



Chattanooga Music Census Framework

The purpose of this document is to help guide individuals and organizations in their efforts to make data-driven decisions in support of Chattanooga’s music scene. This framework provides a global look at the overall problems and objectives as identified by Sound Music Cities, in addition to available resources and key focus areas. The information provided is based on outcomes from the Chattanooga Music Census data, internal team feedback, and Chattanooga’s music community/stakeholder input. Use the data, strategies, and actions below to start the conversation on next steps from the Chattanooga Music Census initiative with your organization.

Focus Areas and Strategies

Below are recommended strategies and actions based on conversations with our internal team, strategic one-on-one meetings, and Census data.

Pro Tip: Consider your organization’s mission and vision to help identify which focus area and strategy(ies) you have the capacity to support.

Focus Area 1: Build Community		
Strategies:	Recommended Actions:	Feedback/Data Rationale:
Increase networking	<ul style="list-style-type: none"> Monthly music meet-ups Monthly coalition meetings 	51% network via social media music groups, while 50% network via non music groups. Only 37% participate in traditional music industry networking
Improve local music discovery	<ul style="list-style-type: none"> Leverage local journalism students to write about local music Engage student musicians and artists 	Uncertain fan interest was the second highest concern behind talent cost, with needing help with production and marketing a close third
Develop civic leadership and collaboration	<ul style="list-style-type: none"> Music Industry Leadership Program Partner collaboration on events/programs Provide physical space to collaborate 	While 30% of respondents chose advocacy and leadership, providing attention to cross sector knowledge sharing, we have seen music leadership programs foster organic collaboration across music sectors. Given the level of fragmentation in Chattanooga, this would be a way to address the issue without forced collaboration 34% of respondents need space to work

Create welcoming and inclusive environment	<ul style="list-style-type: none"> ● Create music coalition 	A coalition would help with connecting the various parts of the ecosystem if done correctly. It can't be a popularity contest, there are roles for champions,connectors, funders, communicators and most importantly civic leadership
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Focus Area 2: Develop Local Artists

Strategies:	Recommended Actions:	Feedback/Data Rationale:
Improve awareness of available resources	<ul style="list-style-type: none"> ● Develop resource guide ● Attend Huntsville Music Cities Convention 	59% of creatives can't find local industry resources. Unusually high Huntsville is hosting the Music Cities Convention this fall. This is an opportunity to hear from music community leaders from across the country on how they are approaching the various challenges in their communities
Introductory-Level Mentoring	<ul style="list-style-type: none"> ● Host music industry trainings <ul style="list-style-type: none"> ○ Become Competitive for Music Bookings ○ EPK Development ○ Contract/pay negotiation ○ Branding/Marketing/Social Media ○ Small Business Management ○ Publishing/Licensing ○ Event Production ○ New Revenue Streams ● Engage local mid and executive-level professionals as mentors 	<p>25% of respondents expressed a desire for introductory level training</p> <p>64% of respondents say they were self taught, while 15% have formal music business education or training</p>
Build artist capacity	<ul style="list-style-type: none"> ● Host mid and executive-level industry trainings <ul style="list-style-type: none"> ○ Become Competitive for Music Bookings ○ EPK Development ○ Contract/pay negotiation ○ Branding/Marketing/Social Media ○ Small Business Management ○ Publishing/Licensing ○ Event Production ○ New Revenue Streams ● Provide artist development resources ● Create opportunities for artists to connect to one another 	<p>38% of respondents expressed a desire in executive leadership training, while 36% expressed a desire in specialized continuing education</p> <p>It's not just what you teach, but also understanding the skills and experience that music people already have.</p>

	<ul style="list-style-type: none"> ● Provide rehearsal spaces 	
Increase performance opportunities	<ul style="list-style-type: none"> ● Develop music city exchanges/alliances ● Help artists learn to be competitive for music bookings 	Only 26% of musicians have more than 3 gigs per month locally, while 50% have at least one gig regionally per month. We can't increase the number of gigs per month by just focusing on local. A music alliance with other cities in the region would create an export opportunity for Chattanooga musicians

Focus Area 3: Venue Support

Strategies:	Recommended Actions:	Feedback/Data Rationale:
Increase visitation and resources to smaller venues	<ul style="list-style-type: none"> ● Host Venue Tour ● Develop Music Census Course ● Cross promotion ● Audience development 	As in the “improve local music discovery”, venues need help in addressing their second highest concern, uncertain fan interest behind talent cost, with needing help with production and marketing a close third
Improve knowledge of regulatory practices	<ul style="list-style-type: none"> ● Host Venue Summit ● Provide trainings for venue operators/managers <ul style="list-style-type: none"> ○ Laws and regulations ○ Marketing 	Very little regulatory experience; 40% don't have any experience with government regarding live music presentation

Focus Area 4: Alignment of Efforts

Strategies:	Recommended Actions:	Feedback/Data Rationale:
Support community-wide communication and engagement	<ul style="list-style-type: none"> ● Develop unified messaging ● New engagement/strategist role ● Website ● Community Calendar of Resources and PD ● Music Coalition 	Building a strong community should be the primary focus and guiding principle for directing our efforts, and we should view everything through the lens of equity. The DEI section can help us identify which subgroups need the most attention. It is essential to have a community coordinator who can bring together various resources and organizations to work together towards this common goal.
Increase knowledge of what different music entities provide	<ul style="list-style-type: none"> ● Host regular partner meetings ● Develop resource guide 	The awareness level of local resources is obvious throughout the data, improving awareness of and ease in finding local industry resources can be achieved through more regular meetings, a website and something as simple as a monthly newsletter
Foster expectation of	<ul style="list-style-type: none"> ● Develop coordinated strategy 	Create incentives for working with local providers in grant programs

excellence	<ul style="list-style-type: none"> • Review funding metrics • Establish grant review protocols/rubric • Convene philanthropic foundations 	to reduce using national providers and DIY
Build local organization capacity and focus	<ul style="list-style-type: none"> • One-on-one strategic sessions 	We need to ensure that each organization has the capacity to take on new initiatives or examine current offerings and identify where they need to be enhanced

Internal Team Roles/Contributions

The 2022 Chattanooga Music Census was administered by Sound Music Cities, a provider of music ecosystem studies and music census works, in conjunction with the City of Chattanooga, Chattanooga Tourism Co., Lyndhurst Foundation, and ArtsBuild. As lead partners in this work, each organization has committed to continuing the work of the Chattanooga Music Census in the following ways:

Chattanooga Tourism Co.	Lyndhurst Foundation	City of Chattanooga	ArtsBuild
<ul style="list-style-type: none"> • Funding/Grants • Marketing/Promotion • Networking • Training • Convening 	<ul style="list-style-type: none"> • Funding/Grants • Review of funding metrics • Grant review protocols/metrics • Convening 	<ul style="list-style-type: none"> • Affordable Resources • Networking • Music City Alliances • Funding/Grants • Convening 	<ul style="list-style-type: none"> • Funding/Grants • Networking • Affordable Resources • Training • Convening