



ENGAGE CNY EXECUTIVE SUMMARY
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 Yorkers 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 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, Pam Matt, 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.

Plan Funding

Governor Andrew M. Cuomo
Central New Y Regional Economic Development Council
Administered by New York State Council on the Arts

ENGAGE CNY – Leadership Advisory Council

Co-Chair, Heather Buchman, Orchestra Director
Hamilton College

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

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

Co-Chair, Pam Matt, Executive Director
Greater Utica Chamber of Commerce

Carl Annese, Chair
Utica Memorial Auditorium

Kate Auwaerter, Public Art Coordinator
City of Syracuse

Kelly Blazosky, Executive Director
Oneida County Tourism Bureau

Beth Broadway, Executive Director
InterFaith Works of CNY

Bill Brod, Publisher and CEO
Syracuse New Times and Family Times

Pam Brunet, Executive Director
Leadership Greater Syracuse

Marc Butler, Assemblyman
New York Assembly

Anthony Catsimatides, Founder and Principal
Open Atelier Architects

Philip Church, County Administrator
County of Oswego

Elizabeth Dailey, Executive Director
Onondaga County Public Library

Robert Daino, President and CEO
WCNY

Burt Danovitz, Executive Director
Resource Center Independent Living

Jim Dempsey, Director
Cortland CVB

Linda Dickerson-Hartsock, Director
Syracuse University Community Engagement and
Economic Development

Steve DiMeo, President
Mohawk Valley Edge

Donna Donovan, Publisher
Utica Observer-Dispatch

Carol Dumka, Arts in Education Coordinator
Herkimer BOCES

William Fisher, Deputy County Executive
Onondaga County

John Fitzgibbons, Owner
Fitzgibbons Agency

Scott Flaherty, Executive Director
Madison County Tourism

Erika Fowler-Decatur, Gallery Director
Dowd Gallery

Joseph Fusco, Mayor
City of Rome, NY

Tom Gillen, Mayor
City of Oswego

Jeff Grimshaw, Director, Office of Business and
Community Development, SUNY Oswego

Bob Haight, Executive Director
Cortland County Chamber of Commerce

Jennifer Potter Hayes, Executive Director
View

Bernie Henderson, VP of Finance
SUNY Oswego

David Holder, President
Syracuse Convention and Visitors Bureau

Jeffrey Hoone, Executive Director
Syracuse University (Light Work/CMAC)

Scott Hopko, CEO
Hopko Designs

Sarah loele, Director of Marketing and Business
Development
King + King Architects

Richard Ketcham, President and CEO
St. Elizabeth's Medical Center

Judith Kirkpatrick, Provost
Utica College

Christopher Lawrence, Planner
City of Utica, Department of Urban and Economic
Development

Kevin Marken, Mission Advancement Manager
Mohawk Valley Resource Center for Refugees

Andrew Maxwell, Director
Syracuse-Onondaga County Planning Agency

Cathleen McColgin, Provost and Senior Vice
President Onondaga Community College

Adam McGivern, Executive Director
Cortland Downtown Partnership

Fritz Messere, Dean
SUNY Oswego, School of Communication, Media
& the Arts

Erin Mitchell, Associate State Director
AARP NYS

Mike Morrill, President
Total Solutions

Darby O'Brien, Director
Utica Public Library

Peggy O'Shea, President and CEO
Community Foundation of Oneida and Herkimer
Counties

Rita Paniagua, Executive Director
Spanish Action League

Marilyn Pinsky, President Emeritus
AARP NYS

Lauren Pistell, Executive Director
Shineman Foundation

Matt Reilly, Superintendent
Clinton Central School District

Ann Rushlo, Executive Director
Leadership Mohawk Valley

Reverend Jacqueline Schmitt
St. David's Episcopal Church

Rob Schoeneck, General Manager
Destiny USA

Robert Simpson, President and CEO
CenterState CEO

Dirk Sonneborn, Executive Director
Gifford Foundation

Tony Spiridigloizzi, President
Munson Williams Proctor Arts Institute

Tom Tarry, President
The Results Group

Brian Tobin, Mayor
City of Cortland

Amy Tressider, Legislator
Oswego County Legislature

Ellen Wahl, Coordinator
Retired and Senior Volunteer Program

Deidre Wetelainen, Director of Sales
Crowne Plaza

Jamie Yaman
Real Estate

ENGAGE County Arts Coordinators

Emily Gibbons
Cultural Council of Cortland County

Spike Herzig
Cultural Heritage Tourism Network

Patricia Lockwood-Blais
Earlville Opera House

Kylie Pierce
Rome Capitol Theatre

Monk Rowe
Hamilton College

John Shaffer
ARTSwego

Michele Southgate
Lakeside Artisans

Patricia Von Mechow
Palace Theatre

Roger Williams
Cultural Council of Cortland County

CNY Arts Board

Catherine Gerard – **President**
Associate Director of Executive Education Programs and Director of the Program for the Advancement of Research on Conflict and Collaboration at The Maxwell School, Syracuse University

Matt Dwyer – **Vice President**
Senior Vice President, Northland Communications

Christine Flynn – **Secretary**
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Lisa Sova – **Treasurer**
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Peter Dunn
President and CEO, Central New York Community Foundation

Marissa Mims
Executive Director, New York State Association for Women in Administration

George Nardone
Financial Advisor, Diversified Capital Management, LLC

Mark Nerenhausen
Founding Director and Professor of Practice, Janklow Arts Leadership Program, Syracuse University

Colleen Prossner
Executive Director, Catherine Cummings Theatre at Cazenovia College

Clifford Tsan
Bond, Schoeneck & King

Mary Vanouse
Director of Community Development, City of Oswego

Eunice D. Williams
Vice President for Curricular & Instructional Support Services/Diversity Services/Chief Diversity Officer, Onondaga County Community College

Jeff Woodward
Managing Director, Syracuse Stage

Bill Fisher (ex officio)
Deputy County Executive, County of Onondaga

Carol Sweet (ex officio)
President, Arts and Culture Leadership Alliance

CNY Arts Staff

Stephen Butler
Executive Director

Patricia J. Cafarchio, CPA, CDFA
Accounting Services

Matthew De Bellas
Marketing Manager

Peter DePasquale
ENGAGE CNY Program Associate

Kara Greene
Program Coordinator

Mike Intaglietta
Director of Operations

Elizabeth Lane
Community Grants Coordinator

Jon Wilson
Administration Manager

Focus Group Facilitation

Stephen Butler
Executive Director, CNY Arts

Denise DiRienzo, Professor
SUNY Oswego
and The SUNY Oswego Students in Com 317, PR
Research Fall 2013

Bernie Henderson, VP of Finance
SUNY Oswego

Elizabeth Lane
Community Grants Coordinator, CNY Arts

Dr. Alma Lowry, Esq.
SU Alumna

Diane Mataraza, Lead Consultant

Summit Materials

Scott Hopko, Hopko Design

CNY Arts Staff

Summit Facilitators

Dr. Alma Lowry, Esq.,
SU Alumna

Elizabeth Lane
Community Grants Coordinator, CNY Arts

Matthew De Bellas, Marketing Manager
CNY Arts

Marsha Tait, Executive Director
LiteracyCNY

*Associates of the Conflict Management Center,
Syracuse University, Facilitators*
Michael Beckstrand, CMC Coordinator
PhD Political Science Candidate, Maxwell School

Gaven Ehrlich, PhD Anthropology Student
Maxwell School

Aimee Falkum, MPA-MAIR Student
Maxwell School

Amy Goodall-Ayres, MPA Student
Maxwell School

Martha Haddad Ketcham, Asst. Program Manager
Executive Education
Maxwell School

Peta Long, MA African-American Studies Student,
Syracuse University

Barbara Schloss, SU Alumna

Angela Waithe, SU Alumna

Siqi Zhou, MPA Student
Maxwell School

Project Consultants

Diane L. Mataraza Inc.
Diane Mataraza, Lead Consultant
Surale Philips, Research
Katie West, Editor

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.

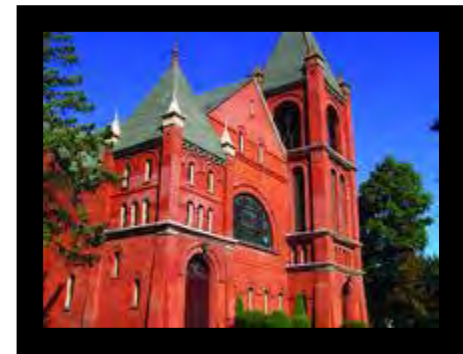
Mayor Ronald L. Woodward, Sr.
City of Fulton



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.

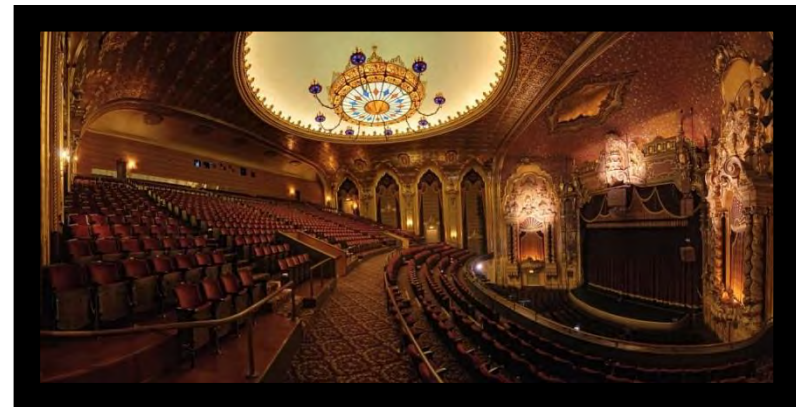
Mayor Tom Gillen
City of Oswego



Safe Haven Museum & Education Center, Oswego, NY

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



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



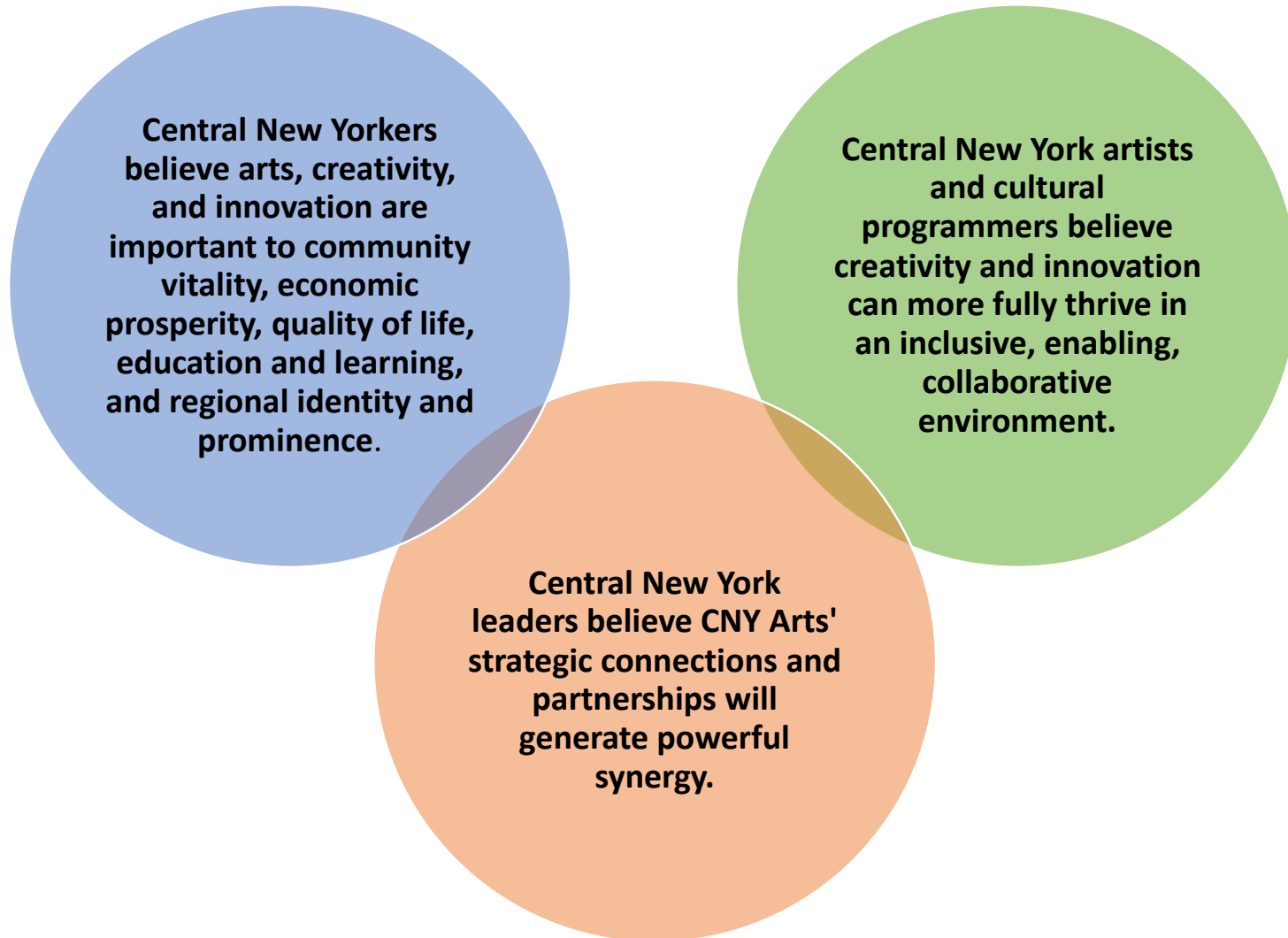
Source: CNY Arts John Shaffer

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May, 2014

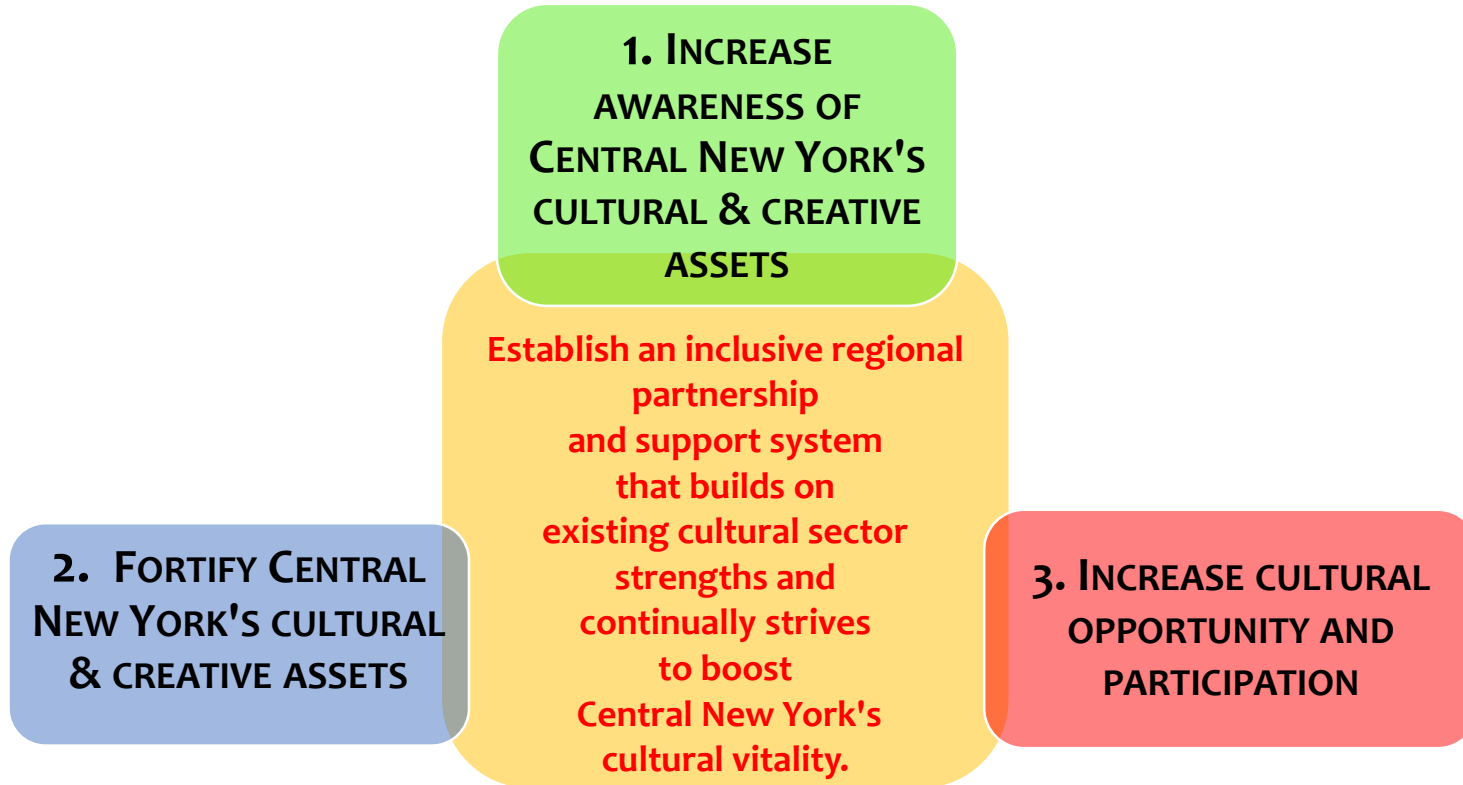
WHAT CENTRAL NEW YORKERS BELIEVE



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.

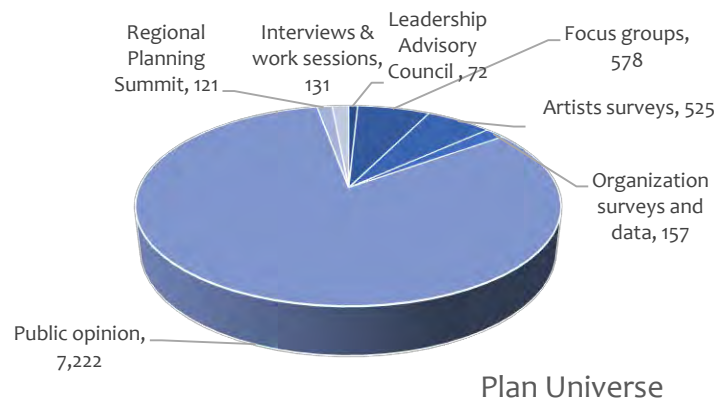


OVERVIEW

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:

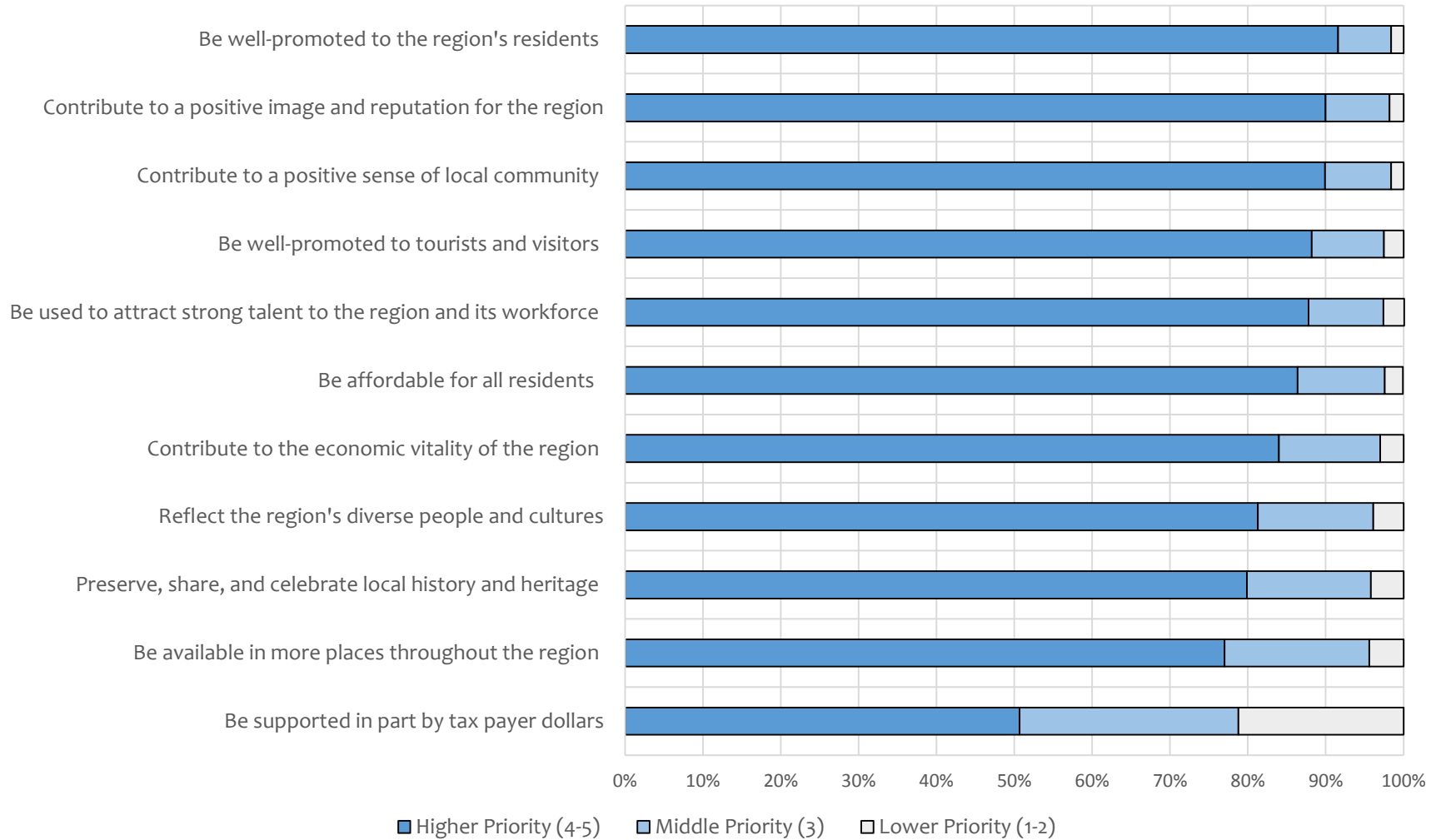
Of the top 10 activities Central New Yorkers said they most enjoy, live music and concerts were ranked highest at 40%, higher than parks, nature walks and trails, and above sports! Creative activities were five of the top 10 named.

| 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 participating. 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 Arts 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...

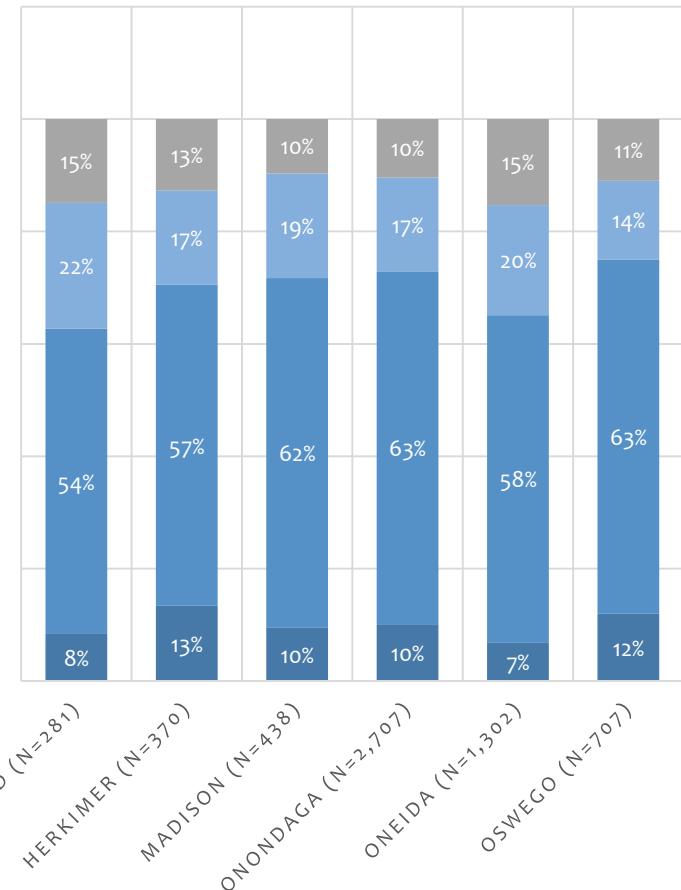
- ✓ **Increase cultural choices and opportunities for all residents and visitors.**
- ✓ **Increase availability of offerings where people live.**
- ✓ **Increase cultural consumerism.**

Central New Yorkers are participating in creative and entertainment opportunities everywhere. Cultural organizations reported reaching 4.2 million people through free events and 947,037 through paid 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



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 desimated. In organization surveys 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.³ 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

³The Economics Impact of Tourism in New York, 2011 Calendar year, Central New York Focus

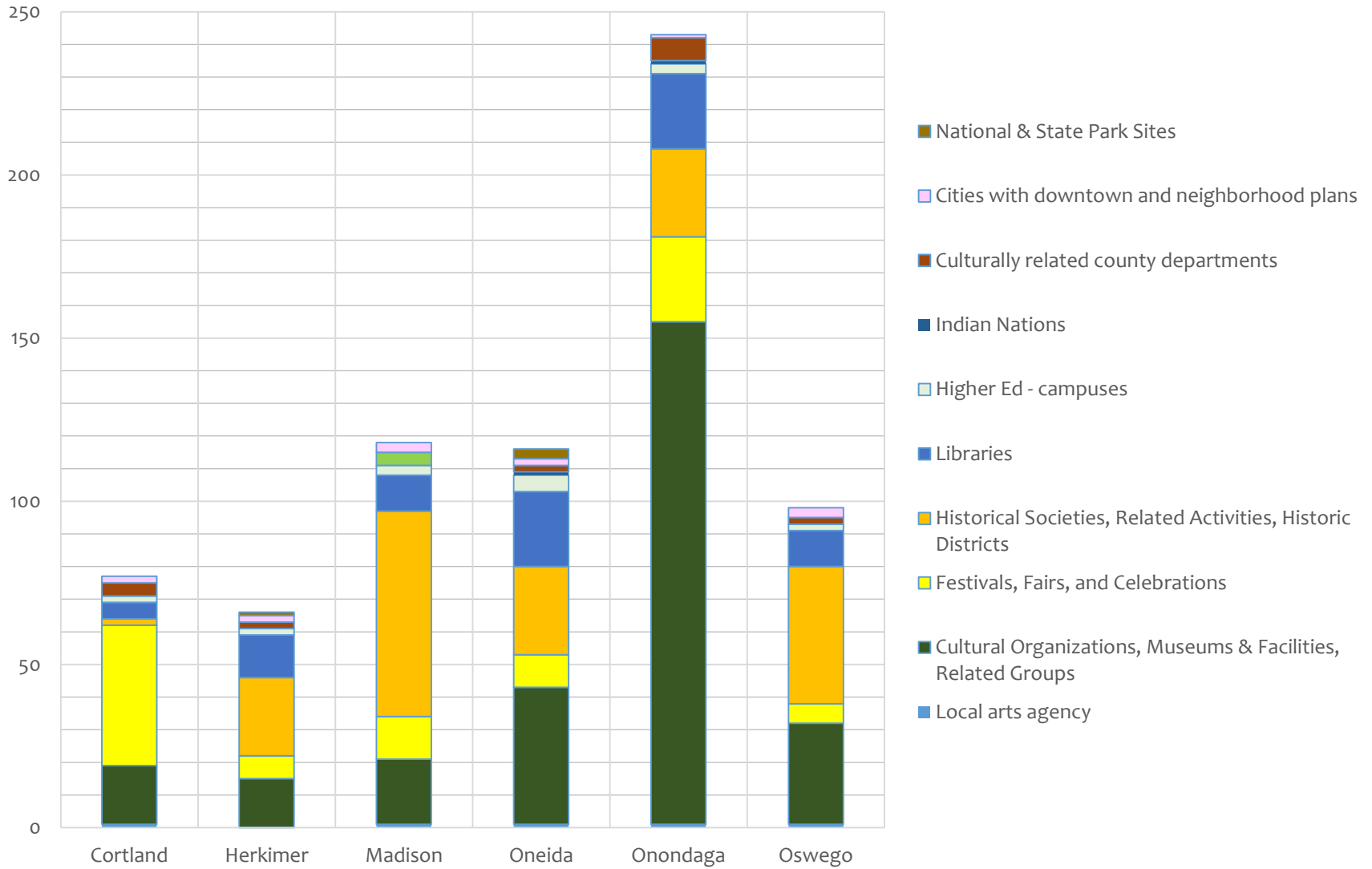
The variety of programming and entertainment offerings in Central New York is extensive. There is something for everyone.

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.⁴ 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 agency | 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 |

⁴ County by county lists are in the companion assessment report.

Central New York Cultural Programmers



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. | | | ✓ | ✓ | ✓ | ✓ |

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 shifted, cultural and community leaders viewed regional collaboration as a necessity and a viable path forward. Second, there was 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 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 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 billion⁹.

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.

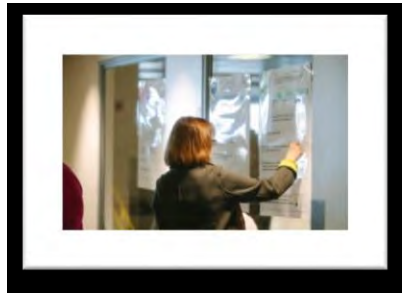
- Provide a comprehensive cultural assessment and plan, and a clear road map for successful plan implementation.



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.¹⁰

¹⁰ Local Arts Index was launched in April 2012 as a tool to better understand the characteristics of the cultural life of individual communities as measured at the county level. It is comprised of a series of arts indicators measured on the county level, and drawn from a variety of secondary sources including the

U.S. Census Bureau, Claritas Research, Scarborough Research, the National Center of Charitable Statistics, and other sources.

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.¹¹
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.

¹¹ 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

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 | ♦ | | | - |

Continued on next page.

| 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 | ♦ | | | - |

- 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

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% | |