

**Austin – Toronto
Music City Alliance Partnership
Draft Framework & Terms of Reference**

Background:

In the modern music economy, it is widely understood that revenue sources have become fractured, and the traditional industry is evolving to find new ways to develop and showcase talent and to target and build market demand. Now more than ever, this is a global exercise, particularly for cities that brand themselves as music-centric and look to attract investment, tourism, talent and industry cornerstone companies that will drive future growth.

For strong music-centered cities to continue long-term commercial music industry growth, both the artistic and the entrepreneurial talent pools need to have the means to continually regenerate, producing top level artists, capable entrepreneurs, savvy marketers, and the next generation of performers, music companies and executives.

Developing mutually beneficial partnerships between music-centered cities with a clear purpose to build trade, commerce, and share both government and private industry knowledge is an innovative approach that carries tremendous potential for accelerating economic growth and job creation within the creative industries. With regard to Austin and Toronto, there are many characteristics shared by both cities, including a focus on the commercial music industry as both a cultural and economic engine that drives jobs, investments, and quality of life for residents.

To date there is no other such Music City Alliance that creates a partnership between government and private sector resources across cities. As such, both Austin and Toronto have a unique opportunity to define, build, and brand how a best-in-class Alliance can function, and to message that success globally.

Austin – Toronto Music City Alliance:

At its meeting on June 27, Austin City Council adopted Resolution #20130627-073 to endorse the concept of a Music City Alliance with the City of Toronto and directed its City Manager to begin discussions to finalize the Alliance as soon as similar legislation is passed by the City of Toronto.

Toronto City Council endorsed the Music City Alliance with Austin at its meeting of July 16 – 19, 2013 and an Alliance Agreement was subsequently signed by Mayor Leffingwell on behalf of the City of Austin and Mayor Ford on behalf of the City of Toronto on October 3rd, 2013.

The Austin – Toronto Music City Alliance is the first partnership of its kind in the world. Both cities acknowledged the important role of the music industry in enhancing our quality of life, fostering creativity and innovation, and stimulating job creation, economic growth and tourism; and agreed to work collaboratively to develop and expand all elements of the industry.

Music City Alliance Stated Purpose:

In accord with the Austin – Toronto Music City Alliance Agreement, the purpose of the Alliance is to establish a formal dialogue involving government and music industry stakeholders and create meaningful trade partnerships to the mutual benefit of both cities.

Specifically, the Alliance will work to:

- Collaboratively develop and expand all elements of the music industry, including but not limited to artists, venues, festivals, studios, management and promotion;
- Strengthen ties, support and encourage opportunities for mutually beneficial practical exchanges in the field of music and culture;
- Encourage business and cultural partnerships, joint programming and exhibitions;
- Create meaningful trade partnerships for artistic talent and music products and services;
- Enable the growth of new commercial music businesses that will create market sector stability and expansion of the future;
- Act as a gateway for new and emerging entrepreneurs as well as established professionals;
- Facilitate the sharing of best practices and expertise to stimulate job creation, economic growth and tourism; and
- Jointly message and promote Alliance accomplishments and successes.

Participants and Organizational Structure:

The Music City Alliance will not have an official entity status; it will function as a coalition of individuals representing government and private interests for each city who are committed to align efforts to increase trade, commerce, and economic development of their commercial music industries. As such there will be no official governing board, but rather an Advisory Board comprised of volunteer, uncompensated members who are appointed by their respective cities. A successful Alliance will require participation from three component parts in order to be effective: City Council and/or Council staff; City staff from relevant departments/divisions; and private industry professionals. For the launch year, there will be 14 total members, 7 from each city, comprised as follows:

Austin:

- 2 Government City Council members and/or Council staff;
- 2 Government City Staff members, including the head of the Austin Music Office and one other to be determined;
- 3 Music Industry Professionals, including one member of Austin Music Commission;
- The term of office for Advisory Board member will be established by the City of Austin;
- If an Advisory Board member chooses to resign or vacates that position before the end of their term, the City of Austin will select a replacement.

Toronto:

- 2 Government City Council members;
- 2 Government City staff members, including the Economic Development & Culture Division Director responsible for the music sector;
- 3 Music Industry Professionals.
- City of Toronto members will be selected by the Toronto Music Industry Council and be a Working Group of that Council. A majority of city of Toronto representatives on the Music City Alliance will be members of the Toronto Music Industry Council.
- The term of office for Advisory Board member will be established by the Toronto Music Industry Council;
- If an Advisory Board member chooses to resign or vacates that position before the end of their term, the Toronto Music Industry Council will select a replacement.

Advisory Board members will be expected to actively contribute to Alliance goals. All members will participate in a monthly conference call jointly held between the two cities, and will be committed to work diligently on stated Alliance goals throughout the year. The Alliance will also write and jointly release a quarterly press release to both local and national media outlets highlighting Alliance activities and successes.

Next Steps and Action Items:**Within 90 Days:****Austin**

- Identify Council, City staff and private industry members who agree to serve on Alliance under terms outlined in this Program Memorandum;
- Work with Toronto members on a joint press release announcing formation of the Music City Alliance and set date for joint release and promotion of announcement

Toronto

- Identify Council, City staff, and private industry members who agree to serve on Alliance under terms outlined in this Program Memorandum;
- Work with Austin members on a joint press release announcing formation of the Music City Alliance and set date for joint release and promotion of announcement

Jointly

- Finalize and adopt a Framework and Terms of Reference for the Austin – Toronto Music City Alliance Board based on this draft document;

Within the First Year:

Government and private sector Alliance Advisory Board members will collaborate to accomplish the following:

- Identify twelve month goals for the Alliance, state them in writing and set agenda for group to accomplish those goals
- Those goals should be centered on the sharing of best practices and expertise to stimulate job creation, economic growth and tourism, including:
 - Best practices used in each city for policy development and implementation tactics for favourable regulatory environment to enable commercial music industry growth; including access to capital, entrepreneurship, licensing, and empowering a healthy market environment;
 - Building a two-way pipeline for ease of music product trade, export and import, including talent, products, digital media trade opportunities, & tourism; implementation of those ideas for Toronto-Austin;
 - Best practices in public private partnerships and activities to support commercial music industry economic development;
 - Best practices in role of industry, nonprofits, & advocacy groups; and
 - Coordinate joint messaging and announcements for activities and achievements.

Potential Future Activities:

- Grow to include other mutually agreed-upon cities and markets
- An annual Music City Alliance Summit for Alliance cities to share case studies, best practices, and outline Alliance agenda, goals, and activities for the coming year;
- After the initial launch year, the Advisory Board can consider if additional representation is needed or desired, e.g. expand scope of Alliance to include participation of digital media and technology incubators, venture capital and angel capital organizations, other business organizations; and.