



MEMORANDUM

TO: Mayor and Council

FROM: Kevin Johns, Director
Economic Development Department

DATE: June 27, 2016

SUBJECT: Music and Creative Ecosystem Omnibus Resolution Response Report

The attached report was developed in response to City Council Resolution No. 20160303-019, which directed the City Manager to develop a plan of action to address a variety of priorities, goals and objectives to support the music and creative industries in Austin. Given the urgency to identify strategies to support our local artists and musicians, a very short timeline was associated with development of the requested action plan. After considerable input from stakeholders, a list of 73 recommendations was developed and presented at the first-ever joint meeting of the Arts and Music Commissions on April 25, 2016 and to the Economic Opportunity Council Committee during its May 10, 2016 meeting.

Staff from all divisions of the Economic Development Department worked diligently not only organizing the steps already mentioned, but also researching each of the 73 recommendations in more detail. It was during this process, and with consideration of the significant feedback received, that 10 distinct Priority Recommendations surfaced. These priority recommendations are:

- | | |
|-------------------------------|----------------------------|
| ▪ Affordable Space | ▪ Land Use Regulations |
| ▪ Agent of Change Principle | ▪ Music Genre Development |
| ▪ Cultural Tourism | ▪ Permitting and Licensing |
| ▪ Entertainment License | ▪ Professional Development |
| ▪ Incentives, Tools and Loans | ▪ Revenue Development |

This report also includes a listing of arts and music related programming and services funded within the current fiscal year through City resources, highlighting our ongoing commitment to these creative industries. However, the needs documented in this report far exceed the available resources. Staff recommends any available funding be prioritized for actions associated with the following three recommendations: Affordable Space, Revenue Development, and Incentives, Tools, and Loans. Staff is also prepared to move forward on portions of recommendations that do not require additional resources, which include the Agent of Change Principle, Cultural Tourism, Land Use Regulations, and Professional Development.

Please feel free to contact me at (512) 974-7802 if we can provide any additional information.

Attachment

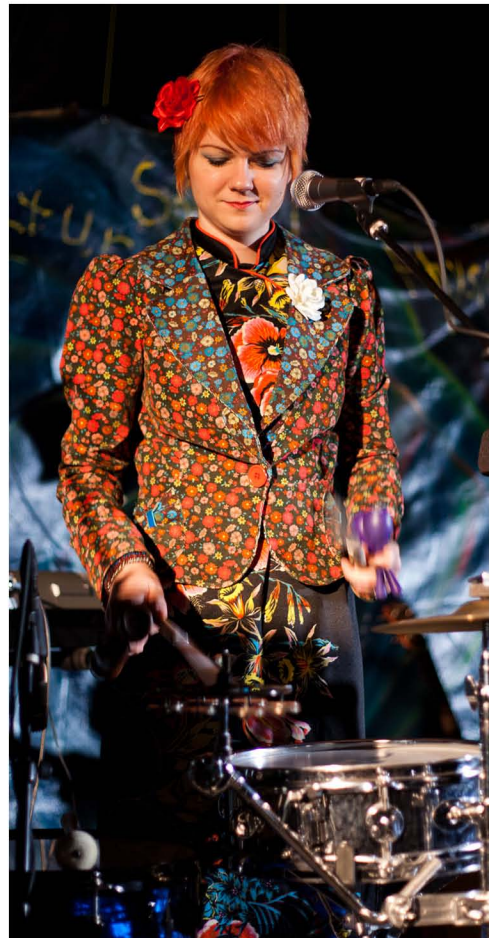
xc: Marc A. Ott, City Manager
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Music and Creative Ecosystem

Stabilization Recommendations

**STAFF RESPONSE TO
CITY COUNCIL
RESOLUTION
NO. 20160303-019**

June 2016



**Prepared by:
ECONOMIC
DEVELOPMENT
DEPARTMENT**



Acknowledgements

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District 10: Amy Mok
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City of Austin Music Commission

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Executive Summary

In response to growing challenges experienced by musicians, creatives and their associated industries, the Austin City Council passed Resolution No. 20160303-019 directing the City Manager to develop a plan of action to address a variety of priorities, goals and objectives.

City staff thoroughly reviewed the items included in the Resolution and both exhibits and identified four key focus areas that required attention: affordable space, City regulations, operations and incentives, professional and industry development, and health and educational services for creatives. Within each area, staff identified different strategies that addressed the various objectives articulated in the exhibits and developed an infographic used during the Arts and Music Commission public hearings to frame and further the conversation. After considerable input from stakeholders, a list of 73 recommendations were developed and presented at the first-ever joint meeting of the Arts and Music Commissions on April 25, 2016. Over the following month, both Commissions reviewed the recommendations and stakeholder feedback on the priority items within the list. This process and a list of the recommendations were also presented to the Economic Opportunity Council Committee during its May 10, 2016 meeting.

Given the urgency to identify strategies to support our local artists and musicians, a very short timeline was associated with development of the requested action plan. Over the past three months, staff worked diligently not only organizing the steps already mentioned, but also moving forward with researching each of the 73 recommendations in more detail. It was during this process, and with consideration

of the significant feedback received, that 10 distinct Priority Recommendations surfaced. These priority recommendations are:

- Affordable Space – A diverse and innovative approach was employed in identifying specific strategies that can preserve existing creative spaces and the potential to increase its volume.
- Agent of Change Principle – Our rapidly changing community requires specific attention be placed in fostering compatibility between creative and music venues and residential areas.
- Cultural Tourism – Austin artists and musicians can benefit from our community's continued growth as a tourist destination.
- Entertainment License – Simplification of music venue permitting provides better customer service to this critical subsector of the music industry and promotes high quality standards and practices.
- Genre Development - With almost thirty genres represented, Austin is home to a talented and culturally diverse musical landscape. Genre development looks at how artistic programming, audience experience, educational activity, marketing and the performance space can help develop on-going relationships with existing and potential audiences.
- Incentives, Tools and Loans – The strategic deployment of traditional

economic development tools can stabilize and further foster the growth of the various subsectors within these industries.

- Land Use Regulations – Currently, Austin’s land development codes limit the potential area for sustainable creative space uses. Specific changes to the existing codes facilitate the development and preservation of creative venues.
- Permitting and Licensing – A streamlined permitting process for music venues results in improved communication and customer service, helping to preserve this vital component of Austin’s music ecosystem.
- Professional Development – Access to business seminars and learning best practices from successful creatives resulting in better creative business management. Additional certificate and associates degree programs for subsectors of the arts and music industry increases the number of professionals in these fields and further builds our creative industries.
- Revenue Development – A comprehensive array of strategies, including curriculum and classroom training, a music export program, promoting music licensing, and an Austin-only online radio station addressed the documented stagnating income among musicians.

The comprehensive list of recommendations does not address all challenges

experienced by artists and musicians in Austin. For example, owners and operators of entertainment venues along the Red River district have indicated that the proximity of the ARCH homeless shelter and the growing concentration of criminal elements that prey upon homeless increases staff turnover and discourages patrons from returning to their venues. The recommendations in this document do not address crime and homelessness, but instead provides strategies to help venues grow their patronage and increase revenues.

While some of the recommendations listed below can be implemented with existing resources at the City staff level, a number of items can only be enacted through City Council action, both via policy development or revision, and in many cases additional funding. Many recommendations will require significant stakeholder participation and support if they are to be implemented, as the City of Austin may not be in the best position or have the expertise to execute them effectively. Strategic public/private partnerships, philanthropic activity, government action, and most importantly, support from the music and creative communities will all be critical factors in the successful implementation of these recommendations.

This report also includes a listing of current arts and music related programming and services funded through City resources, highlighting our ongoing commitment to these creative industries.

Moving forward, City staff proposes annual updates on any recommendations identified by City Council for implementation. These updates will include measurement of our return on investment as indicated through specific desired outcomes.

Priority Recommendations

Affordable Space

Preserving and increasing the supply of available space for the creative ecosystem involves the public and private sector working collaboratively to assess existing space needs, project future user demand and find ways to efficiently bring forward that supply of space. The public sector plays a role in facilitating the provision of space in several key ways. For example, the City can sponsor studies that clearly identify gaps in the existing space market of the creative ecosystem. Doing so requires an inventory of existing space that both the public and private sector own and control. Ascertaining the current and projected demand for different types of space and comparing that to the existing inventory will determine the gaps in terms of space that needs to be made available in the near and long term. Developing strategies to identify and fill gaps in geographically specific areas, such as neighborhoods, corridors and activity centers, should be incorporated into the City's ongoing community planning efforts.

Filling those gaps through a number of avenues will expedite the private or public development of the appropriate types of space to meet current and future needs, while accomplishing other community-benefiting strategic goals. The public sector can efficiently link creatives looking for space with available and underutilized privately-owned space via a web-based or some other electronic system. The goal is establishing a clearinghouse for creative space similar to what the Multiple Listing Service (MLS) does for single family residential homes for buyers and sellers. The City and other public entities can also make available space they currently own or control through existing lease arrangements (including the Mexican American Cultural

Center (MACC), the ZACH Scott Theatre, the George Washington Carver Museum, the Asian American Cultural Center, the Travis County Expo Center and school auditoriums, among others) for the use of artists and musicians. The City could adjust its operations or policies to allow expanded or new use of its controlled space during non-traditional hours, activating unused or underutilized space or temporarily booking areas of public facilities as short-term venues.



The City and other public-sector governmental agencies can also encourage the private development of needed space by soliciting a business relationship with private developers. The City can seek proposals from the private sector on the sale of City surplus property and encourage other governmental agencies to do likewise. Strategic economic development agreements can leverage public resources with private sector capital, development experience and capacity for risk in service for our Austin creatives.

Additionally, the City can strategically leverage public sector financing to increase the financial feasibility of developments that provide affordable commercial and residential space for creatives. Public financing sources could include bond funds and tax incentives. By creating and strengthening public incentives, the City can provide needed financing that covers the

gap between the cost of development and income generated from rents affordable to the creative class.

The private sector can be an innovative source of capital to facilitate the development of affordable housing and commercial space. Socially beneficial private equity funds can acquire, renovate and strategically manage and/or sell real estate assets to maintain the affordability of the residential units or commercial space over the long run. City participation need not be a part of this type of fund or governance structure. However, successful private funding intermediaries do operate in other communities whereby the City appoints certain representatives on the governance board, provides annual operating support and/or contributes a certain amount of funding as a portion of the capital pool. A private equity fund with the philanthropic mission of developing and preserving affordable commercial and residential space can be a critical resource for both private- and public-sector led development of creative space.

Models: Building Austin's Creative Capacity; Austin Music Census; Create Austin Cultural Master Plan; Imagine Austin Create Economy Priority; Preserving Multi-Family Workforce and Affordable Housing (ULI/NeighborWorks - December 2015); City of Austin Strategic Facility Planning; recent Austin Independent School District (AISD) asset positioning solicitations; SpaceFinder; Partners for Sacred Places and neighborhood planning best practice

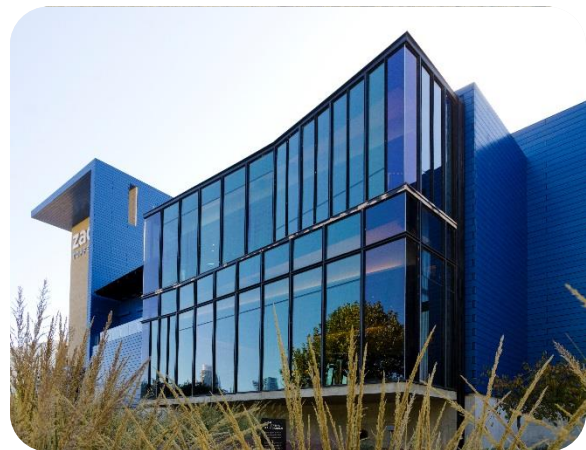
Benefits/Impact: These strategies would quantify and help fill the gap in the residential and commercial real estate market in a way that promotes affordability and preserves our rich artistic ecosystem.

Outcomes: The most significant desired outcome is to increase the square footage

of affordable creative space. Additional measureable outcomes include the amount of public- and private sector capital resources available to finance the development of affordable creative space and the number of new and retained creative ecosystem jobs.

Implementation Lead: To be determined, and may include a private sector community investment collaborative, stakeholder nonprofit organizations and the City of Austin – Economic Development Department

Potential Partners: Various City of Austin Departments; Austin Creative Alliance; Arts and Music Commissions; Partners for Sacred Places; Austin Independent School District (AISD); other governmental jurisdictions; Austin Housing Finance Corporation (AHFC); University of Texas Center for Sustainable Development; Housing Works Austin; Urban Land Institute of Austin; Real Estate Council of Austin; Austin area Chambers of Commerce, private sector developers and financing partners; arts and music organizations



Major Milestones:

- Commission private sector-owned real estate gap analysis
- Commission inventory of non-traditional spaces (i.e. churches, schools and privately-owned

property) and pilot matching demand with supply

- Assess City-owned property inventory for creative space uses as part of its facility planning strategy and asset disposition assessment strategy for surplus property and appropriately execute those strategies
- Commission the development of an electronic/web based clearinghouse to match creative demand with creative space supply need
- Expand and/or preserve creative spaces through the incorporation and execution of creative space development and preservation strategies developed through City-sponsored small area planning efforts (neighborhoods, Soul-y Austin, Cultural Districts and corridor plans)
- Encourage the creation of private-sector led creative space development mechanisms, such as the deployment of a privately-managed and capitalized “strike fund”
- Encourage other governmental entities (AISD, Counties) to evaluate the feasibility of increasing space that supports the creative ecosystem as part of surplus disposition and non-surplus property facility planning
- Craft a bond funding strategy to implement the recommendations

arising from the assessment of public facility-supported creative space, including already approved bond-funded projects as well as anticipated future bond referenda

- Expand the supply of venues available to creatives through activation of rental space in public facilities as venues during non-peak hours through contractual arrangements
- Support the development of private-sector sponsored creative space centric developments through “gap financing,” particularly those projects that provide co-working space and space related to the provision of technical assistance, creative industry development and training

Timeline: While some milestones referenced above could be accomplished within 12 months, others will require three-to-five years or longer for full execution.

Estimated Budget: Ongoing funding in the amount of \$568,000 would be necessary for fees/expenses associated with space activations and two full time positions to execute numerous tasks included in this recommendation. In addition, an estimated \$1,075,000 in one-time funding would be necessary for the establishment of a cultural trust and consultant services associated with a real estate gaps analysis. This one-time funding would not be necessary all at one time and could be divided over a three-year period.

Agent of Change Principle

Austin's significant population growth has resulted in an intense need for additional housing. As new residential buildings put down roots in vibrant downtown areas, noise complaints against well-established music venues are more frequent. These venues are what make Austin "The Live Music Capital of the World". To keep Austin's music ecosystem thriving, music venues must be preserved through a policy change that encourages compatibility between residential development and entertainment venues.



Under the Agent of Change principle, music venues are still required to operate within codified sound levels. However, should the permitted and codified sound levels be unacceptable or incompatible with a new development within proximity of an established music venue, the new development would be responsible for sound mitigation measures. Likewise, a new music venue opening within a residential area would be responsible for mitigation measures in order to maintain the codified sound levels. These factors would be considered during the planning, zoning, and permitting processes, fostering productive dialogue between venues and developers at the beginning of the residential development process. Elements of the Agent of Change

Policy may also include requiring lessors and sellers of residential property near music venues to disclose to new lessees and purchasers the potential for noise and other inconveniences potentially associated with nearby venues, establishing that no music venue located near a new residential development will be considered a public or private nuisance on the basis of noise if the venue operates in compliance with its permits and appropriate laws.

Models: San Francisco and United Kingdom

Benefits/Impact: Establishing an Agent of Change policy would preserve and protect existing venues, increase the quality of life for area residents, and foster compatibility between music venues and Austin residents. In addition, this policy would allow for a more effective use of significant City resources currently dedicated to investigating and mediating noise complaints.

Outcomes: Adoption of an Agent of Change Policy provides for thoughtful and deliberate preliminary planning. Anticipated outcomes include decrease in sound nuisance complaints and the preservation of existing music venues.

Implementation Lead: City of Austin - Planning & Zoning, Development Services, Neighborhood Housing and Community Development and Economic Development Departments

Potential Partners: Music venues, real estate development stakeholder groups

Timeline: 6-12 months

Major Milestones:

- Designate City department lead and develop internal working group

- Thoroughly research San Francisco and UK models
- Seek input from venues and other industry stakeholders
- Identify recommended policy parameters
- Seek City Council adoption of policy

Estimated Budget: The tasks associated with developing the Agent of Change Policy recommendation for City Council consideration can be accomplished through existing resources within the Music and Entertainment Division of the Economic Development Department (EDD).

Cultural Tourism

Since the Austin City Council adopted the slogan “Live Music Capital of the World” in 1991, the Austin Convention and Visitors Bureau (ACVB) has marketed Austin’s live music as a primary attraction for potential visitors. The *Economic Impact of the Creative Sector (2012 update)* report found that the creative sector’s total impact on the local economy is \$4.3 billion annually, of which tourism accounts for 1/3 of the creative sector’s total economic impact, generating \$1.4 billion in economic activity. By enhancing and better coordinated marketing and cultural tourism support among community partners, this economic activity could be more thoroughly and directly leveraged by the local music and creative communities.

The CreateAustin Cultural Master Plan presented to the Austin City Council in 2010 contains a recommendation to enhance tourism marketing to include a broader range of institutions; and in 2012, the Imagine Austin Comprehensive Plan built upon this recommendation and called for the development of a cultural tourism plan to improve offerings at a regional, national, and global level. In 2013, the Economic Development Department (EDD) received a two-year National Endowment for the Arts (NEA) grant to develop a cultural tourism plan. The plan development process, led by Cultural Arts Division (CAD) staff, solicited input from more than 80 individual stakeholders and organizations, and culminated in 2015 with the delivery of a draft cultural tourism plan prepared by consulting firm, Public City. In 2016, the plan began a review process in concert with the Music and Creative Ecosystem Omnibus Resolution response, which is currently underway to include additional

input from the creative community and partners.

The *Economic Impact of Music (2016 update)* documented a \$169.4 million increased economic impact of music activity in the local economy from the figures reported in 2010. At that time, while the economic activity skewed slightly toward music as being the creative sector of Austin’s economy, other indicators suggested that music-related tourism had moved past the music itself in terms of local economic impact. This gap has widened considerably in the past four years. While the collective impact of music and music-related tourism now exceeds \$1.8 billion annually, over two-thirds of the jobs are now associated with music festivals and tourism, compared to 56% in 2010. By contrast, music and its subsectors observed jobs fall 1,205 over the same period, a 15% decline. The Austin Music Census exposed the



same as other studies: the impact of tourism is not finding its way to the local musicians and artists.

Strategy 1: Cultural Tourism Plan recommendations

The City's Economic Development Department (EDD) has initiated stakeholder meetings to continue the review of the draft Cultural Tourism Plan and solicit additional input from partners. Since March 2016, these stakeholder meetings have included: the Texas Hotel Lodging Association (and the Austin chapter of the Hotel Lodging Association), representatives from the Chambers of Commerce, Austin Independent Business Alliance, Austin Creative Alliance, Austin Music People, Arts Commission, Music Commission, Art Alliance Austin, Austin Convention and Visitors Bureau, the Parks and Recreation Department, Downtown Austin Alliance, Six Square (African American Cultural Heritage District), and other creative non-profits. There is a plan to continue to hold these stakeholder meetings, with special outreach to the music community. Plan refinement is anticipated to continue through the summer 2016, with plan adoption and the first phase of implementation scheduled for early fall 2016. Some initial recommendations could be implemented sooner, if deemed feasible and appropriate.



The Cultural Tourism Plan can be implemented via the following strategies:

Strategy 2: Wayfinding systems

The Economic Development Department's Cultural Arts Division (CAD) received funding through the National Endowment for the Arts (NEA) to complete a Cultural Asset

Mapping Project, or CAMP, intended to produce a set of GIS-based maps organized by the ten Council Districts, a findings report developed with community input and a set of cultural economic development strategies for each district. Aligning with the Imagine Austin Comprehensive Plan, the Land Development Code Revision, and the City's Capital Improvement Plan (CIP) Strategic Plan, the goal of the project is to better integrate creative economy strategies into City planning areas and initiatives. The cultural asset mapping project is in development, but its anticipated completion by end of 2016 which will provide a robust and detailed inventory of creative assets and cultural resources that will be more accessible to Austin residents and tourists. One way this could be achieved is through integration of these assets into wayfinding systems, such as the Downtown Wayfinding project being developed by the City's Planning and Zoning Department in partnership with various stakeholders and partners. Others could include maps, tours, apps and wayfinding systems to be developed by private entities or community groups.

Strategy 3: Austin Music Walk of Fame

EDD's Music and Entertainment Division currently oversees the nomination process and production of the annual induction ceremony that honors deceased local music legends who had a unique and significant impact on Austin's music community. Engraved plaques honoring each inductee are currently installed at the Long Center for the Performing Arts. In 2013, the Music Commission supported the staff recommendation for a moratorium on the Austin Music Memorial. Council responded by passing Resolution 20141211-123, creating a moratorium on future induction ceremonies and proposing new initiatives. This moratorium is still in place. With the

need for creative programs to drive tourist traffic to the downtown venues, there is an opportunity for the celebration of Austin's musical heritage to receive a transformation. The Music & Entertainment Division has received financial support from commercial real estate developer Trammell Crow for music programming at the Green Water Development located in the Seaholm District that is earmarked for this Music Walk of Fame project.

Strategy 4: Hotel concierges

While there are many existing services which local hotel concierges may use to learn about cultural offerings, including events calendars, newsletters, and social media, there is no agreed upon primary channel for musicians, creatives and associated organizations to get this information to hotel and visitor center staff. This strategy would identify shared communication channels which would be utilized by the hotels to get information to guests and to the Austin Convention and Visitors Bureau (ACVB) so they can provide the information to incoming conventions and visitors.

Strategy 5: Creative and music association conferences

Austin continues to grow as a national destination for tourist and professional gatherings and with new hotels added to the city's infrastructure and a potential Convention Center expansion, Austin is poised to attract even more conventions and conferences. Attracting professional conferences to Austin in the creative and music fields could achieve shared cultural tourism goals, promote Austin as a tourist destination and facilitate national peer-to-peer networking for locals and non-locals. The music and creative communities, EDD, Austin Convention Center Department and Austin Convention and Visitors Bureau

would work together to identify industry conferences that could host their events in Austin.

Benefits/Impact: Per the Imagine Austin Comprehensive Plan, the goal of the Cultural Tourism Plan is to "stimulate trade and bring new resources to the community." By implementing the Cultural Tourism Plan recommendations and the supporting strategies listed above, the City can leverage the travel industry to more fully support local musicians and creative providers.

Outcomes: If the Cultural Tourism Plan successfully meets these goals -- 1) engaging new audiences for Austin arts & culture; 2) aligning tourism initiatives by local stakeholders; 3) empowering local practitioners to participate in cultural tourism initiatives, and 4) maximizing cultural tourism opportunities throughout the year -- the impact could result in increased Hotel Occupancy Tax (HOT) revenues; increased City tax revenues; increased economic benefit for local musicians; creatives, non-profits and businesses, and increased jobs in both the creative and tourism sectors.

Implementation Lead: To be determined, but may include the Austin Convention and Visitors Bureau, the Austin Hotel and Lodging Association and the City of Austin Economic Development Department

Potential Partners: City of Austin Planning & Zoning Department, Development Services Department, Austin Center for Special Events, Austin Convention Center Department, Parks and Recreation Department, Six Square (African American Cultural Heritage District), Austin Convention and Visitors Bureau, Austin Independent Business Alliance, Austin Creative Alliance, Austin Music People, , Austin Concierge and Guest Services Association, Greater Austin Chamber of

Commerce, Greater Austin Asian Chamber of Commerce, Greater Austin Hispanic Chamber of Commerce, Austin Black Chamber, Greater Austin Gay & Lesbian Chamber of Commerce, Downtown Austin Alliance, Austin advertising and marketing agencies and other partners to be determined pending final plan adoption

Timeline: 6 months-1 year for plan refinements, adoption and implementation of first phase of recommendations and 2-5 years of continued implementation and additional coordination to implement longer-term strategies

Major Milestones:

- Ensure all partners are engaged with the draft Cultural Tourism Plan and review process
- Work with partners to create a finalized document which clearly sets out timeline, associated resources, and action steps for implementing various elements of the plan to be rolled out to the public
- Establish an MOU between key stakeholders detailing cooperative strategies and responsibilities, including periodic meetings or

regular communications between single points of contact in partner organizations

- Research, refine and implement strategies and action items that complement the Cultural Tourism
- Establish music strike team

Estimated Budget: \$730,000

Funding for the plan, design, installation, programming and promotion of the first phase the Austin Music Walk of Fame in the amount of \$150,000 has already been identified. Funding in the amount of \$250,000 is available to support a broad outreach campaign targeted to tourists to increase the number of visitors engaging in local creative events. However, a similar level of funding is necessary to support a local outreach campaign designed to encourage Austinites to patronize creative and music options in Austin. In addition, one full-time position (\$80,000) is needed to administer and coordinate the campaigns and implement any additional recommendations from the Cultural Tourism Plan.

Entertainment License

This Priority Recommendation is closely related to the "Permitting and Licensing" Priority Recommendation.

A rapid population increase and rising commercial costs, particularly in the downtown entertainment areas, have created a uncertain situation for many venues. The 2015 Austin Music Census calls for easier permitting and streamlined regulation for live music venues and nightlife establishments. Ensuring that the Austin area has a robust ecosystem of venues that support local music is a key for growing both music businesses and musician income. For a majority of small- to medium-sized music venues that focus on local music, a number of factors such as rising operating costs, zoning and development issues, decline of "cover" revenue and costly inefficiencies from unwieldy permitting processes are creating a very thin and potentially fragile profit margin and overhead pressure (Austin Music Census, p.12).

A live music venue must obtain upwards of 16 different permits to operate. That process involves seven (7) different City departments, including the Economic Development Department (EDD), to provide Sound Impact Plans that make recommendations on sound permits. The purpose of creating an entertainment license is to provide a single point of contact for entertainment establishments. It also serves as a mechanism to incentivize venues that value and incubate live music and encourage non-music venues to consider hosting live music. The goal is to raise the standards of how live music venues are run, how artists are treated and to lower the cost and difficulty of permitting for those venues.

The entertainment license would replace the current amplified sound permitting process and be applicable to both outdoor and

indoor venues with amplified sound, including any type of music or other entertainment delivered through and by a mechanical, electrical, motor-powered, or electronic device. Excluded from this definition are televisions operating with no amplification other than their internal speakers and sounds intended as unobtrusive accompaniment to some



activity, such as dining in a restaurant or to provide atmosphere.

Venue applicability includes, but is not limited to, the following categories:

- Live Music Incubators - Venues that offer live music 6-7 nights a week. These establishments support musicians, provide quality sound management, effectively address noise complaints and provide performance agreements and band liaisons at the venue.
- Live Music Venues – Venues that offer live music 4-5 nights a week. These establishments support musicians, provide quality sound management, effectively address noise complaints and provide performance agreements and band liaisons at the venue.
- Bars and Nightclubs – Venues that are in the business of selling alcohol

and have live music 1-3 times a week.

- Special Events Venues – Venues that host live music 1-3 times a week.
- Other types of creative venues, such as, theatres and galleries.

The creation of the Live Music Venue Best Practice Guide (see Revenue Development section for details) provides the framework to support the establishment of possible incentives for venues that make a significant investment in the necessary infrastructure to present live music. Potential incentives to be further explored include:

1. Coordinated and/or same day inspections
2. Energy rebates
3. Possible rebate from the City's portion of the mixed beverage tax
4. Live music venue designation with a plaque or display
5. Temporary accessory use adjacent to the venue without completion of an Austin Center for Events application
6. Holiday and/or extended load card hours to reflect building and development services calendar

Models: San Francisco and Chicago

Benefits/Impact: Simplification of music venue permitting will provide better customer service to this critical subsector of the music industry. A streamlined process will allow venue owners and staff to better invest their time and resources into their establishments further developing the music ecosystem.

Outcomes: The implementation of an entertainment license will decrease the amount of time venues spend navigating the permitting process. The potential incentives to be incorporated with the various venue classifications associated with this license

will encourage venues to host live music more often, creating more revenue and audience development opportunities for Austin musicians.

Implementation Lead: City of Austin – Development Services, Planning & Zoning, Economic Development Departments

Potential Partners: City of Austin – Austin Fire Department, Austin Police Department, Health & Human Services Department, Austin Transportation Department, Texas Alcoholic Beverage Commission, commercial construction and trade contractors, and design professionals

Timeline: 1-2 years

Major Milestones:

- Hiring additional staff support
- Research and identify proposed parameters, including classifications and incentives
- Seek stakeholder feedback Seek City Council approval of policy modification(s)

Estimated Budget: \$300,000 annually to support three new full time positions. The creation of an Entertainment Services Group to serve as a single point of contact for all venue owners and management for City required permits would be implemented. The department or division location of this staff group is to be determined. Staffing for an Entertainment Services Group would include: entertainment services group manager (new position), sound engineering consultant (existing position), an economic business development liaison (existing position to be reclassified) to serve as an ombudsman and two analysts (new positions) working primarily nights and weekends to perform site visits to review issues and problem solve to maintain compliance with City regulations.

Incentives, Tools and Loans

The Economic Development Department (EDD) has learned from service delivery and program outreach that businesses and creatives are facing direct challenges from the scale and frequency of development activity currently taking place in the market. Many are being displaced as rising rent costs and property taxes limit their ability to dedicate resources to maintaining a physical presence in Austin. Businesses and creatives aspire to attract more consumers and generate more foot traffic to offset these increases and balance their business. Due to the rapidly changing market conditions, businesses and creatives have articulated they are not financially equipped to pursue facility improvements or business development activities to position themselves for opportunities needed to generate additional revenues.



If Austin is to grow, attract and retain these creative individuals and businesses in our economy, efforts should be made around policy development that will support place-based development, public-private partnerships, and equipping the Economic Development Department with various tools for project interaction. The creation of quality jobs through the attraction and/or expansion of targeted industries may require City assistance in addressing regulatory, financial or physical hurdles. For that reason, the City is encouraged at times

to adopt strategies and policies that identify industries or projects that meet public objectives and are primed for private sector involvement. In the context of creative industry or cluster development, EDD may choose to use an economic development tool such as tax abatements, fee waivers, prioritized permitting or other financing packages to encourage job and commercial growth in an industry in order for Austin to retain its culture and economic competitiveness.

The City's adopted Comprehensive Plan, *Imagine Austin* contemplates creating economic opportunities for all Austin residents, particularly Austin's more vulnerable populations by targeting quality jobs and community-beneficial real estate development in strategic "activity centers." By doing so, the creation of incentives closes the "gap" between the cost of construction and the ability to finance the development of these projects. In some cases, the real estate project is sponsored through a private sector developer. In other cases, the City may choose to leverage an asset, such as real property, to attract capital investments. With meticulous analysis and prudent negotiation, the City has the potential to create systemic public benefits in leveraging assets with the use of private sector resources.

The Economic Development Department will research reputable best practices for project and gap financing models that address community and industry needs, but will also allow Austin's values to be threaded into projects that will enhance and preserve the culture of the city.

Models: Existing City of Austin models include the Performance-based Chapter 380 policy, Creative Content Program,

Music Venue Loan Program and the Business Retention and Expansion Program. Additional models from across the country include equipment rebate programs, competitive loan programs, non-profit displacement mitigation programs, the Art Cap Lending Program, creative exchange loans, special purpose districts or overlays, fee waivers, incubation incentives, and real property grants.

Benefits/ Impact: The strategic deployment of incentives and tools will promote music and creative industry resiliency and diversity, stimulating job and business creation and retention. The recruitment of businesses within underrepresented music and art subsectors will stabilize and strengthen these industries. Loans to working artists provides access to low-interest capital and loans to interested patrons help finance the purchase of more art, all of which stimulate the local artist economy.

Outcomes: The most important outcome is an increase in artist and musician family disposable income. Indicators that will lead to this desired outcome include creative industry job creation and retention, leveraging private investment, state and/or federal investment and the ratio of public vs. private investment. Additional outcomes includes increased tax revenues and creative business revenues, increased creative content as a result of available financing, improved access to

capital/financing and growth of expenditures in the local creative market.

Implementation Lead: City of Austin – Economic Development Department

Potential Partners: Austin Independent Business Alliance, Greater Austin Chamber of Commerce, Minority Chambers of Commerce, UT LBJ School and IC² Center, community and industry networks

Implementation Timeline: 6 Months to 2 Years

Major Milestones:

- Identification of gaps in the capital market for creative fixed assets and working capital financing
- Internal meetings to establish preliminary criteria for funding for loan program(s)
- Community input processes
- City Council approval of program changes, loan package and/or other program applicants

Estimated Budget: \$583,000 is necessary to implement the strategies outlined above. These funds would support consultant services associated with best practice research and incentive development, seeding and/or creating loan loss reserve funds for loan programs and one new full-time position to support these activities.

Land Use Regulations

Currently Austin's land development codes limit the potential area for sustainable creative space uses. Through the CodeNEXT process and efforts by a number of non-profit music and creative advocacy groups, specific changes to the existing codes have been identified that, if adopted, could facilitate the development and preservation of creative venues. These amendments could occur through the planned CodeNEXT process or prior to the CodeNEXT adoption, given the urgency for support of the creative and music industries.

Refining the land development code to better facilitate the development of affordable live/work space for creatives would require addressing a number of issues. Current regulations call for use intensity restrictions, limitations on the number of employees and amount of commerce, and parking requirements that pose a challenge for urban infill development. Revisions to the development regulations process would help facilitate the development of live/work space for creatives. Similarly, permitting creative uses by-right rather than by obtaining a variance would streamline the development process for entitling land for creative uses. Certain arts and performance facilities are currently excluded as a permitted use that could be allowed by-right, if the code permitted uses are based on a lack of impact on and appropriateness with surrounding uses. Creating more form-based rather than variance-based descriptions of permitted uses would open up opportunities in areas of the Imagine Austin Comprehensive Plan – activity centers, corridors and transition zones.

Looking at permitted uses in the zoning ordinance through a form-based lens would also expand locations for by-right creative space development. The vertical mixed-use

(VMU) and Planned Unit Development (PUD) zoning designations have proven effective at spurring redevelopment in major corridors and activity centers. VMU designation requires the ground-floor of a mixed-use building to be devoted to retail uses. Some VMU designations currently exclude several creative space uses as permissive uses by-right rather than by-exception. Similarly, PUDs often do not allow for creative uses as named permitted uses even though certain creative uses would be compatible within the land use context. An amendment to the code could add certain defined creative uses appropriate to the scale of the development to be permitted by-right as a permitted retail use within the mixed-use development.



Granting a developer the right to exceed the maximum height limitations allowed by zoning code is a powerful incentive that helps a developer underwrite the cost of incorporating below-market rental space in the development. Currently the Downtown Density Bonus program includes incentives for on-site development of live music venues or cultural space on the ground floor of a mixed-use building. The Downtown Density Bonus concept for live music venues and cultural spaces could be replicated for vertical mixed-use and transit-oriented development as well as other master zoned areas. The expansion of the

Downtown Density Bonus program could also consider the inclusion of a development bonus fee-in-lieu-of space component that could fund a City-administrated fund that supports off-site music venue and creative space preservation in cultural districts.

Models: Downtown Density Bonus program; CodeNEXT Household Affordability Code Prescription Paper; Subchapter E: Design Standards 7 Mixed Use, Article 4.3.3

Benefits/Impact: Simplification of land use regulations would provide clarity for land owners and developers regarding permissible and promoted uses. This would encourage the creation of more music and creative venues and/or housing for creatives and help address the significant lack of affordable space for creatives and musicians.

Outcomes: An outcome is an increase of creative spaces/venues establishment; and more specifically for the establishment of this additional space by-right rather than through the variance process, saving valuable time and resources for both developers and the City.

Major Milestones:

- Develop a working group from various City departments
- Research and identify legal challenges associated with the recommended changes
- Develop proposed regulatory changes
- Seek stakeholder feedback on proposed changes
- Seek City Council approval of proposed changes or schedule to coincide with CodeNEXT process

Implementation Lead: City of Austin Planning and Zoning Department

Potential Partners: City of Austin Economic Development Department, other City departments, industry and real estate stakeholder groups

Timeline: 12 months

Estimated Budget: It may be possible to implement this recommendation via existing resources within the Economic Development Department and Planning and Zoning Department. However, given the urgency of this need, along with multiple existing priorities, additional staff resources may be necessary.

Music Genre Development

With almost thirty genres represented, Austin is home to a talented and culturally diverse musical landscape. This cultural diversity is an economic strength for our community. Genre development is about increasing the range of audiences at an event - not just increasing numbers. Genre development looks at how artistic programming, audience experience, educational activity, marketing and the performance space can help develop ongoing relationships with existing and potential new audiences. Under the priority needs and issues identified in the 2015 Austin Music Census, many respondents confirmed a need for genre development, better communication, promotion and support for underserved genres.

With the creation of a genre development initiative, the Music & Entertainment Division will give priority to equity issues, focus on the overall music marketplace and promote music workforce diversity. Creating diverse marketing and bilingual multimedia content sources are two strategies that promote equity and diversity. Additional outreach activities include networking events, town halls and showcases, collaboration with the genre-building community groups, and partnering on culturally inclusive destination events, career expos, cultural exchanges and musical literacy programs. The purpose of the genre development initiative is to increase inclusivity with a focus on diversity and to connect and cross-pollinate genres and events.

Models: International Music Council (United Nations Educational, Scientific and Cultural Organization program)

Benefits/Impact: The limited number of musicians within a particular genre results in

certain audiences being underserved in the community. In addition, certain genres have experienced institutionalized cultural barriers that have prevented audience development. Development of underrepresented musical genres acknowledges the cultural diversity, further bolstering our stature not only as the Live Music Capital of the World, but also as an inclusive community.



Outcomes: Increase in the number of musical acts and performances within underrepresented genres would be an outcomes through this initiative. These outcomes would be achieved through increased marketing and promotional support for all musical genres, audience development through varied genre appreciation, diverse showcases year-round and opportunities for youth to engage in music-related activities.

Implementation Lead: To be determined, and may include potential partners listed below, individually or in collaboration, along with the City of Austin, Economic Development Department

Potential Partners: City of Austin Cultural Affairs (ESB-MACC, Carver, AARC), City of Austin Music and Arts Commissions, City of Austin Quality of Life Commissions (African American, Asian, and Hispanic/Latino),

Multi-Ethnic Chambers of Commerce Alliance, Austin Convention and Visitors Bureau, Austin Latino Music Coalition, HispanosNet, Urban Artist Alliance, minority-owned production companies, minority community media (TODO Austin, Austin South Asian, La Voz, La Prensa, NOKOA, The Villager, etc.), diversity and community engagement offices within higher education institutions (University of Texas, Huston-Tillotson University, ACC, etc.), KLRU, KUT, Emmis Austin Radio, Austin Independent School District (AISD), Long Center, Texas Performing Arts, Erwin Center, C3 Presents, SXSW, Transmission Events, DiverseArts, ScoreMore, Waterloo

Records, ACL Live, local public relations agencies

Timeline: 6-12 months

Major Milestones:

- Identify and analyze underserved audiences and underrepresented genres
- Develop marketing and promotional support campaigns for each identified genre

Estimated Budget: This initiative can be achieved through resources requested for “Revenue Development” activities.

Permitting and Licensing

The significant challenges experienced by music and creative venue owners and operators navigating the City's regulatory processes were documented in the Austin Music Census *and the Building Austin's Creative Capacity* needs assessment as well as through public hearings and anecdotal community feedback. The Zucker Report commissioned by the City of Austin Development Services Department acknowledged these challenges. While the report authors suggested a number of potential solutions, they ultimately recommended that, "Due to the number and complexity of issues identified in the Live Music Event/Temporary Event permitting processes, further analysis is needed, beyond the scope of this study, in order to fully identify all issues, constraints and opportunities and develop a comprehensive alternative for streamlining these processes."



Models: Seattle and San Francisco

Benefits/Impact: An improved regulatory process for music and creative venues results in better communication and customer service, helping to preserve this critical component of Austin's music and creative ecosystem. Consistent interpretation and enforcement of regulatory standards provides clarity for both venue

owners and City staff. The consolidation of similar processes currently performed by distinct departments results in time and resource efficiencies. Ombudsman services facilitate better understanding and communication between venue owners/operators and City representatives. Effective training materials, including videos, can help venue owner/operators better understand permitting and licensing requirements.

Outcomes: Decreases in the amount of days it takes for a music or creative venue to secure the permits necessary for operation is the primary outcome. Clear communications with music and creative venues regarding regulatory standards will also decrease the number of citations issued. The process of securing building permits or bringing facilities into code compliance would be streamlined for projects involving creative use.

Implementation Lead: City of Austin Economic Development and Development Services Departments

Potential Partners: City of Austin Planning and Zoning, Health and Human Services, Transportation, and Code Departments, Austin Police Department, Austin Fire Department, Austin Center for Events, Texas Alcohol and Beverage Commission, venue owners/operators, and restaurant association

Timeline: 6 to 12 months

Major Milestone:

- Develop working group of departmental staff and executives
- Develop process maps for all permits and licenses required for music and creative venue operation
- Identify improvements and efficiencies in permitting and licensing processes

- Secure stakeholder feedback on proposed changes
- Develop training seminars for both staff and music and creative venue owners and operators

Estimated Budget: It may be possible to implement this recommendation via existing resources within the Economic Development Department and Development Services Department. However, given the urgency of this need, along with multiple existing priorities, \$82,000 for an additional full-time position may be necessary.

Professional Development

The creative sector's need for professional development, which includes revenue development, is identified in the *Austin Music Census* and *Building Austin's Creative Capacity*. The Economic Development Department (EDD) is extremely engaged in implementing initiatives that provide professional education and business skills development to help Austin's creative professionals grow and prosper. Specifically, EDD's Small Business Program (SBP) offers a variety of services that help small businesses get started and grow. Although these services can benefit creatives, SBP currently provides only a limited number of services specifically designed for and targeted to creatives. SBP will offer one 8-class session of Artist INC in 2016 through a partnership with Mid-America Art Alliance. SBP expanded its annual *Getting Connected* small business expo to two days in 2015, with the first day including six seminars and panel discussions for creatives. This will continue in 2016 and going forward. Other SBP services can be adapted or expanded using the following strategies:

Strategy 1: Curriculum

SBP is developing a curriculum of business training seminars similar to Artist INC that will be offered on a larger scale at a lower cost. This curriculum will include competitive participation courses, standard non-competitive participation seminars and webinars.

Strategy 2: Discussion panels

SBP periodically offers *Exploring Entrepreneurship* discussion panels featuring successful business owners who share their experiences and knowledge with an audience of up-and-coming business owners. This series can be expanded to

include panels featuring successful creative entrepreneurs.

Strategy 3: Legal assistance

SBP currently refers customers needing legal assistance to the Lawyer Referral Service, and can refer creatives to Texas Accountants and Lawyers for the Arts (TALA). An outreach campaign can be developed to promote Lawyer Referral Service and TALA to the creative community.

Strategy 4: Industry subsector training and certificate programs

SBP can work with Austin Community College (ACC) to add a business development component to its certificates and associates degrees for creatives. SBP can also promote the Texas Executive Education program, offered by the U.T. McCombs Business School and College of Fine Arts, to creative non-profits. Opportunities with additional higher education institutions can also be explored.



Strategy 5: Business coaching

SBP currently offers one-on-one coaching on business startup, business plan writing, marketing and financial management to traditional small businesses. This service can be expanded and customized to provide business skill coaching to creatives.

Strategy 6: Mentoring

SBP will explore a possible partnership with Creatives Meet Business to create a program that provides mentoring with creative industry professionals.

Strategy 7: Expand capacity building for non-profits arts organizations

Council approved \$600,000 over 4 year (\$150,000 annually) to fund capacity building services for non-profit arts and cultural organizations. Funding for non-profit capacity building should be made permanent and expanded to \$300,000 per year.

Models: Artist INC. and SBP's small business curriculum, SBP promotional campaigns, existing certificate or associates degree program for creatives, creative business coaching services and mentoring program, Creative Capital, Nashville Arts and Business Council, Houston's Fresh Arts, the Kansas City Art Institute's Professional Practice

Americans for the Arts-ArtsU, DC

(<http://www.americansforthearts.org/by-program/services-and-training/training-professional-development>)

Chicago Artist Resource, Chicago, IL

(http://www.chicagoartistsresource.org/professional-development?discipline=Literaryimages/interview_show.jpg)

Springboard for the Arts, Minneapolis, MN

(<http://springboardforthearts.org/professional-development>)

<http://www.springboardexchange.org/toolkits/workofart.aspx>)

Artist INC (<http://www.artistinckc.com>)

Benefits/ Impact: Creatives will develop business skills and learn best practices from successful creatives resulting in better creative business management. Additional the certificate and associates degree programs for subsectors of the arts and music industry will increase the number of professionals in these fields and further build these industries within the Austin creative ecosystem.

Outcomes: The most significant outcomes sought through the strategies outlined above are an increase in the number of creative businesses and income they generate. Measureable indicators that will help facilitate these outcomes includes the number of creatives attending seminars and receiving mentoring, coaching, and legal services and the number of students completing certificates or associates degree programs revised to include business training.

Implementation Lead: To be determined, and may include potential partners listed below, individually or in collaboration, along with the City of Austin, Economic Development Department

Potential Partners: Mid-America Arts Alliance; Creatives Meet Business; Central Texas Lawyer Referral Service; Texas Accountants and Lawyers for the Arts; UT Center for Professional Education; Austin Community College.

Timeline: 6 months to 2 years

Major Milestones:

- Design and launch curriculum of business seminars and creative business panels
- Work with creative businesses to identify the needs and assist with developing business coaching and mentoring programs

- Develop and execute an educational campaign to better inform creative businesses of available resources and training, including legal assistance resources
- Create an inventory of existing creative subsector certification and associates degree programs
- Coordinate with higher education institutions to explore the possibility

of including a business education component

Estimated Budget: \$335,000 in additional funds will be required to support programming costs and three full-time positions to develop and deliver a full curriculum of training to creatives, implement and provide outreach for these strategies and to provide business coaching to creatives.

Revenue Development

Recent studies indicate that the Austin music industry is in critical need of a revenue strategy to mitigate the affordability challenges they currently face. However, Austin's "music industry" extends beyond commercial music and is in actuality a closely interconnected ecosystem with a wide array of subsectors that include business, law, marketing, and technology. As stated in the Austin Music Census, in order to stimulate music revenue creation the City Council must, "invest in better, targeted professional development; shift the professional development services focus to methodically and consistently address the needs of existing working professional musicians rather than entry-level or early stage musicians and bands; provide professional, best practices training on expanding revenue opportunities; focus on expanding the connection of Austin's musicians to businesses and revenue opportunities in other cities and countries via investment in better networking, and increase trade export opportunities to connect professional musicians to more revenue." (p. 35)

Following the Work Plan of the Imagine Austin Creative Economy Priority Program, in 2015-16 the Cultural Arts Division commissioned the "Building Austin's Creative Capacity" needs assessment as a way "to determine gaps in technical assistance and identify additional ongoing strategies to further develop the creative industries." The targeted populations surveyed were individual creatives, nonprofit arts and culture organizations and creative businesses of all artistic disciplines. Among the recommendations were to concentrate on online and in-person resources on priority content areas such as

publicity, donor cultivation and communication (marketing/advertising).

To better support Austin's musicians, industry professionals, venues and music businesses, the following revenue development strategies are proposed.



Revenue Strategy 1: Curriculum

The purpose of a revenue development curriculum is to reinvigorate and revitalize Austin's commercial music industry and creative sector by providing the resources needed to remain current with industry trends and new revenue streams. This curriculum will be offered throughout the year and expanded as industry trends and technologies evolve. An identified curriculum that meets these needs in the *Indie Band Survival Guide* (indieguides.com).

Revenue Strategy 2: ATXPORT Music

Currently, Austin does not have an export initiative to further the musical success and the city's brand. The objective of ATXPORT Music is to serve as an industry export and promotional facilitator of Austin commercial music products and talents, focusing on the prominent but underutilized music industry sectors, such as, independent labels, artist managers and booking agents. Such a program is imperative to building the

necessary infrastructure that is currently lacking.

In order for an export program to successfully support musicians and music industry professionals, financial partnerships need to be developed. ATXPORT Music focuses on supporting independent music companies to grow their overseas export markets by training Austin independent labels to promote their artists in emerging and established international markets and tour consultancy. Through a competitive grant-making process, ATXPORT Music will fund export-ready Austin artists, musicians, labels and publishers to promote their music outside of Austin and provide business networking opportunities between Austin companies for business development in the international creative markets. ATXPORT Music is uniquely positioned to bring together the appropriate sectors of the commercial music industry represented in Austin and beyond.

Models: UK's Music Export Growth Scheme, Music Norway EN, Austrian Music Export, French Music Export Office, Music Export Ukraine, SASK Music.

Revenue Strategy 3: Licensing

Findings in the Austin Music Census show that just over 70% of over 2,000 musician respondents indicated licensing fees from film, TV, games and commercials contributes nothing to their income. The Licensing Austin Music Project (LAMP) is a "buy local" strategy that seeks to retain commercial music licensing revenues for local musicians and composers that would otherwise leave the city. The initiative also increases the capacity of Austin musicians to draw revenues into the local economy through regional, national and global licensing.

Models: State of Colorado Music Licensing Project

Revenue Strategy 4: Austin-only music online radio station

Musician respondents to the Austin Music Census represented 27 different genres. Yet despite such diverse representation, all genres are not advertised and promoted equally. The Census noted that radio and print media do not cover all genres of music and frequently cover the same artists. Austin is currently served by several commercial AM and FM radio stations but none are solely dedicated to Austin's musicians and their diverse musical styles. An internet radio station could play a dynamic role in Austin's genre development. It would extend beyond mainstream genres such as Americana, pop and rock and serve as an audience development tool for musicians.



Revenue Strategy 5: Live Music Venue Best Practice Guide

Austin has a long and rich tradition of live music. From new bands playing at local venues to international acts performing at sold-out concerts, festivals and events, live music makes an important contribution to the economic, social and cultural fabric of a city. For Austin's music industry to have continued success, a standard must be set for incoming venues. The Live Music Venue Best Practice Guide would provide a framework for music venues to follow, ensuring safe and successful business operations, superior treatment of musicians

and overall better experiences for audiences.

The guide would also feature a revenue growth chapter for venues. A venue's reputation grows through a combination of successful bookings strategies, promotion, providing an enjoyable environment and ease of access both in terms of location and price points for customers. The intention is to cultivate an Austin standard of best practice, executed consistently for the benefit of the industry as a whole.

Models: Adelaide, Australia's MusicSA Live Music Best Practice Guide Book

Benefits / Impact: The strategies outlined above all address the noted issue of stagnating musician income. A revenue development curriculum developed in collaboration with and facilitated by music professionals from different levels of the industry better informs musicians on income generating tactics. A coordinated export initiative establishes new standards for the export of commodities created by the local music industry and advocates for Austin as a destination for creative collaboration. ATXPORT Music increases the number of music labels and artist managers with successful international experience, raises the visibility of Austin music in overseas markets and provides business opportunities for visiting international artists, companies and officials. Strategically supporting import activities maximizes Austin's own export efforts through international publishing and sync deals for Austin artists. ATXPORT Music establishes greater international awareness of the Austin music industry.

In addition to increasing revenues for Austin artists, the Licensing Austin Music Project promotes corporate social responsibility by supporting Austin musicians and music businesses (recording studios, publicists

and related industry sectors) and builds awareness among Austin companies and advertising agencies of Austin's rich musical assets. An Austin-only online radio station provides promotion and exposure for Austin musicians, allows for audience development and E-commerce opportunities (links to purchase albums or singles), and generates royalties for Austin artists through Sound Exchange. Lastly, a Live Music Venue Best Practice Guide assists in establishing safe and successful live music venues, helps retain existing music venues and shortens the learning curve for new music venues. It provides a practical approach for Austin businesses that currently host or are planning to host live music on topics such as attracting high-quality performers, improving patronage, enhancing a venue's reputation, sharing positive relationships with neighbors, authorities and regulators, increasing staff satisfaction and retention, reducing complaints and potential safety and legal issues, and reducing operational costs (security, legal and repairs).

Outcomes: The primary outcome is an increase in musician income and music industry-related business revenue. Additional outcomes include increases in publishing, licensing, song-writing, recording, producing, house concerts and touring artists.

Implementation Lead: To be determined, and may include potential partners listed below, individually or in collaboration, along with the City of Austin, Economic Development Department

Potential Partners: City of Austin, Planning & Zoning Department, Development Services Department, and Austin Center for Special Events, Austin Convention and Visitors Bureau, House of Songs, C3, SXSW, Austin Music Foundation, Black Fret, local media companies, advertising agencies, licensing entities, Sound

Exchange, Greater Austin Chamber of Commerce, Greater Austin Asian Chamber of Commerce, Greater Austin Hispanic Chamber of Commerce, Austin Black Chamber, Greater Austin Gay & Lesbian Chamber of Commerce, UK's Music Export Growth Scheme, Music Norway EN, Austrian Music Export, French Music Export Office, Tunisian Music Export Office, Music Export Ukraine, SASK Music, Export Music Sweden.

Timeline: 6 months- 2 years

Major Milestones:

- Work with Partners to establish revenue development curriculum
- Build from Adelaide's best practices and create framework for Austin's guide

- Outreach to Austin's venue owners and operators
- Develop domestic and foreign partnerships with other music export offices
- Create steering committee of private sector professionals in the music and advertising industry to create messaging and implementation plan for Austin music licensing
- Set up internet radio server and Sound Exchange licensing

Estimated Budget: \$700,000 annually is needed to support revenue development-specific curriculum, export program grants, licensing fees and operational expenses associated with the execution of these initiatives (two new full-time positions within the Music & Entertainment Division).

Individual Recommendations

The following list of recommendation was developed after thorough review of both exhibits of Resolution 20160303-019, the Imagine Austin Comprehensive Plan, the Create Austin Cultural Master Plan, the Austin Music Census, and considerable public comment from stakeholders.

1.1.1: Promote the establishment of multiple music and creative industry hubs through public/private partnerships to boost local industry capabilities

1.1.2: Commission a small business, music and creatives real estate gap analysis

1.1.3: Hire a consultant to coordinate a program to activate non-traditional spaces that support a variety of private and non-profit creative uses

1.1.4: Encourage use of appropriate affordable space for creatives in interlocal agreements

1.1.5: Evaluate the creation of a technology platform to match available real estate with community creative and music needs

These recommendations were combined into the “Affordable Space” Priority Recommendation.

1.1.6: Coordinate with the Convention Center to ensure creative space is incorporated within any future Convention Center expansion plans

As the Austin Convention Center Department (ACCD) explores a possible expansion of the existing Convention Center, it will be important to maintain contact with the Economic Development Department (EDD) to ensure community benefit is included in any emerging plans or facility design where feasible and allowable. Expanded space could also allow for the prospect of additional opportunities for the creative community via the current partnership between the Convention Center and the Austin Convention and Visitors Bureau (ACVB). That partnership currently provides opportunities for local musicians performing at conventions and other events.

Supporting Documents and /or Models

<http://www.austintexas.gov/department/city-council/2015/20151112-reg.htm#033>

<https://communityimpact.com/austin/commerce/2015/08/24/council-gets-first-look-at-proposed-austin-convention-center-expansion/>

Benefits / Impact

This community benefit afforded by the expansion would increase access to space for creative activity to a variety of Austin individuals and organizations and provide a way to increase audience support of Austin’s local creative community.

Outcomes

Creatives would benefit from any increased access to additional space, audiences/supporters and a central downtown location accessible by tourists and residents.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department

Potential Partners: City of Austin, Convention Center Department

Major Milestones

- Expansion plans still being evaluated, but EDD receives regular status updates from the ACCD

Timeline

6 months-2 years

Estimated Budget

No additional resources are necessary for the coordination associated with this recommendation.

1.1.07: Coordinate with the appropriate entities so that previously voter-approved bond projects associated with art and creative space are implemented

Several cultural facilities that are City-owned or City-leased (to community partners) have been identified and approved through past bond referenda for improvements or new construction. Many are in progress or have been completed, but there are a handful of these capital improvement projects which remain to be initiated or completed. This item would prompt coordination with appropriate entities (City departments or external partners) to explore the feasibility of initiation or develop a timeline for completion of those cultural projects for which bond funding has been secured.

Supporting Documents and /or Models

- Jain Ln. CIP (would assist with community access to ThinkEAST project): passed in a 1980 (?) Bond referendum

- 2006 Bond: Zach Scott, African American Cultural and Heritage Facility, Asian American Resource Center, Austin Studios, Mexican American Cultural Center, Mexic-Arte, New Central Library.

Specifically: Mexic-Arte Museum <http://www.austintexas.gov/edims/document.cfm?id=204589>

- 2012 Bond: Austin History Center, Cemetery Renovations?, Downtown Squares, Austin Studios, Zilker Bathhouse Renovation.

Specifically: Dougherty Arts Center (DAC) and Elisabet Ney Museum: Repairs have been completed to the DAC, repairing the roof, etc. as temporary fixes. The City of Austin's Parks and Recreation Department, under the direction of Sara Hensley, has initiated a planning process to replace the DAC as a long-term solution. A feasibility study has been completed. A completion date is not available before the completion of the scoping of the project and assembly of the final financing details. Work on repairs to the Ney is expected to be complete by 2018.

Benefits / Impact

Initiating or completing these bond funded cultural projects would provide additional assets for use by the creative community, especially as it relates to spaces in which to create or present their work. Since the funds have been approved, the coordinated impact could focus on results

or outcomes that would provide increased capacity and community resource assistance to the creatives who serve to benefit from improvement or construction of these capital assets.

Outcomes

The community is further served by new or enhanced civic facilities and additional space and capacity will strengthen, sustain and grow Austin's creative groups and individuals.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department

Potential Partners: City of Austin, Capital Planning Office, various City departments, private partners (named in CIPs/Bond measures)

Timeline

1-5 years

Major Milestones

- Confirm culturally-related CIP projects that have yet to be initiated or completed, in coordination with CPO
- Identify partners/stakeholders involved in those projects and discuss status and forecast
- Identify any additional resources needed
- Make informed decision how to move forward or repurpose bond fund

Estimated Budget

TBD, depending on specific bond project (to be confirmed by CPO)

1.1.8: Develop a consistent framework for identification and cultivation of cultural districts, including internal and external stakeholder participation and appropriate incentives for community partnerships.

Cultural districts focus on the development of consumption-oriented entertainment destinations as a means of stimulating tourism and the hospitality industries. They are mixed-use districts that allow for a wide range of cultural anchors, restaurant, limited-scale retail sales, artist studios, residential, office and university uses. Neighborhood stabilization using art clusters begins with how the residents of one's neighborhood and region could benefit from the creative economy and is about cultivating concentrations of cultural providers (both non-profit and commercial), resident artists and cultural participants. They are of interest because of density's side effects. Clusters encourage innovation and creativity that spur production; they spur civic engagement; cultural participants tend to be involved in other community activities, and neighborhoods with many cultural organizations also have concentrations of other social organizations.

Supporting Documents and /or Models

Cultural Districts descriptions from *the Planning Advisory Service of the American Planning Association*, completed for *Imagine Austin Creative Economy Priority Program*. August 2013.

Texas Commission on the Arts – Cultural Districts Program - <http://www.arts.texas.gov/initiatives/cultural-districts/>

Matthew Kwatinetz – *Case Studies of districts & Creative Commercial Presentation*, 2015

Cultural Clusters: The Implications of Cultural Assets Agglomeration for Neighborhood Revitalization. Mark J. Stern and Susan C. Seifert. University of Pennsylvania, Social Impact of the Arts Project.

<http://jpe.sagepub.com/content/early/2010/01/12/0739456X09358555>

Benefits / Impact

The implementation of this recommendation fosters a vibrant pedestrian environment as a reinvigorated retail and entertainment area in town and facilitates the development of new housing and commercial space. It also produces the individual and collective benefits of cultural engagement.

Outcomes

Direct positive economic impacts are expanded in the city's economy through the creation of jobs and opportunities for local residents.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Departments

Potential Partners: City of Austin, Parks and Recreation, Planning & Zoning, Neighborhood Housing and Community Development Departments, and Capital Planning Office, private developers, private land-owners and business owners, cultural organizations and individual artists.

Major Milestones

- Standardize identification and development of cultural districts and neighborhood stabilization projects (including identification, partnership development, community engagement, process, potential funding, City regulations, and code)
- Using the Cultural Asset Mapping Project (CAMP), Soul-y Austin (or any number of other particular approaches) to identify existing and emerging locations for a *cultural district* or *neighborhood community development project* that is "shovel-ready"
- Identify stakeholders and conduct a community engagement process
- Determine focus needed – policy, infrastructure or programmatic
- Use asset-based local development where cultural anchors create the increased real estate value

Timeline

Ongoing

Estimated Budget

The coordination associated with the recommendation would require an additional full-time position within the Economic Development Department.

1.1.9: Encourage the private sector to create a “strike fund” that can assist in facilitating affordable housing and creative space

1.1.10: Evaluate partnerships with other governmental entities with available real estate that might serve creative purposes

1.1.11: Explore the inclusion of support for creative spaces within future bond referenda

These recommendations were combined into the “Affordable Space” Priority Recommendation.

1.2.1: Encourage and collaborate with Neighborhood Housing & Community Development (NHCD) to explore affordable housing options for creatives and musicians

Affordable housing is defined as housing in which the occupants are paying no more than 30 percent of their income for gross housing costs, including utilities. A survey conducted in 2013 indicates that 78% of full-time artist fall under 80% of area median family income (MFI) and would qualify for participation in affordable housing programs. Current data indicates that there is a shortage of 48,000 affordable units to those making 80% MFI, up from 37,000 units five years ago. To address the shortage of affordable housing more units need to be built. Austin has an array of incentive programs to facilitate affordable housing development. Marketing the availability of these existing programs to artists can help fill affordable units with artists. Additionally, the City can consider targeting certain incentive programs to facilitate the development of additional affordable rental and ownership units to specifically serve creatives through innovative public-private partnerships with developers.

Supporting Documents and /or Models

Imagine Austin Comprehensive Plan 2014 (Household affordability); HUD Annual Action Plan and Community Development Program FY 2016-2017 (draft plan); Keeping Austin Creative (October, 2013) Austin Creative Alliance; Austin Music Census (June 2015) City of Austin EDD

Benefits / Impact

Stabilization and increase in population of Austin’s artists

Outcomes

Increase the number of affordable units to 80% MFI; increase in number of affordable units to Austin’s “missing middle” income classes of creatives

Implementation Lead and Potential Partners

Lead: City of Austin, Neighborhood Housing and Community Development Department

Potential Partners: Austin Housing Finance Corporation; Housing Authority of the City of Austin (HACA); Non-profit Community Development Corporations; Housing Works; Economic Development Department; Capital Planning Office/ Finance; Planning and Zoning; Health and Human Services

Timeline

6 - 12 Months

Major Milestones

- Inform current Austin Housing Plan process of the needs of the Creatives for affordable housing and data from past census efforts related to the creative economy
- Review current affordable housing developer incentive programs, affordable housing trust fund criteria (density bonus, SMART Housing, GO Bonds, HUD-funded programs)
- Develop programmatic revisions to incentivize City-led and developer-led affordable housing development
- Receive public input and appropriate vetting.

Estimated Budget

No additional resources are necessary to implement this recommendation.

2.1.1: Promote compatibility between performance venues and area residents by employing the Agent of Change Principle

This recommendation was highlighted as the “Agent of Change” Priority Recommendation.

2.1.2: Reduce regulatory, zoning and administrative barriers to the development of live/work spaces

2.1.3: Develop and implement a density bonus program for preservation or new development of live music venues and creative spaces in vertical mixed-use (VMU) and transit-oriented development (TOD) zones, and other master zoned areas

These recommendations were combined into the “Land Use Regulation” Priority Recommendation.

2.1.4: Position appropriate surplus City-owned property for redevelopment into creative space through public/private partnerships

This recommendation was combined into the “Affordable Space” Priority Recommendation.

2.1.5: Work with Capital Metro to expand services to creative and entertainment districts

Due to the affordability in the central city, some Austinite’s are being pushed from the central core to outlying communities that lack proper public transportation to downtown and entertainment districts. Route 37 from Colony Park to downtown Austin takes approximately a 1hour and 15 minutes. Austinite’s as well as small business owners have expressed concerned with the timeliness of public transportation between North/South and East/West routes. Concerns of the time it takes to get from outlying areas to downtown and other entertainment district is a constant concern for creatives community. A comprehensive multi-model approach needs to be developed to provide timely routes to those persons that depend on public transportation.

Supporting Documents and /or Models

<http://austintexas.gov/mobilitytalks>

Smart Cities grant application

Benefits / Impact

Creatives and service industry workers would have more options for getting to and from work.

Outcomes

Outcomes include increased use of public transportation and decreased commute times for riders.

Implementation Lead and Potential Partners

Lead: City of Austin Transportation Department

Potential Partners: City of Austin, Capital Area Regional Planning Authority and Capital Metro

Timeline

Immediate - ongoing

Major Milestones

Collaborate with the City of Austin Transportation Department, City of Austin Capital Metro Appointee to provide information on the challenges employees face with public transportation routes to the various entertainment districts within 12 months. Be actively engaged to provide data on housing trends to track use of and by whom is using public transportation.

Estimated Budget

The estimated budget for implementation is currently unknown; however, increased coordination regarding this recommendation can be achieved with existing resources.

2.1.6: Align City infrastructure improvements associated with mobility to promote access and connectivity to creative activities

This recommendation was combined with Recommendation 2.1.5.

2.1.7: Allow for more creative uses by-right in Imagine Austin Activity Centers, Activity Corridors, and Transition Zones through CodeNEXT or a prior development code amendment

2.1.8: Allow compatible, public-facing creative use and music spaces to satisfy the ground-floor retail requirement in vertical mixed-use (VMU) through a code amendment

2.1.9: Evaluate creative spaces and live music venues within planned unit developments (PUD)

These recommendations were combined into the “Land Use Regulation” Priority Recommendation.

2.1.10: Explore feasible options to promote public art components within private developments

The significant volume and scope of private development occurring in Austin warrants exploring options to incentivize the creation of public art on private property by developers, including new residential development projects, commercial and/or industrial projects. To simplify the parameters, minimum values can be established, for example, building valuations of \$500,000 or

more, and rehabilitation projects of \$250,000 or more (value as defined by the building permit). Through a site plan review process, City staff could approve the location for public art. Developers could use the City of Austin AIPP Pre-Qualified Artist Pool to choose artists for these opportunities, or they could engage a public art professional to oversee the process, from selection of an artist to installation of the artwork. Developers could have the option of paying this fee into a trust and a cultural contractor could be sourced to run a private public art program.

Supporting Documents and /or Models

PUBLIC ART AND PRIVATE DEVELOPMENT RESOURCE GUIDE FOR DEVELOPERS
produced by Public Art Network, Americans for the Arts

Benefits / Impact

“There are many benefits for developers to realize in creating public art, including gaining visibility, making their properties more attractive to both business and residential markets and promoting good relationships within the community. Investing in public art may offer benefits in the form of opportunities for trade-offs regarding, for example, flexibility in floor area ratio requirements, expedited permitting, additional building height, massing options and a range of other possibilities. Public art supports the creative economy through the processes of design, fabrication and installation.”

Language extracted from PUBLIC ART AND PRIVATE DEVELOPMENT RESOURCE GUIDE FOR DEVELOPERS

Outcomes

Additional investments into public art improves the fiscal health of the creative community when developers commission local artists. The existing inventory of public art would also be supplemented.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department

Potential Partners: Planning and Zoning and Development Services Departments, private developers, Real Estate Council of Austin, and Austin Creative Alliance

Timeline

4-6 months from launch to completion, followed by subsequent inclusion into new code, scheduled for adoption in 2017.

Major Milestones

- Research national best practices for promoting public art within private development
- Write draft policy
- Review/revise policy in collaboration with implementation partners
- Write code language based on accepted policy and include in Code Next final land development code

Estimated Budget

The tasks associated with developing a policy recommendation for City Council consideration can be accomplished through existing resources.

2.2.1: Review the permitting and regulatory processes associated with music and creative commercial activity, identifying and implementing systems that promote customer service, efficiency, and consistency

This recommendation was combined into the “Permitting and Licensing” Priority Recommendation.

2.2.2: Explore the development of an entertainment license to organize and consolidate permits associated with business operation

This recommendation was highlighted as the “Entertainment License” Priority Recommendation.

2.2.3: Evaluate the impact of flexibility within building codes to encourage the development of new and preservation of existing creative use spaces and live music venues, that would not impact public health and safety

This recommendation was combined into the “Permitting and Licensing” Priority Recommendation.

2.3.1: Continue the North American Music Cities Best Practice Summit as a method by which to gather research on new and innovative solutions

Austin is a leader among cities in presenting itself as a music city since its self-proclamation as the Live Music Capital of The World in 1991. According to the Austin Music Census, the city boasts strong foundational assets including a diverse ecosystem of music venues supporting a wide variety of musical styles and performances, a growing base of music tourism revenue flowing through the city, substantial and vital support from non-profit organizations for both musicians and music industry professional and job growth in the live music business sector.

The North American Music Cities Best Practice Summit is a first of its kind, convening several leading music cities in an effort to share goals, highlights, challenges and successes. The first convening of this group took place in 2015 during the SXSW Music Festival and included participation from the cities of Austin, Chicago, San Francisco, Seattle and Toronto as well as representation from the State of Texas Music Office. The Summit had its second convening in 2016, also during the SXSW Music Festival. This year saw the return of all of the music cities who participated in 2015 as well as the addition of Denver and Nashville.

The North American Music Cities Best Practice Summit is a unique opportunity for representatives from participating cities to share best practices, gather insight on the issues facing cities with strong entertainment economies and to discuss common goals. The Music Cities Summit includes a series of roundtable discussions between representatives from cities with music, entertainment and special events divisions.

Supporting Documents and /or Models

Models: While this effort is a first of its kind in a government-to-government led music conversation, it employs convening practices demonstrated by the Texas Municipal League and the National League of Cities.

Benefits / Impact

This annual face-to-face conversation between government professionals in the realm of music facilitates the discussion of successes and challenges with colleagues in similar roles across the country and Canada.

Outcomes

Opportunities to review and share best practices with other government music entities.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department - Music & Entertainment Division

Potential Partners: Texas Music Office, Staff within city government levels of music and economic development offices across North America. Past partnerships include: Office of Cultural Affairs and Special Events (Chicago, IL), Create Denver (Denver, CO), Music City Music Council (Nashville, TN), Nightlife and Entertainment Sector, San Francisco Office of Economic and Workforce Development (San Francisco, CA), Office of Film and Music (Seattle, WA), Film & Entertainment Industries Office, (Toronto, CANADA)

Timeline

Ongoing

Major Milestones

- Confirm participation of fellow music cities
- Consider additional cities to include in summit
- Establish content and topics to be discussed at the annual convening

Estimated Budget

This recommendation can be supported through the reprioritization of existing resources within the Music and Entertainment Division of the Economic Development Department.

2.3.2: Establish and implement processes and structures that facilitate collaboration between all department divisions to address needs of the creative ecosystem

The City of Austin Economic Development Department is structured into five divisions: Cultural Arts, Fiscal Operations, Global Business Recruitment and Expansion, Music and Entertainment, Small Business and Redevelopment. Over the years, department leadership has sought specific projects to promote cross-division coordination, including the successful submission of an application for designation as a UNESCO Digital Media City. The development of this report has also highlighted the benefits of inter-division coordination.

Supporting Documents and /or Models

Other cities that include music and creative industry support within their respective economic development departments including Seattle and Toronto

Benefits / Impact

Increased coordination within the various divisions of the Economic Development Department allows for each area to remain subject matter experts, while furthering our common goal of spurring economic growth in our community.

Outcomes

Many of the recommendations included in this report can only be implemented through coordination and cooperation among the various divisions within the Economic Development Department. Specifically, creative and music industry growth will benefit through the incorporation of both traditional and innovative business recruitment, redevelopment incentives, entrepreneur training and workforce development practices.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department

Potential Partners: N/A

Timeline

Ongoing

Major Milestones

- Completion of this report
- Establish a departmental working group overseeing the recommendations identified within this report for implementation
- Produce and provide semi-annual updates on the implementation of selected recommendations

Estimated Budget

This recommendation can be accomplished with existing resources within the Economic Development Department.

2.3.3: Expand the current Business Retention & Enhancement Program (BRE) to include the Red River Cultural District

2.3.4: Explore the need and feasibility for establishment of a loan program for creative businesses and individuals, including those potentially displaced by new development

These recommendations were combined into the “Incentives, Tools, and Loans” Priority Recommendation.

2.3.5: Work with the appropriate City departments to incorporate arts, creative, cultural and historic assets into existing and future wayfinding systems

This recommendation was combined into the “Cultural Tourism” Priority Recommendation.

2.3.6: Modify the scope of the Music Venue Assistance Loan Program to expand beyond sound mitigation improvements

2.3.7: Use property and sales tax abatements, Chapter 380 agreements, development fee waivers, tax increment financing, and other policy tools allowed under state statute to incentivize creative and music sector businesses and organizations, both for retention and new development

These recommendations were combined into the “Incentives, Tools, and Loans” Priority Recommendation.

2.3.8: Define and integrate creative space preservation, music, and art into small area plans, including neighborhood plans, corridor plans and Soul-y Austin commercial area plans

This recommendation was combined into the “Affordable Space” Priority Recommendation.

2.3.9: Provide ombudsman services for creative businesses

This recommendation was combined into the “Licensing and Permitting” Priority Recommendation.

2.3.10: Coordinate and maximize the use of City partnership spaces, including but not limited to the City libraries, the George Washington Carver Museum, the Mexican American Cultural Center, the Asian American Cultural Center and the ZACH Scott Theatre for creative uses through artist and musician activations and bookings

This recommendation was combined into the “Affordable Space” Priority Recommendation.

3.1.1: Develop an education campaign to promote patronage of local musicians and creatives

Musicians and creatives are struggling to survive in Austin with the cost of living increasing regularly and the competition to secure engagements and book performances becoming more intense. To ensure that Austin’s talented musicians and creatives are able to make a better living, more opportunities for them to earn additional revenue should be made available. In response to this need, the Music & Entertainment Division and Cultural Arts Division will develop an education campaign to promote patronage of local musicians and creatives. This campaign will communicate the value of buying local, from live music shows, to CDs, to art pieces and dance and theater performances. Overall, this effort will support more community involvement in the music and arts scene.

The idea of adding a gratuity to the bill for musicians has received mixed reviews from various venue owners. There is the potential issue that if musicians are tipped then bartenders will receive less income. For that reason, other revenue options should be explored to combat this issue. In an effort to drive tourists to music shows, the Music & Entertainment Division will create an educational public service announcement (PSA) campaign prompting local music patron etiquette, including tipping of musicians and the importance of cover charges at music venues.

To maintain community involvement within the local music and arts scene, staff will explore several strategies, including the development of city-wide arts award, i.e. similar to Small

Business Awards; a marketing/promotional campaign to support local patronage that includes distinct branding and advertising of Austin’s local creative community; an online registry of artists, musicians and culture producers with direct purchase portal; development of the partnership with the Big Give (through “I Live Here, I Give Here”) conducted annually; video spots and targeted “infomercials” that showcase Austin’s local creatives and musicians; placement of locally made creative goods, services, productions and performances in shopping guides; etc. to help drive support of Austin’s creatives.

Supporting Documents and /or Models

Model: Truth Orange (Anti-Smoking Campaign); “Buy Local Art/Music/Culture” campaigns in Providence, Charlotte, Atlanta; Campaigns by the Arts Council of England and the Americans for the Arts.

Supporting Documents: Austin Music Census findings

Benefits / Impact

With more locals/tourists attending live performances and creative shows, musicians and creatives will receive additional revenue, helping make Austin more affordable for our creative class.

Outcomes

This campaign will increase the awareness of the critical role musicians and creatives play in the Austin community, along with the valuable support Austinites and tourist can offer our local creatives through patronage of the arts and music. Measureable outcomes include increased attendance at performances and increased revenue to musicians and artists.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department

Potential Partners: ATXN, Austin Convention and Visitors Bureau, area public relations agencies, media outlets, music and arts stakeholder groups

Major Milestones

- Identify key stakeholders and campaign partners
- Develop major campaign themes
- Identify potential in-kind support
- Develop and execute campaign

Timeline

6 months-2 years

Estimated Budget

The estimated budget for execution of this recommendation is \$250,000, primarily for the development of campaign collateral material and any services that cannot be secured in-kind.

3.1.2: Create a Live Music Venue Best Practice guide**3.1.3: Create a revenue development curriculum for musicians and creatives**

These recommendations were combined into the “Revenue Development” Priority Recommendation.

3.2.1: Develop a continuum of business development training seminars designed to service creative business and non-profit organizations of various sizes and at various stages of development**3.2.2: Develop creative industry specific training within Getting Connected and a creative business expo to serve various creative industry subsectors****3.2.3: Identify and promote legal assistance resources available to creatives and musicians**

These recommendation were combined into the “Professional Development” Priority Recommendation.

3.2.04: Promote BizRight video training to better educate creative businesses on City permitting processes

This recommendation was combined into the “Permitting and Licensing” Priority Recommendation.

3.3.1: Create an export program for Austin musicians**3.3.2: Explore the feasibility of establishing a program to promote the licensing of Austin music for commercial uses****3.3.3: Explore the feasibility of establishing an Austin-only music online radio station**

These recommendations were combined into the “Revenue Development” Priority Recommendation..

3.3.4: Establish an Austin Music Walk of Fame in place of the Austin Music Memorial

This recommendation was combined into the “Cultural Tourism” Priority Recommendation.

3.3.5: Create a foreign and domestic cultural exchange program with creatives via Sister City/International Association of Science Parks (IASP) relationship and national creative arts organizations

Building upon the success of the 2013 International Economic Development Council (IEDC) Award for Best International Economic Development Strategy, the International Program of the City of Austin centers on two factors: 1) businesses growing and expanding into international markets, further stabilizing local businesses and gaining more market share’ and 2) assisting businesses entering the U.S. market through Austin. Narrowing the focus further is the priority to assist businesses that fall into the target sectors identified by the Economic Development Department and Opportunity Austin 3.0 investment group. The International Program assists businesses by providing networks of relationships in cities identified as like-minded. These cities are better known as Sister, Friendship and Science Cities. Each of these groups conducts regular, on-going programs and projects that increase the flow of commerce between partner cities. Building programs and projects that encourage more Austin and international businesses to

interact, conduct partnership deals and expansion opportunities – increasing the global Austin brand. The International Program works frequently with local partners to ensure projects and infrastructure meets the needs of local stakeholders like business alliances, chambers of commerce, sister cities resident committees, university and colleges, real estate developers, non-profits, and accelerators & incubators.

Supporting Documents and /or Models

Existing cultural/creative exchange and cultural products cooperatives programs

Benefits / Impact

The benefits of this recommendation include the retention of culture and character in the neighborhoods that have created the authenticity of our city and can also attract artist who wish to leverage this program for portfolio development.

Outcomes

Measurable outcomes include increases in sales of cultural products by local artists through cooperative efforts and out of market sales of cultural products through cooperative efforts.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department

Potential Partners: Austin Sister Cities International, CITISTART Science Cities Initiative and Creative Cities Initiative of UNESCO designation; Minority and International Chambers of Commerce; International Consulate Offices located in Austin; Post-Secondary Educational Institutions; Austin Convention and Visitors Bureau; Austin Independent Business Alliance; Immigrant Services Network of Austin; GlobalAustin

Timeline

3 months to 1 year

Major Milestones

- Inclusion of action items and resources into existing programs
- Public input process
- Initiation of grant/incubation programs

Estimated Budget

The estimated budget for implementation of this recommendation is \$120,000 for programming and \$83,000 for one full-time position to execute associated tasks.

3.3.6: Explore the feasibility of implementing the Cultural Tourism Plan recommendations

This recommendation was combined into the “Cultural Tourism” Priority Recommendation.

3.3.7: Develop an education campaign to promote patronage of local musicians and creatives

This recommendation was combined with recommendation 3.1.1.

3.4.1: Implement a structure to promote continued coordination with the Austin Convention and Visitors Bureau (ACVB) for implementation of the Tourism and Marketing Plan

This recommendation was combined into the “Cultural Tourism” Priority Recommendation.

3.4.2: Partner with the Texas Music Office to update the Austin entries within the Music Industry Database

A centralized location to access information on music resources is imperative to Austin musicians and music businesses, as expressed at Town Hall Music Summits hosted by the Austin Music Commission in 2016. In the Austin Music Census, which indicated 65% of respondents agreed that the creation of a one-stop online resource listing all available non-profit and local government support services would be beneficial. Focus groups noted that it is difficult to find credible people and companies to assist with events. The Austin music industry is primarily comprised of individuals who are working out of a home office, with little connection to others in the industry outside of scheduled meetings, events, or online contact.

Although an online directory is available at the state level, the city does not have an easily accessible system. The Texas Music Industry Directory, overseen by the Office of the Governor, covers 12 regions including Austin and furnishes contact information for Texas music businesses, media, recording services, educational institutions, tour services, venues and all sections of the industry. Entries are updated quarterly by the Office of the Governor’s Texas Music Internship Program. Currently, there are 2,262 Austin music businesses listed, 68 Austin Radio Stations, 11 Austin Area Universities listed in the Texas Music Directory. The directory does not allow users to search musicians by location or genre, as musicians are listed in alphabetical order. The purpose of partnering with the Texas Music Office is to help maintain the Austin region of the Texas Music Industry Directory. The goal is to provide Austin musicians and music businesses a centralized online location to access information regarding business services, professionals and other music related resources.

Supporting Documents and /or Models

Models: Office of the Governor – Texas Music Office’s Music Industry Directory

Benefits / Impact

There is a need for increased coordination, resource sharing and partnerships among artist and creative individuals, organizations, institutions and businesses. Providing the ability to address the needs of an industry helps define and sustain a sector that endures and grows.

Outcomes

The implementation of this recommendation results in increased access to up-to-date, reliable information for creatives and creative businesses.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department - Music & Entertainment Division, Office of the Governor – Texas Music Office

Potential Partners: N/A

Timeline

1-2 years

Major Milestones

- Ensure support from Texas Music Office
- Develop and execute tasks associated with updating information already included within database and entering new information
- Coordinate with Texas Music Office to explore an education campaign to promote the database

Estimated Budget

While a potential education campaign may require funding not yet calculated or identified, the additional coordination of tasks associated with this recommendation can be accomplished through the reprioritization of existing resources.

3.4.3: Identify the unique needs of specific genres and execute strategies focused on promoting underserved genres

This recommendation is highlighted as the “Genre Development” Priority Recommendation.

3.4.4: Include creative business development as a component of the Multi-Ethnic Chamber Alliance (MECA) Chamber contracts

The current contracts with the City’s minority chambers of commerce focus on job creation and business recruitment. The minority chambers have determined there is a need for professional outreach services to strengthen the local economy, develop Austin’s existing businesses, recruit non-local businesses to relocate to or conduct business in Austin and create jobs for Austin residents unique to their respective communities. The chambers recognize the value of the creative sector, a \$49 million industry in Austin, but know local creatives continue to struggle. The chambers are in support of promoting the creative sector locally and abroad via their diaspora and during their respective international trips. The chambers have expressed a desire to share potential convention leads with Austin Convention and Visitors Bureau, so that local creatives can be marketed to convention attendees. The chambers could also host a creative mixer at least once a year.

Supporting Documents and /or Models

Imagine Austin Comprehensive Plan, Cultural Tourism Plan

Benefits / Impact

Utilizing our chamber contracts to foster creative business development helps creatives see themselves as small businesses and increase audience exposure, professional development and networking opportunities.

Outcomes

Measureable outcomes include an increase in net profits of the individual creative or creative organization due to potential shows and cultural exchanges in different countries, attract tourists to culturally-specific areas for conventions and increase attendance to local performances.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department

Potential Partners: Greater Austin Hispanic Chamber, Austin Asian Chamber, Greater Austin Black Chamber and Austin Gay and Lesbian Chamber of Commerce

Timeline

Next contract renewal period of February 2017

Major Milestones

- Include a scope of work in the minority chamber of commerce contracts that would advance the creative industry in Austin for their respective target markets

Estimated Budget

This recommendation can be implemented with existing resources allocated for these contracts.

3.4.5: Evaluate web tools for promotion and networking of, and among local creatives

The “*Building Austin’s Capacity*” needs assessment, facilitated by the Cultural Arts Division (CAD), identified “*a desire for centralized services.*” Both individuals and organizations expressed interest in a physical place where creatives can access information, resources and networks; a website which hosts information such as a directory of creative services, a data base of resources and services and a calendar of professional development events.

Building a centralized online resource database for services and programs available across all providers would, in effect, create a ‘knowledge hub’ of services available for the creative economy. In order to maximize impact, adaptability and responsiveness to changes in the field, this should be separate from any current website, easily branded and regularly promoted.

Supporting Documents and /or Models

Existing social media web tools can be used for this purpose

Benefits / Impact

There is potential to expand the reach of the services provided while simultaneously reducing the costs of participation (both money and time) by moving some development opportunities online. It may be possible to collaborate with both local service organizations and many around the country for content and resources.

Outcomes

Such online resources would not only meet the demand for low-cost information, they would also fulfill the desire for more self-directed learning and informal development opportunities.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department

Potential Partners: City of Austin, Parks and Recreations Department, arts and music stakeholder organizations, marketing and web development agencies

Timeline

1 year

Major Milestones

- Inventory current web tools available and evaluate their effectiveness
- Identify improvements necessary based on stakeholder input
- Determine best host for a new web tool, if developed

Estimated Budget

The cost to evaluate current tools is approximately \$25,000, with an additional \$400,000 necessary should development of a new web tool be necessary, along with \$80,000 annual for maintenance and operations of the web tool.

3.4.6: Expand the promotion of local art and music via area hotel concierges and linkages with ACVB

This recommendation was combined into the “Cultural Tourism” Priority Recommendation.

3.4.7: Explore the development of city-wide arts award, i.e. similar to Small Business Award

This recommendation was combined with recommendation 3.1.1.

3.4.8: Encourage the recruitment of national creative and music association conferences

This recommendation was combined into the “Cultural Tourism” Priority Recommendation.

3.4.9: Establish non-profit foundation(s) to enable creative and music industry development specific philanthropy

Local philanthropists have consistently expressed interest in funding the implementation of specific strategies to support the art and music community. While a number of existing non-profit foundations already support this community, they do not always support the specific strategies

identified by philanthropists. In addition, the City is not always well positioned to accept donations for specific initiatives due to accounting and fund control measures utilized across the organization.

Supporting Documents and /or Models

Austin Parks Foundation, Trail Foundation, Austin Public Library Foundation

Benefits / Impact

The benefit to establishing a foundation is the ability to supplement public sector investments into specific art and music strategies with private sector dollars.

Outcomes

This type of funding results in the implementation or accelerated implementation of strategies not possible with only public sector resources.

Implementation Lead and Potential Partners

Lead: City of Austin – Economic Development Department

Potential Partners: Private sector contributors and philanthropic community

Timeline

1-3 years

Major Milestones

- Research the level of philanthropic potential that exists
- Coordinate with existing non-profits to prevent duplication
- Evaluate whether such an entity is necessary

Estimated Budget

The research associated with the need for such a philanthropic organization can be accomplished with existing resources. However, additional funding as yet to be determined and determined if it will be necessary should the development of a non-profit foundation be pursued.

3.4.10: Develop a mentoring program for artist (similar to Creatives Meet Business)

This recommendation was combined into the “Professional Development” Priority Recommendation.

4.1.1: Market existing workforce development training opportunities outside of creative industries

The initiatives of the Economic Development Department (EDD) include creating jobs in Austin that provide employment opportunities for unemployed, underemployed and “hard to employ” residents of the City of Austin and Travis County. Through its contracts for economic services, EDD seeks to assist individuals entering the local labor force and/or increase their income to become self-sufficient and enrich their quality of life. These partnerships also seek to align immediate industry needs for skilled individuals and future employment opportunities for the

unemployed, underemployed and “hard to employ” populations through both short-term and long-term career and occupational training.

Supporting Documents and /or Models

Existing agreements with Capital Area Workforce Solutions, Capital Idea and Skillpoint Alliance

Benefits / Impact

Providing skills development needed for opportunities related to full-time or part-time work could supplement creative's household income.

Outcomes

Measurable outcomes include the number of creatives participating in workforce training, the number of creatives securing employment and the increase in their income.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department

Potential Partners: City of Austin, Health and Human Services Department, Capital Idea, Skillpoint Alliance, Capital Area Workforce Solutions

Timeline

3 to 6 months

Major Milestones

- Amend existing agreements to specifically target outreach to and participation from Austin creatives interested in receiving skill development training outside of their artistic field

Estimated Budget

This recommendation can be accomplished through the funding available for the existing workforce contracts.

4.1.2: Facilitate partnerships with higher education institutions for the development of training and certificate programs in music and creative industry subsectors

This recommendation was combined into the “Professional Development” Priority Recommendation

4.2.1 | 4.2.2 | 4.2.5 | 4.2.6 | 4.2.8: Creative Learning

The Creative Learning Initiative seeks to provide a quality arts-rich education for each and every child in Austin Independent School District (AISD), as well as professional development and ongoing support for teachers in arts-based instruction strategies through the collaborative support between Austin ISD, the City of Austin, MINDPOP, local artists, businesses and philanthropic organizations.

4.2.1 – Music for Kids

Music for Kids is a partner program to Austin Public Library's Summer Reading Program, and is offered over the summer months in 20 different library locations throughout the city. It is a free summer concert series that features local performers that specialize in children's music. It provides an environment to stimulate early childhood music development and capitalizes on a child's natural inclination to sing, move and play with sound. There is a growing body of evidence that proves early childhood music education not only develops lifelong appreciators of music, but also helps children to develop academic skills such as math and cognitive processing. With additional resources, this program could be expanded to include sessions exclusively in Spanish.

4.2.2 – Expanding Creative Learning Initiative

The current implementation of the Creative Learning Initiative is limited to the boundaries of AISD and is not reaching all Austin residents. This exploration would determine the feasibility of serving those young people and their families. Key steps would include: identifying and orienting relevant new campus and district leadership, conduct needs assessment and report and conduct pilot professional development efforts for teachers, community partners and city staff serving youth.

4.2.5 – After-school arts programming

Research demonstrates the positive contributions of after-school and summer programming in the arts. The City currently provides arts and creative learning services in all Parks and Recreations Department (PARC) recreation centers and supports community arts programming of various forms through its Cultural Contracts funding. Since 2012, all PARC recreation and cultural facilities offer after-school programming incorporated into arts curriculum as part of the enrichment portion of the programming. This programming was initially provided by the Dougherty Arts Center (DAC). The Creative Learning Initiative and the Parks Department have begun planning a major collaboration to provide Creative Learning strategies in every activity from baseball to environmental science. Key steps include: inventorying creative learning opportunities through City-run arts programs or funded through cultural contracts and identify neighborhood resources (with assistance from the Creative Asset Mapping Project), uploading data to the Creative Learning Initiative interactive resource map, distributing resource listings to school campuses for inclusion in their communications to families and regularly updating as resources allow.

4.2.6 – Students experiences

While Austin invests in building a vibrant creative ecosystem, there is no mechanism to explicitly address the creative experiences of our youth, approximately 23% of our city population. The lack of attention to this group was clearly articulated in the Building Austin's Creative Capacity needs assessment. The Creative Learning Initiative provides an effective vehicle to assure efficient and equitable distribution of resources for programming in and out of schools. By funding arts and music organizations as creative learning service providers, it would financially support those artists and musicians and also benefit the students receiving access to those creative offerings who may otherwise miss out.

4.2.8 – Creative Learning Initiative liaison

The Creative Learning Initiative currently lacks a coordinated way to assure students have access to creative learning in and out of school. While a partnership with AISD addresses the in-school

access issues, the City's goal to promote arts equity for students when they are not in school remains unexamined. This liaison would assess inequities of access and distribution of creative learning in each council district and develop plans to accomplish City goals consistent with the Imagine Austin recommendation to create a coordinated K-16 plan focusing on out-of-school time opportunities for youth.

Supporting Documents and /or Models

AISD Creative Learning Initiative: <https://www.austinisd.org/academics/finearts/cli>

Additional industry support/studies on benefits of creative learning: <http://www.mindpop.org/advocacy/archive/>

Benefits / Impact

These actions would strengthen the formal connections and pathways between schools, community partners and community centers. A stronger creative ecosystem is created by building a foundation of innovation and creativity among our youth, providing support to creative producers delivering service in a creative learning environment, and expanding audiences for creative work in Austin. Increased participation in City-run programs maximizes current investments, provides improved youth development (including social, cognitive and civic measures), and supports growth/innovation in PARD programming. Through improved coordination between the City and AISD, the City achieves goals set forth in Imagine Austin Comprehensive Plan for the Creative Learning Initiative and is able to leverage the resources of the partners to connect students with creative programming. Creative organizations in the community would be able to grow young audiences, expand to new family audiences and broaden the impact of their activities throughout the city.

Outcomes

The following measures would generate more equitable art access across the city: increased youth engagement in healthy and creative activities, enhancement of arts-rich learning opportunities and expanded audiences/participation in community creative programming. Youth will also experience increased cognitive development, social development and civic engagement as well as increased and equitable access to positive out-of-school opportunities.

Implementation Lead and Potential Partners

Lead: City of Austin Economic Development Department

Potential Partners: City of Austin Parks and Recreation Department, Austin Public Library, Austin Independent School District, surrounding school districts, MindPOP, local musicians and arts providers, creative learning partner organizations

Timeline

6 months-1 year for support and enhancement of existing creative learning programs

2-5 years for expansion into surrounding school districts

Major Milestones

- Ensure all partners are engaged with the draft plan and review process

- Work with partners to create a finalized document which can be distributed which clearly sets out timeline, associated resources, and action steps for implementing various elements of the plan
- Establish an MOU between key stakeholders detailing cooperative strategies and responsibilities, including periodic meetings or regular communications between single points of contact in partner organizations
- Examine supporting strategies and action items that complement the plan, refine and implement as needed or approved

Estimated Budget

The total estimated budget for implementation of the strategies is \$1,280,000. Funding for arts and music service providers to bring programming into schools to support creative learning opportunities would account for \$1,000,000. Expanding the Music for Kids program provided by the Music and Entertainment Division in partnership with Austin Public Library and initial funding needed to explore and implement the Creative Learning Initiative in surrounding school districts that serve families residing in Austin account for \$100,000 and \$30,000, respectively. Lastly, a full-time position (\$125,000) would be required to serve as the coordinator for the Creative Learning Initiative.

4.2.3 | 4.2.4 | 4.2.7 | 4.2.10: Youth Career Development

As stated in the Austin Music Census, the private sector, non-profits and City of Austin play a vital role in developing and executing a long-term plan for music industry retention and growth. A huge factor in Austin's ability to remain the "Live Music Capital of the World" will be its ability to retain its emerging creative class (18 -25 year olds) by leveraging each group's diverse experiences. To prepare the industry's future leaders, new programs must be in place to maintain interest in careers within the music and creative industries. Four strategies have been explored to accomplish this:

4.2.3 – Internship program

The purpose of creating a collaborative internship program is to offer students the opportunity to develop a working knowledge of music and creative industries. The goal is to give students a better understanding of how different organizations in Austin work directly with musicians, businesses and venues and how each of the entities supports a number of the creative and music industry careers. By engaging students in a unique learning experience and connecting them with local music focused organizations, this program provides a direct talent pipeline into Austin's music and creative industries. Coordinating and expanding the student focused programs offered by multiple divisions and departments as well as the current internship programs, this effort could create a targeted focus on developing skills and experience in the creative industries.

4.2.4 – Youth leadership

The One Village Music Project is a youth-led music project of the Amala Foundation. Each year, 30+ youth attend a Global Youth Peace Summit to create music inspired by the Summit experience, which aims to unite teen musicians from all over the world to inspire them to serve humanity as individuals and leaders. These young musicians include refugees, immigrants and at-risk youth that unite for one week in August in Austin to create a unique blend of alternative, folk, hip-hop, singer/song-writer, world music and even a new genre of their very own – folk-hop.

This year's participating youth represented many races, cultures, ethnicities, religions and nationalities. Attending youth represented countries including Democratic Republic of the Congo, Israel, United States, Rwanda, Pakistan, Iraq, and Kenya. This year's album, Keep Breathing, was produced by Austin musicians Phoebe Hunt and Danny Levin and sponsored by the City of Austin Economic Development Department's Music & Entertainment Division.

4.2.7 – Coordinate with SXSW for potential expansion of the High School Badge Program

In continuation of its nine-year affiliation with the City of Austin's African American Resource Advisory Commission, SXSW will award the Platinum Opportunity Scholarship to six African American students who are enrolled in relevant fields of study - either undergraduate or graduate degree programs. To be considered, students must complete an application and write a brief essay on how their participation in SXSW 2016 will help advance their career goals. The application and essay prompt can be found at: sxsw.com/platinum-opportunity-application.

4.2.10 – Careers exploration

To promote the music and creative industries among youth, an expansion of current services and partnerships with existing programs must be explored. The Music & Entertainment Division will continue the partnership with SaulPaul's Music Career Expo, a program that engages middle school and high school students to introduce them to the music industry and potential careers. Another program staff will look to support is GRAMMY Camp, designed to give high school students an extraordinary experience and hands-on lessons about making a career in the music industry.

Supporting Documents and /or Models

Models: Office of the Governor - Texas Music Office, Seattle, Washington (City of Music Internship)

SXSW Platinum Opportunity Scholarship

Benefits / Impact

The internship program presents multiple opportunities for students to gain practical experience outside of the classroom. Students will understand the viability of a music sector career, the knowledge and skills required to succeed as a creative and music professional and engage in meaningful summer and after school employment.

Through the One Village Music Project, youth develop leadership skills through musical collaboration via cultural exchanges. Opportunities such as SaulPaul's Career Expo, SXSW, and the GRAMMY Camp expose high school youth to careers in the creative industry, prior to entering college.

Outcomes

Measurable outcomes include the number of students participating in these programs, the number of students that pursue careers or higher education programs in creative fields and the creative content developed through youth leadership cultural exchanges.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department,

Potential Partners: Austin ISD, Other ISDs, MINDPOP, Travis County, Work-based learning Summer Youth Employment, C3 Presents, SXSW, Transmission Events, Scoremore Shows, Giant Noise, ACL Live, ACL 360, BMused, Independent Label Artist, Emmis (radio) non-profits: ACVB, Austin Music People, Health Alliance for Austin Musicians, Black Fret, The SIMS Foundation, All ATX Music, HAAM, KUTX, KOOP Radio, Red Bull Sound Select, St. Edwards University, AMALA Foundation, Fuel our Fire, GRAMMY'S

Major Milestones

- Identify partnering organizations
- Design internship implementation infrastructure including evaluation
- Design and host youth training modules
- Recruit and train youth at host sites
- Implement and evaluate internships
- Meet with SXSW in the next 3 months to discuss expanding High School Badge Program
- Enhance the collaboration and partnership with the AMALA Foundation for One Village Music Project
- Assist in securing global marketing and promotion and secure digital distribution for CD and video
- Facilitate more Austin musicians to participate as mentors

Timeline

6 months-2 years

Estimated Budget

The estimated budget for implementation of these strategies is \$40,000 for programming fees.

4.2.9: Promote high school marching bands events and work to incorporate music industry training workshop when appropriate

The Greater East Austin Youth Association hosts an annual battle of the bands competition in conjunction with various events over the Juneteenth Weekend Celebration. The workshop would expose youth to the opportunities in the music industry and the importance of arts education and its benefits. Studies have shown arts-rich education has many benefits and better prepares students for the 21st century workforce. The new economy has created more artistic careers and these jobs may grow faster than others in the future.

Supporting Documents and /or Models

20 Important Benefits of Music in Our Schools. <http://www.nafme.org/20-important-benefits-of-music-in-our-schools/>

Benefits / Impact

The workshop would expose youth to possible music industry careers that may not require a four-year degree but provide a way of living.

Outcomes

Measurable outcomes include the number of students attending the workshop, students that continue to participate in high school and/or collegiate marching band, and the number of students that pursue careers or higher education in creative fields.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department

Potential Partners: Great East Austin Youth Association, Austin ISD, Del Valle ISD, Pflugerville ISD, Leander ISD

Timeline

1 – 2 years

Major Milestones

- Convene a meeting with the Greater East Austin Youth Association to explore this strategy
- Develop workshop-related programming and budget
- Secure funding for implementation
- Distribute invitations for workshop
- Host workshop workshop – June 2017

Estimated Budget

The estimated budget for this event is \$10,000, which can be secured through private funding sources.

4.3.1: Increase awareness of health and human services available for musicians by the creation of a Public Service Announcement (PSA) campaign through a partnership with Health Alliance for Austin Musicians (HAAM) and The SIMS Foundation

According to statistics collected in the 2015 Austin Music Census, musicians are finding it hard to survive in Austin due to the rising cost of living and their difficulty to make a viable income. As musicians are employed by various businesses throughout the year, it is hard for them to receive steady assistance regarding human resources and other basic needs. In response to this issue, the Music and Entertainment Division will launch a campaign of Public Service Announcements (PSA) to broadcast a variety of free services around Austin that musicians can utilize.

Supporting Documents and /or Models

Models: United Way

Austin Music Census: findings associated with stagnating pay for musicians, increased cost of living and lack of affordable housing

Imagine Austin Comprehensive Plan Creativity Policies: (C P10) Improve access to affordable living to include housing, healthcare and effective transportation in order to develop and retain Austin's creative organizations, industries and individuals

Benefits / Impact

Musicians will be aware of existing health and human services available to them.

Outcomes

Implementation of the public service awareness campaign will increase the number of Austin musicians accessing available local services such as health insurance, housing, childcare and state benefits.

Implementation Lead and Potential Partners

Lead: City of Austin, Economic Development Department

Potential Partners: HAAM, Sims Foundation, United Way

Timeline

6-12 months

Major Milestones

- Secure non-profit partners
- Work with ATXN to film the PSAs

Estimated Budget

It is anticipated that this campaign can be executed using existing resources and in-kind contributions.

4.3.2: Create a health services coordinator with the Health and Human Services Department

While the Affordable Care Act has provided many creatives without health coverage a way to access available and affordable health care, there are still obstacles, challenges and needs to be met. There are a variety of City-sponsored and community-offered health services, assistance programs and resources available to the creative community, but no central point of information to help direct and streamline access to a variety of health services.

Supporting Documents and /or Models

Building Austin's Creative Capacity

Austin Music Census

Benefits / Impact

This coordinator would serve as a well-known, easily accessible point of contact to deliver streamlined information and resources that would aid creatives in finding health services from a variety of providers. It would be housed, appropriately, within the Health and Human Services Department in order to provide easy access to current and future programs and liaise easily with partner community health assistance organizations.

Outcomes

This assistance would help create a more stable and sustainable creative community in Austin.

Implementation Lead and Potential Partners

Lead: City of Austin - Health and Human Services Department

Potential Partners: City of Austin - Economic Development Department, area non-profit organizations and service providers

Timeline

6 months

Major Milestones

- Secure funding
- Hire coordinator
- Assess community needs with input from City departments and creative community
- Develop plan and identify resources to meet community needs
- Provide service, monitor and evaluate service delivery on ongoing basis

Estimated Budget

It is estimated that \$125,000 would be necessary to implement this recommendation. This funding would support one full-time position and a modest programming/communications budget.

4.3.3: Promote the 2-1-1 resource help line among musicians and creatives

There are many services currently offered by the 2-1-1 service from which the creative community could benefit. Since 1996, United Way for Greater Austin has helped residents navigate the complex system of health and human services in Central Texas by maintaining a Navigation Center. The service provides simple, one-call access to call specialists, who can connect callers to more than 30,000 non-profit and government resources in the 10 counties served.

Supporting Documents and /or Models

<http://www.unitedwayaustin.org/get-help/navigation-center/#sthash.qP3BMMMp.dpuf>

<http://www.211texas.org/guided-search/>

Building Austin's Creative Capacity

Austin Music Census

Benefits / Impact

The creative community would benefit from greater awareness of resources and services to assist with a variety of health and human service needs.

Outcomes

Artists and musicians would be more likely to access health and human services because of the increased awareness of the availability of these resources. These services would promote the physical and emotional wellbeing of our creatives and their families.

Implementation Lead and Potential Partners

Lead: City of Austin - Economic Development Department,

Potential Partners: City of Austin - Health and Human Services Department, CPIO, United Way for Austin

Timeline

3 months

Major Milestones

- Meet with HHSD and United Way staff to outline inventory of services provided by 2-1-1 that might benefit creatives
- Develop an outreach plan
- Execute plan with periodic evaluation or updates

Estimated Budget

A small budget allocation of \$5,000 - \$10,000 can support a targeted education campaign.

4.3.4: Explore partnerships between non-profit organizations and health service providers to address gaps in health care coverage for creatives and musicians

There currently exists a range of health service providers who assist the creative community in a variety of ways, but there are still gaps in health care coverage for creatives and musicians. These gaps are contributing to the unaffordability crisis and making it harder for the creative community to put limited resources toward a creative practice, successful business and good health.

Supporting Documents and /or Models

Building Austin's Creative Capacity

Austin Music Census

Benefits / Impact

By outlining the responsibilities and resources offered by the various local health services providers, gaps or obstacles that the creative community may be facing can be identified and incorporated into a plan to bridge those gaps through adjustments in the types of services offered or by identifying additional resources that could lend assistance. The creatives would gain access to a greater range of options and the gap would be smaller or closed altogether.

Outcomes

The creative community would be given access to a higher level or wider range of health services that would provide greater personal and professional stability with the goal of reducing financial or logistical strain.

Implementation Lead and Potential Partners

Lead: City of Austin Economic Development Department and Health and Human Services Department,

Potential Partners: United Way, HAAM, SIMS

Timeline

6 months

Major Milestones

- Meet with relevant stakeholder organizations/service providers to gain understanding of variety of health services and resources offered and available to creatives and musicians
- Determine where services overlap or where gaps exist
- Strategize ways to best deliver services or meet needs and create corresponding plan
- Implement plan and evaluate or update periodically

Estimated Budget

A small budget allocation of \$5,000 - \$10,000 can support a targeted education campaign.

FY 2016 City of Austin Art and Music Programs and Services

The follow table lists actual expenditures associated with art and music programs and services during the first seven months of FY 2016. It does not include expenditures associated with personnel within the various departments that administer and execute the programs and services listed below.

Name of Program	Brief Description	Department	FY 2016 Funding
Alamo Draft House Partnership	Music Mondays series features music-related documentary screenings followed by panel style discussion and Q&A with music professionals.	Economic Development	\$5,000
AMF's Music Industry Expo	Annual event in which over 20 music-related organizations and non-profits participate to connect and learn about industry resources that are available in the Austin area.	Economic Development	\$5,500
Art in Public Places	Established by the City in 1985, the Art in Public Places (AIPP) program collaborates with local & nationally-known artists to include the history and values of our community into cultural landmarks that have become cornerstones of Austin's identity.	Economic Development	\$1,625,000
Artist Inc.	Artists gather one night a week for eight weeks to learn business skills specific to their art practice and work to hone and apply those skills cooperatively with their peers.	Economic Development	\$17,700
ATX Music Master Classes	Revenue development classes for musicians on topics such as how to develop revenue streams by using YouTube, house concerts, and music licensing, etc. through classroom style learning, as well as, panel sessions.	Economic Development	\$2,500
Austin New Year	Music performers and artist expenses associated with New Year's Eve celebration	City Manager's Office	\$22,950
Austin Urban Music Festival	Support for this festival resulted from a recommendation from the African American Quality of Life Commission	City Manager's Office	\$57,500
Black Fret	A community of music fans dedicated to supporting the sustainable success of Austin's local musicians through financial incentives.	Economic Development	\$3,000

Name of Program	Brief Description	Department	FY 2016 Funding
City Council Live Music Proclamations	Every Austin City Council meeting includes live music and selected performers are bestowed the honor of a “Proclamation Day” with an accompanying certificate, and their band name permanently included in the City calendar.	Economic Development	\$0
Cultural Funding Program	Organizational and project support to local 501c arts and culture organizations, as well as sponsored individual artists and groups, to present nonprofit arts activities to Austin residents, visitors, and tourists. Artistic disciplines funded include Dance, Film/Media Arts, Literature, Multidisciplinary, Music, Theatre, and Visual Arts. Activities are funded through the Core, Community Initiatives, Cultural Heritage Festivals, and Cultural Expansion funding programs.	Economic Development	\$9,100,000
GRAMMY Pro Series	Increases access to GRAMMY Professional Music Business Summits previously limited to members of The Recording Academy.	Economic Development	\$5,000
House of Songs Songwriters Summit	Artist residency and songwriter exchange program, inspires creativity and facilitates unique experiences for musicians from around the world.	Economic Development	\$1,000
Indie Band Revenue Bootcamp	A two-day professional development workshop based on the content of The Indie Band Survival Guide: The Complete Manual for The Do-It-Yourself Musician.	Economic Development	\$10,000
Live Music Venue Sound Monitoring	Rented equipment allowed for remote and after-hour sound monitoring and allowed for residents and staff to access real-time sound levels online.	Economic Development	\$22,500
Museums and Cultural Programs Division	Supports artists as contractors and temporary workers to teach, perform, administer programs and provide technical support for all disciplines	Parks and Recreation	\$719,409

Name of Program	Brief Description	Department	FY 2016 Funding
Music for Kids	Music for Kids is a free summer concert series offered in partnership with Austin Public Library's Summer Reading Program in 20 different library locations throughout the city.	Economic Development	\$2,500
Music in the Air	Musicians perform at one of six venues throughout the terminal and receive union scale pay for their performance time. Aviation Department provides a full-time music coordinator to schedule acts and escort access to terminal airside venues.	ABIA	\$152,880
Music Summits (venues, musicians, music businesses)	Designed to improve communication between the City and various industry stakeholders, these events work as a platform for musicians, music industry professionals, and venue owners to voice their concerns, learn about new City program updates, and network.	Economic Development	\$6,500
Music Venue Loan Program	Low-interest loans are available to qualifying music venues for the purpose of implementing sound mitigation technologies.	Economic Development	\$34,227
North American Music Cities Best Practice Summit	Hosted by the City of Austin during SXSW, this event includes a series of roundtable discussions between representatives from cities with music, entertainment, and special events divisions to share best practices, gather insight on the issues facing cities with strong entertainment economies, and to discuss common goals.	Economic Development	\$4,000
Notes in Time	Retrospective video series featuring performances and interviews from some of Austin's premier musicians.	Economic Development	\$1,500
One Village Music Project	Youth-led music project that unites attendees of the Global Youth Peace Summit to create music inspired by the Summit experience.	Economic Development	\$2,000
SXSW Austin Music Showcase	SXSW music showcase that exclusively exhibits Austin musicians.	Economic Development	\$2,000
Various Programs	Artists, performers and musicians contracted for services delivered at branch libraries.	Library	\$18,900