

CREATING PROSPERITY THROUGH THE ARTS ON LAKE ONTARIO

A Cultural Tourism & Economic Development Plan
for the Greater Henderson NY Area

Henderson 1855

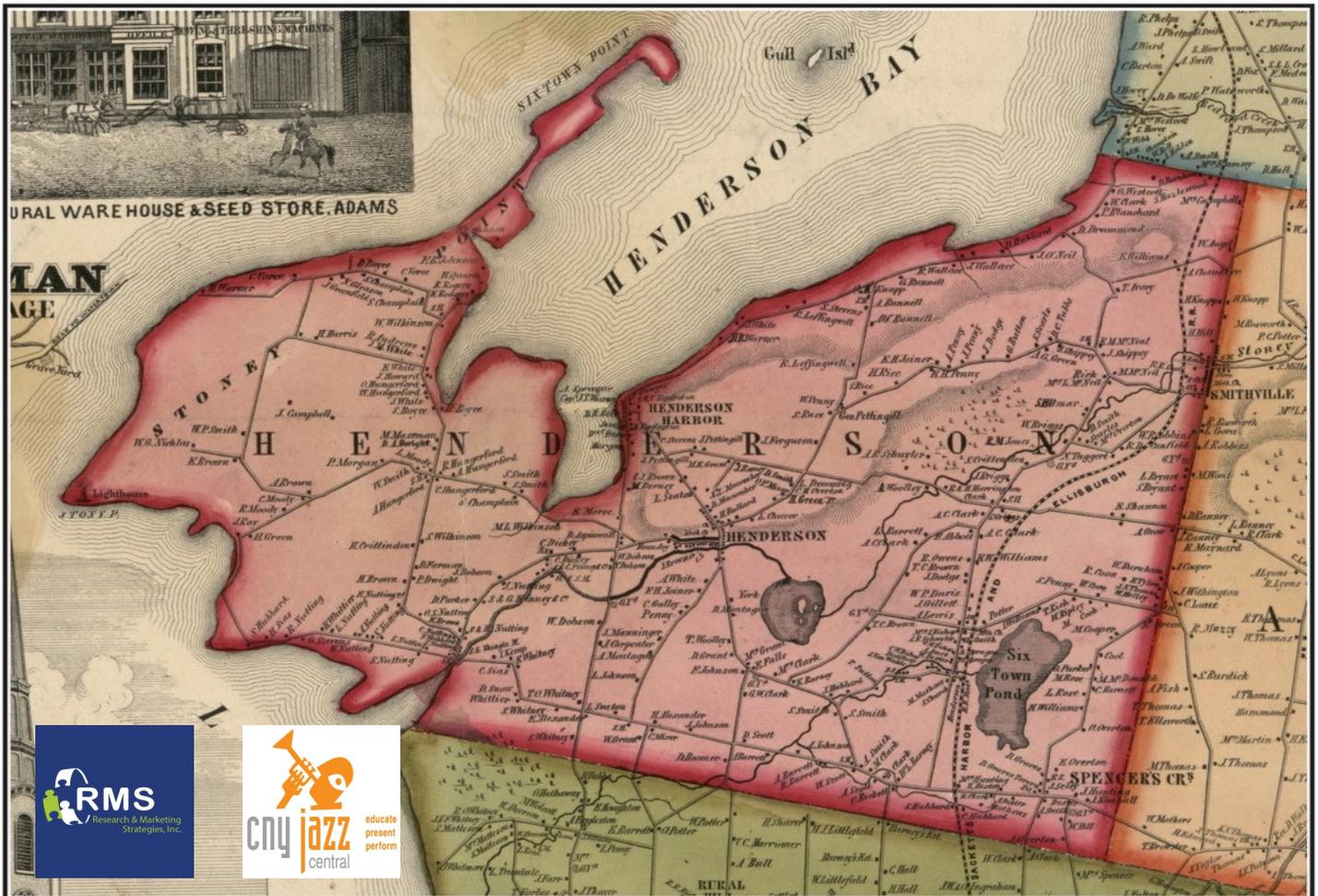


Table of Contents

About This Report	4
Executive Summary	5
Chapter 1: History of the Project	8
Chapter 2: Region-Specific Growth Opportunities	9
Great Lakes Tourism Growth	9
Sizable Population Base	9
A New Influx of Opportunity: Micron	9
Chapter 3: Research & Marketing Strategies Study - 2022	11
Methodology	11
Elements of the Study	11
"Best-kept Secret"	11
RMS Conclusion	12
Chapter 4: The Arts as an Economic Asset - Past Studies	13
"Arts & the Economy"	13
"Rural Prosperity Through the Arts"	14
Creative Placemaking	15
Chapter 5: Henderson Harbor - Fertile Ground for the Arts	16
Visits by Non-residential and Seasonal Population	16
Single-day Visits and Return Visits	17
Length and Seasonal Population	18
Frequency and Time of Year	18
Money Spent	18
Lodging and Increasing Capacity	18
Local Small Business Opportunities	18
What Draws Visitors	19
Visitor Perceptions	20
Measuring Engagement in the Arts	20
Overwhelming Positive Response to Project	21
Perceived Economic Impact	21
Chapter 6: Site Design Considerations	22
Tangibles and Intangibles	22
Design Goals	22
Current Site Conditions and Uses	22
External Attributes	23
Walkability	23
Lodging	24
Parking	24

- Chapter 7: The Proposed Facility 25
 - The Stage 25
 - Access 26
 - Seating 26
 - Pavilions 26
 - Vendor Space 27
 - Gating and Entry 27
 - Infrastructure and Utilities 27
 - Other Possibilities..... 27

- Chapter 8: Comparable Great Lakes Facilities 28
 - Rochester 28
 - Oswego 28
 - Cape Vincent 28
 - Clayton 28
 - What Existing Venues Lack 28

- Chapter 9: Sustainability 29

- Chapter 10: Next Steps 30

- Conclusion 32

- Appendices 33
 - Proposed Site: Survey Plot 33
 - Feasibility & Perception Study 34



About This Report

This report was requested in 2021 by the Henderson Harbor Performing Arts Association (HHPAA), the result of an invitation to give their Board of Directors, representatives of the Township of Henderson, and other key stakeholders a presentation exploring the benefits of creating a concert facility on the site of the former Mark Hopkins Inn overlooking Henderson Harbor, a longstanding goal of theirs.

As a result of this meeting, it was resolved to pursue funds for a comprehensive study to assess this potential.

As a professional musician and arts administrator who has been involved in many similar municipal efforts to design and create cultural infrastructure, and as summer resident of the Henderson area for over 30 years, I enthusiastically agreed to lead this effort. I hope you will agree that the findings in this report reflect an informed point of view and a depth of experiential knowledge of this market and the history of cultural activity to date across the extended Eastern Lake Ontario/Upper St. Lawrence River region.

My arts organization, the Central New York Jazz Arts Foundation (CNY Jazz Central) was retained, in partnership with the nationally known Research & Marketing Strategies (RMS), to create this report. Funds were then successfully raised to underwrite the research and creation of the document you are about to read.

Many thanks to the entire HHPAA for their strong ongoing commitment and partnership toward their goal, especially John Culkin, a former Henderson Town Supervisor, who has taken the lead on their behalf to shape the process to date. In my view, this group is an exemplary small-market arts organization with the ability to program this facility most effectively for the long term. This would not have moved forward from the get-go without the added approval and encouragement of the Town of Henderson and the Henderson Business & Community Council. Without the positive reception and consequent funding from the Northern New York Community Foundation and its multiple funding lines, as well as significant funding directly from the HHPAA, this work would not have been produced. I have no doubt that this group will continue to work toward the ultimate success of this effort. My gratitude also goes to the expert team at RMS, which has been deployed by my organization before to measure qualitative and quantitative elements of large-scale arts activity with great success.

I am also indebted to Linda Lowen, veteran author, journalist, and educator, for her comprehensive writing and editing skills and experience on many subjects, including a significant journalistic career in arts criticism. Her informed point of view will also be reflected in these pages.

The Henderson Harbor/Henderson New York region is a high potential area with geography easily adapted to successfully create the many proven economic and benefits that cultural activity brings to resort destinations nationwide. The results of this report will serve to underscore this potential.

Laurance A. Luttinger



Linda Lowen



For a printable pdf copy of this report, visit <https://www.hhpaa.org/>

Executive Summary

A small Lake Ontario resort community may be the region's "best-kept secret," as one visitor described it. Henderson Harbor is a rural community bursting with promise, well-situated in the Great Lakes-St. Lawrence corridor, a region which drives 19% of tourism GDP in North America. Along its lakefront is a pristine 18.5 acre site, high on a bluff overlooking the lake, a tantalizingly idyllic location that has the potential to be a statewide example of creative placemaking -- the deliberate integration of arts and culture into community revitalization work.

The property, formerly the location of the Mark Hopkins Inn and now overseen by the Henderson Harbor Performing Arts Association (HHPAA), is the proposed site of a new seasonal performance facility and surrounding access infrastructure which will elevate the profile of Henderson Harbor as an arts destination in the Thousand Island region. The centerpiece will be a substantial outdoor stage capable of hosting a symphony orchestra as well as concert and festival programs in all the performing arts. Designed to be flexible and dynamic, the arts facility will provide a platform for various fairs and shows devoted to arts and crafts, antiques, autos, food truck rodeos, and other cultural offerings, as well as private and corporate events.

As envisioned, the facility will attract visitors from nearby urban areas. Within a 100-mile radius is a sizable population base of 1.48 million residents spread out among the urban areas of Rochester, Syracuse, Utica/Rome, Watertown/Fort Drum, and Ogdensburg/Massena. By aggressively marketing to these areas, HHPAA will attract visitors eager to make the drive to attend events at the only full-scale seasonal concert facility on the Lake Ontario shoreline.

The October 2022 announcement by semiconductor manufacturer Micron of their \$100 billion investment in a computer chip facility in Clay, NY, puts even more opportunity on the doorstep of Henderson Harbor. Just 50 miles south, the Micron facility will bring 9,000 jobs to the area with an average annual income of \$100,000. Many will be newcomers with children looking for family-friendly activities and seasonal visits within a short drive, both of which Henderson Harbor already offers. A seasonal arts facility with opportunities for youth activities, arts and music workshops and camps has the potential to be an irresistible draw.

An extremely lucrative audience exists to support the HHPAA-proposed facility. Data provided by Syracuse-based Research and Marketing Strategies, Inc., (RMS) indicates overwhelmingly strong interest in the project. Most heartening is the fact that support is greatest among those demographic groups that boast the highest income and the largest expenditures on arts-related activities.

Extensive surveys and research conducted this summer amplify the potential impact of the proposed arts facility. RMS notes, "this project should move forward in its development... [and] represents a tremendous opportunity for the Henderson Harbor community." Additionally, RMS discovered through in-depth interviews with key community stakeholders that although Henderson Harbor is not widely well-known, visitors who come upon the area 'fall in love' and consistently return again and again.

Clearly, there exists an untapped market of visitors that have yet to be reached; and with the establishment of a regional concert venue/arts facility, many more will learn about the existence of Henderson Harbor, the HHPAA venue, and come to visit and see for themselves.

National findings echo the impact of the arts on the local economy. The National Governors Association (NGA) Center for Best Practices cites the influence of "creative industries" on economic competitiveness and creativity and encourages entities to fund initiatives that promote arts and culture. Their 2009 report "Arts & the Economy: Using Arts and Culture to Stimulate State Economic Development" cites arts and cultural resources as economic assets, noting, "The arts and cultural industries provide jobs, attract investments, and stimulate local economies through tourism, consumer purchases, and tax revenue. Perhaps more significantly, they also...create communities with high appeal to residents, businesses, and tourists, and contribute to the economic success of other sectors."

An additional outcome is that support of the arts bolsters weak economic areas, aids in recruiting and developing a skilled workforce, and attracts tourism dollars. This facility will create local small business opportunities, create local employment, and spur higher lodging rates.

The 2019 NGA report "Rural Prosperity Through the Arts & Creative Sector: A Rural Action Guide for Governors and States" cites dozens of success stories rooted in rural communities.

Of particular note, "Rural Prosperity" finds that "Rural arts organizations draw nonlocal audiences at higher rates than do urban arts. In other words, rural arts organizations report that 31 percent of their audience travels 'beyond a reasonable distance' to attend events." The significance of this statement regarding the proposed HHPAA facility cannot be emphasized enough, as one of the key conclusions of the RMS report is that "HHPAA must market aggressively to urban centers (Syracuse, Oswego, Watertown) to promote the venue."

The residents of Henderson Harbor are overwhelmingly in favor of the proposed project. They tend to be high in wealth, older, and well educated. These key indicators of success, as identified by the RMS study, are "all factors that support profiles of those who support the arts." Regular visitors to Henderson Harbor express a high level of interest in the types of arts programming that do not currently exist in the community. Of the RMS respondents, 63% have attended live performing arts shows or concerts in the past year, and 43% have visited an arts or crafts gallery." The report states an "Arts focused events center in Henderson is desired by community residents, and many believe it will improve the quality of life for residents." The capstone statement of the RMS report is unequivocal: "80% of respondents shared they support the initiative."

While the tangible positive outcomes have been detailed above, the intangibles are just as critical. In creating this cultural hub, Henderson Harbor will further burnish its reputation as an attractive family-friendly destination, establishing the community as more multifaceted, welcoming, and economically resilient, while ensuring that the area remains prosperous and competitive with Sackets Harbor, Clayton, Pulaski, Cape Vincent, and other nearby resort communities. It will give the area a new attraction to add to fishing and water sports, creating a new economic driver to guard against possible future high water (or low water) years.

The intent of the project is the creation of a right-sized facility that centers events as its product. The possibilities are numerous and exciting to contemplate: existing events including concerts by local and military ensembles, plays, children's theater, classic car and boat shows, fine art shows, and food festivals will have a spectacular new home -- and that's just the tip of the iceberg. The proposed performance stage will be designed to accommodate these and other future possibilities, making it the premier arts and cultural event facility in the Lake Ontario/Thousand Island region.

To be cost-effective and include elements that will not add to congestion and safety issues, it should include ample parking with electric charging stations expandable to 100% capacity, an ample stage with easy access, soft gating, pavilions, and vendor/food truck space. The site is large enough to accommodate a historic Association Island cabin exhibit and large-scale outdoor art. Externally, it should incorporate elements that actually diminish present parking and pedestrian safety issues by including walk-ride paths from the harbor and marinas and from the village of Henderson, plus an enhanced safety crossing at the intersection of Route 3 and Military Road.

While other cultural programs and facilities exist along the Lake Ontario and St. Lawrence River U.S. shoreline, these events take place within temporarily erected or convertible spaces: none are presented in self-contained, fully equipped concert venues.

The most important asset for the long-term success of this cultural destination has already been achieved – a dedicated local arts council, capable of site management and fundraising, with a strong track record to date of successful event production.

Given this present programming and management capacity, the high level of interest quantified by a comprehensive feasibility and attitudinal study, the natural attributes of its property and location in a unique and underutilized resort area, all indications point to a huge success for the greater Henderson area and Northern New York State by creating the cultural and economic driver of a full-service, fully equipped concert, fair, and event facility at the Mark Hopkins site.



Chapter 1: History of the Project

George Colligan, President of the Henderson Harbor Area Chamber of Commerce, first conceived of a performing arts center in Henderson in 1996. In October of that year, the Henderson Town Board donated an 18.5 acre parcel of land including the abandoned Mark Hopkins Inn toward this purpose. The site's namesake, Mark Hopkins (1813-1878), was born in Henderson NY. A railroad man whose entrepreneurial career started during the California Gold Rush, he was one of the four founders of the Central Pacific Railroad, which made him a millionaire. The local inn (since demolished) originally fronting the site was named for him.

Since acquiring the site, the HHPAA has striven to provide the community and surrounding areas of the north country with a series of summer concerts and other events including local concerts, a car show, community theater, an annual Oktoberfest, and other activities on the site and in the village of Henderson. Large concerts including groups such as the Syracuse Symphony were sporadically held at the site as funding allowed, the cost of the temporary infrastructure always limiting their goals. The site is pristine, on a bluff overlooking the harbor, and presently includes a small entrance gazebo and several small outbuildings. Tenting, staging, audio, lighting, portable rest rooms, and all other amenities need to be brought to the site for events. The vision of the HHPAA remains intact and the organization is still vigorously pursuing its goals.

An aerial view of the site is pictured here:



Chapter 2: Region-Specific Growth Opportunities

The HHPAA is ideally situated to take advantage of opportunities due to the region's highly favorable geographic and demographic characteristics. As a Great Lakes resort community, it's part of a growing sector, and it is advantageously located within easy driving distance of Upstate New York's major cities.

Great Lakes Tourism Growth

In April 2017 at the Great Lakes Economic Forum in Detroit, the Council of the Great Lakes Region released a report on tourism trends and statistics, noting that "North America is the fastest growing geographical region in the tourism industry, thanks in large part to the high-quality destinations and visitor experiences offered by the United States and Canada. A key finding from the Council's study, however, is that while the Great Lakes-St. Lawrence Region represents a significant market for tourism and punches above its weight in visitors and jobs, it only drives 15% of tourism related revenues and 19% of tourism related GDP in North America."*

* <https://councilgreatlakesregion.org/great-lakes-st-lawrence-region-tourism-trends-and-statistics/>

Sizable Population Base

While maintaining an attractive rural profile, the region benefits from convenient proximity to urban areas and a sizeable population base. According to information derived from the U.S. Economic Development Administration's StatsAmerica website:

- ◆ **Within a 50 mile radius** of Henderson Harbor/Henderson are three counties with a population of 260,255. Metro urban areas include: Watertown/Fort Drum, Oswego, and Lowville.
- ◆ **Within a 100 mile radius** of Henderson Harbor/Henderson are 14 counties with a population of 1.48 million. Metro urban areas include: Rochester, Syracuse, Utica/Rome, Watertown/Fort Drum, Ogdensburg/Massena
- ◆ **Within a 150 mile radius** of Henderson Harbor/Henderson are 45 counties with a population of 4.8 million. Metro urban areas include: Buffalo/Cheektowaga, Rochester, Syracuse, Utica/Rome, Albany/Schenectady/Troy, Binghamton*
- ◆ **Canada:** Include Canada and the above numbers swell with the addition of Kingston (132,485), Ottawa/Gatineau (1.3 million), and Belleville (50,716).

Statistics derived using the Big Radius Tool from the StatsAmerica.org website

A New Influx of Opportunity: Micron

A forward-looking community can't help but consider the impact of recent news in the local economic sector. In early October, semiconductor manufacturer Micron announced its intent to invest up to \$100 billion over the next 20 years to construct a computer chip facility in Clay, NY, less than 50 miles due south of Henderson Harbor. An estimated 9,000 jobs averaging an annual income of \$100,000 will spur economic growth not only in the Central New York community but in nearby resort regions. Residents new to the area will likely explore the purchase of Lake Ontario vacation property, eager to take advantage of the amenities that accompany this lifestyle; and Greater Henderson Harbor/Henderson, NY, more so than its

neighbors to the north (Sackets Harbor, Clayton, Cape Vincent), is best situated to attract those newcomers looking for relaxation, entertainment, and a resort lifestyle all under an hour's drive from the Micron facilities in Clay, which Greater Henderson Harbor/Henderson alone offers.

The next five years will be a period of rapidly emerging economic opportunities. The development of a concert facility on the site of the former Mark Hopkins Inn has the capacity to secure Henderson Harbor/Henderson's future as Lake Ontario's premier resort community/seasonal arts hub in New York State. As reported by the Syracuse Post-Standard on October 12, 2022, "Onondaga County Executive Ryan McMahon is already exhorting home builders, developers and the public to make way for [Micron Technology and the growth it will bring](https://www.syracuse.com/news/2022/10/start-building-homes-now-to-handle-microns-coming-population-surge-ryan-mcmahon-says.html).... McMahon said Micron's decision to locate in the Syracuse area could unleash a boom that increases the county population by as much as 60% over the next two decades. He sees Onondaga County, population 462,000, growing to the size of Rochester-based Monroe County, population 743,000." *

Many of those residents will look north to the Lake Ontario shoreline to spend their recreational and vacation dollars.

* <https://www.syracuse.com/news/2022/10/start-building-homes-now-to-handle-microns-coming-population-surge-ryan-mcmahon-says.html>



Chapter 3: Research & Marketing Strategies Study - 2022

We are thankful for the comprehensive conclusions drawn from the feasibility and perception study survey and subsequent recommendations created by Research & Marketing Strategies Inc. (RMS), which strongly point toward the immense positive outcomes of a fully-equipped cultural venue for the Greater Henderson area.

Methodology

For this report, RMS designed and administered a feasibility and perception survey to ascertain interest, engagement, and support in Henderson Harbor/Henderson and nearby communities for a seasonal concert/arts facility. Responses were gathered via two methods: online surveys composed of 23 multi-part questions, and in-depth phone interviews conducted by RMS staff lasting approximately thirty minutes. The complete "Feasibility & Perception Study: Proposed Cultural Arts Venue Survey in Henderson Harbor" can be found in the Appendix.

Elements of the Study

Data collection included the following:

- ◆ Demographic analysis of the region
- ◆ In-depth Interviews (IDIs) with community leaders
- ◆ Key community stakeholders
- ◆ Survey participants

As noted in the RMS report, **demographic analysis of "the region"** – referred to as the Primary Market Area (PMA) -- was restricted to approximately a 20-mile radius of Henderson Harbor. **Community leaders interviewed in-depth** (IDIs) fell within this limited area. Notably absent was Watertown, a 24-minute/18-mile drive from Henderson Harbor. As the region's largest urban area with a population of 24,575, this is a key demographic (unmeasured by this the report) which will significantly heighten the viability and success of the proposed facility.

Greater context is provided by two additional demographic groups which widen the perspective and more accurately represent those individuals most likely to utilize an arts facility.

The **key community stakeholders** -- ten in number -- reflect the diverse background of residents typically found in resort communities, not all of whom reside in the area full-time. According to the report, "One individual was a seasonal resident of the area, two owned a second home in the area, and seven were full-time residents of the community. In addition, two of the individuals are also business owners in the community. The majority of these interviews occurred in October 2022."

Likewise, **survey participants** reflect the wider range of visitors who flood seasonal resort communities throughout high-utilization months in the summer and fall. From the RMS report: "Individuals participated in this survey from 74 unique Zip Codes across New York State, suggesting a wide market potential for Henderson Harbor's proposed arts venue."

"Best Kept Secret"

One unanticipated outcome of the RMS research has significance for this project and the area as a whole. As the report indicated, "A substantial number of individuals did not qualify for this

survey, as they had not heard of Henderson Harbor. This is an important finding for this study, as some described Henderson Harbor as the region's 'best kept secret.' Many community stakeholders mentioned that the area is not well-known, and people 'fall in love' with the area once they visit" (Recommendations, p. 4).

While this may be perceived as an existing weakness, it can also be regarded as an untapped market. With the area's economic well-being dependent on tourist dollars, efforts to recruit and attract individuals who do not know about Henderson Harbor must be an ongoing effort.

In the pages ahead, specific aspects of RMS's findings will be cited within the relevant context.

RMS Conclusion

Five statements excerpted from the Executive Summary encapsulate the outcomes of the RMS feasibility and perception study:

- ◆ "The findings of this report...support the Henderson Harbor Performing Arts Association (HHPAA) planning and development of the venue."
- ◆ "RMS recommends this project should move forward in its development."
- ◆ "The project represents a tremendous opportunity for the Henderson Harbor community."
- ◆ "HHPAA must work collaboratively with all stakeholders in the community, as success hinges on gaining buy-in from local leaders and full-time residents."
- ◆ "HHPAA must market aggressively to urban centers (Syracuse, Oswego, Watertown) to promote the venue."

The RMS report supports the conclusion that a small agricultural community cannot support the construction of a facility like this themselves. All expectations are that funding at the county, state and federal level will fully finance this project.

Future planning and development will focus on three key aspects:

- ◆ The facility will be right-sized.
- ◆ The structure, grounds, parking, and access points will be designed so that they will not create safety problems or congestion, and possibly even decrease existing deficiencies.
- ◆ The project will not be built with local money.

Utilizing RMS's statistical findings on the habits, preferences, and demographics of both seasonal and full-time residents of Henderson Harbor/Henderson as well as visitors to the area, we can draw from research in rural prosperity through the creative sector -- and evidence of the impact of arts on the economy -- to outline the best possible course of action as the Henderson Harbor concert facility takes shape in the months and years ahead.

The immediate goal is a well-conceived site plan that will garner widespread community support, substantive financial backing, and a growing revenue stream that brings seasonal dollars to the facility and creates an economic boost to the region as well.

Chapter 4: The Arts as an Economic Asset - Past Studies

Greater Henderson Harbor/Henderson, NY is a high potential area with geography easily adapted to successfully create the many proven economic benefits that cultural activity brings to resort destinations nationwide. Two vital extant studies in this regard underscore the positive impact that results from the creation of cultural tourism attractions, especially in rural locations.

“Arts & the Economy”

The National Governors Association (NGA) Center for Best Practices encourages states to give serious consideration to funding initiatives that support arts and culture -- what they term “creative industries” -- citing “the connection between economic competitiveness and creativity.” Their 2009 report “Arts & the Economy: Using Arts and Culture to Stimulate State Economic Development” lays out the argument for arts investment in “Chapter 1: The Creative Industries as Economic Assets” (excerpt below):

“[A] competitive edge and a creative edge go hand-in-hand to support economic prosperity.... a state’s arts and cultural resources can be economic assets. The arts and cultural industries provide jobs, attract investments, and stimulate local economies through tourism, consumer purchases, and tax revenue. Perhaps more significantly, they also prepare workers to participate in the contemporary workforce, create communities with high appeal to residents, businesses, and tourists, and contribute to the economic success of other sectors.

“States define their creative economies in a variety of ways, depending on the composition and character of businesses, nonprofits, individuals, and venues that exist in any given area. The creative economy may include human, organizational, and physical assets. It also includes many types of cultural institutions, artistic disciplines, and business pursuits.... Though the creative industries are broadly defined, they are important to state economies. First and foremost, they contribute directly to jobs, tax generation, and wealth... States have studied economic contributions of the arts using a range of measures, from the work of nonprofit arts agencies to the impact of cultural tourism.

“In addition to direct financial contributions, the arts and culture can offer states a wide array of other economic benefits, such as the following:

- ◆ **Helping Weak Economic Areas:** The decentralized nature of the creative industries can benefit residents of areas often thought to lack economic strength—such as rural areas and the urban core. At the heart of the creative industries are individual artists who are typically well-connected to the communities where they reside. Linking these artists with entrepreneurial opportunities both inside and beyond their regions offers many economic development possibilities.
- ◆ **Recruiting and Developing a Skilled Workforce:** The arts are an important complement to community development. They provide an enhanced quality of life, enrich local amenities, and play an important role in attracting young professionals to an area. Richard Florida, a leading expert on economic competitiveness, innovation, and demographic trends, is credited with coining the term ‘Creative Class,’ which describes young and talented individuals who are mobile and more likely to locate where there is a vibrant and creative environment. Attracting and retaining talented young people and companies is becoming increasingly important to states. The arts and culture within an area play an important role in attracting these professionals.

- ◆ **Attracting Tourism Dollars:** The audiences drawn to arts venues and cultural events also bring economic benefits for other businesses. A thriving cultural scene helps attract visitors who not only spend their money on the events themselves, but also contribute to local economies by dining in restaurants, lodging in hotels, and purchasing gifts and services in the community. A recent study on the drivers of tourist spending found that tourist expenditures correlate directly with the number of arts and design workers employed in a region.” *

* https://www.nga.org/wp-content/uploads/2020/08/0901arts_economy_nga.pdf

“Rural Prosperity Through the Arts”

Recognizing the specific challenges rural communities face in establishing a creative industrial base, the NGA subsequently released “Rural Prosperity Through the Arts & Creative Sector: A Rural Action Guide for Governors and States.” The 2019 report identifies dozens of success stories to illustrate how “the creative sector — specifically, arts and cultural assets” offer “a viable approach for strengthening economic opportunities and vibrancy into rural communities.” The 64-page publication notes that “arts and culture have long been part of urban rejuvenation efforts” and expands on that concept citing a body of research and practice that “showcases positive economic and quality-of-life outcomes associated with the rural creative sector.” The following are excerpts from pages 7-8 in the report.

“...the U.S. Department of Agriculture’s (USDA) Economic Research Service (ERS) has studied creative counties in an effort to discern what they can tell about the creative economy in rural America....More recently, NEA has collaborated with USDA ERS to investigate the complex relationships among arts, design and innovation in rural areas.¹⁹ This research is based on the Rural Establishment Innovation Survey (REIS), the first nationally representative sample of innovation processes in rural businesses.

“The REIS researchers found that rural arts organizations are just as likely as their urban counterparts to be rated ‘substantive innovators.’ The researchers posted further findings:

- ◆ Rural arts organizations draw nonlocal audiences at higher rates than do urban arts. In other words, rural arts organizations report that 31 percent of their audience travels ‘beyond a reasonable distance’ to attend events, while the corresponding share that urban organizations report is 19 percent.
- ◆ In rural communities, the number of innovative or design-integrated businesses (that is, those that use design services or trademark and copyright-protected branding) rises proportionately in the presence of performing arts organizations. More specifically, the probability that a business will be a substantive innovator, based on the REIS methodology, rises from 60 percent in rural counties that host no performing arts organization to nearly 70 percent for rural counties that host two to three arts organizations. If the rural county hosts four or more organizations, then the odds rise to 85 percent.
- ◆ Businesses in rural counties that host two or more performing arts organizations are at least 49 percent more likely to be design integrated than are businesses in other rural counties, even after controlling for other factors.
- ◆ Rural counties that are home to performing arts organizations experienced population growth three times higher than rural counties that lack performing arts institutions.

- ◆ Rural counties that house performing arts organizations provide residents with higher incomes (up to \$6,000 higher) than are reported in rural counties that lack performing arts organizations.
- ◆ Rural counties that have design-driven businesses recovered more quickly from the recession, showing more growth in weekly earnings over a four-year period (2010 to 2014).
- ◆ Two out of three rural businesses report that arts and entertainment are important for attracting and retaining workers.
- ◆ Businesses that value the arts are more likely to report an expanding market for their products and services.” *

* https://www.nga.org/wp-content/uploads/2019/01/NGA_RuralArtsReport.pdf

The REIS study outlines a blueprint of success that rural communities have embraced. Beyond a ‘feel good’ opportunity, investment in the arts can yield steady returns and create a ripple effect throughout the community. Construction of a concert/arts facility in Henderson Harbor resonates strongly with the REIS research recommendations.

Creative Placemaking

What is creative placemaking? A powerful, best-practice movement with proven results across the country. The proposed Henderson Harbor project has the potential to reap benefits through creative placemaking, given the right partnerships and alliances.

From page 19 in the NGA “Rural Prosperity through the Arts and Creative Sector” report:

“‘Creative placemaking’ occurs when artists, arts organizations and community development practitioners deliberately integrate the arts and culture into community revitalization work. Creative placemaking engages partners from a range of sectors (such as agriculture and food, economic development, education and youth, environment and energy, health, housing, public safety, transportation and workforce development).

“Community development efforts in cities, towns and rural places across the country have demonstrated that artists, designers and cultural organizations can play an essential role in realizing community-driven transformation. Community development strategies that integrate the arts and culture are better equipped to draw on and support existing community assets, preserve and enhance the authentic character of place and ensure equitable outcomes for local stakeholders. Through creative placemaking, the arts and culture can strengthen communities by helping revitalize local economies, provide rich engagement for youth, advance educational outcomes, create spaces and places where people want to be, facilitate authentic engagement in community planning, reimagine uses for vacant properties and improve quality of life for existing residents.” *

* https://www.nga.org/wp-content/uploads/2019/01/NGA_RuralArtsReport.pdf,



Chapter 5: Henderson Harbor - Fertile Ground for the Arts

The REIS study takes on even greater meaning in light of the RMS feasibility and perception study's findings. Salient details indicate that the Henderson Harbor area is ripe for this type of arts development. Demographic information including lifestyle behaviors and travel preferences align with key indicators of success.

The text of the RMS report notes:

- ◆ "Henderson Harbor tends to be high in wealth, aging, and well educated. All factors that support profiles of those who support the arts."
- ◆ "About 41% of respondents shared they make day trips to Henderson Harbor."
- ◆ "About 31% identified as full-time residents, 19% seasonal residents, 8% own a second home in the region, and 2% shared they are business owners."
- ◆ "Most individuals visit in fall and summer, and many in the spring."
- ◆ "The most frequent number of days people shared they visit Henderson Harbor is 15 days per year."
- ◆ "Water recreation was the top reason why people visit.... Many shared they also visit for car shows or arts and cultural events."

The study highlights that those who are regular visitors to Henderson Harbor express a high level of interest in arts programming that does not currently exist within the community:

- ◆ "Many people have attended live performing arts shows or concerts In the past year (63%), and several have also visited an arts or crafts gallery (49%)."
- ◆ "Arts focused events center in Henderson is desired by community residents, and many believe it will improve the quality of life for residents."

There is overwhelmingly strong support for the proposed venue -- "80% of respondents shared they support the initiative." Another 10% were undecided. Notably, out of the 10% who said no, "63% were full-time residents" (Table 18, p. 24). The report makes clear that "full time-residents are more skeptical...than seasonal or those who only make day trips to Henderson Harbor." Among those who identified as "highly supportive" of HHPAA's plans, "they would 'like something else to do' in the area" (Key Findings, p. 3). "Many people...would like to see [Henderson Harbor] change and offer more to them" (p. 7). The concert/arts venue will address this clearly-articulated need for new ongoing activities.

Visits by Non-residential and Seasonal Population

Visitors are the backbone of tourism: "the survey data suggests there is a sizable population who makes day trips to the Henderson area (41%). This additional population means that the **HHPAA must attract more** of these individuals for day trips to attend events and support the venue" (Figure 1, p. 16).

The good news is that this demographic is already finding its way to Henderson Harbor -- and has been for years. We agree strongly that comprehensive annual cultural tourism marketing methods ("I Love NY" marketing will be an incredibly effective tool in this regard) will be more than adequate to build and maintain awareness of this facility as a primary destination for summer visitors to the region.

Single-day Visits and Return Visits

The RMS findings concur that Henderson Harbor already draws in outsiders who regard the area as a convenient destination for a daylong trip. The RMS feasibility and perception study notes, "When people visit Henderson, most people are not staying overnight...The data suggests there seems to be a market for individuals who are looking for day trips to Henderson Harbor" (p.17). Conveniently, this group already constitutes the highest percentage of respondents (35%) as demonstrated by the RMS survey. Owners of second homes are the next largest group at 32%. Friends and family provide accommodations for 19% of respondents, while 14% stay in a hotel/motel/bed & breakfast/Airbnb; an additional 12% stay at a campground, 4% book a vacation rental, and 2% fall into the 'other' category (Table 11).

A concert venue will provide an additional draw for these day trippers; it also has the potential to keep seasonal residents in the area longer, prompt them to return more frequently to their vacation homes and encourage other family members and friends to visit during scheduled events at the facility. And those who opt to stay overnight will increase demand for hotel/motel/bed & breakfast/Airbnb accommodations, campground sites, and vacation rentals, bringing additional income into the area.

While the site is not likely to include ballfields, adding peripheral elements such as a pickle ball court or horseshoes can offer outdoor opportunities. The primary intent of the venue is to host concerts, arts and crafts fairs, flea markets, auto shows, yoga classes, fishing tournament 'finales,' farmers markets, and food truck fairs. The mix of events will be diverse, as HHPAA is experienced at providing arts programming, and many of these event types presently take place in the area.

Combined with event marketing across a wide region, the venue will enable Henderson Harbor to create a new, more vibrant identity. Income will be generated by parking, vendor fees, admission, and pavilion rentals. This in turn will be an economic driver for local businesses such as cafes, restaurants, taverns, coffee houses, and gift shops.

Additionally, as the RMS study points out, "With a major economic project coming to Clay, NY, with Micron, Henderson Harbor is primed for offering something unique for the anticipated economic boom to the region" (p. 5).

It's safe to say that visitors to Henderson Harbor almost universally agree, *once you visit, you'll be back*. RMS survey respondents who identified as visitors (excluding full-time residents, business owners, and those who owned a second home) were asked "How likely is it you'll return to Henderson Harbor?" and overwhelmingly, 95% indicated they were either extremely likely (78%) or very likely (17%) to return. None responded "unlikely" -- the remaining 5% answered "maybe" (Table 22).



Length and Seasonal Population

A concert/arts venue will only build on existing vacation and leisure habits already established by those individuals who are frequent visitors to the area. The breakdown of survey respondents hints at the potential for strong utilization by visitors/seasonal residents. According to the chart "How Individuals Experience Henderson Harbor" (Figure 1, p. 16), 41% "vacation/make day trips to the Henderson Harbor area"; 31% identify as "a full time resident of the Henderson Harbor area"; 19% identify as "a seasonal resident of the Henderson Harbor area"; 18% "have a second home, camp or property in/ear Henderson Harbor (within 20 miles)"; and 2% state they are "a business owner in the Henderson Harbor area."

Frequency and Time of Year

Visitors to Henderson Harbor come back again and again. Among those visitors who are not full-time residents, the minimum number of days visited ranged from single-day visits to repeat visits totaling up to 250 days per year (Table 10, p. 17). Average days visited per year equaled 49.7, with the RMS report noting that "most individuals who participated in this survey visited Henderson Harbor 15 times in the past year (mode, most frequent response)," the warm weather months predictably the most popular season. According to the report, "Most individuals visit Henderson Harbor either during the summer or fall" with 44% visiting in the summer, 28% in the fall, 22% in the spring, and 7% in the winter (Table 9, p. 16).

Money Spent

The economic benefits are apparent when each visit is translated into dollars spent. An RMS online survey asked for responses to the following open-ended question: "Thinking about your last visit to the Henderson Harbor area, approximately how much money, in total, did your immediate traveling party spend as a result of your visit (lodging, food, travel, entertainment)?" On average, "individuals reported their immediate traveling party spends \$580.95 on trips to Henderson Harbor. For those taking day trips, they spend around \$160.24." For "Day trips - Less than 10," the amount was \$135.51. For "Day trips - 11-30," the cost was \$264.00. (The survey included those with a second home and excluded full-time residents.) These figures are much higher than the average.

Lodging and Increasing Capacity

A season of concerts, fairs, and other events at the concert site will bring with it an opportunity for nearby inns, hotels, RV parks, and other overnight accommodation providers to consider increasing capacity. The recent renovation and reopening of the Gill House, a historic inn and restaurant in the harbor, is an example of a venue anticipating future growth. Increased capacity by locally-owned lodgers will produce the highest returns to the local economy. Research shows that for each hundred dollars spent at a locally owned venue, 73% returns to its local economy, as opposed to 57% leaving the locality if spent at a non-locally owned enterprises [Local Works: Examining the Impact of Local Business on the West Michigan Economy - A Civic Economics Study for Local First, Grand Rapids Michigan].

Local Small Business Opportunities

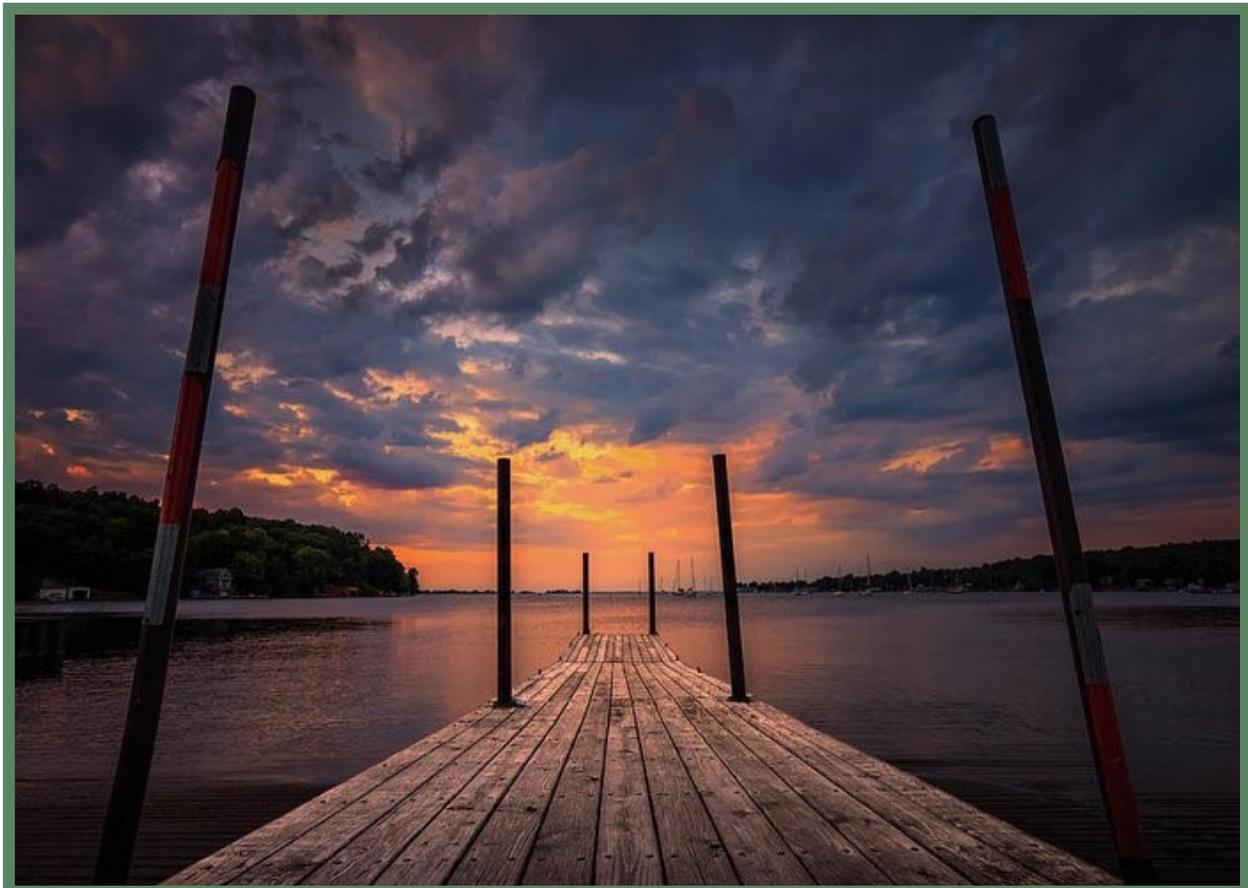
Increased visitation as a result of event attendance will benefit area storefronts as well and spur entrepreneurial thinking by present and future shops of all kinds in the surrounding area (arts and crafts, etc). These businesses may also be able to take advantage of sales from vending at events at a cultural facility, including fairs expressly designed for such sales. Façade improvement loans would be an important ongoing business development and "main street revitalization" tool for the harbor, village, and beyond, as intermediate destinations associated with cultural tourism influx are created by local small business entrepreneurs.

What Draws Visitors

With little or no existing infrastructure or marketing, the fact that 26% of RMS study respondents visit Henderson Harbor for arts and cultural events indicates great potential for growth. A dedicated lakeside arts/concert facility will draw visitors from Watertown/Fort Drum, Oswego, Syracuse, and Utica/Rome. As the RMS study reveals, the non-residential and seasonal population values what Henderson Harbor already offers and is eager for more: "an arts venue could certainly become a reason for people to return and offer something new to do within the community."

While Henderson Harbor has long been associated with water-related activities, as a family friendly resort area, summer camps and second homes bring visitors to stay with relatives and friends. The RMS study notes, "The primary reason individuals are visiting Henderson Harbor are for water recreation or to visit family and friends." While arts/cultural activities do not appear in the top two responses, a waterfront concert venue would be attractive because of its proximity to Lake Ontario and to family/friends who reside in the area seasonally. RMS's findings are in agreement with this: "The location of the venue aligns well with these activities, as the location is directly on the water, and close to restaurants and entertainment found in Henderson. The interviews with community stakeholders corroborated these data. One individual shared, 'water related activities, boat chartering, restaurants, and season activities,' as some of the key economic drivers in the region."

When respondents were asked to identify "Primary Reasons People Visit Henderson Harbor" (Figure 3, p.19), not surprisingly "Water recreation" was the top response at 57% with "Visiting family and friends" at 40%. Interestingly, "Boating - motor" at 29% came in just slightly higher than "Arts and cultural events" at 26%. Over a quarter of respondents selected this answer out of a possible 14 choices; its ranking as the fourth most popular answer -- beating out fishing (24%), hiking (18%), camping (17%), bird-watching (15%), boating - sailing (14%), and biking (12%) -- is evidence that a concert/arts facility would be welcomed by visitors.



Visitor Perceptions

The actual reasons that bring visitors to Henderson Harbor, however, are at odds with the perception visitors have of Henderson Harbor. When asked "What is the Henderson Harbor area best known for?" (Table 13, p. 20) only 2% of respondents identified "Arts and cultural events." Out of six possible responses, "arts and cultural events" ranked at #5, just above "Winter activities" (named by 1% of respondents). "Water recreation" (47%) and "fishing" (37%) topped the list, followed by "Outdoor activities" (11%) and "Other" (3%).

This disconnect between Henderson Harbor's reputation and its actual appeal to visitors suggests that a new and more compelling narrative is needed to introduce potential visitors to our community. This gap represents an opportunity to more effectively communicate our area's distinctive features, assets, and potential to become Lake Ontario's premier waterfront destination for visitors from Watertown, Oswego, Syracuse, and beyond.

Measuring Engagement in the Arts

An overwhelming majority of visitors to the Henderson Harbor area are already consumers of arts and cultural events, having identified themselves as such in their responses to the RMS online survey (Table 14, p. 20). When asked "In the past year, have you or members of your household participated in any of the following? *This activity does not need to have occurred In Henderson. Please provide the number of times you participated In the activity,*" 63% indicated they'd attended a live performing arts show or concert. Of that number, 73% attended between 1-5 events, 17% attended 6-10 events, and 10% attended over 10 events. Just under half -- 49% -- indicated that they'd visited an arts or crafts gallery, the majority between 1-10 visits in the past year.

A significant number were not only consumers of arts and cultural events but participants as well; 17% had taken an arts class on the internet, 9% participated in a vocational choir or theatre group, and 8% participated in an arts summer camp. Over half of the respondents indicated that they or a member of their household had participated in an arts activity in the past year, and of this group, 65% indicated that arts activities were very or extremely important to their household.

Survey participants were also asked how much they spent on arts-related events on an annual basis; those figures ranged from \$272 to just over \$1,500 (Table 15, p. 21). In the report, RMS concludes, "The data suggests that individuals do not spend a large portion of their income on arts events. For all income levels, the data suggests that individuals will spend about 1%-3% of their income on arts events. This should be taken into consideration when considering pricing and programming of events."



Overwhelming Positive Response to Project

The RMS study indicates an overwhelmingly positive response to the idea of a concert/arts facility: "80% of respondents shared they support the initiative" (Key Findings, p. 3). Just as important is anticipated utilization: "Individuals are extremely likely to use the venue, as 78% shared a response of *likely* or *extremely likely* they would attend a live performance" (Figure 4, p. 22). Additional *extremely likely/likely* responses were given to "attend an outdoor concert in an amphitheater setting" (78%), "go to an outdoor art/craft fair and festival space" (73%), "watch an indoor-outdoor film" (53%), and "go to outdoor/indoor art installations or galleries (56%)."

Perception of the project as beneficial to the region also affirms the decision to build an arts venue. From the RMS study: "When asked how much the proposed venue would contribute to the quality of life available through the Henderson Harbor area, 69% of individuals selected either a 4 (35%) or 5 - Extremely (34%), suggesting that people perceive the venue as a highly positive addition to the community" (Figure 5, p. 23).

"The facility is strongly supported by those who participated in the surveys and the interviews. Eighty percent of individuals said they support the development of a cultural arts facility and all but one individual supported from the IDIs [in-depth interviews]. This individual was not opposed, but undecided and wanted to learn more about the project. As one interview shared: 'I would say it's good for jobs and culture and could be a creative outlet. It could bring a spotlight to Henderson Harbor and bring people together...The project matches the vibe of Henderson Harbor and the environment'" (Table 17, p. 23).

Of the remaining 20%, 10% are undecided, and 10% are opposed: "Of the 19 individuals that responded 'No,' 12 (63%) are full-time residents. This is an important finding, as the data suggests HHPAA will find more resistance to this project from full-time residents...Their open responses largely expressed concerns around costs, government involvement, and a feeling that the project was 'not feasible'" (Table 18, p. 24).

Perceived Economic Impact

In tabulating responses to the facility, the RMS report included anecdotal evidence of favorable impressions held by participants:

"Key stakeholders expressed that there may be some economic impact by building a cultural arts venue directly in Henderson Harbor. As one interviewee suggested, 'There are currently limited opportunities to enjoy arts in Henderson Harbor. I think that's something the area can really use. We currently go to Sacketts Harbor to enjoy the arts.' Another commented, 'It would bring people from out of town for something positive and creative. It would give people better options for things to do, especially if it has to do with art music, and especially for kids.'

"Several mentioned other venues in Watertown, Clayton, and Sacketts Harbor as competitive locations. They also shared that many people do not want to travel, and their comments aligned with findings in this study, that there is high interest in the community for a venue.

"Others also commented that in the summer months, it may offer some seasonal jobs for individuals, although modest numbers, the venue still may provide work opportunities for some residents" (Economic Impact, p. 240).

Chapter 6: Site Design Considerations

Tangibles and intangibles

Creating a well-designed, flexible cultural facility for the greater Henderson area will certainly bring multiple benefits to the area. In order to fit the community safely and successfully, its design elements should have the additional goal of reduction, control, or elimination of present traffic/parking/infrastructure/safety deficiencies in the surrounding area whenever possible. The elements of an overall plan should extend beyond the site perimeter, should be cognizant of existing traffic and pedestrian issues, and address current needs and deficiencies including parking, access, utility infrastructure and public safety concerns to be most effective.

The tangible positive outcomes inherent to this project are many. It will attract an affluent demographic that will spend significantly surrounding events, help retain both permanent and seasonal residents, create jobs and additional income opportunities, and over time spur the creation of nearby small businesses to serve this influx. Intangibly, the presence of this cultural hub is capable of transforming the image of the area as more multifaceted, welcoming, and economically resilient (giving another reason to visit during possible future “high water years”) – and through this, make the area more prosperous and competitive with other nearby markets, i.e. Sackets Harbor, Clayton, Pulaski, Cape Vincent, and others.

Design Goals

The degree of success and sustainability of this project is largely dependent on its strategic design. A professional landscape architecture firm will have the ability to assess matters of “right-sizing” its scale, finding the “Goldilocks Zone” to match desired content to physical capacity. Too large, and it will require national acts to be profitable, high-magnitude productions that bring overwhelming safety challenges. Too small, and it will continue to require extra rental expense to present the wide variety of concerts, fairs, and events desired by the community – in this way, inhibiting growth.

It must be managed by a functional not-for-profit arts council, which Henderson has (the HHPAA – Henderson Harbor Performing Arts Association, which presently programs in the harbor and in the village of Henderson), an agency already funded by the New York State Council on the Arts. As programming grows, the HHPAA will become eligible for more grant opportunities at the regional and state level.

Thoughtful administrative program decisions have not been made at other comparable facilities, i.e. the Budweiser Amphitheater in Baldwinsville, NY, due to lack of local arts agency oversight, creating conflict between for-profit concert promoters and local businesses and establishments.

This deficiency does not exist in Henderson.

Current Site Conditions and Uses

The HHPAA currently and successfully programs throughout the summer season, including concerts by local bands, the 10th Mountain Division Band, a classic car show, community theater, children’s theater, student art and film events, and cornhole tournaments. All event infrastructure – staging, lights, sound reinforcement, porta-potties, security, and other services – must be rented, erected, and removed for these events as needed, requiring significant added cost and administrative effort. There is no parking lot on the Mark Hopkins site. These needs, and more, must be met in order to create a vibrant, efficient, functioning facility that fits its surroundings. Luckily, the site is generally flat and graded, making American Disabilities Act compliance relatively straightforward.

External Attributes

Walkability

Even with ample on-site parking, audiences will walk to the facility from its immediate surroundings – along the harbor road, from nearby marinas, inns and seasonal residences, and from the village, separated from the harbor by State Route 3, a major highway.

As a guide, long-term design goals *external to the facility* should consider the nine elements below, not only to improve pedestrian safety during scheduled events but also to create an inviting environment year-round for residents and visitors alike.

The following document, drawn from a report by the city of Boston's Pedestrian Issues Task Force, offers a proven framework:

Characteristics of a Walkable Community

- ◆ Coherence. A clear, understandable and organized sidewalk, street and land-use system consistent with the scale and function of the surrounding context. The sidewalk and street system should link points of interest and activity, provide clean lines of sight and travel, and include simple instructive signage.
- ◆ Continuity. A pattern of design and usage that unifies the pedestrian system.
- ◆ Equilibrium. A balance among transportation modes that will accommodate and encourage pedestrian participation.
- ◆ Safety. Pedestrian protection from automobiles and bicycles. Adequate time to cross intersections without interference. Physical separation from fast-moving cars. Signalization protection when crossing intersections.
- ◆ Comfort. Secure and negotiable paving materials for sidewalks and crosswalks. Unobstructed passage on the sidewalk and at corners. Signals timed to enable safe and quick crossings.
- ◆ Sociability. A sense of hospitality and suitability for individual and community interactions. Sidewalks should provide for a variety of uses and activities characteristics of the diverse scene.
- ◆ Accessibility. The opportunity for all individuals to utilize the pedestrian environment as fully as possible.
- ◆ Efficiency. Simplicity and cost-effectiveness in design and function. Minimum delay along a walking route.
- ◆ Attractiveness. Clean, efficient and well-maintained surroundings, with adjacent storefronts and activities that provide sidewalk interest. *

Walk Boston, A Pedestrian Perspective on the Central Artery Project in Downtown Boston: A Report by the Pedestrian Issues Task Force (Boston, MA, 1994).

How does this translate to the greater Henderson area's walkability challenges?

The opportunity exists to take advantage of the imminent creation of a sewer district through the harbor. A walk-ride path from the harbor business center, roughly from the Gill House to the Mark Hopkins site, would reduce existing safety concerns. Similarly, improved pedestrian and cycling crossing signage and lighting at the intersection of Route 3 and Military Road (the "flashing yellow signal") which can be employed surrounding events at the site, would provide accessibility to village residents. The walk-ride path would also dramatically diminish pedestrian danger if it extended through the harbor marinas and rental cottages to the west, and to the village center (the library) to the east, providing a unifying effect for the greater area and more welcoming and safe access by visitors.

It would make much sense to build these remedial safety elements simultaneously, in tandem with presently laid out plans for improved below ground infrastructure. The New York State Department of Transportation will undoubtedly prove to be an invaluable asset in designing and building the elements situated along and across Route 3.

Lodging

Another facet of any rural tourism development initiative is nearby lodging. At present, nightly, weekly, and seasonal options do exist in the greater Henderson area, rented primarily by fishermen and vacationing families. There is a substantial RV park on Association Island, on the former site of a General Electric corporate retreat and later, YMCA activities.

Over time, as concerts and fairs gain more exposure as summer attractions to the area, attention should be paid to opportunities to expand lodging capacity to support this gradual increased influx, emphasizing the superlative economic outcomes of local ownership and the advantage of support for the longevity of this class of locally owned small businesses. Qualitatively, the more socially intimate, interactive and welcoming experience gained from stays at local inns, hotels, Bed and Breakfasts, cabins, and weekly rentals is far more desirable, and profitable, than the experience of corporate-owned chain lodging. Kudos to the new owners of the storied Gill House, a historic inn and restaurant in Henderson Harbor that had fallen into disrepair, for their prescient, forward-looking renovation of the property. Other local lodgers take note: similar opportunities will exist for your renovation and expansion as well, given a new influx of cultural tourists.

Parking

The greater Henderson area, especially its shoreline and shoreview properties, is subject to a general lack of parking adjacent to commercial enterprises such as restaurants, marinas, stores, and shops. A mandatory, primary element of a new cultural facility must be adequate and accessible parking, for domestic vehicles as well as commercial livery vans and buses, to eliminate the need for event attendees to park offsite. This capacity is crucial. To put it simply: no parking, no project.

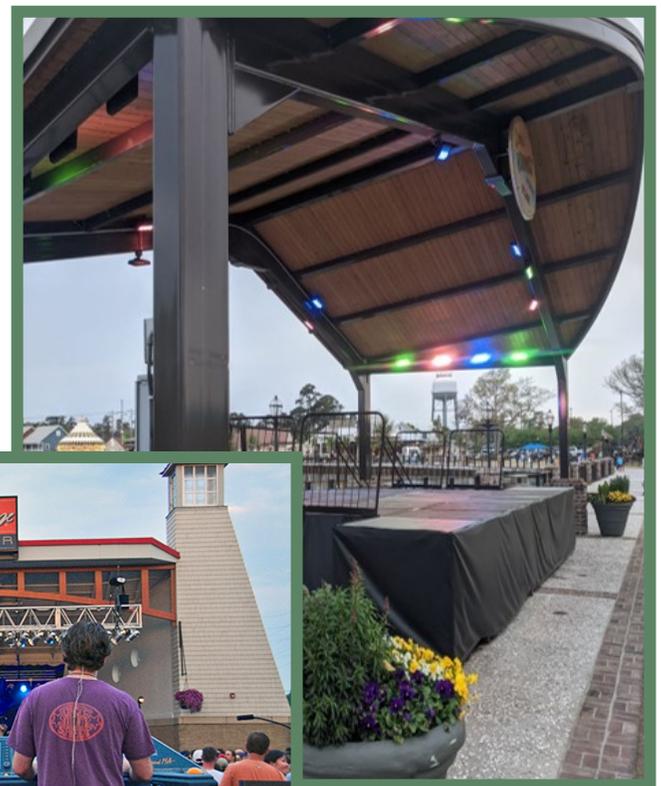
Our country, especially New York State, has created powerful incentives for conversion to electric vehicles: NYSEERDA's [Charge Ready NY](#) program offers rebates to public and private entities for purchasing and installing Level 2 chargers at public parking facilities, workplaces, and multiunit dwellings. Vouchers, tax credits and exemptions for domestic and commercial vehicles abound. It is safe to say that within the next 20 years, virtually all visitors to Henderson for any reason will be arriving in electric vehicles, school buses and private carriers will be all-electric, and electric vehicles of all kinds will be in use by local homeowners, renters, lodgers, and farmers.

There is more than enough room on the Mark Hopkins site to include an initial number of parking lot charging stations and infrastructure necessary to expand as demand increases over time, scaled intelligently to future need as well as projected event capacity.

Chapter 7: The Proposed Facility

It is helpful to borrow the “reverse engineering” or “backwards engineering” process to determine exactly what features any cultural facility should be able to provide most economically and efficiently. Basically, the process takes the product apart, studies it, and plans physical improvements to best support its functions.

In this light, the product is events. As presently and historically curated by the HHPAA and other local presenters, these event types include music concerts by local and touring ensembles, plays, children’s theater, classic car and boat shows, yard sales, fine art shows, food contests and tastings, and a Trick or Treat Drive-through. The most substantial and successful cultural events held in the past have been concerts by the Syracuse Symphony Orchestra (now called Symphoria) and a jazz concert. A full-service facility with a performance stage as its primary element must be designed to accommodate these many kinds of festivals and fairs, with an eye toward future possibilities as well, such as family films, private corporate events, food truck rodeos, fishing tournament prize ceremony celebrations, and other events that local organizations may choose to locate or relocate to the site.



The Stage

While it’s tempting to call the central performance stage of the facility an “amphitheater”, such stages are situated beneath the audience, which sits above it around a bowled area. The Hopkins site is flat, requiring an elevated stage structure providing lines of sight and sound to lawn seating. In order to accommodate concerts by large groups like symphony orchestras, field and military bands, and any conceivable future large-scale variety events, a covered stage platform with a width of 50 feet and depth of 40 feet is recommended, with a permanent roof, lighting grid, hanging points for audio speakers, lights, screen, and projector, and solid floor constructed of wood or synthetic material, back and side walls, sub-floor storage, backstage sheltered space for performers, and rest rooms.

Educational partnerships may be forged with area High School or college tech curricula or BOCES CTE (Career & Technical Education) courses to provide expertise and real-world experience in digital audio-visual technology and operation for students across the region.

Access

In addition to public parking, a service road providing artist and equipment backstage loading access is essential.

Seating

The site is presently graded and level, suitable for lawn seating and optional raised seating sections around the performance perimeter.

Pavilions

Prospective public, private, and corporate users of the site share the common need for a permanent shelter. At least one sturdy “park pavilion” is recommended for the site. An additional smaller pavilion may be utilized for smaller parties and other uses, i.e. merchandise, beverage sales, etc. An enclosed restroom building must provide facilities commensurate to audience size.



Vendor Space

Food, craft, and corporate event vendors are mobile by nature and intent. They need a dry location, reliable electricity, and audience access to thrive and return to future events. Some are self-contained businesses, others mobile outreach for businesses headquartered elsewhere. All are important barometers of an area's small business and entrepreneurial health. The food truck phenomenon is a vibrant example of the added excitement that mobile cuisine can bring to any event, or events focused on mobile cuisine itself. Local, regional, and ethnic cuisine can be a draw in itself, i.e. the growth of "food truck rodeo" events nationwide.

Significant perimeter space with electric service should be devoted to a vendor line or lines.

Gating and Entry

Even though most if not all public events at this site may be free of charge rather than ticketed, this eventuality should not be overlooked. Down the road, major municipal anniversaries or other special large-scale events may need capitalization from ticket sales. An impenetrable wall is not necessary to address this possibility. A "soft" perimeter barrier (knee wall, trees, or shrubbery) is recommended, to provide a perimeter that can be reinforced by private event security – licensed and insured "T-Shirt Security" – in these cases.

A circular driveway and small gazebo exist at the present entrance to the site to allow for drop-offs. This area can easily be improved to include an entry point suitable for registration and I.D. checkpoint as necessary. Even at free events, collecting contact information is a key element in audience development for not-for-profit arts organizations.

Infrastructure and Utilities

A site plan must include a quantified need for electrical service capacity (which is a general need for the entire area) and connection to the eventual sewer district.

Other Possibilities

The "Association Island Cabin" is a unique architectural structure with its origins in the Henderson area – on Association Island, now home to an RV Park. These mini-cabins, resembling tiny Alpine ski shelters, have been moved to countless other properties in and around the greater Henderson area, repurposed as everything from sleep cabins to utility sheds. The cabins spanned much of the use of the island itself by General Electric, the YMCA, and even the Olympics, when the U.S. Sailing Team trained in Henderson Harbor.

One of these cabins sits on the Mark Hopkins site, repurposed as an equipment shed. At minimal expense this can be moved to the entry area along Harbor Road to provide a miniature historical exhibit, with informational signage and a New York State historical marker provided by the [Pomeroy Foundation](#).

The site is also quite large enough to eventually include a limited number of large scale outdoor art sculptures, adding a beautiful "artpark" element in the manner of Central New York's [Stone Quarry Hill Art Park](#).

Chapter 8: Comparable Great Lakes Facilities

As envisioned as a self-contained cultural destination, an outdoor Henderson Harbor performing arts facility would be unique to the northern water border of New York State, exclusive of the Niagara River.

Surprisingly, at this writing, no other permanent full-size concert stage event facility exists on the American/New York State shoreline of Lake Ontario or the St. Lawrence River. Small gazebos, pavilions, and temporary staging exists or is erected for large scale events in various waterside locations. Below is a brief review of the limited availability of open-air lakeside performance locations and utilization of the space in the communities they serve.

Rochester

In the Western NY city of Rochester at Ontario Beach Park, a pavilion similar to the one in Sacketts Harbor, the Jean & Joe Carrozzi Performance Pavilion, is managed by the Ontario Beach Park Program Committee (OBPPC), an all-volunteer nonprofit group that provides free family entertainment. This eight-sided beachside bandstand, home to the weekly Wegmans Concerts By the Shore program from June through August, also hosts the Rochester Philharmonic Orchestra's annual summer performance. The facility does not have audience seating, a lighting grid or sound system; for concerts and events, all equipment must be brought in.

Oswego

Closer to home, the city of Oswego utilizes multiple locations including Breitbeck Park, Veterans Stage on the Oswego River, and Fort Ontario most effectively for concerts and festivals. Still, temporary infrastructure must be erected for most if not all of their largest performances, including symphony concerts at Fort Ontario and the Lakefront Stage of their highly successful Harborfest.

Cape Vincent

Along the St. Lawrence River, the Cape Vincent Arts Council sponsors Concerts on the Green at the Cape Vincent Village Green utilizing a concrete and stone performance platform covered by a seasonal canopy/awning; however, lighting and sound systems must be brought in for events. *

* <https://thousandislandslife.com/all-about-cape-vincents-village-green/> and <https://www.informnny.com/abc50-now/cape-vincent-arts-council-announces-summer-concert-lineup/>

Clayton

A waterfront covered gazebo/pavilion at Clayton's Frink Park hosts a summer concert series but also lacks a permanent stage, lighting and/or sound system. *

* <https://www.1000islands-clayton.com/waterfrontconcerts/>

What Existing Venues Lack

Design elements specifically addressing traffic congestion and pedestrian safety were not possible in most if not all of these waterside performance structures, due to their pre-existing locations in fully built urban or village settings. The undeveloped 18.5 acre site on the Mark Hopkins site will allow all such accessibility features to be included, the most crucial being parking capacity.

Chapter 9: Sustainability

With thoughtful design taking local weather conditions and climate into consideration, structural and grounds maintenance costs will be minimal and manageable compared to heated indoor event spaces. Worthy of repetition is the maxim that for every permanent feature or piece of capital equipment provided, the cost of renting that element is reduced to zero, freeing this budget expense line for content and communications, i.e. artist fees and event marketing.

Aside from facility title and various naming sponsorships, which provide investment income over time, considerable passive program income will be continuously derived from parking, vendor/food truck fees, private event charges, and revenue sharing with outside presenters. Present levels of program grant income will continue to be raised, devoted to ongoing successful local events already held at the undeveloped site and elsewhere.

It is strongly recommended that the HHPAA institute an annual giving campaign, including graduated individual and corporate contribution levels. This will require database development, an annual donor mailing, and prospect information capture – the basic elements of not-for-profit fundraising responsibility.



Chapter 10: Next Steps

The results of the RMS study indicate strongly that pursuing the creation of such a facility should be a high priority. How to move forward to make this a reality?

The first phase of this process has been completed. A thorough, quantitative feasibility and market study is now complete, with clearly stated goals and outcomes. Its recommendations align with current history, knowledge, attitudes, and potential for such a project.

The next fundraising goal for the HHPAA and other stakeholders is the pursuit of capital planning funds used to generate a site plan consisting of comprehensive landscape design and construction documents, preliminary drawings, and working budget goals, by a qualified landscape architecture firm with experience in similar projects. Without this clearly defined blueprint to show the public and future funders in the public and private sector, a way forward does not exist. A key finding of the RMS study stated, quite sensibly and obviously, that an area the size of Henderson cannot be expected to fund a project of this magnitude.

The compelling attributes that serve to make it a desirable public investment (without placing a burden on local residents) are those of economic development, quality of life, and healthy growth for a wide and economically depressed region using arts and culture as a tool for prosperity. The site resides in Jefferson County, which does not have an arts council. In addition to a request for the construction phase (many state grants require a non-state funding match), a process to explore the creation of an annual funding stream at the county level should be pursued, to come either from the tax base, sales tax or room occupancy tax formula, as is the case in most American counties with an interest in cultural tourism. This funding paradigm is an important ingredient for long-term health and sustainability of arts infrastructure across our nation.



Once the site plan is complete, fundraising and development efforts will focus on economic development and infrastructure sources at all levels of government. A sample list of such entities is included here, not meant to be comprehensive, but to give a high-level look at this family of public resources: legislative items, public agency grants, bond issues, and private sources.

[New York State Council on the Arts Capital Projects Fund](#)

[Jefferson County Administrator Robert F. Hagemann, III](#)

[Jefferson County Legislator Patrick R. Jareo, District 9](#)

[Jefferson County NY Economic Development](#)

[NYS Regional Economic Development Council](#)

[NYS Senator Patty Ritchie](#)

[NYS Assemblymember Mark Walczyk](#)

[I Love NY](#)

[U.S. Congresswoman Elise Stefanik](#)

[U.S. Senator Charles Schumer](#)

[U.S. Senator Kristen Gillibrand](#)

[National Development Council Grow America Fund](#)

[Northern New York Community Foundation](#)

[SLC Arts](#)

[NYSDOT Region 7](#)

Conclusion

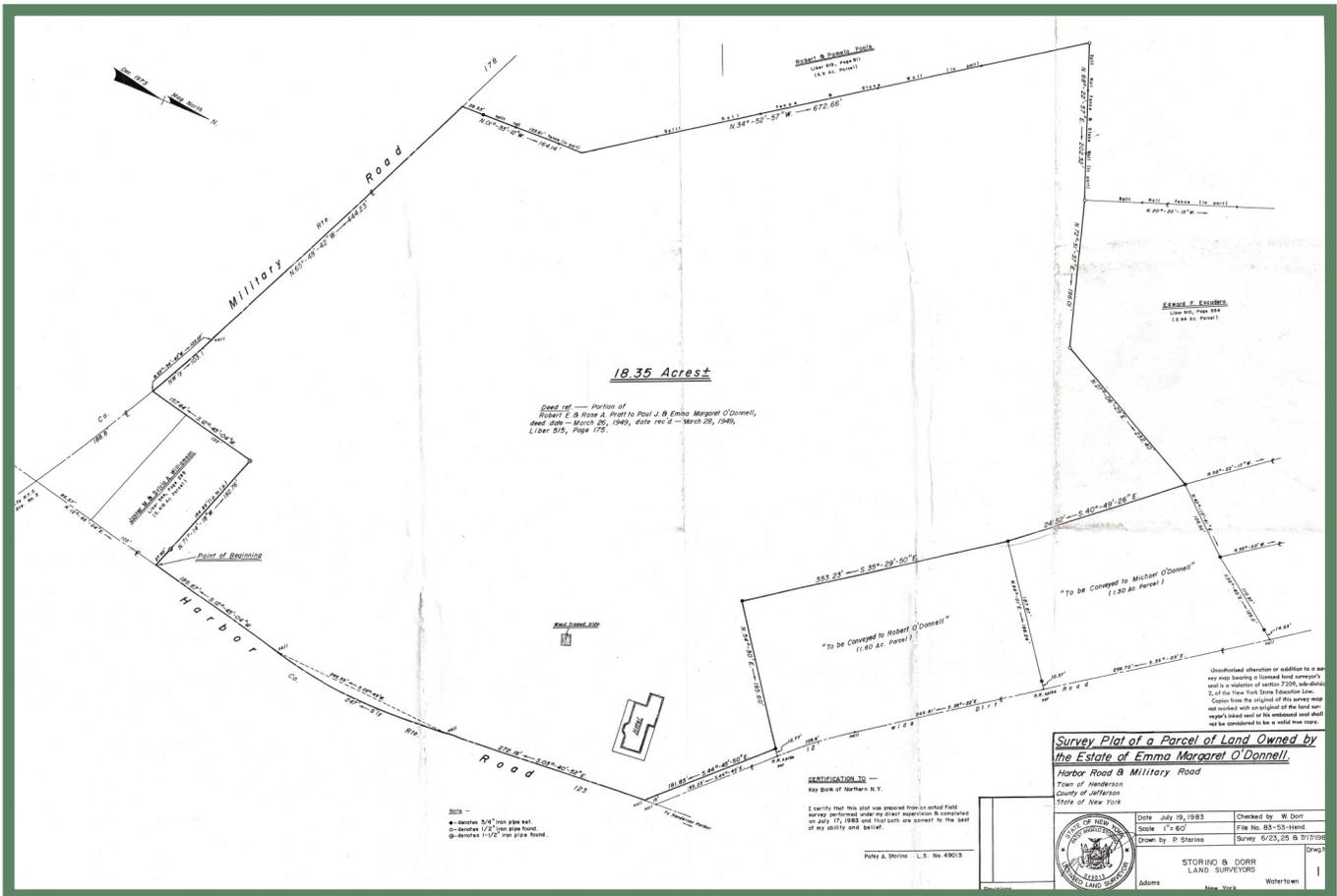
Thank you for the opportunity to collect data, provide best-practice recommendations, and contribute to this visionary initiative by the Henderson Harbor Performing Arts Association. In our informed, professional opinion, this project will transform the greater Henderson NY area both economically and culturally, creating enhanced economic resilience and building a new, multifaceted image for the region over time, bringing it alongside other forward-leaning communities in this regard. They are to be commended for their perseverance toward this goal. To quote the great [Dr. Samuel Johnson](#), “Great works are performed not by strength but by perseverance.” Add to that [Margaret Mead](#)’s famous quote “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has” and you have the greatest formula for success imaginable. Northern New York deserves nothing less.

The Authors



Appendices

- ◆ Proposed Site: Survey Plot



- ◆ Feasibility & Perception Study: Proposed Cultural Arts Venue Survey in Henderson Harbor – November 2022, RMS Research and Marketing Strategies. Inc.



Feasibility & Perception Study: Proposed Cultural Arts Venue Survey in Henderson Harbor

November 2022

Prepared for:
Central New York Jazz Arts Foundation, Inc.
Laurance A. Luttinger
Executive Director
lluttinger@cnyjazz.com



Ask. Listen. Solve.

15 East Genesee Street, Suite 210
Baldwinsville, NY 13027
315.635.9802
www.RMSresults.com
MarkD@RMSresults.com

Table of Contents

Executive Summary	2
Background & Methodology.....	2
Recommendations.....	4
Feasibility Analysis: Scoring of Key Indicators	8
Survey Demographics.....	9
Section 1: Can the Henderson Harbor Community Support an Arts Center?	10
Demographic Analysis.....	10
Extended Primary Market Area	14
Non-Residential & Seasonal Population	16
Frequency of Visits by Non-Residential Population	16
Reasons for Visiting Henderson Harbor.....	19
Section 2: How does the proposed facility fit within the current community?	20
Perception of what Henderson Harbor is Best Known For	20
Study Participants' Participation in the Arts	20
Word or Phrase to Describe Henderson Harbor.....	22
Section 3: What does the community think about an Arts Center?	23
Economic Impact	24
Conclusion	24
Appendix A: Survey Tables	25
Appendix B: Survey Script.....	40
Appendix C: In-Depth Interview Script	47
Limiting Terms and Conditions.....	54

Executive Summary

Research and Marketing Strategies, Inc. (RMS), offers the following findings regarding the proposed cultural arts venue in Henderson Harbor, New York. The findings of this report will support CNY Jazz and Henderson Harbor Performing Arts Association (HHPAA) planning and development of the venue, including efforts to obtain grant funding and secure financial support for the project.

RMS recommends this project should move forward in its development. The recommendations within this report are essential for the success of the project. The project presents a tremendous opportunity for the Henderson Harbor community. To capitalize on the promise of this project, HHPAA must work collaboratively with all stakeholders in the community, as success hinges on gaining buy-in from local leaders and full-time residents. In addition, the community in Henderson Harbor is quite small, and in order for the project to be sustainable, HHPAA must market aggressively to urban centers (Syracuse, Oswego, Watertown) to promote the venue.

Background & Methodology

This study includes data collected from in-depth interviews (IDIs) with community leaders, a feasibility and perception survey, and demographic analysis of the region. RMS also spoke with 10 key community stakeholders for this project. One individual was a seasonal resident of the area, two owned a second home in the area, and seven were full-time residents of the community. In addition, two of the individuals are also business owners in the community. The majority of these interviews occurred in October, 2022.

RMS designed and administered a feasibility and perception survey. The full survey is found in the Appendix. The survey includes a mix of open-ended questions, Likert type questions, and multiple choice. The survey was administered to the RMS ViewPoint panel, along with promotion across social media platforms by HHPAA. The survey was open from about six weeks in the summer of 2022. Analysis of the data included descriptive statistics and crosstabulations as appropriate. Finally, RMS leveraged eSite analytics, a tool that aggregates federal Census data, to analyze demographic data and trends within the Primary Market Area (PMA). The PMA was approximately a 20-mile radius of Henderson Harbor.

Key Findings

Based on interviews with key community stakeholders, survey participants, and analysis of demographic data, the key findings are as follows.

- Individuals participated in this survey from 74 unique Zip Codes across New York State, suggesting a wide market potential for Henderson Harbor's proposed arts venue.
- The Henderson Harbor community is not growing at a rapid pace, there is little anticipated overall growth. However, it is predicted that minorities will constitute a larger percentage of the overall population in the coming years.

- Henderson Harbor tends to be high in wealth, aging, and well educated. All factors that support profiles of those who support the arts.
- About 41% of respondents shared they make day trips to Henderson Harbor.
- About 31% identified as full-time residents, 19% seasonal residents, 8% own a second home in the region, and 2% shared they are business owners.
- Most individuals visit in fall and summer, and many in the spring.
- The most frequent number of days people shared they visit Henderson Harbor is 15 days per year.
- Data suggests seasonal fluctuations in data, with the population peaking in early fall in 2020. Previous years suggest that population increases starting in the spring and is lower during the winter months.
- Many people shared they do not stay overnight when they visit Henderson Harbor, about an equal amount indicated they stay at their second home.
- Water recreation was the top reason why people presently visit, followed by visiting friends and family. Many shared they also visit for car shows or arts and cultural events.
- A strong majority (78%) indicated they would return to Henderson Harbor.
- Many people have attended live performing arts shows or concerts in the past year (63%), and several have also visited an arts or crafts gallery (49%).
- Arts focused events center in Henderson Harbor is desired by community residents, and many believe it will improve the quality of life for residents.
- A strong majority (77%) described Henderson Harbor with positive words and phrases, such as “beautiful” and “scenic.” One individual referred to Henderson Harbor as the “best kept secret.”
- 80% of respondents shared that they support the initiative. Of the 19 individuals who said no, 12 (63%) were full-time residents. Data suggests that full-time residents are more skeptical about the project than seasonal or those who only make day trips to Henderson Harbor.
- Interviewees expressed a positive perception of the project, and believed their may be some economic benefits to the initiative. Several mentioned competition from Watertown, Clayton, and Sacketts Harbor. Some mentioned that the venue could provide season jobs to residents. Other discussed the need for the proper infrastructure (sewers) in the area. Many expressed concerns about parking. One individual was concerned about the zoning and regulations in downtown, and worried that the current ordinances make it challenge to develop downtown Henderson Harbor. Many spoke that they would “like something else to do” in the area and were highly supportive of HHPAA’s plans to build the venue.

Given these findings, RMS suggests this project move forward, with the following recommendations essential for a successful project. Our recommendations highlight some of the obstacles and barriers HHPAA may need to overcome.

Recommendations

Based on these findings, RMS offers the following recommendations. Many of these recommendations may already be occurring by HHPAA. In these cases, these data serve as an affirmation of the vision and hard work by HHPAA to make this project a reality.

Positive recommendation to move forward.

The data within this report suggests that this project should move forward, as the project presents a unique opportunity for the region, and enough evidence is present to provide a positive recommendation of this project.

Recruit and attract individuals who do not know about Henderson Harbor

A substantial number of individuals did not qualify for this survey, as they had not heard of Henderson Harbor. This is an important finding for this study, as some described Henderson Harbor as the regions “best kept secret.” Many community stakeholders mentioned that the area is not well-known, and people “fall in love” with the area once they visit. The data suggests that since the PMA of Henderson Harbor is small, substantial marketing efforts must take place in surrounding communities. In addition, the HHPAA may benefit from specifically targeting individuals who make day trips to the area, highlighting the areas (a) natural beauty, (b) proximity to major urban areas, and (c) easy access to water recreation.

Develop a strong sustainability plan

Like any initiative, this project comes with challenges regarding sustainability. The venue very well may identify funding for construction. However, planners should conduct additional research on programming desired in the community, and how to best setup a financial structure that is sustainable. Research suggests that in order to be successful, there must be multiple types of revenue streams, and not solely reliant on grant funding or volunteer support. A clear structure, management plan, and long-term vision of the facility should be laid out to support growth. HHPAA may benefit by providing events and activities beyond the arts, particularly anything related to water recreation and fishing, which the data suggests Henderson Harbor is well known for.

Develop strong partnerships with local officials and community leaders

For this project to be successful, there must significant partnership with local leaders and the HHPAA. A shared vision and detailed collaborative planning will help to streamline work and capitalize on the potential of this project. Some interviews revealed small-town politics in play, and given the area is small and everyone is connected, there is little room for politics or jockeying in a project like this. HHPAA should take the lead on collaborating with all stakeholders and working towards a shared vision of the region.

Improve communications of the project, status, and timeline to community

Many individuals desired to know more about the status of the project and on-going efforts. Some spoke that the project has been in the works for years and were skeptical about why now would be different than before. More routine communications and sharing information about

the project, through the HHPAA website or on social media, will help improve communication of the project, and garner more awareness and support of this initiative.

If proposed facility moves forward, conduct additional research on programming

The data suggests that the site could be used to host a wide variety of events, beyond the arts. Many shared they would be interested in sporting events, yoga instruction, fishing events, or other small meetups. This presents an opportunity for additional research, and potential new revenue streams for the facility.

Understand competition with other communities

One individual shared that “Henderson [Harbor] would have to figure out how to compete with [Watertown]. [The venue] would probably have to be something unique that wouldn’t be available elsewhere.” The designs of the venue, and it’s setting on the water in Lake Ontario, in Henderson Harbor, is certainly something unique to the area. Many stakeholders interviewed felt that the venue would be a major draw for individuals. With a major economic project coming to Clay, NY, with Micron, Henderson Harbor is primed for offering something unique for the anticipated economic boom to the region.

Invest in local infrastructure (sewer, electric, zoning)

Many in the IDIs expressed concerns about the infrastructure in the region. Some noted that parts of Route 3 do not have electricity, difficult zoning for businesses, limited parking in Downtown Henderson, and sewers that meet New York State code. Others spoke about issues with the sewers, and indicated that at the time of this writing, some positive changes and investments are forthcoming in 2023 regarding infrastructure. However, many shared that due to the current state of infrastructure, Henderson is “not able to compete as much with the surrounding area as it was previously,” another individual added, “I think [Henderson] can do better. Sacketts Harbor has a more robust downtown. Henderson Harbor doesn’t really have a downtown.” The cultural arts venue must integrate with plans and be part of a cohesive strategy for the region.

Increase awareness of HHPAA mission

Many individuals interviewed had low awareness of HHPAA, its mission and role with the project. Stakeholders suggested that HHPAA improve marketing and knowledge of the project.

Several ideas emerged, detailed below:

- *“A phone call like this one would work. I don’t think most people are familiar with the project. Promotion and education would get the word out.”*
- *“They should probably use social media and mail correspondence. and let people know about the project time duration. There are people that have lived here a long time and need to have their voices heard.”*
- *“Hold town meetings. More communication. More stuff online. There’s not a lot of info it available online and most of it’s outdated. It would be nice if there were a website on progress and planning of the project.”*

- *“Getting in touch with people and seeing if they want to donate or help in any way.”*
- *“There are a lot of retirees and older people here and school is losing students, so the community has more seniors. That’s something to consider when reaching out to the community.”*
- *“They must put a conceptual plan together and hold regional meetings in other townships besides Henderson Harbor, where visitors will be coming from, and hold strategic meetings. They must identify key players and donors. There is a wealth base in Henderson Harbor that could make it happen.”*

Develop targeted marketing for individuals who travel to Henderson Harbor on weekends or day trips

RMS looked at the data for individuals with children under 18 (n = 27), who visit Henderson Harbor for day trips. Although a small sample size, the responses are telling for HHPAA planning and marketing of the new facility. The data suggest this is one market for the HHPAA to market towards. All individuals reported that they would return to Henderson Harbor. Most shared they come for water recreation and for arts and cultural events. One individual shared, “such a beautiful area with so many water offerings,” another added, “when I’m in the area, I spend my time outdoors. I love the scenery and wildlife,” “we go for the car shows and art festivals,” added another participant.

These individuals also expressed very high interest in attending events at an amphitheater-like setting. HHPAA may benefit from recruiting individuals like this to be “champions” for the area, bringing their friends to the venue for events and allow them to explore the Henderson Harbor area. As one individual during the IDIs shared, “[Henderson Harbor] needs something to draw people. It’s not big but there are a lot of people in the area who would take advantage of it,” the data suggest one market to draw from is individuals looking for weekend and day trips.

Work to garner support for full time residents

Full-time residents presented more skepticism about the program, one full-time individual shared, “How will you keep the 100s of loud, uncivilized, littering, speeding, obnoxious people out?” Another added, “There are other things that could be done in the Town of Henderson to make it an appealing place.” This group compromised 12 of the 19 “Nos” for the project, or 67% of all the no votes. Further, only 58% of these individuals said “Yes” they would support this project, opposed to the 80% overall. Although, the group was largely positive for the project, it may be the most vocal against it. Strategic outreach to this group will be essential, both to gain public support, and fundraising for the HHPAA. One individual who was interviewed corroborated this recommendation. They expressed the need for “Getting local residents to buy into it and promote and educate. Reaching out to get the word out to residents. You have seasonal/summer residents and longtime residents that run farms etc. Seasonal and summer residents may be more interested.”

Leverage potential advocates for this project: seasonal & second-home owners

Individuals who are either seasonal owners or have a second home in the area are potential advocates for this project. Many of the individuals who participated in IDIs owned a second

home and were extremely supportive of the project. They shared that many people are desiring more to do and would like to see downtown change and offer more to them. Few expressed any resistance to the project and may be sound advocates for this project.

Increase marketing and outreach for extended PMA

RMS conducted some demographic analysis on the region outside of the PMA. The extended PMA (about 60 miles from Henderson Harbor), is quite large. The area includes nearly 600,000 residents, many of which will fall into the target market for HHPAA, who may enjoy a new arts and cultural venue, and traveling to a new destination nearby.

The data presented in this report paints a picture of endless opportunity for this project. To truly capitalize on the vision of the cultural arts venue in Henderson Harbor, all stakeholders will need to buy -in to the project and work collaboratively to promote and market the venue to expanded markets in more urban centers (i.e., Syracuse , Watertown).

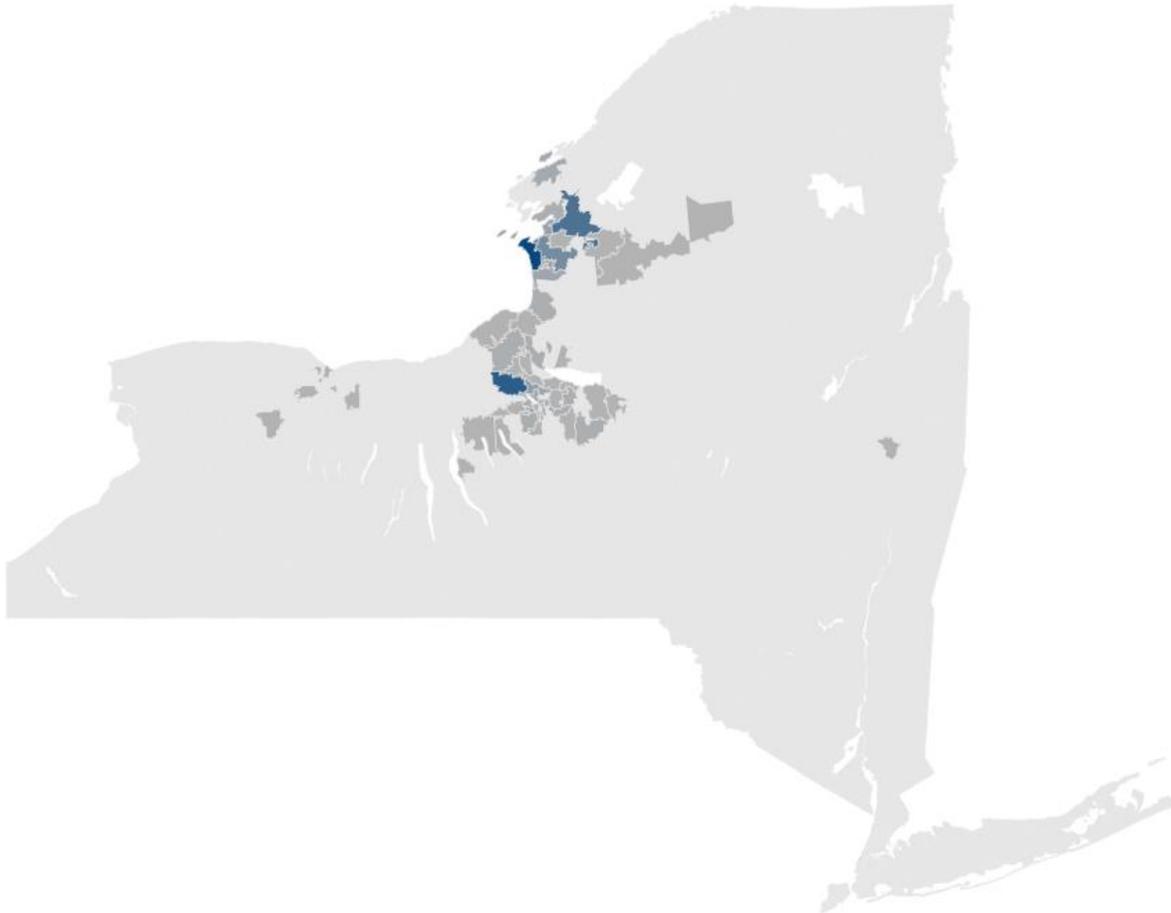
Feasibility Analysis: Scoring of Key Indicators

The chart below provides a scoring of the key indicators assessed in this study. The analysis shows that although this project is recommended to move forward, there are some key areas and considerations that HHPAA must consider during planning.

Feasibility Analysis: Scoring of Key Indicators		5 Stars – Excellent 4 Stars – Above Average 3 Stars – Average 2 Stars – Below Average 1 Star – Poor
Vision of Project	★★★★★	5 <i>HHPAA has a clear vision for the project</i>
Returning visitors / market potential	★★★★★	5 <i>Many people who come plan to come back.</i>
Age / Race	★★★★☆	4 <i>Residents in PMA are older, and large majority white, wealthy, and educated - which lends itself well towards investment and participation in the arts.</i>
Income	★★★★☆	
Education	★★★★☆	
Economic Impact	★★★★☆	4 <i>Potential to bring many individuals to Henderson Harbor for events and potential for hiring seasonal employment</i>
Competition	★★★★☆	4 <i>Limited competition, particularly a site directly on Lake Ontario</i>
Community Interest	★★★★☆	3.5 <i>Community interest is very high at 80%, but data suggests this project is not as popular with local, full-time residents (67%)</i>
Population	★★★☆☆	3 <i>PMA is very small. Project requires marketing to more urban areas.</i>
Annual Spending on the Arts	★★★☆☆	3 <i>Several individuals shared they invest in the arts, either through donations or attending events.</i>
Amenities	★★★☆☆	3 <i>Perception that there is not enough parking, and small downtown</i>
Infrastructure	★★☆☆☆	2 <i>More investment is needed to curb perception that area lacks infrastructure (sewers, electricity) to support a large-scale project</i>
Awareness of Henderson Harbor	★★☆☆☆	2 <i>Low awareness of Henderson Harbor, many individuals “screened out” of survey.</i>
Awareness of HHPA	★★☆☆☆	2 <i>Very limited awareness of HHPAA, its mission and role with project.</i>

Survey Demographics

Individuals who participated in this survey were from 74 unique Zip Codes across New York State. Many individuals' primary residence was Zip Code 13650 (Henderson, NY), 13027 (Baldwinsville, NY), and 13601 (Watertown, NY). The darker the blue on the map below indicates a higher number of responses from the Zip Code. A full list of Zip Codes is found in the Appendix. A total of 189 individuals completed the survey.



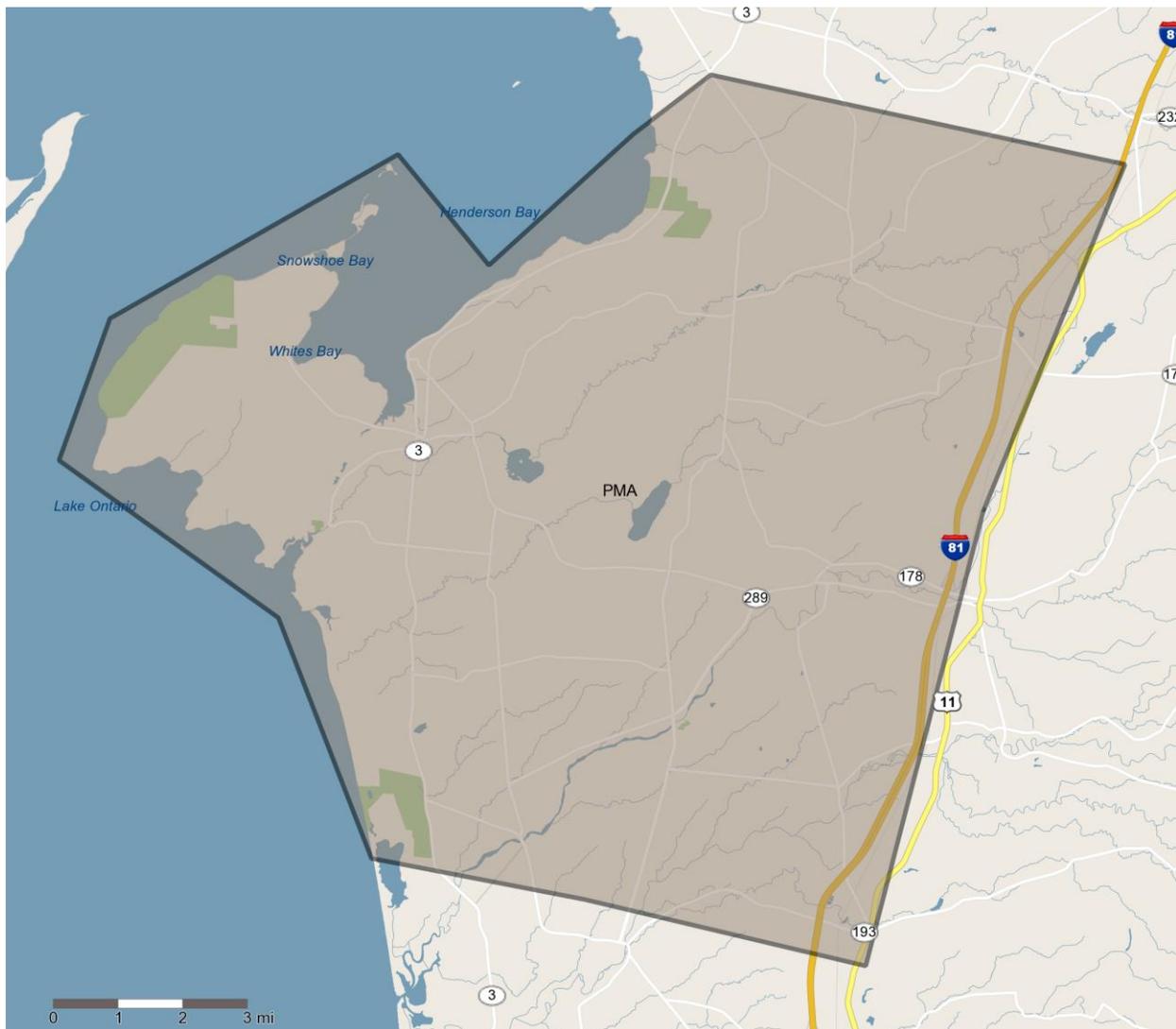
Most individuals who participated in the survey identified as a woman (67%). When asked what town and zip code their second home, camp, or property was located in, most selected Henderson Harbor. Fifty percent (50%) of respondents were over the age of 55, and the most common household size was two individuals. When asked to describe the size of their household, most individuals shared they lived in a home with two adults. Some individuals shared that a child under 18 currently lived in the home. Finally, 53% of respondents shared their income is over \$75,000. The demographics of the survey largely align with the PMA, discussed in the next section. Full survey demographic tables are located in the Appendix.

Section 1: Can the Henderson Harbor Community Support an Arts Center?

To best understand if the Henderson Harbor Community can support a cultural arts venue, RMS first looked at the demographic composition of the Primary Market Area (PMA). Then, RMS analyzed survey data and information gathered from interviews with key community stakeholders. **The key finding is that the PMA is not large enough to support the venue's activities, and in order for the venue to be successful, HHPAA must attract individuals from the surrounding urban areas.**

Demographic Analysis

The PMA for this project is shown in the map below. The PMA extends from just north of Westcott Beach State Park, to Southwick State Park in the southern boundary. Both extend to Route 81 on the eastern end of the PMA.



RMS utilized eSite analytics to gather demographic data. eSite analytics estimates the total population of the PMA analyzed to be about 5,203 individuals. The population is largely evenly split among males and females, and nearly all white. Little growth is expected in the coming years.

Table 1. Population Demographics of the PMA

Years	2010 Census	2021 Estimates	2026 Projections	% Change: 2021 to 2026
Total Population	5,286	5,100	5,203	2.0%
Population Density (Pop/Sq Mi)	46.97	36.97	37.71	2.0%
Total Households	1,955	1,893	1,937	2.3%

Table 2. Gender of the PMA

Year Gender	2010 Census		2021 Estimates		2026 Projections		% Change: 2021 to 2026
Male	2,644	50.0%	2,610	51.2%	2,656	51.1%	1.8%
Female	2,642	50.0%	2,490	48.8%	2,546	48.9%	2.2%

Although the data suggest the population is nearly all white, the data does suggest that minority populations are growing in the area. This diversity is important to note and may impact planning of programs, outreach, and activities at the arts venue.

Table 3. Population by Race

Race	2010 Census		2021 Estimates		2026 Projections		% Change: 2021 to 2026
White	5,076	96.0%	4,846	95.0%	4,911	94.4%	1.3%
Black	40	0.8%	49	1.0%	54	1.1%	10.9%
American Indian or Alaska Native	15	0.3%	17	0.3%	18	0.4%	3.3%
Asian/Native Hawaiian/Other Pacific Islander	28	0.5%	31	0.6%	34	0.7%	11.6%
Some Other Race	35	0.7%	51	1.0%	59	1.1%	15.9%
Two or More Races	92	1.7%	106	2.1%	126	2.4%	19.1%

The population within the PMA is also aging, with little growth expected for younger individuals moving into the area. Currently, about 46% of residents are 45 or older, and an additional 10% are between 35 to 44.

Table 4. Population by Age

Age	2010 Census		2021 Estimates		2026 Projections		% Change: 2021 to 2026
	Count	%	Count	%	Count	%	
0 to 4	333	6.3%	276	5.4%	279	5.4%	0.9%
5 to 14	696	13.2%	616	12.1%	604	11.6%	-2.1%
15 to 19	394	7.5%	316	6.2%	298	5.7%	-5.7%
20 to 24	286	5.4%	357	7.0%	352	6.8%	-1.4%
25 to 34	556	10.5%	616	12.1%	653	12.6%	6.0%
35 to 44	677	12.8%	556	10.9%	574	11.0%	3.3%
45 to 54	902	17.1%	643	12.6%	587	11.3%	-8.8%
55 to 64	685	13.0%	712	14.0%	678	13.0%	-4.7%
65 to 74	459	8.7%	648	12.7%	685	13.2%	5.6%
75 to 84	218	4.1%	268	5.3%	388	7.5%	44.5%
85+	80	1.5%	92	1.8%	105	2.0%	14.9%

The income in the area tends to be wealthier individuals, likely due to many individuals have second homes or camps in the area. The demographics show that the PMA tends to be largely older, white, and wealthy. These factors also align with individuals who are more likely to invest in the arts.

Table 5. Household by Income

Households by Income	2010 Census		2021 Estimates		2026 Projections		% Change: 2021 to 2026
	Count	%	Count	%	Count	%	
\$0 - \$15,000	187	9.6%	141	7.4%	124	6.4%	-12.3%
\$15,000 - \$24,999	261	13.3%	164	8.7%	149	7.7%	-9.4%
\$25,000 - \$34,999	235	12.0%	182	9.6%	170	8.8%	-6.4%
\$35,000 - \$49,999	295	15.1%	216	11.4%	203	10.5%	-6.1%
\$50,000 - \$74,999	349	17.8%	342	18.1%	337	17.4%	-1.5%
\$75,000 - \$99,999	342	17.5%	388	20.5%	408	21.1%	5.3%
\$100,000 - \$149,999	182	9.3%	281	14.8%	336	17.3%	19.6%
\$150,000 +	104	5.3%	180	9.5%	211	10.9%	17.5%
Average Income	\$65,903		\$83,532		\$90,809		8.7%
Median Income	\$49,987		\$67,891		\$74,137		9.2%
Per Capita Income	\$24,386		\$31,016		\$33,826		9.1%

Most individuals are married in the region, while about a third have never married. Many individuals have obtained a high school degree (33.8%), with the majority having completed some college or higher (56.8%). The demographics suggest that the area is well educated.

Table 6. Marital Status in PMA

Marital Status	2010 Census		2021 Estimates		2026 Projections		% Change: 2021 to 2026
	Count	%	Count	%	Count	%	
Married, Spouse Present	2,210	51.9%	2,221	52.8%	2,267	52.5%	2.1%
Married, Spouse Absent	243	5.7%	156	3.7%	161	3.7%	2.9%
Divorced	433	10.2%	461	11.0%	478	11.1%	3.8%
Widowed	242	5.7%	229	5.4%	237	5.5%	3.7%
Never Married	1,129	26.5%	1,141	27.1%	1,177	27.3%	3.1%

Table 7. Educational Attainment in the PMA

Educational Attainment	2010 Census		2021 Estimates		2026 Projections		% Change: 2021 to 2026
	Count	%	Count	%	Count	%	
Grade K - 8	61	1.7%	51	1.4%	51	1.4%	-0.1%
Grade 9 - 11	343	9.6%	259	7.3%	267	7.3%	3.0%
High School Graduate	1,232	34.4%	1,194	33.8%	1,237	33.7%	3.6%
Some College, No Degree	559	15.6%	635	18.0%	664	18.1%	4.5%
Associates Degree	553	15.5%	559	15.8%	582	15.9%	4.1%
Bachelor's Degree	468	13.1%	454	12.9%	468	12.8%	3.1%
Graduate Degree	331	9.3%	358	10.1%	376	10.2%	4.9%
No Schooling Completed	29	0.8%	25	0.7%	26	0.7%	6.2%

Extended Primary Market Area

RMS focused much of the demographic data analysis on the PMA. However, it is important that the area which the proposed venue is located is near many populous areas. Overall, an extended PMA (about 60 miles from Henderson, NY), the total population is nearly 600,000 individuals, suggesting that a key to the success of the venue will be marketing to individuals who do not now of Henderson Harbor, located within the extended PMA.

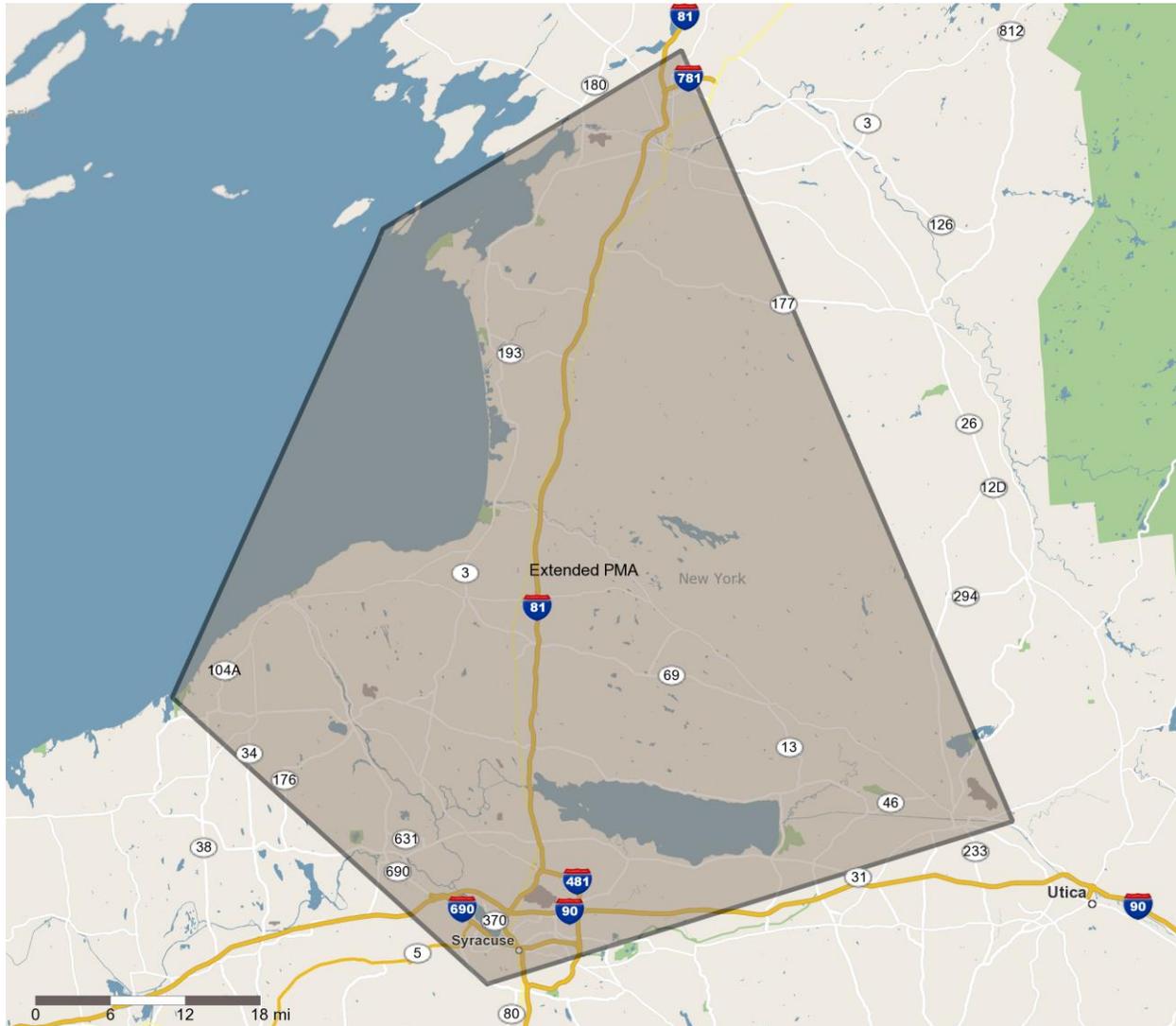


Table 8. Extended PMA Demographics

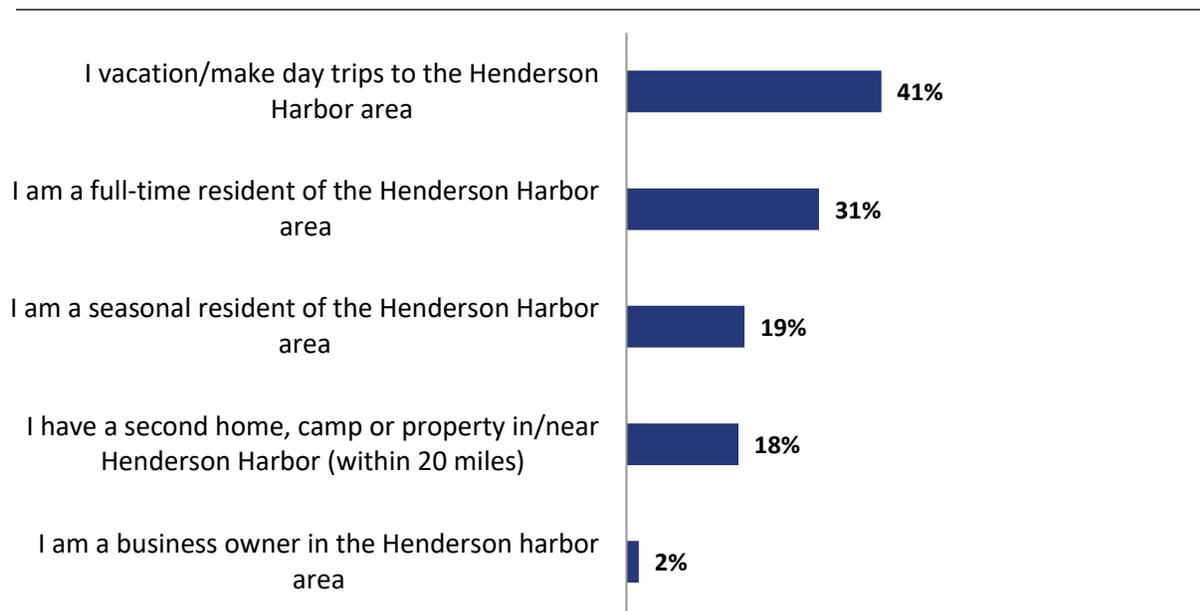
Population Demographics	2021 Estimates	2026 Projections	2021 to 2026
Total Population	570,148	575,769	1.0%
Population Density (Pop/Sq Mi)	194.45	196.37	1.0%
Total Households	228,979	232,922	1.7%
Population by Gender:			
Male	280,335	283,415	1.1%
Female	289,813	292,354	0.9%

Population by Race	2021 Estimates	2026 Projections	2021 to 2026
White	476,052	474,557	-0.3%
Black	48,723	50,239	3.1%
American Indian or Alaska Native	3,637	3,685	1.3%
Asian/Native Hawaiian/Other Pacific Islander	15,199	16,796	10.5%
Some Other Race	8,073	8,796	9.0%
Two or More Races	18,465	21,696	17.5%
Population by Ethnicity	2021 Estimates	2026 Projections	2021 to 2026
Hispanic	29,209	32,172	10.1%
Not Hispanic or Latino	540,939	543,597	0.5%
Households by Income	2021 Estimates	2026 Projections	2021 to 2026
\$0 - \$15,000	28,586	27,034	-5.4%
\$15,000 - \$24,999	22,804	22,208	-2.6%
\$25,000 - \$34,999	21,402	20,779	-2.9%
\$35,000 - \$49,999	30,561	29,761	-2.6%
\$50,000 - \$74,999	43,985	43,486	-1.1%
\$75,000 - \$99,999	31,305	32,989	5.4%
\$100,000 - \$149,999	32,441	36,094	11.3%
\$150,000 +	17,896	20,571	14.9%
Average Hhld Income	\$73,388	\$77,980	6.3%
Median Hhld Income	\$55,691	\$59,203	6.3%
Per Capita Income	\$29,945	\$32,012	6.9%
Marital Status	2021 Estimates	2026 Projections	2021 to 2026
Married, Spouse Present	197,219	199,771	1.3%
Married, Spouse Absent	22,295	22,362	0.3%
Divorced	52,417	53,178	1.5%
Widowed	29,334	29,805	1.6%
Never Married	168,018	170,046	1.2%
Age 15+ Population	469,283	475,162	1.3%
Educational Attainment	2021 Estimates	2026 Projections	2021 to 2026
Grade K - 8	7,752	7,781	0.4%
Grade 9 - 11	30,781	31,029	0.8%
High School Graduate	124,187	125,553	1.1%
Some College, No Degree	72,620	73,827	1.7%
Associates Degree	46,874	48,026	2.5%
Bachelor's Degree	60,602	62,118	2.5%
Graduate Degree	43,155	44,357	2.8%
No Schooling Completed	5,103	5,225	2.4%
Age 25+ Population	391,073	397,917	1.8%

Non-Residential & Seasonal Population

In addition to many individuals being a full-time resident of the Henderson Harbor area, the survey data suggests there is a sizeable population who makes day trips to the Henderson area (41%). This additional population means that the **HHPAA must attract more** of these individuals for day trips to attend events and support the venue.

Figure 1. How Individuals Experience Henderson Harbor (n = 189)



Note. Individuals could also respond, “I am not familiar with the Henderson Harbor Community,” 135 individuals selected this response. These individuals were disqualified from the survey. Individuals could select all that apply. Full data table is in the Appendix. Figure 1 aligns with Question 1 of the survey.

Frequency of Visits by Non-Residential Population

Most individuals visit Henderson Harbor either during the summer or fall, with many also visiting in the spring. In addition, most individuals who participated in this survey visited Henderson Harbor 15 times in the past year (mode, most frequent response), with a maximum of 250 days and a minimum of 1.

Table 9. In which season(s) do you typically visit the Henderson Harbor area?

S2 Season(s) visited	Overall (n = 189)	
	n	%
Winter	19	7
Spring	63	22
Summer	127	44
Fall	80	28

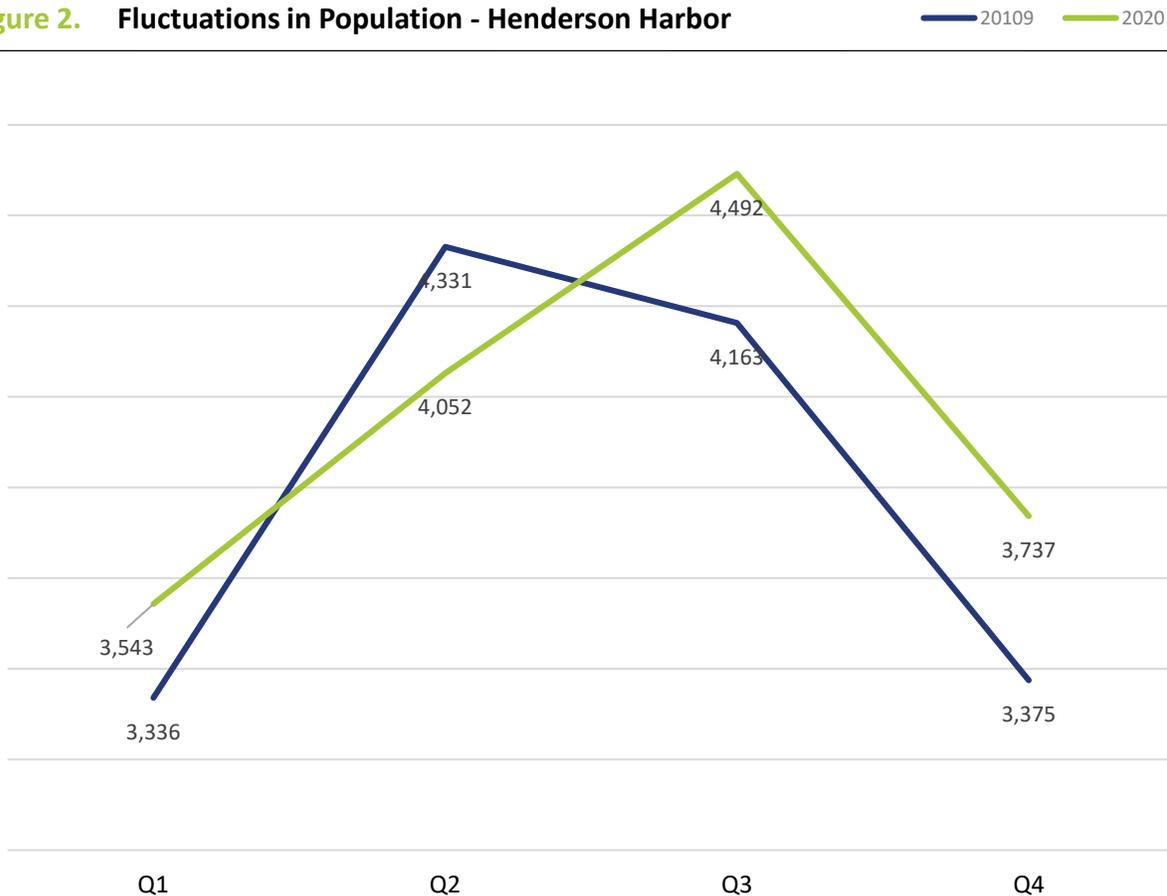
Table 10. About how many days a year do you visit/stay in the Henderson Harbor area?

S3 Days visited in a year	#
Minimum number of days visited in a year reported	1
Average Days visited per year	49.7
Max reported days visited per year	250
Mode	15

Note. Data excludes anyone who indicated they are a full time resident, n = 131.

In addition, eSite analytics reports that the population of the area fluctuates during the year, as they estimate the seasonal population by quarter. In 2020, population peaked during the fall, and in 2019, the spring. The data suggests that spring – early fall Henderson Harbor experiences an increase in population.

Figure 2. Fluctuations in Population - Henderson Harbor



When people visit Henderson Harbor, most people are not staying overnight, and if they do, the survey suggests they are staying at their second home. The data suggests there is a market for individuals who are looking for day trips to Henderson Harbor. On average, individuals reported

their immediate traveling party spends \$580.95 on trips to Henderson Harbor. For those taking day trips, they spend around \$160.24.

Table 11. Where do you typically stay when visiting the Henderson Harbor area?

S4 Where to stay	Overall (n = 189)	
	n	%
I typically do not stay overnight when visiting Henderson Harbor	39	35
Second home	35	32
Friends/Family	21	19
Hotel/Motel/Bed & Breakfast/Airbnb	16	14
Campground	13	12
Vacation rental	4	4
Other (Please describe)	2	2

Table 12. Thinking about your last visit to the Henderson Harbor area, approximately how much money, in total, did your immediate traveling party spend as a result of your visit (lodging, food, travel, entertainment)?

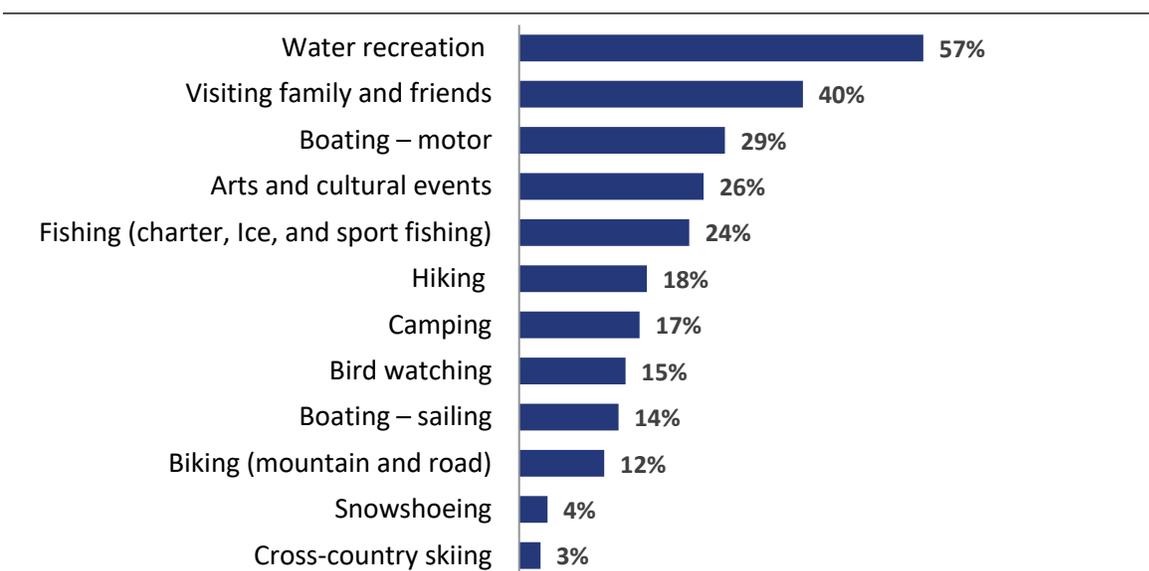
S5 Money Spent	Dollar Amount
Money spent by immediate traveling party (average)*	\$580.95
Day trips	\$160.24
Day trips – Less than 10	\$135.51
Day trips – 11-30	\$264.00

Note. Includes those with a second home, n = 106. Excludes full time residents.

Reasons for Visiting Henderson Harbor

The primary reason individuals are visiting Henderson Harbor are for *water recreation* or to *visit family and friends*. The location of the venue aligns well with these activities, as the location is near the water and close to restaurants and entertainment found in Henderson Harbor. The interviews with community stakeholders corroborated these data. One individual shared, “water related activities, boat chartering, restaurants, and season activities,” as some of the key economic drivers in the region.

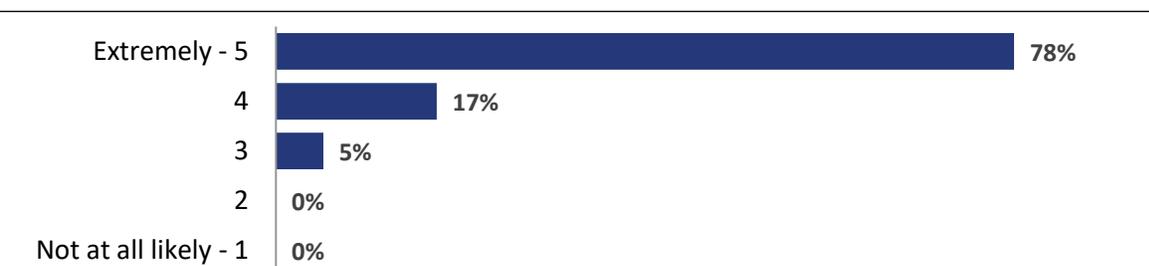
Figure 3. Primary Reasons People Vist Henderson Harbor (n = 111)



Note. Data excludes individuals who own a second home, full-time residents and business owners. Figure 3 aligns with Question 6 of the survey.

Importantly, for those that have visited Henderson Harbor, many plan on returning to the area. This data provides some insight to the individuals who are already making day trips, as an arts venue could certainly become a reason for people to return and offer something new to do within the community.

Figure 4. How likely is it you'll return to Henderson Harbor? (n = 111)



Note. Data excludes individuals who own a second home, full-time residents and business owners. Figure 4 aligns with Question 7 of the survey.

Section 2: How does the proposed facility fit within the current community?

The proposed facility will fit well within the local community. With the venue being located so near the water, the venue could serve multiple uses beyond the arts. Festivals for water recreation, fishing, or outdoor activities could add other draws to the venue, capitalizing on the venues proximity to water and entertainment offered in Henderson.

Perception of what Henderson Harbor is Best Known For

The survey suggests that individuals believe that the Henderson Harbor area is best known for *water recreation (kayaking, scuba diving, water skiing, swimming, motorboats and sailing)*. Respondents also believe that the area is well-known for *fishing (charter, ice, and sport fishing)*.

Table 13. What is the Henderson Harbor area best known for?

S9 Best Known for...	Overall (n = 189)	
	#	%
Water recreation (kayaking, scuba diving, water skiing, swimming, motorboats, sailing)	89	47
Fishing (charter, ice, and sport fishing)	69	37
Outdoor activities (hunting, camping, bird watching, hiking, biking)	21	11
Other (Please specify)	5	3
Arts and cultural events (car shows, art festivals, workshops)	4	2
Winter activities (cross-country skiing, snowmobiling, snowshoeing)	1	1

Study Participants' Participation in the Arts

In the past year 62% of respondents indicated they have *attended a live performing arts show or concert*. Of these, most individuals attended between 1 and 5 events (73%), while many attended 6-10 events (17%) and the remaining 10% shared they attended over 10 events. In addition, 49% of respondents shared they *visited an arts or crafts gallery*, with the majority of individuals sharing they attended less than 10 times in the past year.

Table 14. In the past year, have you or members of your household participated in any of the following? This activity **does not** need to have occurred in Henderson. Please provide the number of times you participated in the activity.

S10 Activity (n = 189)	%
Attended a "live" performing arts show or concert	63%
Visited an arts or crafts gallery	49%
Taken an arts class on the internet	17%

S10 Activity (n = 189)	%
Participated in a vocational choir or theatre group	9%
Participated in an arts summer camp (dancer, music, theatre)	8%
S10a Please select any activities below that you or a household member participated in:	%
None of the above	46%
Started a DIY art project	37%
Actively pursue an arts hobby	29%
Volunteered for a nonprofit arts organization	22%
Been a member of an arts-related association	15%
Worked as an artist	13%

Individuals were then asked how important arts-focused activities are to their household. If an individual responded, “none of the above” to the preceding question, they were not asked this question. Most individuals provided a score of 4 or 5, and a mean score of 3.9 (n=102).

Table 15. How important are arts-focused activities to you and your household?

S11 Arts-Focused Activities	Not at All -- 1		2		3		4		Extremely 5	
	#	%	#	%	#	%	#	%	#	%
How important are arts activities in your household?	2	2	6	6	27	27	35	34	32	31

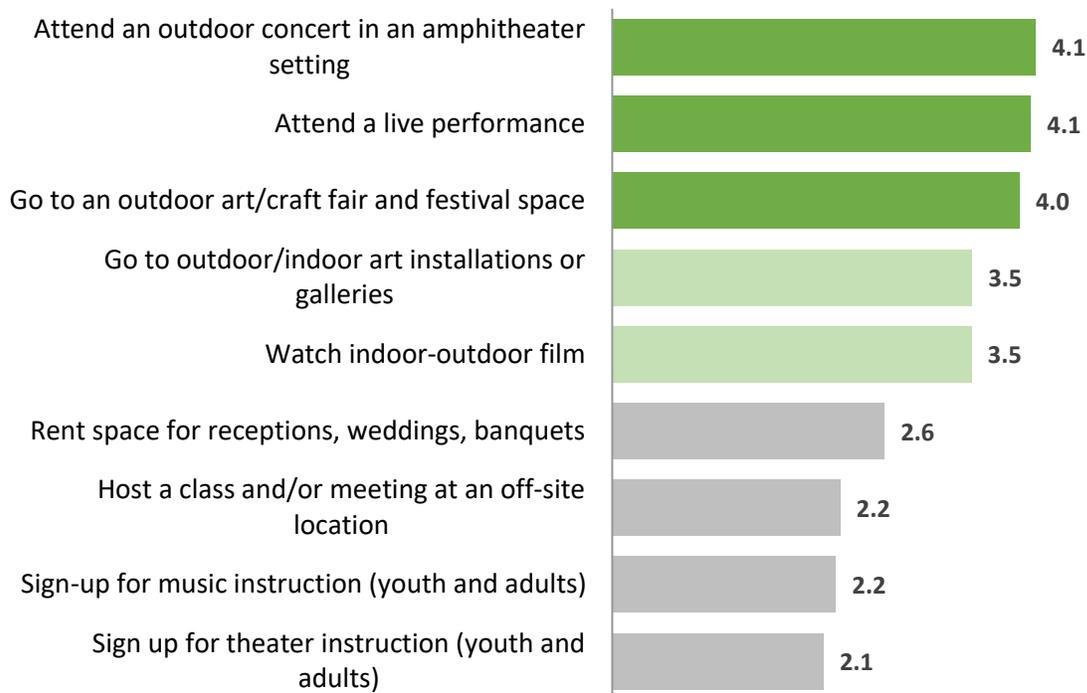
The data suggests that individuals do not spend a large portion of their income on arts events. For all income levels, the data suggests that individuals will spend about 1%-3% of their income on arts events. This should be taken into consideration when considering pricing and programming of events.

Table 16. On an annual basis, how much money do you typically spend on arts-related events?

S12 Money Spent by Income	Average \$ Spent
\$10,000 to \$24,999	\$ 272.00
\$25,000 to 49,999	\$ 190.00
\$50,000 to 74,999	\$ 298.86
\$75,000 to 99,999	\$ 529.86
\$100,000 to 149,999	\$ 718.75
\$150,000 and greater	\$ 1,504.57

Individuals are extremely likely to use the venue, as 78% shared a response of *likely* or *extremely likely* they would attend a live performance. Further, a strong majority indicated they would *watch an indoor-outdoor film, attend an outdoor concert in an amphitheater setting, go to an outdoor art/craft fair and festival space, and go to outdoor/indoor art installations or galleries.*

Figure 4. How likely are you to attend one of the following (means)



Note. For all items, n = 189. Figure 4 aligns with Question 10 of the survey.

For those that responded *extremely unlikely, unlikely, or maybe* a theme that emerged was typically tied to demand, as they had very little interest in the item selected (such as renting space). Others shared they would be more interested if life circumstances were different (children, reason to host an event, more time). Some offered that they would “love to see concerts come to Henderson Harbor,” or that to attend an event, it would have to be a “big name.”

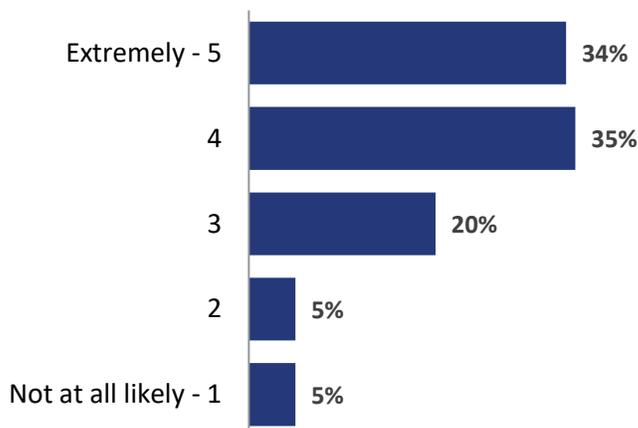
Word or Phrase to Describe Henderson Harbor

Individuals were asked to share the first word or phrase that comes to mind when they hear “Henderson Harbor,” the responses were largely positive, as 77% provide a positive word or phrase. The most commonly cited word was beautiful, followed by peaceful, others referred to Henderson Harbor as “tranquil,” and one individual shared Henderson Harbor was the “Best Kept Secret.” The key stakeholders also responded very positively, as most individuals used words such as “beautiful,” and “scenic,” one individual shared the word “destitute.”

Section 3: What does the community think about an Arts Center?

When asked how much the proposed venue would contribute to the quality of life available through the Henderson Harbor are 69% of individuals selected either a 4 (35%) or 5 – Extremely (34%), suggesting a people perceive the venue as a highly positive addition to the community.

Figure 5. How much will the proposed venue improve quality of life? (n = 189)



Note. Figure 5 aligns with Question 13 of the survey.

On a scale of 1 to 5 with 1 indicating not at all and 5 extremely, respondents provided a mean score of 3.6 when asked how important it is that Henderson Harbor have a concert, festival, and/or cultural venue for community use. In addition, 60% selected either a 5- extremely (31%) or 4 (29%).

Table 17. How important is it to you that the Henderson Harbor area has a concert, festival, and/or cultural venue for community use? (n = 189)

S15 Importance of Cultural Venue	Not at All -- 1		2		3		4		Extremely 5	
	#	%	#	%	#	%	#	%	#	%
How important?	24	13	6	3	45	24	55	29	59	31
Mean	3.6									

The facility is strongly supported by those who participated in the surveys and the interviews. **Eighty percent of individuals said they support the development of a cultural arts facility and all but one individual supported from the IDIs.** This individual was not opposed, but undecided and wanted to learn more about the project. As one interview shared:

I would say it's good for jobs and culture and could be a creative outlet. It could bring a spotlight to Henderson Harbor and bring ppl together. As opposed to something else like a solar farming plant. The project matches the vibe of Henderson Harbor and the environment.

Of the 19 individuals that responded “No,” 12 (63%) are full-time residents. This is an important finding, as the data suggests HHPAA will find more resistance to this project from full-time residents.

Table 18. Do you support the development of a cultural arts facility in the greater Henderson Harbor area? (n = 189)

S16 Support for Cultural Arts Facility	Yes		No		Undecided	
	#	%	#	%	#	%
Support for developing arts facility	152	80	19	10	18	10

Their open responses largely expressed concerns around costs, government involvement, and a feeling that project was “not feasible.”

Economic Impact

Key stakeholders expressed that there would be some economic impact by building a cultural arts venue directly in Henderson Harbor. As one interviewee suggested, “There are currently limited opportunities to do enjoy arts in Henderson Harbor. I think that’s something the area can really use. We currently go to Sacketts Harbor to enjoy the arts.” Another commented, “It would bring people from out of town for something positive and creative. It would give people better options for things to do, especially if it has to do with art music, and especially for kids.”

Several mentioned other venues in Watertown, Clayton, and Sacketts Harbor as competitive locations. They also shared that many people do not want to travel, and their comments aligned with findings in this study, that there is high interest in the community for a venue.

Others also commented that in the summer months, it may offer some seasonal jobs for individuals, although modest numbers, the venue still may provide work opportunities for some residents.

Conclusion

This report provided an extensive feasibility study to assess the viability of the proposed cultural arts venue in Henderson Harbor. **RMS recommends that the project move forward,** with careful considerations of the recommendations set forth in this report.

Appendix A: Survey Tables

Full data tables are provided below for question in which only means or charts were provided in the body of the report. Open ended responses are also included.

Table 19. The Henderson Harbor area is home to many; please select all that apply to you:

S1 Resident Status	n = 189	
	#	%
I vacation/make day trips to the Henderson Harbor area	78	41
I am a full-time resident of the Henderson Harbor area	58	31
I am a seasonal resident of the Henderson Harbor area	35	19
I have a second home, camp or property in/near Henderson Harbor (within 20 miles)	33	18
I am a business owner in the Henderson harbor area	3	2

Note. Individuals could also respond, “I am not familiar with the Henderson Harbor Community,” 135 individuals selected this response. These individuals were disqualified from the survey. Individuals could select all that apply.

Table 20. Seasonal population estimates

Seasonal Population Estimates	Estimates
Q4 2018	4,103
Q1 2019	3,336
Q2 2019	4,331
Q3 2019	4,163
Q4 2019	3,375
Q1 2020	3,543
Q2 2020	4,052
Q3 2020	4,492
Q4 2020	3,737

Table 21. What is the primary reason you visit Henderson Harbor? (Select all that apply.)

S6 Reasons to visit	Overall (n = 189)	
	#	%
Water recreation (kayaking, scuba diving, water skiing, beach)	63	57
Visiting family and friends	44	40
Boating – motor	32	29
Arts and cultural events	29	26
Fishing (charter, Ice, and sport fishing)	27	24
Hiking	20	18
Camping	19	17
Bird watching	17	15
Boating – sailing	15	14
Biking (mountain and road)	13	12
Snowshoeing	4	4
Cross-country skiing	3	3

Table 22. How likely is it that you will return to the Henderson Harbor area?

S7 Possible Return to Area (n = 111)	Not at All -- 1		2		3		4		Extremely 5	
	#	%	#	%	#	%	#	%	#	%
	How likely is it that you will return to the Henderson Harbor area?	0	0	0	0	6	5	19	17	86

Note. Question did not include seasonal residents, full-time residents, and business owners.

Table 23. What is the first word or phrase you associate with Henderson Harbor? (n=189)

Phrase	Count	Sentiment
Beautiful	20	Positive
Peaceful	11	Positive
Lake Ontario	8	Positive
Fishing	7	Positive
Lake	7	Positive
Relaxing	6	Positive
Home	5	Positive
Quaint	5	Positive
Scenic	5	Positive
Waterfront	4	Positive
Scenery	3	Positive
Picturesque	2	Positive
Pretty	2	Positive
Quiet	2	Positive

Phrase	Count	Sentiment
A-Bay and Watertown are small but packed with fun activities	1	Positive
amazing	1	Positive
Beach / water	1	Positive
Beachy and pleasant	1	Positive
Beautiful boating	1	Positive
Beautiful lake area	1	Positive
beautiful scenery	1	Positive
Beautiful small town	1	Positive
Beautiful waterfront	1	Positive
Beautiful, serene	1	Positive
Beautiful, tranquil paradise	1	Positive
beauty. clear lake water	1	Positive
best place on earth	1	Positive
Breathtaking	1	Positive
Calm	1	Positive
Chill	1	Positive
Clean	1	Positive
cottage	1	Positive
Cozy	1	Positive
Dramatic shoreline	1	Positive
Escape	1	Positive
Exciting	1	Positive
Family	1	Positive
Good food	1	Positive
Gorgeous	1	Positive
Happy Place	1	Positive
Harbor Magic	1	Positive
Henderson Harbor -> Best Kept Secret	1	Positive
Hidden gem	1	Positive
Historic	1	Positive
Home. Even though I've never lived there full time.	1	Positive
Inviting	1	Positive
Lake fun	1	Positive
Lake home	1	Positive
Lake views	1	Positive
Love	1	Positive
Lovely	1	Positive
Lovely, peaceful on the water	1	Positive
Natural beauty	1	Positive
Nature	1	Positive
Nautical	1	Positive
Nice	1	Positive

Phrase	Count	Sentiment
Outdoors	1	Positive
Pleasant	1	Positive
residential paradise	1	Positive
Rustic	1	Positive
Scenic water views	1	Positive
serene	1	Positive
Stuck in the past	1	Positive
Such a pretty area	1	Positive
Tranquility	1	Positive
unique, welcoming and peaceful	1	Positive
Unknown peaceful beauty	1	Positive
Untapped	1	Positive
variety	1	Positive
Very nice	1	Positive
Very quiet	1	Positive
world class fishing	1	Positive
Water	17	Neutral
Boating	5	Neutral
Association Island	2	Neutral
Sailing	2	Neutral
Bass	1	Neutral
being near the water	1	Neutral
Blue water	1	Neutral
Camping	1	Neutral
charter fishing	1	Neutral
Good restaurants but poor parking	1	Neutral
Sailboats	1	Neutral
Water sports	1	Neutral
Small	2	Negative
Dumpy	1	Negative
Glory days in past - needs reboot	1	Negative
Limited	1	Negative
Limited activity...maybe slow to develop all they have	1	Negative
money	1	Negative
Neglected	1	Negative
snooty	1	Negative
Totally different world than the rest of Henderson	1	Negative

Table 24. Please explain why you selected (response for what Henderson Harbor is best known for)

Q9. Open Ended Responses

- 50 years of fishing.
- A lot of fishing charters in area
- Advertising seems geared toward fishing vs the others although I participate in others
- All I know about it
- All of the above
- all types of water related activities, boating, fishing
- Always been a great place to fish
- Always visit Robert Wehle Park.
- Always went swimming, fishing, boating, etc.
- Anglers come from out of state and other countries to take charter fishing trips.
- Anything that has to do with the outdoors be it kayaking, swimming, boating, hunting, birding, etc
- Based on my activities and those of my friends and family up there
- Bass & salmon fishing
- Bass fishing
- Beautiful area
- Beautiful beach and lots of water for kayaking, boating
- Beautiful clean water mild temps
- Beautiful community that is right on the water. Lovely shops and some terrific restaurants.
- Beautiful Harbor setting one of best on Lake Ontario
- Beautiful lake views
- Beautiful year round, not overly crowded, relaxing, on the waterfront, nice restaurants.
- Because of all the great history that is there.
- Been fishing there since a child, I'm not a big winter sports person except for some ice fishing.
- Being on Lake Ontario
- Between water recreation and fishing during the summer is when we see many here to enjoy them.
- Boating
- Boating being in the water with family and friends
- Boating, swimming in the lake
- Charter boats
- Charter boats and we have our own fishing derby
- Common knowledge
- Easy access to the water
- Environment
- Even though water Recreation is good for the locals, most transient come to fish, not much else
- Everyone I know goes fishing

Q9. Open Ended Responses

- Everyone living here has water sport interests
- Family has always fished there
- Fantastic entry point for fishing
- Fishing
- Fishing charters
- Fishing for a variety of fish with good results.
- Fishing is fun and plentiful
- Fishing, boating, yachting
- For many years fishing charters is what brought me there
- Friends fish there
- Great fishing
- Great place for everything water related
- Great relaxing place to visit
- Grew up spending summers in Henderson Harbor doing all of the water activities w/ friends and family
- Has been known as the bass capital for years
- Have always known it to be a fishing spot
- Henderson Bay is large protected from main lake
- Henderson Harbor tends to draw in the fisherman crowd
- Henderson has many local fishing charters and hosts tournaments. These activities bring in people
- I feel it is best known for boating and fishing activities
- I first visited HH to go sailing
- I go on Summer
- I got to enjoy water
- I have been there many times in the last 30 years
- I hear many people going fishing in the area.
- I like the water fun opportunities. Hiking the rv park
- I live on the Lake shore and the lake is full of people swimming and boating
- I love fishing there
- I love the beauty of the Harbor, restaurants, etc.
- I see many charters heading out of Henderson each and every day all summer long.
- I see the fishing motels
- I think fishing charters are what most people would think of. I live there in summer.
- I think of the water and water activities
- I think this is what they really around. But there is a lot of sailing and boating - a yacht club too
- I used to work at the Yacht Club, lots of sailing
- Immediate access to Lake Ontario, proximity to St. Lawrence River
- It is a very small area

Q9. Open Ended Responses

- It is known for fishing but also water activities which we enjoy.
- It is what most people I know participate in
- It's a beautiful area for water activities
- It's a beautiful place surrounded in water
- It's a Lake Ontario community.
- It's a seasonal area with the lake
- It's history
- It's in the name- the harbor
- It's known for some of the best fishing in upstate New York.
- It's the only reason I go, beautiful area of Lake Ontario.
- It's windy
- It's a beautiful place with a lot to enjoy
- Its best known, to me, for its boating
- It's just what I see the most. I'm happy that the world has NOT discovered HH. I love the quiet.
- It's on Lake Ontario so I chose water sports but fishing should be included
- It's on the water
- it's the central draw from outside the area
- It's the thing I notice the most
- It's what you do at HH
- I've always seen people out on the water.
- Just know if the area for water and hiking by water
- Just what I have always heard
- Lake activities
- Lake Ontario is beautiful and has many swimming and boating opportunities
- Lake Ontario proximity
- Live in the area and friends with charter owners
- Lot of water activities for all ages
- Lots of Charter advertising
- Lots of great fishing in the area
- Lots of great things to see and do
- Love waking up on the lake
- Many charters in area
- Many city dwellers attracted to Lake Ontario
- Many fishing charters in Henderson
- Many fishing tournaments are held in the area waters
- Many friends and family talk about fishing in the area
- Many of the above. Boating, kayaking, fishing including ice fishing, hunting & sailing
- Most of these but I am more of a summer person (even though I live here year round)
- n/a (3x)

Q9. Open Ended Responses

- Nice outdoor area
- Nice town to visit
- Not much to do other than fish
- Our family is mainly involved in these activities.
- Our sailboat was there for many years
- Outdoor water activities are what we all like to do there.
- Outside the area it is the answer
- Overall relation & beauty from boating, fishing, kayaking, hiking and biking along with bbqs
- People come to camp or fish.
- People go to Wheale to hike, fishing of course
- Performing arts activities
- Personal experience
- Playground for the rich
- Probably due to the existing publicity campaigns for Henderson Harbor
- Quiet harbor for adults wanting quieter atmosphere
- Recreational use of the lake
- Scenic
- Simply beautiful surroundings with an abundance of outside activities to do and enjoy
- Snooty summer people
- Sports fishing
- Such a beautiful area with so many water offerings
- Summer water views and boating. Clean fresh water
- supporting the local economy
- Take a drive through and you'll see all the boats
- That is what it is best know for from me - those are the activities I do there. May be different fo
- That is what it is known for lol
- That is what my friends do
- That is what they promote
- That's been the focus of past promotions of the town
- That's my areas of interest
- That's what I know it for
- That's what know it best for
- The area is just so beautiful
- The beautiful homes
- The beautiful view of the surrounding area- water, sunsets, etc.
- The beautiful views and vacation scene brings me joy and peace
- The harbor feels like the center of all the action. People are always out on the w in the summer
- The Harbor is currently set up perfectly for recreational boating, sailing, and fishing.

Q9. Open Ended Responses

- The lake is our main asset
- The love that emanates from it
- The sailing program my children were involved in and protected waters boaters flock to for recreation
- The water is the greatest asset; fishing, sailing, boating, etc., and what draws people to the area
- The water is the main attraction that all else revolves around. Beautiful views, sunsets, watersport
- There are marinas, charter fishing and fishermen.
- These are the activities my family primarily does
- These cover the reason(s) we visit the area.
- this is what our friends and relatives come here for
- This the home of perch and bass fishing. Several charter boats
- unspoiled nature
- Very scenic park area
- Water (3x)
- Water activities and relaxing
- Water recreation primary
- Water recreation should include fishing
- waterfront recreation area, fishing, sailing, swimming, etc.
- We eat delicious fish caught there
- We enjoy outdoor activities there
- We go annually to watch the bird migration; We love Lake Ontario
- We go for the car shows, and art festivals
- We have 66 charter Captain's, services anglers from across the globe
- We have a charter business
- We have always utilized Henderson Harbor for its easy access to Lake Ontario and it's ample marinas
- We have many state parks and outdoor activities in general
- We launch our boat exclusively at HH. I've grown up I the area and love the access to restaurants.
- We live the sunsets over the lake
- We love being on the boat
- We spend our time recreating on the lake - sailing, skiing, swimming.
- We spend the summer on the lake is are most acquainted with the water recreation activities.
- We use the town boat launch to access the lake, visit Wehle Park to bike the trails
- When im in the area, i spend my time outdoors. i love the scenery & wildlife
- wheres day shoots da birdsies and deers and turkeys and fishes for fishes.
- while there are a myriad of outdoor activities as listed above, I much prefer the arts and car shows

Q9. Open Ended Responses	
<ul style="list-style-type: none"> While there are lots of things to do, being right on the river, near the river, what better than that With over 40 charter captains bring 100s of fishermen. 	

Table 25. How much do you believe a fair, festival, and cultural arts venue would contribute to the quality of life available through the Henderson Harbor area?

S13 Arts-Focused Venue (n=189)	Not at All -- 1		2		3		4		Extremely 5	
	#	%	#	%	#	%	#	%	#	%
How much do you believe a fair, festival, and cultural arts venue would contribute to the quality of life available through the Henderson Harbor area?	9	5	10	5	38	20	67	35	65	34

Table 26. How likely are you to attend or use the following if offered in the Henderson Harbor area? (n = 189)

S14 Venue Use	Extremely Unlikely		Unlikely		Maybe		Likely		Extremely Likely		Mean
	#	%	#	%	#	%	#	%	#	%	
Attend a live performance	6	3	8	4	28	15	72	38	75	40	4.1
Attend an outdoor concert in an amphitheater setting	9	5	5	3	29	15	58	31	88	47	4.1
Go to an outdoor art/craft fair and festival space	15	8	4	2	31	16	63	33	76	40	4.0
Watch indoor-outdoor film	21	11	16	9	52	28	49	26	51	27	3.5
Go to outdoor/indoor art installations or galleries	24	13	17	9	43	23	51	27	54	29	3.5
Rent space for receptions, weddings, banquets	38	20	49	26	53	28	40	21	9	5	2.6
Host a class and/or meeting at an off-site location	68	36	48	25	45	24	20	11	8	4	2.2
Sign-up for music instruction (youth and adults)	71	38	55	29	35	19	15	8	13	7	2.2

S14 Venue Use	Extremely Unlikely		Unlikely		Maybe		Likely		Extremely Likely		Mean
	#	%	#	%	#	%	#	%	#	%	
Sign up for theater instruction (youth and adults)	76	40	60	32	31	16	11	6	11	6	2.1

Table 27. What is your gender identity?

S19 Gender	Overall (n = 189)	
	n	%
Man	58	31
Woman	125	67
Gender non-conforming	0	-
I would prefer to self-identify	0	-
Prefer not to answer	6	3

Table 28. What town and ZIP Code is your second home, camp, or property located in? (n = 28)

Town	Zip	#	%
Henderson	13650	10	36%
Mannsville	13661	7	25%
Adams	13605	2	7%
Sandy Creek	13145	2	7%
Henderson	13651	2	7%
Ellisburg	13650	2	7%
Sackets harbor	13685	1	4%
Pulaski	13142	1	4%
Theresa	13691	1	4%

Table 29. What is your age?

S18 Age Range	Overall (n = 189)	
	n	%
Under 18	0	-
18-24	0	-
25-34	12	6
35-44	34	18
45-54	30	16
55-64	48	26
65 and above	63	34

Table 30. What is your **total** household size?

S20. Household Size	Overall (n = 189)	
	n	%
1	17	9
2	91	48
3	25	13
4	35	19
5	16	9
6	1	1
7+	3	2

Table 31. How many **adults** live in your home?

S21. Household Size	Overall (n = 189)	
	n	%
1	28	15
2	134	71
3	21	11
4	4	2
5	1	1
6	1	1

Table 32. How many **children** (under 18) live in your home?

S 22. Children Under 18	Overall (n = 189)	
	n	%
0	134	71
1	16	8
2	24	13
3	11	6
4	2	1

Table 33. What is your annual household income?

S23. Household Income	Overall (n = 189)	
	n	%
< \$10,000	0	-
\$10,000 to \$24,999	5	3
\$25,000 to \$49,999	16	9
\$50,000 to \$74,999	22	12
\$75,000 to \$99,999	36	19
\$100,000 to \$149,999	40	21
\$150,000 and greater	44	23
Prefer not to answer	25	13

Table 34. What is the ZIP Code of your primary residence?

S1a ZIP	Overall (n = 189)	
	n	%
13650	26	14%
13027	21	11%
13601	16	8%
13651	13	7%
13605	10	5%
13090	6	3%
13219	5	3%
13685	5	3%
13212	4	2%
13661	4	2%
13624	3	2%
13214	3	2%
13088	3	2%
13634	2	1%
13069	2	1%
13036	2	1%
13142	2	1%
13206	2	1%
13035	2	1%
13209	2	1%
13082	2	1%
13215	2	1%
13066	2	1%
75965	2	1%
14616	1	1%
13114	1	1%

S1a ZIP	Overall (n = 189)	
	n	%
14624	1	1%
14514	1	1%
13132	1	1%
13044	1	1%
13021	1	1%
14613	1	1%
13135	1	1%
13204	1	1%
13208	1	1%
13039	1	1%
13120	1	1%
13421	1	1%
13220	1	1%
13203	1	1%
13126	1	1%
13030	1	1%
13057	1	1%
13026	1	1%
13060	1	1%
13041	1	1%
13205	1	1%
13207	1	1%
13104	1	1%
13152	1	1%
14482	1	1%
77381	1	1%
13367	1	1%
13210	1	1%
13626	1	1%
43950	1	1%
27810	1	1%
10023	1	1%
28377	1	1%
33946	1	1%
13636	1	1%
13606	1	1%
14450	1	1%
13031	1	1%
14610	1	1%
92656	1	1%
14617	1	1%

S1a ZIP	Overall (n = 189)	
	n	%
12065	1	1%
6824	1	1%
14651	1	1%
13611	1	1%
13032	1	1%

Appendix B: Survey Script

Henderson Harbor Community Proposed Arts Center Survey DRAFT: FINAL – Version #1

TARGET: Henderson Harbor Residents, Community Residents, Tourists, Seasonal Residents

TIMEFRAME: Send out in July 2022

Subject Line: Your Input Needed! Henderson Harbor Community Survey

Email: The Henderson Harbor Performing Arts Association (HHPAA) has commissioned Research & Marketing Strategies (RMS), a CNY research firm, to conduct a community engagement survey. We are looking for YOUR input on how to improve Henderson Harbor Community and move forward with a possible concert, festival, and/or fair facility. We are grateful for your participation in this critical survey. Your insights will help the HHPAA make strategic decisions moving forward and help with planning and strategy that aligns with the community's needs and interest. This survey should only take you between 7 to 10 minutes to complete.

Please **[click here to take the survey: \[Insert survey link\]](#)**

If you have any questions or comments, send an email to: Research@RMSresults.com and reference the Henderson Harbor survey.

SURVEY

Thank you for taking the time to complete this survey. Before we begin, we'd like to learn a bit more about you and your affiliation with the Henderson Harbor area.

1. The Henderson Harbor area is home to many, please select all that apply to you:

- I am a full-time resident of Henderson Harbor area
- I am a seasonal resident of Henderson Harbor area
- I vacation/make day trips to the Henderson Harbor area
- I am a business owner in the Henderson Harbor area
- I have a second home, camp, or property near Henderson Harbor (within 20 miles)
- I am not familiar with the Henderson Harbor Community (*disqualify*)

1b. What is the ZIP Code of your primary residence?

(Open-ended)

Q1c: Only if Q1 = "I have a second home, camp, or property near/in Henderson Harbor"

1c. What town and ZIP Code is your second home, camp, or property located in?

- Town:
- Zip Code:

Q2: Only if Q1: "I am a seasonal resident...", "I vacation to..." and/or "I have a second..."

2. What seasons do you typically visit the Henderson Harbor area?

(Check all that apply)

- Winter
- Spring
- Summer
- Fall

Q3: Only if Q1: "I am a seasonal resident...", "I vacation to..." and/or "I have a second..."

3. About how many days a year do you visit/stay in the Henderson Harbor area?

[Open ended, numbers only]

Q3: Only if Q1: "I am a seasonal resident..." & "I vacation to..."

4. Where do you typically stay when in the Henderson Harbor area?

(Select all that apply)

- Hotel/Motel/Bed & Breakfast/Airbnb
- Campground
- Vacation rental
- Friends/Family
- Second home
- Other (Please describe): _____

Q5 – Q7: Only if Q1: "I vacation to..." and "seasonal resident"

5. Thinking about your last visit to the Henderson Harbor area, approximately how much money in total did your immediate traveling party spend as a result of your visit (lodging, food, travel, entertainment)?

(Open-ended)

Q6: Randomize selection list

6. What is the primary reason you visit Henderson Harbor?

(Select all that apply)

- Arts and cultural events
- Biking (mountain and road)
- Bird watching
- Boating – motor
- Boating - sailing
- Camping
- Cross country skiing
- Fishing (Charter, ice, and sport fishing)
- Hiking
- Hunting
- Snowmobiling
- Snowshoeing
- Visiting family & friends
- Water recreation (kayaking, scuba diving, waterskiing, beach)
- Other (Please specify): _____

7. How likely is it that you will return to the Henderson Harbor area?

- 5- Extremely likely
- 4
- 3
- 2
- 1- Not likely

Next, we want to learn a bit more about your perceptions of Henderson Harbor as a place to live and visit.

8. What is the first word or phrase you associate with Henderson Harbor?

(Open ended)

9. What is the Henderson Harbor area *best* known for?

- Arts and cultural events (car shows, art festivals, workshops)
- Outdoor activities (hunting, camping, bird watching, hiking, biking)
- Winter activities (Cross country skiing, snowmobiling, snowshoeing)
- Fishing (Charter, ice, and sport fishing)
- Water recreation (kayaking, scuba diving, waterskiing, swimming, motorboats, sailing)
- Other (Please specify): _____

9b. Please tell us more why you selected {enter response choice from Q9}:

(Open-ended)

10. In the past year, have you or members of your household participated in any of the following? *This activity does not need to have occurred in Henderson. Please provide the number of times you participated in the activity.*

Activity	# of times in last year
a. Attended a “live” performing arts show or concert	
b. Visited an arts or crafts gallery	
c. Participated in an arts summer camp (dancer, music, theatre)	
d. Participated in a vocational choir or theatre group	
e. Taken an arts class on the internet	
10b. Please select any activities below that you or a household member participated in:	Check all that apply
Worked as an artist	<input type="radio"/>
Been a member of an arts-related association	<input type="radio"/>
Volunteered for a nonprofit arts organization	<input type="radio"/>
Started a DIY art project	<input type="radio"/>
Actively pursue an arts hobby	<input type="radio"/>
None of the above <i>(Skip to Q12)</i>	<input type="radio"/>

11. How important are arts focused activities to you and your household?

Not at all				Extremely
1	2	3	4	5

12. Annually. How much money do you typically spend on arts related events?

(Open ended)

Now I'd like to focus on the Henderson Harbor area specifically

13. How much do you believe a fair, festival, and cultural arts venue would contribute to the quality of life available through the Henderson Harbor area?

Not at all	Not Much	Somewhat	A Good Deal	A Great deal
1	2	3	4	5

14. How likely are you to attend or use the following if offered in the Henderson Harbor area?

Randomize selection list

Items	Extremely Likely	Likely	Maybe	Unlikely	Extremely Unlikely
a) Host a class and/or meeting at an off-site location					
b) Rent space for receptions, weddings, banquets					
c) Attend a live performance					
d) Sign-up for theatre instruction (youth and adults)					
e) Sign-up for music instruction (youth and adults)					
f) Watch indoor/outdoor film					
g) Attend an outdoor concert in an amphitheater setting					
h) Go-to an outdoor art fair/crafts fair and festival space					
i) Go-to outdoor/indoor art installations or galleries					

Q14b: Only if respondent provided a score of maybe, unlikely or extremely unlikely

14b. You shared that it is either extremely unlikely, unlikely, or maybe for you to attend one of the proposed offerings in the previous question. What would increase your interest?

15. How important is it to you that the Henderson Harbor area has a concert, festival, and/or cultural venue for community use?

- 5 - Very important
- 4
- 3
- 2
- 1 - Not important

16. Do you support the development of a cultural arts facility in the greater Henderson Harbor Area?

- Yes
- No
- Undecided

Q16a: IF Q17 = "Undecided"

16a. Since you responded "undecided," what additional information would you need to make either a yes or no decision?

Before we ask some optional demographic questions, we want to give you a space to share any additional thoughts.

17. Is there anything else you'd like to add?

(Open ended)

DEMOGRAPHICS

Thank you for taking the time to complete this survey! Your responses are valuable to us and will help us in our planning to better serve the Henderson Harbor Community! We have just a few more questions to ask you. The following demographic questions are optional but would greatly help us in our planning.

18. What is your age?

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- Above 65

19. What is your gender identity?

(Open ended)

20. What is your household size?

- 1
- 2
- 3
- 4
- 5
- 6
- 7+

21. How many adults live in your home?

22. How many children (under 18)?

23. What is your annual household Income?

- < \$10,000
- \$10 000 to \$24 999
- \$25 000 to 49 999
- \$50 000 to 74 999
- \$75 000 to 99 999
- \$100 000 to 149 999
- \$150 000 and greater
- Prefer not to answer

DISQUALIFY

Thank you for your participation. However, you do not qualify for this study.

COMPLETION PAGE

Thank you so much for completing this survey! Your input is greatly appreciated.

Please click the [red submit](#) button below to send your survey responses.

SUBMIT

Appendix C: In-Depth Interview Script

Henderson Harbor Performing Arts Association
Stakeholder IDI Script
7/11/2022

RECRUIT

Hello, may I please speak with **[INSERT NAME FROM Tracking Sheet]**? My name is Pat Fiorenza, the Research Analytics Manager at Research & Marketing Strategies, a market research company based in Baldwinsville. As you may know, RMS is partnering with the Henderson Harbor Performing Arts Association to conduct feasibility research related to building a cultural arts center and festival venue.

Part of this research includes conducting interviews with key stakeholders in the region. Your name was provided to me as someone I should speak with regarding the proposed cultural arts center.

I am requesting a 25 to 30-minute interview to learn more from you about this project and how it may impact the region. I am looking for your honest feedback, the good, the bad, barriers and opportunities. Your input will help RMS make a sound recommendation on how best move forward.

I would like to start interviews this week and complete by mid August. Please let me know when you have some availability, and we'll find a time to chat. I have your phone number as [From Tracking Sheet], is this the best number to reach you?

For the interview, I will work around your schedule. I can also speak with you in the evenings. I appreciate your support on this important research and look forward to speaking with you!

May we schedule an interview with you to assist in this effort?

- a. Yes (Schedule Interview)
- b. No (Thank and End Call)

SCREENER INFORMATION

Interviewer Name _____
Participant Name _____
Participant Email _____
Date & Time of Interview M T W T F Date _____ Time _____
Phone _____
Office Location _____
Practice Group _____
Tenure _____

INTRODUCTION

Hello, may I please speak with [INSERT NAME FROM INTERVIEW SCHEDULE]? My name is [INSERT NAME] and I am calling from Research & Marketing Strategies (RMS), the market research firm that Henderson Harbor Performing Arts Association has engaged with to conduct interviews about the cultural arts venue. We have an interview scheduled with you now, is this still a good time to speak?

IF YES: CONTINUE; IF NO: RESCHEDULE FOR ANOTHER DAY AND TIME.

{Interviewer will address any questions an Associate (interviewee) has before the formal questioning begins}

INTERVIEW

PREAMBLE: *The interview will take about 25 to 30 minutes and will focus on topics related to your involvement in the Henderson Harbor community and perceptions of the proposed cultural arts venue. The purpose of the research is to learn what key stakeholders see as the benefits, challenges, opportunities, and barriers to the venue, along with the regional economic impact. As mentioned, when scheduling the interview, the information gathered will be used as a part of a feasibility study— so your candid opinions are very valuable to us. Your name will not be tied to any findings in the final report. The final report will be a summary of themes from the interviews and any interviewee comments will be blinded.*

We will be recording this interview so that I can go back and listen to it when compiling the research report and identifying themes. Please be assured that the interview recording will only be used by the RMS team and will be deleted when the research is complete.

-
1. **To start, please tell me a little bit about yourself – your connection to the (Henderson) area and what you do?**

2. **In both our survey work and interviews, we are trying to speak with a diverse group of people, we know many people visit, live, or have a second home in the Henderson area. Which of the follow fits you:**

- I am a full-time resident of Henderson Harbor area
- I am a seasonal resident of Henderson Harbor area
- I vacation/make day trips to the Henderson Harbor area
- I am a business owner in the Henderson Harbor area
- I have a second home, camp, or property near Henderson Harbor (within 20 miles)
- I am not familiar with the Henderson Harbor Community (*disqualify*)

Thanks so much! This will help me guide the interview a bit as we continue through our conversation.

3. **What is the first word or phrase you associate with Henderson Harbor?**

4. **What activities do you believe Henderson Harbor is known for?**

5. What are the key economic drivers in the region?

6. What opportunities exist for Henderson Harbor to improve economic drivers (from Q5)?

7. When you think about Henderson Harbor, do you believe it competes well with similar size communities? *(Probe: How might the town improve and become more competitive in the areas you mentioned? For example, if they say that Sackets Harbor has better restaurants, follow up asking them to describe what Henderson can do to improve and better compete. Ask questions why the environment is that – something like why do you believe that restaurants are better in Sackets, what drove the businesses to open there and not Henderson?)*

Now, I want to shift gears a bit more to talk about the arts. And your involvement, if any, in the Henderson Harbor area.

8. To start, what is your current involvement in the arts?
(Let them discuss, if any, probe for associates, attending events, donorship, not engaged).

9. **How likely are you to attend or use the following services if offered in Henderson Harbor?**
(Contextualize the question based on #8, i.e., you mentioned you aren't involved, but tell me more about if you'd do any of the following or, your engagement with X sounds exciting, I want to share some arts related activities and see how likely you are to attend. Do not dismiss this question if they are not engaged in arts.)

Items	Extremely Likely	Likely	Maybe	Unlikely	Extremely Unlikely
j) Host a class and/or meeting at an off-site location					
k) Rent space for receptions, weddings, banquets					
l) Attend a live performance					
m) Sign-up for theatre instruction (youth and adults)					
n) Sign-up for music instruction (youth and adults)					
o) Watch indoor/outdoor film					
p) Attend an outdoor concert in an amphitheater setting					
q) Go-to an outdoor art fair/crafts fair and festival space					
r) Go-to outdoor/indoor art installations or galleries					

10. **How much do you believe a cultural arts center would enhance the Henderson Harbor and Jefferson County region?**

- A great deal
- Somewhat
- Neutral
- Not much
- Not at all

11. **Why did you say [Question 10 response]?**

12. What do you see as as barriers to developing a cultural arts center in Henderson Harbor?
(Probe more for why they think that way, what would overcome them, alternative solutions).

13. What economic impact do you believe the cultural arts center would have in Henderson Harbor?
(Probe for jobs, tourism, if they say limited or not, probe for why they think that)

14. Do you support the development of a cultural arts facility in the greater Henderson Harbor Area?

- Yes
- No
- Undecided

14a. If Q14 yes – Thank you for sharing this, if you had the chance to “pitch” this to your elected officials, what would you say? How would you sell this?

14b. If Q14 no: Tell me more about your response, why did you say “no”?
(Probe for ways to overcome barriers)

14c. If Q14 undecided - Since you are undecided, is there more information you need? What would help you make a decision – or convince you to say either “yes” or “no”.

15. Using a 5-point scale where 5 is “very aware”, how would you rate your awareness of The Henderson Harbor Performing Arts Association (HHPAA) and its mission?

Not at All				Very Aware
1	2	3	4	5

16. Recognizing that a project like this takes time, how would you suggest the Henderson Harbor Performing Arts Association (HHPAA) engage the community and people like you in the evaluation process?

17. Is there anything else you’d like to add?
(Open ended)

That is all the questions I have. Thank you for your feedback! As a reminder, all data will be reported in the aggregate and will remain confidential. Individual data will not be shared with HHPAA. Have a great rest of your day.

Limiting Terms and Conditions

The information contained in this study has been obtained from primary data sources. All source materials and information gathered and presented herein are assumed to be accurate, but no implicit or expressed guarantee of data reliability can be assumed. This study has been prepared in the interest of a fair and accurate report. Therefore, all the information contained herein, and upon which opinions have been based, has been gathered from sources that Research & Marketing Strategies, Inc. (RMS) considers reliable.

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Certified by: 

Date: November 15th, 2022

Mark Dengler
President
Research & Marketing Strategies, Inc.

