



ENGAGE CNY

A Regional Cultural Plan

to Boost the Livability and Economic Vitality
of Central New York: 2015-2025

Cortland, Herkimer, Madison, Oneida, Onondaga, and Oswego Counties

Integrating culture into every community; improving the quality of life for all residents; and improving the overall livability and vitality of Central New York.

FOREWORD

We are proud to present ENGAGE CNY, a regional cultural plan that will strive to reposition arts, culture, and heritage as catalysts for improving the vitality of this 5,500 square mile region in the heart of New York State. Over the next 10 years ENGAGE will increase cultural and creative opportunities for its 1.01 million Cortland, Herkimer, Madison, Oneida, Onondaga, and Oswego county residents and thousands of visitors.

ENGAGE CNY, commissioned by CNY Arts and funded by a 2013 Regional Economic Development Council grant, is New York State's first regional cultural plan and one of the few regional cultural plans in the nation. ENGAGE's geographic reach was designed to align with our New York State Council on the Arts Decentralization geographic reach.

The very process of creating this plan has already increased communication and cooperation across the region. Guided by 72 community leaders representing all six counties, an extensive eight-month campaign (July 2013 through February 2014) sought opinions and ideas through surveys, meetings, and focus groups. Community response exceeded expectations! In all, 8,806 Central New Yorker's cared enough to offer their thinking and ideas. The extent of participation alone speaks volumes about the interest and desire to see that regional culture and creativity thrive. Plan implementation will continue to build momentum and attract resources to see that success is achieved.

In addition to regional collective wisdom, this plan has been informed by national best practices for placemaking and cultural development. ENGAGE also builds upon existing strategies and initiatives striving to make Central New York an attractive place to live, work, play, and visit.

Guided by this plan and in partnership with those who share a commitment to the vitality of this region, CNY Arts will increase awareness of Central New York's cultural and creative assets, increase cultural opportunity and participation, and do everything possible to fortify the region's cultural assets.

We look forward to the path ahead!

Engage CNY Co-Chair, Heather Buchman, Orchestra Director
Hamilton College

Engage CNY Co-Chair, Matt Dwyer, Sr. Vice President
Northland Communications

Engage CNY Co-Chair, George Kilpatrick, Producer
Media Arts - Entrepreneur

Engage CNY Co-Chair, Pamela G. Matt, Esq. Executive Director
Greater Utica Chamber of Commerce

ACKNOWLEDGEMENTS

ENGAGE CNY was guided by the wisdom, encouragement and support of these individuals and organizations to whom a debt of gratitude is owed. Special mention is due to ENGAGE’s co-chairs who championed and assisted at every step. Also vital to the success of this effort was CNY Arts Executive Director Stephen Butler and his staff who worked diligently and tirelessly to encourage cooperation, cultivate financial investment, build trust and forge key relationships with community and cultural leaders.

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What the Region's Mayors Are Saying...

We are proud of our Crown City's scenic beauty, historic charm, and quality of life. In our country's most livable communities, there is great synergy between economic viability, quality of life, and cultural vitality. This plan aims to fuel that synergy here in Central New York. We look forward to plan implementation and the value it will bring to Cortland and the region.

Mayor Brian Tobin
City of Cortland



Cortland Repertory Theatre, Cortland, NY

Among Fulton's most important assets are its culture and heritage. Our culture reflects our creativity, and our heritage holds the stories of the greatness in generations before us. Even more vital is the practical value of creative opportunities and experiences for our residents, especially our children. We're proud of our celebrations and year round community arts programs. Arts and culture will be important elements in our City Revitalization plans. I share in the support of and commitment to ENGAGE because it represents our collective will to keep cultural assets central and vital.

Mayor Ronald L. Woodward, Sr.
City of Fulton



Fulton Jazz Festival, Fulton, NY

Homer is a wonderful community for children and adults alike. Past and present blend like a good stew. I'm very excited about this regional cultural plan, it complements our efforts to see that tradition and progress work together for the benefit of all in our community. Keeping our historic and cultural assets strong is important. I look forward to Homer's inclusion in regional promotion and the opportunity to share our historic and artistic treasures with visitors from near and far.

Mayor Genevieve Suits
Village of Homer



Center for the Arts, Homer, NY

The City of Rome has incredible assets that make it a unique and wonderful place to live, work, play and raise a family. Wonderful schools, safe streets, a great labor force, countless outdoor recreational activities, amazing arts and entertainment events, and an abundance of historical treasures can all be found here. We are excited Rome has been part of the creation of ENGAGE the regional cultural development plan and look forward to the benefits it will have in this community.

Mayor Joseph R. Fusco Jr.
City of Rome



Capitol Theater, Rome, NY

Oswego is a city with a soul and our people celebrate it every day. It is now time for us to share our culture and lifestyle with the other communities throughout Central New York. Being part of a dynamic organization that promotes culture is a worthy goal in generating beauty, knowledge and creativity.

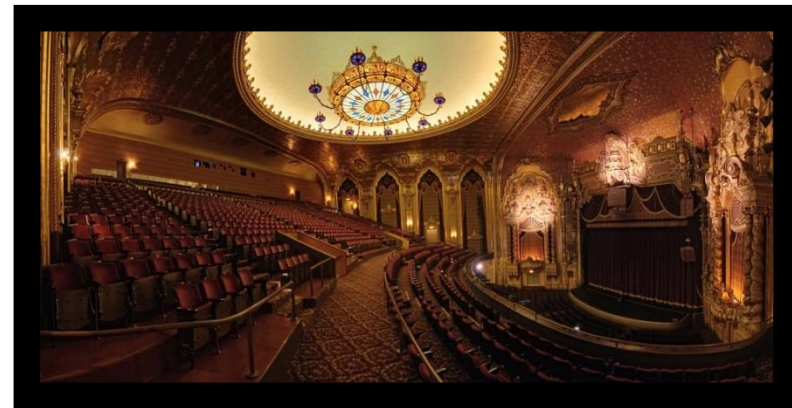
Mayor Tom Gillen
City of Oswego

Partnerships and collaboration with organizations like CNY Arts will help revitalize and ensure a prosperous future for Utica. The regional cultural development efforts of CNY Arts will highlight our cultural assets, attract tourism and help our new immigrant communities. I commend CNY Arts for their dedication to this project and look forward to working with them moving forward.

Mayor Robert M. Palmieri
City of Utica



Safe Haven Museum & Education Center, Oswego, NY



Stanley Theatre, Utica, NY

“Since 1957, CNY Arts has done outstanding work to enhance the arts and cultural environment across Central New York. Arts and culture in our region are extraordinary assets that improve our quality of life and preserve our unique heritage and history. The arts play an important role in our local economy by supporting jobs for artists, attracting and retaining young professionals, and providing economic benefits to local businesses through cultural tourism.”

–U.S. Representative Dan Maffei

“The impacts the arts can have on a community are immeasurable. I am pleased that the ENGAGE CNY Leadership Advisory Council, and many volunteers from across the region, are working together and determining how best to engage and connect arts, culture and heritage in our region. Central New York is rich in history and culture and I fully support expanding the arts.”

- U.S. Representative Richard Hanna

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CNY Arts Image: John Shaffer

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MAY, 2014

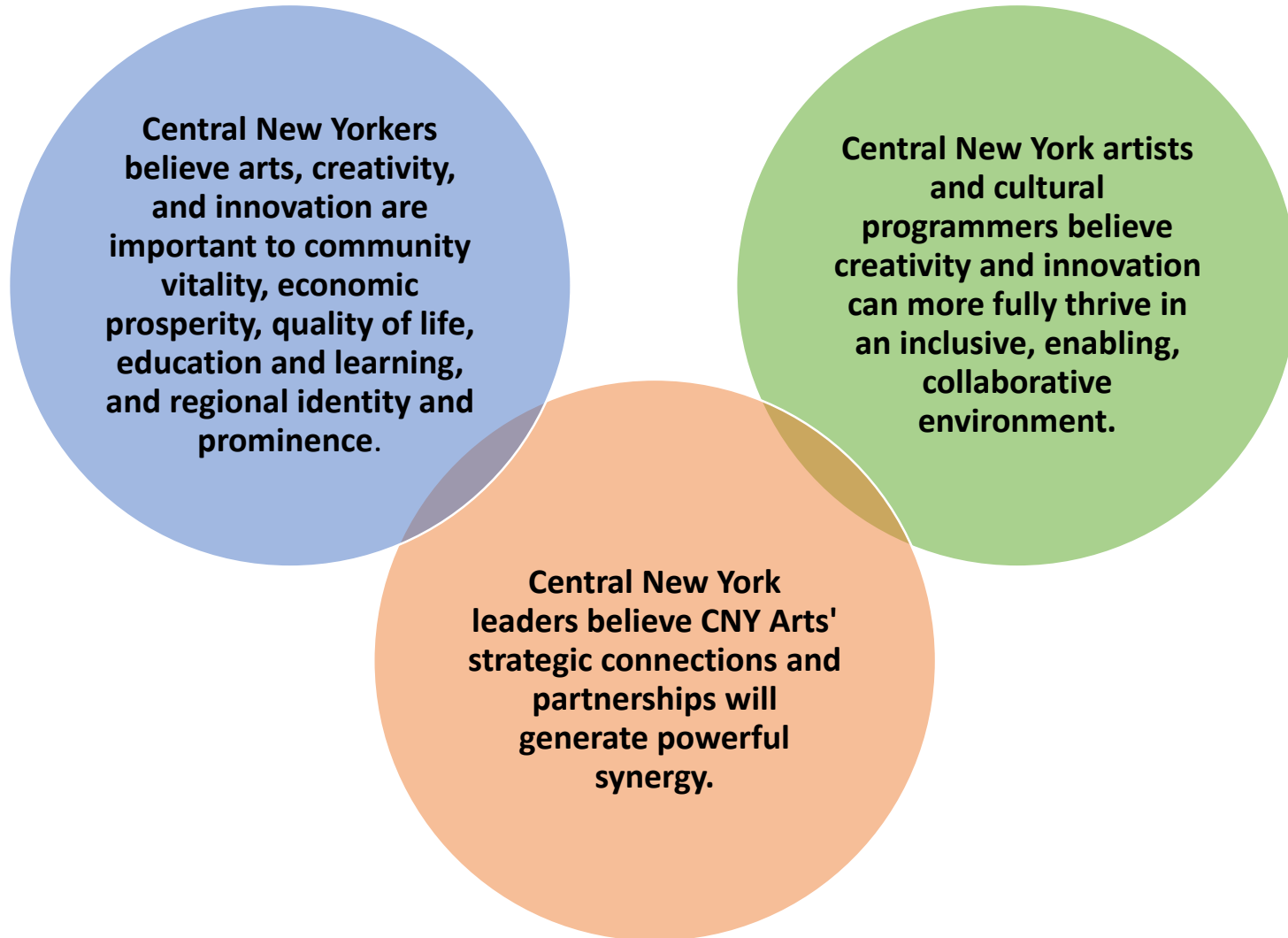
Every day people make choices about where to live, start a business, take a job, or retire. What sets the City of Syracuse and the communities of this region apart are our unique and varied heritage, scenic environment, and the vitality of our arts and cultural life. Our ability to attract and retain talent and encourage new investment hinges on the quality of life that we have to offer. This plan provides an essential roadmap for the region as we work together to strengthen our creative assets. Thank you to CNY Arts for this groundbreaking effort.

Mayor Stephanie Miner
City of Syracuse



The **Everson Museum of Art** in Syracuse: The **Urban Video Project (UVP)** is a multimedia public art initiative of **Light Work** and Syracuse University that operates several electronic exhibition sites along the Connective Corridor in Syracuse, New York.

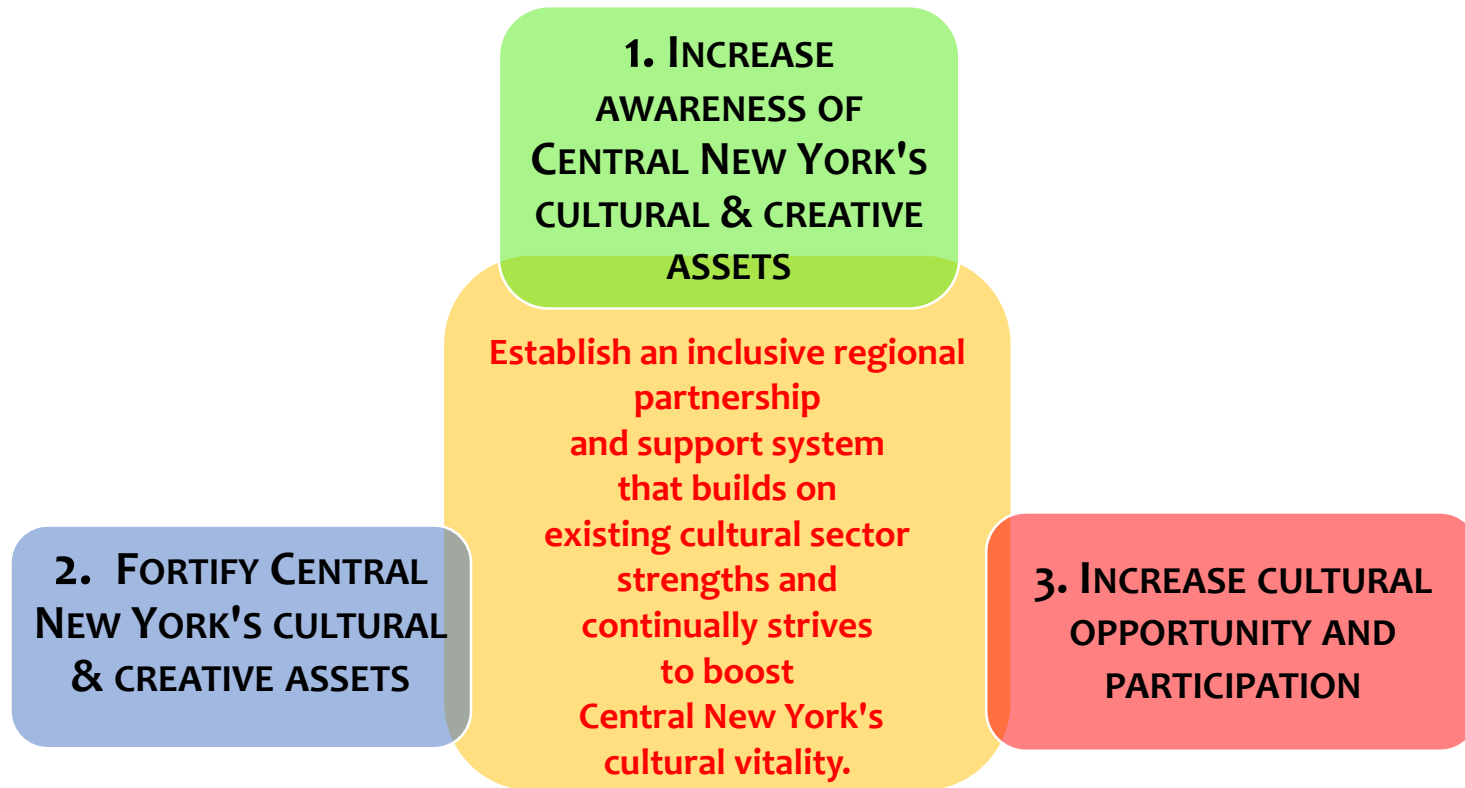
WHAT CENTRAL NEW YORKERS BELIEVE



STRATEGIC PRIORITIES TO BUILD CENTRAL NEW YORK'S CULTURAL VITALITY

Integrating culture into every community; improving the quality of life for all residents; and improving the overall livability and vitality of Central New York.

Over the next 10 years, in partnership with business, education, government, philanthropic, cultural, and community leaders across the six-county region, CNY Arts will strive to achieve the following.

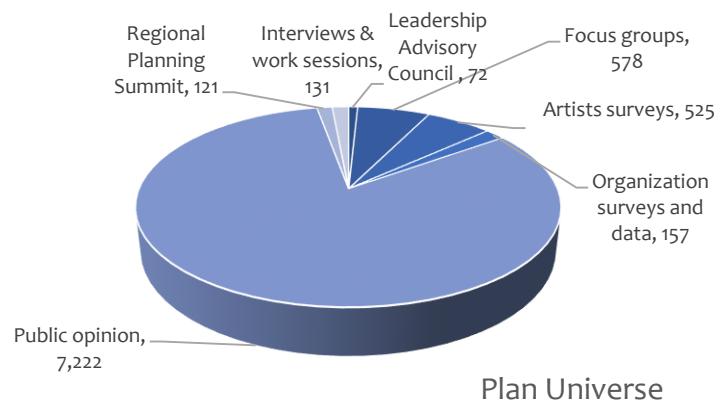


OVERVIEW

In June 2013, the eight-month assessment and planning process called ENGAGE CNY was launched and led by CNY Arts. New York State Regional Economic Development Council awarded \$150,000, of which a portion was appropriated to determine how arts and culture could more significantly contribute to the region’s vitality. A national firm, Mataraza Consulting, was retained for a fee of \$74,750. A Leadership Advisory Council representing the six counties was recruited and ENGAGE CNY was launched to find answers to these four questions:

1. **What cultural and creative opportunities do residents in the six-county region want?**
2. **What exists to respond to what residents want?**
3. **In what other regional agendas could arts and culture play a supportive role?**
4. **What will successful regional cultural development require in terms of infrastructure and sustainability?**

Here’s who we heard from:



Here’s what we learned:

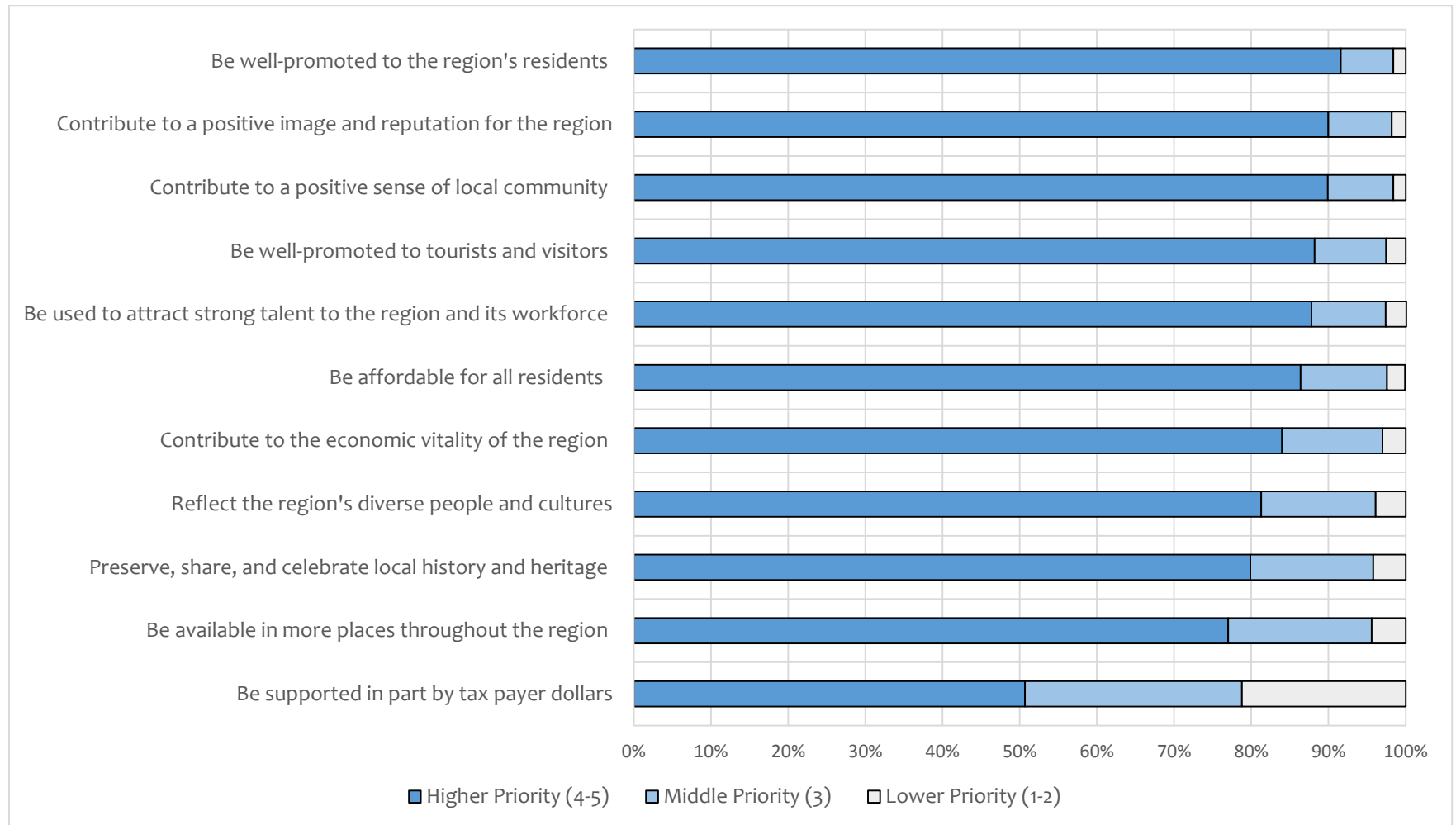
Of the top 10 activities Central New Yorkers said they most enjoy, live music and concerts were ranked highest at 40%, higher than parks, nature walks and trails, and above sports! Creative activities were five of the top 10 named.

Rank	Activities most enjoyed	Count	Percentage of all responses
1	live music, concerts	2,342	40%
2	camping, fishing, hunting	1,624	27%
3	theater, musicals	1,523	26%
4	movies, films	1,228	21%
5	parks, nature walks, trails	987	17%
6	dining out	833	14%
7	festivals	715	12%
8	reading	691	12%
9	boating and water sports	591	10%
10	sports (general)	575	10%

When asked about actual participation over the past 12 months, only 12% said they didn’t participate in any activity while 88% did. And of participants, 74% paid admission to attend live performances.

The Cultural Vitality Central New Yorkers Envision

Central New York residents value entertainment, creative, and cultural activities. When asked their opinion about *what cultural priorities should be*, public opinion survey response levels were compellingly high.



Areas Where Central New Yorkers Believe Arts and Culture Play a Central Role

A wealth of ideas and opinions about the role of arts, culture, creativity, and heritage were reflected in 52 focus groups with 578 individuals. These were central themes.

Community Building

- Culture is a bridge-builder between communities, races, and classes.
- Culture is central to community celebrations and who we are.

Downtown Revitalization

- Arts and creative activity are ingredients making our downtowns "charming."
- Arts activity, eating places, libraries, local business, community centers and shops are all important activities that keep downtowns lively from morning to night.

Economic Development

- A vibrant art scene attracts new business and workers to the region and keeps them here.
- Artists' assistance in problem solving and community revitalization could be transformative.
- A creative environment is conducive to innovation.

Education

- Arts have always been important in Central NY schools. We want arts in education to continue.
- The wealth of higher education resources in the region could play a greater role in the region's identity and vitality.

Fostering Creativity

- Creative opportunity should be accessible to residents across the region regardless of income, race or where they live.

Identity and Pride

- Central New Yorkers are proud of their history and heritage.
- Arts and culture make Central New York a better place.

Tourism

- Tourism is vital to Central New York and with increased coordination, the arts could play a more central role.

SUMMARY OF MAJOR FINDINGS AND THE PRIORITIES, AIMS AND ACTIONS TO ADDRESS THEM

1. INCREASE AWARENESS OF CENTRAL NEW YORK'S CULTURAL AND CREATIVE ASSETS

A critical first step for the plan is raising awareness of all arts, culture, history, and entertainment opportunities. Participation and consumption of cultural opportunities will increase when knowledge of all that is available increases. Only 27% of public opinion survey respondents indicated they know a lot about Central New York's entertainment and cultural offerings. A recurring theme in focus groups was that people would participate more if they knew what was going on. "Information exists, but it's all over the place. You have to be willing to search for it."

This plan recommends comprehensive, coordinated action that would...

- ***Make it easier for artists, culture and entertainment providers to share information about their offerings.***
- ***Make it easier for residents and visitors to find information about culture and entertainment offerings.***
- ***Make it easier for residents and visitors to know where offerings are located.***

Central New York needs a central hub where all culture and entertainment information in the six counties is easily available. Building on the platform of its recently created acclaimed calendar, gotocnyarts.org Guide to Arts & Cultural Events, CNY Arts is well positioned to take on this central role. At the first year anniversary of the Guide's launch, 293 of the region's 718 cultural programmers and 151 of the region's 2000+ artists are participating, and the site is receiving thousands of hits per month.

This plan recommends that in the first two years of implementation, CNY Arts establish formal communications with more artists, and all arts, culture, history, heritage, and entertainment providers in the region to regularly collect and promote information about their offerings. Simultaneously, in order to facilitate communication and collaboration between the cultural sector and other sectors, CNY Arts will establish relationships with K-12 schools, higher education, the region's largest employers, and other formalized networks including health care systems, colleges and universities, new immigrant communities, the Native American nations, ethnic communities, youth service providers and more.

As leaders from different sectors exchange information and share ideas on how creative experiences can be more integrated into the daily lives of Central New Yorkers from students to older residents and visitors, opportunities and participation will grow.

One powerful economic outcome of this plan will be further strategic collaboration between the cultural and tourism sectors. The 2012 Economic Impact of Tourism in New York Report¹ reported visitor spending in Central New York exceeded \$2.1 billion. Building on strategies in the 2012 *Destination Wide Market Analysis* conducted by the Syracuse Convention and Visitors Bureau, ENGAGE CNY will align with and support existing county tourism direction. Potential to attract far more cultural tourists will be achieved through thematic packaging and targeted marketing and promotion.

¹ Tourism Economics, An Oxford Economics Company

Findings

The region has a wealth of cultural resources and opportunity; however, knowledge of what exists is limited.*

Priority 1. Increase awareness of Central New York's cultural and creative assets.

Aims

Make it easier for artists, culture and entertainment providers to share information about their offerings.

Make it easier for residents and visitors to find information about culture and entertainment offerings.

Make it easier for residents and visitors to know where offerings are located.

Actions

Establish CNY Arts as the "go-to" regional information source for the entire cultural sector.

In partnership with the tourism sector, develop funding, legislation, and strategies to support regional entertainment and cultural marketing and programming.

With cultural sector, hospitality, convention and visitors leaders, create regional promotion, marketing, wayfinding and cultural tourism programming strategies.

* Through IDEAS, CNY Arts has created a social marketing system, gotocnyarts.org, that is just completing its first year of operation. Initially, this system was Onondaga County focused. With REDC support, CNY Arts is taking it region-wide.

2. FORTIFY CENTRAL NEW YORK'S CULTURAL & CREATIVE ASSETS

This plan recommends a comprehensive strategy that would...

- ✓ ***See that cultural organizations have the resources and capital they need to succeed.***
- ✓ ***See that Central New York is a good place to live and work as a cultural sector worker (both employees of organizations and artist entrepreneurs).***
- ✓ ***See that opportunities, programs, goods, and services the cultural sector offers are better marketed and used by a broader consumer base both inside and outside the region.***

Artists and cultural organizations, the creative assets in Central New York, are the lifeblood of cultural vitality. In order for the entire sector to contribute to regional vitality, cultural organizations and the individuals who run them must be strong. The culture industry is no different from any other enterprise. To be clear, this means cultural policy, practice, systems, and investment must address three imperatives:

- First, cultural organizations must have the vision, leadership, expertise, resources, systems, venues, and capacity for providing and promoting excellent and relevant offerings.
- Second, cultural organizations must have the financial capacity to pay living wages and benefits to their workers. Programming, operations, fund development, and outreach require a skilled workforce.
- Third, Central New York must be an environment in which artists are inspired to create, live, earn a living, and thrive.

In the greater Syracuse metro area alone, nonprofit arts and culture audiences generate an economic impact of more than \$99 million in

peripheral spending, which combined with \$33 million in direct expenditures from arts and cultural agencies supports over 5000 jobs...² Data from the most recently completed fiscal year indicates the sector attracted 4.2 million participants in free performances. Total revenue was reported at \$45.9 million.

In terms of passion and commitment, the sector is strong. However, issues of sector stability and quality must be addressed. Of public opinion respondents, 18% rated quality as excellent. The organizations themselves ranked improving quality as second of 10 priorities that this plan should address.

The sector's ratio of earned to contributed income is 36/64. (Nationally, organizations are aspiring for a balance closer to 50/50.) Since 2012, three flagship organizations have suffered severe financial difficulties. Only 19% of artists told us they are able to earn their full livelihood at artmaking. Forty-two percent reported their artistic work is unrelated to their employment.



Stone Quarry Hill Art Park, Cazenovia, NY

² Americans for the Arts study, 2010

Findings

Resilience and passion of arts workers are high, yet organizational infrastructures are fragile. The cultural sector is undercapitalized and under resourced.

Quality of offerings needs improvement.

Artists are an invisible, undervalued, and underutilized creative asset in the region.

Priority 2. Fortify Central New York's Cultural & Creative Assets

Aims

See that cultural organizations have the resources and capital they need to succeed.

See that Central New York is a good place to live and work as a cultural sector worker (both employees of organizations and artist entrepreneurs).

See that opportunities, programs, goods, and services the cultural sector offers are better marketed and used by a broader consumer base both inside and outside the region.

Actions

Build cultural sector income and leverage investment, grants, and philanthropy.

Build connectivity and collaboration within the sector and with other sectors.

Use exceptional regional resources to respond to professional development needs, increasing the overall quality, relevance, and value of arts and cultural programming in Central New York.

Develop Central New York cultural industry guidelines and standards to boost sector effectiveness.

Create incentives to entice new talent and retain the strong talent already working in the cultural sector.

3. INCREASE CULTURAL OPPORTUNITY AND PARTICIPATION

Achievement of this final plan priority depends entirely on the success of the first two priorities: increasing awareness of offerings and fortifying the cultural sector so that offerings are excellent and relevant.

This plan recommends a comprehensive strategy that will...

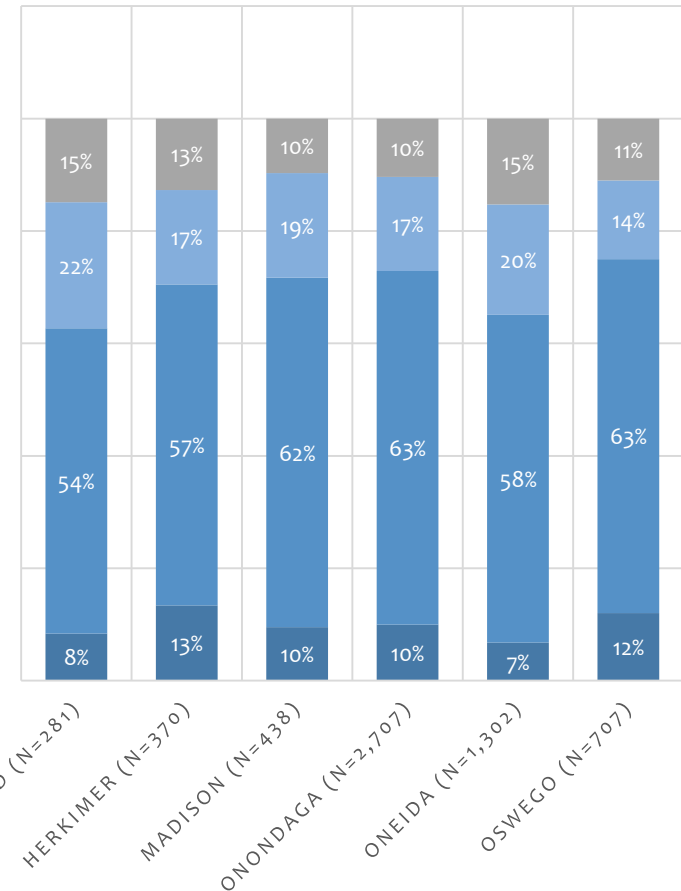
- ✓ ***Increase cultural choices and opportunities for all residents and visitors.***
- ✓ ***Increase availability of offerings where people live.***
- ✓ ***Increase cultural consumerism.***

Central New Yorkers are participating in creative and entertainment opportunities everywhere. Cultural organizations reported reaching 4.2 million people through free events. Over 1.7 million children were reached last year! Participation data from survey respondents revealed that over the past 12 months, 80% of all respondents attended a fair or community festival celebration and 74% attended a ticketed (paid) live performance. Participation trends at paid events vary by demographics, yet all trend high. The chart on this page shows participation frequency by geography as reflected in public opinion surveys.

ENGAGE’s public opinion survey asked the open-ended question “what is the one thing you think Central New York is most known for?” Respondents offered 9,637 mentions. These were sorted into 147 different topics. In the aggregate, Arts/Culture/Cultural Events was mentioned 190 times, ranking 16th among 147 topics. In each of the six counties Arts/Culture/Cultural Events ranked among the top 20 mentions.

Arts and Entertainment Participation Over 12 Months

■ 1-3 activities ■ 4-9 activities ■ 10 or more activities ■ None or missing



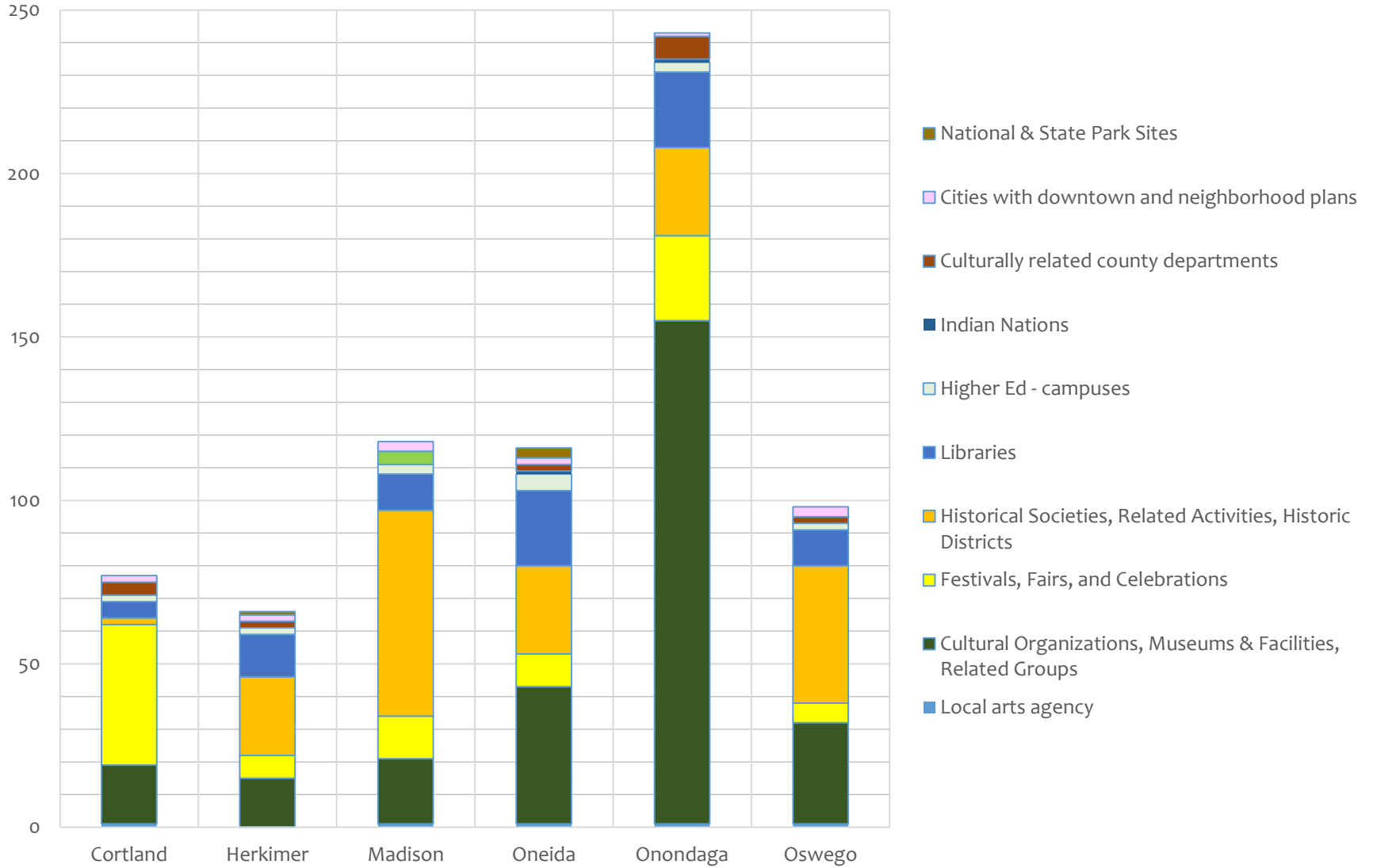
The variety of programming and entertainment offerings in Central New York is extensive. There is something for everyone.

Assessment scans revealed Central New York is home to 718 cultural programmers and venues; plus at least 200 non-arts, nonprofit organizations that offer creative activities to their constituents.³ The Creative Arts Index reports 1,600 solo artists in the region. If we include the 1,000+ young artists and creative individuals matriculated in arts degree programs in the region’s 17 colleges and universities, it brings that number – conservatively – to 2,600.

	Local arts service organizations	Cultural Organizations, Museums & Facilities, Related Groups	Festivals, Fairs, and Celebrations	Historical Societies, Related Activities, Historic Districts	Libraries	Higher Ed - campuses	Indian Nations	Culturally related county departments	Cities with downtown and neighborhood plans	National & State Park Sites	County Totals
Cortland	1	18	43	2	5	2		4	2		77
Herkimer	0	15	7	24	13	2		2	2	1	66
Madison	1	20	13	63	11	3		4	3		118
Oneida	1	42	10	27	23	5	1	2	2	3	116
Onondaga	1	154	26	27	23	3	1	7	1		243
Oswego	1	31	6	42	11	2		2	3		98
	5	280	105	183	86	17	2	21	13	4	718

³ County by county lists are in the companion assessment report.

Central New York Cultural Programmers



Most mayors in Central New York are actively seeking or already pursuing arts-related strategies to revitalize their downtowns. According to Americans for the Arts, cultural districts — particularly ones designed to serve as incubators of creativity — provide concrete evidence that a creative and innovative economy is taking shape. One plan strategy encourages establishing legislatively designated districts in each of the county’s municipalities enabling the region to be eligible for larger scale state, federal, and foundation support. Revitalization of downtowns throughout Central New York will provide multiple gains by boosting local economies, beautifying streetscapes, increasing creative opportunities close to where people live, and positively impacting the growth potential of art and cultural amenities.

Eighty-eight percent (88%) of public opinion respondents think it is important for children to have creative and cultural activities both in school and outside the school day. The arts education landscape has changed as school budget cuts have eliminated arts specialists’ positions. Some music and art teachers in focus groups shared frustration and disappointment with how once robust programs have been decimated. From organization data we learned that half of the 157 respondents provided evidence of K-12 programs.

Many see culture as a bridge-builder between communities, races, and classes. In focus groups of nonprofit community-based organizations, some leaders shared, “We’re culturally diverse in Central New York, but we are not inclusive.” In a meeting with African-American leaders in Syracuse, participants pointed to the need for more support services, technical assistance, and funding to arts and cultural organizations and artists of color. The calendar is an excellent start, but more intentional effort is called for.

Tourism in New York State is a \$54 billion industry and critical to the economy of Central New York. In 2011, Oneida County alone generated \$1.1 billion in travel spending including \$5.49 million in labor income, 14%

of all labor income in that county.⁴ Greater cooperation and collaboration between the cultural and tourism sectors will increase visitation and extend the length of travel stays, increasing traveler spending.

Fully integrating culture into every community, helping improve the quality of life for all residents and improving the overall livability and vitality of Central New York is ENGAGE’s vision.



Stage of Nations Blue Rain ECOFest, Syracuse, NY

⁴The Economics Impact of Tourism in New York, 2011 Calendar year, Central New York Focus

Findings

Central New Yorkers are participating in creative and entertainment opportunities everywhere, however, less so in traditional cultural offerings.

Culture is an underutilized bridge-builder between communities, races, and classes.

The cultural sector's role in tourism could be greater.

Priority 3. Increase Cultural Opportunity and Participation

Aims

Increase cultural choices and opportunities for all residents and visitors.

Increase availability of offerings where people live.

Increase cultural consumerism.

Actions

Encourage and facilitate greater involvement of the cultural sector in community-building activity outside traditional venues.

Be the “cultural connection” for community and neighborhood organizations, healthy aging, health systems, special populations, and others seeking artists, cultural programming, and creative opportunity for their constituents.

Encourage and facilitate more inclusive cultural expression.

Connect with education leaders in every Central New York public, private, parochial, and charter school. Be sure educators and schools have access to CNY Arts online information.

Facilitate greater connections between the cultural resources on college campuses and communities.

TIMELINE

This timeline will be amended annually as resources are generated and key partnerships established to support implementation.

	2015	2017	2019	2021	2023	2025
Establish CNY Arts as the cultural sector’s “trade association,” information hub and support center.	✓	✓	✓	✓	✓	✓
In partnership with the tourism sector, develop funding, legislation, and strategies to support regional entertainment and cultural marketing.	✓	✓	✓	✓	✓	✓
Forge administrative partnerships and alliances across the region to get things done.	✓	✓	✓	✓	✓	✓
Build connectivity and collaboration within the cultural sector and between the cultural sector and other sectors.	✓	✓	✓	✓	✓	✓
Encourage and facilitate more inclusive cultural expression.	✓	✓	✓	✓	✓	✓
Build cultural sector income and leverage investment, grants, and philanthropy.	✓	✓	✓	✓	✓	✓
Connect with education leaders in every Central New York public, private, parochial, and charter school. Be sure educators and schools have access to CNY Arts online information.		✓	✓	✓	✓	✓
Be the “cultural connection” for community and neighborhood organizations, healthy aging, health systems, special populations, and others seeking artists, cultural programming, and creative opportunity for their constituents.		✓	✓	✓	✓	✓
Facilitate greater connections between the cultural resources on college campuses and communities.		✓	✓	✓	✓	✓
With cultural sector, hospitality, convention and visitors leaders, create a regional brand that includes promotion, marketing, wayfinding and cultural tourism programming strategies.			✓	✓	✓	✓
Use exceptional regional resources to respond to professional development needs, increasing the overall quality, relevance, and value of arts and cultural programming in Central New York.			✓	✓	✓	✓
Encourage and facilitate greater involvement of the cultural sector in community-building activity outside traditional venues.			✓	✓	✓	✓
Develop Central New York cultural industry guidelines and standards to boost sector effectiveness.			✓	✓	✓	✓
Create incentives to entice new talent and retain the strong cultural sector talent already working in the region.			✓	✓	✓	✓
	2015	2017	2019	2021	2023	2025



BACKGROUND

CNY Arts, established 57 years ago as The Cultural Center of Syracuse & Onondaga County, Inc., exists to help arts and culture thrive. It distributes a total of \$1.3 million annually for Onondaga County and the New York State Council on the Arts. In addition, it assists individual artists and arts and cultural organizations through marketing

and promotional services, capacity-building, and education and training. It is the chief advocate for the arts in local, state and national arenas. CNY Arts facilitates partnerships, plans, research, and works to advance the value and relevance of arts, culture, and heritage.

It is important to share context about the economic environment. In the 1990s, fully-staffed, publicly-funded, financially-stable, robust local arts service agencies were operating in all six Central New York counties. Today, five remain. However, all but CNY Arts are functioning with skeletal staff, limited public funding, and significantly reduced capacity. According to a 2012 report⁵, decades of fiscal stress in upstate New York cities were exacerbated by the Great Recession. Unprecedented funding gaps, the slowest pace of recovery since the 1930's, local government challenges to deliver essential services, high unemployment, the duration of unemployment, and sluggish economic recovery have been environmental factors looming large. With REDC support, CNY Arts - guided by this ENGAGE road map - will be a critical factor in Central New York's economic revitalization.

As part of its strategic planning in 2012 supported through IDEAS⁶, CNY Arts Executive Director Stephen Butler traveled the region and met with civic, arts, and cultural leaders in each county. CNY Arts sought new thinking on how to strengthen local cultural development beyond funding and explored the potential value of regional information sharing, program coordination, support services, and marketing.

During these meetings with county civic, arts, and cultural leaders, Butler discovered two significant changes in the regional environment. First, there was a change in mind-set about regionalism. Because the previous aversion to regionalism has shifted, cultural and community leaders now view regional collaboration as a necessity and a viable path forward. Second, there is a desire to broaden and expand the definition – *actually the relevance* – of arts and culture by more fully embracing both traditional and new forms of creative expression.

Given the economy and the environment, in fall 2012, CNY Arts believed the best way to proceed in addressing regional cultural development was to better understand it. At the very core of ENGAGE has been the intent to better understand and more effectively connect cultural supply and cultural demand while increasing participation to boost Central New York's vitality.

⁵ The State of Working New York 2012: Disappointingly Weak Recovery. Fiscal Policy Institute Report

⁶ The Initiative to Develop and Engage Audiences in Syracuse, funded by the Allyn Foundation, Central New York Community Foundation, the Gifford Foundation, the

Dorothy and Marshall M. Reisman Foundation, the John Ben Snow Foundation, and the Trust for Cultural Resources of Onondaga County

Positive Assessment Findings

Central New York's cultural supply is 718 cultural programmers strong. A comprehensive regional scan identified: 282 cultural organizations; two federally recognized Native American tribes; 105 annual festivals and celebrations; 86 libraries; 21 municipal departments; five local arts agencies; three national and state park sites; 17 college and university campuses; and 184 historic sites and Main Streets. An additional estimated 200 non-arts, nonprofit organizations in the six-county area provide creative and cultural offerings to their constituents. And according to the 2009 Arts Index from Americans for the Arts, some 1,600+ solo artists live in the six counties.

The Central New York market, a 5,504 square mile area, is a massive potential consumer base! Central New York is home to 1,011,826 residents;⁷ and nearly 100,000 college students. Approximately 2.6 million people live within a 2.5 hour drive.⁸ Tourists from outside the region annually spend in excess of \$2 billion.⁹

Given the findings, aspirations, and opportunities, this plan recommends repositioning CNY Arts as an **inclusive regional partnership and support system for the entire cultural sector**. What CenterState Corporation for Economic Opportunity has done to better coordinate and facilitate regional economic development, this new regional partnership will strive to achieve for Central New York's cultural development through increased coordination and facilitation.

Central New York Definition of Arts & Culture

In this plan, Central New Yorkers defined entertainment, arts, and cultural activities of interest to them.

###

Acting, Antiques, Architecture, Art Teaching and Arts Education, Art Therapy and Healing Arts, Ballet Folklorico, Black History, Boiler Maker Race, Choreography, Crafts, Culinary Arts, Dance, Design, Digital and Electronic Arts, Dramaturgy, Drawing, Erie Canal, Exhibitions and Museums, Fabric and Tapestry, Fairs, Farmers Markets, Festivals, Filmmaking and Cinema, Fine Art, Folk Arts and Traditional Art, Folklore, Heritage and History, Hip-hop, Instrumental Music, Jazz, Painting, Preservation, History Museums, Houses/Sites, Heritage Programs, Humanities, Indigenous Art, Jewelry Making, Landmarks, Landscape Design, Libraries and Educational Institutions, Literature, Literary Arts, Metalsmith, Music, Music Composition, Musical Theatre, Native American Culture, Opera, Painting, Photography, Poetry, Pottery, Quilting, Science and Nature, Sculpture, Singing, Storytelling, Theater, Traditional Performing, Visual Arts, Writing, Zoos...

⁷ US Census 2013

⁸ Syracuse Destination Wide Market Analysis: Findings and Recommendations, Reach Market Planning LLC, 2012.

⁹ The Economic Impact of Tourism in New York: 2012 Calendar Year, Tourism Economics

PLAN DEVELOPMENT PROCESS



ENGAGE Co-Chair & CNY Arts President Elect
Matt Dwyer with Executive Director Stephen Butler



CNY Arts Executive
Director Stephen Butler



ENGAGE Co-Chairs
Heather Buchman and George Kilpatrick



ENGAGE Co-Chair
Pamela Matt

All Summit images | Amelia Beamish

Our Process

ENGAGE's timing was perfect. Governor Andrew Cuomo's creation of *NY Works, A New Operating Model for NYS Government to Stimulate Real Regional Economic Development* had been launched in 2011 with the state's investment of \$200 million. Regional Economic Development Councils were created to incentivize partnership building and regional growth strategies to ensure state funding aligned with local priorities. CNY Arts applied for and received a \$150,000 award to expand its capacity to market regionally and to conduct this regional cultural development assessment and plan. Spurred by the requirements of REDC's funding, everyone worked tirelessly to ensure success for the expedited timeframe. Assessment and plan objectives set forth in spring 2013 were as follows:

- Provide a comprehensive inventory of the arts, culture, history, and heritage delivery systems in Central New York (both individual artists and organizations), and especially existing local partnerships between arts organizations and their communities

(schools, libraries, local festivals, churches, local government, industry, and more).

- More closely integrate cultural development with Central New York agendas, including economic development, community livability, tourism, neighborhood development, and quality of life.
- Cultivate broad-based community thinking, ideas, and enthusiasm as to how Central New York's arts, culture, history, and heritage delivery systems could become even more relevant and more vital.
- Determine who in Central New York is currently being reached by programming, what kinds of programming exist, who is not being reached, and how to expand access.
- Assess CNY Arts' structure, operations, and programming, and make recommendations to improve and strengthen its efficiency and effectiveness – especially considering the impetus for the

assessment and plan, and the encouragement to play a more centralized coordinating role.

- Provide a comprehensive cultural assessment and plan, and a clear road map for successful plan implementation.



Summit Keynote CenterState President & CEO Rob Simpson



Gifford Foundation Executive Director Dirk Sonneborn



Madison County Priorities



Summit Participants

The plan development process included these 15 components.

1. CNY Arts enlisted the assistance of a 72-person leadership team comprised of 63 community leaders and 9 arts and cultural leaders to guide the process. With 50 leaders present on June 19, on the stage of the Capitol Theatre in Rome, ENGAGE was launched.
2. The consultant team conducted a scan of municipal and regional plans, plus existing research that could impact cultural development. (Please see appendix A for the full 106 resource list). A plan imperative was ensuring that ENGAGE did not inadvertently eclipse existing cultural development initiatives, but rather supported and facilitated better coordination of them.
3. The consultant team inventoried all cultural programmers in the region. To the extent data was available, all programmers have been mapped. These maps also are in the assessment companion report.
4. Public opinion surveying was conducted from August 1 to December 1. ENGAGE aimed to reach one percent of the population from Cortland, Herkimer, Madison, Oneida, and Oswego counties and .05% of Onondaga. Public opinion surveys published in English and Spanish were available online and in hard copy. Leadership Advisory Team members successfully pushed surveys to their constituents. In all – further encouraged by close to \$1,000 in gift card incentives – 7,222 surveys were collected achieving 93% of the goal.
5. An artist inventory and scan was conducted from August 1 to December 1. Five-hundred twenty-five (525) artists participated in an online survey of which 490 were considered. Americans for the Arts Local Arts Index provided additional data about the region’s 1,600+ solo artists
6. An organization survey collected in-depth data and opinion from 157 arts, culture, history, and heritage organizations in all six-counties

from August through December 2013. Cultural Data Project information and IRS 990s were also culled to amass financial information. ¹⁰

7. Market analysis for the IDEAS project provided the base of information for ENGAGE. Using Experian and ESRI data, the project consultant team amassed data enabling ENGAGE leaders to understand regional and county-by-county arts and cultural participation variables. Detailed information about demographic, lifestyle segmentation, consumer spending, and business data for Cortland, Herkimer, Madison, Oneida, Onondaga, and Oswego counties was provided and was helpful in determining where regional cultural development priorities should focus. A 70-page companion report “ENGAGE CNY Regional Scans Interest & Participation in the Arts” was produced and distributed to CNY Arts and the ENGAGE Leadership Team in August 2013.
8. Focus groups and smaller meetings and interviews were conducted around the region from June 2013 to February 2014 with the intent to hear first-hand perceptions about what entertainment, cultural and creative activity exists and is desired. Focus groups included students, educators, artists, cultural organizations, nonprofit leaders, business leaders, the general public from underserved communities, college arts and cultural programmers, government leaders, representatives from ethnically specific communities, and more. In all, 52 focus groups attended by 578 individuals were conducted with assistance from Syracuse University and SUNY Oswego facilitators.
9. Scans exploring relevant national best practices in placemaking and cultural development further strengthened plan strategies and tactics.
10. An ENGAGE Summit hosted by CNY Arts was held at the Syracuse Hancock International Airport on February 26, 2014. One-hundred-twenty-one (121) leaders from around the region attended to review

assessment findings and, most importantly, provide guidance and intelligence on how to best proceed with plan implementation. Through a facilitated process, summit participants fine-tuned draft action steps and voted on priorities. Those results are reflected in the priorities and pacing of this plan.

11. CNY Arts staff provided capable administrative coordination and project oversight from the project’s start. A planning committee of the CNY Arts Board and a sub-contracted ENGAGE Manager were on point throughout the entire process.
12. CNY Arts managed ENGAGE’s communication and public relations strategy. More than 75 media mentions across Central New York promoted and reported on ENGAGE progress as a result.
13. The Consultant Team spent extensive time on site: Mataraza was in Central New York 38 days over 13 months from April 2013 to May 2014 to facilitate meetings, interviews, and guide the process. Philips was onsite for the summit.
14. Infrastructure recommendations will guide CNY Arts in operationalizing ENGAGE.
15. ENGAGE will continue to secure plan endorsements from elected officials and sector leaders from across the region so that this document will provide impetus and support for initiatives to come.

¹⁰ Please see appendix A.

SUMMIT PHOTO GALLERY



Jim Dempsey, Director
Cortland County CVB



Herkimer County Leaders



Onondaga County Leaders



Cortland County Leaders



Oneida County Leaders



Oswego County Leaders

SECTION TWO: STRATEGIC PRIORITIES TO BUILD CENTRAL NEW YORK'S CULTURAL VITALITY

“The arts are not only the heart and soul of a community, but they are essential to economic development. A community rich in the arts will help to attract more individuals, who are looking to start and grow their businesses in Central New York.”

State Senator John DeFrancisco

I. INCREASE AWARENESS OF CENTRAL NEW YORK'S CULTURAL AND CREATIVE ASSETS

This plan recommends comprehensive, coordinated action that would...

- *Make it easier for artists, culture, and entertainment providers to share information about their offerings.*
- *Make it easier for residents and visitors to find information about culture and entertainment offerings.*
- *Make it easier for residents and visitors to know where offerings are located.*

What the data revealed:

1. **Arts, cultural and historic resources across Central New York are diverse and** represent some of the best treasures in this state and nation. Native American cultures still flourish. From New York's role during colonial times and the struggle for independence to the Underground Railroad and the Women's Rights Movement, it is all here.
 - A regional scan identified 718 cultural programmers: 282 cultural organizations; two federally recognized Native American tribes;

105 annual festivals and celebrations; 86 libraries; 21 municipal departments; five local arts agencies; three national and state historic sites; 17 college and university campuses; and 184 historic sites and Main Streets. ...¹¹

- A regional scan of United Way, New York State Council of Nonprofits, county governments, plus focus groups with grantees from Central New York Community Foundation, Inc. and the Community Foundation of Herkimer and Oneida Counties, Inc. revealed an estimated 200 non-arts, nonprofit organizations, such as the YMCA in Syracuse and the Underground Café at the Westminster Presbyterian Church, provide reliable, highly utilized creative programming.
- According to the 2009 Arts Index from Americans for the Arts, some 1,600+ solo artists live in the six counties. Conservative estimates of 1,000 young artists and creative individuals matriculated in arts degree programs in the region's 17 colleges and universities brings that number to 2,600. CNY Arts artists'

¹¹ County by county rosters are in the companion assessment report

database - with 151 files - provides a good start to build upon. Since **gotocnyarts.org Guide to Arts & Cultural Events** was launched in March 2013, CNY Arts Marketing Manager has been actively recruiting organizations and artists to participate. Numbers of artists included have increased from less than 40 in June 2013 to more than 150 in April 2014.

2. Knowledge of offerings varies significantly across the region and across demographics. Tailored marketing and promotional strategies would increase knowledge more successfully than one single approach.

- Only 27% of total public opinion respondents indicated they know a lot about entertainment and cultural offerings. Knowledge of cultural offerings varied by geography, age, race, household income, and education.
 - By geography: Oneida County respondents' [N=1,537] knowledge of offerings was the highest at 31% and Oswego County respondents [N=794] was lowest at 19%.
 - By age: On a scale from 1 to 5 with 5 being the highest knowledge of offerings, the mean score for total respondents under age 35 [N=5,721] was 3.68, for respondents between the ages 35 and 54 was 4.08, and for those 55 and over as 4.34.
 - By race: the mean score for total respondents' knowledge of offerings [N=5,523] was 3.83 for Non-white/Non-Caucasians and 4.08 for White/Caucasian (Non- Hispanic).
 - By household income: the mean score for aggregate respondent households' knowledge of offerings [N=4,770] reporting annual income less than \$25,000 was 3.74 and those with incomes of \$100,000 or more was 4.19.

- By education levels: the mean score for total respondents knowledge of offerings [N=5,688] reporting no college degree was 3.76 and those with post graduate or professional degrees was 4.31.

- When queried about the vision of the region's cultural development and what *should be in place*, Central New Yorkers ranked highest at 92% that offerings should "Be well-promoted to the region's residents." Artists ranked this highest at 95% and cultural organizations ranked it second highest at 98%.

3. Central New Yorkers are interested in arts and entertainment — and they participate. Tailored information dissemination strategies and messaging would increase participation.

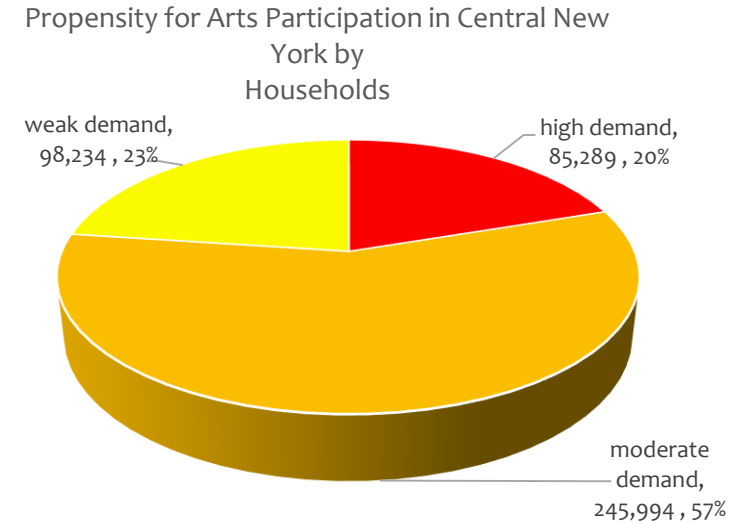
- 67% of total public opinion survey respondents are very interested in arts and entertainment. Looking at the data by geography, Cortland survey respondents [N=330] were most interested arts and entertainment at 70%, and Oswego respondents [N=794] at 62% were least interested of respondents across the six counties.

Interest did not vary by household income or race; but did vary by education level and age. It is important to realize how positive it is that the mean score for interest was not lower than 4.5 among any groups including age, race, household income, education level, or households with children. This suggests that tailored marketing approaches would be more successful in reaching the younger demographic and residents with no higher education rather than a linear strategy.

On a scale from 1 to 5 with 5 being the highest, the mean scores for interest in arts and entertainment ranged from...

- A high of 4.83 among those with post graduate or professional degrees and low of 4.52 among those with no college degree;

- A high of 4.77 among those 55 and older and low 4.59 under age 35.
- A recurring theme in focus groups was that people would participate more if they knew what was going on. One undergraduate student offered, “Information exists, but it’s all over the place. You have to be willing to search for it.”
- In the public opinion survey, ease of finding information varied only by geography and not age, race, income, households with children or education levels.
 - 59% of total respondents said it was easy to find information about offerings. Madison County respondents’ [N=485] knowledge of offerings was the highest at 68% and Herkimer County respondents’ knowledge [N=424] was lowest at 45%.
 - At a Madison County focus group in Hamilton, participants told us areas of their county do not have access to the internet or cable.
 - Herkimer County focus group participants in Little Falls told us, “Fewer newspapers exist. And the newspapers that are left do not cover events in a timely manner.”
- Cultural participation data was provided by the research team to point to geographic areas where the propensity for arts involvement was high, moderate, and weak. Using Experian and ESRI data, county-by-county and aggregate cultural participation variables for the region’s 429,517 households were mapped. In 20% of households, propensity for cultural participation is high. Increasing awareness in the moderate-demand and weak-demand households will be a focus of the plan.



4. Local information networks exist in each county. However, regional knowledge of local networks is limited. A central hub linking culture and entertainment information from all sources would increase awareness.

- Media resources across the region host event calendars: WFXV’s CNY homepage.biz; the Oneida Daily Dispatch’s weekend events calendar; and Syracuse.com, powered by the Post–Standard, to name a few.
- Each county government and city website includes information about local festivals, historic offerings, events, performances and more.
- Artist information is available on three web resources: gotocnyarts.org Guide to Arts & Cultural Events [151 artists]; Finger Lakes Artists and Crafters in Central New York (part of the larger Allied Artists Networks in Upstate New York, 150+); and the Central NY Art Guild, Inc. [72 artists].

5. **Knowledge of CNY Arts and “gotocnyarts.org Guide to Arts & Cultural Events,” established just one year ago, are understandably limited. Efforts are underway to increase calendar visibility and utility with REDC 2013 and 2014 investments.**
 - In focus groups...
 - Organizations and artists using the “gotocnyarts.org Guide to Arts & Cultural Events,” are supportive and complimentary of it. It is a welcomed, valuable marketing and promotional resource with the capacity to reach people across the region in ways organizations could not achieve on their own.
 - Organizations and artists previously unaware of the events calendar are eager to contact CNY Arts to post their events.
 - Participants from the general public who are aware of the “gotocnyarts.org Guide to Arts & Cultural Events” expressed only enthusiasm.
 - In ENGAGE surveying of artists, on a scale of 1 to 5 with 5 being the highest,
 - The mean score reflecting knowledge of CNY Arts as a regional service provider was 2.79. Further inquiry revealed that Onondaga County artists reported the highest mean score regarding CNY Arts’ awareness (at 2.96) and Oneida artists, the lowest (at 2.27).
 - At the February 2013 convening of higher education arts programmers from 17 campuses in the six-county region, less than half of the 27 individuals present were aware of the “gotocnyarts.org Guide to Arts & Cultural Events.” Again, this resource is not yet one year old. All were enthusiastic about its future potential and value.

6. **Collaborative marketing, messaging and promotion was ranked highest as a need among organizations. Few organizations have the expertise or financial resources to market themselves. Consolidated marketing would be tremendously efficient and cost effective. It would, however, require ongoing funding to pay for systems and the personnel to manage them.**
 - Of the 111 cultural organizations providing financial data in ENGAGE’s survey, one third of them reported zero funding for marketing and promotion. That means no designated staff person and no promotional budget.
 - Of the 119 organizations who identified their “top three cultural plan priorities of most importance to their organization,” ...
 - Tied for highest rated at 40.6% were “increasing effectiveness of collaborative marketing, messaging and promotion” and “increasing my organization’s visibility both inside and outside the six-county Central New York region.”
 - Performance-related organizations [N=46] rated “increasing effectiveness of collaborative marketing, messaging, and promotion” as their highest service priority at 56.5%. All other types of organizations [N=73] rated “increasing their organization’s visibility both inside and outside of the six-county Central New York region” as highest at 50.7%.
 - A review of the organization data by geography revealed that “increasing effectiveness of collaborative marketing, messaging, and promotion” was rated highest by organizations in Madison (at 75%), in Oswego (at 55.6%), in Herkimer (at 50%), and in Onondaga (at 50.7%) counties.
 - Organizational data revealed that “Increasing their organizations’ visibility both inside and outside the six-

county Central New York region” was rated highest by Oneida county organizations (at 53.3%), and ranked second highest by Cortland county organizations (at 50%), Madison county organizations (at 66.7%) and Onondaga county organizations (at 49.3%).

7. There’s a successful tradition in New York State of culture and tourism collaboration that can serve as the prototype for other sector relationship-building to raise awareness and increase participation. This plan will build on the communication networks of other sectors to reach more Central New Yorkers.

- In 2012, CNY Arts and the Syracuse Convention & Visitors Bureau created and launched “gotocnyarts.org Guide to Arts & Cultural Events,” to promote activities in the Greater Syracuse region. As of March 2014, 444 entities (293 organizations and 151 artists) are using the site for their promotion. Their information is also pushed to other tourism sites.
- Among Central New Yorkers responding to the public opinion survey’s query about what entertainment, creative, and cultural activity providers in Central New York *should* do, “be well-promoted to tourists and visitors” was rated fourth of 11 priorities.

Scan results of entities in Central New York indicate two entities with the capacity and existing networks to serve as central information hubs: CenterState CEO and CNY Arts.



Recommended Actions

The proposed actions below reflect the results of the planning summit.

Action 1.1 Establish CNY Arts as the “Go-to” regional information source for the entire cultural sector.

CNY Arts will proactively collect information from every cultural and entertainment programming source in Central New York open to the public. The plan recommends a staff relationship manager whose responsibility will be to communicate regularly with all providers and continue outreach to new and emerging organizations and artists.

Also recommended is regular distribution of cultural and entertainment information through all public networks (and private, where appropriate) in order to reach communities and populations where knowledge of offerings is most limited.

- Continually push information through all public media to reach more people. This includes Internet, print, cable, radio, social media, web links, and highly trafficked websites where the public looks for entertainment and things to do.
- Continually push information through existing formal networks such as public, private, charter, and parochial school systems; colleges and universities; the library system; large employers; business networks; tourism and leisure travel networks; social and human service networks; health care providers; and new immigrant communities.

Action 1.2 In partnership with the tourism sector, develop funding, legislation, and strategies to support regional entertainment and cultural marketing.

Marketing locally, regionally, nationally and internationally requires financial resources. In order for a number of these plan strategies to succeed, a sustainable funding resource will be critical. Only then can there be quality-of-life and tourism-development marketing and

hospitality-related professional development for the cultural sector. And only then can cultural tourism business development succeed, increasing earned income for both the cultural and tourism sectors.

Action 1.3 With cultural sector, hospitality, convention and visitors leaders, create regional promotion, marketing, wayfinding and cultural tourism programming strategies.

Develop themed regional cultural tourism marketing strategies 12 to 24 months in advance. Examples: *Summer Festival Season in Central New York* - where to stay, where to dine, what else to see; “Central NY CulturalVacations,” connecting visitors with activities; visits to places where significant events changed the course of history; or Central New York public art and exhibition tours. In public opinion surveys, Central New Yorkers suggested special interest tour packages for artisans, quilters, crafters, history buffs, writers, foodies, wine enthusiasts, and more.

Build on existing regional tourism efforts. Target consumer groups and retain them for longer stays. Examples might include Road Scholar/Elderhostel, conventions, medical tourists, agritourists, Destiny USA shoppers, and college sports events.

With the CNY tourism network, develop strategies each year to aggressively promote Central New York’s cultural opportunities locally, regionally, nationally, and internationally. Include direct links with I LOVE NY, tripadvisor®, Hotels.com®, travel writers, travel publications, tour operators, and more.

Action 1.4 Contribute to current unified regional wayfinding plans

In Syracuse CVB’s 2012 plan, wayfinding strategies are included as an existing strategy in which the cultural sector could assist more. Assessment maps¹² will help raise awareness of where cultural amenities and resources are located. With all CVBs, CNY Arts is poised to facilitate Central New York artists’ inputs to distinctive wayfinding design.

¹² See Companion Assessment Report

Action 1.5 Become the “cultural-scheduler-central” - the information resource for entertainment and cultural events/programs at least 12 to 24 months in advance.

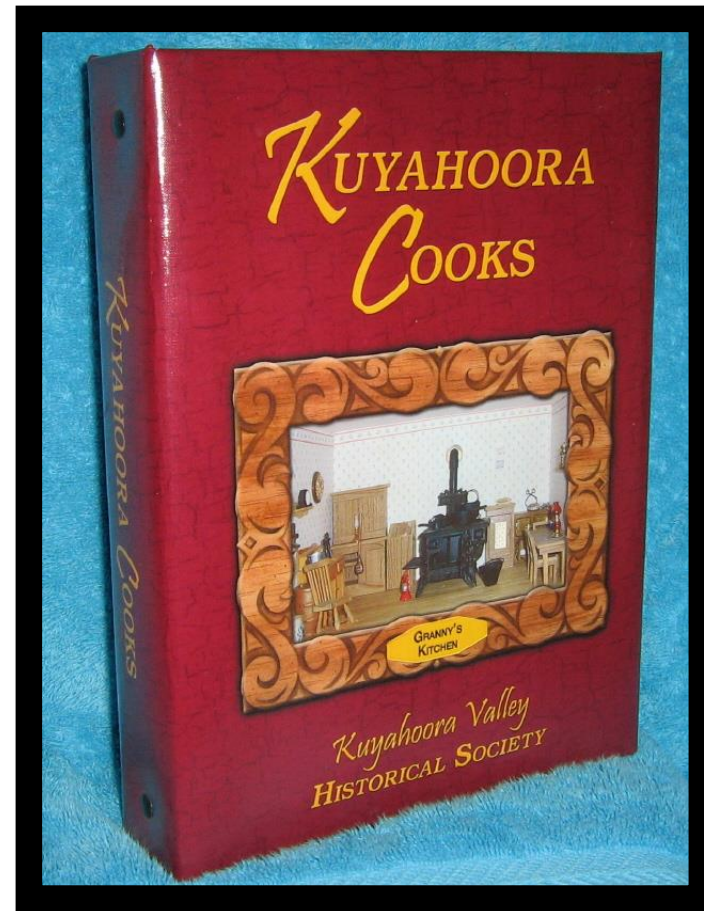
Building on the regional cultural calendar, serve as the central information source for events. This serves two purposes: first, to inform those wanting to create synergy around existing and planned events, and second, to eliminate unintended conflicts.

Action 1.6 Expand CNY Arts’ calendar utility.

Develop experiential application interfaces with mobile devices and target market to the younger demographic across all six counties. Consider wayfinding signage with mobile access to video about the location. Explore interactive applications enabling interested people to hear or view an excerpt from an upcoming music event or watch an artist, historian, community leader, or local celebrity explain what is being seen or visited.

Action 1.7 Become “information central” for people who want participatory creative experiences.

Create a web-based comprehensive regional roster - a “Central New York ArtsCLASSifieds” - as the resource to find classes, instruction, community-based groups, amateur networks, and camps in every artistic and creative genre. Include dates, times, fees, age-appropriateness, instructor information, levels of offerings (for the novice, the experienced, etc.), mapping interface, where to park, daycare, languages offered, and what’s nearby.



Kuyahoorra Valley Historical Society, Herkimer County

“A 2010 Americans for the Arts study showed that, in the greater Syracuse metro region alone, nonprofit audiences spent \$99.5 million, with cultural sector spending totaling more than \$133 million. With that level of spending, there’s no doubt that Central New York’s cultural resources are an economic driver for our local and regional economy.”

Rob Simpson, President of CenterState CEO

2. FORTIFY CENTRAL NEW YORK’S CULTURAL & CREATIVE ASSET

This plan recommends a comprehensive strategy that will...

- ✓ *See that cultural organizations have the resources and capital they need to succeed.*
- ✓ *See that Central New York is a good place to live and work as a cultural sector worker (both employees of organizations and artist entrepreneurs).*
- ✓ *See that opportunities, programs, goods, and services the cultural sector offers are better marketed and used by a broader consumer base both inside and outside the region.*

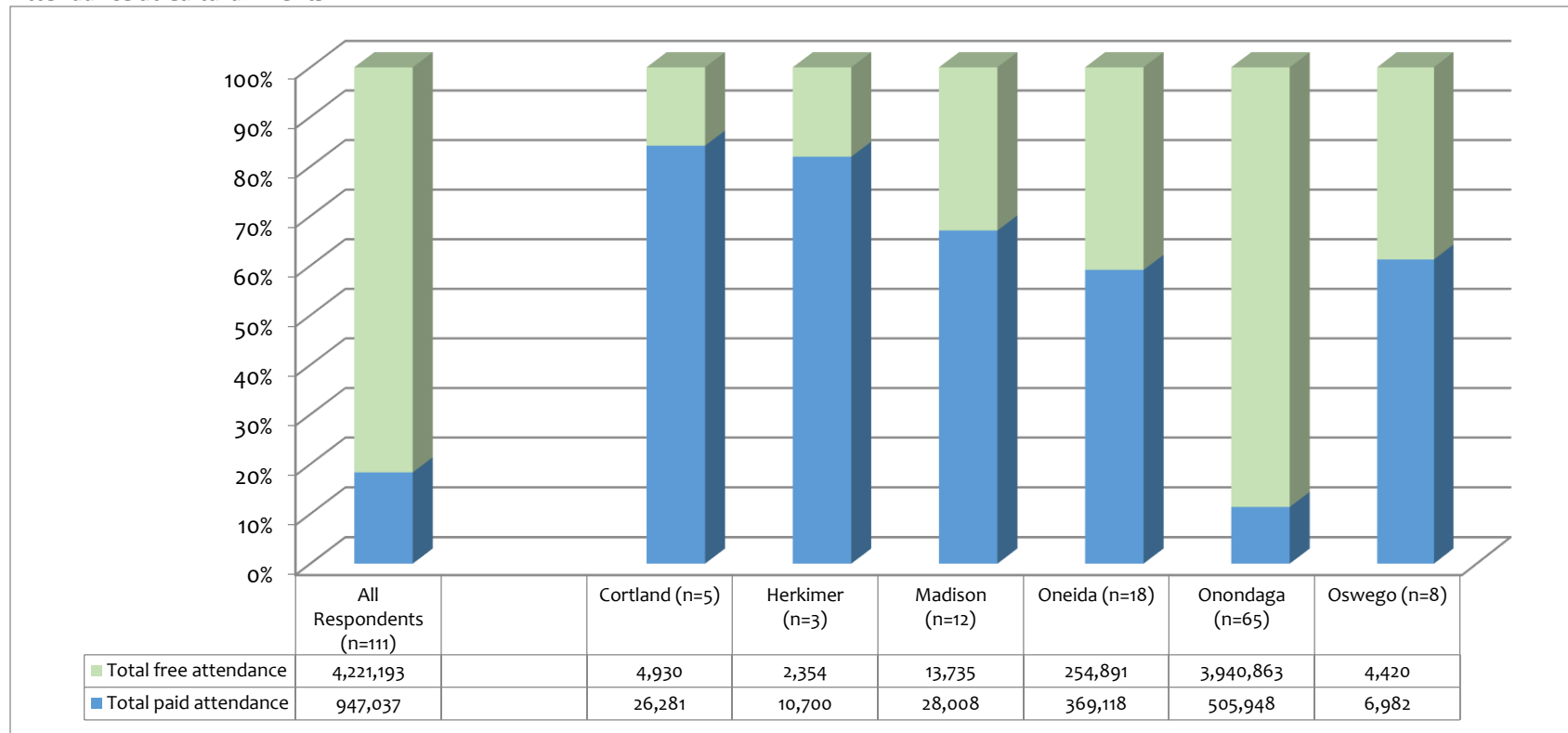


Earlville Opera House, Earlville, NY

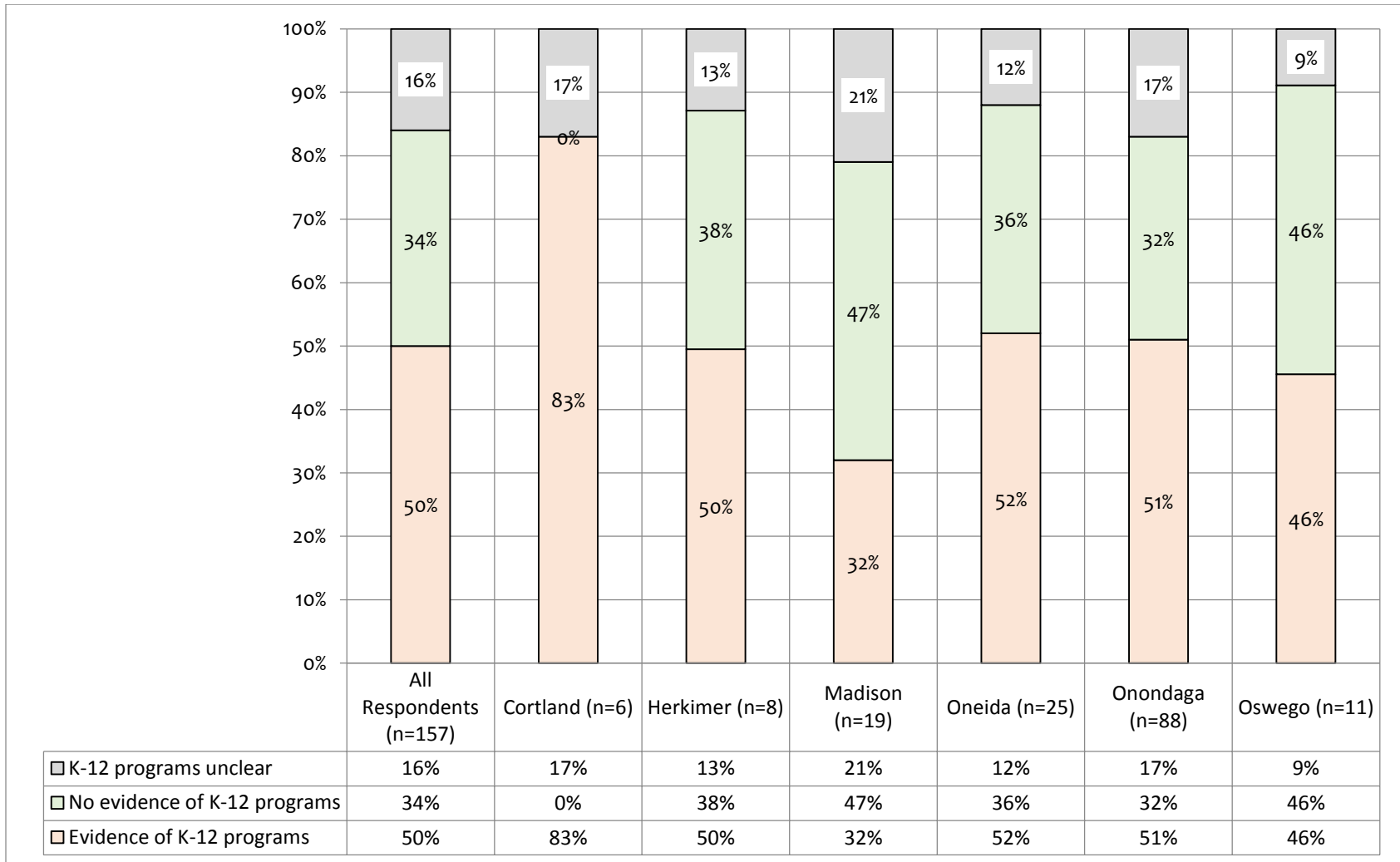
What the data revealed:

A. Participation and financial data from 157 of Central New York’s established institutions was collected for the assessment report. This plan recommends CNY Arts continued tracking of key data and trends through the Cultural Data Project.

Attendance at Cultural Events

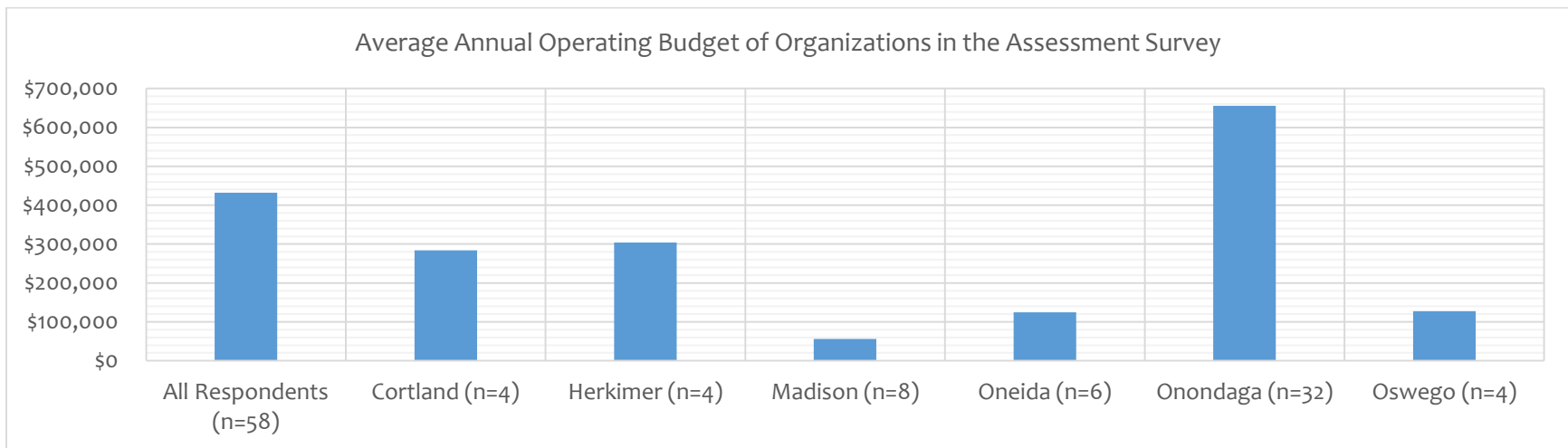


Evidence of K-12 Programs



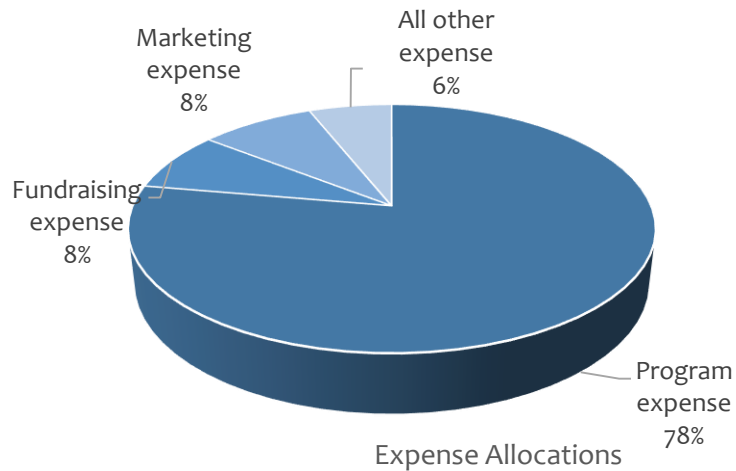
Operating Budgets

	All Respondents (n=58)	Cortland (n=4)	Herkimer (n=4)	Madison (n=8)	Oneida (n=6)	Onondaga (n=32)	Oswego (n=4)
Average operating budget	\$ 431,723	\$ 283,742	\$ 304,360	\$ 55,813	\$ 124,391	\$ 655,720	\$ 127,908
Range of operating budgets	\$2,134-\$6,407,949	\$55,000-\$640,000	\$5,000-\$845,300	\$2,500-\$215,000	\$23,200-\$258,700	\$5,000-\$6,407,949	\$2,134-\$240,000



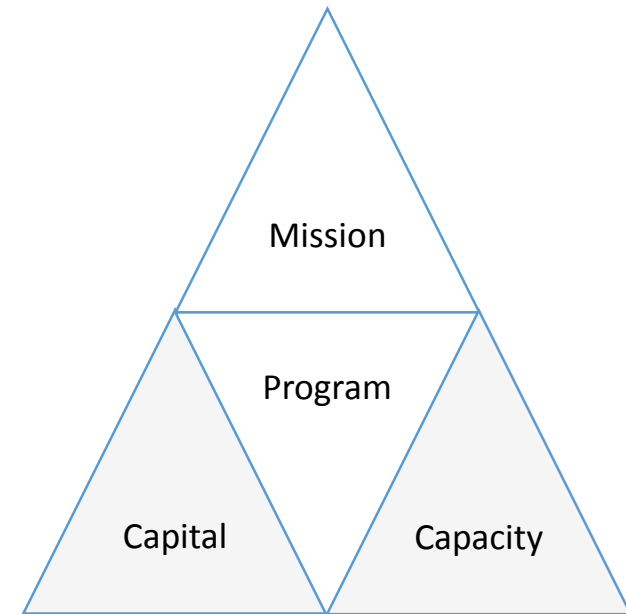
B. Resilience and passion of arts workers is high, yet organizational infrastructures are fragile. Future sector success will depend on an adequately skilled and capitalized infrastructure.

- Financial stability of the sector needs to improve.
 - For those same organizations, the ratio of earned to contributed income was 36/64. Nationally, organizations are aspiring for a balance closer to 50/50 and, for performing organizations, 60/40. When organizations rely too heavily on contributed income, especially contributed income for project and not administrative costs, financial stability is weakened.



- Looking at organizations' allocations for programming compared to essential administrative costs such as fundraising, marketing and other expenses shows us which specific essential operating areas are most lean. Programming is essential, but not at the expense of organizational capacity. A framework developed by the

Nonprofit Finance Fund since the Great Recession emphasizes the importance of a balance between mission, program, capital and capacity. Strength in one area cannot compensate for weaknesses in another. All are important.



Source: Nonprofit Finance Fund

- Since 2012, three flagship organizations in the region have suffered significant financial difficulties: Syracuse Symphony, in 2011 after 50 seasons, filed bankruptcy and closed; Utica Symphony suspended its 2012 season to stabilize its finances; and in 2014, the Everson Museum canceled two travelling exhibitions. In continued cost-cutting measures to reduce its current half million dollar deficit, the Everson is now closed on Mondays and Tuesdays.

- Central New York’s cultural sector workforce is lean. In the Americans for the Arts report, Arts & Economic Prosperity IV, 1,804 full-time equivalent jobs in the greater metro Syracuse area alone place the culture sector (as an industry) as a large employers in the region. However, this statistic does not diminish the fact that organizations are understaffed.
 - In focus groups with the region’s larger organizations, we learned that staff positions lost during the Great Recession have been slow to be refilled. Remaining staff, striving to deliver the same volume of programming, are in a perpetual state of “stretched thin.” In smaller organizations with only part-time employees or no staff, volunteers are carrying responsibilities normally covered by paid staff and they are weary.
 - In focus groups with organization leaders both small and large, a consistently repeated issue is how difficult it is to find board volunteers. Many organizations have had the same board members for more than a decade. Unfortunately, this is not uncommon for nonprofit organizations of all kinds across the country. In Central New York, area leadership organizations indicated a willingness to help address this problem.

- On surveys, when cultural organizations were asked what kinds of services would be most valuable, capacity-building was rated the second of seven priorities.

Survey Question 3: To guide the development of relevant, helpful services for all organizations providing arts, culture, and heritage programming, please indicate the extent to which you would value each proposed service on a scale of 1-5, with 1 having lowest value and 5 having the most value	
1. Networking opportunities with other and new potential audiences (n=112)	86%
2. Capacity building programs and professional development that can help to strengthen my organization (n=110)	70%
3. Project development information (e.g. online directory of regional resources for support, professional services) (n=11)	62%
4. Stipends and scholarships for professional development (n=111)	59%
5. Job sharing (e.g. marketing, technology, web design, clerical, etc.) (n=105)	49%
6. Training and credentialing to enable staff to provide services in community-based settings (n=104)	47%
7. Access to group purchasing opportunities and vendor discounts on goods, services, equipment, etc. (n=106)	46%

- C. **The quality of cultural offerings needs improvement.** When considering quality, it is important to note considerations that influence perception. A Rand Research Study commissioned by the Wallace Foundation pointed out that when weighing perception about quality, other factors such as attitudes about the art form, content, relevance, and the overall experience are influencers...¹³

¹³ A New Framework for Building Participation in the Arts, Research Brief, Research in the Arts, The Wallace Foundation

- **Public opinion surveys** revealed how Central New Yorkers rate the quality of area entertainment, creative, and cultural activities:
 - By geography: 18% of total respondents [N=6,592] rated activities as excellent. Cortland respondents' [N=330] rated excellence highest at 22% and Oswego respondents [N=794] rated excellence lowest at 13%.
 - By age: respondents 55 and older [N=2024] rated excellence highest at 30% and respondents younger than 35 [N=1,633] rated excellence of activities lowest at 11%.
 - By race: White/Caucasian respondents rated excellence of offerings highest at 21% and Non-white/Non-Caucasian respondents [N=527] rated them lowest at 11%.
 - By education: respondents with Masters/Professional degrees [N=1,873] rated excellence highest at 25% and respondents with no degrees [N=2,157] rated excellence lowest at 15%.
 - By household income: respondents with income of \$50,000 or higher [N=3,249] rated excellence highest at 21% and respondents with incomes less than \$25,000 [N=545] rated excellence lowest at 13%.

D. See that cultural organizations have the capital they need to succeed.

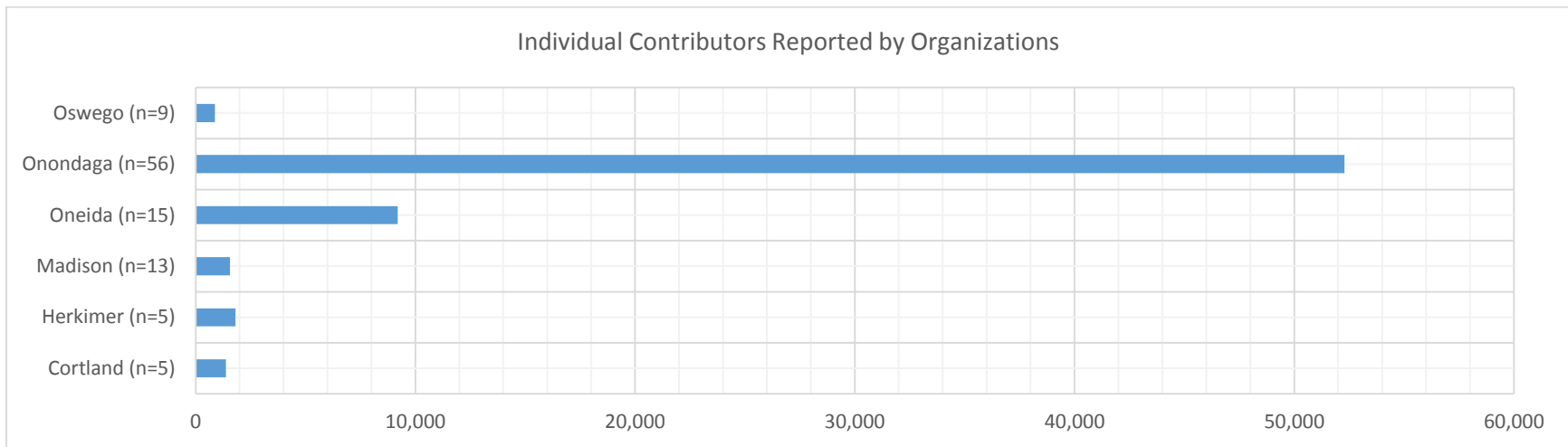
Innovative solutions to major sector issues, regardless of the sector, require policy, leadership, stewardship, strategy and action. CNY Arts has long been a recognized leader advocating for state government funding to the New York State Council on the Arts and federal

funding to the National Endowment for the Arts. In the same way that CenterState Corporation for Economic Opportunity focuses on in-region and out-of-region solutions to boost the region's economic vitality, this plan calls for CNY Arts to expand its purview to become the cultural industry's regional steward and advocate for effective solutions that will boost the region's cultural vitality.

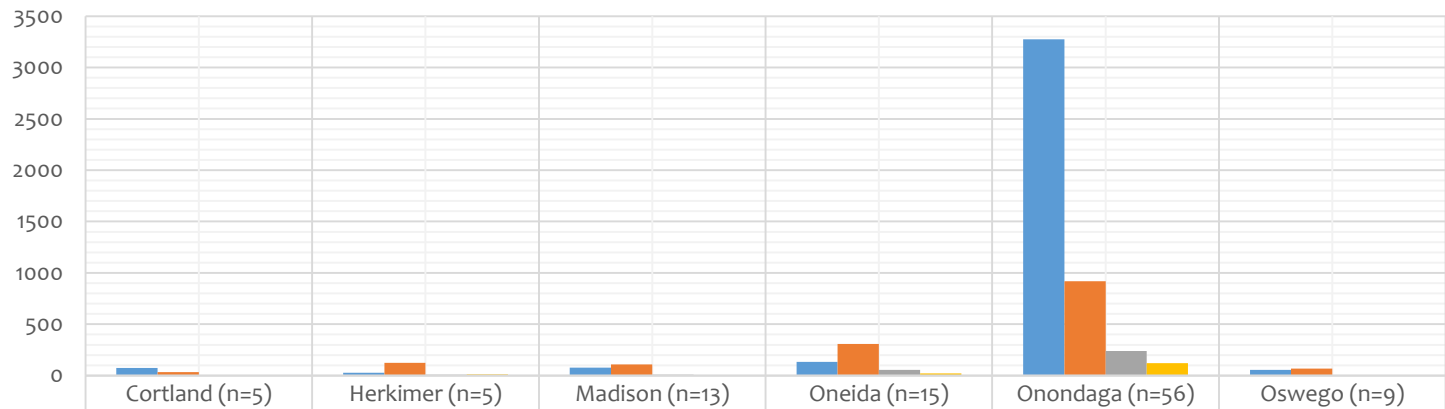
- To build on the success of the IDEAS collaborative, a consortium of funders has focused on building audiences in the Syracuse area. Additional consortia and alliance-building is needed. Regional investment strategies to support actions in this plan will be critical. Some cultural leaders expressed frustration that more money is invested in research to learn about problems rather than action to address them. Organizations requiring reminders to complete the survey for ENGAGE told us that they are "survey weary," especially because reporting their needs and finances has not produced any direct gains for them. "What's the point of all this data collection if action is not the result?" "Is data collection really necessary to understand what the needs are?"
- In the organizational surveys we learned more about the financial health of organizations:
 - The ratio of earned to contributed income in the six-county region is 36:64. Nationally, before the recession a norm for presenting organizations was 50:50.¹⁴ Since the recession, organizations have bolstered efforts to further increase earned income and broaden their individual donor bases to lessen reliance on grants and sponsorships never intended for ongoing support.

¹⁴ The Capacity of Performing Arts Presenting Organizations, Center on Nonprofits and Philanthropy, The Urban Institute, Hager and Pollak

The average number of contributors reported in each county range from an average of 97 individual givers per organization in Oswego to an average of 934 per organization in Onondaga. Given the high interest and participation levels we saw in the public opinion surveys, contributed income could be higher. It is not the will to give that appears to lacking, but rather an easily accessible system to cultivate giving.



Board, Corporate, Foundation and Government Contributors Organizations Reported by County

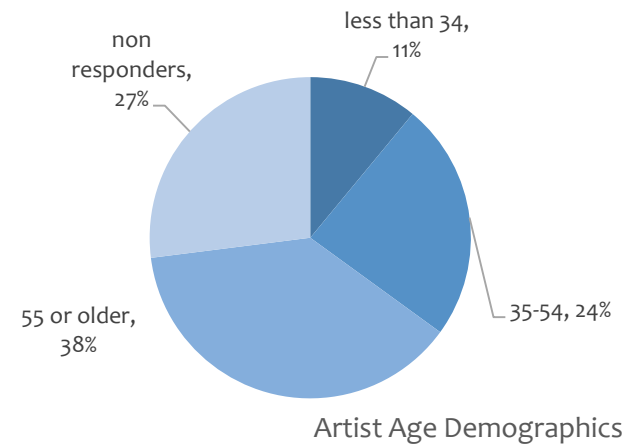
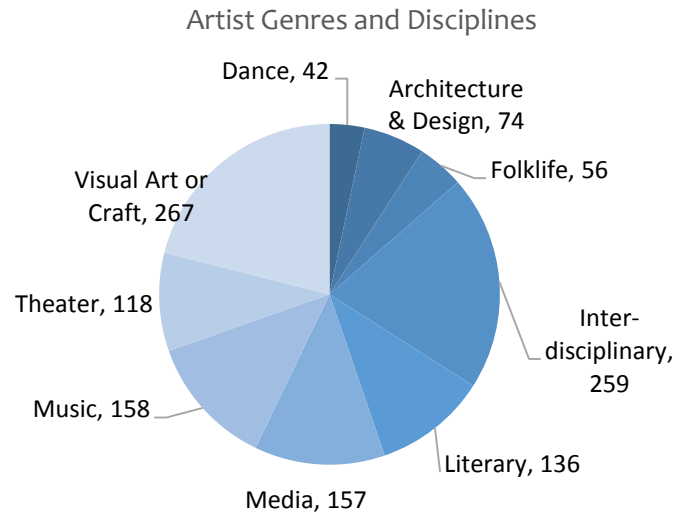


	Cortland (n=5)	Herkimer (n=5)	Madison (n=13)	Oneida (n=15)	Onondaga (n=56)	Oswego (n=9)
■ Board contributors	75	27	76	132	3,273	57
■ Corporate contributors	33	125	107	308	919	67
■ Foundation contributors	7	8	8	56	240	5
■ Government contributors	5	11	6	22	121	5

E. The community of artists in Central New York is more than 2,000 strong. Artists are an undervalued and underutilized asset in the region.

According to the 2009 Arts Index from Americans for the Arts, some 1,600+ solo artists live in the six counties. When we consider the fact that close to 100,000 students are enrolled in degree programs and consider arts students among them, the total number of artists living in Central New York in any given year is likely 2,600+. Artists are a tremendous creative resource that could provide ingenuity and imagination to the region’s development.

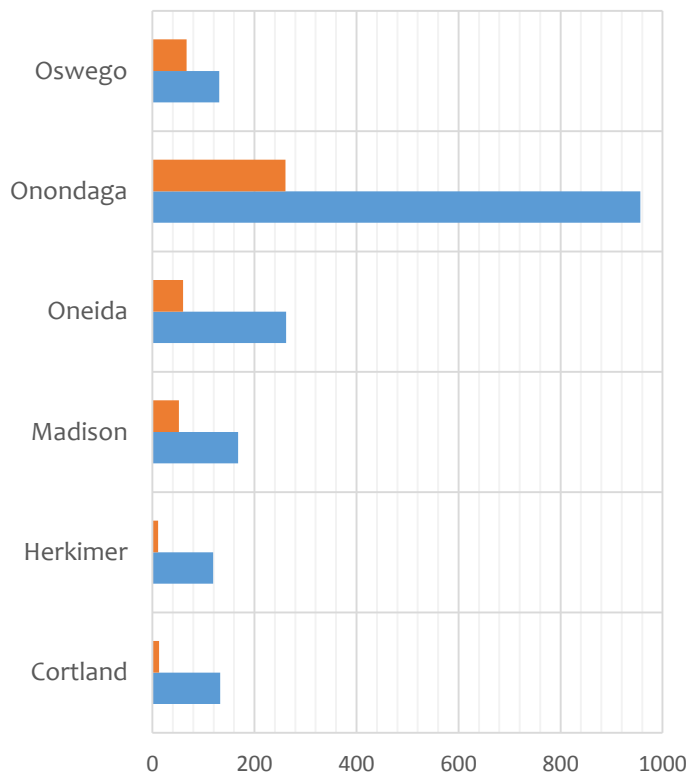
- The disciplinary profile of creativity in Central New York is extensive and diverse. For example, in architecture and design, respondents indicated seven specialty areas including architecture, landscape architecture, urban design and planning, interior design, industrial design, graphic design, fashion design, and other categories including set design, ironworks, furniture, media, and photographic design. ¹⁵
- Of all the artists participating in the assessment survey, [N=463] 38% of them indicated they are 55 or older with only 11% under the age of 34. This implies that there are limited opportunities for creative degree-related employment to keep talented arts graduates in the region. In discussions with young artists matriculated in degree programs looking for local opportunities, we found that they have had difficulty finding work related to their degree.



¹⁵ The Companion Assessment Report provides complete detail for each artistic discipline.

The next chart shows the geographic representation of artists participating in the ENGAGE survey compared to the artists in the 2012 National Arts Index Report published by Americans for the Arts.

Artists in Central New York



	Cortland	Herkimer	Madison	Oneida	Onondaga	Oswego
Artists participating in ENGAGE survey	13	11	52	60	261	67
National Arts Index, 2012 Report	133	119	168	262.2	956.8	130.8

F. **Too few artists are able to make a living here. Given the extent to which arts, culture, and entertainment are valued by the public, Central New York must create more opportunities for artists to earn a living. For culture to be strong, the engines of creativity – the artist community – must be strong.**

- Unlike other regions in the country that need to develop strategies to lure artists, Central New York has a built-in recruitment system in its institutions of higher education, all of which provide arts-related degrees of some kind. Strategies created with institutions of higher education to engage and keep students here will be pursued as part of longer-term higher education plan strategies.
- Only 19% of artists responding to the survey are able to earn their full livelihood at artmaking. Only 26% reported that their employment is closely related to their artistic work, and 42% reported that their artistic work is not directly or not at all related to their employment.

G. **When artists were asked the extent to which they would value a roster of 19 services, marketing was the obvious top response because of its relationship to earning a living. However, less predictable was the desire for more networking opportunities with other artists.**

- In artist focus groups and meetings, some of the region’s most talented artists spoke about feelings of isolation. Snowy cold winters in Central New York can contribute to unplanned periods of confinement. The entire roster of services and their rankings are shown in the following chart. Each was rated on a scale from 1 to 5, with 5 being the most valuable and 1 the least.

Services that would be of Value to You	Aggregate %	Aggregate score
1. Marketing (n=337)	44.0%	4.11
2. Networking opportunities with other artists (n=331)	33.0%	4.00
3. Promotional assistance (n=339)	32.4%	3.97
4. Networking for showcases or sales (n=331)	22.3%	3.84
5. Professional development opportunities (n=331)	21.4%	3.78
6. Information (n=332)	19.8%	3.67
7. Professional representation (n=328)	18.4%	3.56
8. Grant writing assistance (n=321)	13.5%	3.54
9. Business services (n=323)	13.2%	3.54
10. Training to provide art in community settings (n=327)	11.8%	3.45
11. Technology access (n=330)	11.3%	3.39
12. Technology training (n=328)	9.9%	3.34
13. Applying for commissions, public calls (n=311)	9.6%	3.27
14. Financial services (n=321)	9.6%	3.26
15. Critical review (n=334)	8.8%	3.25
16. Project development assistance (n=320)	8.0%	3.23
17. Group purchase opportunities (n=311)	6.6%	3.07
18. Legal services (n=313)	5.5%	3.04
19. Clerical services (n=308)	1.1%	2.49

Service priorities differed from county to county. Though marketing was rated highest in the aggregate, it was not among the top three choices in Herkimer and Oswego. However, networking opportunities with other artists was ranked among the top three service priorities in every region, further substantiating the need to build more of a community for artists through convenings.

Cortland (n=12)	Marketing	83.3%
	Promotional assistance	41.7%
	Networking opportunities with other artists	25.0%
	Professional development opportunities	25.0%
Herkimer (n=7)	Group purchase opportunities	25.0%
	Professional development opportunities	42.9%
	Information	42.9%
	Financial services	42.9%
	Promotional assistance	28.6%
	Networking opportunities with other artists	28.6%
Madison (n=44)	Grant writing assistance	28.6%
	Marketing	52.3%
	Promotional assistance	38.6%
Oneida (n=47)	Networking opportunities with other artists	29.5%
	Marketing	40.4%
	Networking opportunities with other artists	29.8%
	Training to provide art in community settings	29.8%
Onondaga (n=201)	Networking for showcases or sales	27.7%
	Marketing	41.8%
	Promotional assistance	36.3%
Oswego (n=53)	Networking opportunities with other artists	33.8%
	Clerical services	43.4%
	Networking opportunities with other artists	34.0%
	Grant writing assistance	32.1%

H. The need for space is an issue among artists, but not as compelling as the services listed in the previous chart.

- When artists were asked to rate the extent to which facility space was an issue, on a scale from 1 to 5 with 5 being the greatest, the aggregate mean score from among 338 artists responding to the question was 2.93. Space was more of an issue in Onondaga and Oneida Counties (at 3.05) as compared to a mean score of 2.55 in Cortland. Of respondents, 24% will pay, 34% want free, 42% had no opinion about it.

Facility Space Issues	
Aggregate (n=338)	2.93
Cortland (n=11)	2.55
Herkimer (n=6)	3.00
Madison (n=39)	2.79
Oneida (n=44)	3.05
Onondaga (n=190)	3.05
Oswego (n=48)	2.56

I. Artists' general unawareness about service organizations and support networks available to them contributes to their feelings of isolation.

- When asked to rate their familiarity with CNY Arts and the New York Foundation for the Arts (a nationally known and respected funding and service resource for artists), artist ratings were 2.79 and 2.42 respectively. Artist-named resources were rated even lower at 2.36. Responses by geography varied. Those most familiar with CNY Arts are Onondaga artists, and least familiar are Oneida artists at 2.27, logical given CNY Arts' Syracuse location.

ENGAGE's preliminary actions to connect with artists and market them during the first two years of the plan should show dramatic changes in these statistics over the next few years.

Familiarity with resources to assist artists			
	CNY Arts (formerly the Cultural Resources Council) (n=350)*	New York Foundation for the Arts*	Local resources to support your work as an artist
Aggregate	2.79	2.42	2.36
Cortland	2.81	1.92	2.54
Herkimer	2.50	3.33	2.50
Madison	2.50	2.83	2.45
Oneida	2.27	2.22	2.04
Onondaga	2.96	2.49	2.38
Oswego	2.92	2.06	2.45

Recommended Actions

This plan will cultivate artist ingenuity and provide more opportunities for artists to interact with each other and the community.

Action 2.1 Establish CNY Arts as the cultural sector’s “trade association,” an information hub and support center.

This action was ranked third highest of all priorities discussed at the ENGAGE summit. Keep the cultural sector connected and informed via CNY Arts field personnel, and through printed and electronic information. Manage a communication and information system that connects with the entire cultural sector (fine arts, folk arts, music, theater, dance, film, literary, history, heritage, neighborhood, artists co-ops, all ethnic cultural expressions and traditions such as Native American, Latin American, Asian American, African American, etc., galleries, museums, colleges and universities, faith-based organizations, public school arts programming open to the public, festivals, etc.).

- Be the information source for the cultural sector about research, trends, best practices, innovation, board and volunteer development, and more.
- Distribute monthly updates to the cultural sector and “CNYCulturalConnection” partners.

Build human resources and talent in the cultural sector.

- Maintain a job bank. Keep a roster of opportunities available and persons available to work in creative industries. Include full-time, part-time, seasonal, specialists and contractors, etc.
- Cultivate and recruit vendors for the sector. Create an online pool of affordable vendors for the cultural sector including technical support, accounting, bookkeeping, legal, marketing, public relations, distribution and sales, designers, clerical, database, janitorial, printers, IT, HR support, office supplies, and more.

- Create a pool of trained volunteer leaders and prospective board members for the cultural sector. Work with each county’s leadership organizations to connect volunteers with organizations who need them. Provide board training, guidelines, best practices and standards to strengthen cultural sector governance.
- Create a system to help organizations access high school and college interns and work-study students.

Action 2.2 Build cultural sector income and leverage investment, grants, and philanthropy.

Ranked as the sixth highest priority at the ENGAGE summit, this action will boost cultural sector relevance and increase its ability to attract more paying customers. Piggyback with existing regional efforts to include Central New York cultural sector products and entertainment for export.

With area foundations, develop additional mechanisms to stimulate individual philanthropic investment – social media platforms such as Power to Give and the recent creation of an individual giving platform created through an entrepreneurial competition at the Tech Garden, sponsored by CenterState CEO.

With city/county planners and economic development leaders, pursue state and federal funds and national foundation grants that could support ENGAGE initiatives.

With area financial institutions, develop financial instruments to help the cultural sector – microenterprise incentives such as low interest loans, credit lines, etc. that are available to other small businesses.

Action 2.3 Build connectivity and collaboration within the sector and with other sectors. Create networking opportunities.

This action was ranked seventh of all priorities discussed at the ENGAGE summit. Schedule “CNYCulturalConnections” gatherings around the region for social and professional networking, career development, to hear from experts about trends and innovation, and to increase *esprit de corps*. Pull in regional experts for sessions helping cultural organizations and artists to increase their market relevance. Build market share by stimulating creativity and innovation in more communities: tourism, hospitality industry, youth service providers, healthy aging, and municipal planners.

Schedule networking and learning opportunities around the region. Promote (and encourage reservations) 12 months in advance for these networking opportunities. Provide incentives for attending (opportunities for artists and organizations linked to regional economic development marketing and distribution; eligibility for access to extraordinary national and international professional development such as opportunities with Creative Capital and Fractured Atlas; and more).

Action 2.4 Use exceptional regional resources to respond to professional development needs, increasing the overall quality, relevance, and value of arts and cultural programming in Central New York.

Facilitate regular artist gatherings around the region. Bring in nationally respected experts. Partner with area universities to piggyback with guest and visiting faculty and experts on campus.

Provide a series of arts business professional development offerings for artists – basics every artist should know including legal subjects, accounting, marketing, sales, distribution, and more. Address the highest interest areas from the ENGAGE research.

Foster and encourage innovation and trendsetting. Find opportunities for artists to learn about and participate in creative placemaking, artmaking and creativity with nationally respected experts. Identify and encourage participation in certification programs to qualify for employment

opportunities in schools, human service organizations, health care systems, etc.

Create a series of professional development offerings for cultural sector organizations and workers. Partner with a local university (or universities), regional and national leadership programs/vendors, to provide these services for organizations. Include business development, marketing, distribution, sales, and more. Provide scholarship opportunities.

Action 2.5 Create incentives to entice new talent and to retain the strong talent already working in the cultural sector.

Aim for parity with the salaries of other nonprofit workers. Pursue partnerships with other regional service providers (associations, CenterState CEO, chambers) to offer health insurance for artists and arts employees who don’t have it, and group-purchasing for goods and services. Provide education on how the Affordable Care Act applies to artists and arts organizations. Provide professional development scholarships for artists and cultural workers to attend conferences and opportunities nationally and abroad.

Action 2.6 Develop Central New York cultural industry guidelines and standards to boost sector effectiveness.

Adapt arts and cultural best practices and industry standards from national and state arts resources such as American Association of Museums, American Symphony Orchestra League, Creative Capital (for artists), Dance USA, Association of Performing Arts Presenters, National Association Of Schools of Music, National Guild for Community Arts Education, New York State Education Department for P (Preschool)-12 Common Core Learning Standards, and other national discipline-specific networks.

Facilitate the expansion of ideas and practices to increase program accessibility, content, and quality. Facilitate improved cultural hospitality and customer service. Increase sector health and well-being by encouraging best practices in budget, finance, and administration.

“Our cultural sector is undercapitalized. Like their business counterparts, arts organizations are taking responsible fiscal steps of downsizing and are actually doing more with less. But the underpinnings of critical support are lacking. We have serious work to do to reinforce our entertainment and cultural infrastructure.”

Pamela Matt, Executive Director, Greater Utica Chamber of Commerce, and Engage CNY Co-chair

3. INCREASE CULTURAL OPPORTUNITY AND PARTICIPATION

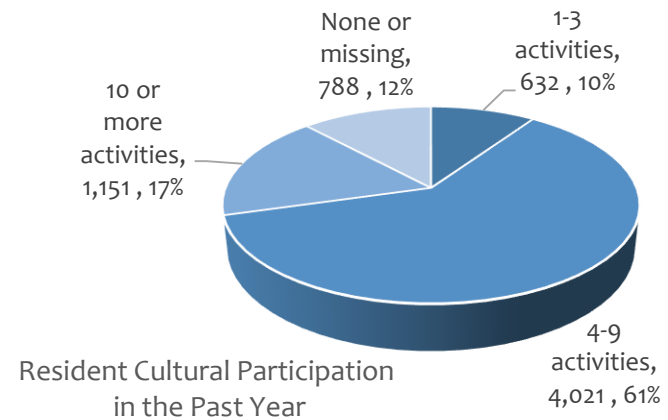
This plan recommends a comprehensive strategy that would...

- ✓ **Increase cultural choices and opportunities for all residents and visitors.**
- ✓ **Increase availability of offerings where people live.**
- ✓ **Increase cultural consumerism.**

Fully integrating culture into every community, helping improve the quality of life for **all** residents and improving the overall livability and vitality of central New York is ENGAGE’s vision. Achievement of this final plan priority depends entirely on the success of the first two priorities: increasing awareness of offerings and fortifying the cultural sector so that offerings are excellent and relevant.

What the data revealed:

1. Central New Yorkers are participating in creative and entertainment opportunities everywhere.



- Participation data from survey respondents revealed 80% of all respondents had attended a fair or community festival celebration and 74% had attended a ticketed (paid) live performance.

2. **Arts/Culture/Cultural Events are ranked highly among what the public thinks the region is known for.**

ENGAGE’s public opinion survey asked the open-ended question “what is the one thing you think Central New York is most known for.” Respondents offered 9,637 mentions. These were sorted into 147 different topics. In the aggregate, Arts/Culture/Cultural Events was mentioned 190 times, ranking 16th among 147 topics. In each of the six counties Arts/Culture/Cultural Events ranked among the top 20 mentions.

147 topics	Aggregate mentions [N=9,637]
1. Snow and extreme winter weather	1,403
2. Syracuse University Athletics, Carrier Dome	582
3. Beautiful landscapes, scenery, view, valleys	544
4. Farms, dairies, agriculture, farm fresh foods	444
5. Syracuse University	372
6. Local food, great restaurants and bars	361
7. Four real seasons, Autumn leaves, distinct seasonal attractions	321
8. NYS Fair, fairs, festivals	320
9. Year-round outdoor recreation	307
10. Adirondacks, gateway to the mountains	294
11. Lakes, watersports, boating	266
12. Apples, apple orchards, apple picking	263
13. Wine, wine-making, grapes	235
14. Finger Lakes	224
15. Education, colleges, universities	191
16. Arts, art, culture, cultural events	190

In response to the public opinion survey, residents also told us the types of entertainment and leisure time activities they most enjoy.

- **Participation trends at paid events vary by demographics, yet all trend high at 60% or more.**
 - By age: Highest participation levels at ticketed (paid) performances were age 55 and older [N=2,024] at 80%. Next highest was 35 – 54 year olds [N=2,065] at 76%. And finally, were those under age 35 [N=1,622] at 67%.
 - By race: Highest paid participation levels at ticketed (paid) performances were among White/Caucasians [N=4,996] at 81% and at 74% among Non-White/Non-Caucasians [N=527].
 - By education levels: Highest participation levels at ticketed (paid) performances at 84% were among those with a Masters/Professional Degree [N=1,873]. Next highest at 78% were those respondents with a Bachelor’s Degree [N=1,658]. Lowest of the three education groups at 67% were those with no Bachelor’s Degree [N=2157].
 - By household income: Highest participation levels at ticketed (paid) performances at 84% were among those with incomes of \$100,000 or more [N=1,315]. Next highest at 77% were those respondents with incomes between \$50,000 and \$99,999 [N=1,934]. Next of the four income groups at 70% were those with incomes between \$25,000 and \$49,999 [N=976]. And at 61% were those with incomes less than \$25,000 [N=545].

It is important to reemphasize that in demographic data analysis, there was no one group in which participation in a ticketed (paid) live performance was less than 61%...¹⁶

¹⁶ Demographic data analysis is in Section 3 of this report

3. Many see culture as a bridge-builder between communities, races, and classes.

- In focus groups of nonprofit community-based organizations, some leaders shared, “We’re culturally diverse in Central New York, but we are not inclusive.”
- In a meeting with African-American leaders in Syracuse, participants pointed to the need for more support services, technical assistance, and funding to arts and cultural organizations and artists of color. The calendar will be an excellent start, but more intentional effort is called for.

4. Tourism in New York State is a \$54 billion industry and critical to the economy of Central New York.¹⁷ In 2011, Oneida County alone generated \$1.1 billion in travel spending including \$5.49 million in labor income, 14% of all labor income in that county.¹⁸ Greater cooperation and collaboration between the cultural and tourism sectors will increase visitation and extend the length of travel stays, increasing traveler spending.

	Traveler spending
Cortland	\$65,876,000
Herkimer	\$92,076,000
Madison	\$77,029,000
Onondaga	\$791,142,000
Oneida	\$1,106,934,000
Oswego	\$113,634,000
Sources: The Economic Impact of Tourism in New York Calendar Year Focus Reports	

5. Creative placemaking, a prominent national trend, is being considered by mayors in every Central New York community.

With creative placemaking, partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired (according to the National Endowment for the Arts’ definition of creative placemaking).

Every mayor in every Central New York community is actively seeking or already pursuing arts-related strategies to revitalize their downtowns. According to Americans for the Arts, cultural districts — particularly ones designed to serve as incubators of creativity — provide concrete evidence that a creative and innovative economy is taking shape. One of the strategies in this plan focuses on downtown revitalization through seeking legislatively designated districts in each of the county’s Municipalities enabling the region to be eligible for larger scale state, federal, and foundation support. Revitalization of downtowns throughout Central New York will positively impact the growth potential of art and cultural amenities of these and other areas:

- **Downtown Syracuse** - Downtown Syracuse is the physical, cultural, and psychological center of our region. It is one of the two fastest-growing neighborhoods in Onondaga County, with a more than 45% population increase in the last 10 years and a current 99% occupancy rate for market-rate housing. Tangible signs of development are visible throughout the city center as more than \$313 million is being invested downtown. The heart of downtown is alive with new commercial and retail development, renovation of historic properties, and a vibrant arts and cultural

¹⁷ The Economics Impact of Tourism in New York, Tourism Economics Report

¹⁸The Economics Impact of Tourism in New York, 2011 Calendar year, Central New York Focus

scene that includes year-round festivals, art galleries, and a newly renovated Landmark Theatre.

- **Cortland** – In Cortland, efforts are underway to continue to integrate arts, entertainment, and creativity into making downtown a more sustainable neighborhood and commercial district. Part of those efforts includes increasing residency and attracting and retaining young professionals. The Cortland Downtown Partnership's Cortland Business Innovation Center (CBIC), for example, assists aspiring entrepreneurs with accelerating startup businesses. CBIC is open to all community members interested in utilizing shared service space to develop and operate their business. Cortland Streetscapes also continues to feature unique and welcoming culturally-inspired heritage art installations.
- **Homer** – The Village of Homer will use \$200,000 in New York Main Street funds (REDC round 3 funding) to assist with three residential and commercial mixed-use buildings and perform streetscape enhancements in its Central Business District.
- **Rome** – The REACH (Microenterprise) Center is the anchor of the developing Rome Arts-Entertainment-Cultural-Historic (REACH) District. The REACH District includes and spans three Rome Main Street Corridors (West Dominick Street, East Dominick Street and North and South James Street), and includes established cultural institutions, growing commercial and retail businesses, restaurants and residences located within and around the downtown.

6. From Central New York's indigenous communities to its new immigrants, all contribute to the richness of the area's culture.

As part of the turnaround for the City of Utica, immigrants from 30 countries now constitute 10,000 of its 65,000 population. The earliest inhabitants of Central New York, the Onondaga and Oneida Indian Nations are a significant cultural resource in Central New York – lending to the richness and character of what the region has to offer.

Communication and relationship building with these communities is called for in the plan.

- 7. Arts in education matters to Central New Yorkers.** Eighty-seven (87%) of residents in public opinion surveys believe it is important for children to have creative and cultural activities in school and outside the school day.

Recommended Actions

Action 3.1 Encourage and facilitate greater involvement of the cultural sector in community-building activity outside traditional venues.

This action was ranked fourth of all priorities discussed at the ENGAGE summit. Intentionally facilitate cultural sector involvement in existing neighborhood revitalization initiatives that improve quality of life for residents, economic development for businesses, and attractiveness for tourism. Seek from each county and municipality targeted revitalization locations where cultural sector energy could be deployed and bolster results, e.g. Rome's REACH Microenterprise Project on its Main Street Corridors; Utica's Rust to Green Initiative; Cortland Downtown Partnership Plans; the City of Syracuse's Neighborhood & Business Development targeted communities; New York State's Neighborhood & Rural Preservation Programs, and more. Connect cultural workers and artists with city and county leaders on the front lines of these projects.

Together with city and county planners, create aesthetic guidelines for Central New York downtowns to make them more culturally and creatively robust, e.g. artists live/work space, innovation labs/incubators, bookstores, galleries, eateries/clubs/retail providing exhibition and performance space, murals, landscape, streetscape, public art, and more. Join with local leaders to establish and pilot affordable incubator spaces as anchors in downtown development. Facilitate and advocate for tax incentives that could be offered to developers and projects.

Action 3.2 Be the “cultural connection” for schools, community and neighborhood organizations, healthy aging, health systems, special populations, and others seeking artists, cultural programming, and creative opportunity for their constituents.

This action was ranked fifth of all priorities discussed at the ENGAGE summit. Network with human/social service funders, United Ways, local governments, and others need to build awareness, relationships, and easier access to cultural sector offerings for sectors looking for them.

For schools and community organizations that integrally incorporate the arts and creativity activity, consider a password-protected portal on the website that provides in-school and after-school arts education resources, programs, services, teaching artist directories, residency information, sample curriculum, opportunities for internships, volunteerism, professional development, and more.

Action 3.3 Encourage and facilitate more inclusive cultural expression.

This action was ranked eighth of all priorities discussed at the ENGAGE summit. Facilitate networking with community leaders and artists in the African American, Latin American, Native American, Asian American, and refugee communities to encourage higher levels of engagement. Specifically, facilitate more opportunities for the wider public to see and celebrate the offerings of various artists and organizations. Facilitate greater opportunity for diverse communities to participate in cultural and creative sector offerings. See that community organizations serving diverse populations are aware of and linked to all the information resources in Priority 1. See that racially and ethnically diverse artists and organizations are encouraged and welcomed into professional development opportunities. Provide scholarships and incentives to facilitate and accelerate their participation.

ACTION 3.4 Create a strategy with school superintendents and education leaders for public, private, parochial, and charter schools.

Initial efforts will focus on increasing awareness of educators and schools with offering and resource information. Exploration of a web portal attached to CNY Arts would make it easier for educators to find

opportunities and resources for instruction that are already available. Once relationships are established, strategies can then be explored to determine what more could be done to support and boost student learning.

Action 3.5 Develop year-round cultural opportunities for Central New Yorkers where they work and in their communities.

Create more opportunities to taste and experience all that is available in Central New York. Building on the concept of “On My Own Time” (a business oriented artmaking program), establish “CNYCulturalConnections” within local businesses. Feed the appetites of those wanting more creative experiences.

Facilitate creation of a year-round calendar and portfolio of opportunities for companies, their employees, and families to participate in: sound checks; dress rehearsals; back stage and back-of-house tours; and “CNYCulturalConnections” (similar to TED Talks or TEDx) with visiting artists, innovators and entertainment celebrities; family days at cultural institutions; festivals, and more. Extend these curated “CNYCulturalConnections” opportunities to special interest groups, AARP chapters, Chambers of Commerce, leadership programs, civic clubs and organizations, sororities and fraternities, and other membership and professional associations.

Action 3.6 Facilitate greater connections between the cultural resources on college campuses and communities.

Connect with education leaders on all 17 college and university campuses located in Central New York. Create a web portal enabling easy access to information about what is happening on other campuses, and a place to promote their offerings on the gotoCNY arts website.

“The arts are essential to the health and vitality of our communities and our nation. They improve the quality of life in our cities and towns. They enhance community development; spur urban renewal; attract new businesses; draw tourism dollars; and create an environment that attracts skilled, educated workers and builds the third millennium workforce.”

Americans for the Arts

SECTION THREE: DEMOGRAPHIC ANALYSIS DETAIL

In this section we provide the results of the more thorough investigation of public opinion responses by demographic categories. All of the data in this section, including additional related charts and graphs reproduced herein, can be found in ENGAGE's companion assessment document. Deeper understanding of perceptions by demographics can only help expedite progress in realizing ENGAGE's vision to more fully integrate culture into every community, helping to improve the quality of life for **all** residents regardless of geographic factors, race, age, education level or income, and improving the overall livability and vitality of Central New York. The following content should be instructive in the future for determining how and where finite resources can best be allocated, and in what specific areas additional attention and tailored action would see that proposed strategies succeed.

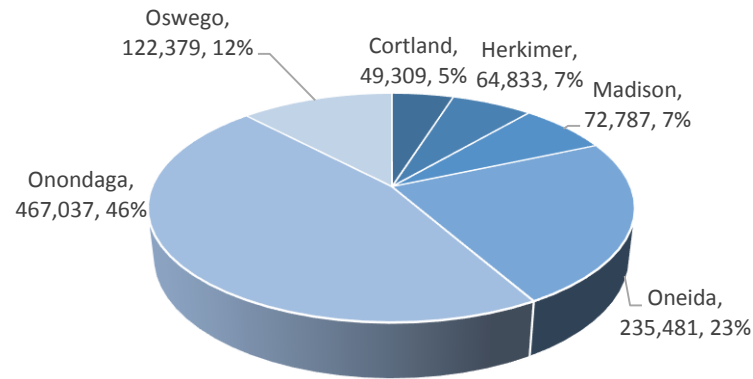
PUBLIC OPINION UNIVERSE

Detailed in this chart is a comparison of the survey respondent demographic profile to the region’s actual demographic profile. Of the 7,222 public opinion survey respondents who live in Central New York, 6,591 are older than 18 years of age and were included in this assessment. In columns II and III are regional demographics according to the 2013 Census update estimates. Columns IV and V provide demographics of the survey respondent pool. The “not reported” rows indicate the number and percentage of respondents who chose not to provide demographic data. Column VI shows the variance between survey respondents to Census demographics. Surveys were weighted by geographic representation to reduce geographic bias. With the exception of respondents under the age of 35 and those with a college education, the survey universe reasonably parallels the region’s demographics.

I	II	III	IV	V	VI
Project 2013 Estimates	Total Region	%	Survey	%	Variance
Population	1,011,826		6,591		
White	882,617	87%	4,996	76%	11%
Black	68,585	7%	195	3%	4%
Native American Indian	5,734	1%	29	>1%	1%
Asian/Pacific Islander	22,993	2%	67	1%	1%
Multiple Races	31,897	3%	127	2%	1%
Not reported	N/a	N/a	1,069	16%	
Hispanic (Reported by US Census as stand-alone variable)	38,879	4%	108	2%	2%
Age Under 35	454,108	45%	1,633	25%	20%
Age 35-54	263,886	26%	2,065	31%	-5%
Age 55 and over	293,832	29%	2,024	31%	-2%
Not reported	N/a	N/a	869	13%	
No College Degree	486,206	73%	2,157	33%	40%
College Degree	175,713	27%	3,531	54%	-27%
Not reported			903	14%	
Household income less than \$25,000	90,829	22%	545	8%	14%
\$25,000-\$49,000	111,397	27%	976	15%	12%
\$50,000-\$99,999	123,818	30%	1,934	29%	1%
\$100,000 and over	80,992	20%	1,315	20%	0%
Not reported			1,821	28%	

PUBLIC OPINION BY GEOGRAPHY

Because geography was a primary factor in ENGAGE’s creation and will be a critical factor in ENGAGE’s implementation success, and because of the substantial difference in the population sizes of each county, public opinion responses of those age 18 and older were weighted by geography to reduce geographic bias.



TOTAL COUNTY POPULATIONS BASED ON 2013 CENSUS ESTIMATES

The consulting team applied a post-stratification weight based on adult populations in each county. Census population estimates for 2013 were used for adults 18 and over. Missing cases and cases clearly under 18 were removed from the sample.

Project 2013 Age 18 and Over*	6 County Region	% Population	Respondents	% Sample	Weight
Cortland	40,013	5.0%	370	5.6%	0.8911
Herkimer	51,465	6.4%	268	4.1%	1.5824
Madison	58,849	7.4%	555	8.4%	0.8738
Onondaga	366,897	45.9%	3,521	53.4%	0.8587
Oneida	186,476	23.3%	837	12.7%	1.8359
Oswego	96,379	12.0%	1,042	15.8%	0.7622
Total Region	800,079	100%	6,593	100%	

Simple proportional weighting = % stratum in population/% stratum in sample.

Project 2013 Age 18 and Over*	6 County Region	% Population
Cortland	330	5.0%
Herkimer	424	6.4%
Madison	485	7.4%
Onondaga	3,022	45.8%
Oneida	1,537	23.3%
Oswego	794	12.0%
Total Region	6,592	100%

In this chart is the extent of participation in various activities over the past 12 months by county. When comparing responses between counties, highs are noted in green and lows in blue.

	Cortland (n=284)	Herkimer (n=373)	Madison (n=441)	Onondaga (n=2,751)	Oneida (n=1,318)	Oswego (n=721)
Made art or performed art myself	45%	33%	32%	34%	37%	33%
Attended a ticketed (paid) live performance	77%	73%	70%	74%	81%	69%
Visited an art gallery or art museum	56%	53%	49%	49%	67%	39%
Attended a non-sports event at a college (e.g. concert, play, festival, film)	59%	42%	47%	50%	55%	50%
Attended a lecture or speaker series (not for school)	36%	33%	42%	33%	38%	26%
Purchased something handmade by an artist from Central New York	63%	68%	70%	54%	63%	59%
Visited a casino	19%	37%	28%	33%	41%	30%
Attended a free live performance	73%	61%	64%	65%	63%	64%
Attended a fair or community festival or celebration	77%	79%	80%	81%	78%	81%
Visited a zoo, nature center, or science museum	55%	44%	49%	63%	49%	50%
Took part in a K-12 in-school arts program	15%	16%	14%	13%	16%	14%
Took part in a college or workshop arts/culture class	20%	12%	14%	15%	15%	13%
Visited historical site or heritage area	59%	63%	67%	51%	58%	56%
Visited winery, brewery, or farmer's/green market	76%	73%	78%	72%	77%	75%
None of the above	2%	1%	1%	2%	1%	2%

This table shows a county-by-county comparison of residents' knowledge of entertainment, creative and cultural activities, alongside their perceptions on the ease of finding information and their ratings of quality. Especially given the high levels of interest in these activities, this table supports ENGAGE's rationale that increasing awareness and working with the cultural sector to improve the quality of offerings would be of value in building participation.

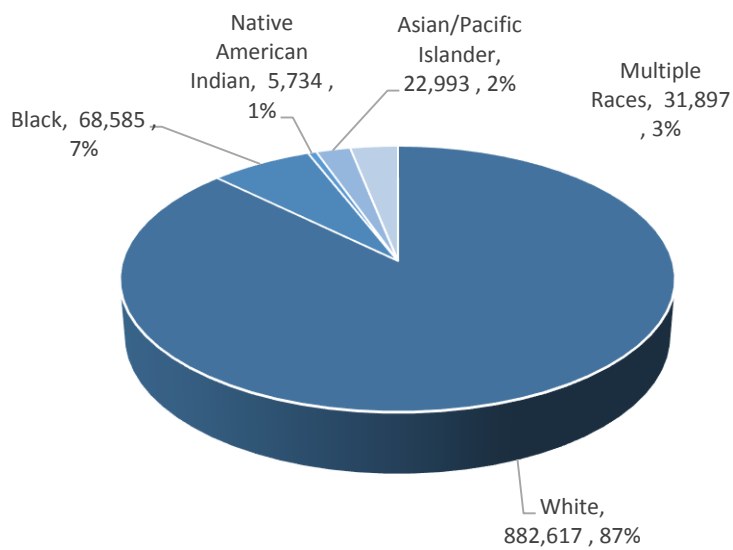
	Cortland (n=282)	Herkimer (n=424)	Madison (n=427)	Oneida (n=1,296)	Onondaga (n=2,627)	Oswego (n=794)
Know a lot offerings	32.8%	25%	27%	37%	31%	21%
Find it very easy to get information	17%	9%	18%	15%	20%	14%
Rate quality is excellent	26%	14%	23%	20%	22%	15%
Know a little	57%	63%	65%	53%	58%	69%
Find it easy to get information	46%	42%	55%	46%	52%	51%
Rate quality as good	52%	48%	55%	51%	51%	50%
Don't know much	8%	9%	6%	10%	10%	9%
Find it hard to get information	15%	24%	15%	21%	17%	19%
Rate quality as okay	13%	24%	1%	2%	18%	22%
Know nothing	1%	1%	0%	0%	1%	1%
Find it very hard to get information	1%	3%	1%	1%	1%	1%
Rate quality as bad	2%	5%	1%	2%	2%	3%

Because ENGAGE was seeking public opinion to better understand *what residents want*, the public opinion survey posed these aspirational questions. In order to keep survey length reasonable so respondents would not quit surveys before completion, gap analysis - *what residents think about the extent to which these items are currently addressed* - was not included. Respondents were asked to rate each item on a scale from one to five with five being the most important. Those responses with significant variances by geography are noted with an asterisk (*).

Q. I think entertainment, creative, and cultural activities in Central New York <i>should</i>...						
Rank by Summary Score for County	Cortland (n=271)	Herkimer (n=332)	Madison (n=377)	Oneida (1,219)	Onondaga (2,001)	Oswego (n=566)
Contribute to a positive sense of local community*	4.61	4.52	4.48	4.61	4.48	4.43
Contribute to a positive image and reputation for the region*	4.55	4.56	4.48	4.57	4.48	4.46
Be affordable for all residents	4.54	4.50	4.44	4.42	4.45	4.54
Be available in more places throughout the region*	4.22	4.25	4.06	4.18	4.09	4.23
Contribute to the economic vitality of the region*	4.43	4.41	4.32	4.39	4.30	4.32
Reflect the region's diverse people and cultures*	4.32	4.25	4.20	4.34	4.29	4.17
Preserve, share, and celebrate local history and heritage*	4.37	4.40	4.34	4.23	4.21	4.31
Be well-promoted to the region's residents*	4.69	4.65	4.52	4.62	4.52	4.52
Be well-promoted to tourists and visitors*	4.64	4.53	4.48	4.54	4.41	4.49
Be used to attract strong talent to the region and its workforce	4.51	4.49	1.36	4.48	4.45	4.43
Be supported in part by tax payer dollars*	3.59	3.32	3.33	3.42	3.50	3.31
* Variance is statistically significant.						

PUBLIC OPINION BY RACE

This chart shows racial representation in the region based on 2013 Census estimates. Hispanic representation in the 2013 Census estimates is reported separately. Hispanic representation in the six-county region is 4 percent.

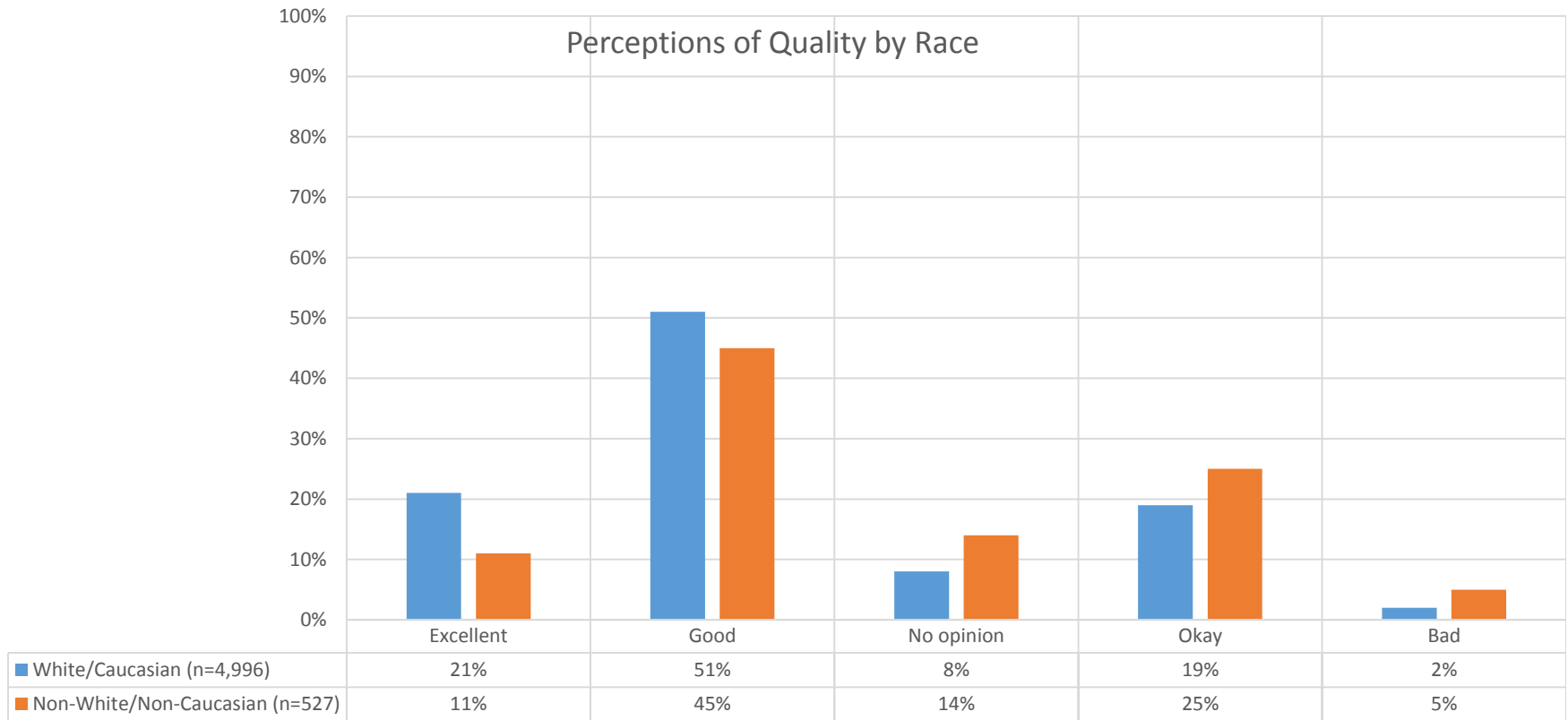


TOTAL COUNTY RACIAL REPRESENTATION BASED ON 2013 CENSUS ESTIMATES

This next table shows the extent of participation in various activities over the past 12 months according to race. When comparing responses between racial groups, highs are noted in green.

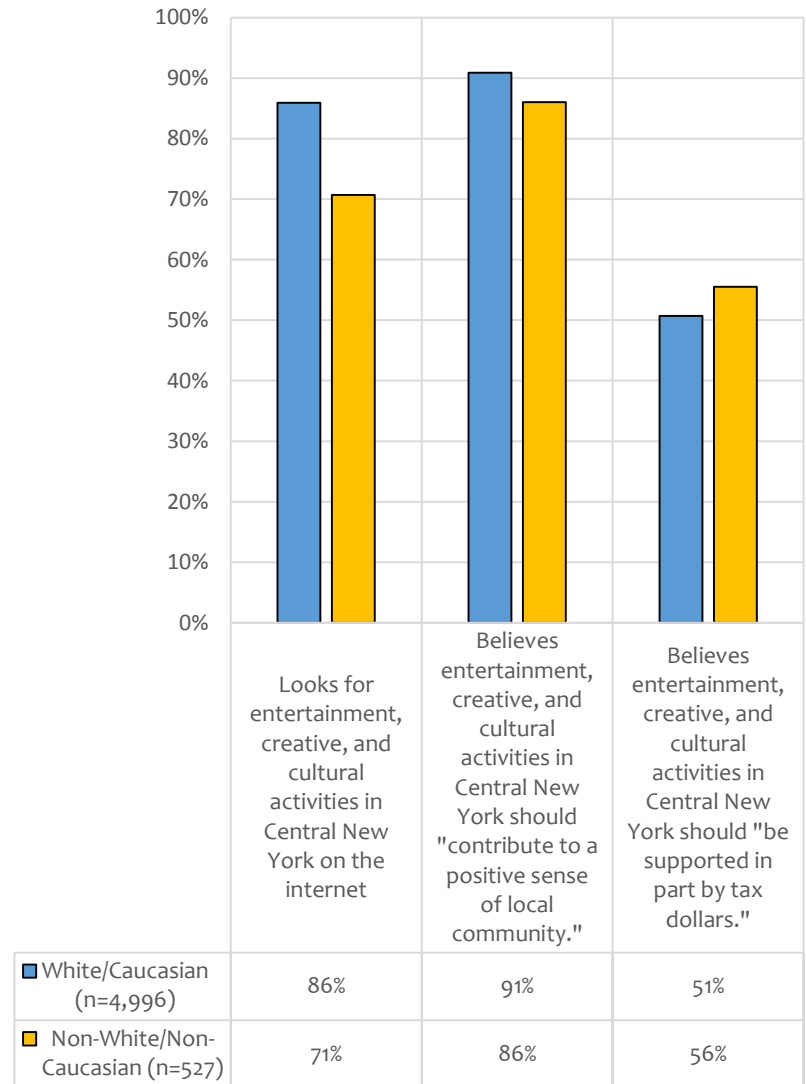
	White/ Caucasian (n=4,996)	Non- White/ Non- Caucasian (n=527)
Q. Please check all activities in Central New York in which you have participated during the last 12 months.		
Made art or performed art myself	35%	29%
Attended a ticketed (paid) live performance	77%	58%
Visited an art gallery or art museum	53%	48%
Attended a non-sports event at a college (e.g. concert, play, festival, film)	51%	56%
Attended a lecture or speaker series (not for school)	34%	38%
Purchased something handmade by an artist from Central New York	62%	41%
Visited a casino	33%	40%
Attended a free live performance	66%	54%
Attended a fair or community festival or celebration	81%	74%
Visited a zoo, nature center, or science museum	56%	51%
Took part in a K-12 in-school arts program	14%	15%
Took part in a college or workshop arts/culture class	14%	20%
Visited historical site or heritage area	57%	43%
Visited winery, brewery, or farmer's/green market	77%	55%
None of the above	1%	3%

Public opinion surveys asked respondents to rate the quality of entertainment, creative and cultural activities in Central New York on a scale from one to five with five being the best. White/Caucasians rated quality higher than Non-White/Non-Caucasians. It is important to note the earlier mentioned Rand Research Report citing that when individuals weigh perception about quality, other factors such as attitudes about the art form, content, relevance, and the overall experience are influencers.



A significant variance exists racially in terms of how residents look for creative and cultural entertainment. More Non-White/Non-Caucasians than White/Caucasians believe that entertainment, creative and cultural activities should be supported in part with tax payer dollars

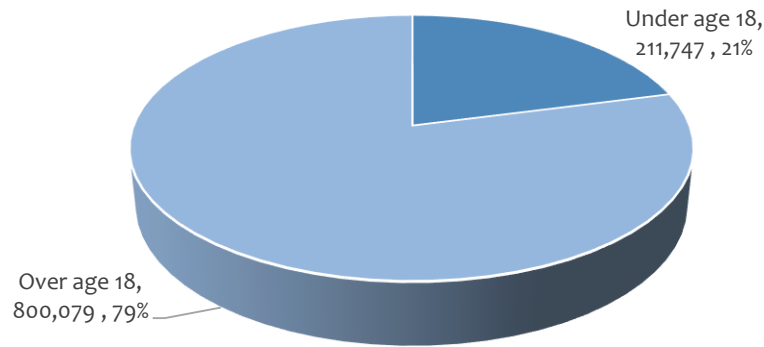
PUBLIC OPINION RESPONSE VARIANCES BY RACE



PUBLIC OPINION BY AGE

In this section we first see the age representation in the six-county region as reported by 2013 Census estimates.

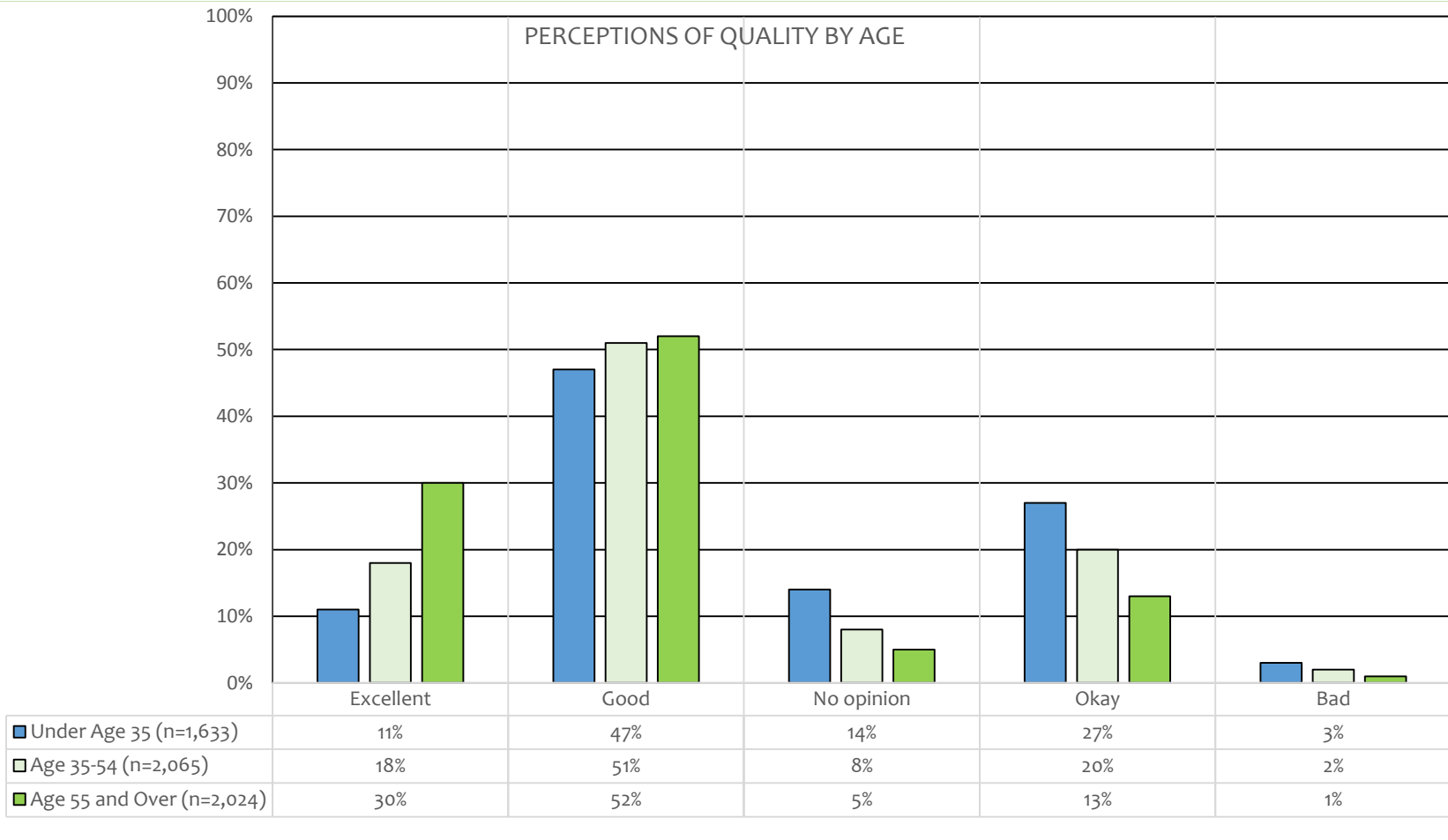
TOTAL COUNTY AGE REPRESENTATION BASED ON 2013 CENSUS ESTIMATES



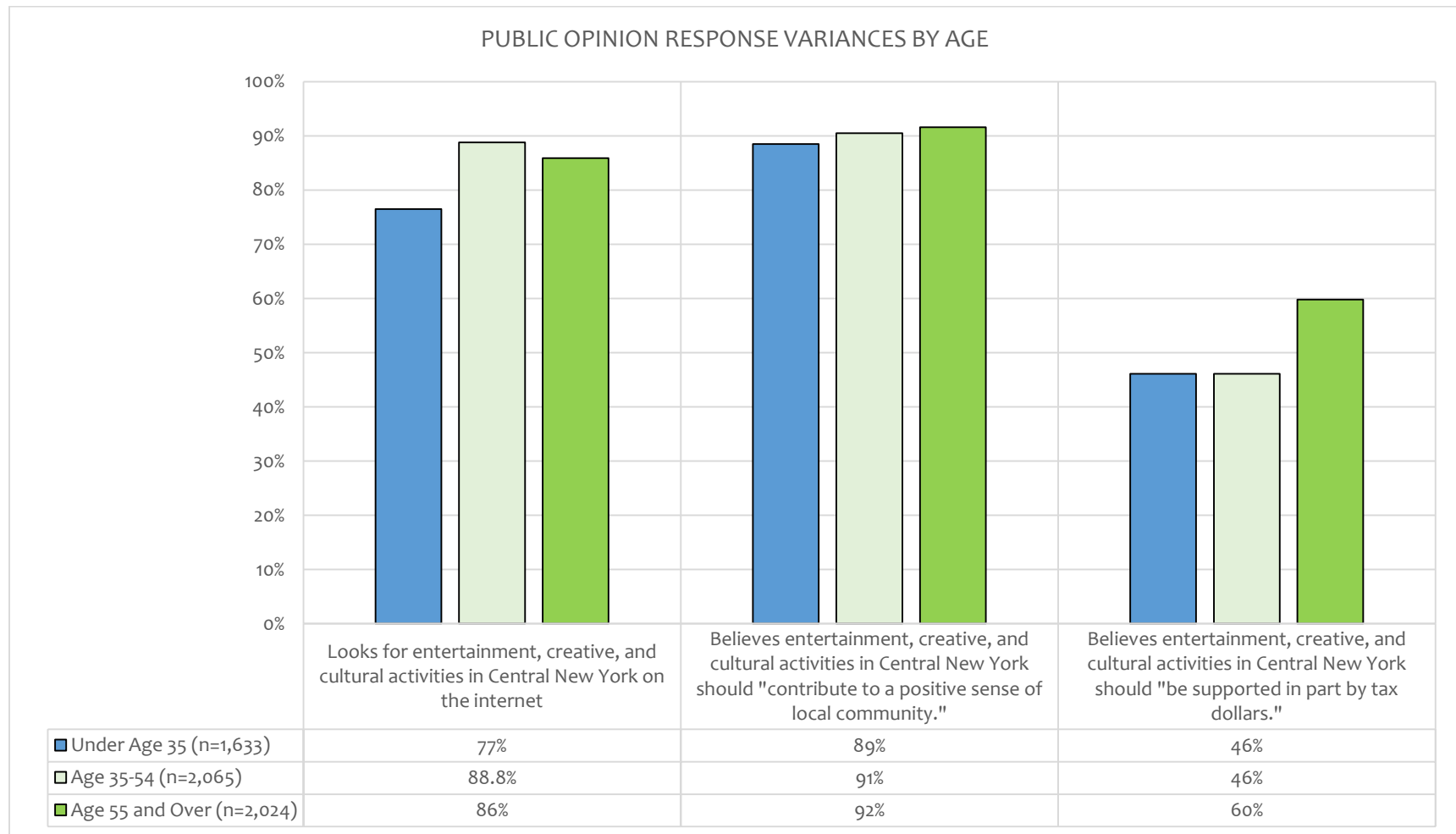
In this chart, the extent of participation in various activities over the past 12 months is listed according to age. When comparing responses between these three age groups, highs are noted in green and lows in blue.

Q. Please check all activities in Central New York in which you have participated during the last 12 months.	Under Age 35 (n=1,633)	Age 35-54 (n=2,065)	Age 55 and Over (n=2,024)
Made art or performed art myself	39%	32%	35%
Attended a ticketed (paid) live performance	67%	76%	80%
Visited an art gallery or art museum	43%	48%	64%
Attended a non-sports event at a college (e.g. concert, play, festival, film)	52%	48%	54%
Attended a lecture or speaker series (not for school)	26%	31%	44%
Purchased something handmade by an artist from Central New York	45%	63%	68%
Visited a casino	41%	35%	26%
Attended a free live performance	62%	66%	66%
Attended a fair or community festival or celebration	79%	81%	80%
Visited a zoo, nature center, or science museum	60%	60%	48%
Took part in a K-12 in-school arts program	13%	18%	11%
Took part in a college or workshop arts/culture class	21%	10%	15%
Visited historical site or heritage area	44%	58%	64%
Visited winery, brewery, or farmer's/green market	64%	78%	79%
None of the above	2%	1%	1%

Public opinion surveys asked respondents to rate the quality of entertainment, creative and cultural activities in Central New York on a scale from one to five with five being the best. The demographic age group “55 and older” thinks quality is higher than the group “under age 35.”

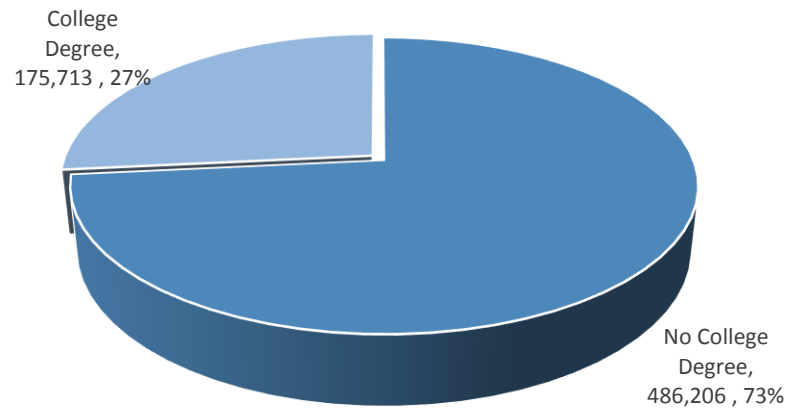


Curiously, the younger demographic reported the lowest use of the internet to find entertainment, creative, and cultural activities in Central New York. In focus groups with college students, there was some frustration expressed about knowing where to look online to find entertainment information, pointing to suggestions about varying marketing and promotional strategies to raise awareness. A significant variance exists also among age groups regarding the use of tax dollars to partially support entertainment, creative and cultural activities in Central New York.



PUBLIC OPINION BY EDUCATION LEVEL

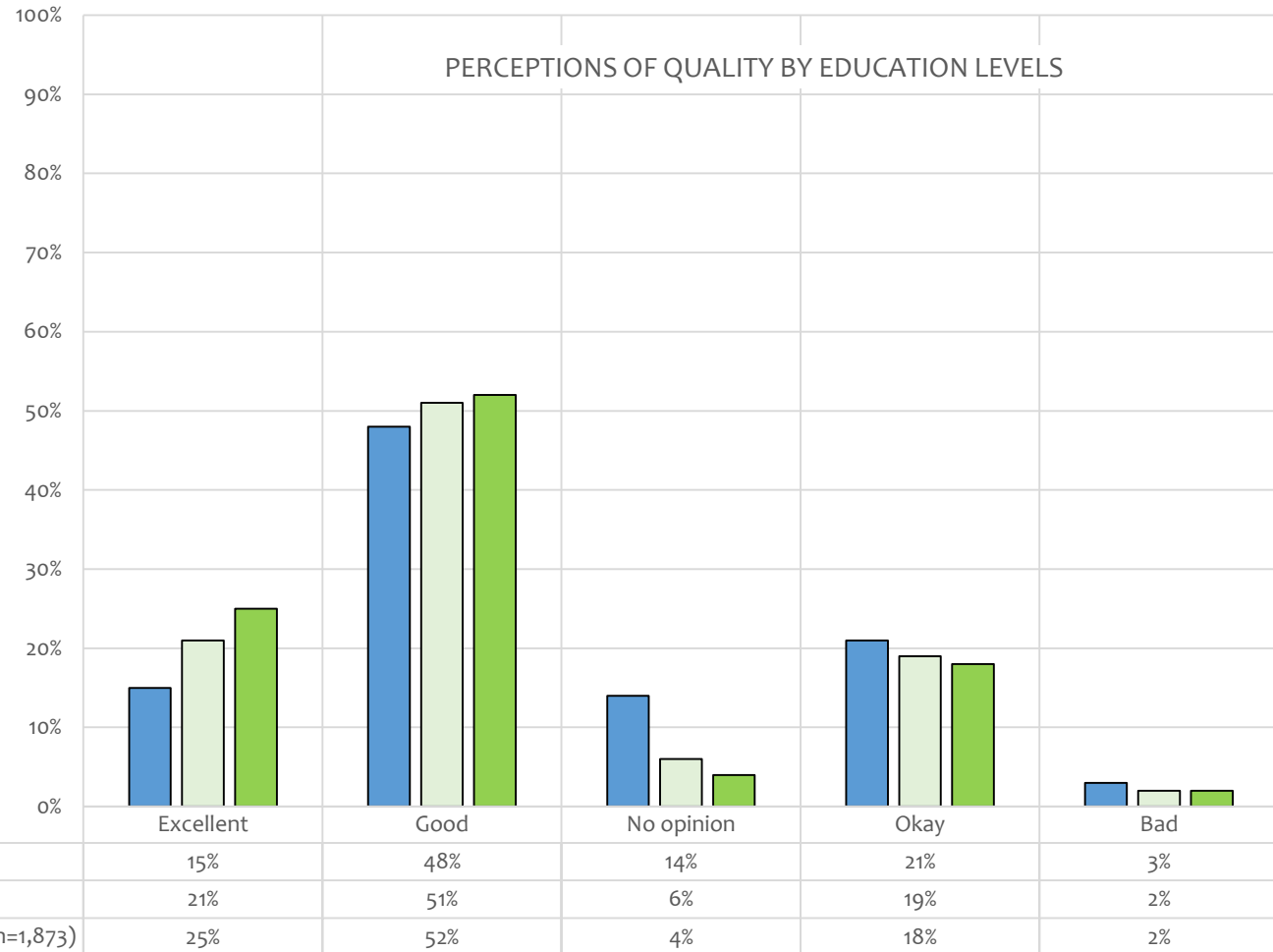
TOTAL COUNTY EDUCATION LEVELS BASED ON 2013 CENSUS ESTIMATES



In this next table we see the extent of participation in various activities over the past 12 months according to education levels. When comparing responses of these three categories, highs are noted in green and lows are in blue.

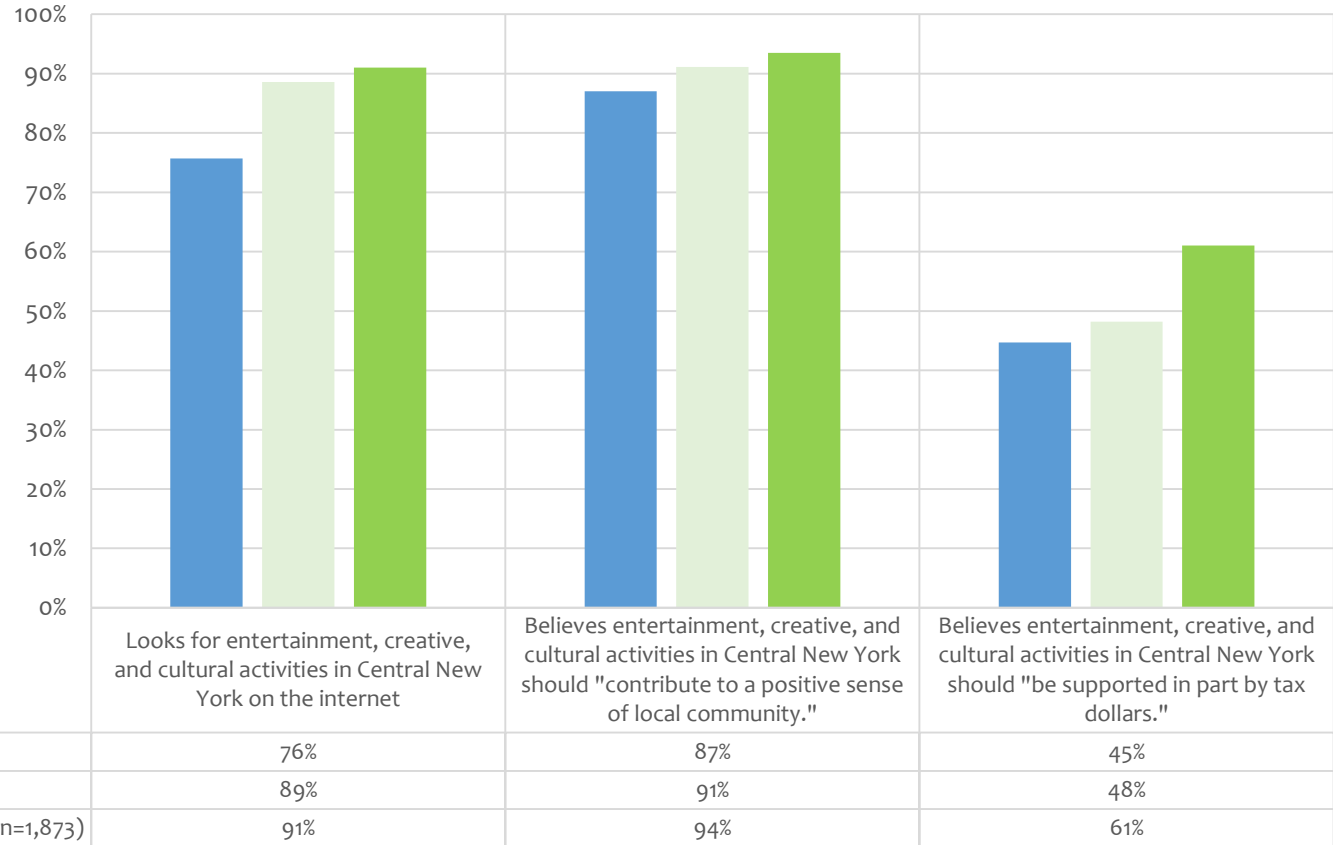
Q. Please check all activities in Central New York in which you have participated during the last 12 months.	No Bachelor's Degree (n=2,157)	Bachelor's Degree (n=1,658)	Masters/ Professional Degree (n=1,873)
Made art or performed art myself	33%	34%	38%
Attended a ticketed (paid) live performance	65%	78%	84%
Visited an art gallery or art museum	42%	53%	65%
Attended a non-sports event at a college (e.g. concert, play, festival, film)	46%	48%	61%
Attended a lecture or speaker series (not for school)	20%	34%	52%
Purchased something handmade by an artist from Central New York	52%	63%	66%
Visited a casino	43%	34%	23%
Attended a free live performance	60%	67%	69%
Attended a fair or community festival or celebration	77%	83%	81%
Visited a zoo, nature center, or science museum	53%	58%	57%
Took part in a K-12 in-school arts program	13%	12%	18%
Took part in a college or workshop arts/culture class	15%	11%	18%
Visited historical site or heritage area	47%	59%	64%
Visited winery, brewery, or farmer's/green market	66%	79%	81%
None of the above	2%	1%	1%

In addition, variances exist in terms of how residents with different education backgrounds regard quality. Those with no college education rate quality lowest and those with Masters or professional degrees rate quality highest.



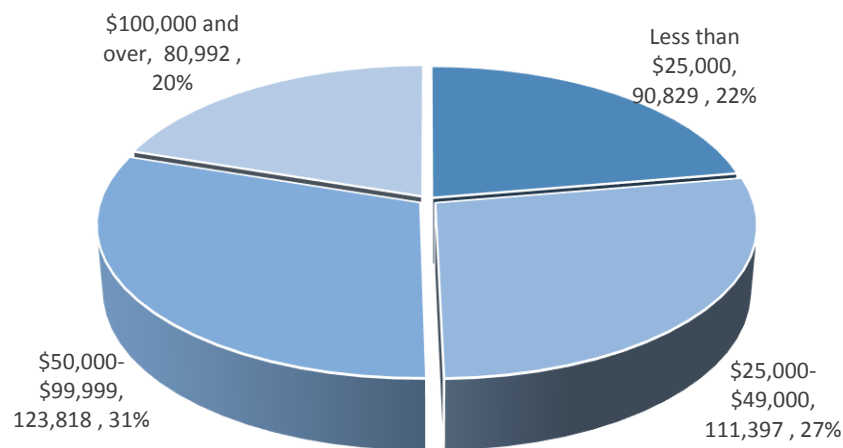
Respondents with no higher education reported the lowest use of the internet to find entertainment, creative, and cultural activities in Central New York. A significant variance exists among education level groups regarding the use of tax dollars to partially support entertainment, creative and cultural activities in Central New York.

PUBLIC OPINION RESPONSE VARIANCES BY EDUCATION LEVEL



PUBLIC OPINION BY INCOME

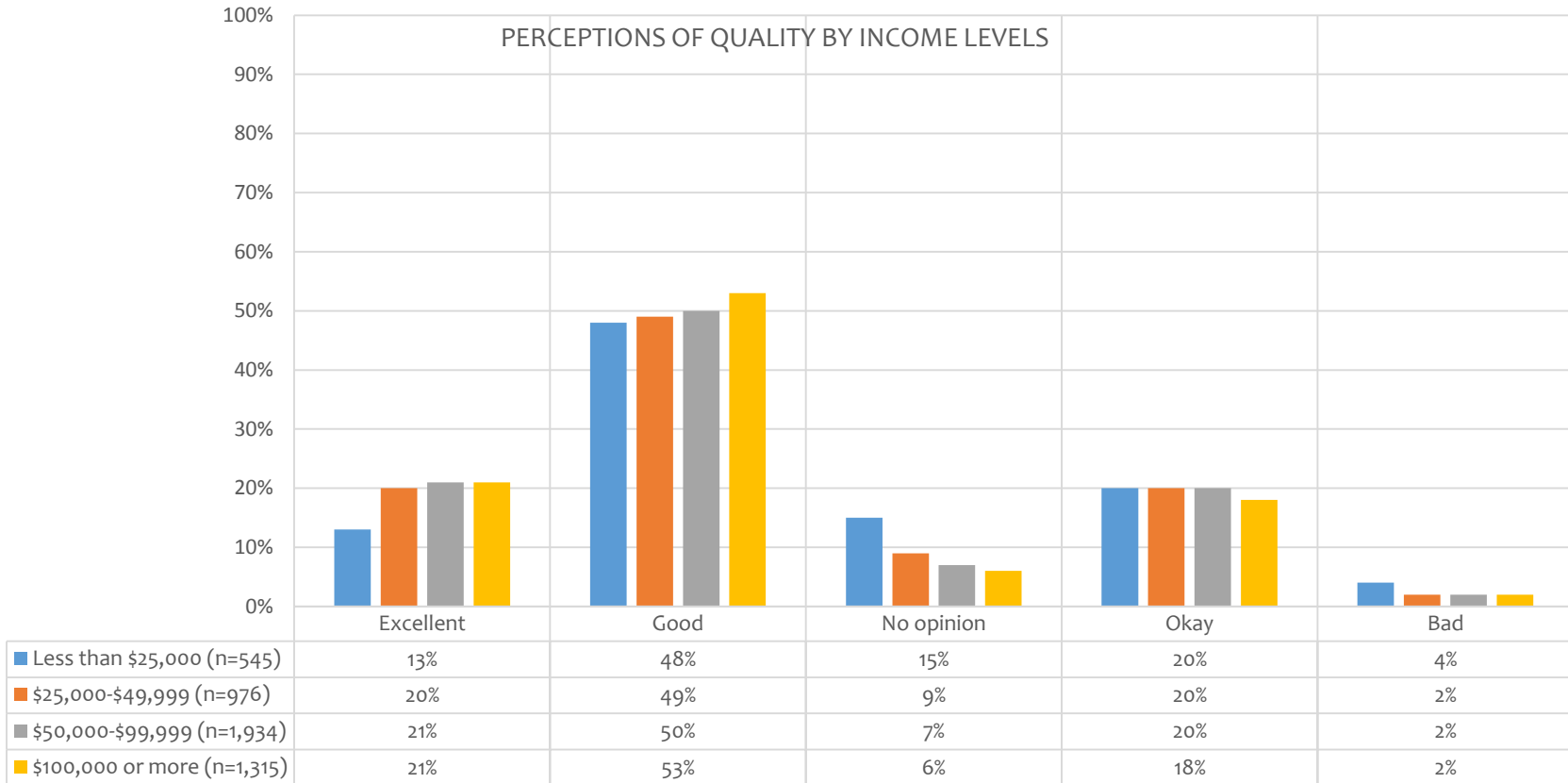
TOTAL COUNTY HOUSEHOLD INCOME LEVELS BASED ON 2013 CENSUS ESTIMATES



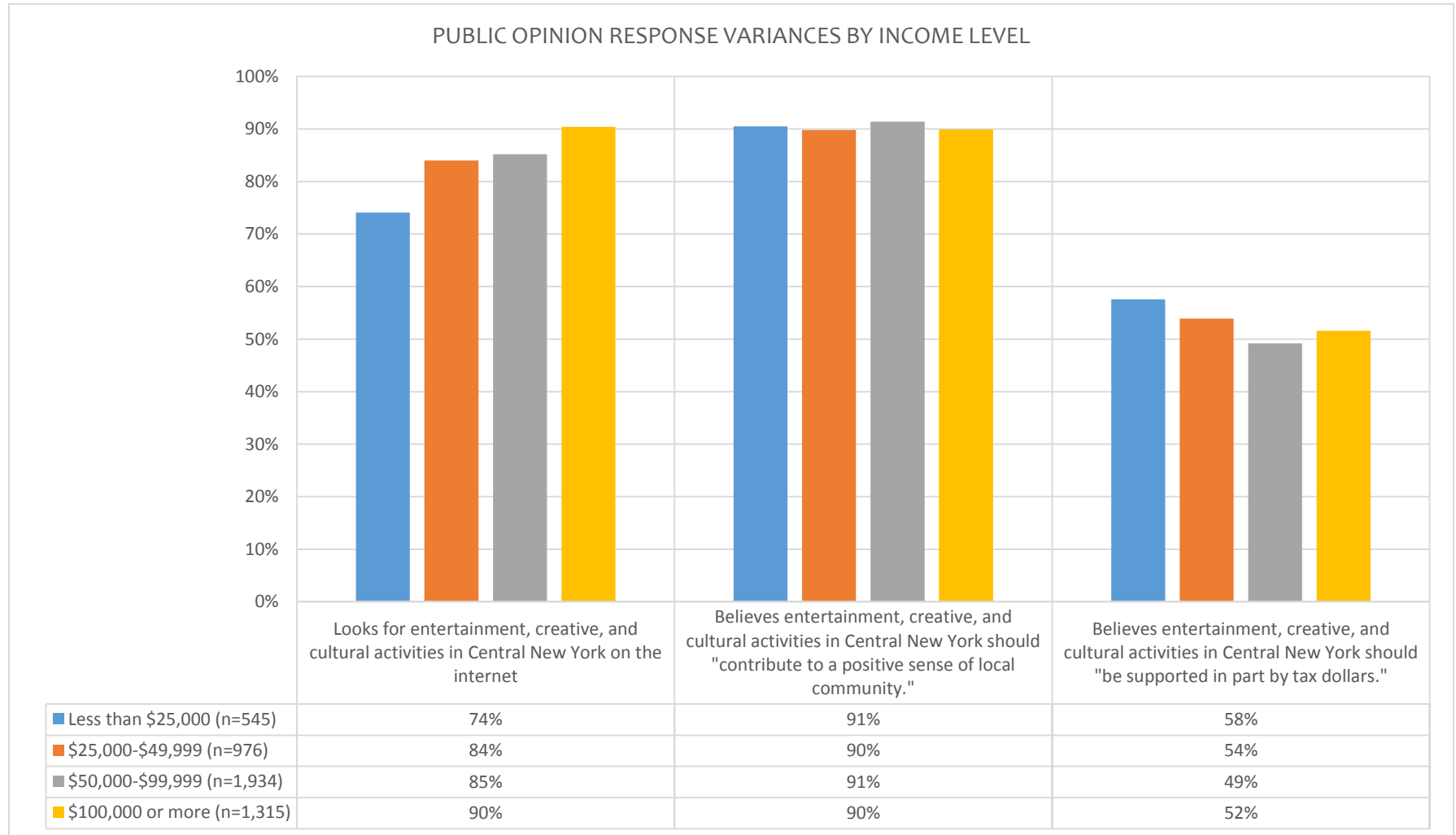
In this next table is the extent of participation in various activities over the past 12 months according to household income levels. When comparing responses of these four categories, highs are noted in green and lows are in blue.

Q. Please check all activities in Central New York in which you have participated during the last 12 months.	Less than \$25,000 (n=545)	\$25,000-\$49,999 (n=976)	\$50,000-\$99,999 (n=1,934)	\$100,000 or more (n=1,315)
Made art or performed art myself	46%	39%	32%	30%
Attended a ticketed (paid) live performance	61%	70%	77%	84%
Visited an art gallery or art museum	50%	52%	52%	56%
Attended a non-sports event at a college (e.g. concert, play, festival, film)	51%	51%	50%	55%
Attended a lecture or speaker series (not for school)	29%	33%	32%	41%
Purchased something handmade by an artist from Central New York	43%	59%	64%	64%
Visited a casino	34%	38%	35%	33%
Attended a free live performance	62%	68%	67%	65%
Attended a fair or community festival or celebration	74%	82%	82%	81%
Visited a zoo, nature center, or science museum	53%	57%	57%	58%
Took part in a K-12 in-school arts program	10%	13%	14%	17%
Took part in a college or workshop arts/culture class	24%	15%	13%	12%
Visited historical site or heritage area	47%	55%	58%	60%
Visited winery, brewery, or farmer's/green market	57%	73%	77%	81%
None of the above	4%	2%	1%	2%

Perceptions of quality by income level did not vary between age groups significantly.



The lowest income demographic group reported the lowest use of the internet to find entertainment, creative, and cultural activities in Central New York. This is not surprising given what we learned in focus groups about access to the internet from lower income residents. Also not surprisingly is the variance among income levels regarding the use of tax dollars to partially support entertainment, creative and cultural activities in Central New York. Without free or subsidized events, access to entertainment, creative and cultural activities would be limited.



SECTION FOUR: ENGAGE ACTION STEPS

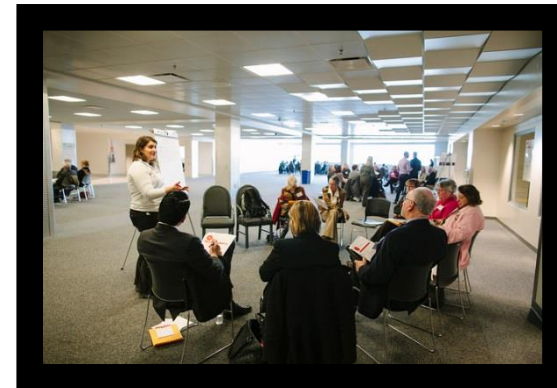
Integrating culture into every community; improving the quality of life for all residents; and improving the overall livability and vitality of Central New York is ENGAGE's vision. ENGAGE's success will rely on CNY Arts continued leadership to make strategic connections and forge partnerships with those in Central New York who are of common purpose, common will, and capable of getting things done.

Plans are guides. Given the economic landscape, and the fact ENGAGE focuses on three areas - improving information, strengthening the cultural sector, and building participation - multiple implementation strategies and multiple partnerships will be required. However, this plan is not reliant on

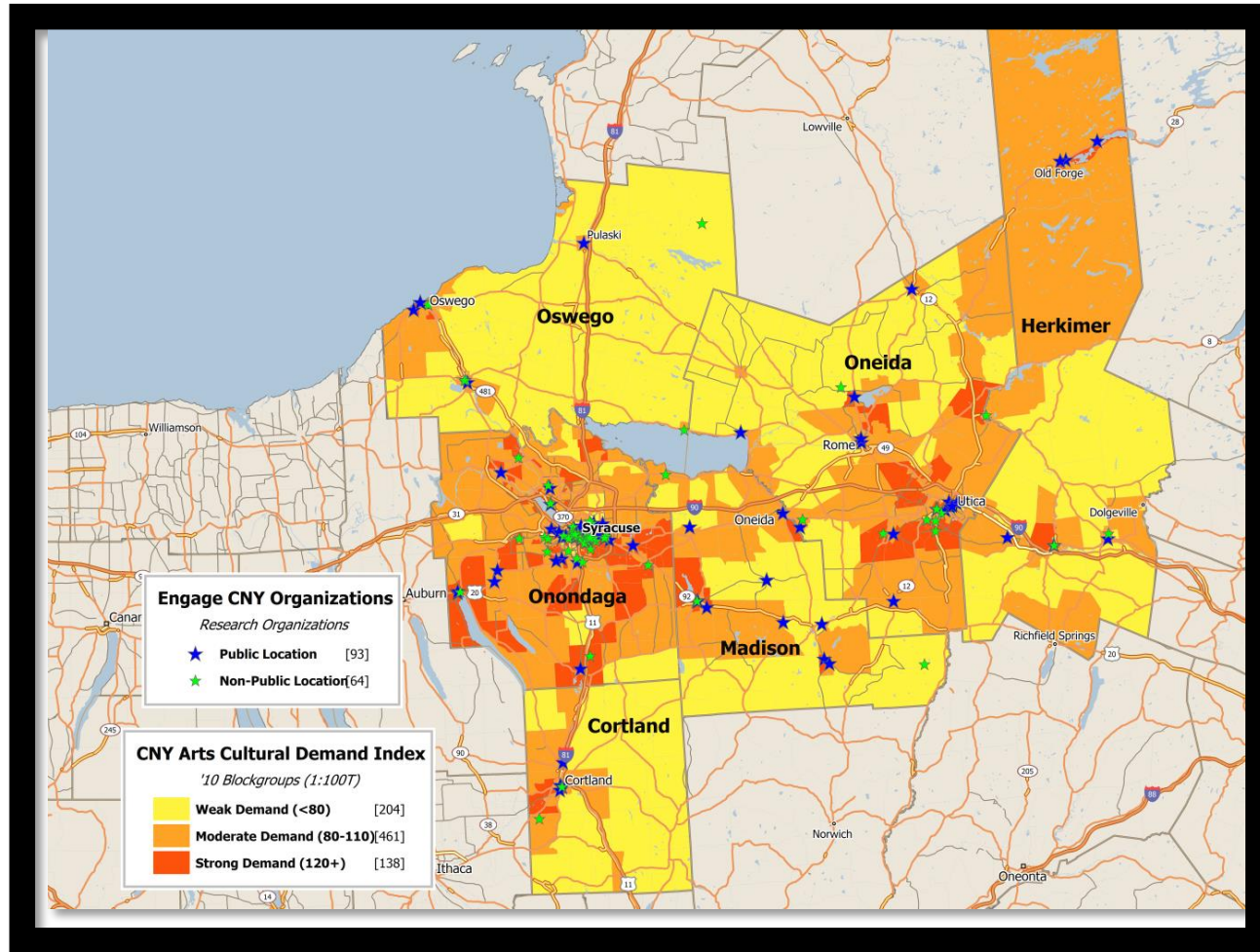
Action step order reflects the collective wisdom of participants at the February 26, 2014 summit. This section's content has been additionally refined and organized with information gleaned from numerous sources:

- The Summit: participant notes and feedback from county work sessions;
- Focus groups and ENGAGE meetings around the region;
- Organizational surveys reflecting opinions and recommendations of the cultural sector;
- Artist surveys voicing majority opinion and recommendations of Central New York's creative individuals; and
- Best practices and successful programs from communities across the country.

Beyond the first two years of the plan, there is no way to predict with precision if the proposed implementation order and timing makes sense or if better opportunities to accomplish the same ends will evolve. Therefore, actions will be reviewed and adjusted each year by CNY Arts and regional leaders.



Engage CNY Organizations and Consumer Demand for Cultural Activities



Note: Shaded areas represent block groups. In highly rural areas such as Oswego County and upper Herkimer the block group boundaries cover a lot of territory. The demand indexes are generated from the central location such as Old Forge in Herkimer County, therefore shading the whole of the large rural block group.

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1. INCREASE AWARENESS OF CENTRAL NEW YORK’S CULTURAL AND CREATIVE ASSETS

1.1 ESTABLISH CNY ARTS AS THE “GO-TO” REGIONAL INFORMATION SOURCE FOR THE ENTIRE CULTURAL SECTOR.																														
Actions	On point	When	Partners	Metrics																										
<p>1.1.A Proactively collect cultural and entertainment information in Central New York.</p> <p>Include places, events, programs, classes, and other opportunities open to the public.</p>	<p>Regional Relationship Manager</p> <p>Manager of Information & Marketing</p>	<p>Launch 2015.</p>	<p>United Way foundations in the region</p> <p>county arts councils,</p> <p>municipalities</p>	<p>Increase directory/calendar participation.</p> <table border="1"> <thead> <tr> <th># Orgs</th> <th># Venues</th> <th># Artists</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>2015</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2016</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2017</td> </tr> </tbody> </table> <p>Metrics to be set and measured annually by CNY Arts staff.</p>		# Orgs	# Venues	# Artists	year				2015				2016				2017									
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<p>1.1.B Proactively distribute cultural and entertainment information through all public (and private – where appropriate) networks.</p> <p>Continually push information through all public media.</p> <p>Continually push information through highly utilized information systems in the region:</p> <ul style="list-style-type: none"> ✓ public, private, charter and parochial school systems ✓ colleges and universities ✓ largest employers ✓ business networks ✓ tourism and leisure travel networks ✓ social and human service networks ✓ health care providers ✓ new immigrant communities 	<p>Regional Relationship Manager</p> <p>Manager of Information & Marketing</p>	<p>Launch 2015.</p>	<p>Syracuse CVB</p> <p>regional tourism networks</p> <p>CenterState CEO</p> <p>United Way foundations in the region</p> <p>county arts councils</p> <p>municipalities</p>	<p>Increase formal network links.</p> <table border="1"> <thead> <tr> <th># schools</th> <th># media</th> <th># Higher Ed</th> <th># Largest employer</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td>2015</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>2016</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>2017</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>2018</td> </tr> </tbody> </table> <p>To be set and measured annually by CNY Arts staff.</p>		# schools	# media	# Higher Ed	# Largest employer	year					2015					2016					2017					2018
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1.2	IN PARTNERSHIP WITH THE TOURISM SECTOR, DEVELOP FUNDING, LEGISLATION, AND STRATEGIES TO SUPPORT REGIONAL ENTERTAINMENT AND CULTURAL MARKETING.				
Actions	On point	When	Partners	Metrics	
<p>1.2.A Advocate for local and state policy to increase cultural tourism funding for marketing and to support programming.</p> <p>Continue meetings and communication with CNY tourism sector leaders. Determine how the cultural sector could be more involved in their plans, advocacy and plan implementation.</p> <p>Organize cultural leaders from the six counties (as appropriate) to assist with specific strategies.</p> <p>Organize the cultural sector to lobby for cultural tourism legislation.</p>	<p>Executive Director</p> <p>Regional Relationship Manager</p>	<p>Launch 2015.</p>	<p>cultural sector leaders</p> <p>Arts and Culture Leadership Alliance</p> <p>tourism leaders</p>	<p>Cultural sector support of CVB cultural tourism goals helps achieve favorable legislation and funding.</p>	
<p>1.2.B With the tourism sector, create professional development, training and information for the cultural sector.</p> <p>Increase cultural sector ability to be excellent cultural tourism partners.</p> <ul style="list-style-type: none"> ✓ How to's and checklists for good visitor services: amenities, hours of operation, guest services, etc. ✓ Business development ideas to increase cultural tourism income. ✓ More... 	<p>Executive Director</p> <p>Regional Relationship Manager</p>	<p>Launch 2015.</p>	<p>cultural sector leaders</p> <p>Arts and Culture Leadership Alliance</p> <p>tourism leaders</p>	<p>Increased numbers of cultural sector organizations achieve higher visitation, participation and income from cultural tourism activity.</p>	

1.3 WITH CULTURAL SECTOR, HOSPITALITY, CONVENTION AND VISITORS LEADERS, CREATE A REGIONAL BRAND THAT INCLUDES PROMOTION, MARKETING, WAYFINDING AND CULTURAL TOURISM PROGRAMMING STRATEGIES.					
Actions		On point	When	Partners	Metrics
1.3.A	<p>Plan themed regional cultural tourism marketing strategies 12 to 24 months in advance.</p> <ul style="list-style-type: none"> ✓ Summer Festival Season in Central New York - where to stay, where to dine, what else to see. ✓ “Central NY Cultural Vacations” connecting visitors with activities. ✓ Visit places where significant events changed the course of history. ✓ Central New York public art & exhibition tours. ✓ Special interest tour packages for artisans, quilters, crafters, history buffs, writers, foodies, wine enthusiasts, and more. 	Executive Director Relationship Manager	Plan in 2016-18. Launch by 2019.	tourism leaders	To be set and measured annually by CNY Arts with cultural and tourism leaders.
1.3.B	<p>Building on existing regional tourism efforts, target consumer groups and retain them for longer stays.</p> <p>Explore opportunities with Road Scholar/Elderhostel, conventions, medical tourists, agritourists, Destiny shoppers, college sports events, regional, national, and international tour operators.</p>	Executive Director Regional Relationship Manager	Plan in 2017-19. Launch by 2020.	tourism leaders	To be set and measured annually by CNY Arts with cultural and tourism leaders.
1.3.C	<p>With the CNY tourism networks, develop annual strategies to more aggressively promote Central New York’s cultural opportunities locally, regionally, nationally and internationally.</p> <p>Continue exploring direct links with I LOVE NY, tripadvisor®, Hotels.com®, travel writers, travel publications, tour operators, and more.</p>	Executive Director	Plan in 2017-19. Launch by 2020.	tourism leaders	To be set and measured annually by CNY Arts with cultural and tourism leaders.

1.4	Contribute to current unified regional wayfinding plans.																				
Actions		On point	When	Partners	Metrics																
1.4.A	<p>Contribute to current unified regional wayfinding plans.</p> <p>Using the cultural maps, raise awareness of where cultural amenities and resources are located.</p> <p>With the CVBs, facilitate Central New York artists' inputs to distinctive wayfinding design.</p>	Executive Director	Plan in 2016-18. Launch by 2019.	tourism leaders	To be set and measured annually by CNY Arts with cultural and tourism leaders.																
1.5	BE "CULTURAL-SCHEDULER-CENTRAL" - THE INFORMATION RESOURCE FOR ENTERTAINMENT & CULTURAL EVENTS AND PROGRAMS																				
Actions		On point	When	Partners	Metrics																
1.5.A	<p>Building on the regional cultural calendar, be the central information source for events. Build out 12-24 months.</p> <p>This serves two purposes:</p> <ul style="list-style-type: none"> ✓ Informs those wanting to create synergy around existing and planned events. ✓ Eliminates unintended conflicts. 	Manager of Information & Marketing	Launch 2016.	cultural sector marketing staff, tourism leaders	To be set and measured annually by CNY Arts with cultural and tourism leaders.																
1.6	EXPAND CNY ARTS' CALENDAR UTILITY.																				
Actions		On point	When	Partners	Metrics																
1.6.A	<p>Develop experiential application interfaces with mobile devices:</p> <ul style="list-style-type: none"> ✓ Wayfinding signage with mobile access to video about the location. ✓ Interactive applications to hear or watch an excerpt from an upcoming music event. ✓ Interactive applications to watch an artist, historian, community leader, or local celebrity explain what is being seen or visited. 	<p>Manager of Information & Marketing</p> <p>Website and Social Media Contractor</p>	Pilots underway 2014. Expand in 2015.	Syracuse CVB	<p>Participation</p> <table border="1"> <thead> <tr> <th># Orgs</th> <th># Venues</th> <th># Artists, Studios, Co-ops</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>2015</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2016</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2017</td> </tr> </tbody> </table> <p>To be set and measured annually by CNY Arts staff.</p>	# Orgs	# Venues	# Artists, Studios, Co-ops	year				2015				2016				2017
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1.7	BE "INFORMATION CENTRAL" FOR PEOPLE WHO WANT PARTICIPATORY CREATIVE EXPERIENCES:																			
Actions	On point	When	Partners	Metrics																
<p>1.7.A Create a web-based comprehensive regional information source for classes and learning opportunities.</p> <p>A "Central NY ArtsCLASSifieds" will offer a place to find classes, instruction, community-based groups, amateur networks, and camps in every artistic and creative genre.</p> <p>Include dates, times, fees, age-appropriateness, instructor information, levels of offerings (for the novice, the experienced, etc.) mapping interface, where to park, day care, languages offered, what's nearby, etc.</p>	<p>Manager of Information & Marketing</p> <p>Website and Social Media Contractor</p>	<p>Plan in 2017. Launch in 2018.</p>	<p>Cultural sector organizations that provide these opportunities.</p>	<p>Participation</p> <table border="1" data-bbox="1528 326 1898 516"> <thead> <tr> <th># Orgs</th> <th># Venues</th> <th># Artists, Studios, Co-ops</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>2018</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2019</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2020</td> </tr> </tbody> </table> <p>To be set and measured annually by CNY Arts staff.</p>	# Orgs	# Venues	# Artists, Studios, Co-ops	year				2018				2019				2020
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2. FORTIFY CENTRAL NEW YORK'S CULTURAL & CREATIVE ASSETS

2.1		ESTABLISH CNY ARTS AS THE CULTURAL SECTOR'S "TRADE ASSOCIATION," AN INFORMATION HUB AND SUPPORT CENTER.																			
Actions	On point	When	Partners	Metrics																	
<p>2.1.A Keep the cultural sector connected and informed via CNY Arts field personnel and through printed and electronic information.</p> <p>Building on county-by-county scans developed as part of this project (in companion assessment report), manage a communication and information system that connects with the entire cultural sector (fine arts, folk arts, music, theater, dance, film, literary, history, heritage, neighborhood, artists co-ops, all ethnic cultural expressions and traditions such as Native American, Latin American, Asian American, African American, etc., galleries, museums, colleges and universities, faith-based organizations, public school arts programming open to the public, festivals, etc.).</p>	<p>Manager of Information & Marketing</p> <p>Regional Relationship Manager</p>	<p>Launch 2015.</p>	<p>All cultural programmers and artists in the region.</p>	<p>Increase relationships with organizations and artists in all six counties.</p> <table border="1"> <thead> <tr> <th># cult. orgs</th> <th># other programmers</th> <th># artists</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>2015</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2016</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2017</td> </tr> </tbody> </table> <p>Metrics to be set and measured annually by CNY Arts staff.</p>		# cult. orgs	# other programmers	# artists	year				2015				2016				2017
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<p>2.1.B Be the information source for cultural sector research, trends, best practices, innovation, board and volunteer development and more.</p>	<p>Grants and Professional Development Manager</p> <p>Manager of Information & Marketing</p>	<p>In place – expand</p>	<p>Leadership Greater Syracuse</p> <p>Center State CEO</p> <p>area colleges and universities</p> <p>NYS Association of Nonprofits</p>	<p>Metrics to be set and measured annually by CNY Arts staff.</p>																	

2.1.C	<p>Distribute monthly updates to the cultural sector and CNY Arts partners.</p>	<p>Executive Director</p> <p>Traditional Media and Private Sector Network Manager</p>	<p>In place – expand</p>	<p><u>ALL</u> ENGAGE partners involved in the process.</p>	<p>Distribution reach expands by 10% each year.</p>																																
2.1.D	<p>Build human resources and talent in the cultural sector.</p> <p>JOB BANK: Maintain a roster of opportunities available and persons available to work in creative industries. Include full-time, part-time, seasonal, specialists, and contractors, etc.</p> <p>VENDERS: Create and online pool of affordable regional vendors for the cultural sector (technical support, accounting, bookkeeping, legal, marketing, public relations, distribution and sales, designers, clerical, database, janitorial, printers, IT support, HR support, office supply, and more.</p> <p>BOARDS: Create a pool of trained volunteer leaders and prospective board members for the cultural sector. Work with each county’s leadership organizations to connect volunteers with organizations who need them. Provide board training, guidelines, best practices and standards to strengthen cultural sector governance.</p> <p>INTERNS: Create system to help organizations access high school and college interns and work-study students.</p>	<p>Manager of Information & Marketing</p> <p>Regional Relationship Manager</p> <p>Grants and Professional Development Manager</p>	<p>Plan in 2015. Launch by 2016.</p>	<p>Leadership Greater Syracuse, Leadership Mohawk Valley, CenterState CEO, NYA Assoc Nonprofits, All colleges and universities with internship programs</p>	<p>Increase volume of resources.</p> <table border="1" data-bbox="1537 626 1890 760"> <thead> <tr> <th>Job Bank</th> <th>Venders</th> <th>Interns</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>2015</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2016</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2017</td> </tr> </tbody> </table> <p>Increase volume of users.</p> <table border="1" data-bbox="1537 857 1890 990"> <thead> <tr> <th>Job Bank</th> <th>Venders</th> <th>Interns</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>2015</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2016</td> </tr> <tr> <td></td> <td></td> <td></td> <td>2017</td> </tr> </tbody> </table> <p>Metrics to be set and measured annually by CNY Arts staff.</p>	Job Bank	Venders	Interns	year				2015				2016				2017	Job Bank	Venders	Interns	year				2015				2016				2017
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2.2	BUILD CULTURAL SECTOR INCOME AND LEVERAGE INVESTMENT, GRANTS AND PHILANTHROPY.					
Actions	On point	When	Partners	Metrics		
2.2.A	<p>Increase cultural sector annual operating earned income. Boost cultural sector relevance and increase its ability to attract more paying customers.</p> <p>Piggyback with existing regional efforts to include Central New York cultural sector products and entertainment for export.</p>	Executive Director	Plan in 2018. Launch by 2019.	CenterState CEO Export Initiative	Number of artists assisted and artists' sales numbers to be set and measured annually by CNY Arts staff.	
2.2.B	<p>Leverage investment, grants and philanthropy.</p> <p>With area foundations, explore additional mechanisms to stimulate individual philanthropic investments:</p> <ul style="list-style-type: none"> ✓ Social media platforms such as Power to Give and the recent creation of an individual giving platform created through an entrepreneurial competition at the Tech Garden, sponsored by CenterState CEO ✓ Creation of specific funds with other partners to support ENGAGE initiatives: <ul style="list-style-type: none"> ○ Cultural tourism marketing and advertising; ○ Higher Education network; ○ K-12 strategies; and ○ Professional and business training for artists and organizations. 	Executive Director Manager of Operations and Finance	Launch 2015.	Regional Foundations CNY Arts Board	<p>Amount of annual funds generated to support ENGAGE initiatives increases each year.</p> <p>Contributed income to the cultural sector increases each year.</p> <p>Sector financial stability grows stronger.</p>	
2.2.C	<p>Pursue state and federal funds and national foundation grants that could support ENGAGE initiatives.</p>	Executive Director Contracted Grants Writer	Launch 2015.	City/county planners and economic development department heads CenterState CEO		

2.2.D	Develop financial instruments to help the cultural sector – microenterprise incentives available to other small businesses. <ul style="list-style-type: none"> ✓ low interest loans ✓ credit lines, etc. 	Executive Director Manager of Operations and Finance	Plan in 2016. Launch in 2017.	Area financial institutions																									
2.3 BUILD CONNECTIVITY AND COLLABORATION WITHIN THE SECTOR AND WITH OTHER SECTORS. CREATE NETWORKING OPPORTUNITIES.																													
Actions		On point	When	Partners	Metrics																								
2.3.A	<p>Schedule “CNYCulturalConnections” gatherings for networking and learning opportunities around the region. Increase <i>esprit de corps</i>.</p> <p>Encourage and enable:</p> <ul style="list-style-type: none"> ✓ social and professional networking ✓ career development ✓ access to experts about trends and innovation <p>Pull in regional experts for sessions helping cultural organizations and artists to increase their market relevance, build market share by stimulating creativity and innovation in more communities: tourism, hospitality industry, youth service providers, healthy aging, and municipal planners.</p> <p>Promote (and encourage reservations) 12 months in advance for these networking opportunities.</p> <p>Provide incentives for attending:</p> <ul style="list-style-type: none"> ✓ opportunities for artists and organizations linked to regional economic development marketing and distribution ✓ eligibility for access to extraordinary national and international professional development such as opportunities with Creative Capital, Fractured Atlas; and more) 	<p>Regional Relationship Manager</p> <p>Grants and Professional Development Manager</p> <p>Manager of Information & Marketing</p> <p>Ph.D. contractors in Business, Professional Development, and Capacity Building</p>	<p>Plan in 2015. Launch in 2016.</p>	<p>Leadership Greater Syracuse</p> <p>Center State CEO</p> <p>area colleges and universities</p> <p>NYS Association of Nonprofits</p> <p>state and national cultural sector vendors: Fractured Atlas, Creative Capitol, NY Foundation for the Arts, etc.</p>	<p>Increase volume of opportunities.</p> <table border="1" data-bbox="1556 740 1877 878"> <thead> <tr> <th>Informal Gatherings</th> <th>Formal Gatherings</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>2015</td> </tr> <tr> <td></td> <td></td> <td>2016</td> </tr> <tr> <td></td> <td></td> <td>2017</td> </tr> </tbody> </table> <p>Increase volume of users.</p> <table border="1" data-bbox="1577 976 1856 1084"> <thead> <tr> <th>Orgs</th> <th>Artists</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>2015</td> </tr> <tr> <td></td> <td></td> <td>2016</td> </tr> <tr> <td></td> <td></td> <td>2017</td> </tr> </tbody> </table> <p>Metrics to be set and measured annually by CNY Arts staff</p>	Informal Gatherings	Formal Gatherings	year			2015			2016			2017	Orgs	Artists	year			2015			2016			2017
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2.4 USE EXCEPTIONAL REGIONAL RESOURCES TO RESPOND TO PROFESSIONAL DEVELOPMENT NEEDS, INCREASING THE OVERALL QUALITY, RELEVANCE, AND VALUE OF ARTS AND CULTURAL PROGRAMMING IN CENTRAL NEW YORK AND TO HELP ATTRACT AND KEEP ARTISTS IN THE REGION.																									
Actions	On point	When	Partners	Metrics																					
2.4.A Partner with area universities and cultural sector hosts to offer regularly scheduled artist gatherings around the region. These could be fee-based, sponsored or discounted. <ul style="list-style-type: none"> ✓ Bring in nationally respected experts. ✓ Partner with area universities to piggyback with guest and visiting faculty and experts on campus. ✓ Schedule a year in advance. ✓ Require pre-registration. 	Regional Relationship Manager Grants and Professional Development Manager Ph.D. contractors in Business, Professional Development, and Capacity Building	Plan in 2018. Launch in 2019.	Artists area colleges and universities CenterState CEO	Increase volume of opportunities. <table border="1"> <thead> <tr> <th>Gatherings</th> <th>Partners</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>2015</td> </tr> <tr> <td></td> <td></td> <td>2016</td> </tr> <tr> <td></td> <td></td> <td>2017</td> </tr> </tbody> </table> Metrics to be set and measured annually by CNY Arts staff.		Gatherings	Partners	year			2015			2016			2017								
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2.4.B Partner with area providers to offer basic business practice professional development for artists – fee based. Offer basics every artist should know including legal subjects, accounting, marketing, sales, distribution, and more. Address the highest artist interest areas from the ENGAGE research.	Regional Relationship Manager Grants and Professional Development Manager	Plan in 2018. Launch in 2019.	area colleges and universities CenterState CEO entrepreneurial training	Increase volume of opportunities. <table border="1"> <thead> <tr> <th>Gatherings</th> <th>Partners</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>2015</td> </tr> <tr> <td></td> <td></td> <td>2016</td> </tr> <tr> <td></td> <td></td> <td>2017</td> </tr> </tbody> </table> Increase volume of users. <table border="1"> <thead> <tr> <th>Artists</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td>2015</td> </tr> <tr> <td></td> <td>2016</td> </tr> <tr> <td></td> <td>2017</td> </tr> </tbody> </table> Metrics to be set and measured annually by CNY Arts staff.		Gatherings	Partners	year			2015			2016			2017	Artists	year		2015		2016		2017
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2.4.C	<p>Partner with area providers to foster and encourage innovation and trendsetting for artists.</p> <p>Find opportunities for artists to learn about and participate in creative placemaking, artmaking and creativity with nationally respected experts.</p> <p>Identify and encourage participation in certification programs to qualify for employment opportunities in schools, human service organizations, health care systems, etc.</p>	<p>Regional Relationship Manager</p> <p>Grants and Professional Development Manager</p>	<p>Plan in 2018. Launch in 2019.</p>	<p>area colleges and universities</p> <p>CenterState entrepreneurial training</p>	<p>Increase volume of opportunities.</p> <table border="1" data-bbox="1556 256 1881 370"> <thead> <tr> <th>Gatherings</th> <th>Partners</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>2015</td> </tr> <tr> <td></td> <td></td> <td>2016</td> </tr> <tr> <td></td> <td></td> <td>2017</td> </tr> </tbody> </table> <p>Increase volume of users.</p> <table border="1" data-bbox="1629 435 1808 548"> <thead> <tr> <th>Artists</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td>2015</td> </tr> <tr> <td></td> <td>2016</td> </tr> <tr> <td></td> <td>2017</td> </tr> </tbody> </table> <p>Metrics to be set and measured annually by CNY Arts staff.</p>	Gatherings	Partners	year			2015			2016			2017	Artists	year		2015		2016		2017
Gatherings	Partners	year																							
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Artists	year																								
	2015																								
	2016																								
	2017																								
2.5	DEVELOP CENTRAL NEW YORK CULTURAL INDUSTRY GUIDELINES AND STANDARDS TO BOOST SECTOR EFFECTIVENESS.																								
Actions		On point	When	Partners	Metrics																				
2.5.A	<p>Adapt arts and cultural best practices and industry standards from national arts resources and distribute to all cultural partners as guides to improve quality, relevance and effectiveness.</p> <p>Disseminate via the website and in professional development offerings, resources from:</p> <ul style="list-style-type: none"> ✓ American Association of Museums ✓ American Symphony Orchestra League ✓ Creative Capital (for artists) ✓ Dance USA ✓ Association of Performing Arts Presenters ✓ National Association of Schools of Music ✓ National Guild for Community Arts Education ✓ New York State Education Department P(Preschool)-12 Common Core Learning Standards ✓ Other national discipline-specific networks 	<p>Executive Director</p> <p>Regional Relationship Manager</p> <p>Grants and Professional Development Manager</p>	<p>Plan in 2018. Launch in 2019.</p>	<p>Small task force of regional cultural leaders</p> <p>Arts and Culture Leadership Alliance</p>	<p>Metrics to be set and measured annually by CNY Arts staff.</p>																				

3. INCREASE CULTURAL PARTICIPATION

3.1		ENCOURAGE AND FACILITATE GREATER INVOLVEMENT OF THE CULTURAL SECTOR IN COMMUNITY-BUILDING ACTIVITY OUTSIDE TRADITIONAL VENUES.			
Actions	On point	When	Partners	Metrics	
<p>3.1.A Proactively facilitate cultural sector involvement in existing neighborhood revitalization initiatives that improve quality of life for residents, economic development for businesses, and attractiveness for tourism.</p> <p>Seek from each county and municipality targeted revitalization locations where cultural sector energy could be deployed.</p> <p>Join with local leaders to establish and pilot affordable incubator spaces as anchors in downtown development.</p>	<p>Executive Director</p> <p>Regional Relationship Manager</p> <p>Ph.D. contractors in Creative Placemaking, Social Justice and Community Building</p>	<p>Plan in 2018. Launch in each county through 2025 as resources permit.</p>	<p>CNY Arts County Leadership Teams</p> <p>Rome’s REACH Microenterprise Project</p> <p>Utica’s Rust to Green Initiative</p> <p>Cortland Downtown Partnership</p> <p>New York State’s Neighborhood & Rural Preservation Programs</p> <p>City of Syracuse’s Neighborhood & Business Development</p>	<p>By 2020, there will be at least one ENGAGE revitalization project in a downtown in each county.</p>	

3.1.B	Facilitate and advocate for tax incentives that could be offered to developers and projects.	Executive Director Ph.D. contractors in Creative Placemaking	Plan in 2018. Launch 2019.	city and county planners county and state legislators CenterState CEO	By 2020, tax incentives will be in place.								
3.1.C	Facilitate the creation of aesthetic guidelines for Central New York downtowns to make them more culturally and creatively robust. E.g. artists live/work space, innovation labs/incubators, bookstores, galleries, eateries/clubs/retail providing exhibition and performance space, murals, landscape, streetscape, public art, and more.	Executive Director Ph.D. contractors in Creative Placemaking, Social Justice and Community Building	Plan in 2018. Launch 2019.	city and county planners Cornell Cooperative Extension	By 2020, guidelines will be in place and applied.								
3.2	BE THE “CULTURAL CONNECTION” FOR SCHOOLS, COMMUNITY AND NEIGHBORHOOD ORGANIZATIONS, HEALTHY AGING, HEALTH SYSTEMS, SPECIAL POPULATIONS, AND OTHERS SEEKING ARTISTS, CULTURAL PROGRAMMING AND CREATIVE OPPORTUNITY FOR THEIR CONSTITUENTS.												
Actions		On point	When	Partners	Metrics								
3.2.A	Network with human/social service funders, United Ways, local governments, and others to build awareness, connections, and easier access to cultural sector offerings for sectors looking for them.	Executive Director	Plan in 2016. Launch in 2017.	United Way Municipal Departments	CNY Regional Connections Network <table border="1"> <thead> <tr> <th># Orgs</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td>2018</td> </tr> <tr> <td></td> <td>2019</td> </tr> <tr> <td></td> <td>2020</td> </tr> </tbody> </table> Metrics to be set and measured annually by CNY Arts staff.	# Orgs	year		2018		2019		2020
# Orgs	year												
	2018												
	2019												
	2020												
3.2.B	For community organizations and schools that integrally incorporate the arts and creativity activity, consider a password-protected portal on the website that provides: <ul style="list-style-type: none"> ✓ in-school and after-school arts education resources, programs, services ✓ teaching artist directories ✓ residency information ✓ sample curriculum, ✓ opportunities for internships, volunteerism, professional development, and more 	Regional Relationship Manager Manager of Information & Marketing	Plan in 2018. Launch in 2019.	county and regional human service organizations BOCES Superintendents Association Mayors									

3.3	Encourage and facilitate more inclusive cultural expression.																
Actions		On point	When	Partners	Metrics												
3.3.A	Facilitate networking with community leaders and artists in the African American, Latin American, Native American, Asian American, and refugee communities to encourage higher levels of engagement.	Executive Director Regional Relationship Manager	Plan in 2015. Launch in 2016.	InterFaith Works of CNY Onondaga and Oneida Nations	CNY Regional Diversity Connections Network <table border="1"> <thead> <tr> <th># Orgs</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td>2016</td> </tr> <tr> <td></td> <td>2017</td> </tr> <tr> <td></td> <td>2018</td> </tr> <tr> <td></td> <td>2019</td> </tr> <tr> <td></td> <td>2020</td> </tr> </tbody> </table>	# Orgs	year		2016		2017		2018		2019		2020
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	2017																
	2018																
	2019																
	2020																
3.3.B	Facilitate greater opportunity for diverse communities to participate in cultural and creative sector offerings. See that community organizations serving diverse populations are aware of and linked to all the information resources.	Grants and Professional Development Manager Manager of Information & Marketing	Plan in 2017. Launch in 2018.	Mohawk Valley Resource Center for Refugees Spanish Action League													
3.3.C	See that racially and ethnically diverse artists and organizations are encouraged and welcomed at professional development opportunities. Provide scholarships and incentives to facilitate and accelerate their participation.	Ph.D. contractors in Creative Placemaking, Social Justice and Community Building	Plan in 2018-19. Launch in 2020.	Neighborhood associations and other ethnically specific leaders	Metrics to be set and measured annually by CNY Arts staff.												
3.4	CREATE A STRATEGY WITH SCHOOL SUPERINTENDENTS AND EDUCATION LEADERS FOR PUBLIC, PRIVATE, PAROCHIAL AND CHARTER SCHOOLS.																
Actions		On point	When	Partners	Metrics												
3.4.A	Create an information network linking every school (private, public, parochial, charter, Home School Network) in the region with the CNY Arts calendar.	Executive Director Regional Relationship Manager Manager of Information & Marketing	Plan in 2015. Launch in 2016.	BOCES Superintendents Associations in each county.	CNY Education Connections Network <table border="1"> <thead> <tr> <th># schools</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td>2016</td> </tr> <tr> <td></td> <td>2017</td> </tr> <tr> <td></td> <td>2018</td> </tr> <tr> <td></td> <td>2019</td> </tr> <tr> <td></td> <td>2020</td> </tr> </tbody> </table> Metrics to be set and measured annually by CNY Arts staff.	# schools	year		2016		2017		2018		2019		2020
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	2016																
	2017																
	2018																
	2019																
	2020																

3.4.B	Meet with BOCES and Superintendent Association leaders to explore how the cultural sector can fortify in-school and after-school learning opportunities. Create a longer term implementation strategy	Executive Director Regional Relationship Manager	Plan in 2016. Pilots in place by 2017. Systemic implementation by 2018.	BOCES Superintendents Associations in each county.	Communication with all superintendents will have been accomplished by the end of 2016.												
3.4.C	If the interest supports it, establish an education task force and begin to plan and implement ways for the cultural sector to assist in helping students learn.	Executive Director Regional Relationship Manager	Plan in 2016. Launch in 2017.	BOCES Superintendents' Associations in each county PTAs NYS School Music Association (NYSMA) leaders	Metrics to be set and measured annually by an education task force with CNY Arts staff												
3.5	DEVELOP YEAR-ROUND CULTURAL OPPORTUNITIES FOR CENTRAL NEW YORKERS WHERE THEY WORK AND IN THEIR COMMUNITIES.																
Actions		On point	When	Partners	Metrics												
3.5.A	Create more opportunities to taste and experience all that is available in Central New York! Building on the concept of "On My Own Time" (a business oriented art-making program), establish "CNYCulturalConnections" within local businesses. Feed the appetites of those wanting more creative experiences.	Executive Director Regional Relationship Manager contractors	Plan in 2016. Launch in 2017.	Largest employers in the region CenterState CEO	Regional Corporate Connections <table border="1"> <thead> <tr> <th># businesses</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td>2016</td> </tr> <tr> <td></td> <td>2017</td> </tr> <tr> <td></td> <td>2018</td> </tr> <tr> <td></td> <td>2019</td> </tr> <tr> <td></td> <td>2020</td> </tr> </tbody> </table> Metrics to be set and measured annually by CNY Arts staff.	# businesses	year		2016		2017		2018		2019		2020
# businesses	year																
	2016																
	2017																
	2018																
	2019																
	2020																

3.5.B	<p>Facilitate creation of a year-round calendar and portfolio of opportunities for companies, their employees, and families to participate in:</p> <ul style="list-style-type: none"> ✓ sound checks ✓ dress rehearsals ✓ back stage and back of house tours ✓ “CNYCulturalConnections” (similar to TED Talks or TEDx) with visiting artists, innovators, and entertainment celebrities ✓ family days at cultural institutions ✓ festivals, and more <p>Extend these curated “CNYCulturalConnections” opportunities to special interest groups such as AARP chapters, Chambers of Commerce, leadership programs, civic clubs and organizations, sororities and fraternities, and other membership and professional associations.</p>																
3.6	FACILITATE GREATER CONNECTIONS BETWEEN THE CULTURAL RESOURCES ON COLLEGE CAMPUSES AND COMMUNITIES.																
Actions		On point	When	Partners	Metrics												
3.6.A	Connect with education leaders on all 17 college and university campuses located in Central New York.	Executive Director			<p>Regional College and University Connections</p> <table border="1" data-bbox="1598 938 1892 1105"> <thead> <tr> <th># schools</th> <th>year</th> </tr> </thead> <tbody> <tr> <td></td> <td>2016</td> </tr> <tr> <td></td> <td>2017</td> </tr> <tr> <td></td> <td>2018</td> </tr> <tr> <td></td> <td>2019</td> </tr> <tr> <td></td> <td>2020</td> </tr> </tbody> </table>	# schools	year		2016		2017		2018		2019		2020
# schools	year																
	2016																
	2017																
	2018																
	2019																
	2020																
3.6.B	Create a web portal enabling easy access to information about what is happening on other campuses, and a place for universities to promote their offerings on the gotoCNYarts website.	<p>Regional Relationship Manager</p> <p>contractor for college and university connections</p>	Launch in 2015.	area colleges and universities	<p>Metrics to be set and measured annually by CNY Arts staff.</p>												

APPENDIX A: ORGANIZATIONS PARTICIPATING IN THE ASSESSMENT

	COUNTY	ORGANIZATION	TYPE	INSTITUTION	DATA SOURCES USED			
					SURVEY	CDP	IRS FORM 990	FINANCIALS EXCLUDED*
1	Cortland	Center for the Arts of Homer, Inc	501(c) (3)	Arts Center	♦	♦		
2	Cortland	Cortland County Historical Society	501(c) (3)	Historical Society	♦		♦	
3	Cortland	Cortland Repertory Theatre	501(c) (3)	Performing Group	♦	♦		
4	Cortland	Cultural Council of Cortland County	501(c) (3)	Arts Service Organization	♦			
5	Cortland	Magic Garden Puppets	Other	Performing Group	♦			-
6	Cortland	The 1890 House	501(c) (3)	Other Museum	♦		♦	
1	Herkimer	Friends of the Old Forge Library	501(c) (3)	Community Services Organization	♦			-
2	Herkimer	Herkimer County HealthNet, Inc.	501(c) (3)	Other	♦		♦	
3	Herkimer	Herkimer County Historical Society	501(c) (3)	Other Museum		♦		
4	Herkimer	Mohawk Valley Center for the Arts	501(c) (3)	Arts Center	♦			-
5	Herkimer	Mohawk Valley Choral Society	501(c) (3)	Performing Group	♦		♦	
6	Herkimer	Mohawk Valley Garlic & Herb Festival	501(c) (3)	Fair/Festival	♦			
7	Herkimer	Old Forge Library Association	501(c) (3)	Library		♦		
8	Herkimer	View (The Arts Guild of Old Forge, Inc.)	501(c) (3)	Arts Center	♦	♦	♦	
1	Madison	Catherine Cummings Theatre at Cazenovia College	501(c) (3)	College/University	♦			
2	Madison	Cazenovia Artisans	Other	Gallery/Exhibit Space	♦			
3	Madison	Cazenovia Public Library	501(c) (3)	Library	♦			-
4	Madison	Central New York Watercolor Society	501(c) (3)	Other	♦			-
5	Madison	Chenango Canal Association, Inc.	501(c) (3)	Parks and Recreation	♦			
6	Madison	Chittenango Landing Canal Boat Museum	501(c) (3)	Other Museum		♦		
7	Madison	CNY Fiber Artists & Producers, Inc.	Other	Fair/Festival	♦			
8	Madison	Colgate Alternative Cinema	501(c) (3)	College/University		♦		
9	Madison	Colgate Picker Art Gallery	501(c) (3)	College/University		♦		
10	Madison	Colgate Young Writer's Workshop	501(c) (3)	College/University		♦		
11	Madison	Greater Cazenovia Area Chamber of Commerce	501(c) (3)	Community Services Organization	♦			
12	Madison	Madison County Historical Society	501(c) (3)	Historical Society	♦			
13	Madison	Mohawk Valley Chapter, B.H.S.	501(c) (3)	Performing Group-Community	♦			-
14	Madison	Morrisville State College Science, Technology, & Society Program	501(c) (3)	College/University		♦		
15	Madison	National Abolition Hall of Fame	501(c) (3)	Other Museum		♦		
16	Madison	Oneida Community Mansion House	501(c) (3)	Other Museum		♦		
17	Madison	Palace Theater, The	Other	Performance Facility	♦			
18	Madison	Smithfield Community Association (Gerrit Smith Estate)	501(c) (3)	Other	♦	♦		
19	Madison	Stone Quarry Hill Art Park	501(c) (3)	Arts Center	♦		♦	

Continued on next page

	COUNTY	ORGANIZATION	TYPE	INSTITUTION	DATA SOURCES USED			
					SURVEY	CDP	IRS FORM 990	FINANCIALS EXCLUDED*
1	Oneida	C.N.Y. Glass & Metal Design Studio	Other	Other	♦			-
2	Oneida	Capitol Theatre	501(c) (3)	Performance Facility		♦		
3	Oneida	Chamber Music Society of Utica	501(c) (3)	Cultural Series Organization		♦		
4	Oneida	Children's Museum of History, Science & Technology, The	501(c) (3)	Other Museum	♦		♦	
5	Oneida	Dodge Pratt Northam Art and Community Center	501(c) (3)	Community Services Organization		♦		
6	Oneida	Edith Barrett Art Gallery	501(c) (3)	Gallery/Exhibit Space		♦		
7	Oneida	Hamilton College Performing Arts	501(c) (3)	Performance Facility		♦		
8	Oneida	Historical Association of Vienna	501(c) (3)	Historical Society	♦			-
9	Oneida	KEYS Program, The	501(c) (3)	Arts Service Organization	♦			
10	Oneida	Kirkland Art Center	501(c) (3)	Arts Center		♦		
11	Oneida	Leatherstocking Ballet, Inc.	501(c) (3)	Performing Group-Youth	♦			
12	Oneida	Mohawk Valley Bluegrass Association	Other	Fair/Festival	♦			-
13	Oneida	Munson-Williams-Proctor Arts Institute	501(c) (3)	Art Museum		♦		
14	Oneida	Munson-Williams-Proctor Institute Performing Arts	501(c) (3)	Arts Center		♦		
15	Oneida	National Park Service at Fort Stanwix National Monument	Government (Non-Tribal)	Governmental	♦			-
16	Oneida	Oneida County Historical Society	501(c) (3)	Historical Society	♦			
17	Oneida	Rome Art and Community Center	501(c) (3)	Arts Center	♦		♦	
18	Oneida	Rome Community Theater	501(c) (3)	Performing Group-Community	♦			
19	Oneida	Ruth and Harry Jackson Lunch Hour Series	501(c) (3)	Cultural Series Organization				
20	Oneida	Sculpture Space, Inc.	501(c) (3)	Other	♦	♦		
21	Oneida	Signature 81	Other	Arts Center	♦			-
22	Oneida	Stanley Theater, The	501(c) (3)	Performance Facility	♦	♦		
23	Oneida	The Other Side of Utica	501(c) (3)	Arts Center	♦			-
24	Oneida	Waterville Public Library	Government (Non-Tribal)	Library	♦			-
25	Oneida	YMCA of the Greater Tri Valley	501(c) (3)	Community Services Organization		♦		

Continued on next page.

	COUNTY	ORGANIZATION	TYPE	INSTITUTION	DATA SOURCES USED			FINANCIALS EXCLUDED*
					SURVEY	CDP	IRS FORM 990	
1	Onondaga	American Rupite	501(c) (3)	Arts Service Organization	♦			-
2	Onondaga	Appleseed Productions	Other	Performing Group	♦			-
3	Onondaga	ArtRage Gallery (CORA Foundation)	501(c) (3)	Gallery/Exhibit Space	♦	♦		
4	Onondaga	Arts Across Campus (Onondaga Community College)	501(c) (3)	College/University	♦	♦		
5	Onondaga	Arts Branch of the YMCA of Greater Syracuse, The	501(c) (3)	Community Services Organization	♦	♦		
6	Onondaga	Baldwinsville Public Library	Government (Non-Tribal)	Library	♦			-
7	Onondaga	Baltimore Woods Nature Center, Inc.	501(c) (3)	Other	♦	♦		
8	Onondaga	Blues Archives Project	501(c) (3)	Historical Society	♦			-
9	Onondaga	CNY Arts, Inc.	501(c) (3)	Arts Council/Agency	♦	♦		
10	Onondaga	CNY Jazz Central (CNY Jazz Arts Foundation, Inc.)	501(c) (3)	Other	♦	♦		
11	Onondaga	Community Folk Arts Center	501(c) (3)	Gallery/Exhibit Space	♦	♦		
12	Onondaga	Cornell Cooperative Extension Association of Onondaga County	501(c) (3)	Other		♦		
13	Onondaga	Dance Theater of Syracuse (formerly Parents Promoting Danc)	501(c) (3)	Performance Facility	♦	♦		
14	Onondaga	Drama Department College of Visual and Performing Arts, SU	501(c) (3)	College/University		♦		
15	Onondaga	Erie Canal Museum	501(c) (3)	Other Museum	♦	♦	♦	
16	Onondaga	Everson Museum of Art of Syracuse & Onondaga County	501(c) (3)	Art Museum	♦	♦		
17	Onondaga	Freelance	Other	School District	♦			-
18	Onondaga	Friends of the Central Library	501(c) (3)	Cultural Series Organization	♦		♦	
19	Onondaga	Friends of the Rosamond Gifford Zoo	501(c) (3)	Other Museum	♦	♦		
20	Onondaga	Gallery One Fourteen Art & Framing Services	Profit	Gallery/Exhibit Space	♦			-
21	Onondaga	Gear Factory, The	Other	Other	♦			-
22	Onondaga	George & Rebecca Barnes Foundation	501(c) (3)	Historical Society	♦	♦		
23	Onondaga	Gifford Family Theatre	501(c) (3)	Performing Group-College/University	♦			
24	Onondaga	Hazard Branch Library	Government (Non-Tribal)	Library	♦			-
25	Onondaga	India Community Religious & Cultural Center	501(c) (3)	Cultural Series Organization		♦		
26	Onondaga	Irish-American Cultural Institution - CNY Chapter	501(c) (3)	Cultural Series Organization	♦			
27	Onondaga	Jewish Federation of Central New York	501(c) (3)	Fair/Festival	♦			
28	Onondaga	Joan Hillsman's Music Network, Inc. (JHMN Inc.)	Other	Arts Service Organization	♦			-
29	Onondaga	La Casita Cultural Center	501(c) (3)	Arts Center	♦	♦		
30	Onondaga	Landmark Theatre	501(c) (3)	Performance Facility		♦		
31	Onondaga	Light Work	501(c) (3)	Arts Center	♦			
32	Onondaga	Liverpool Is The Place Committee	Other	Cultural Series Organization	♦			
33	Onondaga	Liverpool Public Library	501(c) (3)	Library	♦			-
34	Onondaga	Manlius Library	501(c) (3)	Library	♦			-
35	Onondaga	Marcellus Free Library	Government (Non-Tribal)	Library	♦			-
36	Onondaga	MasterWorks Chorale, Inc.	501(c) (3)	Performing Group	♦		♦	
37	Onondaga	Matilda Joslyn Gage Foundation	501(c) (3)	Other Museum		♦		
38	Onondaga	Media Unit, Inc., The	501(c) (3)	Performing Group-Youth	♦			-
39	Onondaga	Museum of Science & Technology (MOST)	501(c) (3)	Other Museum	♦	♦		
40	Onondaga	New York State Rhythm and Blues Festival, Inc.	501(c) (3)	Fair/Festival	♦		♦	
41	Onondaga	Northside Urban Parntership	Other	Community Services Organization	♦			-
42	Onondaga	OCPL Betts Branch	Government (Non-Tribal)	Library	♦			-

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COUNTY	ORGANIZATION	TYPE	INSTITUTION	DATA SOURCES USED			FINANCIALS EXCLUDED*	
				SURVEY	CDP	IRS FORM 990		
43	Onondaga	Onondaga Free Library	Government (Non-Tribal)	Library	*			-
44	Onondaga	Onondaga Historical Association	501(c) (3)	Other Museum	*	*		
45	Onondaga	Open Hand Theater	501(c) (3)	Performing Group	*	*		
46	Onondaga	Paine Branch Library	501(c) (3)	Library	*			-
47	Onondaga	Paul Robeson Performing Arts Company	501(c) (3)	Performing Group-Community	*			
48	Onondaga	Public Broadcasting Council of Central New York, The (WCNY)	501(c) (3)	Media (Print, Radio, or TV)	*	*		
49	Onondaga	Pulse Performing Arts Series	Other	College/University	*			-
50	Onondaga	Punto de Contacto - Point of Contact	Other	Gallery/Exhibit Space	*	*		
51	Onondaga	Rarely Done Productions	501(c) (3)	Performing Group-Community	*	*		
52	Onondaga	Redhouse Arts Center	501(c) (3)	Arts Center	*	*		
53	Onondaga	Salt City Improv Theatre	Other	Performing Group	*			-
54	Onondaga	Salt City Playhouse II	501(c) (3)	Performing Group-Community	*	*		
55	Onondaga	Schola Cantorum of Syracuse	501(c) (3)	Performing Group	*			
56	Onondaga	Setnor School of Music at Syracuse University	501(c) (3)	College/University		*		
57	Onondaga	Signature Band and Choir Camp	501(c) (3)	Performing Group-Youth		*		
58	Onondaga	Skaneateles Festival	501(c) (3)	Fair/Festival	*	*		
59	Onondaga	Skaneateles Historical Society	501(c) (3)	Other Museum	*	*		
60	Onondaga	Skaneateles Library	501(c) (3)	Library	*			-
61	Onondaga	Society for New Music	501(c) (3)	Performing Group	*	*		
62	Onondaga	Solvay Public Library	501(c) (3)	Library	*			-
63	Onondaga	Spanish Action League of Onondaga County	501(c) (3)	Performing Group	*	*		
64	Onondaga	St George Macedonian Orthodox Church	501(c) (3)	Religious Organization	*			-
65	Onondaga	St. David's Celebration of the Arts	Other	Religious Organization	*			
66	Onondaga	Stewards of Lipe Art Park (SLAP)	Other	Other	*			
67	Onondaga	Symphoria	501(c) (3)	Union/Professional Association	*			-
68	Onondaga	Syracuse Children's Chorus, Inc.	501(c) (3)	Performing Group-Youth	*	*		
69	Onondaga	Syracuse Children's Theatre	501(c) (3)	Performing Group-Youth	*	*		
70	Onondaga	Syracuse City Ballet	501(c) (3)	Performing Group	*	*		
71	Onondaga	Syracuse Community Choir	501(c) (3)	Performing Group-Community	*	*		
72	Onondaga	Syracuse Friends of Chamber Music	501(c) (3)	Cultural Series Organization	*	*		
73	Onondaga	Syracuse Improv Collective	Other	Library	*			-
74	Onondaga	Syracuse International Film Festival	501(c) (3)	Cinema	*			
75	Onondaga	Syracuse Jazz Fest Productions, Inc.	501(c) (3)	Fair/Festival	*	*		
76	Onondaga	Syracuse Opera	501(c) (3)	Performing Group	*	*		
77	Onondaga	Syracuse Pops Chorus, Inc	501(c) (3)	Performing Group-Community	*			
78	Onondaga	Syracuse Poster Project	501(c) (3)	Arts Service Organization	*	*		
79	Onondaga	Syracuse Scottish Pipe Band	501(c) (3)	Performing Group-Community	*			-
80	Onondaga	Syracuse Shakespeare Festival	501(c) (3)	Fair/Festival	*	*		
81	Onondaga	Syracuse Stage (SU Theatre Corporation)	501(c) (3)	Other	*	*		
82	Onondaga	Syracuse University Arts Engage	Other	College/University	*			-
83	Onondaga	Syracuse Vocal Ensemble	501(c) (3)	Performing Group	*	*		
84	Onondaga	Trust for Cultural Resources of the County of Onondaga	Other	Governmental	*			-
85	Onondaga	Underground Poetry Spot	Other	Performing Group-Community	*			-
86	Onondaga	Wacheva Cultural Arts, Inc.	501(c) (3)	Other	*			
87	Onondaga	Westcott Area Cultural Coalition	501(c) (3)	Fair/Festival	*	*		
88	Onondaga	Westcott Community Center	501(c) (3)	Community Services Organization	*			

Continued on next page.

	COUNTY	ORGANIZATION	TYPE	INSTITUTION	DATA SOURCES USED			
					SURVEY	CDP	IRS FORM 990	FINANCIALS EXCLUDED*
1	Oswego	ARTSwego	Other	Other	♦			
2	Oswego	City of Fulton	Government (Non-Tribal)	Governmental	♦			-
3	Oswego	CNY Arts Center	501(c) (3)	Other	♦			
4	Oswego	Fulton Community Theatre, Inc.	501(c) (3)	Performing Group-Community	♦			-
5	Oswego	New York State Old Tyme Fiddlers' Association	501(c) (3)	Arts Center		♦		
6	Oswego	Northshore Community Chorus	501(c) (3)	Performing Group	♦			-
7	Oswego	Oswego Film Group	Other	Cinema	♦			-
8	Oswego	Oswego Music Hall (Ontario Center for Performing Arts)	501(c) (3)	Performance Facility		♦		
9	Oswego	Oswego Opera Theater	501(c) (3)	Performing Group	♦			
10	Oswego	Salmon River Fine Arts Center	501(c) (3)	Religious Organization	♦			
11	Oswego	Children's Museum of Oswego, The	501(c) (3)	Other Museum	♦			-

Totals	121	70	12	40
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- Financial information for these organizations was excluded from analysis because it was inclusive of non-culture programming, missing significant items, inconsistently reported within type, indecipherable, or the organization is believed to be defunct or inactive.

The organizations below did not reply to the survey, but were found on the Cultural Data Project (CDP) and were excluded for the same reasons as above in addition to being outliers that would skew the results.

- Divine Nature @ BMR Acres
- Bob Gates Photography
- 4Pet's Sake
- Leadership of Greater Syracuse
- Onondaga County City SWCD
- College of Visual and Performing Arts Syracuse

ASSESSMENT RESEARCH

Given the size and scope of the Central New York region, the intent to build on existing non-arts agendas in the region, to understand county by county priorities, financial realities, and existing arts and cultural development efforts, 104 resources were cultivated for context and facts in the creation of this plan.

1. A New Framework for Building Participation in the Arts, Research Brief, Wallace Foundation
2. Americans for the Arts: The Arts Index 2009 – 2011
3. Arts & Economic Prosperity: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences: IV
4. Cayuga Community College website
5. Cazenovia Arts Heritage Alliance: The Economic Impact of Nonprofit Arts and Culture and Their Audiences for the Town and Village of Cazenovia
6. Cazenovia College website
7. Cazenovia Comprehensive Plan
8. Center on Nonprofits and Philanthropy, The Urban Institute, The Capacity of Performing Arts Presenting Organizations, April 2002, Mark Hager and Thomas Pollak
9. CenterState CEO Annual Report ENGAGE 2010-2011
10. CenterState CEO Annual Report: Reinvention 2012
11. CenterState CEO Community Guide to Greater Syracuse 2013
12. CenterState CEO Essentials: February 2014
13. CenterState CEO Essentials: January 2014
14. CenterState CEO Essentials: November/December 2013
15. CenterState CEO: 2014 Economic Forecast
16. CenterState CEO: The Essential New York Initiative: Transforming Central Upstate to a Knowledge-Based Economy, February 2004
17. CenterState New York Export Plan
18. City of Cortland Vision Statement
19. City of Oneida Recreation Master Plan
20. City of Oswego 2013 Adopted Budget
21. City of Oswego, 2020 Vision Plan
22. City of Rome, Comprehensive Action Plan 2003
23. City of Rome, From Brown to Green: A Revitalization Strategy for Downtown Rome, February 2011
24. City of Rome, Little Italy Main Street Commercial Subarea Plan 2011
25. City of Rome, Rome Parks & Recreation Department
26. City of Syracuse Budget 2013
27. City of Syracuse, Comprehensive Plan 2040
28. CNY Arts & Tourism Committee SWOT Analysis
29. CNY Arts website and service plan
30. Colgate University Arts on Campus website
31. Community Needs Assessment Report United Way
32. Cortland Arts website
33. Cortland City Plans (Downtown Plan, Comprehensive Plan for Commercial Resources)
34. Cortland County 2013 Adopted Budget
35. Cortland County Convention & Visitors Bureau website
36. Cortland County Departments (Parks and Recreation, Youth Bureau, Office of Aging) websites
37. Cortland County Office of Aging website
38. Cortland Cultural Council Form 990, 2011
39. Cortland Plans (Commercial Resources, Downtown, Economic Development, Educational Resources, Historic Resources, Natural Resources, Parks and Recreation, Setting the Scene)
40. Cortland School Districts (Cincinnatus, Cortland City, Homer Central, Marathon Central, McGraw Central) websites
41. Determining Community Interest In The Oneida Historical Society: Zogby International, 2003
42. Fulton City Budget
43. Hamilton College website
44. Herkimer County 2013 Budget Summary
45. Herkimer County Chamber website
46. Herkimer County Community College website
47. Herkimer County Visitors Guide
48. Improved Estimates of the National Income and Product Accounts: Results of the 2013 Comprehensive Revision, *By Stephanie H. McCulla, Alyssa E. Holdren, and Shelly Smith*

49. Inequality, Poverty, and Economic Development in Central New York, by Virginia Early, Nathan Ellsworth, Zaid Jilani, Tanitya Kusumadewi, December 2013
50. LeMoyne College website
51. Little Falls City website
52. Little Falls Main Street First Plan
53. Little Falls Parks and Recreation website
54. Madison County 2013 Adopted Budget
55. Madison County Departments: Historian, Native American Affairs, Office for the Aging, Youth Bureau websites
56. Madison County Tourism, Inc. website
57. Mohawk Valley Community College website
58. Munson Williams Proctor Arts Institute website
59. National Arts Index Report: An Annual Measure of the Vitality of the Arts and Culture in the United States: 2012 Report
60. New York Council of Nonprofits, Inc. website
61. New York Cultural Heritage Tourism Network Report
62. New York State Neighborhood & Rural Preservation Programs 2013 Annual Report
63. NY Works, A New Operating Model for NYS Government to Stimulate Real Regional Economic Development, 2011
64. Oneida Area Arts Council website
65. Oneida City Parks and Recreation Plan
66. Oneida City Plan
67. Oneida County 2013 Adopted Budget
68. Oneida County Departments (Office for the Aging, Youth Bureau) websites
69. Oneida County Tourism website
70. Oneida Indian Nation website
71. Onondaga Community College Foundation website
72. Onondaga County 2013 Executive Budget
73. Onondaga County Conventions and Tourism website
74. Onondaga County Departments (Culture and Recreation, Office for the Aging, Youth Bureau, Rosamond Gifford Zoo, Parks and Recreation, OCPL, OnCenter) websites
75. Onondaga Nation: People of the Hills website
76. Oswego Arts website
77. Oswego County 2013 Adopted Budget
78. Oswego County Departments (Office of Aging, Youth Bureau, Parks and Recreation)
79. Oswego County Tourism website
80. Oswego County Vision Policy and Objectives
81. Oswego-Fulton Chamber of Commerce website
82. REACH Marketing Plan 2009
83. Rust to Green Initiative Report
84. SU Connective Corridor website
85. SUNY Cortland website
86. SUNY Institute of Technology website
87. SUNY Morrisville website
88. SUNY Oswego website
89. Syracuse Comprehensive Plan Amended 2012
90. Syracuse Destination Wide Market Analysis: Findings and Recommendations: Reach Market Planning LLC 2012
91. Syracuse Initiative Reports: (Near Westside, Northside Urban Partnership, Public Art Commission, Landmark Preservation, Parks, Recreation and Youth Programs)
92. Syracuse Neighborhood & Business Development Report 2010
93. Syracuse University Arts Engage website
94. Syracuse University website
95. The Central New York Community Foundation website
96. The Community Foundation of Herkimer & Oneida Counties website
97. The Economic Impact of Tourism In New York Report: 2011 Calendar Year, Central NY Focus – Tourism Economics, An Oxford Economics Company
98. The Economic Impact of Tourism In New York State Report: 2010 prepared by Tourism Economics, an Oxford Economics Company
99. The Gifford Foundation website
100. The John Ben Snow Foundation website
101. The Pulse: A Community Indicators Project for Herkimer & Oneida Counties Report
102. The Richard S. Shineman Foundation website
103. Tompkins Cortland Community College website
104. Trust for Cultural Resources of the County of Onondaga website
105. Utica College of Syracuse University website
106. Utica Symphony Research Report: Zogsby International, 2006

