

**City of Hamilton
Music Strategy Implementation Team
Terms of Reference**

1. Mandate

The Hamilton Music Strategy Implementation Team will facilitate the realization of the goals and objectives of the Music Strategy and will ensure a continued connection with the community. The Music Strategy Implementation Team will focus their activities on the four goals and twelve objectives identified in the City of Hamilton’s Council approved Music Strategy, PED14001 (January 29, 2014).

The Music Strategy Implementation Team has a shared responsibility for music and to broaden the leadership required to implement the City of Hamilton Music Strategy.

2. Nature of Authority

The establishment of a Music Strategy Implementation Team is a City Council-endorsed recommendation. The Music Strategy Implementation Team works with the City staff who will report to the General Issues Committee regarding the implementation of the Music Strategy.

Some aspects of the Music Strategy align with the mandates of other organizations, committees or groups. The Music Strategy Implementation Team will liaise with existing and emerging organizations, committees or groups as appropriate in order to oversee the governance and implementation of the Music Strategy goals and objectives acting as a catalyst to build community capacity in the music industry.

3. Role

The Music Strategy Implementation Team will:

- Review the Hamilton Music Strategy goals, objectives and actions along with suggested lead partners to recommend methods of implementation of the strategy;
- Report on the progress of the Music Strategy;
- Communicate the value of music to Hamilton’s overall vitality;
- Identify issues and opportunities to support sector development;
- Recommend new actions to or updates in the Music Strategy;
- Cultivate community partnerships - identify, facilitate and support community collaboration and engagement;
- Consult on updates to the Music Strategy; and,
- Provide recommendations to and receive recommendations from staff and other committees or boards associated with music in Hamilton.

4. Composition

- a. Members are selected by a cross-departmental staff selection committee through an application process. The team shall not exceed 12 members including 1 City staff representative.
- b. As recommended by participants in the Music Working Group there shall be diverse representation from the community: musicians; multicultural music genres/origins; venues; Regional Tourism; youth; music education; industry representation – managers, event organizers, record labels, promoters, recording studios; Not for Profit/support industries; Festivals/Events (outside of venues); City Staff Coordinator. One representative on the Music Strategy Implementation Team shall be a member of the City of Hamilton Arts Advisory Commission or their designate.
- c. The duration of membership is for a minimum of two years from May 1, 2014 to April 30, 2016.
- d. A Chair and Vice Chair shall be appointed annually by a majority vote of the Music Strategy Implementation Team.
- e. Any vacancies during the committee term, if required, will be appointed by the Chair and Vice Chair of the Team and the Director, Tourism and Culture Division and/or Manager of Tourism and Creative Industries.

5. Responsibilities of Members

- a. Members are expected to prepare for and attend all scheduled meetings of the Music Strategy Implementation Team and participate in the discussions and deliberations.
- b. Members may be asked to represent the Music Strategy Implementation Team at events and to make presentations as required.
- c. A member, who misses two consecutive meetings, without being excused by the Chair, may be asked to resign.

6. Meetings

- a. Quorum consists of a majority of the membership plus one.
- b. Meetings occur bi-monthly, starting with monthly meetings to move the Strategy action plan forward. Additional meetings will be at the call of the Chair or as determined by the Music Strategy Implementation Team.

7. Reporting

Reports (when required) shall be forwarded to the General Issues Committee through City staff in accordance with established City policy and procedures.

8. Resources

- a. Designated staff will attend meetings and assist in preparing agendas, minutes and performing tasks related to the Music Strategy Implementation Team activities.
- b. Additional staff and community stakeholders may attend meetings, as needed, to discuss specific items and/or in an advisory capacity.
- c. Meeting space will be provided by the City of Hamilton.

9. Remuneration

Members of the Music Strategy Implementation Team will serve without remuneration. All expenses associated with travel to or from meetings will be the responsibility of each member.

10. Conflict of Interest

A conflict of interest is defined as a situation in which the personal, professional or business interests of a member or a close relative / associate of the member are in conflict with the member's ability to contribute to achieving the overall goals of the Music Strategy Implementation Team. A conflict of interest arises when a person or close associate may benefit or appear to benefit from that position financially or in some other inappropriate way.

11. Code of Conduct

Members of the Music Strategy Implementation Team will:

- a. Act with honesty and integrity.
- b. Exercise due care, diligence and skill.
- c. Act in good faith in the best interest of citizens and society.
- d. Act fairly and impartially.
- e. Use information appropriately.
- f. Use their position appropriately.
- g. Demonstrate leadership and stewardship.

12. Review

The Terms of Reference will be reviewed annually in collaboration with City staff and updated as required.

13. Background

Council approved the Music Strategy in January 2014 and established the City of Hamilton commitment to position music as a tool for city-building. The Music Strategy represents a shift within the Corporation and it cites four broad transformational goals and twelve expanded objectives founded on best practices, research and included extensive stakeholder consultations. The goals are as follows:

- 1. Strengthen the local music industry.
- 2. Grow audiences and appreciation of music.
- 3. Increase access to music experiences.
- 4. Cultivate music creation and talent.

The full strategy and background document with objectives can be found on the Tourism Hamilton web site <http://www.tourismhamilton.com/music-film>.

The Music Strategy contains the following Vision and Mission:

Vision

A thriving music industry, creative music community and eclectic music scene. As a major player in the Canadian music industry, Hamilton attracts and cultivates talent. Music contributes to a diverse economy and enriches the lives of those who live, work, play and learn in Hamilton.

Mission

The Music Strategy celebrates “all things music” in Hamilton. It guides the activities of its partners to create and nurture an environment where music and the music industry flourishes, grows and prospers.