



SOUND
DIPLOMACY

CITY OF HUNTSVILLE

MUSIC AUDIT AND STRATEGY

Executive Summary

ABOUT THE PROJECT

In April 2018, Sound Diplomacy was contracted by Huntsville City Council to deliver an extensive music strategy to kickstart Huntsville's journey to becoming Alabama's first Music City.

A 'Music City' is defined as a city that embeds music as a tool into its collective governance ethos, across economic development, tourism, education, equity and overall quality of life.

The project, lasting just over a year, has been combined with a music audit of the Muscle Shoals region to create the most extensive music ecosystem survey in the nation. The project was carried out in several phases, launching with visits to Huntsville to speak to key stakeholders and participants in the local music industry. These interview findings were followed by a survey and mapping of the current industry to identify the challenges and opportunities in the city, which were further analyzed in order to present a series of recommendations to help propel Huntsville toward its objectives.

This project will mark Huntsville as a leader among global music cities, particularly through galvanizing its local engineers to accelerate music tech innovation and boosting economic growth of Alabama's music tourism industry. In addition, the arrival of the landmark MidCity development, complete with a new amphitheatre, music venue, music hub, music retail offer and global partnerships with most major and independent entities, will create further competitive advantage across Huntsville's music and overall cultural ecosystem.

Alongside the work being carried out simultaneously in the Shoals Region, these findings and recommendations will place Alabama at the forefront of music creation, innovation and tourism. Implementing them will further demonstrate North Alabama's leadership across music policy into the future.

METHODOLOGY

Sound Diplomacy deployed its unique four-pronged methodological approach to deliver a comprehensive assessment of Huntsville's music ecosystem. This was pan-genre, pan-sector and diverse across community, culture and geography.

STEP 1: ECOLOGICAL IMPACT ASSESSMENT

We completed comprehensive desk research and literature review, and delivered an in-depth regulatory assessment to gain an understanding of current policy and regulations. Then, we compared them to best practices all over the world that Huntsville can learn from.

STEP 2: STAKEHOLDER ENGAGEMENT

The survey and industry roundtable interviews acted as an integral source of context. A total of 2,029 respondents from Huntsville and beyond filled out the survey during this period. After an individual examination of all surveys, a total of 1,024 responses with complete or substantially complete status were marked as fit for analysis. We also conducted a series of roundtables and personal interviews with more than 100 stakeholders throughout the process.

STEP 3: QUANTITATIVE RESEARCH

Analysis of official statistics, primary data developed by Sound Diplomacy and results from the survey enabled the creation of an in-depth study of the economic impact and mapping of Huntsville's music ecosystem.

STEP 4: ANALYSIS OF FINDINGS AND RECOMMENDATIONS

A comprehensive plan for the development of Huntsville's music ecosystem based on the analytical work previously completed.



FOREWORD

Dear Huntsville,

Over the past 14 months, we have accomplished something that has never been done in an American city. We looked deeply at the role of music across all city departments, to think about music, regardless of genre, culture, discipline or output, can bring us together.

This is your music strategy, and Huntsville is America's first city to have one this extensive, this intensive and this diverse. And this is because of you. The engagement we've had across the city when asking for information, an opinion or some constructive criticism has been overwhelming. And we're incredibly thankful of it.

And the city is already getting to work on the recommendations.

For one, there are new music venues actively programming artists, such as Stovehouse and The Camp. There will be have a new amphitheatre, one that is being designed to be embedded into a public park, accessible to all of you year-round. It is also being designed as a performance space by artists, for artists. We've seen new partnerships established across Northern Alabama, including new initiatives bringing together the heritage of Fame and Muscle Shoals with your future heritage being developed in Huntsville. And this is just the beginning.

As you can see by the recommendations – wholly adopted by Huntsville's visionary city administration, will see music used more actively across workforce development, tourism and equitable growth. Huntsville will recruit music officer and appoint a music commission. Local ordinances will be amended to be more music and performance friendly and music education will be re-prioritised to ensure everyone across the city has access to experience, perform and engage with music, no matter where you live and who you are. The city has also committed to reviewing the events permitting process, to create a more simple process to host community gatherings and institute a message where artists in Huntsville – wherever they play – be paid fairly for their time.

We believe this is the most progressive music strategy thus far in the US and one that will serve as a benchmark for other cities to look at, adopt and learn from. And we'll be reviewing it, re-assessing and supporting its development throughout, be it in North Huntsville, MidCity or Downtown.

Through this process we interviewed over 100 people, engaged with over 1000 through our survey and had two public forums, one of which I met many of you at. We hope you remain engaged and supportive, as this strategy moves onto phase 2; implementation.

Thank you for welcoming us into your community. This is only the beginning.

**Shain Shapiro, PhD
Founder and CEO,
Sound Diplomacy**

OTHER FOREWORD TBC

HUNTSVILLE AT A GLANCE

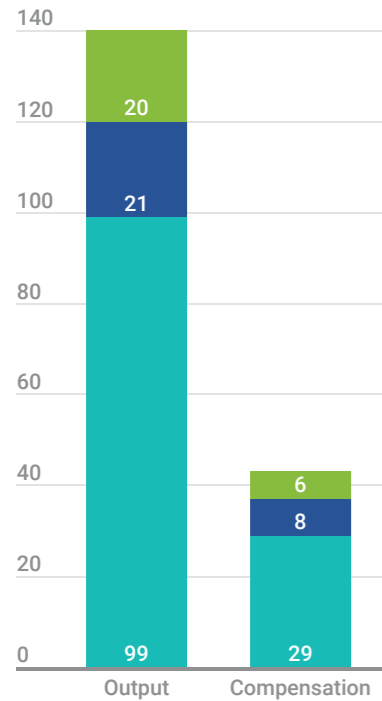
TOPIC	IN PLACE?	HUNTSVILLE'S POLICY	BEST CASE
NIGHT TRANSPORT	No	Shuttle bus system stops service at 6pm. Free Downtown Trolley on Fridays and Saturdays, stops at 10pm.	Philadelphia, PA has 24-hour bus lines. Copenhagen , the smallest of cities with 24-hour transport, has 24-hour metro lines.
AGENT OF CHANGE	No	n/a	San Francisco, CA – London Breed’s amendment to Chapter 116 of the local ordinances states existing venues, so long as they are in keeping with existing noise laws, are protected from the complaints of any new residences, hotels or motels built nearby.
MUSIC OFFICE	No	n/a	Austin, TX – office situated under Economic Development Department and acts as intermediary, promoter, and political activist concerning housing, licensing, etc.
CITY-LED GRANTS	Yes	Huntsville Arts & Cultural Grant Program is funded by the city’s budget and provides up to \$100,000 per year	Colorado – Colorado Music Strategy is a combination funding and tourism body, with \$200,000 to give to Colorado-based artists or music businesses that will help raise the state’s profile.
EVENT PERMITTING	Yes	Permits must be reviewed by city emergency services	San Francisco, CA – The SFEC outlines all permit types on its website, which also houses the permitting application portal. A 65-page guide, available to download, outlines all considerations event planners must take depending on their event and the departments they must contact for any external permits.
LIQUOR PERMITTING	Yes	By the drink sales between 10am-2am	There isn’t really a city that has a perfect, rounded system, but there are a few initiatives which are good. Vermont’s laws allow applicants to bundle beer/wine and liquor licenses into one application, with no sales cap at a state level. License holders are also given in-house training kits so they don’t need to outsource training new employees. ¹
NOISE LAWS	Yes	62 dB(A) in commercial zones at all time 55 dB(A) in residential from 7am-10pm, 50 dB(A) from 10pm-7am	Chattanooga, TN – Special occasion permits are available for businesses expecting to exceed sound limits along the main road.
BUSKING	No	No formal laws in place, but many programmes initiated throughout the city, particularly during the summer, to encourage activity.	Huntsville, AL has a smaller (or at least, less discernible) track record of issuing citations or restrictions against buskers, accompanied by a plethora of initiatives. Boulder, CO may be the most comparable city here, as it has a specific area, Pearl Street Mall, which is known for its street performers.
ENTERTAINMENT DISTRICT	Yes	Four districts with open container laws during certain daytime hours: Quigley, Meridian, Village of Providence and S.R. Butler Green.	Austin, TX – six entertainment districts, each with unique laws regarding extended curfews for live music outdoors.
MUSIC WORKSPACE/HUB	Yes	Not music specific, but Lowe Mill offers arts studios, venues and other creative spaces	Austin, TX – Mosaic Sound Collective is a non-profit 25,000ft ² space with production/studio space, backline rental, vinyl manufacturing, office space, incubator, performance space and gallery.
MUSIC TOURISM POLICY	No	Not as of yet, but music is mentioned in the comprehensive tourism policy	Nashville, TN – branded itself as ‘The Music City’, with everything from guitar-shaped infrastructure to live performances in the airport, an app of gig listings and international media spots.

ECONOMIC IMPACT OF HUNTSVILLE'S MUSIC ECOSYSTEM

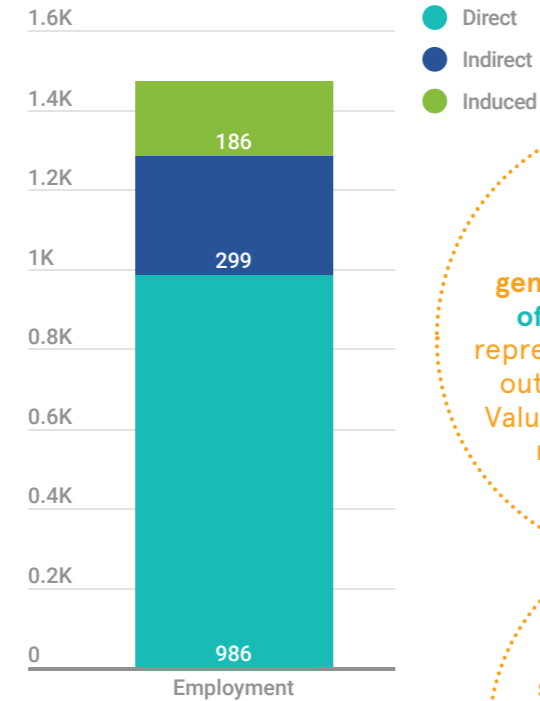


ECONOMIC IMPACT SUMMARY

ECONOMIC IMPACT (IN MILLION US DOLLARS)



EMPLOYMENT IMPACT (NUMBER OF JOBS)



MUSIC ECOSYSTEM 2016

Huntsville's music ecosystem is responsible for generating a total output of \$139 million, which represents 0.6% of the total output of the city, and a Value Added (GVA) of \$106 million to the local economy in 2016.

The total number of jobs generated and supported by the music sector in the city is 1,471, which accounts for 1.66% of employment in the city. These earnings totaled \$43 million.

MUSIC ECOSYSTEM EMPLOYMENT

The music sector generates 1.66% of the area's employment, which exceeds the contribution of music to the employment at the national level (1.3%). Nevertheless, it is still far below places such as Austin or Asheville, whose participation were 2.55% and 2.74% of the contribution to local employment.

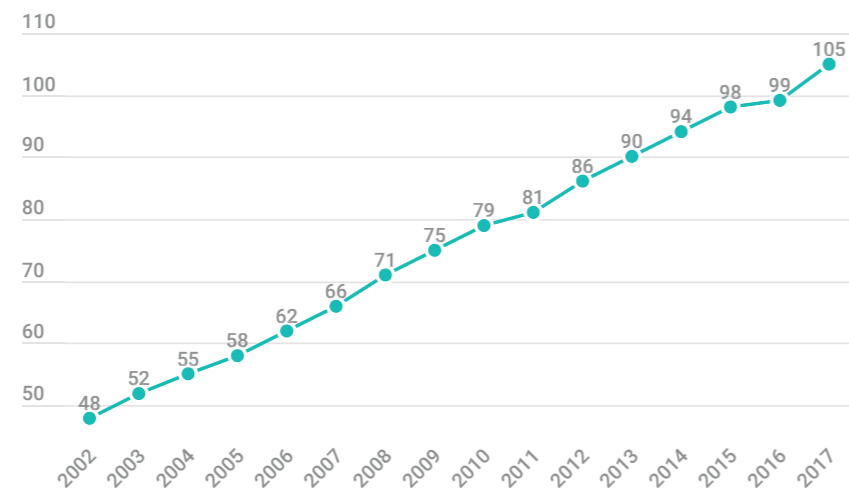
MUSIC ECOSYSTEM EMPLOYMENT



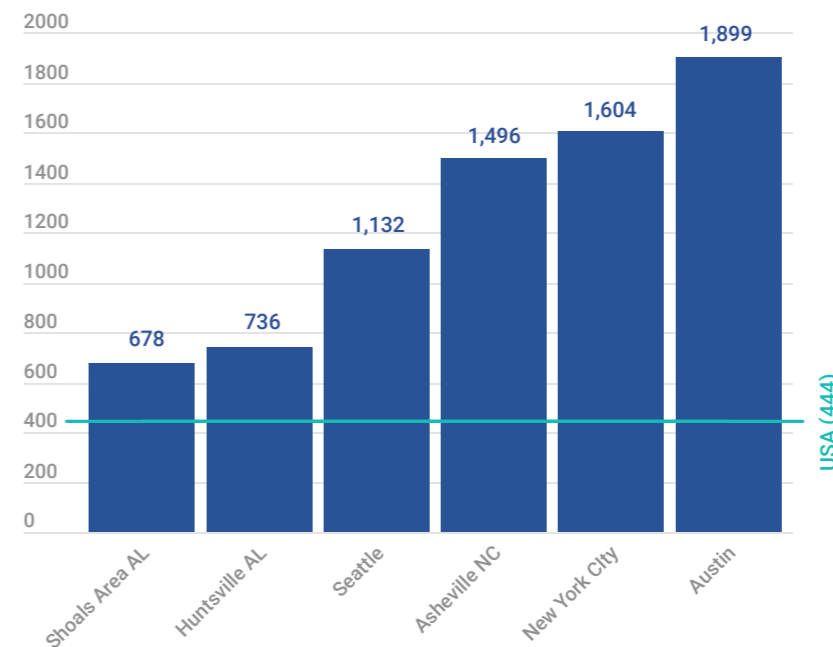
MUSIC ECOSYSTEM DIRECT OUTPUT

The direct output of the music ecosystem in Huntsville grew 104.79% between 2002 and 2016. This figure contrasts with the direct output of Huntsville, which grew only by 75.8%².

MUSIC ECOSYSTEM DIRECT OUTPUT (IN MILLION US DOLLARS)



MUSIC ECOSYSTEM OUTPUT PER CAPITA (IN US DOLLARS)

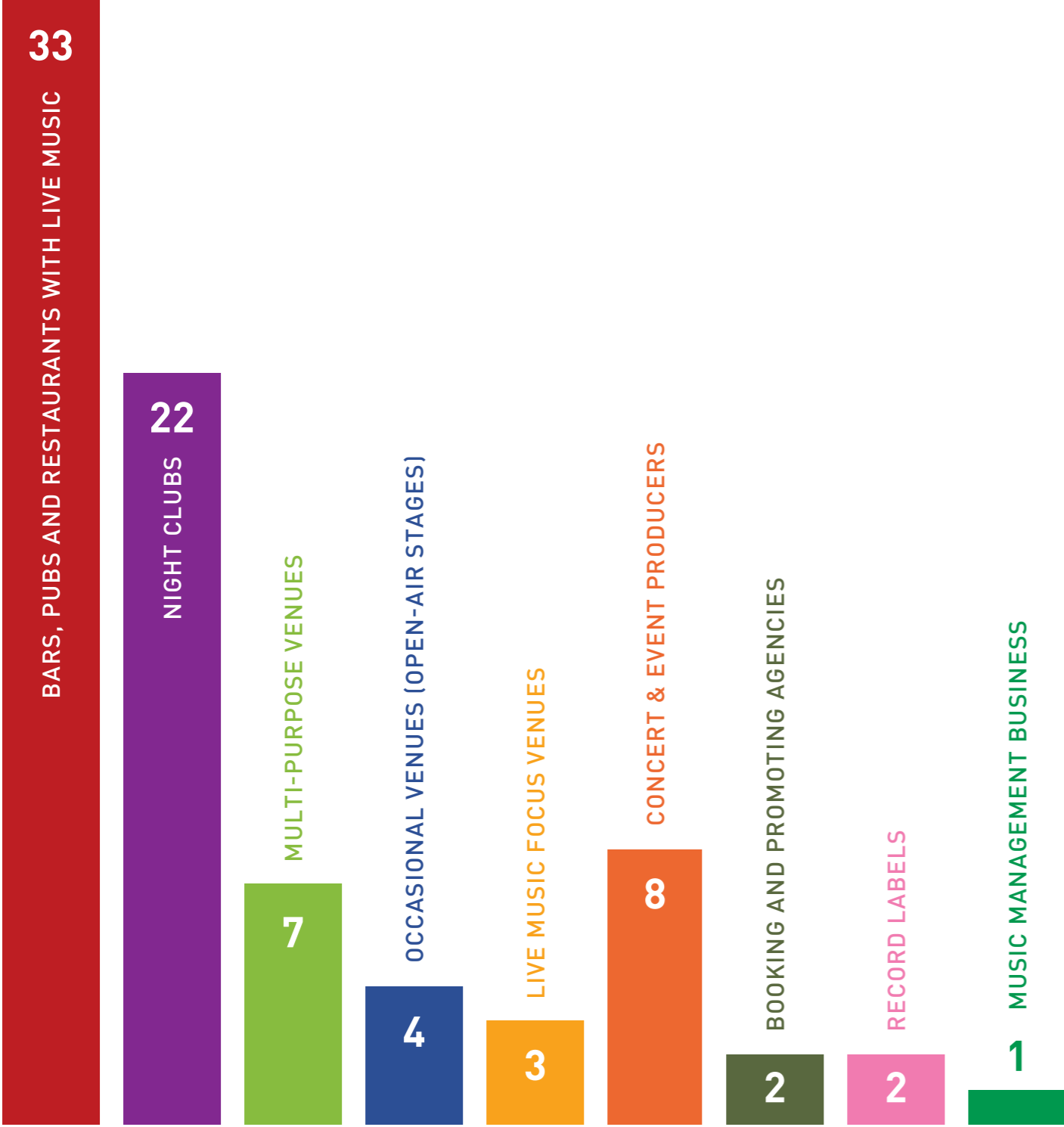


MUSIC ECOSYSTEM OUTPUT PER CAPITA

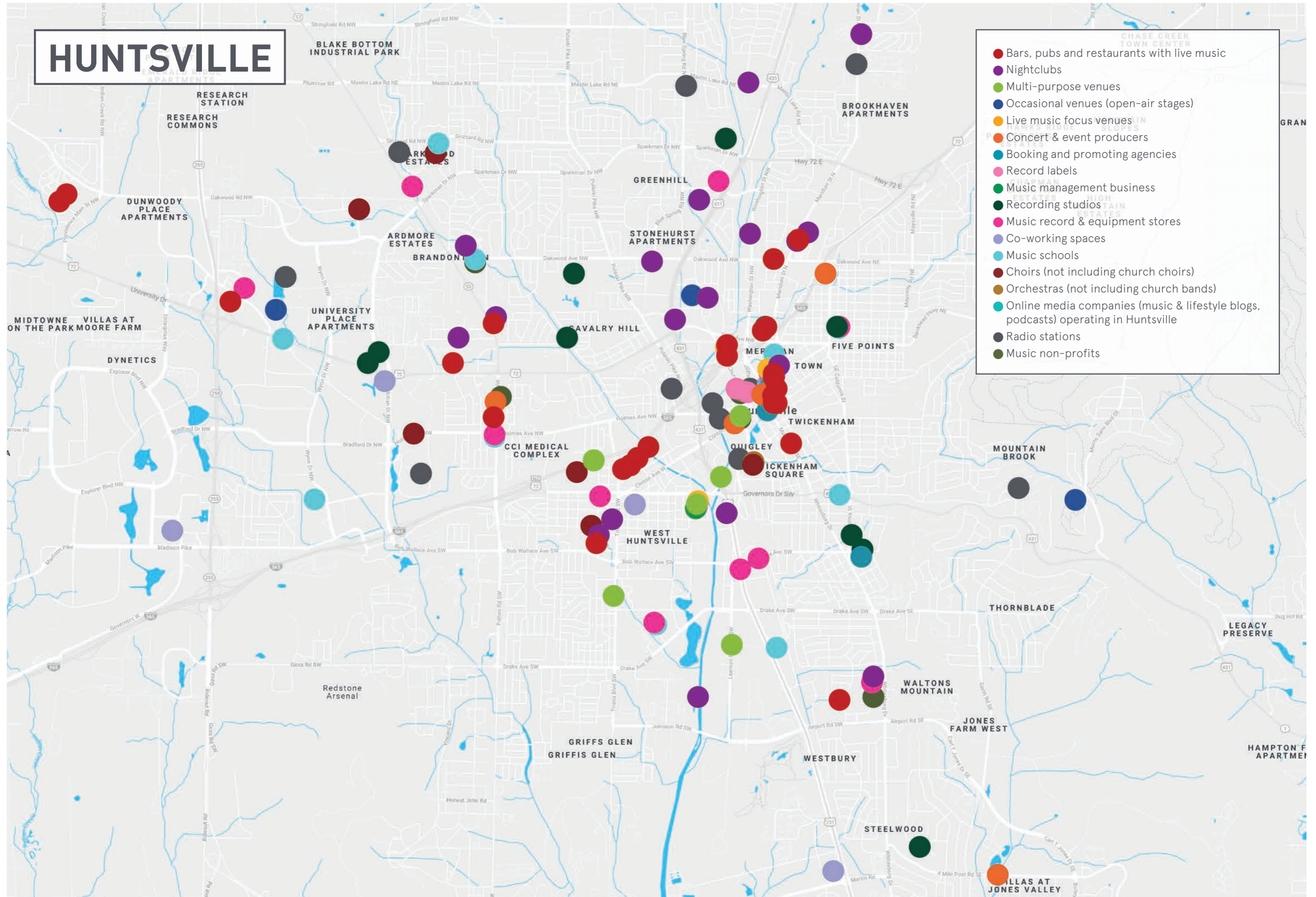
The music output per capita of the United States is \$444, while in Huntsville this figure reaches \$736. In the case of cities such as Austin and New York, which have a high flow of music tourism and strongly consolidated industries this figure is \$1,899 and \$1,604 respectively.

² Data source: Bureau of Economic Analysis

HUNTSVILLE'S MUSIC INFRASTRUCTURE



HUNTSVILLE



- Bars, pubs and restaurants with live music
- Nightclubs
- Multi-purpose venues
- Occasional venues (open-air stages)
- Live music focus venues
- Concert & event producers
- Booking and promoting agencies
- Record labels
- Music management business
- Recording studios
- Music record & equipment stores
- Co-working spaces
- Music schools
- Choirs (not including church choirs)
- Orchestras (not including church bands)
- Online media companies (music & lifestyle blogs, podcasts) operating in Huntsville
- Radio stations
- Music non-profits

SWOT

STRENGTHS

- **Vibrant live music scene** with good venue and festival offering
- **Availability** of music and cultural organizations
- **Good support** for emerging artists
- Wide **variety of education** available
- Great sense of **pride and strong sense of community**
- Relative **proximity to major cities on international touring circuits** is incentive for artists to add Huntsville to regional touring circuit
- **Municipal support** for and engagement with initiatives which raise Huntsville's profile as a 'music city'
- **Young professionals** moving in and students
- **Affordability**
- Existence of **Entertainment Districts**.

WEAKNESSES

- **Inadequate live music venues** for big, national touring acts
- **Scarce music industry education**
- **Lack of adequate promotional channels**
- Local media not as involved as it could be
- Existing **image of the city as a science & engineering hub**, but not music or culture as a whole
- **Lack of certain professional roles**, such as record labels and artist managers
- The local industry operates in silos, rather than collaborating, creating a **fragmented industry**
- **Lack of genre & artistic diversity** in bookings and of audiences
- **Poor sound quality** in some local venues
- **Inadequate public and night transport**
- **Some outdated regulations** affect live music programming
- **Music is not generally valued** as a service or product that should be paid for.

BEST/WORST MUSIC ECOSYSTEM ASSETS (MUSIC COMPANIES AND PROFESSIONALS)



Source: Survey

³ While term 'threat' carries a negative connotation, it can also be seen as an opportunity which has direct outside competition.

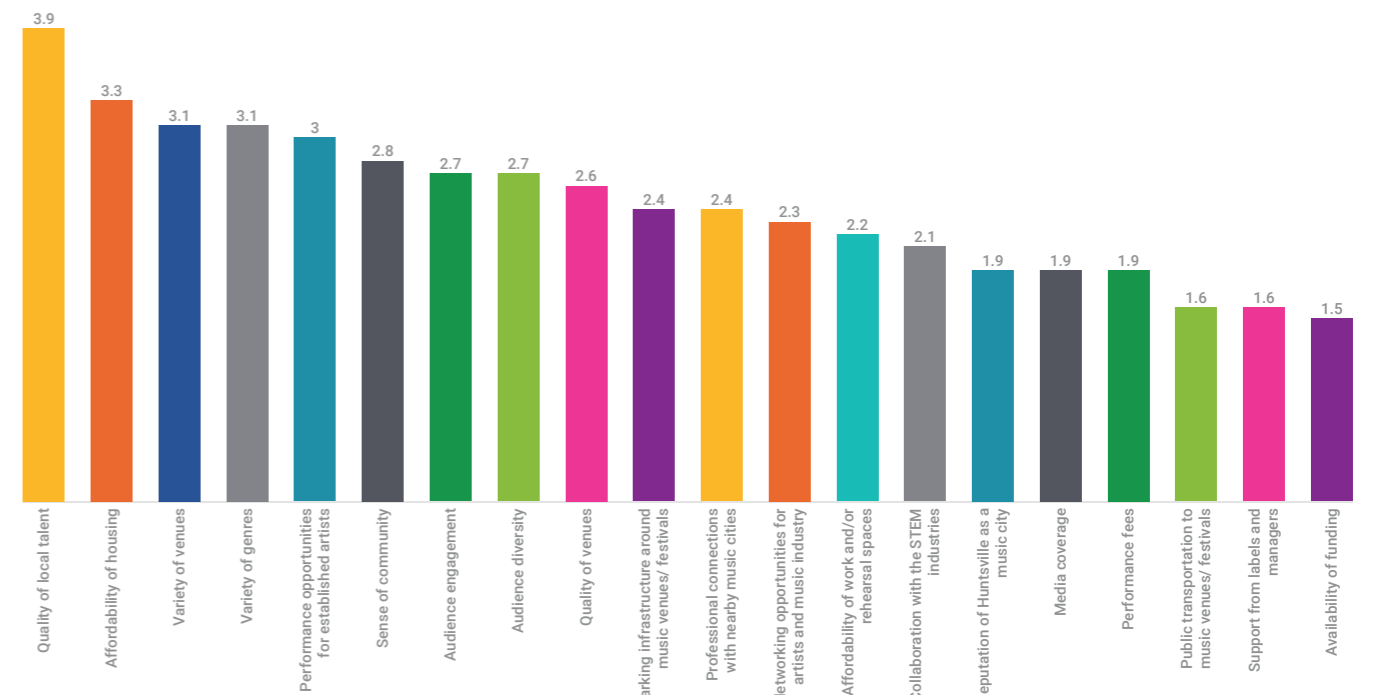
OPPORTUNITIES

- **Growing the international composition of audiences** with an integrated music tourism offer
- **Tapping into the Shoals area** – collaborations between artists, industry & music tourism
- **Collaborations with nearby music markets**
- **Collaborating with STEM industry**, which can put the city at the forefront of music tech innovation
- **Creating a vibrant network of artists** and using Huntsville as the main hub
- **Giving incentives to companies** to foster salaried employment in the sector
- Appealing to artists looking to have access to nearby markets while having a **more affordable and better quality of life**.

THREATS³

- **Proximity to music industry hubs such as Nashville** can pull away artists that reach a certain point in their careers
- **US education budget cuts**.

MUSIC ECOSYSTEM AREAS, AVERAGE RATING (MUSIC COMPANIES AND PROFESSIONALS)



Source: Survey

KEY FINDINGS



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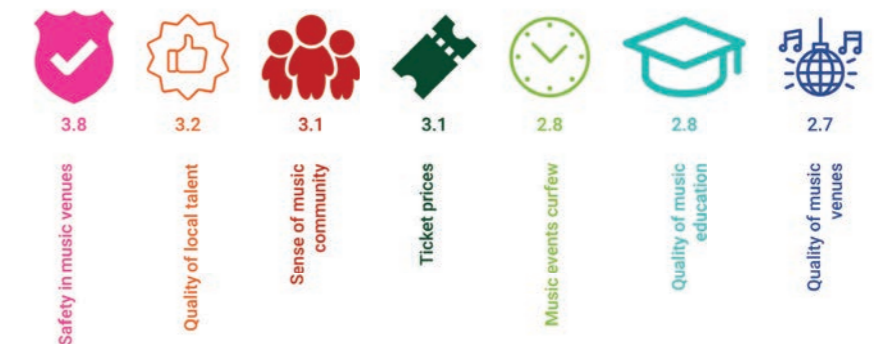
GOVERNANCE & LEADERSHIP

There is no Music Office or similar entity to champion the music ecosystem in Huntsville. Communication with administration should be improved, and application processes for live music must be eased. Regulations need to be revised and modernized.

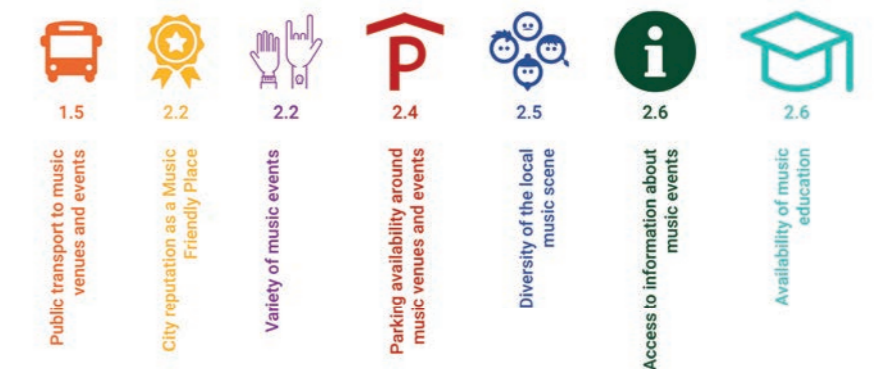
While there are currently four designated Arts & Entertainment Districts, within which open containers of alcohol are permitted during certain times of the day, and a few informal areas that act as cultural hubs, **public transport at night is insufficient** to cover all areas and times. **This is rated as one of the worst areas of the music ecosystem by survey respondents**, together with the availability of parking around music venues.

Agent of Change is not in place in Huntsville. While this may not be a problem now, it is a good prevention measure and could become an issue as the city continues to expand up and out.

BEST RATED HSV MUSIC ECOSYSTEM AREAS (ALL RESPONDENTS)*



WORST RATED HSV MUSIC ECOSYSTEM AREAS (ALL RESPONDENTS)*



THE MUSIC SCENE NEEDS TO BE VIEWED AS A WHOLE. IT IS ALL IMPORTANT, FROM ELEMENTARY MUSIC EDUCATION, TO DIVE BARS PROMOTING EMERGING ARTISTS, TO SACRED CHORAL FESTIVALS / BRASS BANDS IN THE PARK, ALL THE WAY UP TO WORLD RENOWNED PERFORMERS.

Survey respondent

HUNTSVILLE SORELY NEEDS VARIETY OF ACTS AND VENUES, OR BETTER MARKETING FOR THOSE VENUES THAT DO EXIST.

Survey respondent

EDUCATION

Availability of music education was among the worst rated areas of the music ecosystem in Huntsville by survey respondents, while the quality of it was rated as one of the best assets. One of the main goals must be to strengthen the foundation of public music education in Huntsville.

Huntsville has two magnet schools offering music tracks for K-12 students, some opportunities to participate in choirs, instrumental instruction and stagecraft for K-8 students and courses in music theory, as well as several performance opportunities for students in grades 9-12.

Post-secondary music education is offered by Alabama A&M University, Oakwood University, and the University of Alabama in Huntsville, with **insufficient opportunities to learn music business skills or music teacher training.** There are also no post-graduate courses on offer in the city.

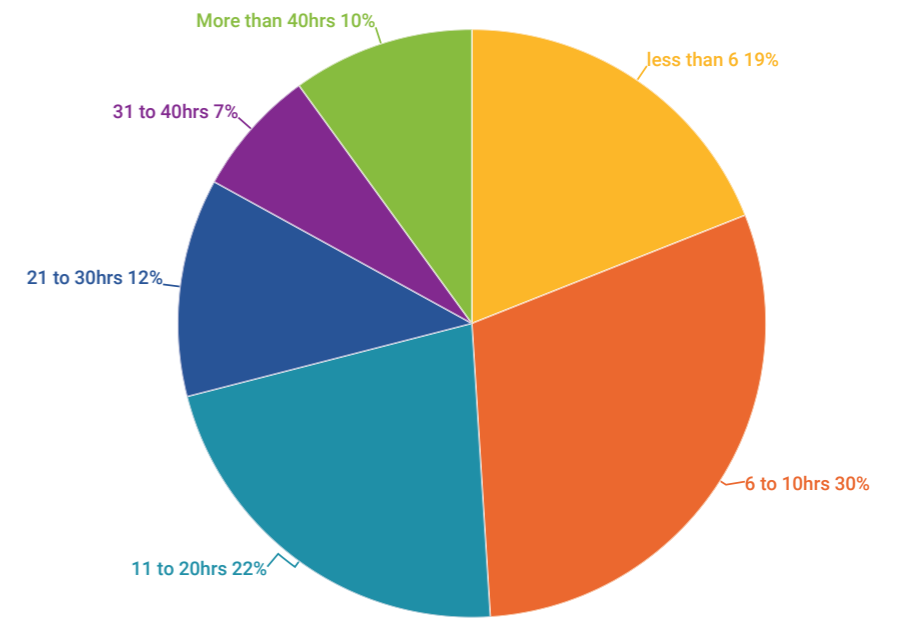


ARTIST DEVELOPMENT

There is room for improvement in the development of careers and opportunities for artists in Huntsville. While quality of local talent is the second best asset, according to survey respondents, the variety of events and diversity of the scene (genres, audiences, etc.) were rated as some of the worst areas.

The average annual income for musicians is around \$11,000, and 71% of musicians responded to spending less than 20 hours a week on their music. Only 12% of artists reported to have played shows outside of the US, and 6% at festivals. **The average musician played 13 shows and 2 festivals in Huntsville in 2018.**

HOURS WORKING ON MUSIC ACTIVITIES (MUSICIANS)



AVERAGE INCOME IN 2018, BY SOURCE (MUSICIANS)

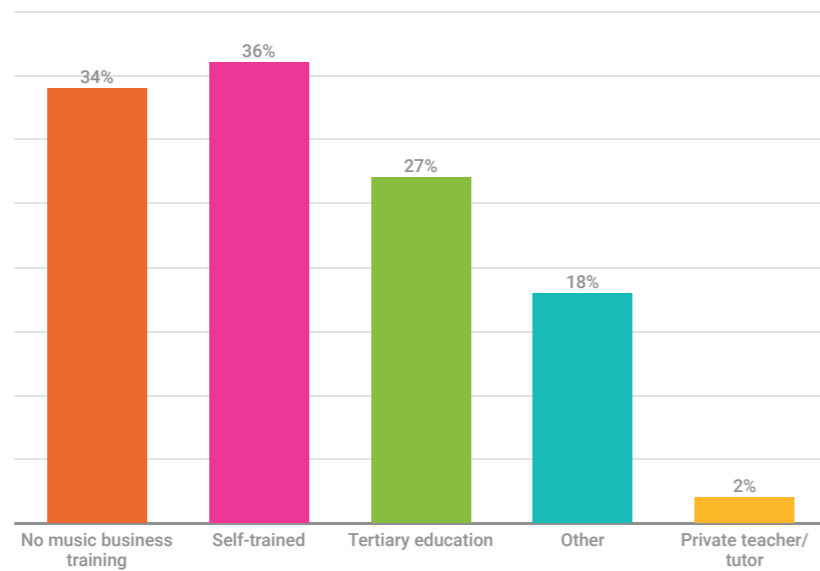


The Huntsville Arts & Cultural Grant Program distributed \$100,000 to nonprofit members of Arts Huntsville in 2018. The Alabama State Council of the Arts also grants up to \$5,000 to individuals across all arts disciplines. There are also state incentives. Nevertheless, **funding for music is considered to be one of the biggest issues by music professional survey respondents.**

DEVELOPMENT OF THE MUSIC INDUSTRY

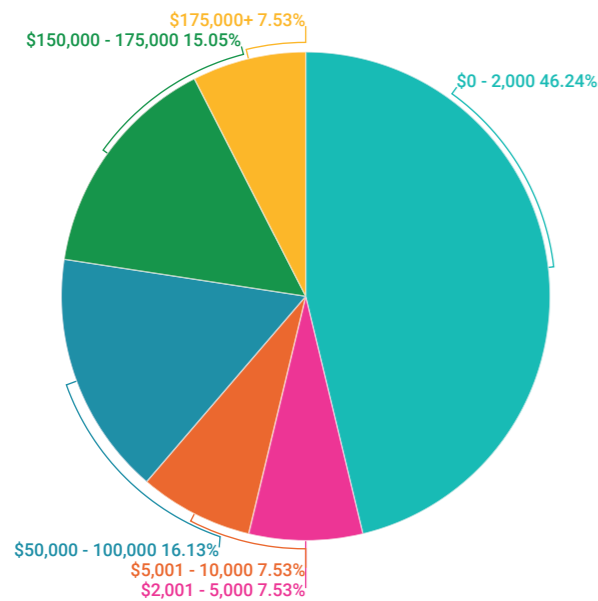
The music industry has room for improvement, as **there is a lack of music business education**, which can lead to **DIY artists making poor career decisions**. The lack of local music business professionals, such as labels and managers, means many artists have no choice but to go down this DIY route as a next step in their career, or leave. **Only 5% of survey respondents were music industry professionals or companies**, most of them are self-taught (36%) or have no music industry training at all (34%).

MUSIC INDUSTRY TRAINING (MUSIC COMPANIES & PROFESSIONALS)*

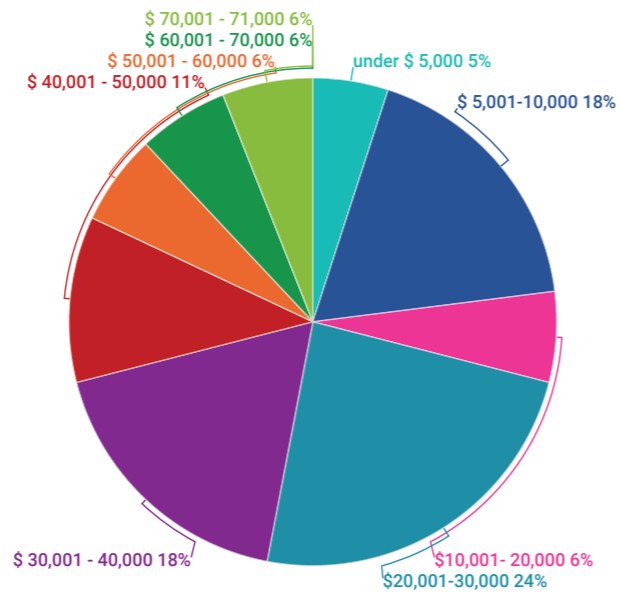


46% of music companies reported to have an annual turnover between \$0 and \$2,000. It is unsurprising in this situation that support from labels and managers was rated the second worst area of the Huntsville music ecosystem in the survey.

ANNUAL TURNOVER (MUSIC COMPANIES)



ANNUAL INCOME (MUSIC INDUSTRY PROFESSIONALS)



There are many opportunities for collaboration with nearby markets. However, professional connections with nearby industries – tourism, advertising, gaming, other large local employers – was given a low rating by respondents.

AUDIENCE DEVELOPMENT

Audience diversity and diversity of offering are considered to be significant problems for audience development in Huntsville. The ideal music venue for Huntsville music fans should have: **original music, diversified offer, quality sound system, diverse audience, safety, easy transport access, disabled access and air conditioning.**

Music fans reported an annual expenditure of \$236 on music shows, \$140 on music festivals, and \$174 on recorded music. This can improve. Some factors limiting attendance to live music for survey respondents are the lack of opportunities to see artists they like (46%) and to a much lesser extent, a lack of time (16%). Nevertheless, 22% of respondents go to music shows multiple times per month. **Many music fans chose to experience live music in neighbouring cities, such as Nashville, leading to leakage in retaining music-related revenue.**

MUSIC FANS SAY A STATE OF THE ART MUSIC VENUE SHOULD OFFER:

ORIGINAL MUSIC

AIR CONDITIONING

DIVERSIFIED MUSIC OFFER

SAFETY

QUALITY SOUND SYSTEM

DIVERSE AUDIENCE

EASY TRANSPORT ACCESS



RECOMMENDATIONS

RECOMMENDATIONS

We have grouped the recommendations into 3 tiers: **TIER 1** are to be addressed first, within the first two years of implementation. **TIER 2** comes next, later in the second and third year of implementation. **THE FINAL TIER** are more complex challenges which may be implementable immediately, but require partnerships or external support to deliver.

HUNTSVILLE MUSIC OFFICE

RECOMMENDATION 1

APPOINT A MUSIC OFFICER

RECOMMENDATION 2

ESTABLISH A HUNTSVILLE MUSIC OFFICE

RECOMMENDATION 3

INTRODUCE AN ADMINISTRATION MANAGER

RECOMMENDATION 4

INTRODUCE A COMMUNICATIONS OFFICER

RECOMMENDATION 5

BUILD AND MAINTAIN A DIGITAL DATABASE OF THE LOCAL MUSIC ECOSYSTEM

RECOMMENDATION 6

PROVIDE ARTISTS AND PROFESSIONALS WITH FREE ASSISTANCE IN KEY AREAS

RECOMMENDATION 7

SET UP BI-MONTHLY MEETINGS WITH OTHER CITY DEPARTMENTS

RECOMMENDATION 8

MEASURE THE LOCAL MUSIC SECTOR THROUGH A MUSIC OBSERVATORY

RECOMMENDATION 9

HOLD TWO OPEN FORUMS PER YEAR FOR THE MUSIC COMMUNITY

STEERING COMMITTEE

RECOMMENDATION 10

ESTABLISH A MUSIC STEERING COMMITTEE



CREATE MUSIC-FRIENDLY POLICIES

RECOMMENDATION 11

STREAMLINE PERMITS AND LICENSES REQUIRED FOR MUSIC ACTIVITY

RECOMMENDATION 12

REASSESS TAXES AND FEES IN THE ENTERTAINMENT SECTOR

RECOMMENDATION 13

SET UP INCENTIVISATION SCHEMES FOCUSED ON INCLUSIVE GROWTH

RECOMMENDATION 14

REVIEW THE NOISE REGULATION

ZONING

RECOMMENDATION 15

ASSESS THE IMPLEMENTATION OF 'AGENT OF CHANGE'

RECOMMENDATION 16

EXPAND ENTERTAINMENT DISTRICT PARAMETERS WITH A CREATIVE DISTRICT

RECOMMENDATION 17

CONSIDER ZONING TO SUPPORT MUSIC VENUES OUT OF MAIN ENTERTAINMENT AREAS

RECOMMENDATION 18

EXTEND NIGHT-TIME TRANSPORT IN KEY ENTERTAINMENT AREAS

RECOMMENDATION 19

CREATE TAX INCENTIVES FOR CREATIVE BUSINESSES



RECOMMENDATION 20

DEDICATE PERCENTAGE OF STATE LODGING TAX INCOME TO MUSIC

TIER 1

High Priority (Year 1-2)

TIER 2

Medium Priority (Year 2-3)

THE FINAL TIER

More Complex (or require partnerships or external support)

RECOMMENDATION 21

CREATE A BUSINESS CLASSIFICATION FOR CULTURE

EDUCATION

RECOMMENDATION 22

STRENGTHEN THE PRIVATE MUSIC EDUCATION SYSTEM

RECOMMENDATION 23

UTILIZE MAGNET PROGRAM RESOURCES TO EXPAND MUSIC EDUCATION

RECOMMENDATION 24

CREATE MORE POINTS OF CONTACT WITH LOCAL MUSIC FROM AN EARLY AGE

RECOMMENDATION 25

DEVELOP A MUSICAL INSTRUMENT LEASE SYSTEM



MARKETING AND BRANDING

RECOMMENDATION 26

CREATE A UNIQUE MUSIC CITY BRAND

RECOMMENDATION 28

CREATE A LOCAL EVENTS CALENDAR

RECOMMENDATION 27

RESTART AN OLD EVENT

RECOMMENDATION 29

PROMOTE LOCAL MUSIC AMONGST VISITORS, YOUNG PROFESSIONALS, LOCALS

PROFESSIONAL DEVELOPMENT

RECOMMENDATION 30

PROVIDE CONTINUED FORMATION FOR PROFESSIONALS

RECOMMENDATION 33

USE INDUSTRY GRANTS AND INTERNSHIPS TO PROMOTE YOUTH EMPLOYMENT

RECOMMENDATION 31

CREATE INDUSTRY GUIDES FOR MUSIC PROFESSIONALS

RECOMMENDATION 34

INCENTIVIZE START-UPS

RECOMMENDATION 32

DEVELOP PERIODIC NETWORKING EVENTS

TIER 1

High Priority (Year 1-2)

TIER 2

Medium Priority (Year 2-3)

THE FINAL TIER

More Complex (or require partnerships or external support)



CREATIVE AND ARTISTIC DEVELOPMENT

RECOMMENDATION 35

SET UP A 'FAIR PLAY' CERTIFICATE FOR VENUES

RECOMMENDATION 37

CREATE AN ANNUAL INDUSTRY EVENT

RECOMMENDATION 36

CREATE A HUNTSVILLE MUSIC WEEK

COLLABORATIVE OPPORTUNITIES

RECOMMENDATION 38
COORDINATE EXCHANGES WITH REGIONAL ARTISTS AND PROFESSIONALS

RECOMMENDATION 39
COLLABORATE WITH REGIONAL MUSIC INDUSTRIES

RECOMMENDATION 40
BECOME A PART OF THE AMERICANA MUSIC TRIANGLE



AUDIENCE DEVELOPMENT

RECOMMENDATION 41
CREATE A LIVE MUSIC PASSPORT

RECOMMENDATION 42
PROMOTE YOUTH-ORGANIZED CONCERTS IN COMMUNITY SPACES/CHURCHES

RECOMMENDATION 43
ENCOURAGE CORPORATE ENTITIES TO PROMOTE MUSIC INTERNALLY

SPACES AND PLACES

RECOMMENDATION 44
ESTABLISH A DEDICATED MUSIC HUB

RECOMMENDATION 45
PROVIDE A REGULATORY FRAMEWORK FOR TEMPORARY EVENT SPACE

RECOMMENDATION 46
PROGRAM PUBLIC SPACES

RECOMMENDATION 47
PLAN FOR THE AMPHITHEATRE

TIER 1
High Priority (Year 1-2)
TIER 2
Medium Priority (Year 2-3)
THE FINAL TIER
More Complex (or require partnerships or external support)

These recommendations have been expanded upon in the complete strategy, which details how to implement each recommendation, perceived benefit and timeframe of delivery. Each recommendation can also be pegged to a health check and progress report, which can be delivered for up to three years after publication.



CONCLUSION

This is the first and most extensive music ecosystem assessment ever delivered in Alabama and the southeastern most five states (Mississippi, Alabama, Louisiana, Florida & Georgia) and one of the most extensive music policy strategies written anywhere. Huntsville is progressively, intentionally and deliberately harnessing the value of music across economic development, workforce development, tourism, equity and overall quality of life. The city has much to celebrate, but also much work to do.

This study has not only analyzed the strengths and opportunities, it has also measured the weaknesses and threats to the local music ecosystem. It has mapped all of Huntsville's music assets and determined the value of its music to the local economy. More than 1,000 people have been engaged through the survey, and more than 100 in person, including all the local companies and music initiatives. The result is a strategic roadmap to further develop the city's music ecosystem to serve the needs of the council, the local community and the city as a whole.

And not only this strategy is designed to enhance social and economic development in Huntsville through music, it does so in a sustainable, responsible way. Many of the recommendations align with some of the UN's Sustainable Development Goals, such as #5 (Gender Equality), #8 (Decent Work and Economic Growth) and #11 (Sustainable Cities and Communities), among others. This way, Huntsville will become a leader in taking responsibility for these global challenges through cultural policy, placing sustainable, equitable and prosperous development at the forefront of its actions.

In his December 4, 2018 State of the City speech, Mayor Battle affirmed music has now been recognized as a strategic feature for attracting workforce and improving the quality of life in Huntsville. This is fantastic, and a great start. Since that speech, Huntsville has seen one new venue open, an amphitheatre come to fruition, new music organisations flourish and the community come alive – across the entire city – through music. Now is the time to implement the strategy. In doing so, Huntsville will continue to demonstrate that it is a global leading, forward-thinking city and now, as music friendly as any city in any state.



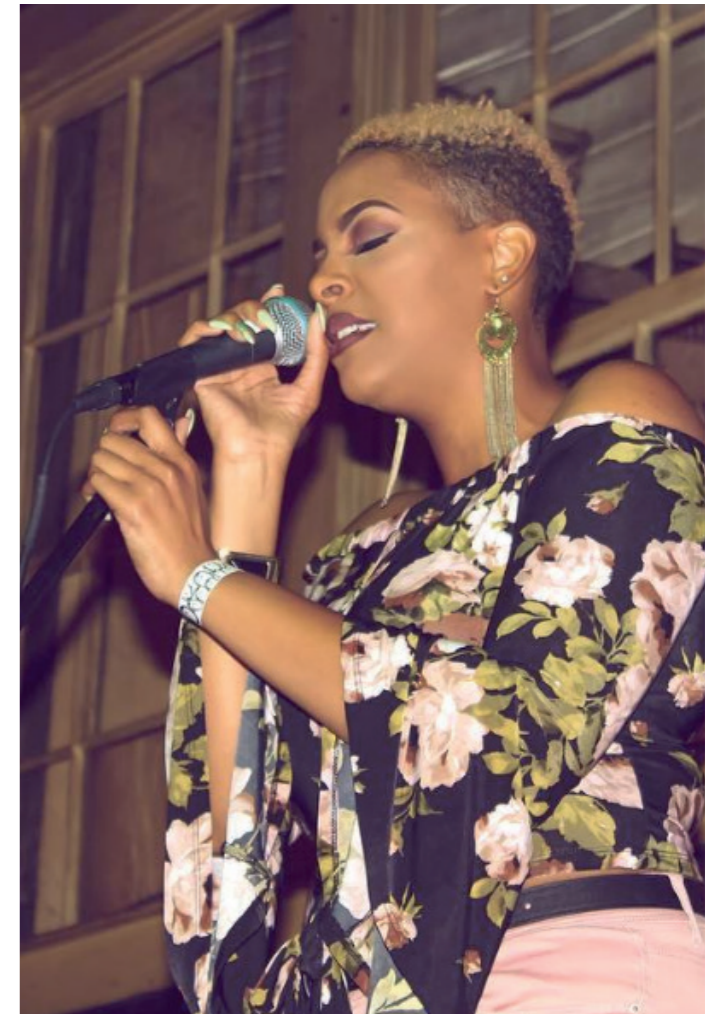
ABOUT SOUND DIPLOMACY



Sound Diplomacy is the leader of the global music cities movement. As strategists for cities, developers, large private sector organizations and governments, Sound Diplomacy provides cutting edge research and market expertise in placing music and night time economy strategies in city, urban and development plans. Sound Diplomacy works in over 20 countries and counts the Mayor of London, City of San Francisco, Lendlease, Walton Family Foundation and the City of Brisbane as clients. They also run the global leading series of conferences of music and public policy, called Music Cities Events.

ACKNOWLEDGEMENTS

Sound Diplomacy would like to thank every individual who worked with us, took an interest in the report, responded to the survey, attended a roundtable and shared information. Your participation and input has been invaluable and this work could not have been done without you. Thank you.





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DIPLOMACY

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