



MACON MUSIC STRATEGY

Macon Arts Alliance

Final Report

TABLE OF CONTENTS

1. Introduction	3
1.1. About the Project	3
1.2. About Sound Diplomacy	4
1.3. Commitment to SDGs	4
1.4. Scope of Work and Methodology Summary	5
1.5. Definitions	6
2. Macon's Music Ecosystem Overview	7
2.1. Regulatory Assessment Snapshot	7
2.2. Music Ecosystem Economic Impact Assessment	50
2.3. Music Ecosystem Asset Mapping	56
2.4. Music Ecosystem Survey	60
2.5. SWOT Analysis	66
3. Action Plan	70
3.1. Structural Priority Recommendations	70
Recommendation 1: Advocate for the appointment of a Senior Advisor for Arts and Culture for Macon	77
Recommendation 2: Create a Music Board for Macon	83
Recommendation 3: Create and support initiatives for the promotion of Diversity, Equity and Inclusion in the music ecosystem	90
Recommendation 4: Create a One Stop Shop for music related regulations, permits, funding opportunities and other resources	96
Recommendation 5: Advocate for the appointment of a Night-Time Officer to support Macon's Night-Time Economy	102
Recommendation 6: Support and foster the creation of training and professional development programs at all levels to support the development of the music ecosystem	107
Recommendation 7: Develop and facilitate a music technology training program for music professionals	114
Recommendation 8: Implement audience development initiatives	118
3.2. Ecosystem Development Recommendations	122
Recommendation 9: Advocate for the formalization of Downtown Macon as an entertainment district	127
Recommendation 10: Advocate for music-friendly regulations	134
Recommendation 11: Develop fair pay guidelines	138
Recommendation 12: Advocate for music-specific government funding	141
Recommendation 13: Support and incentivize the creation of more family-friendly music and live music events	143

Recommendation 14: Develop a program to support local venues in order to increase the offer of live music events	145
Recommendation 15: Create music tourism strategies to jointly support the local music heritage and the current musical expressions.	149
Recommendation 16: Create a comprehensive marketing and communications plan to raise awareness on the city's efforts to support the music ecosystem	157
3.3. Implementation Timeline	162
4. Conclusion	163
5. Detailed Methodology	164
5.1. Economic Impact	164
5.2. Asset Mapping	166
5.3. Survey	168
5.4. Roundtables and Interviews	170
6. Bibliography	171

1. Introduction

1.1. About the Project

There's a reason Macon is known as the city "where soul lives". The musical greatness of Macon may have become known by Little Richard, Otis Redding and The Allman Brothers Band, but it continues today with artists such as Jason Aldean, Chuck Leavell and many others, who continue to make Macon an exciting place for music in the country, and who lead the charge in putting musical creation at the center of artistic development.

Building on this legacy, Macon's music ecosystem and supply chain are important assets of the city that can be further developed in order to increase job creation, drive sustainable tourism and grow the economy across all communities and demographics, and can do so by understanding the challenges posed to the music and creative ecosystem, and planning strategies to overcome those challenges and create new opportunities.

With the aim of supporting Macon through this process of strengthening its music industry, Sound Diplomacy has partnered with the Macon Arts Alliance to develop a study that understands the context of the music industry in the city. This study has been split into two phases:

Phase 1, carried out during 2022, proposed a first approach to understanding the local context by developing three main activities: a comprehensive mapping of music assets in the Macon-Bibb County, the development of a series of roundtables and interviews with key stakeholders from the music industry in Macon, and a survey aimed at broadening the spectrum of individuals who could participate in shaping an initial picture of the music ecosystem.

These efforts were complemented with Phase 2, which consisted of an Economic Impact Assessment and a Regulatory Assessment which provided additional depth and technical information about the local music ecosystem, and that built on the findings from Phase 1.

The result of the two phases of work is delivered in this report which aims at providing the Macon Arts Alliance and Macon-Bibb County with a series of insights, ideas, actions and recommendations that are the result of the comprehension of the music ecosystem, the identification of challenges and opportunities and the creation of an action plan that can serve the purpose of informing future efforts to be taken by the Macon Arts Alliance and other authorities in Macon to further develop and strengthen the music ecosystem.

1.2. About Sound Diplomacy

Sound Diplomacy is a global research and strategy consultancy with expertise in music, the night time economy, and creative industries. They work with regions, cities, venues, and property developers to help identify, quantify and amplify opportunities for economic, social, and cultural development. Sound Diplomacy's team of researchers, data analysts, economists, and consultants are based across Europe, North America, and Latin America. They also run the leading series of conferences and events focused on music and public policy, Music Cities Events, and are the creators of the international Music Cities Awards. www.sounddiplomacy.com.

1.3. Commitment to SDGs

In 2015, through the United Nations, world leaders agreed to the SDGs. These goals are composed of 17 commitments and 169 targets developed with the aim of building a better world by 2030. These goals have the power to end poverty, fight inequality and address the urgency of climate change. Guided by these goals, it is now up to governments, businesses, civil society and the general public to work together to build a better future for everyone.¹



Sound Diplomacy's work takes the SDGs into account, with particular focus throughout the Action Plan. With member countries ratifying the UN's SDGs, a code and framework to guide

¹ Global Goals (n.d.) "The 17 Sustainable Development Goals". Online at <https://sdgs.un.org/goals> 13.07.2023

sustainable development has been established to influence development arrangements and contractual obligations of donors and grantees. While culture is not explicitly mentioned in the SDGs, it is viewed as a key element of all SDGs. The UN has conducted research to better understand the role culture can play in meeting sustainable development goals, one example being the United Cities and Local Governments' *Culture in the SDGs*.²

1.4. Scope of Work and Methodology Summary

The scope of work for this report has been a process of desk research, stakeholder consultation and data analysis. This was completed in the following stages:

Regulatory Assessment & Comparative Analysis: A full analysis of the regulatory framework in and around Macon, related to the music ecosystem was undertaken for the purpose of this report. This includes a literature review of city, region and state-wide strategies, and a comparative analysis of key themes identified in partnership with the City of Macon as being of particular importance to this project.

Music Ecosystem Economic Impact Assessment: The economic impact analysis is based on official secondary sources and statistics, complemented by primary research conducted by Sound Diplomacy. It provides a reliable measure of the economic importance of the music ecosystem in Macon on three different scales: direct, indirect, and induced impact using the most recent dataset available, from 2020.

Ecosystem Mapping: Identification of music assets in Macon. The geographic scope of this assessment is limited to the Macon-Bibb City/County, and its land area of 249.38 square miles.

Stakeholder Engagement - Survey: An online survey was designed by Sound Diplomacy to serve the purpose of identifying the opinions and perspectives of the different stakeholders of Macon's music ecosystem regarding the current status of the music sector in Macon, and the impact of COVID-19 on the industry.

Stakeholder Engagement - Roundtables and Interviews - Sound Diplomacy participated in 6 roundtables, 2 one-on-one interviews, and 1 public town hall meeting with over 40 key stakeholders from Macon's music ecosystem.

SWOT Analysis: All findings from research stages detailed above were analyzed and collated into a SWOT analysis. This helped inform the areas of focus in the Action Plan.

Action Plan: A set of 16 actionable recommendations divided across 2 sections:

² United Cities and Local Governments (2018) "Culture in the Sustainable Development Goals." Online at https://www.agenda21culture.net/sites/default/files/culturesdgs_web_en.pdf accessed 26-07-2023

- Structural Priority Recommendations. A set of 8 high level, detailed recommendations.
- Ecosystem Development Recommendations. A set of 8 recommendations.

1.5. Definitions

Definition of the Music Ecosystem

Music in a place is part of an ecosystem. Like in nature, this ecosystem is formed by a group of stakeholders, a set of resources and an environment where they develop their activities and they connect with each other and with other ecosystems. Like in all ecosystems, these relationships are interdependent. Some stakeholders exist because others exist, and because there is a sustainable environment that favors their survival.

In the case of music, these agents are responsible for everything related to music, starting from the artists and going all the way to the audience. Some of its elements, like music venues or labels, are obvious. But some others aren't like IT suppliers, police officers or government organizations. Yet they are all relevant, and play an important role in the chain.

As stated above, for the ecosystem to be healthy and thrive, all the agents must be resourced, connected and supported by the institutions. This is done by developing a music strategy and implementing it through policies and regulations that take into account every step of the chain, ease the operations, and facilitate the relationships between all of them.

Economics of Music

The Economics of Music is a subset of cultural economics, which applies economic and statistical methods to comprehend the music industry's phenomena and provide insights for both public policy and private decision-making. It goes beyond examining the buying and selling of goods and services in the market and can be a useful tool for understanding the dynamics of non-monetary resources in the music ecosystem.

To assess the economic impact of a particular music ecosystem, the definition of the music ecosystem is limited to the group of actors categorized in one of the five links of the music value chain: Creation, Distribution, Exhibition, Production, and Transversal. The indirect contributions generated by agents not directly associated with the sector are included in the measurement through the sectoral value chain's indirect impact.

2. Macon’s Music Ecosystem Overview

2.1. Regulatory Assessment Snapshot

The following table presents an overview of policies and regulations related to the music industry and Macon, it is based on the identification of existing policies, the analysis of their content, and the assessment of its level of development as well as its impact on the local industry. The document also provides a “Best Case” for each topic, which showcases good practices carried out in other cities in the US and worldwide that are seen as good examples on how these types of policies can support the growth and strengthening of the music ecosystem.

Table 1. Overview of Policies and Regulations and identification of Best Cases

TOPIC	IN PLACE?	CITY’S POLICY	BEST CASE
Sound regulations	Yes but incomplete	Chapter 15 of the third part of Macon-Bibb County’s code of ordinances sets the noise regulations in Macon. ³ The ordinance states that any noise that is harmful to health, disrupts public peace, or is audible in neighboring homes with closed windows and doors between 9:00 p.m. and 7:00 a.m. Sunday to Thursday; and between	Boulder, Colorado’s sound ordinance policy is publicly available and contains information on how to measure noise, ⁴ permitted levels (50 dBA at night for non-vehicular sources), a graduated fine for repeat offenses and considerations of exceptions, specifically mentioning

³ Library Municode (2023) “Macon-Bibb County, Georgia - Code of Ordinances PART III - CODE OF ORDINANCES Chapter 15 - NUISANCES ARTICLE II. - NOISE”. Online at https://library.municode.com/ga/macon-bibb_county/codes/code_of_ordinances?nodeId=PTIIIICOOOR_CH15NU_ARTIINO accessed 22-02-2023

⁴ Boulder County (n.d.) “County Ordinances”. Online at <https://bouldercounty.gov/government/ordinances/> accessed 24-10-2022

		<p>11:00 p.m. on Friday and Saturday nights and 9:00 a.m. on Saturday and Sunday is prohibited.</p> <p>In addition, the playing of audio devices such as speakers, amplifiers and musical instruments cannot annoy or disturb the quiet, comfort or repose of persons in any office, hospital or in any dwelling, hotel or other type of residence, or any persons in the vicinity, upon the streets, sidewalks, parks or other public places of Macon-Bibb County before 7:00 a.m. and after 10:00 p.m.</p> <p>These regulations do not apply to schools of music and public agencies.</p> <p>The ordinance does not include any measurable sound levels, rendering it challenging for law enforcement officers to effectively enforce the ordinance and address potential complaints.</p>	<p>concerts and music festivals. Special events must cease noise by 11:00 p.m.⁵</p> <p>The ordinance also sets a specific limit of 65 dBA for events in mixed-use areas until 11:00 p.m.</p>
Agent of Change	No	The Agent of Change principle is not in place in Macon.	In 2018, the City of Toronto approved venue protection measures including the Agent of Change principle. The principle was recommended by the Toronto Music Advisory

⁵ City of Boulder (n.d.) "Chapter 9 - Noise". Online at https://library.municode.com/co/boulder/codes/municipal_code?nodeId=TIT5GEOF_CH9NO_5-9-3EXDESOLEPR accessed 24-04-2023

		<p>The Agent of Change principle places the responsibility for mitigating the impact of noise-generating activity on the person or business responsible for the change. For example, if a new condominium development were to be constructed next to an existing music venue, the condominium developer would be responsible for mitigating the impact of noise on the condominium’s residents. If, in turn, the music venue were to be constructed next to an existing condominium, it would be the venue’s responsibility to take mitigating measures.</p>	<p>Council (TMAC)⁶ and works to ensure that live music venues can continue to function.</p> <p>According to the City Council decision, new live music venues located within certain mixed-use and regeneration areas must be designed and constructed to minimize noise from the premises and provide acoustic attenuation measures that would protect residential uses.</p> <p>Furthermore, new mixed-use developments located within the same mixed-use and regeneration areas must be designed and constructed to include acoustic attenuation measures on-site, or within the building design, to mitigate noise levels from adjacent indoor live music venues and from outdoor live music venues.^{7 8}</p>
Event permitting	Yes	<p>Event permitting is a crucial aspect of the music industry as it enables safe and efficient music events to be held. By ensuring compliance with regulations, building trust and confidence, supporting the local economy, and</p>	<p>Sydney’s website provides guidelines and an application form to organize outdoor events in the city’s parks, streets</p>

⁶ City of Toronto (2021) “Toronto Music Advisory Committee”. Online at <https://www.toronto.ca/business-economy/industry-sector-support/music/directory/toronto-music-advisory-committee/> accessed 35-04-2023

⁷ City of Toronto (2018) “Summary: City-approved Venue Protection Measures including TOcore and “Agent of Change””. Online at <https://www.toronto.ca/legdocs/mmis/2018/ma/bgrd/backgroundfile-117429.pdf> accessed 25-04-2023

⁸ City of Toronto (2018) “TOcore: Downtown Plan Official Plan Amendment”. Online at <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG29.4> accessed 25-04-2023

		<p>fostering innovation and creativity, event permitting helps the music industry thrive and grow.</p> <p>Macon-Bibb County has special events policies and regulations.⁹</p> <p>The Macon-Bibb County special event permitting process applies to all events taking place in Macon-Bibb County owned parks and County streets. To obtain a permit, the event organizer must fill out an application form online,¹⁰ and submit it to the Parks and Beautification Department at least 4 weeks in advance, or 6 weeks in advance if the permit requires Commission Approval, such as events involving alcoholic beverages on Macon-Bibb County owned property.¹¹</p> <p>Special Events Permits are required for various events, including concerts, carnivals, festivals, performances,</p>	<p>and open spaces, including concerts, festivals, street parades, and more.¹⁹</p> <p>The city also published a handbook including all the guidelines necessary to hold an event, easily accessible online, on a webpage presenting all fees, types of permits and application requirements.²⁰</p> <p>In addition, the city coordinates its event permitting approach with event organizations, through the promotion of hireable events facilities such as the Martin Place Amphitheatre,²¹ and the "partner with a City of Sydney event" webpage. Sydney utilizes this webpage as a platform to collaborate with partners, facilitating communication, connection, and engagement with millions of consumers annually. Organizations are invited to become event sponsors and partners, presenting high-profile events and programs that showcase Sydney to</p>
--	--	---	--

⁹ Macon Bibb (2020) "Parks-Beautification-Special-Event-Application-2019-2020-002". Online at <https://www.maconbibb.us/wp-content/uploads/2019/10/Parks-Beautification-Special-Event-Application-2019-2020-002.pdf> accessed 19-04-2023

¹⁰ Ibid. p.5

¹¹ Ibid.

¹⁹ City of Sydney (n.d.) "Facility bookings & outdoor events". Online at <https://www.cityofsydney.nsw.gov.au/facility-bookings-outdoor-events> accessed 24-04-2023

²⁰ City of Sydney (2022) "Fees and charges for outdoor venue hire". Online at <https://www.cityofsydney.nsw.gov.au/lists-maps-inventories/fees-and-charges-for-outdoor-venue-hire> accessed 24-04-2023

²¹ City of Sydney (n.d.) "Amphitheatre, Martin Place". Online at <https://www.cityofsydney.nsw.gov.au/hireable-outdoor-spaces/amphitheatre-martin-place> accessed 24-04-2023

	<p>street closures, parades, filming, park events.¹²</p> <p>There is a nominal fee of \$50 for all Special Events Permits. Rental fees for parks and facilities vary depending on the type of user. General users, who are not charging for the event, may be charged \$100 for a 3-hour period with additional hourly rates, while profit users, who are charging for the event, may have different fee structures. Utility fees and security/traffic control fees may also apply, along with a damage deposit.¹³</p> <p>The applicant must also obtain liability insurance from an "A" rated Insurance Company to the amount of \$1,000,000 with no deductible for each occurrence, naming Macon-Bibb County as an additional insured. Host Liquor Liability coverage may also be required, and event sponsors and coordinators must have Local and State business licenses, if required.¹⁴</p> <p>The application must include a site plan that shows all temporary structures. Additionally, the applicant must</p>	<p>a global audience. Some of the opportunities include Sydney Christmas, Sydney New Year's Eve, Sydney Lunar Festival, the Lord Mayor's welcome to international students, as well as business events and programs focused on sustainability and retail. Various sponsorship packages are also offered and can be customized to align with a businesses' objectives and budgets.²²</p>
--	--	--

¹² Ibid.

¹³ Ibid.

¹⁴ Ibid.

²² City of Sydney (n.d.) "Partner with a City of Sydney event". Online at <https://www.cityofsydney.nsw.gov.au/business-permits-approvals-tenders/partner-city-sydney-event> accessed 24-04-2023

		<p>provide a description of the Safety/Security Plan, which is the responsibility of the event organizers to ensure public safety and protection of employees, participants, and citizens, and to provide evidence of a safety and emergency plan. The applicant is also responsible for security and/or traffic control, and the Parks and Beautification Department will determine requirements in consultation with the Macon-Bibb County Sheriff's Office.¹⁵</p> <p>Once the Special Event Permit Application is submitted, staff will review the proposed event to consider factors such as its potential effect on adjacent public and private property, traffic, parking, safety, structural soundness, site arrangement, noise, and hours of operation.¹⁶</p> <p>The event guidelines mention that all Macon-Bibb County parks are open from dawn to dusk. The document states that hours can be extended for special events, it also indicates that night time events should be limited.¹⁷</p> <p>Permission must also be obtained to include music or amplified sound, including megaphones, as part of a</p>	
--	--	--	--

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ Ibid.

		<p>special event. The county reserves the right to limit the sound amplification equipment so that it will not disturb non-participating persons around the event. Complaints of loud, disturbing or unnecessary noise can result in the immediate revocation of the permit and immediately end the event. The special event permit guidelines do not specify the authorized sound levels and hours of operation for amplified music, indicating that these may vary for each individual event.¹⁸</p>	
Liquor licensing	Yes	<p>Chapter 4 of the third part of the Macon-Bibb County’s code of ordinances sets the regulations regarding alcoholic beverages in Macon.²³</p> <p>It describes the categories of liquor licenses and their fees, the application process, and the distance requirements. The sale and consumption of alcoholic beverages are prohibited between 12:00 midnight and 8:00 a.m. on Sundays, and between 12:00 midnight and</p>	<p>In October 2019, Milwaukee moved forward with less-restrictive city codes that allow venues to host all-ages shows and simultaneously serve alcohol to patrons 21 and over.²⁷ The previous ordinance prevented venues from selling alcohol at all-ages shows unless licensed as a “center for the visual and performing arts.” The requirements of the license was for an event to feature a “culturally significant display of artwork” or have a stage</p>

¹⁸ Macon Bibb (2020) “Parks-Beautification-Special-Event-Application-2019-2020-002”. Online at <https://www.maconbibb.us/wp-content/uploads/2019/10/Parks-Beautification-Special-Event-Application-2019-2020-002.pdf> accessed 19-04-2023

²³ Library Municode (2023) “Macon-Bibb County, Georgia - Code of Ordinances PART III - CODE OF ORDINANCES Chapter 4 - ALCOHOLIC BEVERAGES ARTICLE II. - LICENSING”. Online at https://library.municode.com/ga/macon-bibb_county/codes/code_of_ordinances?nodeId=PTIIIICOOOR_CH4ALBE_ARTIIII accessed 22-02-2023

²⁷ City of Milwaukee (2019) “Liquor and Tavern Regulations 90-37.” Online at <https://city.milwaukee.gov/ImageLibrary/Groups/ccClerk/Ordinances/Volume-1/CH90.pdf> accessed 25-04-2023

		<p>11:00 a.m. on Monday - Saturday.</p> <p>Alcoholic beverages are not allowed in any Macon-Bibb County parks unless specifically permitted by the Macon-Bibb County Board of Commissioners and/or Mayor. If an applicant requests the sale or consumption of alcohol, they must submit procedures and logistics for serving with their Special Event Permit Application. This may include hours of operation, a site diagram showing dispensing locations, and security procedures. The potential for creating dangerous situations due to alcohol sales will also be considered. If alcohol sales are permitted, they must comply with the Macon-Bibb County Code of Ordinances regarding Alcoholic Beverages.²⁴</p> <p>The ordinance states that alcoholic beverages permits for special events amount to \$50.00 per day, and special event permits where the applicant is a non-profit</p>	<p>larger than 1,200 square feet (this is much larger than what most venues and clubs have).</p> <p>The 2019 less restrictive codes allow venues to present all-ages shows while still serving alcohol to guests 21+.²⁸ In addition, venues are only required to have a ‘designated performance space’. The 2019 law also states that underage patrons cannot enter the premises earlier than one hour before the scheduled performance, and must leave no later than half an hour after. Persons under 21 cannot purchase alcohol.²⁹ Like with most license applications, venues need to submit health and safety plans, and fees depend on a venue’s capacity, starting at \$150 for capacities under 25 and \$2,000 for capacities over 500.³⁰</p>
--	--	--	--

²⁴ Library Municode (2023) “Macon-Bibb County, Georgia - Code of Ordinances PART III - CODE OF ORDINANCES Chapter 4 - ALCOHOLIC BEVERAGES”. Online at https://library.municode.com/ga/macon-bibb_county/codes/code_of_ordinances?nodeId=PTIIIICOOOR_CH4ALBE_ARTIII_L_S4-22LICA accessed 20-04-2023

²⁸ Milwaukee Code of Ordinances Volume 1 regulatory ordinances (n.d.) “Chapter 90 Liquor and Tavern Regulations, section 90-37. Centers for the Visual and Performing Arts. 1.”,p.389. Online at <https://city.milwaukee.gov/ImageLibrary/Groups/ccClerk/Ordinances/Volume-1/CH90.pdf> accessed 31-03-2023

²⁹ City of Milwaukee (2020) “License Division Quarterly Newsletter”. Online at <https://city.milwaukee.gov/ImageLibrary/Groups/ccllicenses/Applications/Newsletters-License-Division/2020.pdf> accessed 30-03-2023

³⁰ City of Milwaukee (2014) “Public Entertainment Premises Business Information”. Online at <https://city.milwaukee.gov/ImageLibrary/Groups/ccLicenses/PEP.pdf> accessed 30-03-2023

		organization is \$25.00 per day. ²⁵ Alcohol caterers must apply for special event permits five days in advance of any event, and can apply online. ²⁶	
Entertainment district	Yes/No	<p>No entertainment or cultural district is officially defined in Macon. However, Downtown is defined and serves as the region’s dynamic entertainment district and cultural hub, offering a diverse calendar of performances at the city’s historic venues.³¹</p> <p>A map of Downtown Macon including accommodation, restaurants and attractions appears on the Macon 2019 Travel Guide.³²</p> <p>The creation of entertainment districts can also help to prevent conflicts between residents and businesses, as</p>	<p>Austin has nine official entertainment districts, each distinct in aesthetic and programming.³³ Sixth Street is a popular nightlife district among younger demographics, with licenses operating until 2:00 a.m. and traffic closed on Thursday-Saturday nights. The Warehouse, Red River and South Austin districts offer outdoor live music performances every night of the week.³⁴</p> <p>The entertainment districts’ specific policies such as late curfews for music help create a more vibrant city by encouraging more residents and visitors onto the streets to</p>

²⁵ Library Municode (2023) “Macon-Bibb County, Georgia - Code of Ordinances PART III - CODE OF ORDINANCES Chapter 4 - ALCOHOLIC BEVERAGES ARTICLE II. - LICENSING Sec. 4-22. - License categories.”. Online at https://library.municode.com/ga/macon-bibb_county/codes/code_of_ordinances?nodeId=PTIICOOR_CH4ALBE_ARTIIII_S4-22LICA accessed 20-04-2023

²⁶ Macon-Bibb County (2020) “Important announcement regarding special event permits for alcohol caterers”. Online at <https://www.maconbibbtax.us/alcohol-and-business.html> accessed 20-04-2023

³¹ NewTown Macon (n.d.) “Downtown Macon”. Online at <https://newtownmacon.com/visit-downtown/downtown-macon/> accessed 23-02-2023

³² Explore Georgia Org. (n.d.) “2019 Travel Guide Macon where souls live”. Online at https://www.exploregeorgia.org/sites/default/files/listing_documents/01bcae443008d161f9795a77cf1b200e_Macon2019TravelGuide.pdf accessed 25-04-2023

³³ Visit Austin (n.d.) “Get to know Austin’s Entertainment Districts.” Online at <https://www.austintexas.org/meeting-professionals/get-to-know-austins-entertainment-districts/> accessed 30-03-2023

³⁴ Ibid.

Music Office	No	<p>There is not a dedicated Music Office set in place currently in Macon. However, the Macon Arts Alliance operates with the aim of fostering and supporting the advancement of arts and culture, including music, in Central Georgia.³⁷</p> <p>A music office serves as an advocate for the local music ecosystem, negotiating policies, informing music stakeholders and fans about events, professional and funding opportunities, and fostering collaborations. It liaises with other sectors to establish funding programmes, develops networks domestically and internationally, promotes communication and transparency, and supports music education. A music office can also work to streamline licensing and funding processes, and expand the reach of the music sector.</p>	<p>Sound Diplomacy’s advice in Huntsville paved the way for the creation of the Huntsville Music Board. This governing body is a volunteer citizen advisory committee that aims to cultivate a diverse and vibrant music ecosystem providing opportunities to its community through the implementation of the strategy provided by Sound Diplomacy.</p> <p>The Board’s formation was followed by the hiring of a full-time Music Officer in 2022 and the creation of the Huntsville Music Office. The Huntsville Music Office is thus the Mayor’s Office’s responsibility, and aims to nurture and support Huntsville’s music ecosystem to strengthen the city’s economy, attract more visitors and enhance residents’ quality of life. The office aims to help the city’s music industry reach its full potential through advocacy, policy and strategic planning initiatives.³⁸</p> <p>Huntsville’s Music Office serves as an information center and provides resources for artists, fans, music businesses and industry professionals. These resources include information about the city’s entertainment districts, noise ordinance and special events permits, and a listing of colleges and universities that offer music education and</p>
--------------	----	--	--

³⁷ Macon Arts Alliance (n.d.) “About us”. Online at <https://www.maconartsalliance.org/> accessed 19-04-2023

³⁸ City of Huntsville, Alabama (n.d.) “Music Office, About us”. Online at <https://huntsvillemusic.com/about/> accessed 29-12-2022

			<p>performing arts programs, radio stations, venues and performance spaces.³⁹ In the 2023 city budget, the Music Office secured a first-time budget of \$100k+, in addition to the Music Officer salary established in 2022. This budget will be used to fund initiatives and programs of the Music Office and is expected to increase over time, as new needs are identified and programs are established.</p> <p>The Music Office also set up a comprehensive live music calendar⁴⁰ showcasing many local concerts and music events. In 2022, September was selected as “Huntsville Music Month”. The inaugural event celebrated the city’s music ecosystem, artists, venues, community events and organizations, and built excitement and inspired creation and collaborations through concerts and music events. The month-long initiative is due to take place annually and aims to showcase every aspect of Huntsville’s music scene in order to boost the city’s creative economy, promote music tourism, provide career development resources, and more.</p> <p>⁴¹</p>
--	--	--	---

³⁹ Huntsville Music (n.d.) “Ressources”. Online at <https://huntsvillemusic.com/resources/> accessed 30-12-2022

⁴⁰ City of Huntsville, Alabama (2022) “Music Calendar”. Online at <https://huntsvillemusic.com/calendar/> accessed 29-12-2022

⁴¹ City of Huntsville, Alabama (2022) “Huntsville Music Month”. Online at <https://huntsvillemusic.com/musicmonth/> accessed 29-12-2022

City-led funding and grants	Yes	<p>Macon’s creatives and businesses can benefit from the county’s various funding programs:</p> <ul style="list-style-type: none"> ● The Macon Arts Alliance has implemented the Creative Relief Fund with the purpose of extending direct financial assistance to artists and creatives in Central Georgia facing financial emergencies. The fund disburses grants ranging from \$500 to \$1,000 to support creative professionals.⁴² ● The Peyton Anderson Foundation is dedicated to supporting arts and culture in Macon-Bibb County, recognizing their regional impact in creating a sense of place and fostering community vibrancy. With over \$23 million granted for arts and culture projects, the Foundation prioritizes initiatives with measurable and lasting results, sustainable historic preservation, and innovative solutions to community challenges. However, eligible projects do not include festivals, endowments, general operations, or event sponsorships. Its beneficiaries include the Macon Arts Alliance, 	<p>The Scientific and Cultural Facilities District (SCFD) is a special regional sales and use tax across seven counties in the Denver Metro region that collects and distributes funding to nonprofit arts, culture and science groups. It collects a sales tax of one cent for every \$10 spent in the district. The district comprises the counties of Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson.</p> <p>More than \$66 million was collected and distributed to 300 organizations in 2019, the largest in the district’s 30-year history. This funding directly supports over 11,800 jobs in the Denver Metro region and creates \$1.9 billion in annual economic activity, as well as \$400 million in cultural tourism.⁴⁵</p>
-----------------------------	-----	---	---

⁴² Macon Arts Alliance (n.d.) “Creative Relief - A recovery fund for artists”. Online at <https://www.maconartsalliance.org/creativere Relief/> accessed 22-02-2023

⁴⁵ Scientific and Cultural Facilities District (n.d.) [Website]. Online at <https://scfd.org/> accessed 25-04-2023

		<p>theaters and operas, museums, foundations and more.⁴³</p> <p>Macon’s artists can also benefit from the State of Georgia’s music grant program:</p> <ul style="list-style-type: none"> • Georgia Music Foundation established the annual Georgia Music Grant, offering awards of up to \$5,000, and supporting music education, preservation, and outreach projects at Georgia schools and non-profit organizations. Previous grants have been used for various purposes such as providing instruments for schools, funding teaching artist residencies, supporting summer music camp instructors, facilitating exhibition design, museum programming, and documentary production, among others.⁴⁴ 	
Economic Development Incentives	No	No economic development incentives for the cultural sector could be found in Macon. However, Macon creatives can benefit from Georgia’s Music Investment Act , also known as House Bill 155 or Musical Tax Credit.	In 2020, Toronto City Council expanded the Creative Co-Location Facilities Property Tax subclass to include live music venues, which substantially lowered property taxes for qualifying live music venues to support their

⁴³ The Peyton Anderson Foundation (n.d.) “Arts & Culture”. Online at <https://www.peytonanderson.org/grants/program-areas/arts/> accessed 19-04-2023

⁴⁴ Georgia Music Foundation (2023) “Georgia Music Grant”. Online at <https://www.georgiamusicfoundation.org/georgia-music-grant> accessed 19-04-2023

		<p>This tax credit was designed to retain, create and grow thousands of job opportunities for crew, staff, techs, musicians, and composers in the state, in the recording, scoring, and live productions sectors. The Bill offers a 15-25% tax credit for touring productions that spend over \$500,000 in Georgia, with additional benefits for hiring Georgia residents.</p> <p>For recording projects, a 15-25% tax credit is provided for those that spend a minimum of \$100,000 in a year, and projects can be aggregated to attract more projects from the same companies. Similarly, a 15-25% tax credit is available for scoring projects that spend a minimum of \$250,000 in a year.⁴⁶</p>	<p>sustainability and growth. Venues must meet application criteria, which includes infrastructure requirements, a minimum threshold of live music shows annually, and guaranteed compensation for artists. Applications and supporting documentation are submitted to the city via email and assessed by taxation year.⁴⁷</p> <p>According to data from the city, 48 venues received the credit in 2020, with 58 venues receiving it in 2021. Average savings for music venues as a result of the program was \$18,995.⁴⁸ In 2022, the city decided to make the tax break program permanent. As a result of the program, eligible live music venues in Toronto have saved \$1.7 million collectively each year.⁴⁹</p>
Music workspace/hub	Yes	<ul style="list-style-type: none"> • Mercer Music at Capricorn is a vibrant music hub located in Downtown Macon that serves as a catalyst for nurturing and supporting local musicians while leveraging Macon's rich music 	<p>In 2019, the Signal Hub, one of the largest music and sound communities in the world, was launched in Toronto. The space houses over 25 studios, as well as work and event</p>

⁴⁶ Georgia Music Partners (n.d.) "We celebrate a milestone but there's more work to do". Online at <https://georgiamusicpartners.org/georgia-music-day-what-now-hb155-georgia-music-investment-act-2/> accessed 19-04-2023

⁴⁷ City of Toronto (2022). "Creative Co-Location Facilities Property Tax Subclass Designation". Online at <https://www.toronto.ca/wp-content/uploads/2022/01/957f-2022Application-FormCCProperty-Tax-Subclass-DesignationAODA.pdf> accessed 11-04-2023

⁴⁸ City of Toronto (2022) "Mayor Tory celebrates Toronto's music industry and the return of live music across the city". Online at <https://www.toronto.ca/news/mayor-tory-celebrates-torontos-music-industry-and-the-return-of-live-music-across-the-city/> accessed 11-04-2023

⁴⁹ Ibid.

		<p>heritage.⁵⁰ It includes the Capricorn Music Incubator, offering rehearsal rooms for rent with 24/7 access and opportunities to connect with other musicians, to hold small concerts, special events and educational programs.⁵¹ It also has Capricorn Sound Studios, state-of-the-art recording studios with historic significance,⁵² and features the Capricorn Museum,⁵³ an interpretive component engaging the community through storytelling. In addition, the hub offers offices, co-working space, and meeting rooms for rent.⁵⁴</p> <ul style="list-style-type: none"> ● The 567 Center for Renewal serves as a community space in downtown Macon, fostering collaboration among entrepreneurs, artists, and musicians; and helping them find the resources needed to succeed as creative professionals. Through various events, visual arts classes, and 	<p>space. Individuals can rent private production rooms and writing suites on a monthly or hourly basis.⁵⁶</p> <p>The 16,000 square foot hub is home to recording studios, production rooms, editing suites, and communal work spaces and offices.</p> <p>Monthly memberships range in price depending on the amount of studio time and office type desired. All members get access to Signal's online platform, which contains data on Signal's membership base. This helps to encourage new partnerships and collaborations for less well-connected individuals, while allowing seasoned members of the music industry to book talent from within a trusted community.⁵⁷</p>
--	--	--	--

⁵⁰ Mercer University, Mercer Music at Capricorn (n.d.) "About". Online at <https://capricorn.mercer.edu/> accessed 25-04-2023

⁵¹ Mercer University, Mercer Music at Capricorn (n.d.) "Incubator". Online at <https://capricorn.mercer.edu/incubator/> accessed 25-04-2023

⁵² Mercer University, Mercer Music at Capricorn (n.d.) "Sound Studios". Online at <https://capricorn.mercer.edu/sound-studios/> accessed 25-04-2023

⁵³ Mercer University, Mercer Music at Capricorn (n.d.) "Museum". Online at <https://capricorn.mercer.edu/museum/> accessed 25-04-2023

⁵⁴ Mercer University, Mercer Music at Capricorn (n.d.) "Office Space". Online at <https://capricorn.mercer.edu/offices/> accessed 25-04-2023

⁵⁶ Signal (n.d.) "About Us". Online at <https://www.createsignal.com/about-us-good> accessed 25-04-2023

⁵⁷ Mok, T. (2019). "Toronto now has a coworking space for musicians and creative types." Online at <https://www.blogto.com/music/2019/01/signal-coworking-space-toronto/> accessed 25-04-2023

		<p>business development initiatives, the center aims to cultivate a vibrant and creative atmosphere in Macon and its surrounding areas. The 567 Center for Renewal strives to be recognized as a place where quality art is showcased and sold, where individuals of all ages can engage in concerts, shows, and performances, and where classes and lectures promote creativity and appreciation for the arts.⁵⁵</p>	
Music Education	Yes	<ul style="list-style-type: none"> ● Mercer University's Townsend School of Music is a highly regarded institution renowned for its faculty, accomplished students, and state-of-the-art facilities.⁵⁸ The school offers a wide range of undergraduate and graduate programs, including Bachelor of Music degrees in Performance, Education, and Arts, as well as Master of Music degrees in Performance, Conducting, Church Music, and Collaborative Piano. The school places a strong emphasis on developing musicians with a high level of artistry and musicianship. Students have the opportunity 	<p>Nashville's Music Makes Us initiative is a partnership with Metro Nashville Public Schools, the Mayor's Office and the Nashville music community. The program's main goal is to eliminate barriers to music education and increase student participation while adding a contemporary curriculum that embraces new technologies and reflects the diverse student population.</p> <p>Music Makes Us achieves this by providing "world-class music education and support for Nashville students"</p>

⁵⁵ The 567 Center (n.d.) "Homepage". Online at <https://www.the567center.org/> accessed 20-06-2023

⁵⁸ Mercer University (n.d.) "Music School". Online at <https://music.mercer.edu/> accessed 22-06-2023

		<p>to participate in various instrumental ensembles, such as the Wind Ensemble, Jazz Ensemble, Marching Band, Pep Band, and numerous smaller groups focusing on specific instruments or genres. These ensembles allow students to gain extensive performing experience and showcase their skills.</p> <p>The keyboard area at the Townsend School of Music offers a comprehensive education in solo and collaborative piano performance.</p> <p>Alumni from the Vocal Studies program have gone on to have successful careers in performance, music education, and sacred music. Mercer students have sung in renowned opera companies worldwide and have won competitions sponsored by various opera companies.⁵⁹</p> <p>In addition to its academic programs, the Townsend School of Music offers outside-the-classroom opportunities such as instrumental ensembles, opera, choral music, athletic bands, and community music programs. These programs provide students with practical</p>	<p>through course offerings ranging from concert band and jazz ensemble to music production and songwriting.⁸⁰</p>
--	--	--	---

⁵⁹ Mercer University (n.d.) “Degrees and Programs”. Online at <https://music.mercer.edu/> accessed 22-06-2023

⁸⁰ Metro Nashville Public Schools (n.d.) “Programs.” Online at <https://musicmakesus.mnps.org/programs> accessed 22-06-2023

		<p>experiences, community engagement, and further avenues to showcase their talents.⁶⁰</p> <ul style="list-style-type: none"> ● The Robert McDuffie Center for Strings at Mercer University's Townsend School of Music offers a program for students aspiring to achieve musical excellence. The center boasts a faculty of internationally acclaimed performing artists who provide instruction to a limited enrollment of 27 students specializing in violin, viola, cello, and double bass. Students accepted into the center receive a full-tuition scholarship.⁶¹ <p>The McDuffie Center for Strings offers an immersive conservatory experience combined with a hybrid curriculum that includes music, liberal arts, and business courses. The Center provides various enrichment opportunities, such as recording projects with notable musicians, televised performances, and international concerts at the Rome Chamber Music Festival.⁶²</p>	
--	--	---	--

⁶⁰ Mercer University (n.d.) "Outside the Classroom". Online at <https://music.mercer.edu/outside-the-classroom/> accessed 22-06-2023

⁶¹ Mercer University (n.d.) "McDuffie Center for Strings". Online at <https://mcduffie.mercer.edu/> accessed 22-06-2023

⁶² Rome Chamber Music Festival (n.d.) "Constantine Janello". Online at <https://romechamberfestival.org/it/performer/constantine-janello-2/> accessed 22-06-2023

		<p>Mercer’s Townsend School of Music and Robert McDuffie Center for Strings bring the world’s finest classical musicians to the area.⁶³</p> <ul style="list-style-type: none"> ● The Tattnall Square Center for the Arts, located at Mercer University, serves as a hub for the arts and theater. It is home to the University's Theatre Department and functions as a community theater and arts venue. The center has undergone renovations to create a versatile arts space, with former Sunday School classrooms transformed into teaching studios, a scenic shop, costume shop and storage, and faculty offices. The Tattnall Square Center aims to provide a comprehensive space for various artistic endeavors, including visual and performing arts, lectures, film screenings, and workshops hosted by community arts organizations. It serves as a platform for the integration of performing arts, visual arts, education, and film.⁶⁴ <p>Tattnall Square Academy's Fine Arts facility, housed within the center, offers students the</p>	
--	--	--	--

⁶³ Macon Arts Alliance (2020) “Macon cultural plan 20-25”. Online at https://www.maconartsalliance.org/wp-content/uploads/2485_MACON-Cultural-Plan_July29.pdf accessed 22-06-2023

⁶⁴ Mercer University (n.d.) “Tattnall Square Center for the Arts”. Online at <https://tattnall.mercer.edu/> accessed 22-06-2023

		<p>opportunity to engage in a range of fine arts disciplines, including chorus, band, drama, visual arts, and participation in instrumental ensembles.⁶⁵</p> <ul style="list-style-type: none"> ● Middle Georgia State University (MGA) offers a diverse range of programs and degrees on multiple campuses, serving over 7,600 students. The Macon campus is home to the Music Program within the Department of Media, Culture, & the Arts. The Music Program at MGA provides opportunities for both music majors and non-music majors through various courses, applied lessons, and ensembles. Their Bachelor of Arts in Contemporary Musicianship (BACM) degree is a progressive and forward-looking music degree, offering concentrations in classical and commercial music. The program aims to prepare students for the cultural economy of the 21st century by incorporating courses in music technology, studio production, songwriting, scoring, arranging, marketing, entrepreneurship, and nonprofit management. In the BACM program, students receive classical training for the first two years and can then choose to explore different 	
--	--	--	--

⁶⁵ Tattnell Square Academy “Fine Arts”. Online at <https://www.tattnell.org/academics/fine-arts/> accessed 22-06-2023

		<p>musical styles during the final two years. The program recognizes the importance of developing technical skills and interpretive styles in classical music while also equipping students to excel in non-classical genres such as R&B, gospel, and contemporary church music. The curriculum emphasizes music theory, technique, improvisation, and the understanding of the music industry. For those interested in music education, the BACM program can serve as a platform for pursuing a Master of Arts in Teaching (MAT) in Music Education degree, leading to certification. This approach allows students to complete their bachelor's degree in music and then pursue a teaching master's, potentially entering the teaching profession with more musical experience and an advanced degree.⁶⁶</p> <p>MGA also offers an Associate of Arts (A.A.) degree in Music, which includes courses in music theory, aural skills, ensembles, and applied lessons. Students can choose from a variety of instruments for private study and participate in ensembles that complement their applied area. Completion of the</p>	
--	--	--	--

⁶⁶ Middle Georgia State University (n.d.) "Music Program". Online at <https://www.mga.edu/programs/music/contemporary-musicianship.php> accessed 22-06-2023

		<p>associate's degree provides a solid foundation for pursuing a bachelor's degree in music or other related disciplines.⁶⁷</p> <ul style="list-style-type: none"> ● The Macon Bibb public schools district's commitment to arts and culture is evident with 80 dedicated fine arts teachers spread across 34 schools. Bibb-County School District currently has multiple partnerships with arts education organizations, and 80 fine art teachers throughout the district in grades K-12. Of these, 21 of 34 fine arts teachers serving in K-5 teach music.⁶⁸ <p>The Department of Fine Arts and Magnet Programs in the Macon Bibb School District is dedicated to providing a comprehensive fine arts education that nurtures the unique abilities of each student. The department collaborates with teachers of various disciplines, including band, chorus, dance, general music, orchestra, theater,</p>	
--	--	---	--

⁶⁷ Middle Georgia State University (n.d.) "Academic Catalog". Online at <https://mga.smartcatalogiq.com/2022-2023/undergraduate-catalog/programs/school-of-arts-and-letters/department-of-media-culture-and-the-arts/music-aa/> accessed 22-06-2023

⁶⁸ Macon Arts Alliance (2020) "Macon cultural plan 20-25". Online at https://www.maconartsalliance.org/wp-content/uploads/2485_MACON-Cultural-Plan_July29.pdf accessed 22-06-2023

		<p>and visual arts, to offer a diverse range of opportunities for students to engage in the arts.⁶⁹</p> <ul style="list-style-type: none"> ● The Otis Redding Center for the Arts aims to empower and enrich young people through music, writing, and instrumentation lessons, programs and camps. Established in 2007 in honor of the late Otis Redding's philanthropic efforts, the Otis Redding Foundation offers programs and scholarships to support youth education and empowerment. The upcoming renovation of the Otis Redding Center for the Arts in Downtown Macon will provide classrooms, practice, and studio spaces for students to explore various aspects of music, including songwriting, production, and performance. The Center also features an amphitheater for student performances and community gatherings. Private music lessons in piano, percussion, audio engineering, vocal performance, violin, and guitar are also offered, with opportunities for recitals at the end of each semester.⁷⁰ 	
--	--	---	--

⁶⁹ Bibb County School District (n.d.) "Fine Arts and Magnet Programs". Online at https://www.bcsdk12.net/departments/fine_arts_and_magnet_programs accessed 22-06-2023

⁷⁰ Otis Redding Foundation (n.d.) "Center for the Arts". Online at <https://otisreddingfoundation.org/center-for-the-arts/> accessed 25-04-2023

		<p>In September 2023, the Otis Redding Center for the Arts received a \$1.5 million investment from the Knight Foundation.⁷¹ The Knight Foundation is an organization that supports various initiatives, including free expression, journalism, arts, culture, media, and democracy research.⁷² The investment focuses on enhancing technology utilization at the Otis Redding Center for the Arts.⁷³</p> <ul style="list-style-type: none"> ● The Creative Alternative is an arts and music studio, educational facility, and gallery, which have been instrumental in nurturing the Macon community's artistic expression for over three decades.⁷⁴ The Creative Alternative offers weekly classes, school break and summer camps, workshops, special events and more.⁷⁵ The music lessons cover various instruments and skills, including guitar, bass, beginning piano, voice, 	
--	--	---	--

⁷¹ Knight Foundation (2023) “On Macon’s bicentennial, Knight Foundation extends its commitment to Macon’s news, music, culture and downtown amenities”. Online at <https://knightfoundation.org/press/releases/on-macons-bicentennial-knight-foundation-extends-its-commitment-to-macons-news-music-culture-and-downtown-amenities/> accessed 11-10-2023

⁷² Knight Foundation (n.d.) “About”. Online at <https://knightfoundation.org/about/> accessed 11-10-2023

⁷³ Knight Foundation (2023) “On Macon’s bicentennial, Knight Foundation extends its commitment to Macon’s news, music, culture and downtown amenities”. Online at <https://knightfoundation.org/press/releases/on-macons-bicentennial-knight-foundation-extends-its-commitment-to-macons-news-music-culture-and-downtown-amenities/> accessed 11-10-2023

⁷⁴ Macon 365 (2023) “The Creative Alternative”. Online at <https://www.macon365.com/venue/the-creative-alternative/> accessed 22-06-2023

⁷⁵ The Creative Alternative (n.d.) “About us”. Online at <https://www.creativealternative.art/studio> accessed 22-06-2023

		<p>flute, stage presence, beginning ukulele, sax, and trumpet.⁷⁶ The 2023 music summer camps include the Folk & Blues Art Camp,⁷⁷ and the Classical Compositions Art Camp.⁷⁸</p> <ul style="list-style-type: none"> ● The Jazz Association of Macon is actively involved in music education through scholarship opportunities. The association offers three scholarships for music students. The Marc Whitten Memorial Music Scholarship is available to middle school, high school, or college students residing in specific counties, providing funds for music instruments, equipment, private lessons, or in-depth study like summer music camp. The Bob Barnette Memorial Music Scholarship is awarded to middle school or high school students from designated counties, offering financial support for music-related needs. Lastly, the Young Jazz Musician Scholarship is granted to graduating high school students who have demonstrated proficiency in jazz as instrumentalists or vocalists. 	
--	--	---	--

⁷⁶ The Creative Alternative (n.d.) “Music”. Online at <https://www.creativealternative.art/music> accessed 22-06-2023

⁷⁷ The Creative Alternative (2023) “Folk & Blues Art Camp”. Online at <https://www.creativealternative.art/caevents/folk-blues-art-camp> accessed 22-06-2023

⁷⁸ The Creative Alternative (2023) “Classical Compositions Art Camp”. Online at <https://www.creativealternative.art/caevents/folk-blues-art-camp-8j4g9-y39l5-3sw37-dapeg> accessed 22-06-2023

		<p>These scholarships contribute to the development and advancement of young musicians in the Macon area, supporting their musical aspirations and providing opportunities for growth and learning.⁷⁹</p>	
Professional Development Programs & Talent retention	Yes/no	<ul style="list-style-type: none"> Professional development and talent retention are addressed as priorities in the Macon Arts Alliance Cultural plan.⁸¹ The objective is to encourage innovation, creative enterprise, and entrepreneurship for artists at all career levels. Mercer Music at Capricorn organized a Music Business Summit in 2023.⁸² The summit sold out weeks in advance and attracted 80 registrants. In fall 2023, Mercer Music at Capricorn will launch a series of certificate programs for professional musicians and related professionals. The first six-week program will begin in September and 	<p>First Music Contact (FMC) is an Irish Arts Council-funded resource organization for the popular music sector in Ireland with local, national and international impact. For the past 27 years, FMC has supported and showcased the careers of Ireland’s popular musicians and professionals. Through a strategic talent development pipeline, FMC provides popular music artists in Ireland with the resources, training, skills development and showcase platforms needed to advance their careers and creative output internationally. FMC operates from a philosophy that puts the musician at the center of the music industry. Its main activity is providing a mentorship program for popular</p>

⁷⁹ The Jazz Association of Macon (n.d.) “scholarships for students”. Online at <https://www.maconjazz.org/scholarship> accessed 22-06-2023

⁸¹ Macon Arts Alliance (2020) “Macon Cultural Plan 20/25” Online at https://www.maconartsalliance.org/wp-content/uploads/2485_MACON-Cultural-Plan_July29.pdf accessed 22-02-2023

⁸² TheDen (2022) “Mercer Music at Capricorn to host inaugural Music Business Summit”. Online at <https://den.mercer.edu/mercer-music-at-capricorn-to-host-inaugural-music-business-summit/> accessed 25-04-2023

		<p>focus on live sound recording. The plan is to start by offering two programs per year and expand from there (depending on demand).⁸³</p> <ul style="list-style-type: none"> • Mercer School of Music organizes various professional development seminars and workshops for musicians throughout the year.⁸⁴ 	<p>music artists.⁸⁵</p> <p>FMC built a music portal to showcase Ireland's newest music and give visibility to over 16,000 new artists.⁸⁶</p> <p>FMC also formed the Association of Independent Music in 2019, and committed to coordinating and supporting AIM Ireland and the interim board until the end of 2021. FMC continues to be involved to represent artists' needs as the organization grows. The Association aims to develop policies for the benefit of rights holders and those working with them, and to provide a tiered approach to skills development and support a career path for individuals. AIM provides training, networking, and financial support to its 150 members across all sectors, including independent labels, artist managers, studios and producers, publishers, providers of music services (PR, legal, finance, photography etc) and independent live musicians.⁸⁷</p> <p>FMC also organizes professional development and networking events, workshops and seminars, and serves as</p>
--	--	---	--

⁸³ Sent by client

⁸⁴ Mercer School of Music

⁸⁵ First Music Contact (2023) "Homepage". Online at <https://www.firstmusiccontact.com/> accessed 25-04-2023

⁸⁶ Breaking Tunes (n.d.) "Featured artists". Online at <https://www.breakingtunes.com/> accessed 12-05-2023

⁸⁷ AIM Ireland (n.d.) "Aims and Objectives". Online at <https://www.aimireland.ie/about-us-3> accessed 12-05-2023

			a platform to raise awareness of obstacles faced by artists. Through advocacy, education, professional development events, workshops, artists can be provided with new skills, knowledge, and networking opportunities.
Audience Development program	No	Although audience development is considered a priority in Macon’s Arts Alliance Cultural plan, ⁸⁸ no existing audience development programs could be found in Macon.	<p>North by Northeast (NXNE) is held annually in Toronto. Over the course of one week, over 20 of Toronto’s live music venues showcase thousands of domestic and international emerging artists.⁸⁹</p> <p>The event aims to make great music accessible and inclusive with its low cost of \$25 for a full festival pass, which includes all five nights of programming. NXNE offers \$15 tickets for those looking to attend only one show. The NXNE Festival features about 1,000 music performers and attracts about 350,000 visitors every year.⁹⁰</p>

⁸⁸ Macon Arts Alliance (2020) “Macon Cultural Plan 20/25” Online at https://www.maconartsalliance.org/wp-content/uploads/2485_MACON-Cultural-Plan_July29.pdf accessed 22-02-2023

⁸⁹ NXNE (n.d.) “About”. Online at <https://www.nxne.com/history> accessed 25-04-2023

⁹⁰ Rove (2023) “NXNE Festival 2023”. Online at <https://rove.me/to/toronto/nxne-festival> accessed 19-06-2023

Music Heritage Support	Yes	<ul style="list-style-type: none"> • The Museum at Capricorn provides an engaging and informative experience that explores the historical significance of Capricorn Records and Capricorn Sound Studios within Macon's music heritage. Spanning over 1,200 square feet, the museum features a collection of artifacts, murals, and interactive digital kiosks that vividly portray the story of Capricorn. Through a combination of music, videos, and informative text, visitors can delve into the impact of this independent Southern label on Macon's cultural landscape and its broader influence on American society during the 1970s. Visitors can engage with an interactive display that offers a self-guided tour of Capricorn Records, featuring correspondence, photos, recordings, interviews, album art, and label publicity. Through a digital record bin, visitors can explore the label's diverse musical catalog, listen to sample tracks, and discover the team of 	<p>The Mississippi Blues Trail is a collection of sites bearing historic significance to the local blues scene (and further, the global blues scene).¹⁰²</p> <p>The Trail is an ongoing project of the Mississippi Blues Commission.¹⁰³</p> <p>The trail is accessible via iOS and Android apps, on the official website or by requesting a physical map brochure online. Each platform directs users to the sites and provides a summary of their significance. There is also a calendar available which collects blues-related events happening along the trail for users to coordinate their travel dates with. It also highlights the potential of digital technology for increasing user engagement.¹⁰⁴</p>
------------------------	-----	---	---

¹⁰² Mississippi Blues Trail (2022) "Experience the Blues". Online at <https://msbluestrail.org/> accessed 04-07-2023

¹⁰³ Mississippi Blues Trail (n.d.) "Commission". Online at <https://msbluestrail.org/commission> accessed 04-07-2023

¹⁰⁴ Mississippi Blues Trail (2022) "Experience the Blues". Online at <https://msbluestrail.org/> accessed 04-07-2023

		<p>talented individuals and artists who contributed to Capricorn's unique and influential sound.⁹¹</p> <ul style="list-style-type: none"> ● The Jazz Association of Macon plays a significant role in supporting music heritage in Macon. Their purpose is to encourage, present, and preserve jazz music, as well as create new audiences for jazz. By developing a network among local and regional jazz advocates, the association increases awareness of jazz events and musicians in the community. Through its efforts, the association contributes to the preservation and promotion of Macon's rich jazz heritage.⁹² ● The Tubman African American Museum serves as a vibrant hub for celebrating and sharing the rich art and history of African Americans. With a mission to promote cultural understanding and inspire positive change, the museum offers engaging exhibitions and events that highlight Macon's music heritage.⁹³ One of their notable exhibitions, "A Legacy of Soul: Macon's Music 	
--	--	---	--

⁹¹ Mercer University, Mercer Music at Capricorn (n.d.) "Museum". Online at <https://capricorn.mercer.edu/museum/> accessed 25-04-2023

⁹² The Jazz Association of Macon (n.d.) "Homepage". Online at <https://www.maconjazz.org/> accessed 22-06-2023

⁹³ Tubman African American Museum (n.d.) "Our Mission". Online at <https://www.tubmanmuseum.com/> accessed 22-06-2023

		<p>Heritage," explored the contributions of local and national artists who played a pivotal role in the development of R&B, Soul, and Southern Rock music. This exhibition paid homage to the influential artists and performance venues that shaped Macon's vibrant music scene and solidified its reputation as a center of creative energy and musical innovation.⁹⁴</p> <p>The Tubman Pan African Festival exemplifies Macon's significance as a cultural hub for African-American traditions. The festival showcases the city's deep gospel music traditions, its historic neighborhoods like Pleasant Hill (which is home to Little Richard's childhood house), and its vibrant churches.⁹⁵ Additionally, the museum hosts exciting events such as the Greek Stroll Off,⁹⁶ where local fraternities and sororities showcase their moves in a spirited competition. The All That Jazz Concert and Gala, featuring renowned</p>	
--	--	--	--

⁹⁴ Macon 365 (2020) "A Legacy of Soul: Macon's Music Heritage". Online at <https://www.macon365.com/event/a-legacy-of-soul-macons-music-heritage/> accessed 22-06-2023

⁹⁵ Tubman African American Museum (2023) "Pan African Festival 2023". Online at https://www.tubmanmuseum.com/events_items/pan-african-festival-2023/ accessed 22-06-2023

⁹⁶ Tubman African American Museum (2023) "Exhibits and Events". Online at <https://www.tubmanmuseum.com/exhibits-and-events/> accessed 22-06-2023

		<p>performers like Sheila E, is another highlight on the museum's event calendar.⁹⁷</p> <ul style="list-style-type: none"> ● The Allman Brothers Band Museum at The Big House showcases the history of the band and features various rooms highlighting the band's history. The Fillmore East Room served as their jam and rehearsal space, while the Old Dining Room showcases artifacts from 1973 onwards. Visitors can explore Duane Allman's bedroom and Brittany Oakley's cheerful room filled with toys. The museum also includes the "Casbah" or Music Room, Roadie Room, Kitchen, Walk-in Closet, and Candace Oakley and Gregg Allman Room, each offering unique exhibits and memorabilia from the band's journey.⁹⁸ ● Otis Redding Museum offers a unique collection of exclusive treasures and merchandise dedicated to the legendary artist.⁹⁹ 	
--	--	--	--

⁹⁷ Ibid.

⁹⁸ The Big House Museum (n.d.) "Tour information". Online at <https://thebighousemuseum.com/museum-tour/> accessed 22-06-2023

⁹⁹ The Otis Redding Museum (n.d.) "The Otis Redding Museum". Online at <https://otisreddingfoundation.org/about-us/visit-us/> accessed 22-06-2023

		<ul style="list-style-type: none"> The Macon Georgia website also features a Macon’s Music Heritage webpage,¹⁰⁰ and a Macon’s music today webpage,¹⁰¹ both showcasing the city’s rich music identity. 	
Music tourism strategy	Yes	<p>Several initiatives have been established to develop Macon’s music tourism strategy:</p> <ul style="list-style-type: none"> Macon’s tourism website, “Visit Macon”,¹⁰⁵ highlights the city’s music industry. The website features an events webpage and a calendar showcasing all events taking place in Macon,¹⁰⁶ including concerts, arts and culture events, festivals, theater, entertainment events.¹⁰⁷ The website also includes a music section in its “Things to do” webpage,¹⁰⁸ presenting Macon’s musical heritage, Macon’s music videos series, the 	<p>Established in 2018 as a key recommendation of the ‘Developing a Liverpool City of Music Strategy’ document,¹²² the Liverpool City Region Music Board is an independent panel of 22 music experts and influential figures (including 8 observers providing specialist/technical advice) responsible for consolidating Liverpool City region’s position as a world-renowned music capital and ensuring local music businesses and communities have an active role in local/regional decision-making on music.¹²³</p> <p>The Liverpool City Region Music Board is actively involved in promoting and supporting sustainable music tourism in</p>

¹⁰⁰ Macon Georgia (n.d.) “Macon’s Music Heritage”. Online at <https://www.maconga.org/plan/music-heritage/> accessed 22-06-2023

¹⁰¹ Macon Georgia (n.d.) “Macon’s Music Today”. Online at <https://www.maconga.org/plan/music-heritage/macons-music-today/> accessed 22-06-2023

¹⁰⁵ Macon Where Soul Lives (n.d.) “homepage”. Online at <https://www.maconga.org/> accessed 22-02-2023

¹⁰⁶ Macon Where Soul Lives (n.d.) “homepage”. Online at <https://www.maconga.org/> accessed 22-02-2023

¹⁰⁷ Macon Where Soul Lives (2023) “Events”. Online at <https://www.maconga.org/events/> accessed 22-02-2023

¹⁰⁸ Macon Where Soul Lives (2023) “Music”. Online at <https://www.maconga.org/things-to-do/music/> accessed 22-02-2023

¹²² BOP (2018) “Culture Liverpool, Developing a Liverpool City of Music Strategy”. Online at <http://bop.co.uk/assets/others/Developing-Liverpool-Music-strategy-February-2018-1.pdf> accessed 26-07-2021

¹²³ Liverpool City Region Music Board (n.d.) “Our priorities”. Online at <https://www.lcrmusicboard.co.uk/our-priorities/> accessed 06-04-2023

		<p>city’s music attractions, the live music calendar, and the Music Trail Mobile App, which offers GPS locations, stories and multimedia for visitors to discover and explore Macon's music assets.¹⁰⁹</p> <ul style="list-style-type: none"> ● Visit Macon’s current Strategic Plan 22-25 includes moving towards a Music City as one of its four major goals.¹¹⁰ The objective is to brand Macon as a “music destination.” To achieve this goal, Visit Macon will “continue to showcase the vibrancy, variety and depth of Macon’s musical heritage and history through expanded content, destination storytelling and integrated marketing efforts aimed at growing awareness of Macon.”¹¹¹ Visit Macon also highlights musical artists with Macon roots, musical artists who draw inspiration from Macon legends or the current music climate in Macon, and musical artists who record at Capricorn Sound Studios and Museum in its series of “Macon Music Effect” videos. 	<p>the region. One of their key actions was to establish a central website and hub to promote music in the city. This website serves as a central platform for visitors to access information about the music scene in the city and the region.</p> <p>The Board is also focused on promoting The Beatles not just as a heritage attraction, but also as a symbol of what they stood for, which includes promoting and growing the current music offer in the region. Future work will include establishing a clearview policy, and plan for utilizing the City's UNESCO status, to serve as a key attraction for music tourists.</p> <p>The Board is working with the city's tourism and marketing agencies to develop a strategy to market Liverpool and the City Region as a World Music City Region. It is also encouraging Councils to act as enablers, rather than direct producers and curators of festivals as part of the City</p>
--	--	---	---

¹⁰⁹ Ibid.

¹¹⁰ Visit Macon (2022) “FY22-25 Visit Macon Strategic Plan and Goals Leadership Team”. Sent by client

¹¹¹ Ibid. p.8

		<ul style="list-style-type: none"> ● The Macon Arts Alliance Cultural plan 20-25 places cultural tourism as its first priority,¹¹² following the objective to brand Macon as a vibrant, innovative, and creative destination. To achieve this goal, several strategies and actions are described in the plan including developing Macon’s potential to be recognized as a Music City through the establishment of a Music Commission of public and private stakeholders, and considering joining the Music Cities Network or hosting. The objective would be for Macon to join Nashville, Austin, Muscle Shoals and Memphis as a known music destination and to be a talent hub. ● Macon has launched the Macon Music Trail App, which allows visitors to access a narrated musical tour of Macon’s current venues, heritage, events, etc.¹¹³ 	<p>Region's visitor offer. This will help to support the growth of the music tourism industry in the region.</p> <p>Finally, the Board's 'Music Heritage and Tourism' sub-group meets regularly to discuss and focus on this key priority.¹²⁴</p>
--	--	---	--

¹¹² Macon Arts Alliance (2020) “Macon Cultural Plan 20/25” p.26. Online at https://www.maconartsalliance.org/wp-content/uploads/2485_MACON-Cultural-Plan_July29.pdf accessed 22-02-2023

¹¹³ 13wmaz (2023) “Visit Macon celebrates Macon Music Trail App Launch at Grant's Lounge”. Online at <https://www.13wmaz.com/article/news/local/visit-macon-celebrates-macon-music-trail-app-launch/93-805f194f-351c-44c1-b1ee-4c2594c59c2f#:~:text=The%20Macon%20Music%20Trail%20App%20is%20a%20music%20lover's%20self.celebrate%20the%20app's%20official%20launch>. Accessed 25-04-2023

¹²⁴ Liverpool City Region Music Board (n.d.) “Our priorities”. Online at <https://www.lcrmusicboard.co.uk/our-priorities/> accessed 06-04-2023

		<ul style="list-style-type: none"> ● Visit Macon also sponsored the Music Cities Event’s first Music Tourism Convention held in Cleveland in 2023 to align with its goal of being a host of a future Convention in Macon.¹¹⁴ ● Macon365 is the one-stop, online source for arts, cultural and community events in Central Georgia, and also features a calendar of music events.¹¹⁵ ● Macon is showcased on the Explore Georgia tourism website as a music destination.¹¹⁶ ● The Newtown Macon platform also includes a Music Lover section showcasing music events, music venues, and tourist attractions located in Downtown Macon such as the Rose Hill Cemetery, which was an inspiration to the Allman Brothers Band and the backdrop for one of the band’s first album covers.¹¹⁷ ● The Bragg Jam festival is held each year in Macon. It is dedicated to creating, curating, 	
--	--	---	--

¹¹⁴ Sent by client

¹¹⁵ Macon365 (2023) “featured events - music”. Online at <https://www.macon365.com/> accessed 22-02-2023

¹¹⁶ Explore Georgia (n.d.) “Macon”. Online at <https://www.exploregeorgia.org/city/macon> accessed 25-04-2023

¹¹⁷ Newtown Macon (n.d.) “Music Lover”. Online at <https://newtownmacon.com/visit-downtown/things-to-do/music-lover/> accessed 25-04-2023

		<p>supporting, and promoting live music experiences. With a rich history spanning over two decades, Bragg Jam has organized over 1,000 unique live shows, including Concert Crawls and Second Sunday Concerts.¹¹⁸ It has contributed significant financial support to artists through paid performances and have also made charitable contributions to community projects like the Ocmulgee Heritage Trail¹¹⁹ and Amerson River Park.¹²⁰</p> <ul style="list-style-type: none"> ● The Rock Candy Tour is a guided tour company in Macon specializing in showcasing the city's rich music history. Rock Candy Tours aims to bring Macon's vibrant history out of the museums and into the streets, sidewalks, and historic buildings of the city. It offers both weekly guided public tours and personalized private tours, catering to groups of any size. Their goal is to honor, preserve, protect, and proudly showcase the captivating and colorful sites that make Macon such a fascinating destination. These tours bring 	
--	--	--	--

¹¹⁸ Bragg Jam (2023) "About". Online at <https://www.braggjam.org/about/> accessed 22-06-2023

¹¹⁹ Newtown Macon (n.d.) "OCMULGEE HERITAGE TRAIL". Online at <https://newtownmacon.com/oht/> accessed 04-07-2023

¹²⁰ Visit Macon (n.d.) "Amerson River Park". Online at <https://www.maconga.org/listings/amerson-river-park/4262/> accessed 04-07-2023

		<p>to life the stories that have shaped the music and culture of the region and beyond.¹²¹</p> <p>However, although Visit Macon has a Sports Development Manager in place, no dedicated staff specifically focused on music tourism could be found.</p>	
Music Board	No	<p>No music board could be found in Macon.</p> <p>A music board is a working commission that includes a wide range of members from all sides of the city’s music ecosystem and adjacent industries including but not limited to, education, planning, licensing, tourism, hospitality and transport. Ideally, a Music Board is connected to a Music Office. The objective of such a board is to champion the city’s music ecosystem, help it grow and promote it locally and internationally.</p> <p>Music Boards manage all sorts of topics that are affected by or affect the music sector, from education or transport</p>	<p>London’s Music Board was established in 2016 with the main objective to protect and support London’s grassroots music scene. The board is composed of individuals from various sectors including the music industry, music education, community music, local authorities, the GLA and tourism bodies. The LMB’s main objectives as outlined in 2017 are: Supporting grassroots music venues; supporting young people and music education; fostering communities and talent and developing; London Music Month and music tourism.¹²⁵</p>

¹²¹ Rock Candy Tours (n.d.) “About”. Online at <https://rockcandytours.com/about/> accessed 22-06-2023

¹²⁵ London Music Board (2017) “Terms of Reference”. Online at https://www.london.gov.uk/sites/default/files/terms_of_reference_-_london_music_board_-_april_2017_-_final.pdf accessed 07-07-2023

		to licensing and parking. These boards can be divided into working sub-commissions to address specific topics.	
Arts related environmental sustainability initiatives	No	No environmental sustainability initiatives related to arts or music could be found in Macon.	<p>The Maison de la Musique Contemporaine (“House of Contemporary Music”, MMC) was founded by the French Ministry of Culture and the SACEM, (the private non-profit society for the French music authors, composers and publishers) to support and promote contemporary music. The MMC supports musical projects by offering funding, professional guidance and marketing support.¹²⁶</p> <p>The MMC adopted a principle of eco-conditionality to address the way in which supported performing arts projects should take sustainable actions to reduce their carbon footprint. The eligibility of music projects to get support from the MMC is evaluated based on sustainable development criteria, including reducing physical travel through sustainable mobility options, monitoring and increasing the use of renewable energy and water resources, minimizing waste production using the "4R" approach (reduce, reuse, recycle, rethink), promoting</p>

¹²⁶ Maison de la Musique Contemporaine (n.d.) “Présentation”. Online at <https://musiquecontemporaine.org/maison-de-la-musique-contemporaine> accessed 24-04-2023

			responsible food sourcing and combating food waste, respecting natural sites and biodiversity, and promoting eco-responsibility through training and communication with stakeholders and local communities. This criteria can be customized in a progressive manner to align with the characteristics of each project, including factors such as size, target audience, and environmental impact. This allows for a tailored approach to address specific considerations, such as the impact of festivals on their surroundings. ¹²⁷
Night Transport	No	<p>No night transportation services could be found in Macon.</p> <p>Night transportation is an essential component that supports the growth and vitality of the music industry, as it can connect venues to residential areas, enabling music events to be successful. It also boosts economic activity, and ensures the well-being and safety of musicians and concertgoers, including residents and visitors.</p>	Philadelphia has had all-night transit options since 1927. By 1949, two subway all-night lines were added to the then 52 all-night transit routes operating. The Southeastern Pennsylvania Transportation Authority (SEPTA), serving Philadelphia and other surrounding counties, currently operates 24 routes including the Nite Owl Bus Service that connects the region throughout the night. ¹²⁸

¹²⁷ Maison de la Musique Contemporaine (n.d.) “La MMC adopte le principe d’éco-conditionnalité”. Online at <https://musiquecontemporaine.org/accompagnement-et-services-aux-professionnels/actualites/la-mmc-adopte-le-principe-deco> accessed 24-04-2023

¹²⁸ SEPTA (n.d.) “Lines & Routes. Night Owl Service routes”. Online at <https://www5.septa.org/travel/routes/?service=&keyword=> accessed 25-04-2023

			SEPTA launched a pilot in 2014 to assess weekend overnight rail services on the Broad Street and Market-Frankford Lines to complement the weekend Nite Owl bus service on the same route. The high demand for night time transport by Philly residents and visitors had led to criticism of over-crowded and delayed Nite Owl buses. In addition, bus stops are also considered less safe than subway stations, therefore making the extension of the subway service a welcome addition to the city's transit operations. ¹²⁹
Health & Wellbeing		No health and wellbeing initiatives for the music sector could be found in Macon apart from the Macon Mental Health Matters program's drum circle. The Macon Mental Health Matters program organizes drum circles, which are community events that aim to bring together individuals from the community to create music collectively. Participants of all musical backgrounds are invited to join and contribute their unique sounds to a shared musical experience. The event fosters a sense of empowerment	Music Health Alliance is a non-profit organization based in Nashville, providing the music industry with healthcare advocacy through health insurance, healthcare resources and confidential guidance. ¹³² Its mission is to Heal the Music by offering medical and financial solutions that emphasize the prevention of illness and overall wellness. ¹³³ MHA services are available free of charge to any person who has worked in the music industry for three or more years, or credited contributions to 4 commercially released

¹²⁹ Benner, C. (2014) "SEPTA's late-night experiment a 'huge step forward' into Philly's future". Online at <https://why.org/articles/septas-late-night-experiment-a-huge-step-forward-into-philadelphias-future/> accessed 25-04-2023

¹³² Music Health Alliance (n.d.) "About Music Health Alliance". Online at <https://www.musichealthalliance.com/about-the-mha/> accessed 20-02-2023

¹³³ Ibid.

		<p>among participants as they celebrate community and life through rhythm and music. Drum therapy, an integral part of the Drum Circle, promotes the release of inner trauma through physical movement and meditative rhythms while also fostering a sense of togetherness among people. The Drum Circle welcomes individuals of all ages and abilities, and no prior musical experience is required to participate.¹³⁰</p> <p>While there is no music or art specific healthcare, Macon Volunteer Clinic provides medical care for the uninsured in Bibb County. Services include primary care, dental care, eye exams, mental health counseling and more.¹³¹</p>	<p>recordings or videos. Over the last 10 years, Music Health Alliance has delivered support to over 20,000 members of the music industry and their families across 50 states in the United States, has saved the music community more than \$100,000,000 nationwide in health costs, has secured over \$85 million in healthcare cost reductions,¹³⁴ has saved 2,482 families from bankruptcy, and has provided 3,239 sessions of outpatient counseling.¹³⁵</p>
--	--	--	--

¹³⁰ Macon Mental Health Matters (n.d.) “Drum Circle”. Online at <https://www.maconmentalhealthmatters.com/drum-circle> accessed 22-06-2023

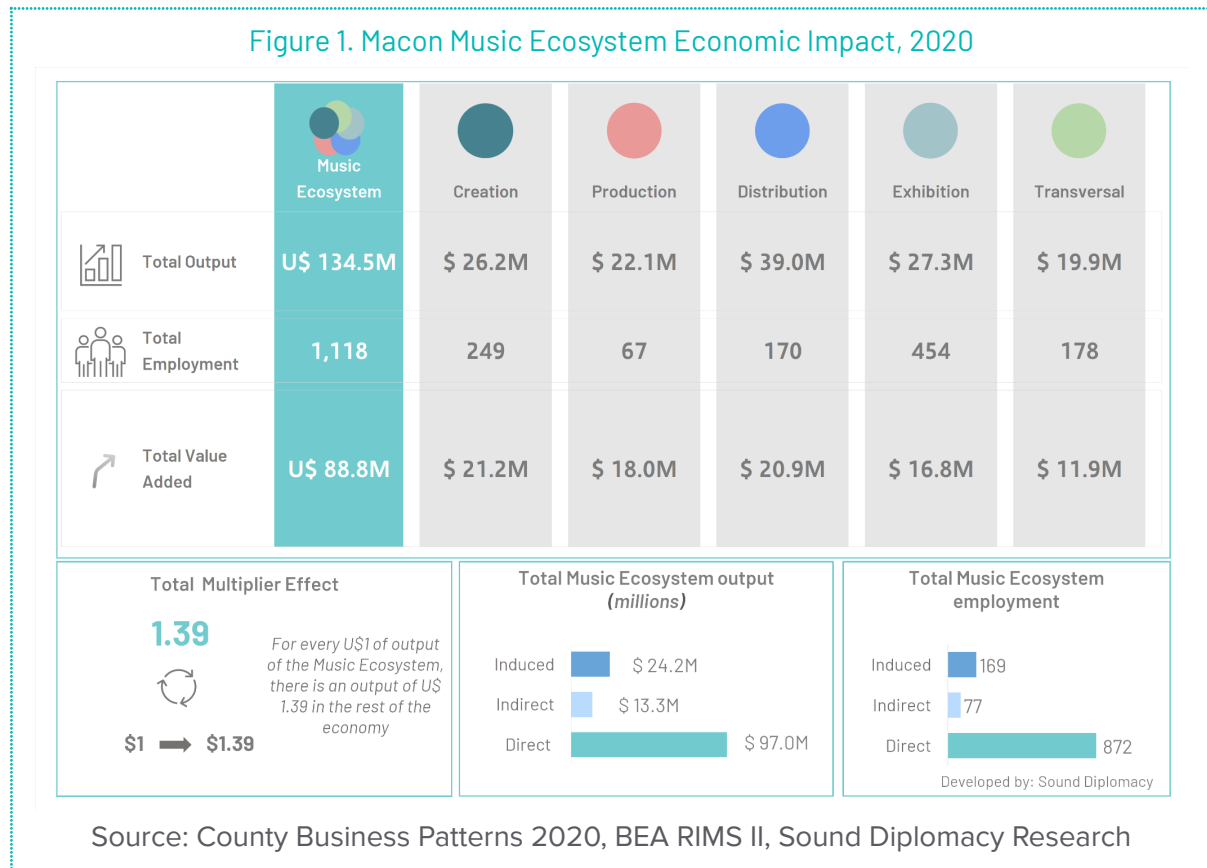
¹³¹ Macon Volunteer Clinic (2023) “Addressing Healthcare Needs in Macon-Bibb and Twiggs”. Online at <https://maconvolunteerclinic.org/> accessed 11-10-2023

¹³⁴ Ibid.

¹³⁵ Music Health Alliance (n.d.) “Homepage”. Online at <https://www.musichealthalliance.com/> accessed 20-02-2023

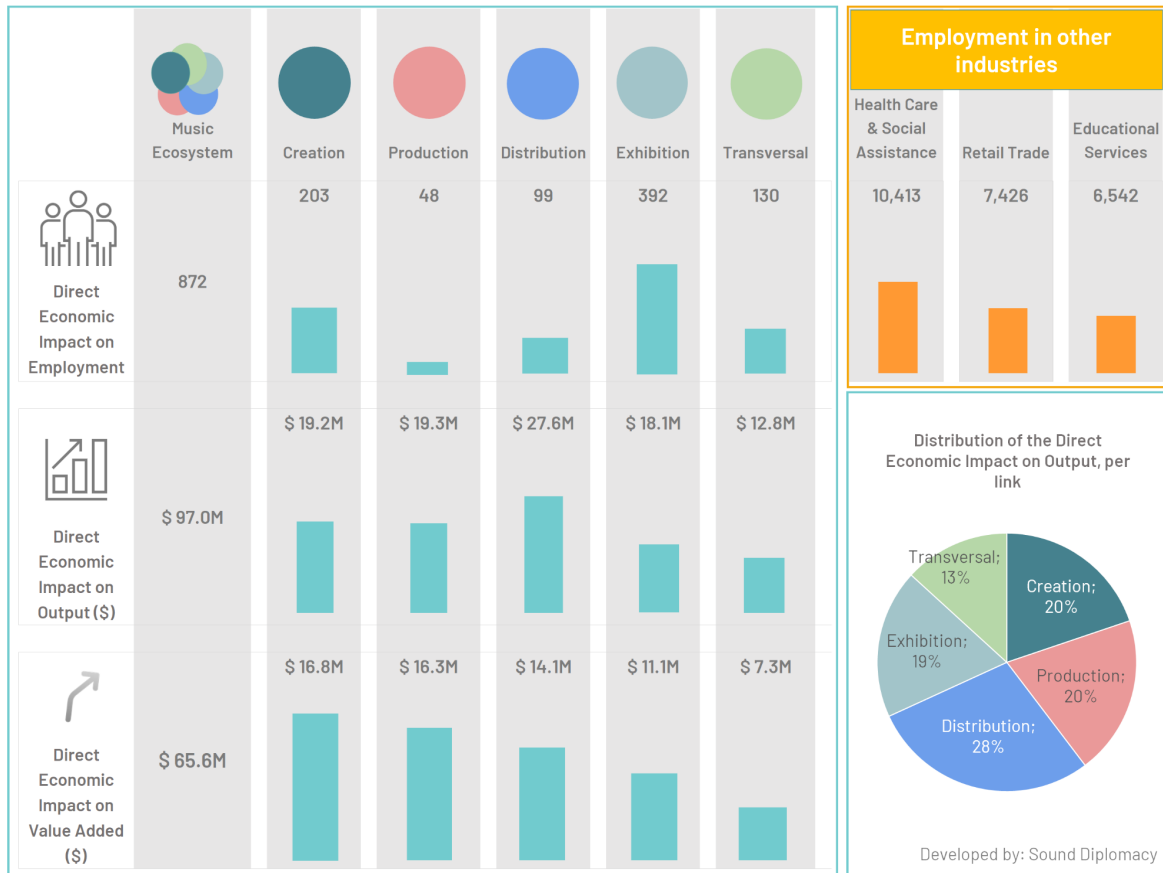
2.2. Music Ecosystem Economic Impact Assessment

The following section provides a summary of the Economic Impact Assessment. For the full report, please see the Appendix.



- In 2020, the **music ecosystem in Macon** generated and supported a total of **1,118 jobs** (1.77% of the local employment). The **total output generated was \$134.5 million** and a **total GVA of \$88.8 million**.

Figure 2. Macon Music Ecosystem Economic Impact, 2020



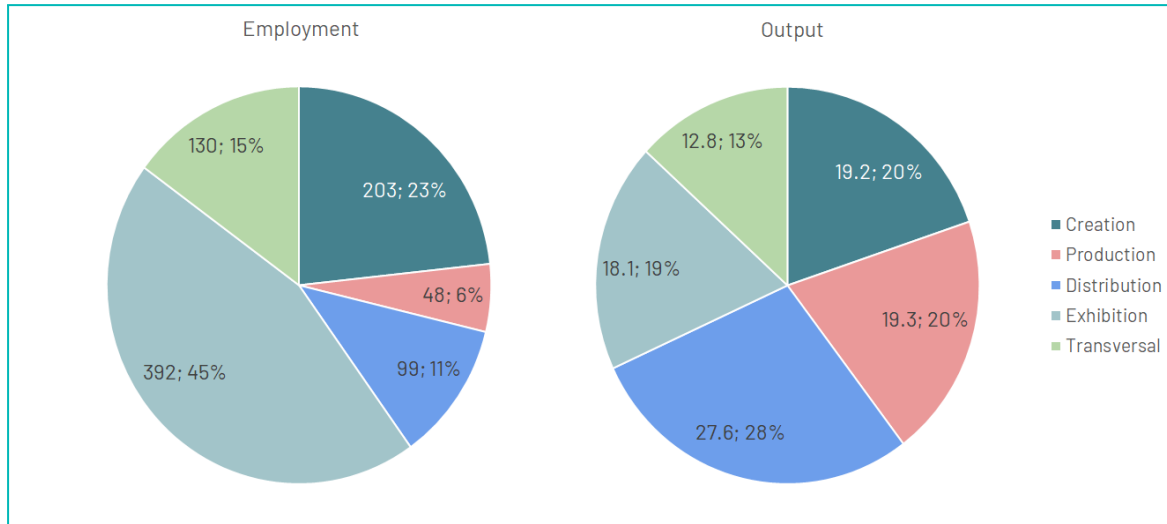
Source: County Business Patterns 2020, BEA RIMS II, Sound Diplomacy Research

Direct Impact

- The **direct impact** of the music ecosystem is the economic value that results directly from its activities. This impact **generated an output of \$97 million, a Gross Value Added (GVA) of \$65.6 million, and created 872 jobs.**
- The **Exhibition link created** the highest number of jobs, accounting for **392 (45%)**. This is followed by the **Creation link with 203 jobs (23%)** and the **Transversal link with 130 (15%)**. The **Distribution link generated 99 jobs (11%)**, while the **Production link created 48 (6%)**.
- Regarding **output**, the ranking of links is noticeably different. The **Distribution link** has the most substantial contribution, **generating \$27.6 million (28%)** of the direct output, followed by **Production with \$19.3 million (20%)** and **Creation with \$19.2 million**

(20%). The **Exhibition link** contributed **\$18.1 million (19%)** to the direct output, while **Transversal** had a direct output of **\$12.8 million (13%)**.

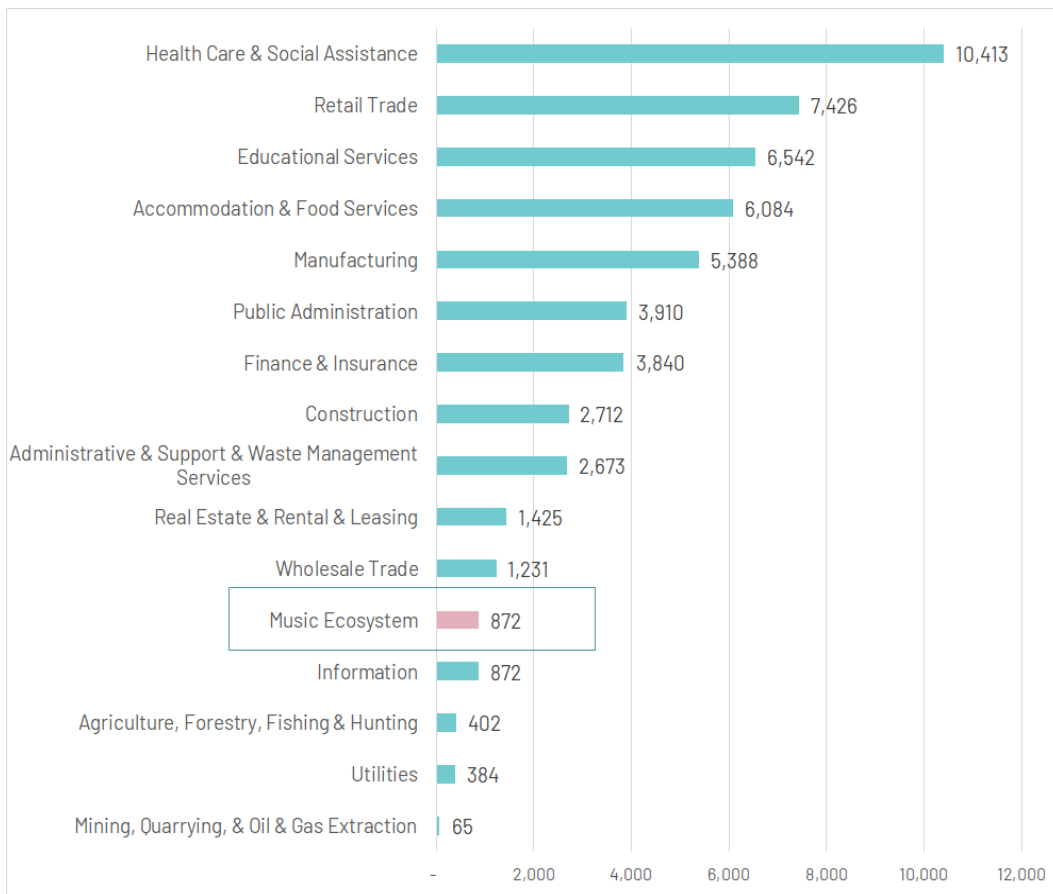
Figure 3. Employment and Output By Value Chain Link



Source: County Business Patterns 2020, BEA RIMS II, Sound Diplomacy Research

- The **music ecosystem in Macon, GA** is estimated to **create 872 direct jobs**, constituting 1.38% of the total employment in the area. **When compared to other industries**, such as: "Agriculture, Forestry, Fishing & Hunting" with 402 jobs, "Utilities" with 384 jobs, and "Mining, Quarrying, & Oil & Gas Extraction" with 65 jobs, **the music ecosystem is estimated to contribute more jobs to local employment**.
- When comparing the direct employment of the local music ecosystem (872 employees) with other traditional sectors in the economy, **the largest contributors to local employment are "Health Care & Social Assistance" with 10,413 jobs and "Retail Trade" with 7,426 jobs** (see Figure 4).

Figure 4. Direct Employment by Industry, Macon



Source: ACS, County Business Patterns 2020, Sound Diplomacy Research

Indirect and Induced Impact

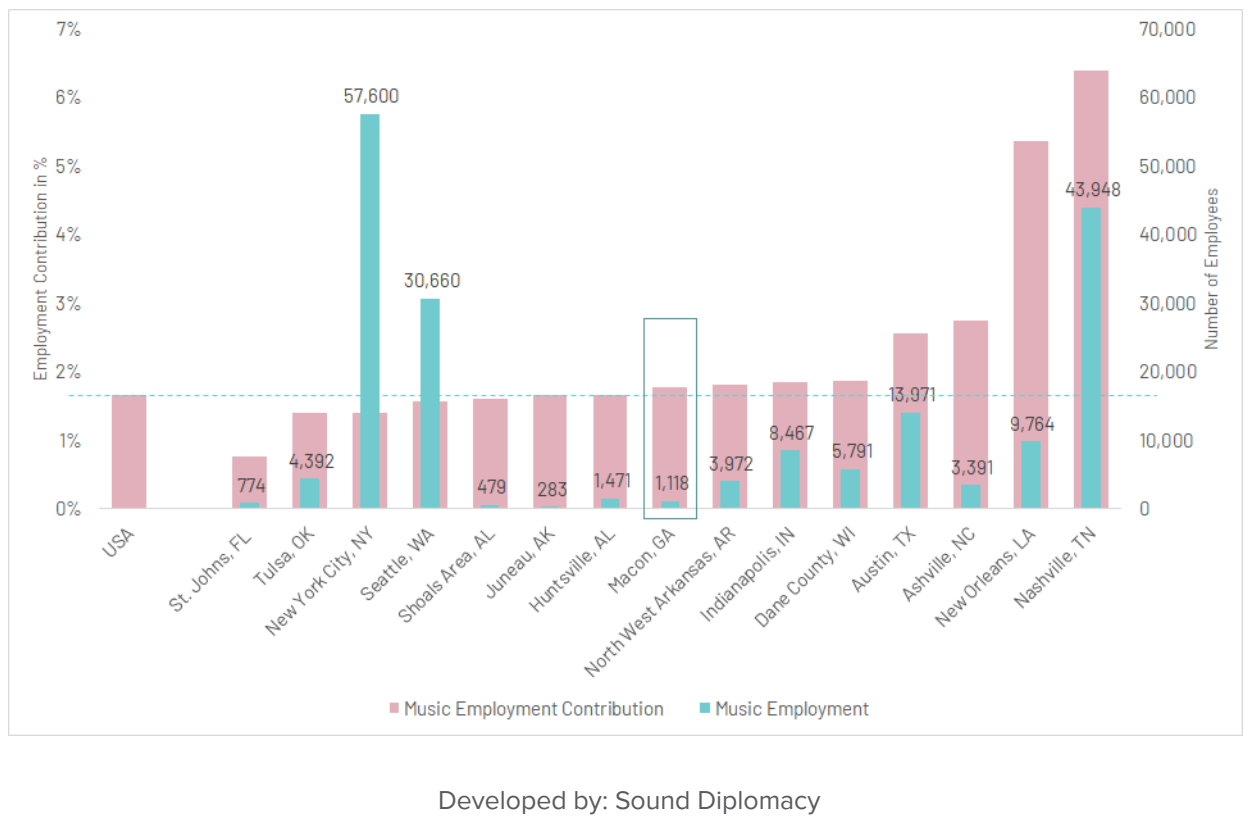
- In 2020, the music ecosystem's **indirect economic impact** in Macon resulted in an **output of \$13.3 million** and a **GVA of \$8.4 million**, indirectly **creating 77 jobs**.
- To provide context for the impact of these industries on the local economy, it is estimated that **\$1,000 of output generated by them indirectly generated \$137.11 of output in other sectors in Macon, GA**. However, the local multiplier effect is lower than the national average multiplier effect of the music industry, which is \$500 of indirect output per \$1,000.
- In 2020, the **induced output** of the music ecosystem in Macon, GA was **\$24.2 million**, with a **GVA of \$14.8 million**, and it **supported 169 jobs**.
- When combining the indirect and induced effects on output, **the multiplier effect of the music ecosystem in Macon, GA is 1.387**. This implies that **for every \$1,000 of**

output generated by the music ecosystem, an additional \$387 of output is created locally in other industries.

Macon Music Ecosystem in Comparison

- In the case of Macon, **the music sector generates and supports 1.77% of the local employment**, which exceeds the national average contribution of music to national employment (1.66%) as well as the sector’s contribution in places such as New York City, NY (1.40%) or Seattle, WA (1.56%).
- However, **Macon ranks lower than other areas with a strong music industry presence, such as Austin, New Orleans or Nashville,**¹³⁶ where the music sector supports 2.55%, 5.37% and 6.4% of the local employment, respectively.

Figure 5. Music Ecosystem Total Employment, US Cities

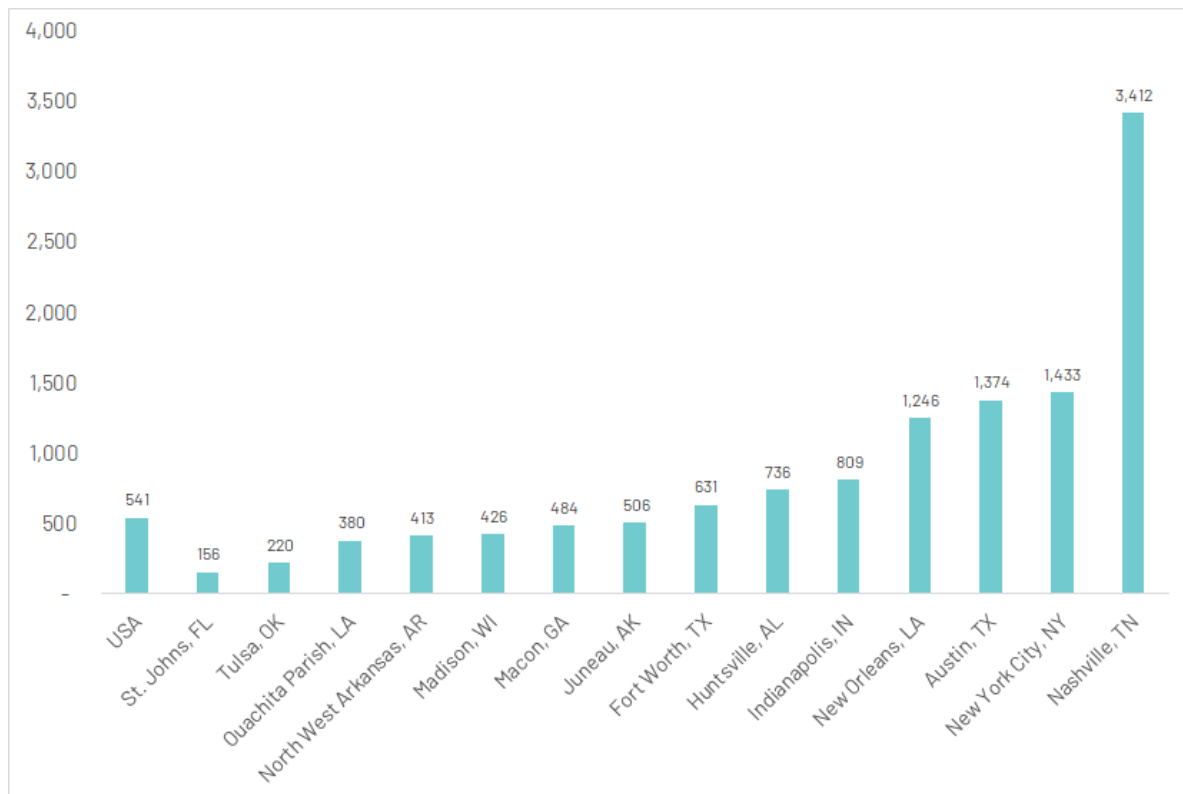


¹³⁶ While New Orleans and Austin are not necessarily comparable territories with the music ecosystem of Macon, we have included these findings to provide an ambitious benchmark with highly developed music ecosystems.

Music Value Added Per Capita

- In the United States, the music value added per capita is \$541. **In Macon, the figure is approximately \$484, suggesting a lower level of development in the local music ecosystem.** In other cities, such as New Orleans, Austin, New York, or Nashville, where well-established music industries and high levels of music tourism exist, this metric reaches values of \$1,246, \$1,374, \$1,433, and \$3,412, respectively (refer to Figure 6 for further information).

Figure 6. Music Ecosystem Value Added-Per Capita
Comparator USD



Developed by: Sound Diplomacy

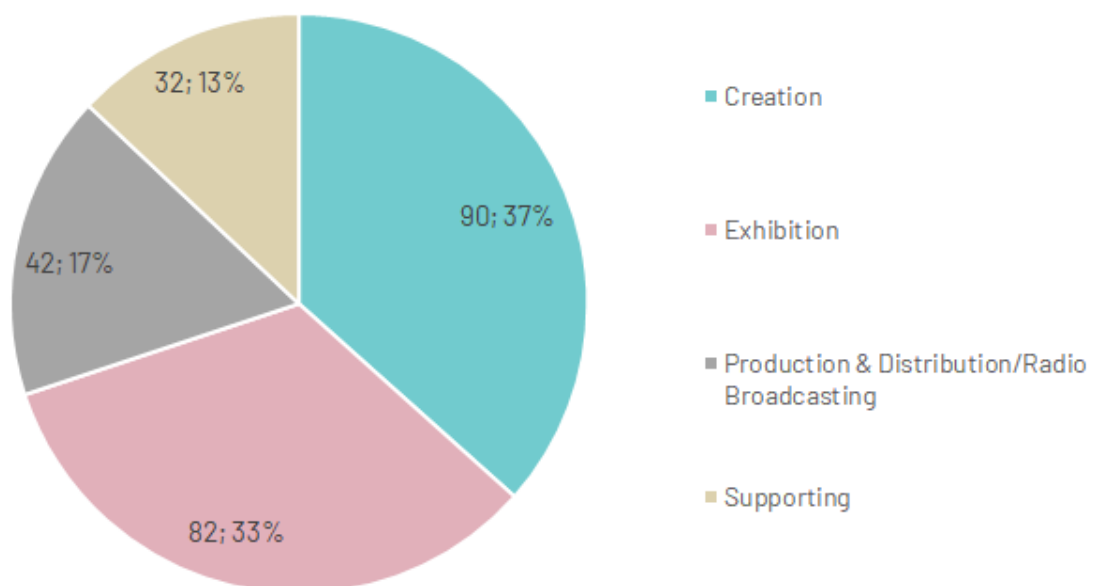
2.3. Music Ecosystem Asset Mapping

The following section provides a summary of the Ecosystem Asset Mapping Analysis. For the full report, please see the Appendix.

Asset Mapping

- Macon’s Music Ecosystem is made up of a total of **249 assets**, which approximately equals one music ecosystem asset per square mile. The value chain link with the most assets is the **Creation link** with a total of **90**, constituting **37% of Macon’s music ecosystem**.
- Closely following the Creation link is the **Exhibition link** with **82 assets (33%)**, while the remaining two chain links make up the rest of the music ecosystem (30%).

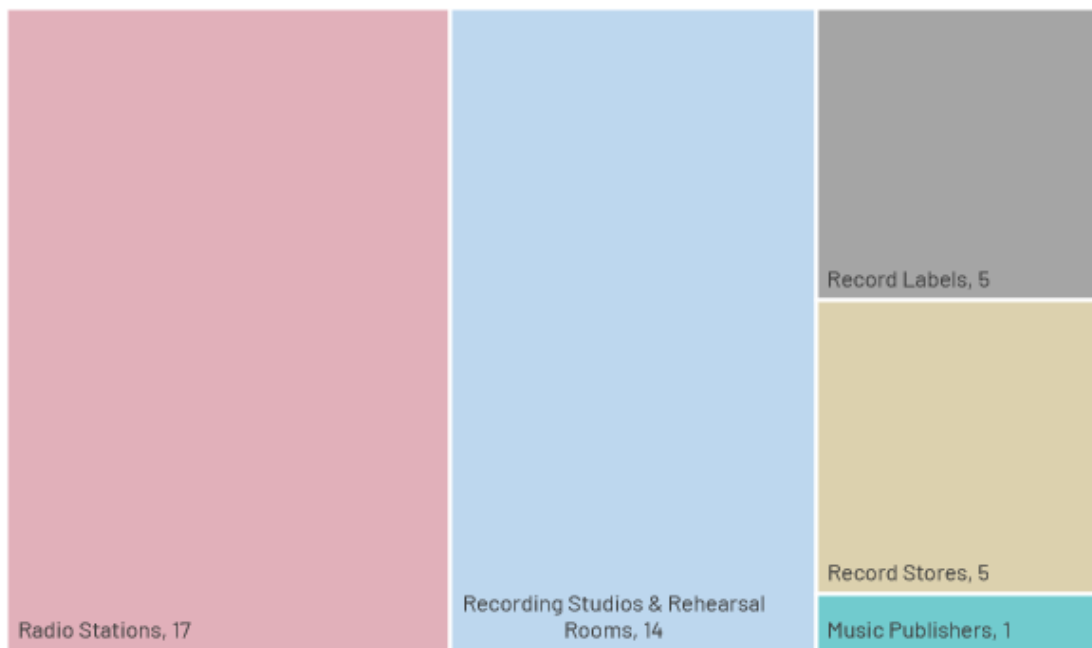
Figure 7. Distribution of Music Assets by Value Chain Link in Macon



- In Macon, **90 assets** correspond to the **creation link**, the most in any chain link. **Per 100.000 inhabitants, there are 57 assets in the Creation chain link.**

- Macon features a healthy **Production & Distribution / Radio Broadcasting** system. In total, the category is made up of **42 assets** (see Figure 8). There are a total of **17 Radio Stations stationed in Macon (40% of all assets in the category)**. The second biggest contributors to this category are **Recording Studios & Rehearsal Rooms with 14 assets (33%)**, followed by **Record Labels and Record Stores with five assets each (12%)** and **one Music Publisher (2%)**.
- **There is a ratio of 6.4 artists/bands per recording studio/rehearsal space locally in Macon**, which indicates that in proportion, the number of local artists is relatively low for the amount of recording and music production services offered in the city, suggesting that the demand for these services comes from artists located in other areas.
- **Macon also has a high number of radio stations per inhabitant** with 10.8 radio stations per inhabitant.

Figure 8. Production & Distribution/ Radio Broadcasting in Macon's Music Ecosystem

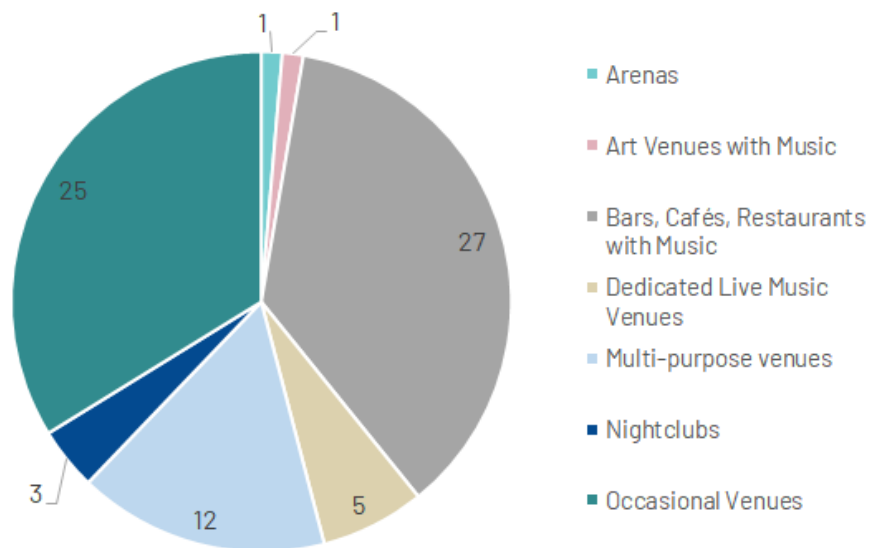


- The **Exhibition Link** of Macon's music ecosystem comprises two categories: Festivals, and Venues with a total of **82 assets**.
- **Other categories usually associated with the Exhibition link** such as Booking & Promotion Agents, Artist Development / Live Production companies or agents as well

as Music Management were not identified in the city, which suggests a gap in the professionalization of the local music ecosystem.

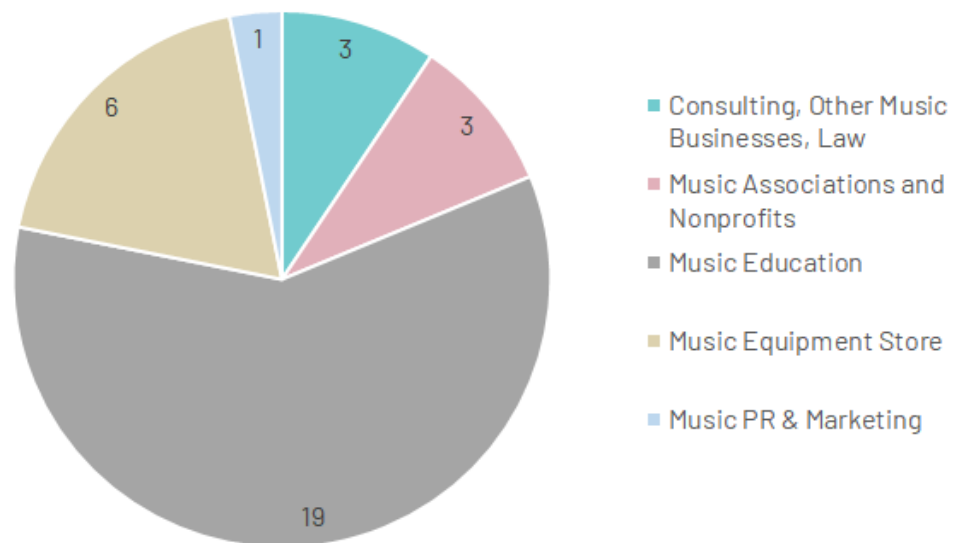
- The majority of assets within the Exhibition link are Venues, there are 74 venues in total, which equals 90% of assets in this category.
- Most venues are categorized as Bars, Cafés, Restaurants with Music with 27 assets (36% of all venues), followed by Occasional Venues with 25 (34%). The third biggest category is Multi-purpose venues with 12 (16%). The other four categories make up 13% of venues in Macon; Dedicated Live Music Venues with 5 (7%), Nightclubs with 3 (4%), while there is one Arena (1%), and one Art Venue with Music (1%).

Figure 9. Types of Venues in Macons Music Ecosystem



- Around 86% of the venues in Macon, GA, have not been developed exclusively for musical purposes and only 7% (5 in total) of all venues are Dedicated Live Music Venues, which points to a lack of professionalization in the exhibition link and highlights the need for more support to live music events in the city.
- The Supporting chain link of Macon's music ecosystem consists of 32 assets in total (Figure 9). The majority of these assets are Music Education with 19 (59% of all assets in this chain link). This means that there are 12 music education assets per 100.000 inhabitants of Macon.

Figure 10. The Supporting Category in Macon's Music Ecosystem

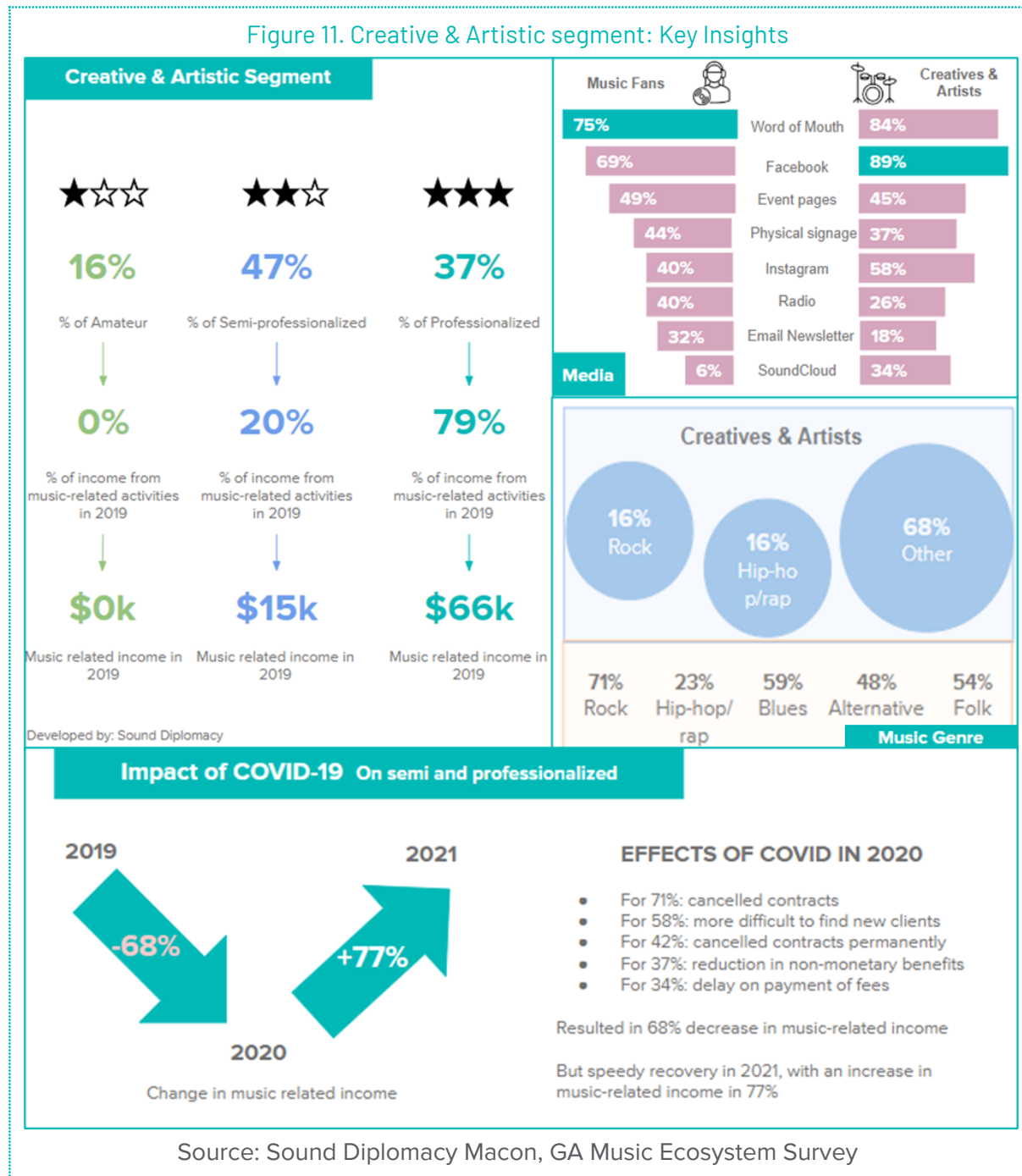


- There are **six music equipment stores** (19%) in Macon, **three music associations and nonprofit organizations**, and **three music associated businesses** (such as consulting, Other music businesses or law firms) (9% of the chain link each), while there is **one Music PR & Marketing asset** (3%).

2.4. Music Ecosystem Survey

The following section provides a summary of the Music Ecosystem Survey Analysis. For the full report, please see the Appendix.

Characteristics of the Creative & Artistic Segment

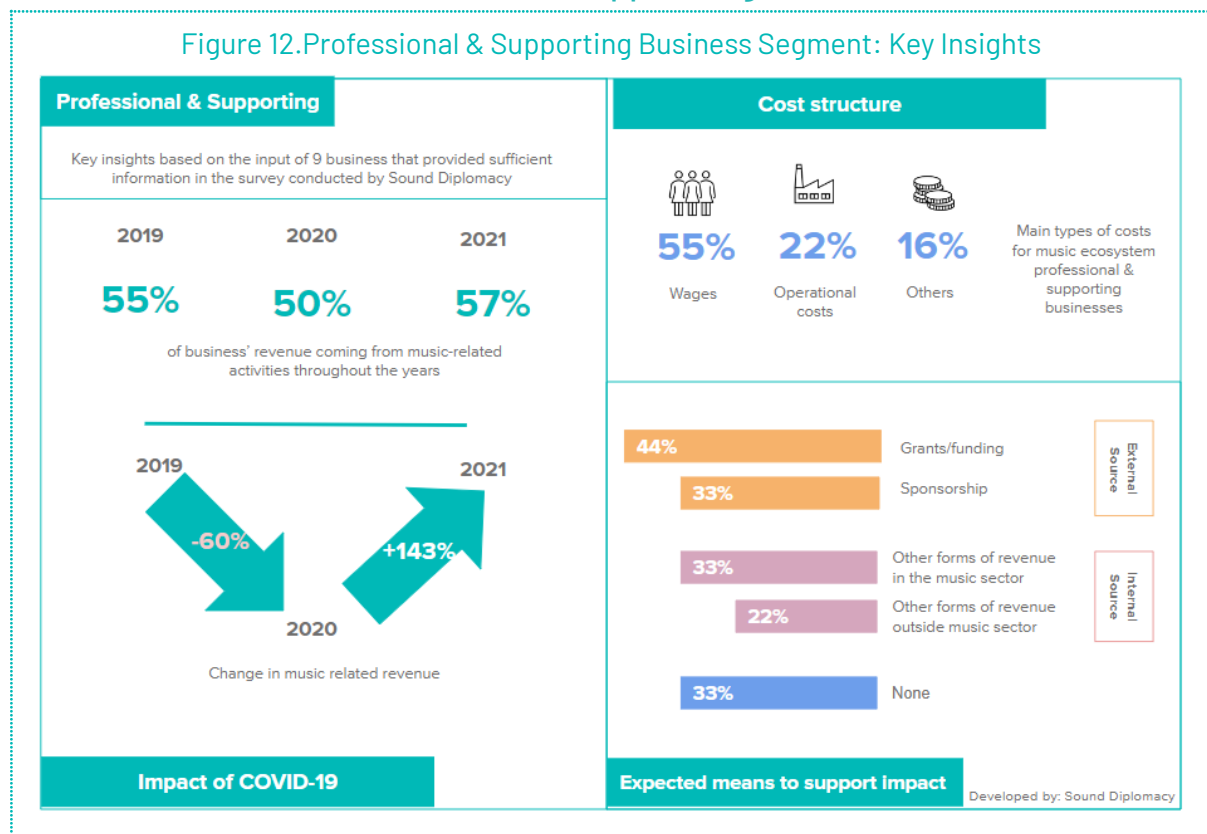


- **Creative & Artistic segment income:** On average, before COVID-19 (2019), the percentage of overall creatives & artists' income from music-related activities was 40%. For the professionalized creatives & artists,¹³⁷ this figure reached 79%, while for semi-professionals and amateurs it reached 20% and 0% respectively.
- **Impact of COVID-19 on income:** On average, professionalized and semi-professionalized creatives & artists suffered a decrease of 68% in their music related income in 2020 in comparison with 2019. Whilst in 2021 there was an average increase of 77%, the income level was still 43% below the levels of 2019.
- **Effect of COVID-19 on the sources of income:** During COVID-19, 92% of the creatives & artists saw a significant impact on their music-related activities. 71% suffered temporary cancellation of their music-related contracts, 58% perceived difficulties to find new clients, 42% suffered permanent cancellation of their music-related contracts, 37% had a reduction on other non-monetary benefits, for 34% there was a delay on the payment of their salary or fees, and 24% suffered all these effects. Only 8% stated not seeing any negative impact from COVID-19.
- **Digital technologies are still not able to replace the traditional income sources for creatives & artists:** one third of the surveyed creatives & artists stated that digital technologies didn't help them at all in their music-related activities, while only 24% said that digital technologies helped them substitute their income from live-music (exhibition link) . This indicates that digital technologies are far from being a business model that can fully or partially replace or supplement the traditional income sources such as live performances.
- **During the pandemic, the adoption of digital technologies helped the segment primarily in the production and distribution links:** For the creative & artistic segment, the most uses of digital technologies were seen in the production and distribution links, with 37% of the surveyed creatives & artists stating they have used digital technologies to innovate in their production process (e.g. remote recordings, online shows), and 37% stating it enabled them to highlight and promote their own services.

¹³⁷ There are different levels of professionalization of the creatives & artists, where the professionalized are the ones who earn their living substantially from music-related work, semi-professionalized refer to who is paid for music-related work but it is not their main income, and amateurs are the creatives & artists who are not usually paid for music-related work.

Characteristics of the Professional & Support Segment: Businesses

Figure 12. Professional & Supporting Business Segment: Key Insights



- Businesses suffered a decreased income and a negative impact on annual revenue due to COVID-19:** overall, businesses had a negative impact of 60% on their annual music-related revenue due to COVID-19 in comparison with 2019. Whilst in 2021, there was an average increase of 143%, the music-related income was 4% below 2019 level.
- Due to COVID-19, professional & supporting businesses plan to implement non market strategies to supplement revenue loss:** More than half (55%) plan to apply for grants and funding, 33% to seek for sponsorship, another 33% will seek other forms of revenue within the music industry and 22% plan to expand to other sectors. One third of surveyed businesses don't plan to seek other means to support their revenue loss.
- Digital technologies are far from fully replacing the traditional revenue streams:** only 11% of professional & supporting businesses claimed that digital technologies helped them substitute their business' income from live-music (exhibition link). Moreover, one third stated that digital technologies didn't help them at all in their music-related activities. This indicates that digital technologies are far from being a business model that can fully or partially replace the traditional income sources such as live performances.
- Adoption of digital technologies helped the segment in the creation links:** For the professional & supporting segment, the use of digital technologies was mainly seen in the creation link, where 44% stated it enabled them to collaborate and co-create.

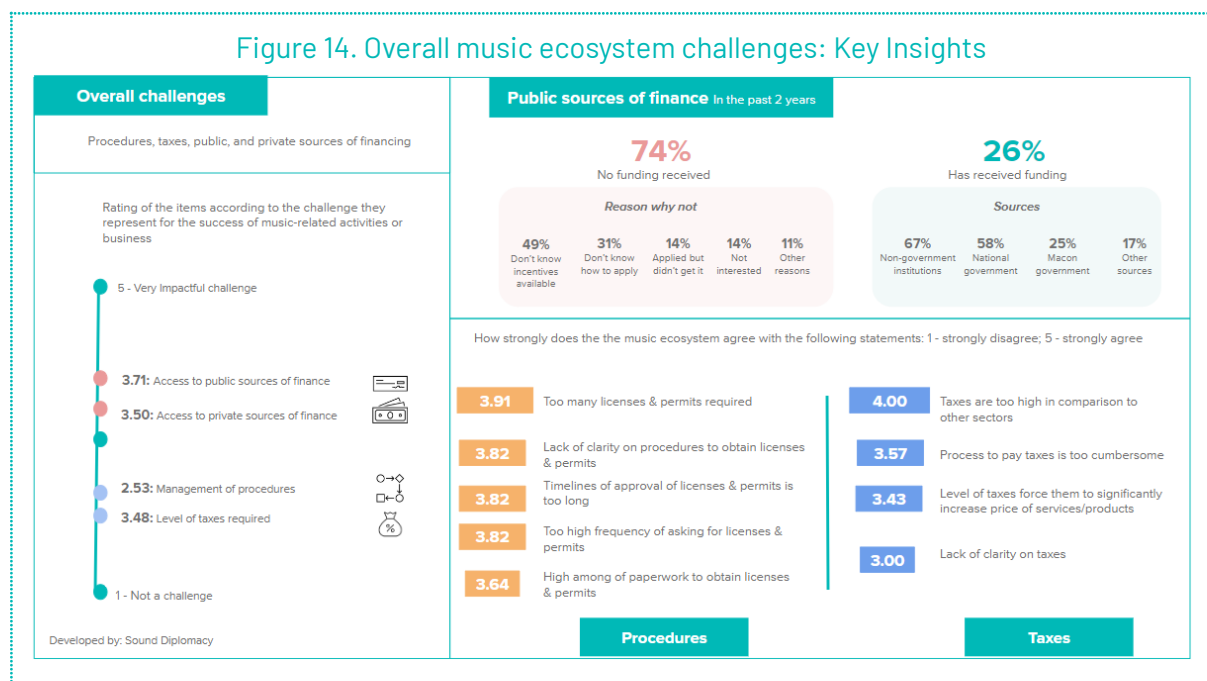
Figure 13. Benefits perceived by the music ecosystem, with the use of digital technologies during COVID-19, overall the selected cities



The cohesion of the local music value chain

- **The two most influential links in the whole value chain are the creation link (e.g. musicians & artists), and the exhibition link (e.g. music venues):** the level of dependency of other agents in the value chain on them is the highest (above 3.25), where 1 is equivalent to no or very low dependency, and 5 is very high dependency.
- **There is a low level of professionalization in the local music value chain, which is reflected in the low availability and quality within the distribution link (managers & bookers, and music distributors):** the link has the weakest ratings in terms of level of quality and/or availability. This may be related with the low level of professionalization of the creative & artistic segment, where only 37% of them (creatives & artists) stated being professionalized. Moreover the additional support link (governmental institutions and copyright administrators) also displays one of the lowest ratings. Nonetheless, none of these were highly rated in terms of dependency. However the governmental institutions do come up as key players in the sector, due to the expectations that the music ecosystem has on them, to provide them with adequate sources of financing.
- **Exhibitors, like music venues, should be the priority for improvement within the music ecosystem value chain:** The agents of the music ecosystem consider the exhibition (music venues and festivals) as the most critical link within the value chain. However, its quality and availability rating is not well rated. Therefore this should be the link with the most attention in the city to foster the music ecosystem.

Regulatory framework



- **The access to sources of financing from public and private sources are the two main items¹³⁸ that are currently a challenge for the music ecosystem success:** those are rated with an average of 3.71 and 3.5 respectively (where 5 is equivalent to a very impactful challenge). This shows the high intention of the local music ecosystem to finance their activity with non-market means, in order to be able to sustain their music-related economic activity.
- **Limited reception of public funding:** the majority (74%) of respondents of the selected cities have not received any grants, funding, or tax refunds/incentives in the past 2 years.
- **The music ecosystem participants have not applied for public funding in the past two years mainly because they do not know what incentives were available for them (49%):** Other expressed reasons for them not to apply were that they did not know how to apply (33%). This means there is an opportunity for Macon's governments to better communicate or enlarge their reach of funding opportunities.
- **The main sources of funding are non-governmental institutions and the National government:** For the ones that have received any funding, the most frequent source is from non-governmental institutions (67%), followed by funding by the National government (58%).
- **The greatest challenges in terms of management procedures is the high amount of licenses and permits required to perform their activity and the lack of clarity on procedures to obtain licenses and permits:¹³⁹** Another challenge is that the timeline for the approval of the licenses and permits is too long and the high frequency where they are asked to obtain licenses & permits.
- **The amount of taxes¹⁴⁰ that the music ecosystem requires paying in comparison with other sectors is very high:** in addition, the process to pay taxes is too cumbersome.

¹³⁸ The items inquired to respondents were: management of procedures, taxes, public and private funding.

¹³⁹ No details on the specific licenses and procedures were provided.

¹⁴⁰ No details on the specific taxes were provided.

2.5. SWOT Analysis

STRENGTHS

- Macon’s cultural sector has a remarkable history, and is known for the high quality of its artists and performers.
- The sense of community in Macon’s cultural industry is strong, leading to frequent collaborations.
- Local residents in Macon are considered to be positive about new initiatives or projects and are perceived as ready to help and invest in local community projects.
- A new, city-owned 10,000-seat Amphitheater will open in the Macon Mall in the beginning of 2024
- The number of recording studios in Macon is greater than the local demand for these spaces, which enables artists to easily find a studio to record in. It also provides the opportunity to attract users from other cities/states.
- Mercer Music at Capricorn and the 567 Center for Renewal are vibrant music hubs supporting local musicians, and fostering collaboration among music industry stakeholders.
- Several centers, studios and associations offer music education opportunities.
- Education institutions, such as Mercer University and the Macon Middle Georgia State University, are deeply involved in the development of the music sector in the city, and offer a diverse range of music programs and degrees.
- There are various funding programs at the state and county level
- Many music tourism initiatives have been established in Macon (promotional webpages, app, festivals, music tour etc).
- Macon’s tourism website, “Visit Macon” successfully promotes Macon’s local music offer, including information on events, concerts, festivals, and other music events.
- Macon has a variety of music museums which strongly support and preserve the music heritage of the city, highlighting its history and its present.
- The Macon Music Trail App is an innovative initiative encouraging visitors to access a narrated musical tour of Macon’s current venues, heritage, events, etc.

WEAKNESSES

- There is not a dedicated Music Office or a Music Board set in place currently in Macon.
- Macon does not have a defined and regulated Entertainment District. Even though the city's downtown centralizes much of the cultural offering, it is still not defined as an entertainment district with special regulations set in place.
- The city of Macon has relatively high levels of segregation in education as well as housing. In terms of education, schools in Macon have black-to-white or white-to-black outnumbering ratios of 2 or 3 in over 80% of the County School System. In terms of housing, 40.9% of black residents in Macon live in predominantly black neighborhoods and face a poverty rate that almost triples white population poverty rate.
- Despite the recognition of diversity and equity as priorities within the cultural plan, no specific program dedicated to diversity, equity & inclusion within the music industry could be found.
- There are not sufficient efforts to gather data that allows for a characterization of audiences (i.e. ages, tastes, income range, etc.) to enable venues and artists to adjust the offer accordingly.
- The mapping showed that only 7% of all venues in Macon are dedicated live music venues, which may also be an indicator of a gap in professionalization and may be detrimental to the quality of music shows in the city.
- Marketing and publicity is mostly DIY, and there are not enough efforts to support the promotion of small artists.
- Many artists are underpaid for their work, and do not have enough contract and pay structure training or knowledge.
- The Asset Mapping identified a gap in the professionalization of the local music ecosystem, especially in its artists and creatives, which is shown by the absence of Booking & Promotion Agents, Artist Development/Live Production companies, and other music management businesses.
- Although professional development and talent retention are part of the city's cultural strategy and addressed during workshops and seminars, no concrete program or initiative could be found.

- Despite the existence of various grant and funding programs at a county level, 74% of the survey respondents claimed that they have not received any grants, funding, or tax refunds/incentives in the past 2 years.
- Although there is a significant effort made by institutions such as Mercer University and the Macon Middle Georgia State University to create and develop music education programs, there is still a gap in comprehensive education programs aimed at areas such as Music Management or Music Business.
- No Agent of Change policies are currently in place in the county regulations.
- There are no clear busking guidelines for musicians and artists.
- No environmental sustainability initiatives related to arts or music could be found in Macon.
- No health and wellbeing initiatives for the music sector could be found in Macon apart from the Macon Mental Health Matters program's Drum Circle.

OPPORTUNITIES

- The city has a privileged geographical location, with easy access to interstate highways, and therefore, the capacity to attract audiences and artists from other cities/states.
- The city recognizes the night time economy as one of the cores of economic development.
- Macon's downtown is easily accessible by foot, which facilitates traffic to/from its venues.
- Programs such as the Mercer Ambassador Program or the Incubator Program at Capricorn are initiatives that are already in place and that can be strengthened in order to promote the cultural sector in Macon.
- Macon's creatives and businesses can benefit from the State of Georgia's music grant program and Georgia's Music Investment Act.
- Policies on To-Go cups were implemented during COVID and are now in place mainly on fridays. The extension of this measure to the entire week would be an opportunity to further support businesses at night.
- The Macon-Bibb County special event permitting regulations are comprehensive

and include music events, as well as the possibility to apply for extended hours and music amplification.

- The liquor licensing is clear and includes special events.
- Tourism-related industries (hotels, restaurants, etc.) are growing in the Macon Area
- Cost of living in the city is manageable, and an average income can enable a good quality of life.

THREATS

- According to stakeholders, security around events is not seen as effective. Especially in night events, where they feel police, fire and medical support is not entirely efficient.
- Community in Macon is isolated, and extrinsic factors (where you live, where you go to church, etc.) serve as socioeconomic markers which further separate differing social groups.
- Policy implementation and regulation enforcement is not unified and subject to the enforcing authority's own discretion. Stakeholders feel like regulations on special events by businesses are not clear enough, and businesses are not sure if they're complying with any regulation, or if they're just asking for a waiver.
- The Macon-Bibb noise ordinance provides hours of operation but does not include any measurable sound levels, rendering it challenging for law enforcement officers to effectively enforce the ordinance and address potential complaints.
- Alcohol consumption or pop-up food offering regulations are not enforced, particularly in late-night events.

3. Action Plan

This section summarizes the previous research and provides recommended actions for each area of opportunity for strengthening the music industry in Macon. There are 16 actionable recommendations, with proposed timeframes for implementation, instructions on how to implement, impacted sustainable development goals and, where relevant, a best practice example from another location.

3.1. Structural Priority Recommendations

Macon's arts and culture ecosystem benefits from a vibrant and diverse music scene, characterized by significant established artists and cultural agents. With its strong musical history and the active involvement of institutions such as Macon's Arts Alliance, Mercer Music at Capricorn, the 567 Center for Renewal, and the Otis Redding Foundation, a robust infrastructure exists for the promotion of arts and culture.

However, Macon currently lacks a dedicated music board with music professionals and relevant industry stakeholders to help implement strategies and oversee the development of the local music ecosystem. In addition, although the music sector is included in the Macon Cultural Plan 20-25, and addressed in some projects such as the Mercer Ambassador Program, the Incubator Program at Capricorn and the Otis Redding Foundation new center for the arts, no music-only strategic plan could be found in Macon.

Research has shown that the Macon Cultural Plan 20/25 also prioritizes cultural tourism, aiming to brand Macon as a vibrant, innovative, inclusive and creative destination. To achieve this goal, the plan outlines the vision of protecting its ethnic, cultural and creative diversity while ensuring equity within a region with persisting "historical divisions"¹⁴¹ as Macon ranks as one of the most ethnically segregated metropolitan areas in the country.¹⁴²

Noticeable scenarios of said segregation are present in the education and housing contexts. Schools in Macon have black-to-white or white-to-black outnumbering ratios of 2 or 3 in over 80% of the County School System, while 40.9% of black residents in Macon live in predominantly black neighborhoods and face a poverty rate almost triple that of the white population poverty rate.¹⁴³

As a result, some efforts and initiatives need to be established to ensure equity and inclusion within the music scene. Despite the recognition of diversity and equity as priorities within the

¹⁴¹ Macon Cultural Plan 20-25 (2020) "Executive Summary" p.6. Online at <https://www.masmacon.org/wp-content/uploads/2020/07/Macon-Cultural-Plan-Final.pdf> accessed 18-08-2023

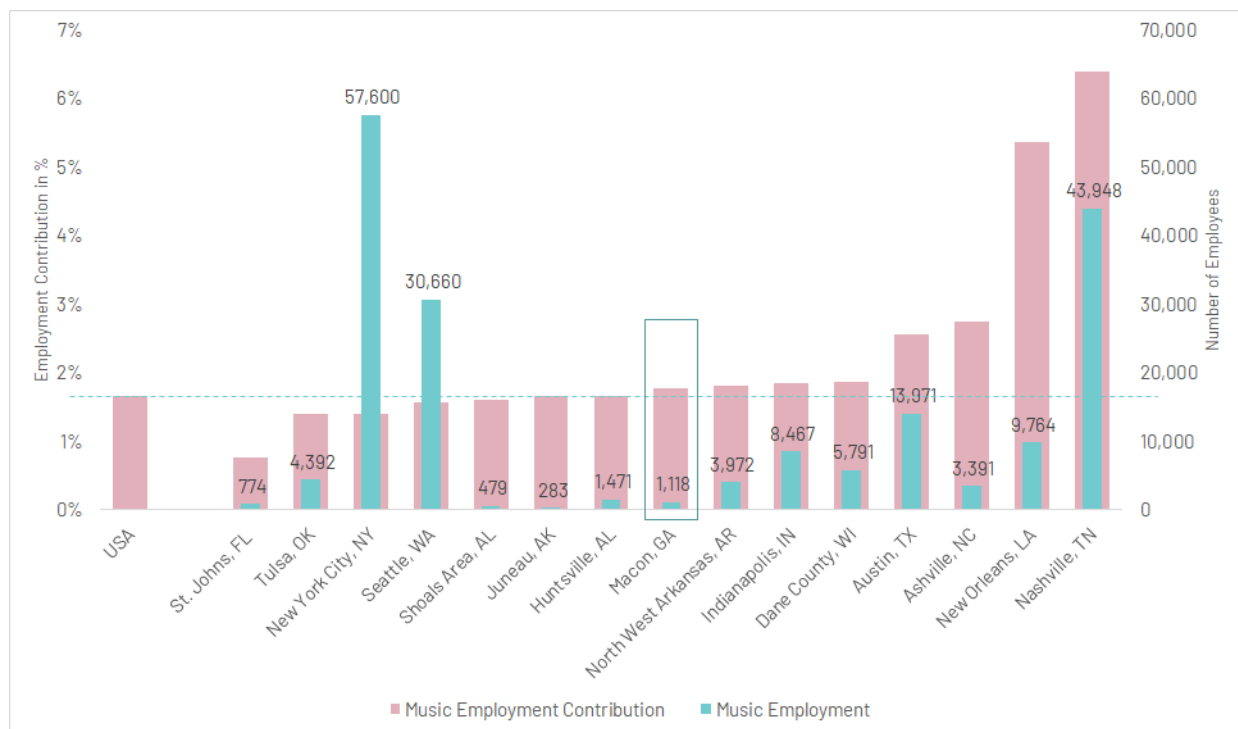
¹⁴² Othering & Belonging Institute, Berkeley (2020) "Most Politically Segregated Metro Areas". Online at <https://belonging.berkeley.edu/most-politically-segregated-metro-areas> accessed 18-08-2023.

¹⁴³ 24/7 Wall St (2020) "16 Most Segregated Cities in America". Online at <https://247wallst.com/special-report/2018/07/20/16-most-segregated-cities-in-america-3/2/>. accessed 18-08-2023

cultural plan, no specific program dedicated to diversity, equity & inclusion within the music industry could be found.

As shown in the Economic Impact Assessment, Macon’s music ecosystem proves to be stronger in terms of contribution to the city’s employment levels than music ecosystems in cities like New York or Seattle. However, it has the opportunity to aspire to the employment contribution levels of other music ecosystems such as those in Austin or Asheville (See Economic Impact Analysis graph below). Similarly, music value added per capita in Macon is significantly lower than that of other cities where well-established music industries and high levels of music tourism exist.

Figure 5. Music Ecosystem Total Employment, US Cities



Developed by: Sound Diplomacy

The lack of dedicated, city-wide organizations for the support of music may be preventing Macon from reaching its potential. Given the economic and cultural significance of the music industry for Macon, there's an opportunity to capitalize on the existing Cultural Plan and its proposal to appoint a Senior Advisor for Arts and Culture (SAAC).

Moreover, the Cultural Plan 20/25 prioritizes optimizing and coordinating government operations with its public policies by streamlining the permitting process and facilitating the creative industries in producing events and taking part in public events.¹⁴⁴ Stakeholder roundtables and interviews have shown an immediate concern surrounding these topics, highlighting the need for more effective and regulated arts-friendly and hospitality policies, such as those around busking, alcohol sales, food trucks and downtown Macon security policies, with a special highlight on its night time economy, where stakeholders have mentioned the lack of police presence in the downtown Macon area and security restrictions placed on venues at venue's expense depending on the number of event attendees. This matter brings forth the need to address the requirement of a role that tackles all relevant challenges related to the local night time economy. The introduction of a position such as a Night Time Officer would foster collaborative work between sectors, both public and private, bringing together key stakeholders of the night time economy.

Sound Diplomacy's research and stakeholder engagement revealed that while Macon's musical resources have been effectively promoted through various channels, the focus has primarily been on meeting the needs of music consumers and visitors. This has inadvertently led to a lack of awareness of the resources for music industry stakeholders and professionals, including musicians, bookers, promoters, event organizers, and studios. As a result, individuals and organizations may have to rely on word of mouth and online research to find services, resources, permits and regulations, potentially leading them to seek partnerships outside the state. Additionally, out-of-state entities seeking to collaborate with local musicians or businesses may encounter difficulties penetrating the industry.

Considering the current scenario, creating an online platform showcasing all the resources and regulations applicable to the music sector in Macon would be of great significance. Such a platform would play a vital role in supporting music industry stakeholders and promoting the city's music ecosystem growth. Moreover, it would provide clear communication and guidelines for the music professionals' community.

Furthermore, although professional development and talent retention are part of the city's cultural strategy and are addressed by Mercer Music at Capricorn and Mercer University via various programs and workshops, Sound Diplomacy's research and mapping reveal a lack of music training at the technical level in specific sectors, such as sound production, equipment technical support, instrument maintenance, etc. The Knight Foundation's investment of \$1.5 million in the Otis Redding Center for the Arts will support the center in its commitment to enhancing technology utilization in arts education. However, this initiative focuses on education for people under 18. There is an opportunity to offer music technology training for

¹⁴⁴ Macon Cultural Plan 20-25 (2020) "Appendix A : Action Plan Detail" p.51. Online at <https://www.masmacon.org/wp-content/uploads/2020/07/Macon-Cultural-Plan-Final.pdf> accessed 25-04-2023

music professionals and musicians who have already graduated from college and may not have received accurate training and education on technical topics such as sound production.

The asset mapping also identified a gap in the professionalization of the local music ecosystem, especially in its artists and creatives, which is shown by the absence of Booking & Promotion Agents, Artist Development/Live Production companies, and other music management businesses. Furthermore, the results obtained from a survey conducted with industry professionals and music fans have shown that the two most influential links in the music ecosystem are creation (e.g., musicians & artists) and exhibition (e.g., music venues and festivals). As shown in Table 2, these two links have the highest level of dependency among all the rated agents.

Table 2. Music Ecosystem Value Chain: dependencies, quality, and availability

Link	Dependency	Quality		Availability	
	Supply	Supply	Demand	Supply	Demand
Musicians & Artists	3,47 ↑	3,44 ●	3,42 ●	3,13 ●	3,26 ●
Rehearsal Spaces	1,98	2,55	▨	2,21	▨
Music Producers	2,32	2,95	▨	2,59	▨
Music Recorders	2,49	3,03 ●	▨	2,79	▨
Music Distributors	2,23	2,03	▨	1,86 ●	▨
Record Stores	2,30	2,89	3,18 ●	2,27	2,82
Media	2,83	2,44	3,07 ●	2,50	2,88
Managers & Bookers	2,34	1,86 ●	▨	1,95 ●	▨
Music Venues	3,28 ↑	2,79	3,26 ●	2,93	3,22 ●
Festivals	3,28 ↑	2,77	3,23 ●	2,49	3,03 ●
Musical instrument equipment	2,36	2,48	▨	2,20	▨
Educational institutions	2,38	3,13 ●	3,30 ●	2,50	3,12 ●
Local/State/National Government	1,74	1,83 ●	▨	1,65 ●	▨
Copyright Admins.	1,83	1,86 ●	▨	1,62 ●	▨

↑ Highest dependency >3
 ● Higher rating >3
 ● Lower rating <2

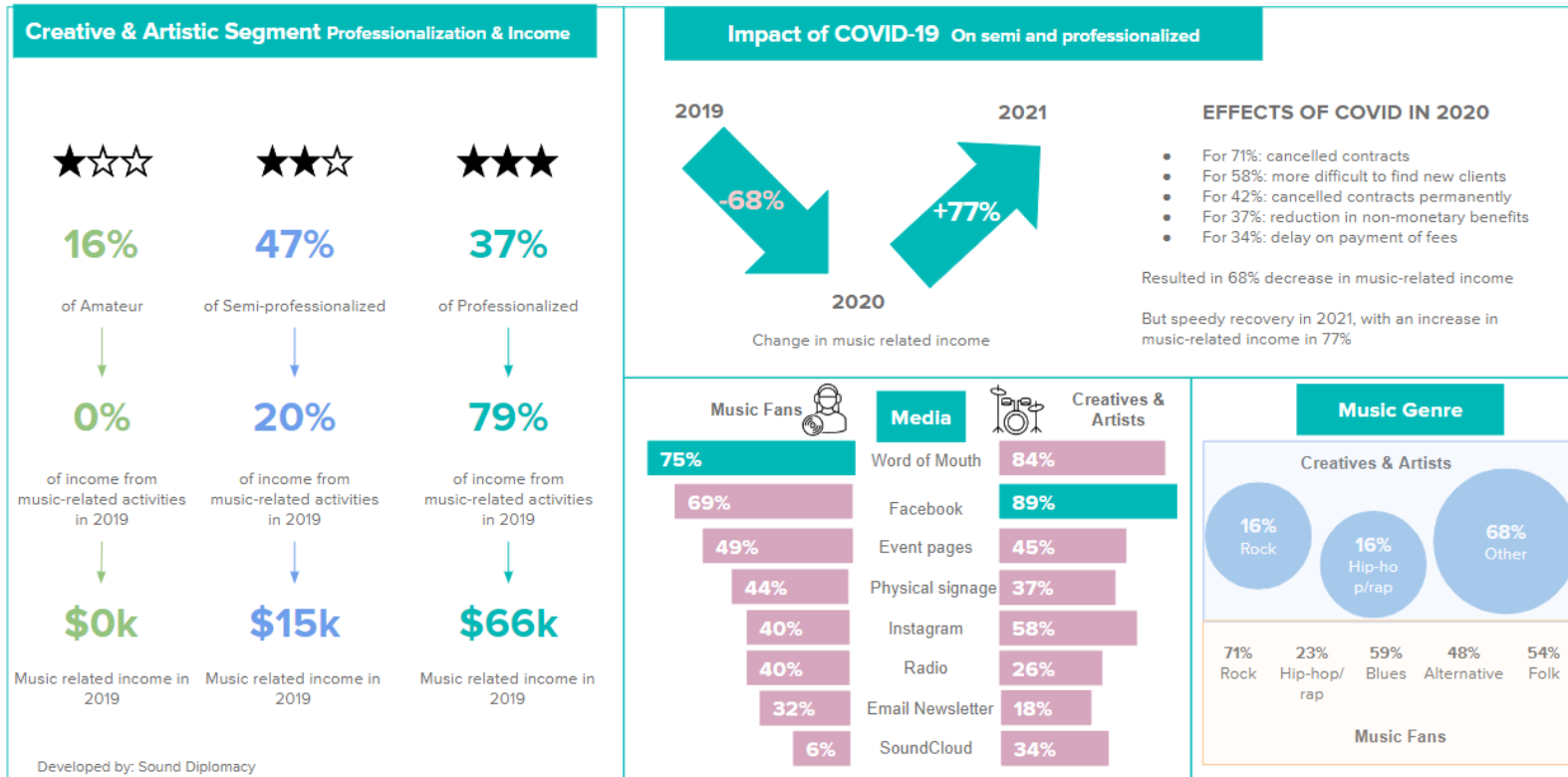
Developed by: Sound Diplomacy

However, the survey also indicates that the distribution link (managers, bookers and promoters) does not fully support the needs of the local ecosystem. This is the result of limited availability and quality of distribution intermediaries, and is a situation that jeopardizes the development sector as it suggests that music artists from the creation link of the value chain need to rely on external intermediaries to ensure their work's distribution and exhibition, increasing costs and barriers, and thus negatively impacting the ecosystem's development.

Ranging from the low number of music management businesses to the lack of sufficiently trained professionals in the music business sector, these shortcomings could be limiting the potential of the music industry in Macon.

The series of stakeholder roundtables, surveys and the economic impact assessment have shown different levels of professionalization amongst creatives & artists; 63% of the creative & artistic segment have a low level of professionalization (amateurs and semi-professionalized). Based on the number of respondents, the distribution of creatives & artists according to their level of professionalization leans towards semi-professionalized (47%), who on average dedicate 35% of their time to music-related activities, and professionalized (37%), who on average dedicate 83%. The remaining 16% are amateur creatives & artists (See Figure 16).

Figure 16. Creative & Artistic segment: Key Insights



Source: Sound Diplomacy Macon, GA Music Ecosystem Survey

Moreover, there are significant differences in the total music-related income amongst creatives and artists. In 2019, the average music-related income of professional creatives & artists (\$66k) was 4 times higher than that of the semi-professionalized (\$15k). During 2020, the gap became more accentuated, with professionals earning 10 times more than the semi-professionalized (\$24k vs \$2k). The roundtable discussions also revealed that many artists are underpaid for their work, and do not have enough contract and pay structure training or knowledge.

When looking closely at the genres and styles of the music scene in Macon, research and conversations highlighted a high level of diversity, elevating its potential to captivate and draw a substantial and varied audience. According to the surveyed creatives & artists and local music fans, there is a wide variety of musical genres including rock, blues, classical, and dance & electronic, amongst others. While creative & artist genres are dispersed among many music genres such as rock (16%), hip-hop (16%), classical (10%), blues (8%), and others (i.e. alternative, R&B, etc), music fans have much more defined preferences, since they mainly follow rock (71%), blues (59%), folk/americana/roots/singer-songwriter (54%), and alternative (48%).

In this context, the development of Macon's potential to be recognized as a Music City and renowned music destination akin to Nashville, Austin, Muscle Shoals, and Memphis, presents an opportunity to enhance the involvement of music fans and enthusiasts by formulating a distinct audience development program that ensures the growth of a diverse, equitable and inclusive local music scene. With the effective gathering of data (i.e. ages, tastes, income range, etc.), a characterization of audiences would enable venues, promoters and artists to adjust the offer accordingly to Macon's diverse community.

Recommendation 1: Advocate for the appointment of a Senior Advisor for Arts and Culture for Macon

Initiators: The Macon Arts Alliance and the Macon-Bibb County Government

Supporting Stakeholders: Other non-profit organizations for the support of music, and representatives from the tourism, education, creative industries sectors.

Timeframe: Short term (1-12 months)

Macon could benefit from appointing a Senior Advisor for Arts & Culture (SAAC), as suggested in the Macon Cultural Plan. The SAAC would work towards implementing the Macon Cultural Plan's strategies, connecting arts and culture to other sectors in government, while ensuring their strategies will include and support the local music ecosystem.

Their main responsibilities regarding the music sector could include:

- Advocate for the importance of the music industry, partnering with local governments to promote funding and policies that support music programs.
- Coordinate music-related efforts, organizations, stakeholders and resources; and build a strong music network by fostering collaborations between music sector stakeholders and partners in other sectors and industries.
- Work with government, local authorities and leadership to explore an approach to permitting and licensing that takes into account cultural value (**recommendation 10**), economic impact and wellbeing.
- Provide resources, support, and guidance to the music ecosystem, including training, education, performance and professional development opportunities (**recommendations 6 and 7**); funding opportunities; networking opportunities; studio and rehearsal opportunities.
- Build on opportunities to diversify and grow the music economy, across all places and activities.
- Work with other existing music organizations and stakeholders to ensure that they are well-promoted and supported throughout the ecosystem.
- Champion the cultural value of music venues and clubs and support the development of a more diverse range of music and cultural activities.
- Work with local leaders along with key agencies, such as the venues, night time and music economy drivers, creative sector, government, entertainment districts and the police to ensure the music offer is rich, world-leading, safe and responsible.
- Liaise with philanthropists and other funders to assess the potential for music sponsorships, grants and other funding avenues.
- Host regular networking events that allow artists and musicians from different styles and genres to connect and promote collaboration.
- Work closely with schools, colleges, and universities to ensure that Macon's music education programs are reaching their potential.
- Engage with the local community through music-related events and collaborations with other organizations, promoting cultural diversity and inclusivity (**recommendation 3**); and encourage music appreciation and audience growth through initiatives and events (**recommendations 8 and 13**).
- Conduct research and produce a Macon Music Strategy, and update it in regular cycles.
- Communicate about the Music Department's existence, resources available, opportunities and how to make sure the community is involved and/or represented (**recommendation 16**).
- Work in close partnership with the tourism department and the economic development department to ensure that the music offer continues to attract visitors (**recommendation 15**).
- Work to preserve and promote the local musical heritage, and local music history (**recommendation 15**).

Implementation Actions

- Collect data and research to demonstrate the need for the appointment of a SAAC. This data can include information from Sound Diplomacy’s research and from Macon’s Cultural Plan 2020-2025, as well as potential information on the economic, social, and cultural impact of the cultural sector in Macon and how the appointment of a SAAC would better support it.
- Collaborate with partners, artists, cultural organizations, businesses, educational institutions, and community leaders to build a coalition of support for the creation of the position.
- Use Macon’s Cultural Plan 2020-2025 to develop a list of duties and responsibilities for the SAAC.
- Collaborate with the Macon-Bibb County Government to define the required qualifications for the position and appoint the Senior Advisor for Arts & Culture.

Further Considerations

Following on from the creation of this role, the Macon Arts Alliance and the SAAC could work together to establish a Music Board to better support and promote the local music industry (**recommendation 2**). The SAAC would take the lead in assembling the Music Board and also play a crucial role in coordinating and guiding its activities.

Benchmark: Huntsville Music Board & Officer (Alabama, US) ¹⁴⁵

What Is It: Sound Diplomacy’s work with Huntsville paved the way for the creation of the Huntsville Music Board. This governing body is a volunteer citizen advisory committee that aims to cultivate a diverse and vibrant music ecosystem by providing opportunities to the community.

After the Board was formed, Huntsville hired a full-time Music Officer and founded the Huntsville Music Office in 2022. The Huntsville Music Office falls under the purview of the Mayor’s Office, and aims to nurture and support Huntsville’s music ecosystem to strengthen the city’s economy, attract more visitors and enhance the residents’ quality of life. The office aims to help the city’s music industry reach its full potential through advocacy, policy and strategic planning initiatives.¹⁴⁶

The objectives of the Huntsville’s Music Office are as follows:

¹⁴⁵ City of Huntsville, Alabama (n.d.) “Music Office, About us”. Online at <https://huntsvillemusic.com/about/> accessed 03-07-2023

¹⁴⁶ City of Huntsville, Alabama (n.d.)

1. Bridge the gap between the public and private sectors within the music ecosystem.
2. Connect different sectors (within government and the overall economy) with music.
3. Connect the music ecosystem in its full diversity.
4. Act as the first point of contact for the music sector when addressing the public institutions.
5. Provide the music sector with easier access to any resources and support from the city and guidance on how to navigate the city's bureaucratic processes.
6. Advocate for the music ecosystem, and build relationships that can benefit the ecosystem.
7. Oversee and reinforce the implementation of a music strategy.
8. Support the local music sector with communication and promotion locally, nationally and internationally, as well as advocate for efforts to export Huntsville's music to all markets.

Music Officer Job Description: The Huntsville Music Officer is mainly responsible for overseeing the implementation of the Huntsville Music Strategic Plan. Given the dispersion of the music ecosystem between East and West Huntsville, the Huntsville Music Officer must have experience and connections across the entire community.

Job Description:

- Job Title: Huntsville Music Officer
- Placement: Sitting within Arts Huntsville, at the direction of the Music Steering Committee
- Salary Range: \$85,000 annual salary
- Directorate: Huntsville Mayor's Office through the Music Initiative

The Huntsville Music Officer acts as the ambassador for Huntsville's music economy and advocates for the cultural value of its music venues and clubs, supporting the development of diverse music and cultural activities. The Music Officer works with key agencies and stakeholders to ensure Huntsville's music offering is rich, world-leading, safe, and responsible while also balancing the needs of residents, workers, and visitors. The Music Officer collaborates with the Mayor's office, government leaders, and various departments to implement the vision and strategy for Huntsville's music economy. They oversee research, give public speeches, and

chair meetings with key stakeholders, while fostering collaborations with other nearby music hubs such as the Shoals area and Nashville. The Huntsville Music Officer ensures the implementation of the Music City Policy Handbook and explores an approach to permitting and licensing that considers cultural value, economic impact, and wellbeing.

Who Is Responsible: Huntsville Mayor’s Office via the Music Initiative, following advice and guidance from Sound Diplomacy.

What Has It Done: The Huntsville’s Music Office, consisting of the Music Officer and Huntsville Music Board, serves as an information center and provides resources for artists, fans, music businesses and industry professionals. These resources include information about the city’s entertainment districts, noise ordinance and special events permits, and a listing of colleges and universities that offer music education and performing arts programs, radio stations, venues and performance spaces.¹⁴⁷ In the 2023 city budget, the Music Office secured a first-time budget of \$100k+, in addition to the Music Officer salary established in 2022. This budget will be used to fund initiatives and programs of the music office and is expected to increase over time, as new needs are identified and programs are established.

The Music Office also set up a comprehensive live music calendar¹⁴⁸ showcasing many local concerts and music events. In 2022, September was selected as “Huntsville Music Month”. The inaugural event celebrated its music ecosystem, artists, venues, community events and organizations; built excitement and inspired creation and collaborations through concerts and music events. The month-long initiative is planned to take place annually and aims to showcase every aspect of Huntsville’s music scene, to boost the city’s creative economy, promote music tourism, provide career development resources and more.¹⁴⁹

Events include:

- **The Music Industry Career Fair and Volunteer Expo** - a free event aiming to connect music professionals, music lovers and the local entertainment businesses and nonprofit arts organizations. It was first held on September

¹⁴⁷ Huntsville Music (n.d.) “Resources”. Online at <https://huntsvillemusic.com/resources/> accessed 30-12-2022

¹⁴⁸ City of Huntsville, Alabama (2022) “Music Calendar”. Online at <https://huntsvillemusic.com/calendar/> accessed 29-12-2022

¹⁴⁹ City of Huntsville, Alabama (2022) “Huntsville Music Month”. Online at <https://huntsvillemusic.com/musicmonth/> accessed 29-12-2022

24th 2022 and allowed its attendees to make connections and support the Huntsville music scene.¹⁵⁰

- **A Career & Artist Development Workshop** - first held on September 28th 2022 as an opportunity for the music community to learn from music experts' experiences. Grammy-award winning artists Ben Lovett and Kelvin Wooten served as panelists.¹⁵¹
- **Musical Instrument Drive** - residents were encouraged to donate any unused musical instruments they had to local music education programs as part of the city-wide School Instrument Drive.¹⁵² This initiative was a collaborative effort between the Huntsville Music Office, Huntsville City Schools,¹⁵³ Microwave Dave Music Education Foundation,¹⁵⁴ and Maitland Arts Initiative.¹⁵⁵ According to Huntsville Music Officer Matt Mandrella, "Music education is one of the most significant parts of any thriving music ecosystem, so anything...to enhance the goals and efforts of [Huntsville] schools will always be one of [the] highest priorities".¹⁵⁶
- In addition, the Huntsville Music Office incorporated live music into City Council meetings, and quarterly meetings will also be organized and held at different venues in Huntsville, to give the city's music community an opportunity to network and collaborate.¹⁵⁷

¹⁵⁰ Official website of the city of Huntsville, Alabama (2022) "Huntsville Music Industry Career Fair & Community Expo set for Sept. 24". Online at <https://www.huntsvilleal.gov/huntsville-music-industry-career-fair-community-expo-set-for-sept-24/> accessed 15-02-2023

¹⁵¹ Official website of the city of Huntsville, Alabama (2022) "Huntsville Music Month: Career & Artist Development Workshop". Online at <https://www.huntsvilleal.gov/city-calendar-event/huntsville-music-month-career-artist-development-workshop/> accessed 15-02-2023

¹⁵² Official website of the city of Huntsville, Alabama (2022) "Huntsville Music Office hosts monthlong musical instrument drive". Online at <https://www.huntsvilleal.gov/huntsville-music-office-hosts-monthlong-musical-instrument-drive/> accessed 15-02-2023

¹⁵³ Huntsville City Schools (n.d.) "Homepage". Online at <https://www.huntsvillecityschools.org/> accessed 15-02-2023

¹⁵⁴ Microwave Dave Music Education Foundation (n.d.) "Homepage". Online at <https://microwavedavemef.org/> accessed 15-02-2023

¹⁵⁵ Maitland Conservatory (n.d.) "Arts Initiative". Online at <https://www.themaitlandconservatory.org/artsinitiative> accessed 15-02-2023

¹⁵⁶ Official website of the city of Huntsville, Alabama (2022) "Huntsville Music Office hosts monthlong musical instrument drive". Online at <https://www.huntsvilleal.gov/huntsville-music-office-hosts-monthlong-musical-instrument-drive/> accessed 15-02-2023

¹⁵⁷ Huntsville Music (2022) "The Vision". Online at <https://huntsvillemusic.com/about/initiatives/> accessed 30-12-2022

Lesson For Macon: The creation of a SAAC who acts as an ambassador for Macon’s cultural sector, supporting all efforts that foster the music ecosystem within it, ensures an effective streamlining of all relevant decisions made by the city’s music board (**recommendation 2**). This facilitates the path toward a rich music offering that balances the needs of residents, stakeholders, and visitors. The appointment of such a position in strategic alignment with Macon’s music board would provide significant formal support for the industry and develop crucial, long lasting relationships across sectors, opening the possibility to become the backbone to sustainable growth in the music sector.

SUSTAINABLE DEVELOPMENT GOAL: Promote Peaceful and Inclusive Societies for sustainable Development, Provide Access to Justice for All and Build Effective, Accountable and Inclusive Institutions at All Levels



- Target 16.6: Develop effective, accountable and transparent institutions at all levels.
- Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.

Recommendation 2: Create a Music Board for Macon

Initiators: The Macon Arts Alliance & Macon-Bibb County Government

Supporting Stakeholders: Other non-profit organizations for the support of music, and representatives from the tourism, education, creative industries sectors.

Timeframe: Medium term (1-2 years)

A Music Board is a working commission that includes a wide range of members from all sides of a local music ecosystem and adjacent industries including but not limited to, education, planning, licensing, tourism, health, hospitality and transport. Music Boards can change policies, adopt new measures and impact council and governmental objectives. They also act

as advocates for the broad music ecosystem, raising concerns and demanding solutions from the municipal government and other governing entities.

The Macon Music Board should be envisioned as an information and resource center, catering to musicians, music stakeholders, professionals, and enthusiasts alike. It should aim to promote and support artists, local music events and initiatives. Among its core functions, the Board should offer a wide array of opportunities for music stakeholders, encompassing educational and training programs, networking initiatives, professional development opportunities, and access to funding. By facilitating comprehensive support, it would aspire to foster a vibrant musical ecosystem in Macon.

The objectives of the Board would be to:

- Support the SAAC in advocating for the importance of the music industry, partnering with local governments to promote funding and policies that support music programs.
- Support the SAAC in championing the cultural value of music venues and clubs and support the development of a more diverse range of music and cultural activities.
- Support the SAAC in conducting research and produce a Macon Music Strategy, and update it in regular cycles.
- Support the SAAC in preserving and promoting the local musical heritage, and local music history (**recommendation 15**).
- Provide a voice for the music ecosystem in front of the council.
- Oversee the implementation of the music strategy and hold the council accountable for actions connected to the strategy.
- Act as the leading advocates for any changes the sector needs at the city and county levels.
- Champion the local music ecosystem, helping it grow and promoting it locally and internationally.
- Advocate for better and more comprehensive music related regulations (**recommendation 10**).
- Support music tourism, music education and community music.

The Macon Arts Alliance could be tasked with creating a pilot version of the Music Board by setting it up and gathering a group of stakeholders; and take the lead in advocating for the city to include it as part of the music related institutions.

Implementation Actions

- Collaborate with the Macon-Bibb County Government and the potential SAAC to establish a Music Board and define its objectives.
- Identify prospective members of the Board by:
 - Paying attention to actors from all areas of the industry, such as venues, local radio stations, musicians, music businesses, etc. as well as representatives from local educational institutions.

- Creating an open call for members using the city’s websites, social media channels and mailings.
- The proposed SAAC could be responsible for chairing the Music Board and supporting the MAA in appointing members, with an acting Chair in the role.
- The Music Board would be volunteer-led and consist of up to 16 members, split between 70% music professionals and 30% government and other industries. It should maintain a 50/50 gender split and make significant efforts in ensuring that it reflects the diversity of the city, guaranteeing the participation of ethnic minority members of the music ecosystem.
- Members would serve for 12 months, meeting every 2 months with sub-committees meeting at separate times. After 12 months, members would be expected to step down and new members to be selected. Delegates or substitutes could be accepted only with prior knowledge and agreement from the Board. Members should agree to a set of Terms of Reference and declare any conflict of interest before being accepted onto the Board.
- Invite a variety of guests (i.e Council members, local stakeholders or citizens) to participate on a meeting by meeting basis, either to present on a topic or to observe. This will ensure the Board remains inclusive and accessible to the music ecosystem at large.
- Stakeholders from other industries should be invited to special workshops to encourage cross-sector collaborations.
- The Macon Music Board should be divided into working sub-groups or committees to address specific topics. They could include:
 - Diversity, equity and inclusion in the music ecosystem (**recommendation 3**)
 - Music artists and professional support (**recommendations 4, 6, 7 and 11**)
 - Events and licensing (**recommendations 4, 9 and 10**)
 - Live music and audience development (**recommendations 8, 13, 14, 15 and 16**)
 - Music tourism (**recommendation 15**)
 - Music marketing (**recommendation 16**)
- Advocate for the city government to make the Music Board a permanent body supporting Macon’s music ecosystem.

Benchmark: Philadelphia Music Industry Task Force (Pennsylvania, US)¹⁵⁸

What Is It: Philadelphia City Council, with the support of Councilman David Oh,

¹⁵⁸ City of Philadelphia Office of Arts, Culture and the Creative Economy. (n.d.). *Music Industry Task Force*. Retrieved June 13, 2023 from <https://www.creativephl.org/programs/music-task-force/>

established this 15-member task force in January 2017. The goals of the Task Force are to consider the history of the city’s music industry, evaluate its current state, and design a strategic plan for its development in order to make Philadelphia an easier place for working musicians to navigate. The Philadelphia Music Industry Task Force is made up of a cross-section of the music industry, including diverse members such as musicians, producers, promoters, composers, publishers, and entertainment attorneys, amongst others.

Who Is Responsible: 15 members were appointed to the Philadelphia Music Industry Task Force: 5 members were nominated by the Mayor and 10 by City Council.

What Has It Done: After two years of work, a report containing recommendations to grow the Philadelphia music sector was delivered in November 2019. The Task Force published 9 recommendations that they believed would be most impactful for the city’s music industry. To ensure recommendations were reflective of the needs of the community, Philadelphia's music community was surveyed for each recommendation to determine the extent to which they agreed that the implementation of the recommendation would positively contribute to Philadelphia’s music industry.

In January 2023, the Philadelphia City Council approved a Resolution titled 'Adopting the Philadelphia Music Industry Task Force Report and Recommendations issued by Council's Global Opportunities and Creative/Innovative Economy', with the #1 recommendation being the “establishment of an independent music office in Philadelphia”. Other recommendations are to develop an awareness campaign for fair compensation for working musicians; identify sources of funding for sustained, dedicated efforts to grow the local music economy; promote Philadelphia music in the city's transportation hubs; encourage music venues to cater to all ages, and use the city's zoning and community development policies to benefit the music industry.

Lesson For Macon: The Philadelphia Music Industry Task Force was created to improve conditions in the local music ecosystem. Therefore, Philadelphia’s Task Force can serve as a source of inspiration for the development of Macon’s own Music Board. The diversity of members and objectives represented in the Philadelphia Music Task Force should be modeled in the creation of Macon’s Music Board. As well, the involvement of Philadelphia’s Mayor and City Council in the creation of the Philadelphia Music Industry Task Force and the selection of members for inclusion in the Task Force plays an important role in its effectiveness. Macon’s Mayoral and City Council support illustrates that the city is committed to supporting the music sector and involved in the implementation of music-friendly governance structures and policy.

Benchmark: DCASE - Department of Cultural Affairs and Special Events (Chicago, US)

What Is It: The Department of Cultural Affairs and Special Events works to enrich Chicago's artistic vitality and cultural vibrancy by fostering the development of Chicago's nonprofit and for-profit arts businesses, as well as its independent working artists. The Department uses the 2012 Chicago Cultural Plan to guide the city's cultural and economic development by marketing its cultural assets globally and coordinating high-quality, affordable cultural programming for both residents and visitors.¹⁵⁹

Who Is Responsible: The Mayor appoints a Commissioner to oversee the department and identify all of its objectives. The Commissioner is further supported by a board of 31 creative industry leaders representing sectors such as fashion, culinary arts, performing arts and cultural historians.

What Has It Done: One of the department's biggest accomplishments to date is the creation of the city's first cultural plan in more than 25 years.¹⁶⁰ Launched in 2012, the Chicago Cultural Plan identifies four focus areas for action items: People, Policies, Places and Planning. Recommended actions range from integrating cultural programming in public schools and identifying opportunities for multi-use spaces, to marketing Chicago as a cultural leader and building cultural support and access from the government down to the community.

The Department's website is also a host of resources and information, with links to obtain special events permits and opportunities for professional development. The latter is particularly useful, as it lists opportunities to volunteer with the department, attend workshops and networking events, find performance opportunities, participate in exchange programs with other cultural communities and access grant applications.

In 2020, DCASE announced the "Year of Chicago Music" (YOCM). The initiatives defined under that umbrella were postponed to 2021, but included sector-building grants worth \$1.7 million, professional development opportunities for artists, an artist

¹⁵⁹ City of Chicago (n.d.) "Cultural Affairs and Special Events". Online at <https://www.chicago.gov/city/en/depts/dca.html> accessed 17-08--2023.

¹⁶⁰ City of Chicago (n.d.) "Cultural Plan Action Update". Online at https://www.chicago.gov/city/en/depts/dca/supp_info/cultural_plan1.html accessed 17-08-2023.

directory, youth showcases, a Summer Music Series and an 18-day, multi-venue festival called Chicago in Tune.¹⁶¹

The YOCCM also supported its music community in 2021 with:¹⁶²

- A sum exceeding \$570,000 allocated to 17 organizations as grants for projects aimed at fostering sector growth.
- Close to \$500,000 in funding was granted by CityArts to support more than 60 music organizations.
- The introduction of the Performing Arts Venue Relief Program resulted in the disbursement of over \$1.2 million to 97 organizations.
- An initiative was launched to offer professional development grants, backing 4 music-related events held during Chicago In Tune.
- Through the Arts for Illinois Relief Fund, nearly \$1 million was distributed in grants to support musicians and music organizations based in Chicago.

The Department's website lists various resources, including opportunities for professional development and business vendors. Some of the most important accomplishments are the city's first artist-in-residence program, the launch of the 'Year of Chicago Music' initiative, active engagement with issues of race, equity, and inclusion, and efforts to address accessibility challenges for underserved communities in the music landscape. Additionally, DCASE has expanded its programming to embrace local communities through a range of neighborhood cultural initiatives. Examples include the nine-part 'House City' series and the 'Taste of Chicago To-Go' pop-up events, featuring more than 25 community meals and melodic performances.

Furthermore, DCASE unveiled the Chicago Band Roster, a “design book” catalog featuring more than 200 vocalists, songwriters, DJs, solo performers, and ensemble musicians rooted in Chicago and spanning an array of genres. A valuable resource that serves as a guide for both independent and community-oriented producers seeking to engage local talent for bookings.¹⁶³

Launched the Chicago Band Roster, a design book of over 200 singers, songwriters, DJs, solo artists and ensemble musicians based in Chicago across a variety of

¹⁶¹ City of Chicago (2020) “Year of Chicago Music”. Online at https://www.chicago.gov/city/en/depts/dca/supp_info/music.html accessed 17-08--2023.

¹⁶² Ibid.

¹⁶³ City of Chicago (2020) “Chicago Band Roster”. Online at https://www.chicago.gov/city/en/depts/dca/supp_info/band_roster0.html.html accessed 17-08-2023

genres as a resource for private and community-based producers who are looking to book local talent

And finally, Chicago In Tune, a citywide festival commemorating the rich and varied musical landscape of Chicago. This music-packed month witnessed the convergence of renowned local venues, hosting entities, and musicians hailing from every corner of the city. The event served as a collective celebration of diverse musical genres and expressions, presenting over 575 free and ticketed performances held at more than 55 venues.¹⁶⁴

Lesson For Macon: There are some key benefits to such a program in Macon. By taking into account the implementation of a Cultural Plan such as the one presented by DCASE, Macon’s Music Board may leverage the positive impact of initiatives such as: creating a local artist/band roster to enhance local talent bookings; providing resources for professional development opportunities; refining fund allocation and grant assignment procedures; and strategically planning cultural investments in underserved communities and neighborhoods to foster greater inclusion and strengthen the city’s cultural diversity. Additionally, the initiatives carried out by DCASE tie in well with Macon’s city branding possibilities in music tourism, by offering a programming expansion to neighborhood cultural initiatives and local community performances, which could liaise with, for example Macon’s BragJam Festival, offering a more expansive, diverse and inclusive community approach to the city’s musical offer.

SUSTAINABLE DEVELOPMENT GOAL: Promote Peaceful and Inclusive Societies for sustainable Development, Provide Access to Justice for All and Build Effective, Accountable and Inclusive Institutions at All Levels



- Target 16.6: Develop effective, accountable and transparent institutions at all levels.

¹⁶⁴ City of Chicago (2020) “Year of Chicago Music”. Online at https://www.chicago.gov/city/en/depts/dca/supp_info/music.html accessed 17-08-2023

- Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.

Recommendation 3: Create and support initiatives for the promotion of Diversity, Equity and Inclusion in the music ecosystem

Initiators: The Macon Arts Alliance and the Macon-Bibb County Government

Supporting Stakeholders: Other non-profit organizations working towards diversity, equity and inclusion; Macon venues

Timeframe: Short term (1-12 months)

Macon would benefit from the implementation and support of initiatives aimed at promoting and ensuring diversity, equity and inclusion in the music ecosystem. These would include the creation of a Diversity, Equity and Inclusion taskforce, that would be tasked with identifying DEI challenges and proposing courses of action to increase equity in the music ecosystem, as part of the city's administration, as well as incentives for venues.

Implementation Actions

- Support and advocate for the creation of a Diversity, Equity and Inclusion (DEI) taskforce.

The objectives of this taskforce could include:

- Combatting the lack of access to performance opportunities for certain demographics or music genres.
- Improving representation of all underrepresented genres of music and entertainment.
- Identifying the root causes of issues that may detract from equal access to entertainment by all residents and guests including transportation and public perception of safety concerns.
- Recommending strategies and initiatives working towards a better diversity, equity and inclusion within Macon's music ecosystem, such as training programs, guidelines, grants or sliding-scale fees for arts events that require permits, etc.

- Raising awareness around health and wellbeing opportunities for musicians and music professionals, including the services offered by the Macon Volunteer Clinic.
- Identify other organizations that are already working towards ensuring DEI to promote and support their initiatives.
- Create incentives for venues to offer more diverse events in terms of genres, ages and demographics. These incentives could include tax rebates, promotional support, funding etc.
- The Macon Arts Alliance and its DEI taskforce could develop a framework for music that supports residents from all across Macon, prioritizing projects that strengthen collaboration across the city and encourage participation in the music ecosystem by members of historically marginalized communities. Such a framework should inform assessment of incoming requests for grants, use of public space for events, funding and other incentives, such as: permits and license discounts, discounts on loading/unloading zones, the presence of the venue/event in city tourism campaigns, or other financial incentives.

Among other equity and diversity criteria, this framework should examine:

- Diversity of staff and program in terms of culture, gender, abilities and age.
- Audience accessibility in terms of income, culture, gender, abilities and age.
- Innovative and non-commercial approach to the current offerings in Macon.
- Promotion of Macon artists and Macon as a Music City.
- Programming a minimum of 25% local musicians for events and venues.
- Following Fair Play guidelines (**recommendation 11**).

Further Considerations

All city-owned/run/sponsored venues and events should follow the DEI guidelines established by the DEI taskforce, and sustainability guidelines.

Benchmark: Equity in Music and Entertainment Task Force and Report (Madison, Wisconsin)¹⁶⁵

What Is It: A result of the establishment of the Task Force on Equity in Music and Entertainment, the Equity in Music and Entertainment Report was published in 2018.

¹⁶⁵ Task Force on Equity in Music and Entertainment. (2018). *Report to City of Madison Common Council*. Retrieved online [here](#). Accessed 21.03.2023

The aim was to combat the lack of access to performance opportunities within licensed commercial venues, such as bars, parks, and festivals, that was experienced by musicians and entertainers of color (and particularly those from the hip-hop community).



Adam Tesfaye at Café CODA, a Black-owned jazz club in Madison¹⁶⁶

While the main focus of the task force was to improve representation of all underrepresented genres of music and entertainment, the impetus for its formation was specifically on hip-hop due to negative associations about its impact on public safety, leading it to remain ‘misunderstood and, at times, feared’.¹⁶⁷ This had resulted in cyclical patterns regarding the programming of hip-hop performances in Madison, evidenced firstly by a surge in local hip-hop performances which drew crowds to performance venues, then the occurrence of a fight or disturbance, leading to venues’ reluctance to program hip-hop shows.

With recognition that the unequal access experienced by performers of color can cause detrimental impact to Madison’s cultural diversity, sense of community, and economy more generally, the report outlines a series of best practices in other cities

¹⁶⁶ Cafe Coda. (2023, Mar 17). *[No caption.]* [Image]. Facebook. Accessed 20.04.23

¹⁶⁷ idem., p. 13

regarding security, structured events, and arts in education; in addition to proposing 31 recommendations with focus on five areas, including:

- Culture and Community
- Venues
- Equity of Access
- Public Safety and Media Coverage
- Transportation

A selection of recommendations which are particularly relevant to Macon include:¹⁶⁸

- Creation of a full-time staff position at the Mayor’s office focused exclusively on promoting equity in arts and entertainment.
- Development of procedures to train all venue staff in anti-bias practices and bi-cultural and cross-cultural interactions by the Department of Civil Rights.
- Requirement that all venues with an entertainment license with more than 14 employees submit an Affirmative Action Plan (in line with other entities receiving public funding from the city).
- Grant or ‘sliding-scale fee’ provisions to be made available for arts events that require permits.

Who Is Responsible: A result of 9 years’ worth of efforts by the hip-hop community in Madison, and 7 years as part of the official mission of the Urban Community Arts Network (a local organization ‘dedicated to supporting sustainability in the Madison music community and advocating for equity in the local arts and entertainment ecosystem’),¹⁶⁹ the Task Force on Equity in Music and Entertainment was convened in June 2017 after unanimous approval by the City of Madison Common Council and held its first meeting in September later that year. As per the resolution submitted for its convening, the task force comprised 11 members representing different sectors of the city and community, including musicians, college students, entertainment promoters, and policymakers.

In the 9 years prior to establishing this Task Force, citizens of Madison had already begun to assemble government and private entities, including the Madison Police Department, the Office of the Mayor, the Alcohol License and Review Committee (ALRC), the Madison Arts Commission (MAC), the Division of Civil Rights, and owners of music venues, to explore how Madison’s music and entertainment scene could be made to become more inclusive.

¹⁶⁸ A full list of all recommendations can be found in the original report.

¹⁶⁹ Urban Community Arts Network (n.d.) “About Us”. Retrieved online [here](#). Accessed 22.03.2023

Upon its establishment, the task force had four main aims:¹⁷⁰

- Identification of the root causes of issues that may detract from equal access to entertainment by all residents and guests including transportation and public perception of safety concerns.
- Explore best practices used in other communities, especially those that are home to large populations of college students, young professionals, residents who are active in urban arts that can be adapted to [Madison's] downtown.
- Recommend long-term and short-term strategies to establish an atmosphere of continued communication, which will assure the sustainability of the desired environment and benefits.
- Analysis of costs, revenues, and timelines that will support both short term and long term recommendations.

As of 2019, this task force is no longer active as it was originally instituted to specifically develop the Equity in Music and Entertainment Report. However, several work groups with focus on areas such as economic impact and tourism have since been established to start the process of implementing the recommendations set out by the report, with more changes expecting to be put in place in 2024.

What Has It Done: This report has also informed the creation of other related reports, such as Sound Diplomacy's Music Recovery Framework for the Greater Madison Music City Project. As of August 2022, the city has begun to implement the recommendations set out in the Equity in Music and Entertainment report, including:

¹⁷¹

- Formalizing plans for a full-time staff position at the Mayor's office focused exclusively on promoting equity in arts and entertainment.
- Creating the Equal Opportunities Commission Certified Partners training to ensure that equity is maintained in all music and entertainment events.
- Working on an ordinance to add an Affirmative Action Plan to the entertainment license application process.
- Implementing grants or sliding-scale fees for arts events that require permits.

As of March 2023, the City Department of Civil Rights is also currently developing anti-bias, bi-cultural, and cross-cultural training for all music venues. More generally, as a result of the establishment of both the task force and the report, awareness of

¹⁷⁰ Task Force on Equity in Music and Entertainment, p. 9.

¹⁷¹ Sound Diplomacy. (2022). *Greater Madison Music City: Music Recovery Framework*. Retrieved online [here](#). Accessed 22.03.2023

these underlying racial issues has also increased, leading to an increase in bookings made at Black-owned venues as well as support for hip-hop artists.¹⁷²

Lesson For Macon: Madison’s example proves the importance of awareness, evaluation and resolution for underserved communities. The work has showcased Madison as a supporter of all who form its music industry, and demonstrates the procedures to increase awareness, evaluate, resolve and continue work on supporting unserved communities and strengthening local industry. Macon can learn from this example of how to: identify the underlying triggers of challenges that could hinder universal access to the cultural offer and its music industry; and formulate comprehensive strategies and guidelines, encompassing both short-term and long-term perspectives, with the ultimate goal of fostering, acknowledging, and encouraging diversity, inclusivity, and sustainability within the local creative sectors.

SUSTAINABLE DEVELOPMENT GOAL: Achieve gender equality and empower all women and girls.¹⁷³



Target 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

SUSTAINABLE DEVELOPMENT GOAL: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.¹⁷⁴



¹⁷² Karen Reece, in discussion with Sound Diplomacy, 19.04.2023

¹⁷³ United Nations (2022e)

¹⁷⁴ United Nations (2022) “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”. Online at <https://sdgs.un.org/goals/goal16> accessed 08-08-2023

- Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels
- Target 16.b: Promote and enforce non-discriminatory laws and policies for sustainable development

Recommendation 4: Create a One Stop Shop for music related regulations, permits, funding opportunities and other resources

Initiators: The Macon Arts Alliance

Supporting Stakeholders:

- Web developer
- Macon Music Board
- Music industry stakeholders

Timeframe: Short term (1-12 months)

To align with the Macon Cultural Plan's objective of making the Macon Arts Alliance the key resource for the cultural ecosystem in Macon, by centralizing communication, data, and programming for the county, a one-stop shop for music related regulations, permits, funding opportunities and other resources should be created.

A one-stop shop is a digital platform that those wanting to organize and promote special events will use in order to apply for the correct permit and also browse financial support. A one-stop portal centralizes and simplifies the permit application process, allowing organizers and promoters to apply for an event permit, liquor license, and informing transit, police and fire department officers in one place. There should also be a clear step-by-step guide on how to request permits via the platform available on the site. The portal can also include local, regional and state-wide and national financial incentives such as grants and tax rebates that event organizers may be eligible for.

In addition to obtaining a special event permit, organizers will also need information on alcohol, busking, emergency planning, trash/recycling, health regulations, restrooms, security, sales, insurance, noise, parking, utilities, road closures, park or public facility rentals, etc. Each bureaucratic system across the city, parish and region should be easily accessible and communicated and in-person sessions also need to be made available to better address the individual doubts and questions of inquirers, as each business or artist has unique needs and

effective approaches, and a bespoke advisory system will ease the bureaucratic process, encouraging more events to take place while building networks.

Implementation Actions

- Work with a web developer to create the one-stop shop on a webpage to be added to the Macon Arts Alliance’s website.
- Collate all information and applications relevant to special events, working with city and county departments to ensure everything is covered, including:
 - An overview for permits and licenses required for live music, and for regulations applying to the music sector, including sound regulations and busking policies (**recommendation 10**). It should also include an access to the special events permits and a possibility to apply online.
 - A section gathering all the resources and opportunities available for musicians and music professionals in Macon, such as educational and professional development opportunities (**recommendation 6**), fair pay guidelines (**recommendation 11**), funding and economic development incentives (**recommendation 12**), health and wellbeing programs, music hubs and studios. This would help music stakeholders navigate the licensing processes and regulations, as well as showcasing and raising awareness about the existing funding and grant opportunities for the music sector.
 - A music marketing toolkit to guide local businesses in sharing the Macon music brand, and to get local buy-in from residents. It should include guidelines on how to effectively promote Macon’s music brand, with illustrative examples of texts, posts, hashtags, images, videos, and music.
 - A contact section for any inquiries, and links to any relevant social media accounts.
- Run a user experience test on the existing system and processes, understanding where organizers might struggle, and areas for improvement and streamlining.
- Build an online platform via which people can access the applications as part of the Macon website and with the assistance of a developer.
- Create interactive and engaging ways of displaying information, exploring options such as yes/no flow charts, maps of districts, maps of venues, etc.
- Promote the one-stop shop to the local, regional, state-wide and national music ecosystems using social media, networks and contacts.
- Ensure district-specific regulations/policies are included (**recommendation 9**)
- Ensure that information is always up to date, and work from user feedback to improve the platform.
- Over the long term, it is advisable for the Macon Arts Alliance to evaluate the effectiveness of the one-stop shop and enhance the enforcement processes for relevant regulations.

Further Considerations

Such a platform could also be established for other creative industries that could benefit from the existence of a one stop shop. Macon's film industry would be an example of potentially benefited industries.

In addition to the one-stop shop for the music industry, the Macon Arts Alliance could create a comprehensive database encompassing all local musicians, music professionals, stakeholders, and businesses. By incorporating this database into the online platform, the music sector stakeholders will gain an invaluable platform to connect, network, and explore a wide array of work and creative opportunities. This database would serve as a powerful tool for fostering collaboration and growth within the local music community, enabling its members to discover new avenues for artistic and professional development.

The database could include:

- Artists
- Rehearsal Spaces
- Record Labels
- Publishers
- Producers
- Recording Studios
- Promoters
- Venues
- Festivals
- Music educators and schools
- Music Associations and Foundations
- Music Tech
- Music Media
- Entertainment Lawyers
- Collection Societies
- Music suppliers (web, design, accountants, equipment rentals, etc.)
- Sponsors and Partners
- Other sectors relevant contacts: film, tech, real estate, education, tourism, etc.

The database would be built by the MAA with administrative support from the Music Board (**recommendation 2**), and populated with the support of the overall music ecosystem.

Sound Diplomacy's mapping and regulatory assessment will play a crucial role in shaping the content of this comprehensive online resource. By utilizing the information gathered from this assessment, the Macon Arts Alliance can ensure that the webpage includes accurate and up-to-date details about local regulations, resources, programs, and opportunities relevant to the music industry.

Benchmark: One Stop Shop (New Orleans, US)¹⁷⁵

What Is It: Events and liquor licensing are run by New Orleans' One Stop Shop for Permits and Licensing. In addition to a dedicated webpage, complete with search engine to ease user navigation to different licensing information and forms, the One Stop Shop is also available via an app which allows users to find licensing information and apply for permits from their mobile devices. Each permit type has its own drop-down menu including:

- Business Permits and Licenses
- Event/Film Permits and Licenses
- Building Permits and Licenses
- Residential Permits
- Hazard Permits

Beneath each specific permit or license, there is information regarding what the document is for, who should apply for it, how to successfully complete the application process, and what to expect following submission. The summary also indicates whether or not the permit or license can be completed online.

Who Is Responsible: The City of New Orleans

What Has It Done: In 2021, 50 new permits were issued, 23 building permits were acquired, and almost \$1.7 million in construction value has been partially attributed to the ease of the One Stop Shop. In addition, the Shop is available in app form to allow for easier navigation on mobile devices. Fillable PDF applications can be downloaded directly from the app.

Lesson For Macon: A one-stop shop for permits and licenses can be a cost-effective way of facilitating application processes and making city officials' work more efficient (due to there being less inquiries and wrongly completed applications). Creating one place for all relevant information ensures that all actors and departments are in alignment with the regulations and expectations for events, and encourages more music and cultural activities in the city - something that would align with county strategies.

By implementing this modern and accessible approach, Macon can bolster efficiency, promote compliance, and support the growth of its music industry. Emulating New

¹⁷⁵ City of New Orleans (2022) "City of New Orleans One Stop Permits & Licenses". Online at <https://onestopapp.nola.gov/> accessed 14-08-2023.

Orleans' successful model would pave the way for a seamless licensing process, benefiting both stakeholders and the city's overarching vision for its music sector.

Benchmark: Texas Music Office / Website (TX, US)¹⁷⁶

What Is It: The Texas Music Office (TMO) was established in 1990 as the sister office to the Texas Film Commission. It is state-funded and sits within the Office of the Governor's Economic Development and Tourism Division. It is the only state music office in the nation.

The Office aims to connect music industry businesses and individuals across the state and enhance their creative and professional opportunities. It serves as an information center and as a liaison between Texas music industry stakeholders and government offices and agencies.¹⁷⁷

The Texas Music Office website provides information, resources and programs to the Texas music community, and those interested in working, visiting and/or investing in the music industry in the state.

Who Is Responsible: Texas Music Office (TMO).

What Has It Done:

Its website includes:

- A music events calendar¹⁷⁸
- Search tools to find Texas music businesses, musicians and radio stations¹⁷⁹

¹⁷⁶ Arts Council England (n.d.) "Music Hub Investment Programme". Online at <https://www.artscouncil.org.uk/our-open-funds/music-hub-investment> accessed 04-07-2023.

¹⁷⁷ Texas Music Office (n.d.) "About the TMO". Online at <https://gov.texas.gov/music/page/about-the-tmo> accessed 05-07-2023

¹⁷⁸ Texas Music Office (n.d.) "Event Calendar". Online at <https://gov.texas.gov/music/events> accessed 04-07-2023.

¹⁷⁹ Texas Music Office (n.d.) "Texas Music Industry Directory". Online at <https://gov.texas.gov/apps/music/directory/Default.aspx> accessed 04-07-2023.

- Many Music Business Guides for music industry stakeholders¹⁸⁰
- State incentives & programs¹⁸¹
- A concert safety report & event production guide¹⁸²
- Music licensing requirements for businesses¹⁸³
- An Education Directory¹⁸⁴

The Texas Music Industry Directory & Resources search tool allows users to connect with more than 15,000 music businesses and music industry professionals working in the state, 100 music industry professionals, 8,000 recording artists, musicians, and bands that are based or were born in Texas, and 1,000 radio stations that broadcast in and across Texas.¹⁸⁵

The Business Guides provide information and guidelines to help music industry professionals navigate regulations, tax exemptions, procedures and professional development opportunities.¹⁸⁶

The Education section is divided under The Texas Music Industry Directory for Music Education Programs with specific information on universities and colleges music degrees, scholarships, recording facilities and registration deadlines. A list of Music Libraries and Archives in Texas and a list for Private Music Instruction offers.

Lesson For Macon: A music industry directory and resources platform inspired by the Texas Music Office Website would effectively tackle multiple challenges confronted by Macon’s cultural landscape. Presenting all this pertinent information in one centralized hub, creates an opportunity for the Macon Arts Alliance website to become a go-to resource for professionals, enthusiasts, and the general public alike, fostering a vibrant and connected local music ecosystem.

¹⁸⁰ Texas Music Office (n.d.) “Music Business Guides”. Online at https://gov.texas.gov/music/page/music_business_guides accessed 04-07-2023.

¹⁸¹ Texas Music Office (n.d.) “Music Business Development: State Incentives & Programs”. Online at https://gov.texas.gov/music/page/create_expand_relocate accessed 05-07-2023.

¹⁸² Texas Music Office (n.d.) “Task Force on Concert Safety Report & Event Production Guide”. Online at <https://gov.texas.gov/music/page/task-force-on-concert-safety-report> accessed 05-07-2023.

¹⁸³ Texas Music Office (n.d.) “Music Licensing for Your Business”. Online at https://gov.texas.gov/music/page/music_in_venues accessed 04-07-2023.

¹⁸⁴ Texas Music Office (n.d.) “Education Directory”. Online at <https://gov.texas.gov/Apps/Music/Directory/results/tmep/p1> accessed 05-07-2023.

¹⁸⁵ Texas Music Office (n.d.) “Resources”. Online at <https://gov.texas.gov/music/page/resources> accessed 04-07-2023.

¹⁸⁶ Ibid.

SUSTAINABLE DEVELOPMENT GOAL: Make Cities and Human Settlements Inclusive, Safe, Resilient and Sustainable¹⁸⁷



- Target 11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

SUSTAINABLE DEVELOPMENT GOAL: Ensure Sustainable Consumption and Production Patterns¹⁸⁸



- Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.
- Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
- Target 12.8: By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

Recommendation 5: Advocate for the appointment of a Night-Time Officer to support Macon's Night-Time Economy

Initiators: The Macon-Bibb County Government

Supporting Stakeholders: Organizations and representatives from the night-time economy.

Timeframe: Medium term (1-2 years)

A Night-Time Officer in Macon would aim to recognize and address the challenges and opportunities associated with the local night time economy. This person would work towards

¹⁸⁷ United Nations (2022c)

¹⁸⁸ United Nations (2022d)

safeguarding and promoting the music industry and other night time activities in the city by establishing policies and addressing issues such as the closure of music venues, the lack of diversity and inclusion within night entertainment options (**recommendation 3**), late night transportation, safety concerns etc. These efforts would help foster a thriving music industry that would contribute to the vibrancy and identity of Macon.

Implementation Actions

- Collaborate with Macon-Bibb County Government to appoint a Night-Time Officer. The selected person must have experience in the NTE and dealing with the local administration. This can be a part-time role until developed further. Proposed tasks for this role include:
 - Advocate for the NTE to be included in all relevant policy frameworks.
 - Act as a liaison between food and entertainment businesses and developers, city agencies and the public. It is vital that coordination is strengthened in order to lead to a resilient NTE.
 - Support initiatives that make Macon's NTE sustainable and attractive to creatives and investors, and advocate for evening opening of cultural establishments, retail spaces and entertainment venues.
 - Hold community meetings for residents to voice opinions and concerns about the NTE. Their input can help define the cultural offer.
 - Connect with the Macon Arts Alliance and the potential Music Board (**recommendation 2**) to learn about upcoming events, relay relevant information to them about policies, and elevate the position of the music industry in Macon. Work closely to ensure a joined up approach to the NTE in connection to music.
- Gather data and research to substantiate the necessity of appointing a Night-Time Officer. This information may include findings from Sound Diplomacy's research and Macon's Cultural Plan 2020-2025, along with insights into the economic, social, and cultural impact of Macon's NTE and how the presence of a Night-Time Officer could enhance its support..

Benchmark: Groningen Night Mayor (Netherlands)

What is it: Groningen is a Dutch city renowned for its thriving music scene and night time economy, with a diverse range of venues that showcase both emerging and established artists. The city hosts major events such as the Eurosonic Noorderslag festival¹⁸⁹ and the Liberation festival,¹⁹⁰ attracting large numbers of visitors. Groningen also has a significant population of international students, contributing to its status as a youthful city, with a vibrant nightlife.¹⁹¹

There are currently 22 active Night Mayors operating across the Netherlands,¹⁹² and one of its pioneering cities has been Groningen, which elected its first official Night Mayor with a two-year term in 2011 to include the night time economy in the city's vision and policies.

While the concept of a dedicated nightlife ambassador has been prevalent in the Netherlands for years, its influence has been extending across Europe's main cities and 15 cities around the United States. These cities, including New York, Washington, Pittsburgh, Orlando, and New Orleans, have created their own 'night mayor' positions.

¹⁹³

Who Is Responsible: Groningen City Council

What Has It Done:

Groningen Night Mayor Objectives

The current Night Mayor for Groningen, Merlijn Poolman has been in the position since 2018, and works to ensure that all agents within the night time economy are a city priority.¹⁹⁴

¹⁸⁹ ESNS (2023) "Homepage". Online at <https://esns.nl/en/> accessed 12-05-2023

¹⁹⁰ Discover Groningen (2023) "Liberation Festival Groningen". Online at <https://discovergroningen.com/event/bevrijdingsfestival-groningen/> accessed 12-05-2023

¹⁹¹ Music Cities Network (n.d.) "Groningen". Online at <https://www.musiccitiesnetwork.com/groningen> accessed 10-05-2023

¹⁹² AD (2021) "Mystery: this is what the night mayor of Groningen does". Online at <https://www.ad.nl/groningen/mysterie-dit-doet-de-nachtburgemeester-van-groningen~a959874d/?referrer=https%3A%2F%2Fwww.google.com%2F> accessed 10-05-2023

¹⁹³ Mekouar, Dora (2023) *Voa News* "Why US Cities Are Hiring Night Mayors to Govern After Dark" July 14, 2023. Online at <https://www.voanews.com/a/why-us-cities-are-hiring-night-mayors-to-govern-after-dark-/7169999.html> accessed 16-08-2023.

¹⁹⁴ Ibid.

His objectives as Groningen's Night Mayor are:

- To find the balance between making the night attractive, vibrant, diverse and safe while respecting the needs and peace of the residents.
- To develop Groningen's cultural nightlife.
- To add cohesion between the public servants, the nightlife entrepreneurs and the audiences in the city.
- To preserve night safety.
- To educate and advocate for nightlife.¹⁹⁵

Developing Groningen's Cultural Nightlife

Groningen offers a diverse and lively nightlife scene with an abundance of bars, clubs, festivals and other music and entertainment options. City regulations reflect local government's awareness of the importance of the night time economy as there are no enforced operating hours, instead establishments can stay open all night, allowing for late-night activities.¹⁹⁶

In terms of cultural development, Merlijn Poolman focuses his efforts on increasing cultural diversity in the city's nightlife. His objectives are to create enough room for art and music experimentation and underground styles, while keeping the cultural activities enjoyable for as many visitors and residents as possible.¹⁹⁷

Nightlife Advocacy

One of the primary responsibilities of Groningen's Night Mayor is to engage in discussions with local politicians and ensure that nightlife policies are updated and implemented effectively to enhance the overall nightlife experience for the public. In addition, residents are also educated and informed of cultural and historical events in the city. Groningen's Night Mayor takes part in the setting of regulations and participates in debates with city officials on various topics related to the night time economy, including noise, parties, complaints by neighbors and safety, and monitors whether some policies are "against the culture".¹⁹⁸

¹⁹⁵ LinkedIn (2023) "Merlijn Poolman". Online at https://nl.linkedin.com/in/merlijn-poolman-a4659212/nl?trk=public_post_feed-actor-name accessed 10-05-2023

¹⁹⁶ Discover Groningen (n.d.) "Music & Going out". Online at <https://discovergroningen.com/en/discover/going-out/> accessed 10-05-2023

¹⁹⁷ Youtube (2023) "Nachtburgemeester update Q1 2023". Online at <https://www.youtube.com/watch?v=a69obcXqPlk&t=2s> accessed 10-05-2023

¹⁹⁸ AB Media & Communication (2016) "The cultural voice of nightlife in Groningen". Online at <https://ab-mediacomunication.com/2016/03/25/the-cultural-voice-of-nightlife-in-groningen/> accessed 10-05-2023

Merlijn Poolman highlights the importance of connecting policy-makers and civil servants, event organizers and entrepreneurs, and the nightlife public to create a vibrant and lively city even at night.¹⁹⁹ He works to establish better collaboration between the various authorities for public order and safety, the catering establishments, the cultural sector, and businesses.²⁰⁰

Night Safety

In order to ensure that the city's nightlife and its events are safe and accessible, Merlijn Poolman concentrates efforts on addressing sexual harassment and alcohol and drugs consumption issues at night in Groningen. He works with local businesses to promote responsible drinking and discourage excessive alcohol consumption, through the training of bar staff. Merlijn Poolman also establishes programmes to offer free training for student associations and catering establishments about preventing sexual harassment and how to deal with it in club culture.²⁰¹

International Networking

The Night Mayor works to build international links through the night time economy.

For instance, Merlijn Poolman was one of the night life panelists of the MXT conference at ESNS (Eurosonic Noorderslag) in January 2023.²⁰² MXT is a conference about innovation in the creative technology industry in Groningen.²⁰³ The city also hosted the Night Mayor's International Congress for the first time in 2014, welcoming Night Mayors from London, Paris, Toulouse, Antwerp, Amsterdam and Rotterdam, among others.²⁰⁴

Groningen is also part of the Music Cities Network which organizes capacity building programmes for the music ecosystem, such as the Music Cities Europe Exchange, in

¹⁹⁹ AD (2021) "Mystery: this is what the night mayor of Groningen does". Online at <https://www.ad.nl/groningen/mysterie-dit-doet-de-nachtburgemeester-van-groningen~a959874d/?referrer=https%3A%2F%2Fwww.google.com%2F> accessed 10-05-2023

²⁰⁰ Youtube (2023) "Nachtburgemeester update Q1 2023". Online at <https://www.youtube.com/watch?v=a69obcXqPlk&t=2s> accessed 10-05-2023

²⁰¹ Youtube (2023) "Nachtburgemeester update Q1 2023". Online at <https://www.youtube.com/watch?v=a69obcXqPlk&t=2s> accessed 10-05-2023

²⁰² ESNS (2023) "Merlijn Poolman". Online at <https://esns.nl/en/conference/speakers/merlijn-poolman/> accessed 10-05-2023

²⁰³ MXT 23 (2023) "Merlijn Poolman". Online at <https://mxt2023.nl/moderator/merlijn-poolman/> accessed 10-05-2023

²⁰⁴ SIKKOM (2014) "Large congress of night mayors in Groningen". Online at <https://www.sikkom.nl/actueel/Grote-congres-der-nachtburgemeesters-in-Groningen-28191123.html> accessed 10-05-2023

which Groningen participated in 2023. The six-week virtual programme commencing in January 2023 featured an extensive range of live lectures, workshops, and roundtable discussions that delve into various topics relevant to music cities. Participants from all EU member states had the opportunity to network and engage with a diverse group of candidates, spanning various job functions. The programme also invites global leaders of music ecosystems to provide insights and share best practices with the participants. Overall, the programme seeks to offer valuable learning experiences and facilitate cross-sectoral collaborations for music industry and night time economy professionals across Europe.²⁰⁵

Lesson For Macon: The role of Night Officer is a Dutch innovation that has been initiated in many other cities across Europe and the US. Establishing such a position presents an opportunity to centralize the challenges and opportunities tied to the night time economy, including noise management and safety concerns, and the effective implementation of arts-friendly policies, while taking into account stakeholders concerns and finding a balance for residents.

Recommendation 6: Support and foster the creation of training and professional development programs at all levels to support the development of the music ecosystem

Initiators: The Macon Arts Alliance

Supporting Stakeholders: Mercer Music at Capricorn, Mercer University, music education organizations, musicians and music professionals.

Timeframe: Medium term (1-2 years)

To support the existence and the career development of more professional actors within Macon's music ecosystem, especially in the distribution and exhibition links of the value chain, the Macon Arts Alliance could support and foster the creation of training and professional development programs at all levels.

Macon's music ecosystem would also benefit from enhancing MAA's support of the various endeavors previously undertaken by Mercer Music at Capricorn in the realms of music

²⁰⁵ Music Cities Network (2023) "Music Cities European Exchange". Online at <https://www.musiccitiesevents.com/mcee> accessed 10-05-2023

business, recording, production, and related fields, and of the Mercer University's initiatives pertaining to music professional development.

Implementation Actions

- Work with Mercer Music at Capricorn, Mercer University and other music training and education institutions to identify the existing programs and define how to promote them.
- Collaborate with music artists and professionals to identify the professional development needs of the local music industry and work with music education organizations to implement professional development programs at the technical level. These should work towards filling the gap identified by Sound Diplomacy's mapping in the professionalization of the local music ecosystem, including:
 - Music business knowledge for musicians and music students (e.g. prepare a press kit, advice for networking, financial management basics, understand different types of contracts, know how to register, publish and license/sync music, etc.)
 - Digital marketing, social media and audience insights/analysis for musicians and music businesses.
 - Entrepreneurship and business management for music organizations (different sessions for for-profit and nonprofit organizations), including marketing and fundraising tools.
 - Sector-specific masterclasses for professionals (e.g. booking agents, festival promoters, artist managers, record labels, music studios, music publishers, entertainment lawyers, etc.).
- Help music education institutions design a well-structured curriculum that covers the identified needs and includes practical, hands-on training.
- All the music education and training programs should be accessible online and showcased on the one stop shop for music activities (**recommendation 4**). A communication strategy could also be implemented to ensure these programs reach the music stakeholders.
- Evaluate the possibilities and capacities to replicate programs like the SAE's ones (see case study below) in local Community Colleges or other institutions.

Further Considerations

These music training and professional development initiatives should be accessible to local artists, industry professionals, entrepreneurs, and business owners within the local music ecosystem. Additionally, they should actively promote and bolster diversity, equity, and inclusion within the local music community.

Benchmark: School of Audio Engineering SAE (Mexico)²⁰⁶

What Is It: The School of Audio Engineering (SAE) is an international franchised network of colleges and universities offering higher education in audio engineering, digital film production, animation, and other related fields. With franchises in 24 countries on all continents, SAE education is based on hands-on training combined with strong theoretical knowledge.²⁰⁷ SAE Mexico offers various degree programs including Audio Engineering, Music Business; as well as Continuing Education programs with diplomas, certificates and short courses in the areas of Audio, Digital Arts, Film and Photography, Web Development and Music Business.²⁰⁸

Who Is Responsible: SAE Institute

What Has It Done: SAE Mexico offers different types of music programs:

- **3-Year Degree Programs** in Audio Engineering,²⁰⁹ Music Business.²¹⁰
- **Certificate Programs** of 60 hours and 48 weeks in Music Business (48 weeks, 132 sessions online),²¹¹ Music Production (40 sessions, 120 hours, 9 modules),²¹² Electronic Music Production (216 hours),²¹³ Post Production (4 modules of 81 hours, online),²¹⁴ Gaming Audio (60 hours, 20 sessions).²¹⁵
- **Short Specialized Online Courses including:**

²⁰⁶ SAE Mexico (n.d.) "Homepage". Online at <https://mexico.sae.edu/> accessed 22-03-2023

²⁰⁷ LinkedIn (n.d.) "SAE Institute Mexico". Online at

https://es.linkedin.com/school/sae-institute-m-xico/?original_referer= accessed 22-03-2023

²⁰⁸ SAE Mexico (n.d.) "Homepage". Online at <https://mexico.sae.edu/> accessed 22-03-2023

²⁰⁹ SAE Mexico (n.d.) "Bachelor of Audio Engineering". Online at

<https://mexico.sae.edu/licenciatura/ingenieria-en-audio/> accessed 23-03-2023

²¹⁰ SAE Mexico (n.d.) "BA/BSc Music Business". Online at

<https://mexico.sae.edu/licenciatura/music-business-licenciatura/ba-bsc-hons-music-business/> accessed 23-03-2023

²¹¹ SAE Mexico (n.d.) "Music Business Graduate". Online at <https://mexico.sae.edu/diplomados/music-business/> accessed 23-03-2023

²¹² SAE Mexico (n.d.) "Music Production Graduate". Online at

<https://mexico.sae.edu/diplomados/en-produccion-musical/> accessed 23-03-2023

²¹³ SAE Mexico (n.d.) "Electronic Music Production". Online at

<https://mexico.sae.edu/diplomados/produccion-de-musica-electronica/> accessed 23-03-2023

²¹⁴ SAE Mexico (n.d.) "Post Production". Online at <https://mexico.sae.edu/diplomados/post-produccion/> accessed 23-03-2023

²¹⁵ SAE Mexico (n.d.) "Gaming Audio". Online at <https://mexico.sae.edu/diplomados/audio-para-videojuegos/> accessed 23-03-2023

- **Audio Courses:** Audio Mix (9 modules, 40 sessions, 32 hours);²¹⁶ Ableton Live 11 courses (72 hours online);²¹⁷ Mastering (32 hours, 16 sessions, online);²¹⁸ Logic (30 hours, 10 sessions, online);²¹⁹ Musical Production (18 live sessions of a total of 51 hours, and 21 hours face to face);²²⁰ Synthesis Applied to Sound Design (50 hours, 17 sessions, online).²²¹
- **Music Business Courses:** Record Labels (48 hours, 8 weeks, 16 sessions, online);²²² Executive Production of a Concert (30 hours online);²²³ Digital Music Distribution (12 hours online).²²⁴
- **Audio Online Courses:** Introduction to Music Production and Appreciation (10 hours, 5 modules).²²⁵
- **Music Business Online Courses:** Concert Directing and Production (16 hours of content, 10 study modules);²²⁶ Digital Distribution of Independent Music (10 hours, 9 modules).²²⁷

²¹⁶ SAE Mexico (n.d.) “Audio Mix”. Online at <https://mexico.sae.edu/cursos/mezcla/> accessed 23-03-2023

²¹⁷ SAE Mexico (n.d.) “Ableton Live 11 courses”. Online at <https://mexico.sae.edu/cursos/ableton-live/> accessed 23-03-2023

²¹⁸ SAE Mexico (n.d.) “Mastering”. Online at <https://mexico.sae.edu/cursos/masterizacion/> accessed 23-03-2023

²¹⁹ SAE Mexico (n.d.) “Logic”. Online at <https://mexico.sae.edu/cursos/logic2/> accessed 23-03-2023

²²⁰ SAE Mexico (n.d.) “Musical Production”. Online at <https://mexico.sae.edu/cursos/produccion-musical/> accessed 23-03-2023

²²¹ SAE Mexico (n.d.) “Synthesis Applied to Sound Design”. Online at <https://mexico.sae.edu/cursos/sintesis-aplicada-a-diseno-sonoro/> accessed 23-03-2023

²²² SAE Mexico (n.d.) “Record Labels”. Online at <https://mexico.sae.edu/cursos/sellos-discograficos/> accessed 23-03-2023

²²³ SAE Mexico (n.d.) “Executive Production of a concert”. Online at <https://mexico.sae.edu/cursos/produccion-ejecutiva-de-un-concierto/> accessed 23-03-2023

²²⁴ SAE Mexico (n.d.) “Digital Music Distribution”. Online at <https://mexico.sae.edu/cursos/distribucion-digital-musica/> accessed 23-03-2023

²²⁵ SAE Mexico (n.d.) “introduction to music production and appreciation”. Online at <https://mexico.sae.edu/online/introduccion-a-la-produccion-y-apreciacion-musical/> accessed 23-03-2023

²²⁶ SAE Mexico (n.d.) “concert directing and production”. Online at <https://mexico.sae.edu/online/direccion-y-produccion-de-conciertos/> accessed 23-03-2023

²²⁷ SAE Mexico (n.d.) “digital distribution of independent music”. Online at <https://mexico.sae.edu/online/distribucion-digital-de-la-musica-independiente/> accessed 23-03-2023

- **Other Certificate courses:** Pro Tools User Certifications (60 hours, 10 sessions, online);²²⁸ Sound Certification for Video Games Pro Tools (60 hours, 21 sessions online);²²⁹ Music Specialist Certification Pro Tools (60 hours online);²³⁰ Post Production Operator Certification Pro Tools (40 hours online).²³¹

Example of a curriculum for SAE Mexico Online Course of Concert Directing and Production:²³²

MODULES (16 hours)	COURSES
Module 1. Why are you going to do the event?	<ul style="list-style-type: none"> ● Importance of the artist
Module 2. What event will you do?	<ul style="list-style-type: none"> ● Schedule ● Itinerary ● Gantt diagram ● Organization of time
Module 3. Where will the event take place?	<ul style="list-style-type: none"> ● Query directory ● Poster Examples
Module 4. When will the event take place?	<ul style="list-style-type: none"> ● Examples
Module 5. Who will present?	<ul style="list-style-type: none"> ● Management agencies
Module 6. Who is the work team?	<ul style="list-style-type: none"> ● SWOT Handbook ● Work structure breakdown
Module 7. How to do it?	<ul style="list-style-type: none"> ● Work Breakdown Structure (WBS)
Module 8. Technical aspects of the show	<ul style="list-style-type: none"> ● Examples of riding
Module 9. Financial aspects of the show	<ul style="list-style-type: none"> ● Merch income ● Album and Release Budget

²²⁸ SAE Mexico (n.d.) “Pro tool user certifications”. Online at <https://mexico.sae.edu/certificaciones/pro-tools-101-110-usuario/> accessed 23-03-2023

²²⁹ SAE Mexico (n.d.) “Certification for video games pro tools”. Online at <https://mexico.sae.edu/certificaciones/pro-tools-101-130-sonido-para-videojuegos/> accessed 23-03-2023

²³⁰ SAE Mexico (n.d.) “music specialist certification pro tools”. Online at <https://mexico.sae.edu/certificaciones/pro-tools-201-210-especialista-en-musica/> accessed 23-03-2023

²³¹ SAE Mexico (n.d.) “post production operator certification pro tools”. Online at <https://mexico.sae.edu/certificaciones/pro-tools-201-210-especialista-en-postproduccion/> accessed 23-03-2023

²³² SAE Mexico (n.d.) “Concert Directing and Production”. Online at <https://mexico.sae.edu/online/direccion-y-produccion-de-conciertos/> accessed 23-03-2023

	<ul style="list-style-type: none"> • Tour Budget • Event budget (income) • Merch Sales Registration
Module 10. Community management	<ul style="list-style-type: none"> • Social media audit • Planning calendar • Community management • Social media content plan • Social media strategic plan

Example of a syllabus for SAE Mexico Online Course of Digital Music Distribution:²³³

MODULES (12 hours)
Module 1. What is digital music distribution and how does it work?
Module 2. Types of distributors and work options.
Module 3. DSPs, Digital Stores, Platforms Key tools.
Module 4. Playlists.
Module 5. Pitch Process and Presentation to Editors.
Module 6. Monetization.
Module 7. Distribution portal.
Module 8. Distribution plan design.

Example of a curriculum for SAE Mexico Online Course of Introduction to Music Production and Appreciation²³⁴:

²³³ SAE Mexico (n.d.) "Course Digital Music Distribution". Online at <https://mexico.sae.edu/cursos/distribucion-digital-musica/#formaudio> accessed 22-08-2023

²³⁴ SAE Mexico (n.d.) <https://mexico.sae.edu/online/introduccion-a-la-produccion-y-apreciacion-musical/> accessed 23-03-2023

MODULES (10 hours)

Module 1. Process a Production

Module 2. “Good” song vs “hit” song

Module 3. Strong structure

Module 4. Conception of musical arrangement

Module 5. Elements of a mixture

All SAE curriculums can be found online.²³⁵

Lesson For Macon: SAE has a proven business model that could be replicated in Macon,. SAE offers specialized courses in many technical and business fields that are not widely available in Macon, such as music distribution, music business, and music production and audio engineering, which could provide students with increased access to specialized and technical education and potentially lead to more employment opportunities in these sectors. Additionally, SAE's digital approach to education makes it more accessible and equips students with the skills needed to succeed in the constantly evolving job market.

SUSTAINABLE DEVELOPMENT GOAL: Ensure Inclusive and Equitable Quality Education and Promote Lifelong Learning Opportunities for All



- Target 4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

²³⁵ SAE Mexico (n.d.) “Cursos”. Online at <https://mexico.sae.edu/cursos/> accessed 17-04-2023

Recommendation 7: Develop and facilitate a music technology training program for music professionals

Initiators: The Macon Arts Alliance

Supporting Stakeholders: The Otis Redding Center for the Arts, Mercer Music at Capricorn, Mercer University, music education organizations, musicians and music professionals.

Timeframe: Medium Term (1-2 years)

Musicians and music professionals in Macon would benefit from greater skills in music technology. To offer them the opportunity to develop their knowledge and skills, the Macon Arts Alliance could collaborate with the Otis Redding Center for the Arts, Mercer University and Mercer Music at Capricorn to develop a training program focused on digital music technology. This initiative would also further the Otis Redding Center for the Arts' objective of using digital technology in arts education. The program could take the form of individual workshops and training sessions or be structured as an annual course.

Implementation Actions

- Collaborate with the Otis Redding Center for the Arts, Mercer Music at Capricorn, Mercer University, and other relevant music education organizations to establish a clear understanding of the partnership, delineating the respective roles and responsibilities in relation to funding, administrative support, and provision of facilities.
- Hold sessions with local musicians and music professionals to identify their educational needs.
- Specify the program's intended audience, which should be individuals over 18 who are either professionally engaged in the music industry or have already completed their formal education.
-
- Identify the specific topics to be included (see case study below) and make decisions regarding the program's administration and location.
- Find experienced instructors who specialize in the chosen topics.
- Define the program's parameters, including:
 - Structure, such as whether it will be an annual program or consist of standalone workshops and training sessions
 - Delivery format (online or in person)
 - Duration
 - Frequency of the sessions

- Content level
- Costs for participants
- Evaluation and assessment modalities, and type of certification offered
- Resources needed
- Establish a comprehensive budget that encompasses various expenses, including instructor compensation, potential space rental costs, and the procurement of diverse resources, such as software and necessary technological equipment.

Further Considerations

The Macon Arts Alliance should also ensure that the program is accessible to every musician and music professional including those with disabilities, and considers equity and diversity principles. A marketing campaign should be launched to raise awareness around the program and attract participants.

Waltons New School of Music’s music technology programs (Ireland) ²³⁶

What Is It: The Waltons New School is a music center based in Dublin, Ireland, offering music tuition and programs for students of all ages and skill levels. The school provides training for young students, amateurs and music professionals on instruments, voice and music theory, and music technology.²³⁷

The school also has a Tuition Assistance Program to support students who would otherwise be unable to learn music with the New School due to financial circumstances.²³⁸

The Waltons New School’s music technology program includes several types of courses for adults.²³⁹

- The Introduction to Music Technology course for beginners is a 10 week program taking place for 1 hour every week. It is a practical and hands-on course designed to teach absolute beginners how a computer/laptop and free music production software can be used to produce professional-quality

²³⁶ Waltons New School of Music (2023) “Introducing Music Technology”. Online at <https://www.newschoo1.ie/tuition/music-technology/introducing-music-technology/#1585911179249-df901c66-2e66> accessed 11-10-2023

²³⁷ Waltons New School of Music (2023) “Mission”. Online at <https://www.newschoo1.ie/about-us/mission/> accessed 11-10-2023

²³⁸ Waltons New School of Music (2023) “Tuition Assistance Policy”. Online at <https://www.newschoo1.ie/about-us/tuition-assistance-policy/> accessed 11-10-2023

²³⁹ Waltons New School of Music (2023) “Music Technology Tuition”. Online at <https://www.newschoo1.ie/tuition/music-technology/#1515889692717-de77632e-3e14> accessed 11-10-2023

recordings at home. The tuition fee is €210, places are limited to eight and are available on a first-come, first-served basis.²⁴⁰ This online course also has a shorter summer version of 5 weeks taking place for 1.5 hours. Tuition fees are between €135 and €150.²⁴¹ The topics studied include:²⁴²

- Digital Audio Workstations, the core components of any home studio set-up, which allow users to record, edit and produce music, using Pro Tools, Ableton Live, Cubase LE and Reason Essentials.
- Audio Interfaces and correct recording levels.
- Microphones & Recording (microphone types, techniques and positioning for vocal, guitar and instrumental recording).
- Sequencing & Editing (sequencing musical parts into an arrangement, turning a PC/laptop into a multi-track recorder).
- The Musical Spectrum (EQ bands and their musical relevance).
- Sampling and editing loops to create new sounds.
- Mixing & Effects (achieving the final mix, using built-in mixers, inexpensive effects plug-ins and dynamic processors).
- Audio Mastering (attenuating loudness levels to optimize a mix for digital streaming and reproduction).

Participants are equipped with a professional-quality studio mix of the material they have been working on, and are free to produce their own songs and compositions throughout the course.

- Private lessons in a range of subjects, including:²⁴³
 - Ableton Live
 - Cubase
 - GarageBand
 - Logic Pro
 - Pro Tools
 - Reaper
 - Reason
 - Waveform

²⁴⁰ Waltons New School of Music (2023) “Introducing Music Technology”. Online at <https://www.newschooel.ie/tuition/music-technology/introducing-music-technology/#1585911179249-df901c66-2e66> accessed 11-10-2023

²⁴¹ Waltons New School of Music (2023) “Summer Music Technology Essentials”. Online at <https://www.newschooel.ie/tuition/music-technology/summer-music-technology-essentials/#1525435583652-30a60ead-dc3b> accessed 11-10-2023

²⁴² Waltons New School of Music (2023) “Introducing Music Technology”. Online at <https://www.newschooel.ie/tuition/music-technology/introducing-music-technology/#1585911179249-df901c66-2e66> accessed 11-10-2023

²⁴³ Waltons New School of Music (2023) “Music Technology Private, Partner & Intensive Lessons”. Online at <https://www.newschooel.ie/tuition/music-technology/private-partner-intensive-lessons/#1605528330101-58957967-1bf5> accessed 11-10-2023

- MIDI programming and sequencing
- Sampling
- Microphone techniques and placement
- Mixing principles and practices
- Diagnosing and solving problems with existing mixes
- General production and arrangement advice and assistance
- Choosing gear and software packages for the home studio
- Music notation software (Sibelius, MuseScore)
- A course on Ableton Live Basics, one of the fastest, most fluid and most flexible Digital Audio Workstations (DAW) available.²⁴⁴

Who Is Responsible: The Waltons New School of Music is responsible for the program. The music technology courses are conducted by a professional musician and audio engineer.²⁴⁵

What Has It Done: The Introduction to Music Technology course has taught hundreds of people essential music technology skills, anywhere in Ireland or around the world. The course delivers an online introduction to home recording and music production through a variety of exercises and projects, allowing its participants to gain music technology skills and learn using diverse tools.²⁴⁶

Lesson For Macon: Offering opportunities for professional musicians to enhance their knowledge and skills in digital technology is essential for their continued success. It not only equips them to adapt to the ever-changing industry landscape but also empowers them to explore new creative avenues. Furthermore, a music technology program would cater to the specific needs of professionals who did not receive such education in their formal training and have limited access to educational opportunities. By drawing inspiration from the music technology programs offered by the Waltons New School of Music to design its own, the Macon Arts Alliance would ensure that all members of the local music community have access to education and training, keeping the city's music scene innovative and culturally vibrant.

²⁴⁴ Waltons New School of Music (2023) "Ableton Live Basics". Online at <https://www.newschool.ie/tuition/music-technology/ableton-live-basics/> accessed 11-10-2023

²⁴⁵ Waltons New School of Music (2023) "Introducing Music Technology - Teacher". Online at <https://www.newschool.ie/tuition/music-technology/introducing-music-technology/#1585911179260-bfb32d24-46fb> accessed 11-10-2023

²⁴⁶ Waltons New School of Music (2023) "Introducing Music Technology". Online at <https://www.newschool.ie/tuition/music-technology/introducing-music-technology/#1585911179249-df901c66-2e66> accessed 11-10-2023

SUSTAINABLE DEVELOPMENT GOAL: Ensure Inclusive and Equitable Quality Education and Promote Lifelong Learning Opportunities for All



- Target 4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

Recommendation 8: Implement audience development initiatives

Initiators: The Macon Arts Alliance

Supporting Stakeholders:

- Macon's music venues
- Macon's music organizations and businesses

Timeframe: Medium term (1-2 years)

The Macon Arts Alliance could enhance audience engagement by gathering data to better understand the audience's tastes and interests. This would help music venues curate programs that align with their target demographic, and would, in turn, lead to increased attendance, stronger audience retention, and heightened satisfaction among event attendees.

To enrich the local music scene, the Macon Arts Alliance could also establish audience development programs and strategies, such as a local audience loyalty program, and an audience reward program.

A local audience loyalty program would assemble different organizations and venues with the purpose of increasing audience engagement. It could be a paid membership program with different price tiers linked to advantages and exclusive offers.

An audience discount/reward program, similar to the one established in Barcelona (see case study below), could amplify local and tourist audience engagement, cultural consumption, awareness, and commitment, by capitalizing on Macon's existing cultural offerings and providing tangible benefits to audiences.

The implementation of audience development programs and strategies would foster a diverse range of music genres and performances. Embracing diversity among performers and music genres could be addressed as a priority in Macon, ensuring an inclusive and welcoming music

scene that reflects the community's diversity. A thriving and diverse music scene would attract talent, musicians, professionals, and visitors to the region. This influx of creativity, talent and tourists can spur economic growth, create job opportunities, and contribute to the overall development and prosperity of the local music industry.

Implementation Actions

- Undertake a music market evaluation through audience data collection to understand the key markets for Macon. This would involve looking at local spending patterns, interests and engagement, and the same with visitors that also looks at where people are visiting from.
- Work with local music venues to implement a local audience loyalty program. The implementation steps of this program could be the following:
 - Determine the objectives of the program. They could include increasing audience attendance, fostering a sense of community, or boosting revenue for the venues.
 - Engage with local music venues and organizations to discuss the objectives and benefits of the program and evaluate their interest and engagement.
 - Work with the partnering venues to create different tiers of membership within the loyalty program, each with its own advantages and exclusive offers. The advantages could include priority ticket sales, early event notifications, opportunities to meet the artists, discounted tickets, and reserved seating.
 - Define pricing for each tier.
 - Promote the program online.
- Collect data on member preferences, attendance patterns, and engagement levels to allow continuous improvement.
- Work with local music venues to implement an audience discount or reward program (see the following case study). The implementation steps of this program could be the following:
 - Define the program's objectives (increasing attendance, building customer loyalty, boosting revenue).
 - Use the gathered audience data to define the target audience of the program.
 - Collaborate with partnering venues to define the reward or discount options. These could include a discount on ticket price, or providing free items such as a drink for each ticket.
 - Collaborate with partnering venues to define the structure of the program, including how customers will earn rewards, such as a point system, and define a method for tracking customer interactions and rewards. This could be managed through a digital system (such as a mobile app or website) or using physical cards that staff can mark off.
 - Promote the program online. The Macon365 website could be used to adopt a similar approach to TRESA's online community membership scheme.

- Collect data on member preferences, attendance patterns, and engagement levels to allow continuous improvement, and ensure continuous communication.

Further Considerations

A marketing campaign could also be developed to invite local residents and the surrounding regions to participate in local musical activities.

Benchmark: Bonus Cultura by TRESA (Barcelona, ES)

What Is It: Bonus Cultura was an initiative created by several cultural entities in Catalonia developed to encourage cultural consumption in Barcelona. A digital platform designed and managed by TRESA,²⁴⁷ enabled consumers to acquire their cultural vouchers and see which CD shops, cinemas, book shops, music venues, theaters and performing arts venues were part of the initiative. The website included both a list and an interactive map with the shops and cultural spaces participating in Bonus Cultura.²⁴⁸ TRESA is an online community for those interested in culture. It is organized via an affordable membership scheme, with prices ranging from free to €4 per month. It has been subsidized by the Spanish government, the Ministry of Culture and Sport, and is supported by the Catalan government Department of Culture.

Consumers could acquire cultural vouchers for €15 or €30. Barcelona City Council added €5 and €10, respectively; which means vouchers had an actual value of €20 and €40. Users could buy as many vouchers as they liked, and could use more than one voucher in the same purchase. Vouchers could be used both in physical shops and cultural spaces as well as online.

Who Is Responsible: Bonus Cultura was promoted by the following cultural entities in Catalonia and has the support of Barcelona's City Council: Associació d'Empreses de Teatre de Catalunya (Association of Theater Companies of Catalonia), Associació de Sales de Concert de Catalunya (Association of Concert Venues of Catalonia), Cambra del Llibre de Catalunya (Chamber of Books of Catalonia), Gremi de Cinemes de Catalunya (Union of Cinemas of Catalonia) and Gremi de Llibreters de Catalunya (Union of Booksellers of Catalonia).

²⁴⁷ TRESA (2021a) "What Is It?". Online at <https://www.tresca.cat/i/que-es-el-club/> accessed 4-08-2023.

²⁴⁸ Bonus Cultura (n.d.) "Homepage". Online at <https://www.bonuscultura.com/barcelona> accessed 24-10-2022

What Has It Done: The initiative was launched in July 2020 as a means of activating the cultural sector after the first wave of COVID-19. During this initial period, only €40 vouchers were available. In March 2021, the initiative was reissued until the end of the year, to include €20 vouchers as well.²⁴⁹

188 stores and cultural spaces took part in the campaign and a total of 296,075 vouchers were used. The theater sector validated the largest number of vouchers (58.84%), followed by books (23.89 %) and music (16.32%).²⁵⁰ It is estimated that Bonus Cultura generated €8,344,780 for the cultural sector, with an investment of €2,087,195. The campaign was very well received, and both cultural entities and the public wish to see it extended in the future.²⁵¹

Lesson For Macon: Initiatives like Bonus Cultura showcase the effectiveness of a well-coordinated audience development program, where various cultural spaces and businesses collaborate to present their products, services, and events through a shared platform, utilizing joint cultural vouchers and discounts. They can positively impact engagement between residents and the cultural sector, whilst also creating an opportunity to gather data and measure said engagement.

SUSTAINABLE DEVELOPMENT GOAL: Make Cities and Human Settlements Inclusive, Safe, Resilient and Sustainable

- Target 11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.



²⁴⁹ Betevé (2020) “El Bonus Cultura genera 8 milions d’euros per al sector cultural”. Online at <https://beteve.cat/cultura/bonus-cultura-genera-8-milions-euros-sector/> accessed 4-08-2023.

²⁵⁰ La Vanguardia (2022) “El Bonus Cultura cierra con 8 millones generados para el sector”. Online at <https://www.lavanguardia.com/local/barcelona/20220217/8064220/bonus-cultura-cierra-8-millones-euros-generados-sector-cultural.html> accessed 4-08-2023.

²⁵¹ Betevé (2020) “El Bonus Cultura genera 8 milions d’euros per al sector cultural”. Online at <https://beteve.cat/cultura/bonus-cultura-genera-8-milions-euros-sector/> accessed 24-10-2022

3.2. Ecosystem Development Recommendations

Macon's Cultural Plan 20/25 prioritizes optimizing and coordinating government operations with its public policies by streamlining the permitting process and facilitating the involvement of creative industries in producing and participating in public events.²⁵² By activating spaces through initiatives such as busking programs and to-go cups policies, while also connecting various activities, events, and initiatives to cultural tourism, such actions can significantly contribute to heightened local audience engagement and increased visitor numbers. Leveraging the already established Main Street Macon revitalization program and the Business Improvement District (BID), both managed by NewTown Macon, presents the opportunity to formalize an entertainment district in Downtown Macon. This approach will offer social, cultural, economic, and regulatory benefits, further expanding the scope of Macon's recognition and highlighting its offerings.

Sound Diplomacy's series of roundtables and interviews with the music sector have shown that its stakeholders are aware of the authorities' efforts over the past year in formulating policies and regulations to foster the growth of the music and arts industry. Nevertheless, concerns have been raised regarding the efficacy of outreach initiatives to ensure that all artists and cultural agents in the city are well-informed about the available opportunities.

Moreover, artists and cultural agents in Macon have expressed reservations about the clarity and consistency of the existing policies, making it challenging to enforce them effectively. The process of obtaining permits has been criticized for its lack of streamlining, leading to doubts about its ability to ensure events' compliance with legal requirements and necessary resources.

Stakeholders have also voiced their dissatisfaction with the lengthy approval timeline for licenses and permits, which has resulted in a burdensome frequency of obtaining them, ultimately dampening their enthusiasm for initiating events. Furthermore, they have expressed a sense of accountability deficit from authorities and law enforcement entities when it comes to enforcing policies that support music events in the city. The establishment of an entertainment district, accompanied by the clear definition of required regulations, policies, and licensing procedures, is essential for fostering a healthier and more supportive environment for the growth of the music ecosystem.

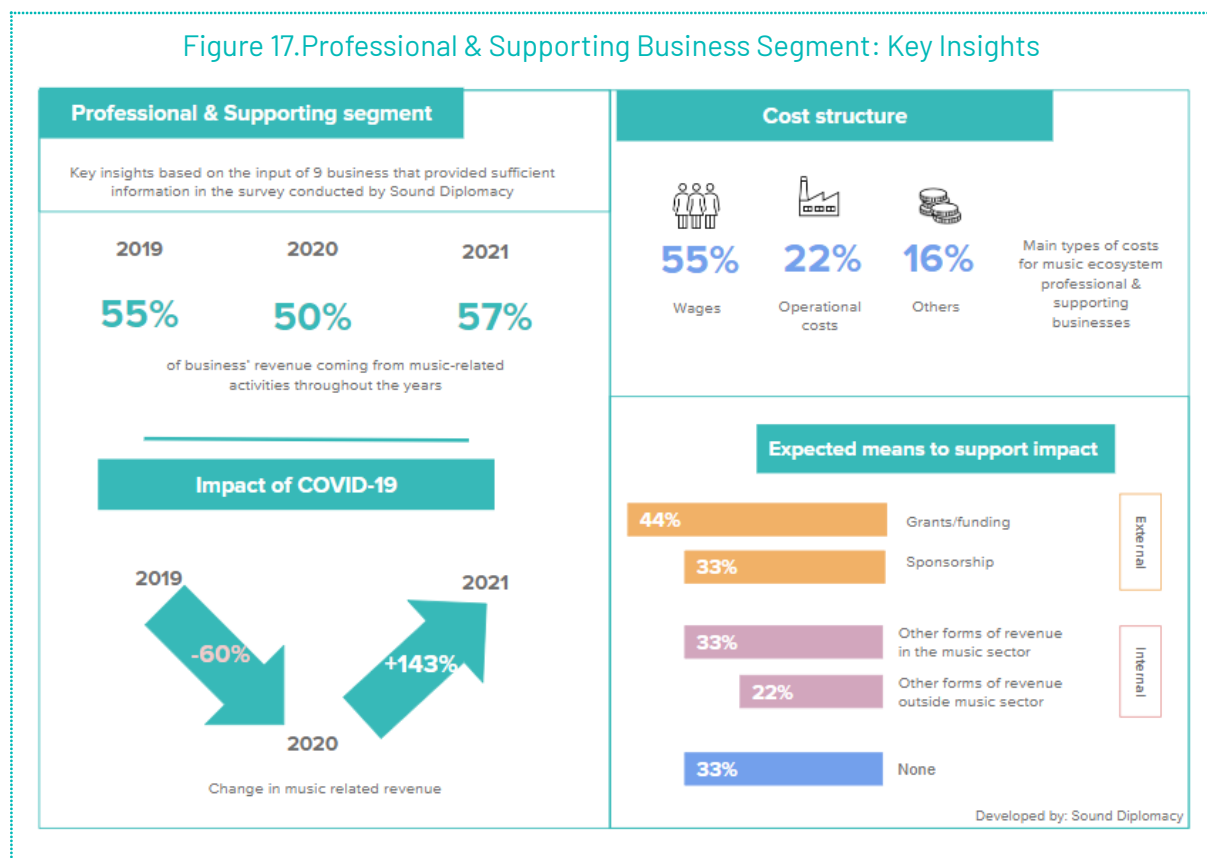
The economic impact assessment and stakeholder roundtables have revealed the profound effects of COVID-19 on artists and businesses. On average, professional and semi-professional creatives experienced a significant decline of 68% in their music-related

²⁵² Macon Cultural Plan 20-25 (2020) "Appendix A : Action Plan Detail" p.51. Online at <https://www.masmacon.org/wp-content/uploads/2020/07/Macon-Cultural-Plan-Final.pdf> accessed 25-04-2023

income in 2020 compared to 2019. While there was an average increase of 77% in 2021, the income level remained 43% below pre-pandemic levels.

During the pandemic, 92% of creatives and artists had their music-related activities significantly impacted. This included temporary contract cancellations, along with challenges in securing new clients for a substantial portion. Temporary cancellations of music-related contracts affected 71%, while 58% faced challenges in finding new clients. Additionally, 42% endured permanent cancellations of their music-related contracts, and a strong reduction in other non-monetary benefits. Therefore, ensuring that musicians are fairly remunerated for their time and that the City leads by example is crucial to fostering a sustainable music industry.

Similarly, businesses in the professional and supporting sectors also suffered from reduced income and negative impacts on their annual revenue due to COVID-19. Overall, 60% of businesses reported a negative impact on their annual music-related revenue in 2020 compared to 2019. Though there was an average revenue increase of 143% in 2021, the music-related income remained almost unchanged, with the cultural sector's general income level still 4% below pre-pandemic levels.

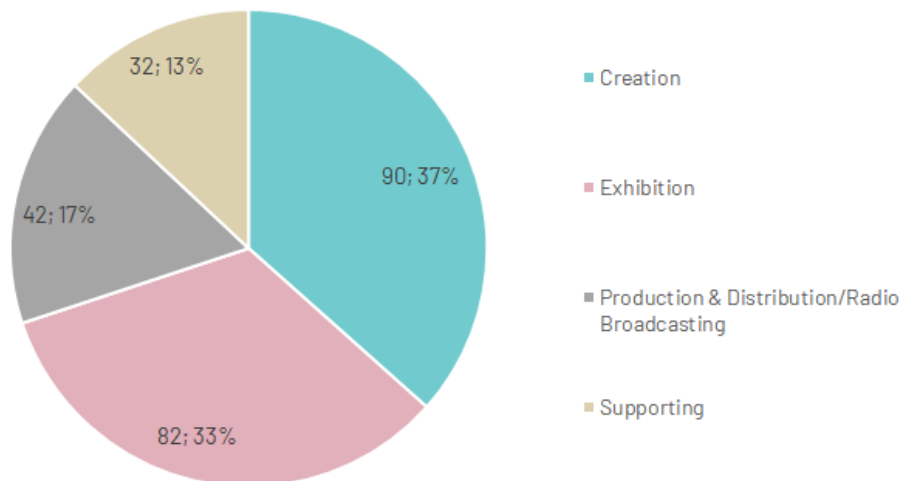


Source: Sound Diplomacy Macon, GA Music Ecosystem Survey

Based on the overall ratings of the survey respondents from the music ecosystem, the main challenges for their success in music-related activities/business are accessing sources of financing, both from public and private sources. The highest challenge identified is the access to sources of financing from local, state, and national governments, in the form of grants, subsidies, or incentives, among others. Although Macon creatives can benefit from Georgia's Music Investment Act, also known as House Bill 155 or Musical Tax Credit, no economic development incentives for the cultural sector could be found in Macon. Such strategic initiatives are crucial to support the music businesses.

Sound Diplomacy's Asset Mapping of Macon revealed that the city's music ecosystem is made up of a total of 249 assets, which approximately equals one music ecosystem asset per square mile. The value chain link with the most assets is the Creation link (e.g. musicians & artists) with a total of 90 assets, which makes up 37% of Macon's music ecosystem. Closely following the Creation link is the Exhibition link (e.g. music venues and festivals) with 82 assets (33%), while the remaining two links make up the other 30% of the music ecosystem.

Figure 18. Distribution of Music Assets by Value Chain Link in Macon

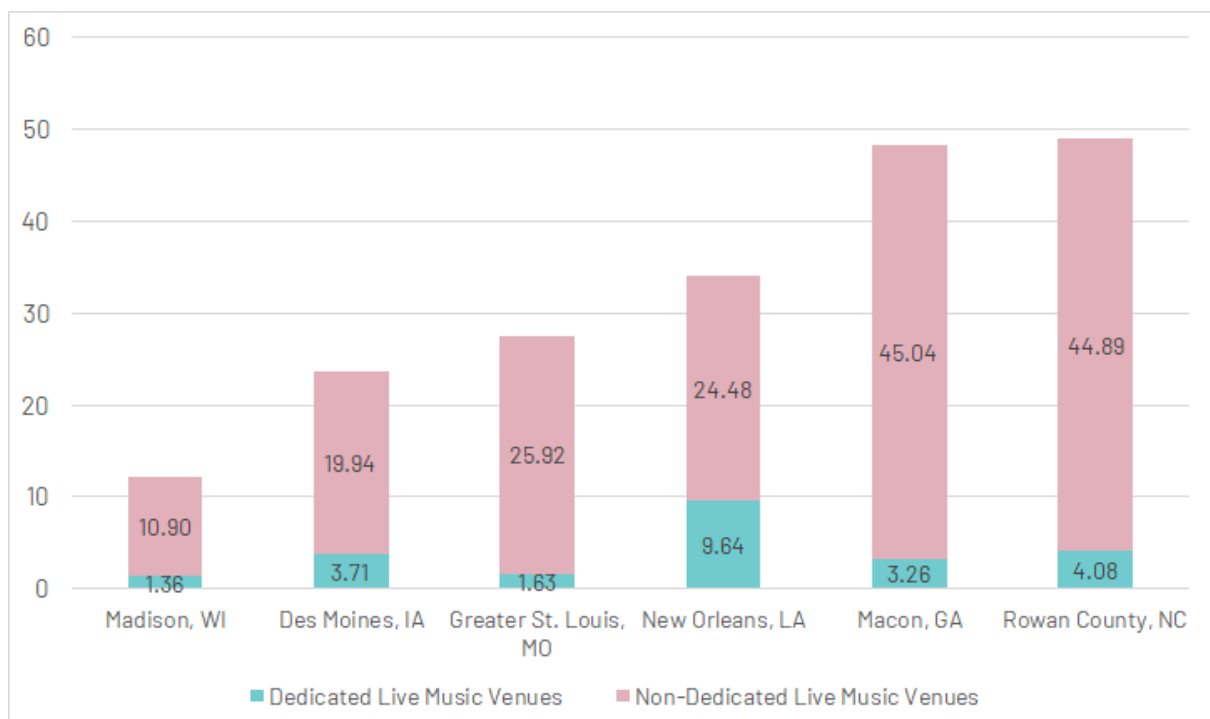


Around 86% of the venues in Macon have not been developed exclusively for musical purposes and only 7% (5 in total) of all venues are dedicated live music venues. This implies a lack of opportunities for artists to perform their art in front of live audiences with well-regarded live music installations and equipment, necessary to perform in quality spaces, showing that the live performance section of the exhibition link could be identified as a weakness of the music ecosystem.

Also stemming from the Mapping Analysis, it is noteworthy that there is a ratio of 6.4 artists/bands per recording studio/rehearsal space locally in Macon, which indicates that in proportion, the number of local artists is relatively low for the amount of recording and music production services offered in the city, suggesting an opportunity for the city to attract artists from other markets and even the possibility of creating tourism attraction strategies that revolve around presenting Macon as a recording destination.

Furthermore, based on the survey results, the two most influential links (based on their evaluated relevance to other links) are the creation link, and the exhibition link. The creation link is the highest rated both by the supply (music industry professionals) and the demand (the music fans), which indicates that this link is providing an adequate supply of creative content to the rest of the music ecosystem's value chain. In contrast, the exhibition link is still seen as having room for improvement, and as a section where additional strategies for the strengthening of the music value chain could be significantly beneficial.

Figure 19. Dedicated & Non-Dedicated Live Music Venues per 100.000 inhabitants



It is important to remember that for a creative music ecosystem to thrive it is not only important to have local creatives and performances that can attract audiences, but also a network of music venues that spike the interests of citizens to attend and to support the engagement between audiences and the local music scene. As such, Macon could benefit from implementing strategies and programs to support local venues in increasing their offer of live music events, including family-friendly events.

In Macon, music tourism takes precedence, garnering strong attention from both the Macon Arts Alliance and Visit Macon. The responsibility for managing tourism in Macon falls under Visit Macon's purview, as its mission revolves around unifying and leading the local community in marketing Macon as an exceptional destination for visitors and meetings. Through strategic promotion to travel writers, meeting planners, group tour operators, and leisure travelers, Visit Macon actively strives to draw people and investment to the community and local businesses, as well as through existing comprehensive communication efforts to establish Macon as a music destination.

The Cultural Plan 20/25 establishes music tourism as a core component in positioning Macon as a recognized Music City. The city's musical assets and events enjoy strong and growing digital exposure through various online platforms such as Visit Macon, the Macon Art Alliance, Macon Music Trail App, NewTown Macon, and Macon365. Additionally, music-related tourism products and events, including music festivals, the Rock Candy Tour, the Macon Music Trail, and the music museums Museum at Capricorn, the Allman Brothers Band Museum, and the Otis Redding Museum, serve as compelling assets to bolster the city's reputation as a music destination.

These efforts also lay a strong foundation for Macon to become a part of the Music Cities Network and potentially host future Music Cities conferences, as envisioned in the Cultural Plan. Currently, the Visit Macon team comprises a diverse range of professionals possessing valuable skills and expertise. However, there is room for improvement in aligning efforts and crafting a cohesive music tourism strategy. Such a strategy should harmonize Macon's revered music heritage with its current musical assets, including its abundant recording studios. Ultimately, this approach aims to maximize the city's potential and yield enhanced benefits from this flourishing industry. This would support aspirations for the city to join the ranks of renowned music destinations like Nashville, Austin, Muscle Shoals, and Memphis requires a concerted effort.

Recommendation 9: Advocate for the formalization of Downtown Macon as an entertainment district

Initiators: The Macon-Bibb County Government

Supporting Stakeholders:

- The Downtown Macon Hype Team
- Macon-Bibb County Government, Macon City Government and the licensing and zoning departments
- Police Department
- NewTown Macon
- Main Street Macon

Timeframe: Long term (3+ years)

To synchronize with NewTown's Main Street initiative, which encompasses activities such as enriching family-oriented events in Downtown Macon, fostering businesses through the organization of promotional gatherings that stimulate foot traffic in the downtown area, and facilitating effective communication among downtown business proprietors, Macon Arts Alliance could take the lead in advocating for the establishment of an official entertainment district in Downtown Macon.

A successful entertainment district would house a variety of music venues, theaters, restaurants, and other entertainment-related establishments, which already exist in Downtown Macon. An officially established entertainment district would also contribute to the economic growth of the city by attracting tourists, creating jobs, and enhancing cultural activity. By creating an entertainment district, cultural activities would be centered in designated areas, providing residents and visitors with a vibrant and dynamic cultural hub, and a clear city center.

Implementation Actions

- Work with Macon-Bibb County Government, NewTown Macon, Main Street Macon and the Downtown Macon Hype Team to officially establish Downtown Macon as an entertainment district
- Work with Macon-Bibb County Government, NewTown Macon, Main Street Macon and the Downtown Macon Hype Team to designate a board that would oversee all planning, communication and administration of tasks to establish a district.
- Advocate for specific regulations and strategies for the entertainment district. These could include:
 - Establishing more lenient sound laws and extended sound curfews in this district (such as curfews to 11.00 p.m Sunday to Thursday and 1.00 a.m Friday to Saturday).

- Holding meetings and roundtables with businesses in the selected area, as well as the local tourism board and planning and licensing departments to design frameworks and regulations for the district, taking into consideration concerns raised by businesses.
- Liaising with residents in the area to help mediate any concerns and ensure ongoing dialogue for open communication to prevent tensions.
- Offering night transport and improved loading zones for special events and around venues.
- Lifting parking restrictions or creating temporary loading zones for easier load-in/load-out near venues.
- Assessing ways to ensure the quality of life for nearby residents is not negatively impacted (clear noise ordinances, community and business forums, open communication from the city).
- Developing branding specific to the entertainment district and its cultural and entertainment offer to promote it as part of the marketing campaign.
- Looking at the possibility of refurbishing an existing space to turn it into a dedicated music venue within the designated entertainment district.
- Exploring ways to increase audience engagement, such as ticket discounts for 16-25 year olds at local venues, “shop local” discounts during special events/festivals to encourage footfall, music workshops for attendees during special events/festivals, a District newsletter to highlight all events, activities, businesses and programming in the area.
- Considering the extension of the to-go cups policy in Downtown Macon (**recommendation 10**).
- Formalizing the appearance of food trucks in Downtown Macon so that they do not compete directly with other catering establishments, and so they have the possibility to operate with extended hours to fill the gap of the late night offering (**recommendation 10**).

Benchmark: Quartier des Spectacles (Montreal, CA)

What Is It: The Quartier des Spectacles is downtown Montreal’s major cultural district. The area is home to over 30 performance halls in an area just over 1km,² as well as 8 public spaces. The area also encompasses approximately 40 exhibition spaces and several cinemas. The District was designed for music and cultural events, with several projectors bringing the surrounding infrastructure to life, lamp posts designed for rigging, illuminated walkways and several other urban design features. Although originally intended to

support the Montreal International Jazz Festival, it now serves other cultural events. During the summer, the area is pedestrianized.

The District can host 50,000 people in its various spaces, and organizations can apply to hold events via the Quartier des Spectacles website, which lists each public space alongside their respective specs. Proposed events must be free to the public and must not act as a sales or promotional platform for commercial entities.²⁵³

Who Is Responsible: The Quartier des Spectacles Partnership (Partnership or PQDS) oversees the Quartier des Spectacles, a not-for-profit organization responsible for programming cultural activities and managing public spaces in the District. The Partnership is governed by a Board of Directors that brings together representatives from the cultural, institutional, educational and business sectors, the City of Montreal and local residents. In addition to managing the calendar of events, the Partnership enhances the outdoor cultural offering in the area through its own projects, and offers logistical and financial support for other initiatives.²⁵⁴ All stakeholders who are active in the Quartier are invited to register to be a member of the Quartier. Membership costs \$100-\$500 each year, depending on whether the member is an individual or a representative of an organization.

What Has It Done: All activities held at the Quartier des Spectacles have the aim of endowing the area with a distinct creative identity. The district hosts festivals and events year round, with over 100 events offered in the area every month, many of which are free outdoor shows and activities. The Quartier also hosts innovative new multimedia technology, such as urban installations involving cutting-edge lighting design, immersive environments or interactive digital spaces, which contribute to Montreal's status as a global leader in the urban exhibition of digital content.

The Quartier des Spectacles area also has a rich cultural and entertainment history, which stretches back over a century. To celebrate this, each year, from May 5 to October 2, the Quartier des Spectacles offers a free guided walking tour of the area, through the Partnership. The tour is given three times a week in English or French. Participants learn about the Quartier des Spectacles' history as North America's most diverse and concentrated collection of cultural venues. The tour also explores the area's significance as a cornerstone of Montreal's status as a cultural metropolis, as well as the district's unique city planning.²⁵⁵

²⁵³ *Quartier des Spectacles Partnership*. Quartier des Spectacles Montréal. (n.d.) Retrieved February 3, 2023, from <https://www.quartierdesspectacles.com/en/about/qds-partnership/>

²⁵⁴ *History and Vision*. Quartier des Spectacles Montréal. (n.d.) Retrieved February 3, 2023, from <https://www.quartierdesspectacles.com/en/about/history-and-vision/>

²⁵⁵ *Free Guided Tour of the Quartier des Spectacles*. Quartier des Spectacles Montréal. (n.d.) Retrieved February 3, 2023, from <https://www.quartierdesspectacles.com/en/media/guidedtours2016>

Lesson For Macon: The Quartier has successfully established a world-renowned arts and cultural center in a relatively small part of downtown Montréal. Founding a partnership which is directed by local individuals and organizations has helped ensure the social sustainability of the project and enabled the city to maintain the Quartier’s spirit of a locally developed product through cultural placemaking.

With supporting institutions such as the Mercer Ambassador Program, a public-private partnership to develop a cultural district could leverage the active participation of institutions and private entities in the growth of Macon’s music industry and the promotion of its arts and culture. Furthermore, the already high-quality music and arts scene in Macon would be channeled more effectively if clear and timely policies and regulations for the entertainment district were implemented, communicated, and enforced. This would serve as a motivation for cultural agents to present a greater number of initiatives in the district.

Benchmark: Pittsburgh’s Cultural District (Pennsylvania, US)²⁵⁶

What Is It: Pittsburgh’s Cultural District encompasses a fourteen-square block area in Downtown Pittsburgh, Pennsylvania. The District took shape in the early 1980’s after an industrial decline that saw the vacant downtown area transform into an arts and entertainment zone, with over 14 facilities including performing art centers & galleries, theaters, cinemas, restaurants and retail units. The District has evolved into a vibrant artistic and residential enclave, featuring over a dozen arts venues, such as the Pittsburgh Creative and Performing Arts School, as well as public parks, plazas, and newly developed commercial areas. In line with their focus on community engagement and education, student discounts of up to 50% are offered to help keep the visitor population young and diverse.²⁵⁷ The Pittsburgh Cultural Trust,²⁵⁸ a nonprofit organization, offers assistance and provides services to the local arts community. It organizes free quarterly gallery crawls through the Cultural District, internship opportunities, and student and teacher workshops.

Among its facilities is the August Wilson Center for African American Culture,²⁵⁹ which embodies the diverse dimensions of African American heritage. It has galleries,

²⁵⁶ Positively Pittsburgh (n.d.) “Pittsburgh’s Cultural District”. Online at <https://positivelypittsburgh.com/pittsburgh-cultural-district-2/> accessed 02-06-2023.

²⁵⁷ Global Cultural Districts Network (n.d.) “Pittsburgh Cultural Trust, Pittsburgh”. Online at <https://gcdn.net/member/2027/#:~:text=The%20Pittsburgh%20Cultural%20Trust%20with,by%20the%20Pittsburgh%20Post%20Gazette> accessed 06-06-2023.

²⁵⁸ Trust Arts Org. (n.d.) “Pittsburgh Cultural Trust: About”. Online at https://trustarts.org/pct_home/about accessed 02-06-2023.

²⁵⁹ The August Wilson African American Cultural Center (n.d.) “The August Wilson African American Cultural Center: about”. Online at <https://awaacc.org/about/> accessed 02-06-2023.

classrooms, a 486-seat theater, and numerous versatile spaces that can be leased and utilized by the community. These spaces are dedicated to fostering artistic and expressive endeavors, both in the realms of visual arts and performing arts.

Who Is Responsible: The Pittsburgh Cultural Trust,²⁶⁰ a local nonprofit organization, is the main driver behind the cultural and economic development of the whole district since 1984. It employs a comprehensive approach and vision to urban revitalization, encompassing initiatives like streetscaping, facade renovations, the establishment of cultural facilities, the creation of public open spaces, and art projects to provide education and community engagement programs. The Trust was formed in a bid to continue John Heinz's (chairman of the H.J. Heinz Company) vision for the area following his renovation of Heinz Hall in 1971.²⁶¹

The Trust provides a diverse range of educational events and activities for students, educators, and underserved populations, aiming to cultivate a vibrant and inclusive arts audience for the future. Annually, it engages over 100,000 individuals, including students, educators, and community members in western Pennsylvania, while also providing support to over 1,000 local artists and arts organizations.

Additionally, the Trust holds a prominent position as a global leader in promoting collaboration among performing arts organizations. Through its shared services department, it fosters operational efficiency and cost reduction for six Cultural District organizations. Moreover, the Trust facilitates arts organizations by offering highly subsidized rates for performances and office spaces, allowing them to allocate more resources to their core artistic pursuits.²⁶²

What Has It Done: The space serves as a platform for various creative expressions such as classical and contemporary music, ballet, modern dance, visual art, opera, musical theater, and drama. With approximately 2,000 annual events, this cultural enclave attracts over 2 million patrons annually, resulting in cultural diversity.²⁶³

Their main cultural institutions include:

²⁶⁰ Trust Arts Org. (n.d.) "Pittsburgh Cultural Trust: About". Online at https://trustarts.org/pct_home/about accessed 02-06-2023.

²⁶¹ Positively Pittsburgh (n.d.) "Pittsburgh's Cultural District". Online at <https://positivelypittsburgh.com/pittsburgh-cultural-district-2/> accessed 02-06-2023.

²⁶² Cause IQ (2023) "Pittsburgh Cultural Trust". Online at <https://www.causeiq.com/organizations/pittsburgh-cultural-trust,251469002/> accessed 06-06-2023.

²⁶³ Positively Pittsburgh (n.d.) "Pittsburgh's Cultural District". Online at <https://positivelypittsburgh.com/pittsburgh-cultural-district-2/> accessed 02-06-2023.

- The Benedum Center for the Performing Arts, which houses the Pittsburgh Opera, the Pittsburgh Civic Light Opera, Pittsburgh Ballet Theatre, and Pittsburgh Dance Council.²⁶⁴
- Pittsburgh Public Theater with its three-sided stage view.²⁶⁵
- Theater Square, home to a centralized box office for any performance in the cultural district., a 790-space parking garage and a performing arts theater.²⁶⁶
- The August Wilson Center for African American Culture.²⁶⁷
- The Byham Theater. A former vaudeville house known as the Fulton Theater.²⁶⁸
- The Harris Theater. An art cinema venue that attracts movie enthusiasts who appreciate contemporary and foreign films screened by the Pittsburgh Filmmakers.²⁶⁹
- Visual Arts Galleries such as the American Institute of Architects Gallery and Space, Three Rivers Arts Festival Gallery and the Wood Street Galleries.²⁷⁰

Lesson For Macon: Having designated areas for entertainment would facilitate the further development of entertainment spaces in Macon. Specific use categories for music-related venues, or venues with a music focus, would create a clearer regulation for venues, and help their development and protection.

Downtown Macon, with its unofficial cultural district, historic venues, and music hubs like Mercer Music at Capricorn and the Otis Redding Center for the Arts, has the potential to become an entertainment district. One possible administrative strategy, similar to the ‘shared services’ consortium of Pittsburgh, could be implemented to develop the district cost-effectively and improve communication among the historic venues.

Furthermore, the successful experience of Pittsburgh's Cultural Trust, which played a significant role in the cultural and economic development of the district, could serve as a model for institutions such as the Macon Arts Alliance, NewTown Macon and the Peyton Anderson Foundation. These organizations could collaborate to establish a common trust

²⁶⁴ Trust Arts Org. (n.d.) “Benedum Center for the Performing Arts”. Online at https://trustarts.org/pct_home/about accessed 02-06-2023.

²⁶⁵ Pittsburgh Public Theater (n.d.) “Pittsburgh Public Theater:About the Public”. Online at https://ppt.org/ppt_home/about accessed 07-07-2023.

²⁶⁶ Trust Arts Org. (n.d.) “Theater Square”. Online at https://trustarts.org/pct_home/visit/facilities/theater-square accessed 07-07-2023.

²⁶⁷ The August Wilson African American Cultural Center (n.d.) “The August Wilson African American Cultural Center: about”. Online at <https://awaacc.org/about/> accessed 02-06-2023.

²⁶⁸ Trust Arts Org. (n.d.) “Byham Theater”. Online at https://trustarts.org/pct_home/visit/facilities/byham accessed 07-07-2023.

²⁶⁹ Trust Arts Org. (n.d.) “Harris Theater”. Online at https://trustarts.org/pct_home/visit/facilities/byham accessed 07-07-2023.

²⁷⁰ Positively Pittsburgh (n.d.) “Pittsburgh’s Cultural District: Visual Arts Galleries”. Online at <https://positivelypittsburgh.com/pittsburgh-cultural-district-2/> accessed 02-06-2023.

with a clear vision for urban revitalization, aligning with Macon's governmental tourism strategy.

SUSTAINABLE DEVELOPMENT GOAL: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

- Target 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all



SUSTAINABLE DEVELOPMENT GOAL: Make cities and human settlements inclusive, safe, resilient and sustainable

- Target 11.4: Strengthen efforts to protect and safeguard the world's cultural and natural heritage
- Target 11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning



Recommendation 10: Advocate for music-friendly regulations

Initiators: The Macon Arts Alliance and the Macon-Bibb County Government

Supporting Stakeholders:

- Macon-Bibb County Government, Macon City Government and the licensing and zoning departments
- Police Department
- Health experts

Timeframe: Short term (1-12 months)

The Macon Arts Alliance, and the potential Macon Music Board (**recommendation 2**) should proactively advocate with the city and council for the implementation of regulations and licensing processes that align more closely with the specific needs of the music industry. By doing so, it can create a supportive environment that not only empowers musicians but also facilitates the growth and success of music events, ultimately fostering a thriving and vibrant music community.

Implementation Actions

- Work with the city’s authorities, police departments and neighborhood associations (if existing) to identify and define regulations, policies and licensing processes that could be improved to better support the music ecosystem.

These may include:

- Sound ordinances: Define healthy and admissible sound levels depending on the type of source and location of the receptor.
- Extended hours of operation: Define extended hours of operation for sound emission on certain days such as weekends, and in certain areas.
- Agent of change policy: Consider introducing the Agent of Change policy in Macon to allow existing venues to maintain their average dBA (when established) regardless of any new builds.
- Busking policy and regulations: Define a busking program that could be implemented in Macon. It should include creating designated busking zones, hours of operation, amplification and sound rules, selling regulations, and potential busking permits.
- Entertainment district (**recommendation 9**)
- Expansion of the current policies regarding to-go cups: this could encompass not only Friday nights but also extend to the entire weekend, ensuring the availability of this option throughout that time frame. Additionally, include the possibility of incentivizing with points or modest discounts on beverages for the reusers of cups.
- Food trucks regulations: Promote the formal integration of food trucks within Macon by establishing regulations to prevent direct competition with existing catering establishments, and offering them extended hours of operation to address the absence of late-night dining options following music events. By supplying food during times when traditional restaurants are closed and

people are still attending shows, food trucks could effectively cater to this demand.

- Organize those changes as best practices guides to better advocate for them.

Further Considerations

In addition to engaging with government agents, the Macon Arts Alliance and Music Board could run public awareness campaigns to garner support from the broader community. This can involve media outreach, social media campaigns, and organizing community events to raise awareness about the importance of supporting the local music industry. Awareness campaigns could address topics such as entertainment districts, agent of change and busking regulations, musicians and music industry professionals' health and wellbeing concerns and sound ordinance best practices, among others.

Benchmark: Melbourne Busking Regulations and Handbook (Australia)²⁷¹

What Is It: Melbourne promotes busking as a key strength of the city's cultural offering. It has developed a set of processes that encourage diverse street performances whilst ensuring it is regulated effectively to protect performers, residents and local businesses.

Who Is Responsible: The City of Melbourne

What Has It Done: Following the creation of the Melbourne Street Activity Policy 2011, the City of Melbourne undertook a consultation piece in 2017 with buskers, residents, traders and the local community to understand what improvements were needed in the policy.²⁷² This led to the creation of the Busking Regulations and Handbook. Work included the creation of designated busking locations, divided into 'general' and 'premium' and areas where amplified music is allowed, and where it's not. Premium locations are only available to professional buskers, classified by Melbourne as a performer who busks as their main income source, has a repertoire that would enable performing for at least 30 minutes without repeating a song and has a website or social media channel. All the information that is needed to understand terminology, rules, prices, processes and legislation about busking is compiled in Melbourne's Busking Handbook. This also includes information on guidelines on how to sell merchandise, what types of merchandise are allowed to be

²⁷¹ City of Melbourne (n.d) "Busking and street entertainment". Online at <https://www.melbourne.vic.gov.au/arts-and-culture/film-music-busking/street-entertainment-busking/Pages/melbourne-busking-handbook.aspx> accessed 06-07-2023.

²⁷² City of Melbourne (n.d) "Revision of 2011 Busking Guidelines". Online at https://participate.melbourne.vic.gov.au/busking-guidelines?_ga=2.232699610.453668159.1688635995-29425323.1688635995 accessed 06-07-2023.

sold, and accepted methods of marketing, as well as how to perform with consideration to local businesses and residents.²⁷³

Lesson For Macon: Busking is a simple and effective way to activate public spaces, and to engage residents, businesses and visitors with the city’s music scene. Melbourne demonstrates that, through effective regulations, a city can attract interest from local performers, and promote itself as a music-friendly place.

Benchmark: Purple Cup Districts (Huntsville, AL)²⁷⁴

What Is It: The City of Huntsville, Alabama has five Arts and Entertainment Districts. These districts help to animate certain areas of the city by attracting cultural events and entertainment, facilitating outdoor dining options and promoting local arts and culture. To complement the outdoor activities within these districts the city established an open container law in 2013 that allows patrons to purchase an alcoholic beverage from a participating, licensed establishment and carry it around within the district.²⁷⁵

The districts are often referred to as “purple cup districts” because alcoholic beverages must be served in distinctive purple cups. According to the City’s Code of Ordinances, the cup may only be provided by a seller who is an arts and entertainment district permittee. It must be purple-colored, non-glass, bear the name or logo of the district or permittee and not exceed a volume of 16 fluid ounces.²⁷⁶

Who Is Responsible: The Huntsville City Council

What Has It Done: The arts and entertainment districts coupled with the open container policy have created a more vibrant city by encouraging more people onto

²⁷³ City of Melbourne (2018) “Melbourne Busking Handbook” Online at <https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/1215/5857/4072/melbourne-busking-handbook.pdf> accessed 06-07-2023.

²⁷⁴ Huntsville City Blog (n.d.) “In the purple: A&E districts benefit Huntsville citizens, businesses”. Online at <https://cityblog.huntsvilleal.gov/in-the-purple-ae-districts-benefit-huntsville-citizens-businesses/> accessed 06-07-2023.

²⁷⁵ City of Huntsville (n.d.) “Arts & Entertainment Districts”. Online at <https://www.huntsvilleal.gov/development/building-construction/planning/zoning/arts-entertainment-districts/> accessed 06-07-2023.

²⁷⁶ Huntsville, Alabama - Code of Ordinances (2023) “Sec. 3-27. - Arts and entertainment district”. Online at https://library.municode.com/al/huntsville/codes/code_of_ordinances?nodeld=COOR_CH3ALBE_ARTIUNACOF_S3-27ARENDI accessed 06-07-2023.

the streets to enjoy communal events and activities, such as art trails, and support local businesses.²⁷⁷

All on-premise alcoholic beverage licensed retailers in the arts and entertainment districts may apply for a permit to sell drinks “to go” in the special district purple plastic cups. Patrons are then able to explore the district while carrying their drink but are not able to enter any other licensed establishment with their beverage, including the original place of purchase. Businesses that do not serve alcoholic beverages may elect to allow patrons to carry a beverage into their establishment. Patrons are not allowed to bring their own alcohol into the district and no alcohol is permitted in parking lots and parking garages. Participating establishments must clearly display signs near their entrance and district boundary lines are indicated by painted signage on the sidewalks.²⁷⁸

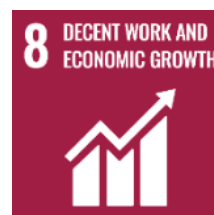
The purple cup policy originally ran from Thursday to Sunday in accordance with the Arts and Entertainment District hours of operation. In 2019, with public support, the district opening hours and the purple cup policy were extended to Monday to Sunday 12 p.m. to 11 p.m.

Lesson For Macon: Huntsville’s Purple Cup project demonstrates how a more flexible framework for alcohol licensing can foster increased engagement with arts events and help create a ‘community’ atmosphere. Macon's to-go cups policy has garnered significant support from local bars. While technically still allowed mainly on weekends, establishing an officially codified policy could hold significant relevance in enhancing desired districts, notably downtown Macon. Furthermore, by promoting the use of reusable cups, a similar initiative could also instill more sustainable habits.

²⁷⁷ Smith, A. (2021) “In the purple: A&E districts benefit Huntsville citizens, businesses”. City of Huntsville Blog. Online at <https://cityblog.huntsvilleal.gov/in-the-purple-ae-districts-benefit-huntsville-citizens-businesses/> accessed 06-07-2023.

²⁷⁸ City of Huntsville (n.d.) “Arts & Entertainment Districts”. Online at https://www.huntsvilleal.gov/development/building-construction/planning/zoning/arts-entertainment-districts/?fbclid=IwAR3KrxRQaUugKCc7hZk_QxJpm3ghluKGIi-4im-kc0ekOwgRpyjyyzULm78 accessed 06-07-2023.

SUSTAINABLE DEVELOPMENT GOAL: Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All



- Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
- Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

Recommendation 11: Develop fair pay guidelines

Initiators: The Macon Arts Alliance

Supporting Stakeholders:

- Labor lawyers
- Music industry stakeholders

Timeframe: Short Term (1-12 months)

To ensure that artists, musicians, and the music community as a whole are able to thrive, the Macon Arts Alliance could create fair-pay guidelines designed to guarantee that talent managers, promoters, venues and organizers are not only contributing to the music economy, but are valuing artists. Fair Pay Guidelines give direction and suggestions to event organizers on how much they should be paying artists and performers, depending on the size of the event, the length of the set, and other metrics. Such guidelines aim to set industry standards while increasing the wages of musicians and professionals supporting artists; improve perceptions of the value of music; lead with good practice in hiring musicians; and support the work of individuals and organizations leveraging economic equity for musicians in all genres. Furthermore, Fair Pay Guidelines can raise public consciousness regarding the significance of fair compensation through tailored awareness campaigns.

Implementation Actions

- Work with musicians, music industry professionals and labor lawyers to outline best practices for the fair compensation of musicians according to Macon's cost of living. They should include a model of contract of conditions at the point of approving events for city owned venues that requires understanding and agreement by event producers and organizers to ensure they abide by these regulations.
- Write the guide and publish it on the One-Stop-Shop (**recommendation 4**) to encourage music businesses and venues to adopt this approach.
- Promote and advocate for these Fair Pay Guidelines, and liaise with artists so that they are educated in what the guidelines say, ensuring that they know what they should be demanding when it comes to performing concerts.
- A 'Fair Play' badge could be designed for placement in the venues respecting the guidelines, as a sticker or as a digital badge for their website, showcasing their commitment to artist development.

Further Considerations

The guidelines could also be developed by including directions and suggestions for quotas when it comes to performers, both in terms of background and genre, for example, to increase diversity and inclusivity.

Benchmark: Musicians Fair Payment Policy (Hamilton, CA)

What Is It: The City of Hamilton formalized fair payment of musicians who perform at “city-led” events by enacting the Musicians Fair Payment Policy. The policy requires that musicians hired for city-led events are paid, at minimum, the current minimum annual rates established by the Canadian Federation of Musicians who are represented locally by the Hamilton Musicians Guild Local 293.

Who Is Responsible: The local chapter of the Canadian Federation of Musicians, the Hamilton Musicians Guild Local 293, was instrumental in getting the policy through municipal government.²⁷⁹ Fair wages for performance were a recommendation made by the Hamilton Music Advisory Team (HMAT) made during the development of Hamilton’s Music Mondays series. The recommendation was endorsed again in the 2020 Mayor’s Task Force for Economic Recovery Report.²⁸⁰ The policy was enacted by Hamilton City Council and applies to city staff responsible for organizing and managing internal or external city-led events or staff who oversee contracts for third-party vendors where musicians are hired for in-person or virtual performances.²⁸¹

What Has It Done: Hamilton is the first city in North America to enact a fair wage policy specifically targeted towards musicians. In addition to codifying the respectable payment for musicians, the policy has been a means of raising general public awareness around the importance of fair compensation for musicians. The policy has also garnered public recognition for the value of the work musicians do, especially with respect to live performances.

Rates can vary based on the type of performance and venue, however, the guidelines establish a minimum of \$200 and above per musician per performance.²⁸²

Lesson For Macon: To tackle the issue of underpayment for artists in Macon and bridge the income gap between professional and semi-professional musicians, the implementation of guidelines akin to the Hamilton Musicians Fair Payment Policy could be a viable solution. By establishing minimum wage standards and formalizing respectable payment practices for musicians in general, Macon can create a fairer

²⁷⁹ Mahoney, J. (2021, July 7). New policy ensures fair wage for musicians at city of Hamilton-led events. *The Hamilton Spectator*. Retrieved February 9, 2023, from <https://www.thespec.com/news/hamilton-region/2021/07/06/new-policy-ensures-fair-wage-for-musicians-at-city-of-hamilton-led-events.html>

²⁸⁰ City of Hamilton. (n.d.). (rep.). *Fair Payment of Musicians for City-Led Events Staff Policy (Policy) Rates of Pay and Factors for Consideration*. Retrieved February 9, 2023, from <https://pub-hamilton.escribemeetings.com/FileStream.ashx?DocumentId=275905>

²⁸¹ Ibid.

²⁸² Ibid.

and more equitable compensation structure.

This not only addresses the income disparity but also reinforces the value of music as an essential cultural asset, enriching the overall artistic landscape of the city. Ultimately, the implementation of fair payment guidelines and awareness campaigns can lead to a more sustainable and thriving music community in Macon, benefiting musicians and audiences alike.

SUSTAINABLE DEVELOPMENT GOAL: Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All

- Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
- Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.



Recommendation 12: Advocate for music-specific government funding

Initiators: The Macon-Bibb County Government

Supporting Stakeholders:

- Macon's City Government

Timeframe: Short term (1-12 months)

Several recommendations of this strategy would require funding, therefore, the Macon Arts Alliance should advocate for music-specific government funding. By allocating funding for music, Macon-Bibb County would maximize the impact of music industry initiatives that

amplify Macon’s music industry. It would also support local musicians, professionals and music businesses, and foster artistic growth, ultimately further positioning Macon as a music destination and increasing revenue from hotel and sales taxes.

Implementation Actions

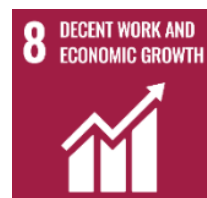
- Work with relevant departments to determine a budget for new music funding. This could be a pilot scheme that is tested for 1 year, and then monitored and assessed for future funding rounds going forward.
- Utilize Sound Diplomacy’s research and undertake conversations with the music industry (via the proposed Music Board) to identify areas that require financial support, with particular consideration of:
 - Diversity, equity and inclusion in the music ecosystem
 - Training programs
 - Audience development initiatives
 - Music tourism
 - Music marketing strategies
- All funding resources and incentivization opportunities for musicians and music businesses need to be easily accessible on a website or on the proposed one-stop shop, and clearly communicated, including all opportunities, requirements, deadlines, contact information, application forms, and any other relevant information.
- Monitor and evaluate all aspects of any funding programs, from applications to impact.

SUSTAINABLE DEVELOPMENT GOAL: Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialization and Foster Innovation



- Target 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

SUSTAINABLE DEVELOPMENT GOAL: Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All



- Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

Recommendation 13: Support and incentivize the creation of more family-friendly music and live music events

Initiators: The Macon Arts Alliance, Visit Macon and the Macon-Bibb County Government

Supporting Stakeholders:

- Macon's music venues
- Macon's cultural events organizers
- Macon's music organizations and businesses
- Mercer's University
- Mercer Music at Capricorn

Timeframe: Medium term (1-2 years)

To align with Macon's will to follow the American Association for Retired People's objectives of creating a more "age-friendly" music offer, the Macon Arts Alliance could support and incentivize the creation of more family-friendly music events. The live music scene in Macon and events/festivals run and funded by Macon City Council need to be inclusive for all members of the public.

Training and guidance should be provided by the Macon Arts Alliance or Macon Music Board (**recommendation 2**) for all festival and event organizers, venues, and promoters. The aim will be to provide them with the tools and knowledge to ensure access to live music for everyone living in and visiting Macon, regardless of age or access requirements.

Whilst not all events need to fit the needs of everyone, there needs to be a commitment from the city level to increase awareness amongst the live music scene. The workshops and other professional development programs and events already organized by Mercer's University and Mercer Music at Capricorn could be the platform at which to do this.

Implementation Actions

- Collaborate with local venues, events organizers, and musicians to encourage the creation of more family-friendly and intergenerational music and live music events.
- Create marketing materials that can be shared online and around Macon that promote this initiative and the potential events.
- Develop a series of training sessions that can be run as workshops or during dedicated networking sessions to bring the live music sector together.
- Support could also be directly provided by the Macon Arts Alliance by developing an accessibility grant or policy to encourage the lease of spaces to young professionals. This action will help young aspiring music professionals to develop their skills (**recommendation 6**) while increasing the number of all-ages music shows locally. This initiative could be combined with the production of a local radio programme to showcase Macon’s young and emerging talent on- and off-stage.
- The Macon Arts Alliance might consider allocating a budget that provides venues with funding towards renovation work to make spaces more accessible. Venues that can demonstrate they have taken access requirements into consideration should also be given priority for other cultural grants.

SUSTAINABLE DEVELOPMENT GOAL: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.²⁸³



- Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels
- Target 16.b: Promote and enforce non-discriminatory laws and policies for sustainable development

SUSTAINABLE DEVELOPMENT GOAL: Make cities and human settlements inclusive, safe, resilient and sustainable



²⁸³ United Nations (2022) “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”. Online at <https://sdgs.un.org/goals/goal16> accessed 08-08-2023

- Target 11.7: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

Recommendation 14: Develop a program to support local venues in order to increase the offer of live music events

Initiators: The Macon-Bibb County Government

Supporting Stakeholders:

- Macon Arts Alliance
- Macon's music venues
- Macon's music organizations and businesses

Timeframe: Medium term (1-2 years)

To promote an expanded presence of dedicated music performances in well-equipped venues, the Macon Arts Alliance could establish a program that offers improved equipment resources and marketing support to participating venues in exchange for an increased commitment to hosting live music events.

For instance, the Macon could introduce a rental model that enables businesses to access specialized equipment at affordable rates when scheduling live music functions. This not only would alleviate the financial burden on these businesses but would also ensure that high-quality equipment contributes to an enhanced musical experience for both performers and audiences.

Furthermore, the program could extend its reach by offering comprehensive marketing assistance to participating venues. By availing promotional resources and expertise, these venues can effectively showcase their live events to a broader audience, generating heightened interest and attendance (**recommendation 16**).

While the focus would be to nurture dedicated music venues, the program could also integrate non-dedicated spaces into its framework. In this context, non-dedicated venues

could be encouraged to commit to hosting a certain number of dedicated live music shows per month. This symbiotic arrangement would not only diversify the live music landscape but also encourage non-dedicated venues to actively participate in curating vibrant musical experiences.

Implementation Actions

- Use Sound Diplomacy’s Mapping to identify the gaps in music-dedicated venues, and assess multi-purpose venues that could host music shows.
- Engage with local musicians, venue owners, promoters, and other relevant stakeholders to gather input, gauge interest, and build support for the program.
- Present the program proposal to the city and county governments, highlighting the potential economic and cultural benefits of an enriched live music scene.
- Advocate for financial support by demonstrating how the program aligns with the municipality's goals, such as establishing Macon as a music city, boosting tourism, engaging and developing new and existing audiences for Macon’s cultural sector, and encouraging innovation, creative enterprise, and entrepreneurship for artists at all career levels.
- Establish a dedicated team within the Macon Arts Alliance or Music Board to manage the program's implementation, oversight, and coordination.
- Develop clear eligibility criteria for venues interested in participating, taking into account factors such as capacity, location, commitment to live music programming, diversity, equity, inclusion and sustainability.
- Launch a public awareness campaign to inform residents about the enhanced live music offerings and the positive impact on the community (**recommendation 16**).

Benchmark: Live Music Fund (ATX, US)

What Is It: The Live Music Fund Event program aims to boost and showcase Austin's live music industry by offering \$5,000 - \$10,000 grants for local professional musicians and independent promoters to produce and publicize music events and projects. The purpose is to “encourage, promote, improve and showcase Austin’s diverse live music industry”.²⁸⁴

With the source of financing coming from the hotel occupancy tax, the program supports projects such as live and online music events, music broadcasting (i.e. radio,

²⁸⁴ Austin Texas Gov. (2023) “Music & Entertainment: Live Music Fund”. Online at <https://www.austintexas.gov/atxmusic/live-music-fund> accessed 21-08-2023.

podcasts, T.V.), recording studio and video productions, staffing, professional services and merchandise distribution for its 2023 guidelines. Musicians and promoters can spend the money on performance fees to musicians, venue rentals, equipment rentals and other expenses in relation to live shows.²⁸⁵

Who Is Responsible: Austin's Music Commission²⁸⁶ and the Music and Entertainment Division,²⁸⁷ a department of the city's economic development division. The Long Center for the Performing Arts²⁸⁸ administers the scoring and payments to recipients.

What Has It Done: Created in 2019, the Live Music Fund has grown to support the live music industry with over \$3.5 million. In 2023, the program was structured over a preservation, innovation and elevation (PIE) framework of underrepresented groups:

²⁸⁹

- **Preservation:** Nurturing Heritage – Dedication to nurturing Austin's musical past, investing in its historic cultural treasures, and safeguarding the legacy of communities that have been historically overlooked. This encompasses initiatives such as cultural heritage and music history undertakings, as well as organizing gatherings that celebrate cultural occasions and yearly remembrances.
- **Innovation:** Picturing Tomorrow – Channeling resources towards reimagining conventional business frameworks, focusing on inventive and all-encompassing strategies that foster growth within marginalized communities. This encompasses aspects like a wide array of musical genres and the cultivation of emerging talents.
- **Elevation & Collaboration:** Strengthening the Present – Invest resources to Austin's music scene originating from communities that have been historically marginalized. This involves working alongside artists of color in Austin to produce and present exhibitions of underrepresented musical genres and creators, as well as forging alliances with prominent international and national music entities to spotlight the valuable input of artists of color from Austin. Additionally, this effort encompasses the organization of gatherings that

²⁸⁵ DeVine, Blake (2023) *KXAN News* "An investment in the music community": \$3.5 million in grants available for Austin musicians". Online at <https://www.kxan.com/news/local/austin/an-investment-in-the-music-community-3-5-million-in-grants-available-for-austin-musicians/> accessed 21-08-2023.

²⁸⁶ Austin Texas Gov. (2023) "Music Commission". Online at <https://www.austintexas.gov/content/music-commission> accessed 21-08-2023.

²⁸⁷ Austin Texas Gov. (2023) "Music & Entertainment Division". Online at <https://www.austintexas.gov/department/music-entertainment-division> accessed 21-08-2023.

²⁸⁸ Long Center (n.d.) "Homepage". Online at <https://thelongcenter.org/> accessed 21-08-2023.

²⁸⁹ Ibid.

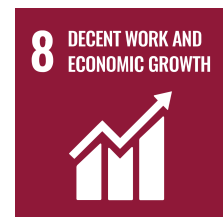
showcase the rising talents of artists of color from Austin, all within the designated cultural venues provided by the City of Austin.

With some sectors of the music industry ‘uneasy’ about the initial guidelines, the nonprofit Music Makes Austin submitted a plan that includes venues. This proposal accepted by the Music Commission to be implemented in 2024 Live Music Fund Call, specifies that venues could receive money to pay for local musicians and bands, including marketing costs to promote the show.²⁹⁰

Lesson For Macon: The creation of a Live Music Fund program, similar to that introduced by Austin’s Music Commission, could effectively tackle Macon's insufficient availability of dedicated live music venues. With the planned inclusion of venues in the 2024 agenda, Austin's live music program becomes a valuable reference for addressing the shortage of well-equipped venues in Macon, and strengthening the resources available to venue owners, promoters, and musicians for event promotion and marketing.

SUSTAINABLE DEVELOPMENT GOALS: Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All.

- Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.



²⁹⁰ McQueen E., Bloxson M. (2023) *KUT Org* “The city has millions of dollars to support the Austin music scene. But who gets the money?”. Online at <https://www.kut.org/austin/2022-03-01/the-city-has-millions-of-dollars-to-support-the-austin-music-scene-but-who-gets-the-money> accessed 21-08-2023.

Recommendation 15: Create music tourism strategies to jointly support the local music heritage and the current musical expressions.

Initiators: Visit Macon and the Macon Arts Alliance

Supporting Stakeholders:

- Macon's City Government and Macon-Bibb County Government
- Macon's music museums
- Macon's music venues
- Macon's music tourism organizations and businesses

Timeframe: Medium term (1-2 years)

The Macon Arts Alliance, with support from the Music Board, could work on creating Music Tourism strategies that not only celebrate Macon's rich musical heritage but also provide essential support to the present-day music ecosystem.

For instance, the concept could involve curated packages that bundle admission to music and culture related museums and exhibitions with access to live music performances. The objective would be to leverage the allure of heritage sites as a potent catalyst for promoting ongoing local shows, effectively transforming this synergy into a compelling marketing and tourism strategy. By leveraging its music heritage assets, Macon can draw visitors into the contemporary music fold, creating a blend of appreciation for the past and immersion in the present. This approach would not only enrich the overall visitor experience but would also bridge the gap between historical music heritage and the current music landscape.

Furthermore, to truly capture the essence of Macon's musical offerings, a pivotal aspect could be a change in the language used for the promotion of musical assets or events in Macon, that focuses not only in heritage but also in current expressions. By recalibrating the narrative surrounding music heritage, it becomes possible to spotlight the dynamic and diverse range of present-day musical events and offerings. In doing so, the city can ensure that its contemporary music ecosystem receives the same recognition as the historic one.

Implementation Actions

- Use Sound Diplomacy's research to assess all the music heritage sites, initiatives and stakeholders.
- Collaborate with Visit Macon to design tourism strategies and products that would include both Macon's music heritage and the current music scene and identity. These could include:
 - Music tourism packages that include a ticket to a music related museum joined by a ticket to a live music show.

- Balancing the promotion of Macon's music identity to give due emphasis to the present music industry..
- Promote these music tourism strategies as part of a dedicated campaign **(recommendation 16)**.
- Ensure that the language used to promote both Macon’s music identity and the proposed music tourism strategies is in present tense and highlights the present-day musical events and offerings in Macon.

Benchmark: Austin Live Music Capital of the World (ATX, US)

What Is It: Austin has created a world-renowned brand as a self-proclaimed “Live Music Capital of the World”, built around the popular South by SouthWest Festival and conference, the Love Austin Music Month, the Austin-Toronto Music City Alliance, year-round programming of live music performances, and its popular underground music scene.²⁹¹ It is often recognized as a best practice example of how to self-brand that other cities aspire to.

Who Is Responsible: The City of Austin Music and Entertainment Division,²⁹² the Cultural Arts Division,²⁹³ South by SouthWest Festival,²⁹⁴ the project-ATX6,²⁹⁵ Austin Music Foundation²⁹⁶ and non-commercial local radio KUTX.²⁹⁷

What Has It Done: Between 2014 and 2016, annual revenue from music tourism grew to \$1.8 billion and has consistently maintained this level of income until 2023, except for setbacks caused by the pandemic. This success can largely be attributed to events like South by Southwest, which have a significant impact on the local economy. The event generated revenue as high as \$356 million in 2019, but due to pandemic setbacks, it reached \$280 million in 2022. This success can largely be attributed to events like South by Southwest, which has a significant impact on the local economy, generating \$280 million in 2022. Prior to the pandemic, revenues reached as high as \$356 million in 2019.

²⁹¹ South By SouthWest (2023) “SXSW: About”. Online at <https://www.sxsw.com/about/> accessed 22-06-2023.

²⁹² Austin Texas Gov. (2023) “Music & Entertainment Division.” Online at <https://www.austintexas.gov/department/music-entertainment-division> accessed 23-06-2023.

²⁹³ Austin Texas Gov. (2023) “Cultural Arts.” Online at <https://www.austintexas.gov/department/cultural-arts> accessed 23-06-2023.

²⁹⁴ South By SouthWest (2023) “SXSW: About”. Online at <https://www.sxsw.com/about/> accessed 22-06-2023.

²⁹⁵ Project ATX6 (n.d.) “Project ATX6: about”. Online at <https://www.projectatx6.com/films> accessed 23-06-2023.

²⁹⁶ Austin Music Foundation (n.d.) “AMF: Advancing our local music industry.” Online <https://austinmusicfoundation.org/> accessed 27-06-2023.

²⁹⁷ KUTX Org (n.d.) “KUTX: The Austin Music Experience.” Online at <https://kutx.org/> accessed 27-06-2023.

²⁹⁸ Additionally, since 2006, the Austin City Limits Music Festival has contributed \$2.6 billion to Austin's economy, with an annual revenue of \$369 million in 2021.²⁹⁹

Policies

Austin's Economic Development Department has created a Cultural Tourism plan,³⁰⁰ in which musicians are recognized for their role in boosting the local economy and the current music scene is acknowledged for attracting a high number of visitors. The plan highlights the importance of aligning with the musical roots of the city, rather than creating one general cultural entertainment offer. The main ways in which the city plans to expand and develop cultural and music tourism are: encouraging artist exchanges,³⁰¹ creating cultural ambassadors,³⁰² increasing press and promotion around the cultural offer, creating partnerships between other sectors (namely the hospitality industry), and increasing visitor attractions by combining its music heritage sites with music events, conferences and live performances, all while averting the transformation into a city reliant solely on seasonal tourism.³⁰³

Tourism Tax Redistribution For Local Live Music Scene

In 2019, the Austin City Council unanimously decided to contribute a portion of newly increased hotel taxes to local for-profit music entities in order to support the local artists. The city of Austin takes pride in its vibrant local music scene and commits to tackling the struggles that the for-profit music sector faces, like improving the business prospects of clubs hosting local music. The redistribution is projected to generate an additional \$3.6 million a year and \$40 million in the next decade for the local music sector (according to

²⁹⁸ Girtman, Taylor "How development, campaigns are impacting Austin's live music industry." *kxan: In-Depth Investigate*, March 14, 2023. Online at <https://www.kxan.com/news/sxsw/how-development-campaigns-are-impacting-austins-live-music-industry/#:~:text=Across%20Texas%2C%20the%20music%20industry,the%20Austin%20Music%20Movement%20Nonprofit>. accessed 29-06-2023.

²⁹⁹ Ibid.

³⁰⁰ Austin Texas Gov. (2023) "Cultural Tourism." Online at <https://www.austintexas.gov/page/cultural-tourism#:~:text=Funded%20by%20the%20National%20Endowment,that%20define%20the%20Austin%20experience> accessed 23-06-2023.

³⁰¹ Austin Texas Gov. (2023) "Austin City of Media Arts." Online at <https://www.austintexas.gov/department/austin-city-media-arts> accessed 23-06-2023.

³⁰² Austin Texas Gov. (2023) "Creative Ambassadors Program Guidelines." Online at https://www.austintexas.gov/sites/default/files/files/EGRSO/FINAL_CreativeAmbassadors2018guidelines.pdf accessed 23-06-2023.

³⁰³ Austin Texas Gov.(2016) "Music and Art Ecosystem Stabilization Recommendations." Online at https://www.austintexas.gov/sites/default/files/files/Music_and_Creative_Ecosystem_Stabilization_Recommendations_June_2016_.pdf accessed 23-06-2023.

estimates from a political action committee). Fund distribution will be decided by Austins' Music Commission with input from community consultations to better allocate the funds.³⁰⁴

Austin-Toronto Music City Alliance

The alliance between Toronto and Austin has enabled each city to progress its policies and infrastructure, leading to new music offices and tourism campaigns. The Music City Alliance collaboratively works to increase investment, tourism, insight and industry growth.

With an advisory board of 7 public-private representatives of each city, Toronto and Austin have worked to export talent between the two cities.³⁰⁵ This led to Canadian Music Week providing a platform for the first joint Austin-Toronto showcase in 2017, which displayed musical talent from both cities. For 4 years and running, the Austin music export and documentary film project, ATX6, has chosen artists to travel to Toronto to perform and film in partnership with the Alliance.³⁰⁶

Activities

The Visit Austin website has pages dedicated to promoting partnerships with the city, organized by the Vice President of Strategic Alliances.³⁰⁷ Opportunities range from event sponsorship to brand marketing initiatives. All ATX is the official music sponsor of Visit Austin, but partners include Mega Broadcast & Cinema, Freeman, Tito's Handmade Vodka, and Austin City Limits Live. The Cultural Tourism plan aims to create further partnerships (in line with the aforementioned Austin-Toronto Alliance) in the form of Sister Cities. Additionally, heritage attractions such as the State Capitol and the Bullock Museum include in their programming music events, conferences and exhibits.

American Airlines announced in 2018 a partnership with Austin City Limits. The partnership made episodes of Austin City Limits available for passengers in-flight via a special channel on the airline's screens.³⁰⁸ It promoted international musicians, as well local talent and venues.

³⁰⁴ Swiatecki, Chad. (2019). "Council approves \$3M annually from hotel tax for musicians, venues". Austin Monitor. Online at <https://www.austinmonitor.com/stories/2019/09/council-approves-3m-annually-from-hotel-tax-for-musicians-venues/> accessed 07-05-2023.

³⁰⁵ Toronto CA (2013) "Austin – Toronto Music City Alliance Partnership Draft Framework & Terms of Reference". Online at <https://www.toronto.ca/legdocs/mmis/2013/ed/bgrd/backgroundfile-63954.pdf> accessed 24-07-2023.

³⁰⁶ Gonshor, Bram (2017) "Toronto Austin Music City Alliance Archives". Online at <https://musiccanada.com/tag/toronto-austin-music-city-alliance/> accessed 28-06-2023.

³⁰⁷ Visit Austin (2023) "Visit Austin: Strategic Partnership Opportunities". Online at <https://www.austintexas.org/partnerships/partner-opportunities/> accessed 22-06-2023.

³⁰⁸ Cramer, Harriet (2018). "Spafax brings together American Airlines and Austin City Limits to deliver the Music series to American Airlines' Passengers." *Field Marketing Brand X April 24, 2018*.

Love Austin Music Month³⁰⁹

In February 2008, the city of Austin declared February Love Austin Music Month. This concerted campaign aims to encourage people to consume local music and support local music organizations, highlighting existing events at local venues, music nonprofit fundraisers, and music stores across Austin. One of its major partners is the alternative non-profit radio KUTX, which records and broadcasts live performances at the studio featuring some of the artists performing during the month. Since the 2020 edition, KUTX-radio partnered with Austin-Bergstrom International Airport to introduce the Austin Music Experience, a 24-hour radio station playing exclusively Austin music, to the ears of visitors at the airport's installations.³¹⁰

The non-profit Austin Music Foundation hosts the “Feel the Love” Music Industry Expo during that month to connect local artists, professionals and nonprofits to network and learn about available community resources.³¹¹

Since 2018, Austin's Public Library has established the Electric Lady Bird streaming service exclusively for Austin-based groups. It is a free and open-source streaming platform and music catalog that has annual submission rounds and adds up to 100 albums every year.³¹²

Lesson For Macon: The reputation of being the "Live Music Capital of the World" must be sustained through year-round promotional and support efforts to maintain and increase attendance in the local music ecosystem. Austin's campaign demonstrates how effective investment and strategic partnerships can significantly promote the grassroots music community. With its dedicated Music Commission,³¹³ the city provides strategic and governmental support for the music industry, developing crucial long lasting relationships across sectors and leveraging a positive synergy between the city's historical and contemporary musical assets.

By effectively allocating resources and implementing new tax and cultural policies, Macon's already developed musical ecosystem can further establish itself as a vibrant, innovative, and creative destination.

The City of Macon enjoys a favorable situation, with its rich cultural history and a wealth of talented artists and performers. This calls for a coordinated cultural tourism strategy that

³⁰⁹ Austin Music Foundation (n.d.) “Love Austin Music Month”. Online at https://austinmusicfoundation.org/get-involved/love_austin_-music_-month/ accessed 26-06-2023.

³¹⁰ Fuller, Jacquie (n.d.) “KUTX at the Airport.” *KUTX Org*. Online at <https://kutx.org/features/kutx-at-the-airport/> accessed 26-06-2023.

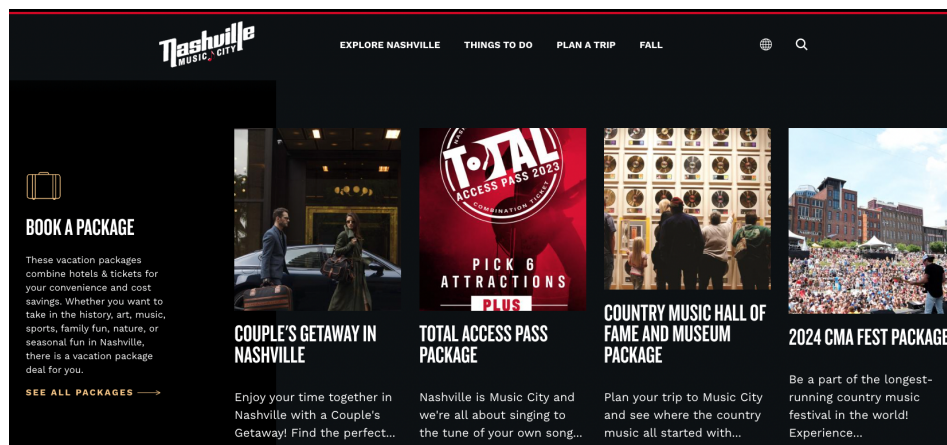
³¹¹ Lailson, Paris (2020) “Meet the Orgs: 6th Annual ‘Feel the Love’ Music Industry Expo” *Austin Music Foundation*, online at <https://austinmusicfoundation.org/meet-the-orgs-6th-annual-feel-the-love-music-industry-expo/> accessed 26-06-2023.

³¹² Austin Public Library (n.d.) “ATX Electric Lady Bird”. Online at <https://atxlibrary.musicat.co/about> accessed 26-06-2023.

³¹³ Austin Texas Gov. (n.d.) “Boards and Commissions: Music Commission.” Online at <https://www.austintexas.gov/content/music-commission> accessed 27-07-2023.

leverages the city's above-average and diverse venues, its privileged geographical location, to attract both local and external visitors, and its attractive musical heritage. This is further enhanced by the strong involvement of institutions and private entities in the development of Macon's music ecosystem.

Benchmark: Nashville Music City Tourism Packages (TN, USA)³¹⁴



Visit Nashville TN Tourism Packages website³¹⁵

What Is It: According to local lore, the moniker 'Music City' for Nashville originated in 1873 when Queen Victoria of England, impressed by the performance of the Fisk Jubilee Singers, remarked that the talented singers must hail from the 'Music City'. With a growing concentration of publishing houses, clubs, dance halls and legendary music venues, the name stuck. The city grew around its reputation, with labels quickly moving into the now historic 'Music Row', and artists such as Jimi Hendrix holding residencies at local venues. Nashville has become a recognized hub for a vast array of music genres, and also holds the moniker "Songwriting Capital of the World".³¹⁶

The Nashville Music City tourism website provides a comprehensive exploration of all the city's music-related attractions and its extensive musical heritage sites. This is

³¹⁴ Visit Nashville TN (2023) "Nashville Music City: Book a Package". Online at <https://www.visitmusiccity.com/plan-a-trip-to-nashville/discounts-deals> accessed 23-08-2023

³¹⁵ Ibid.

³¹⁶ Visit Nashville TN (2023) "The Story of Music City". Online at <https://www.visitmusiccity.com/explore-nashville/music/story-music-city> accessed 23-08-2023

facilitated through a variety of music tourism packages that provide discounts, enabling visitors to create personalized experiences. These experiences include accommodation at participating hotels, tickets to music festivals, city tours and access to heritage attractions.

Who Is Responsible: Nashville Downtown Partnership,³¹⁷ Nashville Area Chamber of Commerce,³¹⁸ Nashville Convention & Visitors Corp,³¹⁹ City of Nashville and various developers and businesses around Davidson County help drive the ongoing ‘Music City’ brand, marketing and tourism packages.

What Has It Done: Nashville tourism representatives have bundled its attractions and events together in ‘one-stop-shop deals’, that enable customized packages for a personalized experience. Through its website ‘Plan a Trip’ and subsection ‘Discounts and Deals’, the city offers deals from the likes of:

- **2024 CMA Fest Package:** includes a minimum 4-night hotel stay at one of the 151 participating hotels and a CMA Festival 4-night Stadium Pass with access to special experiences within the festival.³²⁰
- **Soak Up Music City Package:** a summer package that includes hotel accommodation, plus tickets for the Country Music Hall of Fame & Museum and the Musicians Hall of Fame & Museum.³²¹
- **Build Your Own Getaway Package:** includes a minimum 1-night stay at one of the 151 participating hotels and a list of 29 attractions that include the Country Music Hall of Fame and Museum, Historic RCA Studio B, Musicians Hall of Fame & Museum, National Museum of African American Music, Soul of Music City Tour, Ryman Auditorium guided tour, among others.³²²

³¹⁷ Nashville Downtown (n.d.) “Nashville Downtown Partnership”. Online at <https://nashvilledowntown.com/> accessed 23-08-2023

³¹⁸ Nashville Chamber of Commerce (n.d.) “Homepage”. Online at <https://www.nashvillechamber.com/> accessed 23-08-2023

³¹⁹ Visit Nashville TN (2023) “Nashville Convention & Visitors Corp”. Online at <https://www.visitmusiccity.com/about-nashville-convention-visitors-corp> accessed 23-08-2023

³²⁰ Visit Nashville TN (2023) “2024 CMA Fest Package”. Online at <https://reservations.visitmusiccity.com/package/info/8833/7754> accessed 23-08-2023

³²¹ Visit Nashville TN (2023) “Soak Up Music City Package”. Online at <https://reservations.visitmusiccity.com/package/info/8833/8033> accessed 23-08-2023

³²² Visit Nashville TN (2023) “Build Your Own Package”. Online at <https://reservations.visitmusiccity.com/package/info/8833/7225> accessed 23-08-2023

- **Best of Downtown Package:** includes accommodation in one of Nashville's 45 Downtown hotels, and a series of attractions to be chosen in the downtown area.³²³
- **Total Access Pass Package:** combines a minimum 1-night stay and a Pick 6,4 or 2 attractions list offer, added to a PLUS 6 Exclusive Deals offer.³²⁴

The packages offer additional options and provide the opportunity for further personalization by directly engaging with a city's tourism expert who is available to assist.

Lesson For Macon: By developing a joint music tourism strategy that involves all music heritage and present-day attractions, the development of a 'one-stop-shop deal' with special offers including discounts and multiple packages would leverage Macon's rich music heritage assets and draw visitors into the contemporary music scene. Nashville's model serves as a prime example of a successful tourism technique that seamlessly unifies the hospitality sector with the entirety of its musical history and contemporary offerings within a single platform. Such an approach would greatly streamline visitors' decision-making processes when customizing their individualized packages.

SUSTAINABLE DEVELOPMENT GOAL: Make Cities and Human Settlements Inclusive, Safe, Resilient and Sustainable

- Target 11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.



³²³ Visit Nashville TN (2023) "Best of Downtown Package". Online at <https://reservations.visitmusiccity.com/package/info/8833/7480> accessed 23-08-2023

³²⁴ Visit Nashville TN (2023) "Total Access Pass Package". Online at <https://reservations.visitmusiccity.com/package/info/8833/7228> accessed 23-08-2023

Recommendation 16: Create a comprehensive marketing and communications plan to raise awareness on the city's efforts to support the music ecosystem

Initiators: Macon 365, Visit Macon and the Macon Arts Alliance

Supporting Stakeholders:

- Macon's music artists, organizations and businesses

Timeframe: Medium term (1-12 months)

The Macon Arts Alliance could work on creating a comprehensive marketing and communication plan to raise awareness of the city's efforts to support the music ecosystem, coordinate music marketing efforts through Macon's multiple music related communication channels, and promote the potential new initiatives recommended by this action plan.

Furthermore, a specific branding strategy could be developed to showcase Macon's unique music assets and promote it as a Music City.

Implementation Actions

- Use Sound Diplomacy's research and mapping to assess all the local music initiatives and assets that could benefit from more promotional support. These could include:
 - The city-led funding opportunities and grants
 - Mercer Music at Capricorn's initiatives, particularly regarding music professional development
 - Music training and education opportunities
 - Music heritage initiatives and establishments
 - Macon's music tourism assets and products
- Work with Macon365 and Visit Macon to assess all the existing music marketing efforts and identify potential gaps and opportunities.
- Work with Macon 365 to make the music calendar of events more comprehensive and accessible. Every artist or event organizer should be able to add event information.
- Organize workshops for artists and venues to educate them on how to advertise their work and events.
- Work with Macon365 and Visit Macon to define marketing and communications strategies for the new initiatives to support the local music industry. These would include:
 - The appointment of a cultural officer with specific music responsibilities (**recommendation 1**).

- The creation of the Macon Music Board (**recommendation 2**).
- The initiatives for the promotion of Diversity, Equity and Inclusion in the Music Ecosystem (**recommendation 3**).
- The One Stop Shop for music related regulations, permits, funding opportunities and other resources (**recommendation 4**).
- The appointment of a Night-Time Officer to support Macon’s Night-Time Economy (**recommendation 5**).
- The potential entertainment district and its specific regulations (**recommendation 9**).
- New music-friendly policies including busking policies and regulations, agent of change, food trucks regulations (**recommendation 10**).
- The music training and professional development programs (**recommendations 6 and 7**), and fair play guidelines (**recommendation 11**).
- The family-friendly music offer (**recommendation 13**).
- The program supporting local venues in order to increase the offer of live music events (**recommendation 14**).
- The music tourism packages (**recommendation 15**).
- Collaborate with cultural and tourism stakeholders to define Macon’s music brand. This brand should be included in each marketing and communication initiative related to music. For instance, Macon could brand itself as a recording destination, highlighting the abundance and quality of recording studios.

Further Considerations

In order to align with the potential branding strategy of positioning Macon as a preeminent music recording destination, the council could consider the implementation of incentive programs akin to the Louisiana Sound Recording tax rebate (see case study below).

Benchmark: Explore Asheville’s Music Scene (Asheville, NC)³²⁵

What Is It: Explore Asheville ran a strategic marketing campaign over the course of several years in order to promote Asheville’s music scene and history. The campaign received much media attention, boosting tourism and increasing overall interest in and support for the local music industry.³²⁶

³²⁵ Explore Asheville (2023) “Asheville Music Scene”. Online at <https://www.exploreasheville.com/iconic-asheville/music/> accessed 04-07-2023.

³²⁶ Asheville Music Initiative (n.d.) “Asheville Music Initiative: Turning up the Volume on the Music Scene”. Online at <https://www.ashevillecgvb.com/wp-content/uploads/Music-Initiative-Rollout-Presentation-for-web.pdf> accessed 25-07-2023.

Who Is Responsible: The Explore Asheville Convention & Visitors Bureau is responsible for the campaign.³²⁷

What Has It Done Asheville’s music scene is showcased on the Explore Asheville website, alongside other visitor recommendations on things to do, iconic sights, places to eat, accommodation and package deals themed by interest.³²⁸

The music webpage includes:

- A music events calendar³²⁹
- A festivals page with the story of Asheville’s festivals³³⁰
- Lists of the local music shops,³³¹ and venues³³²
- Artist profiles³³³
- Spotify radio
- Live performances and experiences videos

Explore Asheville used both qualitative and quantitative data to map the contributions of the city’s music scene to its economy and cultural footprint, identifying all existing assets and historical milestones. In order to ensure they represented the music scene fairly and addressed any needs from the industry in how it was marketed, a task force was created to engage in conversation with a diverse range of industry stakeholders including musicians, venue owners and promoters.³³⁴

Lesson For Macon: Asheville’s music initiative was the strategic marketing campaign that succeeded in developing the city’s national music reputation and promoting it as a music destination. With the current strategy and Civic Center audit, Macon has the opportunity to further develop a music identity or brand for the city that showcases what is unique and special about Macon in a way that gets buy in from local residents, music industry

³²⁷ Explore Asheville (n.d.) “Start planning your trip to Asheville”. Online at <https://www.exploreasheville.com/> accessed 04-07-2023.

³²⁸ Ibid.

³²⁹ Explore Asheville (2023) “Events Calendar”. Online at <https://www.exploreasheville.com/event-calendar/> accessed 04-07-2023.

³³⁰ Explore Asheville (2023) “Asheville Music Festivals”. Online at <https://www.exploreasheville.com/iconic-asheville/music/music-festivals/> accessed 04-07-2023.

³³¹ Explore Asheville (n.d.) “Asheville music stores”. Online at <https://www.exploreasheville.com/iconic-asheville/music/music-stores/> accessed 04-07-2023.

³³² Explore Asheville (n.d.) “Asheville music venues”. Online at <https://www.exploreasheville.com/iconic-asheville/music/music-venues/> accessed 04-07-2023.

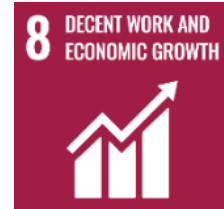
³³³ Explore Asheville (n.d.) “Asheville recording artists”. Online at <https://www.exploreasheville.com/iconic-asheville/music/recording-artists/> accessed 04-07-2023.

³³⁴ Asheville Music Initiative (n.d.) “Asheville Music Initiative: Turning up the Volume on the Music Scene”. Online at <https://www.ashevillecvb.com/wp-content/uploads/Music-Initiative-Rollout-Presentation-for-web.pdf> accessed 25-07-2023.

stakeholders and government, whilst also attracting investment, visitors and music industry members from other locations.

SUSTAINABLE DEVELOPMENT GOAL: Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All

- Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
- Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.



SUSTAINABLE DEVELOPMENT GOAL: Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialization and Foster Innovation

- Target 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.



3.3. Implementation Timeline

	Short term	Medium term	Long term
Structural Priority Recommendations			
1. Advocate for the appointment of a Cultural Officer for Macon			
2. Create a Music Board for Macon			
3. Create and support initiatives for the promotion of Diversity, Equity and Inclusion in the Music Ecosystem			
4. Create a One Stop Shop for music related regulations, permits, funding opportunities and other resources			
5. Advocate for the appointment of a Night-Time Officer to support Macon's Night-Time Economy			
6. Support and foster the creation of training and professional development programs at all levels to support the development of the music ecosystem			
7. Develop and facilitate a music technology training program for music professionals			
8. Implement Audience Development initiatives			
Ecosystem Development Recommendations			
9. Advocate for the formalization of Downtown Macon as an Entertainment District			
10. Advocate for music-friendly regulations			
11. Develop Fair Pay Guidelines			
12. Advocate for music-specific government funding			
13. Support and Incentivize the creation of more Family-Friendly music and live music events			
14. Develop a program to support local venues in order to increase the offer of live music events			
15. Create Music Tourism strategies to keep highlighting music heritage but also supporting the current music ecosystem			
16. Create a comprehensive marketing and communications plan to raise awareness on city's efforts to support the music ecosystem			

4. Conclusion

Macon is one of the most exciting music ecosystems in the south of the United States; its musical heritage and legacy led by names such as Little Richard, Otis Redding and the Allman Brothers is not only the mark of a rich musical past, but also a testament to the importance of preserving and building upon music excellence to support the economic and social growth of a city through music.

This study allowed us to identify several key efforts that are already being made in Macon through highly involved and engaged institutions that are spearheaded by the Macon Arts Alliance but that also include institutions throughout the musical ecosystem reaching areas such as education where Mercer University has emerged as a key agent for music and arts training, or music heritage where the Otis Redding Museum and The Allman Brothers Museum exist as a testament to the willingness of Macon to recognize and protect its musical history and heritage.

As our findings suggest, Macon has already taken some key steps towards putting itself on the map alongside other established music ecosystems in the country such as Austin, Nashville and others. However, as this document also suggests, there are significant additional efforts that can be undertaken by Macon-Bibb County authorities to make sure that the music ecosystem is sufficiently diverse and well-equipped to allow local musicians and artists to thrive and to take Macon's music to higher levels.

These efforts mainly have to do with increasing institutional support for musicians as well as ensuring that the existing resources are sufficiently and efficiently utilized by local musicians and artists. These efforts, joined by increased articulation between culturally and musically involved institutions could prove to be highly instrumental for the development of the local ecosystem.

The Macon Arts Alliance is seen as a key agent for advocating and accomplishing the materialization of these efforts, but is an entity that could use additional support from other county, city or private institutions involved with music and arts, to make sure that resources and efforts are maximized to get Macon to the next level, and to make sure that the soul of Macon lives on through music.

5. Detailed Methodology

5.1. Economic Impact

The economic impact analysis is based on official secondary sources and statistics, complemented by primary research conducted by Sound Diplomacy. It provides a reliable measure of the economic importance of the music ecosystem in Macon GA on three different scales: direct, indirect, and induced impact.

The results in this report correspond with data from 2020. This is due to most official data sources having a three year delay. During the research process, the most up-to-date data available from the County Business Patterns was from 2020.

Important note: Due to the availability of official data at the time of making this report, the results correspond to the year 2020 and may be affected by the effect of COVID-19.

Table 3. Economic Impact Dimensions

ECONOMIC IMPACT	DEFINITION
Direct Economic Impact	The direct impact is the economic value and employment directly generated by the economic activities belonging to the links of the music ecosystem in Macon, GA.
Indirect Economic Impact	The indirect impact is the economic value and employment generated by the suppliers of the music ecosystem because of its demand. As such it is related to local businesses that provide goods and services to the local music ecosystem, such as advertising, legal affairs, food and beverage suppliers.
Induced Economic Impact	Induced impact is created when the workers of the direct and indirect music ecosystem spend their wages on food, transportation, entertainment, etc. in their daily life.

The variables evaluated as part of the Economic Impact Assessment are the music ecosystem's output, employment and gross value added (GVA).

Table 4. Variables evaluated in the Economic Impact

VARIABLE	DEFINITION
Output ³³⁵	The economic value produced by the sales of goods and services of the music ecosystem. For example, concert ticket sales, recording studios services, etc.
Employment ³³⁶	The number of active jobs in the production of music ecosystem goods and services.
Gross value added (GVA) ³³⁷	The output minus the intermediate consumption (the costs of all inputs – for example, food and beverage suppliers, legal services, transportation costs, equipment, etc).

Classifications

To define and frame the music economy according to the official data available we use **The Classification of Economic Activities of the North American Industrial Code 2017 (NAICS)**, which is the standard used by federal statistical agencies in classifying business establishments to collect, analyze, and publish statistical data related to the U.S. business economy. We have used it to calculate the value of the economic activity in Macon GA, that can be attributed to the music ecosystem (see Appendix 2).

Geographical Scope

The geographic scope of this assessment includes Macon, GA (officially known as Macon-Bibb county).

Data Sources

Five main data sources have been used to conduct the economic impact analysis:

³³⁵ Bureau of Economic Analysis (2020)

³³⁶ Ibid.

³³⁷ Ibid.

Table 5. List of Data Sources

DATA SOURCE	DETAILS
County Business Patterns: 2020	This source allows the calculation of the number of establishments and employees of the music ecosystem.
Quarterly Census of Employment and Wages 2019, 2020	This source acts as a complementary source on the number of employees in the music ecosystem.
BEA Regional Economic Accounts GDP by State 2001 - 2020	This source provides GDP data according to the big industries at state and metropolitan levels.
Regional Input-Output Modeling System (RIMS II) ³³⁸	<p>RIMS II provides both Type I and Type II regional input-output multipliers to estimate the indirect and induced economic impact of the NAICS economic activities.</p> <p>Type I multipliers account for the direct and indirect impacts based on the economic dynamics of the music ecosystem supply chain. Type II multipliers account for both indirect and induced impacts based on the purchases made by employees of the music ecosystem.</p>
Mapping dataset	This mapping dataset enables us to identify missing data points.

5.2. Asset Mapping

Through the use of client provided information, as well as primary information obtained by carrying out a specialized web scraping, Sound Diplomacy mapped a series of assets that are part of the music industry value chain in Macon, Georgia. This mapping exercise resulted in a comprehensive database that collects all relevant pieces of information from these assets and that enables Sound Diplomacy to obtain key findings from the current state of the music industry.

³³⁸ See definitions in Appendix 1

Furthermore, the information collected through this mapping exercise has all the data points necessary to integrate these assets into Macon’s own mapping tool which will be made available to the public through the local webpage macon365.com.

Asset Definitions

The scope of study consists of the music ecosystem of Macon, GA. It can be segmented into four value chain links: Creation, Production & Distribution/ Radio Broadcasting, Exhibition and Supporting. Each of these links can be broken down into categories, while some categories can be even further subdivided into subcategories. This enables a more detailed view on the types of economic activities performed by each of the assets of Macons’ music ecosystem. An overview of the segments of the music ecosystem can be found in Table 1.

Table 6. Value Chain Link, Categories and Sub-Categories in the Music Ecosystem of Macon

Value Chain Link	Categories	Sub-Categories	Description
Creation	Independent Musicians, Artists or Composers, Bands, Orchestras & Choirs		Independent musicians, artists or composers with a physical presence as well as professional and community bands and orchestras, professional and community choirs and singing groups, including church choirs with physical presence
Production & Distribution / Radio Broadcasting	Music Publishers		Person (or organization) responsible for licensing and administering the composition copyrights of songwriters
	Recording Studios & Rehearsal Rooms		Registered, music and audio studios offering music recording, mastering, and rehearsal services
	Record Labels		Music labels with physical presence
	Record Stores		Retail outlet that sells recorded music
	Radio Stations		Public, community and commercial music radio stations
Exhibition	Venues	Dedicated Live Music Venues	Establishments where live music performance is the main focus and with dedicated live music programming
		Multi-purpose venues	Establishments where live music performance is the main focus and with dedicated live music programming
		Occasional Venues	Spaces different than venues that occasionally host live music (e.g. parks,

			churches)
		Art Venues with Music	Galleries, museums and other 'art' spaces that occasionally host live music
		Arenas	Large capacity venues (over 2,000 seats) that primarily host sports and live music
		Nightclubs	Nightlife establishments with regular DJ nights and occasional live music performances
		Bars, Cafés, Restaurants with Music	Establishments where live music is performed regularly although their prime function is the sale of food and beverages
	Festivals		Ticketed or free to attend special events and concert series focusing on, or featuring live music programs and happening over one or multiple days
Supporting	Music Equipment Store		Music instruments, equipment, including rentals
	Music Education	Academies, Schools, Conservatories, Universities, Colleges with Music Programs	Public and private music schools, and programs
		Private Music Tutors	Private music tutors that operate independent to an organization, often offering tutoring services from their own studios or home
	Consulting, Other Music Businesses, Law		Individual music companies ranging from accounting or content creation to photography, event production, PR, publishing and licensing, and music associations/nonprofits
	Music Associations and Nonprofits		

5.3. Survey

An online survey was developed by Sound Diplomacy in collaboration with the Macon Arts Alliance and was distributed to the local music ecosystem participants: the Creative & Artistic segment, the Professional & Supporting music businesses and music industry workers. The sampling technique selected was random sampling. However, the sample size of the creative

& artists, professional & supporting businesses, and music fans segments was not big enough, hence the results are not entirely representative.³³⁹

The survey was approximately 15 minutes long. It was conducted from April 10th, 2022 to July 15th, 2022. A total of 377 responses were collected (155 complete, 203 partial, and 19 disqualified).

The survey questionnaire was organized into the following sections:

Table 7. Sections of the survey questionnaire

Aspect	Details
Introduction	The questions included in this section aim to understand the respondents according to the broader role they play in the music ecosystem in Macon, GA.
Creatives & Artists segment Details	This section is designed exclusively for the Creative & Artistic segment. The questions aim to better understand the characteristics of their music activity such as time dedication to music-related activities, annual gross income, the impact of COVID-19, amongst others.
Professional & Supporting segment Details	This section is designed exclusively for the company owners, CEOs, or general managers (excluding the Government) of the Professional & Supporting segment, to better understand their organizations' characteristics, such as annual gross income, number of employees, the impact of COVID-19, amongst others.
Music Value Chain	This section explores the perception of the Creative & Artistic and Professional & Supporting segments of the music ecosystem, regarding the level of dependency they have on the links of the value chain, as well as their perception of each link's quality and availability.

³³⁹ It is recommended to read the results as an indication on how the sector is characterized but not as a statistical representation of how the music ecosystem in Macon, GA is structured.

Policy Factors and Focus	This section inquires about the details on the areas that constitute the biggest challenges for the music ecosystem in terms of procedures, taxes, public and private financing.
Music Fans Perceptions	This section explores the perception of the Music Fans segment, regarding their music-related taste, the level of quality and availability of the links of the value chain, amongst others.

5.4. Roundtables and Interviews

During the month of April 2022, Sound Diplomacy visited the city of Macon, and thanks to the assistance of the Macon Arts Alliance, attended a public town hall meeting, carried out six roundtables and held two one-on-one interviews which allowed the research team to get to know more about Macon’s music and cultural industries.

During these activities, participants were asked to respond to a series of questions aimed at understanding the way local agents perceived Macon’s music industry’s strengths, challenges, and growth opportunities in different areas such as: Economic Development, Tourism, Infrastructure, Talent Retention, Target Markets, Regional Competition and Audience Development.

All comments derived from these sessions were annotated and later analyzed to contribute to the general SWOT Analysis and thus to shed light on the city’s agents’ more immediate concerns, and their thoughts on the future development of Macon’s music industry.

6. Bibliography

AB Media & Communication (2016) “The cultural voice of nightlife in Groningen”. Online at <https://ab-mediacomunication.com/2016/03/25/the-cultural-voice-of-nightlife-in-groningen/> accessed 10-05-2023

AD (2021) “Mystery: this is what the night mayor of Groningen does”. Online at <https://www.ad.nl/groningen/mysterie-dit-doet-de-nachtburgemeester-van-groningen~a959874d/?referer=https%3A%2F%2Fwww.google.com%2F> accessed 10-05-2023

AD (2021) “Mystery: this is what the night mayor of Groningen does”. Online at <https://www.ad.nl/groningen/mysterie-dit-doet-de-nachtburgemeester-van-groningen~a959874d/?referer=https%3A%2F%2Fwww.google.com%2F> accessed 10-05-2023

AIM Ireland (n.d.) “Aims and Objectives”. Online at <https://www.aimireland.ie/about-us-3> accessed 12-05-2023

Arts Council England (n.d.) “Music Hub Investment Programme”. Online at <https://www.artscouncil.org.uk/our-open-funds/music-hub-investment> accessed 04-07-2023.

Asheville Music Initiative (n.d.) “Asheville Music Initiative: Turning up the Volume on the Music Scene”. Online at <https://www.ashevillecvb.com/wp-content/uploads/Music-Initiative-Rollout-Presentation-for-web.pdf> accessed 25-07-2023.

Austin Music Foundation (n.d.) “Love Austin Music Month”. Online at https://austinmusicfoundation.org/get-involved/love_austin_-music_-month/ accessed 26-06-2023.

Austin Public Library (n.d.) “ATX Electric Lady Bird”. Online at <https://atxlibrary.musicat.co/about> accessed 26-06-2023.

Austin Texas Gov. (2023) “Music & Entertainment Division”. Online at <https://www.austintexas.gov/department/music-entertainment-division> accessed 21-08-2023.

Austin Texas Gov. (2023) “Music Commission”. Online at <https://www.austintexas.gov/content/music-commission> accessed 21-08-2023.

Austin Texas Gov. (2023) “Music & Entertainment: Live Music Fund”. Online at <https://www.austintexas.gov/atxmusic/live-music-fund> accessed 21-08-2023.

Benner, C. (2014) “SEPTA’s late-night experiment a ‘huge step forward’ into Philly’s future”. Online at <https://whyy.org/articles/septas-late-night-experiment-a-huge-step-forward-into-philadelphias-future/> accessed 25-04-2023

Betevé (2020) “El Bonus Cultura genera 8 milions d’euros per al sector cultural”. Online at <https://beteve.cat/cultura/bonus-cultura-genera-8-milions-euros-sector/> accessed 4-08-2023.

Bibb County School District (n.d.) “Fine Arts and Magnet Programs”. Online at https://www.bcsdk12.net/departments/fine_arts_and_magnet_programs accessed 22-06-2023

BOP (2018) “Culture Liverpool, Developing a Liverpool City of Music Strategy”. Online at <http://bop.co.uk/assets/others/Developing-Liverpool-Music-strategy-February-2018-1.pdf> accessed 26-07-2021

Boston Consulting Group, Inc. (2017) “Music in New York City”. Online [here](#) accessed 23-01-2023

Boulder County (n.d.) “County Ordinances”. Online at <https://bouldercounty.gov/government/ordinances/> accessed 24-10-2022

Bragg Jam (2023) “About”. Online at <https://www.braggjam.org/about/> accessed 22-06-2023

Breaking Tunes (n.d.) “Featured artists”. Online at <https://www.breakingtunes.com/> accessed 12-05-2023

Bureau of Economic Analysis (2020) “Regional Accounts (GDP) by Metropolitan Area”. Online at <https://apps.bea.gov/itable/iTable.cfm?ReqID=70&step=1> accessed 08-05-2023

Bureau of Economic Analysis (n.d.) “RIMS II, An Essential Tool for Planners, Section C-1”. Online at https://apps.bea.gov/regional/rims/rimsii/rimsii_user_guide.pdf accessed 08-05-2023

Case Text (2022) “Louisiana Administrative Code Title 61 Revenue and Taxation”. Online at <https://casetext.com/regulation/louisiana-administrative-code/title-61-revenue-and-taxation/part-i-taxes-collected-and-administered-by-the-secretary-of-the-department-of-revenue/chapter-16-louisiana-entertainment-industry-tax-credit-programs/subchapter-b-motion-picture-production-tax-credit-program-qualified-entertainment-company-payroll-tax-credit-program/section-i-1631-purpose-and-description-of-louisiana-sound-recording-investor-tax-credit-program> accessed 02-01-2023

Cause IQ (2023) “Pittsburgh Cultural Trust”. Online at <https://www.causeiq.com/organizations/pittsburgh-cultural-trust.251469002/> accessed 06-06-2023.

City of Boulder (n.d.) “Chapter 9 - Noise”. Online at https://library.municode.com/co/boulder/codes/municipal_code?nodetid=TIT5GEOF_CH9NO_5-9-3EXD_ESOLEPR accessed 24-04-2023

City of Chicago (n.d.) “Cultural Affairs and Special Events”. Online at <https://www.chicago.gov/city/en/depts/dca.html> accessed 17-08--2023.

City of Chicago (n.d.) “Cultural Plan Action Update”. Online at https://www.chicago.gov/city/en/depts/dca/supp_info/cultural_plan1.html accessed 17-08-2023.

City of Hamilton. (n.d.). (rep.). *Fair Payment of Musicians for City-Led Events Staff Policy (Policy) Rates of Pay and Factors for Consideration*. Retrieved February 9, 2023, from <https://pub-hamilton.escribemeetings.com/FileStream.ashx?DocumentId=275905>

City of Huntsville, Alabama (n.d.) “Music Office, About us”. Online at <https://huntsvillemusic.com/about/> accessed 29-12-2022

City of Huntsville, Alabama (2022) “Music Calendar”. Online at <https://huntsvillemusic.com/calendar/> accessed 29-12-2022

City of Huntsville (n.d.) “Arts & Entertainment Districts”. Online at <https://www.huntsvilleal.gov/development/building-construction/planning/zoning/arts-entertainment-districts/> accessed 06-07-2023.

City of Huntsville, Alabama (2022) “Huntsville Music Month”. Online at <https://huntsvillemusic.com/musicmonth/> accessed 29-12-2022

City of Melbourne (2018) “Melbourne Busking Handbook” Online at <https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/1215/5857/4072/melbourne-busking-handbook.pdf> accessed 06-07-2023.

City of Melbourne (n.d) “Revision of 2011 Busking Guidelines”. Online at https://participate.melbourne.vic.gov.au/busking-guidelines?_ga=2.232699610.453668159.1688635995-29425323.1688635995 accessed 06-07-2023.

City of Melbourne (n.d) “Busking and street entertainment”. Online at <https://www.melbourne.vic.gov.au/arts-and-culture/film-music-busking/street-entertainment-busking/Pages/melbourne-busking-handbook.aspx> accessed 06-07-2023.

City of Milwaukee (2019) “Liquor and Tavern Regulations 90-37.” Online at <https://city.milwaukee.gov/ImageLibrary/Groups/ccClerk/Ordinances/Volume-1/CH90.pdf> accessed 25-04-2023

City of Milwaukee (2020) “License Division Quarterly Newsletter”. Online at <https://city.milwaukee.gov/ImageLibrary/Groups/ccLicenses/Applications/Newsletters-License-Division/2020.pdf> accessed 30-03-2023

City of Milwaukee (2014) “Public Entertainment Premises Business Information”. Online at <https://city.milwaukee.gov/ImageLibrary/Groups/ccLicenses/PEP.pdf> accessed 30-03-2023

City of New Orleans (2022) “City of New Orleans One Stop Permits & Licenses”. Online at <https://onestopapp.nola.gov/> accessed 14-08-2023.

City of Philadelphia Office of Arts, Culture and the Creative Economy. (n.d.). *Music Industry Task Force*. Retrieved June 13, 2023 from <https://www.creativephl.org/programs/music-task-force/>

City of Toronto (2021) “Toronto Music Advisory Committee”. Online at <https://www.toronto.ca/business-economy/industry-sector-support/music/directory/toronto-music-advisory-committee/> accessed 35-04-2023

City of Toronto (2018) “Summary: City-approved Venue Protection Measures including TOcore and “Agent of Change””. Online at <https://www.toronto.ca/legdocs/mmis/2018/ma/bgrd/backgroundfile-117429.pdf> accessed 25-04-2023

City of Toronto (2022). “Creative Co-Location Facilities Property Tax Subclass Designation”. Online at <https://www.toronto.ca/wp-content/uploads/2022/01/957f-2022Application-FormCCProperty-Tax-Subclass-DesignationAODA.pdf> accessed 11-04-2023

City of Toronto (2022) “Mayor Tory celebrates Toronto’s music industry and the return of live music across the city”. Online at <https://www.toronto.ca/news/mayor-tory-celebrates-torontos-music-industry-and-the-return-of-live-music-across-the-city/> accessed 11-04-2023

City of Toronto (2018) "TOcore: Downtown Plan Official Plan Amendment". Online at <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG29.4> accessed 25-04-2023

City of Sydney (n.d.) "Facility bookings & outdoor events". Online at <https://www.cityofsydney.nsw.gov.au/facility-bookings-outdoor-events> accessed 24-04-2023

City of Sydney (2022) "Fees and charges for outdoor venue hire". Online at <https://www.cityofsydney.nsw.gov.au/lists-maps-inventories/fees-and-charges-for-outdoor-venue-hire> accessed 24-04-2023

City of Sydney (n.d.) "Amphitheatre, Martin Place". Online at <https://www.cityofsydney.nsw.gov.au/hireable-outdoor-spaces/amphitheatre-martin-place> accessed 24-04-2023

City of Sydney (n.d.) "Partner with a City of Sydney event". Online at <https://www.cityofsydney.nsw.gov.au/business-permits-approvals-tenders/partner-city-sydney-event> accessed 24-04-2023

Cramer, Harriet (2018). "Spafax brings together American Airlines and Austin City Limits to deliver the Music series to American Airlines' Passengers." *Field Marketing Brand X April 24, 2018*.

Data USA, Online at <https://datausa.io/profile/geo/macon-bibb-county-ga>, accessed 08-05-2023

Decatur Arts Alliance (2022) "Decatur Buskers Program." Online at <https://decaturartsalliance.org/decatur-buskers-program/> accessed 12-10-2022

DeVine, Blake (2023) *KXAN News* "An investment in the music community': \$3.5 million in grants available for Austin musicians". Online at <https://www.kxan.com/news/local/austin/an-investment-in-the-music-community-3-5-million-in-grants-available-for-austin-musicians/> accessed 21-08-2023.

Discover Groningen (2023) "Liberation Festival Groningen". Online at <https://discovergroningen.com/event/bevrijdingsfestival-groningen/> accessed 12-05-2023

ESNS (2023) "Homepage". Online at <https://esns.nl/en/> accessed 12-05-2023

Explore Asheville (n.d.) "Start planning your trip to Asheville". Online at <https://www.exploreasheville.com/> accessed 04-07-2023.

Explore Asheville (2023) "Asheville Music Festivals". Online at <https://www.exploreasheville.com/iconic-asheville/music/music-festivals/> accessed 04-07-2023.

Explore Asheville (n.d.) "Asheville music venues". Online at <https://www.exploreasheville.com/iconic-asheville/music/music-venues/> accessed 04-07-2023.

Explore Asheville (2023) "Asheville Music Scene". Online at <https://www.exploreasheville.com/iconic-asheville/music/> accessed 04-07-2023.

Explore Georgia Org. (n.d.) "2019 Travel Guide Macon where souls live". Online at https://www.exploregeorgia.org/sites/default/files/listing_documents/01bcae443008d161f9795a77cf1b200e_Macon2019TravelGuide.pdf accessed 25-04-2023

First Music Contact (2023) "Homepage". Online at <https://www.firstmusiccontact.com/> accessed 25-04-2023

Free Guided Tour of the Quartier des Spectacles. Quartier des Spectacles Montréal. (n.d.) Retrieved February 3, 2023, from <https://www.quartierdesspectacles.com/en/media/guidedtours2016>

Fuller, Jacquie (n.d.) "KUTX at the Airport." *KUTX Org*. Online at <https://kutx.org/features/kutx-at-the-airport/> accessed 26-06-2023.

Georgia Music Foundation (2023) "Georgia Music Grant". Online at <https://www.georgiamusicfoundation.org/georgia-music-grant> accessed 19-04-2023

Georgia Music Partners (n.d.) "We celebrate a milestone but there's more work to do". Online at <https://georgiamusicpartners.org/georgia-music-day-what-now-hb155-georgia-music-investment-act-2/> accessed 19-04-2023

Girtman, Taylor "How development, campaigns are impacting Austin's live music industry." *kxan: In-Depth Investigate*, March 14, 2023. Online at <https://www.kxan.com/news/sxsw/how-development-campaigns-are-impacting-austins-live-music-industry/#:~:text=Across%20Texas%2C%20the%20music%20industry,the%20Austin%20Music%20Movement%20nonprofit>. accessed 29-06-2023.

Global Cultural Districts Network (n.d.) "Pittsburgh Cultural Trust, Pittsburgh". Online at <https://gcdn.net/member/2027/#:~:text=The%20Pittsburgh%20Cultural%20Trust%20with,by%20the%20Pittsburgh%20Post%20Gazette> accessed 06-06-2023.

Global Goals (n.d.) "The 17 Sustainable Development Goals". Online at <https://sdgs.un.org/goals> 13.07.2023

Gonshor, Bram (2017) "Toronto Austin Music City Alliance Archives". Online at <https://musiccanada.com/tag/toronto-austin-music-city-alliance/> accessed 28-06-2023.

History and Vision. Quartier des Spectacles Montréal. (n.d.) Retrieved February 3, 2023, from <https://www.quartierdesspectacles.com/en/about/history-and-vision/>

Huntsville Music (n.d.) "Ressources". Online at <https://huntsvillemusic.com/resources/> accessed 30-12-2022

Huntsville City Schools (n.d.) "Homepage". Online at <https://www.huntsvillecityschools.org/> accessed 15-02-2023

Huntsville City Blog (n.d.) "In the purple: A&E districts benefit Huntsville citizens, businesses". Online at <https://cityblog.huntsvilleal.gov/in-the-purple-ae-districts-benefit-huntsville-citizens-businesses/> accessed 06-07-2023.

Huntsville, Alabama - Code of Ordinances (2023) "Sec. 3-27. - Arts and entertainment district". Online at https://library.municode.com/al/huntsville/codes/code_of_ordinances?nodeId=COOR_CH3ALBE_ARTII_UNACOF_S3-27ARENDI accessed 06-07-2023.

Huntsville Music (n.d.) "Ressources". Online at <https://huntsvillemusic.com/resources/> accessed 30-12-2022

KUTX Org (n.d.) “KUTX: The Austin Music Experience.” Online at <https://kutx.org/> accessed 27-06-2023.

La Vanguardia (2022) “El Bonus Cultura cierra con 8 millones generados para el sector”. Online at <https://www.lavanguardia.com/local/barcelona/20220217/8064220/bonus-cultura-cierra-8-millones-euros-generados-sector-cultural.html> accessed 4-08-2023.

Library Municode (2023) “Macon-Bibb County, Georgia - Code of Ordinances PART III - CODE OF ORDINANCES Chapter 15 - NUISANCES ARTICLE II. - NOISE”. Online at https://library.municode.com/ga/macon-bibb_county/codes/code_of_ordinances?nodeId=PTIII COOR_C H15NU_ARTIINO accessed 22-02-2023

Long Center (n.d.) “Homepage”. Online at <https://thelongcenter.org/> accessed 21-08-2023.

Lailson, Paris (2020) “Meet the Orgs: 6th Annual ‘Feel the Love’ Music Industry Expo” *Austin Music Foundation*, online at <https://austinmusicfoundation.org/meet-the-orgs-6th-annual-feel-the-love-music-industry-expo/> accessed 26-06-2023.

Library Municode (2023) “Macon-Bibb County, Georgia - Code of Ordinances PART III - CODE OF ORDINANCES Chapter 4 - ALCOHOLIC BEVERAGES ARTICLE II. - LICENSING”. Online at https://library.municode.com/ga/macon-bibb_county/codes/code_of_ordinances?nodeId=PTIII COOR_C H4ALBE_ARTIIL accessed 22-02-2023

Liverpool City Region Music Board (n.d.) “Our priorities”. Online at <https://www.lcrmusicboard.co.uk/our-priorities/> accessed 06-04-2023

LinkedIn (2023) “Merlijn Poolman”. Online at https://nl.linkedin.com/in/merlijn-poolman-a4659212/nl?trk=public_post_feed-actor-name accessed 10-05-2023

London Music Board (2017) “Terms of Reference”. Online at https://www.london.gov.uk/sites/default/files/terms_of_reference_-_london_music_board_-_april_2017_-_final.pdf accessed 07-07-2023

Louisiana Economic Development (n.d.) “Homepage”. Online at <https://www.opportunitylouisiana.gov/> accessed 02-01-2023

Louisiana Economic Development (2019) “Economic and Fiscal Impact of Louisiana Entertainment Tax Credits”. Online at https://www.opportunitylouisiana.gov/docs/default-source/Performance-Reporting/2019-economic-fiscal-impact-of-louisiana-entertainment-tax-credits-march2019-2.pdf?sfvrsn=9ccea605_0 accessed 02-01-2023

Louisiana Economic Development (2021) “2021 Annual Program and Incentives Performance Report”. Online at https://www.opportunitylouisiana.gov/docs/default-source/default-document-library/2021-annual-incentives-performance-report-final_wcover.pdf?sfvrsn=ab6eb805_0 accessed 02-01-2023

Louisiana Entertainment (n.d.) “Entertainment Job Creation Program”. Online at <https://www.louisianaentertainment.gov/film/entertainment-job-creation-program> accessed 02-01-2023

Louisiana Entertainment (n.d.) “Music Job Creation Program”. Online at <https://www.louisianaentertainment.gov/music/music-job-creation-program> accessed 02-01-2022

Louisiana Entertainment (n.d.) “Live Performance Production Incentive Program”. Online at <https://www.louisianaentertainment.gov/live/live-performance-production-program> accessed 02-01-2023

Louisiana Entertainment (n.d.) “Music Incentives”. Online at <https://www.louisianaentertainment.gov/music/incentives> accessed 02-01-2023

Louisiana State Legislature (n.d.) “§6023. Sound recording investor tax credit”. Online at <https://www.legis.la.gov/Legis/Law.aspx?d=321887> accessed 02-01-2023

Macon Arts Alliance (n.d.) “About us”. Online at <https://www.maconartsalliance.org/> accessed 19-04-2023

Macon Arts Alliance (n.d.) “Creative Relief - A recovery fund for artists”. Online at <https://www.maconartsalliance.org/creativerelief/> accessed 22-02-2023

Macon Arts Alliance (n.d.) “Creative Relief - A recovery fund for artists”. Online at <https://www.maconartsalliance.org/creativerelief/> accessed 22-02-2023

Macon Georgia (n.d.) “Macon’s Music Heritage”. Online at <https://www.maconga.org/plan/music-heritage/> accessed 22-06-2023

Macon Georgia (n.d.) “Macon’s Music Today”. Online at <https://www.maconga.org/plan/music-heritage/macons-music-today/> accessed 22-06-2023

Macon Mental Health Matters (n.d.) “Drum Circle”. Online at <https://www.maconmentalhealthmatters.com/drum-circle> accessed 22-06-2023

Mahoney, J. (2021, July 7). New policy ensures fair wage for musicians at city of Hamilton-led events. *The Hamilton Spectator*. Retrieved February 9, 2023, from <https://www.thespec.com/news/hamilton-region/2021/07/06/new-policy-ensures-fair-wage-for-musicians-at-city-of-hamilton-led-events.html>

McQueen E., Bloxson M. (2023) *KUT Org* “The city has millions of dollars to support the Austin music scene. But who gets the money?”. Online at <https://www.kut.org/austin/2022-03-01/the-city-has-millions-of-dollars-to-support-the-austin-music-scene-but-who-gets-the-money> accessed 21-08-2023.

Macon 365 (2023) “The Creative Alternative”. Online at <https://www.macon365.com/venue/the-creative-alternative/> accessed 22-06-2023

Macon 365 (2020) “A Legacy of Soul: Macon’s Music Heritage”. Online at <https://www.macon365.com/event/a-legacy-of-soul-macons-music-heritage/> accessed 22-06-2023

Macon365 (2023) “featured events - music”. Online at <https://www.macon365.com/> accessed 22-02-2023

Macon Bibb (2020) “Parks-Beautification-Special-Event-Application-2019-2020-002”. Online at <https://www.maconbibb.us/wp-content/uploads/2019/10/Parks-Beautification-Special-Event-Application-2019-2020-002.pdf> accessed 19-04-2023

Macon-Bibb County (2020) “Important announcement regarding special event permits for alcohol caterers”. Online at <https://www.maconbibbtax.us/alcohol-and-business.html> accessed 20-04-2023

Macon Where Soul Lives (n.d.) “homepage”. Online at <https://www.maconga.org/> accessed 22-02-2023

Maitland Conservatory (n.d.) “Arts Initiative”. Online at <https://www.themaitlandconservatory.org/artsinitiative> accessed 15-02-2023

Mekouar, Dora (2023) *Voa News* “Why US Cities Are Hiring Night Mayors to Govern After Dark” July 14, 2023. Online at <https://www.voanews.com/a/why-us-cities-are-hiring-night-mayors-to-govern-after-dark-7169999.html> accessed 16-08-2023.

Mercer University, Mercer Music at Capricorn (n.d.) “About”. Online at <https://capricorn.mercer.edu/> accessed 25-04-2023

Maison de la Musique Contemporaine (n.d.) “Présentation”. Online at <https://musiquecontemporaine.org/maison-de-la-musique-contemporaine> accessed 24-04-2023

Mercer University, Mercer Music at Capricorn (n.d.) “Incubator”. Online at <https://capricorn.mercer.edu/incubator/> accessed 25-04-2023

Mercer University, Mercer Music at Capricorn (n.d.) “Sound Studios”. Online at <https://capricorn.mercer.edu/sound-studios/> accessed 25-04-2023

Mercer University, Mercer Music at Capricorn (n.d.) “Museum”. Online at <https://capricorn.mercer.edu/museum/> accessed 25-04-2023

Mercer University, Mercer Music at Capricorn (n.d.) “Office Space”. Online at <https://capricorn.mercer.edu/offices/> accessed 25-04-2023

Metro Nashville Public Schools (n.d.) “Programs.” Online at <https://musicmakesus.mnps.org/programs> accessed 22-06-2023

Microwave Dave Music Education Foundation (n.d.) “Homepage”. Online at <https://microwavedavemef.org/> accessed 15-02-2023

Middle Georgia State University (n.d.) “Academic Catalog”. Online at <https://mga.smartcatalogiq.com/2022-2023/undergraduate-catalog/programs/school-of-arts-and-letters/department-of-media-culture-and-the-arts/music-aa/> accessed 22-06-2023

Milwaukee Code of Ordinances Volume 1 regulatory ordinances (n.d.) “Chapter 90 Liquor and Tavern Regulations, section 90-37. Centers for the Visual and Performing Arts. 1.”.p.389. Online at <https://city.milwaukee.gov/ImageLibrary/Groups/ccClerk/Ordinances/Volume-1/CH90.pdf> accessed 31-03-2023

Mississippi Blues Trail (2022) “Experience the Blues”. Online at <https://msbluestrail.org/> accessed 04-07-2023

Mississippi Blues Trail (n.d.) “Commission”. Online at <https://msbluestrail.org/commission> accessed 04-07-2023

Mok, T. (2019). "Toronto now has a coworking space for musicians and creative types." Online at <https://www.blogto.com/music/2019/01/signal-coworking-space-toronto/> accessed 25-04-2023

Music Health Alliance (n.d.) "About Music Health Alliance". Online at <https://www.musichealthalliance.com/about-the-mha/> accessed 20-02-2023

Music Cities Network (n.d.) "Groningen". Online at <https://www.musiccitiesnetwork.com/groningen> accessed 10-05-2023

Music Cities Network (2023) "Music Cities European Exchange". Online at <https://www.musiccitiesevents.com/mcee> accessed 10-05-2023

MXT 23 (2023) "Merlijn Poolman". Online at <https://mxt2023.nl/moderator/merlijn-poolman/> accessed 10-05-2023

Nashville Area Chamber of Commerce (2022) "Music Industry Report". Online [here](#) accessed 23-01-2023

NewTown Macon (n.d.) "Downtown Macon". Online at <https://newtownmacon.com/visit-downtown/downtown-macon/> accessed 23-02-2023

Newtown Macon (n.d.) "Music Lover". Online at <https://newtownmacon.com/visit-downtown/things-to-do/music-lover/> accessed 25-04-2023

NXNE (n.d.) "About". Online at <https://www.nxne.com/history> accessed 25-04-2023

Official website of the city of Huntsville, Alabama (2022) "Huntsville Music Industry Career Fair & Community Expo set for Sept. 24". Online at <https://www.huntsvilleal.gov/huntsville-music-industry-career-fair-community-expo-set-for-sept-24/> accessed 15-02-2023

Othring & Belonging Institute, Berkeley (2020) "Most Politically Segregated Metro Areas". Online at <https://belonging.berkeley.edu/most-politically-segregated-metro-areas> accessed 18-08-2023

Otis Redding Foundation (n.d.) "Center for the Arts". Online at <https://otisreddingfoundation.org/center-for-the-arts/> accessed 25-04-2023

Pittsburgh Public Theater (n.d.) "Pittsburgh Public Theater:About the Public". Online at https://ppt.org/ppt_home/about accessed 07-07-2023.

Project ATX6 (n.d.) "Project ATX6: about". Online at <https://www.projectatx6.com/films> accessed 23-06-2023.

Positively Pittsburgh (n.d.) "Pittsburgh's Cultural District". Online at <https://positivelypittsburgh.com/pittsburgh-cultural-district-2/> accessed 02-06-2023.

Rove (2023) "NXNE Festival 2023". Online at <https://rove.me/to/toronto/nxne-festival> accessed 19-06-2023

Rock Candy Tours (n.d.) "About". Online at <https://rockcandytours.com/about/> accessed 22-06-2023

SAE Mexico (n.d.) "Homepage". Online at <https://mexico.sae.edu/> accessed 22-03-2023

SAE Mexico (n.d.) “BA/BSc Music Business”. Online at <https://mexico.sae.edu/licenciatura/music-business-licenciatura/ba-bsc-hons-music-business/> accessed 23-03-2023

SAE Mexico (n.d.) “Ableton Live 11 courses”. Online at <https://mexico.sae.edu/cursos/ableton-live/> accessed 23-03-2023

SAE Mexico (n.d.) “Synthesis Applied to Sound Design”. Online at <https://mexico.sae.edu/cursos/sintesis-aplicada-a-diseno-sonoro/> accessed 23-03-2023

SAE Mexico (n.d.) “Executive Production of a concert”. Online at <https://mexico.sae.edu/cursos/produccion-ejecutiva-de-un-concierto/> accessed 23-03-2023

SAE Mexico (n.d.) “Digital Music Distribution”. Online at <https://mexico.sae.edu/cursos/distribucion-digital-musica/> accessed 23-03-2023

SAE Mexico (n.d.) “introduction to music production and appreciation”. Online at <https://mexico.sae.edu/online/introduccion-a-la-produccion-y-apreciacion-musical/> accessed 23-03-2023

SAE Mexico (n.d.) “concert directing and production”. Online at <https://mexico.sae.edu/online/direccion-y-produccion-de-conciertos/> accessed 23-03-2023

SAE Mexico (n.d.) “digital distribution of independent music”. Online at <https://mexico.sae.edu/online/distribucion-digital-de-la-musica-independiente/> accessed 23-03-2023

SAE Mexico (n.d.) “Mastering”. Online at <https://mexico.sae.edu/cursos/masterizacion/> accessed 23-03-2023

SAE Mexico (n.d.) “Logic”. Online at <https://mexico.sae.edu/cursos/logic2/> accessed 23-03-2023

SAE Mexico (n.d.) “Audio Mix”. Online at <https://mexico.sae.edu/cursos/mezcla/> accessed 23-03-2023

SAE Mexico (n.d.) “Music Business Graduate”. Online at <https://mexico.sae.edu/diplomados/music-business/> accessed 23-03-2023

SAE Mexico (n.d.) “Gaming Audio”. Online at <https://mexico.sae.edu/diplomados/audio-para-videojuegos/> accessed 23-03-2023

SAE Mexico (n.d.) “Post Production”. Online at <https://mexico.sae.edu/diplomados/post-produccion/> accessed 23-03-2023

SAE Mexico (n.d.) “Electronic Music Production”. Online at <https://mexico.sae.edu/diplomados/produccion-de-musica-electronica/> accessed 23-03-2023

SAE Mexico (n.d.) “Music Production Graduate”. Online at <https://mexico.sae.edu/diplomados/en-produccion-musical/> accessed 23-03-2023

SAE Mexico (n.d.) “Bachelor of Audio Engineering”. Online at <https://mexico.sae.edu/licenciatura/ingenieria-en-audio/> accessed 23-03-2023

Smith, A. (2021) "In the purple: A&E districts benefit Huntsville citizens, businesses". City of Huntsville Blog. Online at <https://cityblog.huntsvilleal.gov/in-the-purple-ae-districts-benefit-huntsville-citizens-businesses/> accessed 06-07-2023.

SIKKOM (2014) "Large congress of night mayors in Groningen". Online at <https://www.sikkom.nl/actueel/Grote-congres-der-nachtburgemeesters-in-Groningen-28191123.html> accessed 10-05-2023

Quartier des Spectacles Partnership. Quartier des Spectacles Montréal. (n.d.) Retrieved February 3, 2023, from <https://www.quartierdesspectacles.com/en/about/qds-partnership/>

Quarterly Census of Employment and Wages, <https://data.bls.gov/cew/> accessed 08-05-2023

Rome Chamber Music Festival (n.d.) "Constantine Janello". Online at <https://romechamberfestival.org/it/performer/constantine-janello-2/> accessed 22-06-2023

Scientific and Cultural Facilities District (n.d.) [Website]. Online at <https://scfd.org/> accessed 25-04-2023

SEPTA (n.d.) "Lines & Routes. Night Owl Service routes". Online at <https://www5.septa.org/travel/routes/?service=&keyword=> accessed 25-04-2023

Signal (n.d.) "About Us". Online at <https://www.createsignal.com/about-us-good> accessed 25-04-2023

South By SouthWest (2023) "SXSW: About". Online at <https://www.sxsw.com/about/> accessed 22-06-2023.

Sound Diplomacy. (2022). *Greater Madison Music City: Music Recovery Framework*. Retrieved online [here](#). Accessed 22.03.2023

Swiatecki, Chad. (2019). "Council approves \$3M annually from hotel tax for musicians, venues". Austin Monitor. Online at <https://www.austinmonitor.com/stories/2019/09/council-approves-3m-annually-from-hotel-tax-for-musicians-venues/> accessed 07-05-2023.

Task Force on Equity in Music and Entertainment. (2018). *Report to City of Madison Common Council*. Retrieved online [here](#). Accessed 21.03.2023

Tattnall Square Academy "Fine Arts". Online at <https://www.tattnall.org/academics/fine-arts/> accessed 22-06-2023

Texas Music Office (n.d.) "About the TMO". Online at <https://gov.texas.gov/music/page/about-the-tmo> accessed 05-07-2023

Texas Music Office (n.d.) "Event Calendar". Online at <https://gov.texas.gov/music/events> accessed 04-07-2023.

Texas Music Office (n.d.) "Texas Music Industry Directory". Online at <https://gov.texas.gov/apps/music/directory/Default.aspx> accessed 04-07-2023.

Texas Music Office (n.d.) “Music Business Development: State Incentives & Programs”. Online at https://gov.texas.gov/music/page/create_expand_relocate accessed 05-07-2023.

Texas Music Office (n.d.) “Task Force on Concert Safety Report & Event Production Guide”. Online at <https://gov.texas.gov/music/page/task-force-on-concert-safety-report> accessed 05-07-2023.

Texas Music Office (n.d.) “Music Business Guides”. Online at https://gov.texas.gov/music/page/music_business_guides accessed 04-07-2023.

Texas Music Office (n.d.) “Music Licensing for Your Business”. Online at https://gov.texas.gov/music/page/music_in_venues accessed 04-07-2023.

Texas Music Office (n.d.) “Education Directory”. Online at <https://gov.texas.gov/Apps/Music/Directory/results/tmep/p1> accessed 05-07-2023.

The August Wilson African American Cultural Center (n.d.) “The August Wilson African American Cultural Center: about”. Online at <https://awaacc.org/about/> accessed 02-06-2023.

The Big House Museum (n.d.) “Tour information”. Online at <https://thebighousemuseum.com/museum-tour/> accessed 22-06-2023

The Creative Alternative (n.d.) “About us”. Online at <https://www.creativealternative.art/studio> accessed 22-06-2023

The Creative Alternative (n.d.) “Music”. Online at <https://www.creativealternative.art/music> accessed 22-06-2023

The Creative Alternative (2023) “Folk & Blues Art Camp”. Online at <https://www.creativealternative.art/caevents/folk-blues-art-camp> accessed 22-06-2023

The Creative Alternative (2023) “Classical Compositions Art Camp”. Online at <https://www.creativealternative.art/caevents/folk-blues-art-camp-8j4g9-y39I5-3sw37-dapeg> accessed 22-06-2023

TheDen (2022) “Mercer Music at Capricorn to host inaugural Music Business Summit”. Online at <https://den.mercer.edu/mercer-music-at-capricorn-to-host-inaugural-music-business-summit/> accessed 25-04-2023

The Jazz Association of Macon (n.d.) “scholarships for students”. Online at <https://www.maconjazz.org/scholarship> accessed 22-06-2023

The Peyton Anderson Foundation (n.d.) “Arts & Culture”. Online at <https://www.peytonanderson.org/grants/program-areas/arts/> accessed 19-04-2023

The 567 Center (n.d.) “Homepage”. Online at <https://www.the567center.org/> accessed 20-06-2023

Trust Arts Org. (n.d.) “Pittsburgh Cultural Trust: About”. Online at https://trustarts.org/pct_home/about accessed 02-06-2023.

Tubman African American Museum (2023) “Exhibits and Events”. Online at <https://www.tubmanmuseum.com/exhibits-and-events/> accessed 22-06-2023

Tubman African American Museum (n.d.) “Our Mission”. Online at <https://www.tubmanmuseum.com/> accessed 22-06-2023

Toronto CA (2013) “Austin – TorontoMusic City Alliance Partnership Draft Framework & Terms of Reference”. Online at <https://www.toronto.ca/legdocs/mmis/2013/ed/bgrd/backgroundfile-63954.pdf> accessed 24-07-2023.

Urban Community Arts Network (n.d.) “About Us”. Retrieved online [here](#). Accessed 22.03.2023

United States Census Bureau, North American Industry Classification System Online at, <https://www.census.gov/naics/> accessed 08-05-2023

United States Census Bureau, American Community Survey 2019 at <https://datausa.io/profile/geo/ouachita-parish-la> accessed 08-05-2023.

United Cities and Local Governments (2018) “Culture in the Sustainable Development Goals.” Online at https://www.agenda21culture.net/sites/default/files/culturesdgs_web_en.pdf accessed 26-07-2023

United Nations (2022) “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”. Online at <https://sdgs.un.org/goals/goal16> accessed 08-08-2023

USA (Job & Benefits 2020) “The U.S. Music Industries: Jobs & Benefits”. Online [here](#) accessed 08-05-2023

Visit Austin (n.d.) “Get to know Austin’s Entertainment Districts.” Online at <https://www.austintexas.org/meeting-professionals/get-to-know-austins-entertainment-districts/> accessed 30-03-2023

Visit Macon (2022) “FY22-25 Visit Macon Strategic Plan and Goals Leadership Team”. Sent by client

Visit Nashville TN (2023) “The Story of Music City”. Online at <https://www.visitmusiccity.com/explore-nashville/music/story-music-city> accessed 23-08-2023

Visit Nashville TN (2023) “Build Your Own Package”. Online at <https://reservations.visitmusiccity.com/package/info/8833/7225> accessed 23-08-2023

Visit Nashville TN (2023) “Total Access Pass Package”. Online at <https://reservations.visitmusiccity.com/package/info/8833/7228> accessed 23-08-2023

Visit Nashville TN (2023) “Best of Downtown Package”. Online at <https://reservations.visitmusiccity.com/package/info/8833/7480> accessed 23-08-2023

Visit Nashville TN (2023) “2024 CMA Fest Package”. Online at <https://reservations.visitmusiccity.com/package/info/8833/7754> accessed 23-08-2023

Visit Nashville TN (2023) “Nashville Convention & Visitors Corp”. Online at <https://www.visitmusiccity.com/about-nashville-convention-visitors-corp> accessed 23-08-2023

Visit Nashville TN (2023) “Soak Up Music City Package”. Online at <https://reservations.visitmusiccity.com/package/info/8833/8033> accessed 23-08-2023

Visit Nashville TN (2023) "Nashville Music City: Book a Package". Online at <https://www.visitmusiccity.com/plan-a-trip-to-nashville/discounts-deals> accessed 23-08-2023

13wmaz (2023) "Visit Macon celebrates Macon Music Trail App Launch at Grant's Lounge". Online at <https://www.13wmaz.com/article/news/local/visit-macon-celebrates-macon-music-trail-app-launch/93-805f194f-351c-44c1-b1ee-4c2594c59c2f#:~:text=The%20Macon%20Music%20Trail%20App%20is%20a%20music%20lover's%20self.celebrate%20the%20app's%20official%20launch>. Accessed 25-04-2023