

Ottawa Music Strategy
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Soundtrack for a Global City

Ottawa is in the middle of a transformation. As the striking architecture of new light rail transit stations take shape, it is clear that Ottawa will look very different, very soon.

Ambitious redevelopments at Lansdowne Park, Bayview Yards, La Nouvelle Scène, Centrepointe Studio Theatre, Shenkman Arts Centre and the Ottawa Art Gallery Expansion/Arts Court Redevelopment have already provided new places to work and play, and signalled a bold vision for what is possible here. A new central library, hospital campus, and Lebreton Flats redevelopment will help to further reinforce Ottawa's well-earned reputation as one of the world's best cities in which to live.

If you live in Ottawa, or if you visited to experience Ottawa 2017 celebrations marking Canada's 150th anniversary, you know that something exciting is happening here. There's a renewed confidence, creativity and sense of identity.

And that swagger has a soundtrack.

In the following pages, we outline a three-year strategy (2018-2020) for supporting the growth of our emerging music industry, and for energizing our city with the power of music. These are important next steps in establishing Ottawa as a global music city.

To begin, we make two fundamental assertions:

- 1) Ottawa would not be where it is today without its music community. Our musicians, promoters, entrepreneurs, educators, organizers and other professionals, too often under- or unpaid, have worked extremely hard to put Ottawa on the map as a place for innovative, exciting, and diverse musical experiences. Those experiences—from RBC Bluesfest, one of North America's largest music festivals, to Electric Pow Wow, a popular dance party with Indigenous culture at centre stage—have provided the soundtrack for a city that today is coming into its own as a world-class creative centre.
- 2) If Ottawa is to achieve its full creative potential, there must be a thriving music scene, where artists and entrepreneurs flourish, and that's instantly recognizable to people outside of Ottawa. The examples of Drake in Toronto and Arcade Fire in Montreal demonstrate the power of music to simultaneously create hometown pride and global renown. Today, Ottawa's identity—its culture and nightlife, and its reputation beyond the city—are changing. Music is one of our most powerful tools to propel that positive change forward.

Why a Music Strategy?

More and more cities across Canada and around the world have been making strategic investments in becoming “music cities.” These are broadly defined as “communities of various sizes that have a vibrant music economy which they actively promote.”¹

According to Music Canada, there’s an impressive return on investment if done right:

- Economic impact
- Music tourism
- City brand building
- Attracting and retaining talent and investment outside of the music industry
- Cultural development and artistic growth
- Strengthening the social fabric

Indeed, from enriching lives through music education to making our city a great place in which to go out at night; and from creating a sense of belonging to branding Ottawa on a world stage, music is a formidable social, economic and cultural catalyst.

Ottawa already offers a rich and exciting mosaic of musical activity. However, as the [Connecting Ottawa Music](#) report discovered in 2015, the region’s emerging music industry faces some daunting challenges, including a lack of certain types of music businesses and venues.

Perhaps most important is the sense that Ottawa’s music industry lacks connection to larger networks in music, business and government. It is this gap, in particular, that this strategy is designed to address.

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 a way that unleashes the potential of music to bring out the best in our community.

This strategy expands the municipal government’s current role of supporting local music through grants to artists², organizations³ and festivals⁴; presenting local music at City-owned venues such as CentrepoinTE Theatre and Shenkman Arts Centre; and delivering music and musician-focused programming through the Community Arts and Social Engagement team. It focuses on creating an environment that is broadly “music friendly” — an environment where music businesses of all sizes and types, from live music venues to studios to manufacturers, can flourish. This focus aligns with the City’s repositioned economic development priorities, which

¹ See *The Mastering of a Music City: Key Elements, Effective Strategies, And Why It’s Worth Pursuing* (pg 10). [Link](#)

² Creation and Production Fund

³ Arts Funding Program

⁴ Major Arts and Cultural Festivals Program

include building the creative and cultural industries of which the music sector is a vital component.

Music Numbers

- **\$1.2 billion** – total annual economic impact of live music in Ontario’s economy. Includes contributions of **\$432.4 million in taxes** to all levels of government.⁵
- **\$1 billion** – annual spending at small venues, concerts and festivals in Melbourne, Australia, supporting 116,000 full time equivalent jobs⁶
- **\$800 million** – annual economic impact related to music tourism in Austin, TX
- **\$315 million** – annual economic impact of Austin’s South by Southwest festival

Priorities

This strategy focuses primarily on the development of Ottawa’s commercial music industry, which is underdeveloped in comparison with Canadian cities of similar size.⁷

This focus needs to be balanced with the understanding that the music industry is neither easy to define nor easily separated from the not-for-profit sector and community-based activities. For example, Ottawa’s live music sector includes both privately and publicly owned venues, and for-profit and not-for-profit music festivals. And much of the activity of local music scenes is driven by community ideals and volunteer participation, rather than profit.

The organization of music at the local level means that many of the strategies for supporting the commercial industry must look to developing the ecosystem as a whole, which delivers a wide range of economic, social and cultural benefits.

Music Industry or Industries?

Historically, the term “music industry” or “music business” referred to the recording industry. Today, however, the music industry represents a wide range of interconnected sectors that, in addition to the production, distribution and sale of recordings, also includes the live music and festival sector, education, instrument manufacturing, music software and hardware development, media, tourism, and others. Some scholars have argued that instead of “music industry” the plural “music industries” is more appropriate for describing this range of activity, and also avoids the interests of any one sector overriding others.⁸

⁵ *Live Music Measures Up: An Economic Impact Analysis of Live Music in Ontario*. [Link](#)

⁶ *The Mastering of a Music City: Key Elements, Effective Strategies, And Why It’s Worth Pursuing* (pg 22). [Link](#)

⁷ See benchmarking data in [Connecting Ottawa Music: A Profile of Ottawa’s Music Industries](#)

⁸ See “Rethinking the Music Industry” by John Williamson and Martin Cloonan, in *Popular Music* (May 2007).

For simplicity, this strategy will use the singular music “industry,” although the spirit of how we view this industry is taken from the perspective of a set of industries that all have music at their core.

Key roles in the music industry

Jobs within Ottawa’s music industry include the following, with many participants occupying multiple roles:

- Musicians and composers
- Managers and booking agents
- Publishers
- Producers and studio owners
- Live music promoters
- Sound engineers and other technicians
- Venue owners
- Festival organizers
- Rehearsal space owners
- Record label owners and music retailers
- Educators
- Instrument manufacturers and retailers
- Graphic artists, photographers and film-makers
- Technology developers
- Administrators (including Local 417 I.A.T.S.E. and Local 180 Musicians’ Association of Ottawa-Gatineau representatives)

Local Strengths and Challenges

Every music city has strengths on which to build and challenges to address. The following are some of Ottawa’s key strengths and challenges as identified in the [Connecting Ottawa Music](#) report and through focus group consultations.

Strengths

- Exceptionally active festival industry
- Strong grassroots music organizers/events
- National institutions including world-class orchestras
- Growing, young, and educated population of potential local music fans
- Strong scenes for both French and English language music
- Relationship with Ville de Gatineau
- Emerging entrepreneurs
- Excellent music education resources
- World-class musical and songwriting talent
- Some established, unique small venues
- Proximity to Toronto and Montreal offers access to opportunities

Challenges

- Few high-quality mid-size venues (500-1500 capacity)
- Low number of established music businesses (e.g. managers/bookers/publishers)
- Sparse connections to major industry hubs (e.g. New York, LA)
- Scarcity of industry knowledge on artist/business side
- Lack of single, broad media source for music news/events
- Inconsistent audience beyond festivals and major institutions
- Proximity to Toronto and Montreal draws away some local talent

Background

Announced by Mayor Jim Watson at the kick-off of the 2017 JUNO Awards, this project is the culmination of efforts that span multiple City departments, and across the local music industry itself.

In 2012, Ottawa City Council approved the *Renewed Action Plan for Arts, Heritage and Culture (2013-2018)*. One of the plan's recommended actions was to identify and map Ottawa's cultural industries as an emerging economic cluster and connect this sector with business, entrepreneurship and the larger creative economy cluster. The music industry was one area selected for targeted development.

As a first step, in October 2013, the City's Cultural Development and Initiatives Section organized a gathering of leaders in the local music industry. That meeting inspired a group of music companies to seek funding from the Province's newly formed Ontario Music Fund (OMF) to conduct a profile of the local 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, it was punching below its weight when it came to realizing the economic potential.

The report made three recommendations:

- The formation of an industry-led organization to bring together the various players in the local music scene;
- The creation of a municipal music strategy in collaboration with the industry to provide a clear plan for growth; and
- The appointment of a dedicated point-person for music within the municipal government to act as a liaison with industry.

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.

Fuelled by consultations with local and national industry leaders, and building on momentum generated from the planning of the 2017 JUNO Awards, the City's economic and cultural development portfolios entered into a partnership with OMIC in the spring of 2017 to develop a music strategy.

Supporting Ottawa's Economic Development Strategy

In June 2017, the Economic Development and Long Range Planning (EDLRP) Branch provided an [update](#) to City Council on the economic development strategy, *Partnerships for Innovation*, as

well as an overview of key initiatives and areas of focus for the remainder of the Term of Council. The report highlighted the cultural and creative industries, including the music industry, as a key component of Ottawa's economy. The development of this music strategy is an early and important element of the City's economic development agenda.

Methodology

To ensure that the local industry was the driving force behind this music strategy, the City of Ottawa engaged OMIC to assemble a task force of local industry leaders, facilitate a consultation process with the broader industry, and draft the strategy.

Task Force

The engine behind this process is a 15-member Task Force comprised of recognized leaders from the local music scene along with others from connected industries.

The Task Force met in July 2017 to define a long-term vision (see page 12) 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.

Focus Groups

A total of 10 sector-specific focus groups explored ways to achieve the Task Force vision for Ottawa as a music city. Focus groups included:

- Artists
- Various City of Ottawa Services
- Funding organizations
- Live music (venues, festivals, promoters)
- Managers, producers, studios
- Media
- Music educators
- Music retailers
- OMIC Board of Directors
- Private sector

Survey

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.

Survey Highlights

The survey ran from October 31 to November 14, 2017. There were 1,134 responses with an 87% completion rate. The following summarizes who participated:

- 38% — Artists
- 38% — Fans
- 11% — Other industry professionals (managers, bookers, promoters, etc.)
- 10% — Others (answers included administrators, photographers, bloggers, etc.)
- 3% — Educators

What's going well?

- 87% — of music fans know at least one person who works in the music industry
- 86% — believe the City of Ottawa should invest in music
- 31% — of respondents go to 20 or more live music shows per year
- 61% — see shows featuring local artists most or all of the time
- 57% — believe it's important that their radio station plays local music

Areas for improvement

- 24% — felt it was possible to make a viable living in music while living in Ottawa
- 37% — see our music scene as diverse and inclusive
- 23% — believe local music benefits from Ottawa's status as a national capital
- 41% — said it was at least somewhat difficult to find out what is happening in local music
- 52% — believe local music is poorly promoted

Vision

In June 2017, the newly formed Music Strategy Task Force sat down to create a vision for Ottawa as a music city. The 15-member group was asked to envision what Ottawa might look like in 2030 following the implementation of a successful music strategy.

The following statements came out of that process. They create the broad goals for our strategy and anchor the recommendations that follow. They reflect a future ideal vision for Ottawa, rather than today's reality.

The year is 2030:

Music is an undeniable part of the Ottawa brand.

Our city is recognized across Canada and around the world as a hotbed for new music talent, as an exciting place to make a career in music, as a premiere destination for live music, and as a place where music is a key driver for city building.

Ottawa residents recognize and celebrate the value of music.

Everywhere across the city, residents take pride in their role as contributors to Ottawa's status as a music city. They share in the success of local artists. They are knowledgeable, voracious consumers of a wide variety of music, both live and recorded.

Music is a great way to make a living.

Local music provides a variety of exciting and financially rewarding career opportunities. There is a thriving community of full-time musicians, professionals and entrepreneurs who are active as advocates, educators, collaborators and mentors.

Music education is a part of everyday life.

Education is widely recognized as the foundation of both career and audience development. Residents can visualize a clear path to a full-time music career, and have opportunities to develop their musicianship and to study music, both formally and informally, at every age level.

Ottawa is respected as the most inclusive music city in the world.

Barriers have been removed to ensure equal opportunities for women, Indigenous peoples, new Canadians, people with disabilities, Francophones as well as racialized, queer, trans, and other previously marginalized communities.

Live music venues anchor Ottawa's thriving music scene and night life economy.

There is a sustainable network of differently sized venues to encourage the development of local talent at every stage of their careers. Ottawa is a "must-stop" city on touring calendars, and promoters benefit from the ability to bring top touring artists to the city. For residents, the robust venue mix offers a variety of exciting, year-round live music experiences including all-ages, early and late-night options.

Diverse media outlets work together to nurture Ottawa’s brand as a music city.

They take pride in discovering and promoting new talent. Campus, public and private radio broadcasters are recognized as the engine that drives this sophisticated and integrated approach: they offer a graduated system that connects artists to broader audiences as they develop; they work with promoters to build the local live scene; and they inspire audiences to get engaged.

The local music industry is organized and visible.

It works collectively to promote the city nationally and internationally as an incubator of artist development and music production, and a viable touring destination. The industry champions the “best of” Ottawa artists at influential showcase events and industry conferences. OMIC is a recognized industry leader, locally and across North America.

Local music is a go-to resource for the business community.

Other sectors like gaming, film and high-tech see tangible value in working with the local music industry. Neighbourhood business groups and chambers of commerce talk about the value of music and act as catalysts for collaboration between music and other sectors.

Ottawa’s capital city status is a difference maker.

Ottawa has developed a unique advantage by building connections with iconic national institutions like the National Arts Centre, the National Gallery of Canada, and other national institutions like major museums and galleries.

The City helps lead the way.

The municipal government is applauded as a global leader in fostering music city growth in a way that balances the needs of both industry and residents. It works hand-in-hand with sector leaders to fully activate its music resources, fill key gaps, and remove obstacles.

Guiding Principles

- **Celebrate Ottawa’s unique, bilingual music scene** in all its forms and diversity, past, present and future.
- **Recognize music’s value** as an economic engine and catalyst for growth.
- **Amplify collaboration** within the industry, beyond the industry, and between the industry and governments.
- **Break down barriers** to encourage maximum participation and create new opportunities.
- **Capitalize on our strengths** to build a robust and unique music identity that stands out on the global stage.

Recommendations

To be successful, implementation of this music strategy will require a collaborative effort involving the City of Ottawa and those in the music industry together 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 many conversations involving the City of Ottawa, a wide variety of stakeholders in the music industry, and connected players in the broader business community. The timely execution of this 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 require further consultation and planning, and are proposed for implementation in 2019 and 2020.

After three years, the City should publicly report back on the outcomes of the strategy. This report will inform the development of a follow-up phase of the strategy to lead us further towards the realization of the Vision.

Recommendations for the City of Ottawa

Buoyed by the City's investment in this music strategy, the Task Force is encouraging the City to take a leadership role by implementing the following recommendations:

Phase 1 (P1) Recommendations

Phase 1 includes seven key recommendations for implementation in 2018. These recommendations will create a foundation for future growth.

Recommendation P1.R1: Establish a Music Development Officer Position

The creation of a Music Officer position is a best practice in music city development⁹ and has been undertaken in Toronto and London, ON. A Music Officer must be someone who combines extensive knowledge of local music and the broader industry with the ability to navigate City Hall.

The Task Force is recommending that the City of Ottawa pursue options for the establishment of a full-time Music Development Officer resource (MDO position) to act as a subject matter expert for the City and as a liaison for the music industry. This full-time position should be established by 2020.

The Task Force believes that the combination of a full-time Music Development Officer resource at the City working in tandem with an established industry group (OMIC) (see recommendation P1.R2) is critical for Ottawa to leverage its considerable music resources.

In addition to acting as a first point-of-contact, the Music Development Officer position should include the list of priority projects noted below.

In the interim, recognizing that no new full-time positions are being created in 2018, and that the music strategy needs to be implemented immediately, the Task Force recommends that the existing Cultural Industry Development Officer (CDO) with music industry expertise be assigned to spearhead the below noted tasks.

This would provide for these projects to be identified in the short-term, within the broader work plan of the CDO (60% music), with support from Economic Development and Long Range Planning Services as required:

- Work with the industry to implement the Ottawa Music Strategy.
- Build an inventory of music resources at the City and provide recommendations for how to align them with this strategy.
- Lead ongoing collaboration between the music industry and By-law and Regulatory Services, and Planning, Infrastructure and Economic Development at

⁹ See *The Mastering of a Music City: Key Elements, Effective Strategies, And Why It's Worth Pursuing* (pg 14). [Link](#)

the City with a view to promoting music-friendly policies (see Recommendation P1.R3).

- Look for opportunities to expand or leverage music education to support the Vision.
- Become an expert in all public and private funding programs available to local musicians and music businesses/organizations and work with OMIC to ensure the Ottawa music scene is capitalizing on them.
- Build extensive connections and relationships with industry and private sector.
- Establish a partnership with Ville de Gatineau to expand collaboration.
- Provide entrepreneurs with advice and assistance concerning City regulations and permit approvals.
- In collaboration with OMIC, ensure Ottawa's music industry is represented at conferences and trade missions.

Realizing the Vision

- Demonstrates the City's commitment to lead the way.
- Establishes an ambassador to help build Ottawa's music brand inside and outside the city.
- Supports growth of music venues by providing a partner and champion for music businesses to reduce/navigate City bureaucracy.
- Provides a catalyst to connect music to broader business interests and national institutions.

Recommendation P1.R2: Provide multi-year operational funding to OMIC

Over the past two years, the Ottawa Music Industry Coalition (OMIC) has established itself as an effective and necessary champion for the local music industry. The organization has attracted over 180 members, is active in advocating for industry issues, and runs a series of programs to support professional development and export development for the local industry. OMIC facilitated Ottawa 2017's music micro-grant program and has been successful in attracting funding from other sources including provincial and national bodies.

To support the ongoing execution of OMIC's mandate, and to support its role as the City's primary partner in the implementation of the Ottawa Music Strategy, the Task Force is recommending that the City of Ottawa invest \$100,000 per year, for each of the next three years, to support OMIC in the implementation of this strategy. The Task Force, in making this recommendation, understands that the continuation of this funding will be subject to approvals by City Council through its annual budget processes. At the end of the three-year term, OMIC will undertake a review to determine future investments and other strategies necessary to advance the growth and development of the Music Industry.

In addition to its current services, which include advocacy, professional development and export development programs, OMIC will work with the Music Development Officer as well as

other City Staff to implement the Ottawa Music Strategy. This would include representing or coordinating representation of the industry in regulatory discussions and other City initiatives.

Realizing the Vision

- Supports the goal of raising the visibility and capacity of the local music industry.
- Supports music as a way to make a living through professional / export development of local artists and music entrepreneurs.
- Supports local audience development through local initiatives (e.g. micro-grant program, music awards).
- Supports the development of an inclusive and diverse music industry and community.
- Supports growth of Ottawa's music brand.

Recommendation P1.R3: Promote a music-friendly regulatory environment

A music-friendly regulatory environment is essential to the continued development of Ottawa's music industry.

Fostering this environment requires the collaboration of City of Ottawa Services responsible for developing and implementing regulations affecting music-related businesses and events, in tandem with ongoing consultation and collaboration with the music industry. These departments all play an important role in ensuring local music businesses thrive and contribute to the surrounding community.

The relationship recently established between the music industry and By-law & Regulatory Branch of Emergency and Protective Services provides an excellent starting point. It is recommended that this relationship be expanded to ensure the needs of music industry stakeholders are considered early in the development of future programs, policies and infrastructure projects.

As the City works to develop a music-friendly regulatory environment in keeping with the spirit of the Music Strategy, specific measures such as the adoption of the Agent of Change principle (see below), a move to describing music in terms of sound control rather than "noise", exploring opportunities to support music venues in a planning policy context, and designated musician loading parking permit should be considered.

Agent of Change

The Agent of Change principle is designed to safeguard existing music venues and mitigate the chances of noise complaints, particularly where local growth brings them into close proximity to new residential developments. Although the Agent of Change is often regarded as favouring venues over new developments, it places the burden of sound mitigation on the entity moving into the area. This means that new developments being planned next to existing music venues are responsible for implementing sound mitigation measures for the benefit of their residents, while on the other side, new music venues would bear responsibility for taking steps to prevent sound bleed.

Agent of Change is already accepted as policy in San Francisco (US), Victoria (AUS) and London (UK). It is also being considered as part of Toronto and London (UK)'s efforts to protect music venues and grow musical activity.

Musician Loading Permit

To facilitate the loading and unloading of heavy equipment, a number of cities including Hamilton (ON), Austin, Seattle and Nashville (US) have created Musician Loading Zones for venues in busy areas.

For Ottawa, possibilities include creating a special parking permit similar to other existing City of Ottawa on-street parking permits, such as Business Identity Card Parking Permit or Volunteer Parking Permits. The "Musician Loading Parking Permit" would be distributed by qualifying venues to users for a specific period of need.

Realizing the Vision

- Demonstrates the City's commitment to lead the way.
- Supports music as a career path by making it easier to launch and run music businesses.
- Supports growth of the music venue ecosystem by creating a more music friendly environment.
- Brings together various City departments to collaborate on key issues.

Recommendation P1.R4: Integrate music into economic development and tourism strategies

A key focus area for the City of Ottawa's economic development priorities going forward is tourism and the growth of creative and cultural industries. Music can serve as a powerful catalyst to enable development within this area.

Music is an important contributor within the creative/cultural industries, both on its own and as a component of other sectors, being used in film, television, animation, etc. The Task Force supports the City's recognition that music is a key element of its broader creative industries strategy.

Music has also become an important product for tourism strategies in cities around the world. Similar to the experience of local food, music scenes provide the type of authentic place-based experiences sought after by new generations of tourists. It is recommended that Ottawa Tourism work with the local music industry to look for strategic ways to include Ottawa music as an element within its marketing and development initiatives.

To maximize music's contributions to economic development and tourism, the following specific recommendations should be considered:

- Ottawa Tourism should work with OMIC to identify areas where music can be included within its product clusters and niches. Including appropriate visitor-facing local music

events within its “What To Do in Ottawa This Weekend” e-blast is one immediate example of the type of support that could be provided.

- Economic Development and Long Range Planning, in partnership with its stakeholders including Ottawa Tourism, should ensure that the region’s music culture is leveraged in support of larger city branding initiatives (e.g. attracting talent and investment).
- Economic Development stakeholders (e.g., Ottawa Tourism, Invest Ottawa, and others), should look for opportunities to include local music when making investments in support of their strategic priorities. Particular attention should be given to important projects that could benefit from the inclusion of music. Examples of such investments could include: wayfinding that highlights local music heritage; the development of a music map app that combines venue listings with public transit options.

Realizing the Vision

- Supports music as a part of Ottawa’s brand outside the city.
- Supports Ottawa as a place to make a living at music.

Recommendation P1.R5: Make more City-owned space available for music

Having a wide variety of accessible and affordable spaces for music programming and other music-related activities (e.g. rehearsal, education) is critical to Ottawa’s development as a music city. The City should look for cost-effective ways to stimulate the creation, improvement and accessibility of local music spaces whether privately or publicly owned. A first step is to make more City-owned space available for music.

While the City of Ottawa already owns and operates high-end venues for music in the form of the Shenkman Arts Centre and CentrepoinTE Theatre, it should add to Ottawa’s supply of music space by making under-utilized, less traditional City-owned facilities and infrastructure (e.g. community centres, parks, libraries, mobile stages) available for its own music programming, as well as to promoters, musicians and other organizers as “pop-up” or flexible venues or rehearsal/workshop space. The Task Force therefore recommends that Recreation, Cultural and Facility Services work with OMIC to identify and assess additional potential music venues, and to provide for making these available to support the growth of the music industry.

Realizing the vision

- Supports music as an essential part of Ottawa’s brand while giving residents more opportunities to recognize and celebrate local music.
- Provides more opportunities for musicians to develop and earn a living (see Recommendation P1.R5).
- Expands live venue network to support thriving music scene.
- Supports inclusivity by providing more opportunities for a wider range of participants to perform.
- Demonstrates City’s leadership and commitment to music.

Recommendation P1.R6: Contract more local musicians

Ottawa is home to an abundance of established and emerging musical talent performing in a broad range of genres. The City of Ottawa has an important role in providing a stage for this talent.

As part of this role, the Music Development Officer, in consultation with City of Ottawa Services, should encourage the establishment of budgets for the purposes of contracting local musicians to regularly animate both public and internal City of Ottawa events. At a minimum, any musician performing at a City event should be remunerated according to the Canadian Federation of Musicians union scale, or as appropriate.

Realizing the vision

- Supports music as an essential part of Ottawa’s brand while giving residents more opportunities to recognize and celebrate local music.
- Supports the career development of local musicians and music as a way to earn a living.
- Demonstrates City’s leadership and commitment to music.

Recommendation P1.R7: Promote safer music spaces

Developing music spaces that are safe and welcoming for all performers and audiences is an important element of broadening participation in the local music economy.

Work has already been done to provide sexual assault training to staff and volunteers at Ottawa festivals. As a further step in supporting the creation of safer and secure music spaces, it is recommended that the City, in consultation with subject matter experts such as Crime Prevention Ottawa, Project SoundCheck and OMIC, make available similar training to interested music venues. A safe space certification (potentially coordinated through OMIC) could be offered to venues whose staff have completed the training.

Realizing the Vision

- Supports inclusivity of music scene.
- Supports music as a career for female artists or others who may have previously felt threatened in music spaces.
- Supports the development of a network of high-quality live music venues.

Phase 2 Recommendations

Phase 2 recommendations are proposed for implementation in 2019 and 2020.

Recommendation P2.R1 – Support the creation of an Ottawa Music Development Fund

The local music industry is full of passionate organizers who are actively launching projects to address the gaps and challenges in Ottawa’s music ecosystem.

Making small, strategic investments in these projects will provide an opportunity to nurture “made-in-Ottawa” solutions. Moreover, it will help these organizations mature to a point where they are able to access larger amounts of funding through programs such as the \$15-million Ontario Music Fund (OMF) and FACTOR.

To this end, the Task Force recommends the City contribute \$25,000 annually to a fund, subject to the approval of annual budgets by Ottawa City Council, for the creation or expansion of grassroots projects that strengthen Ottawa’s music industry and ecosystem.

Awarded through a jury process, and administered by OMIC, the fund would give out grants annually to organizations who are launching or expanding programs to enrich Ottawa’s music ecosystem. The fund will be used to support music-related non-profits and grassroots initiatives.

Examples of projects that were suggested through the stakeholder consultations include:

- Central listing of music news/events
- Pop-up music venues
- Data-driven innovations, such as a music map app
- Collaborative media initiatives

Realizing the Vision

- This recommendation could potentially support all of the vision statements.

Recommendation P2.R2: Support the Creation of an Ottawa-Gatineau Music Awards and Hall of Fame

To celebrate Ottawa’s musical history and nurture its homegrown star system, the City should partner with OMIC and Ville de Gatineau to develop an Ottawa-Gatineau Music Awards and Music Hall of Fame.

The annual music awards show would provide a unique opportunity to raise the visibility of established and emerging artists, strengthen knowledge of the local industry, and acknowledge the contributions of key players. The awards would also provide a platform to honour inductees to the region’s new Music Hall of Fame.

Recognizing that such an awards show is best managed by the industry, the Task Force recommends that the City of Ottawa provide support to the first edition of these awards,

potentially through funding or in-kind service support, or through other industry group sponsorship opportunities.

The Task Force also recommends that the City explore opportunities, either within a City facility or in partnership with others, for establishing a permanent Music Hall of Fame at an appropriate location. Options could include Library and Archives Canada or the National Arts Centre.

Realizing the Vision

- Recognizes, encourages and supports excellence within the local industry.
- Creates a platform for local artists to be recognized outside of the region.
- Demonstrates Ottawa is a thriving, exciting music city with a past, present and future.
- Raises the visibility of local music to residents.
- Supports the organization of the local music industry.
- Provides an opportunity for the business community to get involved.

Recommendation P2.R3 – Explore the development of a mid-sized “black box” venue

The lack of a high-quality, mid-sized venue (approximately 1,000-person capacity) in the downtown core has been identified as an obstacle for Ottawa’s growth as a music city.

To offer maximum flexibility and serve the greatest number of stakeholders, a “black box” format has been recommended as the ideal style of venue for potential development. Such a format would allow for seated or standing audiences, and could be configured for a variety of different performance types.

It is recommended that the City explore whether such a space could be developed by repurposing existing City-owned space or as part of a new development. A public-private partnership, with a private music consortium sharing costs and managing ongoing programming, is one option that may provide for reduced costs to the City and ensure ongoing usage of the facility.

Realizing the Vision

- The City helps lead the way.
- Supports development of a network of high-quality live music venues.

Recommendations for the Music Industry

Buoyed by the City's commitment to invest in its music industry, and in the positive momentum that has come out of the focus-group consultations, the Task Force is encouraging stakeholders in the music industry to amplify their active engagement in this process.

Believing that the most efficient way to mobilize the local industry is through its association, the Task Force has the following recommendations for OMIC. Except where noted, the budget for these recommendations is assumed to come from the recommended annual investment from the City.

Phase 1 Recommendations

For implementation in 2018.

Recommendation P1.R1: Run a campaign to broaden membership

To ensure this strategy is a success, OMIC must be able to engage and represent the broadest possible group of musicians, entrepreneurs and other music professionals. To this end, OMIC should immediately develop a campaign to raise its profile and increase its numbers while broadening the diversity of its membership.

Realizing the Vision

- Enhances the organization and visibility of the music industry.
- Promotes inclusivity.
- Supports those trying to make a living in music.

Recommendation P1.R2: Organize regular industry forums

Building on the productive conversations that began during this summer's consultations, OMIC should organize regular quarterly discussions with a specific sub-sector focus (e.g. live music, media, education). These forums would be used to build relationships, particularly between Anglophone and Francophone scenes, improve communication across the local music scene, discuss challenges, uncover opportunities for collaboration, and gauge the progress of the Music Strategy.

Realizing the Vision

- Supports many elements of the vision by providing opportunities for knowledge sharing, collaboration and problem solving.

Recommendation P1.R3: Develop a long-term strategy for underserved communities

OMIC is already helping coordinate a number of initiatives to increase participation among underrepresented groups in the music industry (e.g. DIY Audio Workshop for Women+). Building on this work, OMIC should develop a long-term strategy to break down barriers for underrepresented communities. This strategy could also tie into the recommendation to the City to invest in safer music spaces.

Realizing the Vision

- Supports the goal of creating the most inclusive music city in the world.

Phase 2 Recommendations

Phase 2 recommendations are for implementation in 2019 and 2020.

Recommendation P2.R1: Present an annual Ottawa-Gatineau Music Awards

Leveraging financial support from the City of Ottawa and Ville de Gatineau, OMIC should partner with other industry players to organize the first annual Ottawa-Gatineau Music Awards. The awards should be televised locally and broadcast online, feature performances from local artists, honour an annual inductee to an Ottawa-Gatineau Music Hall of Fame, and give out a set of awards with categories such as: Artist of the Year, Emerging Artist of the Year, Music Educator of the Year, Producer of the Year, etc.

Realizing the Vision

- Raises the visibility of local music to residents.
- Supports the organization of the local music industry.
- Provides an opportunity for the business community to get involved.

Recommendation P2.R2: Facilitate collaboration between media players

OMIC should facilitate meetings between Ottawa's community, public and commercial radio stations to create a program whereby local artists that have been successful on community radio are introduced to larger audiences on public and commercial radio.

Realizing the Vision

- Builds the visibility of local music to local audiences.
- Leverages the local media network to further develop local artists and other music businesses (e.g. promoters).

Recommendation P2.R3: Music education advocacy

Recognizing the foundational role of music education to building the local music ecosystem, OMIC should work with educators, school boards, colleges, universities, other music industry associations, and music officers on innovative ways to support music education locally, and to advocate for increased investments at the provincial level.

Realizing the Vision

- Support music education as a vital part of the everyday life of residents of all ages.

Recommendation P2.R4: Administer the Ottawa Music Development Fund

OMIC should administer the Ottawa Music Development Fund as described under recommendation P2.R1. This fund will provide annual grants to local not-for-profit organizations that are addressing gaps and challenges in Ottawa's music ecosystem. OMIC should have full authority over the administration of the program and have the opportunity to direct funds to particular projects, depending on the needs of the industry at the time.

Examples of projects that were suggested through the stakeholder consultations include:

- Central listing of music news/events
- Pop-up music venues
- Data-driven innovations, such as a music map app
- Collaborative media initiatives

Realizing the Vision

- This recommendation could potentially support all of the vision statements.