

May 12, 2016

**CHAIR AND MEMBERS  
COMMUNITY AND PROTECTIVE SERVICES COMMITTEE**

**RE: COUNTRY MUSIC WEEK 2016**

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**RECOMMENDATION**

That on the recommendation of the General Manager and the Director of Culture & Entertainment Tourism for Tourism London, the following actions **BE TAKEN** with respect to noise levels at the Downtown Country Music Week Street Stage on Talbot street adjacent to the Covent Garden Market at Budweiser Gardens, September 8-11, 2016.

- (a) an outdoor concert stage area to be located on Talbot Street between the Covent Garden Market and Budweiser Gardens during Country Music Week 2016 between September 8-11, 2016 be temporarily exempt from noise by-laws from Sections 13.1 (a) and 13.2 of the City of London Special Events Policies and Procedures Manual

It **BEING NOTED** that all data, impact and information arising from such an exemption be shared with the Managing Director, Planning and City Planner in their study of proposed Music, Entertainment and Culture Districts in London.

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**BACKGROUND**

From September 8-11, 2016, London, Ontario will host Country Music Week and the CCMA Awards, which will be the largest non-sporting event the City will have ever hosted and will utilize more venues and facilities than any other previously hosted event. The event presents an opportunity to showcase London's vibrant Downtown, venues, culture and music scene to the national music industry.

The 2016 Host Committee and the CCMA, with the support of Tourism London and Downtown London, have organized an outdoor concert stage that will be programmed from September 8-10, 2016 with musical acts of a local, regional and national level each night and are presenting events leading up to the CCMA Awards Show on Sunday September 11, 2016 which include a countdown concert, green carpet ceremony and public viewing of the broadcast.

The financial impact of Country Music Week was originally projected to be \$10 million. Early indications from delegate registration and ticket sales are that the event could exceed expectations. The financial impact of Country Music Week 2015 in Halifax exceeded projected estimates and brought in an estimated \$14 million. (Attached as Appendix A)

All events at the outdoor stage will be free to the public, subject to capacity and will be operated by Spectra Venue Services in conjunction with the host organizing committee and Tourism London.

The 2016 Country Music Week organizing committee consists of members of Tourism London, Spectra Venue Management, Downtown London, Bell Media, Corus Entertainment, and the London Free Press, as well as other committed individuals who volunteer their time.

## **REQUESTED EXEMPTIONS**

### **City of London Special Events Policies and Procedures - Sections 13**

Section 13 of the Special Events Policies and Procedures Manual states (in part);

*The sound for Special Events will be limited to the hours of 9:00 a.m. to 11:00 p.m. allowing for a fifteen minute grace period to end at 11:15 p.m.*

*Exemption:*

- *New Year's Eve Event will be limited to the hours of 9:00 a.m. – 12:00 midnight*
- *New Year's Eve Event in Victoria Park is exempt from subsections 13.1(a), and 13.2 of the Special Events Policies & Procedures Manual with respect to posting security for noise violations and with respect to exceeding decibel levels*
- *Announcements for the gathering of participants, on your mark, get set go and the singing of the national anthem at sporting events (note sound level not to exceed 90 db between 8 am – 9 am). All other sound (ie: music) could not begin until 9 am)*

**13.1 (a)** *All operators of special events having sound will be required to post \$500 security (cash or letter of credit). If there are no noise violations during the special event, the security will be returned. However, if there are noise violations during the special event (as determined solely by the City), the security will be forfeited. (b) If sound arising from a special event does not comply with the Special Event Policy and Procedures Manual, the provisions of the City of London's Noise By-law apply, and any person failing to comply with the Noise By-law shall be subject to By-law prosecution.*

**13.2** *All concerts shall not exceed a sound pressure 90 decibels beyond 30m (100 feet) from the front edge of the stage, with the allowance for a maximum of 5 crescendos, per performance. The*

*decibel level within the 30m zone, shall be at the discretion of the event operator, however sound equipment and speaker placement should be designed such that the 90 decibel is not exceeded at the 30m limit, with the allowance for a maximum of 5 crescendos, per performance*

**13.3** *The Corporation of the City of London staff may monitor and document the decibel levels with a decibel sound meter once every ½ hour during the concert. Non-compliance could result in cancellation of future events held by that special event operator and forfeiture of the security (cash or letter of credit).*

### **Requested Exemptions**

Tourism London recommends that Country Music Week, 2016 Country Music Week Host Committee and the CCMA be exempt from **Section 13** of the **City of London Special Events Policies and Procedures for the purposes of an outdoor stage to be located on Talbot Street adjacent to Budweiser Gardens and the Covent Garden Market as shown in Appendix B.**

This requested exemption is fully supported by Downtown London, The Covent Garden Market and Spectra Venue Management as shown in Appendix C.

The 2016 Country Music Week Host Committee would like to produce outdoor concerts on Thursday, September 8, Friday September 9 and Saturday September 10<sup>th</sup> from 5pm and running no later than 1:00am on each night.

On Sunday September 11 the host committee in conjunction with the CCMA would also like to produce a concert that will end no later than 11pm.

### **In respect to the 2016 Special Events Policies & Procedures Manual, Section 13.3:**

**13.3** *The Corporation of the City of London staff may monitor and document the decibel levels with a decibel sound meter once every ½ hour during the concert. Non-compliance could result in cancellation of future events held by that special event operator and forfeiture of the security (cash or letter of credit).*

The 2016 Host Committee and the CCMA with the support of Tourism London and Downtown London recommend that By-law Enforcement monitor and record decibel levels and that all data and any criticism arising from the concert and all relative economic impact data of the event be shared with the City of London Planning division and be included in the study of Music, Entertainment and Cultural Districts.

The 2016 Host Committee would also like to work with by-law enforcement and the London Police Department to mitigate and address any noise complaints and anticipated issues that may arise.

### **Rationale for Request**

The 40<sup>th</sup> Edition of Country Music Week, to be held in London September 8-11, 2016 with the CCMA Awards Broadcast being held on Sunday, September 11, represents the largest non-sporting event the City of London has ever hosted. Music Association Awards broadcast on Country Music Week requires countless hours of planning and preparation. We could not put on this event each year without the support of our local organizing host committees, made up of various community stakeholders in each city.

London's excellent track record of hosting national and international events – combined with its strong volunteer base and the popularity of country music in the market – will ensure that Country Music Week and the 2016 CCMA Awards are tremendously successful. In turn, these two events will directly benefit the economy of London and Ontario with their occupation of approximately 2,000 hotel nights and with the potential to exceed an economic impact of \$10 million dollars.

Country Music Week will include approximately 35 sanctioned events ranging from private industry events, educational seminars, a free public fan festival, a songwriter series, emerging artist and legends showcase, free public outdoor performances to a nationally broadcast awards show among many other events.

Country Music Week also represents an excellent “test” event to study its impact for the creation of future Music, Entertainment and Cultural Districts in the City of London

The outdoor area will be managed by Spectra Facility Management in collaboration with the 2016 Country Music Week Host Committee.

All outdoor events will be held on Talbot Street will be free to the public and will feature local, regional and national Canadian artists.

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**John Winston**  
General Manager, Tourism London

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**Chris Campbell**  
Director of Culture & Entertainment Tourism

**Appendix A: Halifax Country Music Week Economic Impact Report**

*Canadian Sport Tourism Alliance*



*Alliance canadienne du tourisme sportif*

# Canadian Country Music Week 2015

Halifax, Nova Scotia

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Economic Impact Assessment

February 2016

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*The following analysis details the economic impact of the 2015 Canadian Country Music Week which took place at the Scotiabank Centre in Halifax, Nova Scotia from September 10-13, 2015, as generated by the Sport Tourism Economic Assessment Model, Professional version.*

## Economic Impact Assessment Funding Partners

The Canadian Sport Tourism Alliance wishes to acknowledge the financial and logistics support of Events Nova Scotia in the completion of this study.



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For more information about this report, please contact:

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## 1.0 Background

The 39<sup>th</sup> annual Canadian Country Music Week was hosted in Halifax, Nova Scotia in mid-September of 2015. The event is made up of three primary components: the CCMA Awards Show, which is a two-hour live, television special highlighting a year in country music; a music festival, which includes a Songwriters' Series, talent showcases, a full-day FanFest, a Legends Show that pays tribute to Canada's most cherished country artists and a cabaret party where country fans can let loose; as well as an industry conference which allows the Canadian country music industry to honour those working behind the scenes via educational workshops and seminars, networking receptions, awards ceremonies and more. The 2015 Awards show saw nearly 10,000 country music fans gather at the Halifax Scotiabank Centre. The spending of these fans, along with the thousands of other country music enthusiasts who attended the music festival and the industry conference provided a considerable impact for the Halifax tourism industry, and in turn, a boost in economic activity for the Halifax economy as a whole.

The next section of the report provides details of the results obtained from the on-site survey that was given guests attending the CCMA Music week. The survey results were used to ascertain both the number and origin of visitors and the expenditures that visitors made while in Halifax for the music festival and awards gala. A second survey was given to delegates who attended the industry conference. Section 3 provides details of operational expenditures and revenues that further contributed to the impact of the event, while Section 4 presents the STEAM PRO<sup>1</sup> results from the combined expenditures of the visitors and the event organizer's operational expenditures. The appendices include additional information regarding the economic impact model and a glossary of the terms used.

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<sup>1</sup>The Canadian Sport Tourism Alliance's (CSTA's) **Sport Tourism Economic Assessment Model**, Professional version (STEAM PRO) was used to generate the economic impact estimates detailed in this report. STEAM PRO, which was developed in 2006, is a model that has been designed to incorporate the results of primary data collected from event visitors and the budget / capital expenditures of event organizers and others to prepare economic impact assessments. The model is based on the Canadian Tourism Research Institute's (CTRI - a branch of The Conference Board of Canada) TEAM model, which is the most widely used tourism economic impact model in Canada. The results of STEAM PRO are fully consistent with the CSTA's STEAM model. A more detailed description of STEAM PRO is contained within Appendix 1.



## 2.0 Methodology / Survey Results

### *Festival / Awards Survey*

Information regarding the origin and spending of attendees at the 2015 Canadian Country Music Week Fan Festival and Awards Show was collected through the administration of an on-site intercept survey. The survey captured information about the origin and opinions of the spectators attending the event. Out of town visitors were also asked questions about their visit and the expenditures while they were in Halifax. Surveys were conducted using tablet computers running Survey Analytics' Survey Pocket software.<sup>2</sup>

A total of 356 parties were approached at several different events associated with the Canadian Country Music Week (CCMW) with 15 parties choosing not to participate (4%) and 13 having responded previously (4%) for a total of 328 valid surveys.

The survey found that 53% of respondents came from the HRM or within 40km while the majority of other spectators came from within Nova Scotia (20%), 8% from other Atlantic provinces and 17% from other parts of Canada while only 1% of respondents were international respondents.

The number of unique individuals attending the 2015 CCMW Fan Festival and Awards was developed by first calculating the share of respondents who attended the Awards ceremony versus those who only went to the Fan Festival. The survey found that for every Awards ceremony attendee there was an additional 0.55 people attending the Fan Festival. There were a total of 9,449 people attending the Ceremony, consequently there were an additional 5,249 people who went to the Fan Festival only for a total of 14,698 attendees. The actual origin of people attending the Fan Festival and Awards ceremony was then broken out based on the survey response share. (Table 2.1)

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<sup>2</sup> For information see [www.surveypocket.com](http://www.surveypocket.com)

**Table 2.1 Visitor Origin - Visitors**

Origin	Attended Awards		Did not attend awards		Total
	%	#	%	#	
Halifax (HRM under 40km)	47%	4,428	67%	3,515	7,944
Other Nova Scotia	23%	2,191	14%	730	2,921
Other Atlantic	11%	1,050	3%	137	1,187
Other Canada	18%	1,735	13%	685	2,420
US	0%	46	1%	46	92
International	0%	0	3%	137	137
<b>Total</b>	100%	9,449	100%	5,249	14,701
<i>Visitors</i>	53%	5,022	33%	1,735	6,757

The 2015 CCMW was the first time visit to Nova Scotia for 38% of out of province visitors. Survey respondents indicated that 26% of Atlantic Canada visitors made use of a Nova Scotia Tourism website(s) prior to departure, increasing to 36% for long distance Canada / U.S. / International visitors.

### ***Visitor Expenditures***

Out of town visitors were also asked what they spent in Halifax while they were attending the 2015 Canadian Country Music Week. With the size of the sample collected, out of town spectators were divided into several categories, sameday travellers; and overnight travellers from: other parts of Nova Scotia, other Atlantic Canada, and long-haul travellers (other Canada, U.S., & International). The survey found that the average sameday traveller spent \$106 per person while overnight visitors spent \$817 per person (Table 2.3). Combining the spending per person with the overall attendance shows that overall spectator spending reached \$4.3 million (Table 2.4).

**Table 2.3 Visitors Spending per Person**

<b>Per person</b>	<b>Sameday</b>	<b>Other NS</b>	<b>Other Atlantic</b>	<b>Other Canada / US &amp; Int'l</b>	<b>Average</b>
<i>Party Size</i>	2.8	3.2	2.6	2.8	2.9
<i>Avg. Nights</i>	2.1*	7.0	6.0	7.4	7.2
Accommodation	\$0.00	\$114.52	\$244.02	\$571.15	\$279.03
Restaurant	\$37.32	\$89.51	\$159.68	\$275.63	\$158.28
Grocery	\$15.45	\$17.40	\$37.48	\$68.05	\$39.27
Recreation & Entertainment	\$5.49	\$19.71	\$50.54	\$82.41	\$44.96
Shopping	\$13.85	\$58.35	\$61.32	\$137.32	\$77.38
Vehicle Expenses	\$34.45	\$28.69	\$56.99	\$55.87	\$45.16
<b>Total</b>	<b>\$106.56</b>	<b>\$328.18</b>	<b>\$610.02</b>	<b>\$1,190.44</b>	<b>\$644.07</b>
<i>Per Person Per Daytrip / Night</i>	<i>\$51.80</i>	<i>\$46.88</i>	<i>\$101.67</i>	<i>\$160.00</i>	<i>\$89.83</i>

\*day trips

**Table 2.4 Visitor Spectator Spending**

<b>Aggregate</b>	<b>Sameday</b>	<b>Other NS</b>	<b>Other Atlantic</b>	<b>Other Canada / US &amp; Int'l</b>	<b>Average</b>
<i>Visitors</i>	1,645	1,415	1,187	2,510	6,757
Accommodation	\$0	\$162,040	\$289,653	\$1,433,823	\$1,885,516
Restaurant	\$61,391	\$126,645	\$189,539	\$691,953	\$1,069,528
Grocery	\$25,414	\$24,625	\$44,493	\$170,831	\$265,364
Recreation & Entertainment	\$9,030	\$27,885	\$59,988	\$206,879	\$303,782
Shopping	\$22,781	\$82,558	\$72,784	\$344,739	\$522,862
Vehicle Expenses	\$56,669	\$40,598	\$67,651	\$140,256	\$305,174
<b>Total</b>	<b>\$175,284</b>	<b>\$464,351</b>	<b>\$724,109</b>	<b>\$2,988,482</b>	<b>\$4,352,225</b>

As a final step, spectators from outside of Halifax were asked as to the importance of the Canadian Country Music Week in their decision to travel. The survey found that the importance of the event was very high with an overall score of 89%.<sup>3</sup> The attribution factor is then applied to the aggregate expenditure calculation to determine the amount of spending that is directly as a result of hosting the event. The results show that the spending in Halifax directly attributable to the 2015 Canadian Country Music Week was \$3.7 million in 2015.

<sup>3</sup> Using a scale of 0-10 with 0 indicating the event had no influence in the decision to travel and 10 indicating it was the only reason for coming to Halifax.

**Table 2.5 Visitor Spending Adjusted for Importance of Event**

<b>Aggregate Spend Scaled by Importance</b>	<b>Sameday</b>	<b>Other NS</b>	<b>Other Atlantic</b>	<b>Other Canada / US &amp; Int'l</b>	<b>Average</b>
<i>Importance</i>	93%	99%	88%	81%	89%
Accommodation	\$0	\$159,949	\$254,894	\$1,162,990	\$1,577,833
Restaurant	\$56,830	\$125,011	\$166,794	\$561,251	\$909,886
Grocery	\$23,526	\$24,307	\$39,154	\$138,563	\$225,551
Recreation & Entertainment	\$8,359	\$27,526	\$52,790	\$167,802	\$256,476
Shopping	\$21,089	\$81,493	\$64,050	\$279,622	\$446,253
Vehicle Expenses	\$52,459	\$40,074	\$59,533	\$113,763	\$265,829
<b>Total</b>	<b>\$162,263</b>	<b>\$458,359</b>	<b>\$637,216</b>	<b>\$2,423,991</b>	<b>\$3,681,828</b>

### **Industry Conference Survey**

An online survey was sent to delegates attending the Canadian Country Music Industry Conference. Delegates were asked a number of questions regarding the events they attended as well as their spending while in Halifax. Using a similar method as for the on-site visitor survey, the on-line survey found that the average delegate spent \$793 per person or \$157 per person per night. In total, the 530 delegates spent \$421,000, or \$384,000 when adjusting for the importance of the Canadian Country Music Industry Conference in their decision to travel to Halifax (Table 2.5).

<b>Industry Conference</b>	<b>Per Person</b>	<b>Aggregate</b>	<b>Aggregate Adjusted for Importance</b>
Accommodation	\$463.46	\$245,636	\$224,379
Restaurant	\$142.81	\$75,687	\$69,137
Grocery	\$39.93	\$21,163	\$19,331
Recreation & Entertainment	\$55.25	\$29,284	\$26,750
Shopping	\$42.04	\$22,281	\$20,352
Vehicle Expenses	\$49.96	\$26,478	\$24,186
<b>Total</b>	<b>\$793.45</b>	<b>\$420,529</b>	<b>\$384,137</b>

### **3.0 Operations Expenditures**

The organizers of the 2015 Canadian Country Music Week invested significantly in producing a high-caliber event in Halifax, with expenditures covering items such as rental of the venue, volunteers, advertising, food and beverages and the business operations of supporting the event.

Even though they are not included directly in the budget, the 2015 Canadian Country Music Week was supported by hundreds of volunteers from Halifax who donated considerable amounts of their time to make the event happen.

## 4.0 Economic Impact Results

The combined spending of out of town visitors, in combination with the expenditures made by the organizers through hosting the 2015 Canadian Country Music Week totaled \$5.2 million. This generated an estimated \$11.8 million in economic activity for the Province of Nova Scotia, of which \$7.9 million occurred in Halifax. These expenditures supported \$3.6 million in wages and salaries in the Province through the support of 97 jobs, of which an estimated 76 jobs and \$2.5 million in wages and salaries were supported in Halifax.<sup>4</sup> The total net economic activity (GDP) generated by the event was \$5.5 million through the Province, with \$3.3 million occurring in Halifax.

Considerable tax revenues were also produced by the event, totaling \$2.4 million. The event supported federal government tax revenues of \$1,016,000 with an additional \$1,084,000 in taxes accruing to the Province of Nova Scotia. Moreover, \$264,000 in municipal taxes were supported in Nova Scotia municipalities with \$211,000 of the municipal tax base in the HRM being supported by the 2015 Canadian Country Music Week.

**Table 4.1 Canadian Country Music Week Economic Impact – Summary Table**

	Total Nova Scotia	Halifax
Initial Expenditure	\$5,242,018	\$5,242,018
GDP	\$5,532,023	\$3,314,007
Wages & Salaries	\$3,572,021	\$2,457,458
Employment	97.2	75.9
Industry Output	\$11,838,570	\$7,916,678
Total Taxes	\$2,363,931	\$1,708,672
Federal	\$1,016,291	\$700,424
Provincial	\$1,083,983	\$797,067
Municipal	\$263,656	\$211,181

<sup>4</sup> Jobs reported in this study refer to the number of jobs, vs. full time equivalent (i.e.: two people working half time in a job that typically features half time employment would represent two jobs or one FTE). Additionally, the direct employment effects are generally extra shifts or overtime for existing workers rather than new employment.

**Table 4.2 Total Economic Impact**

		<b>Total Nova Scotia</b>		<b>Total Halifax</b>		<b>Rest of Nova Scotia</b>
Initial Expenditure		\$5,242,018		\$5,242,018		\$0
<b>Gross Domestic Product</b>						
Direct Impact		\$1,790,090		\$1,790,090		\$0
Indirect Impact		\$2,296,604		\$872,338		\$1,424,266
Induced Impact		\$1,445,329		\$651,579		\$793,750
<b>Total Impact</b>		<b>\$5,532,023</b>		<b>\$3,314,007</b>		<b>\$2,218,016</b>
<b>Industry Output</b>						
Direct & Indirect		\$8,765,395		\$6,530,896		\$2,234,499
Induced Impact		\$3,073,174		\$1,385,782		\$1,687,393
<b>Total Impact</b>		<b>\$11,838,570</b>		<b>\$7,916,678</b>		<b>\$3,921,892</b>
<b>Wages &amp; Salaries</b>						
Direct Impact		\$1,329,280		\$1,329,280		\$0
Indirect Impact		\$1,360,827		\$723,589		\$637,238
Induced Impact		\$881,913		\$404,589		\$477,325
<b>Total Impact</b>		<b>\$3,572,021</b>		<b>\$2,457,458</b>		<b>\$1,114,562</b>
<b>Employment (Full-year jobs)</b>						
Direct Impact <sup>5</sup>		48.3		48.3		-
Indirect Impact		29.2		15.4		13.8
Induced Impact		19.7		12.2		7.5
<b>Total Impact</b>		<b>97.2</b>		<b>75.9</b>		<b>21.3</b>
<b>Taxes (Total)</b>						
Federal		\$1,016,291		\$700,424		\$315,867
Provincial		\$1,083,983		\$797,067		\$286,916
Municipal		\$263,656		\$211,181		\$52,476
<b>Total</b>		<b>\$2,363,931</b>		<b>\$1,708,672</b>		<b>\$655,258</b>

<sup>5</sup> Jobs reported in this study refer to the number of jobs, vs. full time equivalent (i.e.: two people working half time in a job that typically features half time employment would represent two jobs or one FTE). Additionally, the direct employment effects are generally extra shifts or overtime for existing workers rather than new employment.

## **Appendix 1: Economic Impact Methodology – Sport Tourism Economic Assessment Model**

### **Background**

Briefly, the purpose of STEAM is to calculate both the provincial and regional economic impacts of sport and event based tourism. The economic impacts are calculated on the basis of capital and operating expenditures on goods, services and employee salaries, and on the basis of tourist spending within a designated tourism sector. The elements used to measure the economic impacts are Gross Domestic Product (GDP), Employment, Taxes, Industry Output and Imports. STEAM measures the direct, indirect & induced effects for each of these elements.

### **Technical Description of the Impact Methodology used by STEAM**

STEAM and many other impact studies are based on input-output techniques. Input-output models involve the use of coefficients that are based on economic or business linkages. These linkages trace how tourist expenditures or business operations filter through the economy. In turn, the coefficients applied are then used to quantify how tourism related activity in a particular region generates employment, taxes, income, etc. The input-output approach indicates not only the direct and indirect impact of tourism, but can also indicate the induced effect resulting from the re-spending of wages and salaries generated.

All impacts generated by the model are given at the direct impact stage (i.e. the "front line" businesses impacted by tourism expenditures), indirect impact stage (i.e. those industries which supply commodities and/or services to the "front line" businesses) and the induced impact stage (induced consumption attributable to the wages and salaries generated from both the direct and indirect impact). In this sense, the model is closed with respect to wages. Imports are also determined within the model, so the model is closed with respect to imports. Exports are not endogenized (i.e. additional exports are not assumed with the induced impact) which consequently generates more conservative impacts. Another assumption of the model, which leads to more conservative impacts, is that not all commodities and/or services purchased are assumed to have at least one stage of production within the province. This assumption is crucial for souvenirs, gasoline and other commodities.



Taxes and employment are key economic considerations. However, as these concepts fall outside of the System of National Account Provincial input/output tables, their impacts must be calculated separately. Current tax and employment data for each region is used to econometrically estimate a series of coefficients and rates. These coefficients and/or rates are then applied to measures determined within the input-output framework of the model, yielding the final tax and employment figures.

### **Regional (Sub-Provincial) Impact Methodology**

The method used to simulate intraprovincial commodity flows and ultimately regional impacts follows directly from regional economic principles. The principle is referred to as the "gravity model". Basically the "gravity model" states that the required commodity (& service) inputs will be "recruited" in a manner that takes into consideration economies of scale (i.e. production costs), transportation costs and the availability of specific industries. Economies of scale (i.e. lower production costs) are positively correlated with input demand while greater transportation costs are negatively correlated with input demand. Fulfilling that demand from other provincial regions is contingent on the fact that the specific industry does actually exist. An advantage of using the "gravity model" to simulate intraprovincial commodity flows is that as the industrial composition of the labour force changes, or as new industries appear for the first time in specific regions, the share of production between the various sub-provincial regions also changes.

By following this principle of the gravity model, all sub-provincial regions of a province are assigned a coefficient for their relative economies of scale in each industry (using the latest industry labour force measures) as well as a coefficient to represent the transportation cost involved to get each industry's output to the designated market. One variation on the "gravity model" principle involves the estimation of "relative trade distances" by incorporating different "weights" for different modes of transport. Once these coefficients are generated for all regions and over all industries, a measure of sensitivity (mostly relative to price, but in the case of service industries also to a "local preference criteria") is then applied to all commodities. Another variation on the strict "gravity model" approach is that the measure of sensitivity is adjusted by varying the distance exponent (which in the basic "gravity model" is 2) based on the commodity or service required. The variation in distance exponents revolve, principally, around two research hypotheses: (1) the greater the proportion of total shipments from the largest producer (or shipper), the lower the exponent, and (2) the greater the proportion of total flow which is local (intraregional), the higher the exponent.

## Appendix 2: Glossary of Terms used by STEAM

**Initial Expenditure** - This figure indicates the amount of initial expenditures or revenue used in the analysis. This heading indicates not only the total magnitude of the spending but also the region in which it was spent (thus establishing the "impact" region).

**Direct Impact** - Relates ONLY to the impact on "front-line" businesses. These are businesses that initially receive the operating revenue or tourist expenditures for the project under analysis. From a business perspective, this impact is limited only to that particular business or group of businesses involved. From a tourist spending perspective, this can include all businesses such as hotels, restaurants, retail stores, transportation carriers, attraction facilities and so forth.

**Indirect Impact** - Refers to the impacts resulting from all intermediate rounds of production in the supply of goods and services to industry sectors identified in the direct impact phase. An example of this would be the supply and production of bed sheets to a hotel.

**Induced Impact** - These impacts are generated as a result of spending by employees (in the form of consumer spending) and businesses (in the form of investment) that benefited either directly or indirectly from the initial expenditures under analysis. An example of induced consumer spending would be the impacts generated by hotel employees on typical consumer items such as groceries, shoes, cameras, etc. An example of induced business investment would be the impacts generated by the spending of retained earnings, attributable to the expenditures under analysis, on machinery and equipment.

**Gross Domestic Product (GDP)** - This figure represents the total value of production of goods and services in the economy resulting from the initial expenditure under analysis (valued at market prices).

**NOTE:** The multiplier (A), Total/Initial, represents the total (direct, indirect and induced) impact on GDP for every dollar of direct GDP. This is a measure of the level of spin-off activity generated as a result of a particular project. For instance if this multiplier is 1.5 then this implies that for every dollar of GDP directly generated by "front-line" tourism businesses an additional \$0.50 of GDP is generated in spin-off activity (e.g. suppliers).

The multiplier (B), Total/\$ Expenditure, represent the total (direct, indirect and induced) impact on GDP for every dollar of expenditure (or revenue from a business perspective). This is a measure of how effective project related expenditures translate into GDP for the province (or region). Depending upon the level of expenditures, this multiplier ultimately determines the overall level of net economic activity associated with the project. To take an example, if this multiplier is 1.0, this means that for every dollar of expenditure, one dollar of total GDP is generated. The magnitude of this multiplier is influenced by the level of withdrawals, or imports, necessary to sustain both production and final demand requirements. The less capable a region or province is at fulfilling all necessary production and final demand requirements, all things being equal, the lower the eventual economic impact will be.

**GDP (at factor cost)** - This figure represents the total value of production of goods and services produced by industries resulting from the factors of production. The distinction to GDP (at market prices) is that GDP (at factor cost) is less by the amount of indirect taxes plus subsidies.

**Wages & Salaries** - This figure represents the amount of wages and salaries generated by the initial expenditure. This information is broken down by the direct, indirect and induced impacts.

**Employment** - Depending upon the selection of employment units (person-years or equivalent full-year jobs) these figures represent the employment generated by the initial expenditure. These figures distinguish between the direct, indirect and induced impact. “Equivalent Full-Year Jobs”, if selected, include both part-time and full-time work in ratios consistent with the specific industries.

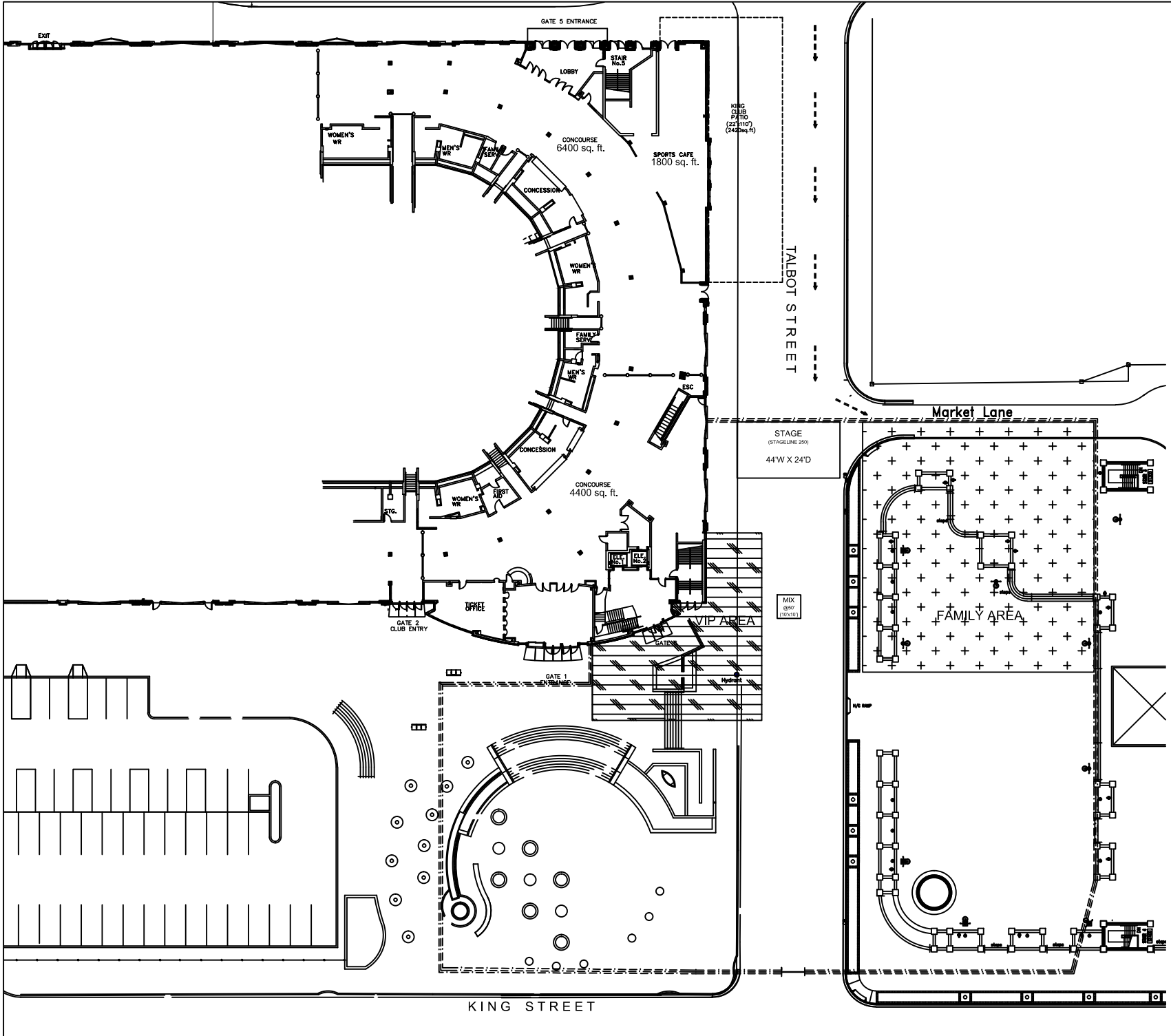
**NOTE:** The multiplier (B) is analogous to Multiplier (B) described earlier with the exception being that employment values are represented per \$1,000,000 of spending rather than per dollar of spending. This is done to alleviate the problem of comparing very small numbers that would be generated using the traditional notion of a multiplier (i.e. employment per dollar of initial expenditure).

**Industry Output** - These figures represent the direct & indirect and total impact (including induced impacts) on industry output generated by the initial tourism expenditure. It should be noted that the industry output measure represents the **sum** total of all economic activity that has taken place and consequently involve double counting on the part of the intermediate production phase. Since the Gross Domestic Product (GDP) figure includes only the **net** total of all economic activity (i.e. considers only the value added), the industry output measure will always exceed or at least equal the value of GDP.

**Taxes** - These figures represent the amount of taxes contributed to municipal, provincial and federal levels of government relating to the project under analysis. This information is broken down by the direct, indirect and induced impacts.

**Imports** - These figures indicate the direct, indirect and induced final demand and intermediate production requirements for imports both outside the province and internationally.

**Appendix B: Map of Proposed Stage Location**



**Budweiser  
GARDENS**

**EVENT:  
CANADIAN COUNTRY  
MUSIC WEEK  
OUTDOOR CONCERT  
SERIES**

**EVENT DATE:  
SEPTEMBER, 2016**

NOTES:

DO NOT SCALE



**BUDWEISER GARDENS  
99 DUNDAS STREET  
LONDON, ONTARIO  
N6A 6K1**

DWG: S.STARCHUCK  
DATE: MAR 30, 2016  
REVISION:



## **Appendix C: Letters of Support**



Tuesday, May 03, 2016

Chris Campbell  
Director of Culture & Entertainment  
c/o Tourism London  
267 Dundas St.  
London, ON N6A 1H2

Dear Chris:

**Re: Country Music Awards Week**

Please use this letter as Covent Garden Markets wish to support Tourism London's request to allow Talbot Street to be closed and possibly extend hours past 11:00pm with the possible need to exceed the noise bylaw during this event.

Covent Garden Market fully supports the event and looks forward to a successful event.

Let's all get behind this opportunity.

Yours truly,

A handwritten signature in blue ink that reads 'Robert T. Usher'.

**Robert T. (Bob) Usher**  
*General Manager*  
*Covent Garden Market*

Cc: Covent Garden Market Board



99 Dundas Street  
London, Ontario, Canada N6A 6K1  
[www.budweisergardens.com](http://www.budweisergardens.com)

May 11, 2016

Chair and Members  
Community Protective Services Committee

RE: Country Music Week 2016

Spectra Venue Management, operators of Budweiser Gardens, give their full support for Tourism London's request for Section 13 by-law exemption for an outdoor concert area to be located on Talbot Street that would utilize the street, Covent Garden Market Square and front of Budweiser Gardens from September 8-11, 2016 for Canadian Country Music Week.

Sincerely,

A handwritten signature in blue ink, appearing to read "Brian Ohl".

Brian Ohl  
Regional Vice President, Spectra Venue Management and General Manager, Budweiser Gardens







May 3, 2016

Chair and Members  
Community and Protective Services Committee  
City of London

RE: Support for Outdoor Concert Area

Downtown London is pleased to submit this letter of support for the proposed Downtown Country Music Week Street Stage on Talbot Street during September 8-11, 2016.

The outdoor stage will create an inclusive, vibrant experience for visitors and Londoners who want to participate in this signature event, the largest non-sporting event that our downtown has ever hosted.

We are confident that every effort will be made to work with all stakeholders to mitigate and address any concerns that may be expressed. We encourage the committee to approve this Special Events Policies & Procedures exemption request.

Sincerely,

DOWNTOWN LONDON

A handwritten signature in black ink, appearing to read "Janette MacDonald", is written over the printed name.

Janette MacDonald  
CEO and General Manager