



Music Strategy



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SECTION 1: EXECUTIVE SUMMARY

Background

The City of Mississauga's first Music Strategy is designed to help the City and its music sector capitalize on a provincial live music industry poised for growth, Mississauga's unique position within that market and a strong foundation from which to build.

The Strategy advances recommendations from the City's approved Creative Industries Strategy (2016) and Culture Master Plan (2019). Both documents highlight the need for targeted actions to help support Mississauga's growing music sector.

The Music Strategy proposes 13 recommendations and 32 actions to help spur long-term growth for the music sector, as well as economic recovery for musicians and businesses emerging from the COVID-19 pandemic.

Mississauga's Opportunity

"An internationally-recognized incubator for top musical talent and a national destination for live music events and festivals"

Research, benchmarking and public engagement shows that Mississauga can build on its music sector's existing strengths to become an internationally-recognized incubator for top musical talent and a national destination for live music events.

With policy adjustments, strategic initiatives and smart investment, seizing this opportunity will produce a multitude of benefits such as:

- Job creation
- Tourism and economic growth
- Attraction and retention of skilled workers
- City brand-building
- Community building

COVID-19's Impact on the Music Sector

Live music was one of the sectors hardest hit by the pandemic and will be one of the last to fully recover. The Canadian live music sector lost 92 per cent of its annual revenue and at least 80 Canadian music venues have permanently closed. Independent musicians are not expected to recover financially until at least 2023.

Mississauga's opportunity remains but the path to get there has changed. The City must now undertake short-term recovery and rebuilding actions alongside a strategy for long-term sector growth and success.

Public Engagement

Public engagement for the Music Strategy occurred in three phases:

- **Phase one (August 2019 – December 2020)** included more than 40 one-on-one interviews and facility tours with artists, managers, record labels, event and festival producers, and many more stakeholders from across Mississauga's music community.
- **Phase two (November 2020 – January 2020)** was the Mississauga Music Strategy Survey, an online survey of 234 music sector respondents designed using feedback from Phase one.
- **Phase three (September 2021 – January 2022)** consisted of consultation with more than a dozen local and national music industry organizations to review the Strategy's recommendations and implementation plan. This phase also included consultation with all affected City sections and Divisions.

Public engagement identified three major strengths of Mississauga's music sector:

1. A high number of **talented local artists**
2. The **diversity of music** being made and enjoyed locally
3. A close-knit and supportive music **community**

Areas for improvement identified in public engagement are:

1. The need for **more live music spaces**, particularly mid-sized venues (500-1500 capacity)
2. The need for **more training opportunities and youth engagement**
3. the need for **greater promotion** of artists, venues, events and performances in Mississauga

Guiding Principles

The following Guiding Principles are based on public engagement and are intended to accentuate Mississauga's strengths and address the music sector's unique challenges. The principles will lead decision-making, design and implementation of the Strategy's recommendations.

- **Amplify our Artists** – create employment, professional development, and promotional opportunities within and beyond our borders
- **Create a Favourable Environment for Live Music** – make Mississauga an attractive place for live music events, festivals, music venues where artists want to perform and business want to operate
- **Support Underrepresented People and Groups** – help to improve equity and inclusion within our music sector and use the power of music to build strong and resilient communities
- **Celebrate our History and Success** – recognize and advertise the achievements of local musicians, industry leaders and institutions to raise the profile of our sector and maximize tourism potential

Recommendations & Outcomes

The Music Strategy contains 13 recommendations, each with supporting actions designed to achieve the results described below. Supporting actions are detailed in Section 7 of the Strategy. The recommendations are:

1. Increase the number and frequency of live music events in Mississauga

Result: An increased number of live music performances in local bars, restaurants and performance venues, and a greater number of for-profit music events and festivals doing business in Mississauga. Increased tourism and visitor spending.

2. Create a regulatory environment in which music venues can thrive

Result: An increased number of independent music venues operating in the city. Increased potential for success and sustainability of new and existing venues through policy and planning initiatives. A more complete “venue ladder” that musicians need to build audiences and careers. Vibrant neighbourhoods with cultural destinations supporting the night time economy.

3. Help create employment opportunities for Mississauga musicians

Result: A greater number of well-paying performance and remunerative opportunities for local musicians through which to build and sustain their careers, perfect their craft and develop audiences.

4. Make City-owned spaces more affordable for the music community

Result: The community building benefit of vibrant music scenes is formally recognized and supported by the City of Mississauga.

5. Encourage and empower Mississauga businesses to support local music

Result: Local musicians benefit from additional promotional, revenue and partnership opportunities. Patrons of local businesses are exposed to diverse, high quality made-in-Mississauga music. Businesses support local creators and potentially benefit from reduced licence fees for music use.

6. Celebrate and commemorate Mississauga’s music history

Result: Mississauga’s reputation as an incubator for world-class talent is widely-recognized and used as a driver of tourism and City brand building.

7. Enhance promotion of Mississauga’s music sector

Result: Mississauga is recognized, first nationally and then internationally, as the home of top-tier musical talent, world-class cultural festivals, and fantastic spaces for live music. The city’s diverse musicians take full advantage of local performance and professional development opportunities, and build audiences locally and beyond our borders. Residents frequent live music events, discover new artists and enjoy local cultural spaces.

8. Create Musical Pathways for Youth

Result: Young residents of Mississauga have access to enriching and skill-building musical experiences. Youth in Mississauga recognize music as an avenue for personal growth, passion and possible career path.

9. Foster Safe and Inclusive Music Events

Result: Residents and visitors feel confident that when they attend live music events in Mississauga they will not experience harassment, violence and/or discrimination.

10. Measure and understand the value of Mississauga's music economy

Result: The City, its citizens, stakeholders, and other levels of government appreciate the power of music as a driver of employment, economic impact and cultural growth, and believe it is worthy of investment.

11. Build connections across Mississauga's creative industries

Result: Mississauga musicians and music businesses benefit from synergies with other local creatives such as photographers and interactive digital media producers. The strength of Mississauga's music scene is widely recognized among its other creative communities, including the booming film and television sector. Mississauga's reputation as a creative city is further cemented and elevated.

12. Take advantage of local industry expertise

Result: Successful artists and industry leaders help develop a pipeline of talent and music entrepreneurs. Local artists and music businesses feel a strong sense of pride, belonging and community. Mississauga is recognized as a great city in which to live, work and create in the music business.

13. Support music entrepreneurs looking to grow their business in Mississauga

Result: Local music entrepreneurs and music business operating in Mississauga are positioned for sustained, long term success through industry tailored training, skills development and support.

Comparable Music Markets

The Music Strategy compares Mississauga to 3 North American music markets of similar sizes – Hamilton (Ontario), Fort Worth (Texas) and Ottawa (Ontario) - that have employed or embarked on strategies to grow their music economies.

Key takeaways from this analysis are:

1. Mississauga can capitalize on the competitive advantage its diversity of music provides through funding, professional development opportunities and marketing initiatives.
2. Strategic investment can position Mississauga for success in growing its music economy.
3. Policies to support the sustainability of music venues are needed in order to enhance Mississauga's reputation as a destination for live music.

Implementation Plan & Budget

32 actions to achieve the Strategy's recommendations are planned over a five-year period from 2022-2026.

30 actions contained in the Strategy's recommendations can be implemented through existing & business as usual budget allocations through the Culture Division and Music Office. Two actions, Economic Impact Analysis (2024) and Consumer Insights Market Development (2025), will

require a Budget Request. One action, Live Music Grant Pilot (2023-2026), proposes utilizing existing MAT Arts Reserve funding and examining future partnerships with Tourism Mississauga. The total Implementation Plan (2022-2026) budget is \$419,500, with \$90,000 in new budget impact.

SECTION 2: INTRODUCTION

In July 2019, the City of Mississauga made a commitment to grow and support its music sector with the opening of the Music Office and the hiring of a full-time staff resource dedicated to sector development. Mississauga's political leadership made it clear that it was taking steps to become a "Music City."

Ontario's music industry had proven to be a powerful driver of job creation, tourism and economic impact. The live music sector in particular was poised for growth¹. Mississauga, interconnected with Canada's largest music market and home to world-class talent and excellent live music assets, was well-positioned to capitalize on that growth.

With the right policy initiatives and smart investments, Mississauga has the potential to become an internationally-recognized incubator for top musical talent, and a national destination for live music events and festivals. Seizing this opportunity would allow Mississauga to further unlock the economic and social powers of a vibrant music economy.

Just as the City embarked on development of the City's first music strategy, the world changed. SARS-Cov-2, the virus behind the deadly COVID-19 pandemic, spread rapidly across the globe. Live music, an industry built on large crowds in close quarters, was one of the first sectors to shut down and will be one of the last to fully recover. Artists and music businesses adapted as best they could but for some, sustaining a career or business in music was no longer possible. Numerous music venues and production companies closed permanently and countless musicians were forced to pursue alternative employment.

Mississauga's opportunity remains but the path to get there has changed. The City must now undertake short-term recovery and rebuilding actions alongside this strategy to ensure long-term growth and success of the music sector. The City will need to help existing businesses jumpstart their activities, as well as provide support, training and investment to entrepreneurs looking to launch new businesses in the spirit of "building back better."

The City's goal is to be an internationally-known incubator for talent and a national live music destination. This Strategy is informed by thorough consultation with local and Canadian music industry stakeholders and benchmarked against other municipalities taking action to grow their music sectors. It sets out the evidence, the actions, and the plan to achieve results and to move forward on the path to becoming a successful "Music City."

¹ Live Music Measures Up, Music Canada and the Canadian Live Music Association, 2015

SECTION 3: IMPACT OF COVID-19 ON THE MUSIC SECTOR

The devastating impact of the COVID-19 pandemic was felt in all corners of the Canadian music industry. In the first month of the pandemic, nearly half of Canadian artists surveyed by Music Canada reported they lost more than 75 per cent of their income.²

The Canadian Independent Music Association found that within six months of the COVID-19 pandemic, independent musicians had experienced a collective revenue decline of \$233 million (CAD) and the industry will likely not fully recover until at least 2023.³

Before the pandemic, Canada's live music industry contributed \$3 billion annually to the GDP but in 2021 lost 92 per cent of its annual revenue and 80 Canadian music venues have permanently closed. In Mississauga, this includes one of the most well-known and active venues in the City centre. With an already proportionally low number of live music venues compared to other municipalities, the impact of this closure on Mississauga's music scene will be significant.

The role of the City of Mississauga in helping to rebuild the music sector is multi-pronged: to help spur business for those that have survived the pandemic through strategic short-term actions; to support the development of emerging and future businesses from the grassroots, and; to remove barriers to long-term growth.

SECTION 4: WHY A MUSIC STRATEGY?

What is a "Music City"?

The term "Music City" is defined by Music Canada as a community of any size with a vibrant, actively promoted music economy.⁴ Cities around the world are recognizing the multitude of benefits that a vibrant music economy can bring and are re-examining the relationship between a municipality and its music ecosystem. The original Music City, Nashville, and a handful of other cities have had great success in harnessing the economic and cultural benefits of music and provide inspiration for other cities to develop their own unique strategies to support and grow their music sector.

Within Canada, numerous cities including Vancouver, Toronto, London, Kitchener, Ottawa and Mississauga have created staff positions within the municipality that are fully or partially focused on music sector development. These cities, and other regions like Simcoe County and Windsor Essex, have produced locally tailored music strategies. Some have undertaken economic impact studies to capture the contributions of particular parts of their music economies such as live music venues.

² COVID-19 Artist Impact Survey, Music Canada and CONNECT Music Licensing, 2020

³ The Impact of COVID-19 on Canadian Independent Music, CIMA and Nordicity, 2020

⁴ The Mastering of a Music City, Music Canada & IFPI, 2015

One of the most exciting parts of municipal music policy, as a practical tool for economic and cultural growth and emerging field of study, is the sense that researchers and policy-makers are only beginning to scratch the surface of what is possible. The municipal music offices in Canada, for example, have all been in operation for less than eight years. The first municipal Music Strategy in Canada, the Toronto Music Strategy, was adopted by Council in 2016.

In some cases, simply asking whether or not a city is a “Music City” can be unproductive, as all music communities can benefit from tailored support, and all municipalities stand to benefit from strategic efforts to amplify the economic and cultural benefits of music. Perhaps more importantly for many municipalities, is asking whether they are *taking steps to become a “Music City.”*

The Benefits of a Vibrant Music Scene

1. The “Double bottom line”

In terms of impact, what sets music apart from most other sectors is the “double bottom line” it produces, especially when governments and businesses invest in it.

First and foremost, according to the most recent study of Ontario’s live music industry, is the well-documented economic impact which in Ontario is \$1.2 billion (CAD) annually to the provincial economy.⁵ One of the largest and most historic music economies in the world, the original “Music City” Nashville, accounts for nearly \$10 billion (USD) in value for its region annually.⁶ In Mississauga’s neighbouring municipality Toronto, live music venues alone generate \$850 million (CAD) in annual economic impact.⁷

Austin, Texas bills itself as the “Live Music Capital of the World” and in 2020 has only a slightly larger population than Mississauga. Austin’s most recent study of the economic impact of its music sector found the collective impact of music and music-related tourism accounted for more than \$1.8 billion (USD) in annual economic activity (output) in the local economy, supporting over 20,000 jobs and producing \$47 million (USD) in City of Austin tax revenue.⁸ The second part of the “double bottom line” music produces is its cultural and social impact. Though more difficult to quantify than the economic benefits, music has many unique powers,

⁵ Live Music Measures Up, Music Canada and the Canadian Live Music Association, 2015

⁶ Music Row Vision Plan, City of Nashville, 2019

⁷ Re:Venues: A Case and Path Forward for Toronto’s Live Music Industry, Canadian Live Music Association & City of Toronto, 2020

⁸ The Economic Impact of Music – Austin, City of Austin and TXP Inc, 2016

including connecting people and communities, transcending language barriers, contributing to cognitive and developmental growth, and sharing stories through generations.

With a very diverse population, and as home to some of Canada's premiere celebrations of culture and music including Canada's largest South Asian festival,⁹ Mississauga is well-positioned to fully realize the social impacts of music, in addition to its economic benefits.

2. City Brand Building

In cities with extremely successful music scenes or an abundance of music history, music can become fundamentally intertwined with a city's international identity. For example, Motown music will forever be associated with Detroit, Michigan.

In some of the best global examples, a city's music economy and history is incorporated in the planning process, such as with Nashville's Music Row. The historic district in the southwest of the city's downtown is home to institutions like RCA's Studio B, the Country Music Hall of Fame, and currently has 194 music-related businesses operating in the "campus-like" district. Music Row was recently the subject of a dedicated Vision Plan undertaken by Metro Planning staff and community stakeholders to "ensure that Music Row continues to be a vital hub of music business and innovation, and a unique creative cluster within [the] city."¹⁰

Individual artists can also increase visibility and recognition for a city, driving benefits like tourism and economic impact - the best local example being Drake. In 2018, a market analyst estimated Drake could be credited with driving five per cent of Toronto's tourism industry, which accounted for \$440 million to the local economy in 2017¹¹. In 2018, Toronto City Councillor Michael Thompson credited the mere mention of Drake's name to helping bring a tech conference to Toronto that contributed approximately \$146 million dollars to the city.¹²

3. Tourism

According to a 2018 white paper produced by Sound Diplomacy,¹³ music tourism is increasing worldwide. The paper provides several global case studies on the powerful intersection of these two related industries, including:

- Music tourism attracted 823,000 overseas tourists to the UK in 2016, supported more than 47,000 jobs, and generated £4 billion in economic activity
- Music festivals were a \$2.3 billion (USD) global industry in 2016, a figure that was expected to double in 2020 before the COVID-19 pandemic hit

⁹ Bollywood Monster Mashup (<https://www.monstartity.com/bollywoodmontermashup/>)

¹⁰ Music Row Vision Plan, City of Nashville, 2019

¹¹ Drake may be responsible for 5 percent of Toronto's \$8.8B tourism economy, Vice News, 2018

¹² Drake may be responsible for 5 percent of Toronto's \$8.8B tourism economy, Vice News, 2018

¹³ Music is the New Gastronomy, Sound Diplomacy, 2018

Tourism related to live music in Ontario is similarly impactful. In the most recent study on the economic impact of live music in Ontario,¹⁴ music festivals alone were estimated to have generated 9,500 FTE jobs. The tourism activity generated by music festivals and the spending by live music companies together contributed nearly \$1.2 billion (CAD) to Ontario's GDP and generated just over \$430 million (CAD) in combined tax revenue for all levels of government.

With a newly-established Tourism Board and Music Office, Mississauga has an opportunity to focus on enhancing the potential of music tourism to the city and this Strategy recommends a series of partnerships between the two bodies.

4. Job Creation

Job creation figures for the music sector are often underestimated due to the number of informal gigs, the frequency of unpaid and underpaid gigs, and the lack of comprehensive payroll data. So many varied small and micro-businesses perform different functions within the ecosystem but studies that have focused on specific parts of the industry show that music is a significant job creator at the municipal and regional levels.

In Mississauga, the most recent figures from Statistics Canada show 409 jobs generated by the sound recording sector alone.¹⁵ In Toronto, just its live music venue sector creates 10,500 FTE jobs.¹⁶

More compressive data on jobs within the many other parts of Mississauga's music industry is not available at this time but is key to measuring future growth. It is for this reason that one of the recommendations noted in this Strategy is to conduct an economic impact analysis once the sector has recovered from the COVID-19 pandemic.

5. Attraction and Retention of Skilled Workers

In 2016, a random survey of 500 skilled workers and 508 businesses in Ontario revealed that **a vibrant arts and culture scene can be a major driver for communities to attract and retain employees**; 65 per cent of respondents - both businesses and skilled workers - agreed that a thriving arts and culture scene is a driving factor when considering relocation.¹⁷

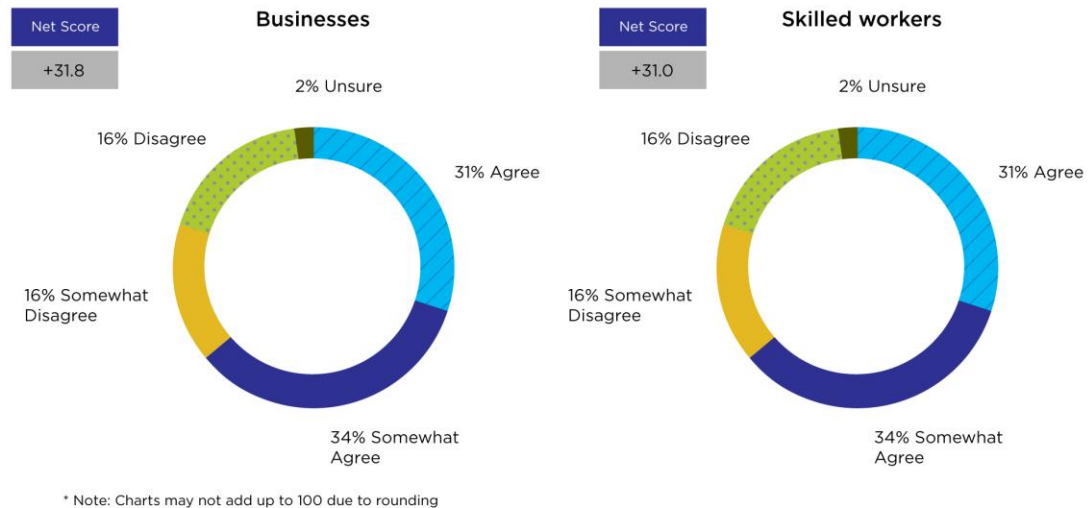
¹⁴ Live Music Measures Up, Music Canada and the Canadian Live Music Association, 2015

¹⁵ Statistics Canada, Provincial and Territorial Culture Indicators, 2010-2017

¹⁶ Re:Venues: A Case and Path Forward for Toronto's Live Music Industry, Canadian Live Music Association & City of Toronto, 2020

¹⁷ Culture for Competitiveness: How Vibrant Culture Attracts Top Talent, Business for the Arts, 2016

Thriving arts and cultural scene and attracting talent



Question: Do you agree, somewhat agree, somewhat disagree, or disagree with each of the follow?

[Businesses] A thriving arts cultural scene is something that makes it / would make it easier to attract top talent to our community

[Skilled workers] A thriving arts cultural scene is something I would look for when considering moving to a new community

[Data from "Culture for Competitiveness: How Vibrant Culture Attracts Top Talent," Business for the Arts, 2016]

Mississauga's Economic Development Strategy (2020-2025) outlines the importance of attracting talent, stating "successful places and businesses need to compete harder to attract and retain the talent to sustain their growth, animate the next generation of agile change and ensure they remain affordable for people across the earnings scale."¹⁸ Importantly, the Strategy recognizes Culture as one of the four factors in the competition for talent.

With many elements of a vibrant arts and culture scene, Mississauga has a strong foundation upon which to build. As an example outside of music, the city's film sector is booming, with eight studios in operation and a large, purpose-built studio complex coming. The increase in industry infrastructure has also led to an increase in location filming.

Music Canada's *Mastering of a Music City*¹⁹ report confirms music can be a big part of recruitment success for municipalities seeking to attract top talent. With excellent music assets and a deep pool of talented artists, Mississauga can work to support a thriving live music scene as part of its reputation as a creative city. This will enhance competitiveness as a desirable

¹⁸ Mississauga Economic Development Strategy 2020-2025, City of Mississauga, 2019

¹⁹ The Mastering of a Music City, Music Canada, Music Canada & IFPI, 2015

location for skilled workers and the businesses that employ them.

Mississauga's Unique Position

Compared to other cities that have pursued a Music Strategy, Mississauga is in a truly unique position. While Mississauga shares some common elements of successful music cities, like a large pool of talented artists, world-renowned professional development programs and excellent public spaces for live music events, Mississauga does not have the developed music “venue ladder” characteristic of some of the most vibrant music scenes.

Mississauga's unique position is related heavily to its integration with Canada's largest music market, Toronto.²⁰ This integration presents both challenges and opportunities but ultimately positions Mississauga to benefit from a strong regional music economy; this Strategy seeks to capitalize on that integration.

As the 6th largest city in Canada, located directly beside the largest city in Canada, access to a huge potential audience for live music events is a major competitive advantage.

For local artists and entrepreneurs, the Mississauga-Toronto border is fluid; they have quick and easy access to professional and career development services and opportunities, including more than 500 active venues in Toronto in which to perform and build their fan bases.²¹

Because of this integration, certain perceived weaknesses of Mississauga's music scene, such as a shortage of spaces for original music,²² may not pose as much of a challenge for sector growth, and the careers of local artists, as they do for more geographically isolated municipalities.

Members of the music community and residents surveyed believe the major strengths of Mississauga's music scene are a deep, talented pool of artists, the diversity of the music being made and performed, and a supportive music community.

For a relatively young city, Mississauga has a wealth of music history and has gained a reputation as an incubator for world class performing artists and professionals in technical fields. Mississauga also has numerous industry celebration and recognition programs including the Music Walk of Fame, and the community-led Mississauga Music Awards, Mississauga Music Week, and Legends Row. Global music policy research firm Sound Diplomacy has recommended using musical heritage as a tool to drive tourism and improve cultural policy.²³ In these respects, Mississauga is positioned favourably compared to other cities embarking on a sector growth strategy.

²⁰ Toronto Music Strategy, City of Toronto, 2016

²¹ Re:Venues: A Case and Path Forward for Toronto's Live Music Industry, Canadian Live Music Association & City of Toronto, 2020

²² Mississauga Music Strategy Survey, City of Mississauga, 2020

²³ Music Cities Manual, Sound Diplomacy, 2019

A key factor in music sector growth through municipal-level initiatives identified by Music Canada is political support.²⁴ Mississauga is fortunate to have a Mayor and members of Council who are strong supporters of music sector growth. Following a motion to assume management and operations of the Living Arts Centre, Mayor Bonnie Crombie said the decision was made “in order to grow our music industry, drive tourism and establish Mississauga as a ‘Music City.’”²⁵

Council has also previously approved several plans and strategies which provide a mandate and outline specific actions to enhance live music in Mississauga, including the Creative Industries Strategy (2016), Culture Master Plan (2019) and the City’s COVID-19 Economic Recovery Plan-Creative Industries (2020).

This Music Strategy will integrate and build upon previous direction from City Council to lay out a detailed path toward sustained growth for Mississauga’s music sector.

SECTION 5: PUBLIC ENGAGEMENT RESULTS

Public engagement for this Strategy occurred in three phases.

Phase one included more than 40 one-on-one interviews and facility tours from July to December in 2019. Participants included artists, managers, record labels, event and festival producers, and many more stakeholders from across Mississauga’s music community.

Phase two included the Mississauga Music Strategy Survey,²⁶ an online survey launched on November 16, 2020 and concluded December 31, 2020. The survey was designed using feedback from Phase one and consisted of 14 general questions, along with additional targeted questions for specific industry professionals and creatives.

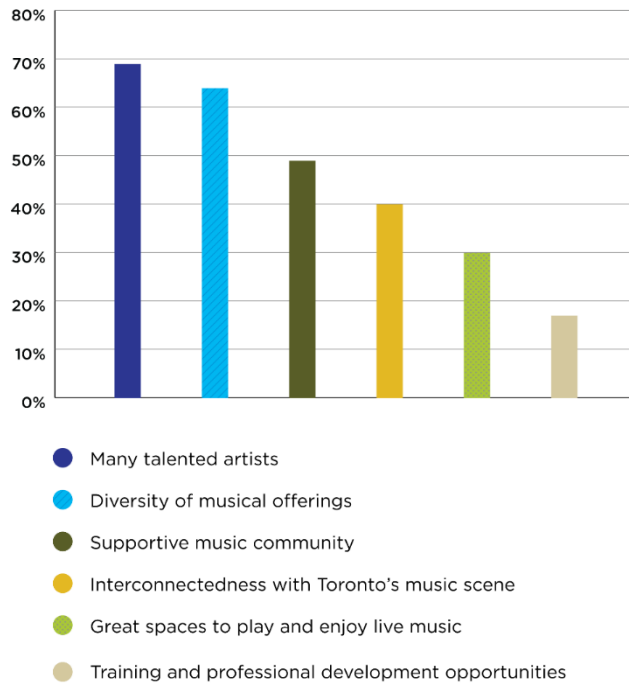
There were a total of 234 respondents to the survey. The survey was promoted through the Culture Division website and social media channels, along with targeted emails to various stakeholders, community groups and artists who participated in Culture Division programming. Major findings of the Music Strategy survey are related to the strengths of Mississauga’s music scene, areas for improvement, types of music venues needed, and the role respondents feel the City of Mississauga should play:

²⁴ The Mastering of a Music City, Music Canada & IFPI, 2015

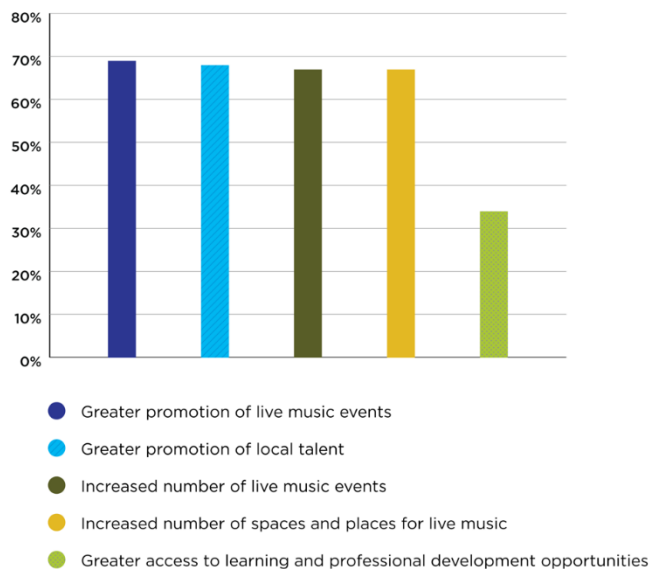
²⁵ Mississauga to Assume Full Operation of Living Arts Centre, City of Mississauga, 2019

²⁶ Mississauga Music Strategy Survey, City of Mississauga, 2020

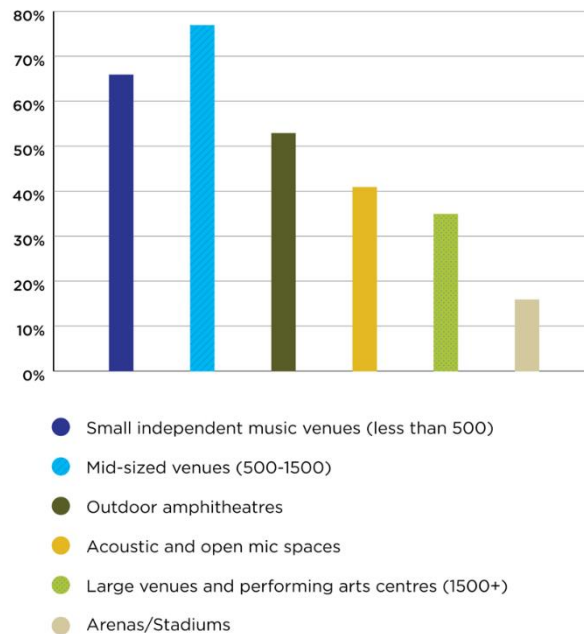
What are the strengths of Mississauga's music scene? (%)



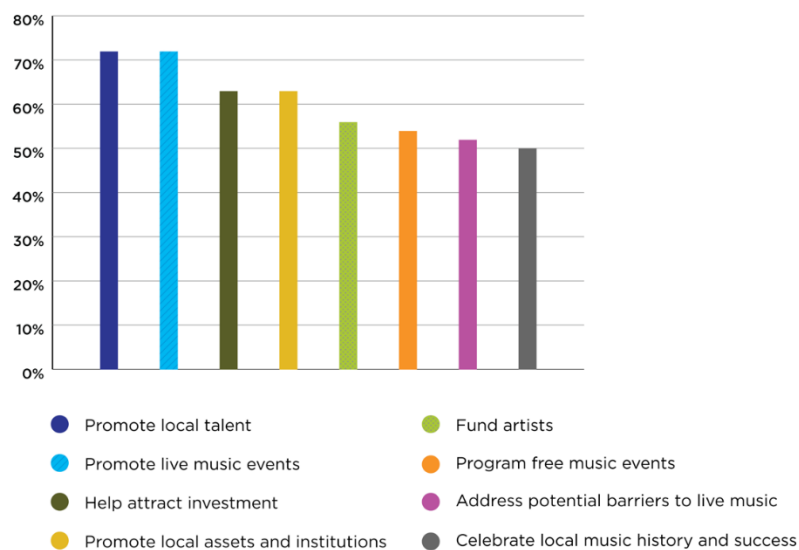
What would you like to see more of in Mississauga? (%)



What size and type of venue would you like to see more of in Mississauga (%)



What role do you think the City of Mississauga should play in supporting its music scene? (%)



Public engagement in Phases one and two provided additional insight highlighting these key points:

- The main strengths of Mississauga's music scene are the high number of talented artists in or from Mississauga and the diversity of music offerings available
- Opportunities for improvement include the **lack of mid-sized venues, lack of training opportunities and youth engagement, and the need for greater promotion of artists, venues, events and performances in Mississauga**
- Half of respondents, mostly those involved in producing or hosting live music, spoke to the **need to address barriers to live music like bylaws, zoning and permitting**
- Many respondents believe Mississauga can help the music scene by **working to attract investment in the live music sector**
- Many open comments expressed a **desire for the City of Mississauga to create hubs, mentorship opportunities, workshops and networking available to artists, managers, producers and other industry professionals**
- Respondents want **more youth outreach to engage youth in the Mississauga music scene and to recognize the value of the variety of music professions**
- Respondents are also interested in having a **digital database or tool for music industry professionals to search and discover artists, recording options, performance opportunities and space rentals**

Phase three consisted of consultation with more than a dozen local and national music sector organizations to review a draft of the strategy, its recommendations and implementation plan.

Engagement with specific parts of the music sector produced the following results:

Artists

60 respondents of the Music Strategy Survey identified as Artists. Of those, 23 per cent also identified as Music Educators and 22 per cent also identified as Event and Festival producers, highlighting the crossover between respondent categories and the fact that music community members often have more than one role.

37 per cent of respondents indicated they are full-time musicians. 44 per cent of respondents indicated they work one job in addition to music work and 19 per cent of respondents work multiple jobs in addition to music work.

On the **strengths of Mississauga's music scene**, Artists identified:

- Many talented artists (80 per cent)
- Diversity of musical offerings (70 per cent)
- Supportive music community (53 per cent)

On **areas of improvement for the music sector**, Artists identified:

- Greater promotion of local talent (85 per cent)
- An increased number of spaces for live music (80 per cent)
- Greater promotion of live music events (73 per cent)

- An increased number of live music events (68 per cent)

In terms of **performance spaces**, Artists feel Mississauga needs to increase the inventory of three types of performance spaces:

- Mid-sized venues (78 per cent)
- Small independent music venues (70 per cent)
- Outdoor amphitheatre venues (50 per cent)

On **what role the City of Mississauga should play in supporting the music scene**, Artists feel the City of Mississauga should:

- Promote local talent (85 per cent)
- Promote live music events (83 per cent)
- Fund artists (82 per cent)
- Attract investment into Mississauga's music sector (70 per cent)
- Promote local music assets and institutions (65 per cent)
- Provide professional development opportunities (63 per cent)
- Provide equitable access to rehearsal and performance spaces (63 per cent)
- Address potential barriers to live music such as noise by-laws, zoning concerns and permitting (50 per cent)

Music Venues

There were six respondents who chose "Music Venue." On their capacity ranges, one venue is below 50, one venue is 51-100, and one venue has a capacity of 101-200 people. Two venues have capacity between 201-300 people and the largest has a capacity above 500 people. All venue respondents said they featured original music in their venue(s).

On **strengths of the music scene**, 100 per cent of Music Venue respondents stated Mississauga has many talented artists and diversity of music offerings. On **areas for improvement**, 100 per cent also stated Mississauga needs more live music events, greater promotion of live music and an increase in spaces and places for live music.

In terms of **what role the City of Mississauga should play in supporting the music scene**, Music Venues feel the City of Mississauga should:

- Promote local venues, promote local talent and live music events (100 per cent)
- Help attract investment into the music sector (100 per cent)
- Celebrate local music history and success (100 per cent)
- Provide professional development opportunities (67 per cent)
- Address barriers to live music like noise bylaws and zoning concerns (67 per cent)
- Provide more funding for music businesses (50 per cent)

In open feedback, Music Venue respondents provided very detailed ideas on how to grow the music sector in Mississauga. There was consensus that mid-sized venues are lacking, and that there needs to be a focus beyond "open mic" performances and concerts by "household name artists" who seem to dominate the performance landscape in Mississauga. Suggestions include having local musicians playing as opening acts at performances. Others want to ensure

Mississauga is looking at barriers such as bylaws and limited patio/outdoor performing programs to help revitalize music performances post-COVID while others suggest having an economic and promotion strategy ready post-COVID to help the music sector expand.

Event and Festival Producers

22 respondents identified as Event and Festival Producers; 45 per cent of these respondents indicated they operated on a not-for-profit model, while 41 per cent indicated they operated on a for-profit model.

On their largest expenses before the COVID-19 pandemic, 63 per cent stated “facility rental” and 59 per cent stated “talent fees.”

Regarding the reason for producing events in Mississauga, 62 per cent of respondents noted a history of hosting events in Mississauga, 57 per cent stated most of their audience is located in Mississauga, and 57 per cent stated Mississauga as their home.

On the **strengths of Mississauga’s music scene**, Event and Festival Producers identified:

- Many talented artists (82 per cent)
- Diversity of musical offerings (68 per cent)

By contrast, a lesser percentage of Event and Festival Producers feel the following are **strengths of Mississauga’s music scene**:

- Great spaces to play and enjoy live music (27 per cent)
- Training and professional development opportunities (14 per cent)

In terms of **performance spaces**, Event and Festival Producers indicated Mississauga needs to increase the inventory of three types of performance spaces:

- Mid-sized venues for both local and touring acts (91 per cent)
- Small independent music venues (77 per cent)
- Outdoor amphitheatres (50 per cent)

In terms of **what role the City of Mississauga should play in supporting the music scene**, Event and Festival Producers believe the City of Mississauga should:

- Attract investment into the music sector (77 per cent)
- Fund artists (77 per cent)
- Fund music businesses (68 per cent)
- Address barriers like zoning, permitting and noise bylaws (73 per cent)
- Provide professional development opportunities (73 per cent)

In open comments, Event and Festival Producers mentioned Mississauga has a wealth of diverse artists from unique music genres that are often considered “fringe” or ignored for more popular or “traditional” music genres. Respondents feel these performers are not actively promoted and encouraged increased promotion from the City of Mississauga as well as creation of safe spaces for diverse artists.

Artist Managers

Eight Artist Managers responded to the Music Strategy Survey. Three respondents indicated Artist Manager as their full-time profession, while five do not manage artists full-time.

Managers stated the **strengths of Mississauga's music scene** are:

- Many talented artists (100 per cent)
- Diversity of musical offerings (100 per cent)
- Interconnectedness with Toronto's music scene (50 per cent)
- Supportive music community (50 per cent)

On **other needs for the music sector**, Managers feel Mississauga needs:

- An increased number of spaces for live music (88 per cent)
- An increased number of live music events (88 per cent)
- More promotion of live music and promotion of local talent (75 per cent)

Regarding **performance spaces**, Artist Managers mainly feel Mississauga needs to increase the inventory of:

- Mid-sized venues (100 per cent)
- Small independent music venues (50 per cent)

Record Labels

Five Record Label professionals responded to the Music Strategy Survey. Responding to the reason they chose to locate their business in Mississauga, 60 per cent identified the strength of local talent and proximity to recording and production facilities, and 40 per cent of respondents also identified proximity to industry institutions and proximity to Lester B. Pearson International Airport as main factors.

Record Label respondents stated the **strengths of Mississauga's music scene** are:

- Many talented artists (100 per cent)
- Diversity of musical offerings (100 per cent)
- Interconnectedness with Toronto's music scene (60 per cent)

Regarding **performance spaces**, these respondents feel Mississauga needs more:

- Mid-sized venues (100 per cent)
- Small independent music venues (50 per cent)
- Outdoor amphitheatres (50 per cent)

Regarding the **role the City of Mississauga should play in supporting the music scene**, record label respondents feel the City of Mississauga should:

- Promote local talent/artists (80 per cent)
- Address barriers to live music like zoning, permitting and noise bylaws (80 per cent)
- Promote live music events (80 per cent)

- Increase the number of live music events (100 per cent)

Recording Studios

Six Recording Studio professionals responded to the Music Strategy Survey. On why they chose to locate their studio in Mississauga, 100 per cent stated that Mississauga is their home, 50 per cent of respondents chose the interconnectedness with Canadian music industry institutions and 33 per cent stated proximity to Lester B. Pearson International Airport, as well as affordability of space as factors.

Regarding the most significant challenges to operating their studio prior to the COVID-19 pandemic, 83 per cent stated equipment costs and 67 per cent of stated attracting bookings.

Recording Studio respondents feel the **strengths of Mississauga's music scene** are:

- Many talented artists (83 per cent)
- Diversity of musical offerings (67 per cent)
- Interconnectedness with Toronto's music scene (67 per cent)
- Supportive music community (67 per cent)

On **areas for improvement**, Recording Studios want to see:

- Increased number of spaces and places for live music (100 per cent)
- Greater promotion of local talent (100 per cent)
- Increased number of spaces and places for live music (83 per cent)
- More live music events (33 per cent)

Regarding **performance spaces** needed in Mississauga, Recording Studios selected:

- Mid-sized venues (100 per cent)
- Small independent venues (50 per cent)
- Outdoor amphitheatres (50 per cent)

Recording Studios feel the **role the City of Mississauga should play in supporting the music scene** is:

- Promote local assets and institutions (83 per cent)
- Attract investment into the music sector (83 per cent)
- Celebrate local music history and success (83 per cent)
- Address barriers like zoning, permitting and noise bylaws (83 per cent)

In open comments, Recording Studio respondents shared the following additional ideas on **how the City of Mississauga could support the music sector**:

- Help introduce new venues and festivals
- Establish a music community/collaboration hub for artists to engage, network, develop and record their music
- Promote artist features in digital and print media
- Create an online database to connect creatives and other business professionals

- Create mentorship opportunities

Community Organizations

23 Community Organization representatives responded to the Music Strategy Survey. Of those respondents, 39 per cent identified as Artist Collectives, 39 per cent identified as a Community Band/Choir/Ensemble, 17 per cent identified as a Community Creative Space, and 13 per cent identified as a Youth-Focused Group.

Community Organization respondents feel the **strengths of Mississauga's music scene are:**

- Many talented artists (82 per cent)
- Diversity of artists and live music offerings (65 per cent)
- Supportive music community (61 per cent)

On **areas for improvement**, Community Organizations want to see:

- Greater promotion of local artists (78 per cent)
- Greater promotion of live music events (65 per cent)
- More spaces and places for live music (70 per cent)
- Increased number of music events (57 per cent)
- Greater access to learning and professional development opportunities (48 per cent)

Regarding **performance spaces**, these respondents feel Mississauga needs more:

- Mid-sized venues (82 per cent)
- Small independent music venues (70 per cent)
- Large venues and performing arts centres (43 per cent - the highest percentage for this type of performance space among all respondent categories)

Regarding the **role the City of Mississauga should play in supporting the music scene**, Community Organization respondents feel the City should:

- Fund artists (78 per cent)
- Promote local talent (78 per cent) and
- Provide equitable access to rehearsal and performance spaces (78 per cent)
- Promote live music events (74 per cent)
- Promote local music assets and institutions (70 per cent)
- Help attract investment to the music sector (70 per cent)

These respondents also provided comments on how the City of Mississauga could help support and grow its music sector. In addition to mentioning the need for a database of artists, producers and other music professionals, as well as workshops, community hubs and mentorship opportunities, they want the City to:

- Adopt new and innovative economic strategies – incentivizing music investment, tax subsidies, grants and low interest loans to innovators
- Create artist-in-residence programs for music

- Review barriers (permitting, zoning, bylaws) that stagnate growth
- Develop new digital strategies for artists and producers to showcase works
- Create more spaces in the public realm for music (busking stops)
- Provide more affordable access to City-owned space for the music community

DJs

Five DJs responded to the Music Strategy Survey. Of those five respondents, four also identified as an Artist, one identified as an Artist Manager, one identified as a Music Educator and one identified as an Event/Festival Producer, once again highlighting the multiple roles assumed by individuals in the music community.

Regarding the **strengths of Mississauga's music scene**, DJs stated:

- Supportive music community (80 per cent)
- Diversity of musical offerings (80 per cent)
- Many talented artists (60 per cent)

On **areas for improvement**, DJs want to see:

- Greater promotion of venues, events and local artists (100 per cent)
- Increase in spaces for rehearsals and live performances (80 per cent)
- Greater access to learning and professional development opportunities (60 per cent)

Regarding **performance spaces**, DJs feel Mississauga needs to increase inventory of:

- Small independent music venues (100 per cent)
- Mid-sized venues (60 per cent)

Regarding the **role the City of Mississauga should play in supporting the music scene**, DJs feel the City should:

- Promote artists and music venues (80 per cent)
- Provide more free music programming (80 per cent)
- Address barriers like zoning, permitting and noise bylaws (60 per cent)
- Improve equitable access to performance and rehearsal spaces (60 per cent)
- Provide professional development opportunities (60 per cent)

Music Educators

22 Music Educators responded to the Music Strategy Survey. Of these respondents, 14 identified as Artist, and four identified as a Community Organization.

Music Educators feel the **strengths of Mississauga's music scene** are:

- Many talented artists (68 per cent)
- Supportive music community (68 per cent)
- Diversity of musical offerings (64 per cent)

On **areas for improvement**, Music Educators want to see:

- Greater promotion of local talent (82 per cent)
- Increase in the number of places for live music (73 per cent)
- Increased promotion of live music events (59 per cent)

In terms of **performance spaces**, Music Educators want to see an increase in:

- Mid-sized venues (82 per cent)
- Small independent venues (64 per cent)
- Outdoor amphitheatres (50 per cent)

Regarding the **role the City of Mississauga should play in supporting the music scene**, Music Educators feel the City should:

- Promote local talent (82 per cent)
- Fund artists (77 per cent)
- Promote local music assets, institutions and events (64 per cent)

11 Music Educators provided additional comments and ideas to promote local music sector growth, including:

- Continued collaboration with new and emerging and grassroots artists
- Providing more support and funding to individual artists
- Leveraging developments to include music spaces
- Mentorship and workshop programs

SECTION 6: GUIDING PRINCIPLES

The information, feedback, opinion and expertise gathered during the three public engagement phases can be distilled into four guiding principles to help drive policy design, decision-making, and implementation of this Strategy.

The four guiding principles are:

1. Amplify our Artists

Artists are the bedrock and engine of the global music industry and are absolutely crucial to strong localized music scenes. Artists are drivers of employment in so many related and dependent professions: management; record labels; sound technicians; recording studios; venues; and more.

The number one strength of the Mississauga music scene, according to respondents of the Music Strategy Survey, is a large pool of talented artists²⁷; this presents a major advantage for the City to leverage and build upon.

Mississauga's Creative Industries Strategy notes that "a strategy for music must be gradual - it should concentrate on building upward from a 'grassroots' live music scene."²⁸ Assisting and enabling the success of artists - the foundation of the music sector - is the most important factor in any effort to grow the local music economy.

'Amplify' describes a number of activities the City can undertake such as: promotion and showcasing (both within Mississauga and beyond its borders); creating employment opportunities; helping to build audiences; helping to build entrepreneurial as well as performance and songwriting skills, and; simple actions like playing local music in City-owned spaces.

2. Create a Favourable Environment for Live Music

Given the abundance of social and economic benefits of live music, and the importance of music venues, events and festivals to the careers of artists and the livelihood of neighbourhoods and communities, the City of Mississauga can take action to create a favourable environment for live music. This includes strategic investments, addressing potential policy barriers such as amplified sound by-laws, and implementing planning initiatives that allow live music venues to thrive in concert with residents.

Respondents to the Mississauga Music Strategy Survey overwhelmingly stated they would like to see more small and mid-sized independent venues in the city. These spaces are a crucial part of the "venue ladder" artists need to develop their audiences and careers and a key element of vibrant cultural districts with attractive nightlife and entertainment options.

As has been shown, live music events and festivals create jobs, drive tourism and help build strong, resilient communities. Mississauga possesses excellent festival and event facilities and has an enormous potential audience within its borders and in the surrounding region. The City has the opportunity to become a destination for live music by creating opportunities for event and festival producers of all sizes, taking both a "top down" and "bottom up" approach. The City can promote its assets to, and create incentives for, large-scale event producers, as well as provide training, development, support, and low-risk opportunities for grassroots and aspiring event organizers.

In the context of economic and social recovery from the COVID-19 pandemic, the City can also provide opportunities for music fans to re-engage with in-person live music, demonstrating that events are safe, inclusive and ready to be enjoyed.

²⁷ Mississauga Music Strategy Survey, City of Mississauga, 2020

²⁸ Mississauga Creative Industries Strategy, City of Mississauga, 2016

3. Support Underrepresented People and Groups

Diversity in artists and musical offerings is one of Mississauga's major strengths – this can be celebrated and promoted. Despite the strength of artists and styles of music locally that could be considered “underrepresented,” research shows the music industry as a whole has a long way to go in improving inclusion, equity in opportunity, and representation.

A study by the Annenberg Inclusion Initiative into *Gender & Race/Ethnicity of Artists, Songwriters, & Producers across 700 Popular Songs from 2012-2018*²⁹ captured some stark disparities in representation, including:

- In 2018, 82.9 per cent of artists on the year end Billboard charts were male and 17.1 per cent were female
- The ratio of male to female producers across 400 popular songs was 47 to 1

A study by Women in Music Canada and PwC found a similarly low level of gender representation for women in leadership roles within the Canadian music industry at 28.1 per cent, with only 9 per cent of women performing as the head of the company.³⁰

Black music professionals in the Canadian music industry are also underrepresented in leadership and executive roles.³¹ In 2020, a business collective called Advance Music launched to lead change in “developing an infrastructure for the betterment, upliftment and retention of Black people in the music business.” The organization entered into a four-year, \$2 million partnership with the City of Toronto to achieve tangible and sustainable change to address under-representation of Black talent in the Canadian music industry.

The City of Mississauga's Culture Division supported a Canadian Live Music Association study into the impact and representation of Indigenous, Black, and People of Colour live music workers in Canada and intends to work with the organization towards the implementation of its recommendations.

To foster the continued success of diverse artists and musical groups locally, the proliferation of diverse styles of music, and the success of underrepresented individuals in leadership roles in the music industry, the City of Mississauga can take on a leadership role by weaving support for underrepresented people, groups and styles of music into each of the recommendations and actions contained in this Strategy.

4. Celebrate our History and Success

²⁹ Inclusion in the Recording Studio, Annenberg Inclusion Initiative, 2019

³⁰ Empowering Diversity: A Study Connecting Women in Leadership to Company Performance in the Canadian Music Industry, Women in Music Canada, 2015

³¹ Mayor John Tory announces \$2 million partnership with the Slaight Family Foundation and Advance to support Black professionals in Toronto's music industry, City of Toronto, 2020

Music Canada and Sound Diplomacy both identify musical heritage as a powerful contributor to the success of a “Music City” and encourage municipalities looking to grow their music economies to capture, promote and leverage that history.

Mississauga is fortunate that institutions such as the Mississauga Music Walk of Fame and Heritage Mississauga’s Legends Row have immortalized the achievements of individuals with roots in Mississauga or who have made a lasting impact on the local music scene. The City can continue to support these institutions and work to maximize their tourism potential.

The City can recognize and promote the success of new and emerging artists through spotlight campaigns and recognition of achievements through national award programs such as the JUNO Awards and Polaris Music Prize. The City can also seek and leverage any new opportunities for recognition of excellence or local music history.

In addition to recognizing individuals, the City can capture, catalogue and commemorate the places, spaces and stories that contribute to our musical history; this includes Heritage designation and registration, exhibits and museum programming.

SECTION 7: COMPARABLE MUSIC MARKETS

Fort Worth, Texas (2019 population: 909,585³²)

Fort Worth is an excellent comparison for many reasons; it has a similar population size to Mississauga, is directly adjacent to and integrated with a larger municipality, Dallas, and has a celebrated music history.

One major difference in the two music sectors is diversity. Stakeholders in Fort Worth expressed a notable lack of diversity in performances and marketed genres of music, citing an over-emphasis on the city’s “cowboy” identity.

Diversity in performances and styles of music is one of Mississauga’s main strengths and this Strategy proposes to capitalize on the competitive advantage diversity provides through funding, professional development opportunities and marketing initiatives.

In 2021, Fort Worth released an analysis of its music economy produced in partnership with the international music policy firm Sound Diplomacy. The study found:

- Fort Worth’s music economy created a direct economic impact of 5,584 jobs, \$156 million (USD) in earnings and \$517 million (USD) in economic output³³
- When including the indirect economic effects, the total number of jobs generated and supported by the music sector in the area was 7,555, which accounted for 1.76 per cent of employment in the city³⁴

³² United States Census Bureau, 2019

³³ Fort Worth Music Economy – Executive Summary, Visit Fort Worth and Sound Diplomacy, 2021

³⁴ Fort Worth Music Economy – Executive Summary, Visit Fort Worth and Sound Diplomacy, 2021

Interestingly, public engagement for the Fort Worth study identified several similarities with Mississauga, including:

- A strong sense of community, a rare trait in a city with a high rate of growth
- Growth in population, including young professionals, leading to a hunger for cultural and creative offerings and “a large pool of artists and supportive professionals to strengthen the local industry”³⁵
- The need for targeted recommendations to help the music sector recover economically from the COVID-19 pandemic

Ottawa, Ontario (2019 population: 1,095,134³⁶)

A major takeaway from examining the City of Ottawa’s support of its music sector is that strategic investments positioned Canada’s capital for success.³⁷ In 2018, the Ottawa Music Industry Coalition, a membership based non-profit dedicated to growing the music sector, was awarded \$300,000 in operating funding to support the implementation of Ottawa’s music strategy. Without a full-time music sector development staff resource at the City of Ottawa, this smart investment ensured action on the strategy’s recommendations, which include establishing a music office, promoting a music-friendly regulatory environment, and integrating music into economic development and tourism strategies.

By comparison, Mississauga is well-positioned to succeed in the implementation of its strategy as Council approved a full-time staff resource devoted to development and growth of the music sector in 2019. The Music Development Coordinator will lead the implementation of Mississauga’s music strategy.

An economic impact analysis of Ottawa’s music economy portrays a strong and growing music sector with 3,600 full-time music workers in the National Capital Region and more than \$115 million in economic activity generated in 2019.³⁸

Ottawa’s music strategy describes several similar strengths and challenges to Mississauga’s music sector:

Similar Strengths

- Growing, young, and educated population of potential local music fans
- Excellent music education resources
- World-class musical and songwriting talent

Similar Challenges

- Few high-quality mid-size venues (500-1500 capacity)

³⁵ Fort Worth Music Economy – Executive Summary, Visit Fort Worth and Sound Diplomacy, 2021

³⁶ Statistics Canada, 2019

³⁷ Ottawa Music Strategy, City of Ottawa and Ottawa Music Industry Coalition, 2018

³⁸ City re-ups for \$25K fund to boost local music industry, Ottawa Business Journal, 2021

- Lack of single, broad media source for music news/events
- Inconsistent audience beyond festivals and major institutions
- Proximity to Toronto draws away some local talent

In contrast to Mississauga, one of the main challenges Ottawa's music strategy seeks to address is the sense that its music industry lacks connection to larger networks in music, business and government. The proximity to Canada's largest music market, Toronto, contributes to some perceived gaps in Mississauga's music ecosystem but ultimately, the two are fundamentally intertwined which provides opportunity and benefit for Mississauga.

Hamilton, Ontario (2016 population: 747,545³⁹)

When comparing Mississauga and Hamilton, it is clear that if Mississauga wants to enhance its reputation as a destination for live music, policies to support the sustainability of music venues are key. Such policies include reasonable amplified sound by-laws, consideration of music in planning processes, and economic development initiatives.

Less than an hour from Mississauga by rail or road, Hamilton serves as an important comparison because the two cities share existing and potential audiences and can be competitors in attracting music businesses and musician residents. The cities are also potential competitors for music festivals and events.

In terms of similarities, Hamilton's Creative Industries Sector profile illustrates a few comparable characteristics:

- Divided perceptions of the city – on whether its identity is an industrial vs. knowledge based, creative economy
- Gaps in start-up business support and entrepreneurship training – a need for more tailored training for creators in sales, marketing and revenue generation

Analysis of 2018-2019 economic impact data on Hamilton's live music sectors highlights some of the scene's economic contributions and strengths⁴⁰:

- Hamilton's music industry employs 7,725 workers and has a total of 541 businesses⁴¹
- Hamilton has more independent music venues per capita than many top tier cities

Music venues are essential to vibrant music scenes. As Hamilton's study notes, venues support a strong music ecosystem, artist careers and industry jobs, as well as "a strong urban core and quality of life that attracts people to live and work in a city."⁴²

³⁹ 2016 Census data for Hamilton, Statistics Canada, 2019

⁴⁰ Economic Impacts of Live Music Sector: Hamilton Music Venue Research, City of Hamilton, 2020

⁴¹ City of Hamilton Creative Industries Sector Profile Study, City of Hamilton & MDB Insights, 2018

⁴² Economic Impacts of Live Music Sector: Hamilton Music Venue Research, City of Hamilton, 2020

The quantity and concentration of small and mid-sized venues is one of the most notable contrasts between Mississauga and Hamilton’s music scenes. A desire for more of these live music spaces was strongly expressed in Mississauga public engagement for this strategy.

SECTION 8: CONCLUSION

This Strategy has made clear that vibrant, actively promoted music economies can produce an array of economic and social benefits for a municipality. Strategic planning and investment can exponentially amplify many of these benefits.

The COVID-19 pandemic has devastated the Canadian live music sector and has postponed the growth forecasted for live music in Ontario. The economic recovery of the music sector and emergence from the pandemic for all Canadians, however, are interconnected and complementary. The Canadian Live Music Association has called on the Federal Government to “support live music as an integral component of the country’s economic recovery,” noting that “a thriving live music economy not only contributes enormous touristic, social, and cultural benefits to our country, but is essential to our quality of life as Canadians.”⁴³

As Mississauga and its live music sector emerge from the pandemic, its many talented artists, diversity musical experiences, and unique market position can be leveraged to benefit residents, our music community and visitors alike. To help the music sector ‘build back better’ the City of Mississauga can foster more spaces and opportunities for live music, greater access to training and professional development, and take a more active role in promoting its music scene.

The following section lays out a detailed plan to help Mississauga’s music sector recover and rebuild from the pandemic, as well as take steps toward sustained future growth and becoming a recognized “Music City.”

SECTION 9: RECOMMENDATIONS

As evidenced through this strategy, Mississauga has the opportunity to become a globally-recognized incubator for musical talent and a national destination for live music. Seizing these opportunities will deliver a range of economic and social benefits including job creation, tourism and economic growth, City brand building and stronger, more vibrant communities.

The following recommendations have been developed in consultation with Mississauga’s music community, Canadian music industry groups, and affected units within the City of Mississauga. City of Mississauga staff also conducted extensive research into municipal music policy

⁴³ Written Submission for the Pre-Budget Consultations in Advance of the Upcoming Federal Budget, Canadian Live Music Association, August 2021

initiatives worldwide and benchmarking against other Canadian and international cities that have implemented music strategies.

The Guiding Principles of this Strategy and its recommendations are:

- **Amplify our Artists** – create employment, professional development, and promotional opportunities within and beyond our borders
- **Create a Favourable Environment for Live Music** – make Mississauga an attractive place for live music events, festivals, music venues where artists want to perform and business want to operate
- **Support Underrepresented People and Groups** – help to improve equity and inclusion within our music sector and use the power of music to build strong and resilient communities
- **Celebrate our History and Success** – recognize and advertise the achievements of local musicians, industry leaders and institutions to raise the profile of our sector and maximize tourism potential

These guiding principles, as outlined and rationalized in Section 6, are intended to accentuate Mississauga's strengths and address our unique challenges. These principles will lead decision-making, design and implementation of each of the following recommendations. The recommendations are not categorized by guiding principle, as each recommendation aligns with 2-4 principles (shown in Table 1).

Recommendations:

1. Increase the number and frequency of live music events in Mississauga

Result: An increased number of live music performances in local bars, restaurants and performance venues, and a greater number of for-profit music events and festivals doing business in Mississauga. Increased tourism and visitor spending.

Supporting actions:

- a. Pilot a Live Music Grant Program (COVID-19 Economic Recovery):** Implement a two-phase pilot project to assess the impact and return on investment of a new Live Music grant, utilizing a portion of the current MAT funds within the Culture Community Grant Program. This stream will be open to *for-profit* businesses and organizations historically ineligible for Culture grants with enormous potential for tourism and cultural growth.
 - i. Phase 1: Community Music Activation Fund (2 years):** To help the music sector recover from the pandemic, create a temporary, two-year micro-funding program to help established small and medium scale concert promoters and venues cover artist fees for presenting live music. Must be 80% Mississauga-based artists and groups (consistent with the requirements of the Community Group Registry Program) and pay, at minimum, rates recommended by the Canadian Federation of Musicians. This action helps to achieve objectives in the

Creative Industries COVID-19 Economic Recovery Plan. In addition to artists, this action will aid promoters, venues operators, managers and others struggling with sector recovery and rebuilding post-pandemic. Applications limited to two submissions from each presenter that meets eligibility criteria to ensure opportunities spread equitably across venues and neighbourhoods.

- ii. **Phase 2: Large Scale Event and Festival Grant (3 years):** In partnership with Tourism, conduct a 3-year pilot program beginning in 2023. Funding will be provided to large scale event producers to help cover the cost of internationally-recognized talent at ticketed events.
- b. **Eliminate the notice requirement for live music on restaurant patios:** On August 5, 2020, Council adopted Resolution 0270-2020 to remove the notice requirement for restaurants seeking noise by-law exemptions to host live music on patios after 5pm. The exemption process previously involved a notice period and publication of the request in newspapers. To further economic recovery and long-term growth of Mississauga musicians, as well as restaurants that host live music, this resolution could be made permanent.
- c. **Promote our music assets outside the city:** Conduct a marketing campaign to showcase both City-owned and privately-controlled spaces for music and local assets (i.e. Small Arms Inspection Building, Living Arts Centre, Metalworks, established music festivals and potential festival and event locations). Promotions will be geared towards music events and festival producers, music business, agents, managers and artists. Produce materials for distribution at music conferences and events as well as an online music sector directory.
- d. **Event Producer Training Program:** Create a training program dedicated to emerging music event and festival producers/promoters. Provide training on topics such as performance agreements, event marketing, ticketing, SOP applications, Noise Bylaw exemption applications, funding sources and scalable operations. Provide opportunities to host low-risk, ticketed, pilot events at venues such as the Living Art Centre's RBC Theatre, Small Arms Inspection Building and Celebration Square Amphitheatre.
- e. **Market Development - Enable accurate capture of Mississauga music consumer data:** Working with leading consumer insights firms, sever Mississauga from the current 'Toronto Suburbs' market, which includes Markham, Oshawa, Burlington, and other neighbouring municipalities. Unique and accurate data on the Mississauga music market related to song and album charts, top genres and other metrics will assist event producers, agents, record labels and others to identify fan "hot spots." This will help give Mississauga a competitive, data-based advantage in drawing festivals, events, campaigns and promotions to the city.

2. Create a regulatory environment in which music venues can thrive

Result: An increased number of independent music venues operating in the city. Increased potential for success and sustainability of new and existing venues through policy and planning

initiatives. A more complete “venue ladder” that musicians need to build audiences and careers. Vibrant neighbourhoods with cultural destinations supporting the night time economy.

Supporting actions:

- a. **Amplified Sound Pilot Program – Existing Music Venues:** In alignment with the Noise By-Law review, conduct a one-year pilot program with a maximum of 5 existing music venues to grant an amplified sound exemption until 11pm. The pilot will seek to gather data on how to make the exemption process reflect the needs of residents and businesses. Currently, exemptions must be obtained every six months. If data from the pilot and feedback from public engagement suggests further attention to sound attenuation is required, explore a granting program to support sound mitigation measures for music venues.
- b. **Support Measures for Music Venues:** Property taxes were identified as one of the largest financial challenges for venues operating locally but unlike our neighbouring city Toronto, Mississauga does not have the legislative ability to implement property tax reductions for music venues. Recognizing the crucial role venues play in the music ecosystem, the Music Office will pursue direct and indirect alternative sustainability and business development measures for the long-term growth of music venues. Measures include COVID-19 recovery support for musician payments, training and granting programs, noise-bylaw amendments and more.
- c. **Planning Initiatives that Allow Vibrant Music Scenes and Residents to Thrive Together:** Build consideration within planning and zoning processes to encourage vibrant music scenes and residents to thrive in tandem. Initiatives include long-term planning for outdoor patios, as well as zoning projects regulating outdoor entertainment such as drive-in concerts. Initiatives may be aligned or piloted within areas defined in the Cultural Districts project, including place-making measures for live music supported by Culture Planning.

3. Help create employment opportunities for Mississauga musicians

Result: A greater number of well-paying performance and remunerative opportunities for local musicians through which to build and sustain their careers, perfect their craft and develop audiences.

Supporting actions:

- a. **Summer Concert Series Expansion:** To provide greater access to free, family-friendly live music events, expand the series to additional locations on a rotating basis, aligned with the Cultural Districts project. Pilot two artists/groups on the same bill to encourage original music performances of diverse styles of music.
- b. **Create a City-wide Payment Policy for Musicians:** Ensure musician payments for all City-led performances comply with minimum rates set out by Canadian Federation of Musicians. The Music Office will serve as a resource for all City staff with questions about appropriate rates.

- c. **Play More Local Music in City-Owned Digital and Physical Spaces:** Examine all of the channels currently employing the use of stock music and enable the transition to locally-composed music. This action will begin with a program to feature local music on the City's 311 call queue line before moving to an examination of the Customer Service Centre hold and queue lines, City Hall live stream in-camera session music, as well as physical spaces such as atriums and lobbies, and the Celebration Square Rink and Fountain at designated times. Where possible, feature local music on City-produced videos and social media content.

4. Make City-owned spaces more affordable for the music community

Result: The community building benefit of vibrant music scenes is formally recognized and supported by the City of Mississauga.

Supporting actions:

- a. **Low-cost access to City space:** Create a sub-group of the Community Group Registry Program for musicians, bands, and music collectives which provides the same discounts to rent space at appropriate community centres and City facilities as offered to community groups.
- b. **Event Advertising Through City-Owned Assets:** Through a City-supported promotion plan with the SaugaLive event listing portal, explore using City's digital signage, include boulevard and underpass digital screens to help promote local music events and festivals.

5. Encourage and empower Mississauga businesses to support local music

Result: Local musicians benefit from additional promotional, revenue and partnership opportunities. Patrons of local businesses are exposed to diverse, high quality made-in-Mississauga music. Businesses support local creators and potentially benefit from reduced licence fees for music use.

Supporting actions:

- a. **Create Ready-Made Playlists for Businesses:** Through open calls for applications and other submission programs, populate publicly-available playlists of Mississauga-based artists of diverse musical styles ready-made for use by local businesses. Leverage knowledge and expertise of local institutions such as Made in Sauga, Mississauga Music, Metalworks and the Mississauga Music Walk of Fame, Mississauga Arts Council and more through playlist partnerships. Create stamp/seal for businesses to display to show they support local music.
- b. **Pilot Business Licencing Fee Incentives to Play Local Music:** Pilot a two-year program to offer discounted SOCAN and Re:Sound music use licensing rates for Mississauga businesses that play a defined percentage of local music. Where possible, direct offset licence fees to artists whose music is being played. The pilot will be evaluated by the

number of local music hours played, the number of businesses who participate in the program, and feedback from businesses, customers and featured musicians.

6. Celebrate and commemorate Mississauga's music history

Result: Mississauga's reputation as an incubator for world-class talent is widely-recognized and used as a driver of tourism and City brand building.

Supporting actions:

- a. Heritage Recognition:** Capture, collect and recognize Mississauga's musical heritage, particularly history and stories that have not previously been articulated. Catalogue institutions and buildings with historical musical significance for official recognition/interpretation. Provide guidance to music businesses and property owners interested in pursuing heritage registry and designation. Examine existing heritage properties for business opportunities and/or adaptive re-use such as studio or live music spaces.
- b. Music History Exhibits:** Spotlight Mississauga's music history by presenting a pop-up "Mississauga Music History Museum" exhibit, potentially in the Atrium of the Living Arts Centre to coincide with City presented shows or other locations as appropriate.
- c. Support the Mississauga Music Walk of Fame and Heritage Mississauga's Legends Row:** Collaborate with Tourism Mississauga to help to build awareness and drive visitors to the Mississauga Music Walk of Fame in Port Credit Memorial Park and Legends Row in City Centre

7. Enhance promotion of Mississauga's music sector

Result: Mississauga is recognized, first nationally and then internationally, as the home of top-tier musical talent, world-class cultural festivals, and fantastic spaces for live music. The city's diverse musicians take full advantage of local performance and professional development opportunities, and build audiences locally and beyond our borders. Residents frequent live music events, discover new artists and enjoy local cultural spaces.

Supporting actions:

- a. Promote Events and Opportunities within Mississauga:** Through established communications channels or new opportunities such as SaugaLive, increase promotion of live music events and festivals, local musicians, local music businesses and professional development opportunities to a local audience.
- b. Conduct Music Exchanges and Trade Missions:** Present Mississauga artist showcases at festivals and conferences beginning regionally then building to Canadian and international events (i.e. Breakout West, JUNOFest, Canadian Music Week, East Coast Music Awards: Festival and Conference, SXSW) to promote Mississauga artists, music assets, venues, and the city as a favourable place for music businesses. Identify municipalities with similarly emerging music scenes and hold music exchange programs including performance, collaboration and professional development programming.

- c. **Support Mississauga Music Week:** Assist the registered, not-for-profit Mississauga Music in growing the annual Mississauga Music Week through programming partnerships, aligned projects and strategic planning.

8. Create musical pathways for youth

Result: Young residents of Mississauga have access to enriching and skill-building musical experiences. Youth in Mississauga recognize music as an avenue for personal growth, passion and possible career path.

Supporting actions:

- a. **Registered Programs for Music:** Create a music education strategy to guide registered programs and look to create out-of-the-box music education programming available for local primary and secondary schools. Work collaboratively to align programs with execution of Youth Plan for Recreation.
- b. **Instrument Lending Library:** Create a new program to ensure equitable access to musical learning and enrichment opportunities by lending musical instruments through the City's libraries.
- c. **Help Create Music Training and Certification Opportunities for At-Risk and Underrepresented Youth:** Research and source funding opportunities from Provincial and Federal programs, as well as private sources to support scholarships for at-risk and underrepresented youth to receive skills training and certification through local music career programs.

9. Foster safe and inclusive music events

Result: Residents and visitors feel confident that when they attend live music events in Mississauga they will not experience harassment, violence and/or discrimination.

Supporting actions:

- a. **Help local Venues, Festivals and Promoters Create Safe, Inclusive Environments:** Work with leaders in the music industry such as the Canadian Live Music Association (founders of the 'Raising the Bar' initiative) and the Cultural Human Resources Council to bring free training workshops and learning opportunities for local venues, promoters and organizations working in the Mississauga music sector.

10. Measure and understand the value of Mississauga's music economy

Result: The City, its citizens, stakeholders, and other levels of government appreciate the power of music as a driver of employment, economic impact and cultural growth, and believe it is worthy of investment.

Supporting actions:

- a. **Economic Impact Analysis:** Conduct a comprehensive census / economic analysis of Mississauga's music sector. This would be conducted following recovery of the music

sector post-pandemic to ensure the true impact of the sector could be captured, and to provide a more reasonable baseline against which to measure future growth. This data would also support future Provincial and Federal funding applications from the City, local event organizers and businesses.

11. Build connections across Mississauga's creative industries

Result: Mississauga musicians and music businesses benefit from synergies with other local creatives such as photographers and interactive digital media producers. The strength of Mississauga's music scene is widely recognized among its other creative communities, including the booming film and television sector. Mississauga's reputation as a creative city is further cemented and elevated.

Supporting actions:

- a. Connect our Music Businesses to Local Educational Institutions:** Establish a program to connect musicians and other music business with emerging professionals in local and regional post-secondary educational institutions. Involve Mississauga artists, businesses and events as the subjects of research or other projects.
- b. Networking Events:** Host regular networking events and meet-ups for local creatives from diverse fields and backgrounds. Include creative components such as live performances and film screening as well as speakers working in the Canadian music industry, media fields, or other creative disciplines.

12. Take advantage of local industry expertise

Result: Successful artists and industry leaders help develop a pipeline of talent and music entrepreneurs. Local artists and music businesses feel a strong sense of pride, belonging and community. Mississauga is recognized as a great city in which to live, work and create in the music business.

Supporting actions:

- a. 5-year Music Sector Survey:** Ensure execution of the Music Strategy remains aligned to evolving needs of the sector by conducting a second music sector survey in five years. Consult with prominent members of Mississauga's music sector to provide the City with guidance and expertise on industry trends and opportunities.
- b. Mentorship for Emerging Artists and Entrepreneurs:** Use local industry experts to provide advice and guidance to emerging Mississauga-based music professionals. Build connections between emerging local talent and the established Canadian music industry. Create programs tailored specifically for historically underrepresented people and groups in the music industry including women, BIPOC and LGBTQ community members.

13. Support music entrepreneurs looking to grow their business in Mississauga

Result: Local music entrepreneurs and music business operating in Mississauga are positioned for sustained, long term success through industry tailored training, skills development and support.

Supporting actions:

a. Establish an Annual Music Entrepreneurship Skills Training and Mentorship Program:

Building on the success of the 'Starter Company Plus for Music' partnership between the Mississauga Business Enterprise Centre (MBEC) and the Culture Division, establish a permanent, annual program to help build skills, capacity and connections for the local music sector.

Table 1: Recommendations & Guiding Principle Alignments

Recommendation	Guiding Principles
1. Increase the number and frequency of live music events in Mississauga	<ul style="list-style-type: none"> • Amplify our Artists • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups
2. Create a regulatory environment in which music venues can thrive	<ul style="list-style-type: none"> • Amplify our Artists • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups
3. Help create employment opportunities for Mississauga musicians	<ul style="list-style-type: none"> • Amplify our Artists • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups
4. Make City-owned spaces more affordable for the music community	<ul style="list-style-type: none"> • Amplify our Artists • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups
5. Encourage and empower Mississauga businesses to support local music	<ul style="list-style-type: none"> • Amplify our Artists • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups
6. Celebrate and commemorate Mississauga's music history	<ul style="list-style-type: none"> • Amplify our Artists • Celebrate our History and Success
7. Enhance promotion of Mississauga's music sector	<ul style="list-style-type: none"> • Amplify our Artists • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups • Celebrate our History and Success
8. Create musical pathways for youth	<ul style="list-style-type: none"> • Amplify our Artists • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups
9. Foster safe and inclusive music events	<ul style="list-style-type: none"> • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups
10. Measure and understand the value of Mississauga's music economy	<ul style="list-style-type: none"> • Amplify our Artists • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups • Celebrate our History and Success
11. Build connections across Mississauga's creative industries	<ul style="list-style-type: none"> • Amplify our Artists • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups • Celebrate our History and Success
12. Take advantage of local industry expertise	<ul style="list-style-type: none"> • Amplify our Artists • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups • Celebrate our History and Success
13. Support music entrepreneurs looking to grow their business in Mississauga	<ul style="list-style-type: none"> • Amplify our Artists • Create a Favourable Environment for Live Music • Support Underrepresented People and Groups

SECTION 10: IMPLEMENTATION PLAN (2022 – 2026)

Table 2: Implementation Plan

Action	Timeframe	Supporting Strategies	Roles and Responsibilities (City Lead, City Partners and External Collaborators)	Estimated Capital Costs	Additional Operating Costs
Eliminate the Notice Requirement for Live Music on Patios (COVID-19 Recovery) [Recommendation 1.b]	2023 (Short-term)	Creative Industries Strategy, Culture Master Plan, Tourism Master Plan, Economic Recovery Plan – Creative Industries , Cultural Districts	Lead: Music Office Partners: Enforcement, Communications	N/A	N/A
Event Producer Training Program [Recommendation 1.d] <i>Local skills and capacity building needed to develop talent at grassroots level</i>	2022 – 2026 (Short-term)	Creative Industries Strategy, Culture Master Plan	Lead: Music Office & Celebration Square	N/A – Grant received through Reconnect Event and Festival Program	\$8,000 annual
Community Music Activation Fund (COVID – 19 Recovery) [Recommendation 1.a – Phase 1] <i>To achieve goals of approved Creative Industries Economic Recovery Plan</i>	2022 – 2024 (Short-term)	Creative Industries Strategy, Culture Master Plan, Tourism Master Plan, Economic Recovery Plan - Creative Industries, Cultural Districts	Lead: Music Office Partners: Culture Grants, Culture Marketing, Communications, BIAs, Culture Planning, Tourism	\$90,000 (\$40,000 in year 1, \$50,000 in year 2) Explore Provincial/ Federal programs and sponsorship opportunities	N/A
Amplified Sound Pilot Program – Existing Music Venues (COVID-19)	2022 – 2024 (Short-term)	Creative Industries Strategy, Culture Master Plan, Noise Bylaw Review, Tourism Master Plan, Economic	Lead: Music Office Partners: Enforcement, Music Venues, BIAs	N/A	N/A

Recovery) [Recommendation 2.a]		Recovery Plan - Creative Industries, Cultural Districts			
Establish an Annual Music Entrepreneurship Skills Training and Mentorship Program (COVID-19 Recovery) [Recommendation 13.a]	2022 – 2026 (Short-term)	Creative Industries Strategy, Culture Master Plan, Economic Recovery Plan - Creative Industries, Economic Development Strategy	Lead: Music Office & Economic Development	N/A	\$7,000 annual
Networking Events [Recommendation 11.b]	2022 – 2025 (Short-term)	Creative Industries Strategy, Culture Master Plan, Economic Recovery Plan - Creative Industries	Lead: Music Office Partners: Economic Development, Grants	N/A	\$2,500 annual
Support the Mississauga Music Walk of Fame [Recommendation 6.c]	2022 – 2026 (Short-term)	Creative Industries Strategy, Culture Master Plan, Cultural Districts, Tourism Master Plan	Lead: Music Office Partners: Culture Marketing, Sauga Celebrates, Tourism, Culture Planning Collaborators: Mississauga Music Walk of Fame, Port Credit BIA	N/A	N/A
Promote Events and Opportunities within Mississauga [Recommendation 7.a]	2022 – 2026 (Short-term)	Creative Industries Strategy, Culture Master Plan, Cultural Districts, Tourism Master Plan, Economic Recovery Plan - Creative Industries	Lead: Music Office Partners: Culture Marketing, Communications, Tourism Collaborators: Mississauga Arts Council	N/A	\$2,000 annual
Play More Local Music in City-Owned Digital and Physical Spaces [Recommendation 3.c]	2022 – 2026 (Short-term)	Creative Industries Strategy, Culture Master Plan, Economic Recovery Plan - Creative Industries	Lead: Music Office Partners: 311, IT, Culture Marketing, Communications, Recreation, LAC, PFFC, Celebration Square, Meadowvale Theatre	N/A –Phase 1 capital costs allocated in 2021 Music Office budget	\$5,500 annual

Heritage Recognition [Recommendation 6.a] <i>Consideration for Heritage registry, designation, and interpretation</i>	2022 – 2026 (Short-term)	Creative Industries Strategy, Culture Master Plan, Cultural Districts	Lead: Music Office Partners: Heritage Collaborators: Heritage Mississauga	N/A	N/A
Support Mississauga Music Week [Recommendation 7.c]	2022 – 2026 (Short-term)	Creative Industries Strategy, Culture Master Plan, Cultural Districts, Tourism Master Plan, Economic Recovery Plan - Creative Industries	Lead: Music Office Partners: Tourism, LAC, SAIB, Culture Marketing, Celebration Square, Communications, Meadowvale Theatre Collaborators: Mississauga Music, Mississauga Arts Council	N/A	\$2,000 annual
Mentorship for Emerging Artists and Entrepreneurs [Recommendation 12.b]	2022 – 2026 (Short-term)	Creative Industries Strategy, Culture Master Plan, Economic Recovery Plan - Creative Industries	Lead: Music Office Partners: Economic Development	N/A	\$3,000 annual
Summer Concert Series Expansion (COVID-19 Recovery) [Recommendation 3.a]	2022 – 2023 (Short-term)	Creative Industries Strategy, Culture Master Plan, Tourism Master Plan, Economic Recovery Plan - Creative Industries, Cultural Districts	Lead: Music Office Partners: Sponsorship, Sauga Celebrates, BIAs, Culture Planning, Tourism	N/A	\$4,000 annual – Explore Sponsorship opportunities
Create Ready-Made Playlists for Businesses [Recommendation 5.a]	2022 – 2024 (Short-term)	Creative Industries Strategy, Culture Master Plan, Cultural Districts	Lead: Music Office Partners: Culture Marketing, Celebration Square, LAC, Meadowvale Theatre	N/A	N/A
Support Measures for Music Venues [Recommendation 2.b] <i>In lieu of property tax benefits offered in Toronto, maintain a competitive advantage</i>	2022 – 2025 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Tourism Master Plan, Economic Recovery Plan - Creative Industries, Cultural Districts	Lead: Music Office Partners: Planning, Finance Collaborators: Mississauga Board of Trade	N/A	N/A

<i>for local venues through other means</i>					
Low-Cost Access to City Space [Recommendation 4.a] <i>Create a new stream of the CORA program to extend benefits to music groups</i>	2022 – 2025 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Economic Recovery Plan - Creative Industries	Lead: Music Office Partners: Celebration Square, Museums & SAIB, LAC, Recreation, Parks, Meadowvale Theatre	N/A	N/A
Registered Programs for Music [Recommendation 8.a]	2022 – 2025 (Medium-term)	Creative Industries Strategy, Culture Master Plan	Lead: Music Office and Culture Programs Partners: Recreation, Library, LAC, Meadowvale Theatre	N/A	N/A – To be included as part of Culture Programs annual operating budget
Instrument Lending Library [Recommendation 8.b]	2022 – 2025 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Library Master Plan, Economic Recovery Plan - Creative Industries	Lead: Library Partners: Music Office, Culture Programs	N/A – Funding through sponsorship or existing Library budget	N/A – existing Library operations
Help Local Venues, Festivals and Promoters Create Safe, Inclusive Environments [Recommendation 9.a] <i>Provide free workshops/training through external organizations</i>	2022 – 2025 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Cultural Districts, Tourism Master Plan	Lead: Music Office Partners: Sauga Celebrates, Grants, LAC, PFFC, SAIB, Meadowvale Theatre, Celebration Square	N/A	\$2,500 annual
Five-year Music Sector Survey [Recommendation 12.a]	2022 – 2026 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Tourism Master Plan	Lead: Music Office Partners: Tourism, Economic Development, Culture Planning	N/A	N/A

Create a City-wide Payment Policy for Musicians [Recommendation 3.b] <i>Rates set out by Toronto Musicians Association Local 149</i>	2023 – 2024 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Economic Recovery Plan - Creative Industries	Lead: Music Office Partners: Celebration Square, Museums & SAIB, LAC, Meadowvale Theatre	N/A	N/A
Pilot Business Licencing Fee Incentives to Play Local Music [Recommendation 5.b]	2023 – 2025 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Cultural Districts, Economic Recovery Plan - Creative Industries	Lead: Music Office Partners: Culture Marketing, Business Licences and Permits	N/A	\$4,000 annual
Planning Initiatives that Allow Vibrant Music Scenes and Residents to Thrive Together [Recommendation 2.c] <i>Planning principles and processes</i>	2023 – 2026 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Tourism Master Plan, Economic Recovery Plan - Creative Industries, Cultural Districts	Lead: Music Office Partners: Planning and Building, Parks Planning, Culture Planning	N/A	N/A
Event Advertising Through City-Owned Assets [Recommendation 4.b] <i>i.e. screen-based media</i>	2023 – 2026 (Medium-term)	Creative Industries Strategy, Culture Master Plan	Lead: Music Office Partners: Communications, Transportation & Works	N/A	N/A
Promote our Music Assets Outside the City [Recommendation 1.c]	2023 – 2026 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Cultural Districts, Tourism Master Plan, Economic Recovery Plan - Creative Industries	Lead: Music Office Partners: Culture Marketing, Communications, Culture Planning, Tourism, LAC, PFFC, SAIB, Meadowvale Theatre	\$1,000	\$1,000
Conduct Music Exchanges and Trade Missions [Recommendation 7.b]	2023 – 2026 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Cultural Districts, Tourism Master Plan, Economic	Lead: Music Office Partners: Economic Development, Communications, Tourism, Culture Marketing	N/A	\$5,000

<i>Begin regionally and provincially, build capacity for national and international opportunities</i>		Recovery Plan - Creative Industries			
Large Scale Event and Festival Grant [Recommendation 1.a – Phase 2]	2023 – 2026 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Cultural Districts, Tourism Master Plan	Lead: Tourism & Music Office Partners: Grants, Film Office, Economic Development, Sauga Celebrates, Parks	N/A – seek Provincial / Federal grants in partnership with Tourism & utilize funding carried over from Phase 1 of pilot	N/A
Music History Exhibits [Recommendation 6.b]	2024 – 2026 (Medium-term)	Creative Industries Strategy, Culture Master Plan, Cultural Districts, Tourism Master Plan	Lead: Music Office Partners: Museums & SAIB, LAC, Heritage, Culture Planning, Tourism, Meadowvale Theatre	N/A	\$2,000 annual
Economic Impact Analysis [Recommendation 10.a] <i>Look at cost sharing with internal and/or industry partners</i>	2024 – 2026 (Long-term)	Creative Industries Strategy, Culture Master Plan, Tourism Master Plan	Lead: Music Office Partners: Culture Planning, Economic Development, Tourism	BR/BC: \$40,000 – \$20,000 (2024) \$20,000 (2025)	N/A
Connect our Music Businesses to Local Educational Institutions [Recommendation 11.a]	2024 – 2026 (Long-term)	Creative Industries Strategy, Culture Master Plan	Lead: Music Office Partners: Culture Planning, Economic Development Collaborators: Humber College, Sheridan College, Peel District School Board, UofT Faculty of Music	N/A	N/A
Help Create Music Training and Certification	2025 – 2026	Creative Industries Strategy, Culture Master Plan	Lead: Music Office Partners: Sponsorships, Economic Development	N/A – Funding from Provincial/Fede	N/A

Opportunities for At-Risk Youth [Recommendation 8.c]	(Long-term)			ral programs, sponsorship	
Market Development - Enable accurate capture of Mississauga music consumer data [Recommendation 1.e] <i>Required to escalate Mississauga's reputation as a top music market / destination</i>	2025 – 2026 (Long-term)	Creative Industries Strategy, Culture Master Plan, Tourism Master Plan	Lead: Music Office Partners: Economic Development, LAC, PFFC, Meadowvale Theatre, Celebration Square, Smart City	BR/BC: \$50,000 - \$25,000 (2025) \$25,000 (2026)	N/A

Table 3: Annual Budget Summary (see Music Strategy Budget document for full breakdown)

Year	Budget Request / Business as Usual	Total (Capital & Operating)	New Budget Impact
2022	BAU - annualization	\$26,500	\$0
2023	BAU - annualization	\$79,500	\$0
2024	BR/BC – Economic Impact Analysis	\$119,500	\$20,000
2025	BR/BC – Consumer Insights Market Development	\$104,500	\$45,000
2026	BAU - annualization	\$89,500	\$25,000
Total (2022 -2026)		\$419,500	\$90,000