Claire Ness	QC	Evan Tighe	BC	Jennifer Temple	ON	Kyle Benders	BC	Michael Burke	AB	Rhea March	ON	Sue Urquhart
MB	Anthony Carvalho	AB	Clinton Carew	YK	Ewa Dembek	NS	Jennyfer Brickenden	BC	Kyle Kraft	MB	Michael Elves	MB	Rhonda Head	SK	Susan Busse
BC	Ari Paunonen	BC	Colette Chand	YK	Fawn Fritzen	AB	Jeremy Coates	ON	Kyle Lundie	MB	Michael Falk	MB	Rhonda Thompson	PEI	Tanya Gallant
AB	Ariane Mahryke Lemire	QC	Colin Mackenzie	MB	Florian Maier	SK	Jeremy Olson	QC	Kyria Kilakos	ON	Michael Gorman	AB	Rich Stenson	YK	Tara McCarthy
BC	Arlen Thompson	NB	Colin McKay	ON	Frank Deresti	ON	Jerry Pergolesi	AB	Lanny Williamson	ON	Michael Greenwood	ON	Richard Fernandes	NS	Tenille Goodspeed
BC	Art Szabo	AB	Colleen Krueger	MB	Fred Penner	ON	Jessa Runciman	YK	Lara Lewis	ON	Michael Greggs	NB	Richard Hornsby	NB	Terry Parker
BC	Ashton Ehnes	ON	Colton Eddy	ON	Frederick Smith	ON	Jesse Dietschi	ON	Laura Bates	ON	Michael Morreale	AB	Richard Liukko	AB	Terry Tran
BC	Ashwin Sood	ON	Craig Cardiff	NS	Gabrielle Archer	ON	Jesse Steaman	ON	Laura Cappe	SK	Michelle Arnusch	SK	Rick August	NB	Terry Whalen
ON	Aurora Bangarth	NB	Craig Hudson	PEI	Gardiner MacNeill	ON	Jessica Buck	ON	Laura Stanley	ON	Michelle Puska	BC	Rick Lee	ON	Tiana Feng
ON	Ava Kay	ON	Crispin Day	NFL	Gene Browne	ON	Jessica David	AB	Laurie Brown	NFL	Michelle Robertson	ON	Rick Levine	ON	Tim Des Islets
ON	Ben Graham	ON	Crissi Cochrane	BC	Geoffrey Goddard	AB	Jessica Rodgers	MB	Laurie MacKenzie	SK	Miguel Dey	NB	Rik Reese	ON	Tim Fraser
ON	Ben Pearson	MB	Curtis Nowosad	ON	George Hatiras	ON	Jheanelle Henry	QC	Lea Trevidic	BC	Mike Cashin	MB	Rob Krause	MB	Tim Jones
BC	Benjamin Beveridge	AB	Cynthia Hamar	BC	Georges Couling	MB	Jill Wilson	ON	Lee Mizzi	NS	Mike Greatorex	MB	Rob Rousseau	QC	Tim van de Ven
ON	Benjamin Hackman	PEI	Cynthia MacLeod	SK	Gerald Reilly	BC	Joanne Stacey	QC	Lee Park	QC	Mike Magee	AB	Rob Smith	NFL	Tom Cochrane
ON	Benjamin McKinley	ON	D.Jae Gold	AB	Gerry Hebert	ON	Jocelyn Chan	MB	Len Milne	ON	Mike Renaud	ON	Rob Szabo	BC	Tom McKillip
MB	Bert Johnson	ON	Dalton Higgins	BC	Gina Loes	BC	Joe Cruz	SK	Lenore Maier	ON	Miles Holmwood	MB	Robert Hill	ON	Tony Vieira
ON	Beth Moore	BC	Dan Ball	QC	Gino Olivieri	ON	Joe Oliva	ON	Liam Killeen	QC	Mimi Lamwarre	MB	Romi Mayes	MB	Tracy Bone
NS	Bethany Fulde	ON	Dan Hawie	AB	Glen Erickson	AB	Joelle May	ON	Liam Titcomb	ON	Mishelle Pack	ON	Ron Korb	ON	Trevor Shelton
AB	Bill Borgwardt	BC	Dan Sheinberg	ON	Glen Herbert	ON	John A. Sorensen	TN	Linda McRae	AB	Mitchell Webb	ON	Ron Rogers	ON	Troy Bynoe
ON	Billy Bruhmuller	NS	Dana Beeler	BC	Glen willows	QC	John Drew Munro	ON	Lindsay Dworkin	ON	Monica Pearce	ON	Rosalyn Dennett	BC	Tyler Johnson
ON	Blair Patton	MB	Dana Matyas	ON	Graham Tinsley	AB	John Dunham	AB	Lindsey Walker	MB	Morgan Hamill	ON	Rose Slanic	ON	Tyler Tasson
ON	Bled Celhyka	ON	Daniel Brooks	ON	Grant Paley	ON	John Hartman	ON	Lisa Ioannou	MB	Morgan James	QC	Roseline Rousseau-Gagnon	BC	Tyson Yerex
BC	Bonnie McGrew	AB	Danny Fournier	ON	Greg Jarvis	MB	John Kendle	ON	Lisa La Rocca	QC	Murray Lightburn	ON	Rosina Kazi	ON	Vel Omazic
MB	Bonnie Seidel	ON	Dante Berardi	ON	Greg McIntosh	ON	John Pearce	ON	Lori Cullen	QC	Nancy Marley	PEI	Rowan FitzGerald	ON	Veronica Johnny
ON	Brad Machry	BC	Darlene Ketchum	AB	Gregg Bolger	BC	John Shields	ON	Lori Nuic	ON	Natale Pizzonia	AB	Ruth Blakely	MB	Vicki Young
ON	Brandy Exner	ON	Darren Flower	BC	Gregory McLeod	AB	John Wort Hannam	ON	Lorraine Lawson	BC	Natalia Pardalis	N/A	Ryan MacGrath	ON	Victor Mijares
YK	Brenda Lee Katerenchuk	QC	Dave Blake	ON	Hannah Crook	ON	Jon Bartlett	MB	Luis Cardona	QC	Natalia Yanchak	AB	Ryan Mennie	ON	Victoria Shepherd
AB	Brent Oliver	ON	David Cox	ON	Haviah Mighty	QC	Jon Weisz	ON	Loraine Lawson	AB	Natalie Gregory	ON	Ryan Nolan	MB	Vince Fontaine
ON	Brett Greene	ON	David Disher	ON	Heather Crane	BC	Jon Yellowlees	BC	Lyle Chausse	BC	Natasha Duprey	BC	Ryan Stinson	QC	Vince Nudo
ON	Brian Arnold	ON	David Jones	ON	Heather Gardner	ON	Jonathan Bunce	ON	Lynn Ross	BC	Natasha Jay	MB	Sam Smith	ON	Vincenzo Maccarone
BC	Brigitte Demeter	ON	David Miskimins	ON	Heather Kelly	NFL	Jonathan Marshall	ON	Lynne Hanson	ON	Natasha Pasternak	ON	Samantha Everts	MB	Walle Larsson
MB	Bruce Leperre	NS	David Moore	QC	Heather Ogilvie	ON	Jonathan Seet	MB	Lynne Skromeda	QC	Nathalie Gingras	ON	Samantha Slattery	ON	Wayne Cochrane
NS	Bruce Morel	BC	David Parfit	ON	Helen Britton	ON	Jon-Rhys Evenchick	AB	Maggie Tate	NB	Nathan Jones	AB	Sara Protasow	AB	Whitney Ota
BC	Bruno Fruscalzo	PEI	David Rashed	QC	Henri Oppenheim	ON	Jordan Howard	BC	Malcolm Aiken	ON	Nicholas Williams	NS	Sarah Atkinson		
NFL	Bryan Power	ON	David Yazbeck	MB	Hiroshi Koshiyama	MB	Joseph Peloquin-Hopfner	ON	Manuel Cuevas	ON	Nick Greaves	ON	Sarah Duffy		
ON	Bryce Seefieldt	SK	Dawn Woroniuk	QC	Howard Bilerman	ON	Josh Bowman	AB	Manuela Wuthrich	ON	Nick Harris	ON	Sarah Lutz		
ON	Cameron Reed	NFL	Dean Stairs	BC	Howard Redekopp	NS	Josh Hogan	ON	Mar Sellars	ON	Nico Elliott	ON	Sarah Sleeth		
AB	Candace Elder	BC	Deb Beaton-Smith	ON	Ian Boyd	BC	Josh Keller	ON	Marc Cyr	NS	Nicole Curry	ON	Sarah Smith		



# Charlotte Day Wilson

“FACTOR Juried Sound Recording funding was essential in helping Charlotte Day Wilson tour North America extensively.”

FACTOR Juried Sound Recording funding was essential in helping Charlotte Day Wilson tour North America extensively following the August 2016 release of her celebrated EP *CDW*. Charlotte was invited to support Los Angeles band Local Natives on a run of more than 30 US

dates starting in September, with stops at legendary venues like The Greek Theater (Los Angeles) and Ryman Auditorium (Nashville).

JSR funding helped make this incredible opportunity, which came at an important time in her development,



financially possible. This funding was also applied to marketing campaigns for *CDW* in North America and Europe, and undoubtedly contributed to helping spread the word about the powerful introductory release, which was lauded by outlets like *Pitchfork*, *FADER*, *Nylon*, *Globe & Mail* and countless others.

# Daniel Caesar

It has been an incredible year for Daniel and we can’t begin to express our gratitude to everyone that has supported him, including and most importantly FACTOR. They’ve believed in us from very early on in Daniel’s career and have empowered us through their recording and artist development programs to be able to build a real independent music business surrounding Daniel. Organizations like FACTOR are invaluable for Canadian independent artists. Thank you FACTOR for all that you do for Canadian music.

— Bandbox



Photo Credit (Top to Bottom): Devon Little, Richard Clifford  
Artist (Top to Bottom): Charlotte Day Wilson, Daniel Caesar

# A Tribe Called Red

“Tribe won the JUNO for 2017 Producers of the year for *We Are The Halluci Nation*, and performed at the ceremony alongside the incredible Tanya Tagaq.”



Canadian Indigenous Producer/DJ crew A Tribe Called Red have been impacting the global electronic scene through their mixture of traditional indigenous pow wow vocals and drumming with cutting-edge electronic music. Through the group’s positivity and tireless work ethic their message has expanded to global proportions with tours in Canada, Australia, Europe, Mexico and the United States. Thanks to the ongoing support of FACTOR, Tribe

has been able to expand their touring and showcasing activities across Canadian and international territories through the Live Performance program. This support has helped considerably in being able to spread ATCR’s message to more audiences than ever before, giving Indigenous arts a prominent voice and platform in Canada and abroad. In addition, through FACTOR’s Comprehensive Artist program, ATCR has been graciously supported in the recording

and marketing of their albums. This includes their most recent album, *We Are The Halluci Nation* (released September 2016). Tribe won the JUNO for 2017 Producers of the year for the album, and performed at the ceremony alongside the incredible Tanya Tagaq. FACTOR has given the band the resources and support needed to push their art form to its fullest potential, and always stay true to their artistic vision.

Photo Credit: Falling Tree Photography  
Artist: A Tribe Called Red



# Grimes

“FACTOR funding has also enabled us to support Grimes’ creative endeavors in ways that never would have been possible for us without it...”



Since she started working with Crystal Math on her latest album, FACTOR's support of the Grimes project has been invaluable. Grimes became established without the benefit of financial aid and what she does is so unique and compelling that I have no doubt that she would continue to be very successful without it. However, thanks to FACTOR, Crystal Math has been able to help Grimes achieve a level of success in Canada which

is considerably more substantial on a per capita basis than is the case in most other countries. FACTOR funding has also enabled us to support Grimes' creative endeavors in ways that never would have been possible for us without it, whether enhancing certain projects by contributing additional budget, or flat out making possible things that probably would not otherwise have been in the cards. And last but not least, I believe it has

allowed us to succeed with her album in a way that fairly and substantially compensates her above and beyond the level she could expect in other circumstances, with similar sales.

— Matt Drouin  
Crystal Math Music

Photo Credit: Rankin  
Artist: Grimes

# Diana Panton

Jazz vocalist Diana Panton's latest FACTOR-funded release, *I Believe in Little Things* earned her a second win at the 2017 JUNOs. This jazz album for kids and the young at heart simultaneously debuted #7 on the Billboard Jazz Chart and #11 on Billboard Children's Chart upon its release in the US. The album went to

#1 on the Jazz charts for Amazon.ca/com and iTunes.ca/com and topped sales charts in Japan and Taiwan. Incredibly, the album earned the #1 spot on Amazon.com's Movers and Shakers chart recognizing the greatest increase percentage of sales in 24 hours (in any genre). All seven of Diana's critically acclaimed self-

produced albums have made it onto numerous year-end lists, including those of *Downbeat*, Japan's *Jazz Critique Magazine*, *NOW Magazine*, and *The Montréal Mirror*. One gets the feeling this is just the tip of the iceberg for Panton.

# Kaia Kater

“The album garnered much success and critical acclaim from such publications as: *Rolling Stone Magazine*, *The Globe & Mail*, *The Guardian*, *NOISEY* and *UK’s Uncut Magazine*.”

Roots music songstress Kaia Kater released her FACTOR-funded sophomore album *Nine Pin* in summer of 2016. The album garnered much success and critical acclaim from such publications as: *Rolling Stone Magazine*, *The Globe & Mail*, *The Guardian*, *NOISEY* and UK's *Uncut Magazine*. Kater employs jazz-influenced vocals and instrumentation on *Nine Pin*; trumpets and electric guitar meld seamlessly with the banjoist's songs, creating an aesthetic that is both new and old.

Kater is grateful to have received significant support from FACTOR's Juried Sound Recording grant for the project, which aided in funding

a significant portion of the cost of the album's production and its subsequent marketing campaign. Additionally, through FACTOR's Tour Support component, Kater was able to bring *Nine Pin* to Scotland, England, Wales, and Spain as well as the United States and Canada. *Nine Pin* charted at #2 on the !earshot Campus/Community Folk Roots Blues National Canadian chart and remained on !earshot charts for months.



Photo Credit: Polina Mourzina  
Artist: Kaia Kater



# Weaves

“We are forever grateful to come from a country that supports their artists and believes our creativity helps build diversity and culture.”

As musicians who have had the amazing opportunity to travel around the world playing our music we're extremely appreciative of the funding available to artists in Canada. We come from the DIY, grassroots community in Toronto and, were fortunate enough to receive some attention after our first EP was released on Buzz Records, becoming one of *Rolling Stone's* Bands to Watch and playing at Glastonbury within

our first year as a band. Releasing our debut album and subsequently touring for over a year would not have been sustainable without the help of the FACTOR funding we received. We are forever grateful to come from a country that supports their artists and believes our creativity helps build diversity and culture. The Juried Sound Recording grant allowed us to build upon our unique sound, strive for better production in the studio

and hire fellow Canadian creatives to engineer and art direct our next album, which has been an amazing privilege. Assisted funding allows Canadian artists the ability to have freedom within their creativity that has in turn created international buzz about the talent in this country.

— Weaves





# Repartee



“With a strong team, an enthusiastic band, and help from FACTOR, we accomplished getting this release the visibility and accessibility it deserved.”

Thanks to the support from FACTOR, Toronto-by-way-of-Newfoundland quintet Repartee were able to record, market and tour their debut album *All Lit Up*. They’ve now been able to spread their fiery electro-pop dance party to sweaty crowds across the country and around the world.

Some highlights from *All Lit Up* so far include; CMW Indies Winner for “Best Pop Group,” five East Coast

Music Awards nominations, Top 10 Finalist for The JUNO Awards 2017 Allan Slaight Master Class, CBC Music’s “25 Best Canadian Albums of 2016,” and earning the #1 Most Added Track across all radio formats in July 2016 for “Dukes.” Some notable shows include Jamie Oliver’s new Big Festival, Halifax Pop Explosion, George St. Fest, Pop Montréal, Hillside Festival, and Canadian Music Week Indies to name a few.

With a strong team, an enthusiastic band, and help from FACTOR, we accomplished getting this release the visibility and accessibility it deserved. Their success so far would not be possible without FACTOR’s support and we will always be thankful that they exist here in Canada.

— Sleepless Records

Photo Credit: Ian Vardy  
Artist: Repartee

# BADBADNOTGOOD

Thanks to FACTOR’s Comprehensive Artist grant, BADBADNOTGOOD were able to make *IV* on their own terms. The award-winning album allowed the band to explore new collaborations and enabled them to produce everything in-house. *IV* garnered international praise and features from *Forbes*, *Billboard*, *Rolling Stone*, *Pitchfork*, *FADER* and took home the title of BBC six Music Album of the Year. Thanks to the visibility of *IV*, BADBADNOTGOOD have gone on to produce for Grammy-winning artists Kendrick Lamar and Mary J Blige. Their awareness has also propelled them to the stages of Coachella, Glastonbury, Bonnaroo and Primavera Sound.



# PUP

“It cannot be overstated how much FACTOR funding has helped us.”



We are incredibly grateful for FACTOR’s support over the years. There is no way we’d be here without FACTOR’s recording and touring assistance. Our first record was funded under the Juried Sound Recording program, and our second record was funded through the Comprehensive Artist program.

It cannot be overstated how much FACTOR funding has helped us. Without recording support we certainly would not have had the funds to be able to make the same caliber albums.

And without marketing support, there is no way we’d have reached this level in our careers. Our first couple of international tours were only made possible with FACTOR’s support. We feel extremely lucky to be making a (modest) living off of playing music, and FACTOR has played an integral role in helping us to get to this level.

— PUP

Photo Credit (Top to Bottom): Warren Katz, Amanda Fote  
Artist (Top to Bottom): BADBADNOTGOOD, PUP



# Business Development

Funding provided through this program supports corporate development activities that strengthen Canadian music companies domestically and globally.

43 components submitted

43 components approved

\$389,254 offered

The Business Development program offers funding to Canadian music companies for non-artist specific infrastructure costs and brand development. Funding provided through this program supports corporate development activities that strengthen Canadian music companies domestically and globally.

Funding for the Business Development program is provided by Canada’s private radio broadcasters and by the Department of Canadian Heritage through the New Musical Works component of the Canada Music Fund.

# Business Travel

675 components submitted

537 components approved

\$793,441 offered

The Business Travel program supports Canadian music companies by assisting with the cost of domestic and international business travel to industry events, in addition to costs associated with such events (such as promotional materials and activities connected to event attendance).

Funding for the Business Travel program is provided by Canada’s private radio broadcasters and by the Department of Canadian Heritage through the New Musical Works component of the Canada Music Fund.

# Comprehensive Artist

31 new sound recordings approved

106 components submitted

83 components approved

\$1,118,380 offered

The Comprehensive Artist program is composed of six unique components: Sound Recording, Marketing, Showcase, Radio Marketing, Tour Support, and Video. Through this program, FACTOR funds a portion of the cost of recording or acquiring a new, previously unreleased sound recording, and assists with the cost of releasing, marketing, and promoting that sound recording.

The Comprehensive Artist program is tailored to artists with demonstrated commercial success and Canadian record labels.

Funding for this program is provided exclusively by Canada’s private radio broadcasters.



# Comprehensive Music Company

111 new sound recordings approved

361 components submitted

311 components approved

\$2,931,735 offered

The Comprehensive Music Company program offers funding support to help Canadian music companies subsidize the production, acquisition or marketing and promotion of a new, unreleased full-length sound recording. Under the Comprehensive Music Company program, eligible Canadian record labels can apply to six Components: Sound Recording, Marketing, Showcase, Radio Marketing, Tour Support, and Video.

Funding for the Comprehensive Music Company program is provided by Canada’s private radio broadcasters and by the Department of Canadian Heritage through the New Musical Works component of the Canada Music Fund.



# Artist Development

The Artist Development program is one of two juried programs offered by FACTOR.

1569 components submitted

380 components approved

\$759,362 offered

The Artist Development program offers support to artists for a variety of activities such as sound recording, marketing, touring, showcase, and video. This program allows artists to choose where best to invest in their careers throughout the span of one full artist development year, beginning on the date of application and ending one year after the offer date. The Artist Development program is one of two juried programs offered by FACTOR.

Funding for the Artist Development Program is provided by Canada’s private radio broadcasters and by the Department of Canadian Heritage through the New Musical Works component of the Canada Music Fund.

# Juried Sound Recording

170 new sound recordings approved

1931 components submitted

526 components approved

\$4,457,387 offered

The Juried Sound Recording (JSR) program supports the recording, production, and dissemination of a new, full-length sound recording through six components: Sound Recording, Marketing, Tour Support, Showcase, Radio Marketing and Video. When applicants have a successful Sound Recording component, they may apply for funding through the remaining components to assist with the marketing, promoting, and touring cycle of the album.

All JSR applications are evaluated by a jury of leading Canadian

music industry professionals. Jury members assess the artistic merit and commercial potential of potential projects before making recommendations to the FACTOR Board of Directors, who grant final funding approval.

Funding for the Juried Sound Recording program is provided by Canada’s private radio broadcasters and by the Department of Canadian Heritage through the New Musical Works component of the Canada Music Fund.

# Marketing & Promotion for Non-FACTOR Funded Sound Recordings

74 components submitted

25 components approved

\$247,310 offered

The Marketing & Promotion for Non-FACTOR-Funded Sound Recordings program provides financial support to market and promote a qualifying Canadian sound recording with demonstrated commercial

success through five Components: Marketing, Showcase, Tour Support, Radio Marketing and Video. Eligibility is determined by the following Qualifying Sales Threshold(s):

Genre	QST units*
Pop, Rock, Adult Contemporary, Alternative, Christian Rock, Hard Rock	3,500
Country, Roots, Folk, Blues, Traditional, Dance, Electronica, Soul/R&B, Urban, Hip Hop	2,000
Aboriginal, World, Classical, Jazz, Reggae, Children’s, Specialized, Experimental, Heavy Metal, Punk	1,500

\* and/or have a song on a Top 40 BDS Radio Chart

Funding for this program is provided exclusively by Canada’s private radio broadcasters.

# Video

48 components submitted

40 components approved

\$307,380 offered

The Video program offers financial assistance to artists and record labels for the production of an original music video in support of a qualifying sound recording.

Funding for the Video program is provided by Canada’s private radio broadcasters and by the Department of Canadian Heritage through the New Musical Works component of the Canada Music Fund.

# Live Performance

951 components submitted

741 components approved

\$3,451,487 offered

Through the Live Performance program, Canadian artists can apply for funding to support domestic or international industry showcase appearances and tours in support of current or forthcoming qualifying releases.

Funding for the Live Performance program is provided by Canada’s private radio broadcasters and by the Department of Canadian Heritage through the New Musical Works component of the Canada Music Fund.

# Songwriter’s Workshop Support

29 components submitted

25 components approved

\$18,526 offered

The Songwriter’s Workshop Support program assists professional Canadian songwriters with the cost of travel related to songwriting workshops and seminars.

Funding for the Songwriter’s Workshop Support program is provided by Canada’s private radio broadcasters and by the Department of Canadian Heritage through the New Musical Works component of the Canada Music Fund.



Photo Credit: Devon Little  
Artist: Charlotte Day Wilson

# Sponsorship

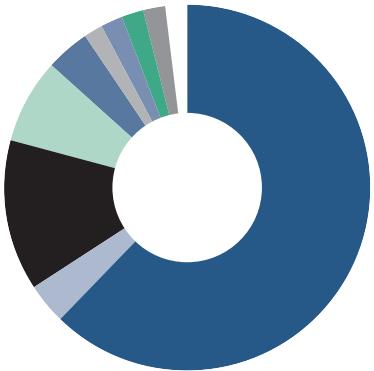
Through the Sponsorship program FACTOR offers support to worthy initiatives that fall under FACTOR’s funding mandate, but do not conform to FACTOR’s other program requirements.

Applicants to the Sponsorship program must submit a proposal, indicating the purpose, nature of operations, budget framework, industry impact and scope, and related details, before being approved.

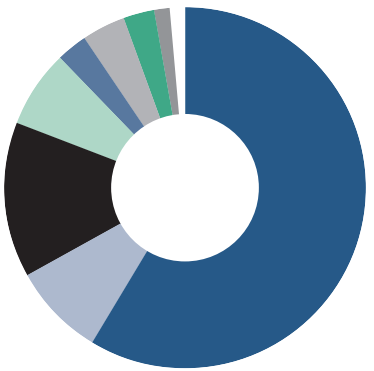
The Sponsorship program is funded exclusively by Canada’s private radio broadcasters.

53 components approved

\$376,943 offered



# Projects Per Province



\$Offered Per Province

## Sponsorship Per Province

Province	\$Offered	# Projects
Ontario	\$214,500	33 Projects
British Columbia	\$30,000	2 Projects
Manitoba	\$51,000	7 Projects
Alberta	\$25,000	4 Projects
Québec	\$12,000	2 Projects
Nunavut	\$10,000	1 Projects
Yukon	\$14,443	1 Projects
Nova Scotia	\$10,000	1 Projects
New Brunswick	\$5,000	1 Projects
PEI	\$5,000	1 Projects



# Collective Initiatives

163 components submitted

114 components approved

\$3,710,542 offered

The Collective Initiatives program supports innovative, educational, export and digital projects which increase the national and international profile and commercial potential of multiple Canadian artists and music entrepreneurs. The program includes four components, each encompassing a range of different projects and activities.

FACTOR’s Collective Initiatives program receives funding from the Department of Canadian Heritage through the Collective Initiatives Component of the Canada Music Fund, and from Canada’s private radio broadcasters.

## Industry Events

### Blues Summit and the Maple Blues Awards

The Toronto Blues Society’s 8th Blues Summit and 20th Annual Maple Blue Awards is Canada’s only blues themed conference, featuring professional development sessions, artist showcases, and the annual Maple Blues Awards, honouring Canada’s outstanding blues creators. This year a record 237 delegates from seven provinces and four countries attended

the event. Delegates included festivals, promoters, venue artist directors, labels, managers, agents, music supervisors and media.

Blues Summit conference sessions were designed to meet the needs of presenters, artists and industry delegates. Networking sessions included scheduled mentorships,

a blues societies meeting, two “speed pitch” sessions, and individual mentoring sessions, in which delegates were matched with mentors of their choice. 48 regional, national, and international presenters watched 30 showcasing acts which led to bookings in all countries. The Maple Blues Awards was attended by 900 people from the conference and public.

## Digital Marketing

### Phantom Compass

Winner of the 2017 “Best In Play” award at the Games Developers Conference, and a finalist of the Indie Prize at Casual Connect USA, Phantom Compass’s “Auto Age: Standoff” combines real-time car combat and tower defense, with a mixtape soundtrack featuring a variety of Canadian artists. The tracks are embedded into the game so gamers can view, play and buy the

tracks from the main interface during gameplay. FACTOR helped fund the costs of the music placement and the programming/ design of the mixtape feature. The inclusion of Canadian artists in games such as Auto Age: Standoff, allows artists to reach wider audiences, while also providing players with the chance to discover new music.

## Digital Marketing



### Drinkbox Studios

Featuring music from YAMANTAKA // SONIC TITAN and Pantayo, Drinkbox Studios’ game, *Severed*, won multiple awards including: Best Mobile Game + Best Musical Score, Canadian Video Game Awards 2016; Apple iPad Game of the Year 2016, Apple; Best Mobile Game of 2016, Destructoid; Battery Park Award for Best Handheld Game, 2017 New York Game Awards; five best mobile games of 2016, GameSpot; 10 best video games of 2016, Mashable; as well as numerous nominations.

*Severed* has multiple areas and levels and each contains two original songs:

one is for when the player is exploring and the other while they are engaged in combat. The game dynamically cross-fades between these songs as the player switches between exploration and combat. The music is featured in advertising and Drinkbox Studios created a soundtrack that is available for the public to purchase.

“Drinkbox Studios is extremely grateful for the support of FACTOR’s Collective Initiatives program for the creation of the musical score in our latest game *Severed*. With the support of FACTOR, Drinkbox was able to partner with two incredible

local musicians: YAMANTAKA // SONIC TITAN and Pantayo. This collaboration allowed us to create an award-winning soundtrack that we are all very proud of, and also helped us gain additional recognition for *Severed* including being awarded iPad Game of the Year 2016 from Apple.”

— **Graham Smith**  
Drinkbox Studios



## Showcase Production For Export–Ready Artists

### Canada150 Activities at the Grammys and South by Southwest

FACTOR helped the Canadian Independent Music Association (CIMA) increase the profile and impact of their Pre–Grammy and SXSW showcase events with funding for Canada150 activities. The Pre–Grammy event had three artists showcase at a new venue, important to the Los Angeles music community, in front of music supervisors, film/TV/music executives, media, and business contacts. Kaytranada was the headliner for the event as well as a

DJ set by Grammy nominee DJ BOI–1DA. A business networking event for Canadian music entrepreneurs and key people from the American music/film/TV industries delivered ample opportunities for Canadian independent artists.

The Canadian Blast BBQ Showcase & VIP Networking Event is a high profile SXSW event that attracts 1700–1800 music delegates and features six emerging Canadian artists. For the

showcasing component, the new funds helped pay for a new venue that allowed two stages to run simultaneously. Headliner Tokyo Police Club, which attracted senior music executives to the showcases, along with a professional MC, Mike Campbell, ensured proper introduction of the artists, and extensive marketing, advertising, and publicity.

## Showcase Production for Official Language Minority Communities Artists

### Vancouver Folk Festival

For the first time, the Vancouver Folk Festival included four OLMC (Official Language Minority Communities) artists in their 2016 event with concerts and workshops. They created separate print and online marketing initiatives for the OLMC artists including an ad in *The Straight* that included photos of the artists. The artists had interviews and special mentions in key print and radio outlets to promote the shows including the *Vancouver Sun* and The Peak radio station. As a result of the shows and the mentions through a variety of media, the artists had extra exposure in a market a significant distance from their home.



Photo Credit: Mike Latschislaw  
Artist: Terra Lightfoot

## Awards

### East Coast Music Awards

Artist and Album	Award
Joel Plaskett	Producer of the Year
Hey Rosetta!, <i>Second Sight</i>	Album of the Year
Hey Rosetta!, <i>Second Sight</i>	Rock Recording of the year
Hey Rosetta!, <i>Second Sight</i>	Group Recording of the Year
Amelia Curran	Songwriter of the Year
Natalie MacMaster & Donnell Leahy	Fans’ Choice Entertainer of the Year
Jenn Grant, <i>Compostela</i>	Solo Recording of the Year
Hey Rosetta!, “Soft Offering (For the Oft Suffering)”	Song of the Year
Christina Martin, <i>It’ll Be Alright</i>	Pop Recording of the Year
Fortunate Ones, <i>The Bliss</i>	Rising Star Recording of the Year
Whitney Rose, <i>Heartbreaker of the Year</i>	Country Recording of the Year

### Canadian Radio Music Awards

Artist and Album	Award
Joel Plaskett	Heatseeker Award
The Strumbellas	FACTOR Breakthrough Award Artist

### The Indies

Artist and Album	Award
Grimes, <i>Art Angels</i>	Album of the Year
The Strumbellas	Group of the Year
A Tribe Called Red	Aboriginal Artist/Group of the Year
The Zolas	Alternative Artist/Group of the Year
The Elwins	Rock Artist/Group of the Year
Dan Mangan	Singer–Songwriter Artist/Group of the Year

### Juno Awards

Artist and Album	Award
The Strumbellas, <i>Spirits</i>	Single of the Year
The Dirty Nil	Breakthrough Group of the Year
July Talk, <i>Touch</i>	Alternative Album of the Year
Diana Panton, <i>I Believe In Little Things</i>	Children’s Album of the Year
Paul Reddick, <i>Ride The One</i>	Blues Album of the Year
Tim Neufeld & The Glory Boys, <i>Hootenanny</i>	Contemporary Christian/gospel Album of the Year
Grimes, <i>Kill V. Maim</i>	Video of the Year
Mandroid Echostar, <i>Coral Throne</i>	Heavy Metal Album of the Year



Music PEI Awards

Artist and Album	Award
Tim Chaisson, <i>Lost In Light</i>	Country Recording of The Year
Tim Chaisson, <i>Lost In Light</i>	Male Solo Recording of The Year
Gordie Mackeeman & Rhythm Boys	Entertainer of The Year
The East Pointers	Touring Artist of The Year
Irish Mythen	Songwriter of The Year
Pei Mutual Festival of Small Halls	Event of The Year

Canadian Country Music Association Awards

Artist and Album	Award
Jess Moskaluke	Female Artist of The Year
Brett Kissel	Male Artist of The Year
The Washboard Union	Roots Artist of The Year
The Washboard Union	Rising Star
Booking Agency of The Year	Invictus Entertainment Group
Management Company of The Year	Invictus Entertainment Group
Record Company of The Year	MDM Recordings Inc

Canadian Folk Music Awards

Artist and Album	Award
David Francey, <i>Empty Train</i>	Contemporary Album of The Year
David Francey	Solo Artist of The Year
Donovan Woods, <i>Hard Settle, Ain’t Troubled</i>	English Songwriter of The Year
Jadea Kelly, <i>Love &amp; Lust</i>	Contemporary Singer of The Year
Kaia Kater, <i>Nine Pin</i>	Oliver Schroer Pushing The Boundaries Award
Sultans of String, <i>Subcontinental Drift</i>	World Group of The Year
Hillsburn, <i>In The Battle Years</i>	New/Emerging Artist of The Year
Duane Andrews, <i>Conception Bay</i>	Instrumental Solo Artist of The Year

Western Canadian Music Awards

Artist and Album	Award
Romi Mayes	Blues Artist of The Year
The Bros. Landreth	Breakout Artist of The Year
Brett Kissel	Country Artist of The Year
Delhi 2 Dublin	Electronic/Dance Artist of The Year
Curtis Nowosad Quintet	Jazz Artist of The Year
Striker	Metal/Hard Music Artist of The Year
Lexi Strate	Pop Artist of The Year
Sonreal	Rap/Hip Hop Artist of The Year
The Wet Secrets	Rock Artist of The Year
Frazey Ford	Roots Solo Artist of The Year
Northern Beauties	Roots Duo/Group of The Year
David Morin	Urban Artist of The Year

Music NB Awards

Nova Scotia Music Awards

Polaris Prize Short List Nominees

Certifications

Artist and Album	Award
The Motorleague, “All The Words”	Socan Song Of The Year
Zaum	Loud Artist Of The Year

Artist and Album	Award
Ben Caplan	Entertainer of The Year
Erin Costelo, <i>Down Below, The Status Quo</i>	Solo Recording of The Year
The Town Heroes, <i>Please, Everyone</i>	Group Recording of The Year
Neon Dreams	Electronic Artist of The Year
Keith Mullins	Musician of The Year
Adam Baldwin, <i>No Telling When (Precisely Nineteen Eighty-five)</i>	Rock Recording of The Year

Artists	
Andy Shauf	Kaytranada — Winner
Basia Bulat	PUP
Grimes	U.S. Girls
	White Lung

Artist	Award
Karl Wolf, “Amateur At Love”	Gold Single
July Talk, “Guns + Ammunition”	Gold Single
Tebey, “Wake Me Up”	Gold Single
Jess Moskaluke, “Cheap Wine and Cigarettes”	Platinum Single
Zeds Dead, “Lost You (ft. Twin Shadow & D’Angelo Lacy)”	Gold Single
The Strumbellas, “Spirits”	Platinum Digital Download
Virginia To Vegas, “We are Stars (ft. Alyssa Reid)	Platinum Digital Download

# Year-End Snapshot

Applicant's Province	Projects Submitted	Components Submitted	Projects Approved	Components Approved	Amount	
					Requested from Submitted	Amount Offered
Alberta	402	450	176	201	\$2,343,762.83	\$822,706.77
British Columbia	780	915	351	428	\$5,619,861.83	\$2,322,121.98
Manitoba	235	261	132	151	\$1,447,976.08	\$868,902.49
New Brunswick	52	52	21	21	\$242,953.13	\$81,302.75
Newfoundland & Labrador	30	37	17	19	\$368,710.83	\$208,199.48
Northwest Territories	1	1	1	1	\$1,150.00	\$1,150.00
Nova Scotia	209	236	115	133	\$1,452,040.45	\$766,216.42
Nunavut	3	5	2	2	\$45,570.00	\$25,000.00
Ontario	2479	2897	1148	1314	\$20,000,116.11	\$9,483,590.32
Prince Edward Island	47	60	27	32	\$333,860.10	\$216,390.16
Québec	796	944	409	502	\$6,302,261.61	\$3,379,931.42
Saskatchewan	82	84	42	44	\$401,590.02	\$154,969.00
Yukon	25	34	15	21	\$196,581.75	\$123,539.47
Other	36	37	17	18	\$274,091.35	\$159,412.00
					<b>\$39,030,526.09</b>	<b>\$18,613,432.26</b>

Primary Genre	Projects Submitted	Components Submitted	Projects Approved	Components Approved	Amount	
					Requested from Submitted	Amount Offered
Aboriginal	11	13	3	4	\$90,293.75	\$25,547.00
Adult Contemporary	144	173	51	62	\$1,007,388.37	\$317,423.87
Alternative	511	583	197	225	\$3,824,410.38	\$1,662,268.61
Blues	60	82	33	46	\$581,514.38	\$358,212.93
Children's	14	20	3	3	\$152,803.94	\$7,178.25
Christian Rock	26	34	12	16	\$261,738.43	\$85,495.00
Classical	46	55	21	26	\$382,933.16	\$173,237.00
Country	215	256	108	127	\$1,633,615.30	\$835,027.55
Dance	58	74	14	20	\$608,231.13	\$181,241.98
Electronica	165	199	75	96	\$1,625,143.34	\$780,593.50
Experimental	51	55	21	24	\$258,597.67	\$142,892.16
Folk	576	659	307	355	\$3,781,900.78	\$1,753,839.47
Hard Rock	32	35	6	6	\$265,696.72	\$62,391.00
Heavy Metal	55	66	19	22	\$602,011.93	\$280,091.38
Hip Hop	286	335	91	103	\$1,794,798.24	\$617,761.62
Jazz	168	201	64	78	\$1,473,792.34	\$540,258.92
Pop	636	771	220	296	\$4,650,026.21	\$1,860,201.70
Punk	77	102	54	76	\$643,830.51	\$502,555.80
Reggae	32	38	11	14	\$273,694.44	\$69,914.00
Rock	631	723	231	272	\$4,427,284.23	\$1,698,984.45
Roots	178	217	92	121	\$1,310,812.38	\$533,023.16
Soul/R&B	164	195	59	70	\$1,206,825.30	\$434,496.88
Specialized	18	20	2	2	\$131,400.00	\$22,500.00
Traditional	12	12	7	7	\$73,806.75	\$45,006.00
Urban	39	48	6	8	\$299,863.00	\$76,823.00
World	72	83	33	36	\$552,926.32	\$259,760.90
					<b>\$31,915,339.00</b>	<b>\$13,326,726.13</b>



	Components Submitted	Components Approved	Amount Requested from Submitted	Amount Offered
SOUND RECORDINGS				
Comprehensive Artist	46	31	\$962,329.74	\$531,563.41
Comprehensive Music Company	124	111	\$1,659,474.98	\$1,396,317.40
Juried Sound Recording	1235	170	\$11,739,638.80	\$1,770,346.47
Songwriter's Workshop	29	25	\$21,750.00	\$18,526.25
Artist Development	1569	380	\$2,960,526.05	\$759,362.00
	3003	717	\$17,343,719.57	\$4,476,115.53
SHOWCASE				
Comprehensive Artist	1	1	\$1,495.00	\$1,343.80
Comprehensive Music Company	15	10	\$18,692.50	\$10,926.00
Juried Sound Recording	35	24	\$52,074.00	\$34,601.00
Live Performance	606	473	\$915,057.55	\$705,678.85
Marketing & Promotion for Non-FACTOR Funded Sound Recordings	6	1	\$3,565.00	\$1,725.00
	663	509	\$990,884.05	\$754,274.65
TOUR SUPPORT				
Comprehensive Artist	6	5	\$66,342.24	\$37,974.50
Comprehensive Music Company	61	57	\$384,866.50	\$321,997.95
Juried Sound Recording	94	76	\$594,818.43	\$438,697.68
Marketing & Promotion for FACTOR Funded Sound Recordings	4	4	\$12,967.50	\$12,808.00
Marketing & Promotion for Non-FACTOR Funded Sound Recordings	10	5	\$79,104.60	\$36,104.50
Live Performance	345	268	\$3,758,958.34	\$2,745,808.06
	520	415	\$4,897,057.61	\$3,593,390.69
MARKETING				
Comprehensive Artist	28	26	\$499,476.16	\$416,325.28
Comprehensive Music Company	91	76	\$1,246,357.00	\$887,431.86
Juried Sound Recording	400	169	\$4,798,179.87	\$1,848,651.74
Marketing & Promotion for FACTOR Funded Sound Recordings	3	2	\$39,000.00	\$23,721.00
Marketing & Promotion for Non-FACTOR Funded Sound Recordings	34	15	\$312,784.95	\$173,422.31
	556	288	\$6,895,797.98	\$3,349,552.19

	Components Submitted	Components Approved	Amount Requested from Submitted	Amount Offered
RADIO MARKETING FUND				
Comprehensive Artist	8	7	\$32,500.00	\$32,500.00
Comprehensive Music Company	16	14	\$79,518.00	\$69,410.00
Juried Sound Recording	55	25	\$206,537.69	\$107,837.00
Marketing & Promotion for FACTOR Funded Sound Recordings	1	1	\$5,000.00	\$5,000.00
Marketing & Promotion for Non-FACTOR Funded Sound Recordings	11	1	\$16,000.00	\$5,000.00
	91	48	\$339,555.69	\$219,747.00
VIDEO				
Comprehensive Artist	17	13	\$140,415.81	\$98,672.52
Comprehensive Music Company	54	43	\$320,780.60	\$245,651.96
Juried Sound Recording	112	62	\$531,196.12	\$257,253.57
Marketing & Promotion for FACTOR Funded Sound Recordings	1	1	\$2,156.25	\$2,156.00
Marketing & Promotion for Non-FACTOR Funded Sound Recordings	13	3	\$117,155.32	\$31,058.63
Video Program	48	40	\$358,370.00	\$307,379.64
	245	162	\$1,470,074.10	\$942,172.32
INDUSTRY SUPPORT				
Business Development	43	43	\$398,167.70	\$389,254.05
Business Travel	675	537	\$1,198,149.69	\$793,441.15
	718	580	\$1,596,317.39	\$1,182,695.20
SPONSORSHIPS				
Sponsorships	54	54	\$334,004.00	\$384,943.00
	54	54	\$334,004.00	\$384,943.00
COLLECTIVE INITIATIVES				
Digital Marketing	25	19	\$1,023,535.75	\$807,417.25
Industry Events	56	36	\$2,218,785.37	\$1,489,673.50
Showcase Production for Artists from Official Language Minority Communities	28	20	\$806,342.05	\$445,400.00
Showcase Production for Export Ready Artists	54	39	\$1,114,452.53	\$968,050.93
	163	114	\$5,163,115.70	\$3,710,541.68
TOTAL OFFERS	6013	2887	\$39,030,526.09	\$18,613,432.26

# Foundation Assisting Canadian Talent on Recordings

Financial Statements  
March 31, 2017  
(Expressed in Canadian dollars)

# Independent Auditor’s Report

## To the Board of Directors of Foundation Assisting Canadian Talent on Recordings

We have audited the accompanying financial statements of The Foundation Assisting Canadian Talent on Recordings, which comprise the statement of financial position as at March 31, 2017 and the statements of operations, changes in net assets and cash flows for the year then ended, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

## Management’s responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## Auditor’s responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those

risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Foundation Assisting Canadian Talent on Recordings as at March 31, 2017 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.





Statement of Financial Position

	2017			2016	
	General fund \$ (unrestricted)	Capital asset fund \$	Restricted reserve fund \$	Total \$	Total \$
ASSETS					
Current assets					
Cash and cash equivalents	602,665	–	–	602,665	367,560
Accounts receivable (note 6)	587,319	–	–	587,319	338,029
Short-term investments	500,001	–	–	500,001	1,500,000
Other assets	48,747	–	–	48,747	45,272
	1,738,732	–	–	1,738,732	2,250,861
Investments (note 9)	–	–	49,805,043	49,805,043	44,982,893
Property and equipment (note 4)	–	142,763	–	142,763	164,799
Intangible assets (note 5)	–	303,082	–	303,082	354,036
	1,738,732	445,845	49,805,043	51,989,620	47,752,589
LIABILITIES					
Current liabilities					
Accounts payable and accrued liabilities (note 7)	141,774	–	–	141,774	155,438
NET ASSETS	1,596,958	445,845	49,805,043	51,847,846	47,597,151
	1,738,732	445,845	49,805,043	51,989,620	47,752,589
Commitments (note 8)					

Approved by the Board of Directors of The Foundation  
Assisting Canadian Talent on Recordings

  
Director

  
Director

Statement of Operations

	2017			2016	
	General fund \$ (unrestricted)	Capital asset fund \$	Restricted reserve fund \$	Total \$	Total \$
Revenue (schedule 1)	19,480,280	–	–	19,480,280	18,720,144
Expenditures					
Loans and awards (schedule 2)	16,255,253	–	–	16,255,253	14,878,213
Administrative expenses (schedule 3)	2,244,644	–	–	2,244,644	2,104,360
	18,499,897	–	–	18,499,897	16,982,573
Excess of revenue over expenditures before the following	–	–	49,805,043	49,805,043	44,982,893
Investment income (note 9)	23,681	–	1,689,404	1,713,085	2,335,986
Increase (decrease) of change in unrealized gain on investments (note 9)	–	–	1,644,906	1,644,906	(2,008,069)
Depreciation of property and equipment	–	(34,446)	–	(34,446)	(35,397)
Amortization of intangible assets	–	(53,233)	–	(53,233)	(67,135)
	23,681	(87,679)	3,334,310	3,270,312	225,385
Excess (deficiency) of revenue over expenditures for the year	1,004,064	(87,679)	3,334,310	4,250,695	1,962,956

# Statement of Changes in Net Assets

	2017			2016
	General fund \$ (unrestricted)	Capital asset fund \$	Restricted reserve fund \$	Total \$
Balance – Beginning of year	2,095,423	518,835	44,982,893	47,597,151
Excess (deficiency) of revenue over expenditures for the year	1,004,064	(87,679)	3,334,310	4,250,695
Interfund transfers (note 10)	(1,502,529)	14,689	1,487,840	–
Balance – End of year	1,596,958	445,845	49,805,043	51,847,846

# Statement of Cash Flows

	2017	2016
	Total \$	Total \$
CASH PROVIDED BY (USED IN)		
Operating activities		
Excess of revenue over expenditures for the year	4,250,695	1,962,956
Adjustments for non-cash items		
Depreciation of property and equipment	34,446	35,397
Amortization of intangible assets	53,233	67,135
(Increase) decrease of change in unrealized gain on investments	(1,644,906)	2,008,069
Realized gains on investments	(1,689,404)	(2,321,044)
	1,004,064	1,752,513
Changes in non-cash working capital items		
Accounts receivable	(249,290)	(171,748)
Other assets	(3,475)	(3,181)
Accounts payable and accrued liabilities	(13,664)	13,485
	737,635	1,591,069
Investing activities		
Purchase of investments	(7,528,501)	(7,500,000)
Sale of investments	1,012,160	1,470,472
Sale of short-term investments	6,028,500	4,000,000
Purchase of property and equipment	(12,411)	(11,952)
Purchase of intangible assets	(2,278)	(5,132)
	(502,530)	(2,046,612)
Increase (decrease) in cash and cash equivalents during the year	235,105	(455,543)
Cash and cash equivalents – Beginning of year	367,560	823,103
Cash and cash equivalents – End of year	602,665	367,560
Cash and cash equivalents are allocated as follows		
General fund	602,665	367,560
Cash and cash equivalents comprise		
Cash	602,655	367,560
Cash equivalents	–	–
	602,665	367,560



# Notes to Financial Statement

## 1. General

Foundation Assisting Canadian Talent on Recordings (FACTOR or the Foundation) was incorporated as a not-for-profit organization without share capital on June 17, 1982, under the Canada Corporations Act.

FACTOR provides funding by way of loans and grants to Canadian individuals and groups in the music recording industry in order to promote and foster Canadian talent. FACTOR receives and disburses funds, pursuant to agreements with the Government of Canada, under the Department of Canadian Heritage’s New Musical Works and Collective Initiatives programs. The current contract with the Government of Canada expires on March 31, 2020. Financial contributions received from Canada’s private radio industry are likewise distributed by FACTOR to individuals and groups in the Canadian music industry.

Pursuant to the Income Tax Act (Canada), FACTOR is classified as a not-for-profit organization and therefore is not subject to income taxes.

## 2. Basis of presentation

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO) issued by the Canadian Accounting Standards Board applied within the framework of the accounting policies summarized below.

## 3. Summary of significant accounting policies

The significant policies are detailed as follows:

### Fund accounting

FACTOR follows the deferral method of accounting for contributions.

The general fund accounts for the Foundation’s general operating activities. The net assets represent the accumulation of surplus private and Government of Canada contributions, loan repayments and investment income earned thereon after interfund transfers.

The capital asset fund records capital asset purchases and proceeds of disposition and the related amortization of these assets.

During 2014, the board of directors authorized the creation of the restricted reserve fund for long-term investments and related investment income. This fund will not be used for operational purposes and is not available for any other purpose without approval of the board of directors.

### Revenue recognition

Unrestricted contributions are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection thereof is reasonably assured. Restricted contributions are deferred and recognized as revenue as the related expenses are incurred.

Investment income including interest, realized gains (losses) and unrealized gains (losses) are recognized as revenue when earned.

### Cash and cash equivalents

Cash and cash equivalents include short-term deposits with maturities of less than 90 days and are recorded at fair value.

### Loans

Loans to artists, producers and record companies are advanced to finance costs directly associated with recordings as well as the promotion and marketing of those recordings. These loans must be repaid directly

from royalty proceeds of projects financed by the program. Due to the uncertainty of ultimate collectability, loans are expensed when the monies are advanced. Repayment of these loans is recorded as a recovery of loans and awards when cash is received from the recipient.

### Property and equipment

Property and equipment are recorded in the capital asset fund at cost and are amortized over their estimated useful lives using the following methods and annual rates:

Computer equipment	30% – 100% declining balance
Furniture and equipment	20% declining balance
Leasehold improvements	straight-line over term of lease

### Intangible assets

Intangible assets are recorded in the capital asset fund at cost less accumulated amortization and include developed computer software with a finite useful life. The Foundation has chosen to capitalize qualifying development costs in the statement of financial position. These assets are amortized on a straight-line basis over their estimated useful lives of seven years.

### Impairment of long-lived assets

The Foundation tests for impairment whenever events or changes in circumstances indicate the carrying value of the assets may not be recoverable. Recoverability is assessed by comparing the carrying value to the projected future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates the carrying value of an asset is not recoverable, an impairment loss is recognized to the extent the carrying value exceeds fair value.

### Contributed services

Members of FACTOR’s board of directors, members of the National Advisory Board and unpaid volunteers from the music industry donate their time without monetary compensation. Because of the difficulty of determining the fair value of the contributed services, the value of these services is not recognized in the financial statements.

### Use of estimates

The preparation of financial statements in accordance with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

### Financial instruments

Short-term investments comprise guaranteed investment certificates (GICs) with maturities of less than one year. Investments comprise pooled funds.

The Foundation records cash, accounts receivable, short-term investments and accounts payable and accrued liabilities at amortized cost.

The Foundation records investments in equity securities that are quoted in an active market at fair value in the statement of financial position with changes in fair value recorded in the statement of operations.

Financial assets are tested for impairment at the end of each reporting period when there are indications the assets may be impaired.

### Related parties

Related party transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

4. Property and equipment

			2017
	Cost \$	Accumulated depreciation \$	Net \$
Computer equipment	347,688	344,833	2,855
Furniture and equipment	259,393	221,168	38,225
Leasehold improvements	164,097	62,414	101,683
	771,178	628,415	142,763
			2016
	Cost \$	Accumulated depreciation \$	Net \$
Computer equipment	335,278	331,242	4,036
Furniture and equipment	259,393	211,611	47,782
Leasehold improvements	164,097	51,116	112,981
	758,768	593,969	164,799

5. Intangible assets

			2017
	Cost \$	Accumulated depreciation \$	Net \$
Computer software	693,837	390,755	303,082
			2017
	Cost \$	Accumulated depreciation \$	Net \$
Computer software	691,557	337,521	354,036

6. Accounts receivable

Accounts receivable comprise the following:

	2017	2016
	\$	\$
Due from broadcasters	9,231	164,446
Due from Government of Canada	578,088	173,583
	587,319	338,029

7. Accounts payable and accrued liabilities

Accounts payable and accrued liabilities comprise the following amounts:

	2017	2016
	\$	\$
Trade accounts payable	17,081	30,407
Professional fees	49,460	55,395
Vacation accrual	50,233	44,636
Bonus accrual	25,000	25,000
	141,774	155,438

8. Commitments

Loans and awards

As at year-end, FACTOR is committed to advancing funds in the future totalling approximately ~~\$6,833,047~~ (2016 – ~~\$5,373,182~~) as loans and awards to recipients. Because certain conditions must be met before such loans are made,

these amounts have not been recorded as liabilities. The following is the breakdown of the amounts that remain outstanding as at March 31, 2017

	Initial commitment \$	Payment made to date \$	Remaining commitment balance \$
April 1, 2016 – December 31, 2016	12,365,457	8,935,706	3,429,751
January 1, 2017 – March 31, 2017	6,223,179	2,819,883	3,403,296
	18,588,636	11,755,589	6,833,047



Leases

Effective June 20, 2012, the Foundation entered into a lease agreement to rent office space for a period of ten years. As at year-end, FACTOR is also committed to

various operating leases for equipment expiring in 2019. The approximate future annual minimum lease payments are as follows:

	Equipment	Office space
	\$	\$
2018	3,000	201,000
2019	1,500	233,000
2020	–	236,000
2021 and beyond	–	541,000
	4,500	1,211,000

9. Investments

During the year, the investments increased in value as follows:

	2017	2016
	\$	\$
Opening balance	44,982,893	43,640,388
Purchases	2,500,000	2,500,000
Sales	(1,012,160)	(1,470,470)
Realized gains	1,689,404	2,321,044
Increase (decrease) of change in unrealized gain on investments	1,644,906	(2,008,069)
	49,805,043	44,982,893

The change in unrealized gain (loss) on investments is comprised of:

	2017	2016
	\$	\$
Opening balance – unrealized gain (loss)		
Fixed income fund	724,516	1,329,981
Canadian Equity Funds	(46,756)	161,393
Foreign Equity Funds	1,284,922	2,244,048
	1,962,682	3,735,422
Closing balance – unrealized gain (loss)		
Fixed income funds	518,956	724,516
Canadian Equity Funds	653,627	(46,756)
Foreign Equity Funds	2,690,733	1,284,922
	3,863,316	1,962,682
Management fees offset against unrealized gains	(255,728)	(235,329)
Increase (decrease) of change in unrealized gain on investments	1,644,906	(2,008,069)

10. Interfund transfers

During the year, **\$14,689** (2016 – **\$17,082**) was transferred to the capital asset fund from the general fund. In addition, the investment balances of the unrestricted general fund were transferred to the restricted reserve fund in the amount of **\$1,502,529** (2016 – **\$1,014,588**). These transfers were approved by the board of directors.

11. Financial instruments

The Foundation’s investment activities may expose it to a variety of financial risks, including credit risk, liquidity risk, interest rate risk, market risk and currency risk. The following provides an overview of the risks associated with these investments.

Credit risk

Credit risk is the risk a counterparty to a financial instrument will fail to perform its obligations. The carrying value of financial assets represents the maximum credit risk exposure. The Foundation’s credit risk on investments is concentrated in a portfolio of pooled funds held entirely with one counterparty. The Foundation invests primarily in a portfolio of marketable securities and GICs and its accounts receivable are due from the Government of Canada. Therefore, exposure to credit risk is not significant.

Liquidity risk

Liquidity risk is the risk FACTOR will not be able to meet its obligations as they come due. The financial liabilities of FACTOR are short-term in nature, as all amounts are payable within one year. FACTOR has invested in marketable securities and GICs for which a secondary market exists and thus these funds are determined to be liquid. FACTOR has sufficient funds to settle its current obligations. Therefore, exposure to liquidity risk is not significant.

Interest rate risk

Interest rate risk is the risk a change in interest rates will adversely affect the fair value of fixed income securities or cause fluctuations in future cash flows of a financial instrument. The Foundation’s exposure to interest rate

risk is concentrated in its investments in GICs and its investments in fixed income pooled funds, which comprise 59% of the Foundation’s investment portfolio. The Foundation does not hold any variable rate debt.

Market risk

Market risk is the risk the future cash flows of a financial instrument will fluctuate due to changes in market prices. The Foundation is exposed to fluctuations in the yield on its investments in Canadian and foreign equity pooled funds, which comprise 41% of the Foundation’s investment portfolio.

Currency risk

Currency risk is the risk the fair value of a financial instrument will fluctuate due to changes in foreign exchange rates. The Foundation invests in equity securities that hold investments priced in currencies other than the Canadian dollar. The Foundation is therefore exposed to currency risk on its investments in foreign equity pooled funds, which comprise 30% of the Foundation’s investment portfolio.

12. Related party transactions

During the year, FACTOR approved loans and/or grants, in the normal course of operations, to related organizations in the amount of **\$1,229,482** (2016 – **\$845,657**) and extended payments in the amount of **\$809,689** (2016 – **\$637,385**), which are included in the statement of operations as loans and awards. Total outstanding commitments to these parties amounted to **\$419,793** as at March 31, 2017 (2016 – **\$581,910**), which are disclosed as commitments in note 8. The parties are related by virtue of the fact the recipients have representation on FACTOR’s board of directors.

# Schedule of Revenue

	2017	2016
Schedule 1	\$	\$
<b>PUBLIC</b>		
<b>Canada Music Fund contributions</b>		
New Musical Works Program	7,077,434	6,268,184
Collective Initiatives Program	2,922,467	2,232,417
	9,999,901	8,500,601
<b>PRIVATE</b>		
<b>Broadcasters’ contributions</b>		
Tangible benefits	3,610,098	3,746,408
Canadian content development		
Basic	1,650,645	1,663,207
Over and above	1,484,259	2,024,201
Sirius XM	2,735,377	2,785,727
	9,480,379	10,219,543
	19,480,280	18,720,144

# Schedule of Loans and Awards

	2017	2016
Schedule 2	\$	\$
<b>SOUND RECORDING PRODUCTION</b>		
Comprehensive music company (and direct board approval windup)	1,089,136	1,146,966
Comprehensive artist (and emerging artist windup)	428,582	581,438
Artist Development	616,373	603,153
Juried sound recording	1,478,365	1,579,707
	3,612,456	3,911,264
<b>MARKETING</b>		
Comprehensive music company		
Comprehensive artist (and emerging artist windup)	1,331,079	1,347,044
Comprehensive artist	553,952	700,857
Juried sound recording	2,073,219	1,581,282
Marketing and promotion for FACTOR funded sound recordings (where album funded prior to April 1, 2013)	108,636	2,785,727
Marketing and promotion for non-FACTOR funded sound recordings	248,036	301,636
Tour	2,434,903	1,701,815
Showcase	655,020	666,186
Video	273,026	140,309
	7,677,871	6,891,061
<b>OTHER</b>		
Business travel	728,831	684,629
Business development	334,810	301,806
Songwriter’s workshop	18,339	16,218
Sponsorship	447,000	312,000
Regional affiliates	396,000	402,853
Radio marketing fund	186,253	127,746
	2,111,233	1,845,252
<b>COLLECTIVE INITIATIVE PROGRAM</b>		
Industry events	1,451,886	1,385,520
Showcase production for artists from official language minority communities	424,310	448,720
Showcase production for export ready artists	712,421	336,305
Digital marketing	526,650	477,250
	3,115,267	2,647,795
<b>LOAN REPAYMENT</b>		
Repayments	(261,574)	(417,159)
	16,255,253	14,878,213



# Schedule of Administrative Expenses

	2017	2016
Schedule 3	\$	\$
Salaries and benefits	1,510,749	1,373,830
Occupancy costs	215,425	207,440
Equipment rentals and repairs	107,985	78,345
Automobiles and travel	78,257	128,385
Publicity, promotion and meetings	46,589	50,151
Professional fees	70,306	71,337
Office and general	19,628	17,825
Consulting	27,385	11,616
Subscription	33,878	25,985
Professional development	34,407	31,820
Courier and postage	7,334	3,852
IT Development and maintenance	63,408	62,559
Telephone and communications	20,059	31,981
Insurance	9,234	9,234
	2,244,644	2,104,360

A high-energy concert scene, monochromatic in blue. A performer with a beard and a graphic t-shirt stands on stage with one arm raised, singing into a microphone. Behind him, another person is partially visible. The foreground is filled with the audience's hands raised in the air, many making the 'rock on' hand gesture. On the left side of the stage, a large floor monitor is visible. The overall atmosphere is one of intense musical performance.

# FACTOR

## Canada

Photo Credit: Amanda Fote  
Artist: PUP