



## CITY OF SAN ANTONIO DEPARTMENT OF ARTS & CULTURE

# MUSIC STRATEGIC PLAN

### **BACKGROUND**

In February 2016, a City Council Request called for the development of a City of San Antonio music division as well as a local music study and strategic plan. In winter of 2016, the Department of Arts & Culture began overseeing work on a San Antonio music industry study by local music-focused nonprofit San Antonio Sound Garden (SASG). The study process continued through 2017 with three community workshops on February 7, February 27 and March 20 to collect feedback on opportunities and challenges in the local music industry. In addition, a survey of community members who create and produce local music was conducted to evaluate the percentage of income music provides to performers and local music industry economic impact data was collected with the help of Steve Nivin, Ph.D., of St. Mary's University and the Saber Institute. The study, finalized by SASG in September 2017, includes this data, an inventory of music resources, and interviews with local music experts.

In March 2018, the 11-member Music Committee of the San Antonio Arts Commission held a strategic planning and visioning session. Facilitated by Mary Flanagan with Strategy & Leadership LLC, the session used the music study data as a starting point to identify where the San Antonio music industry should be at the end of five years and to develop key strategies and action items to get the industry to where it needs to be. Using the information discussed and collecting during the strategic planning session, Department of Arts & Culture staff drafted this Music Strategic Plan to guide the activities of the department's music division.

The draft plan was presented to the City Council Arts, Culture & Heritage Committee in May 2018 and to an 80+ attendee Community Feedback Session in June 2018, with feedback from these meetings incorporated. The Music Committee and San Antonio Arts Commission approved the plan in August 2018.

### **VISION**

A Music Committee half-day visioning session paired with a meeting of a vision statement sub-committee produced the following vision statement for what the San Antonio music industry will look like in five years as a result of this strategic plan.

Vision Statement: San Antonio will have a thriving music economy that embraces its roots and advances opportunity for the next generation.

### **SUCCESS INDICATORS**

The Music Committee identified four key strategies, with corresponding indicators that the strategies are successful, that should be in place within five years if the above vision achieved.



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### **Strategy #1: Clarify and Refine the Music Commission Role**

#### **Success Indicators:**

1. Clearly defined mission statement and purpose
2. Develop standalone website with supporting communication avenues
3. Establish a “what we do/what we don’t do” list
4. Hold an annual community meeting with Q&A about Music Commission
5. Create an established music office

### **Strategy #2: Develop and Tell the San Antonio Music Story**

#### **Success Indicators:**

1. Include music history and tours on standalone website
2. Contract PR specialist to promote San Antonio music
3. Partner with academic institutions
4. Establish Music Historical Markers
5. Define identity of San Antonio music
6. Host a music conference in San Antonio with academics and writers
7. Publish a book by 2021 on history of San Antonio music scene

### **Strategy #3: Incentivize Music Development**

#### **Success Indicators:**

1. Promote state tax exemption weekend for instruments
2. Research tax abatements for music businesses
3. Investigate city incentives to help music businesses get started
4. Research best practices for music strategic plans and practices and consider for implementation

### **Strategy #4: Build Professionalism within the San Antonio Music Industry**

#### **Success Indicators:**

1. Ensure music industry access to informational, resource, collaborative and creative spaces such as LaunchSA, Geekdom and Texas Music Office
2. Develop a musician startup toolkit online
3. Ensure memberships and mixers are available for musicians
4. Create a listing of all workshops, meetups, educational classes, etc. in one place online
5. Develop a small professional development grant program

### **STAFF RECOMMENDATIONS**

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Based on the strategies and success indicators identified by the Music Committee and feedback collected during a Music Strategic Plan Feedback session held on June 25 with approximately 80 community members,



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staff recommends that a Music Division of the Department of Arts & Culture be collocated with the department's Film Division and that the following goals and objectives lead all division activities and processes.

### **Goal #1: Develop and Tell the San Antonio Music Story**

#### **Objectives:**

1. Spotlight Music
  - a. Collaborate with organizations with marketing functions (i.e. Texas Music Office, Visit San Antonio) to enhance marketing of San Antonio music both in and outside of Texas
  - b. Research components of hosting a successful international music conference in San Antonio
  - c. Feature local music during City Council meetings and on City phone on-hold messaging
  - d. Showcase local music online and via mobile devices with a City of San Antonio playlist on channels including Spotify and iTunes
  - e. Share database of local musicians with radio and TV stations and discuss featuring local music during programming
2. Highlight History
  - a. Research the development of a Music Historical Markers Program, identifying impactful San Antonio music moments, people and places
  - b. Collaborate with academic institutions on creating comprehensive San Antonio music history book
3. Promote Through Technology
  - a. Create a standalone City Music website to promote the San Antonio music scene and to connect San Antonio talent to help tell San Antonio Music Story

### **Goal #2: Establish Music-Friendly Policies and Programs**

#### **Objectives:**

1. Accessible Transportation
  - a. Develop loading and unloading zones for gigging musicians
  - b. Coordinate with transportation organizations for possible musician-friendly rideshare and public transportation rates and/or passes
2. Vitality and Longevity of Venues
  - a. Investigate the availability of city facilities for music events
  - b. Research best practices and policies for protecting live music venues near residential growth
  - c. Explore a Live Music Venue designation that provides marketing exposure of venues through Music Division channels



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3. Business Development
  - a. Explore options for incentives and support for music businesses
  - b. Coordinate with entrepreneurship-focused organizations to develop programming to support music industry

**Goal #3: Enhance Professionalism within the San Antonio Industry**

**Objectives:**

1. Advancement Through Technology
  - a. Develop online directory of music workforce, equipment and resources that connects with Texas Music Office's database for increased business opportunities
  - b. Include listing of musician resources and professional development events on standalone City Music website
  
2. Available Education
  - a. Develop an industry toolkit to support music industry professionals in their pursuit of conducting business in San Antonio
  - b. Highlight existing and encourage additional educational programs supporting the music field
  - c. Investigate educational opportunities on how to protect music gear from theft
  
3. Connection with Community
  - a. Cross-promote and connect music industry to other creative industries
  - b. Encourage greater collaboration with local businesses and music industry professionals
  - c. Increase awareness of in-city, regional and national funding and support available to musicians

**12-MONTH ACTION PLAN**

In an effort to achieve the five year vision for the San Antonio industry, staff identified the following 12-month action plan aimed at achieving this vision. Additionally, the Music Committee committed their time and effort to see them through over the next 12 months.

1. Feature local music during City Council meetings and on City on-hold phone message
2. Create standalone music website to promote San Antonio music scene
3. Connect musicians through the website
4. Develop loading and unloading zones for gigging musicians
5. Develop online music workforce and resource directory connected to the Texas Music Office database
6. List musician resources and professional development opportunities on the music website