



**SOUND**  
DIPLOMACY

**STONECREST**  
FILM, MUSIC & DIGITAL ENTERTAINMENT  
STRATEGIC PLAN

CITY OF STONECREST

Final report / September 2023

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# Foreword

In 2018, as Georgia had become the number one location in the world for film production, the vision of the Film and entertainment Commission was formalized in the City of Stonecrest. Our mission was to attract and retain film and entertainment companies that would establish a path for training, business opportunities and events that would prepare and empower our residents to pursue careers in this field.

Our Commission provides exposure and collaboration with industry professionals in the field of film and television production, music and digital entertainment. As we grow as a City, our Commission will showcase the diversity and beauty which has attracted many filmmakers, television shows and music studios that have made Stonecrest home. We have envisioned an Entertainment District in Stonecrest that will include a cultural arts center, film/tv production and recording studios, movie and amphitheater, prop and supply companies, boutique hotels and mix use residential living.

The Commission's ultimate goal is that Stonecrest will be a destination that has created a culture for creative expression, innovation and economic empowerment in multi-media entertainment for our citizens and generations to come.

**Rob Turner**

**Chairman, Stonecrest Film and Entertainment Commission**

# 1. Introduction

## 1.1 About the Project

Stonecrest is in a unique position as a young city to build an identity and reputation incorporating its existing film, music and digital entertainment industries while fostering and cultivating their growth. The City and its Film & Entertainment Commission have an opportunity to benefit from being part of DeKalb County - an area of Georgia that is working hard to strategically place the creative industries at the forefront of economic, social and cultural development - whilst also having the freedom to create its own set of practices, policies and initiatives towards these goals. This allows Stonecrest to maximize DeKalb County's endeavors locally, while standing out for its own efforts.

The city is in a period of exploration as it works to cement itself as a destination for film, music and digital entertainment, positioning itself against nearby established centers of creativity, with the industries that are already in place. However, low engagement with industry stakeholders during the development of this report through limited attendance at and responses to roundtable discussions and invitations, and limited survey responses present an initial and significant challenge for Stonecrest's connection to its local industries, one that must be addressed through communication, education, brand development and supportive policy making.

This report looks at Stonecrest's entire film, music and digital entertainment ecosystems, exploring how the existing industries are working, what the City does to support them, the needs of these industries, and what, through focused strategic planning, the future can look like.

The purpose of this work is to give the City and stakeholders the insights and overview of the current situation so that they are empowered to:

- **Assess the current digital entertainment industry** in Stonecrest and explore how it can be supported and developed in order to attract and retain more talent.
- **Maximize the impact of the Stonecrest Film & Entertainment Commission**, its Advisory Committee and its projected work plan and staffing approach through clear delegation of roles and responsibilities.
- **Create employment and business growth opportunities** through analysis of best practices for industry engagement and professional development.
- **Streamline and optimize all permitting** across city, county and state through reviews of regulatory policies and processes.

- **Cultivate industry training, networking and education** that provides routes to careers and greater awareness of the film, music and digital entertainment industries.
- **Support the creative side of the film, music and digital entertainment industries** as well as the technical side, and cultivate an environment where creative ideas can be realized.
- **Support Stonecrest’s development of the film, music and digital entertainment industries** in alignment with the strategic planning and goals of DeKalb County.

## 1.2 Commitment to Sustainable Development Goals (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.<sup>1</sup>



<sup>1</sup> Global Goals (n.d.)

Sound Diplomacy's work takes the SDGs into account, with particular focus throughout the Strategic Plan. With member countries ratifying the UN's SDGs, a code and framework to guide 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*.<sup>2</sup>

### 1.3 Foreword by client

[Place holder]

### 1.4 Scope and Methodology

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 Checklist & Comparative Analysis:** A full analysis of Stonecrest's and, where relevant, DeKalb County's regulatory, programmatic and strategic context. This includes a literature review, and a comparative analysis that analyzes how cities close to Stonecrest (Conyers, Covington, Jackson, Senoia and Stone Mountain) support their film, music and digital entertainment industries. This was undertaken with comprehensive desk research and conversations with the City of Stonecrest.

**Ecosystem Mapping:** A mapping and analysis of all film, music and digital entertainment assets with physical infrastructure/registered addresses in Stonecrest and within a 5km radius of the city. 462 assets were mapped in total. This was undertaken using thorough web-scraping, database reviews by Sound Diplomacy and the City of Stonecrest, and the creation of an [interactive map](#).

**Music Ecosystem Economic Impact Assessment:** A full economic impact analysis looking at direct, indirect and induced impacts of the film, music and digital entertainment sectors in Stonecrest in

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<sup>2</sup>United Cities and Local Governments (2018)

2019, with additional insights into 2020.<sup>3</sup> This was undertaken using official secondary sources and statistics, complemented by primary research conducted by Sound Diplomacy.

**Stakeholder Engagement:** A survey aimed at the film, music and digital entertainment industries and their audiences formed the first stage of stakeholder engagement. Low response rates led to Sound Diplomacy arranging interviews with key stakeholders to supplement the loss of this data. Interviews were conducted alongside 2 stakeholder roundtable discussions that looked at the challenges, strengths and opportunities for Stonecrest’s film, music and digital entertainment sectors.

**SWOT Analysis:** Analysis of all findings from research stages detailed above collated into a SWOT analysis. This informs the areas of focus in the Strategic Plan and the recommendations.

**Strategic Plan:** A set of actionable recommendations divided across 2 sections:

- Structural Priority Recommendations. A set of 7 high level, detailed recommendations.
- Ecosystem Development Recommendations. A set of 8 recommendations.

Each section includes the context for the following recommendations, and each recommendation includes a timeframe to implement by, who should be responsible for initiating it, the Sustainable Development Goals it corresponds to, and, where relevant, a best practice case study.

NB: To see the detailed versions of the Regulatory Assessment, the Mapping Analysis, and the Economic Impact Assessment, please refer to the Appendices document.

## 1.5 Definitions

### 1.5.1 Definition of the Film, Music and Digital Entertainment Ecosystems

Film, music, and digital entertainment are part of the cultural and creative industries. According to UNESCO, these sectors’ main objectives are “the production or reproduction, promotion, distribution

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<sup>3</sup> This is due to most of the official data sources having a three-year delay. During the research process, the most up-to-date data available from the County Business Patterns and RIMS II multipliers was from 2020. Nevertheless, we took 2019 as the base year of analysis because 2020 was an atypical year for the cultural and creative industries due to the restrictions enforced by COVID-19.



and/or commercialization of goods, services and activities of a cultural, artistic or heritage-related nature.”<sup>4</sup>

Cultural and creative sectors are inherently part of every city’s ecosystem. This ecosystem is formed by a group of stakeholders, a set of resources, and an environment where they develop their activities and connect with other interdependent ecosystems. In the case of the cultural and creative sectors, their agents are responsible for everything, starting with the creative process to the consumption of the product by audiences or consumers. Some elements within the cultural and creative industries ecosystem are musicians, film and audiovisual producers, music venues, broadcast businesses or record labels, IT suppliers, designers, and web developers.

### 1.5.2 Economics of Film, Music and Digital Entertainment

The economic impact assessment explains the film, music, and digital entertainment sector in Stonecrest by using economic and statistical tools. When repeatedly measured over time it provides insights into the effects and efficiency of public policy and private decision-making.<sup>5</sup> The cultural and creative economy is not limited to the transactions of goods and services in the market, but also includes the movement of non-monetary resources existing within the cultural and creative ecosystem.

The analysis considers three sectors, taking into account the nature of the activities and their relevance:

- **Film Industry:** Film Production, Film Post-Production, Film Distribution, Film Exhibition, Film Supplies & TV/Internet Broadcasting, Media Advertising, Reproduction, Equipment, Food and Services contractors.
- **Music Sector:** Live Music & Touring (venues, promoters, agents), Recording & Publishing, Radio Broadcast, Instruments & Equipment, Music Education, and Other Professional Support (music marketing, PR, etc.).
- **Digital Entertainment:** Digital Design, Programming, Publishing (graphic designers, software publishers, computer programmers, etc.), Digital Hosting and Broadcasting (data processing, internet publishing, and broadcasting, etc).

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<sup>4</sup>UNESCO (2015)

<sup>5</sup> Decide DeKalb (2017)

## 2. Film, Music and Digital Entertainment Overview

### 2.1 Regulatory Assessment Snapshot

Table 1. City of Stonecrest Statistics

Population: 59,863 <sup>6</sup>
Median Age: 33.6 years <sup>7</sup>
Sex ratio: 54.6% Female/45.4% Male <sup>8</sup>
Per Capita Income in past 12 months (2016-2020): \$26,036 <sup>9</sup>
Median Household Income (2016-2020): \$51,439 <sup>10</sup>
Unemployment: 4.4% <sup>11</sup>

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<sup>6</sup> United States Census Bureau (2021)

<sup>7</sup> Data USA (2020)

<sup>8</sup> United States Census Bureau (2021)

<sup>9</sup> Ibid.

<sup>10</sup> Ibid.

<sup>11</sup> Town Charts (n.d.)

Table 2. Stonecrest at a Glance

TOPIC	IN PLACE?	CITY'S POLICY	BEST CASE
Entertainment Education	Yes	K-12 film, music and digital education in Stonecrest is provided by the DeKalb County School District (DCSD). <sup>17</sup>	The Tennessee State of the Arts (SOTA) is a public private partnership between the Country Music

<sup>12</sup> United States Census Bureau (2021)

<sup>13</sup> Ibid.

<sup>14</sup> Ibid.

<sup>15</sup> Ibid.

<sup>16</sup> Best Places (2022)

<sup>17</sup> DeKalb County School District (n.d. a)

		<p>The DCSD curriculum provides Visual &amp; Performing Arts and General Music studies to students from kindergarten to 8th grade.<sup>18</sup> In high school, the curriculum includes Arts, A/V Technology, &amp; Communications which offers an Audio/Video Technology and Film Pathway.<sup>19</sup></p> <p>The DCSD curriculum also includes Information Technology which offers Computer Science, Programming, and Web &amp; Digital Design pathways.</p> <p>DCSD’s Music Department services all schools in the county.</p>	<p>Association (CMA) Foundation and the State of Tennessee that provides all public school districts in Tennessee the opportunity to apply for funding to improve or develop their music education programs.</p> <p>The initiative was launched in 2019 following a \$1 million investment, providing three-year grants administered by the Tennessee Department of Education focused on, but not limited to: professional development for music teachers; additional arts and music supplies; or materials and equipment used to address equity challenges, or expansion of local arts educational outreach programs.<sup>20</sup></p>
City-led Funding Support	No	<p>There is no City of Stonecrest-led funding currently in place but Stonecrest creatives and businesses can benefit from the State of Georgia’s creative industry tax incentive programs.</p>	<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 penny for every \$10 spent in the district. The district comprises the counties of Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson.</p>

<sup>18</sup> DeKalb County School District (n.d. b.)

<sup>19</sup> DeKalb County School District (n.d. c.)

<sup>20</sup> Tennessee Department of Education (n.d.)

			More than \$66 million was collected and distributed to 300 organizations in 2019, the largest total 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 and \$400 million in cultural tourism. <sup>21</sup>
Liquor Licensing	Yes	<p>Alcohol licenses are managed and processed by the City of Stonecrest with the City’s revenue manager as the point of contact. All new license applicants have to apply in person at City Hall but renewals can be processed online via the Citizenserve Online Portal.<sup>22</sup></p> <p>Alcohol can be sold Monday through Friday from 9:00 a.m. until 3:55 a.m. of the following day. Saturday hours are from 9:00 a.m until 2:55 a.m. on Sunday.</p> <p>Policy regarding open containers could only be found for stores, stating that open containers can’t be removed from licensed premises.</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. <sup>23</sup> 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 were to boast a “culturally significant display of artwork” or have a stage larger than 1,200 square feet – much larger than what most small clubs could realistically accommodate.

<sup>21</sup> Scientific and Cultural Facilities District (n.d.)

<sup>22</sup> Citizenserve (n.d.)

<sup>23</sup> City of Milwaukee (2019)

		Although there is a clear licensing process, measures specifically related to the entertainment sector couldn't be found.	
Event Permitting	Yes	<p>Special event permit applications are reviewed by the City of Stonecrest's Planning and Zoning Department in coordination with DeKalb County Police, Fire, Health Services and Sanitation Departments.<sup>24</sup></p> <p>Although the application process is clearly explained, no information regarding different types of permits for special events was found on the city website, which would be useful for potential applicants.</p>	<p>The website for Indianapolis and Marion County offers detailed information on Special Events Permits.<sup>25</sup> Applications are processed online, through the web-based Citizen Access Portal of the Department of Business and Neighborhood Services, and must be submitted at least 30 days prior to the event. Events anticipating 250-2,500 participants are charged a \$75.00 fee. This amount is \$268.00 for events exceeding 2,500 participants. A user guide has been created which contains instructions on how to apply online.<sup>26</sup> The document offers information on Citizen Access Portal requirements and navigation, as well as step-by-step instructions on how to create an account and submit an application, for which screenshots of the online process are provided.</p>
Film Production Permitting	Yes	All film productions that take place on public property within the City of Stonecrest except for current affairs,	Stonecrest, and DeKalb County's permitting process can be seen as a best case example. It is streamlined in its approach, with the majority of cities having

<sup>24</sup> City of Stonecrest (n.d. a)

<sup>25</sup> City of Indianapolis (n.d. a)

<sup>26</sup> City of Indianapolis (n.d. b)

		<p>newscasts and personal recordings, must apply for a permit.</p> <p>Film Production Permits are managed by the City of Stonecrest Film Liaison through the Apply4 Film App, a DeKalb County portal.<sup>27</sup> The app provides users with their own login accounts where they can apply for permits online and see their existing applications. The only limitation is that it isn't accessible as a mobile app.</p> <p>The Film Application fee is \$110 and the Film Permitting Fee \$200 per calendar month. Other fees include: Filming Permit Rush Fee, On-Site Impact Fee, On-Site Impact Fee Rush and Material Changes Rush Fee.</p>	<p>online application portals and materials through the FilmApp portal, and the DeKalb Entertainment Commission has an interactive jurisdictional map to help scouters find resources for their projects.</p>
Noise Ordinance	Yes	<p>Noise in residential areas is strictly limited to the hours of 11:00 p.m. and 7:00. a.m. unless one of the listed exclusions applies. There are no specific decibel limits set for residential areas in the code of ordinances.<sup>28</sup></p>	<p>Boulder, Colorado's sound ordinance policy is publicly available and contains information on how to measure noise,<sup>30</sup> permitted levels (50 dBA at night for non-vehicular sources), a graduated fine for repeat offenses and considerations of exceptions, specifically mentioning concerts and music festivals. Special events must cease noise by 11pm.<sup>31</sup></p>

<sup>27</sup> Apply 4 (n.d.)

<sup>28</sup> City of Stonecrest (2021a)

<sup>30</sup> Boulder County (n.d.)

<sup>31</sup> City of Boulder (n.d.)

		From 7:01 a.m. until 10:59 p.m. sound is not permitted to exceed 70 dB(A) in commercial areas, 80 dB(A) in industrial areas, and 70 dB(A) or 73 dB(C) in mixed-use developments or 60 dB(A) or 63 dB(C) from the hours of 11:00 p.m. until 7:00 a.m. <sup>29</sup>	Due to the reasonable limits for events (at 65 dBA for mixed-use areas until 11:00 p.m.), even if neighbors complain the police won't issue a fine for a noise ordinance violation to a concert or festival. This encourages event organizers to be responsible and make sure they stay within the grounds of being good neighbors and also allows the community to feel empowered to request desired changes.
Film Ordinance	Yes	Chapter 15, Article XIV in the Stonecrest Code of Ordinances <sup>32</sup> was created to help facilitate film production in the city while protecting the interests of its residents and businesses.  The Ordinance describes the film permitting process, what information must be included in the applications, exceptions from the permitting requirement, the fee schedule and any other responsibilities of a producer once a permit is obtained.	Stonecrest's Film Ordinance can be considered a best case example.
Health and Safety Regulations	No	No health and safety regulations or guidelines for the entertainment sector could be found, other than measures	The Music Victoria <i>Best Practice Guidelines for Live Music Venues</i> address positive examples in key areas and issues related to operating a music venue, from

<sup>29</sup> City of Stonecrest (2021b)

<sup>32</sup> Library Municode (2021)



		related to COVID-19. Research looked into possible initiatives or guidelines connected to venue safety, mental health for those in the creative industries, or health support for freelancers in these industries.	sound management to venue security and safety, and also includes examples of contracts, agreements and live show checklists as appendices. <sup>33</sup> Laws and regulations that apply in Victoria, Australia are mentioned alongside best practice approaches as well as links to other organizations supporting the live music ecosystem.
Environmental Sustainability and Recycling	No	<p>There is no specific sustainability guidance for the entertainment sector. A sustainability plan for the City of Stonecrest was not found.</p> <p>The DeKalb County Sanitation Department is the contracted provider of solid waste collection services for the City of Stonecrest. There is no specific recycling guidance for the entertainment industry on the website.</p>	Green Screen is an online tool supporting environmentally friendly filming in London. <sup>34</sup> Productions that register for the scheme receive a pre-production carbon estimate and an action plan to help reduce emissions. They are also provided with access to resource guides, a bespoke crew memo and a trained Green Steward on set. Productions achieving correct levels are certified with Green, Silver or Gold. A Green Screen stamp is provided to productions that have achieved their goals, which can be used on endroll, company websites and promotional materials. <sup>35</sup>

<sup>33</sup> Music Victoria & Live Music Roundtable (n.d.)

<sup>34</sup> Film London (n.d.)

<sup>35</sup> Green Screen (n.d.)

Busking	No	There is no city-wide busking policy currently in place in Stonecrest.	The City of Decatur, northeast of Atlanta, has had positive headlines for its Busking Program. <sup>36</sup> Street performers must acquire a permit in order to take part in busking, but the permit is free and the application can be submitted online through the Decatur Arts Alliance website. Permits are valid for one month and are renewable on the first of the month. Permits are not transferable. Busking is permitted from 10 a.m. - 10 p.m. and permits must be displayed at all times. Performers can collect tips, but cannot solicit them and may set up one 10 x 14” sign to identify themselves. There are also stipulations based on the distance between performers and being neighborly to surrounding businesses.
Audience Development	No	The city lacks specific and dedicated audience development programs that raise local awareness and drive community interaction with the film, music and digital entertainment industries.	TRESA is an online community for those interested in culture. <sup>37</sup> It is organized via an affordable membership scheme, with subscription prices ranging from free to €4 per month. TRESA has over 100,000 users. Members are given access to exclusive cultural offers, with discounts or some free tickets. It has been subsidized by the Spanish government, the Ministry

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<sup>36</sup> Decatur Arts Alliance (2022)

<sup>37</sup> TRESA (2021)

			of Culture and Sport, and is supported by the Catalonian government Department of Culture. <sup>38</sup>
Film and Entertainment Office	Yes	<p>The Stonecrest Film &amp; Entertainment Commission serves Stonecrest’s entertainment industry, although it is particularly focused on the film sector. The Commission does not have its own website but is featured on the City website with a list of current members and contact information for the Director of Economic Development.</p> <p>Stonecrest doesn’t have a music-specific office, but the city has partnered with the DeKalb Entertainment Commission, Georgia Film, Music &amp; Digital Entertainment Office, and Location Managers Guild International to position Stonecrest as a leading center for film, culture, and entertainment.<sup>39</sup></p>	Glasgow Life is a Community Interest Company and charity whose charge is to provide cultural and entertainment activities to the people of Glasgow on behalf of the Glasgow City Council. <sup>40</sup> The organization provides programming including arts, music, sports, events and festivals, libraries, community development and learning programmes. The company is both privately funded by donations and supported by the Glasgow City Council.
Entertainment Districts	No	Although the zoning ordinance identifies 4 types of zoning districts (residential single-family districts, medium and high-density residential districts, mixed-use districts, and non-residential districts), in reviewing zoning-related	The Brooklyn Cultural District, located in Downtown Brooklyn, stretches across Downtown Brooklyn, DUMBO, and the Brooklyn Navy Yard. It is home to "cultural groups representing nearly every artistic discipline". <sup>42</sup> Museums, galleries, theaters, venues, as

<sup>38</sup> TRESA (2021)

<sup>39</sup> City of Stonecrest (n.d. b)

<sup>40</sup> Glasgow Life (n.d.)

<sup>42</sup> Downtown Brooklyn (n.d. a)

		<p>policies, no information has been found on cultural or entertainment districts.<sup>41</sup></p>	<p>well as a multi-disciplinary arts and media center are some of the cultural and entertainment assets located in Brooklyn's Cultural District.</p> <p>Downtown Brooklyn Partnership (DBP) together with Dumbo Improvement District (Dumbo) have created the Downtown Brooklyn + Dumbo Art Fund, providing grants for projects that "serve to enhance public space, increase access to cultural programming, and connect the neighborhoods of Downtown Brooklyn".<sup>43</sup></p> <p>Downtown Brooklyn's events calendar enables users to search for events and filter them by date and type of events. Events include: art, classes and workshops, festivals, markets, music and dance, theater, film, conferences, as well as family-friendly events, among others.<sup>44</sup></p>
Agent of Change	No	<p>The City of Stonecrest does not currently have an Agent of Change Policy in place.</p>	<p>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 Council (TMAC)<sup>45</sup> and works to ensure that live music venues can continue to</p>

<sup>41</sup> City of Stonecrest (2021c)

<sup>43</sup> Downtown Brooklyn (n.d. b)

<sup>44</sup> Downtown Brooklyn (n.d. c)

<sup>45</sup> City of Toronto (2021)

			<p>function without noise-related impact on new residential development.</p> <p>According to the City Council decision, new live music venues located within certain mixed-use and regeneration areas will 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 will 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.<sup>46 47</sup></p>
Transit	Yes	The Metropolitan Atlanta Rapid Transit Authority (MARTA) operates several bus and train routes that allow for travel between Atlanta and the Mall at Stonecrest. Route 86 offers the latest bus service, leaving at 1:15 am on	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 providing Nite

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<sup>46</sup> City of Toronto (2018a)

<sup>47</sup> City of Toronto (2018b)

		<p>weekdays and 12:37 am on weekends. MARTA fares are \$2.50 per one-way trip.<sup>48</sup></p> <p>The nearest major airport to Stonecrest is the Hartsfield-Jackson Atlanta International Airport.<sup>49</sup></p> <p>The City of Stonecrest has a Transportation Master Plan (2020) that lays out the city’s key transportation needs and an action plan to meet these.<sup>50</sup> The City also has a Transportation Advisory Committee that monitors and assists with any transportation studies and research.<sup>51</sup></p>	<p>Owl Bus Service connecting the region through the night.<sup>52</sup></p> <p>SEPTA launched a pilot in 2014 to assess weekend overnight rail service on the Broad Street and Market-Frankford Lines to complement the weekend Nite Owl bus service on the same route. The high demand for nighttime transport by Philly residents and visitors had led to criticism of over-crowded and delayed Nite Owl buses, while bus stops are also considered less safe than subway stations, therefore welcoming the extension of subway service.<sup>53</sup></p>
Parking / Loading and Unloading Zones	No	There are no policies or incentives for entertainment-related parking measures	The Austin Transportation Department works with the Economic Development Music Office and local venues to distribute permits allowing performers to load and unload in designated Musician Loading/Unloading zones. Musician loading permits are USD \$25 each and are requested and paid for by

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<sup>48</sup> MARTA (n.d.)  
<sup>49</sup> Atlanta International Airport (n.d.)  
<sup>50</sup> City of Stonecrest (2020a)  
<sup>51</sup> City of Stonecrest (n.d. c)  
<sup>52</sup> SEPTA (n.d.)  
<sup>53</sup> Benner, C. (2014)

			<p>the venue.<sup>54</sup> The permit allows musicians/performers to load/unload in any designated musician loading zone for 30 minutes. It is up to the venue to keep track of their permit and get it back from performers when loading/unloading is complete. Permits can only be requested by venues that host live entertainment.</p>
<p>Creative Workspace/ Hub</p>	<p>Yes (under development)</p>	<p>Stonecrest Resorts is currently redeveloping the Sears building at The Mall, under a project called Privi.<sup>55</sup> There will be space for creatives, freelancers and small businesses to work, train and network, as well as meeting spaces and training rooms for private events and meetings, and an art gallery, among others.<sup>56</sup></p>	<p>The Banff Centre for Arts and Creativity encompasses a hub for creative industries including performing arts, visual media, indigenous arts, media &amp; production, and literary arts. Creative studios, a professional development center, and a 330 person auditorium surrounded by 14 meeting spaces can be found in the hub. The Centre has numerous production and rehearsal facilities and is home to the annual film festival. Through education programs, community events, performing arts shows and music programming, The Banff Centre for Arts and Creativity is highly regarded for its role in further developing creative industries and infusing innovation with creativity.</p>

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<sup>54</sup> City of Austin (2019)

<sup>55</sup> Stonecrest Resorts (n.d.)

<sup>56</sup> Urbanize Atlanta (2022)

Economic Development Incentives	Yes (state-level)	Stonecrest doesn't have specific economic development incentives for the film, music and digital entertainment industries. However, creatives and businesses can benefit from the State of Georgia's creative industry tax incentive programs, such as the Georgia Music Investment Act, <sup>57</sup> the Georgia Interactive Tax Credit, <sup>58</sup> and the Film Tax Credit. <sup>59</sup>	Louisiana Economic Development has created a series of incentive programs for the creative industries which seek to boost business through tax abatements. Incentive programs for the entertainment industry include: Motion Picture Production, Entertainment Job Creation, Digital Interactive Media and Software, Live Performance Production, Sound Recording and Music Job Creation. <sup>60</sup>
Cultural Strategy	Yes (county-wide)	The DeKalb Entertainment Commission, Georgia Film, Music and Digital Entertainment Commission, of which the City of Stonecrest is a partner, developed a Five-Year Strategic Plan for Economic Development to strategically position DeKalb within the film, music and digital entertainment industry, attract major productions and promote entertainment growth. <sup>61</sup> The Plan provides reasons for DeKalb county to be able to grow the film, music and digital entertainment industry, and is a tool to face identified challenges such as: lack of a unified vision for the three sectors, inconsistency in local tax credit and	London's Cultural Infrastructure Plan looks to identify what culture means to the city, what the obstacles are for a thriving cultural infrastructure and what can be done to ensure that culture continues to grow and be at the heart of London. <sup>62</sup> The plan includes: a toolkit; a cultural infrastructure map with a range of datasets including transport, planning and demographics; new funding programmes; new research and new policies. <sup>63</sup>  Making it an open source allows residents, visitors, businesses, developers, architects and investors to

<sup>57</sup> Frazier & Deeter (n.d.)

<sup>58</sup> Georgia Department of Economic Development (2021)

<sup>59</sup> Georgia Department of Economic Development (n.d.)

<sup>60</sup> Louisiana Entertainment (n.d.)

<sup>61</sup> DeKalb County (2017)

<sup>62</sup> Greater London Authority (2019)

<sup>63</sup> Greater London Authority (n.d.)



		incentive programs, increased competition from other regions, lack of infrastructure to retain projects and migration of graduated workforce outside of the county.	also understand this and further support and develop it. <sup>64</sup>
Cultural Tourism Strategy	Yes (county-wide)	The DeKalb Entertainment Commission, Georgia Film, Music and Digital Entertainment Commission, of which the City of Stonecrest is a partner, developed a Five-Year Strategic Plan for Economic Development to strategically position DeKalb within the film, music and digital entertainment industry, attract major productions and promote entertainment growth. <sup>65</sup> The Plan considers film, music and the digital entertainment industry key sectors to increase tourism in DeKalb, citing music tourism as “a priority at the state level for the Office of Economic Development.” <sup>66</sup>	<i>Madeira All Year</i> is an initiative in which the Madeira Promotion Bureau, in partnership with the island’s tourism and commercial sector, conducted an analysis of the main visitor attractions, which has led to the creation of 6 new festivities in Madeira, each celebrating a special asset of this Portuguese archipelago. <sup>67</sup>  Through these new festivities, Madeira has maintained the interest of international audiences and tourism, which provides the city with enough visitors to sustain its economy.
Marketing and promotion	No	No marketing or promotion programs for the entertainment sector have been found	The City of Wisconsin Dells provides grant programs focused on marketing and promotion. The Joint Effort Marketing (JEM) program offers grants for destination marketing, new events, sales promotion, existing events and one time events. <sup>68</sup> The Arts Board

<sup>64</sup> Greater London Authority (2019)

<sup>65</sup> DeKalb County (2017)

<sup>66</sup> DeKalb County (2017)

<sup>67</sup> Região Autónoma da Madeira (2017)

<sup>68</sup> Travel Wisconsin (n.d.)

			provides Creation and Presentation Grants for nonprofit arts organizations to assist with their operations or creation and presentations of arts programming. <sup>69</sup>
Heritage Preservation / Support Programs	Yes	Although the Flat Rock Archives is a good example of heritage preservation and promotion within Stonecrest, <sup>70</sup> no heritage preservation or support programs linked to the entertainment sector have been found.	Bradford Film Heritage is a project intended to showcase Bradford's contribution to film and television since the late 1800s. <sup>71</sup> The website contains an interactive map pointing locations to films and TV moments shot in Bradford, as well as heritage sites. There is also a page dedicated to tours so users can discover the film history of Bradford. The timeline page divides Bradford's film history in decades, from 1800 to 2020. By selecting a decade, the most iconic highlights for that period are displayed.

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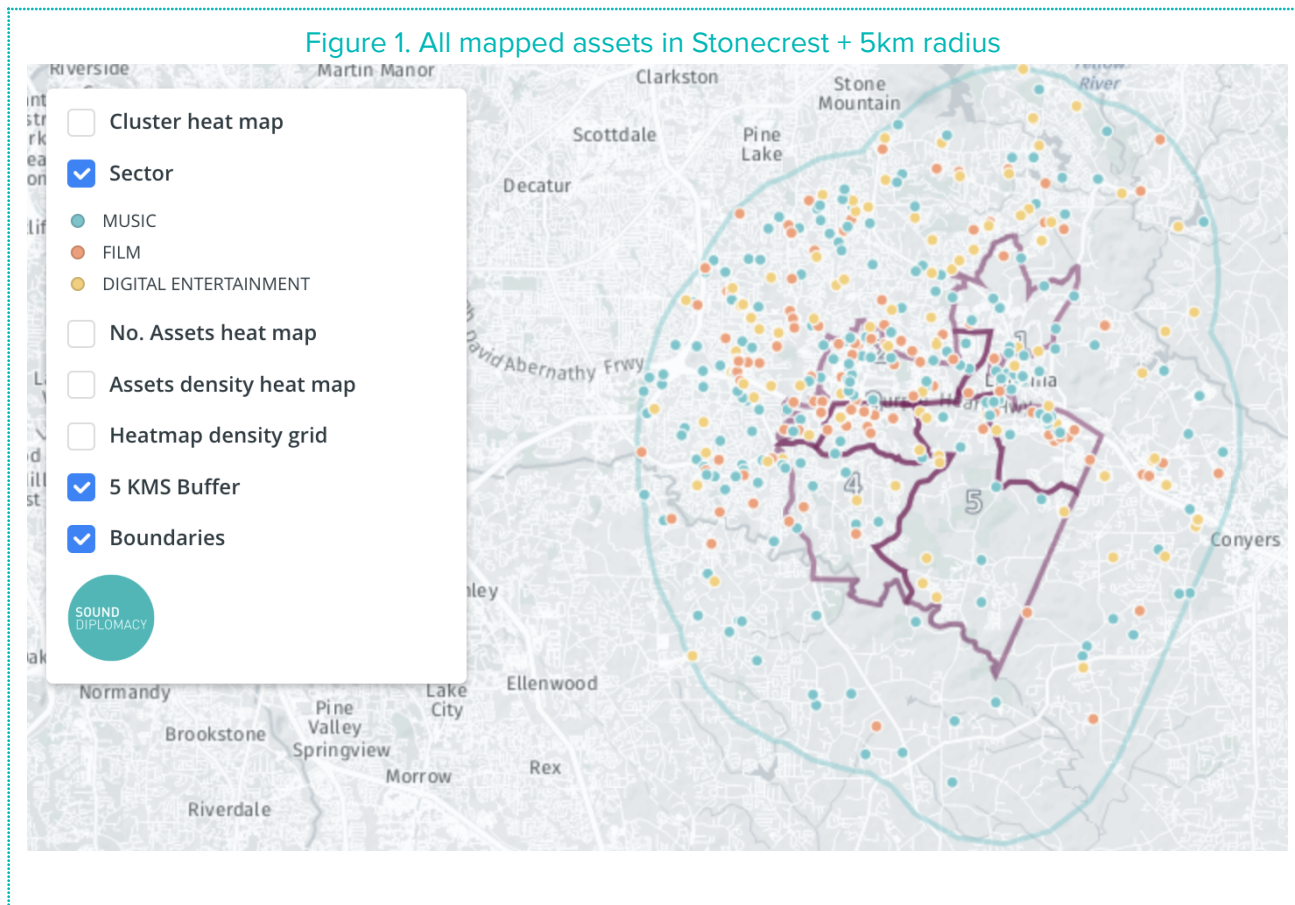
<sup>69</sup> Wisconsin Arts Board (n.d.)

<sup>70</sup> Flat Rock Archives (n.d.)

<sup>71</sup> Bradford Film Heritage (n.d.)

## 2.2 Film, Music & Digital Entertainment Mapping Analysis

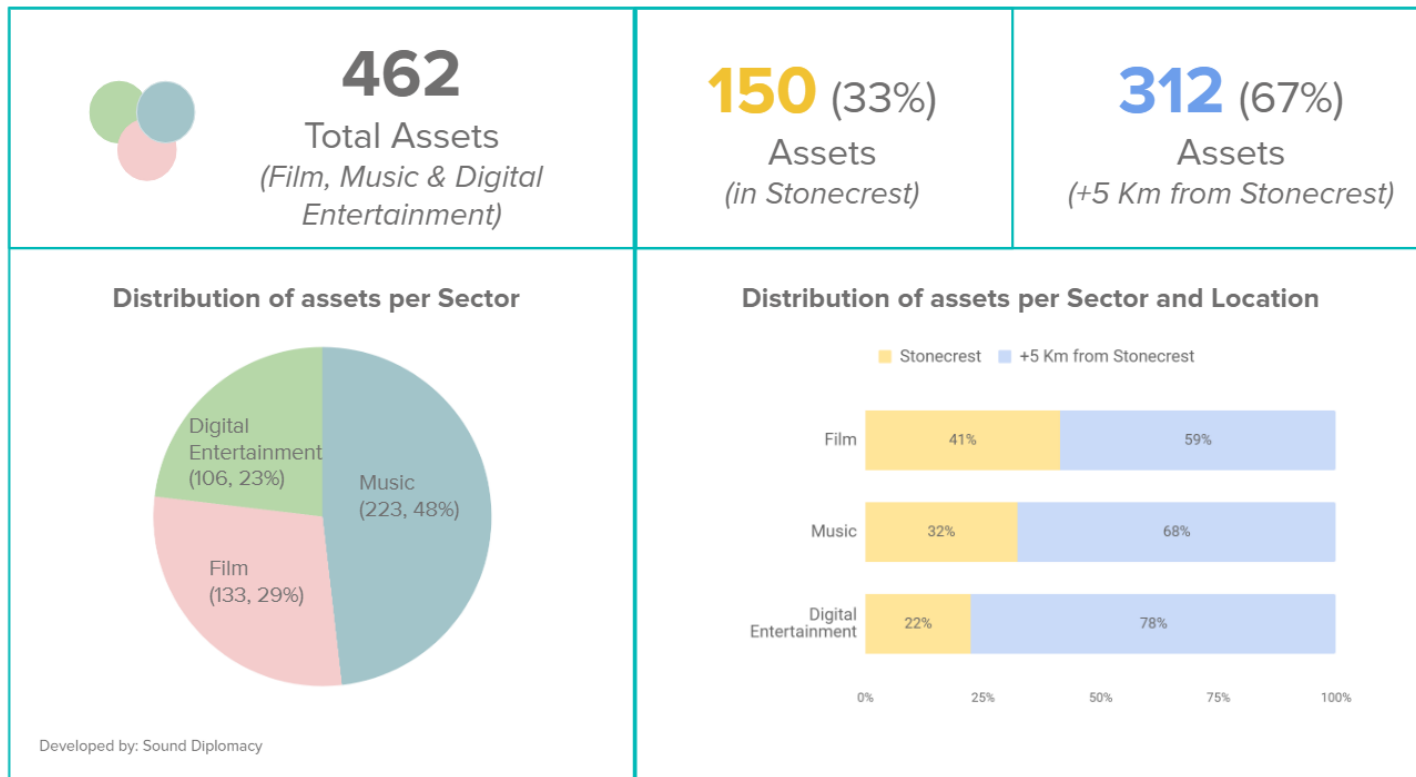
Figure 1. All mapped assets in Stonecrest + 5km radius



All identified assets are included and mapped on this [interactive map](#) tool developed specifically for Stonecrest, GA. The key findings are listed in this section, but to view the full mapping analysis report, please refer to the Appendix.

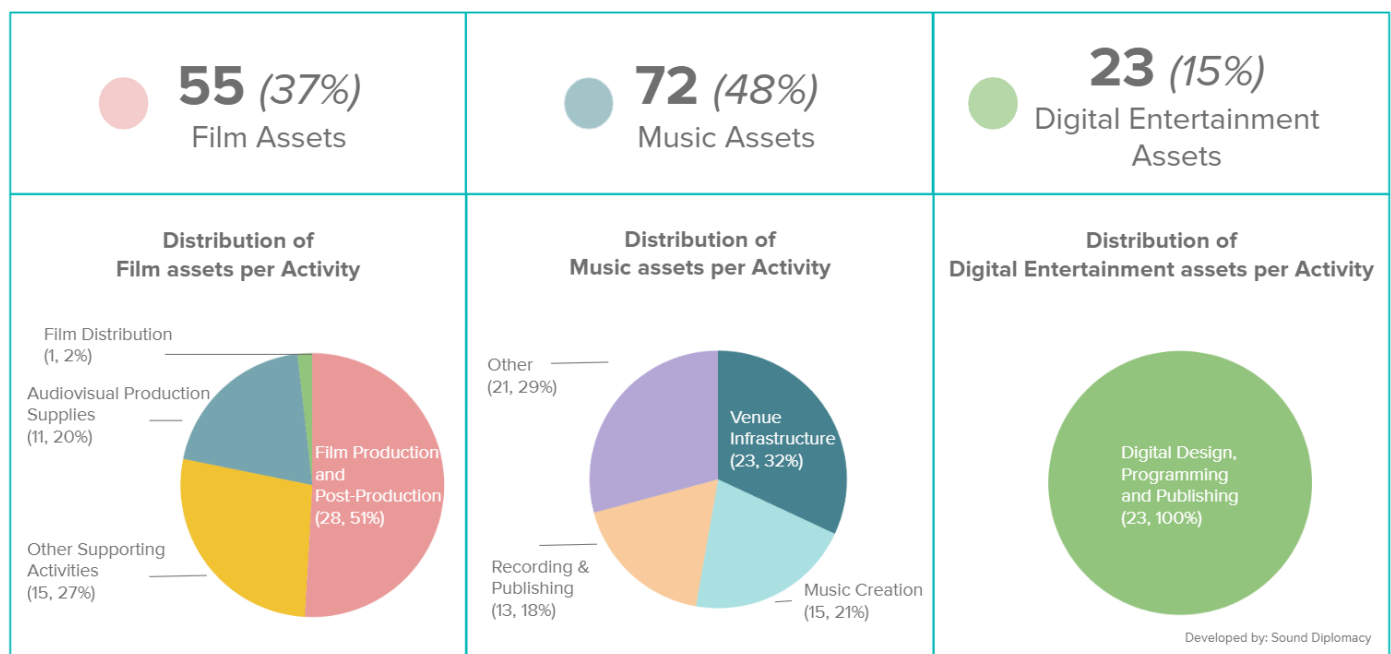
## Overview of Film, Music and Digital Entertainment Assets

Figure 2. Overview of Film, Music, and Digital Entertainment Assets in Stonecrest & a radius of +5 km



- **There are 462 assets in the film, music and digital entertainment sectors based in Stonecrest and within a radius of +5 km of the city:** Stonecrest concentrates 150 assets (33%). In contrast, the surrounding 5 km has 312 assets (67% of the total assets). This shows that Stonecrest has several cultural and creative assets located nearby, which can support the activities within the city.
- **Of the 462 assets, the music sector makes up the greatest proportion with 223 (48%):** this is followed by the film sector with 133 (29%), and then by digital entertainment with 106 (23%).
- **Specifically in Stonecrest, there are 150 assets in the 3 sectors:** following the same structure as the entire mapped area, the majority are from the music sector (72 assets, 48%), 55 are from the film sector (37%), and the remaining 23 are from digital entertainment (15%)

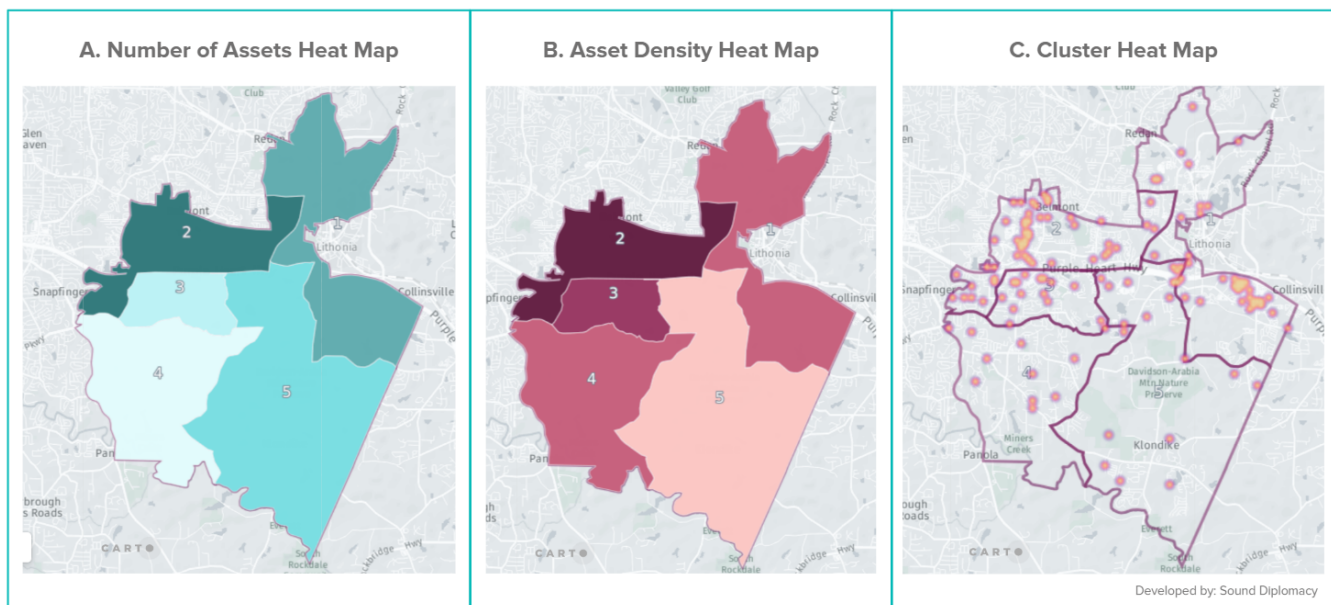
Figure 3. Overview of Film, Music, & Digital Entertainment Assets in Stonecrest



- **Within the music sector, Venue Infrastructure makes up the majority of assets with 23 (32%).** Music Creation follows with 15 assets (21%), Recording & Publishing with 13 (18%), and the remaining 21 (29%), are made up of 6 Radio Broadcasting (8%), 6 Other Support for Live Music & Touring (8%), 5 Instruments/Equipment (7%), 3 Other Professional & Business Support (4%), and 1 Music Education (1%).

- **There are not enough Dedicated Live Music Venues:** Occasional Venues form the majority of the venues category with 14 assets (61%), followed by Multi-purpose Venues, Dedicated Live Music Venues, and Bars, Cafés, and Restaurants with Music, with 3 (13%) each. Moreover, Stonecrest’s lack of an arena and proximity to a major music city, Atlanta, may influence the type of programming that can take place. With 60 music venues, including the 50,000 capacity Mercedes Benz Stadium, Atlanta has the infrastructure in place for large scale, high profile events.<sup>72</sup>
- **Stonecrest has a strong presence in the Production Link of the film value chain:** 51% of film assets in Stonecrest are related to the activity of Film Production and Post-Production (28 assets). This is followed by 15 (27%) in Other Supporting Activities (i.e. catering services for Films), 11 assets in Audiovisual Production Supplies (20%), and 1 in Film Distribution (2%).
- **Stonecrest’s Digital Entertainment industry with registered addresses is entirely made up of Digital Design talent (creatives within the sector):** From the 23 digital entertainment assets in Stonecrest, all are from the activity of Digital Design, Programming and Publishing.

Figure 4. Spatial Distribution of Film, Music, and Digital Entertainment Assets in Stonecrest



<sup>72</sup> Discover Atlanta (2023)

- **There is a high concentration of assets in District 2:** District 2 has 61 assets (41%), followed by District 1 with 43 (29%), District 5 with 18 (12%), District 3 with 16 (11%), and District 4 with 12 (8%).
- **There are no major clusters in the city, but there is a dispersion of assets mainly in the mid-section of the city from east to west:** assets in District 5 are mainly concentrated in the west side of the District, while those in District 1 are in the south-east of the District.
- **Digital entertainment sector assets are more evenly distributed across the 5 districts, compared to the music and film sectors.** The music and film sectors are mainly concentrated in District 2 (46% and 40% respectively), whereas digital entertainment assets are spread across the Districts with 30% being located in District 5, 26% in District 2, 22% in District 4, 13% in District 1 and the remaining 9% in District 3. Whilst Stonecrest does not have a designated Entertainment District, the majority of restaurants and hotels in the city are also located in District 2, which may be due to the proximity of the I-20 interstate that divides it from District 3. The concentration of assets in District 1 correlates also with a concentration of food and beverage establishments and retail located there, as assets are clustered in and around the Mall at Stonecrest.

## Stonecrest's Position in DeKalb County

- **The music sector has the highest geographic presence both in Stonecrest and DeKalb County** (42% and 43% of all the assets, respectively). However, Stonecrest has a higher proportion of film-related assets (37%) than DeKalb (18%), and in contrast, DeKalb has a higher proportion of digital entertainment-related assets (39%) than Stonecrest (15%).
- Within the music sector, **Stonecrest venue infrastructure makes up the highest proportion of the music-related assets** (32%), whilst in **DeKalb County, the recording and publishing assets make up the highest proportion of the music-related assets** (28%). Nonetheless, venue infrastructure has the second highest proportion of music-related assets in DeKalb County (19%).
- Whilst in **DeKalb County 70% of the music venues are dedicated live music venues, in Stonecrest there are only 13% within the overall music infrastructure.** This shows that even though overall in the county there is a supply of proper technical and quality infrastructure for music performers, given that the venues are specialized in providing exhibition services for live music performances, this is not the specific case for Stonecrest.

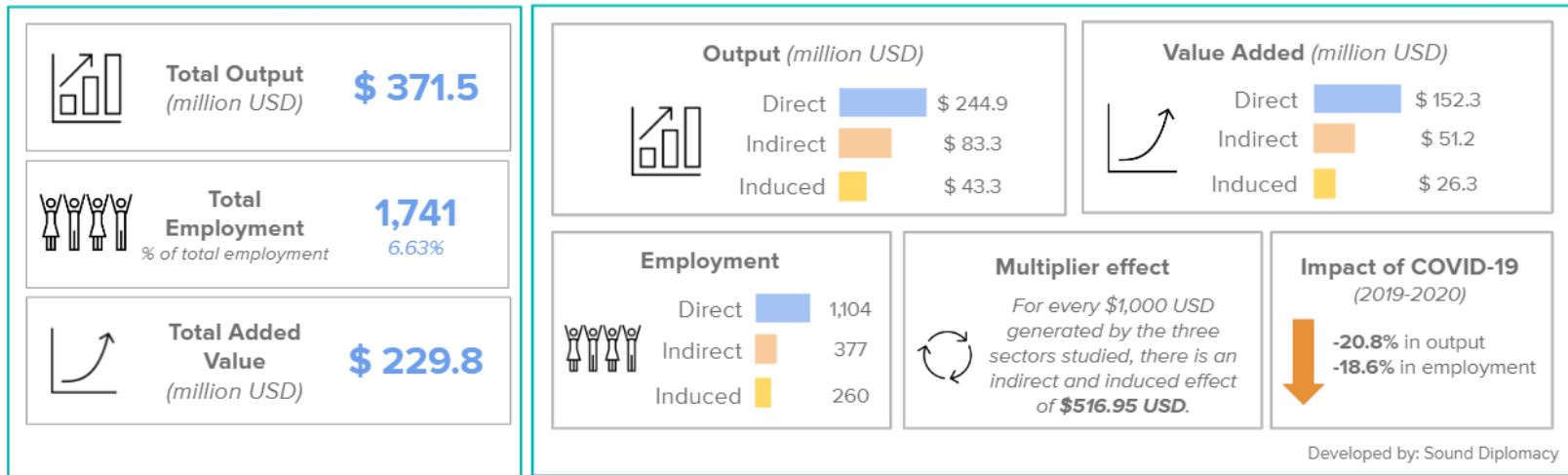
- **Both DeKalb County and Stonecrest have a strong offer of assets in the production link of the film value chain.** 51% of the film-related assets are related to film production and post-production activities.



## 2.3 Film, Music & Digital Entertainment Economic Impact Assessment

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

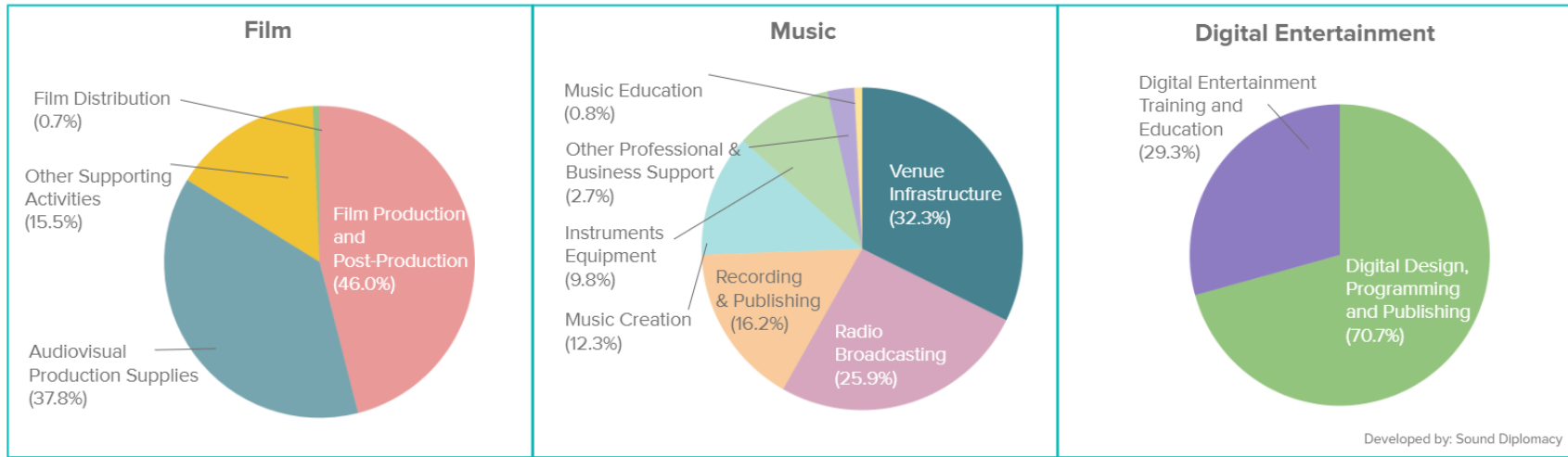
Figure 5. Key Findings: Stonecrest Film, Music and Digital Entertainment Sectors' Economic Impact, 2019



Source: County Business Patterns 2019, BEA RIMS II, Sound Diplomacy Research

- The film, music and digital entertainment sectors in Stonecrest generated a total economic impact of **1,741 jobs**, a **total output of \$371.5 million**, and a total gross value added (GVA) of \$229.8 million in 2019.

Figure 6. Film, Music and Digital Entertainment sectors' direct output share per activity

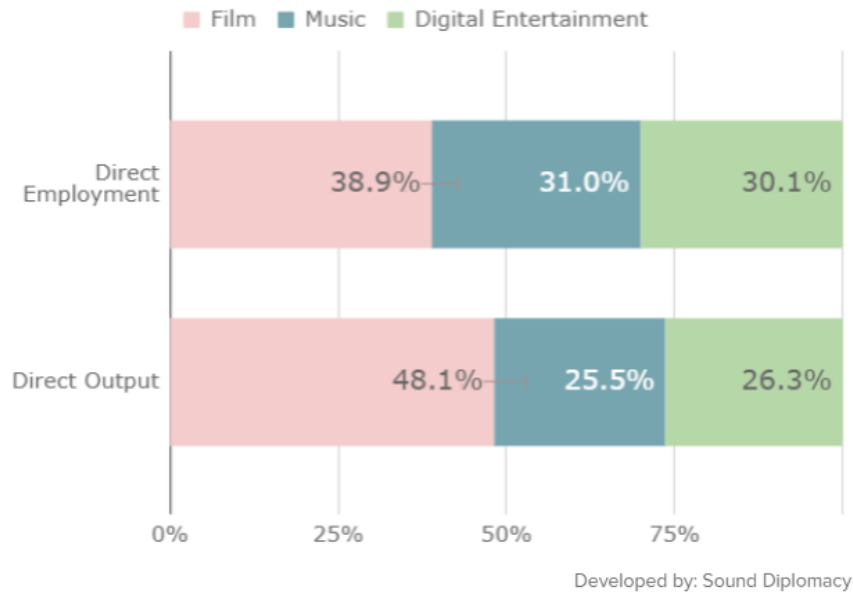


Source: County Business Patterns 2019, BEA RIMS II, Sound Diplomacy Research

- The **direct** economic impact generated by the three sectors equals **1,104 direct jobs**, **\$244.9 million in direct output**, and **152.3 million GVA** in 2019.

- The **film sector generates the highest proportion of the direct economic value (48.1%)**, whilst the music, and digital entertainment sectors generate 25.5% and 26.3% respectively.

Figure 7. Stonecrest Direct Employment & Direct Output by Sector, 2019



Source: County Business Patterns 2019, BEA RIMS II, Sound Diplomacy Research

- For every **\$1,000** of direct output generated by the three sectors studied, there is a **combined indirect and induced effect of \$516.95**.
- With 4.20% of the direct employment, **the film, music and digital entertainment sectors generated a higher percentage of employment than Construction (3.90%)** in Stonecrest in 2019.

- In 2020, the **direct output of the three sectors declined by \$50.9 million** (20.8% reduction to activities in 2019), additionally, 207 jobs were lost in 2020, constituting an 18.6% difference between 2019 and 2020.

### Indirect Impact

- When evaluating the indirect effect for each one of the industries, we find that
  - The **film sector generates an indirect output of \$45.8 million**, and an indirect GVA of \$32.5 million, supporting 210 jobs.
  - The **music sector's indirect output reached \$17.8 million**, an indirect GVA of \$8.2 million and supported 75 indirect jobs.
  - The **digital entertainment sector generates an indirect output of \$19.7 million**, and an indirect GVA of \$10.5 million, supporting 92 jobs.

### Induced Impact

- The **induced output of the film, music, and digital entertainment sectors in Stonecrest reached \$43.3 million, a GVA of \$26.3 million, and supported 260 jobs in 2019**. The data shows that \$1,000 of output is generating an induced impact of \$176 on different industries of the economy.
- The induced output of the **film industry reached \$16.3 million**, with an induced GVA of \$9.8 million, and 106 jobs supported. The **music sector generated an induced output of \$10.2 million**, an induced GVA of \$6.3 million, and 62 jobs supported, and the **digital entertainment sector reached an output of \$16.8 million**, a GVA of \$10.2 million, and 92 jobs supported.

### COVID-19

- In 2020, the economic impact of the film, music, and digital entertainment sectors was heavily influenced by COVID-19. **Overall, the direct output of the three sectors declined by \$50.9 million, or 20.8% less than in 2019**. Most affected were the film and music sectors, with an output decline of 25.4% (\$30.0 million) and 28.2% (\$17.6 million) respectively. The output of the digital entertainment sector remained at a comparable level compared to 2019: with a decline of 5.1% the output loss equalled \$3.3 million.

## Stonecrest's Position in DeKalb County

- The **proportion of direct total employment in DeKalb County exceeds the proportion in Stonecrest with 5.89% and 4.20% respectively**. DeKalb County's employment in the film sector (3.95%) exceeds the proportion in Stonecrest (1.64%), while the **contributions in music (DeKalb: 1.41%; Stonecrest: 1.64%) and digital entertainment (DeKalb: 0.53%; Stonecrest: 1.26%) are greater in Stonecrest**.
- While Stonecrest makes up 7.24% of the population of DeKalb County, Stonecrest's Film, Music & Digital Entertainment industry makes up **4.77% of the direct employment** in this industry in the county. Stonecrest's proportion of the **direct GVA compared to DeKalb County equals 2.68%**. This demonstrates that the concentration of workers and value creation of Stonecrest in these industries is below the average in DeKalb County.
- Comparing each sector separately: Stonecrest's **digital entertainment sector provides 15.9% of DeKalb's direct employment** in the sector and **12.2% of the direct GVA**, the **music sector 6.2% of employment and 2.5% of the GVA**, while Stonecrest's **film sector provides 2.8% of the employment and 1.8% of the GVA**.

## 2.4 Film, Music & Digital Entertainment Stakeholder Engagement

### Film Industry

#### Stonecrest Film & Entertainment Commission

- The Stonecrest Film & Entertainment Commission positions the city as a camera-ready and film-friendly community through its dedication to streamlining the film permitting process, and promoting the local studios, filming locations, resources and professionals.
- Stakeholders expressed recognition for the actions of the Commission, including the film screenings, workshops and panels that were organized over the years.
- There is a lack of awareness about the existence and continued activity of the Stonecrest Film & Entertainment Commission, as a considerable portion of Stonecrest's residents remain oblivious to its presence.

#### Local Film Industry

- More efforts are needed to support smaller productions happening in Stonecrest because independent films and projects do not benefit from the State of Georgia's film and

entertainment tax credits. The city could support them by providing filming sets such as venues, restaurants or court rooms.

## Creative Community

### Creative Community

- Stonecrest hosts a rich creative community and many residents share interest in the film industry and the arts.
- The creative community is very well connected and brings a lot of resources to the city.

### Community Awareness & Engagement

- There are some efforts led by the City (through the Commission) and the community to raise awareness about the creative industries. One example is the Stonecrest Podcast, which aims to raise awareness about the thriving local creative industries. However, there is a significant lack of community engagement and participation in the creative sectors in general.

## Marketing

### Marketing

- Stakeholders attributed the deficiency in community engagement to the absence of dedicated audience development programs and comprehensive marketing campaigns aimed at fostering local awareness and stimulating community interaction within the creative industries.

- The absence of marketing or promotion initiatives for the cultural and entertainment sectors acts as a hindrance, preventing numerous untapped talents from accessing opportunities and integrating into the vibrant creative community.
- Effective communication regarding local opportunities, partners, and events within Stonecrest's creative sectors is missing.
- Stakeholders highlighted that certain cultural events are often only planned and announced a few days before their occurrence, impeding individuals from learning about these events in a timely manner and thus limiting levels of attendance.
- Stonecrest does not have any billboards, and neither does the Mall - Stonecrest's 1,162,000 sq ft shopping center. Billboards would be effective in engaging the community and ensuring timely information updates tailored to its needs.

### Storytelling

- There is a lack of awareness surrounding Stonecrest as a distinct city. A considerable number of residents remain unaware that they reside in Stonecrest, often confusing it with neighboring cities such as Lithonia or Conyers or ignoring the existence of the city's borders.
- As a new city, Stonecrest needs to find its own narrative and share it.
- The establishment of a museum in Stonecrest would serve as a compelling platform to highlight the city's rich cinematic heritage.
- Such a museum, in addition to showcasing advancements in filmmaking, digital storytelling, and imaging, would also culturally exemplify the city's progress and celebrate the individuals who drive the industry.

## Spaces & Places

### Natural Surroundings

- Stakeholders acknowledged Stonecrest's natural environment as a significant asset to the film industry.
- Stakeholders highlighted the city's natural surroundings, including the Arabia Mountain Park, renowned as the preferred filming location due to its expansive walking trail and versatile shooting opportunities.

- The natural richness of the area attracts film professionals and businesses contributing to the economic growth of the region. All of the spaces maintained by the Arabia Mountain Heritage Area Alliance attract film, storytelling and digital professionals to the area, including companies such as Sony and Disney, labels, documentarians, and Sundance award winners. These businesses apply for filming permits from the Alliance, contributing to the economic growth of the region. When these industry professionals visit, they express a keen interest in forging partnerships and offering their voluntary support to ensure the perpetual existence of these pristine natural spaces. For instance, at Davidson Arabia Mountain Nature Preserve alone, the Alliance garners substantial donations ranging from \$25,000 to \$50,000 from these industry benefactors.
- Being affiliated with the National Parks system provides the Arabia Mountain Heritage Area Alliance and Stonecrest with considerable exposure and promotion. Whenever visitors explore other renowned parks such as Niagara Falls, Yosemite, or the Grand Canyon, they are also exposed to information about the Arabia Mountain Heritage Area. Moreover, since all the destinations and attractions within the expansive 40,000-acre area are under the jurisdiction of counties and cities like Stonecrest, these local entities actively engage in marketing efforts through conventions and visitors bureaus.
- Stonecrest stands out as an exemplary residential city renowned for its quality of living, appealing to a diverse range of individuals, including families, millennials, and older adults alike.

### **Infrastructure & Businesses**

- Although the Ours Studios and Stonecrest Studio were underscored as valuable assets for the local film industry, stakeholders also expressed concern regarding the city's insufficient infrastructure to host cultural events and activities.
- Stakeholders emphasized the need for the city to actively promote restaurants and music venues while utilizing the open spaces within the Mall at Stonecrest as venues for hosting diverse cultural and artistic events.
- The lack of infrastructure for dining and accommodation options not only leads foreign productions to neighboring cities, but also hampers their engagement in Stonecrest's economic activities, potentially causing them to opt for alternative filming locations.
- Stakeholders expressed a lack of digital storytelling businesses, parks or studios in Stonecrest to share the area's story.

### **Unexploited Spaces**



- Stakeholders have highlighted the presence of extensive underdeveloped land throughout Stonecrest, which presents valuable opportunities for local talent to exhibit their artistry and organize cultural events.
- The development of residential and commercial infrastructure within these underutilized lands would bolster the growth and sustainability of the film industry.
- The mall currently offers many vacant spaces, including the unoccupied Sam's Warehouse, which presents an expansive 50,000 square feet area, providing ample opportunities for establishing a museum or hosting various cultural businesses or events.
- Stakeholders expressed that the city is missing a Downtown District as Stonecrest does not have a city center.

### Government Coordination & Support for the Creative Industries

- Stonecrest's administration is experiencing a high turnover rate and frequent changes, resulting in confusion among residents regarding the appropriate contacts for specific matters. This lack of clarity makes the film permitting process harder and more time-consuming.
- There has been notable interest from stakeholders regarding the establishment of an additional arts and culture commission or office aimed at supporting the other creative industries and arts within the city. It would serve as a crucial point of contact for agencies like the Alliance, facilitating regular collaboration and ensuring appropriate sharing of federal resources; and support the city's abundant pool of talent and untapped potential.
- More support is needed to establish a comprehensive representation of the Arabia Mountain Heritage Area Alliance as an exemplary destination among the diverse array of locations that can flourish through collaboration with the Film, Music & Digital Entertainment industries.

## 2.5 SWOT

INTERNAL	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● Stonecrest’s partnership with the DeKalb Entertainment Commission, Georgia Film, Music &amp; Digital Entertainment Office, and Location Manager’s Guild International positions the city as a leading center for film, culture, and entertainment.</li> <li>● The Five-Year Strategic Plan for Economic Development for DeKalb County and the DeKalb County Film, Music and Digital Entertainment Strategy strategically positions the creative industries as high priority in the region.</li> <li>● Sound Diplomacy’s mapping showed that Stonecrest has a strong presence in the Production Link of the Film value chain: 51% of Film assets in Stonecrest are related to the activity of Film Production and Post-Production (28 assets).</li> <li>● To put the level of direct employment into perspective, Sound Diplomacy’s economic impact assessment revealed that the direct employment generated by the three sectors makes up 4.2% of the jobs in Stonecrest. Therefore the level of employment is comparable to the Finance &amp; Insurance sector, which employs 4.41% of all employees in Stonecrest, GA. Employment in the studied sectors is greater than</li> </ul>	<ul style="list-style-type: none"> <li>● Stonecrest doesn’t have a music-specific office nor any arts council.</li> <li>● The Stonecrest Film &amp; Entertainment Commission does not have its own website.</li> <li>● There is no City of Stonecrest-led funding nor any economic development incentives specific to the film, music and digital entertainment industries.</li> <li>● Education in music tech is missing in the city.</li> <li>● Licensing processes specifically related to the cultural and entertainment sectors either do not exist, or are difficult to find.</li> <li>● No health and safety regulations or guidelines for the entertainment sector exist in Stonecrest, other than measures related to COVID-19.</li> <li>● There is no city-wide busking policy currently in place in Stonecrest.</li> <li>● The absence of dedicated audience development programs in Stonecrest leads to limited local awareness and community engagement with the film, music, and digital entertainment industries, hindering the involvement of untapped local talent in the creative community.</li> </ul>

traditional sectors such as Construction (3.90%).

- Stonecrest manages its film industry through an efficient film ordinance and FilmApp, streamlining processes around film production permits.
- Education in Film and TV is a significant fixture in Stonecrest's schools.
- K-12 and high school education in music performance and instrument learning is available and accessible.
- Innovative teaching connected to digital entertainment has increased access to technology in the city.
- DCSD runs a summer school with various online and in-person workshops in the film and digital entertainment sectors.
- The Film Foundation addresses the need for workforce development within the film, music and digital entertainment industry in Stonecrest through practical courses in Film, Music, Theater Production and Artistic Development.
- The Georgia Production Partnership works to protect the Georgia film tax credit, expand its network of members and supporters, and strengthen the creative industries and their workforce.
- Stonecrest's creative community has an important network and brings a lot of talent and resources to the city.
- The roundtables highlighted the Stonecrest Film & Entertainment Commission's significant role in positioning the city as a camera-ready and film-friendly community, streamlining the film permitting process and promoting the local studios, filming locations, resources and professionals,

- There are no marketing or promotion initiatives in place for the cultural and entertainment sectors.
- Stonecrest doesn't have specific guidance to help venues, festivals and film productions become more sustainable.
- No heritage programs exist in connection to film, music or digital entertainment in the city.
- Sound Diplomacy's Mapping revealed that there are not enough dedicated live music venues in Stonecrest, limiting the opportunities for large scale events and concerts held locally.
- Stonecrest's lack of arts centers results in a significant shortage of event venues according to stakeholders, as highlighted in the roundtable discussions.
- Sound Diplomacy's regulatory assessment showed that the City of Stonecrest does not currently have an Agent of Change Policy in place.
- Sound Diplomacy's regulatory assessment revealed that among the 4 types of zoning districts identified by the zoning ordinance, none is being used as a cultural or entertainment district.
- Sound Diplomacy's roundtable discussions revealed a collective desire among stakeholders to broaden the city's focus beyond the film industry and include all creative sectors and individuals across diverse artistic and entertainment areas.
- More efforts are needed to support smaller and independent productions happening in Stonecrest which do not

<p>while also organizing film screenings, workshops, and panels.</p> <ul style="list-style-type: none"> <li>● Stonecrest City Council members approved the annexation of a new movie studio complex in 2022 geared toward streaming services.</li> </ul>	<p>benefit from the State of Georgia's film and entertainment tax credits.</p>
<p><b>EXTERNAL</b></p>	
<p><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>● The State of Georgia has a number of creative industry tax incentive programs, such as the Film Tax Credit, the Georgia Music Investment Act, and the Georgia Interactive Tax Credit, that Stonecrest's creative industries can benefit from.</li> <li>● Stonecrest has excellent transport links due to the Metropolitan Atlanta Rapid Transit Authority (MARTA), and proximity to Route 86, and Hartsfield-Jackson Atlanta International Airport, which provide access to the city and its creative businesses and activities.</li> <li>● Sound Diplomacy's review of the City of Stonecrest Comprehensive Plan 2038 showed that the residents' appreciation of Stonecrest's natural resources can be an opportunity to hold cultural outdoor events and activities for residents and visitors to enjoy.</li> <li>● The natural richness of the area attracts film professionals and businesses contributing to the economic growth of the region.</li> </ul>	<ul style="list-style-type: none"> <li>● Sound Diplomacy's regulatory assessment and the City of Stonecrest Comprehensive Plan 2038 showed that crime is one of the greatest challenges of a growing community as it can deter people from moving to the city.</li> <li>● Sound Diplomacy's regulatory assessment and the City of Stonecrest Comprehensive Plan 2038 showed that a complex challenge facing Stonecrest is the affordability of housing for all. This challenge plaguing many creatives can lead to talent drain as they relocate to places with better financial security.</li> <li>● Sound Diplomacy's mapping revealed that Stonecrest's proximity to Atlanta, with its larger venues and cultural offerings, may limit the local programming options and attract people to seek cultural experiences in Atlanta instead.</li> <li>● COVID-19 heavily impacted the Film, Music and Digital Entertainment industries in Stonecrest, which declined by 20.8% between 2019 and 2020. Most affected were the Film and Music sectors, declining by 25.4% (\$30.0</li> </ul>

<ul style="list-style-type: none"> <li>● Being affiliated with the National Parks system provides the Arabia Mountain Heritage Area Alliance and Stonecrest with considerable exposure and promotion. The Alliance is part of a network of 62 National Heritage Areas across the United States.</li> <li>● Sound Diplomacy’s roundtable discussions revealed that Stonecrest stands out as an exemplary residential city renowned for its quality of living, appealing to a diverse range of individuals and talent.</li> <li>● Sound Diplomacy’s review of the Stonecrest LCI Plan 2013 showed that the Mall redevelopment project (Privi) is an opportunity that will create a workspace/hub for creatives and cultural freelancers and small businesses.</li> <li>● Sound Diplomacy’s roundtable discussions shed light on the abundance of underdeveloped land and spaces in Stonecrest, including in the Mall, which holds potential for engaging artistic projects and events.</li> </ul>	<p>million) and 28.2% (\$17.6 million) respectively.</p> <ul style="list-style-type: none"> <li>● Sound Diplomacy’s roundtable discussions unveiled a lack of awareness about Stonecrest as a distinct city, with many residents either confusing it with neighboring cities or disregarding its borders.</li> <li>● Sound Diplomacy’s roundtable discussions revealed a lack of dining and hotel options in Stonecrest, which not only leads foreign productions to neighboring cities, but also hampers their engagement in Stonecrest’s economic activities, potentially causing them to opt for alternative filming locations.</li> <li>● Sound Diplomacy’s roundtable discussions revealed that the city administration is currently experiencing a high turnover rate and frequent changes, resulting in confusion among residents regarding the appropriate contacts for specific matters. This lack of clarity makes the film permitting process harder and more time-consuming.</li> </ul>
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### 3. Strategic Plan

This section summarizes the previous research and provides recommended actions for each area of opportunity to strengthen and grow the film, music and digital entertainment industries in Stonecrest. There are 15 actionable recommendations, with proposed timeframes for implementation, instructions on how to implement, and where relevant, a best practice example from another location. Stonecrest’s challenge is to find its own identity that doesn’t compete with the nearby established music industry in Atlanta, other cities in Georgia that are strategically developing their music industries such as Macon, nor the major film and television studios around the state. The

independent film industry is estimated to be worth around \$4.8 billion in the US (taking 10-13% of box office revenue).<sup>73</sup> Therefore, two key insights have come from Sound Diplomacy's research and analysis - that Stonecrest has a clear opportunity to develop its unique selling point around 1) digital entertainment with particular focus on education and innovation, and 2) becoming a hub for independent film productions and music businesses through specialized support and initiatives. That being said, Stonecrest must ensure that each industry remains sustainable, but this can come from support for, and partnerships and strategic alignment with neighboring cities and counties.

The recommendations have been divided into two key categories:

1. Structural recommendations - these are priority recommendations that initiators must respond to in order for other actions to be able to take place
2. Ecosystem development recommendations - these are proposed support for and expansion of the creative industries ecosystems

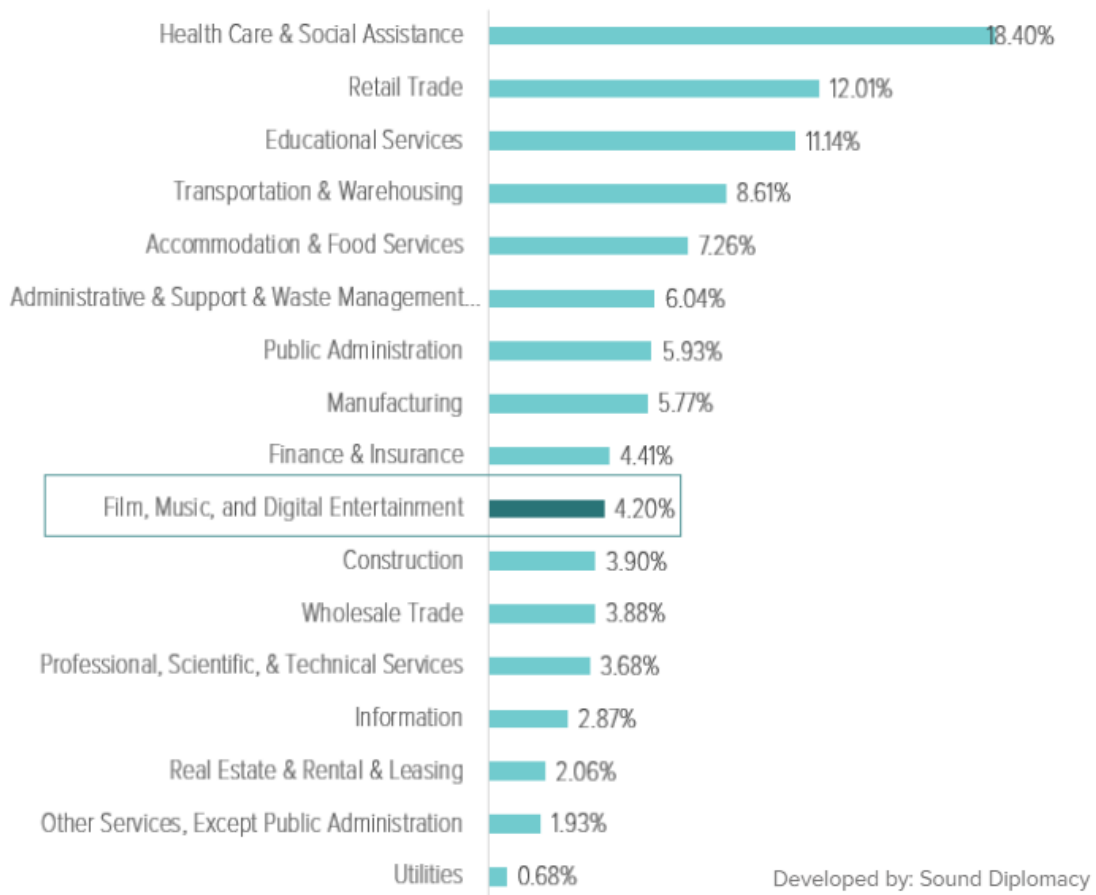
### 3.1 Structural Priority Recommendations

The film, music, and digital entertainment sectors are dynamic and significant supporters of employment and economic development in Stonecrest. The direct employment generated by these three sectors reaches around 1,104 jobs annually, which accounts for 4.2% of employment in Stonecrest. This figure exceeds the contribution of traditional sectors such as Construction, which generates 1,024 jobs (3.9% of local jobs).

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<sup>73</sup> Indy Film Library (2023)

Figure 8. Employees by Sector, 2019

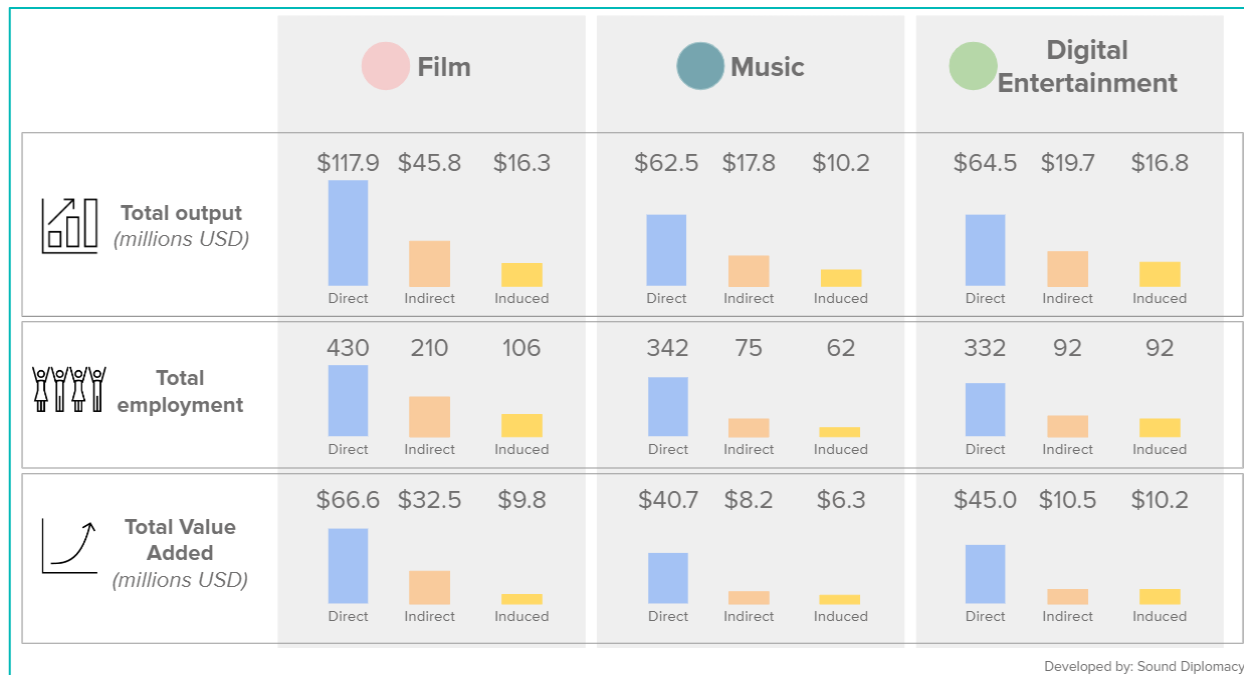


Source: County Business Patterns 2019, BEA RIMS II, Sound Diplomacy Research

However, the research and stakeholder engagement processes revealed a lack of a unified vision for the film, music and digital entertainment industries in the city, and a collective desire among stakeholders to broaden the city's focus beyond the film industry and include all creative sectors and individuals across diverse artistic and entertainment areas. The Stonecrest Film and Entertainment Commission Ordinance 051820 outlines the duties and responsibilities of the Commission. These include providing strategic guidance and support for the film, music recording and production, and

entertainment industries.<sup>74</sup> While music and digital entertainment are included in the ordinance, these industries do not receive the same focus as the film sector, which became clear when arranging stakeholder conversations, as few representatives of the music industry were involved, despite Sound Diplomacy’s mapping revealing that music assets make up the greatest proportion of creative industry assets in the city (48%). This lack of broad industry support was also noticeable through desk research on local strategies and incentives. Furthermore, although the film sector receives more support and Stonecrest has a strong offer of assets in the production link of the film value chain (with 51% of the film-related assets related to film production and post-production activities - replicating the same findings in DeKalb County as a whole), Sound Diplomacy’s stakeholder engagement revealed a lack of support for independent film productions that do not benefit from the state’s tax incentives. This should be addressed by the Film & Entertainment Commission.

Figure 9. Stonecrest Film, Music and Digital Entertainment Economic Impact, Output, and Employment 2019 breakdown



In addition, Sound Diplomacy’s mapping revealed that Stonecrest's proximity to Atlanta, with its larger venues and cultural offerings, may limit the local programming options and attract people to

<sup>74</sup> Stonecrest Film and Entertainment Commission Ordinance 051820 (2020)



seek cultural experiences in Atlanta instead. Nearby cities such as Atlanta and Covington have already established a strong presence in music, or have directed their focus towards film. In this context, as a young city, Stonecrest needs to find its own narrative and branding to stand out. Sound Diplomacy's mapping and economic impact assessment reveal that there is already a solid opportunity for Stonecrest's digital entertainment to stand out locally, with 15% of Stonecrest's creative assets being related to digital entertainment. Stonecrest's employment in the digital entertainment sector in Stonecrest exceeds that of DeKalb County as a whole (Stonecrest: 1.26%; DeKalb: 0.53%); and Stonecrest's digital entertainment sector provides 15.9% of DeKalb's direct employment in the sector and 12.2% of the direct GVA. Furthermore, stakeholders expressed a desire to see an increase in digital storytelling businesses and studios that can support projects and programs around the city, as well as tell Stonecrest's heritage and story in innovative ways (such as digital billboards). Digital entertainment could become the unique selling point of Stonecrest's brand development.

Such a narrative and branding plan would align with the City of Stonecrest Comprehensive Plan 2038.<sup>75</sup> This highlights how Stonecrest aims to be a community that embraces culture and the arts while also being a destination for sports and entertainment. It states that Stonecrest is committed to being a "City of Innovation and Excellence", through its vision statement: "Community, Commerce and Culture working together as a world-class city."

Although the majority of stakeholders recognized the Film & Entertainment Commission's activities during conversations, they also revealed that many Stonecrest citizens are not aware of its existence and continued activity. While some efforts are led by the city through the Commission to raise awareness about the creative industries, there is a significant lack of community engagement and participation in the creative sectors. Moreover, Sound Diplomacy's roundtable discussions also unveiled a lack of awareness about Stonecrest as a distinct city, with many residents either confusing it with neighboring cities or disregarding its borders.

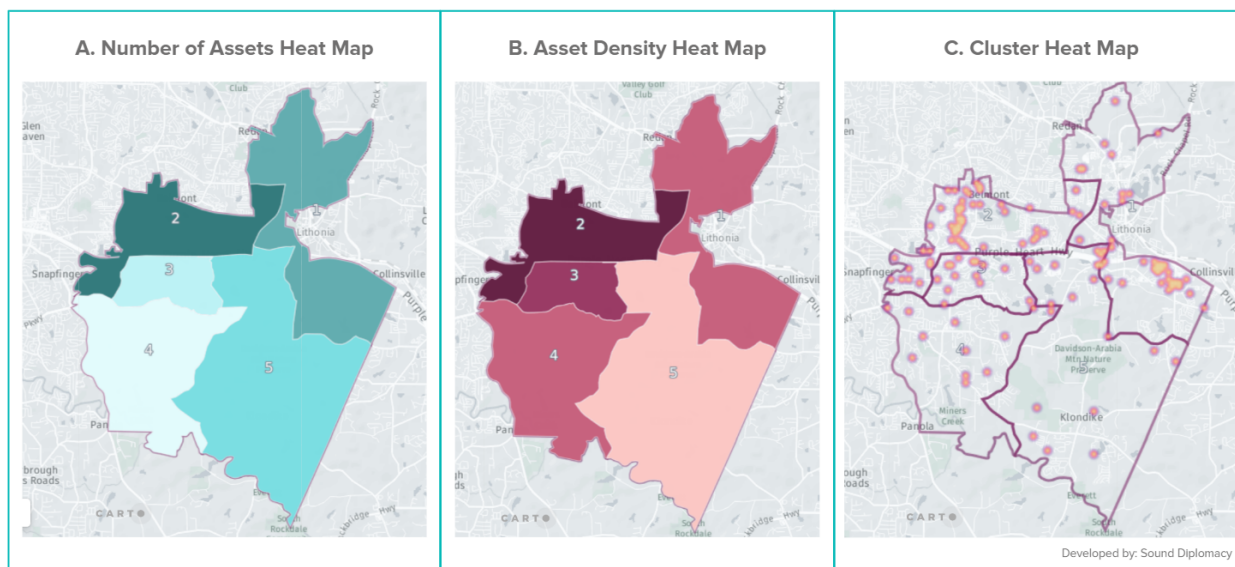
Stakeholders attributed the deficiency in community engagement and awareness to the absence of dedicated audience development programs and comprehensive marketing campaigns aimed at fostering local awareness and stimulating community interaction within the creative industries. The lack of marketing and promotion initiatives for the cultural and entertainment sectors, as well as the absence of a dedicated website for the Film & Entertainment Commission act as a hindrance, preventing numerous untapped talent from accessing opportunities and integrating into the creative community. Effective communication regarding local opportunities, partners, and events within Stonecrest's creative sectors will be crucial to the development of these industries.

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<sup>75</sup> City of Stonecrest (2019)

Stakeholders also noted that the city is missing a Downtown District as Stonecrest does not have a city center, and Sound Diplomacy’s regulatory assessment revealed that among the 4 types of zoning districts identified by the zoning ordinance, none are being used as a cultural or entertainment district. The DeKalb County, Georgia Film, Music & Digital Entertainment Five-Year Strategic Plan for Economic Development 2017—2022<sup>76</sup> identifies 5 potential locations for entertainment districts, none of which are in the City of Stonecrest. However, Sound Diplomacy’s mapping shows that there is a high concentration of assets in District 2, with 61 assets (41% of total mapped assets), followed by District 1 with 43 (29%), which could represent an opportunity to establish an entertainment district and align with the County’s strategic goals.

Figure 10. Spatial Distribution of Film, Music, and Digital Entertainment Assets in Stonecrest



Finally, Sound Diplomacy’s desk research revealed that licensing processes specifically related to the cultural and entertainment sectors either do not exist or are difficult to find. The roundtable discussions also highlighted this. Moreover, they added that since Stonecrest is a new city, its administration is currently experiencing a high turnover rate and frequent changes. These changes have resulted in confusion among residents regarding the appropriate contacts for specific matters. As a consequence of this lack of clarity, the permitting processes, including those for film, have become harder and more time-consuming.

<sup>76</sup> DeKalb County (2017)

## Recommendation 1. Strategically Align Existing and Future Initiatives of the Film & Entertainment Commission and Committee to the Stonecrest Film and Entertainment Commission Ordinance 051820

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

**Supporting Stakeholders:** Film, music and digital entertainment stakeholders

**Timeframe:** Medium term (1-2 years)

**Sector of Focus:** Transversal

Strategically align the work of the Stonecrest Film and Entertainment Commission and Committee to respond to the ongoing needs of the film, music and digital entertainment industries. Ensure that all work undertaken on behalf of the Commission remains relevant to the global industries as well as local issues that impact industry stakeholders living and working in Stonecrest. Part of this will require regular and consistent updates to the Entertainment Commission Ordinance (hereafter referred to as the “Charter”) and reminders of the roles, responsibilities and expectations for the Commission and its Committee in order for the effective fulfillment of duties to preserve and grow the supported industries.

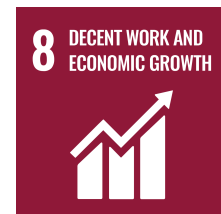
### Implementation actions

- Continue to host monthly Committee meetings with the Film & Entertainment Committee.
- Create Committee working groups that are divided into each sector so that sector-specific tasks can be allocated and focused on by expert-led groups. This would also include distribution of work connected to the implementation of the recommendations in this report. The working groups can have a temporary status to meet specific needs.
- Dedicate one meeting every year to update the Charter, reviewing in advance which initiatives have been successful, where there are gaps in the offer in Stonecrest, looking at cultural trends, and how the city wants to position itself for the following year.
- Establish communication with other film and entertainment commissions (or the like) across DeKalb County, to align strategically and explore opportunities for collaboration.
  - Create a working group with responsible parties in neighboring cities to create best practices and align strategically.
  - Connect with other cities to share best practice, and for information and talent exchange.
- Advocate for the sustainability of the film, music and digital entertainment sectors in the city, including the affordability of living and working spaces.

- Ensure open communication in the community to encourage new members of the Committee, paying particular attention to including equal representation from all relevant industries, and take into account diversity and inclusion when appointing members.
- Invite stakeholders from the local film, music and digital entertainment industries to meetings and to sit on working groups to bridge the gap between the City and its industries.
- Invite stakeholders from other industries (hospitality, tourism, education, retail, etc.) to meetings to develop cross-sectoral communication and input.
- Undertake a yearly audience survey to understand and respond to local audiences to ensure initiatives, activities, events and educational opportunities in the city are relevant.
- Work with the City of Stonecrest to expand the direction of support to attract small independent film productions and music businesses through:
  - Allowing independent film productions to use city spaces as filming sets such as venues, restaurants and court rooms, for free
  - Providing permits and licenses to streamline administrative and bureaucratic processes.
  - Offering funding or tax breaks to productions, recordings and businesses collaborating with the local music or digital entertainment industries. For instance, a grant or economic incentive could be offered to film productions using music or digital work from local creatives. This would support the three industries at once.
  - Reach out to production companies local and national to raise awareness of extra support provided to independent films.

**SUSTAINABLE DEVELOPMENT GOAL:** Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All<sup>77</sup>

- 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.



<sup>77</sup> United Nations (2022)

## Recommendation 2. Identify and Promote Stonecrest's Brand for the Creative Industries

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

**Supporting Stakeholders:**

- Film, music and digital entertainment stakeholders
- A marketing consultant

**Timeframe:** Medium term (1-2 years)

**Sector of Focus:** Digital Entertainment

As a new city, Stonecrest needs to find its own narrative and to share it, a narrative that acknowledges, protects and promotes the role of the creative industries in Stonecrest's history, heritage, and their impact on the city. This brand should encompass the film, music, and digital entertainment sectors as a cohesive whole, with a particular emphasis on digital entertainment. Neighboring cities such as Atlanta have already established a strong presence in music, or have directed their focus towards film. In order for Stonecrest to forge its own distinct identity, stand out, and fill the digital entertainment gap in the local market, it would be advisable to position itself as an innovative hub for digital entertainment, branding itself accordingly.

To align with this goal, three of the proposed recommendations have a specific focus on Stonecrest's digital entertainment sector:

- Recommendation 4: Run a Marketing Campaign to celebrate Stonecrest's brand
- Recommendation 6: Create a Research and Education Center for digital entertainment
- Recommendation 13: Create Tourism Offer Around Industry Productions and Events

This approach should be complemented by maintaining efforts in the music and film domains, ensuring a baseline presence in line with other cities in these three industries, while concurrently offering additional value in the realm of digital entertainment.

The brand should identify what makes Stonecrest's cultural offerings unique and successful (existing strong creative and tech communities, renowned films produced in Stonecrest, high-quality talent, film studios, etc.) and promote these traits to local residents, artists and businesses, as well as investors and visitors. The brand should involve local individuals and organizations from diverse

backgrounds and professional roles to ensure that it is reflective of the city's diversity and is endorsed by the creative sector with pride.

### Implementation actions

- Hire a Marketing Consultant to oversee and lead an official strategy utilizing advice and input from the Committee.
- Organize meetings with the Film & Entertainment Commission and its Committee to workshop ideas and define Stonecrest's brand, including: a title and tagline, logo and typeface, marketing materials including website (**recommendation 3**), social media, posters and banners, branding guidelines. Key stakeholders of the film, music and digital entertainment industries should be invited to get their backing.
- Survey local residents to understand what the city and culture means to them.
- Incorporate the city's heritage and diverse cultures into messaging.
- Procure the brand identity design prioritizing local studios.
- Set up a social media campaign (**recommendation 4**).
- Organize an initial event to launch the brand, to develop a positive narrative of Stonecrest and its creative industries.
- Create a number of promotional events and activities under the remit of the brand.

### Further considerations

The Stonecrest brand for the creative sectors should be designed with inclusivity in mind, representing the talent and vibrancy of the city's diverse film, music and digital entertainment industries; and invite people to discover the creative places and projects that Stonecrest has to offer.

The brand should also be used for all the creative initiatives the City organizes and supports, with the logo featured in any communication materials. It should also be attached to any national and international creative tourism campaigns.

## Benchmark: Austin's Music, Film and Media City Brand, US.

**What Is It:** In 2015, Austin achieved a significant distinction, being designated as the first (and only) "City of Media Arts" in the United States by UNESCO (United Nations Educational, Scientific, and Cultural Organization), becoming a member of the UNESCO Creative Cities Network. This prestigious recognition highlights Austin's status as an influential global city known for its dynamic convergence of art, music, and digital technology, solidifying its reputation as a thriving international hub for creative exchange.<sup>78</sup>

**Who Is Responsible:** Austin's UNESCO Media Arts city designation involves a collaborative effort between the Cultural Arts Division of the Economic Development Department and a Community Led Steering Committee.

**What Has It Done:** With its self-proclaimed title as the "Live Music Capital of the World," Austin has successfully cultivated a world-renowned brand around a multitude of elements, reflecting the city's dynamic and diverse cultural ecosystem.<sup>79</sup> This cultural landscape is enriched by the presence of many talents, ranging from individual artists and creators to non-profit arts and culture organizations, which have played a pivotal role in spurring its growth. As Austin's creative sector continues to expand, its vitality is sustained not only by the acclaimed events such as the music, film and interactive South by Southwest (SXSW) festival;<sup>80</sup> Austin City Limits Music Festival<sup>81</sup>; Fusebox International Performing Arts Festival<sup>82</sup> and Fantastic Film Fest,<sup>83</sup> but also by the Love Austin Music Month<sup>84</sup> celebration, the Austin-Toronto Music City Alliance,<sup>85</sup> year-round live music programming, and its vibrant underground music scene. The collective support of venues, funders, leadership, and enthusiastic audiences further enhances Austin's capability to establish and sustain such a distinguished brand, thereby solidifying its position as a premier cultural destination.<sup>86</sup>

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<sup>78</sup> Austin Texas Gov. (n.d. a)

<sup>79</sup> South By SouthWest (2023)

<sup>80</sup> Ibid.

<sup>81</sup> ACL Festival (n.d.)

<sup>82</sup> Fusebox (n.d.)

<sup>83</sup> Fantastic Fest (n.d.)

<sup>84</sup> Austin Music Foundation (n.d.)

<sup>85</sup> Austin Texas Gov. (n.d b.)

<sup>86</sup> UNESCO Org (n.d.)

As a member of the UNESCO Creative Cities Network (UCCN), Austin actively engages in promoting creativity and cultural industries both independently and in collaboration with other UNESCO cities. Its efforts focus on strengthening participation in cultural life and ensuring the seamless integration of culture into urban development plans, “connect media artists with innovative companies, bolster the economic stability of the local arts ecosystem, encourage cross-sector creative output, and elevate Austin’s creative community globally”.<sup>87</sup>

A series of City-funded initiatives centered around media art exhibitions, partnerships, exchange programs, and public art projects have been developed as part of the branding strategy and designation:

- SXSW Media Arts Exhibition (2018 & onwards): The Festival Art Program carefully selects artworks from studios, designers, collectives, and individual artists. These works, whether in medium or concept, reside at the convergence of art and technology, generating experiences that stimulate discussions about the significance of visual and digital media arts in culture, technology, and the public sphere.<sup>88</sup>
- Wander (2017 & onwards): a digital choose-your-own-adventure public artwork in downtown Austin.<sup>89</sup>
- Tempo (2014 & onwards): an Art in Public Places Program (AIPP) offers City-owned locations throughout Austin for artistic proposals.<sup>90</sup>
- City to City Artist Exchange Program (2017 - 2021): A project commissioned by the members of UNESCO’s Media Arts Cities.<sup>91</sup>

**Lesson for Stonecrest:** Stonecrest can draw valuable insights from Austin's model to establish a well-defined brand that acts as a central theme for visitors and fosters creativity and growth within the film, music, and digital entertainment sectors. Stonecrest could emulate Austin's approach to promote its own film, music, and digital entertainment ecosystems, with a specific focus on digital media. The effective implementation of branding strategies such as those established in Austin would allow local businesses and entrepreneurs in Stonecrest to benefit from a smoother

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<sup>87</sup> Austin Texas Gov. (n.d.)

<sup>88</sup> SXSW (n.d.)

<sup>89</sup> Austin Texas Gov. (n.d. c)

<sup>90</sup> Austin Texas Gov. (n.d. d)

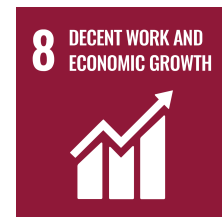
<sup>91</sup> Media Arts Cities (n.d.)



connection to the regional market, seamlessly incorporating Stonecrest's brand into their marketing strategies to blend harmoniously with the city's vibrant environment. Moreover, one crucial aspect contributing to Austin's success lies in the collective support from venues, funders, leadership, and enthusiastic audiences. This united backing strengthens Austin's ability to establish and sustain its distinguished brand, solidifying its position as a premier cultural destination—a goal that Stonecrest should strive to achieve.

**SUSTAINABLE DEVELOPMENT GOAL:** Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All<sup>92</sup>

- 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 9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products



### Recommendation 3. Create a Dedicated Website for the Film & Entertainment Commission

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

**Supporting Stakeholders:**

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<sup>92</sup> United Nations (2022)

- Film, music and digital entertainment stakeholders
- A web developer

**Timeframe:** Short term (0-12 months)

**Sector of Focus:** Transversal

A dedicated website will showcase and promote the work of the Stonecrest Film & Entertainment Commission. Create a comprehensive website containing information and links on all the film, music and digital entertainment ecosystems' agents, assets, projects and services available in Stonecrest will enable artists, creatives, industry professionals and businesses to connect with each other and find the resources and services they need. Additionally, this will make it easier for locals and visitors to discover and engage with Stonecrest's local creative industries. In addition, establishing a dedicated website would be a way to promote Stonecrest's branding (**recommendation 2**) and to assist the promotion of local film and digital entertainment productions, studios and filming locations, as well as local musicians, music venues, services, and events/activities. It should also aim to celebrate the rich local creative work and art, providing a spotlight for talented individuals and projects within the community. A significant aspect of its functionality would involve gathering and organizing essential information that is often challenging to access via the one stop shop (**recommendation 7**). This would include licensing details, incentives available, and more.

### Implementation actions

Work with a web developer to build a website that includes:

- An "About" section, presenting the Commission, its missions, initiatives, events, activities, objectives and Committee members.
- A database (**recommendation 14**) of the stakeholders working in the creative industries in Stonecrest, including creatives, businesses, studios, musicians etc.
- An events calendar listing all public and private events to better promote cultural events and concerts, with ticket selling opportunities. Event organizers should be able to submit information about their events to be listed.
- A film section, including:
  - A "Filmed in Stonecrest" section, as already showcased on the Commission's webpage.<sup>93</sup>
  - Links to existing databases and listings (such as Georgia's database of filming locations,<sup>94</sup> and cast and crew vacancies in the local industry).

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<sup>93</sup> City of Stonecrest (2023)

<sup>94</sup> Georgia USA (n.d. a)

- A section showcasing the special support offered to independent productions (**recommendation 1**).
- The incentives and opportunities for the film sector, such as Georgia's film and entertainment tax credits.<sup>95</sup>
- A music section, showcasing the city's music identity, assets and experiences. It should also include the local incentives and opportunities for the music sector, such as the Georgia Music Investment Act.<sup>96</sup>
- A digital entertainment section, promoting Stonecrest's digital assets, opportunities for participation, education, events and experiences.
- A one stop shop (**recommendation 7**) for all the licensing and regulations applying to the creative industries, including an access to the local film permits application forms which is already on the Commission's webpage.<sup>97</sup>
- Tourism activities connected to the film, music and digital entertainment industries, such as tours, exhibitions, trails, etc. (**recommendation 13**).
- A contact page for any inquiries, and links to any relevant social media accounts.
- A film, music, and digital entertainment marketing toolkit including guidelines on how to effectively promote the Stonecrest creative brand (**recommendation 4**).

### Further considerations

The Film and Entertainment Commission website should be engaging and accessible in design, and actively promote its existence to the local film, music and digital entertainment ecosystems. Some visual designs created by local studios would help establish Stonecrest as a digital entertainment and storytelling hub.

#### Benchmark: Louisiana Entertainment Website, US.<sup>98</sup>

**What Is It:** As the entertainment division of Louisiana's Economic Development state department,<sup>99</sup> Louisiana's Entertainment office<sup>100</sup> is the designated agency that operates infrastructure and tax incentives and promotes local talent on behalf of the film, music and digital media industries. In 2021, the entertainment industry in Louisiana contributed

<sup>95</sup> Georgia USA (n.d. b)

<sup>96</sup> Georgia Music Partners (n.d.)

<sup>97</sup> City of Stonecrest (2023)

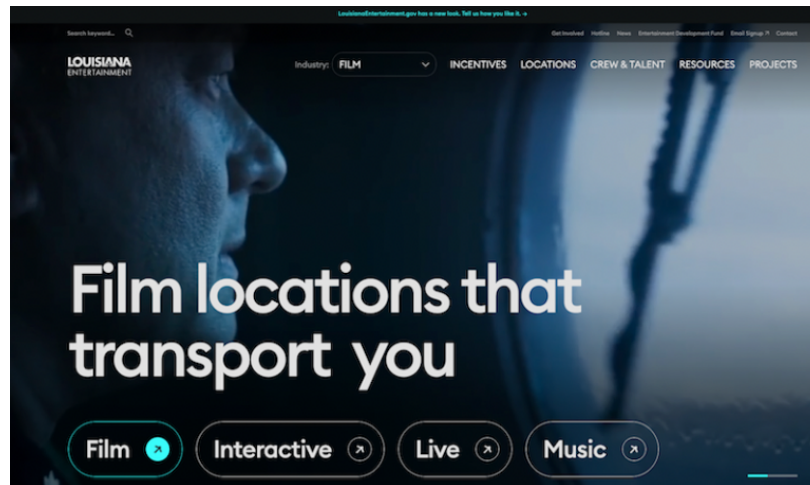
<sup>98</sup> Louisiana Entertainment. (2023a)

<sup>99</sup> Louisiana Economic Development (n.d. a)

<sup>100</sup> Louisiana Economic Development (n.d. b)

significantly to the economy, generating a total of \$366 million in expenditures. However, the website serving as the central hub for this thriving commerce faced challenges in adequately catering to the distinct requirements of its various sectors and failed to effectively portray the dynamic entertainment landscape in the state.<sup>101</sup>

Picture 1: Louisiana Entertainment Website, US.<sup>102</sup>



Since an update to the website in 2022, it now streamlines the research and application process for the state's industry-specific incentive programs, and provides visitors with detailed information necessary to make well-informed decisions in relation to music, film, interactive digital media, and live performances.<sup>103</sup>

**Who Is Responsible:** Louisiana Entertainment Office and Louisiana's Economic Development state department.

**What Has It Done:** Visitors can select from four entertainment sector options: Film, Music, Interactive, or Live Performance. By choosing a sector, they can access content that highlights incentives, locations, crew and talent, business resources, and projects relevant to that particular industry.<sup>104</sup>

<sup>101</sup> Louisiana Economic Development (n.d. c)

<sup>102</sup> Louisiana Entertainment (2023b)

<sup>103</sup> Ibid.

<sup>104</sup> Louisiana Economic Development (n.d. b.)

Utilizing dynamic UX, immersive multimedia, and intuitive resource navigation, the website underwent a redesign to align with its new brand direction and its evolving audience. The website now has a persona-driven user experience, wherein visitors can self-identify upon entry to receive customized content tailored to their preferences throughout their browsing journey.<sup>105</sup>

Interactive maps offer detailed information about local film offices, stages, recording studios, and other relevant locations. A travel distance calculator enables producers to estimate driving times between different cities in Louisiana. Additionally, the website features a comprehensive and searchable database that includes locations, accommodation, talent, crew, and over 50 other essential production resources.<sup>106</sup>

The 'Interactive' section provides comprehensive information about Louisiana's incentives, including its "Media and Software Development Incentive Program," along with detailed incentives available for each industry. This section is further supplemented by subsections for 'Find Interactive Studios' and 'Find Crew & Talent,' in addition to a listing of the latest news articles under 'Interactive News.'<sup>107</sup>

**Lesson for Stonecrest:** A website inspired by the Louisiana Entertainment Website would effectively tackle multiple challenges confronted by the Stonecrest Film & Entertainment Commission. Presenting all this pertinent information in one centralized hub, similar to the Louisiana Entertainment website, creates an opportunity for the Stonecrest Film & Entertainment Commission's website to become a go-to resource for professionals, enthusiasts, and the general public alike, fostering a vibrant and thriving local entertainment ecosystem. Through its user-friendly design and comprehensive content, the website would bridge the gap between the Commission, stakeholders, and the community, promoting collaboration, creativity, and economic growth in the local entertainment industry.

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<sup>105</sup> Three Sixty Eight (2022)

<sup>106</sup> Biz New Orleans (2022)

<sup>107</sup> Louisiana Entertainment (2023b)

**SUSTAINABLE DEVELOPMENT GOAL:** Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialization and Foster Innovation<sup>108</sup>



- 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.

## Recommendation 4. Run Dedicated Marketing Campaigns to Celebrate Stonecrest's Brand

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

**Supporting Stakeholders:**

- Film, music and digital entertainment stakeholders
- A marketing consultant

**Timeframe:** Medium term (1-2 years)

**Sector of Focus:** Transversal

Create two dedicated marketing campaigns that:

- Promote Stonecrest as a supporter and destination for independent film productions and music businesses.
- Promote Stonecrest as a leader in digital entertainment.

Official marketing campaigns are needed to respond to the identified lack of communication and promotion regarding the creative industries in Stonecrest. As well as specific focus on the above areas, a marketing campaign would need to:

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<sup>108</sup> United Nations (2022b)

- Communicate about the city's brand for the creative industries, and cultural identity (**recommendation 2**).
- Highlight the work of the Film & Entertainment Commission, and promote the proposed website (**recommendation 3**).
- Promote the existing educational and professional development opportunities, allowing Stonecrest to position itself as a city for learning and career development in the creative industries.
- Promote the heritage of Stonecrest, including the influences of different cultures in local events and festivals.
- Define where Stonecrest and its city boundaries lie.
- Enhance community engagement and audience participation in the film, music and digital entertainment sectors.
- Better connect the City with local creative industry stakeholders, and highlight support for them.
- Reflect the diversity of genres, productions, businesses and cultures in Stonecrest.
- Promote the proposed special support offered to independent film production companies (**recommendation 1**).
- Target residents/local workers whilst also targeting visitors, and artists and creative businesses from outside of the region.

### Implementation actions

- Consult with creative industries stakeholders to work together on any branding campaigns, share data and information, and ensure that they share the vision created, and will promote any brand documents. They will need to be involved in all aspects, feeding into the website and database, providing event information, etc.
- Develop a social media campaign with a hashtag that residents and workers can share, widening the reach of the audience.
- The social media campaign should also include engaging content, such as short videos, photo montages, interviews, and playlists representing Stonecrest as a creative city. These should be created by local videographers, musicians, artists and businesses and stakeholders and audiences encouraged to reshare.
- Coordinate efforts with County and State tourism authorities to align the brand and strategy with the overall destination marketing.
- Branded materials and information on activities and services in Stonecrest should be available at hotels, hospitality and retail establishments and other points of interest. Offline promotional activities that integrate the city's creative brand should include custom graphics

for events and conferences (**recommendation 8**), advertising on dedicated creative sectors platforms, as well as tourist portals like the Explore Georgia website.<sup>109</sup>

- The City should allocate promotional spaces (e.g., digital billboards, transit stops, buses/taxis, temporary fencing at construction sites) for posters and other media related to the creative industries brand and likewise develop a system for people to request and allocate promotional spaces in the city. The campaign should give priority to local artists, promoters, and venues, and its messaging should be inclusive and representative of the City's diversity. The campaign should also be communicated on the City's website.<sup>110</sup>
- The campaign should begin with a launch event, featuring local artists and businesses, with a theme that represents Stonecrest and its creative industries.
- Ensure that all existing media outlets (local news, social media and the Stonecrest Podcast) are involved in the distribution and promotion of this campaign.
- Moving forward, any forthcoming marketing initiatives from partner organizations, or sponsees of Stonecrest should incorporate a comprehensive film, music, and digital entertainment marketing toolkit. This toolkit must include clear guidelines on how to effectively promote the Stonecrest creative brand, complete with illustrative examples of texts, posts, hashtags, images, videos, and music. The toolkit should be available on the Stonecrest Film & Entertainment Commission website (**recommendation 3**) in order to guide local businesses in sharing the Stonecrest brand, and to get local buy-in from residents.

### Benchmark: Year of Chicago Music Marketing Toolkit, US. <sup>111</sup>

**What Is It:** To celebrate its 2020 Year of Chicago Music, the City of Chicago unveiled its first-ever music brand, "Music in the Key of Chicago".<sup>112</sup> This marketing campaign, developed in collaboration with the City of Chicago's Department of Cultural Affairs and Special Events (DCASE)<sup>113</sup> and the local music industry, aimed to raise local awareness significantly.

**Who Is Responsible:** Choose Chicago<sup>114</sup> together with marketing agency FCB.<sup>115</sup>

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<sup>109</sup> Explore Georgia (n.d.)

<sup>110</sup> City of Stonecrest (n.d. d)

<sup>111</sup> City of Chicago (n.d. a)

<sup>112</sup> City of Chicago. (n.d b.)

<sup>113</sup> City of Chicago (n.d. c)

<sup>114</sup> Choose Chicago (n.d.)

<sup>115</sup> FCB North America (n.d.)



**What Has It Done:** The campaign incorporated a wide range of promotional channels, including digital billboards, advertising on CTA trains and buses, O'Hare advertisements, radio spots, community outreach, and minority-owned media. Additionally, the campaign extended to the 2021 series, ensuring continued momentum and impact. To further support the marketing efforts, DCASE created a comprehensive Music Marketing Toolkit, featuring key schedule announcements, official hashtags and brand names, a manifesto, and logos. The toolkit also included sample social media posts, emails, and press releases to facilitate consistent and effective communication.<sup>116</sup>

This toolkit helped local organizations encourage and guide their audiences or partners in accurate and succinct advertising. With homogenous images and messages, and a simplified and officially approved set of messages, fans and supporting organizations could easily access necessary information and help successfully market upcoming events in a collaborative effort.

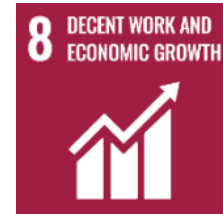
**Lesson for Stonecrest:** Stonecrest should model the Chicago branding toolkit to ensure alignment and maximize the impact of communication. To make the toolkit widely accessible, it is recommended that it be made publicly available online, following the successful model of "Music in the Key of Chicago".

Chicago demonstrates how effective tying city branding to the cultural industries can be. Although this example is specific to music, by adopting a similar approach, Stonecrest can enable local organizations and partners to effectively promote upcoming events under one brand, fostering a collaborative effort through consistent messaging and imagery surrounding film, music and digital entertainment. This unified marketing approach will make it easier for fans and supporting organizations to access pertinent information, resulting in a more successful promotional campaign, and promote how each industry is linked to the other. Moreover, involving fans and individual supporters in the initiative will instill a sense of pride and encourage them to further amplify the campaign's reach.

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<sup>116</sup> FCB North America (n.d.)

**SUSTAINABLE DEVELOPMENT GOAL:** Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All<sup>117</sup>



- 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 9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products

## Recommendation 5. Establish an Entertainment District

**Initiators:** City of Stonecrest City Manager’s Office

**Supporting Stakeholders:**

- The Stonecrest Film & Entertainment Commission and its Committee
- Stonecrest business community
- Film, music and digital entertainment stakeholders
- Stonecrest Planning & Zoning Department
- Stonecrest licensing department

**Timeframe:** Long term (3+ years)

**Sector of Focus:** Transversal

Establish an entertainment district to align with DeKalb County’s strategic planning for more districts around the County, and create a centralized offer connected to culture and recreation in the city. A successful entertainment district would house a variety of music venues, theaters, restaurants, and other entertainment-related establishments. The establishment of a well-defined entertainment

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<sup>117</sup> United Nations (2022)

district would facilitate the location of cultural activities to a distinct area, separate from the current Mall location, while helping people better understand the city's borders. An 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 beyond just the Mall, providing residents and visitors with a vibrant and dynamic cultural hub, and a clear city center. The following areas have been identified as potential locations for an Entertainment District:

- District 1 - with an existing concentration of food and beverage establishments and near infrastructure/space that can be built upon for cultural purposes (i.e. around the Mall).
- District 2 - where 41% of mapped assets are located, with the majority of hotels and restaurants, and proximity to the I-20 interstate.

### Implementation actions

- Work to establish 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).
- Create a Board that oversees all planning, communication and administration of tasks to establish a district.
- Hold 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.
- Liaise with residents in the area to help mediate any concerns and ensure ongoing dialogue for open communication to prevent tensions.
- Offer night transport and improved loading zones for special events and around venues.
- Lift parking restrictions or create temporary loading zones for easier load-in/load-out near venues.
- Assess 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)
- Develop branding specific to the entertainment district and its cultural and entertainment offer to promote it as part of the marketing campaign (**recommendation 4**).
- Encourage the organization of interdisciplinary events that bring together different sectors (creative and non) through simplified permit applications, and place particular focus on attracting and approving events that are run by and showcase Stonecrest's diverse cultural scene and give a platform to artists and businesses from various backgrounds and genres.
- Launch the entertainment district with a Stonecrest busking festival (see **recommendation 10**) that showcases local talent and encourages artists from outside of the city to come to busk via a social media campaign/advert.

- Look at the possibility of refurbishing an existing space to turn it into a dedicated music venue within the designated entertainment district.
- Commission local artists to design areas in the public realm to make them interactive, engaging and reflective of Stonecrest’s cultural identity with a particular focus on innovative digital design.
- Explore ways to increase audience engagement, such as ticket discounts for 16-25 year olds at local venues (this ties into DeKalb Entertainment Commission’s plans to create an audience development ticket scheme), “shop local” discounts during special events/festivals to encourage footfall, music, filmmaking and digital media workshops for attendees during special events/festivals, a District newsletter to highlight all events, activities, businesses and programming in the area.
- Designate the entertainment district as an open container zone allowing alcoholic beverages to be consumed outside of allocated establishments. Include branded City of Stonecrest reusable cups and allow businesses to opt in or opt out. Open container laws have already been extended in nearby Chamblee and Decatur following pilot programs during COVID-19, so Stonecrest’s entertainment district should establish the same regulations to encourage movement between businesses, increase footfall and dwell time.

### Benchmark: Pittsburgh’s Cultural District, US.<sup>118</sup>

**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.<sup>119</sup> The Pittsburgh Cultural Trust,<sup>120</sup> 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,<sup>121</sup> which embodies the diverse dimensions of African American heritage. It has galleries, classrooms, a 486-seat theater, and numerous versatile spaces that can be leased and utilized by the community. These

<sup>118</sup> Positively Pittsburgh (n.d.)

<sup>119</sup> Global Cultural Districts Network (n.d.)

<sup>120</sup> Trust Arts Org. (n.d.)

<sup>121</sup> The August Wilson African American Cultural Center (n.d.)

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,<sup>122</sup> 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.<sup>123</sup>

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.<sup>124</sup>

**What Has It Done:** The District 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.<sup>125</sup>

Their main cultural institutions include:

- The Benedum Center for the Performing Arts, which houses the Pittsburgh Opera, the Pittsburgh Civic Light Opera, Pittsburgh Ballet Theatre, and Pittsburgh Dance Council.<sup>126</sup>
- Pittsburgh Public Theater with its three-sided stage view.<sup>127</sup>

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<sup>122</sup> Trust Arts Org. (n.d. a)

<sup>123</sup> Positively Pittsburgh (n.d.)

<sup>124</sup> Cause IQ (2023)

<sup>125</sup> Positively Pittsburgh (n.d.).

<sup>126</sup> Trust Arts Org. (n.d. b)

<sup>127</sup> Pittsburgh Public Theater (n.d.)

- 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.<sup>128</sup>
- The August Wilson Center for African American Culture.<sup>129</sup>
- The Byham Theater. A former vaudeville house known as the Fulton Theater.<sup>130</sup>
- The Harris Theater. An art cinema venue that attracts movie enthusiasts who appreciate contemporary and foreign films screened by the Pittsburgh Filmmakers.<sup>131</sup>
- Visual Arts Galleries such as the American Institute of Architects Gallery and Space, Three Rivers Arts Festival Gallery and the Wood Street Galleries.<sup>132</sup>

**Lesson for Stonecrest:** Establishing an entertainment district in Stonecrest, similar to Pittsburgh's model, would effectively address the lack of a structured downtown area in Stonecrest for cultural activities.

The establishment of a designated entertainment district creates an opportunity to promote the further development of diverse entertainment venues with specific policies and guidelines tailored to support late-night cultural activities; a district can come alive with communal events, concerts, and activities, fostering a thriving city atmosphere that benefits both local businesses and the community.

Moreover, entertainment districts' well-defined policies play a pivotal role in preventing conflicts between residents and businesses. By transparently communicating the district's purpose and regulations, zoning can strike a balance, allowing neighbors to embrace and be a part of the activities rather than feeling at odds with them.

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<sup>128</sup> Trust Arts Org. (n.d. c)

<sup>129</sup> The August Wilson African American Cultural Center (n.d.)

<sup>130</sup> Trust Arts Org. (n.d. d)

<sup>131</sup> Trust Arts Org. (n.d. e)

<sup>132</sup> Positively Pittsburgh (n.d.)

**SUSTAINABLE DEVELOPMENT GOAL:** Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialization and Foster Innovation<sup>133</sup>



- 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<sup>134</sup>



- 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.

## Recommendation 6. Create a Research and Education Center for Digital Entertainment

**Initiators:** The Stonecrest Film & Entertainment Commission and Committee

### Supporting Stakeholders:

- City of Stonecrest City Manager's Office
- Film, music and digital entertainment stakeholders
- Stonecrest Economic Development Department

**Timeframe:** Long term (3+ years)

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<sup>133</sup> United Nations (2022b)

<sup>134</sup> United Nations (2022c)

## **Sector of Focus:** Digital Entertainment

Create a Research and Education Center to position Stonecrest as an innovation hub for digital entertainment, that could also serve as a compelling platform to highlight the city's rich cinematic heritage. Consider locating the Center in one of Stonecrest's empty spaces and buildings. This would be an opportunity to support and develop the digital entertainment workforce in and around Stonecrest whilst diversifying it outside of the existing digital design, programming and publishing roles. A Research and Education Center should aim to host:

- A research center for digital entertainment, attracting international researchers, innovators and professionals
- Office/co-working space
- Exhibition rooms for digital arts to showcase Stonecrest's creativity and cultural storytelling, as well as renowned artists
- Educational activities, classes for school children, workshops, training courses
- Event space for conventions/conferences, community use, intimate shows and industry events
- Studio space for recording, broadcasting and teaching

This center for innovation, in addition to showcasing the advancements in filmmaking, digital storytelling, and imaging, would also culturally exemplify the city's progress and celebrate the individuals who drive the industry. By fostering creativity, research, collaboration, innovation and professional growth, a center could attract a diverse audience and contribute to the city's economic and cultural prosperity. This strategic initiative holds the potential to establish Stonecrest as a leading force in the world of digital entertainment.

### **Implementation actions**

- Using local knowledge and Sound Diplomacy's mapping, identify a space to conduct a pilot program for the Center during the first year. This could be done in the film production studio, Ours Studios, with the intention of identifying a larger, dedicated space for the Center after the pilot program's success, such as Sam's Warehouse. Determining the location should also take into account accessibility, and proximity to major roads, parking and transport hubs to encourage people to visit from outside of the city.
- Work with Decide DeKalb and DeKalb Entertainment Commission to align with workforce and education initiatives of the County.
- Work with digital entertainment experts, cultural stakeholders, educational institutions (including a partnership with Georgia State University), and relevant agents to determine a business model for the Center, assessing which areas of digital entertainment and the creative industries the Center should revolve around, paying particular attention to aligning



with Stonecrest's brand (**recommendation 2**).

- Identify private partnership opportunities to financially support the development and work of a center.
- Work with local digital entertainment stakeholders to build research projects, create educational programs and activities with local educational institutions, develop Stonecrest's cultural story with designers, storytellers, creators, and the City's tourism and heritage teams, and create the exhibition content.
- Raise funds or allocate a city budget to provide research and education grants. Applications for any city grant should be scored with consideration of diversity, equity and sustainability.
- Promote the Center as part of a dedicated marketing campaign (**recommendation 4**), and as a way to strengthen Stonecrest's branding for the creative industries (**recommendation 2**).

### Further considerations

- The film and music sectors have important links to the digital entertainment industry, therefore this Center should also represent a way to connect and showcase Stonecrest's creative industries as a whole (**recommendation 8**), while gaining the status of digital storytelling hub (**recommendation 2**), and attracting researchers, talent, businesses and visitors to the area.
- Link activities and programming to events and productions taking place across the city - for example, running themed broadcasting workshops, creating exhibitions showcasing Stonecrest's urban and rural environments through innovative digital storytelling, and inviting film production workers to be part of Q&A sessions for communities and stakeholders to join.
- Spaces within the Center could be utilized for industry networking events, allowing the creative industries to come together on a regular basis with the aim to increase collaborative working (**recommendation 8**).
- After the first year, evaluate what is working, what isn't and how the Center and its programming and initiatives can be adapted. This will also allow for Stonecrest to assess the space being used and determine whether a permanent location in another part of the city would be more appropriate.
- Ensure that industry stakeholders are involved at every stage of development and planning throughout the Center's lifespan so that it continues to respond to the latest innovation within the creative industries and always remains relevant and places Stonecrest as a leader in digital entertainment research and education.

Furthermore, Stonecrest could consider creating this Research and Education Center for digital entertainment as a partnership with Stone Mountain. Being less than 10 miles apart from each other, both cities have the potential to work together to develop the creative industries within DeKalb

County, and thereby the opportunity to receive funding support from the State of Georgia (see comparative analysis).<sup>135</sup>

**Benchmark: IDEAL– Digital Arts Center – Barcelona, Spain.**<sup>136</sup>

**What Is It:** Opened in 2019, IDEAL is a Digital Arts Center in Barcelona, located in Poblenou District. Originally founded in 1917, the building used to be a cinema (Cine Ideal) which operated until 1984. It reopened again in 1985 and was used as a movie and TV set until 2014.<sup>137</sup>

IDEAL is an arts center dedicated to digital culture; the first of its kind in Spain. It focuses on research, experimenting and creating immersive content using “virtual reality, augmented reality, mixed reality, holography, 360°, among other new narrative media”.<sup>138</sup>



*IDEAL Digital Arts Center, Dalí Cibernètic (2022)*

<sup>135</sup> Georgia Council for the Arts (2023)

<sup>136</sup> IDEAL (n.d. a)

<sup>137</sup> IDEAL (n.d. b)

<sup>138</sup> IDEAL (n.d. c)

The two-floor venue “has almost 2000 m<sup>2</sup> dedicated to the exhibition, production and training of digital immersive arts”.<sup>139</sup> The main floor has an 800m<sup>2</sup> area devoted to large format exhibitions, as well as three multipurpose spaces. The immersive room has a “10m diameter dome for 360° projections”.<sup>140</sup> There are offices and a residency space for artists (Creative Lab). Through this, IDEAL works in collaboration with startups, artists and universities in Barcelona. The residency program is permanent and supports “creators who work with digital formats”.<sup>141</sup>

**Who Is Responsible:** IDEAL is privately owned. Founding partners with an €8.5 million five-year investment are:<sup>142</sup> DigaliX,<sup>143</sup> MIRA Digital Arts Festival,<sup>144</sup> Eyesberg Studio,<sup>145</sup> Magma Cultura,<sup>146</sup> and Minoria Absoluta,<sup>147</sup> as well as the collaboration of international partners Exhibition Hub,<sup>148</sup> Berliner Festspiele,<sup>149</sup> Society for Arts and Technology (SAT),<sup>150</sup> and BASE Milano.<sup>151</sup>

**What Has It Done:** The center has hosted shows as part of Sónar Festival,<sup>152</sup> concerts that combine immersive experiences with music,<sup>153</sup> as has been the case with the renowned Catalan folk-pop band Els Amics de les Arts and their pre-release immersive listening experience in 2020.<sup>154</sup> Moreover, IDEAL has also been the venue for the MIRA.mov series—a collection of immersive screenings curated by the MIRA Digital Arts Festival.<sup>155</sup>

Research and education are also part of IDEAL’s ethos. In collaboration with UPC, IDEAL holds an annual conference on extended reality technologies in education.

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<sup>139</sup> Ibid.

<sup>140</sup> MIRA Digital Arts Festival (2019)

<sup>141</sup> Ibid.

<sup>142</sup> Ara (2019)

<sup>143</sup> DigaliX (n.d.)

<sup>144</sup> MIRA Festival (n.d.)

<sup>145</sup> Eyesberg Studio (n.d.)

<sup>146</sup> Magma Cultura (n.d.)

<sup>147</sup> Minoria Absoluta (n.d.)

<sup>148</sup> Exhibition Hub (n.d.)

<sup>149</sup> Berliner Festspiele (n.d.)

<sup>150</sup> Society for Arts and Technology (n.d.)

<sup>151</sup> BASE Milano (n.d.)

<sup>152</sup> Sónar (n.d.)

<sup>153</sup> IDEAL (n.d. d)

<sup>154</sup> Els Amics de les Arts (n.d.)

<sup>155</sup> IDEAL (n.d.)

The permanent residency program also works as a talent incubator. From May 2021 to November 2022, the residency space was occupied by creative tech studio *Universe*,<sup>156</sup> who is developing a prototype for their project focused on “multi-user virtual reality in large spaces”.<sup>157</sup>

Only three months after its inauguration in October 2019, IDEAL had already sold 80,000 tickets for its immersive Claude Monet exhibition, and in 2021 welcomed 200,000 visitors to the Center.<sup>158</sup> In 2020, the center

In September 2022, the center released “Dalí cibernètic”,<sup>159</sup> devoted to renowned Catalan painter Salvador Dalí, which includes “the first collective metaverse dedicated to an artist”.<sup>160</sup> In one of the rooms, visitors use sensors and virtual reality glasses and enter a metaverse with their own avatars. During this 12-minute experience, the public can walk freely inside Dalí’s paintings and even listen “to his voice as a guide”.<sup>161</sup> The exhibition will go on an international tour, taking “Dalí cibernètic” to more than 30 cities over four years.<sup>162</sup> Previous immersive exhibitions dedicated to Frida Kahlo and Gustav Klimt can be visited in 15 cities around the world.<sup>163</sup>

In September 2023, IDEAL is set to inaugurate the Tutankhamun exhibition—an immersive experience that delves into the temples, treasures, and secrets of ancient Egypt. Additionally, the center is planning the premiere of a new metaverse space that offers “access to the tomb of Tutankhamun”.<sup>164</sup>

**Lesson for Stonecrest:** Stonecrest has a significant opportunity to establish an innovation center similar to IDEAL, which would position the city as a leading innovation hub for digital entertainment, just as IDEAL is the leading center in Spain and Southern Europe. Through immersive exhibitions, innovative screenings, and curated events similar to those organized in IDEAL, the center can showcase the

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<sup>156</sup> Universe (n.d)

<sup>157</sup> IDEAL (n.d. e)

<sup>158</sup> Ara (2022)

<sup>159</sup> IDEAL (2022)

<sup>160</sup> Ara (2022b)

<sup>161</sup> El Periódico (2022)

<sup>162</sup> 20 Minutos (2022)

<sup>163</sup> Ara (2022)

<sup>164</sup> IDEAL (n.d. f)

city's rich storytelling and branding, fostering a professional, innovative and technology-driven environment.

Taking inspiration from IDEAL's success, the research and education section of Stonecrest's center could offer valuable residency spaces to artists, providing them with opportunities for professional development and training. Additionally, the center could host conferences and networking events, akin to IDEAL's collaboration with startups, artists, and universities in Barcelona, attracting researchers and professionals eager to contribute to the digital entertainment landscape. By organizing a diverse range of events, exhibitions and conventions, the innovation center would facilitate meaningful connections among the three creative industries. This convergence of sectors would create a dynamic ecosystem, attracting visitors and contributing to the city's economic development.

This case study highlights the potential programming that could take place, like the immersive concerts and screenings. These engaging experiences can enhance a city's appeal and reinforce its position as a creative and technologically advanced destination.

**SUSTAINABLE DEVELOPMENT GOAL:** Ensure Inclusive and Equitable Quality Education and Promote Lifelong Learning Opportunities for All<sup>165</sup>

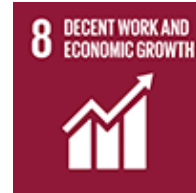


- Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
- Target 4.a: Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.

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<sup>165</sup> United Nations (2022d)

**SUSTAINABLE DEVELOPMENT GOAL:** Promote sustained, inclusive sustainable economic growth, full and productive employment decent work for all<sup>166</sup>



- Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.

**SUSTAINABLE DEVELOPMENT GOAL:** Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialization and Foster Innovation<sup>167</sup>



- 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.
- Target 9.5: Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.
- Target 9.c: Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.

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<sup>166</sup> United Nations (2022)

<sup>167</sup> United Nations (2022b)

## Recommendation 7. Develop a One Stop Shop for Entertainment Related Licensing and Regulations

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

**Supporting Stakeholders:** Stonecrest licensing department

**Timeframe:** Short term (0-12 months)

**Sector of Focus:** Transversal

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, production teams and promoters to apply for a film or 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 clearly on the site.

The portal can also include local, regional and state-wide and national financial incentives such as grants and tax rebates that they may be eligible for. Such a platform in Stonecrest would ensure every stakeholder of the creative industries is aware of the local regulations and incentives, and could also support them on navigating the processes.

Information will also be required by production companies, event organizers and promoters on alcohol regulations, 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 and county 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 company, business or individual has unique needs and effective approaches, and a bespoke advisory system will ease the bureaucratic process, encouraging more events and productions to take place while building networks.

### Implementation actions

- Collaborate with the licensing departments to list all the regulations and licenses applying to the film, music and digital entertainment sectors. This should include film permits, information on alcohol service laws and sales hours, as well as noise laws and decibel limit information and measurement strategies for events.

- Run a user experience test on the existing system and processes, understanding where people might struggle, and areas for improvement and streamlining.
- Coordinate with and align the format of this platform with the DeKalb Entertainment Commission's planned One Stop Shop.
- Create the online platform with direct application links. All application forms and payments should be accessible online; they should be able to be completed online as well.
- All permitting information and fees should be introduced upfront or on an additional page so that they can be seen before completing an application.
- The [Sustainable Environment Education Series \(SEEDS\) Green Production Guide](#)<sup>168</sup> (or a similar guide Stonecrest wants to adhere to) should be linked to the One Stop Shop to ensure sustainability is embedded in all future planning.
- Include a sign up account that remembers current and past events and applications so that applications can be left and returned to and licenses can be easily renewed.
- Provide a user guide which clearly explains all documentation required for each element of their event.
- The portal can also include local, regional and state-wide and national financial incentives such as grants and tax rebates that they may be eligible for.
- Promote tax deductions to small independent productions (**recommendations 1 and 8**) under the objectives of providing additional support to small-scale film productions, and connecting the creative industries. This can also be facilitated through the proposed database of workers and businesses (**recommendation 14**).
- The One Stop Shop should be promoted and marketed throughout city, county and state permitting sites and include a link to the website.

### Further considerations

- Additional support could be provided to smaller or independent production companies (**recommendation 1**), and showcased on the One Stop Shop. By hosting numerous small-scale productions, Stonecrest would be able to draw the attention of aspiring assistant directors and producers, establishing valuable relationships with them as they advance in their careers. The city could also enhance the appeal to independent filmmakers by providing assistance with bureaucratic procedures such as Georgia tax incentives, licensing, and permits.

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<sup>168</sup> Green Production Guide (n.d.)



## Benchmark: One Stop Shop - New Orleans, US.<sup>169</sup>

**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 Stonecrest:** 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 their 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

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<sup>169</sup> City of New Orleans (2022)

encourages more film, music and cultural activities in the city - something that would align with County strategies.

By implementing this modern and accessible approach, Stonecrest can bolster efficiency, promote compliance, and support the growth of its creative industries. Emulating New Orleans' successful model would pave the way for a seamless licensing process, benefiting both stakeholders and the city's overarching vision for its entertainment sector.

**SUSTAINABLE DEVELOPMENT GOAL:** Make Cities and Human Settlements Inclusive, Safe, Resilient and Sustainable<sup>170</sup>

- 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 Patterns<sup>171</sup>

- Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.



<sup>170</sup> United Nations (2022c)

<sup>171</sup> United Nations (2022d)

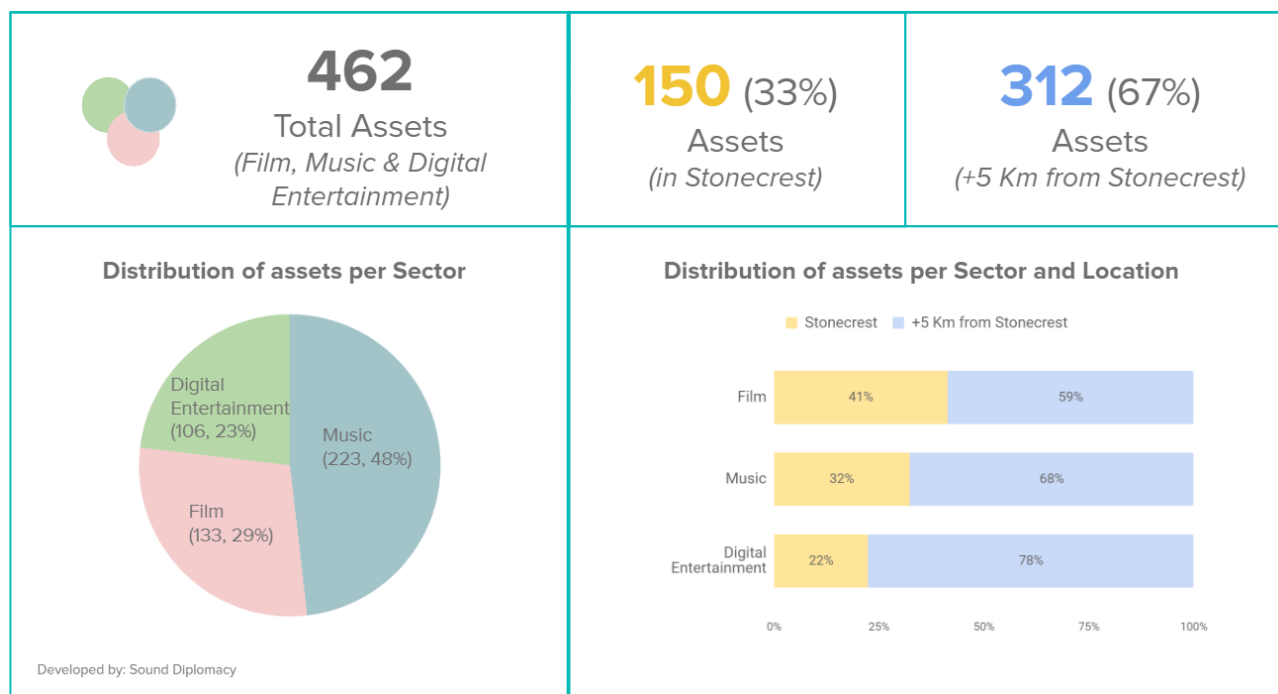
- Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
- Target 12.8: By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development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

## 3.2 Ecosystem Development Recommendations

The lack of responses to Sound Diplomacy’s survey, and low attendance to the roundtable sessions revealed a significant issue in the connection that the City has to the film, music and digital entertainment sectors in Stonecrest. The city lacks sufficient integration to facilitate effective networking among the creative industries that necessitate support in fostering interdisciplinary collaboration.

Sound Diplomacy’s mapping revealed that there are 462 assets in the film, music and digital entertainment sectors based in Stonecrest and within a radius of +5 km of the city. This demonstrates an existing industry with many cultural and creative assets located nearby that can support the activities within the city. However, the industries are not yet embedded in Stonecrest’s identity.

Figure 11. Overview of overall Film, Music, and Digital Entertainment Assets in Stonecrest & a radius of +5 km



Stakeholders expressed concern regarding the city's insufficient infrastructure to host cultural events and activities. The roundtable discussions also highlighted Stonecrest's lack of arts centers, which results in a significant shortage of event venues according to stakeholders. Moreover, the DeKalb County, Georgia Film, Music & Digital Entertainment Five-Year Strategic Plan for Economic Development 2017–2022<sup>172</sup> also revealed a lack of infrastructure to retain cultural projects in Stonecrest.

In Stonecrest, occasional venues form the majority of music venues with 14 assets (61%), followed by multi-purpose venues, dedicated live music venues, and bars, cafés, and restaurants with music, with 3 (13%) assets each. This highlights a challenge for the ability to hold quality events in dedicated live music venues. In addition, the Stonecrest LCI Plan 2013<sup>173</sup> reveals there is a lack of park space in the surrounding area that would allow for festivals, performances and other outdoor community gatherings and activities.<sup>174</sup>

<sup>172</sup> DeKalb County (2017)

<sup>173</sup> DeKalb County (2013)

<sup>174</sup> Ibid, p.20

However, according to Sound Diplomacy's roundtable discussions there is an abundance of underdeveloped land and spaces in Stonecrest, including around the Mall, which holds potential for engaging artistic projects and events including live music. Nearby, the unoccupied Sam's Warehouse, by Walmart, presents an expansive 140,000 square feet area and is owned by the City, providing ample opportunities for hosting various cultural events.

Moreover, Sound Diplomacy's review of the City of Stonecrest Comprehensive Plan 2038<sup>175</sup> also showed that the residents' appreciation of Stonecrest's natural resources can be an opportunity to hold cultural outdoor events and activities for residents and visitors to enjoy. The Parks and Recreation Master Plan 2020<sup>176</sup> also presents potential opportunities related to the film, music and digital entertainment sectors identified by stakeholder engagement, which consist of creating new programs and event spaces, improving current infrastructure and amenities, and entering strategic partnerships. Community suggestions include programming opportunities related to film and entertainment, special events, jazz concerts, cultural festivals, visual and performing programs, multigenerational programming and artwork in the parks.

Furthermore, the natural richness of the Stonecrest area, including the Arabia Mountain Heritage Area Alliance, already attracts visitors and businesses contributing to the economic growth of the region, and provides outdoor space that could be utilized for cultural uses. Being affiliated with the National Parks system also provides the Arabia Mountain Heritage Area Alliance and Stonecrest with considerable exposure and promotion that could also benefit the tourism offer. The Alliance is part of a network of 62 National Heritage Areas across the United States. Whenever visitors explore other renowned parks such as Niagara Falls, Yosemite, or the Grand Canyon, they are also exposed to information about the Arabia Mountain Heritage Area. However, more support is needed to establish the Arabia Mountain Heritage Area Alliance as a partnership destination for the film, music & digital entertainment industries, working together with the city, not in a silo. Both the creative industries and the Arabia Mountain Heritage Area Alliance have the opportunity to work together to boost each other's profiles externally.

Although Stonecrest's natural environment attracts visitors as well as film productions, and tourism is identified as a key dimension in the DeKalb County, Georgia Film, Music & Digital Entertainment Five-Year Strategic Plan for Economic Development 2017–2022; the city has not established any film, music and digital entertainment-related tourism offer yet. This is particularly apparent when looking at the cities near Stonecrest, such as Conyers, Covington and Jackson, that all utilize their film and TV industries for destination marketing and cultural placemaking. Stonecrest has an

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<sup>175</sup> City of Stonecrest (2019)

<sup>176</sup> City of Stonecrest (2020b)

opportunity and a need to develop its cultural tourism to position itself competitively against these cities.

Furthermore, activating spaces through initiatives such as busking programs (an aspect that Stonecrest currently lacks) and linking activities, events and initiatives to cultural tourism can also help increase local audiences, visitor numbers, widen the reach of awareness of Stonecrest and what it has to offer, which in turn can attract investment and productions. Public performance and buskers add significant value to the overall reputation of a city. The appeal and vibrancy created through busking is beneficial for the economy, alongside the cultural and social appeal, and should be regulated to ensure it maximizes all three of these areas. Street performances create an atmosphere for visitors and provide an opportunity for artists to hone their craft while earning money. While some have reservations about the sounds they may cause, this can be mitigated with guidelines.

Finally, the City of Stonecrest Comprehensive Plan 2038<sup>177</sup> highlights crime as one of the city's major challenges. However, there are no existing health and safety regulations or guidelines for the entertainment sector in Stonecrest, apart from measures related to COVID-19. Furthermore, the city lacks specific guidance concerning sustainability or diversity and inclusivity. Such guidelines would be essential to support venues, festivals, and film productions in becoming more sustainable and inclusive.

## Recommendation 8. Connect the Local Creative Industries

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

**Supporting Stakeholders:** Film, music and digital entertainment stakeholders

**Timeframe:** Medium term (1-2 years)

**Sector of Focus:** Transversal

Grow Stonecrest as a host for cultural networking events. The city could host “interdisciplinary” days, inviting stakeholders from different sectors to meet up to learn about each others’ industries and interests, and build up a network to encourage them to connect and collaborate. To align with the recommended city branding as a digital entertainment hub (**recommendation 2**), Stonecrest should also host digital entertainment conventions.

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<sup>177</sup> City of Stonecrest (2019)

The aim of these meetups would be to create a network of professionals in the area to foster the sourcing of work regionally and increase local business activity. By establishing relationships between the three creative industries, Stonecrest can ultimately encourage communication, information sharing and collaborations.

### Implementation actions

- Identify and invite members of the Stonecrest film, music and digital entertainment industries who the Film & Entertainment Commission has not yet engaged with to open Committee meetings (Sound Diplomacy's mapping database can help with identification).
- Organize a series of networking meetups to be held on a quarterly basis.
- Collaborate with local stakeholders of the creative industries to identify relevant and topical themes and speakers for networking meetups. The Stonecrest Film & Entertainment Commission should initiate these, with input from as many creative ecosystem stakeholders as possible. Apart from strictly industry topics, the agenda for these can be made more open to include professionals from related fields, such as marketing, tech, law, startups, as well as government-specific topics such as licensing, permitting, policing, planning, etc.
- Identify the space to host these networking events. They could take place in the Research and Education Center for digital entertainment (**recommendation 6**), or local cultural venues and spaces could take turns in hosting the meetups. When it opens, the Exposure Hub Creative Coworking & Studios at the Mall should be utilized.
- Promote the events, and invite relevant stakeholders.
- Ensure diversity of industry, genres, and stakeholders is considered throughout all planning.
- Support planned initiatives of Decide DeKalb and the DeKalb Entertainment Commission to host interdisciplinary networking events by promoting material and offering to host a meeting in Stonecrest at least once a year.

### Further considerations

Meetups should be free and open to the public; featuring talks from local artists, creatives, film, music and digital entertainment professionals, networking events, small showcases, technical visits to film, music and digital entertainment spaces in the city, etc.

## Benchmark: Project Music & Entertainment - Nashville, US.<sup>178</sup>

**What Is It:** The City of Nashville has grown its credibility and reputation as a music city over the decades, but it has been in recent years that it is targeting the growth of its tech sector to support the development of a strong music and entertainment sector. One of its initiatives in this area has been the Project Music & Entertainment (PM&E) startup accelerator, developed by the Nashville Entrepreneur Center. It began in 2015 with its program Project Music, developed in partnership with the Country Music Association (CMA), to connect music, technology, and business leaders and strengthen the development of innovative startups. In 2020, the project broadened its scope to encompass every facet of the entertainment industry, including music, sports, film, esports/gaming, and publishing.<sup>179</sup>

**Who Is Responsible:** Nashville Entrepreneur Center, a private non-profit organization, and the Country Music Association (CMA).

**What Has It Done:** Project Music & Entertainment is a year long program that has nurtured to this point 26 growth-oriented startups in the music and entertainment industry.<sup>180</sup> During the 12-month program, its members gain access to a shared entrepreneurial curriculum and industry education. They also benefit from community experience, engaging with business leaders from the same sector who face similar challenges, and exposure to potential customers and investors.<sup>181</sup>

The Center also has an 'Entrepreneur-in-Residence' to work hand-in-hand with participants and provide mentoring support as they validate and mature their businesses.<sup>182</sup> Although participants do not need to be based in Nashville, the program involves a series of curated events over the course of the year in the city and provides access and connections to advisors and music industry leaders, in exchange of a yearly payment fee of \$3,825 per year, per company.<sup>183</sup>

**Lesson for Stonecrest:** Stonecrest has the opportunity to adopt an approach akin to the City of Nashville's successful model. This strategy would enhance Stonecrest's

<sup>178</sup> Nashville Entrepreneur Center (n.d. a)

<sup>179</sup> Ibid.

<sup>180</sup> Nashville Entrepreneur Center (n.d. b)

<sup>181</sup> Kaytes, Sarah (2020, December 15)

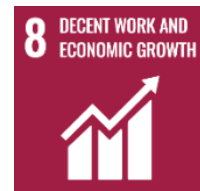
<sup>182</sup> Ibid.

<sup>183</sup> Ibid.



credibility and reputation as a burgeoning digital entertainment hub while simultaneously fostering growth in its music and film sectors and strengthening connections among the three creative industries. It would also facilitate collaborations between film, music, technology, and business leaders, nurturing the development of innovative startups and fostering growth in the music and entertainment industry. Beyond facilitating inter-industry connections, these programs also offer valuable education, training, and professional development opportunities. Participants benefit from community experiences, engage with like-minded business leaders facing similar challenges, and gain exposure to potential customers and investors.

**SUSTAINABLE DEVELOPMENT GOAL:** Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All<sup>184</sup>



- 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.
- Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training.

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<sup>184</sup> United Nations (2022)

## Recommendation 9. Partner with the Arabia Mountain Alliance

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

### Supporting Stakeholders:

- The Arabia Mountain Alliance
- Film, music and digital entertainment stakeholders

**Timeframe:** Medium term (1-2 years)

**Sector of Focus:** Transversal

Establish a formal cultural partnership between the City of Stonecrest and the Arabia Mountain Alliance to embed the natural heritage area as an exemplary destination in the City's portfolio for the film, music & digital entertainment industries and cultural tourism. This can happen via:

- The creation of an artists residency program. This program would offer an artist development opportunity for Stonecrest creatives, while establishing a partnership between the Arabia Mountain Alliance and the local film, music and entertainment industries.
- Summer film screenings that also include movies, documentaries and shorts that have been produced/shot locally.
- Outdoor music concerts, and acoustic busking programs hosted along walking trails.
- Songwriting camps in the park.
- Film and television tours (**recommendation 13**).

### Implementation actions

- Set up a meeting with Arabia Mountain Alliance to identify the type of projects that could be organized and supported, as well as the time of the year and precise duration and location.
- Assess the possibility of creating an artists residency program focused on showcasing Stonecrest's identity and cultural and natural heritage. The project could end with a public performance, screening or exhibition held in the park or local cultural spaces.
  - Conditions of a residency program could include a requirement for the final piece of work to be inspired/influenced by Stonecrest and its surroundings, and the artist in residence to run a set number of didactic workshops in the proposed Research and Education Center (**recommendation 6**).
  - Ensure that diversity and inclusion is considered when selecting artists (those from marginalized communities).
- All suggestions of events, productions, programming, etc. should ensure they are

considerate of preserving the natural environment and will only be considered if able to do so.

- Create short films about events/activities/programs that can be shared across the US National Park Service marketing pages.
- Promote the project as part of a marketing campaign.

### Further considerations

A program such as an artists residency would educate local musicians in building a successful film, music and digital storytelling career. Lessons could include songwriting, screenwriting, recording, sound production, social media and marketing. Hosting the program in a natural environment such as the Arabia Mountain could enhance creativity. This could be a pilot program in Stonecrest that could be rolled out in other National Heritage Areas across the US.

Furthermore, Stonecrest and the Arabia Mountain Alliance could also partner with the City of Stone Mountain and its Stone Mountain Park to amplify the program's reach, extending its impact to a broader scope within DeKalb County (see comparative analysis). Leveraging Stone Mountain Park's popularity as Georgia's most visited attraction and uniting it with the exposure of the Arabia Mountain park as part of the national parks network, holds the potential to expand the influence of the proposed arts programs across DeKalb County. This partnership would not only broaden the reach of the initiative but would also have the capacity to join economic resources for the endeavor.

**SUSTAINABLE DEVELOPMENT GOAL:** Ensure Inclusive and Equitable Quality Education and Promote Lifelong Learning Opportunities for All<sup>185</sup>

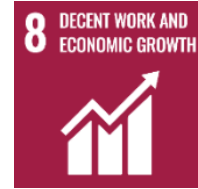


- Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

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<sup>185</sup> United Nations (2022d)

**SUSTAINABLE DEVELOPMENT GOAL:** Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All<sup>186</sup>



- 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.
- Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training.

**SUSTAINABLE DEVELOPMENT GOAL:** Make Cities and Human Settlements Inclusive, Safe, Resilient and Sustainable<sup>187</sup>



- Target 11.4: Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
- 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 10. Develop Busking Guidelines

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

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<sup>186</sup> United Nations (2022)

<sup>187</sup> United Nations (2022c)

**Supporting Stakeholders:** Stonecrest Licensing Department

**Timeframe:** Medium term (1-2 years)

**Sector of Focus:** Music

To enhance music activity within specific urban zones, Stonecrest could regulate busking activities. These activities could be licensed solely within the proposed entertainment district (**recommendation 5**) and would be required to follow busking guidelines established by the Stonecrest Film & Entertainment Commission and its Committee. The Commission could create a comprehensive busking guide, with clear instructions on permitting processes, busking locations within the entertainment district, and busking etiquette to give Stonecrest's musicians more opportunities to showcase their talent. **Implementation actions**

- Work with the City of Decatur to learn from its busking permit, and consider creating a joint buskers' code.
- Implement a Buskers' Code drawn up by all parties: performers, city government, police, residents and businesses, to provide a framework on the time, locations within the proposed entertainment district, performance durations and potential permits needed for busking. Common considerations could include:
  - Performances are limited to 45 minutes.
  - Explicit lyrical content or behavior is prohibited.
  - Keep the set varied; do not repeat songs.
  - Keep the volume of any amplified equipment at *just* above surrounding noise levels and be mindful of any changes in those levels that could affect the perception of the performance volume.
  - Always turn music down if requested to by a city official. If the performer is subject to a noise complaint, they should receive a verbal warning. A second complaint will result in the suspension of their permit.
  - Keep equipment tidy and out of the way of surrounding paths.
  - Donations are permitted, but audiences should not be made to feel obligated to pay.
  - Performers must maintain appropriate performance attire and practice responsible social behavior. Intoxicated or aggressive behavior will not be tolerated and will result in an immediate revocation of the permit.
- Create a pilot program to trial the designation of busking zones to reduce the risk of complaints. We recommend the allocation of dedicated stations for performers near key sites for visitors in the entertainment district (**recommendation 5**), ideally with access to electric plugs to allow for music amplification.

- Busking permits, and a timetable of available busking spots and time slots should be published and updated on the website (**recommendation 4**) in real time in accordance with application submissions. Permits should be free or affordable to obtain (no more than \$20). Performers should be able to apply in a user-friendly and clear online portal no more than one week and no less than 24 hours in advance of their requested time.
- This busking guide should be included in the One Stop Shop (**recommendation 7**),

## Further considerations

The success of the initiative should be measured during the first year of its implementation through consultations with locals and visitors who experienced the program, as well as artists participating in it.

### Benchmark: Melbourne Busking Regulations and Handbook, Australia.<sup>188</sup>

**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.<sup>189</sup> 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

<sup>188</sup> City of Melbourne (n.d. a)

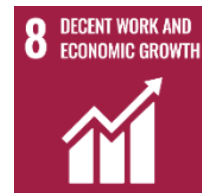
<sup>189</sup> City of Melbourne (n.d. b)

Busking Handbook. This also includes information on guidelines on how to sell merchandise, what types of merchandise are allowed to be sold, and accepted methods of marketing, as well as how to perform with consideration to local businesses and residents.<sup>190</sup>

**Lesson for Stonecrest:** Busking is a simple and effective way to activate public spaces, and engage residents, businesses and visitors with the city's music scene. Street performances can represent an important part of a city's character and culture, as well as a helpful source of income for up-and-coming and even professional artists.

Implementing busking guidelines would serve as a strategic measure for Stonecrest to fortify its music industry and demonstrate the city's commitment to prioritizing and integrating this sector. Ensuring there is music in the streets is also an excellent way of curating a sense that music is embedded into the culture and means that both visitors and residents understand the importance of music to the city.

**SUSTAINABLE DEVELOPMENT GOAL:** Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All<sup>191</sup>



- 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 8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

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<sup>190</sup> City of Melbourne (2018)

<sup>191</sup> United Nations (2022)

**SUSTAINABLE DEVELOPMENT GOAL:** Industry, Innovation and Infrastructure<sup>192</sup>



- 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.

## Recommendation 11. Evaluate Non-Industry Related Spaces for Events

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

**Supporting Stakeholders:** Stonecrest Planning & Zoning Department

**Timeframe:** Long term (3+ years)

**Sector of Focus:** Transversal

Evaluate all non-industry related spaces in the City of Stonecrest for the purpose of hosting cultural activities and events.

### Implementation actions

- Make a list of city-owned assets that could be used for cultural events and activities. Make this list available online on the website (**recommendation 4**) and promote it. Each site should be surveyed for potential uses. Basic information for each site should include:
  - Location
  - Size
  - Basic layout plans
  - Services available together with photographs for each site (similar to an estate agents sales pack)
  - Landlord responsibilities (lease period, use of electrical grid/water system/internet, rent), tenant responsibilities and leasing conditions (prioritizing events, meeting

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<sup>192</sup> United Nations (2022b)



- spaces, artist studios, galleries, rehearsal or performance spaces, independent retailers)
  - Whether the property will be demolished/redeveloped
  - Contract terms including rent, deposit, insurance and potential tenant incentives.
- Create regulations that facilitate temporary leases for local creative organizations in non-traditional spaces. This would allow for more creative and unique audience experiences at events.
- Incentivize landlords to make their properties available through tax breaks, marketing, support with bureaucratic procedures, and administrative support.
- Potential short term tenants for meanwhile uses should apply through an online application, providing information on what they intend to use the space for, how long for, who their target audience is, how they will promote their offer, and their previous experience. Guidance could be provided in a downloadable toolkit.

Many of the actions here would revolve around looking at how existing venues such as music venues, studios, or other spaces, can be used as meanwhile-spaces (facilities which double as event spaces when not being used for their original purpose). Another key action would be to promote cross-marketing through partnerships, either internally to communicate to the local community, or externally to boost tourism.

### Further considerations

- To rectify the lack of dedicated music venues, consideration should be given to transforming one of the City's vacant buildings into a permanent and quality music venue.
- Advocate for the inclusion of digital entertainment and cultural activities, spaces and programming in the development of Priví at the Mall.

Stonecrest is also already examining the opportunity for a small outdoor amphitheater/plaza for community gatherings and events in New Fairington Park.<sup>193</sup> Recommended uses for an amphitheater include:

- Year-round music programming
- Markets and community events
- Film screenings
- Experiential events

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<sup>193</sup> City of Stonecrest (2020b)

However, Sound Diplomacy also recommends that a full feasibility and market consumption study is undertaken before continuing with plans for an amphitheater to ensure that it becomes a pivotal aspect of the local destination marketing, as well as a staple venue for local residents and industry workers.

**SUSTAINABLE DEVELOPMENT GOAL:** Industry, Innovation and Infrastructure<sup>194</sup>



- 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.
- Target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

## Recommendation 12. Develop Safety Initiatives at Night in Relation to Live Entertainment

**Initiators:** City of Stonecrest City Manager's Office

**Supporting Stakeholders:**

- Stonecrest Police Department
- The Stonecrest Film & Entertainment Commission and its Committee

**Timeframe:** Medium term (1-2 years)

**Sector of Focus:** Music

The development of safety initiatives is recommended to ensure the security of Stonecrest's visitors and residents at night, and to increase local and visiting audience numbers. To prevent crime and

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<sup>194</sup> United Nations (2022b)

enhance night safety for audience members and workers, especially within the live entertainment ecosystem, Stonecrest could consider implementing various initiatives such as charter, training programs, or a night-life street team.

### **Implementation actions**

- Partner with the police services to develop comprehensive policies or guidelines for safety and the NTE. These could include:
  - A Women Safety Charter for organizations operating at night. This Charter could include several principles and guidelines for staff, such as appointing a department or lead staff/committee member who will be responsible for championing and driving forward any actions taken for women’s safety at night; communicating the Charter both online and in participating venues; supporting the staff (make clear the routes for reporting unacceptable behavior while at work and supporting cultural change); supporting the public (communicate routes for reporting unacceptable behavior while using the organization’s service or space at night); providing staff training and any relevant policies and information sharing; auditing participating venues’ spaces and suggesting adaptations to them to promote a safer environment and reduce risk of crime and sexual misconduct.
  - Online resources as well as contacts and helplines to help night time professionals deal with issues such as drugs, alcohol, racism, sexual harassment, mental health and more.
- Work with venues and establishments open at night to train staff on bystander intervention, equipping them with the necessary knowledge and skills to prevent and respond to incidents effectively.
- Reinforce feelings of safety through more lighting, increased security during large-scale events, and clear transport options (including taxi ranks and rideshares) with analysis of transit and the flow of people at night.
- Conduct peer-led audits to assess the safety measures and vulnerabilities within cultural venues and which areas in particular are deemed problematic for night safety.
- Commission local artists to design public spaces to make them interactive, engaging and reflective of Stonecrest’s cultural identity.
- Launch public awareness campaigns aimed at promoting responsible behavior, consent, and bystander intervention.

### **Further considerations**

Responsibility for implementing these initiatives can be divided between a non-profit organization, similar to Good Night Out Vancouver (see the following case study), with a dedicated board of

directors and volunteers, and the city government. Collaboration between the two entities is crucial to secure funding, develop policies, and provide ongoing support to ensure the success of these initiatives.

### Benchmark: Good Night Out - Vancouver, Canada.

**What Is It:** Good Night Out works towards improving security for patrons and staff. Originally started in London, in September 2017 the organization began by using a group of volunteers (called the Nightlife Street Team) to provide a weekly patrol of the Granville District in Vancouver. Concerns around safety due to lack of transport, binge drinking, and violence has led to the group providing assistance to anyone in need - this involves waiting at bus stops, charging mobile phones, and basic first aid. The program launched in Vancouver in response to a lack of capacity for nightlife venues to appropriately target and handle harassment and sexual assault. According to the organization, provincially and federally there is a lack of policy or guidelines on how the night time economy can implement sexual violence prevention into their operations. One in five sexual assaults are drug or alcohol related and so, by using peer-led audits, research, training and bystander intervention, Good Night Out works to create a safer environment.<sup>195</sup>

**Who Is Responsible:** Good Night Out Vancouver (GNOV) is a non-profit organization with a board of directors and volunteers. In May 2018, the Vancouver City Council passed a motion directing staff to work with Good Night Out to secure a collaborative funding model to support the street team on a permanent basis.

**What Has It Done:** Over the last two years (2022-2023) they held over 90 workshops and 18 'speaking gigs'. The workshops are offered using a 'sliding scale' system, providing six cost-free spots for non-profits facing financial limitations. The sliding scale ranges from CAD\$100 to \$500, depending on certain characteristics of the applying organizations and businesses, such as staff number, public or private status, grants and subsidies received, patron capacity, and available budget for staff training, among others.<sup>196</sup>

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<sup>195</sup> Good Night Out Vancouver (n.d. a)

<sup>196</sup> Good Night Out Vancouver (n.d. b)

Good Night Out has a presence in the music industry, catering to all genres. They offer distinctive training sessions and tools tailored for bands, DJs, tour managers, music festivals, and other related entities. Notable collaborations include working with G Jones, Little Destroyer, Music Managers Forum, Electric Hawk, GRiZ, Saskatchewan Music, Halifax Music Week, the Junos, and other names in the industry.<sup>197</sup>

In 2023, Vancouver’s City Council launched the Last Call Pilot Project in partnership with GNOV.<sup>198</sup> In this ‘first-of-its-kind’ pilot, 8-10 businesses within the service and hospitality industry take part in a one-year program. The initiative offers sexual violence prevention training, policy implementation, reporting infrastructure, and data collection support. Its goal is to empower employees and the public to prevent and report sexual harassment while helping businesses establish effective mitigation systems.<sup>199</sup>

**Lesson for Stonecrest:** Drawing inspiration from the Good Night Out initiative, Stonecrest should commit to providing sexual violence prevention training, implementing relevant policies, establishing robust reporting infrastructure, and ensuring comprehensive data collection support. By actively fostering a secure and inclusive atmosphere, Stonecrest would contribute to a vibrant and safe nighttime entertainment scene for its community members.

**SUSTAINABLE DEVELOPMENT GOAL:** Ensure Healthy Lives and Promote Well-Being for All at All Ages<sup>200</sup>

- Target 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.



<sup>197</sup> Good Night Out Vancouver (n.d. c)

<sup>198</sup> City of Vancouver (2023)

<sup>199</sup> Last Call Project (n.d.)

<sup>200</sup> United Nations (2022d)

- Target 3.5: Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.
- Target 3.7: By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.

**SUSTAINABLE DEVELOPMENT GOAL:** Achieve Gender Equality and Empower All Women and Girls<sup>201</sup>



- Target 5.1: End all forms of discrimination against all women and girls everywhere.
- Target 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- Target 5.b: Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

**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<sup>202</sup>



- Target 16.1: Significantly reduce all forms of violence and related death rates everywhere.
- Target 16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all.

<sup>201</sup> United Nations (2022e)

<sup>202</sup> United Nations (2022)

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

## Recommendation 13. Create Tourism Offer around Industry Productions and Events

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

### Supporting Stakeholders:

- Film, music and digital entertainment stakeholders
- Stonecrest Economic Development Department
- Arabia Mountain Heritage Area Alliance
- Decide DeKalb

**Timeframe:** Long term (3+ years)

**Sector of Focus:** Film & digital entertainment

Just as neighboring cities such as Conyers, Covington, Jackson and Senoia have locally developed cultural tourism, Stonecrest should develop a film tourism offer based around movies and television shows that have been filmed there (e.g Respect, Shaft, The Resident, and Greenleaf), including further communication about the content produced in Stonecrest, and film and television guided tours.

Stonecrest could also use the natural richness of its environment and the Arabian Mountain location, already attracting film professionals and businesses, to develop a film and digital storytelling tourism product that also links to the local music industry.

### Implementation actions

- Collaborate with local stakeholders of the creative industries and Decide DeKalb to identify local creative assets, projects and productions to develop tourism products around them such as tours and visits of studios, film sets, streets, parks etc.
- Promote them as part of a dedicated marketing campaign (**recommendation 4**).

- Work with relevant partners to get a position on the Georgia Film Trail.<sup>203</sup>
- Commission local artists to create digital storytelling to showcase the cultural narrative of Stonecrest.
- Work with Priví at the Mall and local stakeholders to create an immersive experience exhibition (see IDEAL case study) at the Priví Art Gallery.
- Keep track of the new projects that could be turned into tourism offers.

### Benchmark: Covington's film industry tourism offer – Newton County, Georgia, US.<sup>204</sup>

**What Is It:** Covington promotes its film industry as a major aspect of its tourism marketing. The city showcases famous production sites and offers guided tours to filming locations with behind-the-scenes stories. The Discover Covington Georgia website serves as a comprehensive resource for visitors, providing information about the city, dining options, accommodations, and suggested attractions.

With a primary focus on Covington's film industry, the website prominently features popular movies shot in the area on its homepage and offers a dedicated film section that highlights related visitor attractions and activities. Additionally, the website offers details about available tours and interactive maps that visitors can customize according to their preferences.

**Who Is Responsible:** Discover Covington, a 501c6 business board.

**What Has It Done:** Covington has developed a brand and reputation as the “Hollywood of the South”. Film-related tourism, including the Covington Walk of Stars, which highlights TV and film productions in the area, along with its self-guided television/movie tour, is prominently featured on the 'Film' section of the Discover Georgia website. As part of the Georgia Film Trail, the city is promoted via the State's tourism site.<sup>205</sup> Moreover, the historic buildings and parks in Downtown Covington have served as scenic backdrops for several television productions. These versatile spaces also host concerts and community events throughout the year, with detailed information available on the Events page of the Discover Covington Georgia website. Although data in recent years hasn't been published, an example of Covington's

<sup>203</sup> Explore Georgia (2023)

<sup>204</sup> Discover Covington GA (n.d.)

<sup>205</sup> Explore Georgia (2023)



tourism impact can be seen in 2011 figures, when over 19,000 tourists were recorded visiting from 46 states and 28 countries, with the motivation of joining the film location tour of the popular TV program, “The Vampire Diaries”.<sup>206</sup>

**Lesson for Stonecrest:** In light of Covington's successful approach, Stonecrest should draw inspiration and follow suit in identifying and promoting its own film industry assets. By doing so, Stonecrest can capitalize on these resources and transform them into attractive tourism products. Such an initiative has the potential to elevate the city's reputation as a well-established film destination, appealing both to film production companies seeking unique filming locations and to visitors interested in exploring the cinematic charm of the city.

**SUSTAINABLE DEVELOPMENT GOAL:** Ensure Sustainable Consumption and Production Patterns<sup>207</sup>

- Target 12.b: Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.



## Recommendation 14. Create a database of Stonecrest Creative Businesses and Talent

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

**Other entities involved:** Film, music and digital entertainment stakeholders

**Timeframe:** Short term (0-12 months)

<sup>206</sup> The Covington News (2012)

<sup>207</sup> United Nations (2022f)

## **Sector of Focus:** Transversal

Develop a database of actors within the overall city's creative ecosystem to provide an essential resource that connects the film, music and digital entertainment industries in Stonecrest, and to support potential productions and cultural projects with external companies in finding the right contacts.

This database should be hosted on the Stonecrest Film & Entertainment Commission website (**recommendation 3**) and would need to include contact information.

### **Implementation actions**

- Work with stakeholders to gather information about the creative industries stakeholders, and use Sound Diplomacy's mapping as a starting point - further information can be gained via a simple Google Form for stakeholders to fill in and submit.
- Create the online database and feature it on the Stonecrest Film & Entertainment Commission website. The database must include information on:
  - Artists
  - Film studios
  - Digital media studios
  - Creative businesses
  - Rehearsal Spaces
  - Record Labels
  - Publishers
  - Producers
  - Recording Studios
  - Promoters
  - Venues
  - Festivals
  - Creative educators and schools
  - Creative 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: real estate, education, tourism, etc.

- Include the following contact information, if available: name, email, phone, address, website, services offered.
- Ensure the database is regularly updated.
- Share the database with the DeKalb Entertainment Commission to support them in keeping their DeKalb Cultural Inventory up to date.

Such a resource would also allow Stonecrest’s creative industries to stay in line with neighboring regions such as Rockdale County, which uses an online database of information related to film, television programs, video game, production crews and personnel biographies.<sup>208</sup>

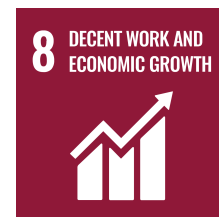
### Further considerations

We also recommend using existing solutions that allow for effective database management and newsletter functionality for updates. Optionally, it’s possible to include a function for the general public to sign up for announcements.

To see a best case example of what the database should strive to depict, please see the case study provided for Recommendation 3 (Louisiana Entertainment Website).

**SUSTAINABLE DEVELOPMENT GOAL:** Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All<sup>209</sup>

- 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.



<sup>208</sup> Film Rockdale (n.d.)

<sup>209</sup> United Nations (2022)

## Recommendation 15. Promote Best Practices in Terms of Equity, Accessibility and Diversity within the Creative Ecosystem

**Initiators:** The Stonecrest Film & Entertainment Commission and its Committee

**Other entities involved:** Film, music and digital entertainment stakeholders

**Timeframe:** Medium term (1-2 years)

**Sector of Focus:** Transversal

Evaluate the differing needs and circumstances of the diverse communities within the creative ecosystem and pursue strategies to address them. As part of this, promote access and development opportunities for people from a wider diversity of backgrounds, embracing artistic diversity and increasing the variety of film productions, music genres and digital entertainment programmed in the city.

### Implementation actions

- Publish a mission statement that Stonecrest strives for in its film, music and digital entertainment industries in connection to equity, accessibility and diversity so that all existing and prospective partners, workers, residents and investors understand the ethical standpoint of the city.
- Establish an agreement that any new partners, businesses or productions will follow equity and diversity, and ethical working guidelines, and fair pay as determined by Stonecrest.
- Support community initiatives from all across the city, prioritize projects that strengthen collaboration, and encourage participation in the creative ecosystem of members of historically marginalized communities.
- Take diversity and inclusion into consideration when assessing 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, Stonecrest 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 Stonecrest
- Promotion of Stonecrest artists and Stonecrest as a digital entertainment hub
- Programming a minimum of 25% local musicians for events and venues

These also align with DeKalb County’s Diversity and Inclusion initiatives.

### Further considerations

Stonecrest could also follow a Fair Play or similar scheme for the live music sector. Fair Play is a concept that states that musicians must be fairly compensated for their time and skills, and paid monetarily for each performance rather than playing for ‘exposure’ or a drink/meal at a venue. A Fair Play system is intended to better account for the time and costs associated with rehearsing, transporting instruments, setting up/tearing down and entertaining audience members/customers. Stonecrest could develop a Fair Play guide for artists and give abiding venues a sticker to place in a prominent position, such as the front door (think of it as a food safety rating for music). A list of Fair Play venues should also be listed on the city’s website (**recommendation 3**).

Equity in Music and Entertainment Task Force and Report, Madison, Wisconsin - US

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<sup>210</sup> Task Force on Equity in Music and Entertainment. (2018)



*Adam Tesfaye at Café CODA, a Black-owned jazz club in Madison<sup>211</sup>*

**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. 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).

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’.<sup>212</sup> 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.

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<sup>211</sup> Cafe Coda. (2023, Mar 17)

<sup>212</sup> Ibid.

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 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

**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’),<sup>213</sup> 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.

Upon its establishment, the task force had four main aims:<sup>214</sup>

- 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

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<sup>213</sup> Urban Community Arts Network (n.d.)

<sup>214</sup> Task Force on Equity in Music and Entertainment (n.d)

- 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 foci 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 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:<sup>215</sup>

- 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 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.<sup>216</sup>

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<sup>215</sup> Sound Diplomacy. (2022)

<sup>216</sup> Karen Reece, in discussion with Sound Diplomacy, 19.04.2023



**Lesson for Stonecrest:** 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. Stonecrest can learn from this example of how to: identify the underlying triggers of challenges that could hinder universal access to the film, music and digital entertainment industries; 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.<sup>217</sup>



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.<sup>218</sup>



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

<sup>217</sup> United Nations (2022e)

<sup>218</sup> 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.b: Promote and enforce non-discriminatory laws and policies for sustainable development

### 3.3 Implementation Timeline

Structural Priority Recommendations			
	Short term	Medium term	Long term
1. Strategically Align Existing and Future Initiatives of the Film & Entertainment Commission and Committee to the Stonecrest Film and Entertainment Commission Ordinance 051820			
2. Identify and Promote Stonecrest's Brand for the Creative Industries			
3. Create a Dedicated Website for the Film & Entertainment Commission			
4. Run Dedicated Marketing Campaigns to Celebrate Stonecrest's Brand			
5. Establish an Entertainment District			
6. Create a Research and Education Center for Digital Entertainment			
7. Develop a One Stop Shop for Entertainment Related Licensing and Regulations			
Ecosystem Development Recommendations			
	Short term	Medium term	Long term
8. Connect the Local Creative Industries			
9. Partner with the Arabia Mountain Alliance			

10. Develop Busking Guidelines			
11. Evaluate Non-Industry Related Spaces for Events			
12. Develop Safety Initiatives at Night in Relation to Live Entertainment			
13. Create Tourism Offer around Industry Productions and Events			
14. Create a database of Stonecrest Creative Businesses and Talent			
15. Promote Best Practices in Terms of Equity, Accessibility and Diversity within the Creative Ecosystem			

## 4. Conclusion

This work provides the City of Stonecrest with the data to understand the current state of the city and its film, music and digital industries. From conversations with city and industry workers it became clear that the film industry has, until now, been the main focus for city strategies - a finding also reflected by the impact which demonstrates that the film sector generates the greatest proportion of direct economic value (48.1%) compared to music and digital entertainment (25.5% and 26.3% respectively). However, with increased strategic planning for the development of music and digital entertainment to match that of film, Stonecrest can see significant economic, social and cultural results.

The Film & Entertainment Commission has the framework, the administrative support, the motivation and now the ideas to cultivate its creative industries. The tools are all there, Sound Diplomacy has just provided the proof to justify why the film, music and digital entertainment industries are worth investing in both financially and strategically. Now is the time for Stonecrest to leverage its position in the region and state, formalize and strengthen contacts and partnerships, and turn its attention to developing a cohesive brand that represents the city’s unique identity, one that all residents, stakeholders and partners can be proud of. One that attracts new residents, audiences, stakeholders, businesses and investors. One that establishes Stonecrest as a center for the creative industries in its own right, gaining the success and recognition it deserves.

# 5. Detailed Methodology

## 5.1 Economic Impact Methodology

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 Film, Music, and Digital Entertainment sectors in Stonecrest, GA on three different scales: direct, indirect, and induced impact.

The results in this report correspond with data from 2019 with additional insights into 2020. This is due to most of the official data sources having a three-year delay. During the research process, the most up-to-date data available from the County Business Patterns and RIMS II multipliers was from 2020. Nevertheless, we took 2019 as the base year of analysis because 2020 was an atypical year for the cultural and creative industries due to the restrictions enforced by COVID-19.

Table 3. Economic Impact Dimensions

ECONOMIC IMPACT	DEFINITION
<b>Direct Economic Impact</b>	The direct impact is the economic activity directly connected to the Film, Music, and Digital Entertainment sectors, such as music venues, recording studios, software publishers, computer programmers, film production companies, etc.
<b>Indirect Economic Impact</b>	The indirect impact is related to the supportive activity of the suppliers of the Film, Music, and Digital Entertainment sectors and is related to local businesses that provide goods and services, such as advertising, legal affairs, food and beverage suppliers.
<b>Induced Economic Impact</b>	Induced impact is created when the direct and indirect workers of the Film, Music, and Digital Entertainment sectors spend their wages on food, transportation, entertainment, etc. in their daily life.

The variables evaluated as part of the Economic Impact Assessment are the Film, Music and Digital Entertainment sectors output, employment and gross value added (GVA).

Table 4. Variables evaluated in the Economic Impact

VARIABLE	DEFINITION
<b>Output</b> <sup>219</sup>	The economic value produced by the sales of goods and services of the Film, Music, and Digital Entertainment sectors. For example, the economic output of music venues, nightclubs, film exhibitors, software developers, etc.
<b>Employment</b> <sup>220</sup>	The number of active jobs in the production of the Film, Music, and Digital Entertainment sectors goods and services in Stonecrest.
<b>Gross value added (GVA)</b> <sup>221</sup>	The output minus intermediate consumption (the costs of all inputs – for example, food and beverage suppliers, legal services, transportation costs, equipment, etc).

## Classifications

In order to define and frame the Film, Music, and Digital Entertainment 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 for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. We have used it to calculate the value of the economic activity in Stonecrest that can be attributed to the Film, Music, and Digital Entertainment economy (see the Appendix).

## Geographical Scope

The geographic scope of this assessment is limited to the City of Stonecrest, Georgia.

## Data Sources

Five main data sources have been used to conduct the economic impact analysis in Stonecrest, GA:

Table 5. List of Data Sources

<sup>219</sup> Bureau of Economic Analysis (2017)

<sup>220</sup> Ibid.

<sup>221</sup> Ibid.

DATA SOURCE	DETAILS
<b>County Business Patterns: 2019, 2020</b>	This source allows the calculation of the number of establishments and employees of the Film, Music, and Digital Entertainment sectors in Stonecrest, GA.
<b>Quarterly Census of Employment and Wages 2019, 2020</b>	This source allows a complementary source on the number of employees in the Film, Music, and Digital Entertainment sectors on a county level.
<b>BEA Regional Economic Accounts GDP by State 2001 - 2020</b>	This source provides GDP data according to the big industries at state and metropolitan levels.
<b>Regional Input-Output Modeling System (RIMS II)<sup>222</sup></b>	<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 Film, Music, and Digital Entertainment sectors.</p>
<b>Sound Diplomacy primary data</b>	This data, collected through the mapping of agents, enables us to identify missing data points.

## 5.2 Mapping Analysis Methodology

### Overview

This mapping identified film, music, and digital entertainment-related assets in Stonecrest, GA. The mapping was produced using a database built from secondary sources and georeferenced with Sound Diplomacy’s proprietary mapping tool.

<sup>222</sup> See definitions in the Appendix

## Asset Definitions

Below is the classification of the **Film** related assets (see Table 6).

Table 6. Classification of Film Related Assets

ACTIVITY	CATEGORY	DESCRIPTION
Film Production and Post-Production	Film Production and Post-Production	Person (or organization) that oversees the production and post-production of films, motion picture productions
Film Distribution	Film Distribution Agencies	Person (or organization) that oversees the marketing of films, motion picture productions
	Film Video Rentals	Person (or organization) that is engaged in the rental of physical or digital film videos for the private use of individuals.
Film Exhibition	Film Exhibitors (Cinemas)	Establishments that screen films and motion pictures
	Drive-in (Open Air) Motion Picture Theatres	Establishments that screen films and motion pictures in an open space (drive-in cinema)
Film Production Supplies	Motion Picture Film Manufacturers	Establishments engaged in manufacturing sensitized film, paper, toners and photographic chemicals, amongst others
Film Additional Support	Motion Picture Booking Agencies and Others	Individual film companies ranging from film booking agencies, film restoration services, and film libraries
Audiovisual Production and Broadcasting	Television Broadcasters	An organization that distributes television program content (images together with sound), transmitting programs to the public
	Cable Television Networks	Establishments engaged in operating studios and facilities for the broadcasting of programs on a subscription/fee basis

Audiovisual Advertising	Advertising Representatives	Establishments of independent representatives that sell media time or space for media owners
Audiovisual Production Supplies	Television Transmitting Antennas Providers	Establishments that manufacture television broadcast and wireless communications equipment
	Home Theater Audio and Video Equipment Manufacturers	
	Audiotape and Blank Manufacturers	
	Cameras and Television Merchant Wholesalers	
Other Supporting Activities	Food Catering Services	Establishments that provide food catering services to organizations such as film production companies

Below is the classification of the **Music** related assets (see Table 7).

Table 7. Classification of Music Related Assets

ACTIVITY	CATEGORY	DESCRIPTION
Music Creation <sup>223</sup>	Independent Musician, Artist or Composer	Independent musicians, artists or composers with physical presence
	Bands, Orchestras & Choirs	Professional and community bands and orchestras, professional and community choirs and singing groups, including church choirs with physical presence

<sup>223</sup> It is important to note assets that are generally linked to Music Creation can be identified but no georeference can be identified as these assets usually don't require/have one defined geographical space to conduct their activities. Therefore, our mapping cannot definitively identify all music creators in and around Stonecrest.



Live Music & Touring - Venue Infrastructure	Dedicated Live Music Venues	Establishments where live music performance is the main focus and with dedicated live music programming
	Multi-purpose Venues	Venues for hire, performing arts theaters, corporate event spaces, smaller sports facilities that host music at least two times a year
	Occasional Venues	Spaces different to 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
Live Music & Touring - Other Support	Bookers & Promoters	Registered, tax-paying businesses working in music talent booking and event promotion
	Live Events Producers	Organizations that present and/or produce artistic performances and events
	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
	Music Managers	Person (or organization) who oversees the business affairs of a musician or band

Recording & Publishing	Music Publishers	Person (or organization) responsible for licensing and administering the composition copyrights of songwriters
	Recording Studio & 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 Broadcasting	Radio Networks	Public, community and commercial music radio networks
	Radio Stations	Public, community and commercial music radio stations
Instruments / Equipment	Instrument Manufacturers	Musical instrument manufacturers
	Musical Instruments & Equipment Stores	Musical instruments, equipment, and record stores, including rentals
Music Education	Academies, Schools, Conservatories, Universities, Colleges with Music Programs	Public and private music schools, and programs
Other Professional & Business Support	Music Publications & Newspapers	Publications, magazines and periodicals specialized in music
	Music PR & Marketing	Registered, tax-paying businesses working in music marketing and social media
	Other Commercial and Administrative Support Organizations for the Music Sector	Individual music companies ranging from accounting or content creation, to photography, event production, sync, publishing and licensing
	Music Associations and Nonprofits	Music associations and nonprofits - associations of artists and/or music industry, music nonprofits and charities

Below is the classification of the **Digital Entertainment** related assets (see Table 8).

Table 8. Classification of Digital Entertainment Related Assets

ACTIVITY	CATEGORY	DESCRIPTION
Digital Design, Programming and publishing	Software Publishers	Establishments that work on the activities necessary to produce and distribute computer software
	Graphic Designers	Person (or organization) that is engaged in planning, designing, and managing the production of visual communications such as the design of logos, printed materials, drawings, and illustrations
	Custom Computer Programmers	Person (or organization) that writes, modifies, tests, and supports software in order to fit customers' requirements
	Computer Systems Designers	Person (or organization) that plans and designs computer systems to integrate with hardware, software, and communication technologies
Digital Hosting and Broadcasting	Data Processors and Hosting	Establishments that provide the infrastructure for hosting or the services for data processing
Digital Entertainment Training and Education	Academies, Schools, Universities, Colleges with Digital Training or Education Programs	Public and private schools, and programs for digital skills
Other Professional & Business Support	Other Commercial and Administrative Support Organizations for the Digital Entertainment Sector	Individual companies that support digital entertainment businesses ranging from accounting, PR, and marketing

### 5.2.2 Instructions to use the interactive Film, Music & Digital Entertainment asset map

All categories are included and mapped on this [interactive map](#) tool developed specifically for Stonecrest, GA. In order to provide some insight into the complementary support of assets in areas nearby, the geolocation exercise also included the identification of assets in a radius of +5 km around Stonecrest.

On this zoomable tool, users can see a heat map of assets, by district within the city, and click on individual assets to see more information about each one. Each sector (film, music & digital entertainment) is color-coded and can be singled out or aggregated for a wider view.

The interactive map can be filtered by sector, segment, activity, asset category, District, and location (Stonecrest or in a buffer of 5 km around Stonecrest), by clicking on the sector, segment, activity, asset category, or District name in the menu on the right. To filter categories that do not appear on that menu (grouped as “other”), click on "search in..." and then type the name you want to filter. It is also possible to filter several categories simultaneously.<sup>224</sup>

The interactive map contains three types of heat maps, each of which can be activated with the check box:

- **Cluster Heat Map:** This is a visual aid that shows the clusters or groups of assets across the map.
- **No. Assets Heat Map:** This shows the concentration of assets by District. The darker the blue, the higher the concentration of assets in the District.
- **Assets Density Heat Map:** This shows the concentration of assets per square mile of each District. This allows us to compare the density in the Districts regardless of their size. The darker the red, the higher the concentration of assets in the District based on its size.

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<sup>224</sup> If you are facing any issues when opening the map in Carto, please try to eliminate all the cookies from your browsers. Alternatively, try copying the link and opening it in a different tab or browser.

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