



ARTS AND ENTERTAINMENT DISTRICT MASTER PLAN

CNY
ARTS MAIN STREET
REVITALIZATION PLAN



ARTS AND ENTERTAINMENT DISTRICT MASTER PLAN



FOR THE CITIES OF:
AUBURN, CORTLAND, ONEIDA, OSWEGO, AND SYRACUSE

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FOREWORD

We are pleased to announce that CNY Arts, Inc. has launched a pilot program to create Arts and Entertainment Districts and creative node(s) (A & E Districts) in the cities of Auburn, Cortland, Oneida, Oswego, and Syracuse. This program, is being developed in partnership with leaders and other regional stakeholders in five Central New York cities. Its intention is to embrace and leverage Central New York's economic diversity, our unique art, cultural, and entertainment assets, and prioritizes innovation and collaboration.

This regional approach to economic development through arts, culture, and entertainment draws on priorities identified in ENGAGE CNY, the region's 10-Year Cultural Plan (2014). It addresses regional economic priorities, including:

- Sustainability of creative industries
- Main Street revitalization
- Job creation and workforce retention
- Civic engagement
- Quality of life

The plan is modeled on the success of A&E Districts across the United States, which are drawing growing audiences of locals, regional visitors, and overnight tourists. National and local research demonstrates that increasing audiences increases revenue for arts, cultural, and entertainment organizations and generates income for arts, cultural, and entertainment venues and peripheral businesses such as restaurants, bars, retail, parking facilities, gas stations, hotels, and other enterprises. Audience spending increases tax revenues.

CNY Arts' approach to developing A&E Districts is to collaborate for the collective benefit of the region while allowing each district's stakeholders to establish their own unique approach in developing their creative industries. Together, these districts create their own flexible plans that can remain relevant well into the future. Flexibility allows for adapting to future changing circumstances such as changing funding streams, transportation routes, national park designations, and private development projects.

To facilitate this work, CNY Arts commissioned the Lakota Group and their consulting experts from Chicago, New York, and Florida. The team embraced this complex vision and work and excited and engaged stakeholders in each of the five cities to create this Regional Master Plan.

We are excited about the plan and what will come next. While "arts and entertainment" means different things to different people, CNY Arts hopes that all reasonable Central New York residents agree that a sustainable arts and cultural industry contributes to local economic development and is in the interest of all of us to support.

Stephen Butler
Executive Director

Carol Dumka
President, Board of Directors

ACKNOWLEDGMENTS & BACKGROUND

ACKNOWLEDGMENTS

This Arts and Entertainment Regional Master Plan is funded in part through grants and assistance by the Empire State Development Corporation, the Central New York Regional Economic Development Council, and the New York State Council on the Arts with the support of Governor Andrew M. Cuomo and the New York State Legislature.



**Empire State
Development**

**Council on
the Arts**

ECONOMIC IMPACT OF THE ARTS

The economic impact of the arts in the Syracuse region is \$148+ million annually, supporting 5,900+ jobs and generating more than \$110 million in household income. In addition, arts patrons in the Syracuse region spent an average of \$19.21 per person, per event, as a direct result of their attendance. This spending includes dining out, hotel accommodations, shopping, and parking expenses. (Arts Impact Study, Le Moyne College, 2018).

CNY Arts, Inc.

Based in Syracuse, CNY Arts is the regional arts agency for Central New York, providing support and assistance to individual artists and arts and cultural organizations through access to grants, capacity-building assistance, education and training, and promotional services. The agency serves the counties of Cortland, Herkimer, Madison, Oneida, Onondaga, and Oswego with the goal of enhancing a greater appreciation for the arts and the cultural vibrancy of the region.



PREFACE

PREFACE

In September 2018, CNY Arts initiated and led a seven-month planning process to create an Arts and Entertainment District Master Plan for five cities in its service area: Auburn (Cayuga County), Cortland (Cortland County), Oneida (Madison County), Oswego (Oswego County), and Syracuse (Onondaga County). A & E Districts aim to leverage growth and development of the creative industries. This is a tool to be used in downtown revitalization efforts. It takes advantage of using existing non-profit art and cultural institutions, entertainment venues, and various arts-related businesses to engage foot traffic, increase ticket sales and business activities and to connect city downtowns to each city's creative node(s).

This Regional Master Plan is the result of a multi-year effort by CNY Arts and regional stakeholders to pursue implementation of key objectives from ENGAGE CNY, specifically to "... facilitate cultural sector involvement in existing neighborhood revitalization initiatives that improve quality of life for residents, economic development for businesses, and attractiveness for tourism" (page 9). ENGAGE CNY further recognizes that artists and arts and culture organizations are "underutilized assets in the region" that contribute significantly to Central New York's development and economic well-being.

Support for this effort originates from the Central New York Regional Economic Development Council's (CNY REDC) application to the Upstate Revitalization Initiative, created in 2015 by Governor Andrew Cuomo to facilitate economic development through regional-based planning. From that effort, CNY Arts received a \$100,000 grant from CNY REDC, through the Empire State Development Corporation, to support this A & E District Regional Master Plan.

WHAT IS AN ARTS AND ENTERTAINMENT DISTRICT?

An Arts and Entertainment District is a designated area – typically a downtown, neighborhood, or corridor – intended as a place to promote creative arts industries, art production, cultural activities and entertainment, public art, and placemaking. Planning policies and initiatives – including new incentives, marketing and economic development programs, the design of public spaces, zoning and regulatory changes, investments in art venues, and public-private partnerships – help facilitate and support arts and cultural activities in the district. Arts and Entertainment Districts rely on collaborative efforts among municipalities, downtown management organizations, economic development entities, and arts assets and institutions to lead and successfully implement arts and entertainment development efforts.

An Arts and Entertainment District does not preclude artistic endeavors from taking place in other areas of community. Rather, a formal district is meant to enhance broader downtown or neighborhood revitalization efforts that may already be underway.

Arts activities outside a designated district do not threaten a district's short- and long-term successes. Coordinated, community-based efforts to market and support creative arts and entertainment activities in other creative nodes of activity such as neighborhoods, transitioning areas, and college and university districts, are characterized as organized arts communities. In these communities, partnerships between arts assets and institutions, along with participation from a municipality and other economic development organizations, help lead creative arts and entertainment development efforts.

PLANNING PROCESS AND APPROACH

In early 2018, CNY Arts initiated a Request for Proposals (RFP) process to select a Master Plan consultant to assist in developing a Regional Master Plan for Arts and Entertainment Districts in five cities in its service area. CNY Arts selected the Lakota Group, a Chicago-based planning firm, along with a team of arts and entertainment district consultants to collaborate with local stakeholders.

Consultants including Lakota Group included Larissa Ortiz Associates (Queens, New York), Stillwork Consulting Group (Syracuse, New York), and Surale Phillips of Decision Support Partners (West Palm Beach, Florida). In accordance with the RFP, the Lakota Team embarked on a 10-month planning process that included:

Project Start Meeting (August 23, 2018).

Reconnaissance Visits (September 24-26, 2018).

CNY Arts conducted three-day reconnaissance visits to the five participating cities, meeting with stakeholders, touring downtown commercial districts, and preparing cities for upcoming assessment visits.

Assessment Visits (Auburn, Cortland, Oneida, and Oswego) (October 29-November 1, 2018).

CNY Arts visited four of the five communities for visits that included extended tours; a series of focus groups with local arts institutions, municipal and county officials, colleges and universities, and residents; and interviews with community leaders and other stakeholders.

Assessment Visit (Syracuse) (November 15-16, 2018). In Syracuse, CNY Arts conducted a two-day assessment visit with additional interviews devoted

to key regional institutions, including CenterState Corporation for Economic Opportunity (CenterState CEO), National Grid, and public transit agency Centro.

Online Questionnaire (December 2018)

Draft Regional Master Plan (February-March 2019)

Plan Public Comment Period (May - June 2019)

Final Regional Master Plan (August 2019)

How CNY Arts Engaged our Regional Communities

During community visits, CNY Arts engaged diverse stakeholders, including:

- Local arts institutions
- Museums
- Colleges and universities
- City and county elected leaders and planning staff
- Tourism and economic development organizations
- Merchant associations
- Downtown property and business owners
- Restaurateurs and nightclub owners
- Developers
- Artists and arts councils
- Local foundations and funding entities
- CNY Arts' engagement included:
 - 45 focus group sessions
 - 275+ individuals

Survey – In addition to the focus group sessions, a follow-up survey was conducted to gain insight from key arts and culture stakeholders who could not participate in the on-site focus group sessions. The survey garnered 61 responses from representatives of the various regional cultural arts institutions.

A REGIONAL APPROACH TO ARTS AND ENTERTAINMENT DISTRICTS

The CNY Arts and Entertainment District Master Plan initiative is a unique approach to regional cultural development, particularly in engaging public, private, and non-profit sectors in creative industry development, Main Street revitalization, placemaking, and institutional collaborations. CNY Arts will take the lead in providing ongoing consultation and support services to participating Arts and Entertainment Districts, working to strengthen the capacity of local districts to deliver impactful services and initiatives.

REGIONAL SUMMARY

This Regional Master Plan represents the results of a collaborative process among key and diverse stakeholders in Auburn, Cortland, Oneida, Oswego, and Syracuse. This process identified the planning needs, priorities, and strategic initiatives to create an Arts and Entertainment District in each city. CNY Arts, as the lead agency, will seek funding to provide a liaison in each city to coordinate training and initiatives to deliver on key ideas developed through the planning process. The liaison, stakeholders, and CNY Arts will identify long-term, detailed plans and identify opportunities for arts-based economic initiatives including arts and entertainment efforts and public art.

KEY IDEAS

Marketing and Promotion

- Provide marketing, technical, and promotional assistance, and network opportunities for artists, arts, cultural, and entertainment organizations that educate peers and identify collaborative opportunities
- Establish an inaugural Arts and Entertainment District branding campaign and seek funding for ongoing promotion
- Leverage capabilities of CMIS, CNY Arts' suite of digital applications and web-based calendar, to promote Arts and Entertainment Districts efforts
- Create dedicated incentives and funding streams for creative arts and public art
- Coordinate marketing and event promotion efforts with anchor institutions
- Promote operational efficiencies to help arts, cultural, and entertainment organizations collaborate to expand capacity; undertake creative endeavors; market programs, services, and activities
- Undertake active marketing campaigns to attract creative industries and start-ups (e.g. Short Film Competition)

Wayfinding Signage

- Enhance public spaces, streetscapes lighting, gateways, and parking areas
- Facilitate local stakeholder outreach to improve connectivity between downtown and neighborhoods
- Identify potential sites for public art and gateway improvements
- Provide technical assistance on funding sources and development strategies to property owners seeking to adapt historic buildings for creative uses

Audience Participation

- Seek opportunities for daytime and weekday events
- Coordinate planning and encourage cross-promotion among established arts and cultural attractions and heritage tourism sites

- Develop and promote Affinity Card Program

Developing Arts and Entertainment Districts and creative node(s)

- Attract and grow art-based businesses, galleries, and creative industries through incentives and programs that complement existing cultural assets
- Encourage small-scale public-space enhancements that also engage the local creative arts community (e.g. painted planters, street furniture)
- Visually, physically and virtually connect arts, culture, entertainment places and creative node(s)
- Create cross-promotional activities between businesses to strengthen and enhance patronage and build awareness as an arts and entertainment destination (e.g. Affinity Card)
- Create virtual Arts and Entertainment District and node(s) hosted by CNY Arts' CMIS suite of digital applications
- Empower district liaison to proactively identify potential sites in Central New York for filming and work with producers to obtain permits, etc.

CNY Arts will work with each city's working group to form an Arts and Entertainment Advisory Board. The board will include representation from arts and cultural institutions, local agencies, businesses, artists, and other stakeholders who will engage to collaborate, facilitate, and identify short- and long-term initiatives. Advisory boards will develop succession plans, identifying the entity or entities that will succeed CNY Arts as the lead agency in their Arts and Entertainment District.

CNY Arts, in partnership with the five cities, will work on the following key categories:

- Marketing and promotion (branding the districts, the region, and tourism development)
- Way-finding using signage
- Audience participation

- Developing Arts and Entertainment Districts and creative nodes

Focusing on these key categories will allow the cities to advance objectives in arts-based economic development, enhance creative and audience diversity, increase arts patronage, and promote tourism spending. The strategies to achieve these outcomes share common goals and are tailored to each city to reflect their unique assets. These are outlined in more detail in Section 2: Arts & Cultural Assets

What has been identified

- Participating cities understand the benefits of Arts and Entertainment Districts for community development and downtown revitalization efforts
- Understanding each city's unique needs and opportunities related to arts-based economic development, placemaking, and downtown revitalization
- Each City's unique anchor institutions and specific opportunities to create an authentic District

Identify Priority Objectives

- Craft a unique Arts and Entertainment District vision for each city, building on local cultural assets, institutions, and partner entities
- Guide local communities in establishing Arts and Entertainment District boundaries and organized arts communities. Identify collaborative partnerships with other entities and institutions that strengthen arts-based development activities outside traditional downtown districts
- For each city formalize established identified working groups of key stakeholders as an Advisory Board, and seeks strategic alignments with stakeholder groups and entities that can effectively help lead, manage, and build a sustainable Arts and Entertainment District initiative

- Obtain commitment from local leadership to support implementation and ownership of the Regional District Master Plan
- Through the Advisory Boards and the Cities, prioritize Identify the high-impact, short-term projects and longer-range transformative initiatives that build a significant presence of the arts, cultural, and entertainment venues in downtown commercial districts and other node(s) of arts activities
- Support and coordinate the activities of Arts and Entertainment Districts through CNY Arts-sponsored efforts that build capacity and provide re-sources through cross-promotional programming, branding initiatives, and collective marketing activities
- Develop Affinity Card Program
- Develop and implement virtual A & E Districts that assist residents and tourists in way-finding
- Rebrand the Central New York region as a compelling tourist destination for arts, entertainment, and the creative arts industries

TWO-YEAR OPERATIONAL PLAN

Local stakeholder participation helped create an operational plan that identifies these critical steps in establishing five Arts and Entertainment Districts in CNY Arts' service area.

- Hire a regional coordinator to facilitate, assist, and coordinate the five Arts and Entertainment Districts
- Hire district liaisons to work with the regional coordinator and each city's municipal staff and officials and local stakeholders
- Support a working group in each city and to create an Arts and Entertainment Advisory Board
- Prepare and implement a sustainability plan including funding, future leadership, and strategic partnerships plan
- Create and implement inaugural branding campaign
- Survey local artists and creative arts industries regarding space needs and updates for their district
- Update database and inventory of available space for creative industries and cultural uses

CNY Arts will provide:

Consultation Services

Through an established regional coordinator position, CNY Arts will offer ongoing consultation and educational opportunities with local districts to address key local needs, such as management and operations, stakeholder engagement and project implementation, strategic planning, fundraising, and other technical issues.

Marketing Assistance

CNY Arts will augment local efforts through regional-based marketing initiatives that enhance the patronage, profile, and visitorship to local downtown businesses, arts institutions, and performance venues. A potential initiative is a city-specific and regional branding program designed to attract new audiences and differentiate Central New York as a culturally diverse vital region and tourist destination. Other regional efforts may include targeted advertising activities, heritage tourism planning, and a regional arts affinity card that promotes sales for arts-based businesses and attendance at performance venues. CNY Arts also will develop virtual districts through the CNY Arts CMIS suite of digital applications tailored to promote local and regional way-finding.

District Staffing and Incentives

Each Arts and Entertainment District will require staffing support for daily operations and management. For the first 24 months of this initiative, CNY Arts will fund each participating cities' A & E District Liaison position after which local working groups and their Advisory Boards will need to support these positions. A regional A & E District Manager will also be hired by CNY Arts to coordinate regional efforts. CNY Arts is committed to finding the funding to support this position indefinitely. CNY Arts may also secure funding for a regional incentive program that catalyzes creative arts industry investments, public art, placemaking, and other special initiatives.

Regional Collaboration

CNY Arts will pursue regional collaborations with the nonprofit arts, educational, and cultural communities on special initiatives that fulfill the mission and objectives of Arts and Entertainment Districts. This may include research on best practices in promoting arts-based entrepreneurship, promoting diverse participation in the creative arts industries, and integrating the undiscovered arts and cultural life of the cities in Arts and Entertainment District planning efforts.

KEY DEFINITIONS

This Arts and Entertainment District Master Plan uses terminologies that may not be familiar to all readers and users of this document. Common terms include:

- **Applied Arts** – graphic design, industrial design, fashion and interior design, decorative arts, and architecture
- **Arts Incubator** – organizations or programs that provide some form of assistance to artists, arts organizations or creative businesses in early stages of development
- **Creative Industries** – business types including advertising, architecture, graphic design, visual and performing arts, fashion design, film and music, software and technology, television and radio, and arts-based retail
- **Culinary Arts** – related to food and beverage preparation that may include high dining, baking, wine, beer and wine-making, and a variety of instructional opportunities
- **Culture** – defined as the shared identity, heritage, values, stories, and beliefs and expressions of a population, group or community – expressions manifested through various art forms
- **Entertainment** – restaurants, bars, music and comedy clubs, festivals, movie theaters, and events
- **Literary Arts** – poetry, novels, non-fiction, and journalism
- **Makerspace** – a place in which people with shared interests can gather to work on projects while sharing ideas, equipment, and knowledge
- **Performing Arts** – concert music, dance, and theater
- **Placemaking** – a process that creates public spaces that promote activity, happiness and well-being
- **Visual Arts** – painting, sculpture, ceramics and mosaics, printmaking, crafts, photography, video and filmmaking, and architecture.
- **Pop-Up** – A temporary store or business intended to operate for a short period of time such as a day, week, or a few months
- **Public Art** – Art in any medium planned and executed with the intention of being in the physical public domain, usually outdoors and accessible to all



KEY DEFINITIONS

ENGAGE CNY: A 10-YEAR PLAN

A primary ENGAGE CNY objective was to “closely integrate cultural development with Central New York agendas such as economic development, community livability, tourism, neighborhood development, and quality of life.” ENGAGE CNY was conducted throughout the six counties served by CNY Arts with multiple surveys and focus groups. The study addressed:

- How arts and entertainment could help to propel Central New York’s priorities, including economic growth and quality of life
- What successful regional cultural development would require in terms of infrastructure and sustainability
- What offerings were currently available (supply) and the response to these (demand)

The ENGAGE CNY process was completed in 2014, and CNY Arts is mid-way through a 10-year plan. Adhering to that report’s goals, CNY Arts has worked diligently to:

- Create, fund, and run a Collaborative Marketing Information System (CMIS), a regional marketing program that highlights arts, heritage, culture, and entertainment events to assist in way-finding attracting cultural tourists to the region
- Provide cultural event data to partnering agencies for distribution and packaging to tourists and publish the information on cnyarts.org, which is available through the web, mobile, and custom-designed widgets
- Form an Arts in Higher Education consortium
- Identify new funding sources that increase grant and scholarship funding that strengthens art and cultural learning and capacity-building initiatives
- Establish a new initiative to help grow a film industry in Central New York

An Arts and Entertainment District does not preclude artistic endeavors from taking place in other areas of community. Rather, a formal district is meant to enhance broader downtown and neighborhood revitalization efforts that encourage people to get out of their cars and explore (way-finding), build audiences, and assist to identify underused assets that promote downtown economic activities.

Arts activities outside a designated district do not threaten a district’s short- and long-term successes. Coordinated, community-based efforts to market and support creative arts and entertainment activities in other creative nodes of activity such as neighborhoods, transitioning areas, National Parks and Heritage sites, and college and university districts that can be characterized as organized arts communities. In these communities, partnerships between arts assets and institutions, along with participation from a municipality and other economic development organizations, help leverage creative arts and entertainment activities while enhancing regional economic development efforts.

WHY ARTS AND ENTERTAINMENT DISTRICTS?

Arts and Entertainment Districts are transformative revitalization tools for traditional commercial districts and neighborhoods. They use strategies and initiatives related to the cultural arts sector, placemaking, historic preservation, and small business development. Arts, culture, and entertainment contribute to community vitality by sparking creative industries, enhancing local identity, building local organizational capacity, forging new partnerships, and developing stakeholder leadership in project implementation. The districts can also support each city’s anchor institutions, animate spaces and community life, create bonds and attachment between citizens with their traditional downtowns and creative node(s).

BENEFITS OF ARTS AND ENTERTAINMENT DISTRICTS

Increased Tourism: New Businesses: facilitates and attract new business start-ups New Employment Opportunities: New businesses and creative arts ventures create demand for new workers.

New Building Rehabilitations. Focused arts-based economic development leads to adaptive use of historic buildings and new building construction that provide live-work opportunities for artists, space for creative businesses, and facilities for arts-based activities.

Strengthened Anchor Cultural Institutions. New Initiatives, partnerships, and collaborations among arts and cultural institutions promote artistic innovation, attract new audiences and patrons to the arts. It also, and supports both existing and attracts new arts venues into local communities.

Enhanced Places. Public art, other urban design, and placemaking activities engage and connect local residents and visitors to a downtown commercial district, neighborhood, or site, *Renewed Community Involvement.* Opportunities emerge for a wide spectrum of community stakeholders to be involved in arts-based downtown revitalization efforts activities. Potential participants include artists and arts organizations, business owners and investors, developers, elected officials and government agencies, colleges and universities, downtown organizations, tourism groups, and local residents.

Investment Impact. Creates fertile ground for a vibrant art and cultural industry to take hold and leverages its expenditures by a 3:1 ratio that ripples through local economies. Audience spending is multiplied by having a positive impact on surrounding businesses. It increases revenue for restaurants, hotels, retail stores, parking facilities. These businesses then provide stable employment opportunities. All of these activities raise tax receipts. This halo effect can also increase regional corporate sponsorships, local and national philanthropy, and attract additional funds that sustains A&E District participants.





PRIORITIES & INITIATIVES

Phase I of initiating Arts and Entertainment Districts in the five cities identified for this project was a fact-finding expedition. The Lakota Group visited all five cities: Auburn, Cortland, Oswego, Oneida, and Syracuse. One part of their mission in this planning process was to identify the status of our region's downtowns and their revitalization efforts. They also gathered information on cultural assets (including anchor institutions) and the cities' unique arts, cultural, and entertainment venues; the potential of citizen and stakeholder engagement; potential collaborative relationships to advance A & E District goals; and municipal commitment to shovel-ready arts and entertainment projects.

Here are the broad priorities and initiatives working groups, A&E District Liaisons, and regional stakeholders should pursue for the project to succeed.

Discussions from this process is that A&E District City Liaisons and all working groups will collaborate with entities already working to increase economic activity, tourism, and community development for maximum efficiency and effectiveness. Working groups and City Liaisons must stay diligent in keeping the focus on anchor institutions, and existing creative and cultural agencies, helping to diversify programs and audiences, building audience attendance, and being able to attract creatives into our region and beautified A&E Districts to startup new creative industry endeavors.

Priority A

Establish and manage Arts and Entertainment Districts in each city

1. Using the District Maps for each city, activate the Arts and Entertainment Districts with the regional approach
2. Connect traditional downtown commercial districts with creative node(s) outside A&E Districts
3. Formalize A&E District Advisory Boards
4. Hire A&E District Liaisons
5. Hire a regional coordinator to assist, coordinate, and train district managers
6. Create A&E District annual work and fundraising plans
7. Brand A&E Districts
8. Develop marketing materials and websites (with virtual districts) for A&E Districts
9. Establish volunteer program

Priority B

Promote creative industries and cultural assets through events and activities, tourism initiatives, and new collaborations among arts, cultural, and entertainment entities

1. Develop a Risk Capital Fund (RCF) for new and diverse programming
2. Cross-promote events and activities
3. Develop a CNY Arts affinity card to promote and support local art venues and creative businesses
4. Leverage capabilities of CMIS, CNY Arts' web-based suite of digital applications including online calendar
5. Develop and implement virtual districts (existing on CNY Arts' CMIS) to market and promote A&E Districts to shoppers and tourists
6. Provide marketing technical assistance for retail and arts-based businesses

Priority C

Facilitate growth in the districts' creative industry sectors through ongoing initiatives and incentive programs

1. Inventory available buildings and space for creative industry use
2. Survey local artists and creatives regarding space and business development needs
3. Facilitate capital investments in downtown properties and real estate in support of creative industry development
4. Facilitate programs to encourage more creatives to live and work in districts

Priority D

Enhance cities' downtown public spaces through placemaking and other preservation and urban design initiatives

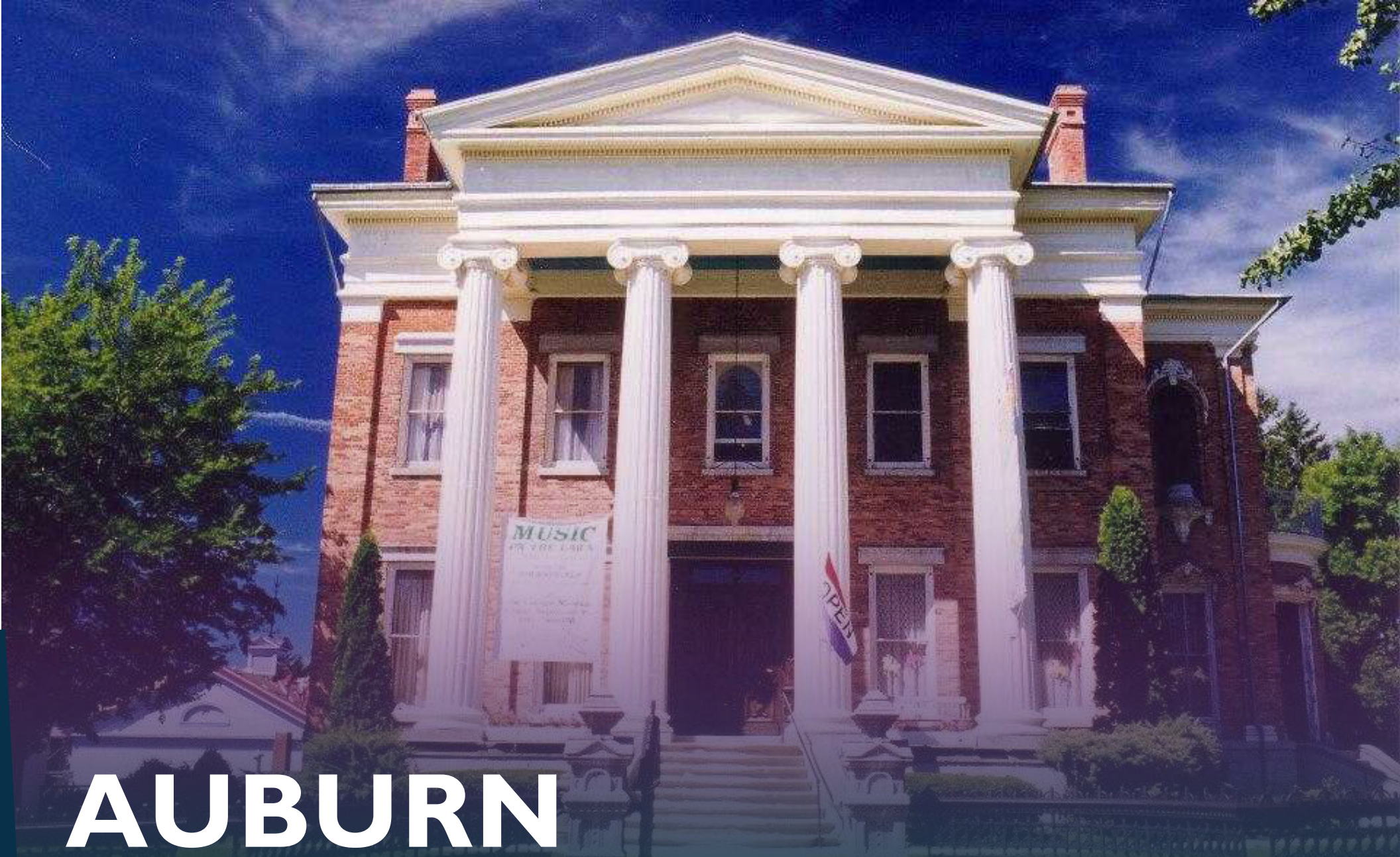
1. Create activated downtown spaces that promote public engagement
2. Implement streetscape and other urban design treatments that welcome visitors and highlight arts and entertainment assets
3. Promote heritage tourism sites
4. Promote historic preservation and adaptive use initiatives that support spaces for artists and creative industries

REGIONAL IMPLEMENTATION GUIDE FOR DISTRICTS

Initiative	Goals and Recommendations	Year 1-2	Year 3-4	Year 5-10	Ongoing	Relative Cost	Priority
A1	Activate A&E Districts	X				Low	High
A2	Connect traditional commercial districts with creative node(s) outside A&E Districts	X				Low	High
A3	Form A&E District Advisory Boards	X				Low	High
A4	Hire full-time A&E District managers	X				Medium	High
A5	Hire a regional coordinator to assist, coordinate, and train district managers	X				Medium	High
A6	Create A&E District annual work and fundraising plans	X				Low	High
A6	Brand A&E Districts		X				High
A8	Develop marketing materials and websites (with virtual districts) for A&E Districts		X		X	Medium	High
A9	Establish volunteer program		X		X	Low	Medium
B1	Develop a Risk Capital Fund (RCF) for new and diverse programming	X			X	Medium/High	High
B2	Cross-promote events and activities	X			X	Low	High
B3	Develop a CNY Arts affinity card to promote local art venues and creative businesses		X		X	Medium	Medium
B4	Leverage capabilities of CMIS, CNY art's web-based suite of digital applications including online calendar.	X			X	Low	High
B5	Develop and implement virtual districts (existing on CNY ARTS' CMIS) to market A&E Districts to shoppers and tourists.	X			X	Low	High
B6	Provide marketing technical assistance for retail and arts-based businesses	X			X	Low	High
C1	Create activated downtown spaces that promote public engagement	X			X	Medium	High
C2	Implement streetscape and other urban design treatments that welcome visitors and highlight arts and entertainment assets	X			X	Medium/High	High
C3	Promote heritage tourism sites	X			X	Low	Medium
C4	Promote historic preservation and adaptive use initiatives that support spaces for artists and creative industries	X			X	Low/Medium	Medium
D1	Create activated downtown spaces that promote public engagement	X			X	Low	High
D2	Implement streetscape and other urban design treatments that welcome visitors and highlight arts and entertainment assets.		X		X	Medium	Medium
D3	Promote heritage tourism sites.	X			X	Low	High
D4	Promote historic preservation and adaptive use initiatives that support spaces for artists and creative industries.	X			X	Low	High
D5	Provide marketing technical assistance for retail and arts-based businesses	X			X	Low	High



CITY PLANS, MAPS, AND PER CAPITA BUDGETS



AUBURN

ARTS AND ENTERTAINMENT DISTRICT MASTER PLAN

CONTEXT AND VISION, PRIORITIES, AND INITIATIVES

CNY
ARTS MAIN STREET
REVITALIZATION PLAN



AUBURN ARTS AND ENTERTAINMENT ASSETS

Auburn is a place known for its compelling stories: Harriet Tubman and the Underground Railroad, William H. Seward, the birthplace of talking films, among others and its historic architecture. Much of Auburn's distinct character is exemplified by its intact downtown commercial area, the South Street Area National Register Historic District, and other landmarks and buildings. The recent opening of the New York State Equal Rights Heritage Center adds to Auburn's narrative as a center for progressivism and the promotion of equal rights during the latter half of the 19th century. Auburn is truly "history's hometown."

Auburn, however, is more than just its historic places — it is also a focus for arts and culture in Cayuga County and the eastern Finger Lakes region, home to the Auburn Public Theater, the Schweinfurth Art Center, the Seward House Museum, and the Cayuga Museum for the History of Art. Conveniently, many of Auburn's significant arts assets are located within or near its historic downtown district. Together, Auburn's arts assets, historic architecture, and history provide the necessary elements to building a vibrant cultural arts sector and an enhanced community quality of life. Auburn stakeholders have also recognized that the arts and arts-based business development will play a key role in downtown revitalization going forward, especially as the City of Auburn implements its recently-awarded Downtown Revitalization Initiative grant from the State of New York. An arts and entertainment district will advance the community's vision of Auburn as a place of cultural vitality and authenticity.

This section summarizes and describes key area demographics and relevant market data and identified arts and culture assets in Auburn. It also provides an overview of important trends, constraints, and opportunities to promoting the arts and entertainment sector in Auburn.

Auburn Community Characteristics

Located at the northern end of Owasco Lake, one of the eleven Finger Lakes in Central New York, Auburn has an estimated 2017 population of 26,962 and is the seat of Cayuga County. Auburn is also situated 30 miles to the south-southwest of Syracuse, 62 miles from the east-southeast of Rochester, and 36 miles north of Ithaca.

Auburn developed around the Auburn State Prison, established in 1816, and the Auburn Theological Seminary, which was founded in 1821, only to later merge with the Union Theological Seminary in New York City in the 20th century. Other industries would power Auburn's growth over the decades through abundant water power and cheap prison labor.





Auburn's total population has remained relatively stable over the last ten years with a racial composition of 89.3 percent white, 8.7 percent African-American, 1.5 percent Native-American, and 1.1 percent Asian-American. Historically, Auburn's ethnic make-up consists of Irish, Italian, German and English immigrant groups, mainly drawn to the area by the construction of Erie Canal and the railroads during the early to mid-1800s. Auburn's median age of 38.6 has trended younger since 2010 (40.2 years of age) but remains slightly older than the U.S. average at (37.8 years of age). The New York State median age is 38.4 years. Auburn's median household income of \$40,208 is also below the U.S. average of \$59,039, indicating that enhancing accessibility and affordability to the arts among senior and lower-income populations would be of benefit. In the years ahead, empty-nesters may also be a significant population group that will benefit from new arts and entertainment activities in the community.



26,962

2017
POPULATION

Prior Planning

The following section summarizes reviews of prior planning efforts in Auburn related to arts and culture, downtown revitalization, and economic development. Comprehensive plans and other related planning documents and studies are vehicles to establishing clear policy and strategy frameworks for advancing the cultural arts and entertainment sector at the citywide level.

Downtown Design Guidelines (1996)

Created by the Auburn Downtown Partnership, the Downtown Design Guidelines provides information and guidance to downtown property and business owners on proper procedures for façade and storefront rehabilitation in downtown Auburn, as well as sidewalk and basic streetscape improvements. The Guidelines address a range of development design and building preservation issues, including exterior maintenance, storefront reconstruction, signage, and awnings.

Building a Sustainable Future: City of Auburn Comprehensive Plan (2010)

Adopted by the Auburn City Council in 2010, the Auburn Comprehensive provides a decision-making framework for community land use, economic development and long-term sustainability, noting that Auburn, to remain vibrant in the 21st century, must be prepared to house a variety of new industries, "... *many knowledge-based or creative enterprises* (Auburn Comprehensive Plan, 2010, page 2)." In addition, The Comprehensive Plan's vision statement recognizes that Auburn, in the future, will be the "*Heart of regional creativity by supporting and attracting cultural venues, artisans and talent,*" and by becoming a "*Vibrant tourism destination that builds upon and protects the city's cultural, historic and natural assets* (Auburn Comprehensive Plan page 2)." The Plan focuses on several long-range planning issues, including downtown Auburn, neighborhoods, the environment, enhancing neighborhood character and local quality of life, promoting pedestrian-oriented development, and encouraging arts and culture as a productive, critical element of the local economy. Two key Comprehensive Plan chapters: "Boosting Downtown," and "Shaping Business Growth Across Auburn," address arts and culture as a means to attract and facilitate investment in arts-based businesses and live-work spaces downtown and supporting and growing Auburn's arts and cultural institutions, including the Auburn Public Theater, the Schweinfurth Memorial Art Center, the Seward House Museum, and the Harriet Tubman Home, among others. Other arts-based strategies include the use of vacant downtown storefronts for art installations and the development of downtown as a "center for arts and entertainment" that builds on downtown's existing cultural institutions and venues using a "unified marketing message," as well as new promotion events, festivals, signage, and store promotions (Auburn Comprehensive Plan page 29).

A community wayfinding signage program is also recommended, using a unique brand logo that identifies Auburn as a destination for arts and culture.

Auburn Sparks Brownfield Opportunity Area Strategic Improvement Plan (2016)

In 2018, the City of Auburn was accepted into the Brownfield Opportunity Area Program by the State of New York Department of Environmental Conservation, a program that provides financial and technical assistance related to Brownfield redevelopment. Auburn's acceptance builds on several years of planning by the Auburn community to revitalize areas in and around the downtown district, including initiatives to redevelop portions of the Owasco River, rehabilitating the historic Schine Theater, and implementing a downtown adaptive use and upper-story housing program. The Brownfield Opportunity Areas Strategic Plan, as submitted in the 2016 Sparking Downtown Reinvestment Proposal to the Central New York Downtown Revitalization Initiative, outlines these projects, as well as others proposed to support ongoing activities and investments in the downtown.

Auburn Downtown Revitalization Initiative (2018)

In 2018, the City of Auburn prepared and applied for the third round of funding for the State of New York Downtown Revitalization Initiative, seeking to ensure the preservation and enhancement of downtown's remaining urban fabric and City's arts and cultural assets (The City of Auburn Downtown Revitalization Initiative, 2018, page 3). The application also seeks to build on the \$70 million of recent downtown public and private investments in buildings, jobs, and infrastructure, as well as Auburn's heritage and arts assets, including the Genesee Street West End Arts District, comprised mainly of the Schweinfurth Art Center and the Harriet Tubman National Historical Park, other tourism destinations, and Auburn's historic neighborhoods. Several specific initiatives proposed in the DRI application include a downtown marketing, branding, and advertising effort; community wayfinding, a façade improvement program; adaptive use and rehabilitation projects; and, streetscape and right-of-way improvements along Parker Street to the Harriet Tubman National Historical Park. Since being awarded the grant in 2018, the City and a Local Planning Committee are determining a final list of funded project through a series of public meetings and other community engagement efforts. One addition to the final list is the potential creation of a formal landscaped West End Arts Campus, serving as a gateway to the downtown commercial district.

Arts and Entertainment Assets

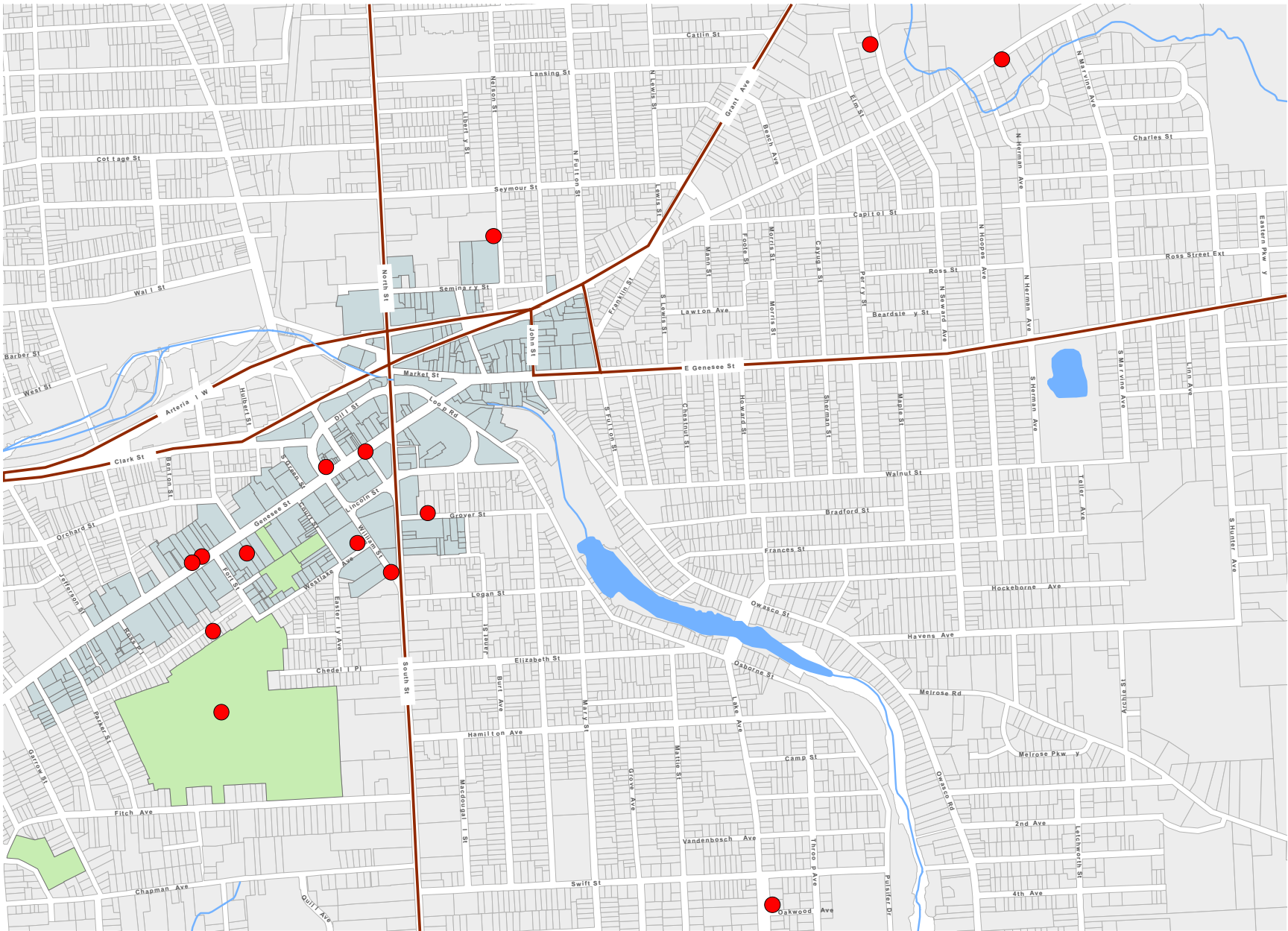
Theaters, restaurants and brewpubs, arts-based businesses, and museums and other cultural institutions comprise Auburn's arts and entertainment assets. Described in the following section is a description and inventory of key arts and entertainment assets in Auburn, a majority located in its traditional downtown district.¹ Such assets are key to developing and arts and entertainment districts and in engaging residents and visitors in local arts and culture experiences.

Auburn Area Assets

- Auburn Photography Club **(12)**
- Auburn Players Community Theater **(6)**
- Auburn Public Theater **(4)**
- Cayuga Community College **(2)**
- Cayuga Museum of History and Art **(7)**
- Finger Lakes Arts Council **(5)**
- Fort Hill Cemetery **(13)**
- Gallery 607 at Auburn Unitarian Universalist Society\ **(1)**
- Merry-Go-Round Playhouse **(9)**
- Murder by Six **(11)**
- Schweinfurth Art Center **(8)**
- Seward House Museum **(10)**
- Seymour Public Library District **(14)**
- Willard Chapel **(3)**

¹ "This list was created primarily from the listings within CNY Arts online directory and augmented by contributions by local residents and internet searches. It may not be 100% accurate, as each location or entity has not been physically verified."

AUBURN ARTS & ENTERTAINMENT DISTRICT MAP



- Parcels
- District Boundary
- Parks/Open-Space
- Major Roads
- Arts and Culture Assets



Performing Spaces

Performing arts venues are defined by theaters, concert halls, and other spaces large and small dedicated to creative performances and artistic productions. Established in 2005, the Auburn Public Theater serves as downtown Auburn's cornerstone multi-purpose performing arts venue with dedicated spaces for year-round live theater, musicals, dance, and touring acts in its 200-seat mainstage; screenings of independent documentary, and foreign films in its 65-seat art-house cinema space; and, educational and instructional opportunities in dance, writing, and music for youth and teenagers through its Public Studio. In addition, the Theater provides a community center space for gatherings and small-scaled performances, including an open mic night, stand-up comedy, and spoken word and poetry-readings, in a relaxed café setting. Apart from the Auburn Public Theater, a \$12 million rehabilitation project is planned for the Schine Theater, downtown's Art Déco-styled movie house constructed in 1937. The project envisions the rehabilitation of the theater's interior as a venue for both movies, plays, and private functions, such as weddings and conferences.

Other performing spaces include the Irene A. Bisgrove Theater at Cayuga Community College, Willard Memorial Chapel, St. Mary's Church, and the Schweinfurth Memorial Art Center facilities that have hosted performances from various Auburn-based musical ensembles, such as the Auburn Chamber Orchestra and Auburn MasterWorks Chorale. The Auburn Players Community Theater, Auburn's resident theater company formed in 1961, performs at both the Auburn Public Theater and at Cayuga Community College during the year. Located on the campus of the Cayuga Museum of History and Art is the Carriage House Theater, which hosts smaller-scaled musical performance, as well as lectures and other events. Last, the Merry-Go-Round Playhouse, located along East Lake Road at the northern tip of Lake Owasco, is the May to October home to the Finger Lakes Musical Theatre Festival. During Wednesdays, Thursdays, and Fridays of each week, the Theatre Festival operates the PiTCH, program in the Carriage Theater in downtown Auburn, a practice forum for musicals in the earliest form of development.

Museums

Auburn has four museums within its downtown district, including the Schweinfurth Art Center and the Cayuga Museum of Art and History, forming the core of the West End Arts District, and the Seward House Museum adjacent to the New York State Equal Rights Heritage Center at Lincoln and South Street. The Heritage Center functions as both a museum and a visitor's center offers interpretive exhibits and other displays on Harriet Tubman and other figures and events related to the equal rights movement in New York.



The Heritage Center opened in 2018 and is located just north of the Seward House Museum, the family home of President Abraham Lincoln's Secretary of State, William H. Seward. Designated a National Historic Landmark in 1964, the House Museum organizes ongoing exhibitions related to Seward and his family's life in Auburn, a research and image library, and an education and outreach program, including field trips, traveling truck shows of House Museum artifacts, and virtual tours of the House Museum's interiors. The Museum also sponsors a "junior detective league" where children can explore the Museum's first floor looking for clues that lead to distinctive artifacts. The Schweinfurth Art Center is a non-profit, multi-arts facility, first incorporated in 1975 with the Arts Center facility opening in 1981. The Art Center curates rotating art shows during the year, as well as two juried exhibitions, the well-known annual Quilts-Art-Quilt and the Made in New York exhibition, the latter featuring both established and promising artists from the Central New York region. Focusing on its interest in quilting as a visual art medium, the Center also manages the annual Quilting-by-the-Lake, a two-week immersive workshop and exhibition program in the quilting arts held at Onondaga Community College in Syracuse. In addition, the Center offers youth and adult art instructional classes, poetry readings and, an annual food and wine celebration.

Adjacent to the Schweinfurth is the Cayuga Museum of History and Art, housed in the grand Willard-Case Mansion. The manages exhibitions related to local Auburn history and the invention of sound film, which took place in the Case Research Laboratory, a stand-alone building to the northwest of the Museum. In addition to its exhibitions and collections, the Museum hosts a regular "word, revisited" open-mic program for distinguished writers, poets, and other creative individuals. Both the Schweinfurth and the Cayuga Museum of History and Art are currently planning a new master campus plan with a landscape plaza and other treatments, improved accessibility and parking, and new gateway elements along Genesee Street and Orchard Avenue. This is part of the \$3.5 million five-year master facility plan developed by the Schweinfurth Art Center

Public Art and Private Studio Spaces

In Auburn, there are several private artist studios and art gallery spaces located in downtown Auburn and in the surrounding neighborhoods. Among these include the Tomsson Imagination Gallery, the Noma Bliss Studio, the Colorfest Art Gallery, and Finger Lakes Art, an artist cooperative established in 2013 and located in downtown Auburn. The Cayuga Community College operates the Library Gallery @ 197, an art exhibition space for the College's permanent art collections and rotating art exhibits from both faculty, students, and the public. Apart from these art venues,

the City of Auburn maintains a public art trail starting in downtown along State and Genesee Streets and ending at the Community College. Print maps of the trail are available at Auburn Memorial City Hall, the Downtown Business Improvement District (Auburn BID) office, and other locations. In addition to these spaces, the Auburn Public Theater also curates a local artist exhibit the first Friday of every month.

Local Schools and Institutions of Higher Learning

The Auburn Enlarged School District currently has five elementary schools, one junior high, and one high school with a performance auditorium, all offering instructional programs in music and the visual arts. The District's music programs and ensembles concert and jazz bands, chorus, string quartet, folk groups, among others have been widely recognized for their excellence, including a "Best Community for Music Education 2017" from the National Association of Music Merchants Foundation. Both the junior and senior high schools also produce annual winter and spring musicals. In addition, students in the School District's art and writing instruction programs have received various awards and honors in local and regional art and writing competitions. Apart from these activities, the Auburn High School currently does not offer a theater arts curriculum, although a television and audio recording studio is available to students.

Cayuga Community College administers several arts curricula and academic programs on its Auburn campus, including its School of Media and the Arts, offering associate degrees in media communications, and production, studio art and graphic design, music, theater, photography, applied arts, and writing and literature. Harlequin Productions is the College's student theater company, which performs staged production of unpublished scripts and play in the Irene A. Bisgrove Theatre. The Community College also offers degree programs in tourism and event management, entrepreneurship, and viticulture.

Civic Facilities and Programs

Located in downtown Auburn, Seymour Public Library District offers a variety of educational and cultural programs for all ages, including lectures/classes, film-screenings, book clubs, author talks, and story-telling events. The Library also provides access to digital content, as well as books, magazines and newspapers. The Library loans musical instruments, cake pans, and Discover! Kits. The Mary Van Sickel Wait Local Historic Discovery Center houses a significant collection of local history materials and provides research assistance in local history and genealogy.

Festivals and Events

In addition to the event programming offered through local arts institutions, a number of special events and festivals take place throughout the year attracting both local residents and visitors to the community. Among these events include the monthly First Fridays, organized by the Auburn BID and involving downtown stores and arts institutions; a Juneteenth celebration, also produced by the Auburn BID; the annual late summer TomatoFest featuring live music performances; and the Haunted History Tours presented by the Seward House Museum in October. Several other music-related events, some organized by local downtown businesses, as well as the City Summer Concert Series and the Harriet Tubman Freedom Music Festival, also take place during the year. Other events and activities take place within Cayuga County, mainly focused on the area's wineries, such as the annual Wine and Herb Festival, presented by the Cayuga Lake Wine Trail.

Restaurants and Entertainment

Downtown Auburn is home to several independent restaurants, fine dining establishments, and coffee shops, including two local brewpubs, Prison City Pub and Brewery and the Good Shepherds Brewing Company, both located in the downtown. Moondog's Lounge, also located downtown, is a restaurant-music venue featuring live performances of local and regional folk, rock, and blues groups.

Heritage Assets

Located one and one-quarter miles south of downtown Auburn is the Harriet Tubman National Historical Park, established in 2017 and comprised of three properties associated with the famed abolitionist and suffragist Harriet Tubman: the Harriet Tubman Home for the Aged, the Thompson AME Zion Church, and the Harriet Tubman Home, the latter located in the adjoining town of Fleming. The National Park Service, in collaboration with the non-profit organization Harriet Tubman Home, Inc., operates and manages the Historical Park's various properties. In 2018, the \$10 million New York State Equal Rights Heritage Center opened in downtown Auburn to serve as a gateway visitor's center highlighting not only Auburn's most famous citizens, William Seward, and Harriet Tubman, but also the region's role in the late 19th and early 20th century suffrage movement. The Central New York Upstate Revitalization Initiative helped finance the Center's development. In addition to the National Historical Park and the Equal Rights

Heritage Center, there are numerous properties and areas listed in the National Register Historic Places, including the Willard Memorial Chapel, the US Post Office and Former Federal Courthouse, the Schine Theatre, and the South Street Area Historic District, which incorporates portions of the downtown. The National Register of Historic Places is this nation's official list of buildings and sites worthy of preservation. These historic places, along with the Harriet Tubman National Historical Park make Auburn a compelling heritage tourism destination in Central New York.

Makerspaces

Auburn has one known makerspace, the RAD Work/Shop, a membership-based collective focused on small craft and art production located in downtown Auburn. Membership allows access to workshop spaces, tools, and other equipment.

Photo below: downtown Auburn, Auburn BID



DOWNTOWN AUBURN

Downtown Auburn is the center of cultural, civic, and commercial activity in Auburn – it is home to a number of arts institutions and heritage assets that contribute to community quality of life, local tourism, and its unique sense of place within Cayuga County and the eastern Finger Lakes region. Going forward, downtown Auburn will continue to be the focus of arts and entertainment activity and reinvestment in its downtown buildings and businesses, especially as the Auburn community builds on previous planning efforts and moves forward with its Downtown Revitalization Initiative. The opening of the New York State Equal Right Heritage Center, the upcoming rehabilitation of the Schine Theatre, and the planned campus plan for the Schweinfurth Art Center and Cayuga Museum of History and Art, among many other projects and initiatives, will only enhance the downtown's position and presence as a destination rich in history and the arts.

This section describes the strengths, opportunities, and challenges in promoting arts and entertainment in downtown Auburn.

Downtown Auburn's Commercial Environment

According to the Auburn BID, Downtown Auburn has few vacant storefronts, which has been the case for the last five years. The BID also notes that as turnovers have occurred, the new business operators have generally been more successful in terms of attracting more customers, staying open later, and in their longevity within the downtown. This is certainly a sign of strength when many other downtown districts in communities of comparable size have been experiencing significant vacancy rates and attracting new tenants has been a challenge. One reason why new business operators in downtown Auburn are more successful is the growth of new residential development, an "organic quality-of life" trend for the community. People are moving to Auburn for new lifestyle opportunities; in turn, new residents are opening businesses. Among them are returning residents, empty-nesters, retirees, and creatives seeking new lifestyle amenities, as well as the community's vibrant arts scene.



Photo: Downtown Auburn, Auburn BID

Another factor for downtown Auburn's low storefront vacancy are the reasonable rents. Current storefront rental rates are reportedly in the \$10.00 to \$15.00 per square foot range. That range signifies that most business operators would likely find those rents affordable for a 2,000 square foot space if their annual sales are in the \$200,000 to \$300,000 range. That revenue level should be achievable for businesses locating in downtown Auburn.

A review of the business listings in the Auburn BID's website found:

- **Twenty-three (23) retail businesses** in home and hearth, recreation, apparel and accessories, and specialty foods and beverages. Going forward, the highly-regarded Bartolatta Furniture store will strengthen the home and hearth niche when it opens its new downtown showroom in 2019.
- **Nineteen (19) businesses** in the "pamper niche," which includes personal services, salons, and health and wellness-type operations.
- **Twenty-nine (29) operations** in an entertainment niche comprised of restaurants, bars, museums, the Auburn Public Theater, and the newly-opened New York State Equal Right Heritage Center.

The presence and strength of the entertainment and pamper niches portend well for downtown Auburn's continued revitalization. Across the U.S., downtown districts both large and small are attracting shoppers, visitors, and residents due to the central social district (CSD) functions -- to live and play in a downtown that offers public spaces, arts and entertainment, and the opportunities to socialize with people important to them. The drawing powers of traditional central business district functions -- commerce, government, and retail shopping -- are often equaled or surpassed by these CSD functions and activities in most cases. In addition, pamper niches can be composed of hair and nail salons, spas, gyms, yoga and martial arts studios, and cosmetics stores, for instance. These operations often have strong social CSD elements, sometimes not considered by many:

- **Disposable Income** - The patrons of these establishments have significant disposable income and can also spend their money in nearby non-pamper niche shops.
- **Storefront Windows** - Their windows often present passersby with opportunities to view interesting, even entertaining activities.

- **Growth** - The number of storefronts for nail salons, cosmetic shops and gyms have been the fastest growing nationally, while those for many traditional types of retailers have been in steep decline. They can fill vacancies in an active and interesting manner for which there otherwise are no retail tenant prospects.
- **Amazon-Proof** - These operations are Amazon-proof to the degree they offer services.

The size of the pamper niche in downtown Auburn suggests that a focused marketing program capable of extending the marketing reach of the niche's operators, could help to generate new awareness of such services, generate new sales, and complement downtown's arts and entertainment sector. The marketing efforts could also package local hospitality operations, hotels, and area bed and breakfasts.

Apart from the pamper niche businesses, downtown Auburn's entertainment business cluster is even more significant with 26 restaurants, brewpubs, and nightclubs. An estimate of the people drawn to the downtown's 12 bars and eateries that present live music for at least three days a week is approximately 54,000 per year. Many of the restaurants and entertainment venues also exhibit the works of local artists and artisans. Downtown's major arts anchor is the Auburn Public Theater, which attracts about 16,000 patrons annually. In addition, the Seward House Museum draws 13,000 visitors per year while the New York State Equal Rights Heritage Center projects a yearly attendance of 20,000 to 30,000 visitors.

In addition to the restaurant and entertainment businesses, downtown Auburn has also attracted new specialty food shops, Gretchen's Confections and Café and the Underground Bottle Shop, among others. The 75,000 square foot Wegmans, located to the southeast of the South and Genesee Street intersection along Lincoln Street and Loop Road has a likely annual sales around \$67,500,000, and is one of the downtown anchor businesses. Using a recent study of a Wegmans grocery store in Marple, Pennsylvania, population of 28,000, Auburn's Wegmans draws approximately 4,000 cars each weekday - over 20,000 cars over the course of a five-day week. Although Auburn's Wegmans is its most significant downtown business anchor business, it sits off South-Genesee Street intersection at some distance -- essentially, Wegmans is somewhat isolated from the downtown core. If more active retail storefronts were located within easy walking distance of Wegmans, then more patrons might expect to walk into the downtown to other businesses.

As a result, downtown merchants face a challenge in attracting Wegmans shoppers. Apart from this challenge, Routes 5 and just north of downtown Auburn has a daily traffic volume of over 20,000 vehicles, a level that is attractive to national retailers. The daily traffic volume drops to the 11,000- 12,000 vehicles per day at the North-South Street-Genesee intersection.

Apart from the downtown Auburn’s business strengths, there is considerable retail competition from three sizable shopping centers, Fingerlakes Mall, FingerLakes Crossing and Auburn Plaza, all of which have a significant presence of big-box and supermarket chains such as Walmart, Home Depot, Bed Bath and Beyond, and Marshalls, for instance. The strongest competitors to downtown are the value-oriented big box-department store retailers that target the middle market. There are also five other large shopping centers within 20 miles of Auburn. They have similar kinds of retail offerings to those centers in Auburn and consequently are unlikely to offer significant shopping options for Auburn’s shoppers. Prestigious specialty retailing, such as the Gap, is difficult to find in Auburn and in the surrounding shopping centers. These retail types are found in the Waterloo Premium Outlet Mall, a 27 minute drive to west, and the Destiny Mall, a 37-minute drive to the east in Syracuse.

Downtown Retail Trade Area

Downtown Auburn’s primary trade area is based on a 15-minute drive shed with the 30-minute shed considered the community’s total retail trade area. The catchment area for arts and culture venues is a 60-minute drive shed. The populations in the 15 and 30-minute drive sheds are not large, but they are far from negligible (see Table 1 on the right). The median age of these population groups is relatively older than Auburn’s median age (38.6) at 43.3 and 44.3 respectively but close to the state’s median age of 38.4. There are approximately 4,500 Auburn residents who are 65 or older and about 80 percent of them, 3,600, are not in the work force. They are, however, a key component to downtown Auburn’s daytime shopping and visitor population. Household median incomes are in the middle range, but below Cayuga County’s \$54,664 median income and New York’s \$62,765. Ten percent of households have incomes above \$100,000. In strong retail market areas, 20 percent of households will have such income ranges. These households also make the most expenditures on entertainment.



Photo above: N. David Milder

TABLE 1 - Household incomes in Auburn 15, 30, & 60 Minute Drive Shed

	15 Min.	30 Min.	60 Min.
Population	47,547	11,320	954,332
Households	19,593	44,735	376,000
Median Age	43.3	44.3	39.3
Median Household Income	\$52,645	\$57,706	\$55,261
Average Household Income	\$69,764	\$77,245	\$77,399
Per Capita Income	\$28,966	\$31,182	\$31,442
Household Incomes > \$75,000	6,600	17,430	140,811
Household Incomes > \$100,000	4,150	11,342	93,549

As viewed in Table 2 right, consumer household expenditures in the 15 and 30 minute drive sheds are below national averages. Of interest, entertainment and personal care products and services are the categories where expenditure in the 15-minute shed come closest to the national averages. These expenditures reflect the strengths of downtown Auburn’s entertainment and pamper niches.

Downtown Residents and Workers

Downtown reportedly has over 800 residents and only 20, or 2.5 percent, both live and work in the downtown district. Increasing the number of downtown residents, as well as the number of those who both live and work downtown is an important way to increase downtown pedestrian traffic. These additional residents would also increase the close-in customer base for many downtown establishments, be they retail or cultural or arts and entertainment venues.

Merchants usually have their best opportunities in capturing sales from downtown workers during a 45-minute lunchtime window. However, they have better chances at sales capture from those who both live and work in the downtown. For Auburn, there are approximately 1,981 people working within a quarter-mile easy walking distance of the intersection of Genesee and North-South Streets. A more substantial number, 4,201, work within a walkable half-mile of that intersection (see Table 3 below). Although many of these people may not live or work within the core downtown district, they are certainly potential customers that downtown merchants should cultivate. Within a mile, 6,641 people are employed, and though that distance may not be an easy walk, it can be a quick car or transit ride. The key thing to note is that a worker’s trip must be completed in about nine minutes each way and does not necessarily depend on the mode of travel used.

TABLE 2 - Total Household Expenditures for Selected Items in Auburn’s 15 and 30 min Drive Shed

	SPI	15-Min	SPI	30-Min
Total Expenditures	84	\$1,178,161,604	93	\$2,966,830,043
Food	85	\$142,099,748	93	\$355,823,958
Food at Home	86	\$84,864,906	95	\$212,520,933
Food Away from Home	83	\$57,234,842	91	\$143,303,025
Alcoholic Beverages	82	\$9,044,265	90	\$22,508,588
Household Furnishings	84	\$34,434,932	93	\$87,020,111
Apparel and Services	82	\$35,130,768	90	\$87,729,781
Entertainment/Recreation	95	\$53,782,850	94	\$136,416,256
Personal Care	92	\$13,530,264	93	\$34,033,044

SPI-Spending Potential Index: 100 = National Average; Source ESRI Household Budget Expenditures

TABLE 3 - Number of People Employed only versus Employed & Living in the Downtown

	0.25 - Mile Ring	0.50 - Mile Ring	1 - Mile Ring	City
Employed in a Selected Area	1,981	4,201	6,641	12,806
Employed and living in a Selected Area	20	199	1,255	3,637

Source: Census Bureau, On The Map Database, 2015

Retail Trends

Downtown Auburn's retail growth opportunities have been somewhat limited by the nearby big box and value retailing clusters as described above – stores that capture the retailing dollars of Auburn's dominant middle-income households. In addition, the Destiny Mall in Syracuse constrains retail development in Auburn, even if it is 30 miles away. These constraints are intensified by recent upheavals and structural change in the retail industry. However, these industry issues also provides opportunities for savvy independent operators in traditional downtown commercial areas, where rents are typically lower and where cultural and entertainment uses are also located. Without savvy operators, market opportunities often go unrealized.

Consequently, with downtown Auburn attracting increasingly capable operators, the future looks promising in developing a downtown use mix that includes innovative retail and other arts-based business types along with downtown's existing cultural assets. Going forward, there are two growth trends to consider for downtown Auburn:

- **The Emerging New Retail Paradigm** - The emergence of more cautious consumers combined with the growing influence of e-commerce has caused substantial change in the retail industry. Retailers are looking for far fewer and far smaller spaces, with different retailers having different sets of functions performed in them. For the near future, the most promising paths for retail growth in traditional downtown districts such as Auburn are: a) developing appropriate neighborhood-type functions as more residential and office spaces are developed, and b) developing niches based on highly specialized retail markets and daytime market segments – in other words, people employed in or near the downtown, seniors, adults with pre-school children, high school and college students, and tourists.
- **Possible Growth Vectors** - More success is likely if more small independent operators start and nurture their businesses locally and, or, if successful independent entrepreneurs are from communities within acceptable driving distances for their owners. If savvy enough, independent operators can focus on capturing market shares lost by many struggling mall-type retailers over the last several years. For example, recent research has shown that in many smaller and rural downtown districts, independent apparel shops have indeed captured market share from local mall retailers, such as Sears and JC Penny have yielded in recent due to store closures, but that neither internet retailers

nor other local retail chain operators have captured. This is more likely to happen if retail entrepreneurs are new residents or returning residents to the community who have significant prior retail business experience. Downtown Auburn is showing a significant ability to attract such operators.

Why the emphasis on the daytime population? That is the time when the overwhelming majority of small independent operators will be open. Unfortunately, realistically, in most downtown districts, it is more effective to base a strategy on the daytime population, than to be able to convince these retailers to alter their operating hours to stay open later.

Downtown Arts and Culture

The cultural arts sector can influence downtown retail activity in several ways, often beyond the expenditures of the audiences it attracts. Nationally, surveys by Americans for the Arts have found that only about 20 percent of arts audience expenditures go for gifts, souvenirs, clothing, and accessories. Audience spending impacts are more significant for meals and snacks, about 53 percent, and approximately 14 percent for overnight lodgings. This expenditure level mirrors tourist spending patterns in New York, where just 10 percent of expenditures take place in retail shops. There are other indirect impacts of the arts on retail spending, including, for example:

- **Downtown Vibrancy** - A key to a downtown commercial district's success is the sense of vibrancy perceived by its active storefronts, nightlife, and pedestrian traffic. Arts venues bring people downtown and increase its sense of activity, often in the evening when most other downtown operations close after the work day ends. Downtown cultural events can help to support new restaurants and other entertainment venues. However, it is found, for instance, that museums more than a quarter-mile from major employment clusters, such as a downtown, will likely find it hard to attract their workers at lunchtime when they only have about 45 minutes available. Therefore, the annual audience size and frequency of arts activities in a downtown can provide useful information and direction in arts-based business development efforts.

- **Image-Building** - Downtown arts assets can help a community project an image of offering an appealing quality of life that attracts creative industries and new residents. In many locations, attract businesses and people to live in and near the downtown is an important way in which the arts can impact downtown retail sales. In turn, downtown residents often become the core audience for downtown arts venues.
- **Public Spaces** - Arts assets and public art, especially those presented in well-activated public spaces, can help draw downtown workers out of their buildings, and, in turn, enhance the ability of nearby retailers to attract them into their shops and storefronts.
- **Artists as Pioneers** - Local artists and artisans can “pioneer” a downtown district, helping to attract visitors and investors who want to be among other artists and entrepreneurs - making these downtowns and neighborhoods attractive locations for retailers.

Urban design factors are also key determinants in which arts assets can positively impact the sales and viability of downtown retailers, restaurants, and nightclubs. For example, if there are no retailers, restaurants or entertainment uses in or near a downtown district, it reduces the ability of a downtown to capture an arts audience’s expenditures. Clusters of arts venues that are “dark” and inactive a majority of the time can also detract from a downtown’s vitality, walkability, and attractiveness. On the other hand, a well-activated public space can be an effective venue for art performances and exhibitions that can draw both shoppers and visitors.

In Auburn’s case, few New York communities comparable in population size and household incomes have the number and variety of arts attractions and cultural institutions. Moreover, it is clear that the arts are soundly embedded in Auburn’s community planning policy and in downtown revitalization efforts. Along with downtown-based arts and culture venues, Auburn has also attracted several artists and artisan-based residents, with others located within the Auburn area and around the Finger Lakes region. These arts and cultural attractions are rather dispersed, although not unusual in rural and semi-rural regions. The residences of individual artists who live in Auburn are also dispersed beyond the downtown district, and, according to the Finger Lakes Arts Council, few if any of them now live downtown.

A downtown’s long-term revitalization prospects is often dependent by the people, businesses, and institutions located in and near the downtown. In dense urban areas, “near” usually means within about one mile of a downtown district. However, in less urbanized areas, where an automobile is more of a necessity, the area within a five to ten-minute drive can be considered “near” - but what is considered an easy drive varies considerably geographically depending on local conditions and driving patterns. In Auburn, the cluster of arts attractions around the Schweinfurth Arts Center is located less than a half-mile to the downtown district. The Harriet Tubman National Historical Park is within an easy five-minute drive of the downtown and it has a clear substantive link to the downtown-based New York State Equal Rights Heritage Center. The arts attractions near Emerson Park are about an eight-minute drive away from the downtown. Given that there are just two eateries nearby, and that many of the patrons of these arts attractions are daytime or overnight tourists looking for other things to do, the eight-minute drive does not seem overly demanding.

Arts as a Quality of Life Enhancement

A significant way that arts attractions can indirectly impact downtown businesses is by contributing to the community’s quality of life, which in turn, helps retain and attract residents and new entrepreneurs, including those in the creative industries. There are no data sets available to assess the degree this is now happening in Auburn. However, the size of its arts community itself, in terms of the numbers of both organizations and individual artists, suggests that this trend is indeed occurring. The recent opening of new downtown businesses by new entrepreneurs and returning former residents are already contributing to downtown’s regeneration.

Direct Spending by Visitors

Table 4 on following page divides Auburn’s arts venues into three sections. The bottom section lists venues located in the downtown proper: the Auburn Public Theater, the Seward House Museum, and the New York State Equal Rights Heritage Center. The section above it are venues located less than a half-mile from the center of downtown, including the Schweinfurth Museum of Art, the Cayuga Museum of History and Art, along with its Carriage House Theater. The top section includes the Harriet Tubman National Historical Park (HTP), located on South Street approximately one and one-third miles from the Auburn Public Theater, and the Merry-Go-Round Playhouse and the Ward O’Hara Museum, both located in the Emerson Park area three miles from downtown Auburn.

TABLE 4 - Audience Expenditures by Category of Major Arts/Cultural Attractions in Auburn, New York

Arts - Cultural Attraction	Annual Attendance	Total Audience Expenditures	Meals/Snacks	Overnight Lodging	Gifts/ Souvenirs	Local Transportation	Clothing - Accessories	Child Care	Other
Harriet Tubman National Historical Park	50,000	Snacks	Overnight Lodging	Gifts/	\$224,500	\$154,000	\$96,000	\$19,000	\$14,500
Merry-Go-Round Playhouse	46,345	Souvenirs	Local Transportation	Clothing-Accessories	Child Care	Other	\$88,982	\$17,611	\$13,440
Ward O'Hara Museum	24, 827	\$781,306	\$417,590	\$111,225	\$544,062	\$374,421	\$232,650	\$46,045	\$35,140
Subtotal	121,172	\$3,813,283	\$2,038,113	\$542,851	\$544,062	\$374,421	\$232,650	\$46,045	\$35,140
Carriage House Theater	822	\$25,868	\$13,826	\$3,683	\$3,691	\$2,549	\$1,578	\$312	\$238
Schweinfurth Art Center	14,704	\$462,735	\$247,321	\$65,874	\$66,021	\$45,435	\$28,232	\$5,588	\$4,264
Cayuga Museum on the History of Art	8,162	\$256,858	\$137,285	\$36,566	\$36,647	\$25,221	\$15,671	\$3,102	\$2,367
Subtotal	23,688	\$745,461	\$398,432	\$106,122	\$106,359	\$73,196	\$45,481	\$9,001	\$6,870
Auburn Public Theater	16,000	\$503,520	\$269,120	\$71,680	\$71,840	\$49,440	\$30,720	\$6,080	\$4,640
NYS Equal Rights Heritage Center	25,000	\$786,750	\$420,500	\$112,000	\$112,250	\$77,250	\$48,000	\$9,500	\$7,250
Seward House Museum	13,484	\$424,341	\$226,801	\$60,408	\$60,543	\$41,666	\$25,889	\$5,124	\$3,910
Subtotal	54,484	\$1,714,611	\$916,421	\$244,088	\$244,633	\$168,356	\$104,609	\$20,704	\$15,800
TOTALS	199,344	\$6,273,356	\$3,352,966	\$893,061	\$895,055	\$615,973	\$382,740	\$75,751	\$57,810

Note: Expenditure estimates based on survey research done by American for the Arts

As observed in the table above, the Auburn Public Theater and the Seward House Museum draw 29,000 people annually, and the New York State Equal Rights Heritage Center expects to generate another 25,000 per year, for a total of 54,000. The most significant spending potential is for meals, snacks, and overnight lodging at \$1,160,509 (bottom row subtotal). This is a significant amount given that the average sales for establishments in these spending potential categories in Auburn is \$578,000 per year, enough to generate the sales of two average establishments. However, existing establishments are likely to share these spending dollars, if they stay in downtown Auburn, rather pointing to the need for new start-ups.

For example, the expenditures for food and snacks of \$916,421 when shared by its 26 eateries and bars comes to \$35,247 for each business. That number is certainly significant, but it is by no means the main source of income for a downtown business. The audience expenditures for clothing, \$104,609, and gifts and souvenirs, \$244,633, are far less than for the meals. The ability of such expenditures to stimulate retail growth is more modest. To note, the gifts category includes arts and crafts product purchases.

The combined attendance at the three most distant arts and cultural attractions in Auburn is at 121,000 patrons annually and their expenditures are commensurately higher. These patrons spend about \$2,038,133 for meals and snacks, approximately \$542,851 for overnight lodgings, \$544,062 for gifts and souvenirs, and \$232,650 for clothing and accessories. The attendance at the Schweinfurth Art Center and Cayuga Museum of History and Art is about roughly 24,000 annually with corresponding audience expenditures. That attendance may grow going forward when both institutions complete planned campus landscape and parking improvements. Therefore, downtown merchants have opportunities to capture substantial audience shares of all the major cultural art attractions located in the Auburn area, not just those located in the downtown. Altogether, they represent more than 199,000 potential downtown users annually that have significant spending potentials:

- Near \$3,352,428 for meals and snacks.
- Near \$893,061 for overnight lodgings.
- Near \$895,055 for gifts and souvenirs – possibly an expenditure pool downtown artists and craftspeople should zero in on.
- Near \$382,740 for clothing and accessories.

Regional Visitor Potential

Given the existing number of art venues, artists, and artisans in Auburn, local arts institutions believe attendance levels are far below where they should be and that the local residents may not be aware nor appreciate the diversity of cultural offerings in the community. One avenue to address this issue is attracting more tourists from the Central New York area. Understanding drive shed activity preferences is one way to understand the potential tourism market.

Table 5 right exhibits potential participants in arts and cultural activities for Auburn's 15, 30 and 60-minute drive sheds - the table simply demonstrates the absolute number of adults that are expected to engage in arts activities in a year timespan. It also provides a basic picture of the potential market size for each activity. For most activities in both the 15 and 30-minute drivesheds, the absolute numbers are low: for example, 3,284 for attending dance performances and 8,960 for attending a theater in the 30-minute shed.

TABLE 5 - Number of Adults/Households in Downtown Auburn's 15, 30, 60-Minute Drive Sheds Expected to Annually Engage in Selected Arts-Related Activities

Arts-Related Activities	Number of Adults		
	15 - Min.	30 Min.	60 Min.
Arts and Crafts Active Participation			
Dancing in last 12 months	2,388	5,653	55,082
Woodworking in the last 12 months	1,893	4,793	38,923
Paint-drawing in the last 12 months	2,878	6,911	63,758
Photography in the last 12 months	3,677	9,018	80,638
Played musical instrument in the last 12 months	2,638	6,588	61,129
Did furniture refinishing in the last 12 months	1,313	3,220	28,924
Leisure cooking in the last 12 months	7,459	18,245	169,063
Did baking in the last 12 months	8,589	9,501	85,770
Averages	3,854	9,501	85,770
Arts Participation as Audience Member			
Went to live theater in last 12 months	3,813	8,960	88,167
Attended dance performance in last 12 months	1,461	3,284	31,922
Attended a movie in last 6 months	20,521	49,049	445,835
Went to an art gallery	2,536	5,872	62,240
Went to a museum in last 12 months	4,236	9,987	97,411
Attended classical movie-opera performance last 12 months	1,275	2,874	29,452
Attended country music performance last 12 months	2,441	6,181	55,395
Attended rock music performance last 12 months	3,130	7,781	72,682
Went to bar/night club in last 12 months	6,215	15,393	142,750
Read book in last 12 months	12,141	29,901	267,124

Source" ESRI's Sports and Leisure Market Potential Report of Cortland's drive sheds

Over the past decade, at the national level, there has been a significant decline in the audiences for opera, symphonic orchestras, ballet, and museums, while attendance at non-profit theaters has been fluctuating. What has grown has been electronic arts participation and other performing art and music forms, such as rock and roll clubs and country music.

Table 6 examines expected participation levels in Auburn’s drive sheds compared to national averages, expressed in the table’s Market Potential Index numbers. In the 15-minute drive shed, every activity, except woodworking, is below the national average. In the 30-minute shed, woodworking, painting and drawing, baking, and attending country music performances are above the national averages. For the 60-minute drive shed, among the active participation activities, except for dancing, are above the national average. Six of the ten audience member activities are above the national averages, but the four activities that are not are just a point or two off the average.



Photo above: Auburn Public Theater

TABLE 6 - Number of Adults/Households in Downtown Auburn’s 15, 30, 60-Minute Drive Sheds Expected to Engage in Selected Arts-Related Activities Compared

Arts-Related Activities	Number of Adults		
	15 - Min.	30 Min.	60 Min.
Arts and Crafts Active Participation			
Dancing in last 12 months	82	83	94
Woodworking in the last 12 months	109	118	112
Paint-drawing in the last 12 months	99	101	109
Photography in the last 12 months	92	97	101
Played musical instrument in the last 12 months	92	98	108
Did furniture refinishing in the last 12 months	93	97	102
Leisure cooking in the last 12 months	89	93	101
Did baking in the last 12 months	96	103	105
Leisure cooking in the last 12 months	89	93	101
Did baking in the last 12 months	96	103	105
Arts Participation as Audience Member			
Went to live theater in last 12 months	86	86	99
Attended dance performance in last 12 months	90	86	98
Attended a movie in last 6 months	90	92	98
Went to an art gallery	84	83	103
Went to a museum in last 12 months	86	86	98
Attended classical movie-opera performance last 12 months	89	86	102
Attended country music performance last 12 months	97	105	110
Attended rock music performance last 12 months	87	92	101
Went to bar/night club in last 12 months	93	98	107
Read book in last 12 months	93	98	107

Source: ESRI’s Sports and Leisure Market Potential Report of Auburn’s drive sheds

The table supports the premise that local residents living in or relatively near to Auburn may not be driving the demand for arts and culture activities. Three potential strategies to address this concern include:

1. Designing arts and culture activities and products that align with local tastes.
2. Marketing efforts to Auburn residents
3. Attracting and marketing to audiences from around Central New York and more distant areas.

Individual Artists and Artisans

The recent closing of a downtown arts cooperative in downtown Auburn raises the question of whether there is sufficient local demand locally for arts and crafts products. Of course, other factors may also have constrained profits for the cooperative. The Auburn BID will soon start a crafts pop-ups program, an effort to help local artisans test their products and ability to manage a business operation. It could also provide a basic level of understanding regarding the level of consumer demand for crafts products. However, the ESRI participation data shown in the table does suggest that the demand for crafts products may not be robust in Auburn's current market areas. The ESRI data indicates, for example, individual participation in arts and crafts activities in Auburn's 15-minute drive shed is below the national average, except for woodworking.

On the positive side, these woodworkers may have a demand for woodworking makerspaces -- similar to the services Cortland Woodworks offers in Cortland, New York, for instance -- that might be met in the downtown. In such situations, where local market knowledge for crafts products is not complete, or the demand is indeed low, the use by crafters of an omnichannel marketing strategy is likely the most effective business development path for Auburn. Such a strategy does not rely solely on selling to local customers but also to more distant, broader markets: online sales, trade and professional shows, crafts fairs and in stores beyond the Central New York region.

Craftspeople also have additional value for a traditional downtown commercial district besides their storefronts and products: the production or performance of their services that may entertain customers and passersby along the sidewalk - sometimes called "performance craftspeople." They can make a downtown streetscape environment more entertaining and magnetic. Perhaps, one of the best examples of how performance crafts have contributed to a successful retail operation in a small rural town is Simon Pierce's Mill in Quechee, Vermont. The Mill has a glassblowing operation, where shoppers can enter the business and see the glassware made. Places such as the Torpedo Factory Art Center in Alexandria, Virginia, provide publicly accessible artist studios that combine creative, retail, and entertainment functions. The Torpedo Factory has 82 open studios with the artists working and creating their products on display for sale. The Factory attracts more than a half-million national and international visitors each year. This formula, however, is often difficult to replicate as many artists find constant visibility to the public distracting and disruptive. Nevertheless, the Torpedo Factory demonstrates the magnetic power of performance crafts in generating downtown pedestrian traffic and sales.

Performance crafts can include a wide range of skills, and some may be unexpected: weavers; ceramists; jewelry makers; belt makers, handbags, and other leather products; quilters; lace makers; milliners; dressmakers; musical instrument makers; tailors; shoemakers; cigar makers; bakers; chefs; cabinet makers; and furniture makers. Having them visible in shop windows makes downtown streets at eye level more stimulating and appealing.

AUBURN A&E IMPLEMENTATION GUIDE

The City of Auburn, CNY Arts, and the Auburn A&E Advisory Board will determine the project champions and responsible parties for the priorities and initiatives. Through strategic alignments, partnerships, and regional coordination, these priorities and initiatives will be accomplished with CNY Arts leading the initiative in the first two years. Implementation Guide templates can be found within each city's full plan.

Initiative	Goal / Recommendation	Year	Ongoing	Relative Cost	Priority
A	Establish and manage an Auburn Arts and Entertainment District incorporating the traditional downtown area and the West End Arts District.				
A.1	Implement the Auburn Arts and Entertainment District.	1-2		Low	High
A.2	Formalize the Auburn Arts and Entertainment District Advisory Board.	1-2		Low	High
A.3	Create and Arts and Entertainment District annual work and fundraising plan.	1-2	X	Low	High
A.4	Consider establishing an affiliated tax-exempt organization for the Arts and Entertainment District.	3-4		Low	Medium
A.5	Hire a full time Arts and Entertainment District Manager.	1-2		Medium	High
A.6	Explore options for future BID expansion.	5-10		Low	Low
A.7	Brand the Auburn Arts and Entertainment District.	1-2	X	Medium	High
A.8	Develop marketing materials and a website for the Arts and Entertainment District.	1-2		Low	High
A.9	Encourage volunteer involvement in District activities.	1-2	X	Low	Medium
B	Facilitate growth in the Auburn creative industry sector through on going incentive programs and initiatives.				
B.10	Inventory available buildings and spaces for creative industry use.	1-2	X	Low	High
B.11	Survey local artists and creatives regarding space and business development needs.	1-2		Low	High
B.12	Implement a formal quality-of-life retail and arts-related business development program.	1-2	X	Low	High
B.13	Provide omnichannel marketing technical assistance for downtown Auburn's retail and arts-based businesses.	1-2	X	Low	Medium
B.14	Encourage arts-based experience retailing to enhance downtown Auburn pedestrian activity.		X	Low	Medium
B.15	Explore opportunities for downtown senior housing.	5-10		Medium	Medium
B.16	Create downtown retail-arts vendor mart networked to technical assistance providers.	3-4	X	Medium	Medium
B.17	Assess Auburn's small town entrepreneurial environment.	1-2	X	Low	Medium
B.18	Create a permanent creative industry incentive program.	3-4		High	High
C	Enhance Downtown Auburn's public spaces and sense of authenticity through placemaking, and other preservation and urban design initiatives.				
C.19	Create activated downtown Auburn public spaces.	1-2	X	High	Medium

Initiative	Goal / Recommendation	Year	Ongoing	Relative Cost	Priority
C	Enhance Downtown Auburn’s public spaces and sense of authenticity through placemaking, and other preservation and urban design initiatives.				
C.20	Implement streetscape and other urban design treatments that visually connect the West End Museum Campus to the downtown commercial district.	3-4	X	High	Medium
C.21	Initiate a wall mural program.	3-4		Medium	High
C.22	Secure a permanent funding source for the Auburn Public Arts Commission.	1-2	X	Medium	Medium
C.23	Develop design guidelines for the Arts and Entertainment District.	3-4		Low	Medium
D	Promote the creative industries and cultural assets through events and activities tour initiatives and new collaborations between arts and culture entities.				
D.24	Implement ongoing District online marketing activities.	1-2	X	Low	High
D.25	Engage more visitors, shoppers, and art patrons through the use of web-based and smartphone technologies.	3-4		Medium	Medium
D.26	Cross-promote events and activities between Arts and Entertainment District businesses and downtown area cultural arts institutions.	3-4	X	Low	High
D.27	Organize new events and promotions that highlight Auburn’s creative industries.	1-2	X	Low	Medium

City of Auburn - Per Capita Budget Breakdown

	Ambiance	Marketing the Locality	Risk Capital	Signage	TOTAL PER YEAR
	I.E. unfunded DRI projects, lighting, façade improvement, interior enhancements)	10% of allocation up to \$100k. Marketing the locality will be done in tandem with regional rebranding and marketing	Based on 1:3 requests funded from NYS DEC arts funds and for the State and 36% of Economic Development requests are funded through County)	Based on \$1,000 per sign based on reasonable formula derived from research	
Cayuga (Auburn)	\$313,099 73%	\$42,947 10%	\$64,420 15%	\$9,000 2%	\$429,466





CORTLAND

ARTS AND ENTERTAINMENT DISTRICT MASTER PLAN

CNY
ARTS MAIN STREET
REVITALIZATION PLAN



CORTLAND ARTS AND ENTERTAINMENT CONTEXT

Cortland, New York, the seat of Cortland County and known as the “Crown City,” is the highest city in the State of New York—has many assets: a historic downtown, several established arts institutions, and a committed municipality dedicated to enhancing community quality of life. Its downtown district, comprised of an intact collection of Victorian commercial architecture, has been the focus of revitalization activity since 2006, the year the Downtown Cortland Partnership, Inc., a non-profit downtown management organization, was first established.

In 2018, the City of Cortland was awarded a \$10 million Downtown Revitalization Initiative (DRI) grant from the State of New York to advance several downtown revitalization initiatives, including the installation of public art, streetscape and public space improvements, and the funding of special incentives for building rehabilitation and adaptive use. These efforts build on the arts and entertainment assets already located in the downtown district, including the Cortland Repertory Theatre, numerous restaurants, and the Courthouse Square—the site of arts activities, festivals and music events during the year. Added to this is the presence of the campus of the State University of New York at Cortland (SUNY Cortland), just to the west of downtown, offering curricula in theater, art, and graphic design while maintaining a Gospel Choir. In collaboration with the Dan and Rose McNeil Foundation at 19 Church Street, SUNY Cortland supports a college-community Orchestra and Choral Union, entities that encourage active participation from students and Cortland area musicians. One of Cortland’s important assets is its emerging creative community—craftspeople and other artisans, musicians, dancers, and the like, who have taken the initiative to reuse the Cortland Corset Building factory building, located to the east of the downtown, for new artist and business incubator spaces.

Like other cities and communities around the United States, the Cortland community views and recognizes that arts, culture and entertainment play integral roles in community economic development and quality of life. It supports downtown revitalization efforts, spurs small business development, and helps fulfill the creative expressions of local artists. Advancing a more comprehensive vision and strategy for growing the arts and entertainment sector that encompasses downtown and other key creative nodes of activity in Cortland will require new tools will require incentives, partnerships and institutional collaborations, as well as steadfast commitment on part of key stakeholders.



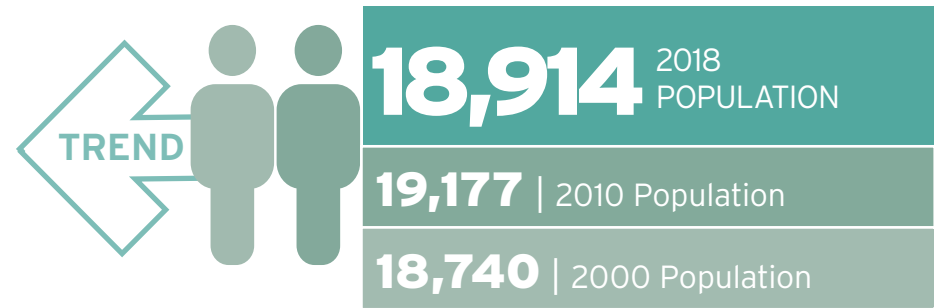
Photo right - City of Cortland

This section summarizes and describes key Cortland demographic and market information, as well as identified arts and culture assets. It also provides an overview of important trends, constraints and opportunities in promoting the arts and entertainment sector in Cortland.

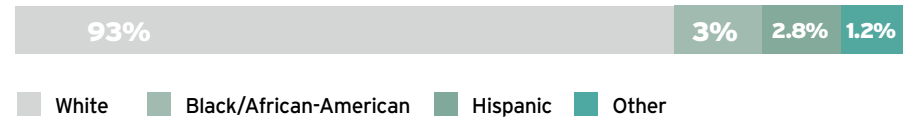
Cortland Community Characteristics

Cortland is the seat of Cortland County with a 2018 population estimate of 18,914—the largest city in the County (American Factfinder, U.S. Census Bureau, 2018). Cortland County’s population is 48,334 (American Factfinder, U.S. Census Bureau, 2017). The racial make-up of the Cortland population is 93 percent white, 3 percent African-American, and 2.8 percent Hispanic, with the remainder defined by people of two or more racial identities. The median age of Cortland residents is 27.9 years of age, younger than the national average of 37.8 years, a median age that has not changed significantly since the 2010 U.S. Census. However, the percentage of people age 60 and over have trended upward in the eight years since the last U.S. Census. Median household income is \$42,976, significantly below the national average of \$61,372. Given these demographics, providing arts activities that are accessible, affordable and appealing to a diverse range of age groups should be a focus of arts and entertainment development in Cortland. Accessibility and affordability were also mentioned as key needs and issues by Cortland stakeholders during the planning process.

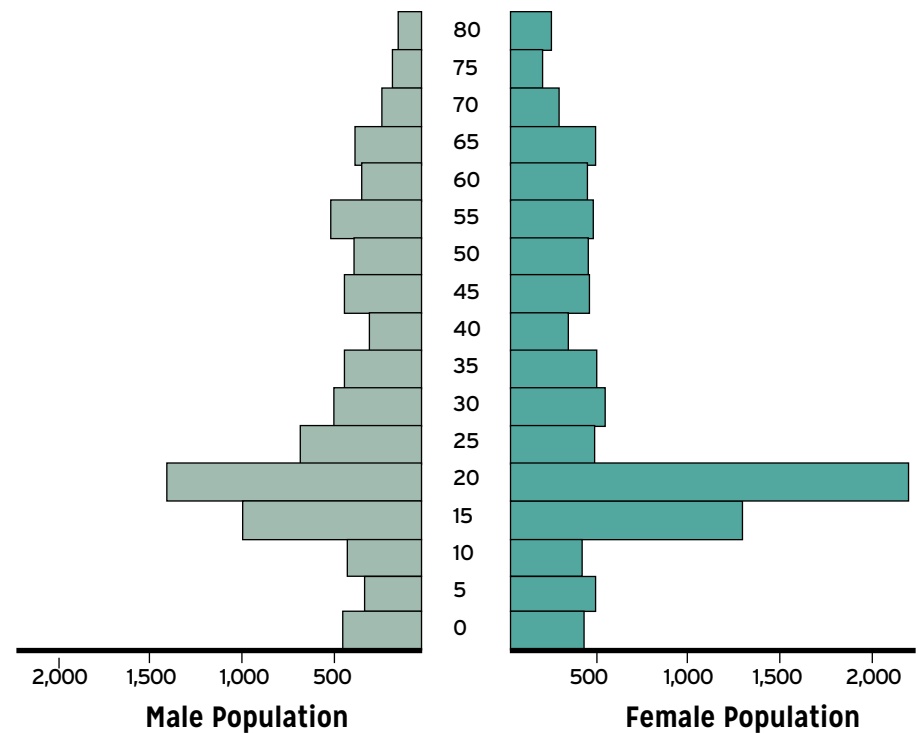
Historically, Cortland’s ethnic make-up consisted of English, Irish, Germans, and Italian immigrants, many settlers from New England and the eastern areas of New York. Other population groups included Polish, Scottish, and Dutch settlers.



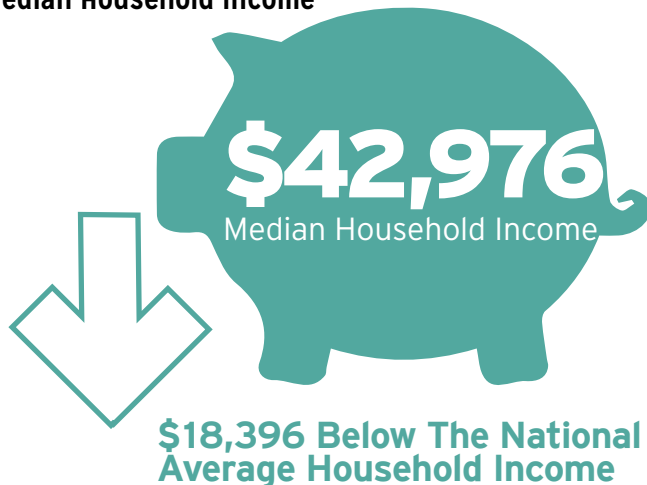
Racial Composition



2019 Population Age Composition



2019 Median Household Income



Prior Planning

The following section summarizes reviews of prior planning efforts in Cortland related to arts and culture, downtown revitalization, and economic development. Comprehensive plans and other related planning documents and studies are vehicles to establishing clear policy and strategy frameworks for advancing the cultural arts and entertainment sector at the citywide level.

Cortland Comprehensive Plan (2012)

Prepared and adopted in 2012, the Cortland Comprehensive Plan is the community's long-range planning document addressing issues such as land use, downtown development, historic resources, neighborhoods and housing, transportation, and parks and open space. Given the community's gradual decline over the decades as an industrial community, the Comprehensive Plan recognizes that Cortland, as a rust-belt legacy city, must transition to a new economy that competes "on the regional, statewide, and national levels: one based on the College, education, arts, culture, recreation, tourism, high-tech and green jobs, and other emerging trends" (Cortland Comprehensive Plan, 2012, page 1). Arts and culture is addressed in the Comprehensive Plan primarily in the Downtown chapter, recognizing that downtown has become the home to several music venues, restaurants and the Cortland Repertory Theatre in its new year-round home in an adapted commercial building. Key planning initiatives include the development of new artist live-work spaces, studios and galleries in downtown buildings, and the strengthening of partnerships between the Cortland Downtown Partnership, the Cultural Council of Cortland County, the Cortland County Convention and Visitors Bureau, and other entities to promote the arts in the downtown (Cortland Comprehensive Plan, 2012, page 66). The Plan also proposes a new partnership with SUNY Cortland to install public art in and around the downtown district. Over the long-term, the big-picture downtown economic development strategy should consider the "larger 'creative economy,' including architects, designers, graphic artists, fashion designers, web designers, and similar businesses" (Cortland Comprehensive Plan, 2012, page 61).

Reconnaissance Level Survey of Historic Resources: City of Cortland (2014)

Funded by grants from the Preservation League of New York State and the New York State Council on the Arts and prepared for the Cortland Downtown Partnership, the Reconnaissance Level Survey of Historic Resources was undertaken to update previous survey efforts and to identify buildings and areas that might be eligible for listing in the National Register of Historic Places. The National Register, maintained by the National Park Service, is this nation's official list of properties, sites, structures, and objects worthy of preservation. Owners of commercial and income-producing buildings within National Register Historic Districts, or individually listed in the National Register,

qualify for the Federal Historic Preservation Tax Credit program. State of New York preservation tax credits are also available for National Register-listed properties located in certain U.S. Census tracts. The Survey Report identifies eight areas within Cortland as potentially eligible as National Register Historic Districts, including several residential districts and an expansion of the Tompkins Street-Main Street Historic District that already incorporates the core historic block of downtown Cortland. The expansion area includes several individually listed National Register buildings, such as the Cortland County Courthouse (constructed 1924), the U.S. Post Office (1913-1915), and the Cortland Fire Headquarters (1914). The survey also identified several industrial buildings, such as the Cortland Corset Building and the Lehigh Valley Railroad Roundhouse, as individually eligible for the National Register. Apart from the historic district recommendations, the Survey Report also suggests the City seek Certified Local Government status with the New York State Office of Parks, Recreation and Historic Preservation, making the City eligible for grants and other preservation programs.

Cortland Facade Rehabilitation Handbook (2015)

In 2015, the City of Cortland and its Historic and Architectural Review Board prepared and adopted a Façade Rehabilitation Handbook to help guide building owners within the Historic Overlay District on proper procedures for exterior facade and storefront rehabilitation projects. The Historic Overlay District is a locally-designated historic district comprised of the core blocks of downtown Cortland. The Handbook covers a range of building rehabilitation topics from exterior material maintenance, storefront reconstruction, upper-story windows, and signage and awnings.

City of Cortland Pedestrian and Bicycle Master Plan (2016)

The City's Pedestrian and Bicycle Master Plan outlines basic strategies for enhancing the community's pedestrian and bicycle network, including initiatives that focus on adding a bike-way within existing street sections and improving sidewalk connections between downtown, the surrounding neighborhoods and the SUNY Cortland campus.

Downtown Cortland Redevelopment Opportunities Master Plan (2016)

Following the Climate Action Plan, the City of Cortland completed a Redevelopment Opportunities Master Plan that identifies eight development opportunities in downtown Cortland, among them a potential 100-employee office building and a 100-room flagship hotel development on existing parking lots at the northeast corner of Central Avenue and Church Street. The Master Plan also proposes development scenarios that adds new residential buildings near the intersection of Groton and Homer Avenues on downtown's northeastern edge. The main objective of the Master Plan was to identify

redevelopment opportunities that leverage “increased demand for walkable mixed-use amenities by developing new places for visitors and new residents right in the historic core” (Downtown Cortland Redevelopment Opportunities Master Plan, 2016, page 2).

Downtown Economic Market Analysis (2016)

In November of 2016, the Community Land Use and Economics Group, LLC (CLUE Group), was commissioned by the Cortland Downtown Partnership to prepare a market analysis and business development strategy focused on retail, entertainment, and housing development. The report identifies several potential downtown growth opportunities in potential clothing and furniture and home furnishing stores given recent downtown retail sales trends. The CLUE Group report also recognized downtown workers and college students as two important components of the downtown’s daytime population.

Cortland Downtown Revitalization Initiative (2018)

Prepared for the second round of funding for the State of New York Downtown Revitalization Initiative, The Cortland DRI application seeks to build on recent investment activity in the downtown and other areas of the community by embracing the potential of the creative economy, completing the “downtown neighborhood,” and in “re-imagining infrastructure for the 21st century” (Cortland Downtown Revitalization Initiative Application, 2017, page 6). The application also seeks to build on Cortland’s deep heritage in the arts and in music, especially its legacy of locally-trained musicians and ongoing music festivals. Initiatives approved and funded through the DRI initiative include downtown upper-story housing developments, façade rehabilitations, the installation of a recording studio in the ground-floor of an existing historic commercial building, the design and construction of a downtown pocket park and playground, a business incubator, and a comprehensive downtown streetscape program. A 17-person steering committee, with representation by the City of Cortland, downtown business owners, local educational institutions, and other county-level organizations and entities, helped prepare the DRI applications through a series of public meetings and other community engagement efforts.



Photo right - Cortland Repertory Theatre

Arts and Entertainment Assets

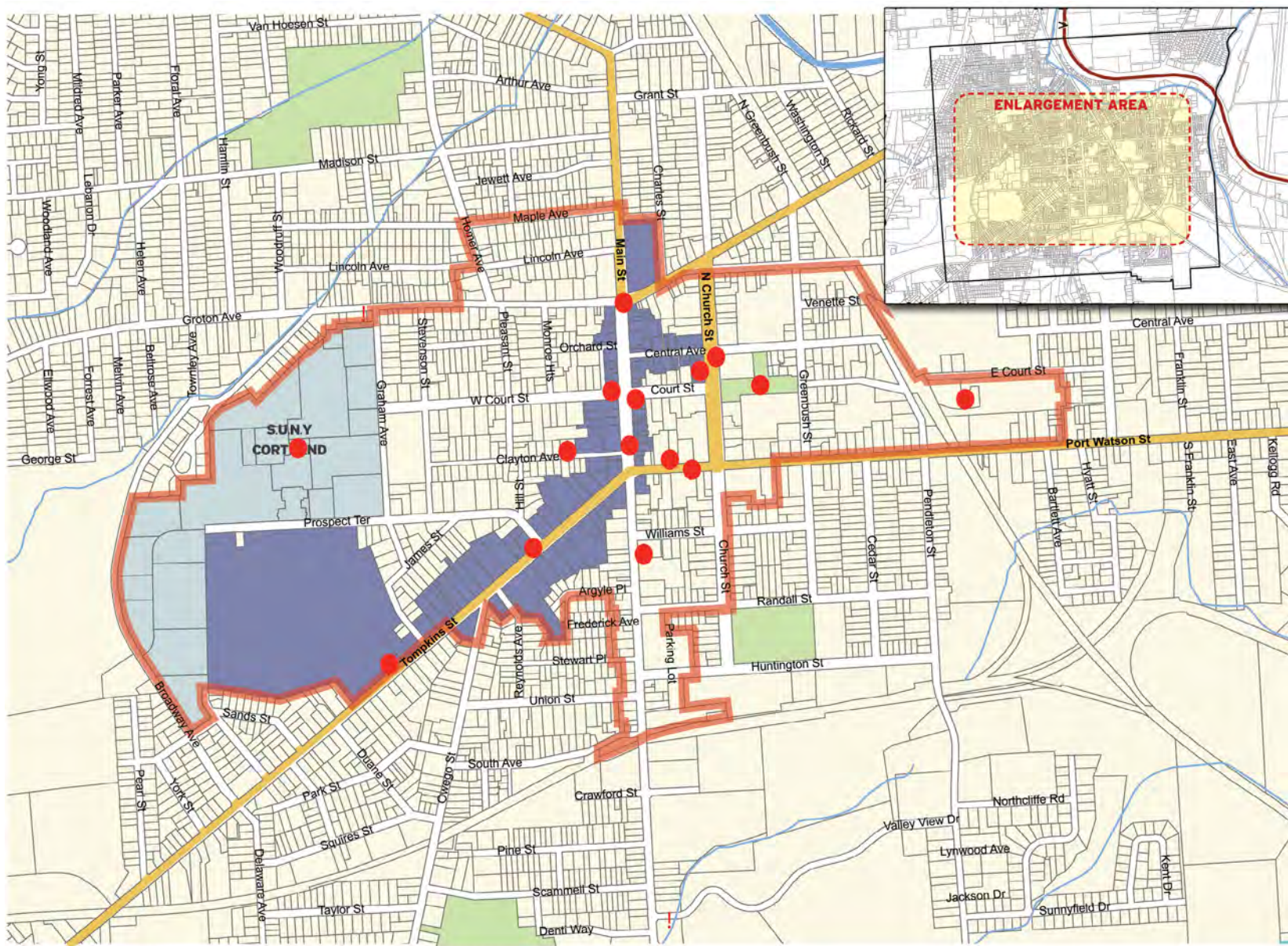
Arts and entertainment assets in Cortland range from theaters, restaurants and nightclubs, most located in downtown Cortland. Other arts assets, creative-type and related retail businesses, music practice spaces and other facilities are located in other areas of Cortland, including the SUNY Cortland campus. Provided in the following section is a description and inventory of key arts and entertainment assets in Cortland¹. Such assets are key to engaging residents and visitors in local arts and culture experiences.

Enlargement Area Assets







- Blackbird Film Festival **(2)**
- Cortland Corset Building **(15)**
- Cortland County Historical Society/Suggett House Museum **(1)**
- Cortland Free Library **(5)**
- Cortland Rural Cemetery **(12)**
- Cortland Repertory Theatre Downtown **(14)**
- Cortland Youth Bureau Drama Program **(10)**
- Courthouse Park **(16)**
- Dan and Rose McNeil Foundation's Rose Hall **(19)**
- Family and Children Counseling Services of Cortland County **(9)**
- Finger Lakes Tasting Room and Tap House **(3)**
- Main Street Music Series **(6)**
- Sanctuary Seasonings @ the UPC **(4)**
- Studio Z School of Dance **(13)**
- SUNY Cortland **(18)**
- The 1890 House Museum **(11)**
- The Arts at Grace Concert Series **(7)**
- Tompkins-Cortland Community College **(17)**
- YWCA Cortland **(8)**

¹ "This list was created primarily from the listings within CNY Arts online directory and augmented by contributions by local residents and internet searches. It may not be 100 percent accurate, as each location or entity has not been physically verified."

CORTLAND ARTS & ENTERTAINMENT DISTRICT MAP



MAP #2 | PROPOSED CORTLAND CREATIVE ARTS INVESTMENT DISTRICT

- | | | | |
|--|---|--|---|
|  Parcels |  SUNY Cortland |  Arts District |  Arts and Culture Assets |
|  Parks/Open-Space |  Tompkins Street Historic District |  Major Roadway |  Waterbody |



Performing Spaces

Performing arts venues are defined by theaters, concert halls, and other spaces large and small dedicated to creative performances and artistic productions. The Cortland Repertory Theatre (CRT), established in 2015 after a \$2.35 million capital campaign, and housed in a former bowling alley, is downtown Cortland's anchor performing arts space, hosting original productions, as well as concerts, and cabaret nights. The venue also serves as a black-box and summer production rehearsal space and dance studio during the winter months. With its catering kitchen, the facility is also rented for weddings, community gatherings, and meetings. The CRT also operates the Little York, located in Dwyer Memorial Park on Little York Lake in Preble, seventeen minutes north of downtown Cortland. The Pavilion hosts twelve weeks of subscription theater performances during the summer months. Other performing spaces in Cortland include Grace and Holy Spirit Church, located at 13 Court Street, which hosts the Arts and Grace concert series, showcasing concerts by numerous arts and performing ensembles. In addition to the Grace and Holy Spirit Church is Rose Hall, the 400-seat performing venue of the newly established Dan and Rose McNeil Foundation at 19 Church Street; and the BRU64 Cafe at 64 Main Street, which provides the stage for many local performers and music bands, as well as hosting the Cortland Music festivals in April and November of each year.

Museums

Cortland has two museums, the Sugget House Museum, home to the Cortland County Historical Society, located at 25 Homer Avenue, and the 1890 House Museum at 37 Tompkins Street, one of the more significant architectural resources within the Tompkins Street National Register Historic District. Organized in 1925, the Historical Society maintains ongoing educational programs, community walking tours, and permanent and rotating exhibits at the Suggett House Museum. The Museum is also home to the Kellogg Memorial Research Center, which offers a variety of research resources from city directories, marriage and death records, and newspaper files available to both members and non-members of the Historical Society. The 1890 House Museum, once the home to Chester Franklin Wickwire, a local industrialist and philanthropist from the late 19th century, was established in 1975 with the mission to preserve and interpret the Wickwire house as part of Cortland's cultural and industrial history. The Museum conducts events during the course of the year, including a monthly First Fridays, holiday activities, and tours aimed at visitors and students. Like the Historical Society, the Museum also manages a research library. In addition to these facilities, the CNY Living History Center, located between Cortland and Homer, offers a diverse collection of exhibits and artifacts related to the Civil War and area history.

Artist and Exhibition Spaces

There are three art galleries and exhibition spaces in Cortland—the Cinch Art Space, a gallery and artist incubator space located within the Cortland Corset Building at 75 East Court Street, the Art Gallery in the Cortland Free Library, and the Dowd Gallery on the campus of SUNY Cortland. The Dowd Gallery, founded in 1967, hosts seven exhibitions a year mainly with national and international artists, and an annual juried exhibition for SUNY Cortland students. Every two years, the gallery presents a "faculty biennial" for SUNY Cortland art professors and instructors. In addition to these exhibition spaces, the Cortland Repertory Theatre produces an annual art show in its downtown facility for local high school students, and the Cortland Free Library also manages a small gallery for rotating exhibitions.

Local Schools and Institutions of Higher Learning

The Cortland campus of the State University of New York administers academic programs, in musical theater, acting, art history, and maintains the Gospel Choir featured annually as part of the University's African-American Gospel Music Festival. SUNY Cortland also supports the college-community Orchestra and Choral Union in collaboration with the Dan and Rose McNeil Foundation. Both ensembles encourage active participation from students and Cortland area musicians. The University also hosts regular concerts in its 380-seat theater and maintains several rehearsal halls, a lab theater, and a dance studio. Interestingly, given the presence of its music ensembles, SUNY Cortland does not offer a music major. Apart from these programs and activities, SUNY Cortland also sponsors a pre-college art program, a week-long immersive session for high school students interested in pursuing the arts in college. In addition to SUNY Cortland, Tompkins-Cortland Community College offers degreed programs in broadcast and the media arts with a focus on copywriting, digital photography, and production technologies.

The Cortland School District currently has five elementary schools and one high school, all offering classes in music, theater and visual arts, as well as a number of art shows and events held in each of the schools during the calendar year. The Cortland High School has a 900-seat auditorium used for school and community events. Last, the Cortland Free Library hosts a spring student art show. The Cortland schools are also noted in the region for their string instrument instruction. In the fall of 2019, the Cortland School District will consolidate its elementary schools from five to three..

Civic Facilities and Programs

In addition to its gallery space, the Cortland Free Library offers several literary programs and book clubs, as well as periodic do-it-yourself makerspace craft classes for adults and children. The City of Cortland Youth Bureau organizes art camps during the summer and provides a drop-in arts and crafts program year-round at the Cortland Youth Center, located at 35 Port Watson Street. A future pocket park in downtown

Cortland and a potential new mobile stage as part of a new Courthouse Square enhancement will add needed new facilities for added outdoor music events and festivals. The current mobile stage is old and in need of replacement.

Festivals and Events

Festivals take place throughout the year with downtown Cortland the host and setting for several special events. The most popular events are music-related, including the Main Street Music Series, held every Saturday in July in the Marketplace Mall parking lot; the Taste of Cortland scheduled for the first Saturday in July; and, Porchfest—noted for local musicians performing on the front porches of local homes—held in the Van Hoesen Street neighborhood in August. Other events include the annual Cortland Arts and Wine Festival and the National Brockway Truck Show, which starts at the CNY Living History Center and ends in downtown Cortland. Other music events and festivals take place in locations just outside of Cortland, in nearby Homer and areas of Cortland County.

Restaurants and Entertainment

Downtown Cortland is home to several restaurants, coffee shops, diners and a distillery and brewpub, several having opened in recent years. Several other brewpubs have opened in Cortland County in recent years.

Private Studios

There are a number of privately-managed dance and music studios in Cortland, including the Cortland Performing Arts Institute, which offers workshops and instruction in all forms of dance. Musicians and music teachers also provide private music instruction at the Cortland Corset Building.

Sports

Sports and recreation are not typical activities associated with arts and entertainment districts. In Cortland, however, area sporting events are an integral element to the Cortland tourism economy. Downtown Cortland is located eight miles north of the Greek Peak Mountain Resort ski area and the Hope Lake Lodge and Water Park, one of New York’s premier ski destinations. In addition, Cortland and Cortland County are hosts to a number of sports-oriented events, including the annual Cortaca Jug football game, the Empire State Senior Games, and numerous other sporting tournaments and events associated with SUNY Cortland, local schools, and private leagues. The Cortland Regional Sports Council promotes area sports activities and sports- oriented tourism in the Cortland County region.

Makerspaces

The Cortland area has several makerspaces, including two that are privately operated, the Cortland Woodworks, located at the south end of downtown Cortland, and the Oswego Street Makery, adjacent to Beaudry Park in Cortland. Cortland Woodworks maintains a fully-equipped shop and hardwood library featuring a broad collection of wood working tools, and a paint and stain room. Cortland Woodworks also offers hands-on training and workshops to beginner and advanced craftsman. Paying members have regular access to Woodworks’ shop spaces. The Oswego Street Makery also provides woodworking and fabrication tools as well as a party event space and display areas for handcrafted items from local makers. The Makery is also a membership-based entity. The Cortland Corset Building houses Magpie Custom Creations, Instant Artist and Cinch Art Space, which offer hands-on training and workshops. In addition to these makerspaces, both the Cortland and Phillips Free Library in Homer have recently established makerspaces in their facilities, offering such services as 3-D printers and “maker” classes.

Center for the Arts – Homer

Located less than three miles from downtown Cortland, the Center for the Arts in Homer is a multi-purpose performing and visual arts facility established in 2001 in a former Baptist church building. The facility hosts a regular program of music performances, plays and film screenings along with art exhibitions, and music and dance workshops and classes. It also serves as rental space for private events. The Center has become a major destination for cultural activities in Cortland County and the region.



Photo right - Dowd Gallery, SUNY Cortland

Downtown Cortland

In recent years, downtown Cortland has seen reinvestment activity in façade and building rehabilitations, upper-story residential conversions, and new business start-ups. New downtown projects, financed primarily through the DRI initiative, are in the early planning and implementation stages and will only add to downtown’s revitalization momentum. Additionally, integrating the arts and the creative industries as part of the downtown business mix can only strengthen downtown’s economy, making Cortland a compelling destination for shopping, dining and entertainment, as well as place for artists, creatives, developers and investors to pursue their work endeavors. Given past and current revitalization efforts, downtown Cortland does have several relative strengths as identified by the CLUE Group Economic Market Analysis:

- *Downtown building core* – downtown Cortland has a cohesive core of historic buildings, an impressive collection of historic commercial buildings spanning more than a century. Traditional commercial buildings provide suitable spaces for small businesses with upper-floors that can be adapted to new uses.
- *Location* – downtown Cortland is located near several major attractions and tourism destinations, including the Finger Lakes area. In Cortland County, visitors spent more than \$70 million in 2015, supporting 2,073 jobs.
- *Local Workforce* – downtown has a large downtown workforce. In fact, it represents the largest workforce in Cortland County.
- *Sidewalks and Streetscape* – most downtown Cortland sidewalks, particularly those on Main Street, are wide enough to easily accommodate sidewalk café seating, entertainment, kiosks, and merchandise displays”
- *SUNY Cortland campus* – the SUNY Cortland campus is just a few blocks walk from downtown Cortland. The campus has a 7,000 student enrollment with 600 plus faculty and staff.
- *Destination businesses* – downtown Cortland has several businesses that attract customers, bringing them into downtown Cortland on at least an occasional basis.
- *Entertainment businesses and the Cortland Repertory Theatre* – entertainment has become more important to downtown Cortland’s economy in recent years, highlighted by performances in restaurants and coffee shops, and ongoing performances by the Cortland Repertory Theatre.
- *Cost of living* – Cortland’s cost of living is relatively low, compared to other cities in Central New York, especially on housing costs (See Table 1.0). This gives Cortland an important strategic advantage in attracting creative people and the businesses they may start.

TABLE 1.0 - CORTLAND COST OF LIVING INDEX COMPARED TO SELECTED OTHER JURISDICTIONS

	Cortland	Syracuse	Auburn	Ithaca	NYC
Cost of Living Index	87	87	87	104	119
Goods and Services Index	101	101	101	101	109
Groceries Index	105	105	105	105	108
Health Care Index	105	105	105	105	99
Housing Index	58	57	58	116	145
Transportation Index	102	102	102	102	108
Utilities Index	79	79	79	79	102

Photo below - City of Cortland; photo facing page - City of Cortland.



The following are downtown Cortland's relative weaknesses and constraints:

- *Negative attitudes and perceptions* – segments of the community have negative impressions of the downtown district, given that downtown has experienced a period of decline and has lost several long-time businesses.
- *Cortaca Jug incident* – The disturbance that took place after the 2013 Cortaca Jug football game has left some residents feeling unsure about bringing more student-focused businesses into the downtown and increasing a visible police presence on weekend evenings.
- *Regional competition* – Ithaca, Syracuse, and Binghamton and their downtown districts, regional malls, and power centers are just an hour and a half away from Cortland.
- *Poor merchandising* – many of the district's vacant buildings have empty window displays—space that could be used for art exhibits, other businesses' merchandise, and much more. Some active businesses also have outdated window displays, discouraging window shopping.”
- *Relatively weak retail base* – Retail businesses account for only 4.4 percent of all downtown business entities and account for only 5.3 percent of the district's workers.



Consumer Market Support

As outlined above, the CLUE Group Economic Market Analysis found considerable market support for retail growth in downtown Cortland. That potential has likely been increased in recent years as the shopping malls in Ithaca and Binghamton have been weakened by departing anchors and specialty retail stores. In other communities in New York and in New England, savvy independent operators have moved into the downtown districts to capture some of the market share relinquished by those closed mall stores. However, there is no evidence at this point that this dynamic is happening in Cortland.

Interviews with community leaders and stakeholders indicated that negative perceptions about downtown's attraction as a shopping destination have not abated in recent years despite the departure of long-time businesses some time ago. The interview sessions revealed that the strongest negative views were likely held by more senior portions of the population, especially those who remembered downtown Cortland's "golden age" of retail shopping. Today, few stores serve the tastes and needs of Cortland's senior population. Restaurants did not offer early-bird specials or senior nights, and while some eateries have regular senior customers, that patronage is small compared to other customer groups. Many of the downtown's public assets—parks, library, and a walkable downtown streetscape—serve the senior population well. However, few of the privately-owned businesses are signaling their desire to attract seniors as patrons.

Store Rents, Vacancies, and Turnover

The Cortland Downtown Partnership reports that the current storefront vacancy rate is 13 percent and it has been relatively stable for several years. Currently, rents range between \$1,000 to \$5,000 per month, depending on the storefront size. The highest rates are usually for spaces larger than 5,000 square feet, predominantly occupied by restaurants. In one instance, a new gym has leased a 7,000 square-foot ground-floor space. Those rents should be affordable for businesses with annual sales revenues between \$120,000 and \$600,000. However, according to local stakeholders, newer business operators are finding it difficult to pay these rents. If this is the case, the difficulty is probably not caused by the rents being too high, but by other factors such as the location not providing access to sufficient potential customers or the business operators lacking the required marketing and merchandising skills. There is moderate business turnover, but no signs that it is above average in comparison to prior years or in comparison to the rest of the Central New York region. Some prominent retailers that retired and closed their businesses have yet to be replaced and suggest a need for better succession planning or retail attraction efforts so these and future closures do not negatively impact the community.

Cortland's Daytime Employee Population

The people who work in and within reasonable travel time of the downtown are another very important daytime market segment. The downtown's workforce can bring a sudden bevy of pedestrian activity to downtown streets around lunchtime, between 11:30 a.m. and 2:00 p.m. While lunchtime may last for two to two and one-half hours, individual employees usually have a thirty to forty-five minute window for lunch. Most employees will choose lunchtime destinations within a nine-minute trip, including times needed to exit and re-enter their buildings. On foot, that translates to approximately a quarter of a mile. Research from other communities show that those using a car usually come from within a one-mile radius.

While employees may purchase lunch outside of their workplace only two to three times per week, retailers and other downtown merchants should focus on ways to get them out of their workplaces as much as possible. Elsewhere, downtown workforces have proven to be big users of well-activated downtown public spaces, often due to their arts/entertainment offerings. Daytime employees spend approximately 90 percent of their daytime expenditures during lunch, with about half of that spent on food. The closer employees are to a downtown location, the better the chances of nearby eateries and delis capturing those expenditures. The more attractive the activities these workers can engage in near their food consumption places, the more effective those food places will be in drawing workers from a mile or more away. In addition, encouraging people to walk and stay in the downtown, entering its shops and businesses for longer periods of time, would make the downtown a more attractive location for retailers and other businesses.

In Cortland, just 22 percent of its residents who are in the workforce also work in the city; the vast majority work elsewhere. Only 14 percent of employed residents walk to work. Those who work elsewhere can only shop in the city on weekends and weekday evenings, after most stores have already closed. The downtown would be immeasurably stronger if more of its residents also worked in the city, especially if they lived and worked in the downtown.

Cortland's Senior Population

Due to the high percentage of students in Cortland, its median age is quite young – 27.9 years. However, between 2009 and 2017 the 60+ age group grew from 14.8 percent of Cortland's population to 17.6 percent. In 2017, 3,376 of Cortland's residents were over 60. Seniors have different shopping preferences and behaviors. For example, the average expenditure for apparel is \$1,100 a year and \$2,000 for eating out but \$6,000 for healthcare. Generally, there is a significant drop in spending after age 75. However, while many are no longer in the workforce, they are still active patrons of movie theaters and museums as well as users of public spaces. City planners are increasingly recognizing the potential strategic value of seniors in revitalizing downtowns. Seniors are effective in activating downtown places, eateries, and shops, even if they spend slightly less than younger populations. Some are even rebooting and starting new careers and new companies in downtown locations.

Cortland's Residential Population

The residents who will have the most important impact on downtown businesses are those who live and work in or very near the downtown. The U.S. Census Bureau's online "On the Map" application shows that only 8.4 percent of residents in the workforce who live within a quarter-mile of Main Street and Central Avenue work in that area. Within a half-mile 11.3 percent of the residents in the workforce also work in that area. Cortland's officials are in favor of additional downtown housing. New downtown housing, especially for local workers, would be a boon to downtown businesses.

Apart from housing, adult residents with school-age children are another critical demographic segment as they can be regular downtown users if kid-friendly attractions are present, especially well-designed public spaces. Furthermore, adults with school-age children often socialize together, and they have become an anchor customer base for coffee shops and tea houses in commercial districts.

Cortland's Tourist Population

According to data in the CLUE Group report, there are 651 hotel rooms within 3.8 miles of the downtown and 587 within 2.1 miles. The CLUE Group report also estimates that approximately 537 people will occupy these rooms on an average day and that tourists, both daytime and overnight, spend about \$7 million for retail annually in the county. That would average to about \$40,000 per retail store. For smaller retailers, whose annual sales are in the \$400,000.00 to \$500,000.00 range, the visitor spending average would help the bottom line.

However, on the positive side, tourists are less likely to spend money at businesses that are also found in their hometowns. Therefore, they are less likely to shop at the

Walmart, JC Penney, and Marshall's along Route 13. Tourists are more likely to look for unique merchandise, items that often involve distinctive local sources or craftsmanship. The range of potential items that fit into this category is quite broad: reed baskets, yarns, quilts, flowers and plants, beers, wines, bourbons and ryes, baked goods, visual art works, saddles, guns, ceramics, glassware, jewelry, shoes, leather bags, hats, dresses, canine clothing, toys, and musical instruments. For Downtown Cortland's retailers to do well with tourists, they need to offer such merchandise and market it effectively. In today's retail climate, downtown retail stores will not survive long if they simply open their doors and wait for customers.

A potential problem for the producers of these unique items, and also for their primary retailers, is that there may not be enough local residential and tourist demand to generate a sustainable income. One solution to this situation is to execute an "omnichannel" marketing strategy that also enables, through the Internet and personal visits, penetration of large distant consumer markets.

Competitive Districts and Retail Trends

The collection of big box, value retailers as well as the malls in Syracuse, Ithaca, and Binghamton that are within a 30 to 40 minute drive limits retail growth opportunities in downtown Cortland. In addition, the 2 million plus square-foot Destiny Mall in Syracuse constrains retail development in Cortland, even if it is not next door. Recent industry upheavals have also aggravated these constraints. However, these industry problems may also provide opportunities for savvy local independent operators. However, without savvy operators, even incredibly strong market opportunities can go unrealized.

The emergence of more cautious consumers combined with the growing influence of e-commerce has caused upheaval in the retail industry. Retailers are looking for far fewer and far smaller spaces and experimenting with different business models and uses. For the near future, the most promising paths for retail growth in downtowns such as Cortland are twofold: a) developing appropriate neighborhood-type uses as more residential and office spaces are developed, and b) developing niches based on highly specialized retail markets and daytime market segments – in other words, people employed in or near the downtown, seniors, adults with school-age children, high school and college students, and tourists.

Downtown Growth Opportunities

More success is likely if more small independent operators are seeded and nurtured locally or if successful independents are recruited from towns within easy driving distance. If savvy and experienced these independent operators can focus not only on the market leakages identified by the CLUE Group, but also on the market shares that are being yielded by many struggling mall-type retailers. For example, recent research has shown that in many smaller and often rural downtowns, independent

apparel shops have opened. They have captured part of the market share that used to be served by now-defunct mall retailers – Kmart, Sears, JC Penney – and that neither internet retailers nor other local retail chains have captured. This is more likely to happen if the new operators are either returning residents or relocating new ones who know the area well and have significant prior business experience, especially in retail.

Small merchants featuring arts and crafts products featuring merchandise that make homes attractive, safe, and comfortable can play a critical part in the development of a broadly defined home and hearth niche in Downtown Cortland. As the CLUE Group report noted, such niches are usually well-established in downtowns comparable to Cortland's. This situation usually happens when rents are reasonable. Such a niche is easier to market when services (architects and graphic designers), and trades (plumbers and electricians) are added to furniture and home furnishings stores. The emphasis on the daytime population is in relation to when small independent operators will be open. It is more effective to base a strategy on the daytime population, than to be able to convince these retailers to stay open later.



Photo right - City of Cortland

Cortland’s Entrepreneurial and Creative Environment

The City’s DRI application made a strong and important statement about its economic development policy:

“Much of Cortland’s economy is built on new small businesses and industry that has grown. Today, as in the past, small, locally grown businesses are the heart of downtown. Seeding new small businesses now will bring great dividends down the road.”

The importance of such a commitment should not be underestimated and is therefore noted in this following section.

Downtown Cortland Micro-Businesses and Retail Growth

As outlined above, the most likely path for downtown Cortland retail growth is to attract and nurture competent retail operators. Many future businesses will be in the arts and crafts fields. In some instances, new business operators will need nurturing as they adjust their previous business experiences to conditions in Cortland or are new start-ups. Several operators will be sole proprietorships, while others will be micro-businesses of five employees or less. Still, others may be startups, while others have been in operation for some time but need assistance in increasing revenues and market share.

Most of the residents included in Table 3.0 to the right are common creative industries. Almost 3,000 people living in Cortland are in the management, business, and science and arts occupations. Many of SUNY Cortland’s 600 faculty members are likely among them. The 345 residents who are self-employed in non-incorporated businesses are solo entrepreneurs. There are also a number of solo operators incorporated as business establishments. Treated as one entity, solo workers would constitute Cortland County’s seventh largest employer. Many of these solo entrepreneurs work at home. However, among the 355 who work at home, there are likely a significant number of remote workers. In addition, also included among the solo workers are a number of artists and artisans. However, many of Cortland’s artists hold non arts-related jobs, making a definitive estimate of their number even more difficult. Since they are solo operations, these small businesses are often overlooked as valuable economic development assets.

TABLE 3.0 - CORTLAND’S CREATIVE INDUSTRY POPULATION: 2013-2017

Employment Characteristics	
Management, business, science and arts occupations	2,981
Self-employed in non-incorporated businesses	345
Work at home	1,355

Source: 2013-2017 American Community Survey 5-Year Estimates

Creative Environment Advantages

Cortland’s entrepreneurial and creative environment is comprised of those assets that can contribute to the nurturing of small businesses, including solo operations. It should also be noted that not all of these assets will be located in downtown Cortland. The richness of Cortland’s entrepreneurial environment is due to the presence of the SUNY Cortland campus, solid City and County programs, a vibrant library, and individual private startups and solo businesses. Listed in Table 4.0 are Cortland’s major entrepreneurial assets. During the on-site Assessment Visit, focus group participants had limited awareness of the programs and organizations that contribute to promoting Cortland’s entrepreneurial environment.

TABLE 4.0 - PROXIMITY OF CREATIVE VENUES FOR MICRO-BUSINESS DEVELOPMENT TO THE DOWNTOWN MAIN-COURT STREET INTERSECTION (IN MINUTES)

Micro-Business Creative Venues	Walk Times to Court-Main	Drive Times to Court-Main
Cortland Business Innovation Center	1	0
Cortland Free Library	3	2
Tompkins-Cortland Community College	5	2
SUNY Cortland Campus	8	3
Cortland Corset Building	12	4
Cortland Woodworks	25	5
Phillips Free Library-Homer	56	9

KEY OBSERVATIONS

- **Cortland Business Innovation Center** – the Cortland Business Innovation Center (CBIC) is an important new incubation venture based on a co-working space and linked to technical assistance provided by the Cortland County Small Business Development Center and other providers.
- **SUNY Cortland** – SUNY Cortland is about an eight-minute walk from downtown Cortland and it provides access to many skilled experts and to the state's Startup New York financial incentives program for new firms.
- **Cortland County Business Development Corporation (Cortland BDC)** – the Cortland BDC manages a Microenterprise Assistance Program (MAP) that is available for firms with five or fewer employees.
- **Cortland Corset Building** – the Cortland Corset Building is a 12-minute walk from Court and Main Street. It has attracted a number of arts-related start-up businesses. It offers low rents, loft-like spaces, and opportunities to network with other interesting tenants. Linking these operators to technical assistance providers would strengthen its incubation functions.
- **Makerspaces and maker community** – there is a strong makers movement in Cortland County. The Cortland Free Library and the Phillips Free library in Homer have very impressive programs, with ample equipment, including 3D printers. Cortland Woodworks is a 25 minute walk or five minute drive from the downtown and attracts makers working with wood. The maker community does not function within set jurisdictional boundaries. Its members will go to the places that have the opportunities and resources they need at any particular time. That said, the Cortland community should investigate the potential for creating a cluster of makerspaces in the downtown.
- **Arts-business start-up needs** – the CBIC is focused on desk-oriented startups with no comparable undertaking to nurture startups and solo firms in the arts and retail areas. Addressing this void should be a priority.
- **Marketing and public relations** – the Cortland entrepreneurial environment deserves a strong public relations effort. It is important that local political and business leaders, economic development specialists, creatives, and solo entrepreneurs be involved in such initiatives. Getting the word out through professional and personal electronic or traditional communication channels will help recruitment. Such efforts will assist in bringing more creatives and interesting creative startups to Cortland.



Artists, Artisans, Galleries, and Live Music

Cortland has a small but fledgling core of artists, including a sizable number of amateur and professional musicians and three recording studios. The Cultural Council of Cortland County is currently developing a directory of member musicians, which will provide a more accurate number of performing musicians and other artists in the Cortland area. They currently have an artist member directory as well. A survey completed for the CNY Arts Engage Regional Cultural Plan received responses from ten to 12 Cortland artists. While this subsample is small, their responses reflect the findings of the overall survey, which had a sample of over 480 respondents.

The salient findings of the Engage Regional Cultural Plan include:

- 67 percent of respondents create their art in their home. Other question responses indicated a low demand for new work-related spaces.
- 60 percent supplement their arts generated income with non-arts employment; only 8 percent earn 100 percent of their income through their art.
- 19 percent are fully paid artists; 42 percent have jobs that are weakly or totally unrelated to their art.
- 83 percent want marketing help.
- 41 percent want promotional assistance.
- 25 percent want more networking opportunities with other artists.
- 39 percent sell their art nationally.

During one of the Assessment Visit focus group sessions, an artist stated that “Cortland is a great place for artists, except if you want to make a living,” a sentiment echoed by other artists. Efforts should include improving the ability of local artists to meaningfully increase their art-generated income. Increasing artist income would also benefit the local economy and lead to increased sales and patronage in other businesses.

The technical assistance the artists/artisans most desire – help with marketing, promotions and networking – are also skills that can enable them to undertake more complex entrepreneurial ventures that might involve opening a storefront or another similar venture. Many of these artists would benefit from the technical assistance offered in the city’s strong entrepreneurial environment. In our focus groups, the relevant assets in the entrepreneurial environment were never

mentioned by the artists, suggesting they were unaware of those offerings. Art galleries provide potential sales channels for many artist and artisans. Their shop windows can also help activate the downtown. There are two galleries now open in Cortland, the Dowd at SUNY Cortland and the Cinch Art Space, both about a ten minute walk from Court and Main Street, but on the fringe of the downtown. When the Cortland Business Innovation Center opens in about six months in the downtown district, the gallery of the Cultural Council of Cortland County will also open in its ground-floor storefront.

These galleries certainly provide reasons for tourists and area residents to visit Cortland. Downtown businesses, however, probably have to work harder to capture sales from the visitors to the Dowd and Cinch than they will to attract the visitors to the Cultural Council’s new gallery. The Dowd and Cinch also are not located where they can easily tap downtown workers on their 45-minute lunch hours. In addition, both the Dowd and Cortland County galleries are not operated on a for-profit basis. Cinch is in the Cortland Corset Building, a structure known for its affordable rents and trendy atmosphere. The need for low rent and possible nonprofit subsidization suggests that there may be a weakness in either the market support for the art offered in these galleries or that poor marketing connections have been established between the galleries and their potential customers.

Six of the downtown’s eateries offer live music on weekends and there are several recording studios. An estimate of the total attendance at these restaurant live music sessions is around 27,000 people annually. That suggests that there may be some income streams for local musicians and that local musicians are an asset to build on.

Creative and Performing Venues

One way that arts venues can help downtown businesses is by attracting people downtown to live, work, and play. The audience size they attract and where and when they appear in the downtown district are also important factors (see Table 5.0). A number of things stand out about the arts venues in Cortland County:

- According to data in the CNY Arts Engage study, the budgets of the county's arts organizations were 35 percent below those in the overall region.
- The same study found that of the arts offerings in the county, 56 percent were festivals, fairs, and celebrations. Those types of offerings accounted for only 15 percent of the overall arts offerings in the six-county region that was studied. Such offerings are short-lived and often seasonal, producing sporadic flows of potential customers for downtown businesses. Putting these events on can be very taxing on the resources of small budget arts organizations.

TABLE 5.0 - PROXIMITY OF AUDIENCE ATTRACTING CREATIVE VENUES TO THE MAIN-COURT INTERSECTION

Audience Attracting Creative Venues	Walk Times to Court-Main	Drive Times to Court-Main	Annual Attendance
Six Live Music Eateries	NA	NA	27,000**
Marketplace Mall	0	0	3,200*
Courthouse Park	3	1	Undetermined
Cortland Repertory Theatre- Downtown	3	2	2,000 to 4,000*
1890 House Museum	5	3	3,500*
Dowd Fine Arts Center	11	2	Undetermined
Plaza and Cinemas	32	5	150,000
Center for the Arts - Homer	54	7	20,000
Cortland Repertory Theatre - Preble	162	17	18,000 to 20,000*

*Reported Attendance, **Estimated Attendance

KEY VENUE TAKEAWAYS

- **Dispersed venues** – Existing venues are quite dispersed. The few that really may interest downtown merchants are not in the city boundaries, though all but one – the Cortland Repertory Theatre's summer venue – are within a seven minute drive.
- **Downtown eateries and live music** – Among those with the largest audiences, only the six eateries that have live music are in the downtown. Their 27,000 patrons show up mostly in the evenings. Within the downtown, this cluster of live music venues is the downtown's largest arts traffic generator.
- **Local movie theater** – The Plaza 6 Cinema has the largest audience, with approximately 150,000 patrons annually. It is about a five minute drive from Court and Main Streets.
- **Homer and Preble venues** – The venues outside of Cortland with relatively large annual summertime audiences are the theaters in Homer, about a seven minute drive from Court and Main Street, and the Cortland Repertory Theatre in Preble, about a 17 minute drive. Both of those theaters are only active in the summer and partially reliant on tourist traffic.
- **Dowd Center** – The Dowd Center's theater has a limited number of performances and is unlikely to have a large annual audience. The Center also has limited parking.
- **Marketplace Mall** – The parking lot of the Marketplace Mall is the location of four music concerts the Cortland Downtown Partnership puts on during the summer. The total audience is about 3, 200 for the four events.
- **Courthouse Square** – The Courthouse Square also holds events. Its six Thursday evening summer concerts reportedly draw a total of 1,200 people. Other audience-drawing events are taking place in the Square during the year and a movable stage is being considered to host a number of additional events.
- **Cortland Repertory Theatre** – The CRT reports an annual attendance of between 2,000 and 4,000 people. For downtown businesses, this audience level offers relatively small revenue potentials. For example, the 4,000 audience members might represent only \$67,400 in revenues for all the downtown's eateries.
- **1890 House Museum** – The 1890 House Museum reported attendance of about 3,500 for the past year. Here again, for downtown businesses, this audience level offers scant revenue potentials: the 3,500 audience members might represent only \$58,975 in revenues for all the downtown's eateries.
- **For-profit arts and entertainment venues** – The for-profit arts venues—the movie theater and the live music eateries—have the largest audiences.

Table 6.0 to the on following page shows data pulled from an ESRI's Sports and Leisure Market Potential Report for Cortland's 15, 30, and 60 minute drive sheds. In our experience, drive sheds of those sizes are more appropriate to analyzing arts markets than the smaller sheds typically used in retail analyses, as the arts draw from further distances. The table shows the number of adults that are expected to engage in the activities listed in one year. It provides a ballpark picture of the size of the market for each activity. For example, ESRI estimates that about 2,000 people in the 15 minute drive shed went dancing in 2017 compared to 5,077 in the 30-minute shed and 56,822 in the 60-minute shed.

Generally, the numbers in the 15-minute shed appear too low to support a robustly programmed theater or museum that would each look to draw between 15,000 and 30,000 visitors annually. Even the number of people going to the movies is insufficient to account for the Plaza 6 cinemas estimated attendance. Only if the local population contained a huge number of extraordinarily frequent visitors could these arts venues survive based only on audience members drawn from the 15-minute shed. Not noted in the table is that the estimated population for the 15-minute drive shed is a rather modest 35,510. The participation levels in the 30 and 60-minute sheds, where the populations are about 91,000 and 970,000, respectively, are probably closer to what arts event venues in Cortland need to tap into to be more successful.

To gauge potential art patron preferences, it is possible to compare attendance at different categories of events. Attendance at rock concerts in the three sheds was estimated at:

- 2.41 to 2.98 times higher than attendance at classical music and opera events;
- 2.27 to 2.52 higher than dance performances;
- Only 82 percent to 91 percent of theater attendance;
- Only 74 percent to 80 percent of museum attendance.

Country music concerts showed similar data. These findings suggest "high culture" offerings might not be well-supported, but other culture offerings that are perceived as neither high culture nor entertainments can be accepted. This may be partially a reflection of the presence of SUNY and Cornell in the area.



TABLE 6.0 - NUMBER OF ADULTS/HOUSEHOLDS IN DOWNTOWN CORTLAND'S 15, 20, 60-MINUTE DRIVE SHEDS EXPECTED TO ANNUALLY ENGAGE IN SELECTED ARTS-RELATED ACTIVITIES

Arts-Related Activities	Number of Adults		
	15 Minutes	30 Minutes	60 Minutes
<i>Arts and Crafts Active Participation</i>			
Dancing in last 12 months	2,000	5,077	56,822
Woodworking in the last 12 months	1,401	3,916	39,777
Paint-drawing in the last 12 months	2,409	6,168	66,020
Photography in the last 12 months	2,965	7,977	83,094
Played musical instrument in the last 12 months	2,391	5,992	62,942
Did furniture refinishing in the last 12 months	1,069	2,790	29,606
Leisure cooking in the last 12 months	6,218	15,974	174,846
Did baking in the last 12 months	6,944	18,426	194,898
<i>Arts Participation as Audience Member</i>			
Went to live theater in last 12 months	3,002	7,950	92,594
Attended dance performance in last 12 months	1,135	2,780	33,381
Attended a movie in last 6 months	16,790	42,063	459,922
Went to an art gallery in last 12 months	2,323	5,749	65,629
Went to a museum in last 12 months	3,421	9,024	102,075
Attended classical movie-opera performance in last 12 months	916	2,696	31,389
Attended country music performance in last 12 months	2,050	5,409	56,167
Attended rock music performance in last 12 months	2,728	6,992	75,651
Went to bar/night club in last 12 months	5,220	5,749	146,617
Read book in last 12 months	9,824	25,788	276,278
Dined out in last 12 months	14,503	38,275	404,400

Source: ESRI's Sports and Leisure Market Potential Report of Cortland's drive sheds

Photo right - City of Cortland

Arts Participation Rates

The CNY Arts' Engage Regional Cultural Plan conducted a large survey of individuals within the six Central New York counties. The survey asked a number of questions about arts participation and used the responses to create an Arts Cultural Demand index. The index mapped those scores at the block group level. The results for Cortland County are displayed in the map below. The areas with medium and high index scores align with areas of high residential density. The strongest demand follows Route 13 from Cortland going towards Dryden and Ithaca and narrowly along the Routes 11-81 corridors through the county. The Demand Index is useful for comparing arts demand within the CNY region.

Table 7 uses ESRI data to compare arts activities for residents in a designated drive shed to national averages. It uses ESRI's Market Potential Index on which 100 equals the national average. Looking at the activities in the arts and crafts participation group, it is notable that, save for danced-went dancing, all of the scores in the 30 and 60 minute sheds were at or above the national averages. Even in the 15-minute shed, four of the eight activities scored above their national averages, while three were just one to three points below. Woodworking scored 106 and 118 respectively in the 15 and 30 minute sheds, which may help explain the recent appearance of Cortland Woodworks. Playing a musical instrument scored 109 in both the 15 and 30-minute sheds. That is consistent with the reports of many musicians being in the area.

Key observations among the activities in the audience member group:

- Theaters, museums and concert performances Attending the theater, dance performances, museums, and classical music-opera performances are all at least five points below the national average in the 15-minute shed. Theaters, dance companies, and museums in Cortland will have to reach into the 60 minute shed before they can tap an audience that has average attendance levels. That means that they will be dependent on day and overnight tourists. This is consistent with the theaters in Preble and Homer being open only during the summer tourist season.
- Country music Attendance at country music performances is above the national average in the 15, 30, and 60 minute sheds. Indeed, country music has the highest scores in all three sheds. Ideally, Cortland's live music venues feature country at least part of the time.

- Galleries—Visiting art galleries, attending a rock concert, and going to night clubs are all equal to or slightly above the national averages in the 15 and 30 minute sheds.
- 60-minute shed—In the 60-minute shed, all of the audience participation activities are at or over the national average.

The strength of the scores for activities that involve active participation in the arts, such as painting or playing an instrument, in all three sheds suggests that venues in downtown Cortland that facilitated art creation would be successful. Some examples are yarn and quilt shops and storefront ceramics studios.

Since the population in the 15-minute drive shed is relatively small – not due to shed residents lacking interest or participation in the arts – arts venues in and around Cortland will have to tap potential audiences in its 60-minute drive shed and tourists who are traveling from even farther distances. Arts audiences coming from afar will probably need not only food, drink, and possibly lodging, but also interesting things to do that will justify the time, effort, and resources a tourism trip entail. In the downtown tourism field, for example, there is the “four to one rule”: a downtown needs activity to keep visitors for at least four times the length of time it took them to travel to the district. The more activities, the more the downtown district will become a destination. To tap these distant audiences, Cortland's arts organizations can partner with local motels, restaurants and bars, and other downtown attractions on a common marketing strategy to offer a package of rewarding experiences.

TABLE 7.0 - NUMBER OF ADULTS/HOUSEHOLDS IN DOWNTOWN CORTLAND'S 15, 20, 60-MINUTE DRIVE SHEDS EXPECTED TO ANNUALLY ENGAGE IN SELECTED ARTS-RELATED ACTIVITIES COMPARED TO NATIONAL AVERAGES

Arts-Related Activities	Number of Adults		
	15 Minutes	30 Minutes	60 Minutes
<i>Arts and Crafts Active Participation</i>			
Dancing in last 12 months	90	91	95
Woodworking in the last 12 months	106	118	112
Paint-drawing in the last 12 months	109	111	111
Photography in the last 12 months	98	105	102
Played musical instrument in the last 12 months	109	109	107
Did furniture refinishing in the last 12 months	99	103	102
Leisure cooking in the last 12 months	97	100	102
Did baking in the last 12 months	102	108	106
<i>Arts Participation as Audience Member</i>			
Went to live theater in last 12 months	89	94	102
Attended dance performance in last 12 months	92	90	100
Attended a movie in last 6 months	97	97	99
Went to an art gallery in last 12 months	101	99	106
Went to a museum in last 12 months	91	96	101
Attended classical movie-opera performance in last 12 months	84	98	107
Attended country music performance in last 12 months	107	113	109
Attended rock music performance in last 12 months	99	102	103
Went to bar/night club in last 12 months	103	99	107
Read book in last 12 months	100	104	104
Dined out in last 12 months	98	103	101

Source: ESRI's Sports and Leisure Market Potential Report of Cortland's drive sheds

CORTLAND A&E IMPLEMENTATION GUIDE

The City of Cortland, CNY Arts, and the Cortland A&E Advisory Board will determine the project champions and responsible parties for the priorities and initiatives. Through strategic alignments, partnerships, and regional coordination, these priorities and initiatives will be accomplished with CNY Arts leading the initiative in the first two years. Implementation Guide templates can be found within each city's full plan.

Initiative	Goal / Recommendation	Year	Ongoing	Relative Cost	Priority
A	Establish a Cortland Arts and Entertainment District incorporating the traditional downtown commercial district and other creativity nodes within the community.				
A.1	Begin implementation of the Cortland Arts and Entertainment District.	1-2		Low	High
A.2	Create an Arts and Entertainment District annual work and fundraising plan.	1-2	X	Low	High
A.3	Consider a business improvement district for long-term funding of the Arts and Entertainment District.	5-10		Low	Medium
A.4	Formalize the Cortland Arts and Entertainment District Advisory Board.	1-2		Low	High
A.5	Hire a District Manager and other staff as necessary.	1-2		Medium	High
A.6	Add volunteers to augment District staff resources.	1-2	X	Low	Medium
A.7	Create District Marketing materials, brand image, and website.	1-2	X	Medium	High
A.8	Develop the Homer creative arts node through partnership efforts.	1-2	X	Medium	Medium
B	Leverage DRI Investments to Spur Arts-Based Business and Property Development.				
B.9	Inventory available buildings and spaces for creative industries and cultural use.	1-2		Low	High
B.10	Implement a formal quality-of-life retail and arts-related business recruitment program.	1-2	X	Medium	High
B.11	Create a downtown retail-arts vendor mart networked to technical assistance providers.	3-4		Medium	Medium
B.12	Create a permanent incentive program or venture fund for retail and arts-based business.	3-4	X	Medium	Medium
B.13	Create programs and initiatives that advance the Cortland music scene.	3-4	X	Medium	Low
B.14	Identify priority buildings and sites to secure development options for live-work spaces.	3-4	X	Medium	Medium
B.15	Reduce any barriers, regulatory or administrative to the development of live-work spaces.	1-2	X	Low	High
B.16	Explore opportunities for senior housing near Courthouse Park.	5-10	X	Medium	Medium
B.17	Support and expand maker-spaces within the Cortland community.	3-4	X	Medium	Medium
C	Implement Coordinated Marketing Efforts that Promote the Cortland Area Creative Industries and Cultural Arts Venues.				
C.18	Develop and conduct an Arts and Entertainment District branding campaign.	1-2	X	Medium	Medium
C.19	Implement a creative industries marketing campaign.	1-2	X	Medium	Medium

Initiative	Goal / Recommendation	Year	Ongoing	Relative Cost	Priority
C	Implement Coordinated Marketing Efforts that Promote the Cortland Area Creative Industries and Cultural Arts Venues.				
C.20	Develop a co-marketing campaign with local ad regional arts and hospitality venues.	3-4	X	Medium	High
C.21	Provide omnichannel marketing assistance for downtown retail and artisan businesses.	1-2	X	Low	High
C.22	Forge new collaborations that strengthen local arts assets and in increasing patronage and participation in arts activities.	3-4	X	Medium	High
D	Continue placemaking and urban design initiatives that strengthens downtown's identify as a community social center.				
D.23	Undertake new initiatives that increase downtown pedestrian activity and improve storefront appearances.	1-2	X	Medium	High
D.24	Transform Courthouse Park into an activated downtown public space.	3-4		Medium	Medium
D.25	Prepare an illustrated set of Historic Overlay Design Guidelines with provisions that encourage artistic creativity in signage and storefronts.	1-2		Low	Low

City of Cortland - Per Capita Budget Breakdown

Ambiance	Marketing the Locality	Risk Capital	Signage	TOTAL PER YEAR					
I.E. unfunded DRI projects, lighting, façade improvement, interior enhancements)	10% of allocation up to \$100k. Marketing the locality will be done in tandem with regional rebranding and marketing	Based on 1:3 requests funded from NYS DEC arts funds and for the State and 36% of Economic Development requests are funded through County)	Based on \$1,000 per sign based on reasonable formula derived from research						
Cortland (Cortland)	\$190,574	72%	\$26,477	10%	\$39,715	15%	\$8,000	3%	\$264,765





ONEIDA

ARTS AND ENTERTAINMENT DISTRICT MASTER PLAN

CNY
ARTS MAIN STREET
REVITALIZATION PLAN



ONEIDA ARTS AND ENTERTAINMENT CONTEXT

To many, Oneida, New York, is a place of authenticity; its historic downtown commercial district and neighborhoods reflect a place rich in history, from its associations with the Erie Canal, and the utopian Oneida Community, a Perfectionist Society, to its late 19th and early 20th century commercial growth and industrialization. Today, this authenticity and sense of place has inspired both artists, arts organizations, merchants and entrepreneurs, and a new generation of Oneida civic leaders and residents to embrace the possibilities of the cultural arts and the creative arts industries as a means to revitalize the downtown district. In recent years, new restaurants and businesses have opened, merchants have come together to organize and initiate new promotions and marketing activities, and the City of Oneida has invested in new streetscape and infrastructure initiatives to enhance downtown's functions and appearance, including the installation of the Oneida Rail Trail segment through downtown. The pursuit of an arts and entertainment district for downtown Oneida is therefore an anticipated and logical pursuit — a district would help build the momentum for attracting the creative industries downtown, spur new uses for historic commercial buildings, spark innovative collaborations between Oneida arts organizations, and strengthen the community's capacity to achieve a vision of a downtown vibrant with activity and culture.

Going forward, downtown Oneida has many key assets: an intact collection of historic commercial buildings, a diverse mix of legacy businesses and newly-opened restaurants and retail stores, and the Kallet Civic Center, downtown's multi-purpose performing arts facility. The downtown is also located less than four miles from the National Historical Landmark Oneida Community Mansion House, and the Turning Stone Resort and Casino, both significant heritage tourism and entertainment destinations in the Oneida area. Less than 10 miles away is Oneida Lake and the Verona Beach State Park. Oneida stakeholders recognize that its location and downtown assets provide a foundation and framework for creating a compelling place for attracting artists and creative types as desirable essentials to a successful downtown. It will require a steadfast commitment on the part of all community stakeholders to pursue an arts and entertainment district vision for Oneida.

This section summarizes and describes key area demographics and relevant market data, as well as identified arts and cultural assets in Oneida. It also provides an overview of important trends, constraints, opportunities to promote the arts and entertainment sector in Oneida.

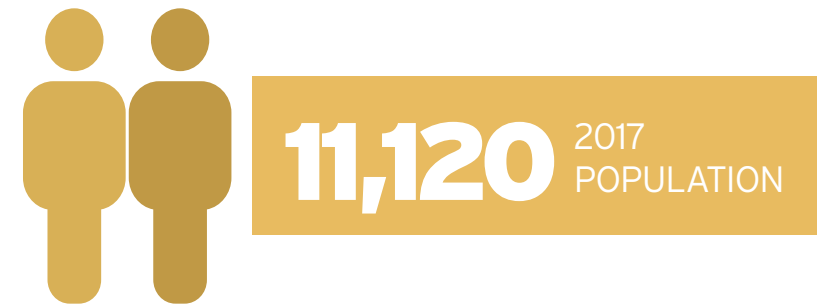


Oneida Community Background

Oneida, New York was first incorporated in 1848 as part of the town of Lenox to the southwest and later chartered as a separate city in 1901. Oneida has an estimated population of 11,120 (2017 estimate, U.S. Census) and is located in Madison County, which is part of the Syracuse metropolitan area. Oneida is situated 31 miles east of Syracuse, 27 miles west of Utica, 14 miles southwest of Rome, and five to the northeast of Wampsville, New York, the seat of Madison County. Oneida was once the territory of the Oneida tribe, one of five Native-American nations, including the Mohawk, the Onondaga, the Cayuga, and the Seneca that comprised the Iroquois Confederacy that largely controlled the region until the American Revolution. In the early 1800s, New Englanders moving west settled in Oneida, many taking advantage of Oneida's nearby location to the Erie Canal, which opened in 1825, and later railroad developments toward the Civil War period. In 1848, John Humphrey Noyes established the Oneida Community, a religious-based communal society, locating its home in the Community Mansion House in 1862. The Community later dissolved and transitioned as Oneida Limited, a joint stock company manufacturing and producing fine silverware. The company would later stimulate Oneida's industrialization and growth of the downtown district well into the 20th century.

Oneida's total population has declined only slightly from its 2010 population of 11,393 (U.S. Census) with a racial composition of 91.9 percent white, 3.3 percent Hispanic-American, 2.3 percent Native-American, and 1.6 percent African-American. Historically, Oneida's ethnic make-up consists of Irish, German, English, and Welsh immigrant groups, mainly drawn by the construction of the Erie Canal and the railroads during the early to mid-1800s, and the growing number of manufacturing complexes developing along the Canal's path. Oneida's median age of 41.8 has trended only slightly older since 2010 (40.4 years of age) but remains slightly older than the U.S. average (37.8 years of age). The New York state median age is 38.4 years. Oneida's median household income of \$44,388 (American Factfinder, 2017) is also below the U.S. average of \$59,039. There will also be more seniors and empty-nesters in the years ahead, a population group that will benefit from new arts and entertainment activities.

Apart from its location near the Syracuse metropolitan area, Oneida benefits from being relatively near several colleges and institutions of higher learning, including campuses of Mohawk Valley Community College in Rome and Utica; SUNY Polytechnic Institute and Utica College, also in Utica; Hamilton College in Clinton; and Colgate University in Hamilton – all within 30 miles of the community. Syracuse University, Le Moyne College, SUNY-ESF, SUNY-Morrisville, Cazenovia College, and Onondaga Community College are also within 20 to 30 minutes driving time of Oneida.



Racial Composition



2018 Median Household Income



Prior Planning

The following section summarizes reviews of prior planning efforts in Oneida related to arts and culture, downtown revitalization, and economic development. Comprehensive plans and other related planning documents and studies are vehicles to establishing clear policy and strategy frameworks for advancing the cultural arts and entertainment sector at the citywide level.

City of Oneida Comprehensive Plan (2005)

Prepared and adopted in 2005, the Oneida Comprehensive Plan outlines several strategic planning goals and strategies aimed at “providing a safe community with beautiful parks, good schools, and great people,” as well as “opportunities for economic development and business growth while maintaining its great sense of community” (Oneida Comprehensive Plan, 2005, page 5). Re-establishing downtown Oneida as the community’s principal commercial district is a key goal of the Plan with several implementation initiatives focused on supporting downtown business expansion and retention opportunities, prioritizing adaptive use and building rehabilitation projects, undertaking new streetscaping efforts, preserving downtown’s significant cultural resources, and formally establishing a downtown Main Street revitalization program. Other Comprehensive Plan initiatives include creating a city-wide economic development plan, developing local incentives that facilitate downtown façade and storefront enhancements, and organizing marketing efforts in partnership with other local and regional tourism entities. In creating the Comprehensive Plan, the City engaged the community through a series of focus group sessions, a community meeting, and a visioning workshop, where Oneida residents voiced strong support for downtown’s revitalization and the installation of more public art.

City of Oneida Walkability Survey (2010)

Several initiatives in the Oneida Comprehensive Plan focus on improving the pedestrian environment and walkability of downtown Oneida and the corridors that lead into the commercial district. In 2011, the City, with assistance from Madison County, conducted a walkability survey to assess the safety and physical conditions of Oneida’s transportation routes into the downtown district, recognizing that enhanced pedestrian walkability contributes to a downtown district’s economic vitality. The survey’s key findings focused on improving major street crossings and intersections in the downtown, repairing broken sidewalks, traffic-calming measures, and installing trees within the streetscape right-of-way.

Central New York Regional Recreation and Heritage Plan (2017)

Prepared by the Central New York Regional Planning and Development Board, the Central New York Regional Recreation and Heritage Plan seeks to promote the region’s natural and cultural heritage by establishing linkages of corridors (pathways) and nodes (communities) across Central New York as a means to catalyze investments in the revitalization of heritage assets, enhance regional tourism, and improve access to outdoor recreational opportunities (Central New York Regional Recreation and Heritage Plan, 2017, p. 5). The Heritage Plan was a collaborative effort between the counties of Cayuga, Cortland, Madison, Onondaga, and Oswego. The Plan makes 29 recommendations on new bike corridors within the Syracuse region, including a Peterboro—City of Oneida—Bridgeport corridor connecting the south shore of Oneida Lake with the City of Oneida, the Village of Manville, and the Hamlet of Peterboro. The route would connect downtown Oneida with its key cultural attractions, such as the Oneida Armory and the Community Mansion House and intersect the Erie Canalway Bike Trail.



Arts and Entertainment Assets

Theaters, restaurants, arts-based businesses, museums and other cultural institutions, and heritage sites and attractions comprise Oneida's arts and entertainment resources. The following section describes Oneida's key assets, a majority, of which are located in or near its traditional downtown district.¹ Such assets are key to developing an arts and entertainment district, and in engaging residents and visitors in local arts and cultural experiences.

Oneida Area Assets

Bogardus Performing Arts Center **(2)**

Kallet Civic Center **(1)**

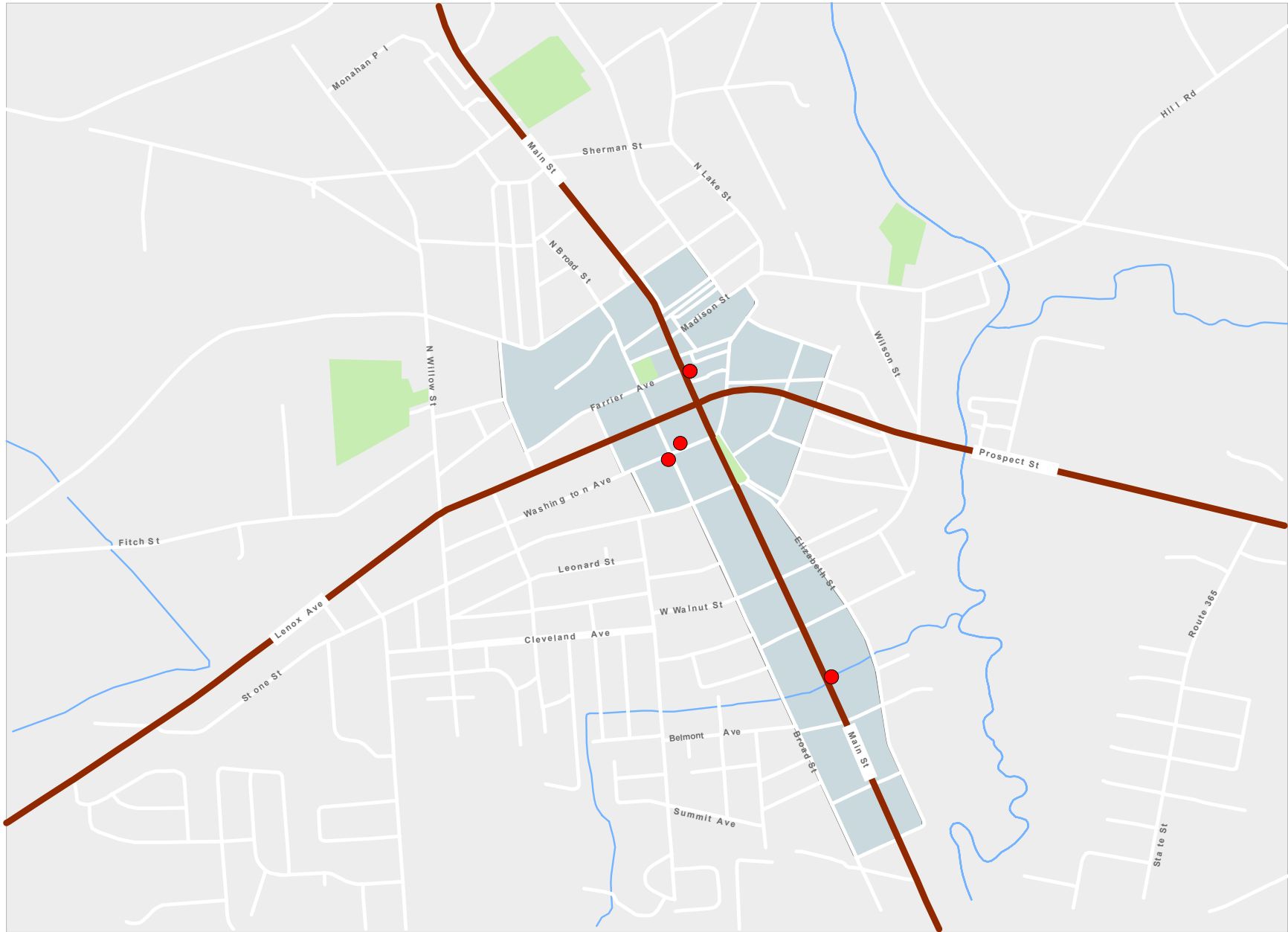
Madison County Historical Society **(4)**

Oneida Public Library**(3)**

See map on the right.

¹ "This list was created primarily from the listings within CNY Arts online directory and augmented by contributions by local residents and internet searches. It may not be 100% accurate, as each location or entity has not been physically verified."

ONEIDA ARTS & ENTERTAINMENT DISTRICT MAP



- Parcels
- District Boundary
- Parks/Open-Space
- Major Roads
- Arts and Culture Assets



Performing Spaces

Performing art spaces are defined by theaters, concert halls, and other spaces large and small dedicated to creative performances and artistic productions. First constructed in 1912 as a playhouse and later remodeled in the Art Moderne-style in 1937, the Kallet Theater, now the Kallet Civic Center, is Oneida's main performing arts facility, hosting concerts, musicals, and other theater performances during the year. Renovated in 1983, and now managed by the City of Oneida Parks and Recreation Department, the Kallet also serves as a community multi-purpose space for dances, weddings, conferences, expositions, and craft shows. Apart from the Kallet Civic Center, other performance spaces include the Oneida High School Auditorium, located a mile southwest of the downtown district. It presents regular concerts by the Oneida Performing Arts organization and other groups.

Museums

Downtown Oneida is home to the Madison County Historical Society, located at 435 Main Street, and housed in Cottage Lawn, a distinctive Gothic Revival villa designed in 1849 by noted architect Alexander Jackson Davis. The Society's mission is to preserve, collect, and promote the history of Madison County and its 15 communities. In addition to Cottage Lawn, which serves as a museum space open for public tours, the Society operates the Mary King Research Library, which maintains census records, maps, newspapers, and other information and artifacts related to Madison County history. During the year, the Society organizes several events, including the well-known Madison County Hop Fest, celebrating the County's hop farming heritage; an annual crafts festival; a weekly summertime farmers' market; and its "Heritage Handicrafts: A Leisure Workshop Series," focused on teaching arts and craft techniques from the 19th century.

Cultural Centers

The Shako:wi Cultural Center informs the public with exhibits on thousands of years of the Oneida Indian Nation's history, tradition and culture.

Local Schools and Institutions of Higher Learning

The Oneida City School District currently operates four elementary schools, one middle school, and one high school, which offers curricula in art and music. Both the elementary and high schools maintain jazz and concert band ensembles and choruses, and the middle and high schools produce yearly musicals performed in the Oneida High School Auditorium. Oneida has several private academies in the performing arts, including the Bogardus Performing Arts Center in downtown



Oneida that provides instruction in dance, ballet, music, voice, and acting, and the United Academy of the Performing Arts in the Glenwood Shopping Plaza that offers classes mainly in dance and ballet.

Civic Facilities

Located south of downtown Oneida, the Oneida Public Library maintains a local history room with a non-circulating collection of books, pamphlets, maps, and genealogical materials related to the City of Oneida and Madison County, as well as an extensive online database of archival newspapers and historic photos. The Library is planning a new one-story 18,000 square foot building facility at Elizabeth and Main Streets just south of the downtown district.

Heritage Assets

Apart from downtown, which retains an intact collection of late 19th and early to mid-20th century commercial architecture, Oneida has six individual properties listed in the National Register of Historic Places. These include the Oneida Armory, Cottage Lawn and the U.S. Post Office, located in the downtown, and one district, the Main-Broad-Grove Streets Historic District southwest of the downtown. The Main-Broad-Grove Streets Historic District is predominately residential in character but also includes two schools, five churches, and one park. The Oneida Community Mansion House on Oneida's outskirts is a National Historic Landmark, a designation from the U.S. Department of the Interior representing an outstanding aspect of American history and culture. It houses a museum that share the story of the Oneida Community and also functions as a multi-purpose meeting and event facility.

Oneida is within the Erie Canalway National Heritage Corridor, established in 2000 by the U.S. Congress to recognize the Canal's significance in the country's development. The Canal and the Canal Trail are used for recreation and run west to nearby Canastota where the Canalway Town Museum is located.

Downtown Oneida

Downtown Oneida

Downtown Oneida is home to several arts, entertainment, and heritage assets that contribute to community quality of life, local tourism, and a unique sense of place within Madison County and the Syracuse metropolitan region. Going forward, Oneida is committed to revitalizing its historic downtown district as a center of commercial activity but also as a place to nurture the arts and the creative industries. Oneida stakeholders view the cultural arts and the creative industries as catalytic elements in attracting new retail, residential opportunities, and other uses and activities in its downtown district.

The Arts and Downtown Revitalization

The arts sector can influence downtown retail development in many ways, often beyond the expenditures of the audiences it attracts. Nationally, surveys by Americans for the Arts have found that only about 20 percent of arts audience expenditures go for gifts, souvenirs, clothing, and accessories. Audience spending impacts are much larger for meals and snacks, approximately 53 percent, and 14 percent for overnight lodgings. This expenditure level is in line with tourist behavior in New York, where just 10 percent of their expenditures take place in retail stores.

Other impacts of the arts are often indirect, yet they still can be critical for a traditional downtown commercial district, like Oneida's, and its retailers' success. For example:

- ***Downtown Activity*** – Key to a downtown commercial district's success is whether local residents and those that live nearby perceive downtown as an active, vibrant place. Art venues bring people downtown and increase its sense of activity, often at times of the day when most other downtown stores are closed. Therefore, the annual audience size for each arts and entertainment venue are consequently key data points to consider when determining downtown business development strategies. Equally important is when and where the audience attracting events occur. Evening events, for example, may add a sense of vibrancy, but they occur when most small retailers are closed. Museums more than a quarter-mile from major employment clusters will find it difficult to attract workers at lunchtime when they only have about 45 minutes available.

- ***Downtown Residential and the Arts*** – Downtown arts assets can help a community project an appealing quality of life that helps attract new residents, especially those who are “creatives.” In many locations, attracting people to live in and near the downtown is the most important way that the arts can positively impact downtown retailers. In turn, residents are often the core audience for downtown arts venues.
- ***Public Spaces*** – Arts assets, especially those presented in well-activated public spaces, plazas, and people-spots can help to induce downtown workers out of their workplaces. Good public spaces enhance the ability of nearby retailers to draw workers into their stores.
- ***Artists as Downtown Pioneers*** – Local artisans and creative industries can be tenants in downtown storefronts, either alone or in cooperatives or artist marts. Local artists and artisans can “pioneer” a neighborhood and make it able to better attract visitors and tourists. One relevant example is the Lower Town Arts District in Paducah, Kentucky. These neighborhoods then become attractive locations for retailers.

Urban design factors are also important determinants in which arts assets can positively impact nearby retailers, restaurants, nightclubs, and other entertainment venues. If there are no retailers, restaurants, bars, and entertainment venues nearby, a downtown has a reduced ability to capture an arts audience’s expenditures. Clusters of arts venues that are “dark” and inactive most of the time can detract from a downtown’s vitality, walkability, and attractiveness. On the other hand, well-activated public spaces, plazas, or parks can be venues for arts performances and exhibitions, as well as the selling of art wares. They can serve as a magnet that attracts visitors who are walking by adjacent stores.

Downtown Oneida Revitalization Activity

After a period of decline, downtown Oneida is now undergoing a slow, though noticeable change in direction toward reinvestment, revitalization, and growth. Oneida is in the early stages of a revitalization process that may take some time to achieve, though there will certainly be many successful projects and initiatives

along the way. These achievements are critically important as they help to establish the perception among downtown users, businesses, landlords, and investors that Oneida, while not completely renewed, is certainly on the path to regeneration. In turn, an ongoing revitalization stimulates additional investments, business attraction, and higher levels of visitation among local shoppers and tourists. Competent business people, strong leadership in both the public and private sectors, and effective revitalization organizations are critical factors in any downtown renewal, and the implementation of arts and entertainment districts.

Signs of downtown Oneida’s revitalization include:

- ***New Merchants*** – While many of the older merchants are struggling, there is also a group of new entrepreneurs and business owners, many of them recent arrivals to downtown Oneida. They are savvy about the need to market themselves, both online and through traditional channels, to reach potential consumers who are located well beyond Oneida’s borders. They are not just waiting for shoppers who walk into their stores.
- ***Oneida Innovation Center*** – The Oneida Innovation Center, a co-worker space for entrepreneurs, has opened on Madison Street.
- ***Oneida Commons*** – Oneida Commons, a 6,000 square foot vendor mart opened on Cedar Street. It serves in some part as a business incubator. Providing appropriate technical assistance resources could enhance the Commons’ incubator functions.
- ***Business Development*** – In 1982, the Oneida Plaza office building was constructed on Main Street and the HipStir Café opened on Farrier Street in 2016 next to the U.S. Post Office and across from Higinbotham Park. An area developer has reportedly purchased a former newspaper building at Broad and Farrier Streets that will soon be redeveloped and adapted, perhaps into a grocery store.
- ***Oneida City Center Committee*** – The City of Oneida has helped form the Oneida City Center Committee (OC3), intended to be the downtown’s lead economic development organization. The City of Oneida provides staff support

and its current members include local developers and merchants.

- **Joint Marketing Efforts** — A group of downtown merchants have informally banded together to carry out joint marketing campaigns under the Destination Downtown Oneida banner.
- **Downtown Revitalization Initiative Application** — The City of Oneida is preparing to apply for Downtown Revitalization Initiative funding. If approved in the year ahead, DRI proceeds would not only provide needed financial support, but also take the City, the OC3, and the community through a planning process that will yield a viable revitalization strategy and feasible project plans.
- **Revitalization Opportunities** — Today, Oneida has significant revitalization opportunities and is unburdened by constraints imposed by past investments or projects that have not worked out. Imaginative and creative arts-based revitalization strategies can help build momentum for ongoing investment in downtown buildings.

Downtown Oneida Market Position

Community Retail

The City of Oneida has a significant number of national retail and fast food chain operations, most located in a cluster approximately one-mile from Main Street, south of the downtown core near the intersection with Route 5. This cluster includes the 219,000 square-foot Glenwood Plaza Shopping Center and other retail and service destinations including Price Chopper, Dollar Tree, Dunkin Donuts and Long John Silver's, Domino's Pizza and Taco Bell, the Glenwood Cineplex Cinema, Super 8 Motel, McDonald's, Burger King, Wendy's, Denny's, Kentucky Fried Chicken, and Arby's. The shopping center has many "value-oriented" stores aiming to attract nearby middle-income residents. Another major retail cluster is near the intersection of Upper Lenox Avenue (Route 365a) and Route 5, approximately two miles from the downtown core. This cluster includes other value retailers, including Walmart, Lowes, and Peebles. Based on the other nearby locations of Walmart stores outside of the county, the Oneida Walmart is likely drawing from an 11 to 14-minute drive-shed. Other national chains in Oneida may have a similar trade area.



For mid-price and luxury shoppers, Sangertown Square in New Hartford is a 30-minute drive from Oneida. It has Boscov's, Macy's, Target, Dick's Sporting Goods, American Eagle, Victoria's Secret, Hollister, Bath and Body Works, DSW,

JC Pennys, and an H&M store and other retailers. Sangertown Square reports having 8 million guests each year. The Destiny Mall in Syracuse, with a much larger array of retail choices and 20 million plus annual guests, is a 35 to 40 minute drive from Oneida.

Downtown Retail

Currently, downtown Oneida's most substantial customer traffic generators are financial, real estate, and insurance companies, some medical offices, City Hall, and the Justice Center. Local leaders and business owners acknowledge that traditional retail has struggled in recent years with significant vacancies on Main and Madison Streets. Existing stores include: a longtime jewelry store on Main Street; an appliance store on Madison; the relatively new Oneida Commons vendors mart and its 40 plus tenants on Cedar Street; a flower, gift, and wedding planning shop on Main Street near Washington; and an office supply store that also sells some household supplies and frequently has "off-price" sales on cartons of all sorts of merchandise. In addition, two small stores, one a consignment shop, the other featuring pallet art, recently opened on Broad Street, and an art gallery remained in operation briefly on Farrier Street. There are a few downtown restaurants, including HipStir, Choo-Choo Charlie's, and Napoleon Café; however, they are only open for breakfast and lunch. Origlio's Wagon Wheel Restaurant is the only sit-down eatery in the district that is open for dinner. Downtown stakeholders cited Alexander's Bar as the only place that drew customers on weekends and special holidays, such as St Patrick's Day. More dinner time choices was a frequent request among those interviewed during the on-site assessment visit.

Downtown Trade Area

Oneida is located in Madison County, which has a population of about 70,000. Oneida's population density is relatively low – the lowest among the five cities participating in the CNY Arts and Entertainment District Master Plan initiative:

- Syracuse: 5,797 per square mile.
- Oswego: 2,383 per square mile.
- Cortland: 4, 932 per square mile
- Auburn: 3,321 per square mile

TABLE 1 - Drive-Shed Populations Minute Drive Shed (ESRI Market Profile)			
Towns	15 Minute Shed	30 Minute Shed	Delta
Auburn	47,547	11,320	63,773
Cortland	35,510	90,652	55,142
Oneida	33,285	167,774	134,489

Source: ESRI Market Profile Report

- Oneida: 517 per square Mile.

Oneida, though rural, is in the Syracuse Metropolitan Statistical Area (MSA) and not far from the Rome-Utica MSA. That means, as shown in Table 1, that if Oneida's merchants and arts venues can reach beyond a 15-minute drive-shed, their number of potential customers increases noticeably. Indeed, compared to Auburn and Cortland, the potential increase for sales for Oneida business operators is quite significant.

Average retailers do not attract customers from a 30-minute drive-shed in most urban and suburban areas, but businesses in Central New York, and in many parts of Vermont, New Hampshire, Wisconsin, Ohio, and Pennsylvania, can pull from a wide trade area. In fact, most of the small downtown Oneida merchants interviewed during the assessment visit reported attracting substantial amounts of customer traffic from folks who live that far away. Many merchants also said that they personally attended marketing events in those areas to help drive greater traffic to their business. They realized that their local market alone was not enough to provide the sales they needed.

Although Oneida accounts for only 15 percent of Madison County's population, it has 43.7 percent of Madison County's retail sales in 2012. This indicates Oneida's merchants have significant reach beyond the city's boundaries. No prior studies regarding downtown Oneida's retail environment were known at the time of the assessment visit. However, the aforementioned reports of several downtown Oneida retailers indicate that the 15 and 30-minute drive-sheds used to analyze the retail trade areas of other comparable communities, such as Auburn and Cortland, would also be applicable to downtown Oneida. The downtown's 60-minute drive-shed has also been due to its applicability to the potential market areas of arts event venues.

Drive-Shed Characteristics

Table 2 shows the key demographic characteristics within Oneida's 15, 30 and 60-minute drive-sheds.

TABLE 2 - Total Household Incomes in Oneida's 15, 30 and 60 minute Drive-Sheds			
	15 Minute Shed	30 Minute Shed	60 Minute Shed
Population	33,285	167,774	889,258
Households	12,632	66,023	353,242
Median Age	43.1	43.2	40.6
Age 65+	18.6%	19.4%	17.9%
Median Household Income	\$55,612	\$57,061	\$53,773
Average HH income	\$71,640	\$77,165	\$74,766
Household's Incomes \$75,000+	5,030	25,155	127,520
HH Incomes \$100,000+	2,985	16,308	83,718

Source: ESRI Market Profile Report

The population in the 15-minute drive-shed is approximately three times larger than that of the City of Oneida itself. It is about 15 times larger in the 30-minute shed. The median ages in the 15- and 30-minute sheds are about 5 years higher than the state's median at 38.4. The household median incomes in each drive-shed are in the middle range, but lower than the state's median income of \$62,765. Within the 15-minute shed there are 5,030 households with annual incomes over \$75,000 and 2,985 households with incomes over \$100,000. These households are the most likely to desire merchandise different from that of value retailers that dominate Oneida's current selection of retail chains. The number of these households grows substantially in the 30-minute drive-shed.

Table 3 shows the estimated amount of money households in the 15- and 30-minute drive-sheds spend for various types of merchandise. The Spending Potential Index (SPI) numbers show how these expenditure levels relate to national averages, with an SPI value of 100 representing the national average. The SPIs in the 30-minute shed are notably higher than in the 15-minute drive-shed. Two items, entertainment and recreation, and household furnishings and equipment may warrant particular attention by downtown Oneida's merchants as both can stimulate longer distanced trips on spending for arts products and services.

Downtown Daytime Population— Workforce

TABLE 3 - Consumer Spending Potentials in the 15 and 30 Minute Drive-Sheds

	15 Minute Shed		60 Minute Shed	
	\$s	SPI	\$s	SPI
Apparel and Services	\$24,705,283	83	\$129,545,096	90
Entertainment/Recreation	\$38,842,424	88	\$200,477,579	94
Food at Home	\$60,573,568	89	\$312,199,002	94
Food Away from Home	\$40,495,197	85	\$211,980,492	91
Household Furnishings and Equipment	\$24,670,076	87	\$128,361,192	93
Personal Care Products	\$9,954,283	85	\$50,388,536	92

Source: Census Bureau, On the Map Database, 2015

Many small towns and cities have a significant concentration of people employed within a half-mile of their downtown centers; however, Oneida does not:

- 451, or 8.4 percent, are within 0.25 miles;
- 999, or 18.6 percent, are within 0.5 miles;
- 2,252, or 42 percent, are within 1.0 miles; and
- 5,171 are employed within the City of Oneida
- 80+ percent of the people employed in Oneida work more than 0.5 miles from the center of its downtown, beyond a reasonable walking distance.

These modest workforce numbers turn into modest demand for food and merchandise at lunchtime, and little demand for the rest of the day. This downtown could benefit from a substantial increase in its workforce.

Downtown Residential

Reports from local officials indicate that the downtown's residential population is rather small and low income, most living above the storefronts. Only four people both live and work within a quarter-mile of the Main and Lenox intersection, or about 1.4 percent of the 280 people who live in that area and are also in the workforce. Downtown Oneida has very little market-rate housing filled with people who also work in or near the downtown – a significant driver of many successful downtown revivals. Many downtown buildings with housing units are worthy of significant rehabilitation, and the City will likely address this issue in its DRI application. Given Oneida's static population growth, a serious study of housing demand will be needed to identify who can fill new units.

Traffic Flows

At the intersection of Routes 46 and 5 (Main and Genesee Streets) there is an annual average daily traffic (AADT) of 17,266 vehicles. Heading north, the AADT drops to 6,781 at Walnut Street along Main and then increases to 7,605 AADT at Madison Street. Lenox Avenue has an AADT of 9,585 at West Street. Other downtown streets have low traffic numbers. Madison near Main Street, for example, has an AADT of 2,154, not significant for many retailers. The downtown traffic flows are significantly lower than near Oneida's two other retail clusters located along Route 5.

Urban Design Issues

The Lenox- Main Intersection

Downtown stakeholders regard Lenox Avenue and Main Street as the most important intersection in terms of traffic volume. However, although meaningful levels of auto traffic passed through the intersection, field observations during the on-site assessment revealed the following:

- On one corner is the vacant former Oneida Hotel—an adaptive use opportunity.
- Across from Lenox Avenue on Main Street at the corner is a fairly large green space and to its left is the Wagon Wheel restaurant standing alone

and unattached to any solid street wall. This is an opportunity for infill development.

- Diagonally across from the Oneida Hotel is the Community Bank. It provides no visual permeability to interest pedestrians walking by or even drivers passing by on either Main Street or Lenox Avenue.

Rehabilitating and adapting a hotel property is a high priority project given its catalytic potential. However, the problem is more significant than the building alone – the entire intersection needs to be addressed from a transportation and urban design standpoint. The green space next to the Wagon Wheel restaurant is relatively easier to address as an urban infill site.

Storefronts and Pedestrian-Oriented Development

The active portion of Main Street in the downtown is not long, about a quarter-mile in length and radius. Many block-faces occupied by banks and office buildings do not particularly contribute to a friendly downtown pedestrian environment. More importantly, they do not have storefronts. The result is that concentrations of retailers are isolated in clusters: one cluster centers around Choo-Choo Charlie's, and another from Chase Bank up to the Justice Center on both sides of the street. Farrier Street at Broad, with the U.S. Post Office, car dealership, Higinbotham Park, HipStir, and the redeveloped former newspaper building, could be a potential location for retail growth if there are enough storefronts for retailers, and arts and crafts merchants to occupy.

Retail Growth Vectors

The recent changes in the retail industry mean that chain stores are looking for fewer new locations and smaller spaces for any new location. Well before these changes, chains did not generally locate downtown. Fewer chains are likely to look at Oneida in the near future, and downtown currently lacks the retail spaces, traffic counts, and co-tenants to vie for those that do.

Oneida's retail future rests on its ability to either seed, nurture, and grow savvy, small independent merchants or to recruit them from communities within a 45-minute to an hour's drive. The arts can help generate some of those local startups. A niche development strategy may be viable where:

- There is heavy “close-in” competition.
- Small operators will have to reach consumers who live 15 to 30 minutes away.
- A lot of these potential consumers will be more affluent than Oneida’s.

Downtown Oneida’s Arts Assets

Today, downtown Oneida has one art venue destination, the Kallet Civic Center. It serves as a multi-functional performance space, wedding and fundraising event venue, and an art gallery. In 2018, the Center held 15 performances that attracted an estimated 1,650 to 4,950 people. This audience size is in line with that of the Cortland Repertory Theatre’s downtown locations, which attracts 2,000 to 4,000 per year, but lower than the Auburn Public Theater’s 15,000 or the Paramount Center’s 50,000 in downtown Rutland, Vermont, a similarly-sized community. The Kallet’s management could not provide attendance data for the weddings, fundraisers, or art gallery shows.

Table 4 illustrates the estimated potential expenditures of the Kallet Civic Center’s maximum estimated audience. With most of the performances occurring during the evening, there would not be many, if any, stores open to capture these expenditures. If occurring during the day, shoppers might not find suitable merchants in several of the expenditure categories. The expenditures are rather

negligible, save for meals and snacks—they are unlikely to supply a downtown merchant with as much as 10 percent of their annual sales.

Oneida Performing Arts (OPA) is an Oneida-based arts organization that has been in operation for many years. Each year it produces a number of performances staged at Oneida High School auditorium. The High School is located outside the downtown and one mile from the Kallet Civic Center. It is closer to the retail cluster around the Routes 5 and 46 intersections than to the downtown and its cluster of stores and restaurants are likely to be open in the evening. OPA’s total audience for 2018 is estimated at 2,250 patrons. Audience spending potential is even less than the Kallet’s and is seasonal. Downtown merchants will need to develop something special in terms of merchandise selection, services, and/or ambiance to compete for the dollars of these audience members.

The Madison County Historical Society is located on Main Street less than a half-mile south of the downtown. Its annual attendance is unknown, but daytime tour visits do occur when downtown stores and eateries are open. The Oneida Community Mansion House is more than one mile from Downtown Oneida. It is a museum, lodging, wedding, and event venue. It also has a dining room and kitchen available for rentals. The museum’s annual attendance reported from 2015 was 7,815. That is lower than either the Seward House (13,000) or the Schweinfurth (16,000) in Auburn, but higher than the 1890 House (3,500) in Cortland. The potential Mansion House audience expenditures for snacks and meals, \$131,448, is worthy of

TABLE 4 - Estimates of Some Arts Audience Expenditures in Oneida by Categories Extrapolated from Americans for the Arts; Surveys of Art Study Area									
Arts Venues	Annual Attendance	Total Audience Expenditures	Meals and Snacks	Overnight Lodging	Gifts and Souvenirs	Local Ground Transportation	Clothing and Accessories	Childcare	Other
<i>Oneida — Population 10,997</i>									
Oneida Community Mansion House	7,815	\$245,938	\$131,448	\$35,011	\$35,089	\$24,148	\$15,005	\$2,970	\$2,266
Oneida Performing Arts	2,250	\$70,808	\$37,845	\$10,080	\$10,103	\$6,953	\$4,320	\$855	\$653
Kallet Civic Center	9,950	\$155,777	\$83,259	\$22,176	\$22,226	\$15,296	\$9,504	\$1,881	\$1,436
Total	\$20,015	\$472,523	\$252,552	\$67,267	\$67,417	\$46,396	\$28,829	\$5,706	\$4,354

*Estimates of maximum attendance based on number of performances and seating capacity. This establishes an upper bound.

attention by the downtown Oneida restaurants. However, the Mansion House's own dining room facility will likely capture as much of these sales as possible.

To place these attendance statistics in some additional perspective, it is worth examining the 12 arts organizations located in Madison County that participated in a survey completed by CNY Arts' ENGAGE initiatives in 2013-2014. They reported a total annual attendance of 28,008, averaging just 2,334 for each organization. Furthermore, about 49 percent of the admissions were free. The average annual budget of these arts organization was approximately \$144,000. This suggests the organizations lack the capacity to mount robust programs capable of attracting large audiences from a regional area. Interestingly, Oneida Community Mansion House website states its target market areas as "located near Utica, New Hartford, Madison, Syracuse, Rome, Herkimer, Clinton, and Marcy, New York State."

The Oneida Rail Trail may become downtown Oneida's most significant traffic generator when completed. The Rail Trail will use existing rail beds to create "a cultural corridor" that runs through downtown Oneida to Wampsville to the west and Sherrill to the southeast. The Rail Trail expects to attract approximately 25,000 users each year. Demand for a downtown bike shop, an eatery or perhaps some convenience retail may also emerge. However, the trail is a loop around Oneida, with one part passing near the retail cluster on Route 5 that includes Walmart and Lowe's. Where the major downtown access point for the Rail Trail occurs is still uncertain.

Downtown Target Markets

The merchants participating in the downtown cooperative marketing effort recognize that they cannot wait for shoppers to find and enter their stores. They desire to tap the large audiences that strong arts and entertainment venues attract, but not just those located in Oneida or its downtown. Their target market is the visitors, tourists, and patrons attracted to the Turning Stone Casino in nearby Verona, an eight-minute drive from downtown Oneida, with collateral materials distributed in Verona hotels. The size of this market segment is more significant than Oneida's arts and entertainment venues. The merchants report the marketing effort reaped satisfactory results, though the marketing materials themselves may benefit with better branding, graphic layout, and messaging.

Local Artists and Artisans

During the Oneida on-site assessment visit, local artists and artisans expressed enthusiasm regarding downtown Oneida's potential, with many having moved there

from distant places over the past few years. The moves were motivated largely by quality of life considerations.

The regional survey done for CNY Arts' ENGAGE initiative received response from 52 artists located in Madison County. Several relevant responses included:

- 17 percent earned 100 percent of their incomes through their arts.
- 61 percent reported they must supplement their incomes.
- 60 percent said their employment is linked closely to their arts.
- 84 percent had home studios.
- 52.3 percent needed help with marketing.
- 38.6 percent would have liked promotional assistance.
- 29.5 percent wanted more opportunities to network with other artists.

How many artists and artisans there are in and around Oneida is difficult to determine. According to the U.S. Census Bureau's American Community Survey, only about 72 of all the residents, or 1.6 percent, work from home. At the state level, about 4.1 percent work at home. On the other hand, the percentage of Oneida's residents who are self-employed business operators in an unincorporated business is 6 percent, slightly above the state's 5.8 percent. For many of the artists and artisans living in and around Oneida, a major issue is probably how to increase their annual incomes. Enhancing their abilities to market, promote and network with other artists is probably the best way to help them achieve that objective.

Local Participation in the Arts

During the on-site assessment visit focus group meetings, leaders of local arts organizations claimed that attendance levels were declining appreciably. Some stated that their current audiences have aged, and they have lost their appeal for younger people. These are concerns common to other arts organizations in the Syracuse region.

Downtown Oneida's 15-Minute Drive-shed

Table 5 on the following page compares participation in arts-related activities in the 15-minute drive-sheds of the downtowns in Auburn, Cortland, and Oneida. The left three columns of Table 5 present estimates of how many individuals will potentially participate in various arts related activities. The three columns on the right of Table 5 are Market Potential Index (MPI) scores that demonstrate how these participation levels compare to national averages (MPI=100). For instance, attendance at a country music concert can have relatively few participants (1,910) but have a high MPI score of 110. The reverse is also possible.

The data in Table 5 certainly supports the views of Oneida's arts organization leaders:

- Across the board, Auburn's drive-shed has more participants than Oneida's. In part, this is due to its larger population. Nevertheless, local arts leaders in Oneida are looking to tap larger market areas.
- Although the populations in the 15 minute drive-sheds are only about 2,000 apart, the estimated numbers of people participating in audience type arts activities in Oneida's shed are noticeably lower than in Cortland's - and those in Cortland's shed are not enough to support robust local venues unless these participants are frequent repeat attendees.
- Compared to the rest of the nation, the MPI scores for Oneida's shed are low: attending the theater, 75; attending a dance performance, 76; visiting a museum, 71; and attending a classical music or opera event, 67.
- The number of people who go to bars and night clubs as well as its MPI score, 102, suggests that such an operation may do well in downtown Oneida.
- There are an above average number of country music fans, though their absolute number is relatively modest.

Of considerable interest, the participation rates in Oneida's shed for arts activities that involve people being doers, rather than passive audience members, are noticeably higher:

- 1,431 residents do woodworking and that activity has an MPI score of 119 in Oneida. A similar number of woodworkers have given birth to Cortland Woodworks in Cortland.
- 2,141 do painting or drawing and that activity has an MPI score of 106.
- 2,153 play a musical instrument and have an MPI score of 109. This may be a group that could spur local band or ensemble formation. Live music in both Auburn and Cortland draws a lot of people downtown. In Cortland, it also provides demand for three recording studios. In Auburn, most of the restaurant band musicians are not professionals and have day jobs.

Some conclusions:

- Attempts to operate theater, museum, dance, classical music, and opera operations in Oneida that are based on tapping local patrons will face some challenges.
- Downtown storefronts that are filled with operations that allow consumers to create art, especially in congenial social settings, may gain significant traction and appeal. Quilt and yarn shops, where people come to not only buy supplies, but also to quilt and knit with others, may be possible in downtown Oneida. A ceramics studio, makerspaces, woodworking spaces, tailors, shoe repairers, dance studios, and martial arts studios are other possibilities. If these activities are visible from storefront windows, they provide a performance/entertainment value that would make walking around downtown Oneida more interesting and appealing.

TABLE 5 - A Comparison of Participation in Arts-Related Activities in the 15 Minute Drive-Sheds of Downtown Auburn, Cortland, and Oneida

Arts-Related Activities	Number of Adults in 15-Minute Drive Sheds Expected to Engage in Selected Related Activities Annually			Number of Adults in 15-Minute Drive Sheds Expected to Engage in Selected Related Activities Compared to the National Average (MPI)		
	Auburn	Cortland	Oneida	Auburn	Cortland	Oneida
<i>Arts and Crafts Active Participation</i>						
Dancing in the last 12 months	2,388	2,000	1,595	82	90	79
Woodworking in the last 12 months	1,893	1,401	1,431	109	106	119
Paint-drawing in the last 12 months	2,878	2,409	2,141	99	109	106
Photography in the last 12 months	3,677	2,965	2,567	92	98	93
Played musical instrument in the last 12 months	2,638	2,391	2,153	92	109	109
Did furniture refinishing in the last 12 months	1,313	1,069	913	93	99	93
Leisure cooking in the last 12 months	7,459	6,218	5,097	89	97	88
Did baking in the last 12 months	8,589	6,944	6,281	96	102	102
<i>Arts Participation as Audience Member</i>						
Went to live theater in last 12 months	3,813	3,002	2,290	86	89	75
Attended dance performance in last 12 months	1,461	1,135	816	90	92	76
Attended a movie in last 6 months	20,521	16,790	14,351	90	97	91
Went to an art gallery	2,536	2,323	1,526	84	101	85
Went to a museum in last 12 months	4,236	3,421	2,430	86	91	71
Attended classical movie-opera performance in last 12 months	1,275	916	669	89	84	67
Attended country music performance in last 12 months	2,441	2,050	1,910	97	107	110
Attended rock music performance in last 12 months	3,130	2,726	2,208	87	99	89
Went to bar/night club in last 12 months	6,215	5,220	4,699	93	103	102
Read book in last 12 months	12,141	9,824	8,366	94	100	94
Population	47,547	35,510	33,285			

Source: ESRI's Sports and Leisure Market Potential Report of Auburn, Cortland, and Oneida's drive sheds.

Downtown Oneida's 30-Minute Drive-Shed

When looking at Oneida's 30-minute drive-shed, the number of people participating in arts-related activities across the board is much larger in Oneida's drive-shed than in those of Auburn or Cortland. To gain suitable market support, arts organizations in Auburn or Cortland organize and produce exhibitions and performances to tap potential audiences in their 60 minute drive-shed. Oneida's organizations – if they have the right "products" – could well prosper if they focus on potential patrons located in its 30-minute drive-shed. The numbers of participants from Downtown Oneida's 15-minute drive-shed to its 30-minute shed are significant (see Table 6):

- Going to live theater from 2,290 to 13,789.
- Attending dance performances from 816 to 5,010.
- Going to an art gallery from 1,526 to 9,188.
- Visiting a museum from 2,430 to 14,842.
- Attending classical music/operas from 669 to 4,390.
- Attending a country music performance from 1,910.
- Attending rock music performance from 2,208 to 11,693.
- Goes to bars/night clubs from 4,699 to 22,845.

The numbers of those who create also trends up substantially as they are potential additional patrons at stores that can provide them with needed supplies and social networking opportunities.

Some conclusions:

To be able to adequately penetrate the potential arts markets in the 30-minute drive-shed, Oneida arts organizations will need to have commensurately appealing offerings. Today, people are searching for satisfying and unique experiences in retail and entertainment. To provide such experiences, Oneida's arts organizations may need to substantially improve and enhance their facilities, staff, and talent offerings. That will mean more capital investments and higher operating costs - and a significantly greater need for contributed and earned incomes. Given that the potential pool for contributed revenues may be somewhat fixed, merging the arts organization's expansion with a real estate project, as the Redhouse Arts Center has done in downtown Syracuse, may be a path to seriously consider.



TABLE 6 - A Comparison of Participation in Arts-Related Activities in the 30-Minute Drive Sheds of Downtown Auburn, Cortland, and Oneida

Arts-Related Activities	Number of Adults in 30-Minute Drive Sheds Expected to Engage in Selected Related Activities Annually			Number of Adults in 30-Minute Drive Sheds Expected to Engage in Selected Related Activities Compared to the National Average (MPI)		
	Auburn	Cortland	Oneida	Auburn	Cortland	Oneida
<i>Arts and Crafts Active Participation</i>						
Dancing in last 12 months	5,653	5,077	8,411	83	91	81
Woodworking in the last 12 months	4,793	3,916	7,098	118	118	115
Paint-drawing in the last 12 months	6,911	6,168	10,480	101	111	101
Photography in the last 12 months	9,018	7,977	13,623	97	105	96
Played musical instrument in the last 12 months	6,588	5,992	9,923	98	109	97
Did furniture refinishing in the last 12 months	3,220	2,790	4,846	97	103	96
Leisure cooking in the last 12 months	18,245	15,974	27,815	93	100	93
Did baking in the last 12 months	21,577	18,426	32,828	103	106	103
<i>Arts Participation as Audience Member</i>						
Went to live theater in last 12 months	8,960	7,950	13,789	86	94	87
Attended dance performance in last 12 months	3,284	2,780	5,010	86	90	86
Attended a movie in last 6 months	49,049	42,063	73,907	92	97	90
Went to an art gallery	5,872	5,749	9,188	83	99	85
Went to a museum in last 12 months	9,987	9,024	14,842	86	96	86
Attended classical movie-opera performance last 12 months	2,874	2,696	4,390	86	98	86
Attended country music performance last 12 months	6,181	5,409	9,451	105	113	105
Attended rock music performance last 12 months	7,781	6,992	11,693	92	102	91
Went to bar/night club in last 12 months	15,393	5,749	22,845	98	99	96
Read book in last 12 months	29,901	25,788	45,255	99	104	98
Population	111,320	90,652	167,774			

Source: ESRI's Sports and Leisure Market Potential Report of Auburn, Cortland' and Oneida's drive sheds

ONEIDA A&E IMPLEMENTATION GUIDE

The City of Oneida, CNY Arts, and the Oneida A&E Advisory Board will determine the project champions and responsible parties for the priorities and initiatives. Through strategic alignments, partnerships, and regional coordination, these priorities and initiatives will be accomplished with CNY Arts leading the initiative in the first two years. Implementation Guide templates can be found within each city's full plan.

Initiative	Goal / Recommendation	Year	Ongoing	Relative Cost	Priority
A Establish and Implement an Oneida Arts and Entertainment District.					
A.1	Implement the Oneida Arts and Entertainment District and formalize an Oneida Arts & Entertainment District Advisory Board.	1-2		High	Low
A.2	Create an Arts and Entertainment District annual work and fundraising plan.	1-2		High	Low
A.3	Hire a full time Arts and Entertainment District Manager.	1-2		High	Medium
A.4	Consider establishing a business improvement district (BID).	3-4		Medium	Low
A.5	Partner with the Destination Downtown Oneida merchant group and the Greater Oneida Chamber of Commerce on District marketing and promotional activities.	1-2	X	Medium	Low
A.6	Brand the Oneida Arts and Entertainment District and develop associated website and marketing materials.	1-2	X	High	Medium
A.7	Encourage volunteer involvement in District activities and initiatives.	1-2	X	High	Low
B Facilitate capital investments in downtown properties and real estate in support of creative industry development.					
B.8	Inventory available buildings and spaces for creative industry and business development.	1-2	X	High	High
B.9	Survey local artists and creatives regarding space needs.	1-2		Medium	Low
B.10	Establish a façade and storefront improvement program with a permanent funding source.	1-2		Medium	High
B.11	Create and maintain an upper-story development program.	1-2	X	Medium	High
B.12	Adapt the former Oneida Hotel for creative space use.	3-4		Medium	High
B.13	Pursue downtown senior housing opportunities.	5-10		Low	Medium
C Implement placemaking and other urban design initiatives that activate downtown Oneida's public spaces.					
C.14	Enhance and activate Higinbotham Park as a downtown public space.	1-2		Medium	Medium
C.15	Initiate a wall mural program.	1-2	X	High	Medium
C.16	Install temporary or permanent "café" or pop-up spaces.	1-2	X	Medium	Medium
C.17	Undertake a comprehensive program of streetscape improvements.	3-4	X	Medium	Medium
D Promote the creative industries through business development, marketing, and promotional efforts.					
D.18	Create a marketing campaign aimed at attracting more creatives to live and work in downtown Oneida.	3-4	X	Medium	Low

Initiative	Goal / Recommendation	Year	Ongoing	Relative Cost	Priority
D	Promote the creative industries through business development, marketing, and promotional efforts.				
D.19	Implement a formal quality-of-life retail and arts-related business development program.	3-4	X	High	Low
D.20	Provide omnichannel marketing technical assistance for downtown Oneida's retail and arts-based businesses.	1-2		Medium	Low
D.21	Recognize and pursue heritage tourism opportunities as an important component of downtown Oneida's evolving creative economy.	1-2	X	Medium	Low
D.22	Cross-promote events and activities between District businesses, the Kallet Civic Center, and other entities.	1-2	X	High	Low

City of Oneida - Per Capita Budget Breakdown

	Ambiance		Marketing the Locality		Risk Capital		Signage		TOTAL PER YEAR
	I.E. unfunded DRI projects, lighting, façade improvement, interior enhancements)		10% of allocation up to \$100k. Marketing the locality will be done in tandem with regional rebranding and marketing		Based on 1:3 requests funded from NYS DEC arts funds and for the State and 36% of Economic Development requests are funded through County)		Based on \$1,000 per sign based on reasonable formula derived from research		
Madison (Oneida)	\$287,599	73%	\$39,413	10%	\$59,120	15%	\$8,000	2%	\$394,132





OSWEGO

ARTS AND ENTERTAINMENT DISTRICT MASTER PLAN

CNY
ARTS MAIN STREET
REVITALIZATION PLAN



OSWEGO ARTS AND ENTERTAINMENT CONTEXT

Oswego, New York has many assets that make it a compelling place a compact and walkable downtown district, active arts groups, several museums, the Fort Ontario State Historic Site, the State University of New York (SUNY) – Oswego campus, and its location along Lake Ontario, among others. In recent years, the City of Oswego has led several planning initiatives focused on downtown Oswego, including its 2020 Vision Plan that recommended establishing downtown as a “vibrant, visually appealing Main Street-downtown area, which offers residents and visitors a variety of services, shopping opportunities, cultural attractions, job opportunities, and unique housing options (2020 Vision Plan, City of Oswego, page 41.)” Placing cultural uses and adding new performance and exhibit spaces in the downtown are also key 2020 Vision Plan recommendations. In 2017, the City received a \$10 million grant from the Downtown Revitalization Initiative to fund various projects, including the development of the Market Street Pocket Park, and the installation of a “complete streets” design and other pedestrian realm enhancements on West Bridge Street from West First Street to West Third Street. In 2018, the City also initiated an Arts and Cultural Plan that will guide public art and placemaking projects in the downtown area.

With this progress, downtown businesses, local artists and arts entities, and other key stakeholder groups, including SUNY Oswego, recognize that the community is transitioning from its industrial past and views arts and culture as a viable path to diversifying the local economy, attracting new residents and visitors, and in enhancing local quality of life. Stakeholders also have a strong desire to attract more artists and creatives to the community, increase the presence of the arts and arts-based businesses in the downtown area, and to forge new partnerships and collaborations among arts groups that address facility and marketing needs. An arts and entertainment district will help build on previous downtown investment and revitalization efforts and advance the community’s vision of Oswego as a place of cultural vitality and authenticity.

This section summarizes and describes past planning efforts and key arts assets, constraints, and opportunities to promote the arts and entertainment sector in Oswego.

Photo right - photo courtesy of City of Oswego



Prior Planning

The following section summarizes prior planning efforts in Oswego related to arts and culture, downtown revitalization, and economic development. Comprehensive plans and other related planning documents and studies are vehicles to establishing clear policy frameworks for advancing the cultural arts and entertainment sector at the citywide level.

City of Oswego 2020 Vision Plan (2011)

As mentioned previously, the City of Oswego 2020 Vision Plan commits to a set of planning goals and policies that advance downtown revitalization objectives, including the introduction of new arts and culture venues and activities. In addition, within the Plan's chapter on leisure and culture, specific planning objectives include promoting the City's unique heritage assets, enhancing collaboration with SUNY Oswego and the Oswego School District to provide a wide variety of art and culture choices to the community, and improving coordination of cultural activities and communication among all sponsoring parties (2020 Vision Plan, page 39). One specific proposed action in the Vision Plan is to secure a multi-purpose facility for hosting cultural events, activities, and programs (2020 Vision Plan, page 48). The 2011 Vision Plan is an update to the 2003 City of Oswego Comprehensive Plan.

Oswego Canal Corridor Brownfield Opportunity Area Nomination Study (2013)

In 2013, Oswego County submitted a nomination for a second round of funding for Brownfield Opportunity Area Program by the State of New York Department of Environmental Conservation, a program providing financial and technical assistance related to brownfield redevelopment. The nomination's purpose was to address more than three-miles of the Canal Corridor's waterfront impacted by vacant building and brownfield properties. During the planning process, five brownfield redevelopment sites were identified for reuse potential as locations for new hotel and restaurant development, office, water-based activities, high-end housing, and community healthcare services. In addition, the study suggests several other properties as reuse candidates, including the former St. John's Church, located on 31 Erie Street and now vacant, as a performing arts space.

City of Oswego Economic Investment Strategy (2015)

In response to the Central New York Regional Economic Development Council's application to the Upstate Revitalization Initiative in 2015, the City of Oswego prepared an economic development strategy report outlining specific activities and

initiatives that leverage existing assets, create jobs, and enhances sense of place. Specific strategies focus on waterfront and tourism enhancements, including upgrade initiatives for Fort Ontario, the Oswego Lighthouse, and on downtown and neighborhood investments, such as streetscaping improvements, and a building and facade rehabilitation program. In addition, study recommends several capacity-building initiatives that can leverage public sector actions in facilitating business and real estate development in the downtown and in surrounding neighborhoods establishing a downtown business association, undertaking active workforce attraction and retention activities, and revising Oswego's zoning codes and ordinances to streamline development and permitting processes.

Oswego Downtown Revitalization Initiative Strategic Investment Plan (2017)

In 2016, the City of Oswego applied and received a Downtown Revitalization Initiative grant from the Central New York Regional Economic Development Council to "generate new opportunities for long-term growth and prosperity" in its downtown commercial district (DRI Revitalization Initiative Strategic Investment Plan, City of Oswego, New York, page 7). The DRI Strategic Investment Plan outlines 27 potential funding projects related to building façade rehabilitation projects, public space and gateway enhancements, a public art program, new housing initiatives, restoration of City, and the adaptive use of the YMCA building for housing and commercial reuse. Since the creation of the Strategic Investment Plan, the City and a Local Planning Committee have paired the list to 12 projects, including a revolving matching grant program for small businesses and a façade rehabilitation for the Buckhout-Jones Building.

Arts and Cultural Plan (2018)

In 2018, the City of Oswego prepared an Arts and Cultural Plan focused on developing a community public arts and placemaking program. The planning process included extensive community engagement activities to determine potential downtown locations for permanent public art installations, wall murals, interactive art, and pop-up art piece.

Performing Spaces

Performing art venues are defined by theaters, concert halls, and other spaces large and small dedicated to creative performances and artistic productions. Oswego has several performing art venues and entities, including the Oswego Civic Arts Center, located at the northernmost end of East 4th Street in Oswego across from Fort Ontario; the Oswego overlooking Lake Ontario just north of the downtown district, and the Waterman Theatre at SUNY Oswego. The Civic Arts Center is home to the Frances Marion Brown Theatre and the Oswego Players, formed in 1938 as Oswego's resident theater company producing six major staged productions a year. The Players also manage an annual academy for youth between the ages of eight and 18. The Oswego , established in 1976 in the City of Oswego McCrobie Civic Center is an intimate "listening venue" for fledgling songwriters and musicians, as well as nationally-known performers. The Waterman Theatre, located in Tyler Hall at SUNY Oswego, is a 425-seat venue used primarily by the Theatre Department for three to four plays and musical productions a year. The Theatre also hosts an annual production of the Oswego Opera Theater. The Oswego campus also manages the ARTSwego program – an initiative that supports high-quality arts programming developed by students and faculty. Many ARTSwego offerings take place in Waterman Theatre. Other venues include the Ralph M. Faust Theatre of the Performing Arts at Oswego High School offers a diverse program of concerts, plays, and musicals produced by local high school students, and the Oswego Alliance Church Community Center, serves as a venue for the Oswego Valley Snowbelters Barbershop Chorus.

Museums

Oswego has three museums within and near its downtown district, including the H. Lee White Marine Museum, located along the Lake Ontario Harbor front, Children's Museum in downtown Oswego at the northeast corner of First and Bridge Streets, and the Richardson Bates House Museum east across the Oswego Canal at Mohawk and 3rd Streets. Listed in the National Register of Historic Places, the Richardson Bates House Museum is home to the Oswego County Historical Society, which offers a variety of programs and exhibits related to Oswego County's history, as well as an online history archive. The H. Lee White Marine Museum, established in 1982 under the auspices of the Port Authority of Oswego, commemorates and interprets Oswego's maritime heritage and is the current home of the tugboat Nash, a National Historic Landmark, one of the few remaining vessels from the D-Day landings. Also housed at the Museum is Derrick Boat Number 8, a surviving example of a steam-powered derrick to have worked on the New York State Barge Canal. Housed in a downtown Oswego commercial building, the Children's Museum of Oswego provides educational programming and multi-sensory exhibits, including ones focused on local culture



Photo above - Civic Arts Center; below- the Richardson Bates House Museum



and heritage, “town-building,” and healthy eating. One other downtown-located museum, the Oswego Railroad Museum, dedicated to preserving Oswego County’s railroad history, recently closed and is seeking a new location in Oswego. The Safe Haven Holocaust Refugee Shelter Museum, located on the grounds of Fort Ontario, is dedicated to keeping alive the stories of the 982 refugees from WWII who were allowed into the U.S. as “guests” of President Roosevelt and were housed in Oswego from 1944-1946.

Private Galleries and Art Studio Spaces

In Oswego, there are two privately-operated art gallery spaces, the Riverside Artisans in downtown Oswego, and the Art Association of Oswego adjacent to Fort Ontario. The Art Association, a membership organization housed in the Oswego Arts Center, offers year-round art instruction classes in painting, sculpture, ceramics, among others, as well as curated and juried art exhibitions. The Association is considering a new space given the age of the existing facility and the need to expand. Riverside Artisans is an artist cooperative located in the downtown Canal Commons building featuring a variety of unique hand-crafted items produced by over 25 local artist and artisan members. In addition to these spaces, the Tyler Art Gallery at SUNY Oswego houses a permanent collection of artwork, prints, sculpture, and ceramics, and serves as a teaching gallery for students and community members. The Art Gallery also has locations in downtown Oswego and in downtown Syracuse.

Local Schools and Institutions of Higher Learning

The Oswego City School District currently has five elementary schools, one middle high, and one high school with a performance auditorium, all offering instructional programs in music and the visual arts. Oswego High School maintains several musical ensembles and its music and theatre productions have been recognized by several awards. Apart from Waterman Theatre venue, SUNY Oswego administers several arts academic programs, including broadcasting and communications, cinema and screen studies, creative writing, music, and theater. In addition, both SUNY Oswego and the Oswego High School maintain recording studio facilities, although reserved primarily for student use.

Heritage Assets

Oswego has a significant number of heritage assets in the community, including 31 buildings and three districts listed in the National Register of Historic Places, this nation’s official list of buildings and sites worthy of preservation. Among these

buildings and sites is Fort Ontario, one of the several forts erected by the British to protect the area around the east end of Lake Ontario and is considered eligible for designation as a national historical park by the National Park Service.

Festivals and Events

In addition to events and programming offered through local arts venues and educational institutions, a number of special events and festivals take place throughout the year attracting both local and area residents and visitors. Among these events include the City of Oswego’s summer concert series in Veteran’s Park along the Oswego River; the community farmer’s market in downtown Oswego; and Harborfest, held during the last weekend in July; and, the YMCA-sponsored Dragon Boat Festival, both held along the Oswego waterfront

Restaurants and Entertainment

Downtown Oswego is home to several independent restaurants, fine dining establishments, and coffee shops, including several that offer live entertainment, such as U.S. Beers Brewers and Red Sun Roasting Company.

Makerspaces

A formal makerspace is currently located in the Penfield Library on the campus of SUNY Oswego, offering various equipment such as a 3-D printer, electronics, and knitting resources for both students and the general public. Instructional classes and workshops are also available.



Photo right - Oswego waterfront, suelinkblogspot

Arts and Entertainment Assets

Theaters, restaurants, galleries, arts-based businesses, and museums and other cultural institutions comprise Oswego's arts and entertainment assets. Described in the following section is a description and inventory of key arts and entertainment assets in Oswego, a majority located in the core traditional downtown district¹. Other venues are located at the SUNY Oswego campus. Such assets are key to developing and arts and entertainment districts and in engaging residents and visitors in local arts and culture experiences.

Enlargement Area Assets

Art Association of Oswego, Inc.; Frances Marion Brown Theatre **(9)**

Children's Museum of Oswego **(6)**

Friends of Fort Ontario **(2)**

Greater Oswego-Fulton Chamber of Commerce **(5)**

Harborfest **(1)**

H. Lee White Maritime Museum **(3)**

McCrobie Civic Center **(14)**

Oswego Arts Collaborative Inc. **(8)**

Oswego County Tourism Office **(4)**

Oswego Community Youth Orchestra **(10)**

Oswego Film Group **(7)**

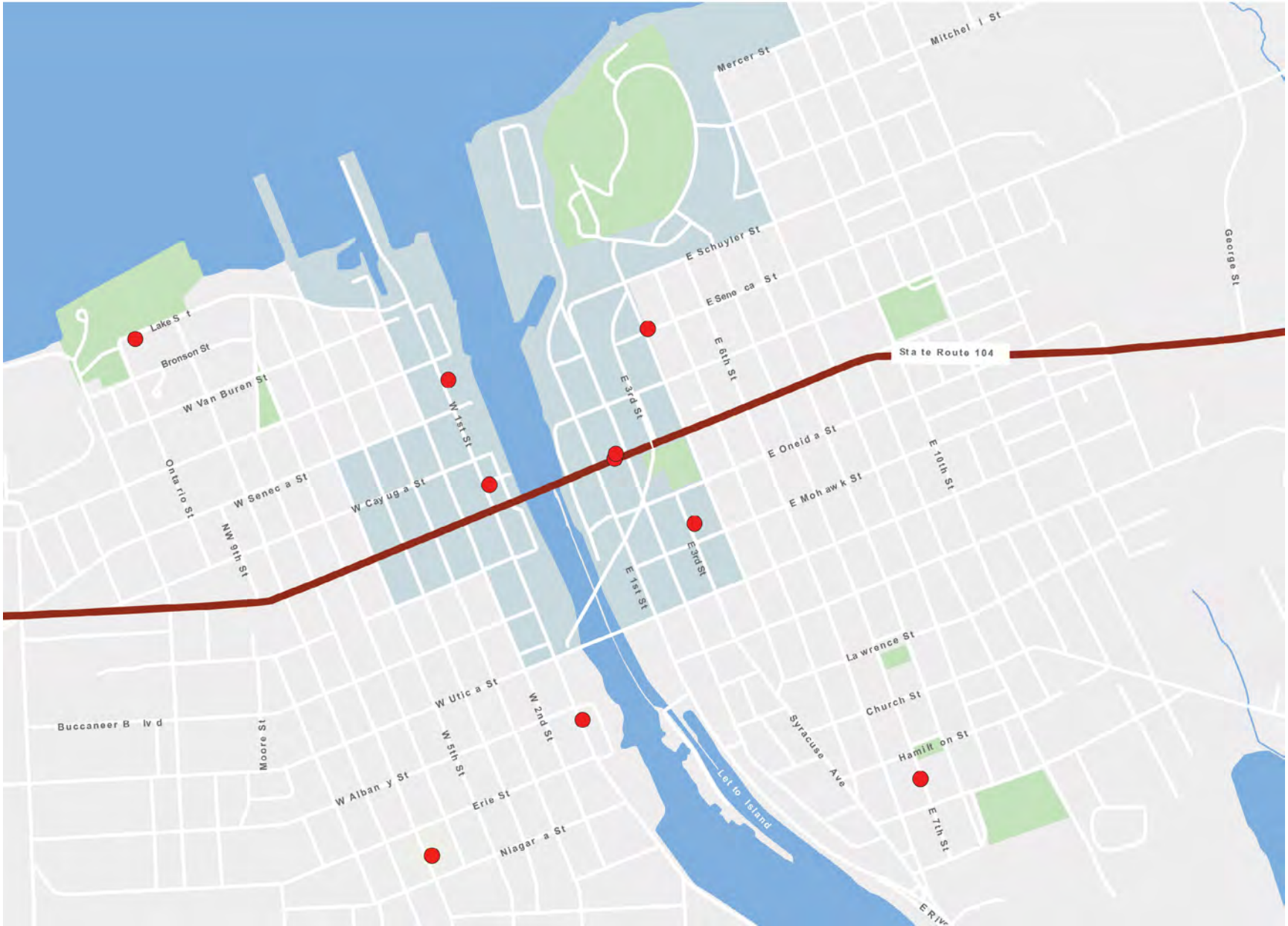
Richardson Bates House Museum **(13)**

Riverside Artisans **(11)**

Tyler Art Gallery, SUNY Oswego **(12)**

¹ "This list was created primarily from the listings within CNY Arts online directory and augmented by contributions by local residents and internet searches. It may not be 100% accurate, as each location or entity has not been physically verified."

OSWEGO ARTS & ENTERTAINMENT DISTRICT MAP



- Parcels
- District Boundary
- Parks/Open-Space
- Major Roads
- Arts and Culture Assets



OSWEGO ARTS & ENTERTAINMENT DISTRICT IMPLEMENTATION GUIDE

The City of Oswego, CNY Arts, and the Oswego A&E Advisory Board will determine the project champions and responsible parties for the priorities and initiatives. Through strategic alignments, partnerships, and regional coordination, these priorities and initiatives will be accomplished with CNY Arts leading the initiative in the first two years. Implementation Guide templates can be found within each city's full plan.

Initiative	Goal / Recommendation	Year	Ongoing	Relative Cost	Priority
A	Establish and implement a downtown focused Art and Entertainment District while supporting creative nodes.				
A.1	Implement the Arts and Entertainment District in Oswego.	1-2		Low	High
A.2	Formalize an Oswego Arts and Entertainment District Advisory Board.	1-2		Low	High
A.3	Create an Arts and Entertainment District annual work plan.	1-2		Low	High
A.4	Create an annual fundraising plan.	1-2		Low	High
A.5	Hire a full time Investment District Manager.	1-2		Medium	High
A.6	Brand the Oswego Arts and Entertainment District and develop associated wayfinding and marketing materials.	1-2		Low	Medium
A.7	Establish a District volunteer program.	1-2	X	Low	Medium
A.8	Consider establishing a Business Improvement District (BID).	3-4		Low	Medium
B	Address Marketing and the Common Needs of Arts Institutions and Organizations with Collaborative Approaches.				
B.9	Undertake strategic collaborations between downtown businesses and arts entities, including cross-promotion activities.	1-2	X	Medium	High
C	Establish and Implement Arts and Entertainment District Business Development Initiatives.				
C.10	Create a permanent building improvement or creative industry incentive program.	3-4		High	High
C.11	Establish a business development program focused on building existing art-based business and entertainment nodes.	1-2	X	Medium	Medium
C.12	Survey local artists and creative regarding space and business development needs.	1-2		High	High
C.13	Consider a multi-tenanted arts space for local arts groups.	3-4		High	High
C.14	Start an art gallery incentives program.	3-4	X	Medium	Low
C.15	Consider an artist relocation program.	3-4	X	Medium	Medium
C.16	Provide omnichannel marketing technical assistance for downtown Oswego's retail and arts-based businesses.	1-2	X	Low	Medium
C.17	Assess Oswego's small town entrepreneurial environment.	1-2	X	Medium	High
C.18	Engage more visitors, shoppers, art patrons, and SUNY Oswego students through the use of web-based and smartphone technologies.	1-2	X	Low	Medium

City of Oswego - Per Capita Budget Breakdown

	Ambiance		Marketing the Locality		Risk Capital		Signage		TOTAL PER YEAR
	I.E. unfunded DRI projects, lighting, façade improvement, interior enhancements)		10% of allocation up to \$100k. Marketing the locality will be done in tandem with regional rebranding and marketing		Based on 1:3 requests funded from NYS DEC arts funds and for the State and 36% of Economic Development requests are funded through County)		Based on \$1,000 per sign based on reasonable formula derived from research		
Oswego (Oswego)	\$482,480	74%	\$65,531	10%	\$98,296	15%	\$9,000	1%	\$655,307





SYRACUSE

ARTS AND ENTERTAINMENT DISTRICT MASTER PLAN

CNY
ARTS MAIN STREET
REVITALIZATION PLAN



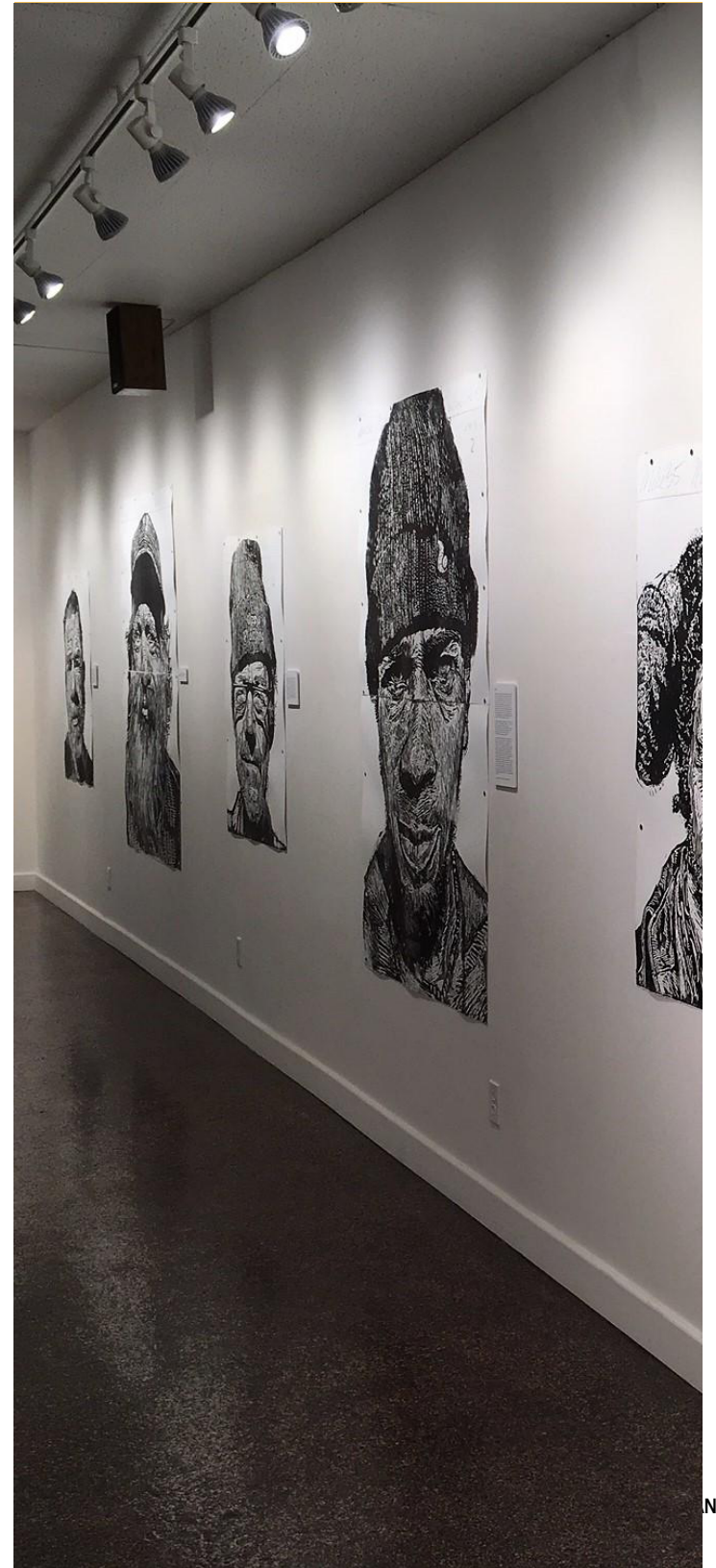
SYRACUSE ARTS AND ENTERTAINMENT CONTEXT

Syracuse has many strengths – a revitalizing downtown business district, strong educational institutions, a committed municipal government, and a vibrant arts sector among them. Syracuse’s arts and entertainment community is diverse and varied, ranging from its active theaters, museums, art galleries, and its literary legacy of local writers of national and international renown. Added to this diversity is Syracuse’s standing as a place for artists to “*work quietly - a city where you can slow down, think, and create*” (Stakeholder Interview, Syracuse, New York, November 28, 2018).” the city’s location within the scenic landscapes of Central New York, its historically and architecturally-rich downtown district and collaborative educational and arts institution network clearly contributes to this supportive, creative environment.

Although the Syracuse cultural arts and entertainment sector has had a long-lasting presence growing the arts and entertainment sector as an integral part of the economic and quality-of-life picture, it will require even more support and collaboration among key stakeholders, the use of new tools and approaches to arts-based economic development, and an unwavering, long-term commitment to pursuing and arts and entertainment district vision for the city. Cities and communities around the U.S. view arts, culture and entertainment as critical to community economic development.

This section summarizes and describes key area demographics and relevant market data, and identified arts and culture assets in Syracuse. It also provides an overview of important trends, constraints and opportunities to promoting the arts and entertainment sector in Syracuse (ESRI Business Analyst Online).

Photo right-courtesy of Art Rage Gallery



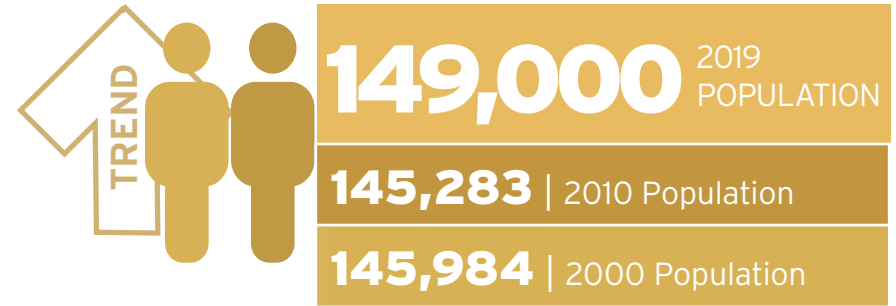
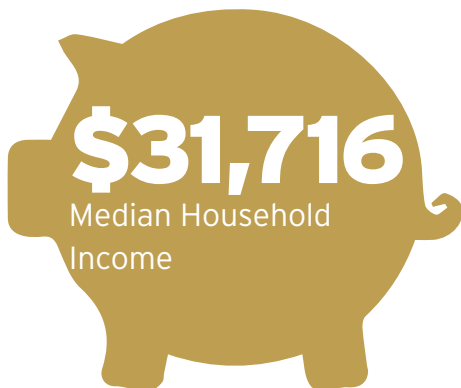
Syracuse Demographics

Syracuse is the seat of Onondaga County with a 2018 population of 149,000 people – the fifth most populous city in New York State behind New York City, Buffalo, Yonkers and Rochester. Syracuse is the economic and educational center of a diversifying Central New York region, boasting a growing population of nearly one million inhabitants. The racial composition of Syracuse’s population is 64 percent white, 25 percent African-American, three percent Asian, one percent Native-American, and seven percent other. Those which identify as Hispanic (any race) is currently (2018) 10.1 percent and is projected to rise to 11.5 percent by 2023. (ESRI Business Analyst)

Historically, Syracuse’s ethnic make-up consisted of Irish, Polish, Italian, German and English immigrants. The median age of Syracuse’s population has trended younger over the last five years (30.6 years) than the rest of the United States (37.8 years). Although median household income is also below the national average, with smaller household sizes and increased employment opportunities in the Syracuse region, median income will rise, potentially providing more spending dollars on arts and entertainment activities. However, there will also be more seniors and empty-nesters in the years ahead, a population group that will benefit from new arts and entertainment activities.

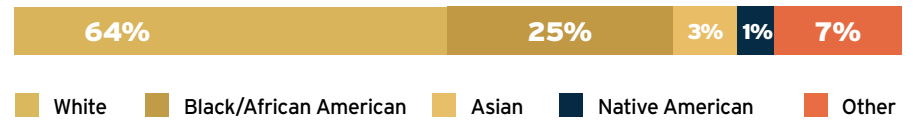
Syracuse’s population diversity is also an opportunity to engage racial, ethnic and immigrant groups in the city’s cultural life. In recent years, new immigrant and refugee arrivals from China, the Congo, Cuba, Italy, Somalia, and the Ukraine, have added to the rich diversity of the Syracuse community. Of note, according to a recent study, 1,681 immigrants in Syracuse are self-employed, underlining the fact that foreign-born residents are more likely to start their own businesses than U.S.-born (New Americans in Buffalo and New York, 2014, page 12)."

2018 Median Household Income (U.S. Census)

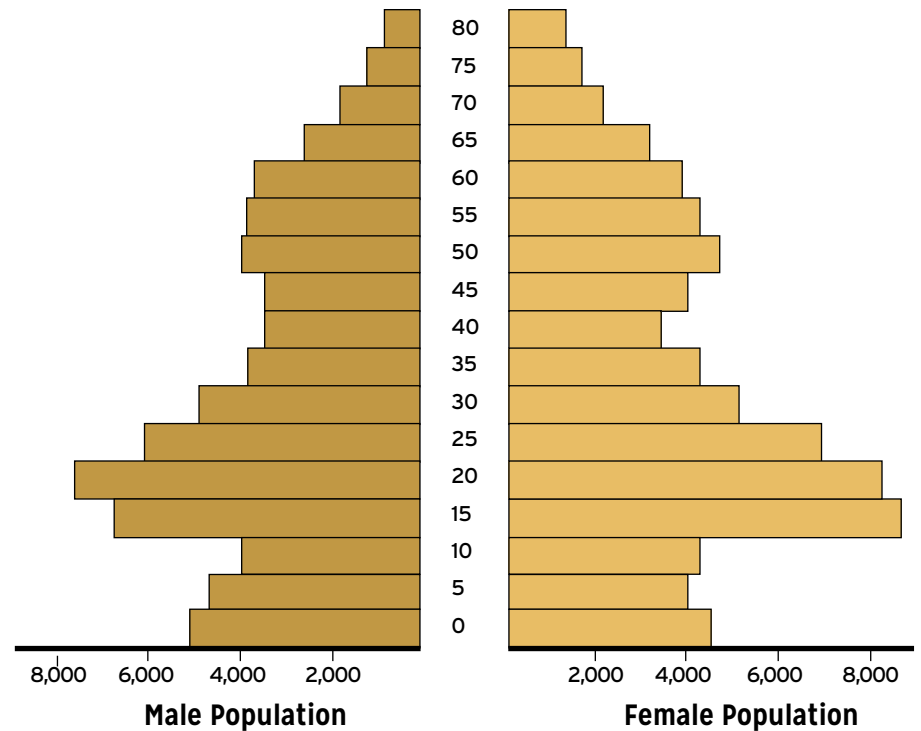


U.S. Census

Racial Composition (U.S. Census)



2018 Population Age Composition (U.S. Census)



Prior Planning

The following section summarizes prior planning efforts in Syracuse related to arts and culture, downtown revitalization, and economic development. Comprehensive plans and other related planning documents and studies are vehicles to establishing clear policy frameworks for advancing the cultural arts and entertainment sector at the citywide level.

Syracuse 2040 Comprehensive Plan (2012)

The 2040 Syracuse Comprehensive Plan, prepared in 2012, updates the previous comprehensive plan adopted by the City in 2005, providing a planning framework and focus on preserving Syracuse's significant landmarks, expanding public access to nature, enhancing modes of transportation and pedestrian safety, streamlining development regulations, and by facilitating installation of public art and high quality urban design throughout the City. The 2040 Plan's main vision and objective is to "...maintain and enhance an environment where its residents enjoy an exceptional quality of life born from its rich cultural and social heritage...support a vibrant economy and a culturally diverse community" (2040 Comprehensive Plan, 2012, page 14). Central goals of the 2040 Plan include promoting the use of City-owned venues for arts, heritage and culture-related events and activities, marketing cultural activities to broader audiences, forging public-private partnerships for the creation of new public spaces and the development of a Downtown Arts and Cultural District, and the promotion of historic preservation-based economic development opportunities. In addition, the 2040 Plan also proposes establishing Downtown Syracuse as a "showcase" for public art, facilitating the revitalization of Syracuse's neighborhood business corridors, and "reinforcing" University Hill and Downtown as the core of "regional employment and business." The City of Syracuse Bureau of Planning and Sustainability, in partnership with several other agencies and entities, including CNY Arts, prepared and created the 2040 Plan.

Syracuse Land Use and Development Plan (2012)

The Syracuse Land Use and Development Plan serves as the land use framework chapter for the 2040 Comprehensive Plan. The key policy goals of the land use framework include maintaining the City's existing land use pattern, enhancing Syracuse's character and sense of place, and ensuring high-quality design throughout the City. Other land use policies include reinforcing downtown as a "mixed-use center" strengthened by new infill development and improved transportation options and promoting new housing adjacent to downtown and other neighborhood corridors. The Development Plan also outlines detailed land use recommendations for downtown Syracuse and other neighborhoods. For downtown, improving connectivity between downtown and adjacent neighborhoods, and protecting and rehabilitating significant historic buildings and landmarks are ranked as high planning priorities.

Syracuse Public Art Plan (2012)

Authored by the Syracuse Public Art Commission, the Syracuse Public Art Plan is an element of the 2040 Comprehensive Plan, outlining four major goals of making "public art a community priority," "celebrating the diversity of public art in the city," "capitalizing" on its economic opportunities, and establishing downtown "as the public art showcase of the region" (Syracuse Public Art Plan, 2012, page 4). The Plan builds on the City's recent work in promoting public art through its Public Art Ordinance, adopted in 2007 establishing the Syracuse Public Art Commission. Several Public Art Plan initiatives include the establishment of a public art internship program; marketing the City's public art program to artists and other participants; building a permanent collection of public art throughout the City, maintaining an accurate inventory of such installations; and, promoting the City's public art program collaboratively with other arts, culture and heritage partners. Other recommendations include "facilitating a welcoming environment for artists in Syracuse" through special incentives and live-work opportunities, and the mapping of key downtown spaces, gateways, and rights-of-way for future public art installations and urban design enhancements.

Syracuse Historic Preservation Plan (2012)

As with the Public Art Plan, the Syracuse Historic Preservation Plan serves as an element of the 2040 Comprehensive Plan, providing specific policy recommendations that prioritize preservation within the City's development framework and operations, as well as promoting economic opportunities and benefits. A central goal of the Preservation Plan is to encourage "[good stewardship of the city's historic resources] that forward the economic development and investment goals of the community." A key planning initiative includes promoting existing incentives —such as the Federal and State of New York Historic Preservation Tax Credits, Community Development Block Grants (CDBG), and other funding programs — that drive revitalization efforts in downtown and other historic neighborhoods. The Preservation Plan also recommends new incentives that encourage adaptive use, small business development, and property rehabilitation. The revitalization of Armory Square is cited in the Plan as a preservation success story, an effort led by local artists investing in building rehabilitation and new businesses.

Syracuse Bicycle Plan (2012)

As a chapter of the 2040 Comprehensive Plan, the Syracuse Bicycle Plan addresses the need to develop a "rigorous bicycle network" that promotes cycling as an active form of transportation. The Plan cites the installation of cycling infrastructure, such as bike lanes and paths, as an effective means to promoting "cycling tourism," spurring future investments in Syracuse historic attractions and cultural arts activities.

Arts and Entertainment Assets

Arts and entertainment assets in Syracuse range from theaters and performing arts spaces, to art galleries, writing centers, nightclubs, historic sites, museums, ethnic cultural centers, and schools and educational institutions. Other creative-type industries, such as graphic design, architecture, and entities such as the Greater Syracuse Soundstage of the New York Film Office round out the city's cultural arts offerings. Provided in the following section is a description and inventory of key arts and entertainment assets. Such assets are key to engaging residents and visitors in local arts and culture experiences. There are just under 200 arts assets in Syracuse – most concentrated in the Downtown Core.¹

Performing Spaces

Performing art venues are defined as theaters and concert halls, and other spaces large and small dedicated to creative performances and artistic productions. Concentrated in or near downtown Syracuse are three of the more significant performing art venues, including the 3,000-seat Landmark Theatre, listed in the National Register of Historic Places; the Redhouse Arts Center, a three-theater complex offering music and drama performances; and the Oncenter Civic Center Theaters and War Memorial Arena, also a multi-venue complex hosting concerts, operas, lectures, comedies and films. Just east of the central downtown is Syracuse Stage, the resident professional theater of Syracuse University. Other significant performing spaces include the Syracuse Children's Theatre, located in the East Syracuse neighborhood and the several performance-related venues at the ShoppingTown Mall. A new theater, the SALTspace at 104 Marcellus Street, is currently being developed on the Near West Side, a facility that will offer performing, rehearsal and storage spaces. Apart from these are several venues hosting a variety of live music performances, such as CNY Jazz in the downtown, and the Palace and Westcott Theaters, both located on Syracuse's East Side.

Museums

Several museums are located in downtown Syracuse, including the Everson Museum of Art, housing more than 11,000 pieces of American art in a facility designed by internationally-known architect I.M. Pei; the Milton J. Rubenstein Museum of Science and Technology (MOST), located in Armory Square with agus-domed iMAX theater complex; and the Erie Canal Museum, offering exhibits and tours related to the history of the Erie Canal in Syracuse. The Onondaga Historical Association (OHA), also located in downtown Syracuse, offers a range of activities and programs in addition to its ongoing in-house exhibitions, including various walking and driving tours, a research center, lectures and presentations, and various special events. OHA also



Photo above - Landmark Theatre; below- the Redhouse Art Center



manages several historic properties and sites, including the Gustav Stickley House in Syracuse's Westcott neighborhood, and manages a program of rotating historical exhibits within the Onondaga County Library system and other locations within the greater Syracuse area.

Literary Programs

Syracuse is known nationally for its literary arts tradition – notably through the creative writing and journalism programs at Syracuse University and Le Moyne College. In addition to these programs, the Downtown Writer's Center, housed within the Syracuse downtown YMCA facility, offers creative writing workshops, readings with emerging writers and poets, and a young authors academy.

Artist and Exhibition Spaces

There are a number of art galleries and artist studio spaces in Syracuse, among them the Art Galleries and Community Folk Center at Syracuse University, the Spark Art Space at 1009 East Fayette Street, Light Work at 316 Waverly Avenue, and the Art Rage Gallery at 505 Hawley Street, a gallery funded through the CORA Foundation focusing on social justice and the promotion of social awareness. Several of the galleries also offer musical performances in addition to instruction classes, poetry readings, openings and special exhibitions, and other social activities.

Local Schools and Institutions of Higher Learning

The Syracuse City School District (SCSD) currently has 35 school facilities where visual arts and music educational programming is offered to students. Syracuse High School administers a media arts program and two local schools provide day-time theater and drama instruction. The SCSD is also planning a \$70 million rehabilitation of the Central Technical High School facility, located on South Warren Street in downtown Syracuse, to house a new performing arts high school. The school facility also includes a 1,500 seat fully-functional theater auditorium that will be rehabilitated for use by students, as well as rental space to outside arts groups. In addition, the SCSD will be partnering with the Redhouse Arts Center to provide training and instructional classes in theater – seven elementary schools will be participating in this initiative in 2019, as well as maintaining a partnership with Onondaga Community College to offer advanced credit courses in the culinary arts, media and communications.

Syracuse University and Le Moyne College both administer and manage schools, educational curriculums and performing arts facilities that support a broader mission of training future artists, performers and cultural leaders. Le Moyne College, a private

Jesuit institution of higher learning, offers undergraduate and graduate programs in theater, performing and visual arts, including instruction in music, sculpture, drawing, photography, illustration and arts administration. The College's W. Carrol Coyne Performing Arts Center is home to classrooms, music practice spaces, and a black box theater. The Center also houses the Gifford Family Theatre with programs geared towards children and young audiences.

Syracuse University's College of Visual and Performing Arts offers a rich array of cultural arts and educational programming in six separate departments and schools – the Schools of Art, Design and Music, and the Departments of Communication and Rhetorical Studies, Drama and Trans Media. Apart from its educational curricula, the College oversees several cultural and performing venues, including 914Works, an art exhibition and small-scale performance space; the Rose and Jules Setnor Auditorium for larger-scale concerts and recitals; the Sue and Leon Genet Gallery for curated exhibitions; and the Syracuse Stage Theater complex, a multiplex of three theaters and cabaret space. With the exception of the Genet Gallery, housed in the Nancy Cantor Warehouse facility in Armory Square in downtown, the classroom and facilities of the College of Visual and Performing Arts are located on the University's main campus east of downtown with its Drama Department and Syracuse Stage headquartered along Genesee Street – the Connective Corridor between SU and downtown. Syracuse University is currently conducting a feasibility study of a potential \$15 million rehabilitation of its Drama Department Building and Syracuse Stage facilities.

Restaurants and Entertainment

Syracuse has many destination restaurants and nightclub venues located throughout the community, many located in the downtown Armory Square area.

Festivals and Sporting Events

Festivals take place throughout the year in downtown Syracuse and in several neighborhood locations – events that bring people together, as well as celebrate Syracuse's cultural diversity and arts communities. Ethnic-related events include the Greek and Polish Festivals, the latter held in Clinton Square, and the CNY Irish Fest at the New York State Fairgrounds. Other events include Winterfest, the Taste of Syracuse, and the New York State Blues Festival, all held at Clinton Square. A twice-yearly event, Syracuse Fashion Week also takes place in downtown. The Downtown Committee of Syracuse also manages several downtown events, including a summer Farmers Market and monthly Lunchtime Live Series, both held at Clinton Square, as well as the Syracuse Arts and Crafts Festival, hosted around historic Columbus

Circle. Other events include the Northeast Jazz and Wine Festival, the Blue Eco Fest, and the Westcott Street Fair. Light Work also has a summer film screening at the Everson Art Museum. Apart from special events and festivals, sporting activities associated with Syracuse University are also a significant draw for local residents, alumni and visitors. In addition, Syracuse is home to the Syracuse Crunch and Mets, the local professional hockey and baseball teams respectively.

Downtown Syracuse

Downtown Syracuse is the center of commerce, civic, and cultural life in the city – it is home to a thriving retail base, governmental functions at the municipal and county levels, and many cultural attractions, such as the Landmark Theatre, the Everson Museum of Arts and the Onondaga Historical Association. Going forward, downtown Syracuse will continue to be the focus of arts and entertainment activity in the city, serving as a hub for other arts-based economic development to take place in nearby neighborhoods and locations. In addition, downtown Syracuse, as defined by its traditional boundaries today, may also expand its footprint over time given the potential development opportunities offered by the Interstate 81 community project and the Connective Corridor to Syracuse University – opportunities that connect the downtown with other creative nodes of activity.

This section describes the strengths, opportunities and challenges in promoting arts and entertainment in the downtown commercial district.

Downtown Demographics

Downtown Syracuse’s residential population, while well-educated and possessors of significant amounts of discretionary dollars, is a relatively small segment of the overall market for arts activities in the downtown district (See Table 1.0). The downtown’s daytime population is comprised of the 28,800 office workers employed in the downtown area as well as daytime tourists (Be Downtown Syracuse Market Data for Retail Report, 2018, page 6). Office workers will shop at their lunchtime; much less after work – unless they live downtown. If retail stores within a 1,000 foot walk of their workplaces have a poor selection of merchandise and customer service, downtown workers will spend significantly less on retail than in stronger retail environments. Tourists will shop during the daytime, but also after dark if the shops are open. Armory Square’s daytime population is quite different demographically from those of the downtown as a whole. If such a daytime population could develop in the other locations and nodes in and near downtown, new retail and employment opportunities may emerge, especially along

TABLE 1.0 - EXPENDITURES POTENTIALS OF HOUSEHOLDS WITH INCOMES OF \$100,000+ IN DOWNTOWN SYRACUSE

Expenditure Type	Per Household	1,199 Households
Food at Home	\$6,911	\$8,285,829
Food Away	\$6,368	\$7,635,153
Apparel	\$4,155	\$4,981,656
Household Furnishings	\$3,720	\$4,460,016
Entertainment	\$6,440	\$7,721,635
		\$33,084,289 Total

Salina Street near the Landmark Theatre-Redhouse Arts Center cluster. In addition, downtown residents are relatively young, under the age of 35, and childless (Be Downtown Syracuse Market Data for Retail Report, pages 10-13). Many are students. Downtown residents also tend to have higher household incomes, with 33 percent reporting annual household incomes of \$100,000 or more (Be Downtown Syracuse Market Data for Retail Report, page 13). These high income households bring in significant consumer expenditure potentials as displayed in Table 1.0 on page 24.

Downtown Employment and Housing

In recent years, downtown has grown not only in its retail and cultural functions, it has also developed as a new residential neighborhood. The number of housing units in Downtown Syracuse has increased by nine percent annually since 2012 and occupancy rate is at 99 percent. According to the Downtown Committee of Syracuse, downtown today has an estimated residential population of about 3,600 persons, growing around 77 percent over the past decade. Another 500 housing units and a residential population of 5,658 is expected by 2020, with a significant number of these new units located along and near South Salina Street – downtown’s principal commercial spine (see Table 2.0). The average downtown rent is \$1,270 for a one-bedroom apartment with a rent range between \$600 to \$3,000 a month (Be Downtown Syracuse Market Data for Retail Report, page 12). Additionally, downtown’s high technology companies are generating a substantial number of new jobs, suggesting Syracuse’s emerging workforce are more likely to consider downtown residential living opportunities and local developers have been responding to that

demand. However, constraints to that growth include rising Federal Reserve interest rates, making mortgages and loan construction costlier; land assemblage issues; and, a local salary structure that may be too low to generate a large enough pool of prospects who can afford new downtown units.

Going forward, several initiatives will help facilitate new development in downtown Syracuse, including an update to the municipal zoning code, the implementation of the Syracuse Opportunity Zone, and the pending disposition and redevelopment of Interstate 81 on the north and northeast edges of downtown, potentially freeing up land for a variety of uses, including new development and open space. The creation of a qualified Opportunity Zone investment fund, dedicated to housing development in and near the downtown, might help provide needed development investment funds.

The following sections describe key downtown neighborhoods – locations of key arts, culture, and entertainment concentrations.

Armory Square

Armory Square is a significant arts, restaurant and entertainment node in downtown Syracuse. The Square has an art cooperative, several brew pubs, upper-story residential living units, office buildings, three large hotels, and a number of interesting apparel shops. Above all, Armory Square is a highly-intact collection of historic commercial buildings dating from the late 19th to early 20th century. Armory Square’s main cultural attraction is MOST, the Museum of Science and Technology. The Museum’s target audience is composed of children and their parents, but it is located in a downtown district where only 13 percent of the residents have children and in a city where only 29 percent of the households have children. The Museum reports that about 25 percent of its attendance travels from places outside of Onondaga County. Its attraction for those traveling significant distances would be enhanced by having other youth-related destinations and retail uses located nearby, such as a children’s library, ice-cream parlor or playground.

The OnCenter Complex – Everson Arts Center Node

The OnCenter complex, consisting of the OnCenter Civic Center Theaters and the OnCenter Nicholas J. Pirro Convention Center along State Street between Jefferson and Adams, attracts about 400,000 visitors annually – a key tourism and visitor destination. The Everson Museum of Art attracts 80,000 visitors annually. However, apart from its programmed activities in these facilities, and the lack of other commercial uses in adjacent blocks, the area lacks consistent pedestrian traffic. The exterior architectural designs of the buildings in the area are also far from

TABLE 2.0 - ESTIMATED HOUSING UNITS IN DOWNTOWN SYRACUSE

Neighborhoods	Buildings	Total Units	Average per Building	Estimated Population
Armory Square	18	515	28.6	1,205
Cathedral Square	13	491	37.8	1,148
Clinton Square	9	288	32	676
Hanover Square	18	277	12.6	648
Heart of Downtown	12	359	29.9	840
Presidential Plaza	2	488	244	1,141
Total	72	2,368	32.9	5,658

Source - Be Downtown Syracuse Report, Downtown Committee of Syracuse, 2018.



pedestrian-friendly with few ground-floor windows to promote visual interest. On the OnCenter side, there is no place to go unless you are working in or visiting offices in the buildings or attending events in the OnCenter theaters or arena.

South Salina Street

Historically, Salina Street was the main commercial and cultural spine of activity in downtown Syracuse. Today, revitalization efforts along the street focuses on maintaining and strengthening its commercial and cultural functions. The Landmark Theatre is a local treasure and a significant entertainment destination, although, according to its management, it is dark 60 percent of the time, especially during the off-seasons of summer and winter. However, when active with shows, its large seating capacity means that it can attract many patrons and visitors to downtown. The Redhouse Arts Center, which recently relocated to downtown, has the reverse situation. It is attracting patrons most days of the year – not just for performances – but also for rehearsal and educational purposes. Redhouse is also located within the City Center project that is offering 200,000 square feet of Class-A office space. When occupied, that space will generate about 3,000 in and out pedestrian trips per weekday. The Syracuse Public Library, too, is open most days. The latter two institutions will be bringing in people on a regular basis during daytime hours. The Landmark and Redhouse performing arts complexes will attract people during some evenings.

The Galleries of Syracuse, located just south of the theaters and now the headquarters location for the high-technology firm TCG Player, is another office building that can drive pedestrian activity in the area. There are over 15,000 people employed within about a five-minute walk of the Landmark and Redhouse. There are also twelve residential buildings nearby that contain 359 units. Some buildings will be adding more units, many of which will be “affordable.” These units may attract artists and artisans as tenants. Last, the Allyn Foundation is planning a food hall at the far southern end of the Salina Street corridor.

There are significant opportunities along Salina Street for the creative venues to have significant impacts on nearby storefront spaces, with a resulting upgrade in types and diversity of retail operations. Unlike the area around the Oncenter and Everson, there are many street-level storefronts where their impacts can be received. For businesses locating nearby, there are also large residential and worker market segments that can be tapped, besides the arts venue audiences. Most importantly, there is significant investment already happening in this area, signaling that revitalization is on an upward path.

Downtown Public Spaces

There are several public spaces and plazas located in downtown Syracuse, including Clinton and Hanover Squares, and Perseverance Park, that host events and activities during the year. Clinton Square, in particular, has potential to become a more significant space for public gatherings and other opportunities for the display, performance and participation in public art. Such a space –like Bryant Park in Manhattan – has proven to attract retailers and food-related operations to nearby storefronts, as well as serve segments in a downtown’s strategically important daytime population – office workers, students, seniors, adults with pre-school children, and tourists – during weekday daytime hours when many arts performance venues are not open. A public square’s activities are also likely to easily fit into the 45-minute time periods that daytime market segments typically have available. In the case of Clinton Square, just under 11,000 workers are within an easy five-minute walk of the Square, while 28,469 are within a ten-minute walk. The City’s Parks Department manages Clinton Square while the Downtown Committee of Syracuse, through its Business Improvement District, provide plantings and streetscape maintenance services. Both the City of Syracuse and the Downtown Committee seek ongoing sponsorships to help support maintenance and improvement efforts. Hanover Square, located to the southeast of Clinton Square, is one of Syracuse’s most historic neighborhoods and is home to several restaurants and businesses. The Square also hosts festivals and gatherings throughout the year. Apart from Clinton and Hanover Squares, Perseverance Park will undergo a \$400,000 landscape enhancement project in the coming year. The Park is also home to music events and food carts

Local Impact of Arts and Entertainment

The following is a summary of audience expenditures for the major arts attractions in Syracuse. These seven attractions generate more than \$27 million of local expenditures, \$14 million in dining and close to \$4 million on overnight stays (Esri ArcGIS). Certainly, local performance venues drive customer traffic to downtown restaurants. New downtown activities, such as new traffic-building events and festivals, and added performances at downtown venues, could lead to an expanding market for other dining and entertainment options – options that build on downtown’s existing dining assets, such as Dinosaur BBQ and Funk and Waffle, for instance.

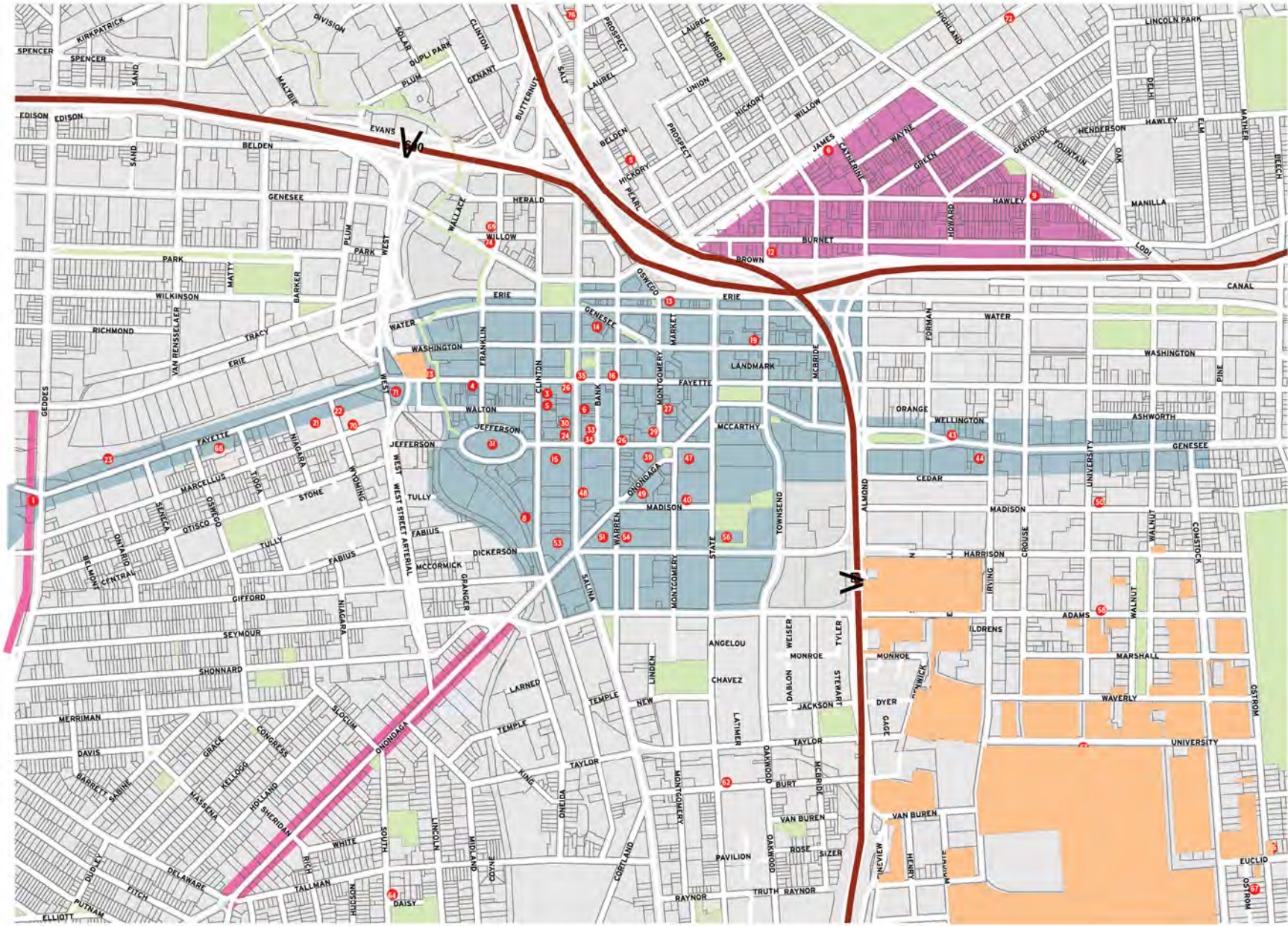
Arts and Entertainment Assets






Arts and entertainment assets in Syracuse range from theaters to performing arts spaces, to art galleries, writing centers, historic sites, museums, ethnic cultural centers, and schools and educational institutions. Other creative-type industries, such as graphic design, architecture, and entities such as the Greater Syracuse Soundstage of the New York Film Office round out the city's cultural arts offerings. Provided in the following section is a description and inventory of key arts and entertainment assets. Such assets are key to engaging residents and visitors in local arts and culture experiences.

Assets

AdaptCNY (26)	La Casita Cultural Center (37)	Wildflowers Armory (35)
AdaptCNY Public Arts Task Force (16)	Lightwork (SU) (63)	Wunderbar (71)
Al's Wine & Whiskey (5)	Lipe Art Park (23)	With Love Teaching Restaurant & Entrepreneur Incubator (76)
All Star C.A.S.T. (44)	Magic Circle Childrens Theater (67)	
ArtRage Gallery (9)	Marriott Syracuse Downtown (51)	
Arts Branch of the YMCA (29)	Maxwell's (14)	
Brady Faith Center (64)	Milton J. Rubenstein Museum of Science & Technology (31)	
Case Building (68)	Music for the Mission (12)	
Cathedral Arts (39)	Onondaga Historical Association (27)	
Center for Community Alternatives (34)	Palace Theater (72)	
CNY Arts (40)	Peaceful Schools (73)	
CNY Crossroads (6)	Point of Contact (SU) (23)	
CNY Jazz Central (19)	Rail Line (8)	
Community Folk Art Center (43)	RISE(62)	
Syracuse Stage (44)	Redhouse Arts Center (15)	
Delevan Center (21)	SALTspace (70)	
Dinosaur BBQ (69)	SALT Market (53)	
Downtown Committee of Syracuse (26)	Schola Cantorum of Syracuse (58)	
Downtown Writers Center (29)	Setnor School of Music (SU) (63)	
Delevan Center (21)	Studio54 (74)	
Erie Canal Museum (13)	Syracuse Gay & Lesbian Chorus (49)	
Everson Museum of Art/Urban Video Project UVP (56)	Syracuse Opera (40)	
Famous Artists Broadway in Syracuse (24)	Syracuse Pops Chorus (33)	
First Year Players/ Temple Concord (50)	Syracuse Shakespeare Festival (36)	
Fitz (7)	Syracuse Stage (44)	
Friends of Central Library (48)	Syracuse Summer Theater at the Oncenter (40)	
Funk N' Waffles (3)	Syracuse University Art Galleries (63)	
Gear Factory (1)	Syracuse University Department of Drama (44)	
Kitty Hoynes Irish Pub & Restaurant (4)	The Gallery at the Tech Garden (54)	
Landmark Theatre (30)	WAER-FM (66)	

SYRACUSE ARTS & ENTERTAINMENT DISTRICT MAP



- | | | | | | | | |
|---|-------------------|---|---------------------|--|---------------------|---|---|
|  | Parcels |  | Syracuse University |  | Interstate |  | Potential Live/Work Space & Preservation Corridor |
|  | District Boundary |  | Downtown BID |  | Connective Corridor |  | Parks/Open-Space |



SYRACUSE A&E IMPLEMENTATION GUIDE

The City of Syracuse, CNY Arts, and the Syracuse A&E Advisory Board will determine the project champions and responsible parties for the priorities and initiatives. Through strategic alignments, partnerships, and regional coordination, these priorities and initiatives will be accomplished with CNY Arts leading the initiative in the first two years. Implementation Guide templates can be found within each city's full plan.

Initiative	Goal / Recommendation	Year	Ongoing	Relative Cost	Priority
A.	Create a Downtown-Focused Arts and Entertainment District While Supporting Creative Nodes.				
A.1	Formalize the Syracuse Arts and Entertainment District Advisory Board.	1-2		Low	High
A.2	Prepare and implement and A & E District funding plan.	1-2		Low	High
A.3	Create a funded District Manager position.	1-2		Medium	High
A.4	Established a creative arts program housed within the City of Syracuse to facilitate development of Creative Art Nodes.	1-2		Medium	Medium
B.	Incentivize the Creative Arts Industries.				
B.5	Update database and inventory of available space for creative industries and cultural uses.	3-4		Low	High
B.6	Conduct a survey of local artists and creative arts industries regarding space needs and priorities.	3-4		Low	High
B.7	Increase availability of affordable and acceptable housing, studio, and live-work spaces.		X	High	Medium
B.8	Create a local incentive program for artists and creative industries.	3-4		High	Medium
B.9	Establish an artist-creative arts organization certification program.	3-4		Low	Medium
B.10	Ensure adequate broadband service to support creative industries.	3-4		High	High
B.11	Undertake ongoing marketing assistance to attract and support creative industries and start-ups.	1-2	X	Medium	Medium
B.12	Undertake active marketing campaigns to attract creative industries and start-ups.	3-4	X	Medium	High
B.13	Promote music and music nightclubs as a key element of the Syracuse Arts & Entertainment District.	1-2	X	Medium	High
C.	Address Marketing and the Common Needs of Arts Institutions and Organizations with Collaborative Approaches.				
C.14	Create a Risk Capital Fund (RCF) to incentivize new and diverse programming to promote diverse artists and support development of new and diverse audiences.	1-2	X	Medium/High	High
C.15	Cross-promote events and cultural arts activities between the Arts and Entertainments District business and cultural institution.	1-2	X	Low	High
C.16	Enhance existing marketing and public relations efforts to promote the Arts and Entertainment District.	1-2	X	Medium	Medium
C.17	Encourage involvement of cultural institutions in public art, placemaking, and special events.	3-4	X	Medium-High	Medium
C.18	Explore avenues for sharing systems and resources among arts organizations and cultural institutions.	3-4	X	Low-High	Medium
C.19	Forge strategic partnerships and collaborations between existing arts and cultural institutions and other businesses within the Arts and Entertainment District.	3-4	X	Medium	Medium
C.20	Explore activities and initiatives that enhance patronage of established Arts and Entertainment cultural institutions.	3-4	X	Medium	Medium

Initiative	Goal / Recommendation	Year	Ongoing	Relative Cost	Priority
D. Promote Historic-Preservation-Based Rehabilitation and Adaptive Use Initiatives That Support Spaces for Artists and Creative Industries.					
D.21	Target historic building rehabilitations and adaptations for creative industry use.		X	Medium	Medium
D.22	Connect developers and investors of historic properties with creative arts entrepreneurs and industries.	3-4	X	Medium	Medium
D.23	Revise zoning and other regulatory tools to facilities arts-based adaptive use projects.	1-2	X	Low	High
D.24	Consider permit fee waivers or a streamlined permitting process to help facilitate adaptive use projects.	1-2		Medium	Low
E. Activate the Syracuse Arts and Entertainment District with Public Art, Enhanced Public Spaces, and Events that Draw Patrons, Visitors and Residents on a Regular Basis.					
E.25	Enhance programming and use of Clinton Square as an engaging public space.	3-4	X	Medium-High	Medium
E.26	Encourage small-scale public-space enhancements that also engage the local creative arts community.	3-4	X	Medium	High
E.27	Start a wall mural program.	3-4	X	Medium	High
E.28	Prepare a comprehensive Arts & Entertainment District urban design and streetscape program.	5-10		High	Medium
E.29	Consider a Salina Street theater lighting plan.	3-4		Medium	Medium
F. Conduct Long-Term Planning for the Arts & Entertainment District and Adjacent Areas.					
F.30	Prepare a 10-Year land use plan for the Arts & Entertainment District.	3-4		Low	Medium
F.31	Consider future regulatory options that facilitate the addition of spaces for live-work and creative arts-based businesses.	5-10	X	Low	Low

City of Syracuse - Per Capita Budget Breakdown

	Ambiance	Marketing the Locality	Risk Capital	Signage	TOTAL PER YEAR
	I.E. unfunded DRI projects, lighting, façade improvement, interior enhancements)	10% of allocation up to \$100k. Marketing the locality will be done in tandem with regional rebranding and marketing	Based on 1:3 requests funded from NYS DEC arts funds and for the State and 36% of Economic Development requests are funded through County)	Based on \$1,000 per sign based on reasonable formula derived from research	
Onondaga (Syracuse)	\$2,020,381 80.6%	\$100,000 4%	\$375,950 15%	\$10,000 0.4%	\$2,506,331



REGIONAL BUDGET

Arts & Entertainment District Regional Budget

		2020	2021	2-Year Total
County Per Capita Distribution				
	Onondaga (Syracuse)	2,506,330	2,506,330	5,012,660
	Cayuga (Auburn)	429,466	429,466	858,931
	Oswego (Oswego)	655,307	655,307	1,310,614
	Madison (Oneida)	394,132	394,132	788,264
	Cortland (Cortland)	264,765	264,765	529,531
		4,250,000	4,250,000	8,500,000
Regional Services (average \$100k per county per year)				
	Staff	279,619	290,947	570,566
	Assistant/Fellowships	15,000	15,000	30,000
	Travel	5,000	5,000	10,000
	Marketing/PR (including Affinity Cards, etc.)	190,000	182,000	372,000
	Hospitality	2,500	2,500	5,000
	Equipment (computers, etc.)	5,000	2,000	7,000
	Office Supplies	2,881	2,553	5,434
		500,000	500,000	1,000,000
CNY Arts Administrative (5%)				
	Staff	161,496	163,630	325,126
	Contracted Services (website, IT, audit, etc.)	72,000	69,500	141,500
	Professional Development	10,000	10,000	20,000
	Insurance	1,175	1,175	2,350
	Office Expenses	5,329	5,695	11,024
		250,000	250,000	500,000
Project Total		5,000,000	5,000,000	10,000,000



ARTS AND ENTERTAINMENT DISTRICT MASTER PLAN