

# A Study into Best Practices for the Development of a Public Arts Commission in Lake Placid, New York

For: The Lake Placid and North Elba Community Development Commission

Katherine Long, MPA '20

Grant O'Brien, MPA '20

Shi Tang, MPA '20

Hanxu Wang, MPA '20

Faculty Advisor: Rebecca Brenner

Cornell Institute for Public Affairs

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## EXECUTIVE SUMMARY

The graduate student Consulting Team from the Cornell Institute for Public Affairs (CIPA) was tasked by the Lake Placid and North Elba Development Commission to develop a plan to create a Public Arts Commission and design a marketing strategy for the region. The idea is for the future Lake Placid Arts Commission to be committed to improve the arts and culture atmosphere of Lake Placid to benefit both visitors and residents.

In order to develop the Lake Placid Arts Commission and design a marketing strategy for the region, the team needed to address two main questions: 1) What is the most appropriate organizational structure for Lake Placid Arts Commission? 2) What are the most appropriate marketing strategies considering the demographics in Lake Placid?

After the team conducted a comprehensive literature review for best practices and examples of successes in programming and funding, the team selected three data collection tools to address the above research questions: case studies featuring towns with successful public art programming, a survey of residents to garner an understanding of the arts and culture community in Lake Placid, and interviews with existing stakeholders in the Lake Placid arts and culture community. For the case studies, each town demonstrates successful aspects of an artistic community that would be helpful to Lake Placid and their development of an Arts Commission. The survey captured the opinions of residents involved with the artistic community and gave a first look for the Consulting Team into the standing of art in Lake Placid. The goal of the stakeholder interviews were to use what was learned from the survey and case studies to further determine what types of art are wanted in Lake Placid, as well as areas that are in need of an artistic revival, and how those directly involved in the arts and culture community envision an arts commission benefiting their town.

An analysis of the data collected has found that the existing arts and culture community in Lake Placid has positioned itself to greatly benefit from the creation and implementation of public art throughout the town to enhance arts vibrancy due to the increasing participation in the arts and the lack of a governing body to coordinate art events and programming. An increase in public art can enhance the social fabric of a community, as well as revitalizing businesses and increasing tourism and economic potential of an area. The conclusion of this report details the next steps that should be taken to begin the process of creating a public art commission for Lake Placid.



Strategic placement of this commission within existing commissions and organizations in Lake Placid can help get the art commission off the ground and increase community engagement. With the World University Games returning to Lake Placid in 2023, a partnership with the sports community could be an exciting opportunity for the art commission. Detailed instructions on the formation of an Arts and Culture Board can be found in the Recommendations Section, along with strategies for a coordinated social media campaign, conducting site research and gathering public engagement to begin implementation of public art in Lake Placid.



## INTRODUCTION

In recent years, neighboring Adirondack destinations Keene and Saranac Lake have led the charge towards bringing a greater artistic influence to the Adirondacks. Lake Placid, however, remains staunchly committed to celebrating its athletic heritage over its growing artistic community. Not to be overlooked, Lake Placid's dedication to its athletic heritage has catalyzed a thriving tourism industry within the region. This provides a unique opportunity for Lake Placid's artistic community to showcase its offerings in the form of public art.

Public art is defined as the many forms of visual arts to be enjoyed in both indoor and outdoor public spaces. "Art in public spaces plays a distinguishing role in our country's history and culture. It reflects and reveals our society, enhances meaning in our civic spaces, and adds uniqueness to our communities" (Americans for the Arts, 2018). It can include everything from traditional paintings to performance art, outdoor sculptures, tapestries, stained-glass windows, wall murals and contemporary installations, as well as public gardens and architecture styles (Harrison, 2004).

Naturally, public art creates opportunities for local artists. It is symbolic of a community's ideals and values. It provides the community a pathway towards expressing a sense of identity to its residents and visitors alike. "Public art humanizes the built environment. It provides an intersection between past, present, and future between disciplines and ideas. Public art matters because our communities gain cultural, social, and economic value through public art" (Americans for the Arts, 2018).

Lake Placid and North Elba Community Development Chairperson and Commissioner Dean Dietrich has served as the Consulting Team's client during the duration of this project. His insight has been critical to the Consulting Team understanding of Lake Placid's local dynamics and, more importantly, his understanding of key artistic players has revealed to the Consulting Team an abundance of individual resources that will allow for fulfillment of the vision for this project. Dietrich is an active participant in the Consulting Team's endeavor, participating in weekly conference calls and providing a variety of ad hoc support as requested.

This report is purposed towards guiding Lake Placid and its artistic community's future investments into public art. To achieve this, the Consulting Team endorses the adoption of a calculated organizational structure equipped with administrative processes that ensure the city's public art projects are properly funded and marketed through the identification of strategic partnerships



while remaining fully reflective of the various ideals and values upheld by Lake Placid's entire community. This report's long-term ambition is to provide a foundation for Lake Placid that will, over time, garner the city regional and national recognition for its commitment to public art.





## LITERATURE REVIEW

This literature review will focus on successful strategies, benefits of the addition of public art in communities, as well as funding opportunities. The guiding research question was to determine how to create a successful art commission, looking at benefits added to the community, as well as funding and marketing opportunities. This research will help inform and guide the Lake Placid community how to develop and structure a successful long-term art commission. This literature review will examine national research conducted on successful art commissions and their towns, as well as art and its impact on the surrounding community, as well as a widely used funding program for municipal art projects. The Consulting Team also examined artistic endeavors in the Adirondack region, as well as specific arts and culture programming in Lake Placid.

### ACHIEVING SUCCESS

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The National Association of Counties (NACo) is an organization dedicated to strengthening counties, and one of those ways is through the arts (NACo, 2015). NACo states that “counties invest in the arts as a means to improve their economies, enrich American cultural and intellectual life, build more aesthetically pleasing communities, promote lifelong learning, protect national heritage and historic preservation and help children succeed” (Voss, 2018). The amount of arts and cultural organizations in a community, directly correlates to ease of availability, as well as variety, of arts experiences for people to engage with in that community (Voss, 2018). Community presentations, especially early in the planning process, that include examples of artworks from other communities, and information about proposed projects can help educate and involve the community (Americans for the Arts, 2017). In addition, fostering relationships and involving the community in the planning process and allowing for frequent input can help public art programs engage local populations (Americans for the Arts, 2017).

The National Center for Arts Research (NCAR), which includes Americans for the Arts, is an advocacy group dedicated to research and the promotion of arts policy (Americans for the Arts, 2019). Through their research, NCAR has found how the arts and cultural co-organization connect to community livability and community cohesion (Americans for the Arts, 2019). Cross-sector partnerships between cultural organizations and long-standing groups (i.e. the sports community in Lake Placid), and offering broad services, can move both culture and community forward, attracting more human and financial resources (Hopkins, 2018).



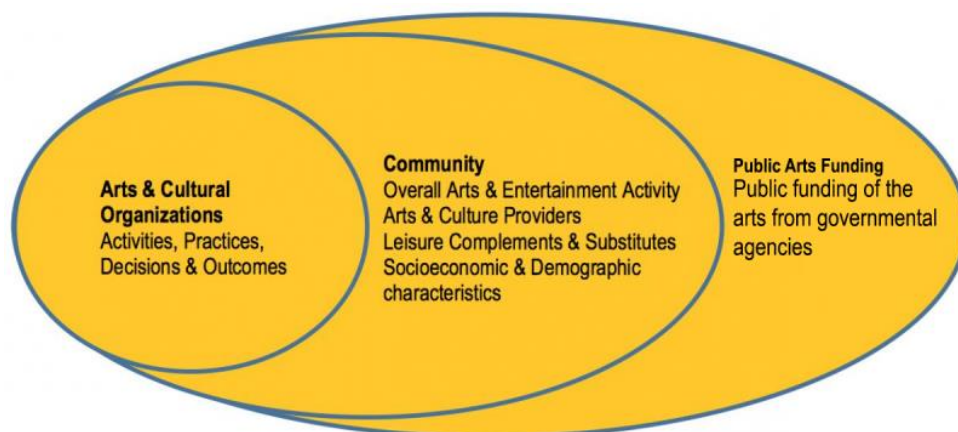


Figure 1: Modeling the Arts & Culture Ecosystem, source: <http://mcs.smu.edu>

The NCAR Model of the Arts & Culture Ecosystem (figure 1) features the interdependent relationship between artists and organizations, their communities, and government

funding. NCAR reports also include a discussion showing the connection of socioeconomic connection to arts and cultural activities (Voss, 2018). As shown in *Figure 1*, the NCAR Arts Commission is at the center point of the community and the funding broadly engages the integration of the arts and community. The 12 arts and cultural sectors included in NCAR research include Arts Alliances and Service Organizations, Arts Education, Art Museums, Community, Dance, Music, Opera, Performing Arts Center, Symphony Orchestra, Theater, Other Museum, and Multidisciplinary Performing Arts.

Otsego County, New York, located in the foothills of the Catskill Mountains, includes the cities of Oneonta and Cooperstown. Otsego County is home to the baseball hall of fame and the Farm Museum in Cooperstown, as well as a performing arts center, hosting opera and other music and art events. Oneonta, New York ranks number eight on the NCAR top ten list for art vibrancy in small communities. The Oneonta Civic Center was deemed the “greenest” building to go through the New York State Energy Research and Development Authority program, earning the venue additional funding (Voss, 2018). The Community Arts Network of Oneonta (CANO) is the major sponsor of the arts in Otsego County since 1970. CANO is a 501(c)(3) non-profit organization that provides artistic programming to the region through exhibitions, concerts, classes, and fundraisers (CANO, 2019). CANO partners with both national and regional artists to host monthly exhibitions, writing salons, musical events, as well as partnering with local universities to showcase student artwork (CANO, 2019). Oneonta provides a local example of an incredibly successful, small town that Lake Placid can look to for examples, potential partnerships, and support.

Arts vibrancy in a community is multifaceted and depends on the strengths that develop out of a community's character and population. Communities that value the arts and invest accordingly are reflected in the number of arts providers, arts dollars and the level of government support attracted from state and federal sources (Voss, 2018).

## IMPACT ON COMMUNITY

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Americans for the Arts (formerly National Assembly of Local Arts Agencies) studied in the early 1990s over three years the positive economic impact of the arts on communities. The study found that the arts can impact quality of life, as well as the entire social and business fabric of a community (Villani, 1994). A community art district can attract investments, revitalize neighborhoods, and attract tourists, with art event attendees generating revenues for hotels, restaurants and businesses (Villani, 1994).

However, "arts and cultural organizations do not exist in a vacuum," states Karen Hopkins, author of the three-year study on Anchor Institutions and their impact on communities (Hopkins, 2018). Hopkins continues that those relationships rely on a collaboration of all of a community's institutions. (Hopkins, 2018). Despite their place in the local economy, however, the arts are often overlooked as a tool for economic and social development (Villani, 1994).

## FINANCING ART & CULTURE – PORTLAND, OR

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In 1975, the city of Portland, Oregon, supported by Governor Thomas McCall, City Commissioner Mildred Schwab, and County Commissioner Earl Blumenauer mandated that one percent of public construction budgets for new buildings or renovations would be dedicated to art (Gleason, 1983). Oregon was one of the first states to adopt this type of public art funding mechanism (NASAA, 2018).

Twenty-eight states participate in these "percent for art programs," where a "portion of the budget for construction or renovation of state buildings is set aside for the installation of public artwork" (NASAA, 2018). While New York State does not participate in this type of funding scheme, New York City has had a percent for art law since 1982 (City of New York, 2019). In New York City, one percent of the budget for eligible city-funded construction projects is required to be spent on artwork for public facilities (City of New York, 2019). Since inception, over 300 projects have been completed, at an estimated \$41 million (City of New York, 2019).



The Portland Development Commission also pays for art with the increased tax revenues generated from renewed areas that art has helped transform. In Portland, private donors have contributed sculpted animals at the Washington Park Zoo among many other works of public art. Students and alumni of local schools and colleges have erected pieces at high schools and the University of Portland. Businesses and firms have also funded public art or contributed to building materials. The takeaway message is that leading communities and investors recognize the transformative power of arts and culture.

## LAKE PLACID, NEW YORK

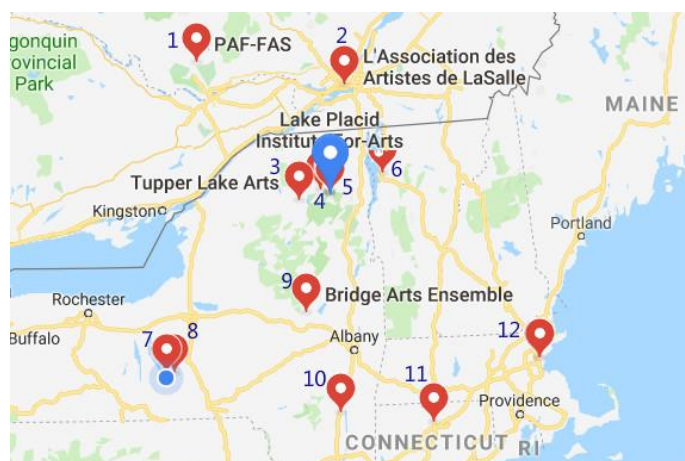


Figure 2: Map of Lake Placid and Arts Organizations within 200 miles, source: Google Maps, 2019

There are many arts organizations in the states surrounding Lake Placid, and in Canada. These twelve organizations included on the map to the left are all within a five-hour driving distance of Lake Placid and have similar climates and geographies to Lake Placid. The organization's name, contact information, art activities and mediums are listed in [Appendix A](#) for reference.

### Current Artistic Efforts

#### LAKE PLACID CENTER FOR THE ARTS

The Lake Placid Center for the Arts (LPCA) was founded 45 years ago to bring visual and performing arts to the Adirondack region by “fostering arts programs that inspire, enrich, educate, and entertain people of all ages” (LPCA, 2019). The LPCA holds music, dance, theatre, film exhibitions, and visual arts showings year-round, as well as providing art education classes and workshops. The Lake Placid School of Ballet, Children’s Theatre, Community Theatre, and the Lake Placid Sinfonietta are all housed within the LPCA. The Center is the only year-round arts complex in the North Country region and serves over 30,000 residents and visitors each year (LPCA, 2019).

The LPCA theatre seats 350 patrons, with a calendar of events on their website, featuring everything from circus acts, film screenings, dance troupes, and live screenings from the Metropolitan Opera in New York City (LPCA, 2019). The Center also provides free afterschool workshops in painting and drawing, pottery, the culinary arts, and more (LPCA, 2019). Camp LPCA, offered in one-week sessions throughout the summer allows children and teens to explore various arts including theatre, puppetry, and improv comedy. The art gallery at the LPCA displays a rotation of over 40 artists from the region to display their art (LPCA, 2019).

While the LPCA receives funding from the New York State Council on the Arts, the LPCA is a nonprofit center, additionally soliciting membership fees (in tiers from \$45 - \$10,000) and donations to the Center's Annual Fund. Donations result in "donor benefits, including discounted admission to events, a dining discount card at participating restaurants, and more" (LPCA 2019.)

### LAKE PLACID FILM FESTIVAL

Featuring a diverse array of "foreign films, documentaries, classics, comedies, sci-fi movies and animated features", Adirondack Film Society (AFS) Treasurer Gary Smith realized the organization's goal to "avoid esotericism and attract as many different groups of moviegoers as possible" in the form of the Lake Placid Film Festival (LPFF) (Kelly, 2018). Since 2000, the AFS has worked in conjunction with Lake Placid's historic Palace Theater, High Peaks Resort, and the local Center for the Arts to deliver the region's premier celebration of filmmaking. In just a short time following its initial celebration, the festival gained significant notoriety and attracted the attention of some of the industries premier talents, including Martin Scorsese and Jon Favreau (Kelly, 2018).

In 2018, the LPFF brought about many changes to its typical curriculum in its nineteenth iteration that resulted in its most successful year to date. First, the AFS increased its number of featured films from approximately fifteen to forty. The festival's flagship film was the revered documentary "Free Solo", National Geographic's award-winning profile of climber Alex Honnold and his dangerously ambitious scaling of Yosemite's El Capitan. The documentary headlined the LPFF to a sold-out audience of 320 during its marquee Friday night time-slot (Kelly, 2018). "Free Solo" would go on to receive the industry's most coveted awards in documentary filmmaking from the Academy of Motion Picture Arts and Sciences and the British Academy of Film and Television Arts.



To further achieve this level of sophistication, the AFS overhauled its marketing strategy to feature advertisements in additional mediums such as television and newspaper. To attract funding, The AFS is registered as a 501(c)(3) non-profit organization with the Internal Revenue Service and offers an annual, tax-deductible membership that affords its patrons access to newsletters, advanced ticket sales, and volunteer opportunities. In their efforts to secure additional funding towards the festival, the AFS successfully enlisted a variety of corporate sponsors to promote and host many of their screenings. Additionally, the AFS overhauled its grant-writing process, breaking the previous mold in securing the LPFF \$18,500 in grant awards; more than ever in recent history (Huttlinger, 2019).

Moving forward, the AFS intends to attribute a greater focus towards booking guest speakers, distributing invitations and solidifying its film lineup earlier in the year. The town shares the enthusiasm in looking forward, with Festival Director Gary Smith proclaiming, “I think we all have a desire to see an arts component succeed in this market” (Kelly, 2018).

### LAKE PLACID SINFONIETTA

The Lake Placid Sinfonietta is a professional-level 20-member chamber orchestra (Lake Placid Sinfonietta, 2019). Since 1917, the Sinfonietta has fulfilled their mission to “enrich the cultural life of Adirondack communities with classical music and educational opportunities” (Lake Placid Sinfonietta, 2019). A calendar of Sinfonietta performances are available on their website, and include performances both in Lake Placid, and the surrounding Adirondack communities. The Sinfonietta holds non-profit 501(c)(3) status and is partly supported through the New York State Council on the Arts, as well as from public support from the towns of North Elba, Lake Placid, and an Essex County Arts Council CAP grant, as well as membership donations (Lake Placid Sinfonietta, 2019).

The Sinfonietta’s educational opportunities include a residency program for college musicians to visit school districts in the area to provide performances and classes for the students of all ages (Lake Placid Sinfonietta, 2019). In addition, the Sinfonietta provides scholarship awards to graduating seniors from Lake Placid, Saranac Lake, Keene Valley, or Tupper Lake Central Schools (Lake Placid Sinfonietta, 2019).



## CASE STUDIES

The Consulting Team has selected four municipalities across the United States to examine as case studies for research. These include Berkshire County, Massachusetts, Burlington, Vermont, Ithaca, New York, and Sedona, Arizona. Considering the successful nature of public art and culture in these towns, the following information includes the creation of public art plans, current artistic projects, festivals, and events, funding opportunities, marketing strategies, as well as challenges, solutions, and results. Although there are many ways to develop art commissions, this section will focus on the implementation and effects of public art on small towns.

### BERKSHIRE COUNTY, MASSACHUSETTS

Bordering three states, Vermont, New York, and Connecticut, Berkshire County, Massachusetts is composed of 30 unique towns and two cities and is equidistant from Boston and New York City (American Art Marketing, n.d.). Arts organizations in the Berkshires include museums, performing arts venues, and visual arts, which attract visitors all year round.

#### Plan Creation

While there is not one official arts council in the Berkshires, Berkshire County has an organization called Guild of Berkshire Artists. This organization grew out of a successful Fine Art Show held in September 2014 (Berkshire Artists, n.d.). Now with more than 150 members, the guild holds many activities including seminars, exhibitions and special events to discuss their opinions on art and spread it to the community (Berkshire Artists, n.d.). The Guild encourages people to participate in arts and educates members and the public about art and contribute to the quality of life in the Berkshires. Through their efforts, a vibrant arts community exists in Berkshire County, Massachusetts.

#### Projects

##### BERKSHIRE CRAFTS FAIR

Celebrating high quality arts and crafts for 46 years, the Berkshire Crafts Fair is a not-for-profit event generating funds for scholarships and creative educational endeavors held by Monument Mountain School (Berkshire Crafts Fair, 2019). The fair displays selected works from over 90 artists and craftsmen, creating everything from contemporary and traditional jewelry to furniture, ceramics, textiles, and glassware at various price points. Most noticeable at the fair is its breadth:



the exhibition and sale draw master artisans from California to Florida to Maine (Berkshire Crafts Fair, 2019).

### BERKSHIRE MOUNTAINS FAERIE FESTIVAL

The third annual Berkshire Mountains Faerie Festival took place in 2019 and attracted approximately 1,500 visitors through the magnificent gates into faerie-land, many in costumes (BMFF, 2018).

Activities in the festival were set up in tents and encouraged visitors to participate in and make their own colorful faerie wings, which is a good example of how a themed event can still attract many visitors. In the main open structure on the fair ground, various forms of food and entertainment were offered throughout the day (BMFF, 2018).

### BERKSHIRE ARTS FESTIVAL

Now running into its 18<sup>th</sup> year, the Berkshire Arts Festival will introduce more than 40 new artists in addition to featuring 175 jury-selected artists from across the country (Berkshire Arts Festival, 2019). The Berkshires Arts Festival is regarded as one of the most respected summer art events in the country (Berkshire Arts Festival, 2019). The Berkshires Visitors Bureau has rated the festival as one of the top ten "Hot Spots" in Western Massachusetts and is highly recommended for family get-togethers or arts shopping (Berkshire Arts Festival, 2019).

## Funding

There are many funding projects, grants and partnerships in the Berkshires. Among all these funding opportunities, Artist's Resource Trust (ART) is a large source of funding. From their start in 1996, ART has awarded grants totaling almost \$2 million to over 300 artists for a wide range of projects (Berkshire Taconic, 2018).

This award has two types of funds: for individuals, and for organizations. The awards aim to provide support to visual artists who are in the middle of their creative arts career and have devoted themselves and substantial commitment in their work (Berkshire Taconic, 2018). This grant award is designed for people live in New England (CT, ME, MA, NH, RI, VT) and in the towns in NY that are parts of Berkshire Taconic Community Foundation's catchment area as of 2015 (Berkshire Taconic, 2018).

Applications for an unrestricted fellowship are sought from individual artists who have demonstrated financial need, and organizations that do business within the geographic scope of





this fund (Berkshire Taconic, 2018). The fellowships last for eight years for individuals and two years for organizations (Berkshire Taconic, 2018).

The president and board member of Guild of Berkshire Artists, K. Carmean claims that they have monetary backup in the Berkshire Humane Society, and they get a portion of the profits, but they also take payments and donations (Carmean, 2019).

## Marketing

The Berkshires don't install many permanent arts pieces in the county, so the issue of marketing pieces does not exist. As for the Guild of Berkshire Artists, they have a monthly and weekly newsletter among its members. They also have a website that includes their artists members, calendar of events and ways to join them. They also post events on social medias and Facebook (Carmean, 2019).

The county posts their annual arts festivals on nationwide websites like American Art Marketing to disseminate the information and to attract more people to participate (American Art Marketing). The official website of the Berkshires is also regularly updated and shows information of arts events including paintings, sculptures and music performances. The official annual guide to the Berkshires on this website is very comprehensive and includes every aspect of life of the Berkshires: arts, hotels, restaurants, sceneries and entertainments (The Berkshires, n.d.).

## Challenges & Solutions

As far as challenges in implementation of public art, it seems that there are not many for artists in the Berkshires. "We've tried not to be controversial. And we haven't had vandalism. We haven't had any pushback from residents," (Carmean, 2019).

## Results

The arts activities have contributed a lot to the county by attracting tourists to events and boosting the local economy. People also pay for the arts education they receive in local institutes and museums have created much revenue as well. Arts have been an indispensable part of people's life and local culture of the Berkshires.

## BURLINGTON, VERMONT

Built in 1990, the Burlington City Arts has long been a landmark and comprehensive art center of Burlington, Vermont. With the mission of "to nurture a dynamic environment through the arts that



makes quality experiences accessible to a broad audience” (About BCA, 2019), they not only attract and support artists with their work, but also provide education programs to engage community in art.

### Plan Creation

Burlington City Arts (BCA), originally Mayor’s Arts Council (MAC), was established to develop an “egalitarian program which aims to make arts available to everybody” (History of BCA, 2019). The MAC was formerly a two-headed entity, with funding from Mayor to cover overhead, salaries and benefits for permanent staff, and raising money through funds for programming (History of BCA, 2019). It changed names to Burling City Arts in 1990 and gradually become the art and cultural center of Burlington, which integrates arts into community development, education, and economic development.

The Board of BCA is comprised of 18 voting members and 5 non-voting members (Board of Directors, 2019). Application to BCA is accepted on a rolling basis.

### Projects

Figure 3 shows the structure of the BCA projects. To achieve their mission, they have initiated Education programs, Exhibitions, Internship programs, and an artist resources database to better serve all stakeholders: artists, residents, and the community.

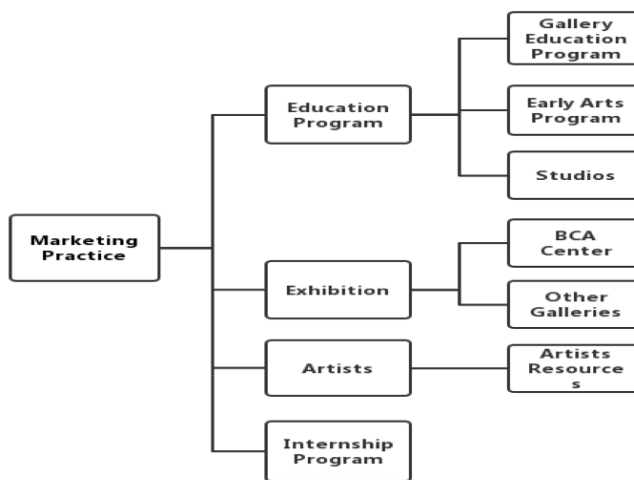


Figure 3: Projects of BCA, source: Burlington City Arts

### EDUCATION PROGRAM

Burlington City Arts (BCA) has high quality classes, drop-in classes, workshops and youth summer camps in all mediums for every age and ability. BCA has a gallery education program called See.Think.Do! which hosts school groups of all ages for an interactive arts learning experience in their galleries (BCA, 2019). They also offer community education programs like Early Arts Head Start, working with preschool children, and Art from The Heart, bringing art



supplies to children and adults at Fletcher Allen Health Care to aid in the healing process (Education, 2019).

## EXHIBITIONS

For art exhibitions, regular exhibitions are held in BCA Center. In addition, they also have other galleries in the local airport, city hall, and regular displays at the Hilton Garden Inn and Maltex building. These exhibitions provide ample viewing opportunities for residents and visitors.

## INTERNSHIP PROGRAM

BCA also provides internship program during summer and fall. Interns are required to assist with curatorial and administrative tasks including research, administrative assistance, artist correspondence, exhibit project assistance, and exhibit installation. This internship opportunity is a great chance to engage people in the BCA and the business side of the arts. (Volunteer at BCA, 2019).

## Funding

Burlington City Arts Center also provides support for artists in Vermont. They can exhibit their work in BCA's Art Center or other galleries throughout town. BCA also started a community fund, art sales and market, awards and prizes to attract different artists and provide opportunities for their future growth. They also have an artist database on their website, which allows the public to get access to artists easily (BCA, 2019).

## MEMBERSHIPS

One of the most important resources of their funding is membership. The annual membership fee is \$25. When you register on the website, it will provide opportunities to donate along with the membership, ranging from \$25 to \$100.

## DONATIONS

Donations are another important source of funding. They have designed a website that is very easy to donate on and connects directly to membership signups. There are also many options available, including gifts of cash, donate stock, and being a corporate event sponsor. This flexibility allows for more people to participate and be a part of the arts community.



## Marketing

### WEBSITE

BCA has designed a great website that is attractive and easy to use. The website includes an introduction of Burlington City Arts, current exhibitions, a calendar of future events, and donation instructions. The interface on the website is notably easy and is intentionally user friendly. This is important because all people who want to donate, become members, or get information may not be comfortable with technology. Also, an easy and open interface is critical to gathering interest from community members who may be interested in the arts but are not yet tied into the community.

### SOCIAL MEDIA

Facebook and Instagram are important avenues for marketing. BCA boasts 10,586 followers on Facebook and 5,401 followers on Instagram (Burlington City Arts Facebook home page, 2019). They will post activities, lectures, and news regularly. They also communicate with people through responses and comments. It is a good way to market their new activities and see how people respond to those activities. It is also a good way to engage individuals who may not be in town year round, but have a frequent investment in the community or are seasonally active in the community.

## Challenges & Solutions

There are mainly two challenges BCA is facing now. The first is how to better engage people with their activities and exhibitions. The way that BCA has tried to address this is to make exhibits more interactive and around town, rather than only in galleries. The second is how to connect residents and different artists to form a more comprehensive community.

BCA has invested in connecting artists directly with residents and community members. In this way all stakeholders can have a better understanding of the creation process.

## Results

BCA Center provides the community with ample resources to easily obtain the information needed and attend all kinds of education programs, exhibitions and studios. Their education programs are divided by age and nature of art – there are adult classes and youth classes featuring studio spaces in various mediums including clay pottery, darkroom photography, jewelry making, printing, and drawing.



## ITHACA, NEW YORK

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Located on the southern tip of Cayuga Lake, Ithaca became the county seat of Tompkins County in 1817 and was officially recognized as a city in 1888, two years after the founding of Cornell University (Historian, 2019). Currently, the population of Ithaca is just over 30,000 people, with a median age of 22 years old due to both Cornell University and Ithaca College being located there.

Ithaca serves as the commercial and cultural hub for Tompkins County, attracting 1.5 million annual visitors to the Finger Lakes Region (Strategic Tourism Planning Board, 2012).

### Plan Creation

In 2002, the town of Ithaca created their Public Art Commission (PAC) to develop a comprehensive public art plan. The commission was responsible for identifying Ithaca's past efforts, establish a plan for implementing public art throughout the city, and educating citizens about the importance of public art. The PAC envisions the use of the city as a gallery used to present both permanent and temporary art (Public Art Commission, 2003).

Prior to the development of the PAC, Ithaca has used historic preservation, neighborhood-driven initiatives, and design requirements for new developments to visually enhance the city. In addition to permanent installations, temporary collaborations with Cornell University, and individual artists have been displayed throughout the town (Public Art Commission, 2003). In the beginning, the PAC strove to identify issues and best practices in establishing a successful commission, as well as seeking funding for implementation. The PAC also recognized the benefits to economic development public art will bring to Ithaca by attracting businesses and tourists.

The PAC is comprised of seven members appointed by the Mayor to serve a term of three years (City of Ithaca, 2013). The Ithaca PAC works closely with the Community Arts Partnership (CAP), as well as the Downtown Ithaca Alliance and the City of Ithaca government to spread art across the community (City of Ithaca, 2013).

### Projects

#### GREATER ITHACA ART TRAIL

The Greater Ithaca Art Trail is sponsored by the Community Arts Partnership (CAP). The trail includes 40 artists' studios throughout Tompkins County (Community Arts Partnership, 2019). Artisans on the tour include sculptors, painters, photographers, printmakers, fiber artists, furniture



makers, jewelry makers, and ceramists (Community Arts Partnership, 2019). Artists' studios are open the first Saturday of every month, or by appointment year-round.

### ITHACA ARTIST MARKET

The Ithaca Artist Market partners with the Ithaca Farmers Market and CAP to sell both fine and functional art from local artists each summer (Community Arts Partnership, 2019). The Artist Market will be in its 29th year in 2019 and fills all 88 booths in the farmers market building, and brings live music and food and drink vendors to the event (Community Arts Partnership, 2019).

### SPRING WRITES LITERARY FESTIVAL

Another partnership with the CAP, the Spring Writes Literary Festival takes place annually in May, featuring four days packed with over 35 literary themed events to showcase writers from the Finger Lakes Region (Community Arts Partnership, 2019). The New York State Council on the Arts (NYSCA) requested the creation of the Festival in 2009 knowing of the plethora of artists in the region, yet there was no formal organization for the writers. Festival events include panels and workshops, readings and performances, and plays (Community Arts Partnership, 2019).

### CITY MURAL PROGRAM

Every year, the City of Ithaca Community Life Commission (CLC) puts out a request for artist proposals for site-specific murals to become part of the city's public art program (City of Ithaca, 2013). The City writes that a successful proposal is to include "positive use of color, imagery, good will, and be thoughtful of the community in which they are placed" (City of Ithaca, 2013). Artists have the discretion to decide the dimensions and location of their preferred sites, and must also fund their mural installation (City of Ithaca, 2013).

### ITHACA FESTIVAL OF THE ARTS

The Ithaca Festival, taking place the first weekend in June since 1977 (Ithaca Festival, 2019), is a four-day festival to celebrate arts in Ithaca. The Festival solicits artists for drawings to be used as the official artwork and branding for the Festival each year (Ithaca Festival, 2019). Events within the festival include a parade, craft fair, musical acts, puppet shows, dance troupe performances, and a charity basketball game (Ithaca Festival, 2019).

### ICE FEST

In its 12<sup>th</sup> year, the Ithaca Ice Festival is a three-day winter festival featuring a multi-day ice carving competition and display. The Ice Fest combines multiple attractions into the event including a silent disco, live music, and a local restaurant chili cook off. The cook off draws bragging rights



to the restaurant with the best chili (Downtown Ithaca Alliance, 2018). Ice carvers include world record holders, National Carving Competition winners, and legendary ice carving artists from around the country (Downtown Ithaca Alliance, 2018). The festival also includes an ice bar featuring local craft brews and wines, as well as hot chocolate and coffee. Any one of these could be a draw, so the combination brings more reason for people to stand out in the cold and to appreciate the art. In addition to local sponsors, the Tompkins County Tourism Program provided a grant for the event.

## Funding

The Acquisitions Program within the PAC focuses on acquiring both large and small artworks for the city (Public Art Commission, 2003). The city uses “percent for art” funding where a “percentage of capital investment costs are used to incorporate public art into the city” (Public Art Commission, 2003). In addition, the Public Art plan mentions the availability of grants, adding art funding to the public budget, a tax levy, as well as donations to fund the acquisition of art in Ithaca.

According to the Tompkins County Tourism Program 2020 Strategic Plan, the tourism bureau funds many project developments in the arts. The Beautification, Signage & Public Art initiative improves ways to direct visitors to main destinations, as well as beautifying communities (Strategic Tourism Planning Board, 2012). The Tourism program also provides “Arts & Culture Organizational Development Grants” to strengthen large existing arts and culture organizations with long term financial planning and development tools (Strategic Tourism Planning Board, 2012). The Festivals Program assists with coordination and resource sharing for local festivals, while the Market the Arts program markets local artists by featuring their work on websites so people can purchase them. Between 2005 and 2010, 43 grants in the Arts & Culture Organizational Stabilization/Development category, amounting to \$1,051,950 were awarded (Strategic Tourism Planning Board, 2012). In that same time, \$551,516 was awarded to fund the Beautification, Signage & Public Art program, and \$10,000 was put towards the Market the Arts program (Strategic Tourism Planning Board, 2012).

The Community Arts Partnership (CAP), an organization that provides grants, programming and services to artists and the Tompkins County Community, has administered over \$4.5 million to artists, organizations, and NGOs for public programming over the past 25 years (Community Arts Partnership, 2019). The CAP supports over 1,000 artists annually through funding, as well as



developmental workshops, networking events, and an on-line artist database (Community Arts Partnership, 2019).

## Marketing

The Ithaca PAC emphasizes community involvement in the acquisition process and provides updated information on the process through the city's website (Public Art Commission, 2003). The PAC is responsible for informing the city about new and existing artwork, as well as plans and processes through press conferences, forums, printed brochures, and the annual Common Council presentation (Public Art Commission, 2003). For each new piece, the PAC will provide a statement from the artist to the public to help build understanding surrounding the work. The public art collection is displayed in a city directory detailing the title of the work, artist name, resume, and statement about the piece, as well as the acquisition cost (Public Art Commission, 2003).

The Community Arts Partnership (CAP) publishes annual calendars and brochures, and quarterly newsletters informing readers of arts events and happenings in Ithaca and Tompkins County. Individual festivals and events in Ithaca often advertise events through Facebook or Instagram.

## Challenges & Solutions

While there have been many successes in the establishment of public art both outdoors and inside public buildings, there have been cases of controversy and vandalism. The first two weeks is the riskiest time for public art, however considering where the art is located and also that there is a community message helps reduce vandalism (Public Art Commission, 2003). The city insurance for all artworks covers damages, vandalism, theft and fire, with regular maintenance including snow removal provided by the Department of Public Works (Public Art Commission, 2003). If an artwork is a safety hazard to the public or environment, the PAC may recommend that a work be removed.

## Results

In a study published by Americans for the Arts in 2012, the arts and culture industry in Tompkins County generates \$20.7 million annually in economic activity (Americans for the Arts, 2012). For 28 participating arts and culture organizations, the aggregate attendance to their events was 342,776 in 2010, with these attendees spending an estimated \$7.3 million (Americans for the Arts, 2012). Over 31% of these attendees were not residents of Tompkins County.





## SEDONA, ARIZONA

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Sedona was founded in 1902 and sits directly in the center of Arizona state. To this day, Sedona retains a strong commitment to its Native American heritage and is called home to roughly ten thousand residents (American Fact Finder, 2019). In the middle of the 20th century, Sedona enjoyed a great amount of artistic exposure during the height and tail-end of Hollywood's golden age serving as the picturesque backdrop of many famous Spaghetti Westerns that are synonymous with American cinema (Eland, R., 2018). This era encouraged the city to evolve into its most prolific developmental period during the 1970's and 1980's (American Fact Finder, 2019). With this consideration, it can be concluded that (when comparing it to other rivaling American cities), Sedona is a relatively young town that has made public art a priority since the early days of its incorporation.

### Plan Creation

Sedona, Arizona has demonstrated its unwavering commitment to arts and culture through its city Department of Arts and Culture. The city department functions similarly to any other local government program. The department director is appointed by Sedona's mayor. The department's mission statement affirms its commitment to "combining opportunities for the appreciation of its spectacular natural landscape with the excellence of its art and culture experiences, thus contributing to a vibrant economy and the highest quality of life" (City of Sedona, AZ, 2019). The department administrator oversees all the city's involvement in fulfilling Sedona's commitment, particularly through demonstrating leadership in facilitating the collaborative effort among each artistic entity residing within the city limits. (City of Sedona, AZ, 2019)

### Projects

Sedona, Arizona touts a wide variety of public art; much of which is influenced by the regions' Native American culture. The following projects are a few among many that capture much of the attention of the local and visiting public. (City of Sedona: Arts and Culture, 2018).

### PUBLIC ART AROUND SEDONA

The West Sedona Entry Sign (pictured right) was commissioned by the city in 1996 and was developed by local artists Lauren Fancher and David Platt. The sign decorates one of Sedona's heaviest traffic routes leading into the downtown commercial district. It has been consciously placed to ensure that it is acknowledged by residents (City of Sedona: Arts and Culture, 2018).



Pioneer woman and the cities' namesake, Sedona Schnebly, is depicted in the form of a large bronze statue, gracing the outside of the Sedona Public Library since 1994 (City of Sedona: Arts and Culture, 2018).

Commissioned in 2012, the aptly titled duo sculptures 'Above' and 'Beyond' draw upon the region's Native American heritage and depict both a raven and eagle as the symbolic embodiments of freedom. According to the artists, "the design incorporates nature, wildlife, the earliest human inhabitants, history and art. And for those visiting Sedona, the birds represent getting away from the hectic responsibilities of life, to play and enjoy the freedom of the outdoors in this unique and beautiful piece of paradise we call home." (City of Sedona: Arts and Culture, 2018).

The 'Hip Hopping Along' sidewalk art collection is a series of sidewalk imprints developed by collaborating steel, stones, gems, and other miscellaneous objects and embedding them within the cement in the sidewalk at Sedona's Posse Grounds Park. This collection was commissioned in 2010 and completed by Nancy Robb Dunst (City of Sedona: Arts and Culture, 2018).

## Funding

Like Lake Placid, the city of Sedona is most dependent on the tourism industry. The desert town touts a modest population just surpassing ten thousand residents while serving as a destination for over three million tourists annually (Our Community, 2018). According to the cities' Chamber of Commerce and Tourism Bureau, Sedona's billion dollar tourism industry accounts for three fourths of all generated tax revenue; the bureau alleging that visitors contribute over \$17 million in locally added dollars each year. Tourism supports over ten thousand jobs in Sedona generating approximately \$240 million in annual wages (Sedona Chamber of Commerce & Tourism Bureau Annual Report, 2019). It is widely understood among local residents and those who govern that the tourism industry is what allows Sedona to thrive. The initiative to enhance the city's focus on public art is not administered in the form of a public art commission, but rather by way of an official city department. Thus, much of the public art is funded by a cooperative effort between private donors of locally sourced tax dollars, with an emphasis on the latter.

## Marketing

The city of Sedona has launched [walksedona.com](http://walksedona.com): an interactive map that allows Sedona residents and tourists to view all restaurants, private and public art galleries within the town



boundaries (Walk Sedona, 2019). This tool succeeds in coat-tailing the cities' art initiative alongside the local government's advocacy for its local businesses, particularly restaurants and eateries. Sedona keenly recognized that its visitors will stumble upon the variety of public art offered by the city in navigating its foodie culture.

## Challenges & Solutions

Many of the challenges often endured by other cities looking to artificially infuse an artistic dedication into their government's priorities were a non-issue due to a dedication to arts and culture serving as a cultural building block in the city's foundation since its establishment. The greatest opportunity that the city department seized was through the recognition of a growing number of local artistic organizations with differing missions, visions, values, and (ultimately) strategies. The creation of a government sanctioned city department purposed at coordinating the greater artistic community's efforts neutralized the greatest threat to the arts and culture community at large: the absence of a shared objective through insufficient communication and planning.

## Results

Sedona's inclusive and cohesive approach has created a self-sustaining artistic culture that continues to invest itself through a variety of uniquely artistic ambitions.

The city's website touts an impressive and continually developing list of officially sanctioned public art displays alongside a growing number of other artistic endeavors in cooperation with artistic organizations within town. Sedona's Arts and Culture department now partners with fifteen arts and culture organizations, including: the Sedona Arts Center, the Sedona Film Festival, Piano on the Rocks, and the Verde Valley Sinfonietta. (City of Sedona, AZ, 2019)

Through this collaborative approach, the city also affords its residents many viable options for performance artists seeking rehearsal spaces and has facilitated an Artists in the Classroom program since 1989. A variety of artists ranging from fine arts to culinary participate by bringing these different forms of art into local classrooms. (City of Sedona, AZ, 2019).

To further demonstrate the city's commitment to public art, works by local artists are featured through the "City Hall Art Rotation" program. Three artists are routinely celebrated every three months in Sedona City Hall's exhibit space. Since 2011, the Mayor's office honors local artists who have made significant contributions to art with the Mayor's Art Award. The coveted Lifetime



Achievement Award is designated to those who contribute significantly towards arts and culture in Sedona over a number of years. (City of Sedona, AZ, 2019)

The greatest lesson to be learned from Sedona, Arizona is that a centralized, cohesive approach towards arts and culture has yielded a stronger artistic community with significantly enhanced capabilities to invest in current and future artistic endeavors.



## DATA METHODOLOGY

The following section details the methodology behind the research stage of the project. First, as detailed above, the Consulting Team took preliminary data from the client and conducted case studies of examples of similar small towns with successful art commissions, focusing on the creation of the commission, projects, funding, marketing, challenges and solutions, and results. Next, a survey was created to gather information on local opinions of current artistic endeavors in Lake Placid. Then, using lessons learned from the case studies and data from survey respondents, stakeholder interviews were conducted with residents of Lake Placid to further determine the next steps the Lake Placid Development Commission needs to take to develop and structure the arts commission and begin to install art across the area.

As stated in the Literature Review, the Consulting Team's research is focused on discovering how to develop and market a successful long-term art commission for Lake Placid, New York. This has been achieved by examining artistic endeavors, marketing and organizational structures of four towns across the United States with successful public art agencies and community support. The Consulting Team has collected additional data through surveys and stakeholder interviews to develop a further understanding of the local community's perspective and attitude towards the arts and desires for a potential increase in public art. Using the collected data, the Consulting Team can design a marketing plan, organization structure, and governance plan for the art commission in Lake Placid.

## SURVEY METHODOLOGY

The Consulting Team used Qualtrics Survey software, provided by Cornell University to create the survey used for data collection. An online link to the survey was sent via email to a list of members of the Lake Placid artistic community, provided by the client, Dean Dietrich.

The Consulting Team's initial survey was comprised of four sections: demographics, marketing, organizational structure, and events. These questions will help the Consulting Team determine the local opinions of members involved with the artistic community. Since the consulting group is not local to Lake Placid, these responses, in conjunction with the stakeholder interviews will be used to determine the existing presence of arts, and how to further improve the artistic presence. This survey can easily be replicated by the Arts Commission after formation and implementation in following years to further gauge interest and local participation in events. The survey questions



can be found in [Appendix B](#), along with the Institutional Review Board protocol for research with human participants.

## Demographics

The Consulting Team felt it necessary to know whether the majority of the members of the artistic community lived or worked in Lake Placid to determine the possibility of participation in the formation of the Arts Commission. The Consulting Team also hoped to capture the relationship of respondents to the Lake Placid arts community. Here, the goal was to determine each stakeholder's involvement with the artistic community, hoping to reach both artists, and members of the LPCA. As the Consulting Team hopes to involve the community as much as possible, the survey also asks respondents to identify areas of town that they feel could use a stronger artistic presence, as well as rating the current artistic presence in Lake Placid. The Consulting Team also asks respondents to identify words that come to mind when they think of the artistic community in Lake Placid. These adjectives were used to identify areas that may be lacking and can be improved by the addition of an Arts Commission.

## Marketing

In this section, the Consulting Team hoped to identify current methods and strategies used by artists to advertise their exhibitions, as well as platforms used by consumers to engage in the community. Our client has identified an email newsletter as being widely used, but the Consulting Team was looking to see if there are any other avenues used to distribute information. The survey also asked for a rating of current marketing strategies used in an attempt to determine if and how the marketing of art needs to be improved.

## Organizational Structure

Since the primary use of this survey was to determine the opinion of those local to the Lake Placid area, and gauge their interest in an Art Commission, this section focuses on potential goals for the Commission to accomplish. The Consulting Team also asked about issues that the Commission would need to address once formed.

## Events

The primary objective of this section of the survey was to determine the types of programming respondents would like to see more of in the future. The Consulting Team also had respondents rank which types of art programming they would be most likely to support. In addition, the survey



asked respondents to tell the Consulting Team which types of artistic programming they had participated in the past year to better determine availability of art, as well as desire of respondents. The Consulting Team also asked respondents to describe which types of public art they would like to see more of in Lake Placid. The hope for this question was to guide the Art Commission when they begin to solicit artists for work to place in public spaces. For all the questions in this section the Consulting Team gave space for respondents to fill in their own ideas as well, since the Consulting Team hopes to capture the true opinions and desires of residents.

## STAKEHOLDER INTERVIEW METHODOLOGY

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The Consulting Team asked survey respondents, as well as gathering interested participants from the client to participate in over-the-phone stakeholder interviews. The goal of these interviews was to use what was learned from the survey and further determine types of public art that could add value to Lake Placid, as well as ideas surrounding the formation of an art commission. The Consulting Team brought examples and key takeaways from each of the case studies to show participants examples of towns with successful public art campaigns as a reference when voicing their opinions.

An outline of questions asked during the interviews can be found in Appendix C.

The Client, Dean Dietrich identified four individuals from Lake Placid's artistic community that will prove to be vital in our vision to implement the town's first successful art commission. These individuals include Adirondack Film Society members John Huttlinger and Gary Smith, Lake Placid Center for the Arts (LPCA) Executive Director James Lemons, and LPCA founder member, Naj Wikoff.

## CASE STUDY METHODOLOGY

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The following case studies each demonstrates successful aspects of an artistic community that would be helpful to Lake Placid and their development of an Arts Commission.

### Berkshire County, Massachusetts

Berkshire is a valuable example in developing a guild to connect local artists. In the Berkshires' case, the guild acts as a very effective advertising agency to spread information of arts activities. They've also posted information on national platforms to expand influence. These organizations or marketing methods are great to directly transit to Lake Placid.



## Burlington, Vermont

This is a great case study because this place has very similar climate as Lake Placid. There are many similarities in geographic characteristics between Burlington and Lake Placid, they both have lakes and historic buildings. BCA has served community and artists well through different kinds of activities and programs. And have tried to connect artists with residents and nurture art atmosphere in the whole community, which makes it a valuable model to learn from. Lake Placid can imitate some of their programs to attract the public.

## Ithaca, New York

The town of Ithaca has a thriving artistic community. The Ithaca Festival, taking place the first weekend in June since 1977 (Ithaca Festival, 2019), is a four-day festival to celebrate arts in Ithaca. Ithaca created their Public Art Commission (PAC) in 2002 to develop a comprehensive art plan, responsible for identifying Ithaca's past artistic efforts and establishing a plan for implementing public art throughout the city, and educating citizens about the importance of public art (Public Art Commission, 2013). The PAC is comprised of seven members appointed by the Mayor to serve a term of three years (City of Ithaca, 2013). The Community Arts Partnership, an organization that provides grants, programming and services to artists and the Tompkins County Community, has administered over \$4.5 million to artists, organizations, and NGOs for public programming (Community Arts Partnership, 2019). The Ithaca PAC works closely with the Community Arts Partnership, as well as the Downtown Ithaca Alliance and the City of Ithaca government to spread art across the community (City of Ithaca, 2013).

## Sedona, Arizona

Like Lake Placid, the city of Sedona is mostly dependent on the tourism industry. The desert town touts a modest population just surpassing ten thousand residents while serving as a destination for over three million tourists annually (Our Community, 2018). According to the cities' Chamber of Commerce & Tourism Bureau, Sedona's billion dollar tourism industry accounts for three fourths of all generated tax revenue; the bureau states that visitors contribute over \$17 million in locally added dollars each year. Tourism supports over ten thousand jobs in Sedona generating approximately \$240 million in annual wages (Sedona Chamber of Commerce & Tourism Bureau Annual Report, 2019). The city boasts a beautiful variety of public art and should serve as a model for Lake Placid's ultimate ambition (City of Sedona: Arts and Culture, 2018). This endeavor has been supported by the city's Department of Arts & Culture. What these rivaling statistics





indicate is that Sedona shares a similar challenge to that of Lake Placid in its ambition to enhance its artistic identity for its millions of annual visitors using relatively scarce resources from its limited population.



## DATA FINDINGS & ANALYSIS

The Consulting Team received 6 responses in total out of 11 surveys sent, with a response rate of 54.5%. Most of the participants live and work in Lake Placid. The survey mainly consists of four parts: demographics, marketing, organizational structure and activities. An analysis of each section is provided below. All survey data was collected anonymously per the Cornell University Institutional Review Board regulations. Respondents consented to the use of their responses before beginning the survey.

### SURVEY FINDINGS & ANALYSIS

#### Demographics

Based on the results, participants defined Art and Culture in Lake Placid as “slow-paced”, “close to nature”, and “available.” About 67% of the participants rate the artistic presence in Lake Placid as “moderately strong” and “slightly strong”. Improvements to artistic presence were suggested to be made in some of the open areas in North Elba or central street.

#### Marketing

For artists, most of them use print, social media, advertising through the Regional Office of Sustainable Tourism (ROOST), and the Lake Placid Center for the Arts (LPCA) to advertise art in town. Artists find current marketing practice somewhat successful but could be improved. For art patrons, they get information about art events through the local newspaper, LPCA, social media, word of mouth. These patrons prefer to get information through websites and social media.

One respondent states that “the reality is that our market is tiny, even with the best programming and marketing, there is a small population to draw upon”, so it’s important to “design diverse programs for local president and address untapped potential of in-resident programs” (Anonymous. Survey, March 2019). Another respondent states the need to “gain more recognition by tourism officials” and “collaborate with athlete activities,” (Anonymous. Survey, March 2019).

#### Organizational Structure

Most survey respondents would like the Arts Commission to “get artists to the area”, “bolster funding for and market for arts and culture event,” and provide “support for arts efforts and organizations.” The potential Arts Commission should address issues such as “how to build on existing infrastructure of arts commission, available locations, possible vandalism, how to



encourage collaboration among art organizations and how to attract local residents”. Lake Placid residents could help through “attending outreach programs,” “devoting more attention to arts and cultural activities,” and “providing suggestions for interesting art-based happenings and monetary support” (Anonymous. Survey, March 2019).

## Events

The activities the respondents participated most in the past 12 months are “Visual Arts (Painting, Sculpture, Drawing, tec.)”, “Music (Composition, Instrumental, Singing, etc.)”, and “Creative Writing (Poetry, Novels, Playwriting, etc.)”. Participants would like to see more “Theatre (Acting, Performance Art, etc.)”, “Creative Writing”, “Music” and “Media Arts” in Lake Placid.

## STAKEHOLDER INTERVIEW FINDINGS & ANALYSIS

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The answers given during the stakeholder interviews centered around a few themes: the dominance of sports in Lake Placid, the need for expansion of the arts, and the positive effect of the arts. All stakeholder interviews were conducted as personal communications. Explicit permission for use of quotes were granted by the interviewees.

Lake Placid currently has many festivals and events, however a great majority are sports related. The consulting team found that there are very few sculptures in the town, and of the existing bunch, all are recognizing Olympic heroes. However, the upcoming 2023 World University Games required a bid from the Lake Placid Center for the Arts. Lake Placid Resident, and Director of the 2019 Lake Placid Film Festival, Gary Smith, said that the upcoming World University Games is a great opportunity to explore a partnership between sports and the arts. He continues that there “should be things to do in Lake Placid when you’re not watching sports” and that this sports and arts partnership should be marketed towards families (Smith, 2019). Naj Wikoff, Vice Chair of the National Fine Arts Committee for the 1980 Winter Olympics agrees, saying that the University Games “has the potential to take the arts to the next level” (Wikoff, 2019). James Lemons, the Executive Director for the Lake Placid Center for the Arts, continues saying that the more partnerships between the arts and culture community and sports, the easier it will be to engage visitors, and that this partnership “could be something really special” (Lemons, 2019). John Huttlinger, a founding member of the Adirondacks Film Society and local Lake Placid native, tells the Consulting Team that art can be “overshadowed by the Village’s overwhelming success in sports and outdoor recreation activities”, but considering the small population, what does exist is “pretty incredible” (Huttlinger, 2019). He continues that there are often art and



cultural components at sporting events, which can be a good segue into growing art in Lake Placid. Lemons adds that Lake Placid is really good at “routinizing the Olympic legacy” but there is also an impressive arts and culture legacy in Lake Placid, and the town needs to “re-embrace” that legacy to create a new tourism sector (Lemons, 2019).

Smith, who formally works in the hospitality industry, informed the consulting team that there is not much collaboration between the hotels and the town event planners. While hotels often have music every night of the week, ordinances in town prevent music being played in the streets. Buskers are also not currently allowed under current town codes. Lemons tells the Consulting Team that the hotel industry could be a “viable partner” for the arts and culture community through their direct contact with and ability to spread information to visitors (Lemons, 2019). Smith continues that the vibrant community that attracts people to Lake Placid can supply complementary services to artists. Wikoff posits that that a “diversity of voices” is vital to the formation of the public arts commission in order to “get the arts into the blood of Lake Placid” (Wikoff, 2019). Wikoff continues that more strategic collaboration with educational institutions can aid the town in the formation and growth of public art. Adding to that statement, Wikoff states that Lake Placid needs to “figure out their niche,” as well as needing an icon for the town “besides a ski jump” (Wikoff, 2019). Lemons states that there is a “branding issue” in marketing the town as a destination for the arts, and emphasizes the importance of a “coordinated, thoughtful conversation” about goals for Lake Placid (Lemons, 2019).

Regarding social media, Smith states that there needs to be designated channels, like Lakeplacid.com, to capture a long-term audience and move people to town when we can use them. “Long lead times are imperative for this kind of arts development,” says Smith (Smith, 2019). Wikoff agrees, elaborating that “social media is key” (Wikoff, 2019). Wikoff follows with details about the Lake Placid Wild Center, emphasizing their “smart” use of language on their website to engage patrons, and how the arts community could follow their lead (Wikoff, 2019). Smith tells the Consulting Team that “people come to Lake Placid to get away” and that there is a market for people that travel for exposure to, and enjoyment of art and music (Smith, 2019). Smith continues that we should be targeting times of the year when they are most advantageous for the businesses in Lake Placid (Smith, 2019). Huttlinger, also the Treasurer for the Lake Placid Historical Society, recognizes the availability for a partnership between historical preservation and arts [as detailed in the [Impact on Community Section](#) of the Literature Review].



However, Huttlinger continues, that many local arts and culture organizations that do not have the capacity to expand might have the opportunity to do so if the economic potential of their activities was better understood (Huttlinger, 2019).

As detailed in the literature review [[Achieving Success Section](#)], public art can enhance a community in many ways. Our stakeholders agreed with this point and see Lake Placid as a place that can greatly benefit from a larger artistic presence. Wikoff, a Lake Placid native, states that growing up, there was no local public access to the arts (Wikoff, 2019). He continues, “art can make a profound difference for people in various stages of their lives” (Wikoff, 2019). Wikoff adds that although Lake Placid is sports, and environmental centric, “the arts are absolutely vital to a well-rounded community” (Wikoff, 2019). Wikoff believes that the intersection of wellness and art can be a first stepping-stone for bringing more art into the community, sharing with the Consulting Team the benefits of arts and health. Huttlinger adds to Wikoff’s sentiments, stating that “a vibrant arts community demonstrates diversity, and a broad scope and vision” and that the success of an arts community establishes an area as “more inclusive, leading to a better economic and social situation” (Huttlinger, 2019). Lemons also sees art and culture as a way to bring new economic development to the area (Lemons, 2019). He also states that since Lake Placid is a health-conscious town, remembering that art is healthy for the mind and branding events as such can attract visitors. He ends, saying that “something out of the box” to connect art to the environment can bring new avenues for art into Lake Placid (Lemons, 2019).

## CASE STUDY FINDINGS & ANALYSIS

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### Berkshire County, Massachusetts

Over 2.6 million people visit The Berkshires annually, with many coming for the arts (Housatonic Heritage). One major take away from The Berkshires is to find targeted audiences for events, programs that are specific may get a targeted interest group and to allow space so that group may then become invested in the region. Here, Lake Placid can learn about the arts festivals and ways of networking among artists and the public in order to develop this kind of activities and organizations of their own.

### Burlington, Vermont

From the BCA case, we can see that the organization serves both the community and artists well through different kinds of exhibitions, fund, activities, and programs. Burlington connects artists with residents and nurture art atmosphere in the whole community, which Lake Placid can emulate



as Lake Placid has a vibrant outdoor and nature-loving population. Additionally, from Burlington, Vermont, one way to move forward in the interim of creating an arts commission is to create an internship or residency program that draws artists both interested in creating art and also developing arts policy or governance. These can be a formal internship that has a term limit and provides benefits such as room and board. This could, without creating a salary line, get someone to develop an objective and move forward with tasks to develop the board.

### Ithaca, New York

While the population in Ithaca is larger than in Lake Placid, there are still key takeaways from the Ithaca Public Art Commission that can be applied to Lake Placid. The Ithaca Public Art Plan is an extremely thorough document detailing everything from administration and partner organizations, to education programs, budgeting and financing, as well as proposed objectives, art ideas and potential sites. The Consulting Team believes a similar plan could add great benefit to the Lake Placid Development Commission in their creation of an Art Commission. With a clear plan in place, people who may not have participated may find a place to be a part of the development of the arts commission. In addition, weather conditions are similar in Ithaca, so Lake Placid should emulate maintenance standards from Ithaca, with perhaps increased snow and storm protections for murals. Both towns experience high rates of fluctuations in occupancy levels in the towns due to tourism, and the universities, and can benefit from the increase in tourism by using public art as another draw for potential visitors and businesses. With a clear plan in place, people who may not have participated may find a place to be a part of the development of the arts commission.

### Sedona, Arizona

Thematically, much of the public art on display in Sedona serves as a tribute to the great outdoors and the cities fascinating heritage. Considering Lake Placid's sharing of cultural characteristics, it is our belief that Sedona provides an exemplary model for inspiration that the city of Lake Placid would benefit tremendously from drawing from. In this way, connecting sporting events with planned art events can benefit both markets. A clear collaboration between these can benefit both. For example, a specific sporting event may draw in a new visitor, but an art event may keep an emotional investment in the community through a connection made through the arts.



## RECOMMENDATIONS

Through the Consulting Team's research and data collection, the following recommendations have been made to start the process to launch a coordinated and successful Public Art Commission and campaign in Lake Placid. These first steps focus on the short-term formation of a board and starting to install art throughout the community, however long-term goals not listed include the formation of a signature annual event to attract overnight visitors, the creation of events to intersect sports, nature, and art, as well as a long-term strategic and master plan focusing on the acquisition and development, and funding processes of public art initiatives.

### NEXT STEPS

#### Create an Arts & Culture Board

The Consulting Team's organizational recommendation is for the local arts community to seek three members representing Lake Placid's artistic, wellness, and hospitality industries to formulate Lake Placid's *Arts and Culture Board of Directors*. In outlining the corporate charter, the designated *Chairperson* will identify a *Chief Financial Officer* and *Chief Marketing Officer* by name as the charities' other registered agents. It should be the ultimate ambition of the committee to engage two additional members from the sports and tourism industries to join the board of directors as *Trustees* (voting members). This expansion should be executed at the discretion of the *Chairperson* based on public interest.

The board's chairperson will serve as the organization's *Chief Executive Officer*. Their responsibilities will include authoring the organization's *articles of incorporation*, enforcing its *corporate bylaws*, and overseeing the successful registration and maintenance of the entity's *legal standing status*. The chairperson will also assume all secretarial responsibilities during each of the board's monthly meetings, most notably as the regulator of the agenda and recorder of meeting minutes.

By way of corporate resolution, the *Chairperson* must oversee the organization's motion to register as a non-profit organization either incorporated or registered to do business within New York state. It must secure a *Federal Employee Identification Number* with the *Federal Internal Revenue Service (IRS)* and register for tax-exempt status under the provisions outlined in section *501(c)(3)* using *Form 1023-EZ*. It must be secure a *State Charities Registration Number* by registering with the *Charities Registration Bureau* at the New York State Attorney General's



Office (Internal Revenue Service, 2019). Finally, the *Chairperson* must ensure the organization's prequalified status through New York state's *Grant Gateway*, as required per state law (NYSCA, 2019).

The *Chief Financial Officer* will serve as the organization's grant-writing officer while overseeing all other fundraising efforts using a 'private donor approach'. Other financial responsibilities include the opening and maintenance of a corporate checking account with a local, preferred bank. Prior to entering any application process, the organization's *Chief Financial Officer* will have to begin recording any anticipated assets and liabilities, however minimal, so that a proper operating budget can be forecasted to accompany any pursued grant's application, as oft required.

Per the direction of the Essex County Arts council, the *Cultural Assistance Program Grant* provides a viable approach for Lake Placid's Arts and Culture Board to secure funding that will support current and future programming expenses, artist fees, honorariums, partial fees for program administration, advertising expenses, and relief towards other budgetary expenditures the organization may accrue (Essex County Arts Council, 2019). Naturally, the *Chief Financial Officer* will be responsible for unveiling and pursuing additional funding opportunities.

The Arts and Culture Board's *Chief Marketing Officer* will serve as the organization's social media director and be responsible for manifesting the required marketing supplements to be utilized in the *Chief Financial Officer's* 'private donor approach'. Our recommendations will further detail a customized social media strategy. All three board members will be expected to participate in site discovery, artist solicitation, and volunteer recruitment efforts as the scope of the project evolves.

If the circumstances permit, it should be the ultimate ambition for the *Arts & Culture Board* to demonstrate a value-add to the Mayor's vision for Lake Placid. If the *Arts & Culture Board* can succeed in aligning the objectives of all of Lake Placid's artistic individuals and organizations, the board's chairman should consider proposing a city-wide resolution to adopt the *Arts & Culture Board* into the city as an official government department. Even should the resolution fail to pass, the attempt may provide the communication channel for the first coordinated discussion surrounding bringing a greater artistic influence to Lake Placid between the artistic community and those who govern, thus creating a differing (and perhaps heightened) awareness unlike previous efforts.





## Social Media Campaign

The Consulting Team recommends a coordinated social media campaign to attract visitors and residents alike to Lake Placid to begin to market the town as a destination for the arts. This can be accomplished through the following steps:

1. Regular posting of arts events on a Facebook page and Instagram, with the *Chief Marketing Officer* using hashtags to generate followers, likes, and comments. When users search for hashtags on these apps, related ones will automatically appear. This allows users to notice Lake Placid-relevant content, related to their interests, resulting in engaged followers.
2. Build an official account on YouTube and post vlogs (video blogs) to record local arts activities and increase public visibility and awareness for more people. At the same time, the board can pay attention to the comments of audiences and garner opinions about the events. By communicating with people through responses or comments, they can make improvements to how they organize and market events in the community.
3. Use LinkedIn to build connections among local artists and art lovers. The board can organize an online group of people on LinkedIn. With everyone's profiles on one central group, people can get to know each other easily and network with new people who have the same interests.
4. The population of Lake Placid is small, but the Consulting Team has found that much of the residents are active on social medias, and a coordinated effort to educate commission members on social media marketing for businesses is crucial to disseminate information and attract visitors.

## Conduct Site Research

The Consulting Team recommends soliciting from the public preferred locations for new public art pieces. The following are recommendations to allow for maximum public participation and attitude shift towards arts and culture.

1. The instillation of a “mood and idea” chalkboard in the downtown area where passers-by can write suggestions and ideas of locations, preferred types of art, and artist suggestions. This board also serves as the first art instillation created by the community and can be an ongoing effort to garner public participation.



2. Leveraging business-owners to allow for use of the sides of buildings as mural spaces for local artists. Mural artist Tracy Weil states that “murals start to draw people, and they draw business,” adding that murals can “give an identity to a neighborhood” (Welch, 2018). This collaboration between businesses and artists is the perfect entry point for Lake Placid residents to see the economic benefits of public art.
3. Considering the climate in Lake Placid, the consideration of temporary ice sculptures can bring art to the area in a time when many people visit the area for winter sports and recreation. Art should not be limited by the seasons and the Consulting Team recommends taking advantage of the weather through various events including but not limited to, snow sculpture competitions, chili or cold-weather comfort food cook-offs, winter photography, and knitting (gloves, scarves, blankets) classes. Additionally, warm months should be taken advantage of to host artistic festivals and events. The Board should look to existing festivals to form partnerships, as well as other small towns with successful public arts and culture programming, including the case studies above, as well as nearby communities.



## CONCLUSION

In conclusion, from the data collection and research findings, the Consulting Team believes Lake Placid is currently in a unique position to begin the implementation of a Public Arts Commission. The availability of partnerships with businesses, and existing festivals and events, as well as the prolific sports community, combined with a passionate and dedicated stakeholder group, and a large tourism industry, allows Lake Placid the opportunity to grow its art and culture community and weave art into the fabric of the community. The Consulting Team recommends first forming a board to begin a collaborative effort towards the implementation of more public art. Next, a coordinated social media campaign to draw tourism and increase awareness of the benefits of public art. Finally, conducting further research into the village on best locations for permanent installations and soliciting a greater public opinion among wants for various types of public art events.



## APPENDIX

### A. REGIONAL ARTS ORGANIZATIONS

The following chart details the Arts Organizations and contact information, along with specialized art mediums, and signature activities, for all organizations within a 200-mile radius of Lake Placid.

Name and Contact Information	Arts Mediums	Arts Activities
Place des Artistes de Farrellton / Farrellton Artists' Space <b>Email:</b> info@paf-fas.org <b>Facebook Page:</b> Place des Artistes de Farrellton (PAF-FAS)	Visual arts	Studio space, exhibitions, symposiums, presentations and workshops
L'Association des Artistes de LaSalle <b>Email:</b> info@artistesdelasalle.com <b>Facebook Page:</b> facebook.com/artistesdelasalle	Painting, drawing, watercolor, engraving, sculpture, textiles, digital art	Exhibitions, presentations, trainings and engraving workshop
Tupper Lake Arts Center <b>Email:</b> contact@tupperlake.com <b>Phone:</b> 518-359-3328	Live music and performances	Artist galleries and traditional arts workshops
Lake Placid Institute For-Arts <b>Email:</b> info@lakeplacidinstitute.org <b>Phone:</b> 518-523-1312	Visual and performing arts; language, literature and literacy; history and the social sciences; global studies; media studies and communication	Seminars, competitions, and roundtables
Adirondack Film Society <b>Phone:</b> 518-523-3456	Film	Annual film festival
South Burlington City Center for the Arts <b>Phone:</b> 802-662-2018 <b>Facebook Page:</b> https://www.facebook.com/citycenterarts	Touring shows, film, music, live streaming of events	dance studios, arts education classes, festivals
The Cherry Arts <b>Phone:</b> 607-241-0703	Dance, music, puppetry, visual arts	Galas, puppet series, classes



<p>Constance Saltonstall Foundation for the Arts  <b>Email:</b> <a href="mailto:artscolony@saltonstall.org">artscolony@saltonstall.org</a>  <b>Phone:</b> 607-539-3146</p>	<p>Paintings, animations, sculptures, photography</p>	<p>Arts residency studios</p>
<p>Bridge Arts Ensemble  <b>Phone:</b> 518-898-0543  <b>Facebook Page:</b>  <a href="https://www.facebook.com/BridgeArtsEnsemble">https://www.facebook.com/BridgeArtsEnsemble</a></p>	<p>Music and theatre performances</p>	<p>Arts education</p>
<p>The Art Riot  <b>Email:</b> <a href="mailto:thearriot@gmail.com">thearriot@gmail.com</a>  <b>Phone:</b> 845-331-2421</p>	<p>Arts and crafts</p>	<p>Exhibitions</p>
<p>Greater Hartford Arts Council  <b>Email:</b> <a href="mailto:info@letsgoarts.org">info@letsgoarts.org</a>  <b>Phone:</b> 860 525-8629</p>	<p>Visual arts, music, theatre</p>	<p>Summer arts festival, children education (acting, storytelling, puppetry, music, and movement)</p>
<p>New England Foundation for the Arts  <b>Email:</b> <a href="mailto:info@nefa.org">info@nefa.org</a>  <b>Phone:</b> 617-951-0010</p>	<p>Raising grants for dance projects</p>	<p>Community exchanges, idea swamp</p>



## B. SURVEY QUESTIONS

The Consulting Team's survey questions are included below so that the survey could be repeated as needed. The survey was divided into four sections and included a combination of short answer, ranking, and multiple choice selection questions. The survey begins with an explanation of the project, and guidelines provided by the Institutional Review Board (IRB) for conducting research with human participants. The Cornell IRB approved our survey questions and qualified for exemption from review from an IRB committee.

"We are asking you to participate in a research study titled "Strategies for Marketing, Planning, and Development of Public Arts Commissions". We will describe this study to you and answer any of your questions. This study is being led by Rebecca Morgenstern Brenner, Cornell Institute for Public Affairs at Cornell University.

### **What the study is about**

The purpose of this research is to understand the current conditions of the arts and culture community in Lake Placid, New York. We are hoping to use this information to help develop the structure of an Arts Commission within the existing Lake Placid/North Elba Development Commission to bring more art to the area.

### **What we will ask you to do**

We will ask you to spend a short amount of time answering questions on the survey provided. Some of the questions ask you to explain your opinions and preferences about the arts, while others ask you to rank preferred art styles. We are looking for opinions from residents of the community. The survey should take no more than 20 minutes.

### **Risks and discomforts**

We do not anticipate any risks from participating in this research.

### **Benefits**

Information from this study may benefit residents and tourists of Lake Placid now or in the future through the development and installation of public art throughout the town.

### **Compensation for participation**

There will be no compensation for participation in this study.

### **Audio/Video Recording**

No audio or video recording will be used during this study.

### **Privacy/Confidentiality/Data Security**

No identifying information will be collected from this survey. All identifiers will be removed from the data and the responses recorded separately. Only the research team will have access to data collected.

We anticipate that your participation in this survey presents no greater risk than everyday use of the Internet.



Please note that email communication is neither private nor secure. Though we are taking precautions to protect your privacy, you should be aware that information sent through e-mail could be read by a third party.

### **Sharing De-identified Data Collected in this Research**

De-identified data from this study may be shared with the research community at large to advance science and health. We will remove any personal information that could identify you before files are shared with other researchers to ensure that, by current scientific standards and known methods, no one will be able to identify you from the information we share. Despite these measures, we cannot guarantee anonymity of your personal data.

### **Future use of Identifiable Data or Specimens Collected in this Research**

Your information will not be used or distributed for future research studies.

### **Taking part is voluntary**

Your participation in this study is voluntary, and you may refuse to participate before the study begins, discontinue participation at any time, or skip any questions that may make you feel uncomfortable, with no penalty.

### **Follow up studies**

We may contact you again to request your participation in a follow up study. As always, your participation will be voluntary and we will ask for your explicit consent to participate in any of the follow up studies.

### **If you have questions**

The main researcher conducting this study is Rebecca Morgenstern Brenner, a professor at Cornell University. Please ask any questions you have now. If you have questions later, you may contact Rebecca Morgenstern Brenner at [rebecca.brenner@cornell.edu](mailto:rebecca.brenner@cornell.edu) or at 607-255-4077. If you have any questions or concerns regarding your rights as a subject in this study, you may contact the Institutional Review Board (IRB) for Human Participants at 607-255-5138 or access their website at <http://www.irb.cornell.edu>. You may also report your concerns or complaints anonymously through Ethicspoint online at [www.hotline.cornell.edu](http://www.hotline.cornell.edu) or by calling toll free at 1-866-293-3077. Ethicspoint is an independent organization that serves as a liaison between the University and the person bringing the complaint so that anonymity can be ensured.

This consent form will be kept by the researcher for five years beyond the end of the study.

### **Statement of Consent**

I have read the above information and have received answers to any questions I asked. I consent to take part in the study.

(Respondents choose between “I consent” and “I do not consent.” Respondents choosing not to consent are directed to the end of the survey.)

### **Demographics**

1. Do you live in Lake Placid?
2. Do you work in Lake Placid?
3. Please describe your relationship to the artistic community in Lake Placid.
4. What areas of Lake Placid and North Elba do you believe could use a greater artistic presence?



5. What 3 words come to mind when you think of Art and Culture in Lake Placid?
6. How would you rate the artistic presence in Lake Placid? (very strong – very weak)

#### Marketing

1. For artists, what outlets do you use to advertise art in town?
2. For consumers, where do you find information about art events in Lake Placid?
3. For artists, what kinds of marketing opportunities are available?
4. For consumers, what would be your preferred way to find out about artistic events in Lake Placid? (i.e. newsletter, mailed flyers, social media, town website, local news)
5. Please state, and rate the effectiveness of your current marketing strategy/methods (fill in)

#### Organizational structure

1. If there was an Arts Commission in Lake Placid, what would you like it to encompass?
2. How would you like to see Lake Placid and North Elba residents helping an Arts Commission to achieve its goals?
3. What issues should a potential Arts Commission address?
4. Please assess your opinion of Public Art and the Arts and Culture Community in Lake Placid and North Elba
5. Please list any improvements to Public Art and the Arts and Culture Community in Lake Placid and North Elba that you would like to see
6. Please feel free to tell us anything else we may need to know about the Arts and Culture Community in Lake Placid

#### Events

1. What programming would you like to see more of in Lake Placid?
  - a. Visual Arts (Painting, Sculpture, Drawing, etc.)
  - b. Theatre (Acting, Performance Art, etc.)
  - c. Creative writing (Poetry, Novels, Playwriting, etc.)
  - d. Dance (Modern, Ballet, Hip Hop, etc.)
  - e. Music (Composition, Instrumental, Singing, etc.)
  - f. Media Arts (Graphic Design, Animation, etc.)
  - g. Fabric Arts (Clothing Design, Fashion, etc.)
  - h. Culinary Arts
  - i. Folk Arts
  - j. Other (fill in)
2. Please rank which programming you would be likely to patronage from most to least:
  - a. Visual Arts (Painting, Sculpture, Drawing, etc.)
  - b. Theatre (Acting, Performance Art, etc.)
  - c. Creative writing (Poetry, Novels, Playwriting, etc.)
  - d. Dance (Modern, Ballet, Hip Hop, etc.)
  - e. Music (Composition, Instrumental, Singing, etc.)
  - f. Media Arts (Graphic Design, Animation, etc.)
  - g. Fabric Arts (Clothing Design, Fashion, etc.)
  - h. Culinary Arts
  - i. Folk Arts
  - j. Other (fill in)
3. How many times in the past 12 months have you participated in any of the following?
  - a. Visual Arts (Painting, Sculpture, Drawing, etc.)





- b. Theatre (Acting, Performance Art, etc.)
  - c. Creative writing (Poetry, Novels, Playwriting, etc.)
  - d. Dance (Modern, Ballet, Hip Hop, etc.)
  - e. Music (Composition, Instrumental, Singing, etc.)
  - f. Media Arts (Graphic Design, Animation, etc.)
  - g. Fabric Arts (Clothing Design, Fashion, etc.)
  - h. Culinary Arts
  - i. Folk Arts
  - j. Other (fill in)
4. Please rank which types of public art you would like to see in Lake Placid
- a. Murals
  - b. Sculptures
  - c. Performance Art (i.e. street theatre, dance, etc.)
  - d. Architecture
  - e. Fountains
  - f. Monuments or Memorials
  - g. Interactive Art
  - h. Mosaics
  - i. Other (fill in)
5. Please assess your opinion of Public Art and The Arts and Culture community in Lake Placid (1-10) (fill in)
6. Please list any improvements to Public Art and The Arts and Culture community in Lake Placid that you would like to see (fill in)

If you know anyone who you think would be interested in voicing their opinions about the development of an Arts Commission in Lake Placid, or would like to help in any way, please list their email address below.

This information will not be solicited to third parties and will be kept confidential.”

## C. STAKEHOLDER INTERVIEW QUESTIONS

The following is an outline for the structure of the stakeholder interviews. The Consulting Team chose to use an outline of questions over a strict structure to allow for a more fluid conversation. All stakeholders were explicitly notified that the conversation would be recorded, and given the opportunity to decline the usage of recording devices. All respondents were asked if the Consulting Team was able to use their names and quotes in the final report, and given the opportunity to edit and quotes before publication.

1. Welcome - Thanks for your time. Involvement is critical to the project's success. Local members of the artistic community to drive decision making.
2. Introduction - Graduate Students - Cornell Institute of Public Affairs
3. Agenda Overview - 30 minutes
4. Explain project:
  - a. We are a student consulting team from Cornell University working with the Lake Placid/North Elba Development Commission. We were contracted to help the Development Commission in the creation and formation of a Public Arts Commission for the Lake Placid Area. We were tasked by our client to devise marketing plans, as well as a governance structure and strategic plan for the future Arts Commission. Our consulting team has been looking at similar successful small-town art commissions to gather ideas about projects and events, marketing strategies, funding options, and challenges and solutions of implementing and maintaining public art.
  - b. Today, we will share some of our findings with you to garner your opinions about the feasibility and effectiveness of various public art programs. We are also looking to capture local resident's opinions about public art and existing art in Lake Placid to use to create our strategic plan recommendations.
  - c. We are hoping to deliver a final proposal plan to the Lake Placid/North Elba Development Commission so that the Commission can use as a guide to structure the Art Commission to ensure long-term successes.
  - d. We anticipate, depending on your answers for this to take 10-15 minutes. Unless you object, we will be recording the call for note taking purposes
5. Ask interviewee to introduce themselves:
  - a. What do you do in Lake Placid?
6. General Questions
  - a. We would like you to describe to us your vision for Lake Placid in regards to Public Art? How do you see Lake Placid looking in the future? What events do you see attracting visitors?
  - b. How do these events compete with sports tourism?
  - c. How would you define a successful art commission in Lake Placid?



- i. What does that structure look like? How does the commission interact with residents and tourists?
- 7. What is your ideal way to attract visitors to Lake Placid to enjoy the arts?
  - a. National commercial campaign, website, increased social media, etc
- 8. Do you think there are enough artists either in Lake Placid or within the surrounding area that would be willing to donate and/or be commissioned for their art to be placed in the town?
  - a. Should Lake Placid be looking for well-known artists/volunteers, employees etc to boost the public art scene in the early years or can it be self-sustaining? Ok Ask this one
  - b. Should Lake Placid be accepting of art from non-locals?
    - i. Would a state-wide call for art campaign be appropriate?
      - 1. Asking for art from the schools could be a creative approach to getting public art
- 9. Case Questions
  - a. Burlington
    - i. Burlington City Arts have been one of the most successful art centers in the surrounding areas, what's the most important factor for success in an art commission?
    - ii. Burlington City Arts has excellent marketing strategies, what's is your strategy, and have you seen successes?
    - iii. How can Lake Placid get funding for art?
    - iv. How can Lake Placid connect artists and residents?
  - b. Berkshire
    - i. The Berkshires have posted their arts activities on national website like American Arts to attract tourism, do you think this can also be applied to Lake Placid? Arts schools and institutes?
    - ii. Berkshire County has built a Guild of Artists in the county and they have a list of 150 artists, what do you think is the best way for artists and arts lovers to connect/network with each other?
      - 1. How is the best way to connect/network for these artists?
  - c. Ithaca
    - i. Ithaca, New York is home to many outdoor festivals throughout the year. Examples include Porch Fest, an event where local bands play music all day on porches throughout downtown neighborhoods, Ice Fest, a three-day ice carving competition, The Weekly Summer Concert Series, and the Ithaca Festival of the Arts, a four-day festival celebrating artists from around the county with parades, craft fair, dance performances and more. Do you think events like these would be successful in Lake Placid? Are there already existing art-related festivals taking place in Lake Placid? Is there a type of festival not mentioned (and not sports related) that you believe could have success in Lake Placid?

1. Are there any events we could partner with?
  - ii. The Ithaca Public Art Commission considers the city of Ithaca to be an art gallery, to be used to display both permanent and temporary art. How does this statement resonate with you? Is this something you could envision for Lake Placid in the future? Do you think residents and visitors would be happy and on-board to see more public art?
  - iii. For example, in Ithaca we turned all electric boxes into canvases and solicited art from the community?
  - iv. What types of public art installations do you think could be most beneficial to Lake Placid?
    1. Murals, sculptures, stained glass, fountains, etc.
  - d. The Ithaca Public Art Commission is comprised of seven members appointed by the Mayor, serving three-year terms. Do you think an appointment structure would work well in Lake Placid?
    - i. Ithaca is a small town but still much larger than Lake Placid. Do you think that a seven-person board would be hard to form in Lake Placid? Should we recommend a smaller or different structure?
    - ii. How are members to the Lake Placid/North Elba Development Commission Selected?
  - e. Sedona
    - i. Similar demographics, tourism statistics.
    - ii. Lake Placid is rooted in athletics. Cinematic History and Native American influence - Does Lake Placid have that inherently in its DNA?
    - iii. Sedona's tourism bureau drives many visiting tourists, does ROOST promote art tourism?
    - iv. Regional Office of Sustainable Tourism. Digital Walking map.
    - v. While there are private donors, funding public art is a priority of the city due to its significant tax revenue generated by tourism attracted to the arts. Do you know if Lake Placid would be able to garner tax revenues for the arts? Would the municipality be on-board?
10. Do you know of anyone else that would be willing to help the team either by taking our survey or participating in an interview?
11. You said a bunch of great quotes would it be okay for us to use your name for a quote in the final presentation and report? We will follow up and use of your name and quotes with a confirmation and an opportunity for you to make edits and changes."

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