



London Music Strategy

Submitted by:

**London's Music Industry
Development Task Force**

August 27, 2014

London's Music Industry Development Task Force

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1. LETTER FROM LMIDTF:

To the Investment and Economic Prosperity Committee:

Aligned with the City of London 2011-2014 Strategic Plan, the Mayors Economic Prosperity Council Report (2011), London's Cultural Prosperity Plan, and Establishing the Economic Baseline presentation, on February 11, 2014 Municipal Council resolved that a Music Industry Development Task Force be created, to oversee a local music strategy (Appendix A: Council Resolution- February 11, 2014).

The origins of the London Task Force and similar initiatives province-wide can be traced to a series of studies commissioned by Music Canada including, "The Next Big Bang: A New Direction for Music in Canada," and "Accelerating Toronto's Music Industry Growth: Leveraging Best Practices from Austin, Texas." These studies concluded emphatically that music is good for business – that a thriving cultural scene driven by music not only generates revenue through music tourism, but perhaps more importantly serves to create ideal conditions to retain and attract a young, highly skilled work force. This in turn creates an attractive climate for job creation, specifically in the high tech industry. It was also shown that these results are due to vision, co-ordination and messaging as much as a reasonable amount of community funding.

Due largely to the impetus of Music Canada, the Province of Ontario launched the Ontario Music Fund (OMF) on October 28th, 2013. The OMF is a \$45 million grant program over three years, intended to help support and create jobs as well as position the province as a leading destination for recording and performing. The fund is intended to drive growth and innovation in the music industry by supporting home-grown talent, music companies and other industries that support the music sector; such as festivals, events and music venues (Please refer to "Appendix B: Ontario Music Fund (OMF)"; and "Appendix C: Music Industry Organizations in Canada" for more details). Music Canada President Graham Henderson has visited London three times over the past two years to introduce the studies and the OMF, in order to explain their community and business benefits, and encourage the city to find its own solutions and initiatives. As recent as March 20, 2014 Mr. Henderson attended an evening event with various local music industry stakeholders here in London, where he discussed how music can be leveraged to contribute to broader community goals; described its power as a city/community builder, and what cities are doing to become more "music and musician-friendly" (Please refer to Appendix D: A look at other cities and their music initiatives).

Based on the results of the Music Canada studies, in his presentations Mr. Henderson clearly delineated the need to accelerate the development of the music sector. He strongly advocated a fundamental change in approach and thinking by governments Province-wide, stressing the benefits of recognizing and treating the music sector as any other business sector. If approached as a key Economic Development asset, music has shown to be a successful driver of tourist dollars, new industry, job creation and ultimately financial prosperity and quality of life in the community.



As a result, the City of London pursued its own initiative and supported the development of London's Music Industry Development Task Force (LMIDTF); whose purpose was to spearhead the development of a community wide comprehensive music strategy intended to promote and support music in London (Please refer to Appendix F: LMIDTF Terms of Reference).

The Task Force consists of the Mayor or designate and 22 individuals who represent every facet of music in London, and is composed of members representing a range of sub-sectors, and all genres of music, within the industry:

- Independent Artists;
- Events and Venues;
- Artist and Business Management, Representation and Marketing;
- Music Creation;
- Associations, Organizations and Partners; and,
- Music Awards Programs.

The below noted LMIDTF members were selected based on their experience and understanding of the local music scene:

Mayor of London

Darin Addison - Home County

John Bellone - John Bellone Music

Clark Bryan - Aeolian Hall

Chris Campbell - Budweiser Gardens

Thomas Cermak - LondonFuse

Kris Dinel - Western Fair District

Bret Downe - Scene Magazine

Kevin Doyle - Kevin Doyle Music, Fanshawe Music Industry Arts

Lynne Dubuc - OIART

Darryl Fabiani - D & S Pianos

Matt Grady - EMAC Recording Studios

Clayton Healey - Prometheus Records

Derek Leung - CHRW Radio

Mike Manuel - London Music Hall

James McCormick - AllStage

Aaron McMillan - Home County Festival, Indieunderground.ca

Brian Mortimer - Karma Productions

Chris Murphy - Professional Musician

Brian Nelles - Britown Music

Ted Peacock - London Musicians Association

Savanah Sewell - Out of Sound Records

Jordan Sojnocki - London Covers

In addition, the City of London has provided considerable resources and support to this initiative; Cathy Dziedzic of the Corporate Investments and Partnerships Office, Robin



Armistead of the Culture Office, both from the City of London, as well as Andrea Halwa of the London Arts Council, have been present as resources and organizers.

In addition, an executive facilitator, Robert Breen, who works as the Career Development and Industry Relations instructor at the Ontario Institute of Audio Recording Technology (OIART) in London, and is the present Vice President of the Audio Engineering Society (AES) (Eastern USA and Canada), was brought in to guide the process.

Ultimately, this is an Industry-led task force, and the LMIDTF is pleased to share their conclusions with the City's Investment and Economic Prosperity Committee. LMIDTF looks forward to a long term, productive collaboration in order to achieve its goals.

Respectfully Submitted,
London Music Industry Development Task Force

2. INTRODUCTION:

A. London's Music Cluster Defined

London's Music Cluster is defined in 6 major areas:

1. Independent Artists;
2. Events and Venues (including Venues, Events and Festival Promoters and Production Management);
3. Artist and Business Management, Representation and Marketing (including Booking Agents, Talent Development Firms and Artist Management);
4. Music Creation (including Recording Studios, Mastering Studios, Recording and Distribution Labels and Publishers);
5. Associations, Organizations and Partners (including Trade Associations, Unions and Guilds, Educational and Training Institutions and Artist Associations);
6. Music Awards Programs (including Media and Broadcasting, Music Technology, Retail and Distribution).

B. Purpose of the Music Strategy (Goals, Anticipated Outcomes)

i. Purpose

To spearhead the development of a community wide comprehensive music strategy intended to promote and support music in London. The purpose was to bring the community together as an industry to collaborate, build and prosper.

Our goals includes the following: Retain and Attract Talent, Develop a Brand, Develop the Audience, Develop an Artistic Culture, Develop Young Artists, Improve Mentoring and Education, Make London Artists "Export Ready," Connect London Artists to the Music Business Worldwide and Develop High Tech Opportunities.

Outcomes will include growth in music related jobs, attraction of music businesses, an increased number of venues/performance, a growth in audiences/ticket sales and an increased presence in the global music community.

ii. Vision

“London, Ontario will be a prosperous city which is recognized as: supportive of our music community and focused on fostering new music related business opportunities”.

iii. Mission

“Analyze the strengths and weaknesses of London’s Music Sector in order to produce 10-15 Key Priorities for the City of London to support growth and innovation in London’s Music Industry, and share the results with the London Investment and Economic Prosperity Committee”.

iv. Objectives of LMIDTF:

- To oversee the creation of a local strategy that will support the Province of Ontario Music Fund initiative in London, as well as other sources of funding;
- To guide initiatives by supporting the economic and cultural development of London’s music industry;
- To develop recommendations and rationale of the strategies and actions proposed to be undertaken in order to support growth and innovation in London’s music industry by: exchanging ideas, discussing opportunities and challenges, as well as providing input and advice;
- To strengthen and embrace London’s diversity and cultural identity;
- To consider the health, competitiveness and viability of London’s music sector;
- To achieve long-term sustainable economic growth and job creation;
- To develop, support and showcase talent;
- To enhance local and regional positioning and branding of the city and its music sector;
- To support a dynamic and innovative business climate;
- To promote collaboration; and
- To build partnerships.

3. BACKGROUND:

The creation of London’s Music Industry Development Task Force is aligned with the City of London 2011-2014 Strategic Plan in the following manner:

A Strong Economy: Develop our skilled workforce; Establish a focused strategy for the downtown; Build partnerships with key private, institutional and community partners.

A Vibrant and Diverse Community: Strengthen and embrace London’s diversity and cultural identity; Preserve and celebrate arts, culture and heritage; Build the vibrancy of the downtown including special events.

A Caring Community: Support individuals at all stages of life, from newborns to the elderly, and from newcomers to the established.

The Task Force is further aligned through the June 15, 2011 Mayor’s Economic Prosperity Council Report, in which the following was identified" there is money in arts, culture and entertainment".

Furthermore, as outlined in the May 8, 2012 “Establishing the Economic Baseline” presentation, submitted to the Investment and Economic Prosperity Committee, there are five areas of focus needed to grow London’s Economy:



The outlined areas of focus are directly related to the 10-year plan and the objectives set out by the Investment and Economic Prosperity Committee; which are intended to help move London’s economy forward faster and ensure long term prosperity for the local community. The proposed task force would promote all five of the above noted areas of focus as it relates to the music industry.

This initiative supports the implementation of London’s Cultural Prosperity Plan and its Strategic Directions. In other words, the Music Industry Task Force strategic priorities will further the following 4 Strategic Directions of the Plan:

1. Strengthen the Economic Growth of Culture
2. Support Cultural Programming
3. Leverage London’s Cultural Assets
4. Celebrate and Promote Culture

It's important to note that London's Cultural Prosperity Plan, which was adopted by Council March 5, 2013 and funded in part by the Province of Ontario, is a strategic policy framework document that provides a collective vision and direction for culture in London. Culture includes the Arts Sector and music is considered a discipline of the Arts.

The Vision for London's Cultural Prosperity Plan is:

Cultural Prosperity Plan

CITY OF LONDON

“Culture is at the heart of our thriving and vibrant city. Culture is recognized by our city for its important role in building economic and community growth, attracting and retaining talent, informing municipal decision making processes and elevating the profile of London as a regional cultural centre. “

In 2011 the Culture Sector contributed an estimated \$540 million to the City of London's Gross Domestic Product (GDP) and employed an estimated 7,703 cultural workers. Specifically culture supports London's economy in 4 ways: by attracting cultural workers, which in turn attract creative sector employers and jobs; by contributing to the retention of local talent through quality of life improvements; by generating new business opportunities, particularly when culture workers are equipped with entrepreneurial skills; and by attracting new business ventures and markets in the city. Cultural investment including investment in the Music Sector will have broader implications for community vibrancy and economic development of London.

To ensure the City of London benefits from the Ontario Government's plan to invest in people and infrastructure, as well as support a dynamic and innovative business climate through the Ontario Music Plan, the first step in such a process was to develop a Music Industry Task Force with clearly defined terms of reference.

As a result, on February 11, 2014 Municipal Council resolved that a Music Industry Development Task Force be created, to oversee a local music strategy that will support the Province of Ontario Music Fund initiative in London.

In accordance with the LMIDTF Terms of Reference (Appendix F), the London's Music Industry Development Task Force was announced on June 5th, 2014, and is composed of 23 members consisting of: The Mayor as the Chair and 22 Members representing one or more of the below noted sectors of the music industry:

- Independent Artists
- Events and Venues
- Artist and Business Management, Representation and Marketing



Music Creation
Associations, Organizations and Partners
Music Awards Programs

The Task Force was tasked with playing a key a role in the development of a community wide comprehensive music strategy intended to promote and support music in London. The objective of the group was to guide initiatives by supporting the economic and cultural development of London's music industry; to exchange ideas; to discuss opportunities and challenges, identifying London's needs and strengths, to position the sector to work together collaboratively; to provide input and advice; and to collectively take advantage of the current Ontario Music Fund, in order to support growth and innovation in London's Music Industry.

4. SWOT ANALYSIS:

Strengths

Strengths of the current music scene in London as identified by LMIDTF:

- London is a great affordable place for an artist to live, with reasonable housing costs
- A North American “test market”.
- Geographic advantage - between Toronto, Buffalo and Detroit:
 - Easy Artist Crossings – within 2 hours of 3 border crossings.
- Talent; a rich musical history and an exceptional pool of local artists and musicians, which can be promoted.
- Local radio station 98.1 Free FM provides an avenue to promote local talent through regular contests.
- Two campus radio stations – CHRW 94.9 Radio Western, 6x FM Fanshawe.
- London venues are affordable.
- World class venues, nationally and internationally recognized for excellence in their size and format, such as: Budweiser Gardens, The Aeolian Hall, and The London Music Hall.
- 3 nationally and internationally renowned production schools – Fanshawe, Western, OIART.
- Growing Creative class, emerging digital sector – includes gaming and internet based business.
- Already world renowned for Sports Tourism.
- Pool of mentor talent in London is immense and convenient compared to other cities.
- Mechanisms to recognize and acknowledge outstanding musicians, including the Mayor’s New Year’s Arts Award, The Jack Richardson Music Awards, The London Music Awards and the Kiwanis Music Festival.
- The London Arts Council is a resource for the music community.
- IATSE Local 828 (International Alliance of Theatrical Stage Employees).
- London Musicians Association, AFM Local 279 representing Middlesex, Elgin and Lambton counties.
- Annual Events and Festivals including; TD Sunfest, and Home County Music & Arts Festival, Rock The Park, Gone Country Music Festival, Western Fair.
- Blues, Bluegrass and Jazz Societies.
- A healthy EDM and Dance Scene.

Weaknesses

Weaknesses of the current music scene in London as identified by LMIDTF

- Transportation needed to connect different neighbourhoods, college and university campuses.
- Need to attract students off campus into the community.
- Musicians undercut each other, accepting less money in order to get exposure and work.
- Bands are playing too late – club performances tend to begin later in the evening and finish between 1-2am (London Transit shuts down before bars close).
- Stiff competition for the entertainment dollar, entertainment is in the home, live music is competing with the ease of the internet to get music and entertainment.
- Festivals need to include more local talent.
- The public needs to place more value on live and recorded music, rather than downloading, streaming for free.
- Concern about the cost of development charges for new venues and small businesses.
- Disconnect between Western, Fanshawe, and OIART.
- Artists need more knowledge about the music scene in London – the music industry in London needs to learn to communicate with itself.
- Limited advertising.
- Women and minorities not well represented in the industry as compared to older white males - need to integrate more.
- Bylaws and Regulations are not always consistent, certain Bylaws that impact the Music Industry limit the development of the sector e.g.: Festivals versus Bars - different rules governing patios vs. festivals.
- Artists don't know how to make proposals to music publishers.
- Space issue; where do youth go to perform and hang out?
- London needs more small performance venues and provide incentives for small businesses to create these spaces.
- Centennial Hall is nearing the end of its usable life – and London lacks a world class space dedicated strictly to music.
- There are underutilized city-owned music venues, including Wolf Hall, Centennial Hall, The London Convention Centre.
- We are blessed with talent, however we need to showcase it better.
- London's rich musical history is not promoted.
- London has not differentiated the non-for-profit Arts sector from the Music Industry as an driver of Economic Development.

Opportunities/Key Priorities

Key Priorities to strengthen the London music scene as identified by LMIDTF

1. Create a Permanent Ongoing Volunteer Music Committee

Keep the **London Music Industry Development Task Force** together as a volunteer **London Music Committee** - to support the initiatives in this document and help to execute additional recommendations produced by the group. In the future may form subcommittees or task forces, or invite additional members from the music industry.

2. Create a Permanent London Music Position and/or Office

Hire a designated music coordinator person/office, to network with the music community and liaise with the outside community via volunteer groups, connecting with government and business and working with not-for-profit and for-profit sectors. This would be a pilot project with an initial 2 year mandate, subject to review and renewal after two years, with the goal of evolving over time into a not-for-profit or a public-and-privately funded office. Office location is to be determined based on cost and functionality.

The music officer position requires experience, connections and a unique skill set in the music sector. Part Economic Developer, part Marketing Director, part Business Manager, and entirely Music Fan, this individual should possess the vision, energy and communication skills to enable London to capitalize fully on the vast array of opportunities presented by a growing Music Sector and London's unique positioning for success; a recognized music Education and Production hub, a geographic location within a two hour drive of Canada's largest population density, an inexpensive cost of living, and a connected, educated potential work force of thousands who study here each year.

The LMIDTF requests from the city an initial two-year funding of up to \$150,000 per year (\$300,000 total) to cover salary, costs and expenses in order to enable London to attract the talent required to achieve these ambitious goals. Additionally, the 22 experienced and accomplished members of the LMIDTF have agreed to continue on working together as the London Music Committee in order to provide support, legwork and local expertise to this new position.

Priorities for this office may include:

- Execute the LMIDTF Key Priorities with the assistance of the London Music Committee and various work-groups as needed;
- Seek funding for music related initiatives in London;
- Co-ordinate volunteer organizations;
- Co-ordinate music resources and websites;
- Oversee marketing efforts;
- Music Business Support and Incubation;
- Increase Collaboration between Music Colleges and community;

- Maintain and improve communication within London's Music Industry, community groups and City Council;
- Represent the London Music Community at music conferences such as CMW, NXNE, SXSW as necessary;
- Advocate Pay Standardization for Performing Musicians;
- Embrace and Encourage Diversity;
- Oversee organization conferences and conventions to bring educators worldwide to London, building on London's current world class Music, Music Business and Production Education (Fanshawe, Western, OIART);
- Encourage and aid further development of music festivals in the downtown core;
- Explore synergies and integration at all levels - from the largest festivals to independents.

As a group we also request the task of developing, in conjunction with the city, a full job posting and job description for this position, and the ability to nominate selected members to participate in the interview process with potential candidates.

(See Appendix F: Toronto's Job Description for Music Sector Development Officer)

3. Increase Live Music City Wide

Utilize available venues - parks, libraries, malls etc. to hire live music, both inside and outside the downtown core. Study existing community organizations who use London Music in their events and co-ordinate with them, fill in the gaps, utilize underused venues.

4. Enhance Audience Development and Engagement

Co-ordinate existing programs who visit public schools. Purpose is to create more music fans and get more music to young people. Give them a united voice and advocate on their behalf with the school boards. Facilitate additional funding and grants for these initiatives.

5. Study and Update Bylaws, Policies, Practices and Procedures to Create Favourable Business Conditions for Venues, Festivals, Performances and Music Businesses

Study all bylaws that affect London's Music Industry - Consider for-profit and not-for-profit perspectives. Study tax issues, development fees etc. which affect the development businesses relating to London's Music Industry. Explore the use of financial incentives to encourage development, including subsidies or tax breaks. Facilitate more integration of local music and buskers, remove obstacles associated with music events. Consider the need for more small performance spaces for upcoming artists in addition to larger festivals or productions.

6. Obtain Investment for Specific Implementation Strategies of LMIDTF Key Priorities

From public and private sources – explore with LEDC.

7. Future Music Presentation Spaces

The London Music Committee would like to be consulted and be able to give input when projects to enhance or build more music presentation spaces are enacted.

8. Co-ordinate and Disseminate Directories, Websites and Mailing Lists, Enhance the Music Resource Inventory

Make sure that information about musicians, shows and upcoming events is easy to access. Co-ordinate contacts lists and resources so that every performance has maximum coverage.

Enhance the inventory of all genres, organizations, venues, artists, music equipment rentals, etc. in addition to coordinating directories, websites and mailing lists.

Make it easy for publicists to reach all media (including radio and television, blogs etc.) by providing them a comprehensive local contact directory. Advocate a presence for London Music on commercial radio and television in the city and region.

The directories should ultimately be co-ordinated with the GIS system, a tool the city has to map locations. Please note this system could be co-ordinated with any directories.

9. Create a Marketing Strategy with Demographic Study - Increase Advertising

Develop a marketing strategy based on a study of the key demographics both in the immediate region and beyond. This could involve advertising outside the community, video boards, websites etc.

Study key values and strengths in order to develop a brand and messaging to differentiate London in the global market. Allow the initiatives time to develop and see what strengths emerge to build upon and promote.

It was agreed that Production and Music Education are already strengths which can be promoted immediately without substantial further study:

- Promote London as a **Production Hub**, featuring studios, engineers, producers and record labels.
- Encourage, co-ordinate and develop London's existing strength as a production hub.
- Try to retain the production talent trained at Western, Fanshawe and OIART.
- Promote London as a **Music Education Hub** (Western, Fanshawe and OIART).

10. Support Music Tourism

Shift focus on culture and attraction of music tourists, co-ordinating with appropriate community organizations. focus messaging on music, similar to London's sports tourism. Utilize directories and resources. Target "out of town" music consumers who drive an hour or more to attend London shows.

11. Actively Seek and Locate/Relocate High Tech and Music Businesses to London

Actively try to relocate all types of music business to London – build on strengths of favourable cost of living and location. For example: A YouTube Developer similar to Maker Studios or a YouTube production centre (owned by Google).

12. More Music Residencies

Consider already successful musicians from out of town; an ambassador and mentor for the city, teaching workshops and attending functions for working and upcoming musicians. Utilize this position to develop London both artistically and in the music business.

Threats

Discussion of potential lost opportunities if a strategy is not created:

1. London will not elevate its profile as a Regional Cultural Centre. We do not wish to fall behind that of other communities who have adopted similar strategies (e.g. Kitchener, Hamilton).
2. Lost employment opportunities - Londoners need to understand the value of Music as an **economic generator** for our community.
3. Failure to secure future high tech opportunities – London is well positioned to be a leader as the music industry evolves into the digital space.
4. We will not be as vibrant and diverse community as we could be if we meet our full potential - as identified in the City of London's 2011 – 2014 Strategic Plan.
5. Failure to develop and exploit London talent.
6. Inability to secure a portion of the identified \$45M Ontario Music Fund Grant for eligible applicants.

5. CONCLUSION:

The music industry offers many benefits to the local economy. A strong music industry presents an opportunity to strengthen and embrace London's diversity and cultural identity, and it generates an opportunity to create jobs and attract investment.

To capitalize on these opportunities, the Model of Governance going forward is to create the new position of London Music Officer and/or Office. The London Music Officer and/or Office would continue to work with the London Music Committee, which would evolve from the London Music Industry Task Force. This committee could potentially be subdivided into several subcommittees augmented by members of the community, each focusing on specific tasks such as publicity, diversity, bylaws and regulations reviews etc. The London Music Committee might have resource representation from the City's Corporate Investments and Partnerships Office, the City of London Culture Office, Tourism London, LEDC, Chamber of Commerce, Fanshawe College, Western, OIART, etc.

In sum, this report represents the start of a "London Music Strategy"; the high level initiatives which need to be built on by a London Music Committee co-ordinating with the London Music Officer and/or Office to identify implementation strategies, timelines and measures. These key priorities link back to London's Cultural Prosperity Plan implementation and areas of focus needed to grow London's economy.

The LMIDTF believes that the City of London should not accept these Key Priorities for altruistic reasons. The music industry should not be treated as a charity, nor as merely pleasant addition to the artistic culture of the city, though it can be both of those things. Rather, as music has proven to be a key economic driver (see *Music Canada's "Accelerating Toronto's Music Industry Growth – Leveraging Best Practices from Austin, Texas" Report* at: <http://musiccanada.com/wp-content/uploads/2014/06/Accelerating-Torontos-Music-Industry-Growth-Leveraging-Best-Practices-from-Austin-Texas.pdf>), we believe London must treat these key initiatives as absolutely vital to our city moving forward. A healthy music scene contributes heavily to the retention of a young and educated work force. It spurs the attraction of profitable high tech industries. It can enhance, and in special cases, define the identity of a city worldwide. Our ultimate goal should be no less, or we will be denying our potential.

Therefore, the LMIDTF not only suggests the creation of a London Music Officer and/or Office, but encourages council to consider this position and/or space every bit as essential to the future of our city as the Tourism and Economic Development offices. We wish to increase local skilled employment by attracting forward thinking music and media industries, and increase our profile with conferences of international significance. We want London to be recognized globally as the power in Music Education and Production that it has been for over 30 years. We want to entice fans from our immediate region and far beyond to see what musical treasures – in all genres and at all levels of development - London has to offer. We wish to nurture and ultimately shepherd the launch of musical careers which will define the listening habits of future



generations. We wish to create a city where a diverse pulse of music is bred into the core of who we are.

Much of the necessary work can be accomplished on a volunteer basis; however we feel that proper leadership and coordination should originate from a full time position. Accomplishing this synergy of art, commerce, culture and identity will take a leader with vision, industry experience and remarkable skill. The position of London Music Officer requires a strong, connected candidate who understands both the music business and business itself. We believe even Toronto is ultimately selling this position short. This person may be a challenge to locate and not necessarily come cheap, but if our proposals are followed through properly we believe that every Londoner will reap the benefits for generations. Much like sports tourism has become a crown jewel for the city of London, so can music be if approached with similar levels of expertise and ambition. We call upon council to partner with us on our vision.

Respectfully Submitted,
London Music Industry Development Task Force

6. APPENDICES:

Appendix A: Council Resolution- February 11, 2014

H. Filger
Director, Corporate Investments and Partnerships

I hereby certify that the Municipal Council, at its session held on February 11, 2014 resolved:

3. That on the recommendation of the Director, Corporate Investments and Partnerships, the following actions be taken with respect to a music industry strategy in London:
 - a) a Music Industry Development Task Force BE CREATED, to oversee a local music strategy that will support the Province of Ontario Music Fund initiative in London; and,
 - b) the Civic Administration, in collaboration with local music stakeholders, BE DIRECTED to prepare a Terms of Reference for the Task Force, for consideration at a future meeting of the Investment and Economic Prosperity Committee. (3/2/IEPC)

C. Saunders
City Clerk
/rr

cc: A. Halwa, London Arts Council, 251 Dundas Street, London, Ontario, N6A 6H9
M. Hayward, Managing Director, Corporate Services, City Treasurer, Chief Financial Officer
C. Dziedzic, Specialist, Corporate Investments and Partnerships
M. Daley, Specialist, Corporate Investments and Partnerships

Appendix B: Ontario Music Fund (OMF)

On October 28th, 2013 the Province of Ontario launched the Ontario Music Fund (OMF), intended to help support and create jobs, as well as position the province as a leading destination for recording and performing. The OMF is a \$45 million grant program over three years. The fund is intended to drive growth and innovation in the music industry by supporting home-grown talent, music companies and other industries that support the music sector; such as festivals, events and music venues.

Applications may be made under the following four streams:

- **Music Company Development** - Helps Ontario-based music companies increase recording, producing and marketing opportunities, which boost sales of music and support job creation.

Eligible Applicants: Domestic music companies (record labels, music publishers, music managers, artist entrepreneurs); multinational ('majors') record labels.

Eligible Activities: Recording and production, Marketing and Promotion, Touring and Showcasing, Business Development

Funding: may not exceed \$1.5million/year (capped at 50% of the total eligible costs. Applicants are required to fund a minimum of the total activity costs using non-government sources (up-to 40% may be in-kind).

- **Music Industry Development** - Provides support for initiatives such as digital innovation, music training and new approaches to increase home-grown music exports.

Eligible Applicants: Music industry trade associations and music service organizations; music industry event organizations; music training institutions; consortium of two or more non-associated companies and/or industry organizations; and other not-for-profit organizations with music-related planned activity.

Eligible Activities: Music Education/Training, Professional Development, Digital Innovation, Market Development, Strategic Development, Group Marketing.

Funding: Maximum contribution amount is \$350,000. Applicants are required to fund a minimum of 25% the total activity costs using non-government sources (up-to 40% may be in-kind).

- **Music Futures** - Helps leverage Ontario's diverse and emerging music industry by supporting small music companies and artist entrepreneurs; for example, those who create Omusic and also handle the business and promotion of their music.



Eligible Applicants: Domestic music companies (record labels, music publishers, music managers, artist entrepreneurs, music promoters, music presenters and booking agents).

Eligible Activities: Recording and Production, Video Production, Marketing and Promotion, Touring and Showcasing, Business Development.

Funding: may not exceed \$50,000 per applicant. Applicants are required to fund a minimum of 25% of the total activity/project costs using non-government sources (up-to 60% may be in-kind).

- **Live Music** - Helps increase the number of live music events in the province and generates more opportunities for new and emerging local artists; boosting tourism and growing local economies.

Eligible Applicants: Music Promoters, Music Presenters, and Booking Agents.

Eligible Activities: Live Music Performances and Programming, Business Development for Ontario Live Music Companies.

Funding: maximum amount of funding is \$250,000 (capped at 50% of the total project budget). Total funding from all public (government) sources may not exceed 50%.

Appendix C: Music Industry Organizations in Canada

ACTRA RACS (Alliance of Canadian Cinema, Television and Radio Artists - Recording Artists' Collective Society)

- Main Purpose: To collect and distribute neighbouring rights to sound recording artists.
- About: RACS is a division of ACTRA (Alliance of Canadian Cinema, Television and Radio Artists). It collects neighbouring rights from broadcasters, businesses, etc. and distributes them to its artist members. It is one of five organizations underneath the umbrella of Re:Sound. Membership is limited to artists who have made a sound recording and received broadcast airplay.
- Contact Information:
 - Address: 625 Church Street, Suite 300, Toronto, ON M4Y 2G1
 - Tel: (416) 489-1311 / Toll Free: 1-800-387-3516
 - Fax: (416) 489-1040
 - Email: racs@actra.ca
 - Website: www.actra.ca/racs/

Canadian Federation of Musicians

- Main Purpose: A union for working musicians.
- About: Established 100+ years ago as a Canadian arm of the American Federation of Musicians (or AF of M). Located in Toronto, its members are comprised of performing musicians in all genres and of all instruments. They negotiate performance contracts, and set a pay scale for all types of performances. Also offers insurance, help with travel visas, bookings, and more.
- Contact Information:
 - Address: 150 Ferrand Drive, Suite 202, Toronto, Ontario M3C 3E5
 - Tel: (416) 391-5161 / Toll Free: 1-800-463-6333
 - Fax: (416) 391-5165
 - Email: staff contact info available at <http://www.cfmusicians.org/contact/staff-contact-information>
 - Website: www.cfmusicians.org
- Local Contact Information: London Musician's Association – Local 279
 - Address: 352 Talbot Street, London, Ontario N6A 2R6
 - Tel: (519) 685-2540
 - Fax: (519) 685-2690
 - Email: local279@afm.org
 - Website: <http://www.londonmusicians.com/>

CARAS (Canadian Academy of Recording Arts & Sciences)

- Main Purpose: To award excellence in Canadian sound recordings.
- About: CARAS is a non-profit organization that annually adjudicates and presents the JUNOS. They are regionally represented in each province by groups such as Manitoba Music, Music PEI, etc. The board is comprised of labels, publishers, booking agents,

lawyers, etc. The staff is fairly small, but they have a big presence in the industry. Membership is made up of labels, publishers, producers, artists, songwriters, managers etc. The awards are adjudicated by members who specialize in each genre (for ex. a country songwriter would not be a judge for the chamber music award).

- Contact Information:
 - Address: 345 Adelaide Street West, 2nd Floor, Toronto, Ontario M5V 1R5
 - Tel: (416) 485-3135 / Toll Free: 1-888-440-5866
 - Fax: (416) 485-4978
 - Email: info@carasonline.ca more staff contact info available at <https://carasonline.ca/contact/>
 - Website: carasonline.ca

CCMA (Canadian Country Music Association)

- Main Purpose: To award excellence in Canadian country music,
- About: CCMA is a non-profit that annually adjudicates and presents the Canadian Country Music Association Awards. They are also a resource for country musicians and a launching point for emerging artists. CCMA honours legacy industry members through the country music hall of fame, and maintains a comprehensive member directory. Anyone who is affiliated with country music in Canada - labels, publishers, artists, songwriters, managers, agents, radio stations - plus there is a fan membership for the general public.
- Contact Information:
 - Address: 120 Adelaide Street East, Suite 200, Toronto, Ontario M5C 1K9
 - Tel: (416) 947-1331
 - Fax: (416) 947-5924
 - Email: country@ccma.org
 - Website: www.ccma.org

CIMA (Canadian Independent Music Association)

- Main Purpose: To globally promote independent Canadian music.
- About: CIMA is the national trade association for English language music in Canada. It is a resource for learning about the global music market and frequently sponsors trade missions for its members. It is also an advocate for independent music and copyright policy. To become a member, a business must be an independent music company, meaning the large multinationals such as Warner, Universal, SONY, etc. are not permitted membership. The board is made up of independent industry professionals. Formerly known as CIRPA.
- Contact Information:
 - Address: 30 St. Patrick Street, 2nd Floor, Toronto, Ontario M5T 3A3
 - Tel, Email: staff contact info available at <http://www.cimamusic.ca/about-cima/contact-us/>
 - Website: www.cimamusic.ca

CMPA (Canadian Music Publishers Association)

- Main Purpose: CMPA works on behalf of publishers for copyright reform, content policy with broadcasters, and public investment.
- About: CMPA lobbies on behalf of music publishers, both major and independent. They have a very small staff and publish a bimonthly newsletter. The board and membership is made up solely of publishers.
- Contact Information:
 - Address: 320 – 56 Wellesley Street West, Toronto, Ontario M5S 2S3
 - Tel: (416) 926-7952
 - Email: email can be sent to the ED through the website at <http://www.musicpublishercanada.ca/contact/>
 - Website: www.musicpublishercanada.ca

CMRRA (Canadian Musical Rights & Reproduction Association)

- Main Purpose: To collect and distribute mechanical royalties to publishers.
- About: Founded by the CMPA, CMRRA is a non-profit that handles the mechanical licensing of sound recordings. Somewhat similar to SOCAN in terms of their membership, where they differ is that CMRRA pays out on sales of sound recordings. They will also handle synchronization licensing if necessary (i.e. putting audio in any sort of screen media such as film, ads, etc.). Members are mostly publishers, but other copyright owners may also join. The board is made up of publishers.
- Contact Information:
 - Address: 320-56 Wellesley Street West, Toronto, Ontario M5S 2S3
 - Tel: (416) 926-1966
 - Fax: (416) 926-7521
 - Email: inquiries@cmrra.ca
 - Website: www.cmrra.ca

Connect Music Licensing – Formerly known as AVLA (Audio-Video Licensing Agency)

- Main Purpose: Negotiate the licensing of masters on behalf of sound recording owners; distribute neighbouring rights pay to musicians; process ISRC code applications (required for manufacturing audio).
- About: Connect Music Licensing licenses music on behalf of sound recording owners for use in broadcast. Broadcast could be radio, television, exhibitions, in-flight airline service, etc. Like RACS and MROC it also distributes neighbouring rights royalties, but Connect Music Licensing deals only with record labels, rather than artists. It, too, is under the Re:Sound umbrella.
- Contact Information:
 - Address: 85 Mowat Avenue, Toronto, Ontario M6K 3E3
 - Tel: (416) 922-8272
 - Fax: (416) 967-9415
 - Website: www.connectmusiclicensing.ca

FACTOR (Foundation to Assist Canadian Talent On Record)

- Main Purpose: To assist in the growth and development of the Canadian music industry through funding initiatives.
- About: FACTOR is a not-profit funding group that gives loans to companies and individuals in the music industry. The loans are repayable once product sales reach a certain threshold. Funding is given by the federal government as well as radio broadcasters. There are numerous programs, including marketing or tour support, album recordings, and music festivals. Recipients are decided by jury of people throughout the music industry in a multi-tiered process. It must be stressed that FACTOR funds are loans rather than grants, and the juries often try to ensure a return on their investment by promoting bigger acts. Emerging or lesser known acts do receive funding as well, and if their sales never allow them to repay the loan, oftentimes it is forgiven. The board is made up of professionals from the private radio broadcast industry as well as music industry personnel.
- Contact Information:
 - Address: 247 Spadina Avenue, 3rd Floor, Toronto, Ontario M5T 3A8
 - Tel: (416) 696-2215 / Toll Free: 1-877-696-2215
 - Email: general.info@factor.ca
 - Website: www.factor.ca

MROC (Musicians' Rights Organization Canada)

- Main Purpose: To collect and distribute neighbouring rights to sound recording artists.
- About: MROC performs the same function as ACTRA RACS. It is simply an alternate society that artists can join to collect their neighbouring rights royalties. Membership is based on artists who have made a sound recording and received airplay (whether it's radio or television, etc.)
- Contact Information:
 - Address: 1200 Eglinton Avenue East, Suite 505, Toronto, Ontario M3C 1H9
 - Tel: (416) 510-0279 / Cell: (647) 990-6762 / Toll Free: 1-855-510-0279
 - Fax: (416) 510-8274
 - Email: info@musiciansrights.ca
 - Website: musiciansrights.ca

Music Canada

- Main Purpose: Works to promote Canadian music domestically and abroad; keeps reports and statistics about industry growth and sales; maintains the database of gold, platinum and diamond certified albums and singles.
- About: Music Canada lobbies on behalf of record labels for copyright reform; a trade organization to represent Canada's recording industry internationally. Members are record labels - both major and independent. Formerly known as CRIA.
- Contact Information:
 - Address: 85 Mowat Avenue, Toronto, Ontario M6K 3E3
 - Tel: (416) 967-7272
 - Fax: (416) 967-9415

- Email: info@musiccanada.com more contact info available at <http://musiccanada.com/contact/>
- Website: musiccanada.com

Music Managers Forum

- Main Purpose: MMF offers workshops, seminars, and other events to artist managers. Facilitates business with other industry organizations.
- About: MMF represents the community of Canadian artist managers. It is part of the International Music Managers Forum. They create networking, education and resources for their members and act as a unified voice to protect their artists. Board and membership is made up of only artist managers.
- Contact Information:
 - Address: 1731 Lawrence Avenue East, Toronto, Ontario M1R 2X7
 - Tel: (416) 462-9160 / Toll Free: 1-866-766-4255
 - Email: info@musicmanagersforum.ca
 - Website: musicmanagersforum.ca

OAC (Ontario Arts Council)

- Main Purpose: An arm's-length agency of the Ontario Ministry of Tourism, Culture and Sport, the OAC is established to foster the creation and production of art for the benefit of all Ontarians.
- About: The OAC provides grants and services to professional, Ontario-based artists and arts organizations that support art education, Aboriginal arts, community arts, crafts, dance, Franco-Ontarian arts, literature, media arts, multidisciplinary arts, music, theatre, touring and visual arts. Appointed by the Government of Ontario for a three-year term, the 12 board members are from communities throughout the province. The board is responsible for setting OAC's policies and oversees the organization's operation.
- Contact Information:
 - Address: 151 Bloor Street West, 5th Floor, Toronto, Ontario M5S 1T6
 - Tel: (416) 961-1660 / (416)969-7427 / Toll Free: 1-800-387-0058 ext.7429
 - Fax: (416) 961-7796
 - Email: info@arts.on.ca / jlambrakos@arts.on.ca more staff info available at <http://www.arts.on.ca/page61.aspx>
 - Website: www.arts.on.ca

OMDC (Ontario Media Development Corporation)

- Main Purpose: An agency for the Ontario Ministry of Tourism, Culture & Sport, OMDC is designed to support innovation and growth in Ontario's cultural industries.
- About: The OMDC administers tax credits, offers funding programs, holds networking and educational events and more. One of OMDC's biggest objectives is to create collaboration between different cultural sectors - i.e. music with film, or books with interactive digital concepts. They have a fairly large staff, with representatives specializing in each cultural medium. The board is made up of professionals from all cultural industries.

- OMF (Ontario Music Fund): Administered by the Ontario Music Office (OMO), the OMF is aimed at strengthening and stimulating growth in Ontario's music companies and supporting this growing sector. The Fund is designed to drive activity and investment and to support Ontario's music companies and organizations in expanding their economic and cultural footprints within Canada and around the world.

The OMF is structured to complement other public funding programs and aims to address investment gaps at key phases of company and industry development cycles. It provides support through four (4) program streams to music companies (record labels, music publishers, music managers, artist entrepreneurs, music promoters, music presenters, and booking agents), and music industry trade, service, event and training organizations.

Research grants are also available to incorporated not-for-profit industry organizations undertaking research initiatives that support or complement the mandate of the OMDC.

- Contact Information:
 - Address: 175 Bloor Street East, South Tower, Suite 501, Toronto, Ontario M4W 3R8
 - Tel: (416) 314-6858
 - Fax: (416) 314-6876
 - Email: general enquiries: reception@omdc.on.ca / support for music sector: OMF@omdc.on.ca
 - Website: www.omdc.on.ca

Radio Starmaker Fund

- Main Purpose: Radio Starmaker Fund is another organization that aims to grow and develop the Canadian music industry with monetary assistance.
- About: The Radio Starmaker Fund is a partnership between CIMA and the Canadian Association of Broadcasters. They provide funding for album recordings, marketing and promotion, tour support, etc. The board is made up of professionals from the private radio broadcast industry as well as record label personnel and artist managers.
- Contact Information:
 - Address: 372 Bay Street, Suite 302, Toronto, Ontario M5H 2W9
 - Tel: (416) 597-6622 / Toll Free: 1-888-256-2211
 - Fax: (416) 597-2760
 - Email: info@starmaker.ca
 - Website: www.starmaker.ca

Re:Sound

- Main Purpose: To collect and distribute neighbouring rights royalties to artists and record labels.
- About: Re:Sound collects neighbouring rights royalties and distributes them to artists and record labels. Similar to SOCAN, it obtains licenses from business and collects from radio broadcasters. It is an umbrella organization for ACTRA RACS, MROC, ARTISTI

(Quebec), AVLA and SOPROQ (Quebec). Membership can be direct through Re:Sound, but generally artists and labels are registered with one of their other societies. Formerly known as the Neighbouring Rights Collective of Canada.

- Contact Information:
 - Address: 1235 Bay Street, Suite 900, Toronto, Ontario M5R 3K4
 - Tel: (416) 968-8870
 - Fax: (416) 962-7797
 - Email: info@resound.ca
 - Website: www.resound.ca

SAC (Songwriters Association of Canada)

- Main Purpose: SAC lobbies government, provides career advice and copyright education and holds numerous information sessions and workshops for writers.
- About: SAC is non-profit that advocates on behalf of songwriters, provides education and network for writers of all stages in their career across the country. They also have the Canadian Song Vault, which aims to be a depository for songs in order to fill gaps left in Canadian copyright law. They work independently of any other organization or society. Members are Canadian songwriters. Anyone who claims to be a songwriter can join. The board is made up of known, established Canadian songwriters.
- Contact Information:
 - Address: 41 Valleybrook Drive, Toronto, Ontario M3B 2S6
 - Tel: (416) 961-1588 / Toll Free: 1-866-456-7664
 - Fax: (416) 961-2040
 - Email: general queries: sac@songwriters.ca / song vault: songvault@songwriters.ca / song assessment: assessments@songwriters.ca
more staff contact info available at <http://www.songwriters.ca/contact.aspx>
 - Website: www.songwriters.ca

SOCAN (Society of Composers, Authors & Publishers)

- Main Purpose: To collect and distribute performing rights royalties to songwriters, composers and publishers. Also, a resource of contacts and knowledge for writers trying to navigate a very complex system.
- About: SOCAN is a non-profit with a large staff that collects domestic and global performing rights royalties on behalf of songwriters. They also lobby government on copyright protection for songwriters. They have a bimonthly magazine and an annual award show. Very active in promoting and educating the public on their services. Members are publishers and songwriters. The majority of well-known Canadian singer/songwriters are SOCAN members such as Tom Cochrane, Shania Twain, etc. The SOCAN board is half publishers, half songwriters. There must be a set number of Francophone board members, plus a mix of major and independent publishers. To become a member, a writer must show proof that they have at least one performance of their work.
- Contact Information:
 - Address: 41 Valleybrook Drive, Toronto, Ontario M3B 2S6



- Tel: (416) 445-8700 / Toll Free: 1-800-557-6226
- Email: general queries: info@socan.ca / music creator & publisher members: members@socan.ca / music licensees: licence@socan.ca
- Website: www.socan.ca

Unison Benevolent Fund

- Main Purpose: An organization designed to assist industry employees who have been laid off and require assistance. It is funded by the music industry community.
- About: The Unison Benevolent Fund is a relatively new organization that offers discreet counseling, benefits and emergency relief. It was started by the ED of the CMPA and the former head of Universal Music Publishing after they witnessed many friends fall on hard times with the industry in decline. The board is industry professionals from all types of companies.
- Contact Information:
 - Address: 2 Toronto Street, Suite 473, Toronto, Ontario M5C 2B5
 - Tel: (416) 479-0675
 - Email: info@unisonfund.ca
 - Website: unisonfund.ca

Appendix D: A Look at Other Cities and Their Music Initiatives

The below noted information highlights what other select cities have done/ or are doing in order to strengthen their local music scene:

Toronto:

The City of Toronto has established a 35 member “Toronto Music Industry Advisory Council” which provides a forum for discussion of opportunities and challenges, exchange of ideas, and development of the music industry.

Music Canada, which represents the major multinational music companies in Canada, who employ hundreds of Torontonians in their Canadian headquarters, commissioned a study in order to identify how Toronto can compete with cities like Austin, Texas, which advertises itself as the “Live Music Capital of the World”. “Accelerating Toronto’s Music Industry Growth, leveraging best practices from Austin, Texas” report demonstrates that in Austin, music is considered commerce, and the commercial music sector has been identified as a key component of the economy. In Toronto, according to the report, music is considered art and has been undervalued as an economic contributor. It outlines some of the challenges faced by recording studios and live music venues and advocates for a more business-friendly environment.

Some of the recommendations include:

1. Create a Music Industry Board to provide industry input through the Economic Development Committee;
2. Create a Music Industry Office to provide coordination across the various city departments that deal with issues relating to live music events and venues;
3. Create a Provincial Ontario Music Office;
4. Expand the Provincial Music Production Tax Credit to mirror the successful film and television tax credits;
5. Proactively pursue music tourism programs included a multi-day international music festival.

Hamilton:

The City of Hamilton has established a working group whose task was to engage the broader community and guide the development of the Hamilton Music Strategy. Hamilton wants to establish itself as a key music destination for musicians, music players, and music tourists.

The City of Hamilton has certainly taken the music initiative seriously, and they have produced “Hamilton Music Strategy” in order to advance the music sector.

Kitchener:

The City of Kitchener Economic Development has identified the Music industry in Kitchener as an economic development cluster that has the possibility of being developed to a much larger scale.

A Steering Committee for the Music Cluster was formed, consisting of people within the music community with strong ties to the industry, expertise in their own fields and an interest in strengthening the live music scene in the City of Kitchener. These included musicians, venue owners, producers, music equipment suppliers, music/arts organizations, music enthusiasts and software game developers.

“Music Works” is a City of Kitchener initiative to support, facilitate and accelerate the local music business cluster, specifically in actions to nurture an environment for community success in this important creative industry.

Peterborough:

Peterborough formed “Music Peterborough” (launched January 29th, 2013), a committee that exists to celebrate and promote Peterborough’s significance and role in the provincial, national, and international music scene. Their mandate: To promote Peterborough as a destination for music tourism; To promote Peterborough-related music professionals on a national and international platform; To provide access to professional development resources for music professionals, and promote Peterborough as a destination for recording, rehearsing, and other professional development activities; To support and promote Peterborough’s venues, festivals, and other activities related to live music.

Windsor:

The Windsor Essex Economic Development Corporation recognized the importance of the local music industry by pledging to help musicians access funds from the province’s \$45-million Ontario Music Fund (July, 2013). Mayor Eddie Francis cited Baltimore as a city to emulate when it comes to developing the music industry as an economic engine; he is expected to chair the corporation’s music cluster development committee.

Other global cities that have done some significant work to improve their music industry would include Melbourne, Berlin, Chicago (used the Austin report), Nashville, Seattle and New Orleans.

Appendix E: Toronto's Job Description for Music Sector Development Officer

Click here to view the job at this site:

<https://www.brainhunter.com/frontoffice/seekerViewJobDetailAction.do?sitecode=pl389&jobId=1987000&page=search>.

Sector Development Officer (Music)

Job Classification Title	SECTOR DEVELOPMENT OFFICER
Job ID #	1987000 X
Division	Economic Development & Culture
Section	Film and Entertainment
Work Location	CITY HALL, 100 QUEEN ST W
Job Stream	Project Management
Job Type	Permanent, Full-Time
Salary/Rate	\$82,806.13 - \$97,297.20 / Year
Hours of Work (bi-weekly)	70.00
Shift Information	Monday to Friday, 35 Hours per Week
Affiliation	Non-Union
Number of Positions Open	1
Posting Date	07-Jul-2014
Closing Date	21-Jul-2014
Job Description	

Toronto is Canada's largest city, the fourth largest in North America, and home to a diverse population of about 2.8 million people. Consistently ranked one of the world's most livable cities, we are a global centre for business, finance, arts and culture, and are proud to be the Host City for the 2015 Pan American and Parapan American Games. Join the award-winning Toronto Public Service as a Sector Development Officer (Music) within our Economic Development & Culture Division.

Major Responsibilities:

Reporting to the Director of Entertainment Industries, the Music Sector Development Officer leads, develops, and ensures effective delivery of economic development sector-specific programs and activities to enhance the local and international competitiveness of the City's music sector and facilitates economic growth, export development and job creation.

- Acts as a specialist to facilitate economic growth in Toronto's music industry sector.
- Provides leadership and supports the Economic Development and Culture Division in developing and implementing initiatives that will advance the City's strategic plans including, Collaborating for Competitiveness, Cultural Capital Gains, Toronto Strong Neighbourhoods Strategy 2020 and Working as One – A Workforce Development

Strategy.

- Assesses sector development issues and trends, identifying investment opportunities and creating strategic directions, activities and projects accordingly.
- Manages assigned projects within approved budget limitations, ensuring effective teamwork and communication, high standards of work quality and organizational performance and continuous learning
- Conducts research into assigned area ensuring that such research takes into account domestic and international developments within the field, corporate policies and practices, legislation and initiatives by other orders of government and industry
- Ensures that the project expenditures are controlled and maintained within approved budget limitations.
- Develops funding requests and conducts due diligence for funding proposals and administers funds from public and private sector sources.
- Develops annual sector work-plan and budget to improve the business climate, increase employment, attract new investment, develop and strengthen partnerships with other agencies and the private sector as well as City ABCCDs and other orders of government.
- Develops targets and criteria to measure the effectiveness and success of programs, activities and projects
- Prepares and delivers presentations on industry trends, competitiveness issues, opportunities for growth, regulatory and policy issues, and workforce development to stakeholder groups including business leaders, other orders of government, regulatory bodies and industry associations and City ABCCDs.
- Recommends, plans and coordinates the City's participation at domestic and international festivals, trade shows, conferences and conventions, as well as promotes the City's economic development and, culture services to national and international businesses and delegations
- Represents the City on and to inter-divisional and inter-governmental teams, external industry associations and senior level public/private advisory committees and boards. Takes on supporting roles- treasurer/secretary as appropriate to advance City interests.
- Advises business groups regarding the development of their strategic, marketing, and/or investment attraction plans.
- Advises City Councillors and senior management regarding company specific and sector business issues, as well as on contentious matters
- Prepares reports, press releases, content for industry publications, speeches, and presentations for senior management and Council, as well as other information reports for external clients.
- Negotiates and manages sponsorship agreements.
- Writes reports to Council on a diversity of issues including funding allocation and program delivery.
- Manages client service activities on a confidential basis including the provision of direct advice and assistance to companies, business associations, government agencies and other stakeholders.
- Makes clients aware of municipal, provincial and federal programs available to industry

in order to take advantage of various funding opportunities

- Recommends expenditures and monitors budgets, seeks estimates for services, evaluates proposals and quotes for services.
- Develops criteria, implements and administers the grant programs.
- Keeps current and up to date on music industry trends, outlooks and developments.

Key Qualifications:

1. Considerable experience in the entertainment industry and music sector.
2. Considerable experience and demonstrated commitment to excellence in customer service.
3. Considerable experience working collaboratively with senior staff representatives of other orders of government, businesses and associations in regard to stimulating economic growth and job creation
4. Considerable experience building and working with interdisciplinary teams.
5. Considerable experience successfully completing projects on time and on budget.
6. Excellent oral and written communications skills.
7. Ability to interpret City policies, by-laws and guidelines.
8. Post-secondary education in a discipline pertinent to the job function combined with relevant technical training experience, or equivalent combination of education and experience.
9. Highly developed human relation skills, with the ability to communicate, negotiate and develop solid internal and external relationships, analytical, problem solving and conflict resolution skills.
10. Sound executive judgement and ability in handling matters of a confidential and/or sensitive nature as it relates to senior business executives, Council and other senior staff.
11. Proficiency in business administration, research, marketing and policy development.
12. Familiar with Government legislation in the area of Occupational Health & Safety.

Please note that all applicants are encouraged to provide a valid email address for communication purposes. Applicants who provide an email address may receive their written correspondence with respect to this job posting directly to the email address provided with their application. As an applicant, it is your responsibility to ensure that you check your email regularly to receive this correspondence.

Accommodation will be provided in all parts of the hiring process as required under the City of Toronto's Employment Accommodation policy. Applicants need to make their needs known in advance.

Appendix F: LMIDTF Terms of Reference

LONDON'S MUSIC INDUSTRY DEVELOPMENT TASK FORCE

COMPOSITION:

Voting Members:

Thirteen members (minimum) consisting of:

- **The Mayor or designate**
- **2 members from each of the following sectors of the music industry (or as may be appropriate):**

Independent Artists

- Representative(s) from a pool of independent artists.

Events and Venues

- Venues
- Events/Festival
- Promoters
- Production Management

Artist and Business Management, Representation and Marketing

- Booking Agents
- Talent Development Firms
- Artist Management

Music Creation

- Recording Studios
- Mastering Studios
- Recording and Distribution Labels
- Publishers

Associations, Organizations and Partners

- Trade Associations
- Unions and Guilds
- Educational and Training Institutions
- Artist Associations

Music Awards Programs

- Media and Broadcasting
- Music Technology

- Retail and Distribution

DUTIES:

London's Music Industry Development Task Force will play a key role in overseeing the development of a community wide comprehensive music strategy intended to promote and support music in London. The purpose will be to bring the community together as an industry to collaborate, build and prosper.

The objectives of the group will be to:

- a. oversee the creation of a local strategy that will support the Province of Ontario Music Fund initiative in London, as well as other sources of funding;
- b. guide initiatives by supporting the development of London's music industry;
- c. develop recommendations and rationale of the strategies and actions proposed to be undertaken in order to support growth and innovation in London's music industry by: exchanging ideas, discussing opportunities and challenges, as well as providing input and advice;
- d. strengthen and embrace London's diversity and cultural identity;
- e. consider the health, competitiveness and viability of London's music sector;
- f. achieve long-term sustainable economic growth and job creation;
- g. develop, support and showcase talent;
- h. enhance local and regional positioning and branding of the city and its music sector;
- i. support a dynamic and innovative business climate;
- j. promote collaboration;
- k. build partnerships

GOVERNANCE:

Advice and recommendations which require action and/or implementation by City of London staff must be considered by the Investment and Economic Prosperity Committee and approved by Council before any action is taken. Please note that this is an industry led Task Force.

Recommendations by London's Music Industry Development Task Force for inclusion in the comprehensive music strategy will be arrived at by consensus or by vote where a consensus cannot be reached.

TERM OF APPOINTMENT:

The London Music Industry Development Task Force shall be disbanded upon submission of a community wide comprehensive music strategy to the Investment and Economic Prosperity Committee for consideration and approval by Municipal Council.



The Task Force shall be Chaired by the Mayor (or designate) and the Vice-Chair shall be selected from among the members of the Task Force.

MEETINGS:

London’s Music Industry Development Task Force will meet Monthly, and may meet more frequently at the call of the Chair.

Corporate Investments and Partnerships, and the Culture Division staff will provide meeting organization and administrative support to London’s Music Industry Task Force.

APPOINTMENT POLICIES:

Through an advertisement on the Mayor’s Face Book Page and posting on the Prosperity for London website, qualified residents of the municipality will be invited to apply for appointment to the London’s Music Industry Development Task Force.

Applications for membership to the Task Force will be considered by the Chair of the Task Force, who will subsequently appoint the members to the London’s Music Industry Development Task Force.

REMUNERATION:

No remuneration is paid to the London’s Music Industry Development Task Force members.

Appendix G: London Arts Council Proposal presented at City Council's IEPC meeting in December 2013

Corporation of the City of London
300 Dufferin Ave
London, Ontario N6A 6H9
Attention: Investment and Economic Prosperity Committee

Dear IEPC Members,

The London Arts Council continues to strive to promote and grow the arts in London by exercising opportunities for various disciplines within our sector. In the last year the provincial government launched an initiative to strengthen and develop the support structures and systems that contribute to economic and cultural growth of the music industry in Ontario and provide for business plans that would impact local music industry.

The Ontario Music Fund was launched with a budget of 45 million dollars over three years to invest in Ontario's Music Sector. The objectives of this stream of the OMF program are aimed at strengthening and stimulating growth in Ontario's music companies and supporting this growing sector. The Fund is designed to drive activity and investment and to support Ontario's music companies and organizations in expanding their economic and cultural footprints within Canada and around the world.

It is the London Arts Council's intention to apply through the Music Industry Development Fund to strengthen London's music industry through coordinated, joint initiatives that expand skills, business capacity and market share. Through our efforts we will promote further applications by London organizations to music funders including the OMF stream of funding. In the last year we have embarked on a professional relationship with Music Ontario to provide a regional office in London for meetings, professional development with London's music sector and to bridge relationships with decision makers in Toronto and Ottawa.

Through our ongoing efforts the London Arts Council will work with the individuals, organizations and businesses to showcase London's music and music sector; and support the development of resources and capacity of London's diverse music community.

We look forward to your positive support of our proposal, should you require further information please do not hesitate to call upon us at any time.

Sincerely,
Andrea Halwa, Executive Director
London Arts Council

London Music Strategy

Request Breakdown:

- 1) Pilot London's Music Strategy and leverage provincial investment
- 2) Two year Strategy – \$50,000 per year
- 3) Application to Ontario Music Development Fund (as noted below), funds in excess of \$100,000 – deadline January 2014 funds received must be spent by October 2014.

4) Post Year One Assessment – conducted in collaboration with the City of London Culture Office and Investments and Partnerships

Background: The London music industry includes a wide range of artists and entrepreneurs, who create, produce and market original music. The London music industry includes musicians, songwriters, record labels, managers, agents, concert promoters and music publishers. Ontario's music industry is the largest in Canada with the highest revenues across the board—82% of Canada's total. These revenues come from music publishing, sound recording studios, record production and distribution. Along with critical success for their artists, Ontario independent music companies are at the forefront of business innovation, in many cases responding to industry stressors by diversifying their revenue bases.

Economic Impact

Music Canada's economic impact study determined that the Canadian recording industry (including the foreign-owned and independent, Canadian-owned companies) had a total economic impact output of \$400 million in 2010. *This includes just over \$309 million of impact in Ontario.* This economic impact differs from industry revenue, as reported by Statistics Canada, in that it represents only economic impact tied to expenditures, and is an estimation of activity based on input-output multipliers.

A 2013 report from the Ontario Chamber of Commerce (OCC) considers the **province's music industry to represent one of Ontario's three top competitive advantages**, along with mining and manufacturing. The OCC projects that continued public and private investment in the provincial music industry could generate 1,300 new jobs and \$300 million in economic output. Currently, the Ontario music industry is working with the provincial government and other partners, including Ontario Media Development Corporation, on a live music strategy for Ontario. The aim of this strategy is to promote live music in Ontario in order to increase music tourism, boost visitor spending and increase economic impact.

Leveraging Funding

At the federal level, support to the sound recording industry comes through the Canada Music Fund, administered by the Department of Canadian Heritage. Other organizations and funds such as **FACTOR**, the **Radio Starmaker Fund** and federal and provincial arts councils, including the **Ontario Arts Council**, provide a variety of assistance programs to the Canadian music industry.

In May 2013, the Ontario Ministries of Tourism, Culture and Sport and Finance announced the creation of a proposed **Ontario Music Fund**, which would provide \$45 million over three years to the Ontario music industry starting in 2013-14. The goals of this fund are to strengthen the Ontario music industry and to enhance Ontario's position as a global music leader.

The London Arts Council will be applying for funding from the Ontario Music Fund (deadline end of January 2014) to support the following activities:

Two Year *London Music Strategy Business Plan*

- 1) London Arts Council to hire a dedicated Music Coordinator
- 2) Establish a task force to develop a comprehensive strategy for Music in London
- 3) Consultations with the industry to determine immediate and long term needs

Consultation items:

- Attraction to London
- Industry professionals, venues and organizations
- Audience development
- Funding opportunities for current and future venues
- Funding opportunities for organizations and professional musicians
- Capitalize on existing venues and music sector professionals
- Review current ticketing services with potential to identify central system
- Work to enhance, mentor and support the Indie Music Scene
- Retention of students and talent from the emerging artists pool to access venues
- Facilities – detailed mapping and information of our infrastructure and resources *some information is available through CUI mapping and Cultural Prosperity Plan

Potential Outcomes:

- A business to plan to formally support and work with London’s music sector:
- for profit businesses
- not for profit organizations
- educational institutions
- professional artists

Enhance the existing capacity of the music sector of London to encourage:

- Job Creation
- Talent Retention
- Business Production
- Live Music
- Marketing
- Funding
- Commercialization

Identify London’s competitive advantage as a Regional Cultural Centre for music

An engagement strategy of the local music sector for-profit businesses and not-for-profit organizations, educational institutions, live music artists to identify their needs for London’s Music Sector

Music Industry Development Program Stream Objectives

The Music Industry Development stream of the Ontario Music Fund is designed to strengthen and develop the support structures and systems that contribute to economic and cultural growth of the music industry in Ontario. The objectives of this stream of the OMF program are to:

Strengthen Ontario’s music industry through coordinated, joint initiatives that expand skills, business capacity, market share, export (sales) and innovation;

Collectively showcase Ontario’s music and music sector; and Support the development of resources and capacity of Ontario’s diverse music community. The Music Industry Development stream will provide funding to music-related associations, organizations and/or company consortiums, music industry training organizations and other not-for-profit organizations to engage in strategic initiatives with long-term impacts on the growth and sustainability of Ontario’s music industry.

The Music Industry Development stream of the OMF will support new activities and expanded and/or enhanced approaches to activities that contain the following elements:

Music Education/Training: support for skills development and training initiatives delivered by music industry associations and/or music education organizations.

Professional Development: support to develop and implement business learning opportunities for the music sector. This could include activities such as developing new components to existing conferences; running a new regional industry conference; providing online training resources.

Digital Innovation: support for new initiatives that provide resources, develop tools, or leverage digital platforms to raise the profile and economic impact of Ontario music. Activities could include digital stores on major retail sites with enhanced promotion of Canadian artists.

Market Development: support for new opportunities to showcase Ontario artists at domestic and international festivals and events, engage in trade missions and expand export activities at global industry marketplaces.

Strategic Development: support to music organizations to develop new strategic initiatives to address challenges and opportunities for their stakeholder groups, and/or to address specific environmental changes.

Group Marketing: support to organizations or consortiums undertaking new strategies and approaches to access new markets, overcome barriers or enter a high potential new niche. Possible activities could include marketing through new channels, targeting niche markets, exploiting new geographic targets, and promotional focus of specific genres.

Research activities to support business development opportunities.