

CANADIAN LIVE MUSIC ASSOCIATION

**Future-proofing
Canada's live music
industry & association**

STRATEGIC PLAN 2023-2026

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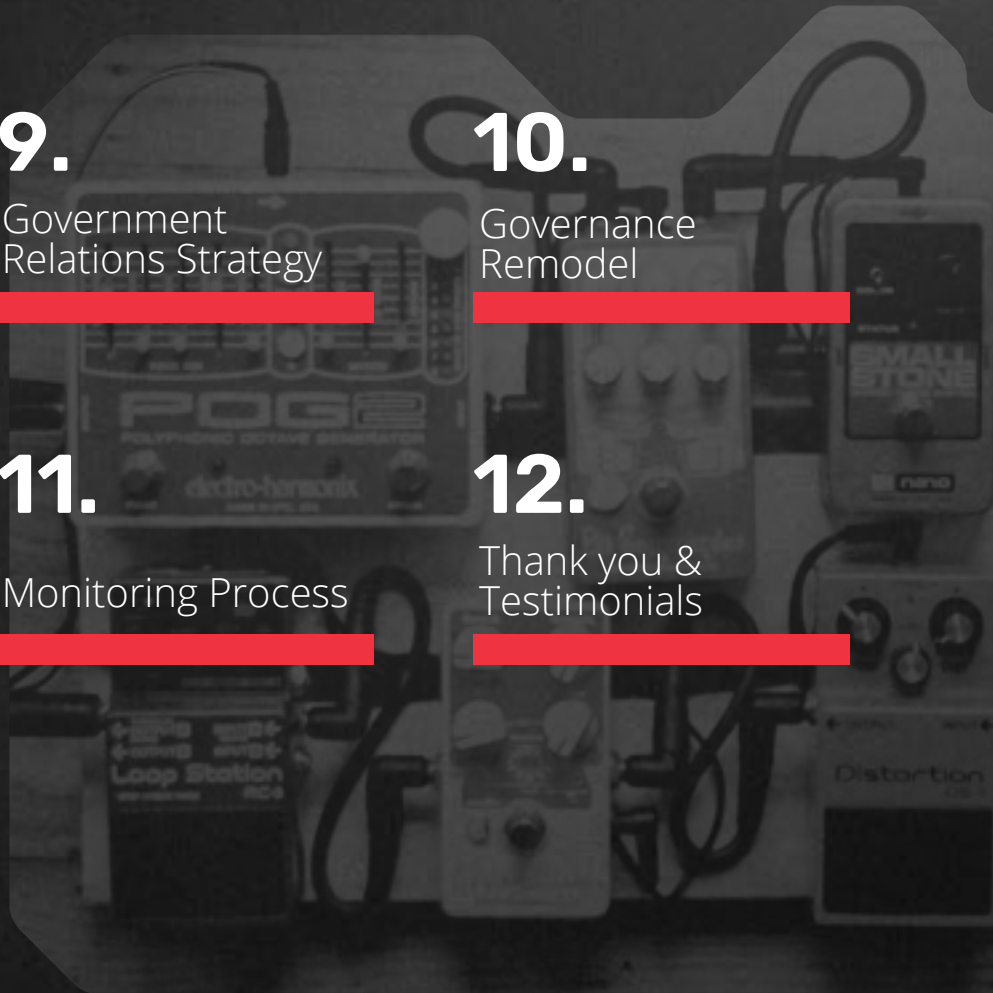
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HISTORY

The Canadian Live Music Association (CLMA) was formed in 2014 in response to the need for united, national representation of the sector. The mission, crafted by the founding board was “to entrench the economic, social, and cultural value of live music and create the conditions for concerts to thrive from coast to coast to coast”.

Since that time, the CLMA as been working to support members through advocacy, business development work, research and networking including:

- Advocacy - Entrenching the value of live music by impacting policy, funding and growth opportunities for the live music sector
- Professional Development - Growing and knowing: creating/delivering certifications, webinars, and important news that directly impacts members – and -
- Research - Identifying need and making change by quantifying industry specific data, recommending and applying findings to support the evolution and development of a healthy, sustainable industry
- Networking - Access a braintrust of live music workers across the country: meet, ask questions, get immediate advice.

The association’s first strategic plan was developed in 2014, with a second more business operations-oriented plan following in 2018. At the heart of both was one essential advocacy priority: that all live music businesses, be they commercial or non-profit, become eligible for targeted government programs. In addition to the suite and range of programs and services delivered by the CLMA, this remains core to our mission.

Presently, in the spring of 2023, we continue to support our members while remaining laser focused on a strong recovery for all. This refreshed strategic plan reinforces that the CLMA is succeeding, as an advocate and economic partner to members, focused on current needs and future opportunities in and for our industry.

MESSAGE FROM LEADERSHIP

It is an honour to serve our live music businesses and the greater community through the work of the CLMA. Since 2014, the CLMA has been driving the growth and sustainability of Canada's concert industry. The unprecedented challenges of the last 3 years have, without question, further amplified the need for a strong voice for live music. The pandemic fast-tracked our plans as we worked to quickly intensify and prioritise rigorous, high-level advocacy to ensure government policies and programs met the urgent needs of our businesses and organisations during the pandemic. The level of success we have achieved through collaboration and with a diverse array of partners provides a solid foundation for moving forward together.

The roller coaster of recent years plus our approaching 10-year anniversary created an ideal time for the CLMA to



engage in its next organisational strategic plan. With so much uncertainty and change in our industry, it was time to check-in with members to ensure the association remained on track, delivering value.

As the non-partisan, member driven organisation representing the interests of all live music businesses and organisations in Canada, we continue to be uniquely positioned to advocate at every level of government. Our reputation as the voice of the industry, track record, collaborative spirit, and diversity of partnerships continues to allow us to leverage expertise and influence across the country.

While there is always room for growth and new ideas, we heard loudly and clearly that for the most part, the CLMA should stay the course. And that by prioritising things like government relations and the first-ever national live music economic impact study, we would be able to add additional value to your experience as a member.

We intend to stay focussed on the most impactful opportunities for economic and sector growth and we invite every live music business and organisation across the country to play a role in sustaining our momentum; momentum you have directly helped to create.

Nick Farkas
Board Chair

Erin Benjamin
President & CEO

BOARD OF DIRECTORS

EXECUTIVE

Chair: **Nick Farkas**, VP Concerts and Events, evenko
 Vice-Chair: **Patti-Anne Tarlton**, EVP, Ticketmaster Global
 Vice-Chair: **Tarun Nayar**, Executive Director, 5X Fest
 Treasurer: **Wayne Zronik**, President, Business Operations, LNE
 Secretary: **Sam Baijal**, Artistic Director, Hillside Festival
 Founding Chair: **Jesse Kumagai**, President & CEO, The Corporation of Massey Hall & Roy Thomson Hall

“Live music is the backbone of the music industry. One of the greatest parts of doing what we do is watching the interaction between the fans and the artists... The Canadian Live Music Association allows us to help this vibrant part of the business continue to grow.” - Nick Farkas



DIRECTORS

Vanessa Arscott: Director of Production, Plan V Productions
Kerry Clarke: Artistic Director, Calgary Folk Festival
Troy Greencorn: Executive Director, Stan Rogers Folk Festival & deCoste Performing Arts Centre
Marlin Jones: President & CEO, FM Systems
Victoria Lord: Partner, Edery & Lord
Jarrett Martineau: Curator-in-Residence, Chan Centre
Miro Oballa: Partner, Taylor Oballa Murray Leyland LLP
Lynne Skromeda: Executive Director, Winnipeg Folk Festival
Robyn Stewart: Executive Director, Women in Music Canada
Jon Weisz: Founding Director, Indie Montreal & Les SMAQ



FRAMEWORK

The CLMA engaged consultant Erik Lockhart of the Queen’s University Executive Decision Centre (EDC) at Smith School of Business to create a compelling and actionable strategy that would help the CLMA shape decision-making and resource allocation for the next three years. Erik also conducted the first-ever strategic plan for the association, in 2014 when it was known as Music Canada Live.

The process, which began in Fall 2022 included 8 steps:

1. Project launch

2. Review of existing documents

3. Development of a consultation guide

4. Stakeholder consultations & survey

5. Strategy sessions

6. Issues analysis

7. Action plan development

8. Final report

Core to Erik’s process, and a key to meaningful consultation, is his facilitation solution--a powerful technology for supporting meetings known as Group Decision Support Software. The main benefits of this approach include broader participation, time savings, and a richer dialogue. As part of the monitoring of the success of the plan, Erik will conduct a strategy update workshop in late 2023 to manage commitments, identify emerging issues, and update priorities and action plans as necessary.

MISSION

The mission of the CLMA is to entrench the economic, social, and cultural value of live music – creating the conditions for concerts to thrive, from coast to coast to coast.



VISION

1. Remain the first call from government and policymakers for anything related to live music. Represent live music in all conversations regarding the larger music industry.
2. Work to ensure the long-term stability of organisational resources.
3. Be a change leader for increasing diversity in the industry, including a membership that is robust, diverse, and representative of the Canadian landscape.
4. Offer meaningful networking and regular, high-value programming with partners to support live industry workers, including strong professional development.



THE STRATEGY: PRIORITIES

ADVOCACY & AWARENESS

- Design thought leadership activities through the lens of key advocacy areas;
- Communicate advocacy priorities, successes, and outcomes to membership and media;
- Build relations with Canadian business sector;
- Craft and execute government relations strategy;
- Annual pre-budget submissions;
- Present at pertinent roundtables including: music, tourism, economic development;
- Respond to government calls for submissions on any issues impacting live music sector (e.g. Tourism Growth Strategy);
- Advocacy on funding, federal and provincial;
- Activate on national economic impact study;
- Advocacy on emerging issues affecting the live music sector;
- Participation on advocacy coalitions: example #FutureOfLIVE, Hardest Hit Coalition steering committees, Innovate/Travel/Canada coalition;
- Continued activity under #ForTheLoveOfLIVE and other relevant campaigns;
- National public awareness campaign.

SECTOR DEVELOPMENT

- Continue delivering training to members on industry best practices, relevant professional development offerings;
- Continue building Live U brand, meeting capacity and professional development needs;
- Partner with other organisations already delivering relevant content to avoid duplication;
- Build partnerships with industry, complementary brands, and other organisations;
- Monetize offerings when possible;
- Emerging Music Professionals network, direct mentorship, speaking engagements: mentorship for young industry professionals.

PRIORITIES

NETWORKING

- Create, manage, and maintain “sectoral advisory groups”;
- Enhance CLMIA’s to ensure more comprehensive, coherent experience for sector;
- Work with other partners to establish and share best practices;
- The Next Stage events: Host in-person targeted B2B, professional development and networking events when possible in different Canadian markets;
- National meetings;
- Google Group and mailing lists;
- Ensure a CLMA presence at industry events;
- Develop and host a live-music specific learning event adjacent to other music sector events (CMW, Juno etc);
- Find ways to engage more individuals from member organisations.

RESEARCH

- Initiate and resource Economic Impact Studies;
- Continue to produce research white papers that demonstrate the value and impact of live music;
- Continue to develop stories of our industry including COVID recovery stories;
- Identify other research to champion sectoral priorities;
- Follow-up reporting and action on Closing the Gap.

ENABLERS

- Continue to enhance the membership experience;
- Communicate the membership value and benefits: raise advocacy awareness with current members;
- Identify alternate funding streams to support key priorities;
- Implement improved membership model.

ECONOMIC IMPACT ASSESSMENT

Canada lacks a nation-wide economic impact assessment of its live music industry. Support for the need for new research during the strategic planning consultations was clear: the time has come to quantify our impacts—especially now, as we work to regain our full strength post-pandemic. A full-scale EIA will help us to:



- Understand the true size and scope of live music in Canada and provide a benchmark for growth
- Identify strengths and weakness of the industry which will help us plan for the future
- Help governments create better policy and deliver better services to and for you

The CLMA has taken first steps to get this historic work underway. In partnership with consulting firm Nordicity, the CLMA Economic Impact Study will quantify the direct, indirect, and induced economic impacts of the live music industry, including the tourism and fiscal impact of the industry at the national level, and regional breakout analysis (specifics tbd) as data and budget allows. The research will also seek to estimate the social and music industry-related impacts at the national level.

Support for this project is currently being requested through government programs, and will also be sought from the private sector and the industry directly.

GOVERNMENT RELATIONS STRATEGY

Investment in government relations (GR) was identified as a priority during the strategic planning process. Writing and actioning this strategy will be amongst Year 1 Priorities.

Comprehensive and impactful GR work ideally includes all 3 levels of government in all regions of the country. The ongoing attention to nurturing new and existing relationships (especially where none yet exist) is necessary to advance the scope and impact of the CLMA's advocacy work. GR firms/people, and/or people w/ GR experience can help to ensure our success.

With expertise on or available to the board, the CLMA will be able to further advance its advocacy agenda.

GOVERNANCE STRUCTURE REMODEL

In an effort to improve its leadership framework, the CLMA will continue to reduce the current size of its board of directors to 13 in order to:

- Increase engagement and accountability;
- Maximise quality of time spent on key decision making;
- Optimise effective leadership.

Prior to the 2022-23 year there were 22 board members. Currently, it is 16. Operationally, according to its bylaws, the CLMA board of directors can remain anywhere between 11 and 23.

In making this change the board will also prioritise the creation and management of new sub-sectoral committees (see “Priorities” above) to strengthen the organisation's ability to work directly with the community, ensuring a more robust, proactive response to local and regional issues impacting the sector.

MEMBERSHIP STRUCTURE REMODEL

The CLMA currently lacks financial resources to meet its operating, programming, and advocacy goals. The cost of doing business is rising, and while the total number of memberships has increased, revenue from dues currently does not offset the cost of operations. Membership dues are an essential revenue source for the CLMA. It is therefore necessary to implement changes to ensure the long-term sustainability of the CLMA, while continuing to increase value for members.

During the planning process, a majority of members felt that dues adjustments were both important and necessary for the organisation to achieve its goals. The new fee structure will come into effect following the 2023 AGM, on October 1st, 2023. Members who have already renewed in advance of the October 1st date would not see a change in dues until 2024. The **first-ever** change to membership dues since the organisation was founded in 2014, the goal of this renewal is to help ensure the sustainability of the CLMA into the future so it can continue to fully support the needs of its members.

MONITORING PROCESS

PROGRESS CHECK

With CEO and Board, to update progress and get input on initiatives.

Reporting mechanism: Board Package, showing progress for each initiative within the four pillars.

ANNUAL REPORT

Inform CLMA members of progress.

Reporting mechanism: Presentation of the Annual Report at the Annual General Meeting.

STRATEGY UPDATE

With board, to review initiatives and action plans; update initiatives and action plans for each pillar.

Reporting mechanism: strategy session

STRATEGY RENEWAL: OCTOBER 2026

THANK YOU TO

The CLMA warmly thanks consultant Erik Lockhart, as well as its Board and Strategic Planning Committee for their tireless leadership and support throughout the planning process.

The association also thanks all those who participated in Focus Group and Key Stakeholder Interview sessions to contribute to the findings informing the Strategic Plan.

Most of all, the CLMA thanks all members for their ongoing support of the vital sector work we do. Join our membership at canadianlivemusic.ca/become-a-member.

HEAR IT FROM OUR MEMBERS

**Nicole Auger,
International Indigenous
Music Summit (Nat'l)**

"The strength and resilience YOU bring to our industry is a shining light and inspiration for us all. Can't wait to see what the new year will bring!!"

**Mervon Mehta, Royal
Conservatory (ON)**

"The RCM and Koerner Hall are proud to be associated with CLMA and thankful for the leadership and advocacy you have provided. Miigwech, Merci, Thanks!"

"It has been incredible to watch and witness the boundless energy and commitment displayed by the CLMA in advocating so well and effectively for live music across Canada.... It's humbling to be part of such a large family of true believers with so much conviction."

**Andrew Mosker,
National Music
Centre (AB)**

"Because of your relentless advocacy work, not only was our industry being heard but it also resulted in real concrete actions that helped stave off complete decimation."

**Mo Tarmohamed,
Rickshaw Theatre
(BC)**



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CANADIAN 
LIVE
MUSIC
ASSOCIATION

The voice of live
music in Canada
La voix du spectacle
musical au Canada