

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MAY 29, 2017
FROM:	KATE GRAHAM DIRECTOR, COMMUNITY & ECONOMIC INNOVATION
SUBJECT:	LONDON MUSIC INDUSTRY INITIATIVE PILOT

RECOMMENDATIONS

That, on the recommendation of the Director, Community & Economic Innovation, the following actions **BE TAKEN**:

- a) "The London Music Industry Initiative Pilot Report" **BE RECEIVED**; and
- b) As a result of the outcomes produced by the London Music Industry Initiative Pilot, Civic Administration **BE DIRECTED** to bring forward a business case for the continuation of the London Music Industry Development Officer position on a permanent basis during the 2018 Annual Budget Update.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- London Cultural Profile Report and London Cultural Prosperity Plan, IEPC, Feb 19, 2013
- London's Music Strategy, IEPC September 2, 2014
- City-initiated Zoning By-law Amendment permit amplified music and dancing on existing outside patios in the Downtown Business Improvement Area and the Old East Village, for the period of August 1 to September 30, 2016, PEC May 30, 2016
- London Music Strategy – A Year in Review, SPPC, November 7, 2016
- Culture and Entertainment Districts, PEC, March 20, 2017

BACKGROUND

Council's *2015-2019 Strategic Plan* holds a vision of London as "A leader in commerce, culture, and innovation – our region's connection to the World." Music represents a major opportunity for London to serve as a "leader in commerce, culture and innovation" within Ontario, Canada and beyond.

In September 2014, City Council endorsed the London Music Strategy, developed by a volunteer task force comprised of community members engaged in the music sector. Council also approved \$300,000 in funding for a two year pilot to create London Music Office.

- a) Council *ENDORSE IN PRINCIPLE* the London Music Strategy, as prepared by London's Music Industry Development Task Force;
- b) Council *APPROVE* funding up to \$150,000 annually for two years on a pilot basis, for the position of "London's Music Officer and/or Office", to help assist with advancing the key priorities as outlined in the London Music Strategy;
- c) Funding for this project *BE APPROVED* as set out in the Sources of Financing Report attached hereto as Appendix "B";

- d) *Any future funding requests associated with this matter from the community BE CONSIDERED through the Strategic Funding Framework process as part of the annual budget process; and,*
- e) *City of London Corporate Investments and Partnerships and the Culture Office staff representatives, BE DIRECTED to serve as resources to assist with the implementation of the London Music Strategy, and report back on the status of the implementation of the London Music Strategy at the end of 2016.*

Council further affirmed the importance of this work by recognizing The London Music Strategy in the *2015-2019 Strategic Plan* in the focus area of “Growing our Economy: Diverse and Resilient Economy.” The London Music Strategy also supports London’s Cultural Prosperity Plan by strengthening the economic growth of culture in our city, supporting cultural programming, leveraging London’s cultural assets, and celebrating and promoting culture. The London Music Strategy also aligns to priorities in other major plans including London’s Community Economic Roadmap, London’s Downtown Plan called “Our Move London”, London’s Transportation Master Plan, My Dundas, and the Music, Entertainment and Culture Districts Feasibility Study.

The Music Officer position was filled in November 2015 and work to implement the key priorities of the London Music Strategy began immediately. In November 2016 – one year into the two-year pilot – Council received the “Year in Review Report” about the progress towards implementation of the London Music Strategy.

This report provides Council with an updated overview of outcomes of the pilot over the last 1.5 years, and recommends that Civic Administration be directed to bring forward a business case during the 2018 Annual Budget Update for the continuation of the London Music Industry Development Officer position on a permanent basis.

THE BENEFITS OF LONDON BEING A MUSIC CITY

Music is now recognized as an economic driver, bringing direct employment opportunities to communities through industry specific jobs in the live music sector (venues, festivals, audio engineers) and music businesses (agents, managers, publicists, lawyers, education). Music also creates compound spending through spinoff industries in the hospitality and service sectors, and many others (restaurants, hotels, retail, caterers, transportation, and stylists). Music cities attract creative workers engaged in technology, film, television, digital media and fashion. Businesses also relocate to culture hubs in order to attract and retain employees. People are attracted to cities with strong cultural industries, recognized as a key component of a high quality of life.

Music can play a vital role in a city’s brand and reputation, which can translate into significant economic benefits. The City of Nashville, Tennessee has become the conference center and a main tourist attraction of their state because of their appeal as a Music City. The City of Austin, Texas draws hundreds for music events and is now known as a national tech hub.

Music Canada’s recent report “The Next Big Bang: A New Direction for Music in Canada” seeks to stimulate the growth of job creation in Canada’s commercial music and digital sector. It was followed by “The Mastering of a Music City,” a roadmap demonstrating how communities of all sizes can realize the full potential of their music economy. The report finds that successful music cities with vibrant music economies generate a wide array of benefits for cities, from economic growth, job creation, and increased spending to greater tax revenues and cultural development.

Music Canada has since created two reports which reference “London as being a Music City” including “Live Music Measures Up: An Economic Impact Analysis of Live Music in Ontario” and

the “Music Cities Toolkit”, which features a significant quote from the CEO of London’s Chamber of Commerce. Both reports point out the inherent value a music strategy has on a city’s economic wellbeing.

Ontario is credited as having a \$1.2 billion live music economy, which the Ontario Chamber of Commerce recognizes as one of three economic advantages of Ontario’s economy with a total of \$432.4 million in generated tax revenue.

London is uniquely positioned to capitalize on its growing music sector, for many reasons:

- a geographic location within a two hour drive of Canada’s largest population density;
- a relatively inexpensive cost of living;
- a recognized music education and production hub including 875 post-secondary students studying music in 2015;
- a broader community infrastructure consisting of music venues, resources, spaces and places, musicians and music related businesses, is currently being reviewed and updated at www.londonmusicoffice.com/resources;
- a vibrant and growing digital and gaming sector;
- a connected, educated potential workforce of thousands who study here each year; and
- a deep rooted history in producing internationally recognized music industry contributors including the legendary Jack Richardson, who is now recognized as the name sake for the Jack Richardson London Music Awards and also the Jack Richardson London Music Hall of Fame.

Tourism London’s Culture and Entertainment portfolio leads London’s music tourism initiative in regard to major event bids and execution such as Country Music Week, Country Music Association of Ontario events, future Juno bids and is responsible for branding and marketing initiatives, festival development and promoting London’s year-round music scene. Tourism London relies on the London Music Office to represent the local music industry on many of their initiatives, and to work collaboratively toward many common goals. A strong music office is a critical aspect to London becoming a more vibrant music destination as these roles support one another.

The London Music Office leads the implementation of the London Music Strategy, acts as liaison to the Business of Music Committee and its task teams, leads music education and networking programs, and is London’s internal advocate for the local music scene. Together Tourism London and the London Music Office’s efforts are proving to be very successful and are increasingly being recognized as a model for secondary markets.

Perhaps the most recent example of this was Country Music Week. On March 20, 2017, the Canadian Country Music Association (CCMA) announced that Country Music Week 2016, which was hosted in the City of London by Tourism London for the first time, delivered \$8.4 million in economic activity to the Province of Ontario. An economic impact assessment of the event, administered by the Canadian Sport Tourism Alliance, shows that 18,500 music fans and industry professionals took in one or more of the Country Music Week marquee events between September 8 and 11, 2016. More than 4,900 people from outside London travelled to the city to take in Canada’s largest annual combination of industry conference and music festival dedicated to the genre of country music. Over 7,800 attendees filled Budweiser Gardens for the culmination of Country Music Week, the 2016 CCMA Awards Show. When tickets for the 2016 CCMA Awards Show first went on sale in December of 2015, the ticket allotment sold out in mere minutes – the fastest to-date in CCMA history.

The London Music Industry Development Officer supported Country Music Week (CMW) by disseminating information and opportunities for local musicians to showcase and perform as well

as opportunities for London music businesses. The Music Officer supported London musicians through the creation of events leading up to CMW including hosting three concerts with hotel partners and an unofficial kickoff party at Cowboys, the longest standing country music venue in the city. Through the support of the London Music Office twenty (20) local artists were given an opportunity to showcase for influential music industry professionals.

The success of the London Music Strategy, and London Music Industry Development Officer, rests in the ability to build and leverage strong relationships locally, provincially, nationally and internationally around a shared interest in growing London's music sector.

THE GOVERNANCE FOR THE LONDON MUSIC INDUSTRY PILOT PROJECT

The London Music Industry Development Officer position (job description attached as Appendix "A" to this report) requires a strong understand the many vital aspects of the music industry in London. The Music Officer is housed in the City Manager's Office (within the Community and Economic Innovation Team, in the Culture Office). The Music Officer is responsible for working with the Music Industry Resource Committee, composed of representatives from the City of London Community and Economic Innovation Division, Tourism London and the London Arts Council, to implement the London Music Strategy. The London Economic Development Corporation has also closely supported this London Music Industry pilot project.

PROGRESS OF THE LONDON MUSIC STRATEGY

Over the past 1.5 years, the Music Industry Development Officer has worked toward advancing the priorities of the London Music Strategy, which is intended to benefit for-profit and not-for-profit segments of the music community as a complete music ecosystem.

The twelve (12) priorities outlined in the London Music Strategy to further develop the music sector in London are:

1. Create a permanent ongoing volunteer Music Committee;
2. Create a permanent London music position and/or office;
3. Increase live music city wide;
4. Enhance audience development and engagement;
5. Study and update bylaws, policies, practices and procedures to create favorable business conditions for venues, festivals, performances and music businesses;
6. Obtain investment for specific implementation strategies of LMIDTF key priorities;
7. Future music presentation spaces;
8. Co-ordinate and disseminate directories, websites and mailing lists, enhance the Music Resource Inventory;
9. Create a marketing strategy with demographic study - increase advertising;
10. Support music tourism;
11. Actively seek and locate/relocate high tech and music businesses to London; and
12. More music residencies.

Ongoing work is underway for each priority, with the exception of priorities 6, 7 and 11 which have not yet started (25%), as illustrated through the graph below. Much of the work of these long-term priorities is dependent on the lead up work completed with the other priorities which are on target.

PROGRESS OF THE LONDON MUSIC STRATEGY

Completed Tasks -

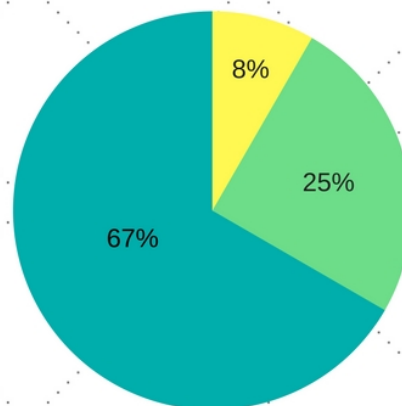
1/12

On-Target Tasks -

8/12

Tasks Not Yet Started (in early development) -

3/12



A detailed summary of activities to implement the London Music Strategy are underway is included in Appendix “B” of this report entitled “The Twelve Priorities of The London Music Strategy Update – May 29, 2017”.

More details about specific music related projects can also be found on the London Music Office website www.londonmusicoffice.com.

OVERALL OUTCOMES OF THE LONDON MUSIC INDUSTRY INITIATIVE PILOT

In addition to making progress towards implementation of the London Music Strategy, a number of broader community benefits have also been realized through the pilot:

1. Raising the Profile of London as “A Music City”

London was spotlighted on a national scale when Canadian Country Music Week took over the city, proving the capacity exists to successfully host national scale events in the Forest City. During Country Music Week expectations were not only met but exceeded through re-invention of events resulting in increased audience engagement.

The Music Industry Development Officer is a new position which has been branded through the London Music Office logo. Social media channels were created across Facebook, Twitter, Instagram and YouTube. The Music Industry Development Officer actively programs these channels interacting with the over 3,000 followers. Community engagement happens daily through social media, monthly through a newsletter and periodically through the Music Report on FM96. As well, countless interviews have been conducted with all levels of media and the Music Officer has made himself readily available to the media. Attached as Appendix “C” to this report is a collage of local media stories which have raised London’s profile as a Music City. The ongoing rollout of the dedicated website www.londonmusicoffice.com serves as a one stop shop for London’s music community pulling together resources and connecting initiatives of the London Music Industry Resource Committee partners.

The London Music Office has captured the attention of cities across North America through promotion, programming, education, community integration and policy development. London is cited throughout the music industry as a burgeoning music city.

Awareness of London's contribution to the national music scene has made a lasting impression. Recently at the 2017 JUNO's in Ottawa, three of the five nominated engineers of the year were London educated. The winner Jason Dufour is an OIART graduate. Telling the story of the three (3) faculty, thirteen (13) graduates and nineteen (19) JUNO nominated projects is an example of London graduates finding employment and how the London Music Office is helping promote London as a culture hub and music city.

2. Enhancing Music Industry Advocacy and Engagement

The London Music Industry Initiative Pilot has provided a voice and a rallying point for the music industry to be represented. The emphasis during the first year was engagement of the local music industry through the creation of four (4) Task Teams led by community music industry leaders with a specialized area of focus: Musicians, Events & Venues, Education & Incubation and Music Business Development. Each Task Team has selected two representatives to speak on their behalf at the London Business of Music Committee. The London Business of Music Committee advises the Music Officer on the implementation of the London Music Strategy with input from Task Teams. This grassroots approach has earned considerable admiration from other cities initiating a music strategy.

Networking opportunities have included monthly workshops, seminars, and panel events focused on educating the music sector and connecting members of the music scene together. It has included bringing industry professionals to London to connect with the community. Most notably, the London Music Office worked alongside the Jack Richardson London Music Awards to create the inaugural London Music Week. Over this week, the London Music Office programmed three workshops with different partners and focuses including a Music Career Conference (at Western), Music in a Digital Creative World (in partnership with LEDC at the London Convention Centre) and Jack's Sound Check for Success (at the London Music Club).

Throughout the first London Music Week over fifty (50) panelists spoke from various organizations including Music Canada, United Talent Agency, Google, CBC Music, Music Ontario, YouTube, Live Nation, multiple record labels, song-writing and collection associations. Mentor sessions with fifteen (15) panelists followed Sound Check for Success. It was later noted by acclaimed record producer Bob Ezrin, who has produced artists such as Lou Reed, Alice Cooper, Knaan, and Taylor Swift, that London is the only Canadian city with a week focused solely on the development of its music sector.

Earlier in the year the London Music Office held a record attending workshop (one hundred and forty (140) attendees) that brought festivals from Hamilton and Elora, alongside local festival programmers together to inform artists how to secure and maximize a festival play. This kind of specialty programming is helping London build an identity as a music leader. Through this event, Londoners were booked and able to perform at high-profile festivals across Ontario.

In 2016, the Music Officer held sixteen (16) industry specific workshops, events, seminars, featured over seventy (70) artists at events and over thirty (30) music organizations were brought to town. Ten (10) artist showcases were held including: Canadian Music Week, Indie Music Week, Youth Artist Showcase and Country Music Week showcases. To date five (5) #MusicTalks seminars, two (2) artist boot camps, one (1) seminar day and seven (7) live music showcases have been presented by the London Music Officer and in partnership with other organizations. These programs range from evening events to full weekend activities. Over fifteen (15) different music organizations have brought

representatives to London through these activities.

Throughout these workshops, events and seminars a total of thirty-four (34) London area artists were featured. Events ranged in scope from showcasing local artists to capacity crowds at Canadian Music Week to London youth artists showcasing on Dundas Street to London Country music artists unofficially kicking off Country Music Week.

3. London Music Census Assessment of the Music Industry in London

The first of its kind for London, the 2016 London Music Census drew a great deal of attention to the Music Office and London as a whole. The study provided a baseline of music data for beginning to understand the state of the music industry in London while also collecting community feedback. Specific outcomes from the Music Census included:

- Established baseline figures to measure forward; and,
- Created a resource directory www.londonmusicoffice.com. This resource directory includes industry links including granting bodies, City of London Resources for special events and by-laws, directory of audio production, music venues, music lessons, studios, instrument sales / rentals / repairs and record stores.

Key Census Results

London's Music Sector grew in 2015 with 4,620 live music events in contrast to 2014's 4,416 live music events. 2015 saw an increase even with the collapse of Orchestra London (which accounted for 70 shows in 2014). Attached as Appendix "D" to this report is a Summary of Key Findings from the Music Census.

- 52 live music venues with a total capacity of 57,000
- 4620 music events (increase over 2014 figure of 4,416)
- 875 post-secondary music students
- \$7 million in royalties paid out to 1,203 songwriters/publishers
- Music community is heavily male driven. 83% Male 17% Female with 45% of musicians between the ages of 20 – 34 years of age
- 44.7% of London musicians only play original music
- 40% of musicians have been playing together 1 – 6 years
- 21.8% of musicians perform outside Ontario
- 7.6% of musicians are actively touring
- 72.6% of artists report having access to free rehearsal space
- London venues presenting largely 'popular music' 93.9%
- 80% of venues target demo is 19 – 25
- 45.2% of venues host all ages events
- 1/3 of venues surveyed have patios
- 38% of venues do not have dedicated loading zones
- 48% of the fans survey are between the ages of 20 – 34
- 97.2% are active social media users

Some primary themes emerged through the study including:

- London has Young Musicians - The census provided an initial indication that the large portion of musicians were between the ages of early twenties (20's) to mid-thirties (30's) playing what Music Canada has defined as the genre of 'Popular Music'.
- Audience Development is needed - The same audiences frequent live music events.

Baselines were established understanding income situations, number of performances, pay rates and other key factors that contribute to the music sector. The genre of 'Popular Music' is the most commonly listened to, attended and presented genre of music in London.

- Active Festival Season - London had a very lively festival season in 2016 with the introduction of three (3) new marquee festivals including Trackside, London Blues Fest and London Beatles Fest. Intensification of an already vigorous festival season is evidence of a growing music sector in London. These events were fueled by a demand for niche event programming. Grassroots festivals popped up for the first time in 2015 including its A Fest and London Ska Fest. Each event focused on a specific genre of music servicing a need within the community and provided local talent opportunities.

2017 is also showing signs of festival growth in London such as:

- SesquiFest, a five (5) day celebration for Canada's 150th birthday;
- Blues Fest growing to Harris Park;
- Feast Fest coming to London in September; and
- Bands 150 new to London in 2017.

4. Increasing Youth Engagement and Connection with Post-secondary Schools

London has a post-secondary music education advantage over other municipalities as it has many post-secondary music institutions (Fanshawe College, Western University, OIART) providing training to music production students in Canada.

For example, Fanshawe College's internationally acclaimed Music Industry Arts Program was recognized in April 2017 as Best Music School in Canada by the Canadian Music and Broadcast Industry. The program has about two hundred and twenty (220) students in its two-year program and its graduates have gone on to award-winning careers around the world, winning Junos, Grammys, Emmys and even an Oscar.

The London Music Census provided a measurement of the talent being trained in London's post-secondary educational institutions:

- Employment in music at post-secondary institutions accounted for sixty-eight (68) full time and six (6) part time employees plus an additional forty-six (46) contract workers.
- Eight Hundred and Seventy-five (875) music students were identified as studying in London in 2015.
- Programs are growing in demand for extended post-graduate music programs.

Youth engagement remains a priority for the Music Officer. In June 2016 a Youth Showcase event was held showcasing five youth artists. This was a pilot event that will become part of an ongoing annual Youth Music Festival. This event has led to a major festival that will take place during SesquiFest (June 29) and feature fourteen (14) youth artists. The Fanshawe College Centre for Digital & Performance arts has been used for #MusicTalks events as well as live concerts. Fanshawe's venue is the perfect location to help bridge the gaps between the music and digital creative industries. Plans for youth concerts will take place throughout the fall in Fanshawe's black box room.

Through a partnership with LEDC and Alan Cross, a broadcast industry leader, London music tech events were set up showcasing the importance and connection between the music and tech sectors.

5. Increasing Live Music Opportunities for Talented London Musicians

The London Music Industry Pilot has resulted in an increase in local live music talent showcase opportunities at local events and venues. The Music Officer assisted the community in increasing new events such as: IT'S A FEST, Beatles Festival and Trackside Festival. Also, the Music Officer supported and enhanced existing events such as: Rocking New Year's Eve, Canada Day celebrations and the Jack Richardson London Music Awards to increase live music and showcase local talent and create live videos.

London Music Week 2017

- Fifteen (15) events
- Three (3) conferences
 - Careers: Spring for Sound – two (2) panels, one (1) presentation – nine (9) organizations
 - Tech: Digital Creative World – two (2) Panels, one (1) presentation – nine (9) organizations
 - Musicians: Sound Check – eight (8) panels, five (5) mentor sessions – thirty-two (32) panelists

Canadian Music Week (2016 and 2017)

- 2016 (2 showcases: Country 5 acts, mixed genre 6 acts)
- 2017 (6 acts and an artist showcase)
- Networked at Country Music Week and continued building London Music City Brand
- Arranged introductions for artist and professional industry
- Promotions of London and London artists throughout week of events
- Junos

SesquiFest (June 29 – July 3 2017)

Over forty (40) London artists will perform during the five (5) themed days:

- Talbot Street Take Over for Youth
- Best of Ontario – Music Cities Exchange
- Canada Day Concert
- 1967 Day
- Best of London Day

Music Cities Exchange (2016, 2017)

- Toronto at the Legendary Horseshoe Tavern (250+ attendees)
- Hamilton event Fall 2017
- Hamilton Supercrawl to feature London artists in September 2017
- Elora – Riverfest, secure spots for artists at festival and during after parties
- Windsor event Summer 2017
- KW event Summer 2017
- Folk Music Ontario Fall 2017
- Halifax – London artists to be featured at Halifax Pop Explosion Oct 2017

The London Music Industry Pilot recognized that there needs to be a thirteenth (13th) priority added to the London Music Strategy and London should be exporting local talent to other Ontario communities working with cities that have Music Strategies in place.

London Arts Live (2016, 2017)

The Music Officer has worked alongside the London Arts Council to create London Arts

Live opportunities for professional musicians to be paid to perform across the city. The Music Office has also helped find paid opportunities for local artists from a wide variety of businesses including TD Bank, South Western Ontario Tourism Conference and CBC among others.

6. Creating More Favourable Business Conditions for the Music industry

The Music Industry Development Task Team identified specific City by-laws as barriers to the growth of London's music sector. One by-law that proved to be a hindrance to the development of London's Music Strategy is patio by-law 4.18 (5) which states "No amplified or electronic music (whether performed live or recorded), dancing or other forms of entertainment shall be permitted, with the exception of non-amplified acoustical music." on outdoor commercial patios.

A pilot program was introduced to the City of London Planning and Environment Committee (PEC) that would allow dancing and amplified entertainment on patios for a trial period during August and September 2016. Following Council approval, two Ontario Municipal Board challenges were submitted from city residents, which halted the project for 2016.

The Culture & Entertainment Districts Feasibility Study of the regulatory matters to optimize the staging of events was presented to Council in March 2016. Through this study the concept of amplified entertainment on patios was reintroduced with specific measures and volumes to be introduced to commercial patios for summer 2017. After considerable recommendations from the Musicians Task Team a survey was created online at www.londonmusicoffice.com/survey which had over seven hundred (700) surveys completed. Over ninety percent (90%) of responses indicated they wished to see amplified entertainment permitted on commercial patios. The Manager of By-Law Enforcement, working alongside the Music Industry Development Officer, will be introducing a revised by-law that would see limits and a regulatory structure put in place that allows amplified entertainment on patios, while balancing the needs of the community.

PROPOSED FUTURE DIRECTION FOR THE LONDON MUSIC STRATEGY

The London Music Industry Initiative Pilot positions the City well to continue to grow the music sector, execute the London Music Strategy, and connect music to the digital creative sector. This report is requesting that Administration be directed to bring forward a business case to make the Music Officer position permanent during the 2018 Annual Budget Update. The next three years of the London Music Industry Development Officers' appointment would continue to showcase successes and focus on the measurement and increase of investment. Should this position be made permanent, the following opportunities would be advanced:

1. London Business of Music Committee and Task Teams

The Music Officer would continue to work closely with the Business of Music Committee and its Music Industry Task Teams to:

- support Tourism London and music tourism opportunities for London;
- establish Culture Districts which will include live music;
- lead with new music and culturally beneficial policies and bylaws such as the Festival Noise Abatement by-Law;
- develop a Good Neighbour Policy related to live music;
- encourage more business development;
- expand the music directory to include a venue registry, community spaces, technical

services;

- together with community partners, create a music incubation space that helps newly graduated students build businesses and transition into a career in the music business;
- develop an “Own the Podium Campaign” to assist London artists in winning awards of merit strengthening London’s reputation as a Music City.

2. Proposed Musicians Tip Program

Working alongside The Musicians Task Team the idea of a musicians tip program has been discussed. The program hasn't been activated yet as the Task Team is still working to create guidelines and structure for a select small sampling of businesses that feature live music to set up a trial 'Musicians Tip' program. Upon settlement of a patron's invoice, a section would be added that allows for the customer to tip not only the server, but the musicians that are performing.

3. Connection of Music to Digital Creative (Film and Multi-media)

If the position is continued, there may be opportunity in the future to utilize some of the similarities and learnings from the music industry and apply it to the consultation of the film and multi-media industries. The Ontario Media Development Corporation (OMDC) includes film as part of a cultural media cluster which includes book publishing, film and multi-media and television, interactive digital media, magazine publishing and music industries. Technology and the digital creative industry has shaped how film, multi-media and music are created and consumed including the use of YouTube to promote musicians and their music.

4. Retention and Incubation of Students

The London Music Industry Initiative Pilot could continue to incubate the development of local talent within London so that it can be exported to other cities, animate our city's cultural spaces, and further develop the business of the music industry. Funding options could be explored with post-secondary school partners for incubation models that are working in other communities. London could be promoted as an educational hub with 3 internationally recognized music and production schools. Incubators provide a safe and supportive environment where emerging talent can push the boundaries

More work could be done to engage youth by creating opportunities for London youth to involve themselves in the music community working alongside the London Youth Advisory Council (LYAC). OAIRT, Fanshawe College and Western University to involve students in the music scene. It will be important to provide opportunities for graduates to stay in the London community, develop a career and grow new business opportunities.

Over the next few years some of the following opportunities might be explored:

- Student Music Census;
- Music Career Day;
- Mentorship Program;
- Development of community incubator spaces; and
- More recognition of internationally and nationally recognized champions from London music community to provide inspiration for new talent coming from London.

5. Increase Live Music Opportunities

The nighttime economy generates jobs, with a large portion dedicated to the employment of youth in the music industry and related service sector. The music industry employs people from all backgrounds, ages and education levels. The London Music Strategy is focused on creating an enhanced environment for the music industry to flourish. More live music outdoor and indoor

events would mean more jobs in the music sector for all ages. The London Music Industry Development Officer could develop a talent exporting program through the Music Cities Exchange.

FINANCIAL IMPLICATIONS

The Music Initiative is a two (2) year pilot ending in November 2017, and funded within the current multi-year budget. The annual cost of maintaining a music office with one (1) full-time employee is \$150,000. This includes salary, benefits, budget to support delivering programs and activities, and other expenses. This permanent ongoing funding is not within the current multi-year budget and therefore will have an impact on the tax levy. Should Council support the recommendation in this report, a business case would be brought forward through the 2017 budget process.

CONCLUSION

London has a strong and vibrant music sector which – which proper support, guidance and investment – can flourish into Canada’s leading secondary market. It represents a significant opportunity for London City Council and the London community. Much progress has been made over the past two years, and momentum remains high. The investment in London’s Music Strategy represents a key cultural and economic investment for our community. Continuing to lead in the field of music development, London is strategically positioning itself as a leader in culture, commerce and innovation. A number of community support letters sharing this position are also attached to this report as Appendix “E”.

Acknowledgement with appreciation is extended to Cory Crossman, London’s Music Officer, for his passionate, creative and energetic efforts to advance London’s music sector over the past two years. Appreciation is also extended to the many community volunteers and partners who have played key roles in advancing this work, and have contributed many hours out of a shared commitment towards music in London.

PREPARED BY:	RECOMMENDED BY:
ROBIN ARMISTEAD MANAGER, CULTURE	KATE GRAHAM DIRECTOR, COMMUNITY & ECONOMIC INNOVATION

ATTACHMENTS

- Appendix A – Job Description of the London Music Development Officer
- Appendix B – The Twelve Priorities of the London Music Strategy Update - November 7, 2016
- Appendix C – A Collage of Local Media Stories
- Appendix D – Summary of Key Findings from the Music Census
- Appendix E – Letters of Support for the London Music Industry Initiative Pilot

The Music Industry Development Officer:

Work Plan, Budget, Measurements

- Provides leadership and supports the Music Industry Resource Committee in developing and implementing music sector-specific initiatives that will advance The Strategic Plan for the City of London 2015- 2019 and the London Music Strategy.
- Develops sector work-plan and budget to improve the business climate, increase employment, attract new investment, develop and strengthen partnerships with other music stakeholders.
- Develops targets and criteria to measure the effectiveness and success of programs, activities and projects.
- Ensures that the project expenditures are controlled and maintained within approved budget limitations.

Reports

- Writes reports to Council on a diversity of issues including funding allocation and program delivery, including the final report after the pilot project term is completed.
- Assists with the preparation of reports, press releases, content for music sector publications, speeches, and presentations for senior management and Council.

Research, Trends, Resources

- Assesses sector development issues and trends, identifying music related investment opportunities and creating strategic directions, activities and projects accordingly.
- Keeps current and up to date on music industry trends, resources, outlooks and developments from Music Canada and other industry resources.

Networking

- Creating opportunities for networking, mentoring and educating to build relationships and collaboration within the commercial music industry on a regional and national level.
- Network with London's digital, gaming and film sector.

Music Business

- Acts as a resource to assist with facilitation of economic growth in London's music industry sector.
- Assists with music business support and incubation.
- Advises the Music Industry Resource Committee regarding music sector business issues, as well as on contentious matters.

Key Qualifications:

1. Considerable experience in the entertainment industry and commercial music sector.
2. Well established relationships in multiple aspects of the Canadian commercial music industry, a minimum of five years working experience is preferred.
3. Considerable experience building and working with interdisciplinary teams, businesses and associations.
4. Considerable experience successfully completing projects on time and on budget.
5. Ability to interpret City policies, by-laws and guidelines.
6. Post-secondary education combined with relevant experience, or equivalent combination of education and experience.
7. Highly developed human relation skills, with the ability to communicate, prioritize, negotiate and develop solid internal and external relationships, analytical, mediation. and conflict resolution skills.
8. 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.
9. Proficiency in business administration, research and marketing
10. Proficient experience developing social media strategy and a strong understanding of digital marketing and platforms

Requirements

- Three credible industry references from the commercial music sector, one must be from a recognized music industry organization or association.
- Must divest themselves of current connections that may be considered a conflict of interest and/or favouritism.

MUSIC INDUSTRY DEVELOPMENT OFFICER JOB DESCRIPTION

Job Classification Title	MUSIC INDUSTRY DEVELOPMENT OFFICER
Job ID #	X
Division	Community and Economic Innovation Division
Section	Culture Office
Work Location	Tourism London
Job Type	Temporary, Full-Time
Salary/Rate	\$00,000 - \$00,000 / Year
Hours of Work (bi-weekly)	70.00
Shift Information	Monday to Friday, Weekends and Evenings as Required
Affiliation	Non-Union
Number of Positions Open	1
Posting Date	15-June 2015
Closing Date	06-Jul-2015

General:

The ideal candidate understands the many vital aspects of the commercial music industry including profit and not-for profit enterprise. The London Music Strategy will benefit all segments of the music community as a whole music ecosystem. The candidate will 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 geographic location within a two hour drive of Canada's largest population density;
- an inexpensive cost of living;
- a recognized music education and production hub;
- a broader community infrastructure of music venues, resources, spaces and places, musicians and music related businesses, which is currently being reviewed;
- a vibrant and growing digital and gaming sector; and,
- a connected, educated potential work force of thousands who study here each year.

Major Responsibilities:

The Music Industry Development Officer is responsible for working with the Music Industry Resource Committee composed of representatives from: the City of London, Tourism London Inc. and the London Arts Council on implementation of the London Music Strategy. Specifically, the Music Industry Development Officer works towards advancing the eleven (11) Key Priorities from the London Music Strategy. The advancing of each of these Key Priorities may involve several organizations, including many community partners.

Key Priority Deliverables
Create a permanent, ongoing volunteer music committee.
Increase live music city wide.
Enhance audience development and engagement.
Study and update bylaws, policies, practices and procedures to create favourable business conditions for venues, festivals, performances and music businesses.
Obtain investment for specific implementation strategies from public and private sources.
Explore future music presentation spaces.
Co-ordinate and disseminate directories, websites and mailing lists and enhance the music resource inventory.
Create a marketing strategy with demographic study – increase advertising.
Support music tourism.
Actively seek and locate/relocate high tech and music businesses to London.
Support more music residencies.

TWELVE PRIORITIES OF THE LONDON MUSIC STRATEGY UPDATE – May 29, 2017

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
<p>1. Create a Permanent Ongoing Volunteer Music Committee</p>	<p>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.</p> <p>As a group we also request the task of developing, in conjunction with the city, a full job posting and job description of a Music Industry Development Officer, and the ability to nominate selected members to participate in the interview process with potential candidates. (Noting that any major decisions should be tabled with the committee as it relates to finalizing the Tourism London Plan).</p>	<p>The London Music Office is the F.U.E.L. (Foster, Unite, Educate, and Live) that helps drive London’s music sector through community input with the London Business of Music Committee. Four focused Task Teams of dedicated Londoners represent the interests of London’s music community.</p> <p>The London Business of Music Committee is made up of two representatives from each of the four (4) Task Teams and a select group of individuals that have been identified by the London Business of Music Committee as essential committee members. Meeting by-monthly or as needed, the London Business of Music Committee actively works on issues brought forth by Task Team representatives.</p> <p>(Fostering) Music Education & Incubation: The future of our community is extremely bright but guidance is needed to ensure the growth and development for the next generation. The Education and Incubation Task Team will echo the voices of their cohorts in London’s education and incubation systems. This team will consist of Londoners representing all aspects and levels of music focused education.</p>	<p>Explore creation of a Youth Task Team that is connected to post-secondary music programs and local High Schools.</p> <p>Review need for additional Task Teams specific to other challenges faced.</p> <p>Creation of Business Development Task Team (Nov 2016) will be a critical aspect of the London Business of Music Committee.</p>	<p>Involve development community as part of the Business Development Task Team.</p> <p>Continue recruitment process for new task team members.</p> <p>Look at options and needs for new focused teams.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
		<p>(Uniting) Music Business: London’s Music Sector is built on more than just musicians and venues. The industry wouldn’t be possible without the work of the manufacturing, service and retails industries. The Business Development Task Force consists of innovative industry leaders in manufacturing, recording, production, hi-tech, retail and other relevant music businesses. This team will consist of individuals that collectively embody the businesses that service the music industry.</p> <p>(Engaging) Musicians: The Musicians Task Team will be responsible to speak on behalf of London Musicians. Working together as a group the Musicians Task Team will report back to the London Business of Music Committee offering input into decisions directly affecting musicians in the city of London. This team will be made up of individuals who represent London’s music community including original and cover musicians as well as artist managers. All genres and backgrounds are welcome.</p> <p>(Livening) Events & Venues: A vibrant community features a variety of live music events in venues and at festivals. The Events & Venues Task Team will speak to the London Business of Music Committee on behalf of London venues, festivals and music event management companies. This dedicated group will</p>		

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
		<p>consist of individuals from varying backgrounds and operating in an assortment of capacities.</p> <p>These task teams feed into the London Business of Music Committee.</p>		
<p>2. Create a Permanent London Music Position and/or Office</p>	<p>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.</p>	<p>London Music Industry Development Officer reports into the Culture Office – Community and Economic Innovation of the City Manager’s Office.</p> <p>Music Officer is a dedicated resource to implement the London Music Strategy for a two year pilot concluding at the end of the year 2017.</p> <p>The Strategic Plan specifically refers to the development of the London Music Strategy Implementation Plan and the establishment of music industry engagement mechanisms including music task forces, the London Business of Music Committee and community education and networking opportunities. Initiate the development of a music sector inventory of existing assets in the London community which can be connected to the City's GIS.</p> <p>Emphasis during the first year was on engagement of the local music industry through networking and attending events of all scope to gain an understanding of how to fully grasp the state of the music sector in London.</p> <p>An introductory event was held welcoming the Music Industry Development Officer to the community.</p>	<p>In May 2017, Culture Office - Community and Economic Innovation will provide a recommendation report which will propose the creation of a permanent London Music Industry Development Officer position as part of the budget process for 2018.</p> <p>Continue attending conferences and seminars to build knowledge of music industry and further understanding of how Music Cities work.</p>	<p>London Music Office secured as a permanent fixture within City of London.</p> <p>Continue engaging with the community and building connections to move the London Music Strategy forward.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
		Following this visits were arranged with key City Staff members, festival operators, venue owners, musicians, music schools and other essential industry members.		
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.	<p>Tourism London hosted the Country Music Week Industry Conference in London from September 8 – 11, 2016. The Director of Culture and Entertainment of Tourism London was the chair of the local organizing committee.</p> <p>The Music Officer supported Country Music Week through a number of initiatives:</p> <ul style="list-style-type: none"> • Free workshop for London Artists performing during Country Music Week • Country Music Week Unofficial Kick-off show at Cowboys • Co-host of promotional campaign with MDM Recordings, Country 104 and BX93 and assisted in promoting MDM Recording Contest Event (secured 3 local artists' spots at the private industry party during Country Music Week) • Hosted 3 local artist showcases at Blake's (Delta Double Tree Hilton) featuring 15 artists <p>London Arts Council created the London Arts Live Program (LAL). A juried program, LAL provides local artists of all disciplines opportunities to perform in various locations throughout the city of London. LAL gives visibility to London's professional artists and animates spaces with London talent. The program was developed with the involvement of the London Music</p>	<p>London Venue Summit – early December 2016. Work with Music Canada Live + Music Ontario.</p> <p>Connect with new events and festivals to communicate opportunities for local artists.</p> <p>Continue #MusicTalks events, workshops and seminars throughout 2017.</p> <p>Carry on with promotional support of venues through social media channels.</p> <p>Assist live music venues as liaison within City Hall.</p> <p>Expansion of London Arts Council's London Arts Live program to include additional sites and artists.</p> <p>Create a Venues 101 guide that highlights steps necessary to presenting live music in a</p>	<p>Exploring granting opportunities for venues to present live music.</p> <p>Explore incentives for live music performance venues. Develop a starter package for businesses to incorporate live music into their businesses.</p> <p>Liaison with SOCAN Re:Sound connecting organizations with live music presenters in London.</p> <p>Assist in programming of My Dundas to activate the street and encourage musical performances and activations.</p> <p>Cultivate performance spaces in parks throughout city.</p> <p>Explore the feasibility of outdoor open air amphitheatre.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
		<p>Industry Development Officer who continues to assist the LAC with finding performance and collaboration opportunities. LAL is a job creation program, cross sector collaboration initiative and arts investment strategy to leverage professional opportunities for London Artists.</p> <p>The London Arts Council LAL Program launched in June 2016.</p> <p>From June – October 2016 the music portion of the program featured:</p> <ul style="list-style-type: none"> • Five (5) bands and five (5) soloists performed totalling individual musicians • Thirty-six (36) music-only performances, twenty-nine (29) music and other discipline performances, for a total of 65 musical live performances • Musicians performed at a total of twenty-two (22) sites across the city • Twenty-four (24) musical performance involved partnerships with other organizations • Partnered with eighteen (18) organizations to showcase the program and professional musicians including: Downtown London, Old East Village BIA, Urban League of London, London Youth Advisory Council, Girls & Boys Club, Canadian Country Music Week, Dundas Street Festival, City of London Planning Division, Beatles Festival, London Public Library, Step Back History, Western University, London Life Insurance, Old South Community Association, London 	<p>professional manner and working within the law.</p>	<p>Program music activities in Reg Cooper Square.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
		<p>Community Foundation, Pillar Non-Profit Network, Wolf Hall Debates and London International Airport</p> <ul style="list-style-type: none"> • Since May 2016, forty-nine (49) musicians have applied to the program <p>The LAL Program is a new stream of the Community Arts Investment Program (CAIP) which is administered by the London Arts Council on behalf of the City's Culture Office.</p> <p>Events and Venues Task Team is actively working to support enhancement of live music city wide. This Task Team represents the collective interests of the live entertainment sector including by-law review and connecting with other live music presenters.</p> <p>Supporting the music sector is done through strong advocacy work. Advocating is done through a variety of methods including public speaking, writing support letters, workshops, seminars, by-law review, attending live events, relationship building with key organizations, and engaging local business owners are among some of the advocacy tasks.</p> <p>Further advocacy work is being done bringing organizations to London that have not been here in past. The Songwriters Association of Canada has returned after a long absence.</p>		

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
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.	<p>Support music contests and additional opportunities to advance local artists careers through Free FM Made in London and Start Your JRNY.</p> <p>Being out in the community networking at conferences has helped place London on the musical map. Through interactions at conferences and seminars London's Music Strategy has been introduced to hundreds of individuals and organizations. Connecting with organizations like OMDC, Music Ontario, Songwriters Association of Canada, Music Canada, Music Managers Forum and Music Canada Live among others is continuing to build London's reputation as a Music City. The creation of the London Business of Music Committee and its subsequent Task Teams has allowed new ideas and points of view to emerge.</p> <p>London Arts Council through its various education programs is promoting audience development. Through the Community Arts Investment Program LAC invests in local music organizations and professional musicians working to attract new audiences to the city of London and build a robust music sector. Music is one of the highest funded disciplines of CAIP and includes investments such as; Aeolian Performing Arts Centre, Home County Music & Arts Festival, Sunfest, Amabile Choirs, Jeans 'n Classics, London Musicians Association, Fanshawe Symphonic Chorus, Karen Schuessler Singers, All City Choir, WePlayOn, Light of East Ensemble, Chad Price, Serenata Music, Between</p>	<p>Created London Music Week in 2017. The one singular event that brought together the entire music community was the Jack Richardson London Music Awards. In 2017 the Music Office plans to work alongside the JRLMA to host London Music Week expanding the current program to draw in additional attendees and industry to London.</p> <p>Continue providing monthly workshops, seminars and songwriter events.</p> <p>Engage youth audiences through development of youth driven music festival in downtown London.</p> <p>Explore music and sports cross over promotions. Find opportunities to engage participants at major sporting events throughout London.</p> <p>LAC will to grow and leverage investments to music organizations and professional musicians within the envelope of the city's</p>	<p>Strengthen London Music Week to securing funding and developing sustainable revenue streams.</p> <p>Explore loans and adjusted granting programs to help London entrepreneurs establish themselves.</p> <p>Bring in additional partners to assist with providing workshops, seminars, panel discussions and song writing events.</p> <p>Create a welcome package that introduces new residents to the community through engaging with their local music community.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
		<p>the Keys, Doug and Bizz Varty, Frank Ridsdale, Head and Tail, Ian Raeburn, Michael Trudgen, Mountain of Wolves, Ron Delavigne and Trusty Fox.</p> <p>Tourism London led events such as Country Music Association of Ontario Roadshow and Showcase were supported by Music Office through lead up promotion, live social media broadcasting and networking with speakers and guests.</p> <p>The London Business of Music Committee has recognized audience development and engagement as an influential area that can propel the Music Strategy forward.</p>	Community Arts Investment Program.	
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.	<p>Members of oversight committee are actively engaged in the culture district study adding valuable insight into strategic planning and implementation for the Culture (Entertainment and Music) Districts Review.</p> <p>By-law change of 4.18 (5) which currently does not allow dancing or amplified entertainment on outdoor patios</p> <p>Pilot project creating artist designated loading / unloading zones in front of venues featuring live music. Create safer, more reliable environment for workers in the music sector.</p> <p>Explore local content parameters for festivals taking place in City of London venues, spaces and parks. Find opportunities for venues to highlight local talent.</p>	<p>The Business of Music Committee together with the Music Officer and Oversight Committee will assist outdoor live music venues, festival operators and hospitality industry with applicable bylaw changes, permitting, etc.</p> <p>Work to remove barriers related to zoning and noise by-laws in consultation with community associations and industry representatives.</p> <p>Adapt a policy for live music venues through community engagement with safety</p>	<p>Continue adjusting and re-tooling by-laws proving to be cumbersome and hindering of the music sector.</p> <p>Removal of by-law 4.18(5) to be replaced by a tiered system of noise regulation that minimizes impact on community.</p> <p>Develop safe and reliable space through by-laws that allow for artist loading and parking.</p> <p>Create a good neighbours guide discussing best practices for live music that minimize impact from events on neighbours</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
		<p>Each of the four Task Teams are actively working to identify current barriers that prohibit growth of the live music sector.</p>	<p>precautions and a good neighbour policy.</p> <p>Adapt and implement new policies and by-laws to assist in continued progress of the music scene.</p> <p>Create musician dedicated loading zones in close proximity to venues.</p> <p>Review special event and promotional barriers that exist for festivals, events, venues and street closures as they pertain to music performers, presenters and sponsorship opportunities.</p> <p>Conduct a survey that explores community appetite for amplified entertainment & dancing on patios.</p> <p>Create a study in summer 2017 to truly understand the impact of music outdoors. Study to consist of three unique case studies: 1 – Commercial Patios 2 – Dundas St. Stage 3 – Harris Park Study will help establish the sound levels that exist in these spaces on</p>	<p>such as noise mitigation, garbage control, patrons behaviour.</p> <p>Introduce a proactive approach to sound mitigation through the case studies conducted in summer of 2017.</p> <p>Develop a comprehensive noise by-law that measures both dbA & dbC (low frequency) to minimize impact on neighbourhoods.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
			<p>a regular bases and determine hot spots.</p> <p>Work with Planning & By-Law to remove and rewrite by-law pertaining to “Noise”.</p> <p>When Dundas Street is closed to buses, use bus laneways as temporary loading zones.</p>	
<p>6. Obtain Investment for Specific Implementation Strategies of LMIDTF Key Priorities from public and private sources</p>	<p>Strategy references the Ontario Music Fund.</p>	<p>Connect with exterior granting organizations to establish baseline figures to determine the number of London submissions, successful applicants and dollars invested in London projects.</p> <p>Support increase of submissions, successful applicants and dollars invested in London through workshops, seminars and advocacy work.</p> <p>Compile current granting supports local, provincial and federal.</p> <p>London Arts Council’s London Arts Live Program includes the funding of professional artists in all arts disciplines including music.</p> <p>Ontario Music Fund applications from the London Music Industry Ontario Music Fund - In October of 2013, the province of Ontario launched the Ontario Music Fund on a three (3) year trial basis to support the creation</p>	<p>Build a program that allows supporting segments of music industry (agents, promoters, publicists, etc.) to grow through practical implementation of artist development programs. Produce and maintain small teams to assist in exporting artists through the Music Cities Exchange Program.</p> <p>The Business Development Task Team will explore opportunities within the Ontario Music Fund primarily the Music Company Development stream.</p> <p>The Music Company Development stream of the Ontario Music Fund is intended to provide Ontario-based music companies with funding to support new or</p>	<p>Secure partners and funding that create a music incubation space.</p> <p>Explore new granting models that support the for-profit sector of the music industry. These grants would be similar in nature to the façade grants by allowing music businesses to upgrade their facilities.</p> <p>Explore the identification of incubation models to London that assist in retaining students following graduation of post-secondary school programs.</p> <p>Explore the possibility of conducting a case study on the economic impact of a concert in</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
		<p>of jobs all while positioning the province as a leading destination for the music industry. OMF sought to initiate growth, innovation and stability for the music industry while assisting Ontario businesses including music companies, festivals, events, venues and other industries that support the music industry. In 2015, the OMF was secured as a permanent ongoing fund.</p> <p>Working on a limited budget has created the need to secure additional funds to adequately implement the London music Strategy. To fulfill the mandate and build London's music cluster, grant writing is required. Assist in development of multiple Canada 150 grants as well as leading an Ontario 150 grant to secure funding to make London Music Week a reality.</p> <p>Through the Canada Students Summer Jobs program funding was received and a summer student was able to assist with the collection of data for the London Music Census.</p>	<p>expanded business activities, including strategic business and market development, in the form of investments and undertakings.</p> <p>Pilot a musicians tipping program that allows artists to earn revenues through crowd funding while performing. A Musicians Tip line is added to debit / credit purchases where music is hosted.</p>	<p>London at a small venue. Put a dollar value on local live music sector.</p>
7. Future Music Presentation Spaces	The London Business of Music Committee would like to be consulted and provide input if projects to enhance or build more music presentation spaces are enacted.	<p>The London Music Office partnered with the London Arts Council London Arts Live Program and London Youth Advisory Council (LYAC) on their <i>Movies In The Park</i> program.</p> <p>Establish ongoing music programming opportunities for local talent to be part of Canada 150 Celebration in 2017.</p> <p>Available as a resource to contribute feedback into the Harris Park Pavilion design.</p>	<p>Work with the Business of Music Committee to examine London's venue mix in terms of the best opportunities and options to create an optimum mix of music venues and performance locations.</p> <p>Create 'All Ages' concert opportunities with Fanshawe Centre for Digital Performance Arts.</p>	<p>Develop criteria that supports live music over recorded music similar to Nashville.</p> <p>Open business opportunities and performance venues through detailed music specific by-laws.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
		Event and Venues Task Team works to establish future opportunities for live music programming.	<p>Develop program that features hold music on City Hall phone lines.</p> <p>Examine artist rehearsal spaces. Determine if there is a need to find new rehearsal spaces for musicians.</p> <p>The London Arts Council London Arts Live Program working in partnership with Downtown London and Old East Village BIA's will animate commercial spaces in order to expand live music to new spaces throughout these concentrated areas of London.</p>	Explore the creation of an incubation space that retains post-secondary graduates.
8. Co-ordinate and Disseminate Directories, Websites and Mailing Lists, Enhance the Music Resource Inventory	<p>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.</p> <p>Enhance the inventory of all genres, organizations, venues, artists, music equipment rentals, etc. in addition to coordinating directories, websites and mailing lists.</p> <p>Make it easy for publicists to reach all media (including radio and television,</p>	<p>Existing music inventories are currently located in various locations including, but not limited to: Tourism London, LAC, Allstage, Scene Magazine and London Fuse. Create music asset database through the findings of the London Music Census and compile with other inventories.</p> <p>The London Music Census was initiated by the Music Officer with the assistance of a Music Analyst summer student, during the summer of 2016 to provide a baseline of music data for beginning to understand the music industry in London.</p>	<p>The City of London has the GIS system which should be enhanced with Music Resource Inventory.</p> <p>Release Key Findings of the London Music Census through active promotions throughout London and Ontario.</p> <p>Continue developing an online presence of London music through London Music Office YouTube channel.</p>	<p>Continue building on the LondonMusicOffice.com directory.</p> <p>Create a live music alliance that promotes, advocates and supports venues hosting live music.</p> <p>Secure additional resources and funding to conduct a comprehensive economic impact study of London's music sector.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
	<p>blogs etc.) by providing them with a comprehensive local contact directory. Advocate a presence for London Music on commercial radio and television in the city and region.</p> <p>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.</p>	<p>Track traffic on London Music Office social media channels as well as all partners website and social media: www.londonison.ca, www.londonculture.ca and www.londonmusicoffice.com</p>		<p>Need resources to continue additional assessment of music sector.</p> <p>Grow audience through web content, mailing lists and social media channels.</p> <p>Conduct a student version of the London Music Census.</p> <p>Partner with other music cities to grow the reach of LMO.</p>
<p>9. Create a Marketing Strategy with Demographic Study - Increase Advertising</p>	<p>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.</p> <p>It was agreed that Production and Music Education are already strengths which can be promoted immediately without substantial further study:</p>	<p>Tourism London continues to direct its resources to maximize impact such as: website, kiosks, phone app, visitor information centres, email newsletters, social media.</p> <p>Tourism London and the Culture Office have represented London at sector industry events such as Canadian Music Week and have a London sponsored artist showcase in Toronto.</p> <p>The Music Officer and Tourism London have connected within the Canadian commercial music sector – music labels, agencies, publicists, organizations, associations and venues.</p> <p>Working alongside post-secondary institutions, London Music Office to support and market Music</p>	<p>Develop a music calendar of major festivals that will be taking place outdoors throughout the summer. This resource will be available online for Londoners to plan around street closures and other potential impacts arising from events.</p> <p>Canada 150 implementation of signature events.</p> <p>London Business of Music Committee and subsequent Task Teams to assist in supporting marketing efforts through awareness building.</p>	<p>Tourism London to create a marketing team that promotes all the events taking place throughout London. Arm team with event calendars, pricing and other promotional tools.</p> <p>Explore new avenues of promotion and advertising.</p> <p>Connect domestic music businesses with local London business.</p> <p>Define & rebranding London’s economy as being driven by a music economy.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
	<p>-Promote London as a Production Hub, featuring studios, engineers, producers and record labels.</p> <p>-Encourage, co-ordinate and develop London's existing strength as a production hub.</p> <p>-Try to retain the production talent trained at Western, Fanshawe and OIART</p> <p>-Promote London as a Music Education Hub (Western, Fanshawe and OIART)</p>	<p>Education. LMO to host music educational seminars, panels and events.</p> <p>London Music Office to track and study music sector growth, share with team and report benefits outward</p>		<p>Explore the introduction of a tourism tax to support culture.</p> <p>Market London at SXSW and other international marquee musical conferences to further develop city branding.</p> <p>Strengthen awareness of London as a Music Education Hub.</p> <p>Develop exclusive video content for YouTube channel.</p>
10. Support Music Tourism	<p>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.</p>	<p>Music Tourism is the responsibility of the Director of Culture and Entertainment at Tourism London.</p> <p>Will work collaboratively on marketing awareness efforts toward music tourism. Developing a comprehensive music tourism marketing strategy to attract music tourists and build a vibrant and successful commercial music scene. Look at how other cities have used mechanisms that commit, measure and broadcast programs.</p>	<p>Develop a music calendar of major festival events that will be taking place outdoors throughout the summer. This will be available at online for Londoners to view and understand.</p> <p>Tourism London will continue to work with the London Business of Music Committee and the Music Officer about Music Tourism.</p> <p>London Arts Council will expand its work with Tourism London and London Music Office to identify opportunities for musicians to perform during visiting festivals,</p>	<p>Tourism London to implement music tourism marketing strategy.</p> <p>Continue to attract nationally recognized events.</p> <p>Seek funding opportunities for economic impact studies of music sector and direct contributions to community.</p> <p>Foster a music sister city partnership that helps promote and support the exporting and importing of artists between cities.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
			<p>events and conferences. These opportunities will be funded through various funding channels. For example; LAC has worked with Tourism London's Sport Tourism to create opportunities for musicians to have paid work at events such as; Olympic Torch Relay Celebration and Pan AM-Parapan AM Torch Relay and World Figure Skating Championships. All funding through grants and sponsorships acquired by London Arts Council.</p>	
<p>11. Actively Seek and Locate/Relocate High Tech and Music Businesses to London</p>	<p>For example, a YouTube Developer similar to Maker Studios or a YouTube production centre (owned by Google). Actively try to relocate all types of music business to London - build on strengths of favourable cost of living and location.</p>	<p>The Digital Creative section of London Economic Development Corporation supports initiatives that contribute to building a creative climate for growing our digital creative sector.</p> <p>LEDC is an important partner and also helps cross pollinate between the tech and music sector. Recently supporting one another through the Music Technology Meet Up hosted by the legendary Alan Cross with plans for an Ontario Digital Media Corporation event in November.</p> <p>Work alongside post-secondary Music Schools to help further position London as a 'Music City' by educating Londoners on the careers available in the music sector.</p>	<p>The Business of Music Committee intends to focus on developing and executing initiatives that help accelerate the growth of music industry infrastructure by focusing on job creation and talent, export and import, trade development and industry revenue growth.</p> <p>Actively look for opportunities to relocate and reposition music industry businesses to London. Maximize OMDC Ontario Music Funding opportunities.</p> <p>Align with London Chamber of Commerce to drive the London Music Strategy.</p>	<p>Continue exploring growth opportunities within the music sector. Find ways to connect other industries to music.</p> <p>Develop a business attraction program catered toward music businesses.</p> <p>Carry on hosting bi-yearly music & tech conferences that directly linked music and tech together.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
		<p>London Arts Council is partnering with London Fuse to offer The <i>New Media Training Program</i> (NMTP) offering emerging cultural creators an opportunity to explore media arts. Acting as a skill-building experience in which learners develop their craft under the guidance of professional creative and artists, this program offers a practical opportunity to explore new media in a shorter-term capacity and to “graduate” to paid work with the LAC and/or for and not-for profit businesses and organizations in the field. The NMTP is valuable to artist participants seeking related work in the field and as part of a “graduate” program, the LAC will continue to work with select NMTP participants ready to move to the next level in their craft. NMTP artists will hone their craft and have paid work to add to their portfolio. The overall goals of the program is to increase the number of opportunities for emerging cultural creators to practice their art in London, build a strong network of artists who are confident in their new media skill set, and facilitate opportunities for real world experience.</p>	<p>Tourism London would like to engage LEDC, LDBA and OEV BIA to foster opportunities. Music Canada has connected Tourism London with Young Street BIA to learn about their successes.</p>	
12. More Music Residencies	<p>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.</p>	<p>The London Arts Council administers the London Artist in Residence Program which provides music residencies in the classrooms of the public and separate school boards. This program is funded through the Ontario Arts Council, London Community Foundation, Ontario Trillium Foundation and Corporate Sponsors.</p>	<p>Music Cities Exchange Program. Working alongside London Music Week (potentially festivals as well) establish partnerships with other Ontario cities & festivals. Program would see London artists perform at marquee festivals in other communities in exchange for</p>	<p>Create a musician billet program for touring musicians. Artists would be paired with a volunteers that can put a group of musicians up for a night.</p>

London Music Strategy Priorities	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
		<p>The Musicians Task Team presents opportunities that emerge for local artists.</p> <p>Explore opportunities to feature London artists at major sporting events through pilot programs at, during and following events.</p>	performing at London Music Week and in London festivals.	<p>Target specific American cities and bring musicians and songwriters to London.</p> <p>Make London a friendlier and easier town for out of town artists to be booked.</p> <p>Work in partnership with other music cities across Ontario, Canada and the world to help connect artists and venues.</p> <p>Develop Priority 13 which focuses on exporting London talent to festivals, conferences and showcases. Use these artists as ambassadors to attract talent to London.</p>

NEW: Priority	Description from London Music Strategy	Current Initiatives	2017	2018 & Beyond
Priority 13: Export Talent	Developing local talent that is export ready and able to succeed at breaking into new markets. Attract attention to London artists and connect with music industry professionals.	<p>Canadian Music Week Showcase in 2016.</p> <p>Canadian Country Music Week Showcases in 2016.</p>	<p>2017 Canadian Music Week showcased 6 artists.</p> <p>Promotion and support of artists playing Canadian Music Week 2017 Music Cities Exchange program. Create high profile situations for</p>	Develop a Music Cities Festival Exchange where festivals offer a cross promotional opportunity to highlight London artists. Out of town artists are brought to London and promoted as part of the festival

		<p>Arranged presentation for all London artists playing CCMA's to build their social media, networking and performance skills.</p>	<p>London artists to perform in other markets across Ontario. Work with other music cities to make this happen. Create opportunities to book out of market artists in London in exchange.</p> <p>Secure performance slots for London artists at Elora River Fest through Music Cities Exchange program.</p> <p>Working in partnership with City of Hamilton and Supercrawl Festival to feature London artists at Supercrawl this September 2017.</p> <p>Leverage showcasing opportunities with Halifax Pop Explosion in October where London artists will be showcased and connected with industry leaders in the music sector.</p> <p>Create an opportunity for a number of London artists to be featured in showcase slots at Folk Music Ontario Conference in November.</p> <p>As hub of South Western Ontario, connect with Windsor-Essex to present a music cities exchange program that would bring London artists to Windsor and Windsor artist to London.</p>	<p>exchange allowing for promotion of different festivals in new markets.</p> <p>Establish partnerships across Canada that allows for Londoners to break in new markets. Open up opportunities for out of town artist to earn performance opportunities in London.</p> <p>Continue building Music Cities Exchange program to encompass American cities with the Music Cities vision.</p> <p>Begin connecting London artists with opportunities internationally through Music Cities Exchange.</p> <p>Showcase opportunities at American festivals (SXSW).</p> <p>Create Showcase program that will allow artists an opportunity to maximize their showcasing experience by being prepared for the conference / festival. In advance of their performance teach them all about social media, networking and performance best practices.</p> <p>Develop an 'Own the Podium' campaign / mentality for music award shows.</p>
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London New Year's Eve: The Law of Averages and Hiroshima Hearts to rock bandshell

By James Stewart-Reaney, The London Free Press
Friday, December 5, 2014 7:30:15 EST PM



London singer-songwriter Taylor Holden, seated at centre, and her band The Law of Averages will be playing the Kivans bandshell in Victoria Park on Dec. 31.

"It's about educating people and getting them talking," London music industry development officer Cory Crossman told Postmedia News. "I've seen first-hand what five minutes with an industry expert can do, and we have an opportunity to bring together experts from London and outside of the area."

"London's youth will be showcased during a joint venture between the **London Music Office**, Jack Richardson London Music Awards (JRLMA) and Fanshawe's Dundas Street campus," the **London Music office** said on Facebook.

Professional Artists Making London's Streets Come to Life

APPENDIX C

Hiroshima Hearts keeps the beat



Hiroshima Hearts

The showcases are a collaboration between Tourism London and the new London Music Office at City Hall. In a press release, Crossman said showcasing local talent "creates national recognition for London's rising stars. These showcases not only spotlight the artists performing but continue to build awareness for the diverse and powerful musicians that call London home," he said.

Co-helmed by the London Music Office and concert promoter Live Nation Canada, the contest invites local acts to make submissions until Jan. 16. A committee trims the field to seven on Jan. 17. The winner is determined by online voting which ends on Jan. 22.

Lately with the introduction of the London Music Office, it seems the London music scene is shaping up. What do you think the London comedy scene has to do to follow suit?

Survey of London musicians, venue operators and fans sets stage for future growth of industry

By Randy Robinson, The London Free Press
Friday, February 17, 2017 6:47:30 EST PM



By Randy Robinson

London Music Office @LDMusicOffice

...and here's is the @CCMAofficial team! Let's Kick Off Country Music Week in London!!! #ccma40 #LetsPlay #

LONDON, ONTARIO - London Arts Live, a program unique to our community, will fund professional artists to perform in London's streets, parks, and public spaces. Launching in June 2016, London Arts Live is a collaborative initiative between the London Arts Council and the City of London Music Office.

Crossman's hiring in 2015 is part of a city-hall-helmed, two-year, \$300,000 plan to tune up London as a music and live arts destination.

Hot London country at the cool Cadillac

By James Stewart-Reaney, The London Free Press
Saturday, May 7, 2016 12:16:23 EDT PM



Cambridge country singer Tanya Marie Harris knew she wanted to be in music when she was growing up in London. It just took her until 2013 to make the leap. Last year, she had 119 gigs and one of 2016's will go down as her part Wednesday at Toronto's Cadillac Lounge in the London to Oshawa showcase presented by Tourism London in collaboration with the London music office as part of Canadian Music Week. (MATT WAGHORN/Special to Postmedia News)

London Concert Theatre hosts contest winners to open for Toronto duo USS

By James Stewart-Reaney, The London Free Press
Tuesday, January 10, 2017 10:24:59 EST AM



USS (Frankford)

MUSIC BUSINESS Experts series aids musicians

By James Stewart-Reaney, The London Free Press
Monday, February 22, 2016 9:02:30 EST PM



Cory Crossman

City hall's London Music Office unofficially kicks off Country Music Week a day early on Wednesday with its own showcase of young London-region stars at Cowboys Ranch. It's a free show for ages 19 and older.

Looking to score more musical, high-tech harmony

By Matt Greenblatt, The London Free Press
Thursday, April 21, 2016 10:30:00 AM



By Matt Greenblatt

Thursday:
•Jack's Spring for Sound, in collaboration with London Music Office and Western University's Sonic Arts Society a symposium highlighting career opportunities within the music industry. 4 p.m. Mustang Lounge at Western's UCC. Free.



Photo via Facebook / thejackrichardsonmusicawards

"It's important that we support and recognize what we have," Cory Crossman, London music industry development officer, said, "there are a ton of great artists within the community."



LONDON MUSIC CENSUS 2016

The London Music Census took place throughout the summer of 2016, capturing figures from the calendar year of 2015. A total 1,536 surveys were filled out over the six week timeframe.

\$7 MILLION

Earned in royalties by 1203 music writers and publishers in London



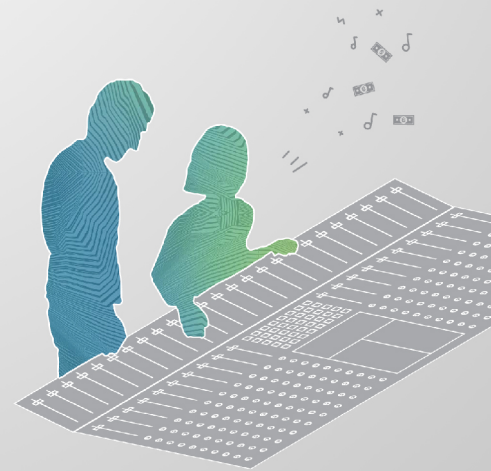
4620 LIVE SHOWS

Occured in London during 2015, that's an average of 12 per day



875 STUDENTS

Studying in London to break into the music industry (2015)



52,000 PEOPLE

Total seating capacity of London's 52 music venues



“The London Music Census provided an opportunity to understand our advantages, issues, and gaps faced by the growing music industry in London. Through community and industry support, we collected a database of assets and baseline figures for future analysis and measurement.”

**CORY CROSSMAN,
MUSIC INDUSTRY DEVELOPMENT OFFICER**



85 Mowat Avenue
Toronto, ON M6K 3E3
T: (416) 967-7272



May 10, 2017

London City Council
300 Dufferin Avenue
London, ON N6A 4L9

To Whom It May Concern,

Please accept this letter as Music Canada's strong endorsement of the permanent, full-time establishment of the London Music Industry Development Officer staff position.

Music Canada is a national, non-profit trade association that promotes and protects the value of music and advocates on behalf of its creators. We are long-time supporters of the City of London's early recognition of the music industry as a cultural and economic driver and were delighted to partner with The London Chamber of Commerce and former Attorney General Chris Bentley in information sessions at the beginning of the process to develop a city-wide music strategy.

Music Canada has travelled the country promoting the benefits of the music industry in a city's cultural and economic life. We have long recognized London as an early, successful adopter of our message; few cities boast such a comprehensive music strategy, functional advisory committee and staff resources. Indeed, London's efforts serve as a best practice example to other municipalities.

The position of Music Industry Development Officer is key to London's success. The Officer is best positioned to identify opportunities, enhance the understanding of and appreciation for the music industry, and act as a liaison between the music community, City Hall and allied partners in tourism and business.

The work of London City Council and the Music Industry Development Officer has already produced great dividends. London is recognized across the country as a production hub and Fanshawe College was honoured by the 2017 Canadian Music and Broadcast Industry Awards for Music School.

Music Canada is in full support of making the role of Music Industry Development Officer a full-time, permanent position, to maintain the momentum of the significant work already done and further the economic and cultural development of the City of London through a healthy music community.

Best, regards,

A handwritten signature in black ink, appearing to read "Graham Henderson".

Graham Henderson
President & CEO



**THE VOICE OF LIVE
MUSIC IN CANADA**

450 Churchill Ave. North
Ottawa, ON, K1Z 5E2

**LA VOIX DU SPECTACLE
MUSICAL AU CANADA**

450 avenue Churchill Nord
Ottawa, ON, K1Z 5E2

May 9th, 2017

To whom it may concern;

Music Canada Live is the voice of Canada's live music industry, working to advance and promote the economic, social and cultural benefits of live music. Founded in 2014 as a champion for the collective mission of the sector, Music Canada Live is an expert resource and advocate for members including concert promoters, festivals, clubs, presenters, venues, agents, ticketing companies, industry associations, suppliers, cities, tourism organizations and others.

We are pleased to write to you today and share our perspective on the value and importance of the Music Industry Development Officer position at the City of London, to ensure you understand just how profound an impact on both the local *and* Canadian music industries the decisions to create the position have had. We applaud London City Council for their foresight in implementing a music strategy focused on developing and growing London's music sector and acknowledge your outstanding success in achieving great strides in a very short amount of time.

Cory Crossman, who is extremely well-respected as a leader in the business, has played a critical role in uniting London's music community. We recognize the significant effort being made by Cory and the London by the Music Office. Not only has their work united the local music sector, it has become the inspiration for other cities to follow suit. In a short amount of time, Cory's office has made substantial gains in bringing positive attention to the music sector in London, and therefore shining a spotlight on the City of London itself.

Outstanding examples of their efforts include the London Music Census (2016), which was instrumental in the creation of www.londonmusicoffice.com, an in-depth resource unique to the 'Forest City'. Initiatives like London Music Week demonstrated deep impact and alignment with local community leaders, and is an excellent example of effective, efficient leadership.

As you are aware, London is known throughout Canada as a production hub for music education with three nationally recognized post-secondary schools (Fanshawe College, OIART & Western University). Fanshawe College was recently named top music school in the country at the Canadian Live Music Industry Awards at a gala event which included several hundred of live music's most important stakeholders, reinforcing London's role in shaping today's live music industry.

In these and other ways, Cory and his office have created palpable momentum that is being recognized across the country, literally inspiring other cities like Ottawa and Halifax to follow suit. And while others



May 11, 2017

Dear London City Council,

Over the past two years Canada's Music Incubator, a national not-for-profit, has partnered with the City of London's Music Office to provide professional creative entrepreneurship development programs for artists and artist managers in your city.

Having worked with music industry organizations and every level of government in all regions of Canada, we can confidently state that the commitment to serving and developing the local music sector in the City of London is among the best. Specifically, the presence of a local music officer (Cory Crossman), has been invaluable in helping to identify and connect with artists most in need of a deeper level of support and expertise, which is currently not available locally.

Mr. Crossman is a passionate and visible ambassador of the City of London and your creative community. What's more impressive is the work he has done to connect the city and local artists to the larger music industry in Toronto and beyond. In addition, he has a long-term vision to build local infrastructure, to develop sustainable creative small businesses and to contribute to the city's economic and cultural development.

We applaud the City of London's investment in a music office and officer. You are a model for other mid-sized cities in Canada and abroad. However, there are no quick fixes. Ongoing nurturing, investment and patience is required to build local capacity and a thriving music city.

Canada's Music Incubator congratulates the City of London on the progress you have made to date and would like to express our commitment to providing ongoing mentorship and support to your city's artist entrepreneurs in tandem with the London Music Office and Officer.

Sincerely,

Vel Omazic
Executive Director
Canada's Music Incubator

Armistead, Robin

From: Lynn Ross <manager@creativecity.ca>
Sent: Wednesday, May 03, 2017 12:28 PM
To: Armistead, Robin
Subject: London Music Office

Hi Robin,

I hope you're well! We miss you on the board!

Just a quick note to let you know that Cory Crossman has been a great resource for us on the City of Vancouver Music Initiative Steering Committee.

London has done a great job with its Music Office (and website!), and I'm sure Vancouver will be implementing many of the same programs and initiatives.

I hope to see you in Halifax!

Best,

Lynn Ross
General Manager
Creative City Network of Canada
Suite 415 - 402 West Pender Street
Vancouver, BC V6B 1T6
T: 604-688-2489 | F: 604-688-6701
manager@creativecity.ca | www.creativecity.ca

CREATIVE CITY
N E T W O R K
OF CANADA



May 9, 2017

Robin Armistead
Manager of Culture
Culture Office, Community and Economic Innovation
City of London

Dear Ms. Armistead:

On behalf of the not-for-profit Jack Richardson London Music Awards I want to tell you how impressed and pleased we were with the support and assistance by Mr. Cory Crossman, Music Industry Development Officer. As you know we have been celebrating the achievements of Londoners making music in our city for fifteen years and this year we undertook the biggest celebration of London made music with Jack Richardson London Music Week. Cory's input, support and guidance was fantastic and helped to make our events better.

With support from the Music Industry Development Officer we will continue to celebrate music made by Londoners and the Jack Richardson Music Hall of Fame will continue to preserve and honour our city's music history.

Our organization and the projects we undertake are greatly enhanced by Mr. Crossman's support and we recognize the tremendous work he has done to help build our music community. We applaud his efforts! We look forward to working with Cory in the future because there is no doubt in my mind London's music community benefits from the support of the Music Industry Development Officer.

Kind regards,

Mario Circelli
Chair – Jack Richardson London Music Awards
Jack Richardson London Music Week
JRLM Hall of Fame
182 Dundas Street
London, ON

Britown Music
384 William Street
London, ON
N6B 3C8
226-234-4188
brian@britownmusic.com

Letter of Support

Re: Cory Crossman

May 12, 2017

On behalf of the Education & Incubation Task Team and as an entrepreneur in the music and education industries in London I am writing this letter to show my full and continued support for the Music Office position and for Cory Crossman as the London Music Officer.

From internationally celebrated violinist Mary-Elizabeth Brown to Canadian hip-hop icon Shad, London, Ontario is a city with deep and diverse musical talent. Our music education programs are second-to-none. In 2016 alone, 875 young people chose to study their musical passions at the Don Wright Faculty of Music and Fanshawe College's Music Industry Arts program. Graduates of these programs have won Junos and Oscars. They are sought after through out the music, radio, television and film industries because the quality of the education they receive here in our city. Simply put, the Forest City a music education powerhouse.

Cory has been a pivotal force in raising the profile of London as a music education destination. Currently, the Education & Incubation Task Team and the London Music Office are working on the creation of a Music Career's Day in the Fall 2017 targeting high schools to raise awareness of the programs available at Western University, Fanshawe College and the Ontario Institute of Audio recording. In addition, the Music Office has been working hard on initiatives to retain Music Industry grads in London after they finish their programs.

I have had the pleasure of working closely with Cory and I see the impact that his leadership is having on the music scene in the city of London.

Sincerely, 

Brian Nelles, B. Mus.
Director/Owner, Britown Music
Education & Incubation Task Team Co-Lead

London City Council
City Hall, City of London, Ontario
300 Dufferin Avenue
London, ON N6A 4L9

Friday, May 12, 2017

Dear City Councilors,

As representatives of the London Musicians Task Team, we would like to formally express our position regarding Cory Crossman, the London Music Office (LMO) and its benefit to our music community.

As with any large group of like-minded individuals who share a common goal - be it music, art, social causes or philanthropy - the LMO has given London musicians and those affiliated with the City's music sector, a foundation to build upon. From that foundation, we have only just begun to plan and develop strategies to further strengthen the local music culture and industry. Our vision is to organize, improve and expand our efforts, including as many voices as are willing to work toward that goal.

The LMO has sponsored a variety of seminars at a number of venues around London. Already in 2017, London's Task Team members, many London musicians, and indeed musicians from as far away as Barrie have enjoyed the opportunity to participate in these educational events, which were guided by industry leaders who generously gave of their time and talent to help the next generation of musicians understand the craft and business of the music industry.

A few of us were part of the initial Music Task Force, as organized by former Mayor Joe Fontana. At that time, we recognized the need for a collective focal point. This role was developed to become a designated Music Officer, and subsequently, Cory Crossman stepped into this role.

Under Cory's guidance, we have established goals and benchmarks to further support the growth of London's music sector. None of this would have happened without Cory's diligence, experience and enthusiasm. He is the liaison between the music community and City Hall, maintaining lines of communication and navigating the ever-changing tempo of the music industry, and we feel he has become the essential link to facilitate a growing and vibrant music culture and industry in London.

We strongly recommend that the position of London Music Officer become a permanent position at the City of London.

Respectfully, your London Musicians Task Team Leaders,

Ryner Stoetzer
Composer/Producer



Jim McCormick
President, Allstage



May 6, 2017

City of London
300 Dufferin Avenue
London Ontario
PO BOX 5035
N6A 4L9

Attention: City Council

Dear Members of Council:

On behalf of the Events & Venues Task Team (City of London's Business of Music Committee), we are writing to you today to express our appreciation for and support of the position of Music Industry Development Officer for the City of London.

Together as Co-chairs, we represent several local event coordinators and venue operators throughout the City of London. In partnership with our dedicated task team members, we would like to take this opportunity to express our sincere appreciation of Cory Crossman and the significant strides made by his role as the London Music Officer role in uniting the entire local music community.

Please allow us to take this opportunity to highlight just a few of the significant accomplishments of this role over the past 18 months;

- The London Music Census brought national attention to London, Ontario and was an integral component to the implementation of the London Music Strategy.
- The London Venue Summit, brought venues together for the first time on a united front to understand and address the issues that exist within the live music sector of The City of London
- The London Music Office has and continues to provides our community with the guidance and much needed support for the entire live music sector
- The London Music Officer has become the centralized music industry advocate who has proven to be instrumental in the success of London's cultural sector moving forward

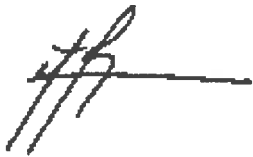
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We would also like to add that with the creation of the role of Music Industry Development Officer, the City of London has been incredibly proactive in their efforts and approach to cultural industries, while investing in and taking on a much needed leadership role across the country by appointing a Music Industry Development Officer. And for this, on behalf of the Events & Venue Task Team, we would like to sincerely thank and applaud Council for their visionary thinking and actions in this regard.

Once again, on behalf of the Events & Venues Task Team, thank you. The role of London Music Industry Development Officer has without a doubt been another great accomplishment for the City of London in its support of London's Music industry, and we are confident that it will continue to play a critical role in rallying, supporting, advocating and leading our City's music industry community.

With that, we would respectfully encourage the City of London's Council to continue with their visionary work and dedicate the necessary resources and funding to secure a permanent London Music Industry Development Officer for the City of London.

With sincere thanks,



Robert Giorgini
Co-Chair
Events & Venues Task Team
London Business of Music Committee



Ryan Schroeyens
Co-Chair
Events & Venues Task Team
London Business of Music Committee



To whom it may concern:

The London Chamber of Commerce has been a long-time advocate for the Music industry in London. In conjunction with Music Canada led by its President and CEO Graham Henderson and former Attorney General Chris Bentley, we have twice co-hosted significant community information sessions designed to promote the importance of the Music Industry as a significant contributor to London economy and quality of life.

The Ontario Music Fund for example was designed to unite communities around the idea of celebrating and promoting the extensive musical assets we have in London and right across Ontario.

With the advent of the London Music Industry Development Officer Position, we have been able to inventory not only the number of live music venues we have (52), we also have a handle on the number of live music events that take place in our community each year (4,620 in 2015). With a total seating capacity of 57,000 seats across all venues, London is strategically well positioned to take advantage of all that the music industry has to offer.

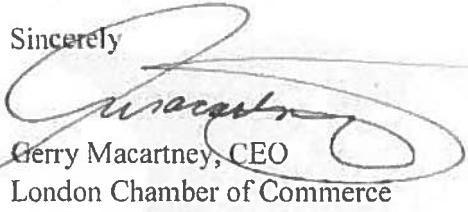
With new additions like London Music Week that linked the tech sector to the music sector through digital creative conferences, the future looks even brighter.

And, with initiatives like Music Career Day, the restructuring of by-laws to allow amplified music on patios and a formal analysis of small club shows on our overall economy, we will continue to see the importance of this industry played out on our community stages, auditoriums, night clubs and arenas for decades to come.

To continue this momentum and to ensure that we capitalize on the amazing potential the music industry offers us, we will need a steady hand on the rudder to help shape and guide our musical opportunities going forward.

By establishing a full-time London Music Industry Development Officer Position beginning in 2018, we would place ourselves in the best possible position to grow this important sector to its maximum potential.

Sincerely



Gerry Macartney, CEO
London Chamber of Commerce



**LONDON
ECONOMIC
DEVELOPMENT
CORPORATION**

701-380 Wellington Street, London Ontario, Canada N6A 5B5
T 519.661.4545 TF 800.327.2428 F 519.661.5331

www.ledc.com

May 3, 2017

Ms. Robin Armistead
Manager of Culture
Community and Economic Innovation - Culture Office
City of London
300 Dufferin Ave.
London, ON
N6A 4L9

RE: Music Industry Initiative Pilot

The London Economic Development Corporation (LEDC) is pleased to provide the following letter of support for the City of London's Music Industry Initiative Pilot. This initiative, in the short time it has been underway, has brought together many organizations from a variety of sectors to work together in a coordinated approach to build upon London's unique music industry.

Continuing to grow London's reputation as "A Music City" will draw people here to work and participate in the industry through local events and opportunities as well as showcase the vitality of the City. The recent Jack Richardson London Music Week (JRLMW) was one testament to raising our city's music industry profile. A week of showcases, awards and seminars - including the Music in a Digital Creative World the LEDC hosted with the London Music Office, which attracted 100 guests - was a proven success in recognizing our world-class musical talent London. More initiatives like JRLMW will allow London to support its local musicians as they play a vital role in the expansion of this industry in London.

Successful music cities with vibrant music economies generate a wide array of benefits for cities - job creation, increased spending and cultural development. London has already shown its potential as a music city through attracting the Canadian Country Music Association's Awards Show in 2016.

The LEDC hopes that you will continue to support the London Music Industry initiatives that are helping to keep London's music industry moving forward together.

Sincerely,

Kapil Lakhota
President and Chief Executive Officer
London Economic Development Corporation

Come for Business. **Stay for Life.**



April 17th, 2017

City of London
300 Dufferin Ave
Culture Office – Community and Economic Innovation
City Manager's Office
London, Ontario

Attention: Robin Armistead, Manager of Culture

Re: Music Industry Development Officer Position

Dear Ms. Armistead,

The London Arts Council (LAC) is a non-profit, charitable organization established in 1995. The LAC works to promote, fund, create opportunities and advocate for London's arts community.

The LAC assisted the City of London to carry out the facilitated consultation sessions with professionals from London's music industry to create the London Music Strategy. The strategy is the foundation from which the London Music Industry Development Officer's (LMIDO) work is based, the LMIDO works collaboratively with the LAC and many other organizations to carry out the work and priorities of the London Music Strategy as well as, identify emerging opportunities for London.

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, venues, organizations 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.

Working through the LMIDO we have collaborated with Tourism London, London Economic Development Office, other organizations and music sector representatives to promote London's music assets and opportunities. The London Arts Council recognizes that significant strides have been made in connecting, training, supporting and promoting our local music sector since this creation of this position.

We ask that Council support this collaborative work by continuing the role of the London Music Industry Development Officer.

Thank you for the opportunity to submit this letter of support.

With regards,

Andrea Halwa, Executive Director
London Arts Council



May 2, 2017.

City of London,
300 Dufferin Avenue,
London, ON. N6A 4L9.

Attention: Ms Robin Armistead, Community and Economic Innovation – Culture Office.

Re: Music Industry Pilot.

Dear Ms. Armistead:

Downtown London represents over 1000 businesses in the heart of our City and arguably the heart of our entertainment and culture district. Music not only adds to the vibrancy and uniqueness of a city, it creates many jobs and brings positive attention to our up and coming reputation as a “Music City.” Most cities in North America have recognized this and are working towards the same goal.

The creation of the Music Office, in the short time that it has been in existence has made tremendous strides not only to building London’s music industry but has brought many organizations from a variety of sectors to work together to create many benefits to the City.

London is now on the map as being very progressive in growing our music industry and is being held up as an example of how it’s done.

Working with Cory over the last year and a half and seeing the measurable results his office has created gives me the confidence to provide my full support for this initiative.

Council has been extremely visionary in creating this position and I encourage the permanent funding going forward. We are only just beginning to see the economic benefits.

These are exciting times, let’s keep it going.

Sincerely,

A handwritten signature in blue ink, appearing to read "Janette", written in a cursive style.

Janette MacDonald
CEO and General Manager



267 Dundas Street,
Suite 201,
London, Ontario, N6A 1H2
(519) 661-5000

May 1, 2017

Discover our Spirit!

Ms. Robin Armistead
Manager of Culture
Community and Economic Innovation - Culture Office
City of London
300 Dufferin Ave.
London, ON, N6A 4L9

RE: Music Industry Initiative Pilot

Tourism London is pleased to provide this letter of support for the City of London's Music Industry Initiative Pilot. Culture and Entertainment Tourism has an outsized effect on economic development providing the greatest opportunity for London to grow as a destination.

Tourism London's Culture and Entertainment portfolio leads London's music tourism initiative in regard to major event bid and execution such as Country Music Week, future Juno bids and also is responsible for branding and marketing initiatives, festival development and promoting London's year round scene. We rely on the London Music Office to represent the local music industry on many of our initiatives and work collaboratively toward many common goals. A strong music office is a critical aspect to London becoming a more vibrant music destination.

The London Music Office leads the London Music Strategy, acts a liaison to several task teams, leads music education and networking programs and is London's internal advocate for the local music scene. Together Tourism London and the London Music Office's efforts are proving to be very successful and are being recognized as a model for secondary markets globally.

This initiative, in the short time it has been underway, has brought together many organizations from a variety of sectors to work together in a coordinated approach to build London's music industry.

It has been proven that successful music cities with vibrant music economies generate a wide array of benefits for cities, from economic growth, job creation, and increased spending to greater tax revenues and cultural development.

We applaud City Council for having the foresight to create this initiative which supports its' *2015-2019 Strategic Plan* and *London's Cultural Prosperity Plan* and sincerely hope that you will approve permanent funding to continue to build on the successful work that has been started to implement the twelve priorities of the London Music Strategy. The work has only just begun, it is an exciting time for the music industry in London.

Sincerely,

A handwritten signature in black ink, appearing to read "John Winston".

John Winston
General Manager

A handwritten signature in blue ink, appearing to read "Chris Campbell".

Chris Campbell
Director of Culture & Entertainment Tourism

Budweiser **GARDENS**

May 16, 2017

Robin Armistead
Manager of Culture
Community and Economic Innovation – Culture Office
City of London
300 Dufferin Ave
London, ON N6A 4L9

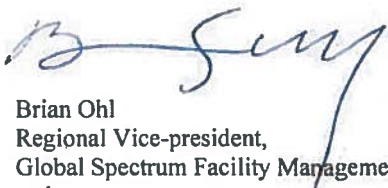
Dear Robin:

Spectra Venue Management and Budweiser Gardens believes the Music Industry Initiative Pilot has made significant strides in its two year existence. We support making this initiative a permanent strategy for the City. We believe it is a beneficial component to economic, social and creative growth for London.

The London Music initiative led by London Music Officer and Tourism London have attracted the attention of other markets and is being held up as a model for smaller markets to emulate. There is a greater sense of collaboration within music sector in the City which has a cumulative effect for all. However, the progress we have made needs to be continued; we believe the resources are in place and need the support to keep us on the correct path.

Please let me know if there is anything I can do to help with this the continuance of this initiative.

Thanks!



Brian Ohl
Regional Vice-president,
Global Spectrum Facility Management
and
General Manager,
Budweiser Gardens

99 Dundas Street
London, Ontario Canada
(519) 667-5732



Armistead, Robin

From: Crossman, Cory
Sent: Tuesday, May 09, 2017 2:38 PM
To: Armistead, Robin
Subject: FW: CMI Bootcamp Thank You

Another positive note from a bootcamp member

From: POESY music [mailto:poesyofficial@gmail.com]
Sent: Tuesday, May 09, 2017 2:33 PM
To: Crossman, Cory <ccrossma@london.ca>
Subject: CMI Bootcamp Thank You

Hi Cory!

Just wanted to extend a thank you for helping to organize the CMI Bootcamp this past weekend. I had a blast, learned a lot, and am feeling really inspired which I think in music is always the best thing you can be. I hope the event runs again next year so it can benefit more artists because it was a great success!

Thanks again and hopefully see you soon at another musical place,

Sarah

www.poesyofficial.com

Armistead, Robin

To: Crossman, Cory
Subject: RE: CMI Artist Bootcamp

From: Ben Heffernan [mailto:benheffernanmusic@gmail.com]
Sent: Sunday, May 07, 2017 8:27 PM
To: Crossman, Cory <ccrossma@london.ca>
Subject: Re: CMI Artist Bootcamp

Hey Cory,

Had a really great time this weekend and learnt a lot. Just want to say thanks for letting me know about it and for bringing the CMI program to London. All the programs/events/panels/etc. you've brought to London in the last year and a bit have massively helped me and a lot of other artists to develop, so I just wanted to say thanks!

Ben

On Tue, Apr 11, 2017 at 11:23 PM Crossman, Cory <ccrossma@london.ca> wrote:

Great to hear Ben! You won't regret it one bit!

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: Ben Heffernan <benheffernanmusic@gmail.com>
Date: 2017-04-11 10:51 PM (GMT-05:00)
To: "Crossman, Cory" <ccrossma@london.ca>
Subject: Re: CMI Artist Bootcamp

Just moved my course to another weekend and submitted my application! Thanks again for letting me know about it.

On Tue, Apr 11, 2017 at 4:16 PM, Crossman, Cory <ccrossma@london.ca> wrote:

Good call! This is a great opportunity and it will open many doors!

I will be scheduling a meeting in a couple weeks to bring in a couple people about the June Youth festival.

Cory

From: Ben Heffernan [mailto:benheffernanmusic@gmail.com]
Sent: Tuesday, April 11, 2017 4:07 PM