

<p><b>11. OTTAWA MUSIC STRATEGY</b></p> <p><b>STRATÉGIE MUSICALE D'OTTAWA</b></p>
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**COMMITTEE RECOMMENDATIONS**

**That Council:**

- 1. Receive the Ottawa Music Strategy, attached as Document 1.**
- 2. Direct staff to initiate the 2018 recommendations described in this report and summarized in Document 2.**
- 3. Direct staff to report back to Community and Protective Services Committee and Council on the status and recommended implementation plan of the Ottawa Music Strategy by Q2, 2019 and prior to the establishment of the 2018-2022 Term of Council Priorities.**

**RECOMMANDATIONS DU COMITÉ**

**Que le Conseil :**

- 1. prenne connaissance de la Stratégie musicale d'Ottawa, jointe en tant que document 1.**
- 2. dirige au personnel d'amorcer les recommandations de 2018 décrites dans le présent rapport et résumées dans le document 2.**
- 3. dirige au personnel de faire rapport au Comité des services communautaires et de protection et au Conseil municipal sur l'état d'avancement et le plan recommandé de mise en œuvre de la Stratégie musicale d'Ottawa d'ici le T2 2019 et avant la définition des priorités du mandat du Conseil 2018-2022.**

DOCUMENTATION/DOCUMENTATION

1. Director's report, Economic Development and Long Range Planning dated 16 March 2018 (ACS2018-PIE-EDP-0018).

Rapport directeur, Développement économique et planification à long terme, daté le 16 mars 2018 (ACS2018-PIE-EDP-0018).

2. Extract of draft Minutes, Finance and Economic Development Committee, 3 April 2018

Extrait de l'ébauche du procès-verbal, Comité des finances et du développement économique, le 3 avril 2018

**Report to  
Rapport au:**

**Finance and Economic Development Committee  
Comité des finances et du développement économique  
3 April 2018 / 3 avril 2018**

**and Council  
et au Conseil  
11 April 2018 / 11 avril 2018**

**Submitted on March 16, 2018  
Soumis le 16 mars 2018**

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**Ward:** CITY WIDE / À L'ÉCHELLE DE LA  
VILLE

**File Number:** ACS2018-PIE-EDP-0018

**SUBJECT:** Ottawa Music Strategy

**OBJET:** Stratégie musicale d'Ottawa

## **REPORT RECOMMENDATIONS**

**That Finance and Economic Development Committee recommend Council:**

- 1. Receive the Ottawa Music Strategy, attached as Document 1.**
- 2. Direct staff to initiate the 2018 recommendations described in this report and summarized in Document 2.**
- 3. Direct staff to report back to Community and Protective Services Committee and Council on the status and recommended implementation plan of the Ottawa Music Strategy by Q2, 2019 and prior to the establishment of the 2018-2022 Term of Council Priorities.**

## **RECOMMANDATIONS DU RAPPORT**

**Que le Comité des finances et du développement économique recommande au Conseil :**

- 1. de prendre connaissance de la Stratégie musicale d'Ottawa, jointe en tant que document 1.**
- 2. d'enjoindre au personnel d'amorcer les recommandations de 2018 décrites dans le présent rapport et résumées dans le document 2.**
- 3. d'enjoindre au personnel de faire rapport au Comité des services communautaires et de protection et au Conseil municipal sur l'état d'avancement et le plan recommandé de mise en œuvre de la Stratégie musicale d'Ottawa d'ici le T2 2019 et avant la définition des priorités du mandat du Conseil 2018-2022.**

## BACKGROUND

Cities across Canada and around the world are making strategic investments in becoming Music Cities – communities that have a vibrant music economy, which they actively promote. There is growing recognition among municipal governments that, in addition to cultural and social benefits, Music Cities provide significant economic and employment benefits.<sup>1</sup> A vibrant music economy results in job creation, economic growth, tourism development, city brand building and artistic growth. A strong music community also aids in attracting highly skilled employees from across various industries, who put a high value on quality of life.<sup>2</sup>

Announced by Mayor Jim Watson at the kick-off of the 2017 JUNO Awards, the development of the Ottawa Music Strategy is the culmination of developments that span multiple City departments, and with consultations from the local music industry itself.

The City's Cultural Development and Initiatives Section organized a stakeholder engagement session in October 2013 that brought together leaders in the local music industry for discussion and initial priority-setting. That meeting inspired a consortium of local music companies to seek funding from the Ontario Music Fund to conduct a profile of Ottawa's music industries.

The resulting report, [Connecting Ottawa Music: A Profile of Ottawa's Music Industries](#), was published in 2015. It concluded that while the Ottawa region was home to an abundance of musical resources and activity, the City could do more to realize the economic potential of the industry. The report made three recommendations:

- Form an industry-led organization to bring together the various players in the local music scene.
- Create a municipal Music Strategy in collaboration with the industry to provide a clear plan for growth.
- Appoint a dedicated point-person for music within the municipal government to act as a liaison with industry.

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<sup>1</sup> See *The Mastering of a Music City: Key Elements, Effective Strategies, And Why It's Worth Pursuing* (pg 10).

<sup>2</sup> See *Music City Toolkit* (pg 8).

The first of these recommendations led to the formation of the Ottawa Music Industry Coalition (OMIC) in the fall of 2015. An incorporated, member-based, not-for-profit organization, OMIC has brought together members of the local industry, led independent programs serving artists and businesses, and collaborated with the City on initiatives with common goals.

Building on these milestones, in consultation with local and national industry leaders, and capitalizing on the momentum generated from the planning of the 2017 JUNO Awards, the City provided funding to OMIC in the spring of 2017 to develop Ottawa's Music Strategy, the second of the above recommendations, to be launched early in 2018. OMIC retained consultants to assemble a Task Force of industry leaders, facilitate a consultation process with the broader industry, and draft the strategy.

As the development of Ottawa's Music Strategy aligns with the creative and cultural industry work outlined in the repositioned Economic Development Strategy, approved by Council on June 14, 2017, the project is jointly managed and funded by the Economic Development and Long Range Planning Branch and Cultural Development and Initiatives Section. Both service areas have knowledgeable point-people to work with the music industry. The Cultural Industry Development Officer, within the Cultural Development and Initiatives Section, will be dedicating a significant portion of their time to implementation of the music strategy as per the 2015 Connecting Ottawa Music report recommendation.

## **DISCUSSION**

Recognizing the benefits of a more robust local music ecosystem, the role of the Ottawa Music Strategy is to develop a roadmap for how Ottawa can build on strengths and address challenges in the industry. This strategy expands the municipal government's current role of supporting local music through grants to artists, organizations and festivals; presenting local music at City-owned venues; delivering music and musician-focused programming; increasing accessibility of local music through Ottawa Public Library's collections and programming as well as the Sun Life Financial Musical Instrument Lending Library.

The three-year Ottawa Music Strategy (2018-2020) aims to support the growth of Ottawa's emerging music industry and establish Ottawa as a global music city. Recommendations within the strategy focus on creating an environment that is broadly

“music friendly” – an environment where musicians and music businesses of all sizes and types, from live music venues to studios to manufacturers, can flourish.

To be successful, implementation of this music strategy will require a collaborative effort involving the City of Ottawa, those in the music industry, along with connected and supporting organizations across the region. Recommendations have been organized into two broad categories: those to be considered by the City of Ottawa and those directed at the local music industry.

The foundation for this synergetic approach was laid out in the summer of 2017 through conversations involving the City of Ottawa, a wide variety of stakeholders in the music industry, and connected players in the broader business community. The execution of the Ottawa Music Strategy will be a powerful way to build on the momentum.

With timely and effective implementation in mind, recommendations have been categorized as Phase 1 or Phase 2. The former are proposed for implementation in 2018, while the latter will be brought forward for consideration by Council in 2019 and 2020.

Phase 1 recommendations, summarized in Document 2, will create a foundation for future growth of the music industry in Ottawa. Phase 1 includes the following seven recommendations for implementation by the City:

- P1.R1 Establish a Music Development Officer Position.
- P1.R2 Provide operational funding to OMIC.
- P1.R3 Promote a music-friendly regulatory environment.
- P1.R4 Integrate music into economic development and tourism strategies.
- P1.R5 Make more City-owned space available for music.
- P1.R6 Contract more local musicians.
- P1.R7 Promote safer music spaces.

Each of the above recommendations will be delivered in 2018 within existing resources. Also included in Phase 1 are three recommendations directed to the industry.

Document 3 provides a summary of the recommendations in Phase 2 of the music strategy, to be considered by Committee and Council in Q2 of 2019.

### **RURAL IMPLICATIONS**

There are no rural implications associated with this report.

### **CONSULTATION**

A 15-member Task Force, made up of leaders from the local music industry as well as other associated industries, has driven the development of the Ottawa Music Strategy. Councillor Leiper has acted as the Mayor's representative on the Task Force. The Task Force met in July 2017 to define a long-term vision for Ottawa as a music city. It led focus group consultations in August, and then met again in September to develop a set of recommendations that form the heart of this strategy.

A total of 10 music sector-specific focus groups explored ways to achieve the Task Force vision for Ottawa as a music city. Focus group participants included artists, various City of Ottawa services, funding organizations, live music venues, festivals, promoters, managers, producers, studios, media, music educators, music retailers, OMIC Board members, and the private sector. In total, 72 individuals participated in the focus groups.

OMIC and the City of Ottawa developed an online survey to gather feedback from an even broader range of participants, including fans and consumers of music. The survey was designed to provide feedback on the vision statement and initial recommendations from the Task Force and to gather benchmark data to measure the success of the strategy over the short- and long-term. A total of 1,134 people responded to the survey. Of those that responded, 38 per cent identified as artists, 38 per cent as fans, 11 per cent as other industry professionals (managers, bookers, promoters, etc.), 10 per cent as others and three per cent as educators.

### **COMMENTS BY THE WARD COUNCILLORS**

This is a City-wide report – not applicable.

### **LEGAL IMPLICATIONS**

There are no legal impediments to approving the recommendations in this report.

## **RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications associated with this report.

## **ASSET MANAGEMENT IMPLICATIONS**

There are no asset management implications associated with the recommendations of this report.

## **FINANCIAL IMPLICATIONS**

There are no financial implications associated with the recommendations in this report. Financial implications associated with the Phase 2 recommendations will be included in the 2019 and 2020 Draft Operating Budget for Committee and Council consideration.

## **ACCESSIBILITY IMPACTS**

There are no accessibility implications.

## **TERM OF COUNCIL PRIORITIES**

This project addresses the following Term of Council Priorities:

Economic Prosperity (EP) – Use Ottawa’s unique combination of recreational, social, cultural and business assets, and natural environment and physical infrastructure to attract enterprises, visitors and new residents, while at the same time developing and retaining local firms and talent.

Healthy and Caring Communities (HC) – Help all residents and visitors enjoy a good quality of life and a sense of community well-being by providing healthy, safe, secure, accessible and inclusive places and services.

## **SUPPORTING DOCUMENTATION** (Held on file with the City Clerk)

Document 1 Ottawa Music Strategy

Document 2 Ottawa Music Strategy Phase 1 Implementation Plan (2018)

Document 3 Ottawa Music Strategy Phase 2 Implementation Plan (2019-2020)

**DISPOSITION**

Upon approval of the report by Council, staff from Economic Development and Long Range Planning and Cultural Development and Initiatives will carry out the Phase 1 recommendations in collaboration with the Ottawa Music Industry Coalition.