

MR. WINK: Item 36, a resolution adopting the Town of North Hempstead Cultural Master Plan.

SUPERVISOR BOSWORTH: So tonight we will be adopting the Town of North Hempstead's cultural master plan. This plan was developed with almost two years of community engagement, including focus groups, surveys, public meetings and input from civics, chambers, business improvement districts, arts and cultural organizations and other community organizations. The plan is a road map of short, medium and long-term recommendations to better address contemporary challenges that our communities face both economically and culturally. This includes fostering diversity, equity and inclusivity and creating strong and vibrant local communities. In order to implement the plan, the Town will be hiring a culture, commerce and tourism coordinator. The coordinator will work to implement our cultural master plan by bringing together Town departments, interested villages, local BIDs, chambers of commerce and arts and cultural non-profits within North Hempstead. So by the way, if anyone is interested in applying for this position, it will be posted on the Town's website, [www.northhempsteadny.gov](http://www.northhempsteadny.gov). I'm really proud of the plan and looking forward to implementing it. I offer the resolution and move for its adoption.

MR. WINK: Councilwoman Dalimonte.

COUNCILWOMAN DALIMONTE: Aye.

MR. WINK: Councilman Ferrara.

COUNCILMAN FERRARA: Aye.

MR. WINK: Councilwoman Lurvey.

COUNCILWOMAN LURVEY: Aye.

MR. WINK: Councilwoman Russell.

COUNCILWOMAN RUSSELL: Aye.

MR. WINK: Councilwoman Seeman.

COUNCILWOMAN SEEMAN: Aye.

MR. WINK: Councilman Zuckerman.

COUNCILMAN ZUCKERMAN: Aye.

MR. WINK: Supervisor Bosworth.

SUPERVISOR BOSWORTH: Aye.

Supervisor Bosworth offered the following resolution and moved its adoption, which resolution was declared adopted after a poll of the members of this Board:

**RESOLUTION NO. 531 - 2020**

**A RESOLUTION ADOPTING THE TOWN OF NORTH HEMPSTEAD CULTURAL MASTER PLAN.**

**WHEREAS**, the Town previously entered into an agreement with Civic Moxie, LLC, to develop a cultural master plan for the Town (the "Plan"); and

**WHEREAS**, the Plan consists of an inventory, needs assessment and specific strategies to enhance the benefits of the Town's cultural resources; and

**WHEREAS**, a copy of the Plan is annexed hereto as Exhibit A; and

**WHEREAS**, this Board finds it to be in the best interests of the Town to adopt the Plan.

**NOW, THEREFORE, BE IT**

**RESOLVED** that the Plan be and is hereby adopted; and be it further

**RESOLVED** that the Supervisor be and hereby is authorized and directed to take such the necessary steps to effectuate the implementation of the Plan.

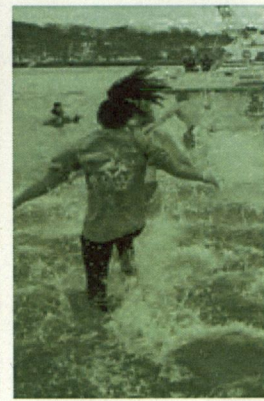
Dated: Manhasset, New York  
November 19, 2020

The vote on the foregoing resolution was recorded as follows:

Ayes: Councilperson Dalimonte, Councilperson Ferrara, Councilperson Lurvey, Councilperson Russell, Councilperson Seeman, Councilperson Zuckerman, Supervisor Bosworth

Nays: None

cc: Town Attorney Commissioner of Planning and Environmental Protection



# North Hempstead

cultural plan



TOWN OF  
NORTH HEMPSTEAD

Judi Bosworth, Supervisor

Council Members:

Viviana L. Russell  
Peter J. Zuckerman  
Angelo P. Ferrara  
Veronica Lurvey  
Lee R. Seeman  
Mariann Dalimonte

Town Clerk  
Wayne H. Wink, Jr.

Receiver of Taxes  
Charles Berman

## Acknowledgments

This Town of North Hempstead Cultural Master Plan reflects the contributions and dedication of a number of people and organizations. The planning process was made possible by the leadership of Town Supervisor Judi Bosworth and the active involvement of many stakeholders, including Village Mayors, Town Staff, the North Hempstead Arts Advisory Council, nonprofit arts and cultural organizations, and local Chambers of Commerce and Business Improvement District members.

In addition to the many people who participated in focus groups, interviews, and meetings, we would like to thank the following for their contributions to the development of this Cultural Master Plan:

### **Council members of the Town Board of North Hempstead**

**Michael A. Levine**, AICP, Commissioner, Planning and Environmental Protection

**Neal A. Stone**, MCIP, AICP, Planner, Planning and Environmental Protection

**Caroline Forger**, Planner, Planning and Environmental Protection

Town of North Hempstead Arts Advisory Council (NHAAC), in various capacities throughout the planning process:

**Regina Gil**, Chair — Gold Coast Arts Center

**Ilene Silberstein**, Vice-Chair — Art Guild of Port Washington

**Alexandra Ainatchi** — SUS Gallery

**Anita Johnson Ferguson**

**Damon Gersh** — Help Enrich The Arts In Port Washington (HEARTS)

**Cyrus Hakakian** — The Space At Westbury

**Anne-Marie Hudley Simmons** — Retired Arts/Music Education Administrator

**Jill Rader Levine** — Photojournalist

**Sharon Maier-Kennelly** — Tilles Center

**Steven Markowitz** — Nassau County Holocaust Memorial and Tolerance Center

**Laura Mogul** — Landmark on Main Street

**Heather Schwartz**

**Caroline Sorokoff** — Gold Coast Film Festival

**Francisco Villagran** — Artist

**Alex Nunez**

**Richard Branciforte**

The Town of North Hempstead gratefully acknowledges the New York State Council on the Arts for the grant that supported this cultural master planning work.

# FINAL DRAFT

## November 2020

The Cultural Master Planning Process  
was led by

**CivicMoxie**<sup>®</sup>  
experts in place

CivicMoxie, LLC  
www.civicmoxie.com  
617-739-MOXI (6694)

**Susan Silberberg**, Principal-in-charge

**Michael Rosenberg**, Planner and Graphic Designer

**Carols Sainz Caccia**, Planner



*Source: Town of North Hempstead*



# Executive Summary

## Overview

Cities and towns undertake arts and cultural planning in order to understand their existing arts and cultural assets, identify opportunities and challenges, and to create a coordinated and collaborative plan for action that supports arts and culture and the organizations, businesses, public agencies, and people that make things happen. With the Plan as a roadmap, the Town has the guidance and strategies it needs to support arts and culture, and the business districts that are closely connected with the cultural and civic life of the town to ensure a high quality of life for residents, robust economic development, and a celebration of the culture and traditions that are unique to North Hempstead.

## What Is in the Plan

This Plan contains four sections:

**Section 1: Introduction** — offers the rationale for this Cultural Master Plan, defines the arts and culture in the context of North Hempstead, and also outlines the importance of arts and culture by citing nationwide research on economic impact. An overview of the planning process, including public outreach, and plan contents are provided here.

**Section 2: Arts and Culture in North Hempstead** — provides an overview of the demographics and regional conditions that shape the town, as well as a brief history. Information on physical characteristics and arts, cultural, historical, and business district assets are also mapped and described here. Town support for the arts is documented, and a list of existing events and public art venues is provided. Finally, a needs assessment/summary of feedback is offered in this section to frame the recommendations of the plan.

**Section 3: Vision** — identifies six major goals and 25 strategy recommendations that address the needs and goals identified through the stakeholder outreach described in Section 2.

**Section 4: Making it Happen** — provides a graphic timeline highlighting priority actions and also includes a chart for implementation that outlines each Plan goal and strategy with corresponding information on actions, expected outcomes, collaborators, investments, and funding sources. Three Action Kits are provided to fast-track priority actions

Action Kit 1: Art around Town: Arts and Vacant Space

Action Kit 2: Arts & Business Marketing Collaboration

Action Kit 3: Culture, Commerce, and Tourism Organization



## 1: Introduction

There are a number of trends and conditions that make it more important than ever to understand the arts and cultural environment of North Hempstead and how it relates to every facet of life in the town:

1. Arts funding is most available to towns and cities that have a plan and are able to demonstrate they are working toward larger goals in a cohesive and coordinated fashion.
2. Competition from internet sales makes it critical that commercial districts enhance the local experience and differentiate themselves from online shopping.
3. North Hempstead's proximity to NYC means that the town must carve out its own identity and serve local and regional markets.
4. The number of cultural institutions across the town is varied and abundant, and collaboration can help increase the visibility and resources available to all.
5. Arts and cultural planning can help ease inequities between communities and ensure that resources are being used in the most impactful way.
6. Cultural planning can set goals and indicators for success, allowing the town and others to measure progress and adjust policies and strategies as implementation moves forward.

## Defining Arts and Culture

This plan takes an expansive view of arts and culture and includes considerations for both the more formal arts and culture of the town, including major nonprofits and civic institutions, as well as the history, recreation, and local cultural traditions of residents and the communities within the town boundaries. This expansive view of arts and culture includes the following:

- Nonprofit Organizations
- Events and Festivals
- Arts, Cultural, and Gathering Spaces
- Recreation, Traditions, History, and the Natural Environment
- For-Profit Businesses in the Creative, Dining, Retail, Tourism, and Educational Sectors
- Music, Performance, and Film
- Education

Together, all of these elements contribute to the cultural vitality of North Hempstead and support a high quality of life, as well as pleasant and vibrant public spaces in which to live, work, and play. This Cultural Master Plan considers a wide range of organizations, events, spaces, businesses, and recreational opportunities.

## Importance of Arts and Culture

Everyone benefits from the arts and culture in their community. In its 2010 policy brief, *Why should Government support the Arts*, the National Assembly of State Arts Agencies outlined the rationale for government support for the arts. The organization's overview captures benefits that positively affect residents, business owners, visitors, investors, and local government:

- Decades-long research shows that arts and culture are economic drivers.
- Arts and culture are also civic catalysts.
- The educational benefits of arts and culture are celebrated for the critical thinking they foster in children.
- Arts and culture provide cultural legacies.

The benefits of arts and culture to communities goes beyond ephemeral quality of life factors to include tangible positive economic outcomes. This Cultural Master Plan seeks to capitalize on all benefits to ensure the best use of resources and the most impactful outcomes for the town.

## Planning Process

The planning for this Cultural Master Plan began in the Spring of 2018 and was led by CivicMoxie, LLC, an urban and cultural planning firm in Greater Boston. CivicMoxie worked closely with the Town to identify and map arts and cultural assets and to understand the challenges and opportunities facing arts and cultural organizations and initiatives throughout the town. The team conducted site work and reviewed existing reports and studies, conducted stakeholder outreach, and performed a SWOT analysis (strengths, weaknesses, opportunities, threats). Draft plan goals and recommendations were vetted through stakeholder outreach, and final goals and recommendations were determined. Specific Action Kits for three high priority goals were developed as part of the plan.

## 2: What we Have, What we Need

The Town Cultural Mapping and Inventory Project, completed in December 2016, formed the foundation for this Cultural Master Plan. This Cultural Master Plan considers the issue of equity and tools that indicate the locations of organizations, festivals, spaces, and public art should be continually updated and used as resource for policy and funding decisions in Town Hall.

In addition to traditional arts and cultural venues and assets, consideration of businesses is a part of this plan as well. Much of the conversations in meetings and the business focus group centered on the value of arts and culture to enhancing the two advantages bricks and mortar retail has over online shopping – supporting complementary dining and offering authentic and unique personal experiences. Business owners have a very strong sense that the benefits for all involved, including arts and cultural organizations, far outweigh the challenges of coordinating efforts across the large size of the town and multiple business districts and villages. This Plan recognizes the alignment of many business and arts and cultural goals and encourages cooperation and communication between all parties – an area where the Town can add substantial value by facilitating conversations and leading initiatives.

## Needs Assessment and Outreach Summary – What we Heard

### Greatest strengths of the arts and cultural community in North Hempstead

Stakeholders are excited and energized by the diversity of arts and culture in the town. There are large arts organizations, smaller organizations and informal efforts, and the programs and initiatives offered by schools, libraries, and others. Music, film, dance, fine art, and crafts are some of the focus areas for the arts and cultural community in the town. Art is also seen as a priority for many and the arts community is committed and talented.

### Challenges faced by arts and cultural organizations and businesses

Identifying and securing reliable funding streams for operational and program costs is by far the most daunting challenge for nonprofits. The changing landscape of corporate America has greatly affected arts organizations; with an emphasis on global and online commerce, many corporations do not give locally in the way they did two decades ago. Arts organizations are also facing an aging audience. Reaching younger patrons as well as families is an ongoing struggle and nonprofits are competing with business schedules and online entertainment. Many arts organizations are looking for efficiencies of scale for marketing efforts as they are too small to effectively market on their own. Businesses and business districts are also facing similar challenges in trying to attract patrons to bricks and mortar retail and dining. Reaching economies of scale for marketing is difficult, even for a commercial district. In addition, both sectors (arts/culture and retail/dining) are struggling to break out of their silos and reap the benefits of cross-promotions and package experiences that can take advantage of the similar interests and needs of culture/dining/recreation customers.

### Needs of Arts and Cultural Organizations and Businesses

There is a great need to have venues to share and collaborate across sectors. Programs, cross-promotions, grant applications, a shared calendar, and sharing spaces were all consistent themes in stakeholder discussions. Arts and cultural groups and advocates and businesses all see the benefits of working together in a host of areas. A common calendar and map of destinations are also desired. Arts and cultural organizations would like assistance in collecting and analyzing audience and customer data. In addition, both businesses and the arts and cultural sector want enhanced wayfinding in the town that highlights business districts as well as arts, cultural, and historic destinations.

### Outreach Summary

In summarizing what stakeholders desire from the Town of North Hempstead, the following items were consistently mentioned in meetings, interviews, and focus groups:

- Provide grants to others for public art or create and fund a temporary or permanent public art program
- Act as a clearinghouse or facilitator and “virtual meeting place” to hear what villages and everyone is doing in arts and culture
- Help create/fund an umbrella organization to oversee the support and promotion of arts and culture, businesses, recreation, and tourism
- Provide a common vision for arts and culture in the town
- Support a range of strategies to pursue grants and raise money for nonprofits and partner with nonprofits in grant applications
- Offer streamlined permitting for events and other needs such as temporary use of vacant storefronts
- Offer clarity around arts and culture goals, transparency regarding arts and culture support, and regular updates/progress reports on progress in reaching goals
- Promote arts, culture, retail, and dining in Town publications, website, etc.
- Be bold and take chances when it comes to arts and culture

**Strengths, Challenges, and Needs of the North Hempstead Arts and Cultural Community (Arts and Cultural Organizations and Businesses)**

Strengths	Challenges	Needs
<ul style="list-style-type: none"> <li>• Diversity</li> <li>• Art and culture are priorities for many</li> <li>• The arts community is committed and talented</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying and securing reliable funding streams               <ul style="list-style-type: none"> <li>• Funders disappearing</li> <li>• Switch from arts and culture to health and social impact funding</li> <li>• Increased demand for audience demographics and evaluation metrics is expensive and difficult</li> </ul> </li> <li>• Competing against online retail</li> <li>• Increasing marketing/visibility               <ul style="list-style-type: none"> <li>• Attract younger audiences and families as audience is aging</li> <li>• Hard for individual villages, BIDs, and organizations to market...need economies of scale by joining forces.</li> <li>• Lacking coordination between arts/culture and businesses – missing benefits of cross promotion.</li> <li>• Must identify ways to reach different ethnic groups and involve/serve them.</li> <li>• Local news outlets are disappearing or merging - fewer ways to get the word out</li> <li>• No widely accepted and used common calendar</li> </ul> </li> <li>• There is no one place or venue to exchange and share information (Villages, Town, arts and cultural organizations, and commercial districts)</li> </ul>	<ul style="list-style-type: none"> <li>• A venue/organization that facilitates sharing and collaboration across the town</li> <li>• A shared calendar and robust map of arts, cultural, dining, shopping and recreational experiences in town</li> <li>• Assistance in collecting and analyzing audience/customer data</li> <li>• Enhanced Town support for arts and culture and possible entity to help coordination collaboration and marketing for multiple sectors (arts, business, recreation, visitor)</li> <li>• Assistance securing additional funding for a range of things, including:               <ul style="list-style-type: none"> <li>• Additional arts and cultural spaces</li> <li>• Operational funding (staff, furniture, fixtures, and equipment) for nonprofits</li> <li>• Funding to support artist participation in events (payment for performances, transportation reimbursement, etc.)</li> </ul> </li> <li>• Enhanced wayfinding and transportation options/visibility for visitors taking public transportation and others</li> </ul>

### 3: Vision – Goals and Strategies

#### Vision

Arts and culture thrive in the Town of North Hempstead (TONH) by working hand in hand across village boundaries with businesses, the nonprofit and hospitality sectors, and public officials to identify opportunities to collaborate and support mutual goals and interests. Combined initiatives, marketing, and funding programs provide exciting opportunities for innovative projects. Clear goals and transparent processes for funding invite varied and wide-ranging participants, providing diverse support of arts and culture across the town.

#### Plan Goals and Strategies

##### Goal #1: Create opportunities for collaboration between arts/culture, commerce, and tourism.

- 1.1 Regularly assess the Town's overall goals/projects/programs and identify ways the Town can support collaboration between culture, commerce, and tourism.
- 1.2 Offer financial and other support to commercial districts, business organizations, nonprofits, and arts and cultural/creative organizations and entrepreneurs that collaborate across interest groups.
- 1.3 Seek out grants and funding opportunities that are geared to collaborative efforts between arts and cultural organizations and businesses and other entities.
- 1.4 Create an Arts in Vacant Storefront Program for commercial districts.
- 1.5 Initiate an annual town-wide cultural/business summit.

##### Goal #2: Increase visibility and marketing for arts, culture, commerce, history, and tourism.

- 2.1 Build on the Town's current arts and cultural assets map to include other destinations (recreation, dining, etc.).
- 2.2 Create a website as one-stop "go to" for visitors and residents regarding TONH happenings and commerce.
- 2.3 Support a unified wayfinding system for culture and commerce.
- 2.4 Undertake and fund a regional marketing campaign.
- 2.5 Provide an inventory and database for arts and cultural spaces in the town.
- 2.6 Utilize Town notice boards/technology/offices to better disseminate information on TONH arts, culture, and history.

##### Goal #3: Create an organization to support culture, commerce, and tourism.

- 3.1 Explore the creation of a new diverse nonprofit that promotes and advocates for arts and culture, commercial districts, and tourism and visitor destinations.
- 3.2 Identify a diverse funding model to support a new nonprofit.
- 3.3 Designate the new nonprofit as the Cultural Council for the Town.

Goal #4: Support public art and placemaking throughout the Town of North Hempstead.

- 4.1 Create a public art program for the Town.
- 4.2 Create and maintain a map of public art throughout the town.
- 4.3 Create and maintain a map of events and event spaces throughout the town.

Goal #5: Infuse arts and culture throughout Town initiatives and planning, where possible.

- 5.1 Appoint a liaison to ensure good communication between the Town and arts and culture stakeholders/projects/goals.
- 5.2 Institute regular TONH staff/leadership meetings to discuss mutual goals and potential collaborations between departments and Town projects and arts and culture.
- 5.3 Redesign the Town of North Hempstead home page to speak to quality of life and character of the town, including arts and cultural offerings, public art, recreation, restaurants, and the commercial districts.
- 5.4 Create welcome packets and “how to” guides for new and existing residents.
- 5.5 Create an annual report of quality of life indicators and progress in implementing the Cultural Master Plan as well as other initiatives.

Goal #6: Support a balance of arts and culture across the town.

- 6.1 Establish an overriding policy of arts and cultural equity in the TONH.
- 6.2 Set clear annual goals for TONH public investment in arts and culture.
- 6.3 Create and utilize tangible metrics to evaluate progress toward achieving Cultural Master Plan goals.

## 4: Making it Happen

### Priority Action Item: Create a Means via an Organizational Mechanism to Support Culture, Commerce and Tourism in North Hempstead.

Of the 25 strategies listed in this Plan, ten of them require the lead of a Commerce, Culture and Tourism (CCT) organization and another two recommend that the CCT share the lead role with others. Thus, almost half of the recommendations for action in this Plan require an organization or department that has the sufficient capacity, expertise, and authority to move forward decisively and steadily with Plan implementation. The CCT can lead implementation and collaborations, and be accountable over time for carrying out the recommendations in this Plan.

This new organization can have the flexibility and ability to apply for grants that are not available to the Town of North Hempstead directly and it should be a 501c3 charitable organization, or other type of nonprofit, that is separate from the Town. This model of a separate nonprofit serving as the arts and business council for a municipality is a common one. Also, because this new organization should represent arts, culture, business and “Main Street” interests, as well as recreation and historical sites, the formation of the CCT will required ongoing conversations with a diverse group of stakeholders and significant collaboration. It is the intent of the Town of North Hempstead to facilitate and support this process with active input from the Villages, arts and cultural stakeholders, Business Districts and BIDs, and Chambers of Commerce.

#### Next Steps

The Plan offers three actions kits for the priority elements. These Kits provide detailed step-by-step guidance for the following initiatives:

- #1: Art around Town: Arts and Vacant Space
- #2: Arts & Business Marketing Collaboration
- #3: Culture, Commerce, and Tourism Organization

The Town and its implementation partners should make a commitment to fully implementing and supporting these key initiatives and strategies of this plan to support successful outcomes. In particular, both Art Around Town: Art and Vacant Space, and the formation of the CCT new organization require an “all in” approach to ensure that good outcomes are achieved.



*"Old Westbury Gardens" by simplethrill is licensed under CC BY-NC-ND 2.0*



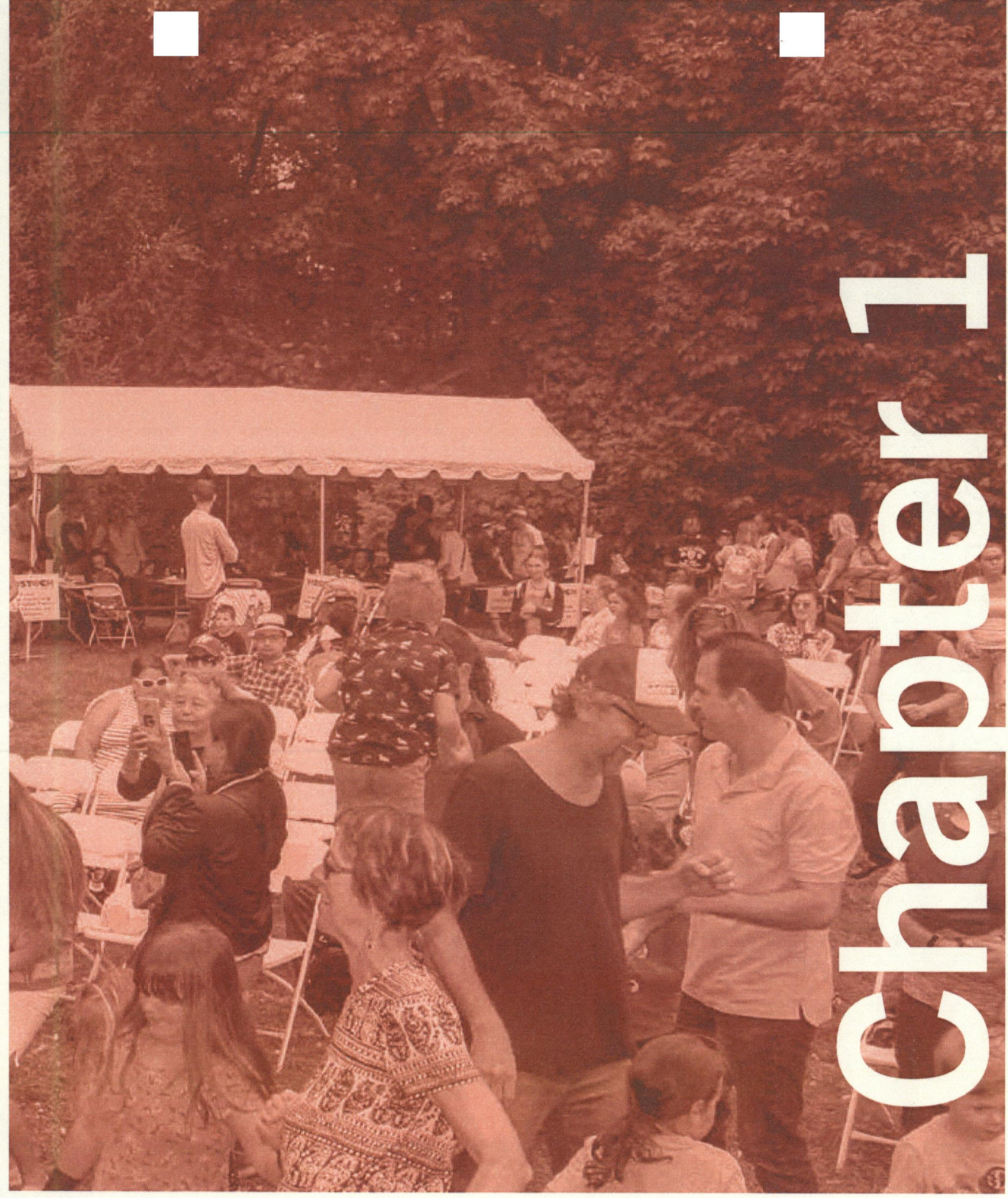


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*Source: Town of North Hempstead*



# Chapter 1

Why this Plan?

Introduction



18 *Asian-American Festival at North Hempstead Beach Park, Port Washington NY 5/18/19. Source: Town of North Hempstead.*

## Why This Plan?

Cities and towns undertake arts and cultural planning in order to understand their existing arts and cultural assets, identify opportunities and challenges, and to create a coordinated and collaborative plan for action that supports arts and culture and the organizations, businesses, public agencies, and people that make things happen. A cultural master plan prioritizes goals, outlines strategies to achieve success, and allows arts advocates to better pursue funding opportunities that enhance arts and culture, strengthen economic development, improve the physical environment, and promote overall quality of life. Arts and culture do not exist in a silo, and the health of the cultural life of the town supports and reflects upon many aspects of life here, including the vibrancy of the commercial districts and the varied choices for recreation and entertainment available to residents.

This is a particularly good time for the Town of North Hempstead to focus on cultural planning as there are a number of trends and conditions that make it more important than ever to understand the arts and cultural environment of the community and how it relates to every facet of life in the town:

1. **Arts funding is most available to towns and cities that have a plan and are able to demonstrate they are working toward larger goals in a cohesive and coordinated fashion.**
2. **Competition from internet sales makes it critical that commercial districts enhance the local experience and differentiate themselves from online shopping.**
3. **North Hempstead's proximity to NYC means that the town must carve out its own identity and serve local and regional markets.**
4. **The number of cultural institutions across the town is varied and abundant, and collaboration can help increase the visibility and resources available to all.**
5. **Arts and cultural planning can help ease inequities between communities and ensure that resources are being used in the most impactful way.**
6. **Cultural planning can set goals and indicators for success, allowing the town and others to measure progress and adjust policies and strategies as implementation moves forward.**

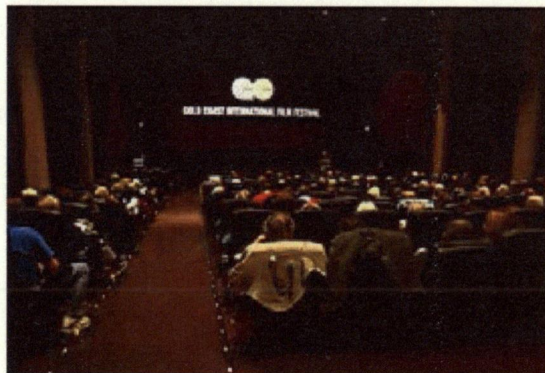
## Defining Arts and Culture

Every community has its own view and ideas of what constitutes arts and culture. In some towns and cities, arts and culture are all about the fine arts and major cultural destinations, while in others, the focus is on neighborhood and cultural traditions and heritage events. This plan takes an expansive view of arts and culture and includes considerations for both the more formal arts and culture of the town, including major nonprofits and civic institutions, as well as the history, recreation, and local cultural traditions of residents and the communities within the town boundaries. In addition to supporting the major cultural activities and organizations that call North Hempstead home, this Cultural Master Plan offers an opportunity to unify and enhance the collective history and culture of the town's villages and hamlets by giving attention to spaces, events, and programming that celebrate the culture of place – the “soul” of the town.

This expansive view of arts and culture includes the following:



*Nassau County Museum of Art offers great benefits to the local community of all ages, as well as attracting visitors from outside the town. Source: Nassau County Museum of Art*



*Gold Coast International Film Festival offers the chance for film fans and community members to appreciate the art of film. Source: Downtown Magazine*

### Nonprofit Organizations:

Nonprofit art and cultural organizations form the cultural backbone of their communities. Acting as an anchor, these institutions provide inspiration, funding streams, events, and many other important aspects to a community and its local culture. Smaller nonprofits provide variety in offerings, educational experiences, and a range of learning opportunities that serve a diverse population. North Hempstead's organizations include: Westbury Arts, Nassau County Museum of Art, Gold Coast Arts Center, Landmark Theatre on Main, and many more both large and small.

### Events and Festivals:

Annual events and festivals are loved by residents and visitors alike. Due to their popularity, they typically become woven into local culture and offer opportunities for sharing traditions and marking the changing seasons or special holidays. North Hempstead is host to events and festivals such as the Annual Asian American Festival, the Greek Festival on the Harbor, and the Gold Coast International Film Festival. These as well as others are local and regional attractions.



*Mineola Memorial Park Amphitheater. Source: Mineola American*



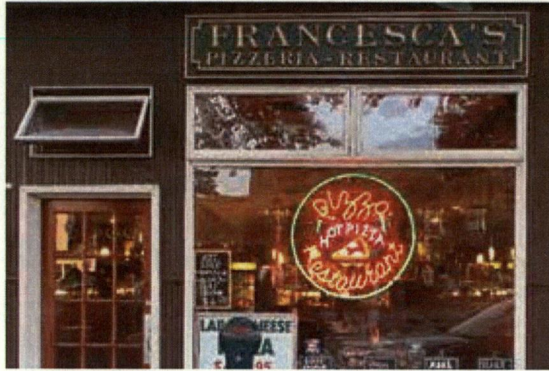
*The Asian American Festival helps celebrate traditions and heritage brought to North Hempstead helping to create the culture of the Town in a modern context. Source: Town of North Hempstead*

### **Spaces:**

Community buildings, parks, outdoor spaces, public places, and plazas are considered a critical component of arts and culture by residents and businesses and are seen as opportunities to connect people and places to enhance quality of life. Public art, events, music and performance, and murals can inhabit these spaces on a temporary or permanent basis and help create a vibrant public realm for residents, employees, and visitors.

### **Recreation, Traditions, History, and the Natural Environment**

The history of the town, including historic destinations, monuments, and interpretive signage all contribute to the arts and culture of North Hempstead. Recreational spaces and nature trails are also a part of the overall network of amenities and opportunities that provide a wide range of choices for residents, visitors, and employees to enjoy the town. Historical sites and organizations celebrate the cultural identity of the town while community traditions and stories represent new residents and the culturally diverse population that lives in the town.



*Local small businesses, like Francesca's Pizzeria in Great Neck, are important in supporting a vibrant local culture. Source: Francesca's Pizzeria Restaurant*



*Community theater is a great way for residents to engage in art and culture through seeing a production or being part of it, like this production of the "The Adam's Family" at the Landmark in Port Washington. Source: Long Island Now*

### **For-Profit Businesses:**

The businesses that attract employees to the town and those that provide complementary amenities and services to arts and cultural experiences are important contributors to overall quality of life in North Hempstead. Restaurants, destinations for water-based tourism and sports, retail shops, and educational opportunities and workshops all enhance quality of life and create enjoyable and meaningful experiences for residents, visitors, and employees in the town.

### **Music, Performance, and Film:**

Performance art fosters community and attracts both residents and visitors alike. Ranging from an impromptu street performance, a dance recital, improv or stand-up comedy shows, concerts, or more formal opera and symphonies, entertainment brings people together through enjoyment of art and creates a community.





*Combining art with education can help children retain information as well as create an engaging education platform, like this Recycled Art Contest in 2016. Source: Great Neck Record*

#### **Education:**

Educational opportunities contribute important elements to the culture of the town; how we grow and learn effects the world around us. Formal education through public and private schools, nonprofit class offerings, and local museums all shape the culture of North Hempstead by providing a range of choices and experiences for youths and adults.



*Great Neck Chinese Association Lunar New Year Celebration at Tilles Center, Glen Head NY  
Source: Town of North Hempstead*

Together, all of these elements contribute to the cultural vitality of North Hempstead and support a high quality of life, as well as pleasant and vibrant public spaces in which to live, work, and play. This Cultural Master Plan considers a wide range of organizations, events, spaces, businesses, and recreational opportunities.



24 *Source: Town of North Hempstead.*

## Importance of Arts and Culture

Everyone benefits from the arts and culture in their community. In its 2010 policy brief, *Why should Government support the Arts*, the National Assembly of State Arts Agencies outlined the rationale for government support for the arts. The organization's overview captures benefits that positively affect residents, business owners, visitors, investors, and local government:<sup>1</sup>

- Decades-long research shows that arts and culture are economic drivers. The arts create jobs, produce tax revenue, and stimulate business activity. Arts and culture also attract visitors, grow tourism revenue, and stabilize property values through their contribution to quality of life factors that make places desirable to live, work, and play
- Arts and culture are also civic catalysts. In addition to creating a desirable quality of life, the arts create a welcoming sense of place and give cities and neighborhoods unique qualities that give them their "soul." Events and festivals encourage community-building, and arts activities provide venues for civic discourse.
- The educational benefits of arts and culture are celebrated for the critical thinking they foster in children. Arts and cultural education and activities build creative and innovation skills essential to a productive 21st-century work force.
- Arts and culture provide cultural legacies – unique cultural and ethnic heritage and preserve and pass cultural character and traditions from one generation to the next.

The benefits of arts and culture to communities goes beyond ephemeral quality of life factors to include tangible positive economic outcomes. This Cultural Master Plan seeks to capitalize on all benefits to ensure the best use of resources and the most impactful outcomes for the town.

<sup>1</sup> *Why Should Government Support the Arts?* National Assembly of State Arts Agencies.

## Economics

Arts and culture contributed to over \$800 billion dollars in the U.S. economy in 2016, consisting of 4% of the national GDP.<sup>2</sup> Arts-related sectors are also experiencing a rise in economic output, with a 4% average growth rate annually. Cultural industries employ 3.48 million people nationally from 673,656 arts-related businesses which account for 2.0% of all U.S. employees and 4.05% of all U.S. businesses.<sup>3</sup> Regionally, arts-related businesses employ 396,666 people, 3.6% of employees, in the state of New York, and 18,915 people, 2.5% of employees, in Nassau County.<sup>4</sup>

## Tourism

Contributing both economically and socially, tourism is business that brings in money and ideas from many other places, close and far. Cultural tourism provides strong benefits for communities because arts and culture travelers, on average, tend to stay longer and spend more than other travelers.<sup>5</sup> Nationally, a 2017 Americans for the Arts study found that an average attendee of an arts and culture related event spends about \$31.47 per event, excluding admissions costs.<sup>6</sup> Broken down, 53% of that is spent on food and drink; 14% on gifts and souvenirs; 14% on lodging; 10% on local transit; 6% on clothing and accessories; 1% on childcare; and 1% on other expenses. When the average is broken into local and non-local attendees, the average changes to \$23.44 and \$47.57 respectively. Non-local attendees spend, on average, \$24.13 more than local attendees. When non-local event goers were asked, almost 70% said the primary purpose of their visit was to attend a specific arts/cultural event.<sup>7</sup> Arts and culture have the power to draw in people and support local business and industries.

<sup>2</sup> *The U.S. Arts and Cultural Production Satellite Account*, U.S. Department of Commerce Bureau of Economic Analysis

<sup>3</sup> *2017 Creative Industries Report*, Americans for the Arts.

<sup>4</sup> *IBid*

<sup>5</sup> *Arts & Economic Prosperity 5*, Americans for the Arts.

<sup>6</sup> *IBid*

<sup>7</sup> *IBid*

## Planning Process and Outreach Summary

The planning for this Cultural Master Plan began in the Spring of 2018 and was led by CivicMoxie, LLC, an urban and cultural planning firm in Greater Boston. CivicMoxie worked closely with the Town to identify and map arts and cultural assets and to understand the challenges and opportunities facing arts and cultural organizations and initiatives throughout the town. The team conducted site work and reviewed existing reports and studies, conducted stakeholder outreach, and performed a SWOT analysis (strengths, weaknesses, opportunities, threats). Draft plan goals and recommendations were vetted through stakeholder outreach, and final goals and recommendations were determined. Specific Action Kits for three high priority goals were developed as part of the plan.

The scope for the plan is illustrated in Fig. 1

The planning process included a number of different stakeholder outreach strategies, including one-on-one interviews, focus groups, meetings, and an online survey. Meetings were conducted with arts advocates and organizations, the general public, including businesses, and with village mayors (Fig. 2)

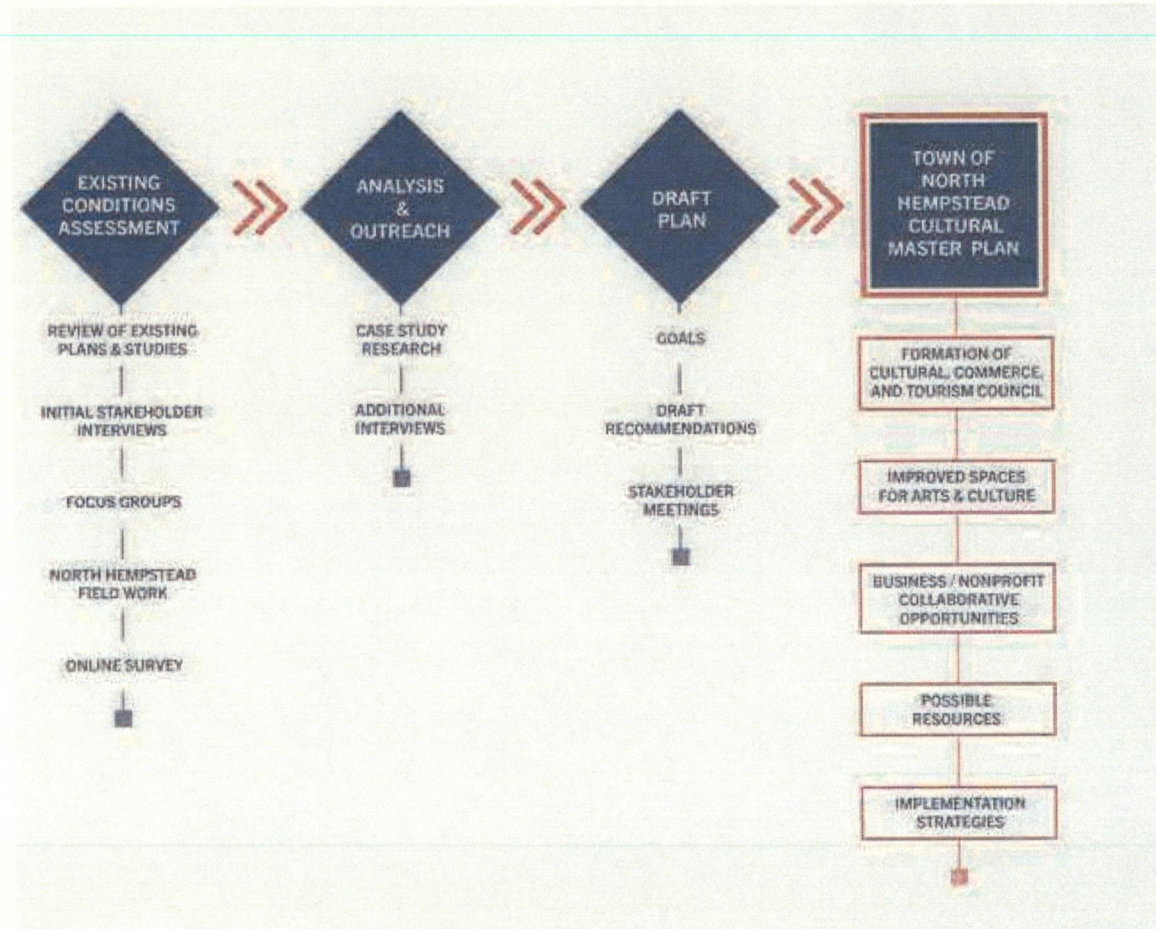


Figure 1. The planning process and methodology for the Town of North Hempstead Cultural Master Plan.

## What is in This Plan

This Plan contains four sections:

### Section 1: Introduction —

offers the rationale for this Cultural Master Plan, defines the arts and culture in the context of North Hempstead, and also outlines the importance of arts and culture by citing nationwide research on economic impact. An overview of the planning process, including public outreach, and plan contents are provided here.

### Section 2: Arts and Culture in North Hempstead —

provides an overview of the demographics and regional conditions that shape the town, as well as a brief history. Information on physical characteristics and arts, cultural, historical, and business district assets are also mapped and described here. Town support for the arts is documented, and a list of existing events and public art venues is provided. Finally, a needs assessment/summary of feedback is offered in this section to frame the recommendations of the plan.

### Section 3: Vision —

offers the goals and recommendations that address the needs and goals identified through the stakeholder outreach described in Section 2.

### Section 4: Making it Happen —

provides a graphic timeline highlighting priority actions and also includes a chart for implementation that outlines each Plan goal and strategy with corresponding information on actions, expected outcomes, collaborators, investments, and funding sources. Three Action Kits are provided to fast-track priority actions.

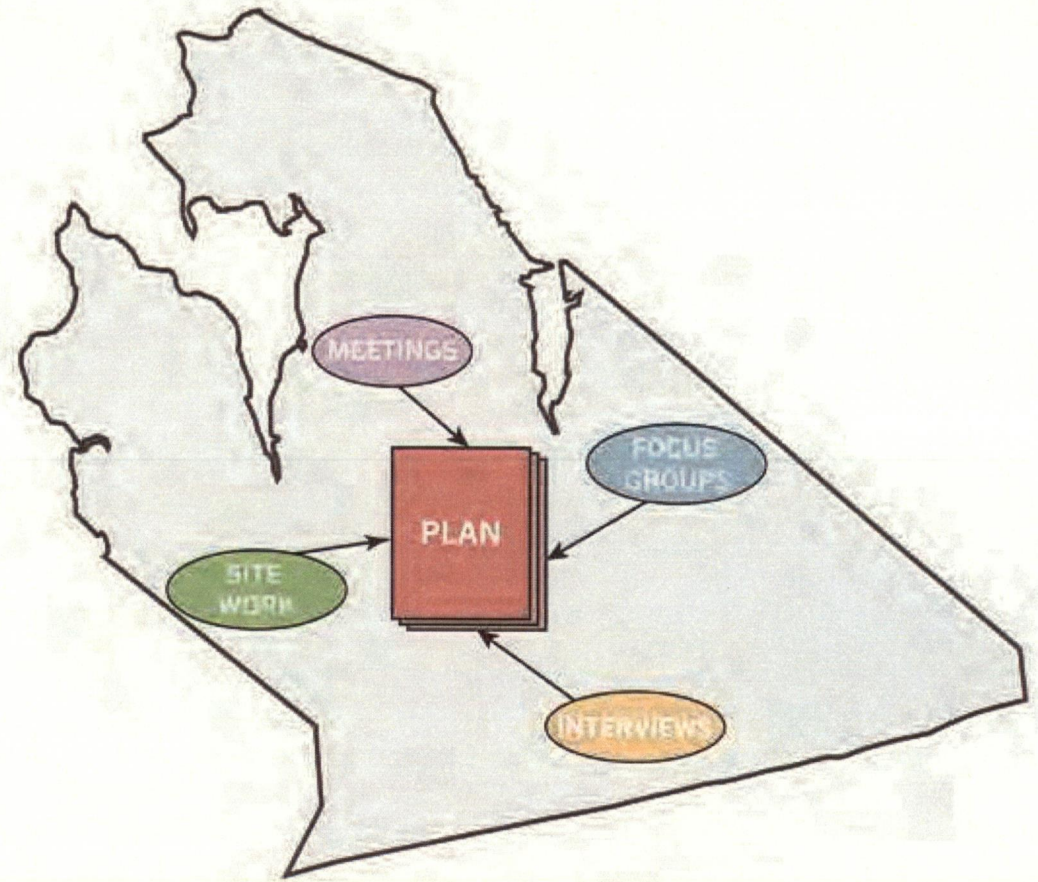
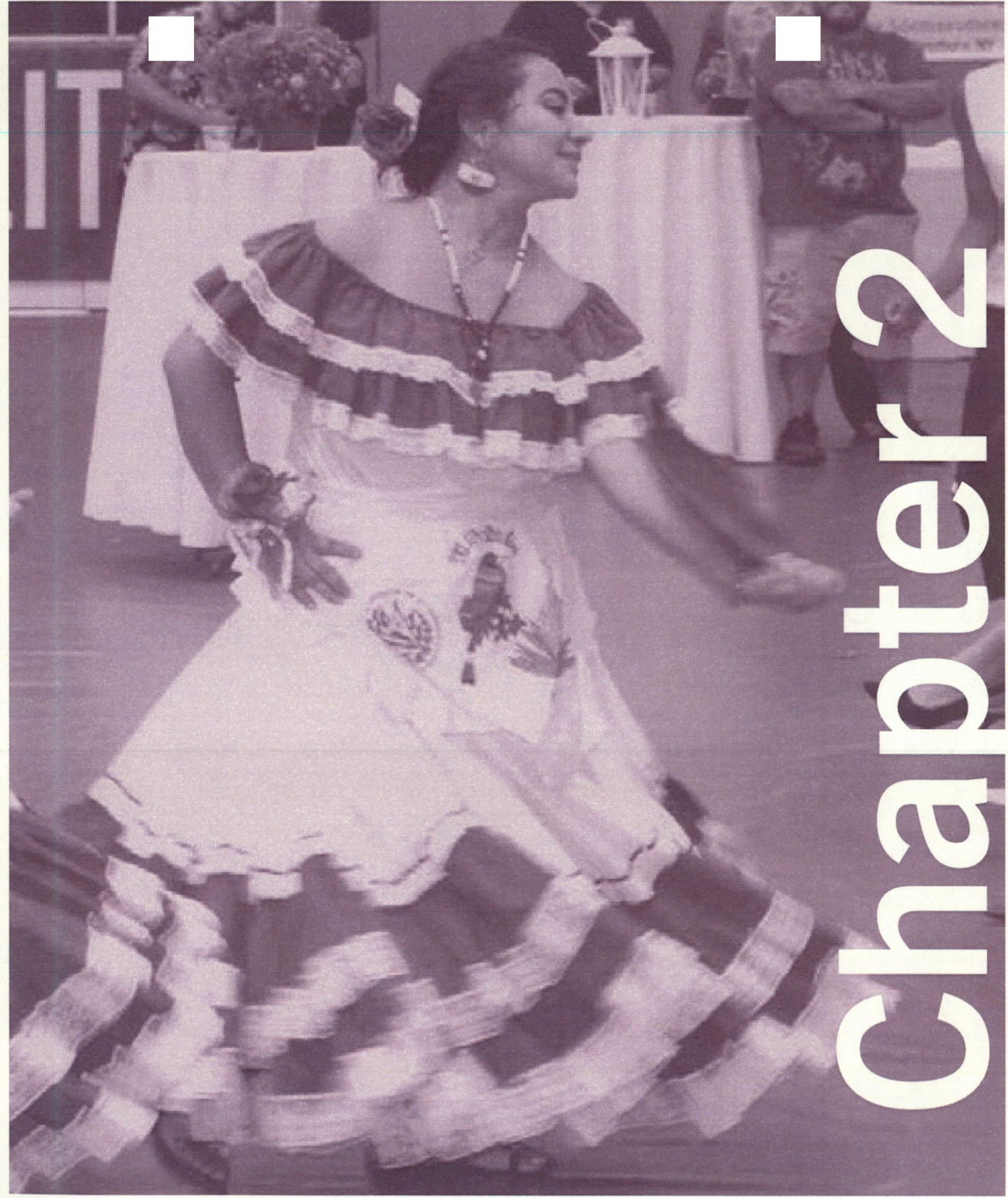


Figure 2. How the recommendations for the Town of North Hempstead Cultural Master Plan were informed.



*Hispanic Heritage Month at Yes We Can Center , New Cassel, NY. Source: Town of North Hempstead*



# Chapter 2

**What We Have,  
What We Need**

## Introduction

This Cultural Master Plan starts with the organizations, people, places, and energy that exist in the Town of North Hempstead. In this section of the Plan, overall demographics of the town are described, arts and cultural assets are mapped and inventoried, and a summary of stakeholder outreach is provided. Together, this information forms the basis for the vision, goals, and recommendations presented in Section 3.



Figure 3. Town of North Hempstead Regional Context. Source: CivicMoxie, LLC.

## All About the Town

North Hempstead is situated on Long Island, 14.5 miles east of Manhattan, and is at the north-western tip of Nassau County. Bounded by the Long Island Sound to the north, North Hempstead shares its borders with its western neighbor, the New York City borough of Queens, and its southern and eastern neighbors, the Towns of Hempstead and Oyster Bay respectively (See Fig. 4 and Fig. 5). Since 1990, the population has been steadily increasing to 231,085 residents as of 2017.

The Town's 58 square miles are host to 30 incorporated villages and 17 unincorporated hamlets within this township with a rich history. Around 1643, North Hempstead, then part of the Town of Hempstead, was settled by Europeans. It wasn't until after the American Revolution, in 1784, that North Hempstead separated from Hempstead due to political differences. During the Industrial Revolution, North Hempstead experienced a rise in affluence with the building of the Long Island Rail Road (LIRR) to Great Neck, and the institution of steamboat service to Manhattan.

With the commute to Manhattan reduced via steamboats, trains and the rise of automobiles in the early 1900s, the town attracted the rich and famous, earning the moniker of the "Gold Coast." The status and popularity of the town resulted in it being the inspiration for East and West Egg in F. Scott Fitzgerald's *The Great Gatsby*. This growth continued through the 20th and early 21st centuries; the population of the town increased from 12,048 in 1900 to 142,613 in 1950; it then increased again by 56% when it reached 226,322 residents in 2010 (Fig. 5).





Figure 4. North Hempstead in relation to NYC boroughs, New Jersey, and LIRR regional transit corridors. Source: CivicMoxie, LLC from TONH and other sources.

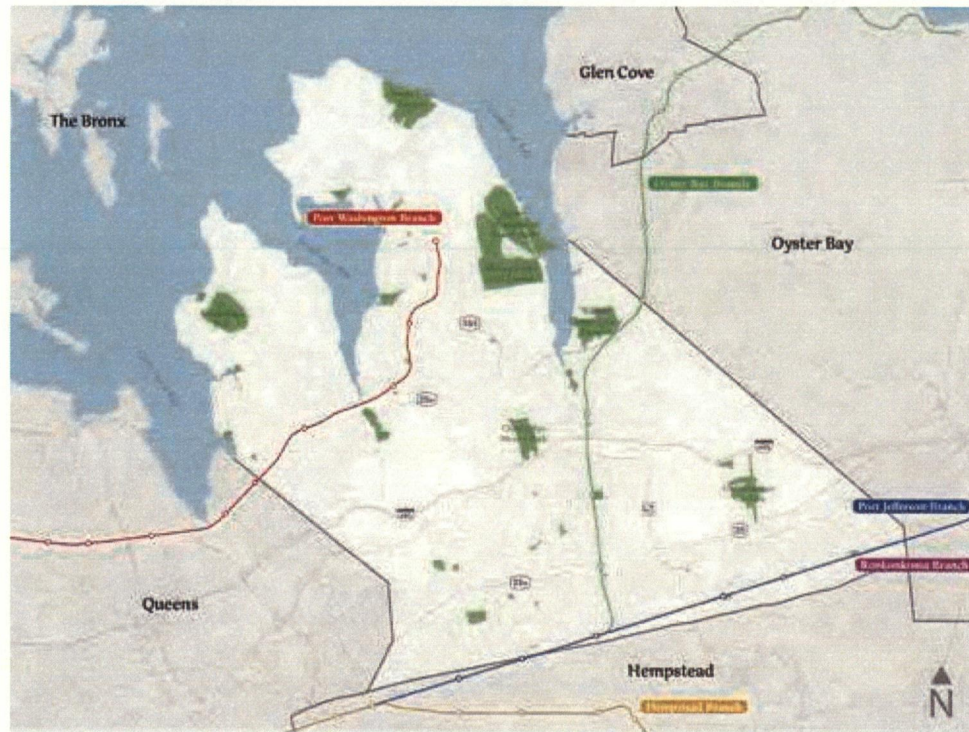
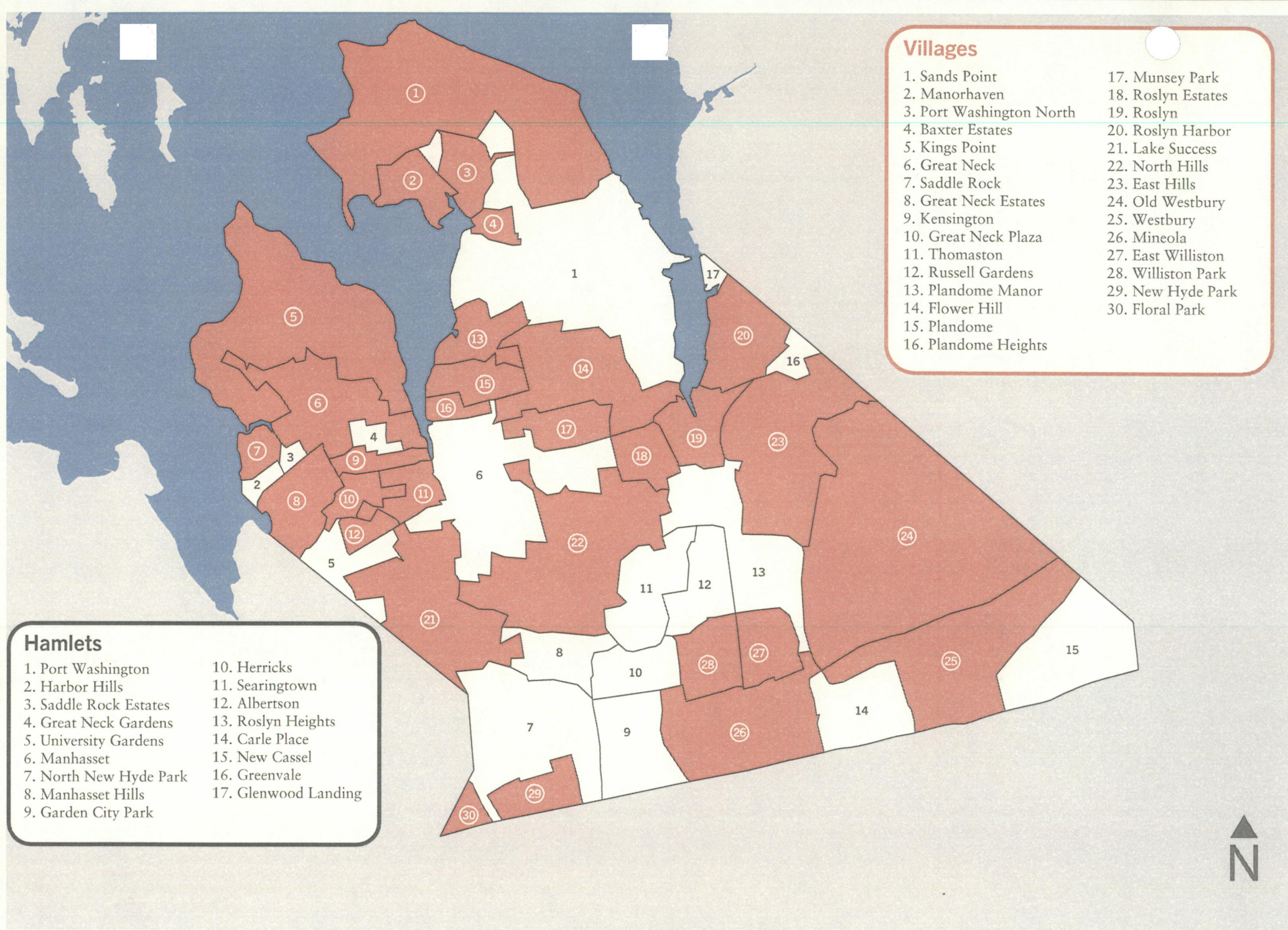


Figure 5. Map of the Town of North Hempstead showing Long Island Rail Road (LIRR) train lines, major highways, and green spaces. Source: CivicMoxie from Town of North Hempstead GIS information.



32 **Figure 6. Village and Hamlet Boundaries.** Source: CivicMoxie, LLC from Town of North Hempstead Maps.

Today, North Hempstead continues the legacy of the past. With its proximity to New York City, North Hempstead provides a refuge from city life in a historic Long Island community. The Town values its history and preservation while also supporting quality of life for residents. The nearby cultural resources of New York City are a great asset, but the town also plays host to multiple arts and culture organizations and programs, which provide local access to residents, visitors, and workers.

The town's 30 villages and 17 hamlets contribute to a patchwork of governing bodies, regulations, and oversight within the larger Town of North Hempstead boundaries. Many of the villages have their own zoning, parks, and other services and amenities that are not within the jurisdiction of the Town (Fig. 6).



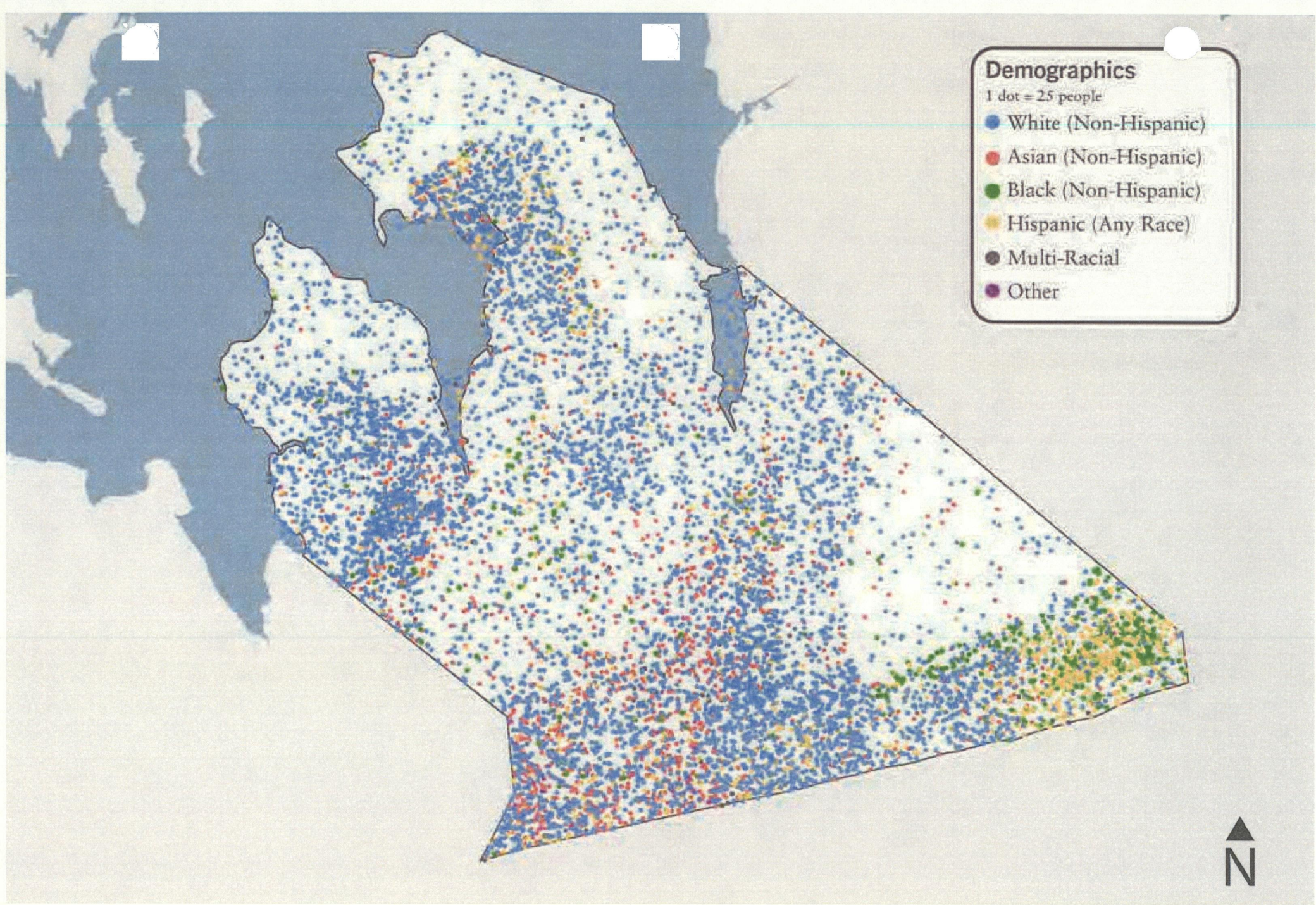
*Spring Festival , Clark Gardens, Albertson NY. Source: Town of North Hempstead.*

**Key demographics** (2017 American Community Survey (ACS), United States Census Bureau):

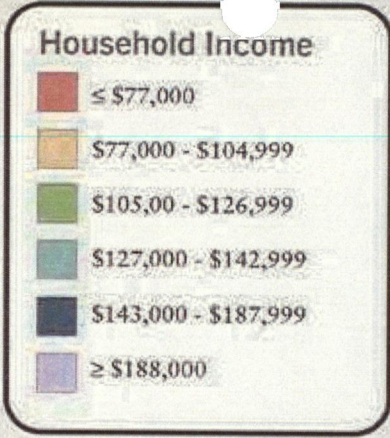
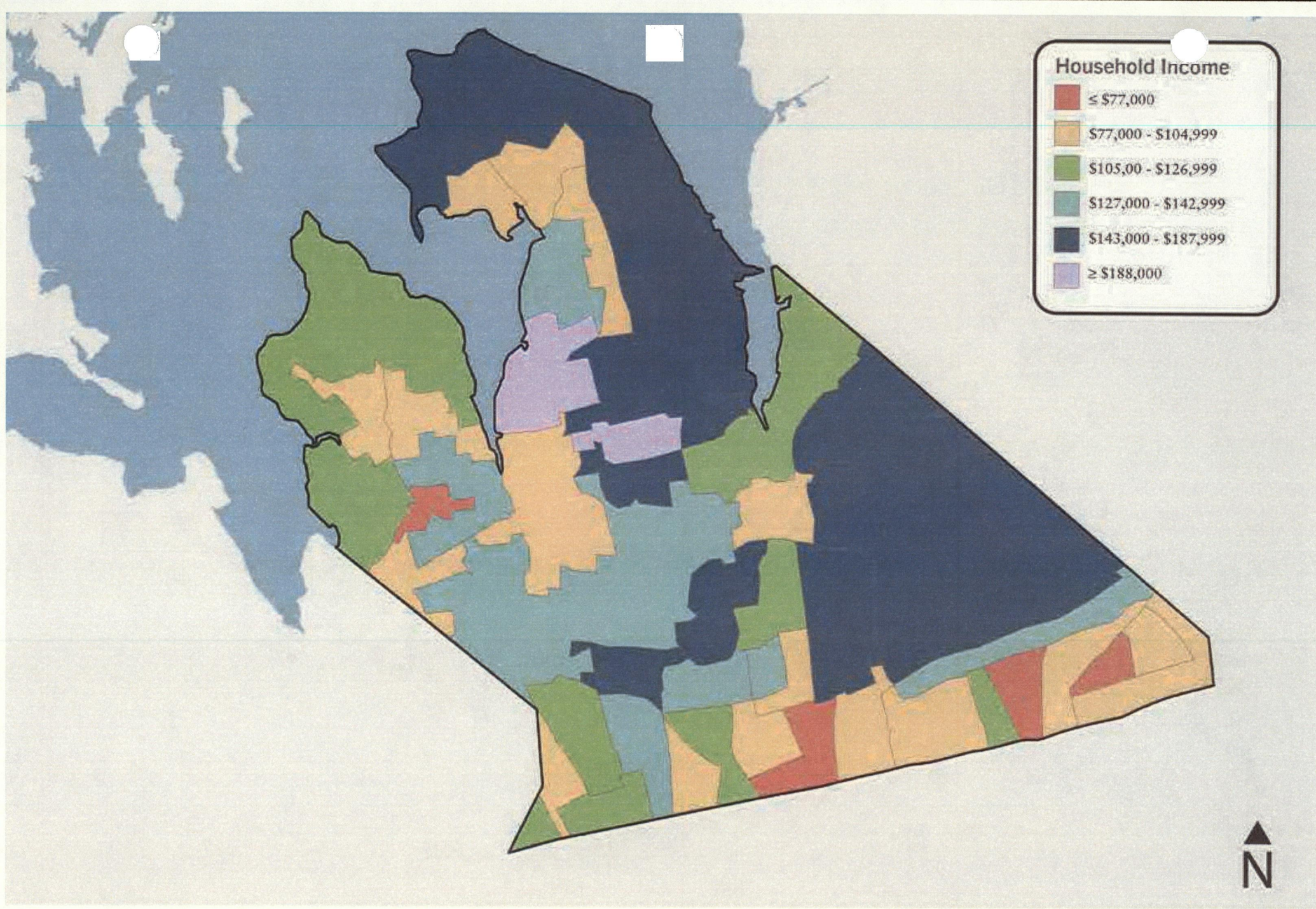
- Total Households: 77,577
- Average Household size: 2.95
- Median Household income: \$111,570
- Population under 18 years old: 22.8%
- Median Age: 42.6 years
- Owner-occupied housing units: 78.3%
- Median value of owner-occupied units: \$662,600
- Mean travel time to work: 36 minutes

North Hempstead is not homogenous in its character or resident profile. As the map in Fig. 7 illustrates, the northern part of the town generally is less dense and is majority White (non-Hispanic) population, with the much denser southern areas of the town more diverse, including the southeast portion in New Cassel and surrounding areas, which is predominantly Black (Non-Hispanic) and Hispanic (Any Race).

North Hempstead also is quite diverse economically. Fig. 8 illustrates the household income distribution for the town. There are areas to the north, around Manhasset Bay, that have the highest household income (greater than \$188,000 with other northern parts of the town. Areas in the easternmost part of the town also have high household income (\$143,000 - \$187,999). The lowest income areas tend to be on the southern edge of the town.



*Figure 7. This dot density map illustrates the racial/ethnic distribution of the North Hempstead Population. Source: American Community Survey (ACS) 2013-2017 five-year estimates.*



*Figure 8. This map illustrates the household income distribution of North Hempstead Population. Source: American Community Survey (ACS) 2013-2017 five-year estimates.*

## Arts and Culture Assets

The Town Cultural Mapping & Inventory Project, completed in December 2016, was intended to form the foundation for future cultural planning, including this Cultural Master Plan effort. There were three goals for that project:

- Defining and identifying the existing arts, culture, heritage, historic, and recreational resources of the Town of North Hempstead;
- Identifying strengths, weaknesses, gaps and opportunities in the inventory as well as potential synergies; and
- Graphically representing the cultural inventory of the Town in a web-based mapping format.

The Town Cultural Mapping & Inventory Project created a snapshot of the spaces, organizations, and events in the TONH that serve arts and culture and related civic activities. At that time, arts and cultural venues were categorized as:

- Libraries
- Spaces
- Historic Sites
- Open Space/Parks
- Arts Related Businesses
- Arts and Cultural Organizations
- Festivals

The map shown in Fig. 9 is the combined map showing all categories. During the cultural planning process, all of the venues on the map were invited to participate in stakeholder outreach events and an effort was made to update and expand these listings (see the section on stakeholder feedback later in this chapter). Below, the arts and cultural assets of the town are listed and explained in more detail. Section 3 of this Cultural Master Plan includes recommendations for fulfilling a key goal of the 2016 Town Cultural Mapping & Inventory Project that produced these maps, which included the intent that these maps would be supplemented over time with additional information and updated with changes.

*“This initial Cultural Mapping process will be ongoing, and will be supplemented over time as additional resources and assets are identified or introduced into the Town. The process will continually broaden and expand the available information on cultural resources in this community.”*

*-2016 Town Cultural Mapping & Inventory Project*



*Chinese Lunar New Year at Michael J Tully Park, New Hyde Park NY.  
Source: Town of North Hempstead.*

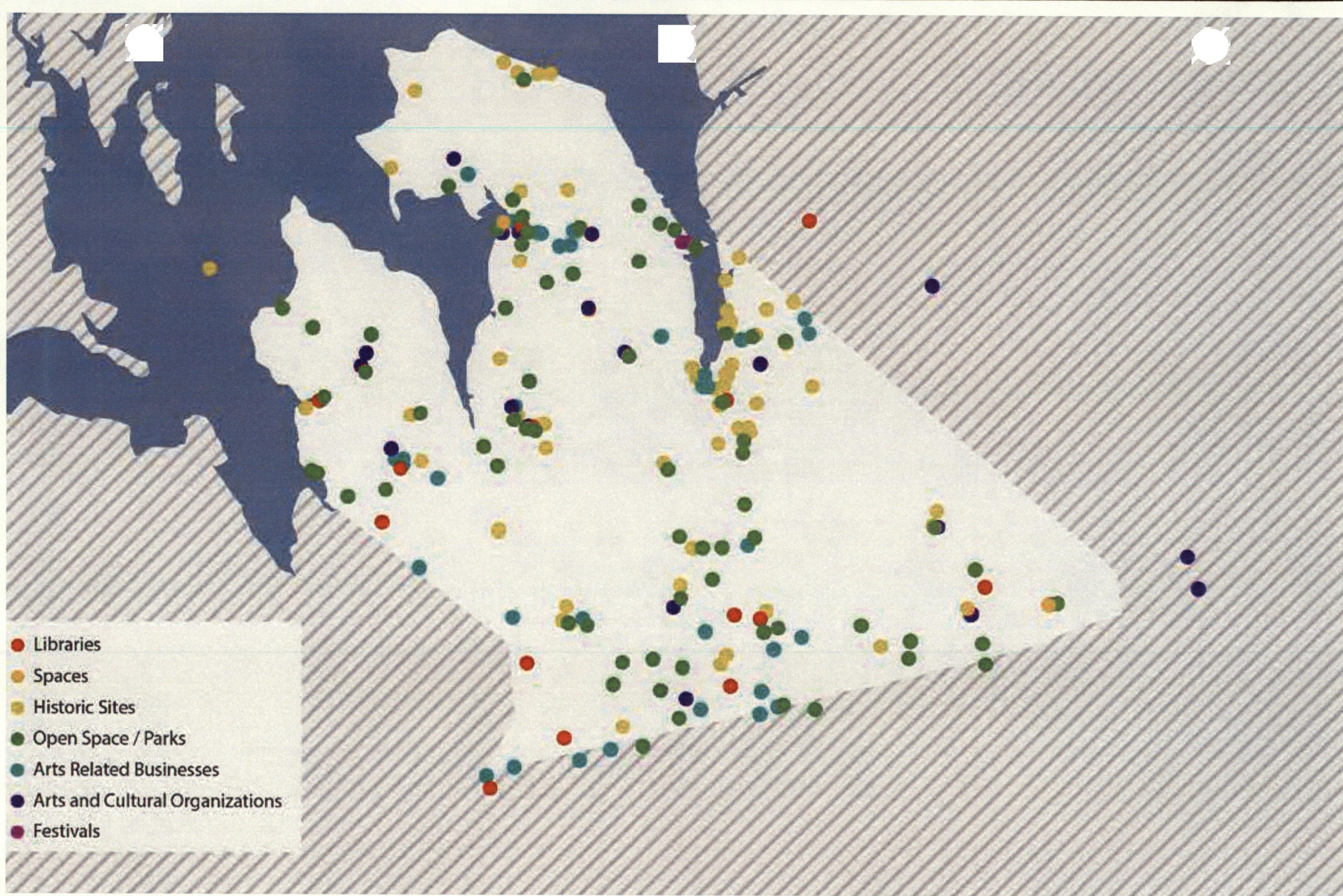


Figure 9. Town Arts and Cultural Venues Map from the 2016 Town Cultural Mapping & Inventory Project. This map is available on the Town website and is shown here with all the venues that were inventoried in 2016. On the website, the map can be sorted by the categories shown on the key. Source: <https://www.northhempsteadny.gov/Arts-Cultural-Venues>

## Existing Arts and Cultural Organizations

North Hempstead is fortunate to have many arts and cultural organizations and institutions that offer a diverse range of programs, classes, spaces, and events. The town is home to various well-established arts, cultural, and community organizations which are deeply appreciated in the community. The following are the organizations that form the core of formal arts and culture activity in the town (with mission or organization descriptions taken from organizational materials and/or websites):

### Westbury Arts

<https://westburyarts.org/>

“To create an environment where arts and culture thrive, inspire civic engagement, drive the vitality and longevity of Westbury, and instill a sense of belonging and community pride—defining Westbury as the ideal cultural destination of Long Island.”

### Long Island Traditions

<http://www.longislandtraditions.org/>

“Long Island Traditions documents local architecture, from beach bungalows and bay houses to garden apartments and farm buildings. As fishermen and farmers disappear, we fight for the preservation of Long Island’s contemporary maritime and farming culture throughout the region.

To recognize and pay tribute to Long Island’s diverse ethnic cultures, we support Irish stepdance, African American quilting, gospel and blues music, Jewish klezmer music, Native American stories and crafts, and the traditions of recent immigrants from Central and South America, India and Asia.

Through field interviews and oral histories, we seek to break down the barriers that divide us, so that we can share in the power and excellence of our family traditions.”



The annual Westbury Short Film Concert. Source: Westburyarts.org



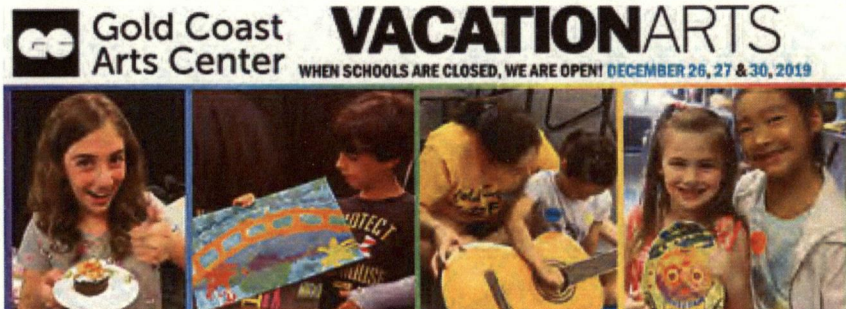
The Long Island Traditions Fall 2018 Newsletter. Source: [longislandtraditions.org](http://longislandtraditions.org)



## Gold Coast Arts Center

<http://goldcoastarts.org>

“The Gold Coast Arts Center is an independent 501(c)(3) not-for-profit organization serving the Long Island and greater New York community for over 20 years and dedicated to promoting and supporting the arts through education, exhibition, performance and outreach. Since our founding in 1995, over 100,000 people of all ages and backgrounds have taken advantage of our many classes, live performances, programs, workshops, films and art exhibits. Every day we provide students, teachers, parents, senior citizens and community members with opportunities to learn about, discuss, view, enjoy, share and make art!”



*Vacation Arts Poster. Source: goldcoastarts.org*

## HEARTS

<https://www.heartspw.org/about-hearts.html>

“HEARTS is an independent, grassroots not-for-profit 501(c)3 community organization whose mission is to add meaningful value to children’s lives and our community by supporting, promoting and enriching the arts in Port Washington and its’ public schools.”

## Cow Neck Peninsula Historical Society

<http://www.cowneck.org/about-us/mission-statement.html>

“The mission of the Cow Neck Peninsula Historical Society is to engage people of all ages in programs that highlight the lifestyles of the people and families that lived and worked on the peninsula throughout the years. Central to this mission is the preservation of the Sands Willets House (circa 1735) and the Thomas Dodge Homestead (circa 1721), which the Society operates as house-museums, serving as resources for the community.”



*Cow Neck Peninsula Historical Society’s Classic Car Hill Climb & Antique Car Show Source: Cow Neck Peninsula Historical Society*

### The Young Indian Culture Group

<http://www.yicg.com>

- Teaching Traditions, Stories, Cultural Values, Performing Arts, Music & Yoga
- Maintaining strong skills in Languages like Hindi, Tamil, Telugu & Sanskrit
- Developing a sense of pride & identity in Youth through cultural activities
- Conducting workshops and courses for the community
- Training Cultural teachers to continue the traditions

### Great Neck Historical Society

<https://www.greatneckhistorical.org/about.html>

“The Great Neck Historical Society is a 501(c)3 non-profit organization dedicated to collecting, preserving and presenting the history and heritage of the Great Neck peninsula. We share information through our programs, printed materials, and other media, as well as this website. We also support leadership efforts from all the villages in our community that share the goals of safeguarding the history of Great Neck.”

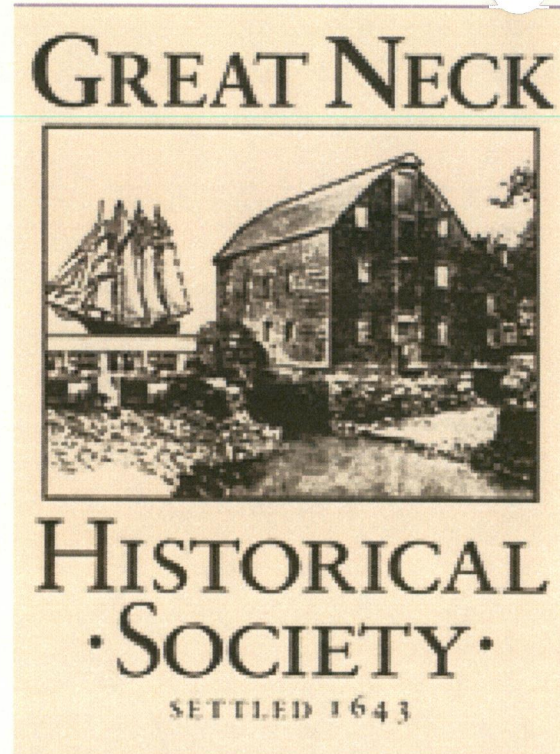
### Berest Dance Center

<https://www.berestdance.com>

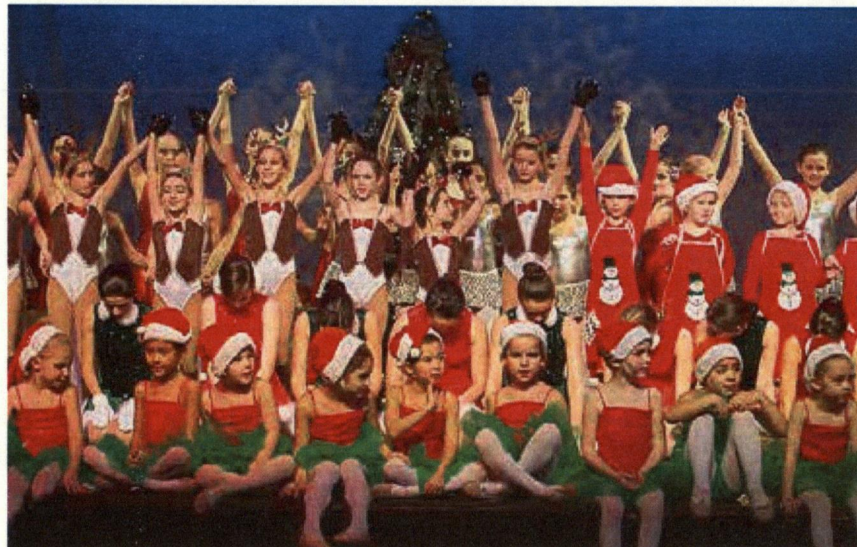
“Housed in a beautiful Dutch Colonial since 1996, ... The Center’s goal is to make the joy of movement accessible for both fun and for professional training and to be an alternative to NYC dance training.

Classes are offered for all ages and levels. Curriculum for children from ages 2-18 is given 7 days a week and classes for adults are scheduled for mornings and weekends.

Offerings at the Center include Intro to Dance, Kinder-ballet, and Broadway to Ballet, Boys Only classes, theme and combo classes in Musical Theatre, Jazz, Tap, Hip-hop and African Dance. Berest Dance Center gives classes in Classical Ballet and Modern.”



Source: [greatneckhistoricalsociety.org](http://greatneckhistoricalsociety.org)



Source: [berestdance.com](http://berestdance.com)

## Great Neck School of Dance

<http://www.gnschoolofdance.com/School.aspx>

“The Great Neck School of Dance is proud to have served Great Neck and North Shore for 30 years. Our aims are to encourage the love of dance in the community at large, to introduce the public to the wonderful discipline of dance training with all its benefits of the grace, posture, coordination, stamina. Flexibility and music appreciation, and to provide the highest quality training for the aspiring dancer. In return for the care and attention which our esteemed faculty gives to each child, we expect from each student the very best effort of which he or she is capable.”

## Landmark on Main Street

[http://www.landmarkonmainstreet.org/about\\_mission.cfm](http://www.landmarkonmainstreet.org/about_mission.cfm)

“Landmark on Main Street is a not-for-profit community center that enhances the spirit and enriches the lives of the communities of Port Washington and surrounding regions. Our core values build the foundation for all we do: Engagement, Community, Enrichment, Excellence, Welcoming.” Landmark on Main hosts three organizations in its facility: The Port Washington Children’s Center, The Port Washington Parent Resource Center, and The Port Washington Youth Council’s Teen Center — AKA “The PiT.”

“It is estimated that, on any given weekday, over 600 members of our community (children, teens and adults) come through Landmark’s doors to attend programs in the theater, run by our tenant organizations or to participate in activities held in the rentable spaces. The Jeanne Rinsky Theater at Landmark on Main Street is vibrant with concerts, speaker-engagements, shows, body-building competitions, dance performances, meetings and birthday parties.”



*The interior of the Landmark.*

*Source: [landmarkonmainstreet.org](http://landmarkonmainstreet.org)*

## The Art Guild

<http://theartguild.org/about/who>

“The Art Guild of Port Washington, Inc., is a 501(c)3 nonprofit organization providing encouragement, education and a forum for the appreciation of the visual arts.

The Guild seeks to offer residents from local and neighboring communities an avenue to broaden their creative pursuits by striving to:

- Encourage. Encouragement to artists and craftspeople through collaboration and interaction
- Educate. Educational opportunities, workshops, lectures and discussion groups
- Explore. An art facility where residents can come to broaden their creative experiences
- Exhibit. A forum in which the community can appreciate the visual arts through exhibits and community projects

It is an organization open to all people with a common goal to advance the visual arts.”



*Anatomy with Artists. Source: theartguild.org*

## Center for the Arts – Sid Jacobsen Jewish Community Center

<http://www.sjjcc.org/cultural-arts-hub-page/>

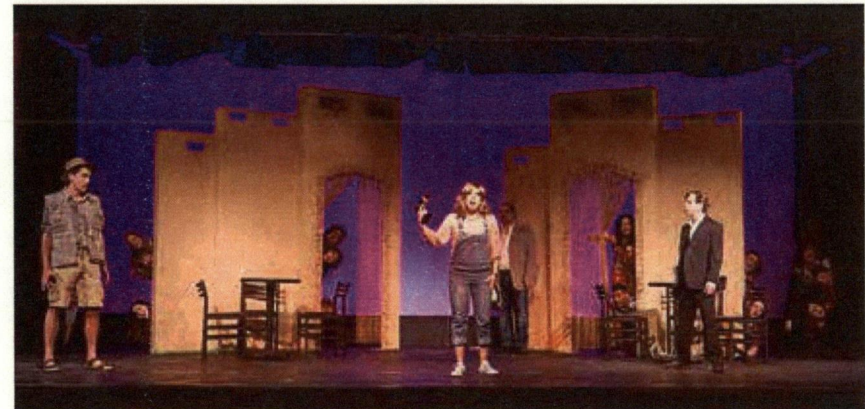
“Experience a world of culture from spotlight speakers, question and answer sessions with best-selling authors, film screenings, art shows, Israeli and Jewish cultural events and local and international travel.

We are known for bringing quality programs to our community and we partner with local venues to help bring you the best and brightest events.”

## Tilles Center for the Performing Arts (Outside North Hempstead)

<https://tillescenter.org/abouttillescenter/>

“Tilles Center for the Performing Arts at LIU Post in Brookville, is Long Island’s premier concert hall. For 38 years, Tilles Center has been host to more than 70 performances each season by world-renowned artists in music, theater and dance. Tilles Center was the first to bring the New York Philharmonic to Long Island and Bruce Springsteen’s legendary “Santa Claus is Comin’ to Town” was recorded onsite.”



*Source: Sid Jacobsen Community Center*

## Nassau County Museum of Art

[www.nassaumuseum.org](http://www.nassaumuseum.org)

“Ranked among the nation’s most important suburban art museums, Nassau County Museum of Art (NCMA) is located on the former Frick Estate, a spectacular 145-acre property in Roslyn Harbor in the heart of Long Island’s Gold Coast. The main museum building, named in honor of art collectors and philanthropists Arnold and Joan Saltzman, is a three-story Georgian mansion that exemplifies Gold Coast architecture of the late 19th century.

In addition to the Arnold & Joan Saltzman Fine Art Building, Nassau County Museum of Art includes the Sculpture Park, Formal Gardens of historic importance, the Pinetum, ponds, woodlands, an architecturally-significant restored trellis, rare specimen trees, and marked walking trails.”



Source: [nassaumuseum.org](http://nassaumuseum.org)

## Sands Point Preserve Conservancy

<http://sandspointpreserveconservancy.org>

“The Sands Point Preserve on the original Guggenheim Estate embodies the grandeur and elegance that define the Gold Coast period of the early 20th century, when prominent American families built great mansions on large estates as summer retreats along the Long Island Sound. Sands Point was the famed “East Egg” of F. Scott Fitzgerald’s “The Great Gatsby.”

Today, the magnificent 216-acre park, including its historic mansions and the Phil Dejana Learning Center, is owned by Nassau County, NY, and is maintained and operated by the Sands Point Preserve Conservancy, a 501(c)(3) nonprofit organization. The Conservancy provides year-round educational and cultural programs, seasonal celebrations, mansion tours, fitness activities as well as private/corporate event services and film/TV location facilities.”

## Old Westbury Gardens

[www.oldwestburygardens.org](http://www.oldwestburygardens.org)

“Old Westbury Gardens seeks to inspire appreciation and knowledge of the best qualities exemplified in the American country estate of the early 20th century through faithful preservation of its landscape and gardens, architecture and collections.”



Source: [sandspointpreserveconservancy.org](http://sandspointpreserveconservancy.org)

## Historic Districts

North Hempstead Historic Sites and Districts are shown on the map in Fig. 10.

The Town has two local historic districts, out of four that exist in Nassau County (Nassau County Master Plan, 2010):

- Port Washington Heights Historic District (Fig. 11)
- Roslyn Heights Historic District (Fig. 12)

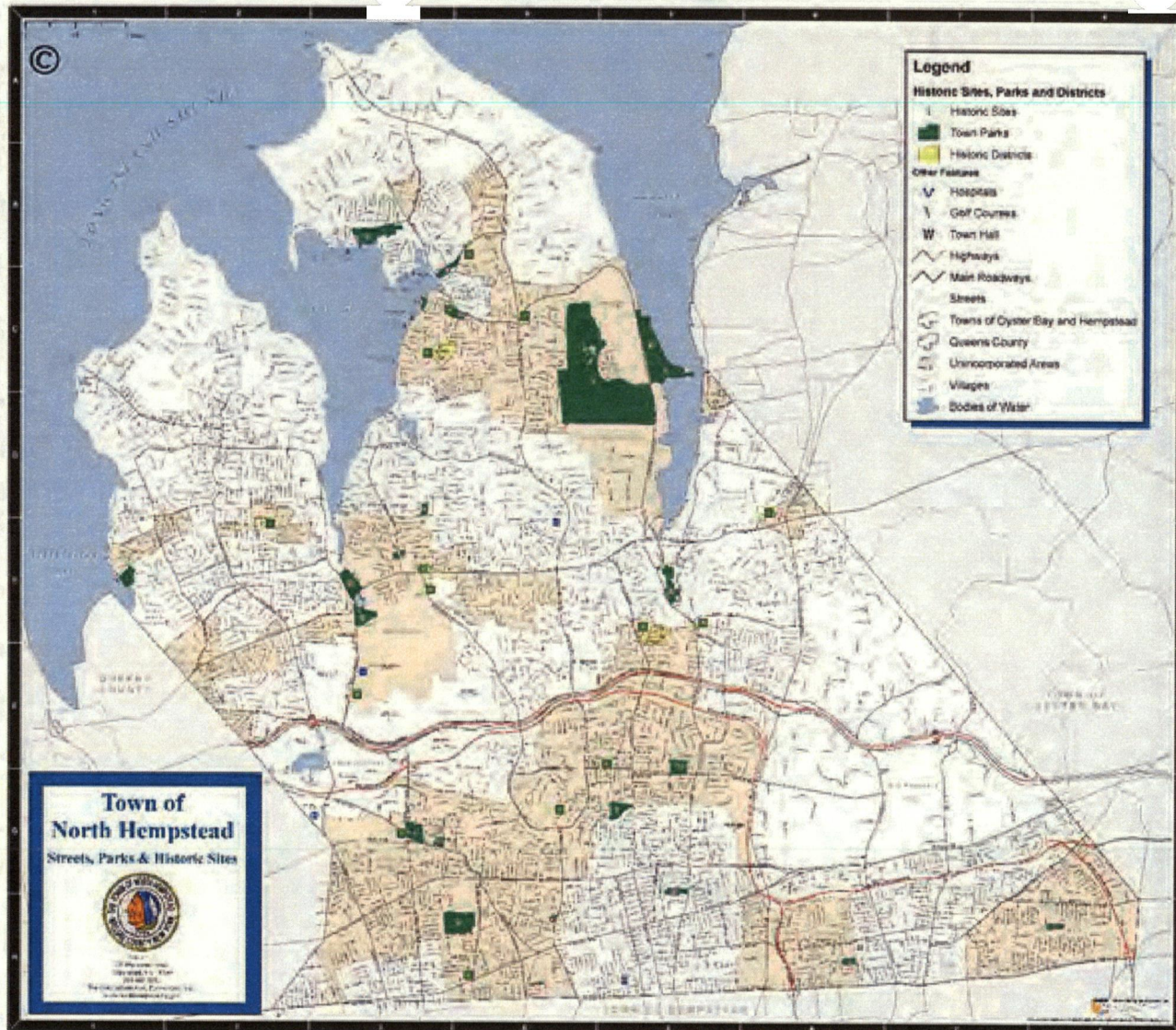


Figure 10. Town of North Hempstead Map of Historic Sites and Districts. Source: <https://northhempsteadny.gov/content/16257/19810/19920.aspx>

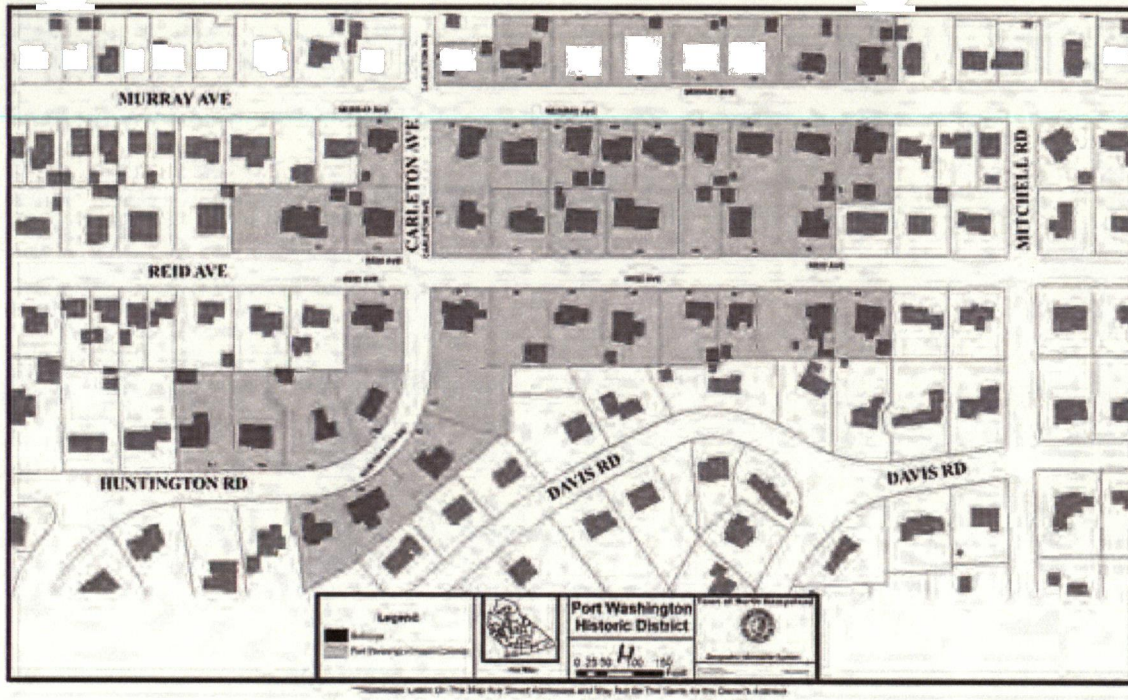


Figure 11. The Port Washington Historic District. Source: Town of North Hempstead website.

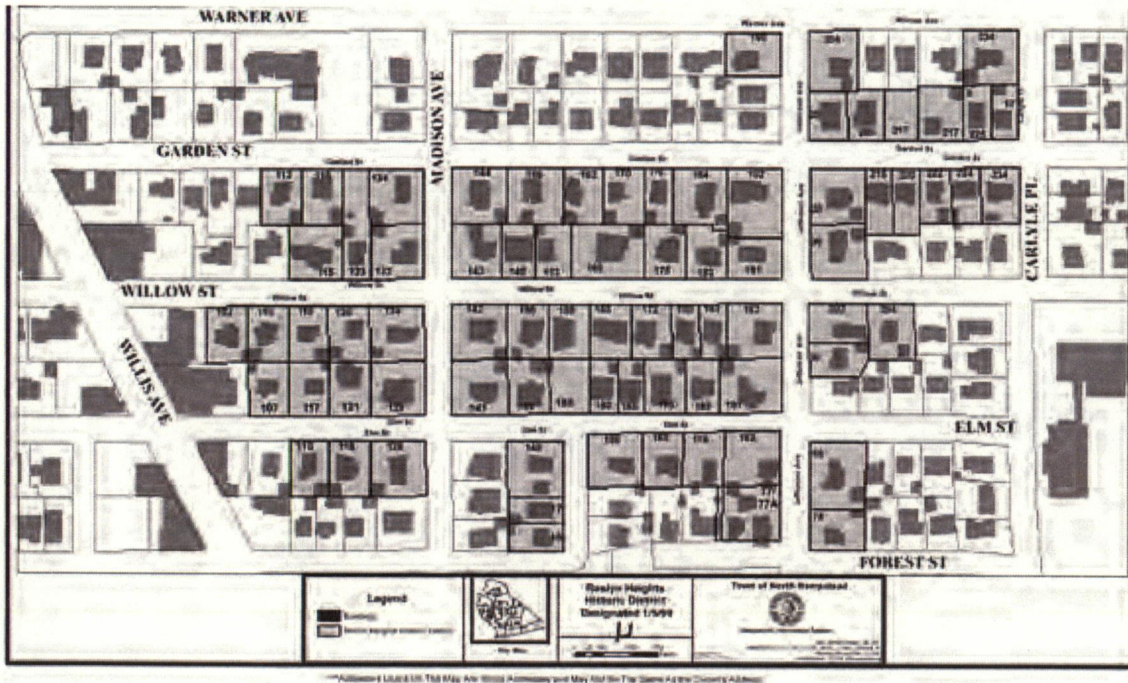


Figure 12. The Roslyn Heights Historic District. Source: Town of North Hempstead website.



*Spring Festival, Clark Gardens, Albertson NY. Source: Town of North Hempstead*

In addition, there are eleven buildings, three cemeteries, and two objects/land formations that are local landmarks. Many of these also have state and/or national designation (See Appendix A for list of all landmarks). Of the eight National Register Historic Districts in the County, six are in the town:

- Cedarmere, Clayton Estates, Roslyn Harbor
- Main Street Historic District, Roslyn
- Roslyn Village Historic District,
- Bellerose Village Municipal Complex, Bellerose
- East Williston Village Historic District, East Williston
- Gould--Guggenheim Estate, Port Washington

The Town of North Hempstead has extensive information on its history, as well as listings of historic buildings and places. There are currently no descriptions of the historic districts on the Town website, however. A very short description of legal and permitting regulations for historic districts can be found at <https://northhempsteadny.gov/content/16257/19810/19925.aspx> and pdfs of the maps can be downloaded but there is no narrative on this page, nor in any overall description of the character of the town.

There are also inconsistencies with generic information found on various websites (including the Town's) when a search for historic resources is performed online, regarding which sites are National Register sites, which are local districts, and what buildings are federal, state and/or local landmarks or historic sites. Combined with the lack of information on how these sites may or may not connect or relate to business areas, recreational destinations, or public art opportunities, there are clear opportunities for better narratives and maps to join sites with stories within North Hempstead.



## Events and Festivals

In addition to the organizations that call North Hempstead home, there are a number of festivals and events that take place over the course of each year. These events are organized by the Town, Villages, nonprofit organizations, and others and contribute to a vibrant and changing array of opportunities and activity choices. The map below in Fig. 13 shows the location of some of these events and the key indicates the season in which they occur.

- Annual Asian American Festival – Port Washington, North Hempstead Beach Park (On Town Arts & Cultural Venues Map)
- Greek Festival on the Harbor – Port Washington, North Hempstead Beach Park (On Town Arts & Cultural Venues Map)
- Gold Coast International Film Festival – Great Neck, 113 Middle Neck Road (On Town Arts & Cultural Venues Map)
- Italian Festival – Port Washington, North Hempstead Beach Park
- HarborFest Dock Day and Craft Fair – Manhasset Bay, Town Dock
- Cinema on the Bay – Port Washington
- Memorial Day Fireworks and Commemoration Ceremony – Port Washington, North Hempstead Beach Park
- Great Neck Street Festival and AutoFest – Great Neck Plaza
- Beachfest – Port Washington, North Hempstead Beach Park
- Kidstock – Albertson, Clark Botanic Garden
- Mary Jane Davies Green: Monday Night Concerts (Summer)
- Tuesday Night at Clark Botanic Garden (Summer Concert Series)
- Sunday Afternoons at the beach (Summer Concert Series)
- Village of Mineola Concerts in the Park (Summer Concert Series) – Mineola Memorial Park Amphitheater
- Polar Plunge
- Holiday Lightings (Christmas Tree and Menorah)
- Westbury Gardens Holiday Market
- Farmers Markets:
  - Port Washington Farmer’s Market:
    - Saturdays 8am-12pm
    - Town Dock (Main St.)
    - June 7th - October 25th
  - Roslyn-North Hills Farmer’s Market:
    - Wednesdays 7am-1pm
    - Christopher Morley Park (Searingtown Rd.)
    - May 28th - November 26th
  - New Cassel Farmer’s Market:
    - Saturdays 11am-4pm
    - 212 Garden St. in Westbury
    - July 12th-November 8th
  - New Hyde Park Farmer’s Market:
    - Saturdays 8am-1pm
    - Municipal Parking lot next to Village Hall, 1441 Jericho Turnpike
    - May 31st- November 22nd



*Irish American Society Parade, St. Patrick's Day. Mineola NY 3-3-19. Source: Town of North Hempstead.*



*Chilean Festival at North Hempstead Beach Park, Port Washington NY 9-15-19 Source: Town of North Hempstead.*



*KIDSTOCK at Clark Botanic Gardens, Albertson NY. Source: Town of North Hempstead*



*Polar Plunge at North Hempstead Beach Park, Port Washington NY Source: Town of North Hempstead*

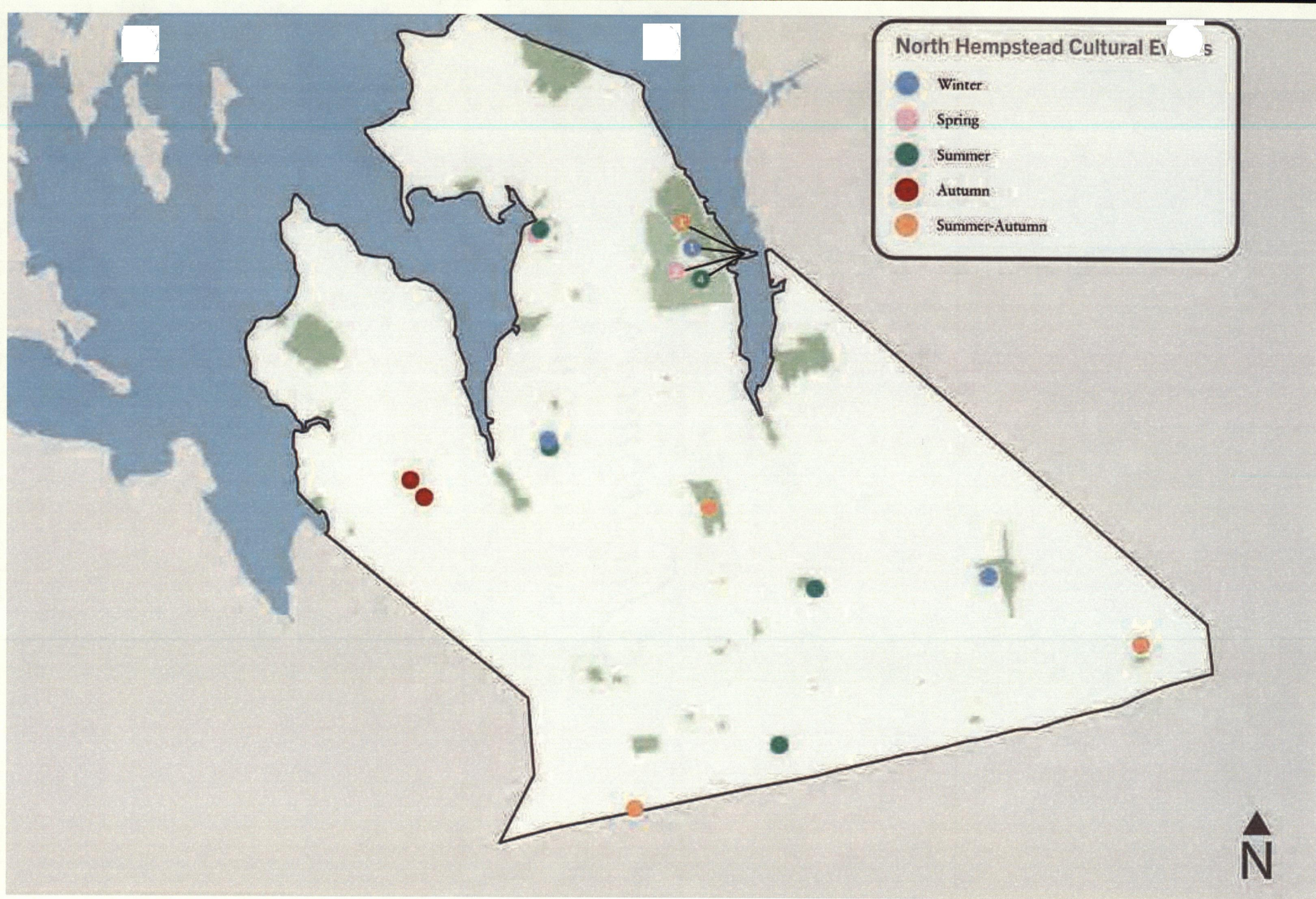


Figure 13. Town Arts and Cultural Events Map from the 2016 Town Cultural Mapping & Inventory Project. This map is available on the Town website and is shown here with all the events that were inventoried in 2016. On the website, the map can be sorted by the categories shown on the key. Source: <https://www.northhempsteadny.gov/Arts-Cultural-Venues>

## Arts and Cultural Spaces

Arts and Cultural Spaces in the TONH include venues that host arts, culture, and civic activities, as shown on the 2016 Town Arts and Cultural Venues Map in Fig. 14. These spaces include:

- The Space - Concert venue
- Port Washington Band Shell
- “Yes We Can” Community Center

In addition to the mapped spaces, other venues in this category are on other maps in this inventory and include park spaces such as the Mineola Memorial Park Amphitheater and Landmark on Main Street. In this Cultural Master Plan, the 2016 map has been expanded to include other spaces, including libraries, and informal and privately-owned spaces such as commercial districts (sidewalks, plazas) and privately-owned spaces such as restaurants and retail shops. This inclusive view of arts and cultural spaces in the town is meant to emphasize both the more formal arts activities of nonprofits and concerts and performances, as well as the local traditions and creative practices of residents and entrepreneurs. The informal spaces throughout the town, taken with the more formal spaces mapped in the inventory of 2016, create a full network of spaces that support a range of diverse activities and practices and provide opportunities to bridge any gaps that exist between arts, culture, and everyday life in North Hempstead.

Fig. 15 illustrates the location of arts and cultural organizations and commercial areas of the town. This information is useful when thinking about future collaborations and how arts and culture and commercial areas might work together for mutual benefit.



*Figure 14. Town Arts and Cultural Spaces Map from the 2016 Town Cultural Mapping & Inventory Project. This map is available on the Town website and is shown here with all the arts and cultural spaces that were inventoried in 2016. On the website, the map can be sorted by the categories shown on the key. Source: <https://www.northhempsteadny.gov/Arts-Cultural-Venues>*

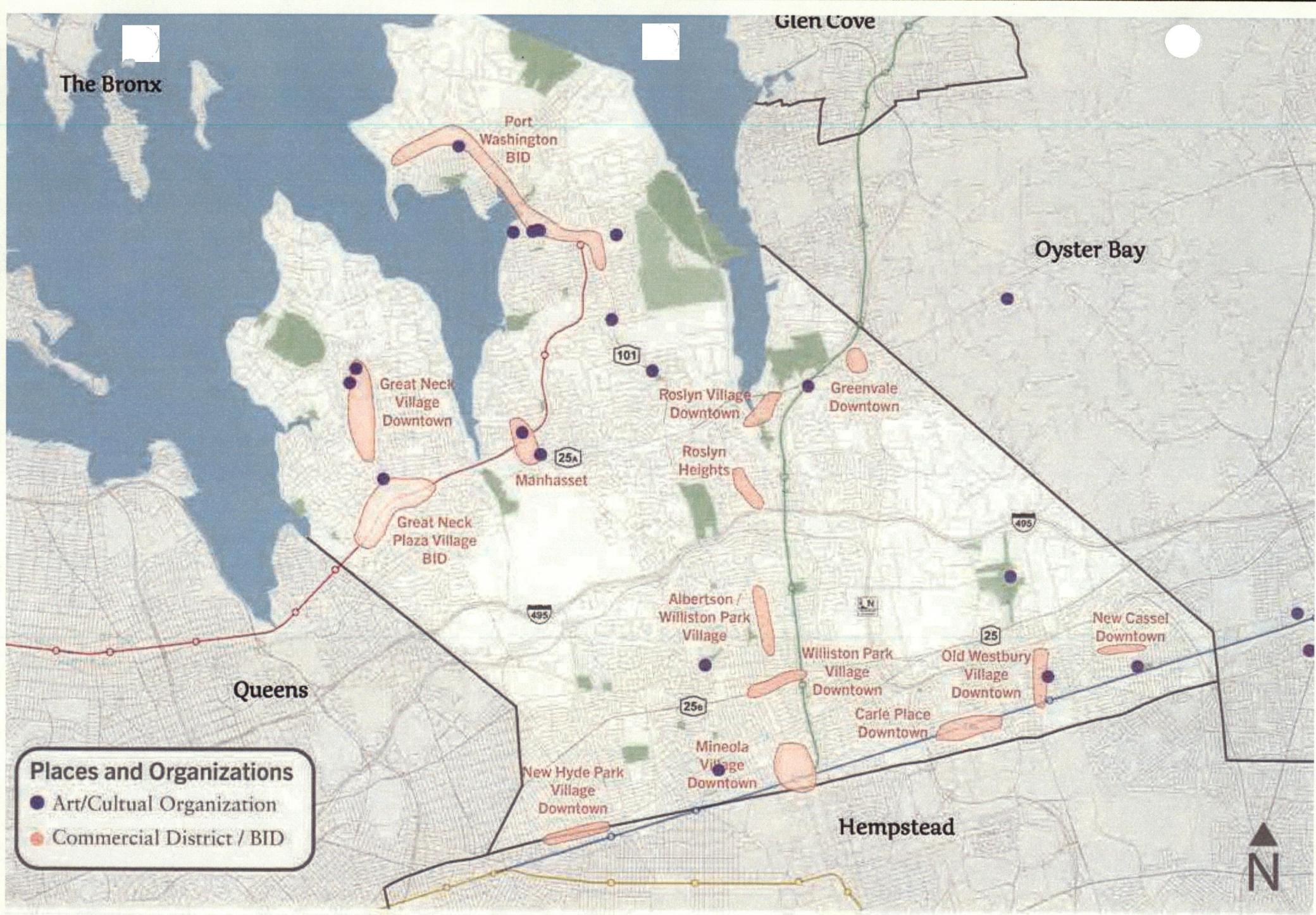


Figure 15. “Arts and Cultural Organizations” category, mapped in the 2016 Town Cultural Mapping & Inventory Project and commercial areas of the town. Source: CivicMoxie map from source materials from Town of North Hempstead GIS and <https://www.northhempsteadny.gov/Arts-Cultural-Venues-Map>.

## Public Art

Public art takes the form of sculptures, banners and mosaics scattered throughout North Hempstead. Murals and memorials make up a good portion of the public art in the town, as well. In the Village of Port Washington, three murals currently exist on Main Street and are part of the larger beautification program in the village.

The Village of Great Neck initiated a fundraising and public awareness campaign in 2004 for a Trompe L'oeil mural project across the village. The intent of the project was "The integration of a series of fine art trompe l'oeil murals into the streetscape of the Village of Great Neck Plaza will beautify the village while strengthening the economy of the area." The project also sought to increase visibility of the arts and



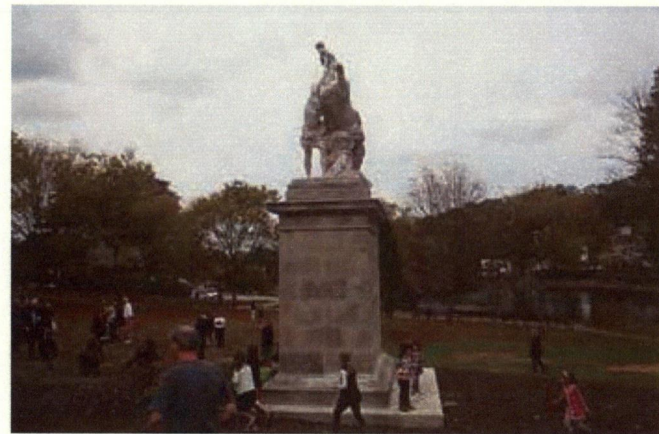
The "Heroes" mural, unveiled in 2018, and the "Welcome to Port Washington" mural on Main Street are part of an overall beautification effort in the Village of Port Washington. Source: <https://residentsforward.org/programs/beautification-pride/>

to cross-link "neighborhoods and groups as well as exploring and celebrating the role of the many cultures and influences..."

The Village actively solicited donations to support the project and while the full range of murals was not completed, evidence of the power of the trompe l'oeil concept can be seen in the Village at the "Handful of Keys" Mural by William Cochran, a Frederick, MD-based muralist, near the Gold Coast Arts Center.



The "Handful of Keys" Mural, in Great Neck Village, William Cochran, artist. Source: <https://www.signsofthetimes.com/content/all-wall>



Mackay Horse Statue in Gerry Park at Main Street and Paper Mill road in Roslyn. Source: <https://residentsforward.org/programs/beautification-pride/>

Other public art includes memorials throughout the town, many of them located in public parks. The TONH recently completed work on the Gerry Park Mackay Horse Statue as part of larger park improvements

In New Cassel, a mosaic project captures the spirit of the diverse and vibrant community in this part of the town. Designed by Marie E. Saint-Cyr, the mosaic wall in the parklet at the corner of Prospect Avenue and Brush Hollow Road marks the western main entrance to the New Cassel community and was created by a small group of local students in 2016 and led by a local ArtsBuild group.



Wall mosaic in New Cassel, Marie E Saint-Cyr, artist.  
Source: <https://www.mariesaintcyrart.com>

Additionally, banners designed and created by Westbury High School Art Program students were hung on lampposts along the entire length of nearby Prospect Avenue with 10 different vignettes of a large wall mural painted in 2017. The banner project was made possible with the support of the Town's Community Development Agency.

Currently there is no comprehensive map of the locations, artists, and other information for public art throughout the town.



Westbury High School Banner Program. Source: Westbury High School

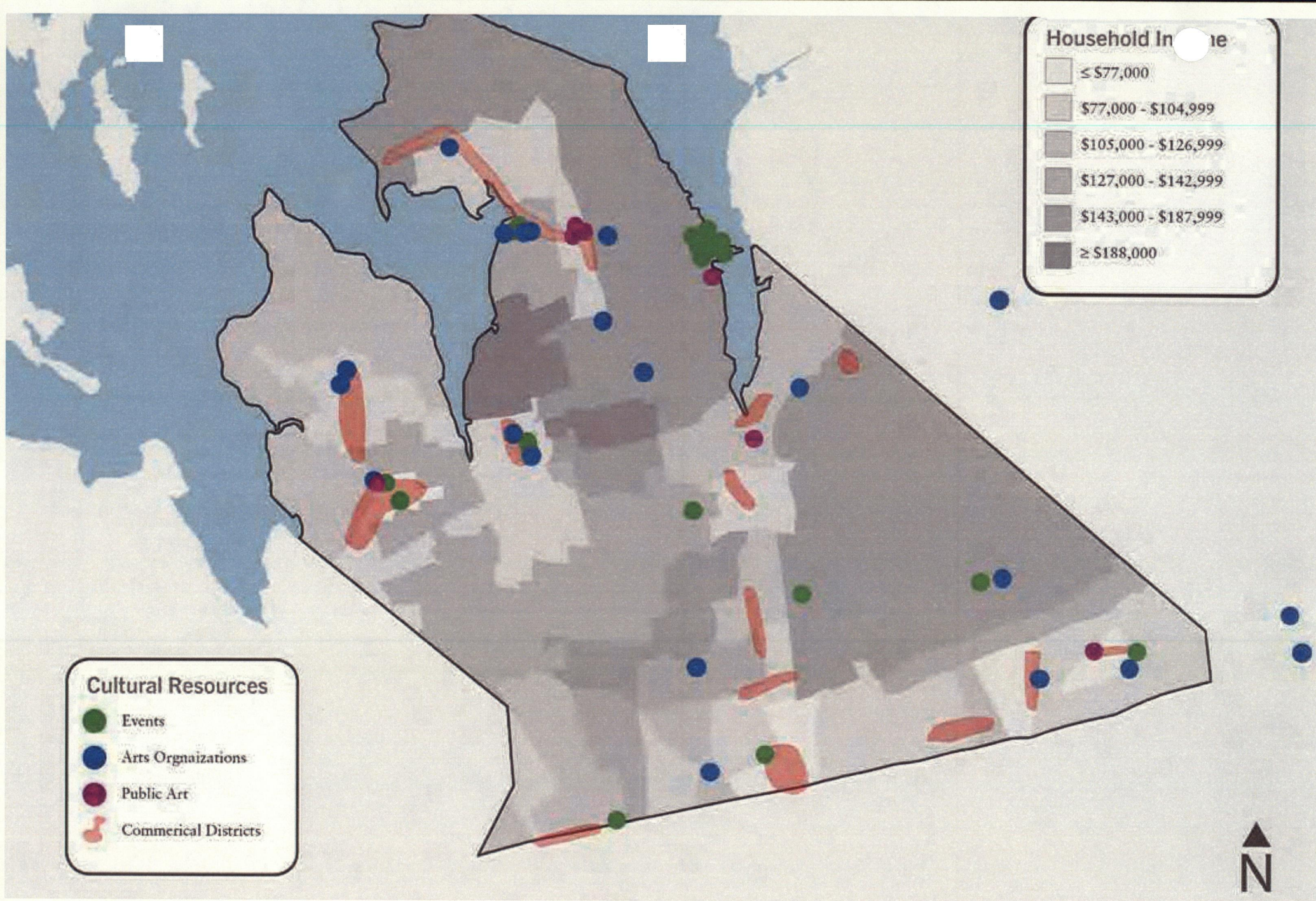


Figure 16. This map illustrates the distribution of all arts and cultural assets that were mapped as part of the cultural planning process. The map also includes commercial districts as these are seen as informal spaces/opportunities for public art and other cultural activities. Source: CivicMoxie map from source materials from Town of North Hempstead GIS and <https://www.northhempsteadny.gov/Arts-Cultural-Venues-Map>, as well as from the American Community Survey (ACS) 2013-2017 five-year estimates.



## Distribution of Arts and Cultural Assets

Fig. 16. Illustrates the presence of events, arts organizations, public art, and commercial districts in the context of the town's household income distribution. While many arts organizations serve a large market area that reaches all of North Hempstead and beyond, and events often draw regional crowds, it is important to consider the ease of accessibility and other barriers to participation, in particular for lower income populations in the town. There are areas of North Hempstead that have no public art that was mapped during this cultural planning process and that appear not to host events or have arts organizations in close proximity. This Cultural Master Plan considers the issue of equity and maps such as the one below should be continually updated and used as resource for policy and funding decisions in Town Hall. Section 3 offers recommendations around equity in arts and culture programs and initiatives in the town.

## Town of North Hempstead Support for Arts and Culture

This Cultural Master Plan is evidence of the Town's commitment to arts and culture. This Plan grows out of the 2016 Town Cultural Mapping & Inventory Project. However, the Town has ongoing initiatives and grants underway that support arts and culture in other ways. In documenting Town grants for arts and culture, open space and recreation improvement grants have also been included, which acknowledges that parks and open space play an important role as locations for public art, civic gathering places, and hosts for festivals and other cultural events.

## Town of North Hempstead Grants

As of 2019, the Town currently has 11 open and 10 closed (in the past five years) culture-related grants. Culture related grants in this context include Open Space/ Recreation Improvement and Design, direct Arts and Culture, historic Preservation, Community Space, and Streetscape Urban Design. Fig. 17 shows the grant monies received by the Town sorted by category, with Open Space/Recreation grants comprising more than half of all grants, and Historic Preservation receiving considerable support as well.

## Other Town Support for Arts and Culture

These calculations do not include other arts and culture support which can include police and sanitation details at festivals and events, as well as Town staff coordination for events and Town grant writing in support of cultural initiatives.

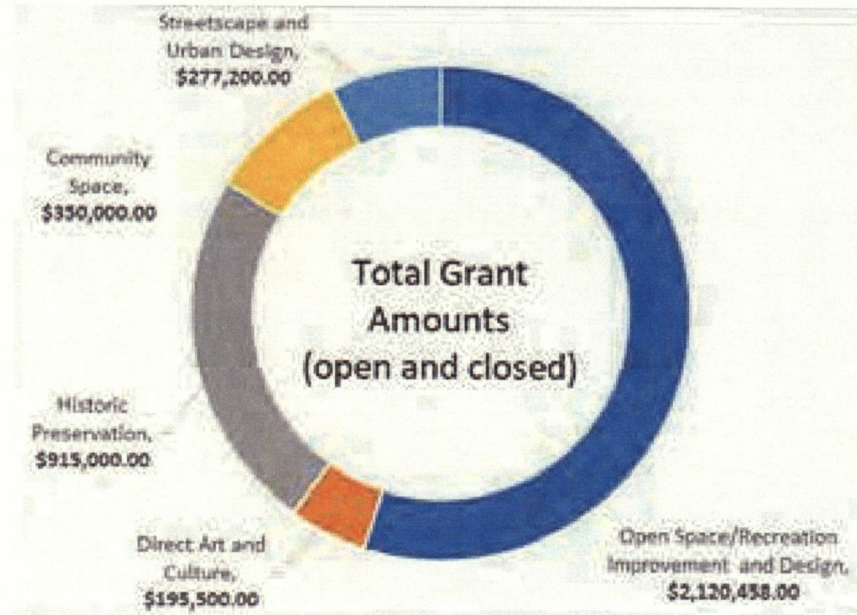


Figure 17. Total Town of North Hempstead Grants Received in the past five years, as of 2019. Source: Graphic by CivicMoxie, LLC with information provided by the Town of North Hempstead.

## Town Business Districts and Organizations

The commercial districts of the town are home to arts and cultural organizations and spaces and also offer complementary services and dining. The business organizations of the town address needs of for-profit and nonprofit businesses. This Cultural Master Plan includes important feedback from the business community and identifies interests and goals shared by retail, dining, hospitality, arts and culture, and recreational sectors.

Fig. 18 illustrates the town's Commercial Districts, some of which are Business Improvement Districts (BIDs).

The special characteristics of these districts, and the businesses and cultural experiences they offer, are an important part of the overall arts and cultural environment of North Hempstead. Some of the unique attributes of the commercial districts that are important to consider in arts and cultural planning include:

- The Village of Mineola is known for its Portuguese restaurants and provides a “destination” for specialty dining in the town.
- The hamlet of Manhasset, is the Town seat (location of Town Hall) for the Town of North Hempstead and Plandome Road contains the old commercial center and the LIRR Station (37 minute commute to Manhattan). The high-end shopping center Americana Manhasset is located in this hamlet as well.
- The BIDs in the town offer opportunities for arts and culture collaboration, cross-marketing, and other benefits:
  - Village of Great Neck BID
  - Greater Port Washington BID
  - Village of Westbury BID

There are also multiple Chambers of Commerce in North Hempstead and representatives from some of these participated in a special business/chamber cultural master plan focus group. In addition, The Town Supervisor regularly updated the town chambers on the Cultural Master Plan recommendations and details of early action pilot projects recommended in this Plan.

There are Chambers of Commerce for the following areas of town:

- Great Neck
- Greenvale
- Manhasset
- Mineola
- New Hyde Park
- Port Washington
- Roslyn
- Westbury
- Willistons

In addition, there are two regional business organizations:

- Nassau Council of Chambers of Commerce
- Long Island Association

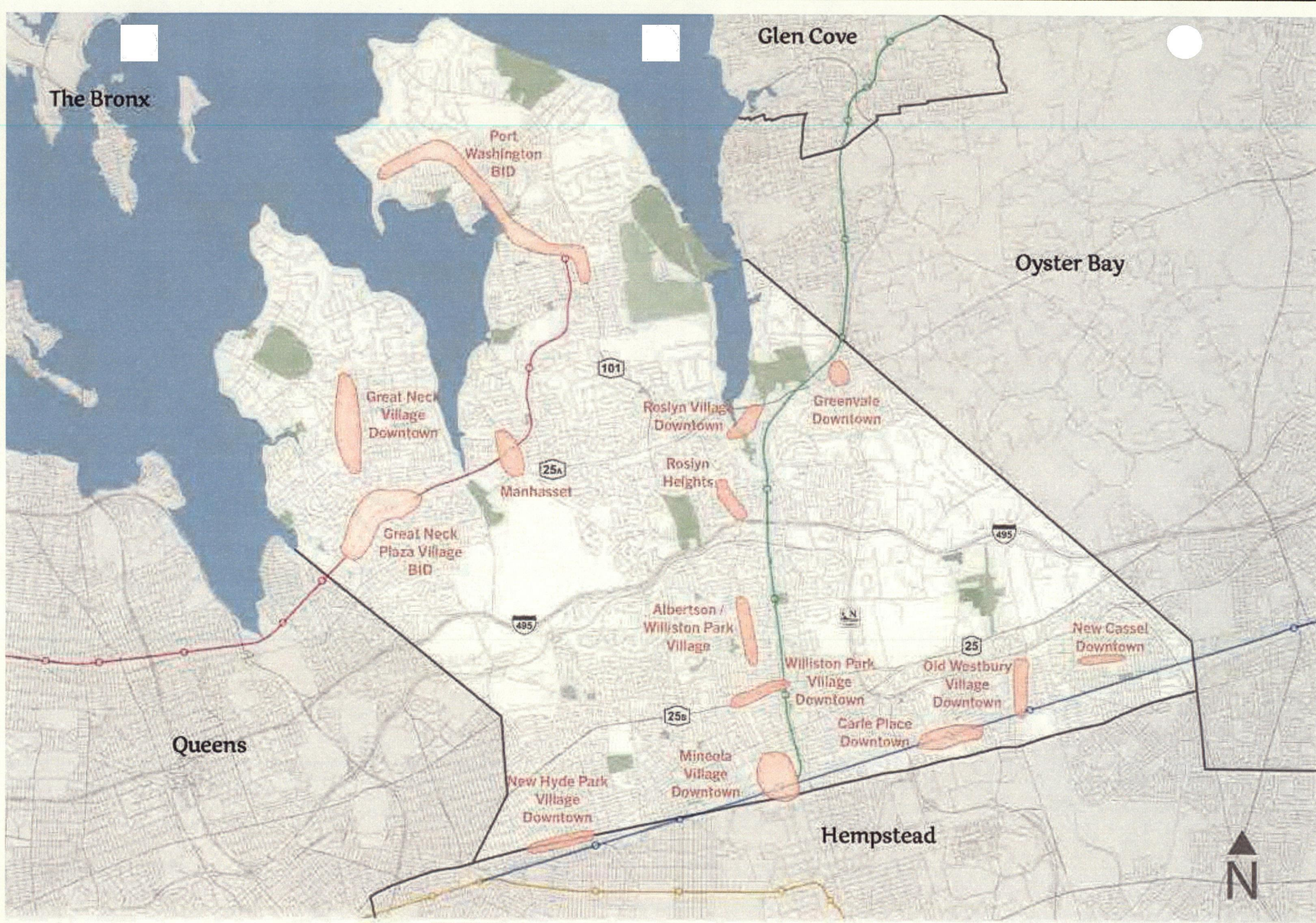


Figure 18. Town of North Hempstead Commercial Districts and Business Improvement Districts (BIDs). Source: Graphic by CivicMoxie, LLC with information provided by the Town of North Hempstead.



*Dr. MLK Jr. Event at the Yes We Can Center in Westbury NY 1/2019.  
Source: Town of North Hempstead.*

While the chambers do coordinate and jointly meet throughout the year, there appears to be very little, if any, coordination between commercial districts. Feedback received during the cultural planning process indicated that businesses have a desire to align goals, work together, and cross promote with each other and arts and cultural organizations.

Coordination with arts and culture was of great interest to businesses because of the stresses they feel from online competition. The commercial districts are struggling to counter the “Amazon Effect” in which free delivery, the convenience of shopping from home or office, and cyber sales all have eroded the customer base in traditional bricks and mortar commercial districts. Storefront vacancies are an issue in some districts and rent levels don’t match the retail return expectations... further creating dead spots in districts and eroding customer experience. Many of the conversations in meetings and the business focus group has centered on the value of arts and culture to enhancing the two advantages bricks and mortar retail has over online shopping – supporting complementary dining and offering authentic and unique personal experiences. These business challenges and concerns are listed in the stakeholder feedback later in this section.

Because of these business concerns, business owners have a very strong sense that the benefits for all involved, including arts and cultural organizations, far outweigh the challenges of coordinating efforts across the large size of the town and multiple business districts and villages. This Plan recognizes the alignment of many business and arts and cultural goals and Section 3 outlines recommendations to encourage cooperation and communication between all parties – an area where the Town can add substantial value by facilitating conversations and leading initiatives.

## Regional Context for Arts and Culture

The Town of North Hempstead relies on grant funding from the New York State Council on the Arts (NYSCA) for support in its arts and cultural work and also seeks grants from other government sources. In addition, because of North Hempstead's proximity to New York City and other surrounding suburbs, activity and support of arts and culture regionally has a great impact on local efforts to attract funding and audiences/customers.

### The New York State Council on the Arts

Ranking 6th among States for FY2019 for highest arts and culture funding per capita, the New York State Legislature allocates \$45.3 million to arts and culture through the New York State Council on the Arts (NYSCA), equating to \$2.32 per person. In 2018, NYSCA distributed \$41 million through direct grants and re-grants to 2,400 organizations and artists across 15 grant programs and the Regional Economic Development Council (REDC) initiative. The NYSCA and REDC initiative is a funding source available for "projects designed to enhance and transform the cultural and economic vitality of New York State communities through the arts and culture, addressing REDC initiative priorities including placemaking and workforce development." In 2019, this grant initiative gave \$10 million to 123 organizations working to foster art and culture and economic development.

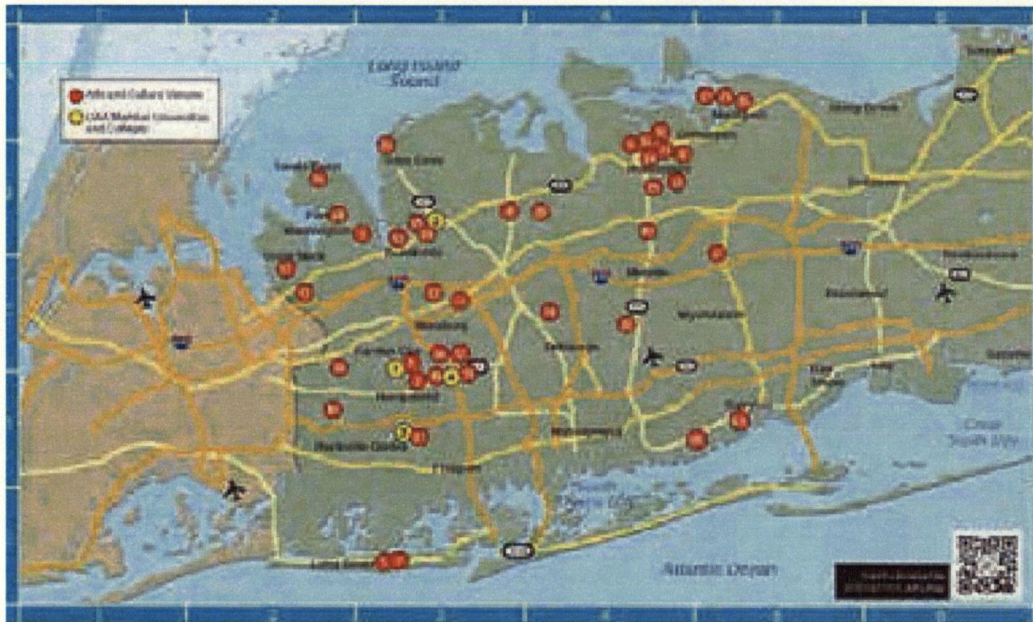
North Hempstead's nearby neighbors in Westchester County and New York City have been active in arts and culture.

New York City, a global city with a large creative economy, completed its first ever comprehensive cultural plan in 2017. Alongside its plan to grow and sustain an equitable cultural ecosystem, the New York City Department of Cultural Affairs is the largest cultural funding agency in the country with a Fiscal Year 2014 expense budget of \$156 million and a capital budget of \$822 million over the next four years.

Westchester County Government in partnership with ArtsWestchester has provided over \$35 million to the cultural sector over the last 50 years within Westchester County. Utilizing funding from the state and county government, ArtsWestchester has successfully created artist-in-residence programs, grant opportunities, scholarships, a Folk Arts program, and supported cultural tourism.



*Chilean Festival at North Hempstead Beach Park, Port Washington NY 9-15-19. Source: Town of North Hempstead.*



**WESTERN LONG ISLAND ARTS AND CULTURE VENUES**

- |   |  |   |   |   |
|---|--|---|---|---|
| <p>1. <b>Albany Community Performing Arts Center</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>2. <b>Albany Institute of Historical Studies</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>3. <b>Albany State University</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>4. <b>The Albany Theatre</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>5. <b>Albany Symphony Orchestra</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>6. <b>Albany Youth Orchestra</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>7. <b>Albany Youth Theatre</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>8. <b>Albany Youth Symphony</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> | <p>9. <b>Albany Youth Symphony</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>10. <b>Albany Youth Theatre</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>11. <b>Albany Youth Orchestra</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>12. <b>Albany Youth Symphony</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>13. <b>Albany Youth Theatre</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>14. <b>Albany Youth Orchestra</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>15. <b>Albany Youth Symphony</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> | <p>16. <b>Albany Youth Theatre</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>17. <b>Albany Youth Orchestra</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>18. <b>Albany Youth Symphony</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>19. <b>Albany Youth Theatre</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>20. <b>Albany Youth Orchestra</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>21. <b>Albany Youth Symphony</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> | <p>22. <b>Albany Youth Theatre</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>23. <b>Albany Youth Orchestra</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>24. <b>Albany Youth Symphony</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>25. <b>Albany Youth Theatre</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>26. <b>Albany Youth Orchestra</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>27. <b>Albany Youth Symphony</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> | <p>28. <b>Albany Youth Theatre</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>29. <b>Albany Youth Orchestra</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>30. <b>Albany Youth Symphony</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>31. <b>Albany Youth Theatre</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>32. <b>Albany Youth Orchestra</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> <p>33. <b>Albany Youth Symphony</b> (5-11)<br/>100 West Broadway<br/>Albany, NY 12202<br/>518.274.2700<br/>albanyarts.org</p> |
|---|--|---|---|---|

Figure 19. Arts Organizations Map 2019, Long Island Arts Alliance. Source: <https://longislandartsalliance.org/>

## Long Island Arts Organizations

On Long Island, there are many arts and cultural initiatives including the Long Island Arts Alliance (LIAA), which serves the arts across Long Island. The LIAA creates a yearly map of arts organizations, funded by a grant from the Long Island Community Foundation. (Fig. 19.)

The Long Island Arts Alliance...

*“is an alliance of and for the region’s not-for-profit arts, cultural and arts education organizations. LIAA promotes awareness of and participation in Long Island’s world-class arts and cultural institutions. Formed in 2003, LIAA offers leadership and diverse support services to arts organizations, serves as an advocate for arts education in our schools and collaborates on strategies for economic development and community revitalization.”*

*<https://longislandartsalliance.org/>*

The LIAA offers Arts Management Forums, which are free to members, on topics of interest to organizations and educators, and also has a scholarship fund.

This organization is somewhat unique. Given the size of Nassau and Suffolk Counties at a combined population of approximately 2.86 million people and a size of 2,826 square miles, it is not surprising that few organizations cover the expanse of the island. The LIAA highlights larger mainstay arts organizations (centers) and groups, however, North Hempstead contains many more small entities that create its overall cultural fabric.

In Suffolk County, there are seven arts councils; the County website has an arts section that highlights these councils, as well as performing arts venues, theatres, historical societies, museums, libraries, and other destinations (<https://www.suffolkcountyny.gov/Visiting/Arts-and-Culture#councils> ).

Nassau County highlights arts and cultural destinations and events under a “leisure” section on the County website (<https://www.nassaucountyny.gov/3673/Leisure> ). This section of the County website organizes information by location. The website lists only one arts council in the county – the Arts Council of Freeport. The web links to some items for the Town of North Hempstead, such as “Town of North Hempstead Concerts” and “Town of North Hempstead Neighborhood Concert Series” are broken or simply go to a general TONH web page.

This Cultural Master Plan for Town of North Hempstead is believed to be the first cultural master plan for a municipality on Long Island.



*Chinese Artists in America at the Gold Coast Arts Center, Great Neck NY. 3/19.  
Source: Town of North Hempstead.*



*Asian-American Festival at North Hempstead Beach Park, Port Washington NY  
5/18/19. Source: Town of North Hempstead.*

## Needs Assessment and Outreach Summary – What we Heard

This Plan is informed and understood by the stakeholder outreach conducted during this cultural planning process. Over the course of planning, outreach was conducted in a number of ways including:

- Interviews and meetings with Town and Village officials and staff
- Village mayors meeting
- Arts Advisory Council
- Focus Groups
  - Art, culture, and heritage/history organizations
  - Educational organizations
  - Chambers of Commerce representatives and businesses
  - Performing arts organizations
- One-on-one interviews with arts organizations, arts entrepreneurs, business organizations, historic organizations, and educators
- Community meeting of arts, public officials, and business stakeholders
- Online survey

Combined feedback from all outreach is summarized in the following pages.



## Greatest strengths of the arts and cultural community in North Hempstead

Stakeholders are excited and energized by the diversity of arts and culture in the town. There are large arts organizations, smaller organizations and informal efforts, and the programs and initiatives offered by schools, libraries, and others. Music, film, dance, fine art, and crafts are some of the focus areas for the arts and cultural community in the town. Art is also seen as a priority for many and the arts community is committed and talented.

This diversity, as well as talent and commitment, is seen as a strong foundation on which to enhance what already exists and grow programs and services to ensure all of the residents of North Hempstead benefit from the rich arts and culture of the town.

### Strengths

- Diversity
- Art and culture are priorities for many
- The arts community is committed and talented

## Challenges faced by arts and cultural organizations and businesses

The greatest challenge arts and cultural organizations face is not unique to North Hempstead. Identifying and securing reliable funding streams for operational and program costs is by far the most daunting challenge for nonprofits. The changing landscape of corporate America has greatly affected arts organizations; with an emphasis on global and online commerce, many corporations do not give locally in the way they did two decades ago. Banks, once a mainstay of arts and culture support, are consolidating which is reducing arts funding sources. Finding corporate patrons and board chairs is a challenge and even levels of volunteerism are down.

There has also been a general shift away from arts funding to issues of public health and education. Funder focus on audience metrics and outcomes is also a challenge for arts and cultural organizations, many of which are small and lack the resources to consistently track audience or customer demographics and measure the outcomes of their programs.

Arts organizations are also facing an aging audience. Reaching younger patrons as well as families is an ongoing struggle and nonprofits are competing with business schedules and online entertainment. Many arts organizations are looking for efficiencies of scale for marketing efforts as they are too small to effectively market on their own. Businesses and business districts are also facing similar challenges in trying to attract patrons to bricks and mortar retail and dining. Reaching economies of scale for marketing is difficult, even for a commercial district. In addition, both sectors (arts/culture and retail/dining) are struggling to break out of their silos and reap the benefits of cross-promotions and package experiences that can take advantage of the similar interests and needs of culture/dining/recreation customers. This is particularly important to retail and dining businesses that are struggling to counter online retail. There is a real interest on the part of businesses to collaborate with arts and culture to enhance customer experience in commercial districts and fill the growing number of vacant storefronts.

The challenges of reaching and serving diverse ethnic groups was also mentioned repeatedly. While North Hempstead's diversity, both in terms of resident demographics and arts and cultural offerings, is seen as a strength of the town, it is also a challenge for nonprofits and arts initiatives to provide offerings that attract a wide demographic in terms of income and ethnicity. The barrier of language differences was often mentioned as an impediment to reaching a broader cross-section of the community.

One other significant challenge facing arts and cultural organizations, as well as commercial districts that host programming and events, is that local news outlets are disappearing or merging. With far fewer media outlets spreading the word on activities, organizations, and programs, it is difficult getting the word out. This is compounded by the lack of a common calendar for arts, culture, and recreation. There are some calendars in existence but it has been a challenge getting everyone in arts and culture to populate events. Additional marketing of the calendar itself would be helpful in this regard.

Many of these challenges fall under a larger theme discussed by arts and cultural groups and businesses. North Hempstead is large and there are many entities – Villages, the Town, arts and cultural organizations, and the business districts – so many good things are happening and there is such a diversity of activity that it is difficult to know what is going on across the geographic expanse of the town. Many stakeholders expressed the wish for a way for everyone to come together to share information and collaborate to benefit everyone.

#### Challenges:

- Identifying and securing reliable funding streams
  - Funders disappearing
  - Switch from arts and culture to health and social impact funding
  - Increased demand for audience demographics and evaluation metrics is expensive and difficult
- Competing against online retail
- Increasing marketing/visibility
  - Attract younger audiences and families as audience is aging
  - Hard for individual villages, BIDs, and organizations to market...need economies of scale by joining forces.
  - Lacking coordination between arts/culture and businesses – missing benefits of cross promotion.
  - Must identify ways to reach different ethnic groups and involve/serve them.
  - Local news outlets are disappearing or merging - fewer ways to get the word out
- No widely accepted and used common calendar
- There is no one place or venue to exchange and share information (Villages, Town, arts and cultural organizations, and commercial districts)

## Needs of Arts and Cultural Organizations and Businesses

The needs of arts and cultural organizations and advocates and the business community are answers or solutions to many of the challenges that were discussed during the cultural planning process. There is a great need to have venues to share and collaborate across sectors. Programs, cross-promotions, grant applications, a shared calendar, and sharing spaces were all consistent themes in stakeholder discussions. Arts and cultural groups and advocates and businesses all see the benefits of working together in a host of areas. What is needed is a facilitator or organization that can make this collaboration and sharing easier across the political diversity and geographic expanse of the town. Businesses see that some organizing entity or umbrella arts, culture, and business advocacy group can add value by articulating clear goals, providing staff and resources to implement strategies, and by measuring metrics to gauge success.

A common calendar and map of destinations are also desired. The business community in particular is eager for a robust map of destinations that will support marketing that highlights complementary uses and businesses. A map and calendar can speak to the needs and desires of a wide range of recreational and cultural customers who are looking for dining and shopping venues to round out their experiences. In addition, cultural organizations would like to be much more involved in business district activities and promotions.

Arts and cultural organizations would like assistance in collecting and analyzing audience and customer data. Most of the organizations in North Hempstead lack the expertise and resources to collect extensive data on their audiences and participants and help from the Town or the ability to join forces with other organizations and businesses to increase their knowledge is highly desired. Arts and cultural organizations also would like to partner more with the Town on grant applications and see a more diverse range of support for arts and culture from Town Hall. Businesses need a full-range of marketing assistance from the Town, the Villages, or a special organization that includes arts and culture and complementary destinations such as recreational and historical venues.

Any assistance on securing additional funding, particularly for things not traditionally funded by grants, such as operating expenses, is greatly desired. Arts and cultural organizations would like to increase the potential to partner with the Town on grant applications and they want to ensure that artists are paid for their time and work when asked to participate in events and programs.

In addition, both businesses and the arts and cultural sector want enhanced wayfinding in the town that highlights business districts as well as arts, cultural, and historic destinations. Signage and information for visitors who come by train and other means of public transportation is also a necessity for stakeholders.

### Needs

- A venue/organization that facilitates sharing and collaboration across the town
- A shared calendar and robust map of arts, cultural, dining, shopping and recreational experiences in town
- Assistance in collecting and analyzing audience/customer data
- Enhanced Town support for arts and culture and possible entity to help coordination collaboration and marketing for multiple sectors (arts, business, recreation, visitor)
- Assistance securing additional funding for a range of things, including:
  - Additional arts and cultural spaces
    - Operational funding (staff, furniture, fixtures, and equipment) for nonprofits
    - Funding to support artist participation in events (payment for performances, transportation reimbursement, etc.)
- Enhanced wayfinding and transportation options/visibility for visitors taking public transportation and others

In summarizing what stakeholders desire from the Town of North Hempstead, the following items were consistently mentioned in meetings, interviews, and focus groups:

- Provide grants to others for public art or create and fund a temporary or permanent public art program
- Act as a clearinghouse or facilitator and “virtual meeting place” to hear what villages and everyone is doing in arts and culture
- Help create/fund an umbrella organization to oversee the support and promotion of arts and culture, businesses, recreation, and tourism
- Provide a common vision for arts and culture in the town
- Support a range of strategies to pursue grants and raise money for nonprofits and partner with nonprofits in grant applications
- Offer streamlined permitting for events and other needs such as temporary use of vacant storefronts
- Offer clarity around arts and culture goals, transparency regarding arts and culture support, and regular updates/progress reports on progress in reaching goals
- Promote arts, culture, retail, and dining in Town publications, website, etc.
- Be bold and take chances when it comes to arts and culture and worry less about negative publicity (all projects will have proponents and opponents and there is a general concern that often the Town doesn’t act for fear of something negative happening).

In addition, stakeholders expressed a desire for more support for arts and culture and historic preservation from Nassau County. Arts and cultural organizations also desire more timely decisions regarding County support and programs.

## Conclusion

The overall themes from stakeholders were that the main focus of this Cultural Master Plan should be the support of existing arts and cultural organizations, as well as enhanced marketing, advocacy, and funding support for arts and cultural organizations, including entities that focus on the town’s history and recreational destinations. Stakeholders want this Plan to identify ways to enhance public spaces and open spaces with art, activities, signage, wayfinding, and public amenities. There is also a strong desire for the Plan to identify strategies to support and facilitate collaborations between arts and culture, and businesses. These stakeholder needs and the information on existing conditions presented in this section shape the core goals and recommendations in this plan, which are presented in Section 3.



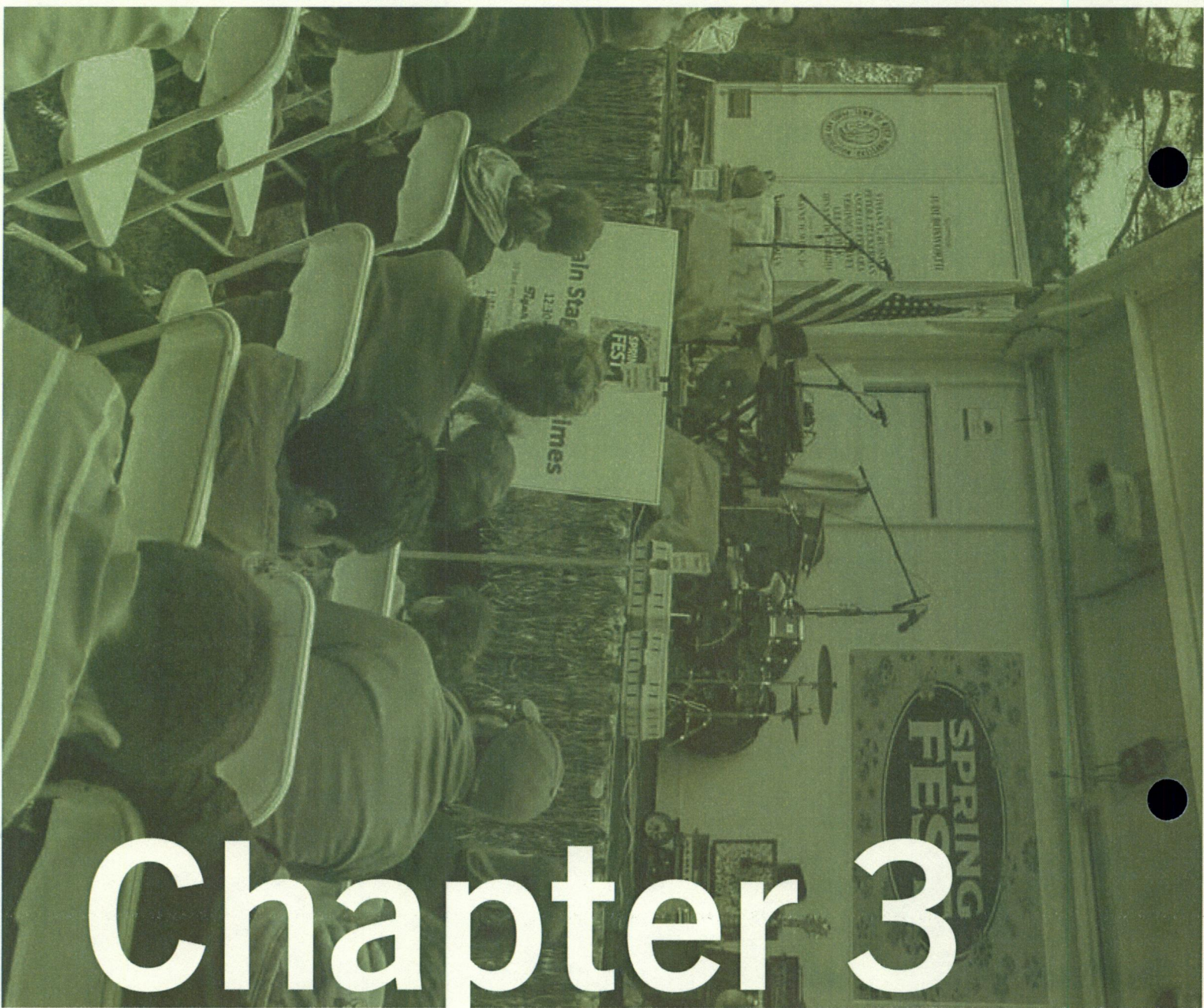
*Denton School Heritage Day, Denton Ave School, New Hyde Park NY.  
Source: Town of North Hempstead.*



*Hispanic Heritage Month at Yes We Can Center , Westbury NY. Source: Town of North Hempstead.*



*Spring Festival , Clark Gardens, Albertson NY*



# Chapter 3

## Vision: Goals and Strategies



70 Port Washington Chabad Menorah Lighting , Great Neck NY 12/2/18. Source: Town of North Hempstead



This chapter offers a vision for arts and culture in the Town of North Hempstead that reflects the input of arts organizations, creative individuals, businesses, nonprofits, and others during the cultural planning process. While this plan focuses on arts and culture, there is an extraordinary alignment of goals and needs between arts, culture, and for-profit businesses that is reflected in the goals and strategies below. In particular, retail, hospitality, and dining/food businesses have many areas of interest in common with the arts and culture community. This chapter lays out six goals and a series of strategies for each goal, including possible metrics to measure success.

**“Arts and culture thrive in the Town of North Hempstead by working hand in hand across village boundaries with businesses, the nonprofit and hospitality sectors, and public officials to identify opportunities to collaborate and support mutual goals and interests. Combined initiatives, marketing, and funding programs provide exciting opportunities for innovative projects. Clear goals and transparent processes for funding invite varied and wide-ranging participants, providing diverse support of arts and culture across the town.”**

## Plan Goals and Strategies

**Goal #1: Create opportunities for collaboration between arts/culture, commerce, and tourism**

Arts and cultural organizations and creative individuals and businesses see many opportunities for collaboration with commercial districts and hospitality businesses, and “Main Street Retail” is seeking innovative strategies to compete with online shopping choices. Mutually beneficial initiatives and programs can provide cost-effective and efficient ways to meet multiple goals for these organizations and businesses and historic and recreational destinations. The Town can incentivize opportunities for collaboration and adopt a systems approach to planning, and projects can benefit from a diverse array of stakeholders.

### 1.1 Regularly Assess the Town’s overall goals/projects/programs and identify ways the Town can support collaboration between culture, commerce, and tourism.

A liaison between Town Hall and the arts and cultural community can regularly assess Town initiatives, projects, and the CIP to identify opportunities for collaboration between sectors, including business and hospitality and recreational destinations that support Town goals. This designated staff position would attend Town department coordination meetings and capital planning sessions and would provide a coordinated view of ways the sectors can support Town efforts in economic development, public works, aging services, business support, open space amenities, etc.

### 1.2 Offer financial and other support to commercial districts, business organizations, nonprofits, and arts and cultural/creative organizations and entrepreneurs that collaborate across interest groups.

Clearly identified goals can offer incentives for various sectors to partner and cooperate on projects, particularly if funding is attached to collaboration. For instance, the Town might offer commercial district beautification funding for projects or programs that combine ideas and partnerships that include businesses, arts and cultural organizations/artists, or crafts people, such as signage or street furniture improvement proposals. Business Improvement Districts (BIDs) and Main Street organizations that include arts, culture, and history organizations and initiatives would be eligible for special funding for these initiatives.

## CASE STUDY

### Art on the Beach

*Hickory, North Carolina*

The City of Hickory, North Carolina started its public park bench art program, “Art on the Bench,” in 2008. The project calls on local artists to submit design ideas for park benches, and, if accepted, the City provides a \$500 stipend to the artist, who then is allowed to paint one steel bench. Since the program’s inception, artists have painted 67 benches, which are located at bus stops, parks, and other locations throughout Hickory. The program also gives local organizations the opportunity to promote causes important to them. The City also organizes events around the installations, like a scavenger hunt in the summer, for residents to get out and enjoy the beauty of the public art.



*Image source: <https://activerain.com/blogsviw/6562931-art-on-the-bench----local-artists-bring-color-to-hickory-nc---part-1>*

## CASE STUDY

### Iconic Signage Project

*New Orleans, Louisiana*

The Iconic Signage Project was implemented in the City of New Orleans in 2012 to connect local artists and businesses to promote small businesses. The goal was to have artists create signage for four local businesses, allowing them to tell their story in a unique way. Funded by a National Endowment for the Arts (NEA) grant, the project funded four signs on Broad Street. An important element of the project is to maintain the style of the street, meaning the signs are neon to reflect the glory of areas history of jazz. The goal of the project is to promote arts while stimulating the economy of an area of the city that needs it, bring people back to Broad Street.

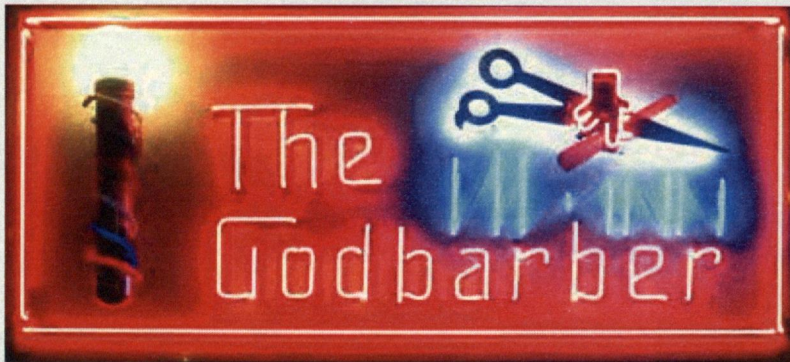


Image source: <https://www.wvno.org/post/iconic-signage-project-puts-zulus-name-lights>

For more information:

<https://www.americansforthearts.org/by-program/networks-and-councils/public-art-network/public-art-year-in-review-database/iconic-signage-project>

[https://www.nola.com/entertainment life/arts/article\\_f79e1837-652b-5dc3-815d-cc4663e1c262.html](https://www.nola.com/entertainment-life/arts/article_f79e1837-652b-5dc3-815d-cc4663e1c262.html)

## CASE STUDY

### Artist and Business Signage Program

*Kenosha, Wisconsin*

In 2015, The City of Kenosha, Wisconsin started a program that formed an alliance of businesses and artists to promote each other's work. The goal of the program is not only to promote local businesses but to also create experiences for local residents. The program has gone beyond just signage, with one of the two businesses having the artist paint their tables and promote their artwork on the walls of the establishment. Though the City may not actively promote the program any longer, they provide tips to local businesses on how to connect with local artists and what the value of these types of collaborations can be for the company's bottom line.

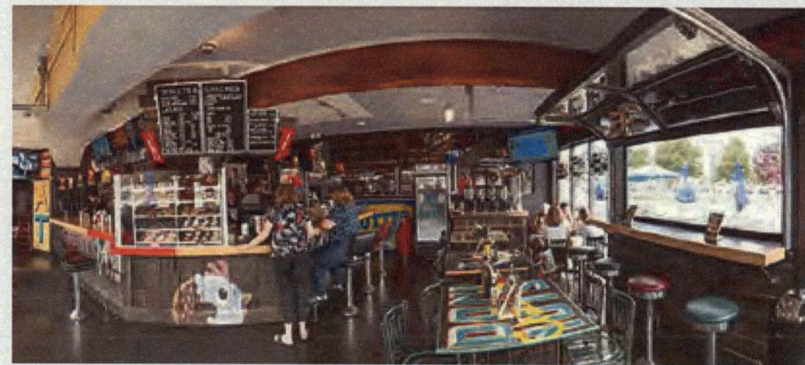


Image source: <https://brandonminga.com/>

For more information:

<https://www.marketingtango.com/signage-flourishes-at-the-intersection-of-art-marketing/>

<http://popdotsigns.com/signage-flourishes-at-the-intersection-of-art-marketing>

**1.3 Seek out grants and funding opportunities that are geared to collaborative efforts between arts and cultural organizations and businesses and other entities.**

To increase the resources available for arts and cultural activities and programs, nontraditional arts funding should be sought by identifying multi-purpose collaborative initiatives and pursuing funding from non-arts sources. Public health, senior and aging programs, and transportation/ mode choice programs, etc., are all possible sources for collaborative grant opportunities.

**1.4 Create an Arts in Vacant Storefront Program for commercial districts.**

As commercial districts struggle to compete with online retailing, many have turned to enhancing the two areas where online shopping can't compete – cultural and civic experience and events and dining. Finding affordable space for galleries, studios, and resale outlets is a challenge for the arts community. In districts with vacant storefronts, programs to create pop-up arts and cultural uses to activate ground floor spaces, market new experiences and retail items, and celebrate local culture can support healthier “Main Street” districts and serve the cultural community as well. These programs require coordination in order to guide landlords and potential tenants through the steps and offer the technical assistance and marketing needed to ensure success. *See Action Kit #1 for detailed information to implement this priority strategy.*

## CASE STUDY

### Fargo/Moorhead StreetsAlive

*Fargo, North Dakota & Moorhead, Minnesota*

StreetsAlive! is a free event that celebrates a healthy community through the use of public spaces for walking, cycling, and rollerblading. It is meant to inspire the community to improve individual and public health. Each summer, a three-mile loop stretching from downtown in the City of Fargo, North Dakota across the Red River into the City of Moorhead, Minnesota, is closed to car traffic. The route, which runs through a portion of Fargo's Central Business District and Civic Center, several parks, and two residential areas, is intended as a temporary thoroughfare for cyclists, pedestrians, and rollerbladers of all ages. StreetsAlive features arts and cultural offerings, such as Native American Dance performances, healthy food exhibits and booths, active games geared toward kids, in addition to other programming along the route. Since the primary goal of StreetsAlive is to “increase active transportation and promote physical activity as part of a community health initiative,” it blends arts and culture with public health interests. StreetsAlive grew out of a public health campaign that promotes health and safety in schools, child care centers, work sites, and residential communities. The founders of the event applied for funding through Blue Cross of Minnesota, which earmarks significant funds for preventative health campaigns in physical activity, food access and tobacco prevention. They were awarded grants to get the program up and running. Blue Cross of MN and other health organizations continue to be sponsors.



*Image source: [www.fargomoorhead.org](http://www.fargomoorhead.org)*

## CASE STUDY

### Project Storefronts

*New Haven, Connecticut*

The City of New Haven has been economically challenged for a number of years due to the decline of local manufacturing and other factors. The lack of jobs hit the downtown area hard and created many commercial vacancies. A few years ago, the City implemented Project Storefronts to counter the vacancies and bring life back to its downtown. To do so, the City partnered various local organizations from the City's Department of Arts, Culture, and Tourism (DACT) to local business owners and negotiated free 90-day access to vacant spaces. DACT helped the aspiring entrepreneurs obtain insurance and legal aide to ensure their ability to operate. Once operational, DACT organized events like a city-wide open studios programs, an arts festival, and an exhibition to promote the new initiative. The success of the program was tremendous, with four new companies opening in New Haven and spin off events such as First Friday on 9.

For more information:

<https://www.arts.gov/exploring-our-town/project-storefronts>

## CASE STUDY

### Pop-Up Temporary Uses Ordinance/Permit

*Austin, Texas*

In 2011, the City of Austin Texas created an ordinance to allow temporary use certificates in both the Central Business District and the Downtown Mixed-Use District. According to the executive vice president of economic development, Molly Alexander, the goal is to make the locations affordable and accessible to local artists so they can grow their businesses. One interesting aspect noticed in Austin is that even large national companies are finding the value of pop-up shops in trendy cities like Austin.

For more information:

[https://www.austintexas.org/event/austin-af-meet-your-maker\(s\)-%7C-pop-up-shopping/341982/](https://www.austintexas.org/event/austin-af-meet-your-maker(s)-%7C-pop-up-shopping/341982/)

## CASE STUDY

### Fees for Vacant Properties

*New Bedford, Massachusetts*

The City of New Bedford, Massachusetts has had a challenging time as the fishing industry wains. Factories that were also the mainstay of the economy in the city closed long ago, and vacant properties continue to be an issue. In response to increasing building vacancies and to combat high rents, the City instituted Vacant Building Registration Fees. Details of this program include:

- A one-time Code Inspection Fee of \$500.00 in addition to the fees outlined below.
- On or before November 15th of each calendar year, the owners of any vacant building shall pay to the Department of Inspectional Services a registration fee to cover the administrative cost of monitoring and ensuring the proper maintenance of such vacant buildings. The annual registration fee shall be based on the duration of the vacancy as of November 15th of such year according to the following schedule:
  - \$500.00 - Properties that have been vacant for less than one year
  - \$1,000.00 - Properties that have been vacant for one year or more but less than two years.
  - \$2,000.00 - Properties that have been vacant for two years or more but less than three years
  - \$3,000.00 - Properties that have been vacant for three years or more

For more information:

<https://arlington.wickedlocal.com/news/20171013/vacant-storefront-by-law-in-effect>

## CASE STUDY

### Vacant Commercial Property Registry

*Arlington, Massachusetts*

The Town of Arlington, Massachusetts instituted a “vacant commercial property registry” in 2017, fining landlords of commercial properties \$400 a year if the property is vacant. This was done to not only ensure that the landlords are actively working to get new tenants but also to find a way to integrate public art into the community. To waive the fine, the Town allows a public art alternative, called the Art Revitalization Town Storefronts, until the space is rented. This case illustrates the patience and work that is sometimes needed to achieve success. The first year of the program, only two storefronts signed up due to a lack of understanding and not enough art for locations. To build interest in the program, the Town’s Art Council began a pilot program in 2018 which involved strategically placing an installation attained from a group of both professional and high school artists. The Town understands that it may take time to spread the word and grow the program.

For more information:

<https://arlington.wickedlocal.com/news/20171013/vacant-storefront-by-law-in-effect>

### 1.5 Initiate an annual town-wide cultural/business summit.

To ensure that this Cultural Master Plan is a living document, and to support continued collaboration between diverse sectors in town, an annual town-wide culture and business summit should be conducted. Cultural organizations, historic and visitor destinations, and commercial districts and restaurants should participate, as well as village mayors and Town leadership. Major foundations and businesses should also be invited. The agenda for the annual meeting should include the following:

- Assessment of progress on the Cultural Master Plan action items
- Report on events, collaborations, programs, etc., of the past year – challenges, successes, proposed changes
- Discussion of new collaborative/innovative collaboration possibilities
- Work plan and goals for coming year

### Goal #2: Increase visibility and marketing for arts, culture, commerce, history, and tourism.

Currently, many arts and cultural nonprofits, as well as businesses, are associated by their geographic location. Yet, taken together, businesses and arts, cultural and visitor destinations can be complementary to each other, with restaurants serving recreation and cultural visitors, and culture patrons shopping in local stores. Overall marketing that links destinations and activities across the town (and beyond) to increase visibility and provide a broader market reach can help support a broader audience for arts and culture, and a larger market for North Hempstead’s commercial districts, benefitting businesses, nonprofits, and visitor destinations.

**2.1 Build on the Town's current arts and cultural assets map to include other destinations (recreation, dining, etc.).**

The Town created a map of arts and cultural assets in 2016. An excellent record of the cultural and arts spaces and organizations in the town, this map should be updated, including addresses, contact information, and organizational mission/programs or business offerings. In addition, complementary destinations should be added to enhance the mutual benefits of joint marketing. Destinations that should be included on the map include:

- Arts and culture
- Restaurants
- Recreational and historic activities
- Retail businesses
- Public art
- Events/festivals locations

This enhanced map can form the foundation for a “one-stop-shop” website and/or app. This map should be self-populating for registered users so that each destination/organization will be responsible for updating and uploading its own information. Recommended information that should be available on the map:

- Name of business, destination, organization
- Address
- Phone and email
- Type of destination, such as:
  - » Retail shop
  - » Arts and cultural programming/events
  - » Educational activities
  - » Festivals with usual time of year/dates
  - » Public services (library, senior services, etc.)
  - » Public art
  - » Restaurant
  - » Recreational spot or activity
  - » Historic tour or site
- Hours of operation
- Link to entity website

**2.2 Create a website (and/or smartphone/tablet application as one-stop “go to” for visitors and residents regarding town happenings and commerce.**

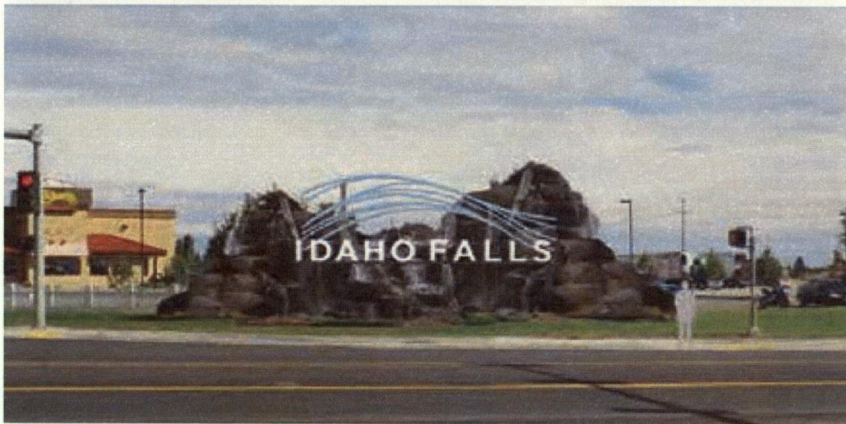
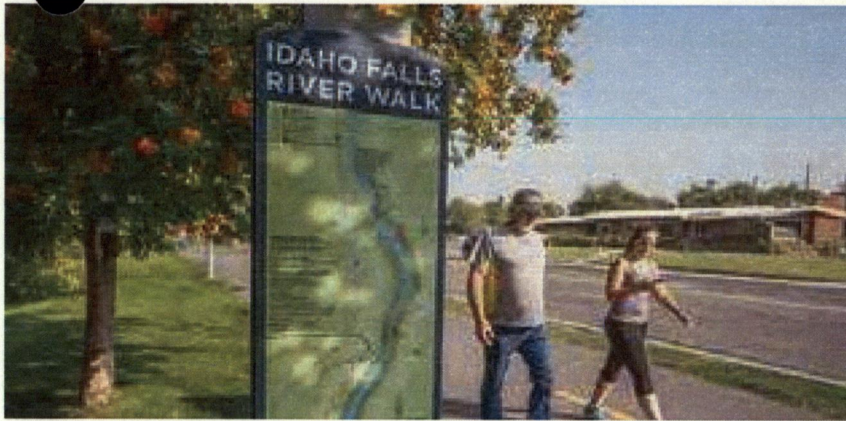
A website with information on arts and cultural, retail, dining, recreational, and historic destinations can provide a “go-to” place for residents and visitors to find places to go and things to do. This website would contain the following information:

- Brief, overall description of arts, culture, commerce, and tourism in the town.
- Asset map showing complementary uses and destinations, searchable by category of destination, geographic area, or day/time of visit
- Calendar of events, festivals, classes, programs, etc.
- Information on the Cultural Master Plan and a report on progress and what goals have been met for the prior year on arts and culture support and growth, business district vitality, and support of arts and cultural investment across the town

*See Action Kit #2 for detailed information for implementation of this priority strategy.*

**2.3 Support a unified wayfinding system for culture and commerce.**

Unified signage across the town for arts, cultural, historic, and business district destinations can support the collaborative aspirations of this Cultural Master Plan and support greater visibility for these sectors. Many cities and towns provide wayfinding for major destinations and cultural districts. Signage designed as a singular brand for the town, can support collaborative marketing efforts and help increase audience/customers.



Idaho Falls has a coordinated wayfinding system that directs residents and visitors to special destinations and to parking. Source: eastidahonews.com

**2.4 Undertake and fund a regional marketing campaign.**

Individual arts and cultural organizations, historic destinations, businesses, and commercial districts undertake their own marketing, including print, digital, and signage. Larger collaborative marketing that reaches beyond the town toward a regional audience can highlight multiple destinations and support complementary businesses. These campaigns could be seasonal and focus on festivals as well as other things to do in the vicinity, or holiday shopping and arts uses in vacant storefronts, or even theme-based - highlighting dining destinations with multiple restaurants or ethnic food in town. Cross-marketing (discounts for dining after attendance at performances or a museum, for instance) can be advertised in this way as well.

**2.5 Provide an inventory and database for arts and cultural spaces in the town.**

It can be helpful to develop an inventory, including a map and list of details, for all spaces that are available for arts and cultural uses North Hempstead. Affordable and readily available rehearsal space, performance spaces, and gathering spaces can be difficult to find. A simple map and inventory list can make it easier for nonprofits, arts groups, and others to find space. This information should be actively managed by a designated organization and should include the following for each listing:

- Physical address
- Contact information for owner or manager
- Rental availability and guidelines, including hours/days available
- Suitability of space for
  - » Rehearsals
  - » Music
  - » Performance and/or dance
  - » Meetings
- Size and capacity of space
- Associated amenities, such as kitchen
- ADA accessibility and limitations
- Cost for rental/use

See Figure 20 for an example.



2.6 Utilize Town notice boards/technology/offices to better disseminate information on TONH arts, culture, and history.

Information about arts and cultural organizations and classes, historic destinations, and events and festivals can be conveyed through the Town website and any informational screens that may be located throughout North Hempstead, and at Town offices. Notice boards can also be used to advertise events and other information.

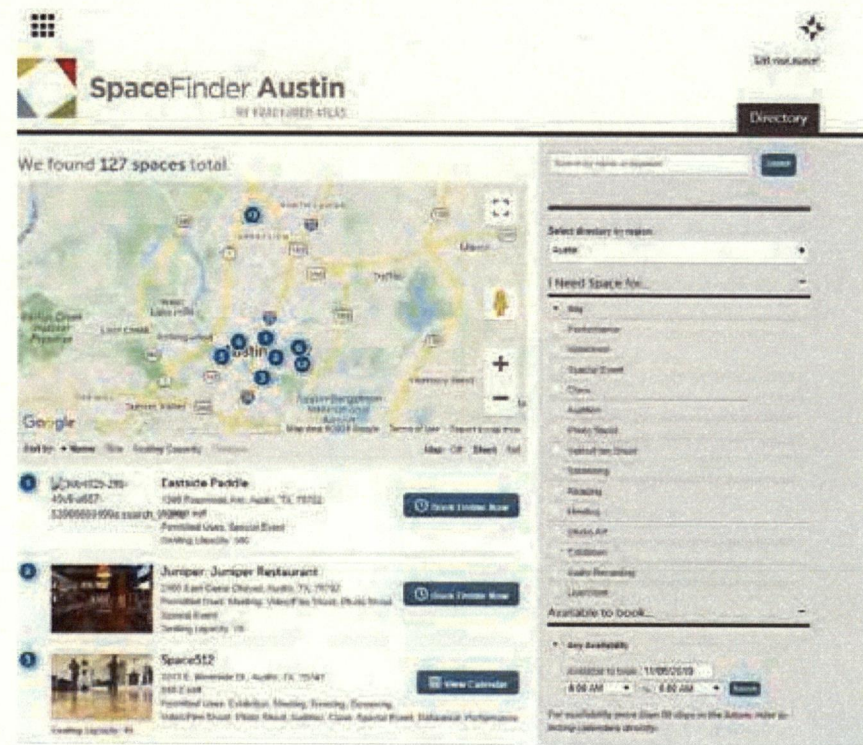
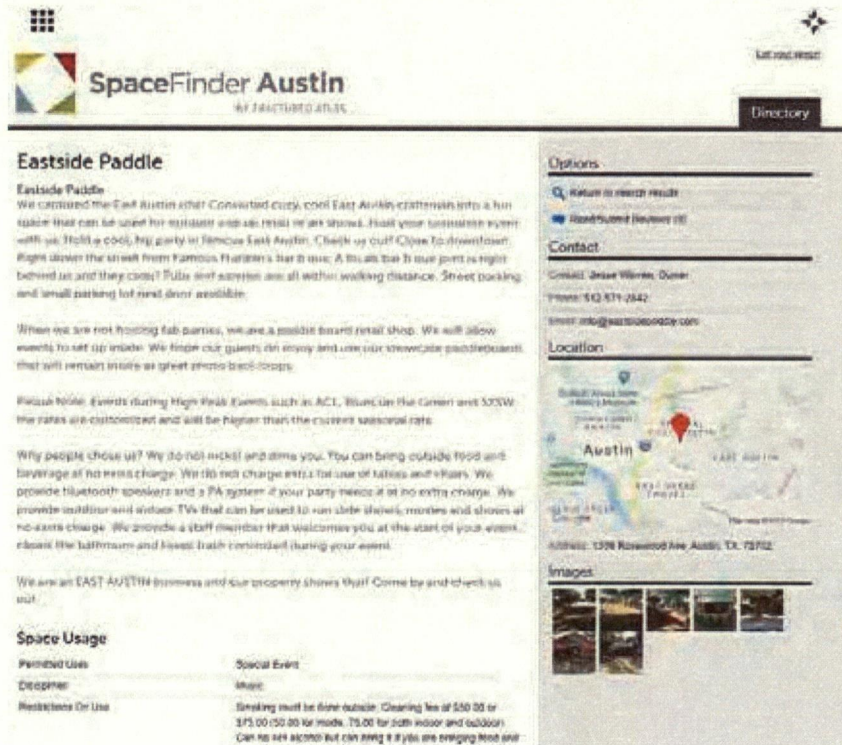


Figure 20. The images above show the spacefinder that is a core offering of Fractured Atlas. The organization is a New York City nonprofit founded to address the lack of affordable space for artists to create and present their work. Now in 15 U.S. cities, and 11 cities in Canada, the organization is connecting artists to space while helping businesses expand its offerings to new consumers. The online database can be a model for a simple map and inventory of spaces available for arts and culture in the TONH. Source: Fractured Atlas

### Goal #3: Create an organization to support culture, commerce, and tourism.

Many towns and cities have a cultural council that leads efforts on arts and cultural advocacy, raises grant and sponsorship funds for the benefit of arts and culture, and oversees a public art program. The Town of North Hempstead's BTDC advocated for businesses and oversaw a beautification grants program but did not perform many other roles of a traditional cultural council. In the TONH, there are also other business development and marketing needs, as well as support for tourism that have complementary goals and intersecting needs. A new organization can meet the needs of all of these sectors and serve as a combined business, cultural, and tourism group that supports advocacy, marketing, fundraising, and programs that seek collaborative ways to serve these stakeholders.

*Details on this new organization, including its roles, composition, and potential funding sources can be found in Action Kit #3 for implementation of this priority strategy.*

#### 3.1 Explore the creation of a new diverse nonprofit that promotes and advocates for arts and culture, commercial districts, and tourism and visitor destinations.

Leadership will be needed to oversee many of the recommended action items of this Cultural Master Plan. Because many of these recommendations are cross-sector, and involve the Town, Villages, and private for-profit and nonprofit support, a separate entity made up of diverse stakeholders can be best positioned to meet the needs and achieve the goals identified in this cultural planning process. While the BTDC offers a framework that is no longer the most relevant for Town needs, some of the functions of the BTDC are still needed and can be taken on by a new organization that facilitates interaction between arts, commerce, and other stakeholders. This nonprofit would include Village members (most likely focused on those Villages with larger commercial districts and/or major cultural destinations), as well as commercial districts and others.

#### 3.2 Identify a diverse funding model to support a new nonprofit.

A new nonprofit will need sustainable and diverse funding sources to support operational expenses and professional staff who can raise additional monies through events, programs, grant applications, and other sources. A key action for creating a new organization serving culture, commerce, and tourism will be the identification of funding to support base operating expenses. It is suggested that a membership model be explored whereby the Town, impacted Villages, and other members join the organization and provide yearly dues.

#### 3.3 Designate the new nonprofit as the Cultural Council for the Town.

The Town should designate the new organization as the Cultural Council for the TONH, allowing it to receive NYSCA grants, seek additional financial support for arts and culture, and oversee a variety of programs and initiatives including a public art and placemaking program.



*Dr. MLK Jr. Event at the Yes We Can Center in Westbury NY 1/2019. Source: Town of North Hempstead*

## Goal #4: Support public art and placemaking throughout the Town of North Hempstead.

North Hempstead contains commercial districts, open spaces, trails, and village parks and amenities. While these spaces and districts are managed and/or governed by diverse entities, the Town can provide an overall framework for public art and placemaking to encourage culture and activities.

### 4.1 Create a town-wide public art program.

A formal public art program can set clear guidelines and goals for art in public spaces and also seek funding for new installations. Details of such a program would include:

- Mission
- Committee to oversee policies and public art selection
- Goals for public as well as temporary art installations
- Designated areas for public art in the town
- Goals for public art in private developments and spaces, including guidelines
- Collaborative frameworks and partnerships with Town and Village departments, including Public Works, Planning, Parks, Recreation, and Culture, and others
- Agreements and policies regarding installation and maintenance
- Funding sources and fundraising

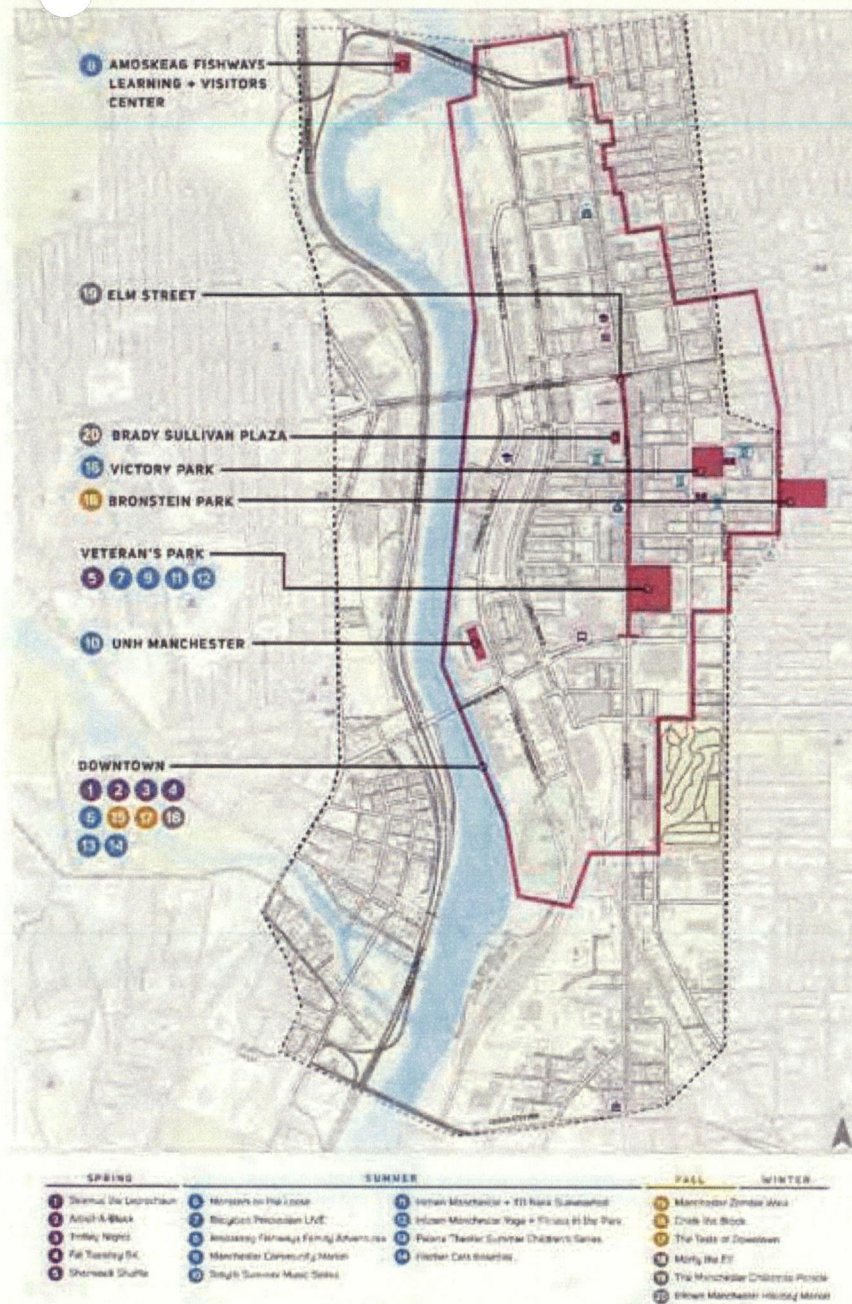
The public art program and oversight committee could be part of the new culture, commerce, and tourism organization.



*The public art walking tour map for Santa Cruz, CA. Source: Studio Halladay.*

### 4.2 Create and maintain a map of North Hempstead public art.

A map of public art, including sculptures, memorials, and murals, can raise the visibility and accessibility of these destinations and also provide useful information on where these assets may be clustered as well as what parts of the town may have little or no public art. An initial version of the map can be created with help from the Villages and arts and cultural advocates and would be updated as necessary as new pieces and installations are added. The map can be useful in identifying complementary destinations (art walks, restaurants, etc.) and highlight public art experiences.



### 4.3 Create and maintain a map of North Hempstead events and event spaces.

As a companion to the public art map, a listing of events and a map of their associated spaces can provide information on the various activities that are hosted in the town throughout the year. Festivals, bookfairs, harvest events, etc., should all be listed and marketed. This information can be used to create collaborative marketing strategies with business districts, restaurants, and arts and cultural organizations.

Figure 21. This map listing the various events and activities that occur in Manchester, NH was created by CivicMoxie to identify which parts of the Downtown and Milliard were devoid of placemaking activity and to also determine the seasonal distribution of events. The map offers a tool to help city advocates and the Downtown BID plan for future events to fill in gaps in themes, geographic location, and seasonal activity. Source: CivicMoxie, LLC

## Goal #5: Infuse arts and culture throughout Town initiatives and planning, where possible.

There are opportunities to move arts and culture “upstream” in the planning process by identifying ways the arts can influence Town initiatives and projects to enhance outcomes. From public works projects that may include artistic flourishes (poetry sidewalks, artist-designed bike racks) to influencing design standards or choices of materials, including an arts sensibility in planning and decisions can have a major impact on the physical environment and other aspects of North Hempstead life with little or no cost.

### 5.1 Appoint a liaison to ensure good communication between the Town and arts and culture stakeholders/projects/goals.

There should be a single point person in Town Hall who is the liaison to the arts and culture community of the town. If a new nonprofit is created to support culture, commerce, and tourism, this staff person should sit on the board of directors.

### 5.2 Institute regular Town Hall staff/leadership meetings to discuss mutual goals and potential collaborations between departments and Town projects and arts and culture.

Communication is the key to good collaboration and the best use of resources. Regular Town staff meetings can include an arts and culture component if the Town Liaison for arts and culture is a department head or staff member that regularly attends these meetings.

### 5.3 Redesign the Town of North Hempstead home page to speak to quality of life and character of the town, including arts and cultural offerings, public art, recreation, restaurants, and the commercial districts.

The Town website homepage should celebrate the special qualities that make North Hempstead a great place to live, work and play. Special events, districts throughout the town, initiatives, and spotlights on parks, special attributes, arts and cultural offerings, ethnic eateries, etc., can be featured on a rotating basis. The Town website may be the first impression someone has of North Hempstead and of Town government and it should feature excellent photographic images and compelling text to support a positive, welcoming message.



Figure 22. The Town of North Hempstead website could have a more graphic homepage with images of events and places and a spotlight section on some special aspect of the parks, culture, or other unique features of the town. Source: Town of North Hempstead home page.

5.4 Create welcome packets and “how to” guides for new and existing residents.

For many of the arts and cultural organizations that took part in the cultural master planning process, a major challenge was outreach to potential audiences and identifying volunteers and others to participate in events, contribute to activities, and be a part of the larger community in impactful and fun ways. One idea to encourage resident participation in town-based events and initiatives that received widespread interest from stakeholders is the creation and dissemination of a “welcome” packet and a “how to be involved in North Hempstead” guide (these could simply be a pdf found on the Town website) that highlight local social and recreational opportunities including trails, parks, volunteer opportunities, arts and cultural organizations, festivals, and educational offerings.

5.5 Create an annual report of quality of life indicators and progress in implementing the Cultural Master Plan as well as other initiatives.

The Town can create an annual report of its progress on the Cultural Master Plan as well as other initiatives. It is common during planning processes to hear from residents who have no idea of a town’s or city’s work/progress on planning initiatives or physical/infrastructure improvements. It is important to track progress and convey contributions to quality of life on a yearly basis. Good communication builds support for future initiatives and demonstrates action and progress...something all taxpayers want to see.

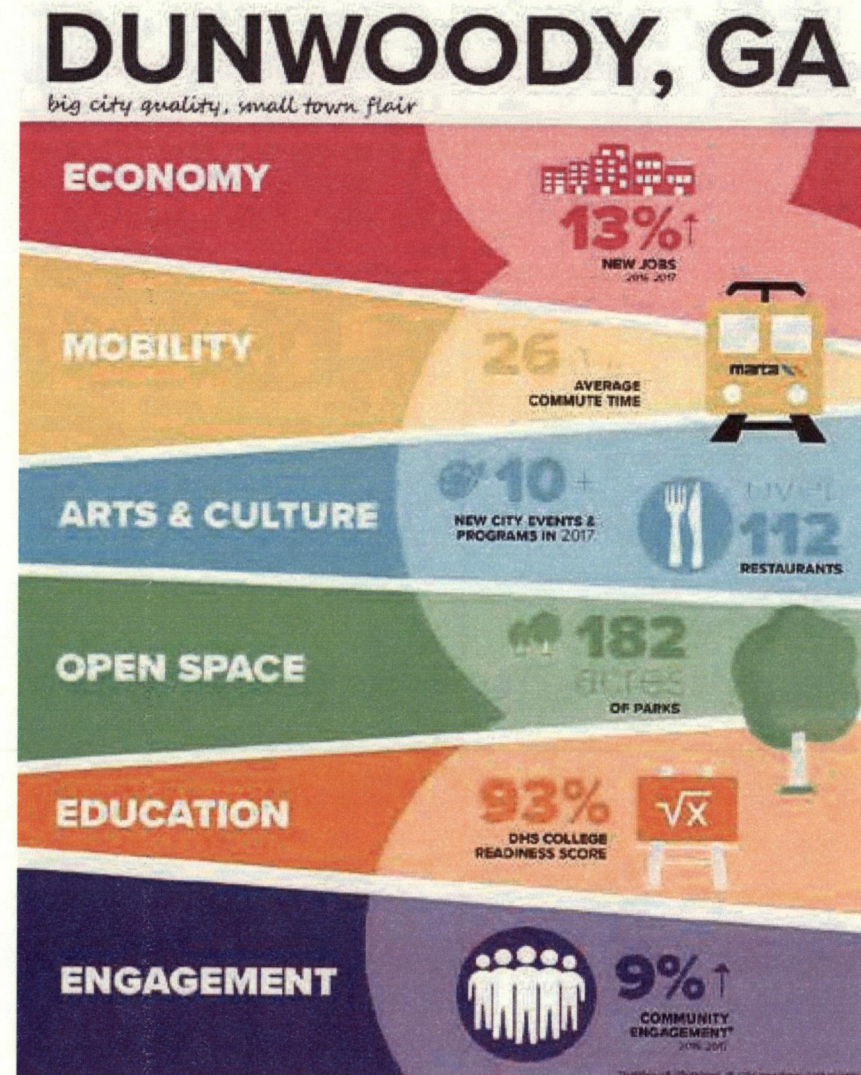


Figure 23. For the Create Dunwoody Arts & Cultural Master Plan, CivicMoxie suggested the City of Dunwoody create an annual quality of life infographic that demonstrates progress in some key areas important to residents and businesses. Source: CivicMoxie, LLC.

## **Goal #6: Support a balance of arts and culture across North Hempstead.**

North Hempstead is host to world-class arts and cultural organizations and is also composed of villages and hamlets that each have a particular character and unique attributes. Support for arts and cultural activities, organizations, and programs should be distributed across the town and clear goals articulated for public investment in the arts.

### **6.1 Establish an overriding policy of arts and cultural equity in the town.**

North Hempstead is a large and diverse place geographically and demographically. A key goal for public arts and cultural investment should be a diverse and broad distribution of support to ensure that both large organizations and smaller, local initiatives and community efforts are supported. Special programs that might award small placemaking grants for community arts or temporary public art grants (such as sidewalk chalk art or other such events) and music could serve to ensure that each part of the town receives support and recognition for diverse cultures, traditions, and cultural assets.

### **6.2 Set clear annual goals for Town public investment in arts and culture.**

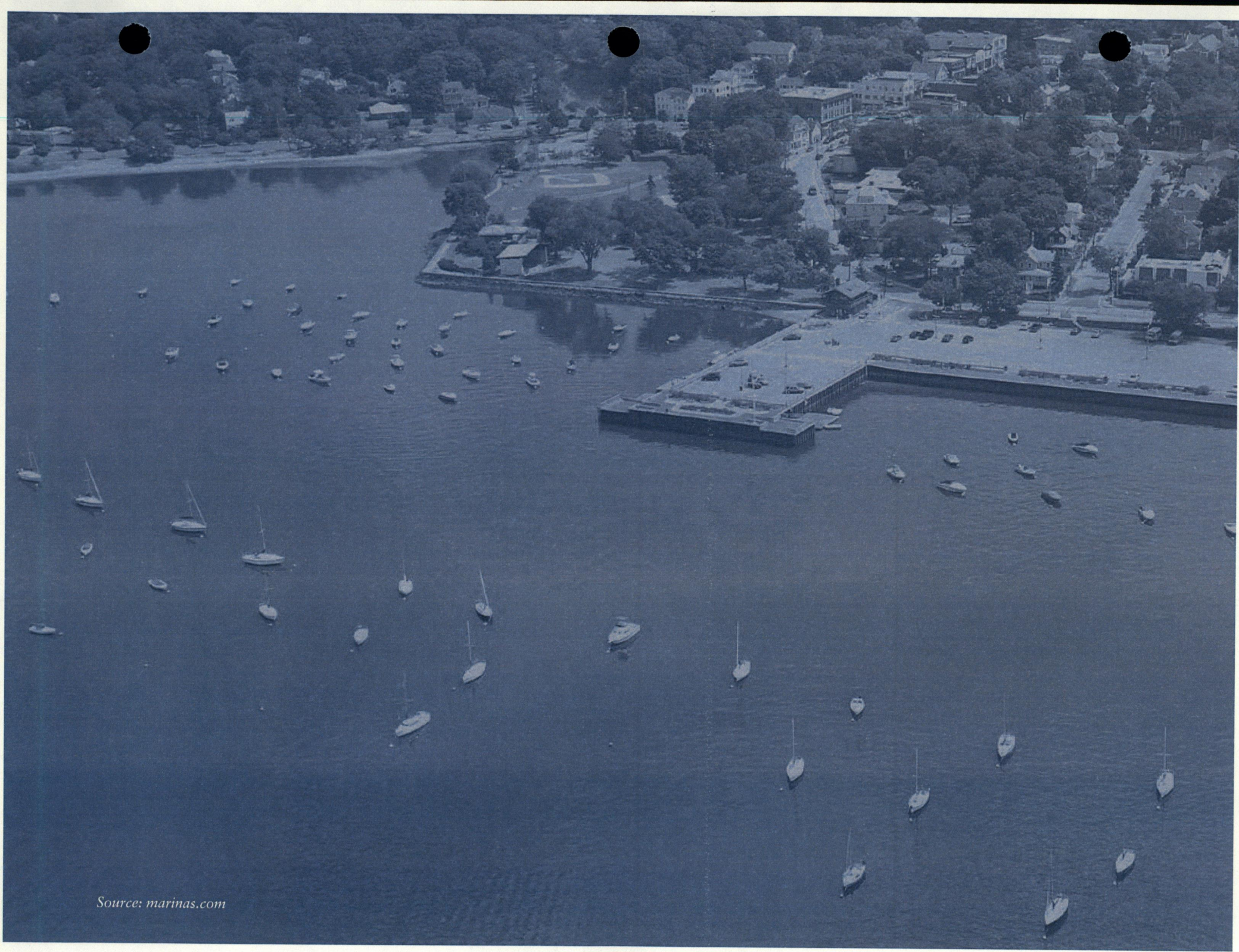
Town grants, possible support for a new nonprofit organization, and other Town contributions to arts and culture, should be made using clear goals as guidelines. As part of Town support, yearly evaluations should be expected from recipients of support, demonstrating how they met (or not) Town goals. The Town can then adjust support, request changes in programs, or change recipients in response to evaluations to ensure that goals are met.

### **6.3 Create and utilize tangible metrics to evaluate progress toward achieving Cultural Master Plan goals.**

This Cultural Master Plan contains metrics for measuring progress on the goals and strategies presented here. The Town, as well as a new organization, should agree on metrics for culture as well as for key goals for commerce and tourism. These metrics should be used to prepare an annual report on progress toward achieving goals. The report can be used to adjust strategies, shift funding, and otherwise meet the challenges of moving the plan and other initiatives forward.

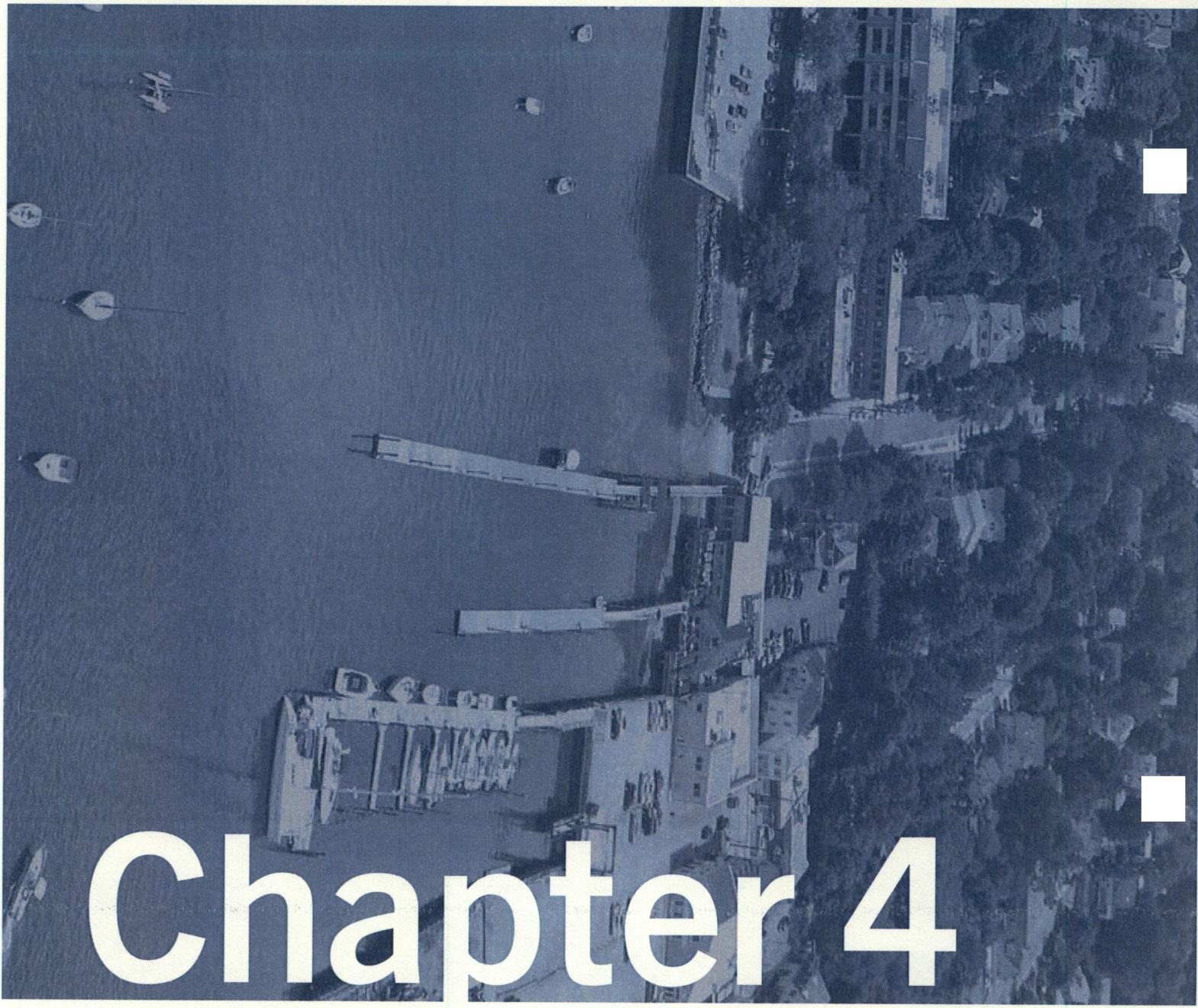
## **Conclusion**

Section 4 of this plan provides details on prioritization of the goals and strategies presented here in Section 3, a recommended timeline for implementation, and information on whom should lead and be involved as well as recommended funding sources where applicable.



Source: [marinas.com](http://marinas.com)





# Chapter 4

## Making It Happen

## Introduction

This Plan identifies six major goals for arts and culture in North Hempstead, and a total of 25 strategy recommendations to achieve these goals in the coming decade. Early in the community outreach phase of this cultural planning process, feedback received from both arts and cultural stakeholders as well as business owners and business organizations revealed a strong alignment of goals and interests. In addition, both groups are eager to collaborate and believe there are many benefits to sharing information and working together. As a result of these mutual interests, this Plan offers some key strategies that weave the two interests together.

All of the elements of this plan cannot be implemented simultaneously and some strategies must be in place before others can be executed. This section provides an overview of implementation and offers suggestions for priority action items to ensure that the foundation for success is in place as the Town moves forward. Each strategy included in Section 3 is listed here with recommended prioritization, the suggested lead role, and other details. Funding opportunities are also explained in greater detail and are sorted according to whether they are local, regional, or national in source.

### Priority Action Items

In the chart, the three strategies listed under Goal 3: Create an organization to support culture, commerce, and tourism, are highlighted for priority short term action. This organization is labeled as the Culture, Commerce, and Tourism Council (CCTC) in this Plan. Of the 25 strategies listed in this Plan, ten of them require the lead of the CCTC and another two recommend that the CCTC share the lead role with others. Thus, almost half of the recommendations for action in this Plan require an organization or department that has the sufficient capacity, expertise, and authority to move forward decisively and steadily with Plan implementation. A vibrant arts and cultural environment and healthy business districts that contribute to a high quality of life for residents is best achieved when all stakeholders join together to create a menu of exciting options and opportunities. At the core of this goal is the CCTC which can lead implementation and collaborations, and be accountable over time for carrying out the recommendations in this Plan.

This new organization can have the flexibility and ability to apply for grants that are not available to the Town of North Hempstead directly and it should be a 501c3 charitable organization, or other type of nonprofit, that is separate from the Town. This model of a separate nonprofit serving as the arts and business council for a municipality is a common one. Also, because this new organization should represent arts, culture, business and “Main Street” interests, as well as recreation and historical sites, the formation of the CCTC will require ongoing conversations with a diverse group of stakeholders and significant collaboration. **It is the intent of the Town of North Hempstead to facilitate and support this process with active input from the Villages, arts and cultural stakeholders, Business Districts and BIDs, and Chambers of Commerce.**

### Achieving Success

One other key element of this implementation plan should be a commitment to fully implementing and supporting key initiatives and strategies of this plan to support fully successful outcomes. In two particular areas, full support and momentum will be needed to ensure that good outcomes are achieved:

#### Art About Town: Art and Vacant Space

The best vacant storefront programs create a density of pop-up or temporary uses and provide strong marketing to support these temporary tenants. This Plan encourages the Town and its partners in the vacant storefront program to carefully select locations, have a marketing plan in place, and recruit a sufficient number of landlords and tenants to make an impact.

#### The CCTC — New Organization

Any new organization needs dedicated operating funding to allow the organization to become established and to have the resources of paid staff and possibly consultants to write grants, secure funding, and get programs running. It will be important for the CCTC to have strong support from the very first stages. When everyone is “all in” and committed to success, this organization will be most likely to succeed.

## Next Steps

Priorities are highlighted above and short-term action items listed. The Three Action Kits that follow provide detailed guidance for the following initiatives:

**#1: Art About Town: Arts and Vacant Space**

**#2: Arts & Business Marketing Collaboration**

**#3: Culture, Commerce, and Tourism Council**

The following immediate and near-term next steps are recommended to put the Cultural Master Plan to action:

1. Announce and celebrate the Plan completion!
2. Decide internally on Town level of support for CCTC organization.
3. Formally adopt the Cultural Master Plan by Town Board vote.
4. Meet with Village Mayors to discuss Plan recommendations and Town's commitment to next steps.
5. Meet with arts and cultural nonprofits, Chambers of Commerce, and BIDs to discuss plan recommendations and Town's commitment to next steps.
6. Advertise and hire the interim coordinator of the initiative to create the CCTC. This person will not necessarily be the eventual executive director of the organization but will serve in a near-term capacity to move things forward.
7. Undertake a public rollout of the Plan including posting on website, and hosting reception.
8. Begin facilitated discussions with stakeholder leaders to layout positions, roles and goals.
9. Craft Articles of Incorporation and file for 501c3 non-profit status for the actual CCTC.
10. Have the interim coordinator begin laying out the "art in vacant spaces" pilot, and more robust Art About Town Program in collaboration with stakeholders.
11. Launch "Art About Town"; begin re-thinking of online tools (website, apps, incentives).
12. Design a grants strategy for the CCTC, including a plan to apply for NYS Consolidated Funding Application arts, culture and economic development funding (including funding to support a town-wide online web clearinghouse tool).
13. Upon achieving incorporation/official not-for-profit status, formally hire the CCTC Executive Director for 2021.

## Roles/Organizations Acronym Guide

ACH	Arts, Cultural, Heritage nonprofits
BID	Business Improvement Districts
CC	Chambers of Commerce
CCT	Commerce, Culture, & Tourism
TONH	Town of North Hempstead
V	Villages

## Funding Sources

CC member dues or other support	Dues from Chambers of Commerce who wish to join or who contribute staff or other resources to a collaborative effort
Grant	Grant (See separate grants list for possibilities)
MBR	Membership dues in CCT
Sponsor	Direct business sponsorship for a particular program, map, or event
TONH	Town of North Hempstead direct funding
Village/BID member dues	Dues from villages and BIDs who choose to join, prorated by size of business district, population, or other measure

## Implementation Roadmap

Goal #1: Create opportunities for collaboration between arts/culture, commerce, and tourism.						
#	GOALS & STRATEGIES	TIMEFRAME	LEAD ROLE	SUPPORTING ROLES	FUNDING	METRICS
1.1	Regularly assess TONH overall goals/projects/ programs and identify ways the Town can support collaboration between culture, commerce, and tourism.	S	CCT	TONH, CC	TONH + CCTC Staff	% increase in overall grant funding for arts and cultural organizations, evaluation of progress on Plan goals
1.2	Offer financial and other support to business districts, business organizations, nonprofits, and arts and cultural/creative organizations and entrepreneurs that collaborate across interest groups.	S	CCT	TONH, BID, V	TONH, Grants	# of Programs between culture/ businesses, activities in business areas, other
1.3	Seek out grants and funding opportunities that are geared to collaborative efforts between arts and cultural organizations and businesses and other entities.	S - Priority Action	CCT, TONH	BID, ACH	TONH + CCTC Staff	# of grants received from outside sources (state, federal, nonprofit, business foundations, etc.)
1.4	Create an Arts in Vacant Storefront Program for Commercial Districts	S - Priority Action	CCT, TONH, BID, V	ACH	CCTC + BID Staff	# of vacant storefronts filled, data regarding number of visitors to storefronts, customer data from businesses near these storefronts or from BIDs
1.5	Initiate an annual town-wide cultural/business summit.	S	CCT	TONH, CC, BID	Sponsorship	Occurrence of summit, with tangible outcomes and goals/ workplan

**Goal #2: Increase visibility and marketing for arts, culture, commerce, history, tourism.**

#	GOALS & STRATEGIES	TIMEFRAME	LEAD ROLE	SUPPORTING ROLES	FUNDING	METRICS
2.1	Build on the Town's current arts and cultural assets map to include other destinations (recreation, dining, etc.).	S	CCT	ACH, TONH, CC	Grant	New integrated map with arts, cultural, historic, recreation, and business destinations, # of visitors to download map from website
2.2	Create a website (and/or online application) as one-stop "go to" for visitors and residents regarding town happenings and commerce.	M	CCT	CC, TONH	Grant	New website and central calendar established, data regarding online visits, clicks, queries
2.3	Support a unified wayfinding system for culture and commerce.	L	TONH	CCT	Grant, TONH	Creation of wayfinding plan and installation of wayfinding elements
2.4	Undertake and fund a regional marketing campaign.	M	CCT	TONH, CC	-	Creation of marketing campaign, data from ACH regarding visitor numbers and demographics
2.5	Provide an inventory and database for arts and cultural spaces in the town.	S	CCT	CC, V	-	Development of database and map; # of properties listed on site, # of spaces listed on site, annual survey to space owners and "tenants"
2.6	Utilize Town notice boards/technology/offices to better disseminate information on TONH arts, culture, and history.	L	TONH	CCT	Grant, TONH, Sponsor	Installation and use of notice boards, annual arts, culture, commerce survey to town residents

**Goal #3: Create an organization to support culture, commerce, and tourism.**

#	GOALS & STRATEGIES	TIMEFRAME	LEAD ROLE	SUPPORTING ROLES	FUNDING	METRICS
3.1	Explore the creation of a new diverse nonprofit that promotes and advocates for arts and culture, commercial districts, and tourism and visitor destinations.	S - Priority Action	TONH	V, ACH, CC, BID	TONH (seed from annual budget), V/ BID (member dues), CC (member dues or other support)	Formation of new organization (CCT)
3.2	Identify a diverse funding model to support a new nonprofit.	S - Priority Action	TONH	V, ACH, CC, BID	Grants, MBR, Sponsor	Level of funding obtained to support operating expenses for three years
3.3	Designate the new nonprofit as the cultural council for the Town.	S - Priority Action	TONH	-	-	Designation as Town Cultural Council

Goal #4: Support public art and placemaking throughout the Town of North Hempstead.

#	GOALS & STRATEGIES	TIMEFRAME	LEAD ROLE	SUPPORTING ROLES	FUNDING	METRICS
4.1	Create a town-wide public art program.	L	CCT	V, ACH, CC, BID	Sponsor, TONH, Grant	# of public art pieces funded and installed, annually
4.2	Create and maintain a map North Hempstead public art.	L	CCT	TONH, V	Sponsor	Creation of the public art map, # of downloads/clicks on website, # and amount of business sponsorships of the map
4.3	Create and maintain a map of North Hempstead events and event spaces.	S	CCT	TONH, V, ACH, CC BID	Sponsor	Creation of the events and event spaces map, attendance data for arts and cultural events/programs annually

**Goal #5: Infuse arts and culture throughout Town initiatives and planning, where possible.**

#	GOALS & STRATEGIES	TIMEFRAME	LEAD ROLE	SUPPORTING ROLES	FUNDING	METRICS
5.1	Appoint a liaison to ensure good communication between the Town and arts and culture stakeholders/projects/goals.	M	TONH	-	TONH Staff person	Appointment of liaison, annual report from liaison on connections made, outcomes from meetings, goals
5.2	Institute regular Town Hall staff/leadership meetings to discuss mutual goals and potential collaborations between departments and Town projects and arts and culture.	S	TONH	CCT, V	TONH staff	Record of meetings, # of programs, initiatives, projects influenced or infused by arts and culture
5.3	Redesign the Town of North Hempstead home page to speak to quality of life and character of the town, including arts and cultural offerings, public art, recreation, restaurants, and the commercial districts.	S	TONH	CCT	TONH	Creation of redesigned webpage
5.4	Create welcome packets and “how to” guides for new and existing residents.	L	TONH	CCT, V	Sponsor	Creation of welcome packets, # of packets distributed/ downloaded from web
5.5	Create an annual report of quality of life indicators and progress in implementing the Cultural Master Plan as well as other initiatives.	M	TONH	CCT	TONH	Creation of annual report, data on changes annually



**Goal #6: Support a balance of arts and culture across the town.**

#	GOALS & STRATEGIES	TIMEFRAME	LEAD ROLE	SUPPORTING ROLES	FUNDING	METRICS
6.1	Establish an overriding policy of arts and cultural equity in the town.	M	TONH	CCT	TONH + CCTC staff	Creation of policy, annual metrics on equity measures such as: geographic distribution of public art, funding, CCTC grants to organizations, beautification grants, etc.
6.2	Set clear annual goals for Town public investment in arts and culture.	M	TONH	CCT	TONH + CCTC staff	Annual evaluation of progress towards goals: TONH investment in arts and culture, TONH grant applications for outside funding, # of initiatives undertaken or completed
6.3	Create and utilize tangible metrics to evaluate progress toward achieving Cultural Master Plan goals.	M	TONH	CCT	TONH + CCTC staff	Annual evaluation of all Plan goals and progress toward same, with assessment of reasons goals were achieved or progress made, obstacles to success, or additional resources needed to move forward



Port Washington. Source: <https://portwashingtonbid.org/>.



# Action Kit 1

## Art About Town: Arts and Vacant Spaces



98 Mineola Chamber of Commerce at a parade. Source: Town of North Hempstead

## This Action Kit addresses the following:

The Town of North Hempstead’s cultural master planning process brought together the town’s arts and cultural community, residents, Town and Village officials, and business owners and organizations. In focus groups, meetings, and interviews, many stakeholders discussed similar goals and overlapping interests, including:

- A desire to join forces so there is better visibility/marketing for commercial districts and cultural/historical offerings.
- Cultural organizations wishing to participate more fully in commercial district initiatives and planning.
- Commercial districts looking for ways to compete with online retailers (experiences, culture, dining). Districts have troubling vacancies which contribute to a general sense of decline and lack of vitality that don’t reflect or support existing businesses and activities.
- Recognition that visitors and residents enjoying recreational outings often are looking for other things to fill their day and dining choices as well; there are untapped opportunities to “package experiences” so that everyone (residents, visitors, arts/cultural/historical organizations, and businesses) benefits.

## Plan Goal / Recommendation Summary

The Plan identifies the use of vacant ground floor spaces in commercial districts as a focus area to support arts and culture and businesses, enhance the vitality of commercial districts, and forge connections between stakeholders.

The recommendation is to launch a pilot program in two to three commercial districts to use vacant storefronts/properties for artist workspace, gallery space, pop-up retail, and cultural events. The use of these vacant spaces would be temporary, under mutual agreement of the landlord and tenant. Standardized branding and marketing of the program and spaces would be spearheaded by the Town or a designated organization/agency and would aim to increase the destination value and vibrancy of the pilot districts while supporting arts and cultural activities, entrepreneurs, and creatives. This program would offer technical support to landlords and tenants and provide clear guidelines for all participants based on successful programs in other cities and towns across the United States.

The benefit of a temporary use/pop-up program in commercial districts is that it supports increased traffic and customers/audience by creating an experience – an area where online retail can’t compete. As reported by Storefront’s [\*2019 Market Report\*](#):

Experience is a vital ingredient...

- 43% of consumers are likely to spend more with a retailer who offers a meaningful in-store experience.
- 46% identify environment as a key element of a meaningful shopping experience.
- 66% are more inclined to shop at places that house cafes, bars or restaurants.

Pop-ups and the infusion of arts and cultural uses in ground floor vacant spaces provide novelty and new experiences which can activate a commercial district and extend destination hours depending on the uses and activities. There are a variety of programs that utilize temporary use of space to enhance experience and support arts and culture:

## CASE STUDIES:

### Art off the Grid

*Jacksonville, FL*

For almost two decades, the City of Jacksonville downtown Business Improvement District (BID), Downtown Vision, Inc., has supported the “off the Grid” program. These downtown venues are unique galleries and studios showcasing up-and-coming artists, allowing them to create temporary galleries in unused storefronts in the urban district. This directly serves Downtown Vision, a non-profit organization whose mission “is to build and maintain a healthy and vibrant Downtown community.” Because the downtown couldn’t attract major retailers from lack of business traffic, it turned to artists looking for spaces to make, display, and sell their work. In partnership with the Cultural Council of Greater Jacksonville, Downtown Vision matches artists with landlords willing to give access to space with a reduction in rent. Each artist-landlord agreement is different. In some, there is a reduction in rent, in others, artists pay for utilities, but the space is rent-free. The landlords, in turn, benefit by the increase in traffic and customers to the building and the entire downtown district...making the attraction of permanent tenants more likely.

As one management company put it, we “offered the space at a bargain rate because filling empty spaces helps create the perception of downtown street life and that perception is good for landlords with empty space.” (<https://bit.ly/2IS2JQB>)

At its height, the program had 16 galleries in formerly vacant spaces. A new program in downtown has since been launched by a local real estate agent. Dubbed the Building Art Program, local artists will be allowed to have gallery space for the cost of utilities in any building listed for lease or sale. Artists agree to vacate the space within 30 days when a paying tenant or buyer signs a contract.

### CultureHouse

*Boston, MA*

CultureHouse is a Boston-area nonprofit that takes a tactical urbanist approach to vacant storefronts. The organization focuses on creating “public social infrastructure” in these otherwise unused spaces in order to foster connections and create vibrant places to work and play. CultureHouse creates pop-up public spaces in these vacant storefronts in order to create a community space where anyone can hang out, network, and enjoy occasional programming. Unlike a coffee shop, there is no barrier to entry with no purchase requirements in order to enjoy the space. Since the group is activating otherwise idle locations, property managers have allowed them to use the spaces at no cost, and have even provided funding for their operations since they draw people to the area for surrounding businesses. CultureHouse has created a manual to facilitate the creation of similar initiatives in other locations: CultureHouse Manual.

This pilot program can provide multiple benefits for a variety of stakeholders:

### **Business Districts/Business Owners/Landlords**

- Increased foot traffic and activity
- Higher vacancy rates, fewer “holes” in the street fabric/storefronts
- Public perception of a “full” commercial district
- Ancillary needs for food and drink – supporting existing eating establishments
- Creation of an “experience” that sets brick and mortar apart from online shopping choices
- Novelty from changing uses and new activities – constant draw and attention from potential market
- Enhance relationships with arts and cultural community can lead to spillover effects and collaborations on marketing, signage, etc.
- Increased attraction for visitors who typically have more disposable income to spend while traveling
- Spillover customers from arts and cultural activities and destinations

### **Arts and Cultural Organizations/Artists/Creative Entrepreneurs**

- High visibility locations with new audience
- Affordable spaces (cost of utilities in most cases)
- Marketing of overall program increases exposure and market base
- Enhanced relationships with business districts and landlords can provide future benefits and collaborative opportunities
- Spillover customers from business and retail customers

### **Residents**

- More vibrant business districts
- More choices for arts and culture
- Possible activities and programs in more accessible locations

### **Visitors**

- A larger menu of destinations, more compelling reason to come and/or stay for a visit
- Better experience during visit...more varied choices, more vibrant commercial districts

### **Villages and Town**

- Possible overall improved economic health of commercial districts
- Improved image of the districts



*Spring Festival , Clark Gardens, Albertson NY Source: Town of North Hempstead.*





## Getting Started – What is in this Kit

This Action Kit contains the information, possible choices, questions and answers, and document templates to get started planning a pilot program to fill vacant storefront space in North Hempstead with temporary and pop-up arts and cultural and related uses. In addition, the Kit contains a step-by-step guide to the process of setting up a pilot program. This Kit includes:

### A. Step-by-step start-up guide:

- Recommended action steps in sequential order
- Cases or examples that address some element of the action steps
- Decisions to be made as part of each action with choices laid out and suggestions
- Possible funding sources, where applicable
- Parties responsible for each action. The parties identified include:
  - Town of North Hempstead or a designated agency or organization
  - The Villages
  - BIDs and commercial districts that are formally organized
  - Landlords
  - Cultural organizations and individual artists/entrepreneurs, creative businesses

### B. FAQs for Property Owners, Artists/Businesses, and Business Districts

### C. Sample “lease” agreement from another program

### D. Sample liability waiver

**Town of North Hempstead**  
**Art About Town: Arts in Vacant Spaces Program Start-up Timeline**

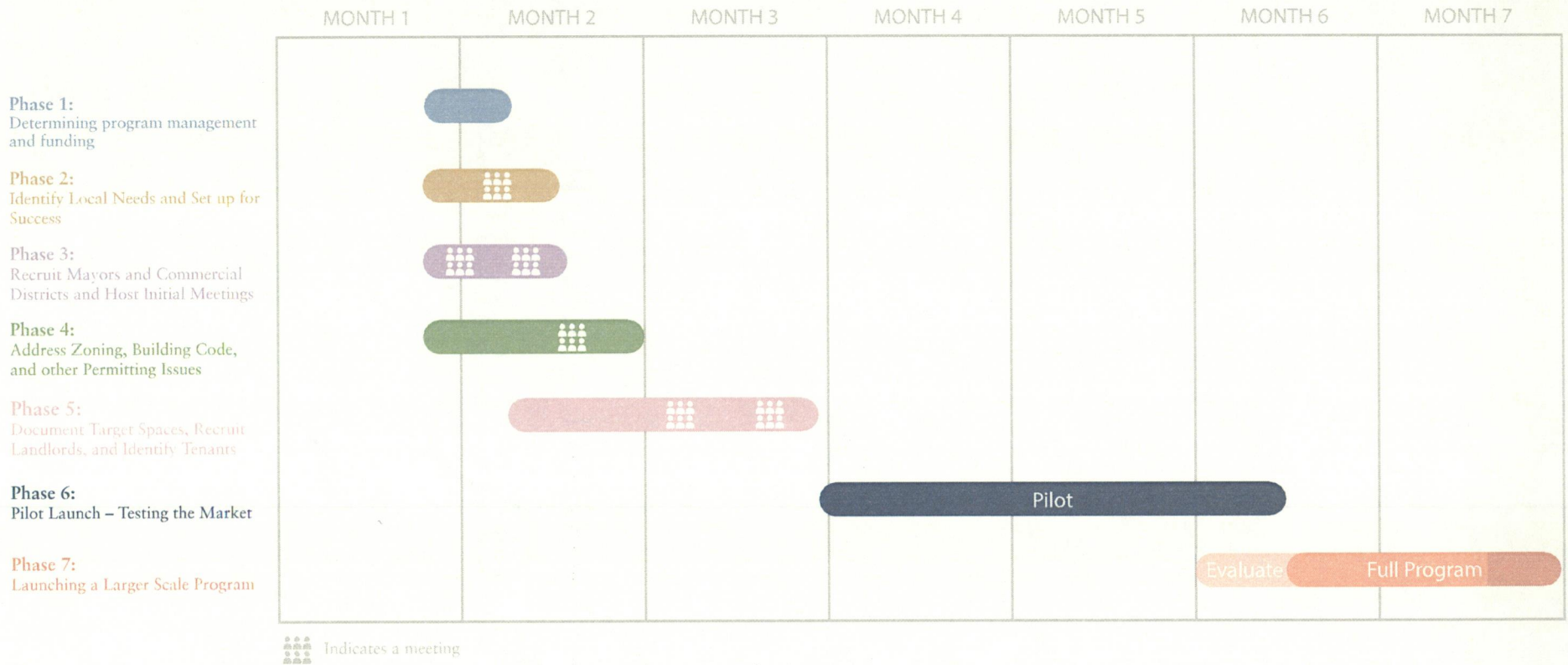


Figure 24. Arts and Vacant Spaces Program Startup Timeline

## Phase 1: Determining program management and funding

Determine who/what entity will coordinate and manage the pop-up program. This could be a new staff person within an existing department, existing staff person(s), or an existing or new agency or organization. Examples from other programs across the country include: (TONH)

- a. Staff in Planning and Community Development
- b. Economic Development staff
- c. Designated Business Improvement District organization
- d. Local arts council
- e. Mayor's or Supervisor's office liaison

Whatever the entity or staff member, they should have the following resources and skills available:

- a. Connections to business and arts and cultural communities
- b. Marketing and graphic skills for promotional programs and public relations (PR)
- c. Access to media outlets for marketing

Determine funding source for the program.

- a. Most programs take minor funding to administer but require considerable staff time to get things up and running, provide template materials, and identify the inaugural participants.
- b. Other costs including marketing, which is often taken on by the business districts, although coordination between the Town's districts so that all efforts are under one PR umbrella, is highly recommended. Funding could come from the following sources:
  1. Economic Development budget
  2. Program funding from a nonprofit or existing agency
  3. Grant funds :

i. The Department of Commerce's Economic Development Administration (EDA) Grants. These grants are for economic development but can be applied to a range of arts and culture related activities:

- a. Building arts-related infrastructure
- b. Public art projects
- c. Incorporating the arts into transportation and public housing projects
- d. Supporting cultural heritage sites
- e. Designing a regional creative economy plan
- f. Developing partnerships between nonprofit and for-profit arts communities

ii. The New York State Council on the Arts (NYSCA) partners with the Regional Economic Development Council (REDC) to offer funding for projects combining arts and economic development <https://www.arts.ny.gov/programs/regional-economic-development-council-initiative>

Brand the program. (TONH or new agency or Villages with input from pilot participants)

- a. One name should say it all. What will the program be called across the town? Examples from other places include:
  1. Art of the Grid
  2. Art off the Walls
  3. Project Storefronts
  4. Art Lives Here
  5. Storefront Art

We suggest "Art About Town," but a final name should be decided during this phase of the start-up.

*This step might also wait until participants are on board and could be a collaborative decision made between the Town and the business districts and some arts and cultural organizations involved in the pilot. Creatives and artists can also be involved in designing a logo (we suggest that the designer be paid for these services).*

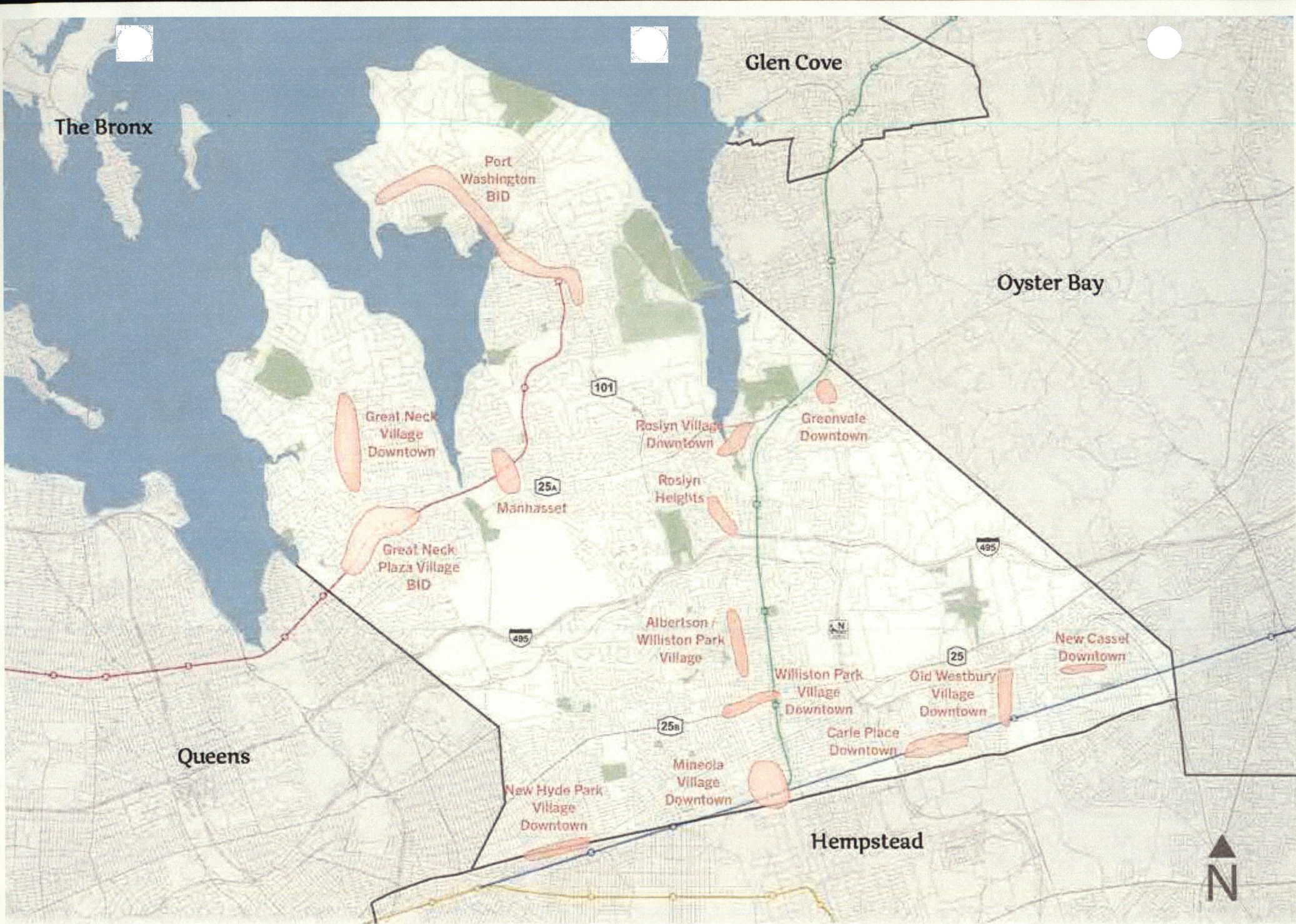
Create recruitment flyers for landlords and arts and cultural/creative tenants. Packets should provide the following:

- a. Reason for the program
- b. Benefits for participants
- c. Timeline and key steps

See G. Recruitment flyers

Set up a web page with program information and a signup page for potential tenants. This page could be hosted on the Town of North Hempstead website or on the website of a designated organization or agency. The web page should include:

- a. Branding and logo
- b. Basic information about the program
- c. Sign up information for interested tenants and landlords
- d. A map and associated data of available properties (after landlords are recruited)



106 *Figure 25. Potential priority areas for the Arts and Vacant Spaces Program*

## Phase 2: Identify Local Needs and Set up for Success

- Create an initial map of possible commercial districts and target areas for the program. (TONH and Villages)
- Facilitate a meeting with regulatory officials (planning, zoning, building department, public safety) in each of the potential districts. Use the meeting to identify barriers to temporary uses. Explore the potential range of uses, including:
  - a. Artist gallery space
  - b. Artist work space (paint, sculpture, other)
  - c. Public assembly (small performances, gallery openings)
  - d. Educational workshops and classes
  - e. Retail spaces
  - f. Pop-up restaurants and snack bars
  - g. Movies
  - h. Other

*Barriers won't be fully known until actual spaces and tenants are matched but having a head start on the potential issues and all officials on board during initial planning can help streamline the process and will allow the Town and participating villages to address early barriers to temporary uses.*

- Develop a list of questions to ask potential participants. The town is home to multiple commercial districts and corridors. When planning the pilot program, it is important to think about local needs and goals for each district which may differ based on local business conditions, the presence of a BID, district location and regional access, and types of spaces and landlords. Recognizing these differences, as well as the knowledge and capacity of potential pilot participants, is important in setting up a program that is adaptable and responsive to the needs of the commercial districts and arts and cultural stakeholders. Starter questions should include:
  - a. What is the main goal? What are overall goals in each district?
    - 1. Make a vibrant commercial district?
    - 2. Provide more variety of shops/ things to do?
    - 3. Solve a vacancy problem?
    - 4. Create more space for arts and cultural uses and business?
    - 5. Support the local economy?
    - 6. Create some buzz and novelty?
    - 7. Other?
  - b. Do you have a record (map and/or list) of vacant spaces with attributes (square footage, amenities, landlords, past uses in the space, access, zoning, other)? If not, who will create this list? See the attached spreadsheet for a template to use to collect information.
  - c. Can you identify at least one landlord who might be interested in being in the pilot program?
  - d. How will you reach out to arts and cultural tenants? How does each district need help in doing that?
  - e. If a pop-up/temporary storefront use program is seasonal, when would the best time be?
    - 1. Summer shopping
    - 2. Holiday pop-ups
    - 3. Other
  - f. Is there broad support, or potential for broad support from village mayor or other officials, businesses, property owners, and residents?

## MORE INFORMATION:

### Different Aspects of Vacancies

#### Why are there vacancies?

Vacancy issues may have different causes and different scales in varying commercial areas, even within the same town. Certain districts can be hit harder by a vacant storefront plague than others and understanding some reasons for this can help when tailoring the pop-up/temporary program. Some examples?

Vacancies due to the perception or reality of unsafe conditions might lead to a pilot program focused on more foot traffic and the safety of crowds – music, large group participation, etc. – to create safety in numbers and change public perception. If there are no dining or food establishments in the district, attracting pop-up restaurants or snack venues can provide a good complement to shopping and those seeking services.

#### Managing and Cataloging Vacancies

Keeping track of vacancies, having good relationships with landlords, and keeping contact information current for building owners are all key elements in successful pop-up/temporary storefront use programs. Creating and maintaining a database of vacancies can be managed in many ways. Most cities and towns create a registry, but there are several approaches. Methods can include cataloging, a commercial registry, and a vacant registry, to name a few:

#### Cataloging (Cambridge, MA)

The City of Cambridge Community Development Department utilizes staff time to catalogue current vacancies in store front commercial properties around the city. This database is provided on the department's website and is updated monthly. Data include address, square footage, property owner/ leasing agent, and how long the space has been vacant. This database helps track vacancy, see what areas of the city are most affected by vacancies, and allows easy identification of long-term vacancies.

#### Commercial Registry (New York, NY)

The commercial space registry bill was just passed at the end of July 2019 and is the first of its kind in the United States. This registry part of the Intro 1472 bill passed by New York City Council requires first and second floor commercial spaces to register and report when leases change or if the space goes vacant. This registry will track all commercial storefront spaces and provide insight to the vacancy issue in New York City as well as provide previously unavailable data for use by researchers, property agents, potential tenants, and temporary/pop-up program administrators.

#### Vacant Registry (Arlington, MA)

Arlington has adopted a town ordinance requiring vacant storefronts to register with the city and pay a fee for being vacant. Many cities and towns across the country have adopted similar tactics; however, Arlington added an option to waive the fee, if the property owner will allow art to be displayed in the windows of the storefront.

## Phase 3: Recruit Mayors and Commercial Districts and Host Initial Meetings

- Reach out to Village Mayors to gauge interest for a pilot program for pop-up/temporary uses of vacant spaces. Send an email recruiting mayors, business district leaders, (and possibly building owners as well). Outline next steps in broad terms and offer anticipated outcomes and benefits (see sample email/notice template that is attached). (TONH)
- Prepare a list of potential participants based on the response from the mayors.
- Identify 2-3 pilot areas and send the list of questions prepared in Phase 2. Ask that potential participants think about these questions in preparation for a discussion at the informational meeting.
- Set a time and date for an initial pilot program information session (approximately 4 weeks from initial outreach to mayors). Send the invitation and agenda to the Mayors and associated stakeholders who responded to initial outreach (ideally 2-3 pilot areas) in this phase. Invitees should include:
  - a. Property Owners, Leasing Agents, Current Business Owners, artists, entrepreneurs/potential Pop-ups, Business Organizations/BIDs, neighborhood groups, and cultural organizations.
  - b. Note that not all of the groups above will likely be represented at this initial meeting. The most important participants are Mayors or some Village officials and representatives of the business district. Property owners must commit to the program before the pilot can move to the next phase. Each district may require a different process to recruit property owners and real estate agents (who may have a say in signing on to this program and can be ambassadors for the pilot).
- The agenda for this meeting should include:
  - a. Welcome by Town Supervisor
  - b. Background...what led to this pilot program (cultural master plan, Town desire to support arts and businesses, stakeholders eager for collaboration opportunities)
  - c. Framework of program – goals, key elements, answers to common questions
  - d. Presentation of 3-4 case studies describing details and outcomes
  - e. Description of next steps
  - f. Discussion and questions
- The goal of this initial meeting or meetings (a different meeting may be needed in each pilot area) is to secure a commitment to move forward with the pilot either by the BID (which can provide support to the participants, recruit property owners, and implement a marketing campaign) or also by property owners.

## Phase 4: Address Zoning, Building Code, and other Permitting Issues

- Set up policies for easy launch of arts and cultural spaces and pop-ups
  - a. Use the information gathered during initial permitting and regulatory meetings to streamline licensing and permitting which can be done in several ways. The two case studies provided show examples of different approaches. It is assumed that each commercial district will have unique situations and regulations.
  - b. Determine rules and regulations.
  - c. Create an application or license for temporary use that includes any licenses and permits that landlords and/or tenants may need.

### CASE STUDY

#### Pop-up/ Temporary Certificate of Occupancy

*Austin TX*

With the hope of lowering the hurdles to start a pop-up store or host a temporary use in a vacant space, the City of Austin amended their ordinances to allow for a temporary certificate of occupancy. This certificate is good for 45-days and can be renewed once for an additional 45-days. Holders of this certificate must still comply with the underlying zoning of the space but allows them to operate their temporary use in a more streamlined permitting/licensing way. The ordinance for the temporary certificate of occupancy (§ 25-1-364) also included a definition and some regulation of temporary uses (Article 6) to give clarity to what is allowed and expected.

### CASE STUDY

#### Pop-up Licensing

*Chicago, IL*

In December 2018, Chicago launched a one of a kind pop-up licensing system that separates out different uses and licenses for location and user/operator. This system was meant to make it easier for landlords to host pop-ups as well as support pop-up-based business, fill vacancies, and streamline the process for temporary storefront activities.

##### Licenses for the User:

These licenses, unlike most licenses in the city, are not tied to a specific location. With this license a pop-up can move around the city at various locations for the length of the license. The user/operator licenses do have location requirements and fees, but are all tied into a tiered structure, from most versatile to most restrictive. They are: General Retail, Food Tier I, Food Tier II, Food Tier III. Retail and Food Tier I permits come in lengths of 5-day, 30-day, 90-day, 180-day, and 1-year licenses. Pop-up restaurants (Food Tier II or Tier III) have the option of a 5-day, 30-day, and 90-day license and are required to operate out of a pre-licensed location. All pop-ups, as part of the license requirements, are required to keep rigorous records and post their license.

##### Licenses for Host:

The location-based license, or host license, is only required to host pop-up restaurants (Tier II and Tier III). This license is good for 1-year and has various allowed activities based on equipment available in the space. The holder of this license is required to keep vigorous records to ensure the tenant is following regulations.

Ordinance: <https://www.chicago.gov/content/dam/city/depts/bacp/Small%20Business%20Center/popupordinance.pdf>



## Phase 5: Document Target Spaces, Recruit Landlords, and Identify Potential Tenants

- Work with local commercial districts/BIDs to document vacant spaces. Information that should be collected includes:**
  - a. Address
  - b. Owner and contact information (owner or property manager/leasing agent)
  - c. Square footage
  - d. Special attributes (large storefront, commercial kitchen, storage spaces, etc.)
  - e. Past uses of the space
  - f. Accessibility (ADA, loading dock)
  - g. Available parking
  - h. Zoning
  - i. Length of time space has been vacant
  - j. Assessment of likelihood owner will participate in program (or actual participation information if owner has been contacted)

See F. Sample Spreadsheet/Database of Vacant Spaces.

- For each district, a GIS map should be created to show patterns of vacancy and clusters of possibilities. This map should be used to assess the initial target spaces in each district. Initial pilot spaces should have as many attributes as possible to ensure success and include:**
  - a. Space that is part of a cluster of vacant spaces that can create a destination and highly visible area of arts and cultural pop-up and temporary uses
  - b. Landlords who are willing and enthusiastic about the program and perhaps even have ties to the arts and cultural community
  - c. Zoning and permitting issues that are minor, if any
  - d. Space that has high visibility and is in an area with existing consumer activity

- The Town to meet with participants (commercial district organizations/BIDs and mayors or other officials) to review database and map and identify target properties and landlords. Outreach should then be conducted to landlords/property managers/leasing agents and recruitment flyers distributed.**
  - a. Finding interested landlords and property managers or leasing agents to participate in the pilot program may be a challenge. Outreach, education, and some support is often needed to convince property owners that a temporary use program can benefit both their property and the community at large. Use the Q&A Sheets (tweaked by the information gained in Phase 2) and the recruitment flyers to support the case for temporary uses. Use community partners who may have contact with property owners (BIDs, other tenants in the building) to promote the idea and help with outreach and persuasion.
- Spread the word about the pilot program to notify potential tenants of possible space availability. Use existing lists and organizations to distribute the recruitment flyer for tenants. These lists include the stakeholder lists used during the cultural planning process and town lists that may exist. Put a deadline on the recruitment flyers and have a sign-up page on the program website for interested parties to opt-in to a mailing list.**
  - a. Finding potential tenants will help ensure that there are participants that are ready to open a pop-up or to set up a workspace or gallery in a vacant storefront. Artists need little prep for a gallery or workspace. However, pop-ups usually aren't a good fit for beginning stage startups; these businesses should have some capital to decorate their space and ensure (if they are retail based) that they can keep inventory in stock for the duration of the program. Some programming could educate business owners and entrepreneurs on the benefits of pop-ups and if pop-ups are right for their business or organization.

## Phase 6: Pilot Launch – Testing the Market

- Launch a seasonal temporary use/pop-up program.**
  - a. Using information gathered, determine the best season for this program. Duration should be at least two months (it is possible this pilot could start during the winter holiday season).
  - b. Create Requirements and an Application for tenants
  - c. Generate a marketing/ promotional program
    - 1. Will there be a small grant for signage for pop-ups?
- Optional: Facilitate a “temporary use speed dating” Program.**
  - a. Act as a facilitator for the property owners and potential tenants.
- It is important to note that the agreement for temporary use is between the landlord or leasing agent and the tenant and not the program organizer. Aside from creating the program framework and recruiting participants and marketing, the Town and Villages are not involved in any of the legal agreements between participants.**
- Optional 2: Create a non-tenant storefront activation program (vacancy).**

## CASE STUDY

### Storefront Art Program

*Cambridge, MA*

To help mitigate the visual blight of vacant storefronts, the City of Cambridge Community Development Department launched a Storefront Art program. This program featured an art contest which created a library of artwork for property owners to choose from to reproduce and display in their windows.

The program began with a call for submissions for artwork of any medium that can be printed on a large format. Hundreds of submissions were reviewed by a jury of many stakeholders including City employees, members of the arts council, local business association directors. The jury narrowed the selection to 13 semi-finalists which were then opened up to the Cambridge community to vote for the top 5. The five finalists each were given \$1,000, and the artworks are made available for property owners to print at their own discretion and display in their vacant storefront windows.



*Figure 26. Two artists stand in front of their artwork in vacant storefronts in Cambridge, MA*

## CASE STUDY

### Santa Barbara State Street Match

Santa Barbara, CA

As a way to promote pop-up spaces in the downtown commercial district, the City of Santa Barbara initiated a program with Downtown Santa Barbara and Women's Economic Ventures. This program offers two main aspects to the parties involved. One, there is a streamlined application that allows the potential tenant/ pop-up use to fill out for all of the appropriate licenses and permits they will need. The second is a facilitated meeting of various pop-up prospects and business owners to help foster the temporary lease process. These workshops do not guarantee to tenants that they will get a space but offers them the opportunity to pitch their idea to potential land lords and negotiate terms.

**STATE STREET MATCH**

**LOOKING FOR A BUSINESS SPACE DOWNTOWN?**  
Pop-Up Opportunities Available

Wednesday, October 10, 5:30 – 7 PM  
Central Library, Faulkner Gallery, 40 E. Anapamu Street  
Refreshments will be provided.

Calling entrepreneurs looking for storefront space to start your business! This is an event for you to pitch your business plan to commercial brokers and property owners who have space available downtown. Come find the right space to match your retail, short-term needs, whether for a weekend, few months, or a year. Long-term opportunities are also available.

- Save money without making improvements to the building
- Save time without needing a building or sign permit
- Learn quickly whether your business model will work without significant investment
- No City permit fees. Must pay discounted rent or percent of sales for the space
- Retail and restaurant concepts only. Collectives welcome. No wine, beer or alcohol tasting rooms.
- Must have a City of Santa Barbara business license
- Be ready for quick introduction and a 2-minute pitch with individual commercial brokers
- No guarantees for a match

RSVP Email: [rentals@cityofsb.org](mailto:rentals@cityofsb.org)  
www.StateStreetMatchSantaBarbaraCA.gov

**ENTREPRENEUR INFORMATION SESSION**  
Is a Pop-Up for You?

Wednesday, October 11  
5:00 – 5:30 PM  
Central Library,  
Faulkner Gallery,  
40 E. Anapamu Street

Are you ready for a storefront presence?

Attend this overview to understand the basic requirements, identify your space needs and learn elements of a short-term agreement.

For more information visit us online at  
[SantaBarbaraCA.gov/PopUp](http://SantaBarbaraCA.gov/PopUp)

RSVP: [StateStreet@SantaBarbaraCA.gov](mailto:StateStreet@SantaBarbaraCA.gov)

Figure 27. Information card for the State Street Match Program

## Phase 7: Launching a Larger Scale Program

- If the seasonal program is successful and a larger scale program is deemed appropriate, the next step is to remove the two-month limit from the seasonal program and explore longer term temporary occupancy of spaces by arts and cultural organizations, individuals, and creatives. All other program elements remain the same.





# Action Kit 1

## Additional Material

## FAQs for Property Owners, Artists/Businesses, and Business Districts

### Landlords:

**Q: Will this tie up the space and cause me to lose a long-term tenant if the space is filled temporarily?**

A: No. Temporary tenants will sign an agreement with you that usually asks them to vacate the space on 30-days notice. If there is a retail pop-up in your space, these typically only last a day to a few months. In most cases, lease negotiations for a long-term tenant may take longer than the pop-up will be in business and/or the 30-day required notice for temporary tenants. You get to set the terms of the temporary lease.

**Q: How is the issue of liability addressed?**

A: This can be addressed in many ways and depend on the nature of the temporary use. If participating in an organization or municipal program, generally the temporary tenants are required to have their own insurance

You can also make provisions in your temporary lease or agreement about liability and require your tenant to have their own insurance.

**Q: Will the temporary tenant pay rent and/or utilities?**

A: This depends on your agreement with the tenant. Generally, there would be a rental rate agreed upon by both parties and the tenant would be responsible for general upkeep such as cleaning, replacing light bulbs, etc. Some landlords only charge for utilities, others also charge a reduced rent. Programs are usually most successful when rent-free space is offered but the tenant pays the cost of utilities.

**Q: How can I ensure the space isn't damaged?**

A: Temporary tenants should not be allowed to do any buildout or renovations to the space without discussing it with the landlord. Make sure the contract/ agreement/ lease has all of the provisions necessary for wear and tear and potential damages to your property.

**Q: Will this devalue my property and ability to get the best long-term tenant and lease terms?**

A: No. Hosting a temporary use should not negatively affect property values. In fact, quite the opposite. These tenants may help add value by bringing activity to the area over time. Seeing commercial areas active with uses and people will bring more attention from potential customers as well as potential long-term tenants. By proving that the space is viable for a business or event, temporary uses actually can help market your property to a long-term tenant.

**Q: How much time will all of this take? Is this worth the risks?**

A: This all depends. Some temporary uses may be short, and others longer in duration. The first lease will be the most time-consuming as the learning curve will take time. But the Town of North Hempstead and other program partners are here to help. However, as with all business ventures there is risk involved, but you cannot achieve the benefit if you don't take the risk. The decision rests upon you, the property owner, to determine if it is worth it to you.

**Q: I am unable lease out my vacant space (renovations, drawn out lease negotiations, etc.), is there another way I can participate?**

A: Yes, some of the same benefits for the commercial district can be obtained by making an active storefront. This can be achieved through showcasing art in the windows in a temporary faux gallery, or covering the windows in a more interesting way when doing renovations, i.e with a printed or patterned vinyl.

### Artists/Pop-up Businesses/Cultural Organizations:

**Q: Will I go through all this effort and then need to leave in a week?**

A: No, your agreement with the landlord should include a stipulation on how much notice you need to receive before termination, which is usually 30 days. You may also consider finding a space that has been vacant a longer period of time than other spaces.

**Q: Will there be restrictions on what I can do/what art I can make?**

A: Yes, you will need to follow any zoning and land use regulations of the property, as well as discuss with your landlord about what can be done in the space. Noise, smell, and other variables may not be suited to every space.

**Q: Can I put up signage? Will there be marketing for my space?**

A: Yes, you should be able to put up removable window vinyl that fits with the criteria set forth by applicable sign ordinances. Marketing will be done for the program by the Town (or designated organization).

**Q: What will I be expected to pay for rent/utilities?**

A: This is variable. Discussing with your landlord to include utility fees in the rental fee, or you may be required to pay for them yourself. This is all up to negotiation with the property owner.

**Q: Can I make changes to the space to suit my needs?**

A: Again, you must discuss this with the property owner. Generally, temporary tenants are not allowed to make major changes to the build out of the space although you may be able to place temporary walls, such as office walls, or any other removable furniture/equipment in the space.

### Business Districts:

**Q: How can this help our prospects for filling vacant space on a more permanent basis?**

A: Showing an active space can help give potential tenants a good example of what the business district could be like for their business. Temporary uses can also act as an incubator for businesses that may not have the capital or market knowhow to sign a long-term lease.

**Q: What branding or marketing of these temporary uses will be most helpful in supporting our district goals?**

A: Providing help with signage and getting the word out about the program will go a long way. The Town will assist with overall marketing. Temporary use programs, to be successful, should be visible and an exciting complement to the longer-term businesses in the district.

**Q: What affects will this program have on adjacent properties?**

A: Temporary uses can support other businesses by attracting people to the area. If the temporary use or pop-up is in direct competition with another local business there may be some conflicting interests; however, more business and more activity in an area could result in both the pop-up and the competing existing business doing better. For example, a cluster of galleries, artists, even dining establishments offers choices to consumers, making these clusters into destinations.





**Section 7. Signs.**

Lessee may erect signs or displays on the exterior of the Leased Premises, provided the signs comply with local ordinances. Lessee is responsible for the costs of maintaining any such signs, and shall remove all Lessee's signs at the end of the Term.

**Section 8. Repairs and Maintenance**

Lessor shall keep and maintain in good condition and repair the Lease Premises, including the foundation, roof, structure, exterior and interior, floor coverings, fixtures, heating, air conditioning, plumbing and electrical equipment owned by Lessor, and shall do such periodic cleaning of the Leased Premises as may be reasonable.

**Section 9. Lessee Responsible for Insuring Its Own Contents and Fixtures.**

Lessee shall be responsible for obtaining at its expense such insurance as it may deem advisable for all contents and property located in the Leased Premises together with coverage for any fixtures, equipment or work done by Lessee, and it is understood that any insurance carried by Lessor does not cover the risk of loss or damage to Lessee's property, equipment, or fixtures.

**Section 10. Assignment or Subletting.**

Lessee shall not assign, mortgage, pledge, sell, or in any manner transfer this Lease or any estate or interest hereunder and shall not sublet the Leased Premises or any part or parts hereof. Lessor's right to assign this lease is and shall remain absolute and unqualified.

**Section 11. Sale of Property.**

Lessor shall have the right at any time to sell or transfer its interest in the Premises, including improvements and buildings, to any person, firm, or corporation, and upon any such sale or transfer Lessor shall cease to be liable under any covenant or obligation imposed by this Lease. Any such sale or transfer shall be subject to this Lease and all of Lessor's covenants and obligations contained herein shall be binding upon the subsequent owner(s) of the Leased Premises, and Lessor shall obtain, in writing acceptable to Lessee, the subsequent owner(s) agreement to assume Lessor's obligations under this Lease.

**Section 12. Access to Premises.**

Lessor reserves the right to enter upon the Premises at all reasonable hours to inspect, to repair, to improve, to alter, or to exhibit the Premises to prospective tenants, purchasers, or others. The exercise by Lessor of any of its rights under this provision shall not be deemed an eviction or disturbance of Lessee's use and possession of the Premises.

IN WITNESS WHEREOF, the parties hereto have caused this Lease to be signed and sealed on the day and date first above written.

LESSOR:

LESSEE:

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Name: \_\_\_\_\_

Sample Liability Waiver

State of \_\_\_\_\_

Rev. 133A0D6

General Release

This General Release (this "Release") is made this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, by and between \_\_\_\_\_, \_\_\_\_\_ at \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ ("Releasor") and \_\_\_\_\_, \_\_\_\_\_ at \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ ("Releasee").

1. Releasor and anyone claiming on behalf of Releasor releases and forever discharges Releasee and its affiliates, successors and assigns, officers, employees, representatives, partners, agents and anyone claiming through them (collectively, the "Released Parties"), in their individual and/or corporate capacities from any and all claims, liabilities, obligations, promises, agreements, disputes, demands, damages, causes of action of any nature and kind, known or unknown, which Releasor has or ever had or may in the future have against Releasee or any of the Released Parties arising out of or relating to: \_\_\_\_\_ ("Claims").

2. In exchange for the release of Claims, Releasee will provide Releasor a payment in the amount of \_\_\_\_\_. In consideration of such payment, Releasor agrees to accept the payment as full and complete settlement and satisfaction of any present and prospective claims.

3. This Release shall not be in any way construed as an admission by the Releasee that it has acted wrongfully with respect to Releasor or any other person, that it admits liability or responsibility at any time for any purpose, or that Releasor has any rights whatsoever against the Releasee.

4. This Release shall be binding upon and inure to the benefit of the parties and their respective heirs, administrators, personal representatives, executors, successors and assigns. Releasor has the authority to release the Claims and has not assigned or transferred any Claims to any other party. The provisions of this Release are severable. If any provision is held to be invalid or unenforceable, it shall not affect the validity or enforceability of any other provision. This Release constitutes the entire agreement between the parties and supersedes any and all prior oral or written agreements or understandings between the parties concerning the subject matter of this Release. This Release may not be altered, amended or modified, except by a written document signed by both parties. The terms of this Release shall be governed by and construed in accordance with the laws of the State/Commonwealth of \_\_\_\_\_.

5. Both parties represent they fully understand their right to review all aspects of this Release with attorneys of their choice, that they have had the opportunity to consult with attorneys of their choice, that they have carefully read and fully understand all the provisions of this Release and that they are freely, knowingly and voluntarily entering into this Release.

SIGNATURES

Signature of Releasor

Date

Printed Name of Releasor

Signature of Releasee

Date

Printed Name of Releasee

## GENERAL INSTRUCTIONS

### WHAT IS A RELEASE OR WAIVER AGREEMENT?

A Release of Liability Form or Waiver of Liability Form is a legal document between two parties, the Releasor or person participating in an event or activity, and the Releasee or organizer or sponsor worried about accidents occurring. By signing the Release or Waiver, the participant understands the risks involved and agrees to not sue the organizers if anything happens.

A Release or Waiver is alternatively used when an accident like a car wreck or property damage has already occurred. Instead of going through an expensive lawsuit, both parties agree to settle the dispute out of court.

### WHAT SHOULD BE INCLUDED

A simple waiver of liability will identify the following basic elements:

**Releasor:** person who promises not to sue or take any legal action against the owner or organizer of the event or activity being attended

**Releasee:** owner or organizer of the event or activity who is at risk of being sued

**Effective Date:** when the agreement shall take effect

**Event:** description of event, activity, or circumstances being held

**Consideration:** the amount of money, promised (in)action, or something of legal value given in return for signing the Release or Waiver

**Governing Law:** any disagreements will be resolved using the laws of one state

### OTHER NAMES

- Accident Waiver and Release of Liability Form
- Conditional and Unconditional Waiver and Release Form
- General Release
- General Mutual Release

- Legal Release Liability Waiver Form
- Release of Liability Form Release for Damage to Property
- Release Waiver Agreement
- Waiver of Liability Agreement

### WHEN IS IT NEEDED

A Release or Waiver of Liability is often needed either before or after an incident occurs. Organizations or people may be concerned about being taken to court by someone who accidentally gets injured while attending an event or activity they will be sponsoring.

Without a written Release or Waiver, everyone faces the possibility of being summoned to court or dragging out a disagreement over who owes what. A Release or Waiver in writing can prevent lost time, money, and mental anguish for both parties involved.

A Release of Liability or Waiver Form may also include one of these additional provisions:

**Assumption of Risk:** the participant understands that the activities are inherently hazardous and dangerous yet agree to assume the risk of being injured or harmed

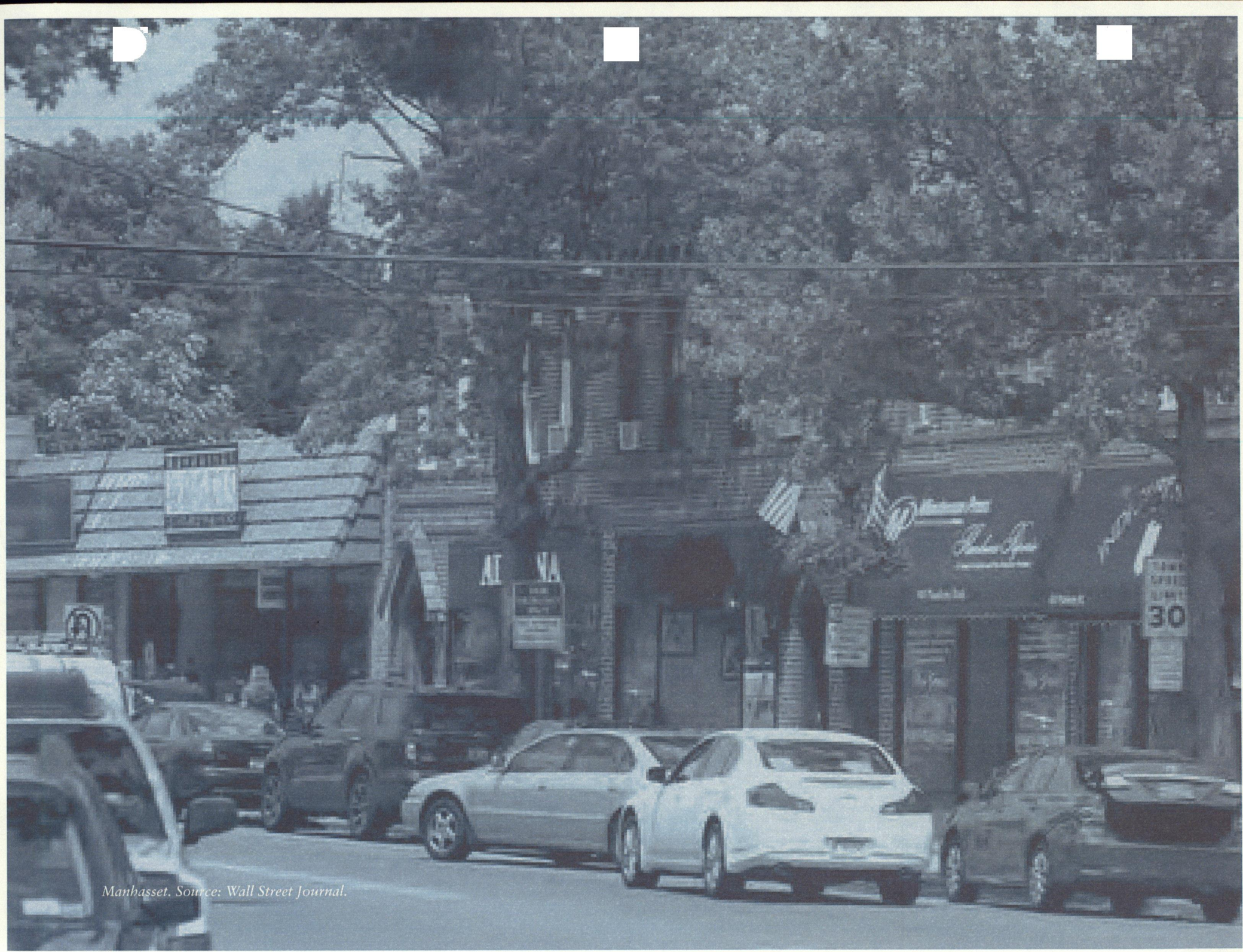
**Insurance:** the individual is responsible for their own medical, health, or life insurance

**Medical Treatment:** the person will not sue even if they are further injured by any medical treatment given during an emergency at the event

**Modifications:** any changes to the Release must be in writing

**Photographic Release:** the participant agrees that images or recordings can be used in connection with the event attended

**Right to Attorney:** everyone understands that they have the chance to consult with an attorney about the Release and are otherwise signing the Release voluntarily



*Manhasset. Source: Wall Street Journal.*



# Action Kit 2

Arts & Business

Marketing

Collaboration



124 *New Cassel Farmers Market. Source: Town of North Hempstead.*

## This Action Kit addresses the following:

Feedback received during the Town of North Hempstead cultural master planning process involved learning about the marketing needs of arts and cultural organizations/creatives and businesses and business districts. Participants in the meetings, focus groups, and interviews explored and discussed the perceived overlapping goals and interests of varied stakeholders and were excited about collaborating on ways to support mutual interests and streamline efforts. Some of the areas of discussion included:

- First impressions are now made online. There is no one place where all of the town's offerings are clear and most people have moved to smartphone apps and other tech-savvy ways to get information on what to do, where to eat, and how to shop. There are areas known for restaurants, waterfront destinations, and cultural activities and these aren't mapped in a way that anyone can see nearby choices and plan a route and a day.
- There is no one leading the marketing effort. Overall town-wide marketing is beyond the purview of any one business or organization and someone needs to take the lead on this effort.
- There is a desire to join forces so there is better visibility/marketing for commercial districts and cultural/historical offerings.
- Cultural organizations wish to participate more fully in commercial district initiatives and planning.
- Commercial districts are looking for ways to compete with online retailers (experiences, culture, dining). Districts have troubling vacancies which contribute to a general sense of decline and lack of vitality that don't reflect or support existing businesses and activities.
- There is a recognition that visitors and residents enjoying recreational outings often are looking for other things to fill their day and for dining choices as well; there are untapped opportunities to "package experiences" so that everyone (residents, visitors, arts/cultural/historical organizations, and businesses) benefits.

## How Arts and Culture benefit Business

The Town of North Hempstead Cultural Master Plan identifies strong common interests between arts and cultural organizations, creatives, and “main street” businesses and business districts and the benefits of collaboration are outlined throughout this Action Kit and the Cultural Master Plan. Partnerships between the arts and businesses goes beyond the benefits we see for “main street.” In general, the business sector reaps rewards from a strong arts and cultural sector and good relationships with the arts and creatives in myriad ways. Americans for the Arts has a number of programs that foster business-arts relationships and outlines the benefits for business:

### 1. Recruit Talent

Employees want to live and work in a vibrant community

### 2. Put Your Company in the Spotlight

The arts help you build market share, enhance your brand and reach new customers.

### 3. Advance Corporate Objectives & Strategies

The arts help you get your message across in engaging ways.

### 4. Foster Critical Thinking

Did you know that creativity is among the top applied skills sought by employers?

### 5. Engage Your Employees

The arts challenge employees to be their best.

### 6. Embrace Diversity & Team Building

The arts create an environment that blends backgrounds, ethnicities and cultures.

### 7. Say Thanks

The arts are a great way to show you appreciate your employees.

### 8. Contribute to the Economy & Quality of Life

When you partner with local arts, you partner with the whole community.

- adapted from source: <https://www.americansforthearts.org/by-topic/arts-business>

The bottom line is that a community with strong arts and culture supports employee and business recruiting and retention. People want to live and work where there is a vibrant and engaging creative community with abundant choices for recreation and entertainment.

## Plan Goal / Recommendation Summary

Presenting a unified and tech-savvy marketing front will help North Hempstead’s arts and cultural resources and local businesses, while saving on independent marketing costs. A one-stop-shop, in the form of a website, smartphone app, and print materials of things to do, places to go, eateries, galleries, museums, shops, and more will increase visibility of all the things North Hempstead has to offer to residents and visitors. This one-stop-shop also creates a positive image of the town which helps with business recruitment. A one-stop-shop can be achieved through a digital and physical marketing initiative. A website and phone app acting as landing sites for all those curious about North Hempstead’s attractions and a marketing/branding initiative to unify the town will generate numerous benefits across many stakeholder groups.

Recommendations in this Kit include strategies for general marketing, a website, and a one-stop-shop map.



## General Marketing Strategies

Marketing is quintessential to grow any business or organization; people won't visit if they don't know you are there. Even town-wide initiatives, events, and programs need a marketing strategy. Presenting a unified front in communications and a consistent visual brand across the business and cultural sectors can create buzz around both sectors as well make a larger impact than can multiple small marketing campaigns.

"Port Washington is a destination. People don't use the boats all day. Where else can businesses send them? Seems there is overlap with restaurants and cultural activities. We need to work together."

"We must create a package of destinations – it won't be one single thing. Need a "here are things to do" flyer. We need to work together and we need guidance. Someone has to take leadership."

– TONH Cultural Master Plan  
Focus Group Participants

## Collaborative Promotion

The entire nature of a town-wide culture and business marketing campaign should be collaborative. Collaborative efforts can have surprisingly robust benefits. At the simplest level, collaboration connects businesses and links the audience for one sector to another sector. This is particularly true of arts and cultural destinations and activities. People often want more than one thing to do and link arts and cultural activities with dining and shopping. Restaurants can advertise local cultural events as an after or before dinner activity and retailers can offer discounts to ticket holders. This gives more visibility to the cultural event and because culture often attracts a broad audience (in terms of geography and interests), events can provide new customers to a business district. Restaurants may offer a small discount for ticket holders and they can be advertised on event programs or websites. This type of marketing collaboration brings in business, creates more visibility, and offers the visitor a complete lineup of activities. Other examples include discounts for class participants, pop-up art sales in existing stores, gallery night in a retail establishment, and art walks that include restaurant or wine shop tastings. The potential for collaboration is broad and invites creativity and innovation.

Physical marketing material is something that can be overlooked in the digital age, but it is not something to forget. The power of a flyer, calendar of events, poster, and visual elements in a community act as reminders, peak interests, and engage with passersby about potential things to do. Items to think about are posters, flyers, brochures, printed maps, and a community bulletin.

## Branding

Branding is integral to placemaking; a visual identity reinforces the idea that a city, town, village, or district is a distinct place with unique destinations and characteristics. Branding should be unified across arts and culture and town businesses and business districts, presenting the town's cultural happenings, historical and recreational destinations, and business community with a single voice and a unified visual identity.

## Digital Marketing

This marketing effort should respond to the ways in which customers, diners, and cultural audiences search for, and make decisions about what they want to do and where they want to dine. An interactive map and website, smartphone app, email campaigns, and digital notice boards around town are all ways that can reach consumers while also collecting valuable data on customers and what strategies are effective at growing audiences and customers.

### *Website*

How do town businesses, residents, and visitors find information about programs, events, shopping, dining? Currently, information is spread out in multiple locations. Longisland.com has pulldown menus under “explore” to search by activity type (camps, theatres, beaches, restaurants, etc.) across the entire island, and site visitors can also search tabs for restaurants and events. Port Washington has a page under the “more” tab of the longisland.com website but destinations cannot be sorted by location. The Landmark on Main can be found on the “theatres” tab of longisland.com and by clicking the events calendar. Old Westbury Gardens can be viewed on Trip Advisor. Great Neck Plaza has a website hosted by the Business Improvement District and a Facebook Page, and other destinations have their own means of advertising. The bottom line is that there are many ways to advertise but no single online source where activities, dining, and retail destinations can be viewed and searched by location. This makes it difficult to reap benefits of collaborating across sectors – to ensure that visitors who enjoy a three-hour kayak tour stick around to visit a nearby restaurant, or recreational or shopping destination.

A website focused on the Town of North Hempstead business districts, historical assets, and recreational, cultural, and dining destinations can provide clear information and cross-marketing to help residents and visitors plan their day or their visit. A major part of this website should be an interactive map.

### *Smartphone App or Mobile Website*

Searching on the go, quick answers to questions, and great lists of things to do and places to eat can all be a touch away for residents and visitors in North Hempstead with a smartphone App or mobile website that is designed to be used on a portable device without download. In North Hempstead, the goal is to provide easy information to residents and visitors on nearby attractions and alternatives for dining. Information on cross-promotions should also be included here for the casual visitor. Someone kayaking for a morning excursion can then search for great lunch options on the app or mobile website.

Some key features could include:

- Map of attractions including retail, recreation, arts and culture, and dining
- Pop-up promotions of the day
- Download discounts to incentivize download of a smartphone app
- Links to social media for the town and for promotions

In the long-term, the Town may wish to consider adding other feature to a smartphone App or Mobile Website such as Town-services, residents surveys, etc.

### Map for a Website and Smartphone App/Mobile Website

Mapping cultural assets is a fundamental part of the cultural planning process. You can't plan until you know what you have and a map and database provide information on location, type of venue, organization, contact information, hours of operation, and more. Cultural assets can include: theaters, museums, movie houses, cultural centers, art galleries, performance spaces, festivals, farmers markets, open studios, galleries, concerts, walking tours, historic districts, buildings on the National Historic Register, artist studios, rehearsal spaces, recording studios, film studios, and creative economy businesses.

Cultural asset mapping is a time consuming and expensive process, but the gathered data also serves a larger purpose and audience if framed in a broader way. Cultural organizations and artists and their patrons do not exist in a silo; generally, people attending cultural events, or other cultural activities spend money on local food, services, and business. *Economic Prosperity V*, a study of economic impact from arts organizations prepared by Americans for the Arts, found that on average an attendee of an arts and culture related event spends about \$31.47 per event (not including admission). In addition, visitors enjoying recreation and shopping also tend to look for cultural and arts activities to complement these activities.

A few years ago, the Town of North Hempstead undertook cultural asset mapping and the results of this effort are available on the Town website <https://northhempsteadny.gov/Arts-Cultural-Venues> (Fig.1.). This webpage also includes links to major attractions (Fig. 28). The Cultural Master Plan recommends incorporating the data gathered from the cultural assets map with other businesses, services, restaurants, and parking information to provide a holistic portrait of the services, amenities, and entertainment options available in the town. By combining these complementary uses and destinations into an interactive web-based map, this tool can be the “go to” resource for residents and visitors seeking more information about the offerings of North Hempstead, which in turn will provide strong marketing support for local businesses and organizations.

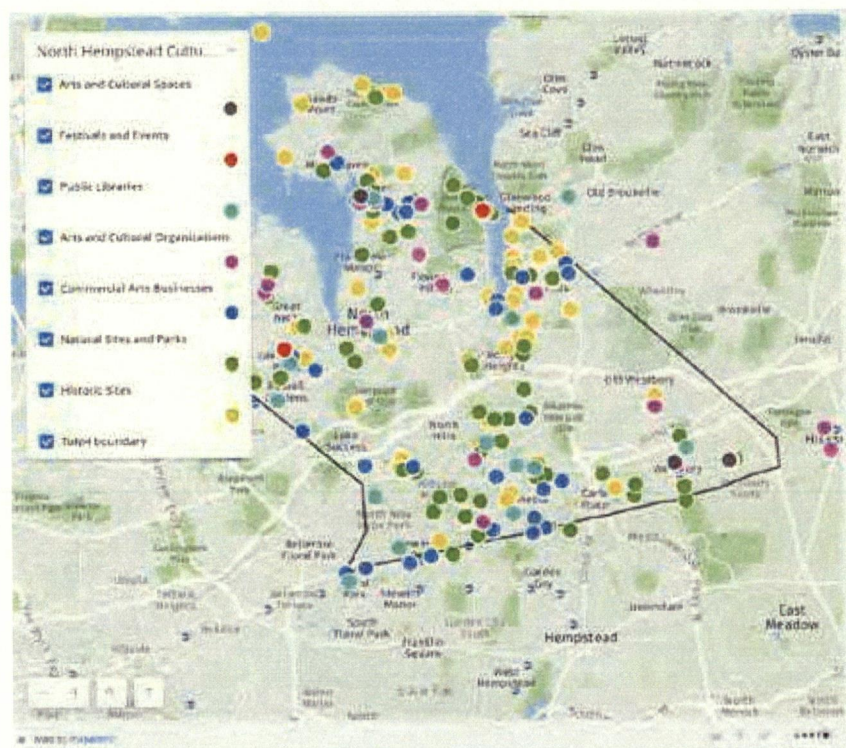


Figure 28. Current Cultural Assets Map for North Hempstead. Source: Town of North Hempstead



Figure 29. The Town webpage showcasing arts and cultural venues has links to major destinations in North Hempstead. Additional information about dining, shopping, and outdoor recreational opportunities could provide significant benefits for all the venues and businesses. Source: Town of North Hempstead

### Current Needs Assessment

The current cultural asset map for North Hempstead is hosted by Carto on the Town website (Figure 29). Each category also has a corresponding list of all items in that category, as well as information regarding address and website. This map functions well as a record for cultural planning purposes, and can be a major asset for the larger population and business community of the town with changes to its design that allow for easy updates and interactive features that allow users to search and get expanded information on activities, hours of operation, and links to individual webpages. The map can also include events and ephemeral assets such as public art and temporary art, functional art locations, etc.

### Proposed Interactive Map Features

The expanded interactive map including business and recreational destinations should include the following:

- Existing arts and culture assets
- Other businesses, including restaurants and retail shops with descriptions
- A search feature, to look for specific organizations or businesses
- An easy way to update and maintain the information provided
- Show parking locations
- Include a directory/ list option for exploring businesses
- Events

## Benefits

This map may serve as both a marketing tool and a web-based and/or App wayfinding tool. This map can allow users to discover all the things North Hempstead has to offer—a kind of one-stop shopping for culture and commerce for residents and visitors--while making North Hempstead businesses and organizations more visible. Benefits include:

- Clear single source for destinations and events for visitors and residents.
- Marketing support and greater visibility for arts, culture, retail, and dining.
- Supplemental support for Business Improvement Districts (BIDs) in their marketing efforts for the commercial areas of the town.
- Enhanced ability for the bricks and mortar commercial districts to compete with online retail (by providing culture, food, experience).
- Creation of clear links between commercial districts and businesses and arts, culture, and events.
- User-friendly choices and searchability for all ages and demographics – singles, families, older adults, immigrants, etc.

## Next Steps and Funding

This interactive map early action pilot can move forward now and will build on the work the Town has already done to map cultural assets. Funding is needed to hire the experts to help the Town select the proper web and mobile web/app platform and to populate the tool with information collected during the master planning process and with additional data on businesses and complementary destinations. The Town Supervisor met with village mayors in June 2019 and hosted a general meeting for the arts and business communities that same month. There is widespread interest and support for this effort and agreement that this work can support economic development, downtown commercial districts, resident quality-of-life, and arts and culture.



*Cyclists in Roslyn, NY Source: New York Times.*



## Getting Started – What is in this Kit

This Action Kit contains the background information, alternatives, questions and answers, and document templates to get started planning for a coordinated marketing effort for businesses, arts and culture, and historic and recreation destinations, including a one-stop shop interactive map. Information in this Kit includes:

### A. Step by step start-up guide:

- Recommended action steps in sequential order

### B. Marketing and Branding Examples

### C. Dynamic Website and Map Examples

## A. Step-by-Step Start-up Guide

Note, the timeline for this initiative is dependent on initial funding and a number of other choices available to the Town, including a decision regarding who or what will oversee this work. Overall timing once work begins on this initiative is expected to take 6-9 months to website creation, branding, and map launch.

### Phase 1: Decide who will lead the effort

- The Town of North Hempstead should determine who/what entity will coordinate and manage the marketing and online/app map resource. This could be a new staff person within an existing department, existing staff person(s), or an existing or new agency or organization. It will be necessary to hire a consultant or specialized firm to create the interactive map and set up a framework that allows self-reporting and listing.
- Whatever the entity or staff member, the following resources and skills will be necessary:
  - a. Connections to business and arts and cultural communities – overall connections to ensure everyone is on board and to maintain excellent communications and collaboration. This effort is not meant to usurp what individual business districts may be doing but to support everyone.
  - b. Marketing and graphic skills for branding the overall effort and creating a framework for all materials and the website.
  - c. An independent consultant or company specializing in online interactive maps to develop the website and app.

- Gather various stakeholders (advisory committee) from the business, arts and cultural/creative, and historic and recreational communities.

- a. The existing Arts Advisory Council was created under the administrative direction of the Town of North Hempstead Business and Tourism Development Corp. (BTDC) to “explore the possibility of obtaining grants, to advise the Town Board about acquisition of art, to provide coordination for the creation of art and art space within the town, and to generate publicity for, and interest in, the arts in the Town of North Hempstead.” The Arts Advisory Council was involved in the planning effort that produced this Cultural Master Plan and members of the Council should continue to be included in arts and cultural planning as these new efforts move forward.
- b. If an existing or new organization is leading this effort, the leadership of that organization will oversee this effort and become the advisory committee, with inclusion of members from the existing Arts Advisory Council. That leadership structure should be representative of all the villages and business districts of the town as well as the cultural community.

### Phase 2: Develop a Communications and Marketing Plan

- Develop a detailed communications and marketing plan that considers the following questions:
  - a. What are our goals?
  - b. What are the existing efforts of businesses, organizations, and other destinations?
  - c. How can we complement existing efforts?
  - d. What are benchmarks for evaluating success?
  - e. Who is our audience?
  - f. What are we offering that is unique?
  - g. What is our key message?
  - h. What resources can we bring to this effort?
  - i. What outside help do we need? (It is assumed that branding/graphic design and perhaps marketing assistance will be needed for this effort.)
  - j. What communications tactics and tools will we use and why? (It is assumed that the one-stop interactive map and a website will be a part of this effort).



### Phase 3: Create a Brand

- Hire a graphic designer/branding consultant.
- Hold a brainstorming meeting with the consultant and the advisory committee regarding branding: establish visual identity and voice
  - a. Guiding Questions include:
    - Who are we as North Hempstead organizations and businesses?
    - Who is our audience?
    - What audiences do we want to reach?
    - What are our values?
    - How do we represent ourselves visually?
- Work with branding consultant to develop and finalize a brand and related graphic materials including logo, color template, and collaterals.
- Foster partnerships with more community members.
  - a. Ask the advisory committee to reach out and expand the network of business and arts organizations who are aware of the effort and can be ambassadors to spread the word.
  - b. Run networking events to connect business owners and arts leaders to help build partnerships naturally. See Action Kit #3 for information on potential programs and initiatives of a new organization for culture, commerce, and tourism that can connect businesses and the arts.

### Phase 4: Create Website

- Hire a graphic designer/website developer (this may be the same consultant used in Phase 3).
- Research similar types of websites (examples are given in this Action Kit as a start) to determine what characteristics are needed. Things to consider including are:
  - a. Home page that gives compelling overview of the town's offerings.
  - b. Events calendar
    - i. This section of the website might link to an existing calendar. During stakeholder meetings and focus groups, there was significant discussion regarding the challenges of maintaining an accurate and up-to-date and comprehensive calendar of offerings. Whatever calendar is used should be self-populating by registered members of the calendar app. There are existing calendars that could be designated as the "official" source for North Hempstead arts, culture, events, and other activities and this marketing website could link to that calendar.
  - c. Searchable amenities and destinations for:
    - i. Arts and cultural venues
    - ii. Historic sites
    - iii. Recreational opportunities
    - iv. Shopping
    - v. Dining and food
    - vi. Hospitality – hotels, motels, etc.
    - vii. Educational opportunities such as art classes, tours, etc.
    - viii. Pop-up and ephemeral destinations in storefronts and other locations
    - ix. Special districts or destinations such as:
      - a. Ethnic food clusters
      - b. Water and boating activities
      - c. Others
  - d. The website should also be searchable by location – with map showing all destinations within a certain location or district.
- The website can also highlight the vacant spaces and arts program and include a real-time database of available storefronts and spaces – both for long-term lease and also for short-term occupancy by arts, cultural, and related uses.
- Use the branding materials and graphic guidelines to develop the website.

## Phase 5: Create Collaterals and Launch the Initiative/Brand

- Following the marketing and communications plan, create collaterals such as flyers, email blasts, social media posts, etc. to support the launch of the initiative.
  - a. Launch a static website and collaterals that focus on:
    - Highlighting the treasures of the town – arts, culture, commerce, recreation, history
    - Upcoming events
    - New resources available and one-stop shopping website
  - b. Oppoint a business director to manage and promote the initiative/brand.

## Phase 6: Expand Brand into One-Stop Shop Website and Mobile Website and/or App

- Hire an app developer or firm specializing in interactive visitor maps.
- Work with developer to incorporate all the destination information and database used to create static website map into an interactive map that is accessible through website and app.
- Upgrade website to include interactive map and associated app.
- Conduct marketing campaign to launch app or mobile website.

## Phase 7: Maintain Initiative, Evaluate, Revise Efforts as Necessary

- Conduct ongoing maintenance of website, map, and app.
- Conduct periodic evaluations to determine effectiveness of marketing and one-stop app. Benchmarks could include:
  - a. Number of vacancies in commercial districts
  - b. Turnover rate of businesses in commercial districts
  - c. Hotel occupancy rates
  - d. Number of memberships in nonprofit organizations for arts, culture, recreation, and historical societies.
  - e. Number of visits to website, number of subscribers to social media accounts
  - f. Chamber of Commerce membership levels
  - g. Number of special events and programs run each year
  - h. Number of new businesses started (and that are in existence after one year, two years)
  - i. Consumer feedback surveys
  - j. Number of subscribers to app
  - k. Number of members for a self-populating calendar of events
  - l. Other as determined
- Revise marketing and communications strategies in response to evaluations.

## B. Marketing and Branding Examples

The following examples showcase some of the marketing and branding strategies outlined in the recommendation section. While every place is unique, these examples provide a baseline for moving forward with the collaborative marketing of North Hempstead businesses and arts and cultural organizations.

### Collaboration:

American Repertory theater and Restaurant and Hotel Partners.



Figure 30. Source: <https://americanrepertorytheater.org/plan-your-visit/restaurants-hotels/>

### Branding:

Hudson Square Business Improvement District  
Manhattan, NY



Figure 31. Source: <https://www.hudsonsquarebid.org>

**Branding:**  
City of Albuquerque District Icons



Figure 32. Source: Lancewyman.com

## C. Dynamic Website and Map Examples

The websites in this section represent good examples of dynamic online resources showcasing businesses, local events, and arts and culture. Each website contains a directory of businesses as well as an interactive map. Included with each map is information about the agency or designer responsible for the website as well as the hosting or creation of the interactive map.

### Denver, CO

Managed by Visit Denver. VISIT DENVER is a private, nonprofit trade association that is responsible for marketing metro Denver as a convention and leisure destination. The map provides an interactive user experience with many categories of destinations and attractions. This map also can use current location to show all nearby attractions or businesses. It also offers a search feature for more specialized searches.

Website by [Agency Off Record](#).

Map created by [Simple View Inc.](#)

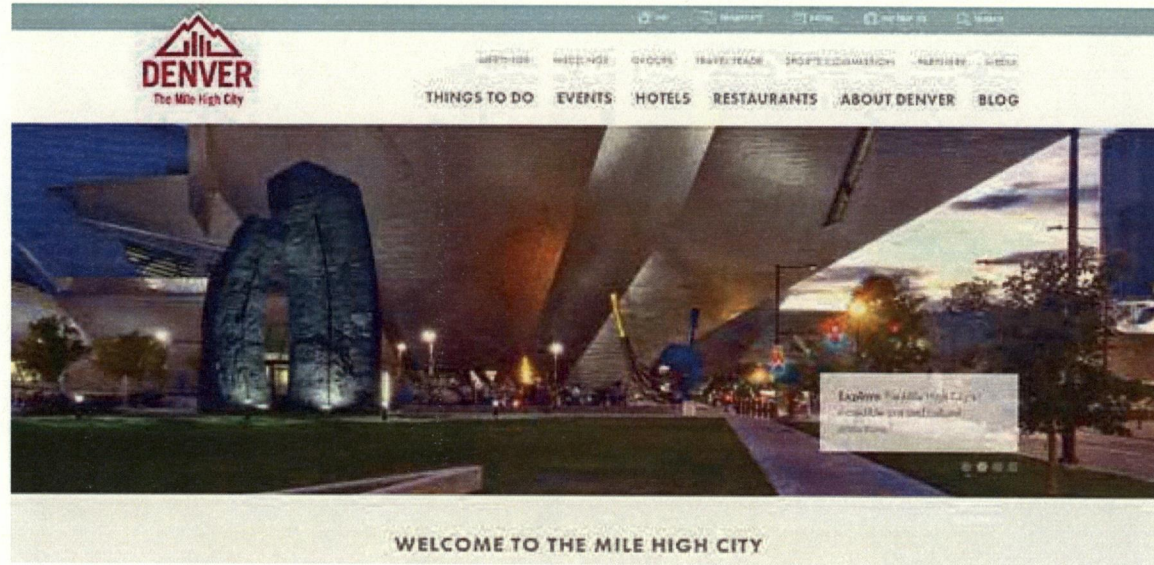


Figure 33. Visit Denver website featuring easy to navigate design and information regarding businesses and arts and cultural offerings

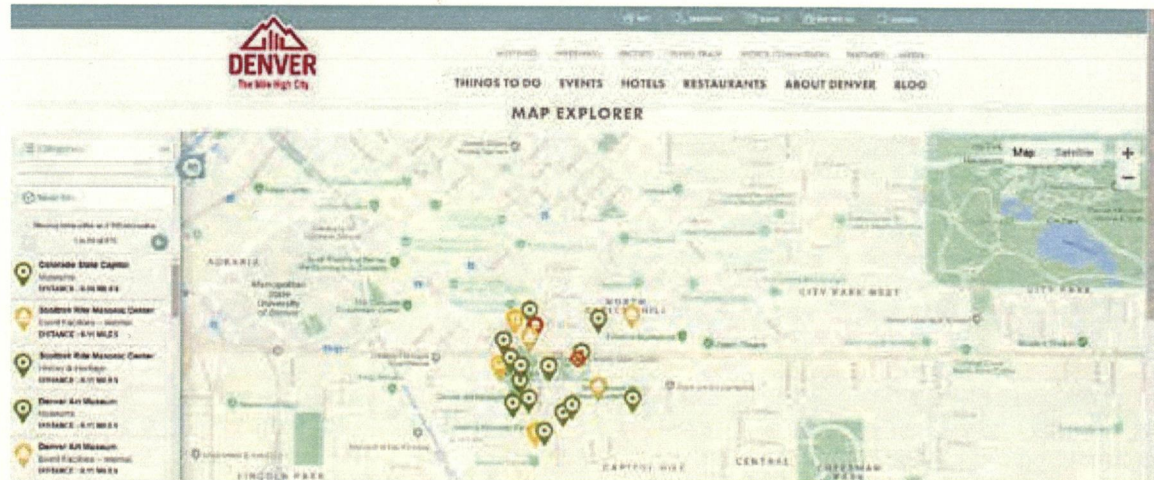


Figure 34. Visit Denver interactive map providing category filtering and a search bar to find local businesses and arts organizations

## Norfolk, VA

This website is managed by the Downtown Norfolk Council (DNC), a member-based non-profit organization devoted to promoting and enhancing business, cultural, retail and residential initiatives in Downtown Norfolk. The DNC also manages the 48-block Downtown Improvement District. This map allows the user to search among many different categories including businesses, services, churches, arts and culture, parking, and even sidewalk and street closures.

Website by [Sway](#).

Map powered by [Mapbox](#).

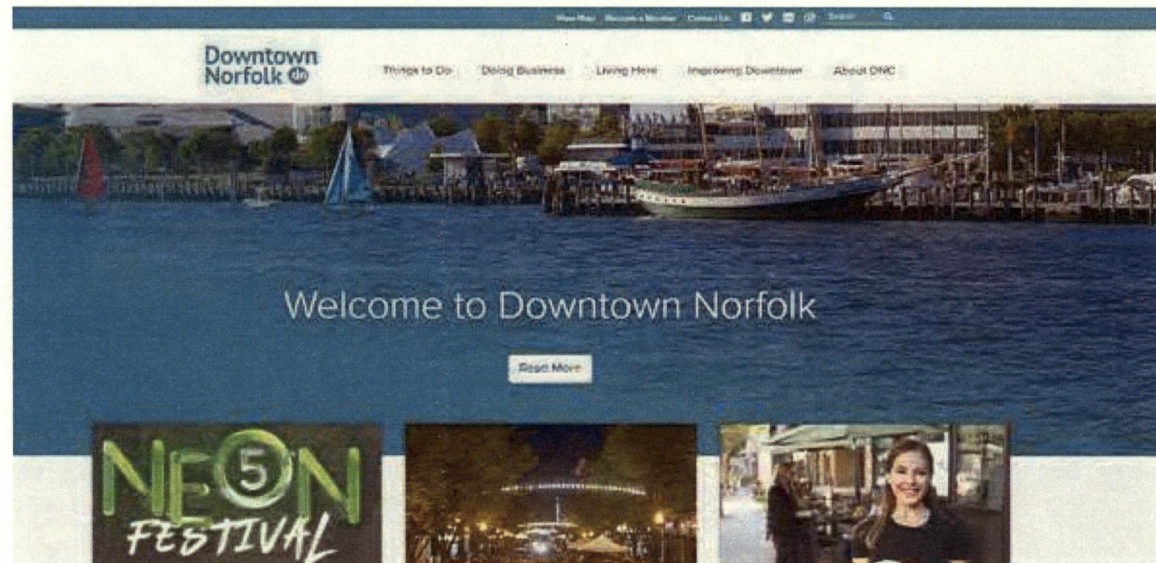


Figure 35. Website for Downtown Norfolk

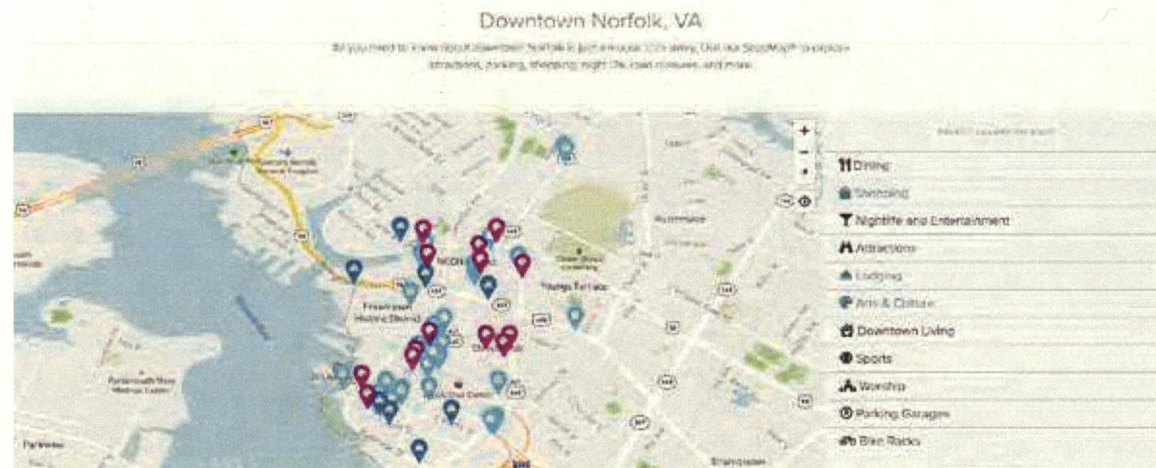


Figure 36. Interactive map on the Downtown Norfolk website

New York City, NY (Long Island City, Queens)

This website is managed by the Long Island City Partnership (LICP), the neighborhood development corporation for Long Island City. The LICP also manages the local business improvement district. The organization offers maps relating to development, neighborhood, businesses, and attractions. The website also offers a space bank that highlights spaces that are available for rent. The site also contains a business directory.

Website by [Blenderbox](#).

Map hosted by [Citiesence](#).



Figure 37. LICP interactive map hosted by Citiesence

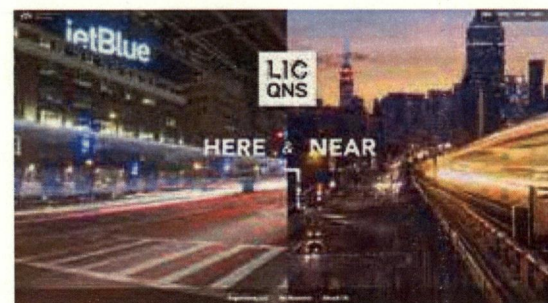


Figure 38. LICP website



Figure 39. LICP online directory hosted on their website



Source: Town of North Hempstead





# Action Kit 3

## Commerce, Culture, and Tourism Organization



144 *Denton School Heritage Day, Denton Ave School, New HYDE Park NY. Source: Town of North Hempstead*

This Action Kit addresses the following:

The Town of North Hempstead cultural master planning process brought together the town's arts and cultural community, residents, Town and Village officials, and business owners and organizations. Stakeholders were excited about the possibility of collaborating around marketing, sharing initiatives, and working together in areas where there is great overlap of purpose and efforts. Specifically, areas of commonality identified during the planning process include the following desires:

- Assistance in overall business and nonprofit marketing.
- Continued services to support business marketing and promotion at the Town-level.
- Grant-writing assistance for collaborative ventures around cultural development, business district support, and tourism ventures.
- Help connecting the benefits and possibilities of the rich traditions and history of the town/region and the specific recreational, cultural, dining, and retail assets of North Hempstead.
- Someone or entity to lead a strong online presence and one-stop experience for information regarding cultural events, commerce, business opportunities, recreational destinations, and related information to fully take advantage of overlap of customer and audience base.
- Continuation of some of the services provided by the TONH Business & Tourism Development Corporation, which is currently in transition.

Plan Goal / Recommendation Summary

The Plan recommends the creation of a new umbrella organization (or another alternative as described later in this Action Kit) to support culture, commerce, and tourism in North Hempstead. This organization is envisioned as a hybrid of a traditional business organization (supporting retail and commercial district needs and providing support to business owners), an arts and cultural council (supporting arts and cultural organizations, hosting events, offering marketing, and identifying grants), and a convention and visitors bureau (promoting visitor destinations and hospitality businesses in town). If the Town chooses to address needs with staff positions instead of supporting a new organization, the functions and services would be similar and be provided by a mix of staff and consultants (the pros and cons of this are outlined later in this Kit).

SOME BACKGROUND ON THE BTDC

The Town of North Hempstead formed a Business & Tourism Development Corporation in 2005. The Bylaws of the organization were created to enable the BTDC to act as a public authority to issue bonds and to construct, acquire, rehabilitate, improve, develop, operate, and maintain properties, among other duties, to serve its mission. The BTDC's Mission statement is:

To act as a liaison between the Town of North Hempstead's government and business community by facilitating economic development and tourism within the Town.

Honoring and preserving the history of our Town, we seek opportunities to support the identification, restoration, and celebration of our Town's historic landmarks and cultures.

<https://northhempsteadny.gov/Our-Mission>

The BTDC has not exercised its special status as a public authority because it has not issued bonds nor engaged in property improvement or acquisition. A 2018 assessment of the BTDC's actual functions has led the TONH to explore alternative options for providing support to the business community and cultural organizations. This BTDC re-assessment coincides with cultural planning in the town.

## CASE STUDIES:

### ArtWORKS PHX

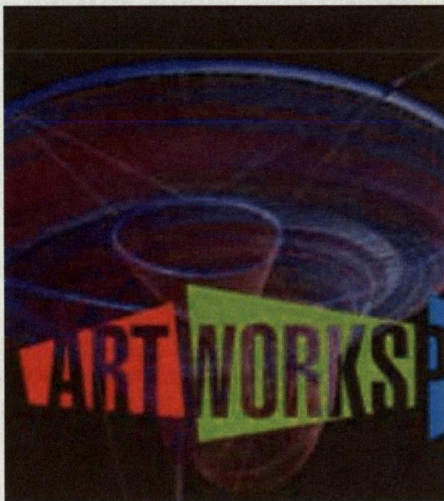
Phoenix, AZ

ArtWorks PHX, is a digital web-based campaign curated by the Arts, Culture, & Public Life Committee of the Phoenix Community Alliance, a nonprofit community development organization focused on the Greater Downtown Phoenix.

Modeled after the national pARTnership movement, ArtWORKS PHX is a regional effort to foster art and business collaboration in the Phoenix area. As a member driven campaign, ArtWORKS both inspires and showcases business engagement with the arts. They offer resources, programs, and an online case study library of different local businesses and their engagement and integration with art.

ArtWORKS PHX also offers the Creative City Series, an extension of its digital campaign and sets the stage for advancing artists and business collaboration. The program convenes Phoenix's business and creative communities to discuss partnering in order to attract talent, maximize business innovation, advance an inclusive city, foster placemaking, and escalate economic development in Phoenix.

*Adapted from [artworksphx.org](http://artworksphx.org) and [phoenixcommunityalliance.com](http://phoenixcommunityalliance.com)*



### Art & Business Council of Miami

Miami, FL

The Arts & Business Council of Miami aims to build a sustainable cultural ecosystem through advancing high-impact partnerships between businesses, entrepreneurs and the arts. For over 30 years, ABC has played a leading role developing programs that bring together business and arts for effective and mutually beneficial outcomes. Assisting over 500 arts groups through executive consultancies, leadership training, audience development, workshops, forums, curated outreach and networking events, ABC is committed to improving the Miami community through integration of art and business.

*Adapted from [artsbizmiami.org](http://artsbizmiami.org).*



## Decatur Arts Alliance (DAA)

Phoenix, AZ

### What does DAA do?

The Decatur Arts Alliance (DAA) is a nonprofit partnership of artists, business owners, and residents who support arts in Decatur, GA. DAA was founded in 1989 and aims to develop a strong arts community in Decatur.

DAA sponsors annual festivals, including Decatur Arts Festival, the Decatur Artway Sculpture Gallery, the YEA! Event for young emerging artists, Oakhurst Porchfest, and the Decatur Wine Festival. DAA hosts special art events for members only and provides a collaborative environment to coordinate interests of artists, gallery owners, theater groups, dance groups, etc

**The Decatur Arts Festival**, an annual art festival in downtown Decatur, includes artist markets, live music, performances, comedy shows, a children's parade, literary events and more. This event attracts around 65,000 visitors each year and is sponsored by DAA, the City of Decatur, Indie Catur, Agnes Scott College, Lampe Farley Marketing Communications, Three Taverns Craft Beer, Steady Hand Beer Co., and Arches Brewing. More sponsors can be found [here](#).

**The Decatur Artway Sculpture Gallery** is an outdoor sculpture gallery that adds and rotates exhibits each year. Sculptures are loaned for two years to keep art in rotation. This project began in 2015 and will enter its fourth phase this year. The Gallery is presented in partnership with the Decatur Tourism Bureau and Decatur Downtown Development Authority.

**YEA!** This annual, one-day event for young emerging artists (YEA), gives selected K-12 students the opportunity to showcase and sell their art in Harmony park.

**Oakhurst Porchfest** is an annual grassroots music festival taking place on porches all over the Oakhurst neighborhood. It's considered to be the largest crowdsourced music festival in Georgia.

### Structure

Nonprofit structure: DAA has an executive director and a 13-member board of directors, as well as an advisory board. DAA is a membership-based organization, which provides some of its funding. DAA also hires consultants to support major events. Volunteers and interns also support operations.

### Government partnership

DAA works in partnership with the City to move arts-related initiatives forward, like the Decatur Arts Festival. For example, DAA recently worked with the City Commission to create a program that allows buskers to perform in the streets through a permit approval process. They also worked with local artists and the Downtown Development Authority to implement a citywide placemaking project involving the painting of traffic infrastructure (signal boxes).

### Funding

Funding comes from a variety of sources, including membership fees, donations, event funding, and other sources.

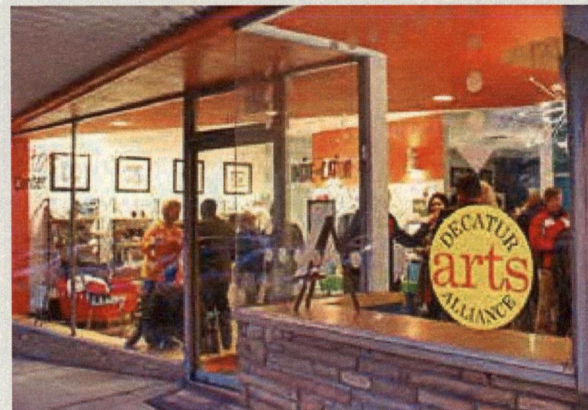


Image source: <http://decaturartsalliance.org/about/>

## CASE STUDIES:

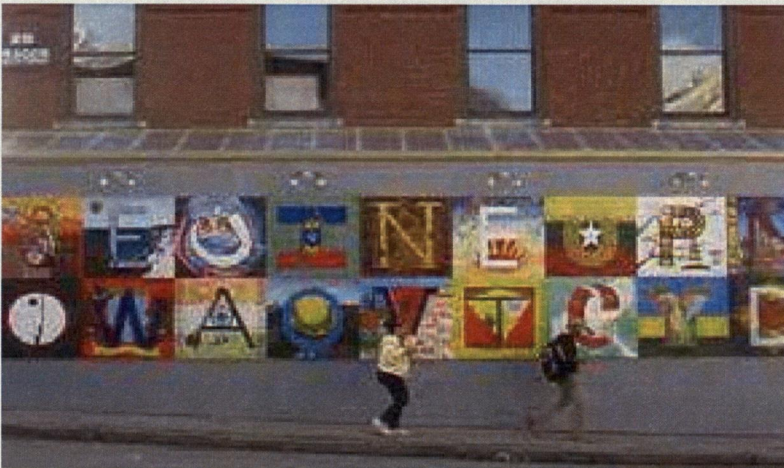
### Creative Portland

Portland, ME: <https://www.creativeportland.com/>

See SPACE 538 below as another nonprofit example in Portland, ME.

#### Overview:

Portland, ME is growing as an arts hub for New England. Creative Portland is a nonprofit, local arts organization that helps grow and sustain creative industries in Portland, ME as an opportunity to drive economic growth throughout the city. Founded in 2008, it is the primary arts agency for the city and receives TIF funding annually for marketing and branding. In 2017, Creative Portland opened a multi-use community and gallery space to provide a new hub for arts engagement. The organization also hosts a number of arts-related events and workshops, including a professional development series and a monthly downtown art walk.



Source: [visitportland.com](http://visitportland.com)

#### Structure:

CP is a nonprofit that works in collaboration with the City to improve economic development through art and creative industry-related initiatives. CP has a board of directors, an executive director, and a program staff member, who all regularly work with the City. The board of directors consists of up to 21 individuals (eight are appointed directly by city council); two are ex-officio members, and 11 are elected by the board of directors. Two-thirds of the directors must be residents, own a business, or work in Portland.

CP is listed as a key contributor in fulfilling the City's 2018-2019 Economic Development workplan).

#### Funding

Creative Portland receives TIF funding from the City annually for marketing/branding. Most recently CP received \$75,000 from TIF funding between July 2017 and January 2018.

The organization also needs to raise \$25,000 each year to keep on-going programming fully funded.

As of 2018, the new executive director, Dinah Minot, wants CP to be a re-granting organization and wants the City to provide more support fundraising and pursuing grants.

CP currently acts as a fiscal sponsor for creative initiatives by distributing funds to sponsored parties, keeping 5% as a fee for service.

#### Driving Economic Development:

A 2017 study compared the economic impact of nonprofit arts and cultural organizations between 2012 and 2015 and found a \$26 million increase from \$49 million to \$75.6 million in events-related spending.

### **Community Space:**

Creative Portland opened a multi-use community and gallery space in 2017. It's not only a location for artists to showcase their work, but it also functions as a community space for artists and non-artists to come together. It's located in the city's arts district next to the Maine College of Art and is open to the public on weekdays from 10-4pm. The gallery is expected to change every six months.

Main program areas include:

- Visual art exhibitions
- Film screenings
- Music shows
- Public forums and collaborations
- 2 Degrees Portland Networking Initiative

### **Events:**

The organization is the official arts agency for Portland. Current initiatives include "2 Degrees Portland," a networking service for creative people, "First Friday Art Walk," a monthly arts and culture event, and a professional development series.

**2 Degrees Portland** is a networking service for creative people, including artists, engineers, designers, and entrepreneurs. Individuals can contact the organization and be connected with someone with similar interests who can answer questions related to Portland.

**First Friday Art Walk** is a monthly arts and cultural event in the Arts District where around 3,000 people visit galleries, museums, street artists, and see performances on the first Friday of each month, regardless of weather.

**Professional Development Series** provided by CP in partnership with the Maine College of Art and Maine Volunteer Lawyers for the Arts, provides business development courses for artists. Topics including grant writing, tax preparation, pricing art work, and starting a creative business are covered.

### **Challenges:**

Board members have expressed concerns around Creative Portland's lack of visibility and the opportunities it provides for artists in Portland. It needs to raise awareness of its existence. A now-defunct newspaper used to cover Creative Portland board meetings, which provided some publicity. Funding is also a challenge.

## CASE STUDIES:

Also in Portland, ME (place-based model):

### SPACE Gallery

*Portland, ME*

While not related to Creative Portland beyond partnerships, Space Gallery is another Portland-based nonprofit organization that “supports contemporary art projects, champions artists, and encourages an open exchange of ideas.” It’s a collaborative, creative space that curates art exhibits, showcases music, presents film screenings, facilitates lectures and discussions, rents below-market studios to artist, oversees a statewide granting program for artist-led initiatives and projects, has a residency program, hosts open forums around social justice and other topics, and collaborates with other nonprofits. The space opened in 2002 and became a formal 501c3 nonprofit one year later. In 2011, the organization launched a capital campaign, “Claiming Space,” to help buy an entire building next to their existing location. The new building is home to 30 affordable, below-market artist studios and is now the organization’s main venue with a gallery, offices, and an artist’s residency studio.



*Source: creativeportland.com*

#### Main program areas include:

- Visual art exhibitions
- Film screenings
- Music shows
- Public forums and collaborations



## Benefits:

### General

- Leadership in marketing for arts and cultural, business, and hospitality sectors
- A focused look at overlap in interests and opportunities between the sectors
- Ability to apply for grants from a wide range of funding sources including public support and foundations.
- Special efforts in film business recruiting, corporate office recruiting, and tourism marketing
- Support for independent businesses, including ones not located in business districts
- Collaboration opportunities with Chambers, including technical assistance and seminars for artists, nonprofits, and entrepreneurs
- Maintenance of databases of available space
- Oversight of Art + Vacant Spaces storefront program

### Commerce (Business Districts/Business Owners)

- Support in marketing
- Complementary marketing efforts that span culture and tourism to maximize benefits across the sectors
- Technical assistance and business development services
- Leadership in “Art About Town” Art + Vacant Spaces program

Possibilities for member/sponsor advertising

### Culture (Arts and Cultural Organizations/Artists/Creative Entrepreneurs)

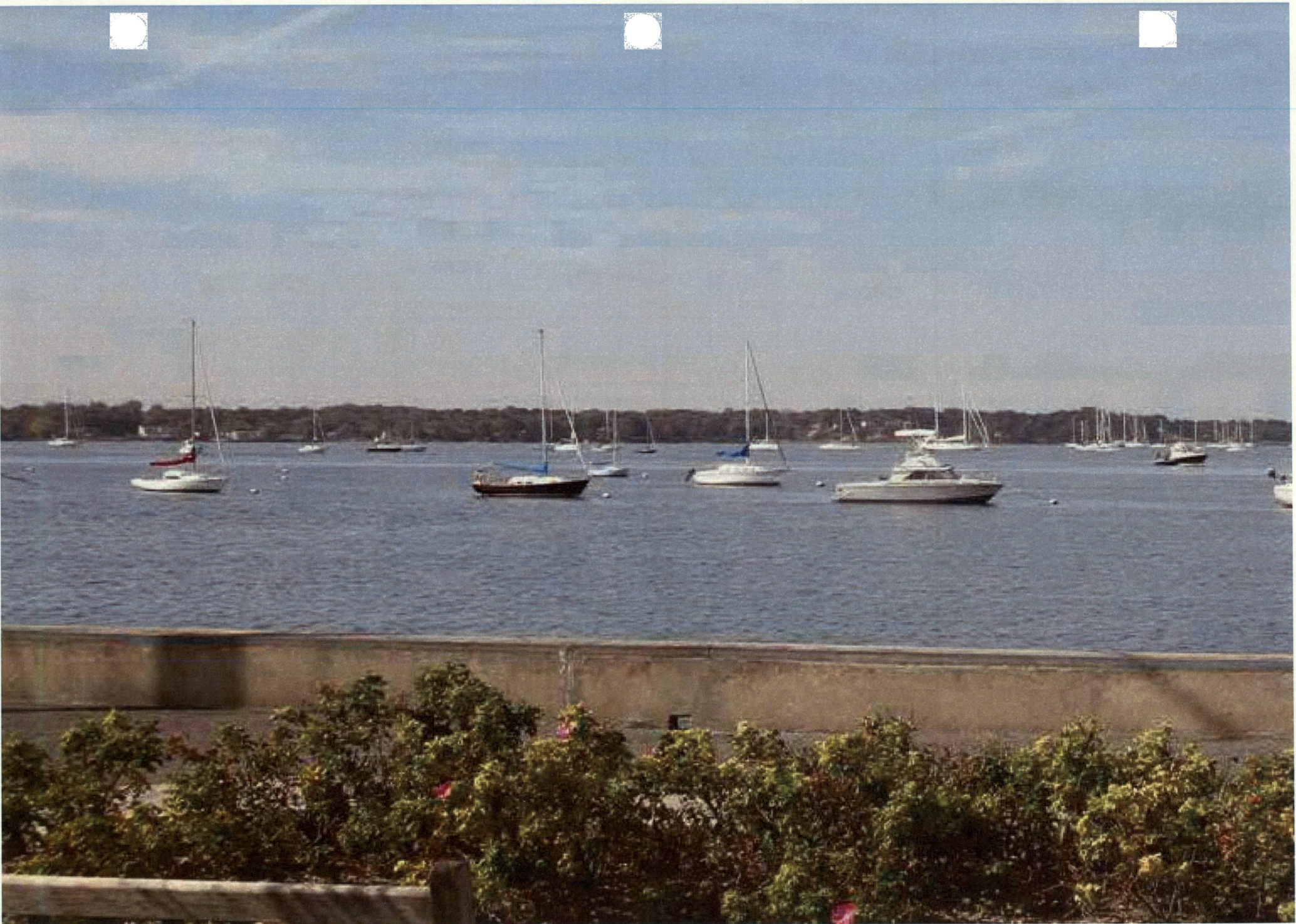
- Support in marketing cultural destinations and activities across the town
- Potential for increased grant funding
- Greater collaborative opportunities with business districts (joint and discount marketing, special events, etc.)
- Leadership in “Art About Town” Art + Vacant Spaces program
- Possibilities for member web pages/marketing – useful for artists, arts organizations, and galleries
- Technical assistance and business development services

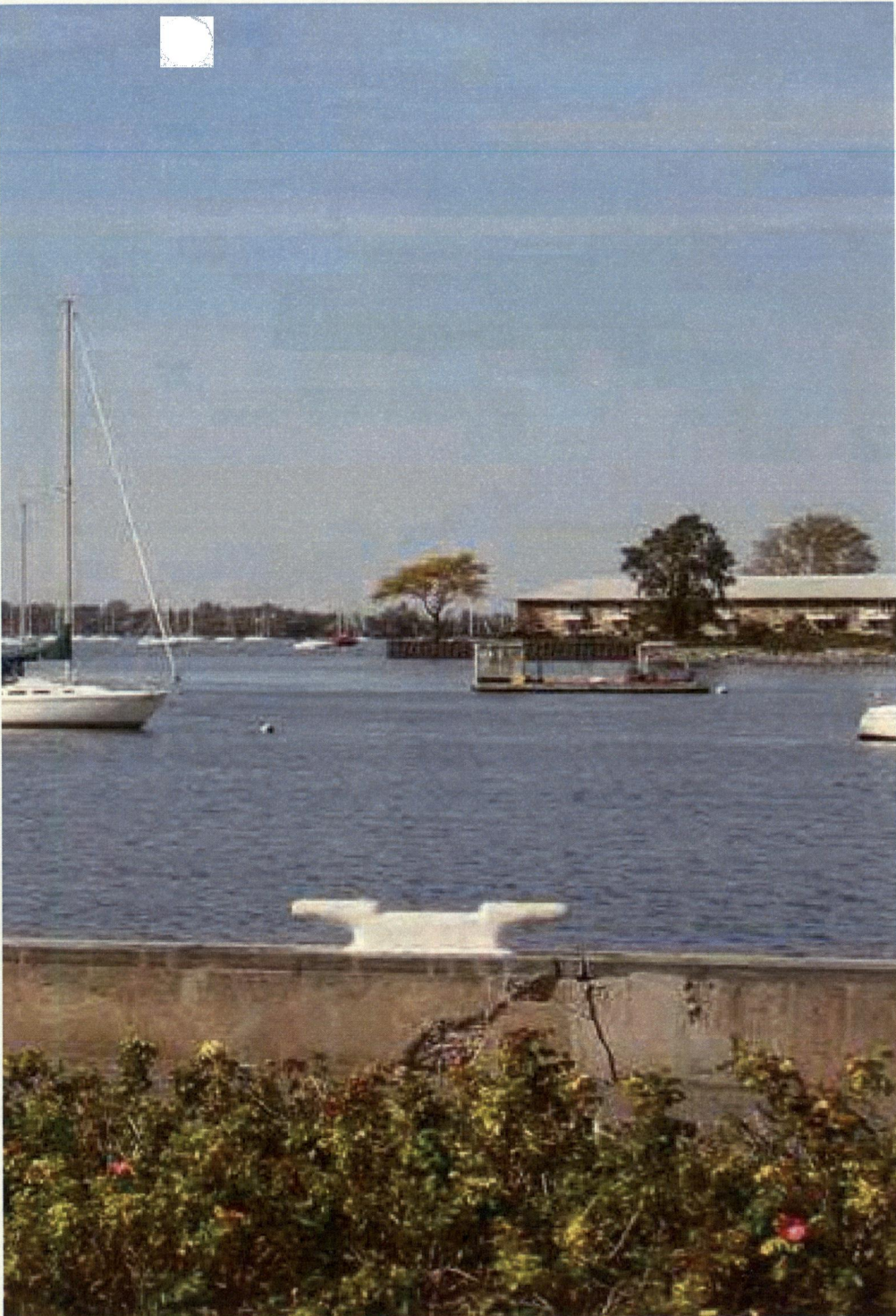
### Tourism

- Support for hotels and all hospitality businesses
- Overall marketing support

### Villages and Town

- Support for overall improved economic health of commercial districts
- Increase/maintain filming permitting





## Getting Started – What is in this Kit

This Action Kit contains the information, possible choices, questions and answers, and document templates to create an organization that oversees and supports culture, commerce, and tourism activities in the Town of North Hempstead. Information in this Kit includes three parts:

A. Roles for the new organization

B. Recommended Structure and Funding Models (including pros and cons for an alternative to creating an organization)

C. Step-by-step start-up guide

- Recommended action steps in sequential order
- Cases or examples that address some element of the action steps
- Decisions to be made as part of each action with choices laid out and recommendations
- Possible funding sources, where applicable
- Parties responsible for each action. The parties identified include:
  - Town of North Hempstead or a designated agency or organization
  - The Villages
  - Members

## Part A: Roles for a New Organization: Culture, Commerce+ Tourism Council

This Cultural Master Plan recommends the formation of a new organization to oversee and support culture, commerce, and tourism in the Town of North Hempstead because many stakeholders expressed a desire for a collaborative, cross-sector approach to supporting these activities and entities in the town. Because of the size of the town and the number of villages, collaborative endeavors can provide an overall framework to ensure that marketing, programming, and technical assistance efforts have maximum impact. In addition, sharing and learning opportunities are greater across the wider geographic and social expanse of North Hempstead. To meet the needs of various stakeholders, the following is a list of suggested roles for a new council. These roles should be phased in over time, providing a “ramp up” period over the first three years of the organization. Roles are listed below without priority indications and then suggested staging/priorities are listed in Part 3.



Source: Town of North Hempstead

### Support.

- a. Assist with permitting and zoning issues for businesses and arts and cultural organizations, including permitting for the proposed “Art About Town” Vacant spaces temporary use program. Work with the Town and Villages to streamline permitting for events and other activities.
- b. Collaborate with Chambers of Commerce to offer programs, seminars, and other assistance in business development, marketing, etc. Examples could include:
  1. Social media marketing
  2. Shipping artwork and other business goods
  3. Health insurance choices for small businesses owners (including artists)
  4. Competing with online retail
- c. Administer intercept and online surveys to help determine what residents want and need from local businesses and districts.
- d. Survey Council and Chamber members each year to determine needs and goals.

### Connect.

- a. Provide forums for diverse sectors to come together to explore ways to collaborate and cooperate on initiatives. Include 1099 entrepreneurs, nonprofits, and for-profit businesses
- b. Serve as a liaison between businesses/ nonprofits and Village and Town officials regarding permitting, planning, and other issues permitting, planning, and other issues.
- c. Act as convener for the business, cultural, and hospitality sectors.

### Market/Celebrate.

- a. Create overall branding for the Town regarding businesses, arts and culture, and tourism.
- b. Create and maintain a website to support cross-sector health and visibility.
- c. Create and maintain a one-stop-shop interactive map and app promoting arts and culture, businesses, business districts, food establishments, and hotels/recreation.
- d. Lead marketing campaign for “Art About Town” with the assistance of participating business districts.

### Recruit.

- a. Recruit new businesses to the town.
- b. Recruit the film industry.

### Fund.

- a. Administer and fund a business beautification program.
- b. Administer and fund a signage program (perhaps requiring collaboration between artists and businesses).
- c. Oversee public art initiatives, including murals, sculpture, temporary installations.
- d. Undertake marketing initiatives including a one-stop-shop app.

Advocate.

- a. Advocate and offer examples of streamlined permitting for events, murals and public art, and temporary uses of commercial spaces.
- b. Advocate for the consideration of arts and culture in a wide range of policy and capital expenditure decisions including:
  1. DPW for streetscape furniture, sidewalks, crosswalks
  2. Signage regulations relating to murals
  3. Public art placement and maintenance

Evaluate.

- a. Create clear goals and metrics to measure success, evaluating progress every year. Examples of metrics could include:
  1. Number of filming permits issued.
  2. Number of vacant storefronts filled through “Art About Town” program and number of vacancies in each commercial district.
  3. Number of cross-sector initiatives started each year.
  4. Number of new businesses recruited to the town.
  5. Number of attendees at special events.
  6. Increase number of public art installations, including murals.
  7. Number of attendees at technical assistance and support programs.
  8. Results of annual survey to members and others (distributed by the council and by Chambers and business districts)
  9. Amount of grant and outside funding raised annually.

b. The roles listed above indicate that the following skills will be needed of staff and/or contract consultants. While some of these roles can be filled by contract/consultant positions, others are best suited for staff to create a consistent presence and point of contact.

1. Director/Manager – staff person or leader with strong knowledge of the particular business and arts/culture community in North Hempstead or a general deep knowledge of how the sectors can work together for positive and transformative outcomes. Skills should include management of a small team.
2. Graphic Design/Branding – professional with strong skills in branding and graphic design to develop a brand, logo, and templates for the council. This can be a contract consultant position.
3. Planning – knowledge of general planning and regulatory issues such as vacant space permitting, permitting for events and festivals, signage regulations, and public art installation and location issues, if possible.
4. Fundraising/Development – a consultant or staff person with grant writing and fundraising skills.
5. Web and App Development – a web designer and app designer to create website and member pages for the council, as well as an interactive map app. This should be a highly skilled and specialized contract consultant position.
6. Program Director – a staff person to understand cross-sector needs, plan and staff programs (or hire outside contractors to run programs), and market sense.
7. Marketing – a staff person to execute an overall marketing plan as well as day-to-day marketing for events and programs.

## Part B: Recommended Structure and Funding Models (Including pros and cons for an alternative to creating an organization)

Details on the recommended structure and funding models for a Culture, Commerce + Tourism Council (CCTC) are provided below and are intended to provide guidance around the goals of a council, responsibilities of the organization, structure and funding suggestions, and strategies to measure the council's success.

The new CCTC is envisioned as a hybrid membership organization and publicly-supported entity that also raises money through revenue from activities (ticket sales), and grants. The CCTC has extraordinary potential to elevate the arts and culture and business health of the town by promoting strong connections between the sectors and providing overall vision and support to streamline efforts and identify funding sources. These efforts will support a high quality of life for the entire town.

A 501(c)(3) nonprofit organization should be formed, with a mission, bylaws, and funding, to act as the arts and culture, commerce, and tourism organization for the Town of North Hempstead and its villages. This organization models a typical framework for arts councils and arts and business organizations where the nonprofit operates semi-autonomously from the Town, but the organizational and leadership structure is created to enable frequent collaboration with the public sector through strong partnerships and governance. This model reflects the internationally recognized Arm's Length Principle for arts councils that allows public support of arts and cultural (and business advocacy and marketing) but creates a wider body of support and inclusion for the nonprofit and private sectors. This structure has a strong advantage in that its nonprofit status makes it eligible to apply for grant funding not normally available to towns and cities and to partner with private, public, and other nonprofit entities.

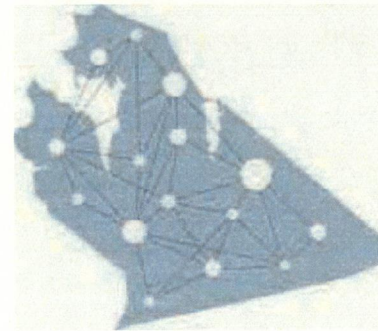
The existing Hempstead Harbor Protection Committee is an example of a town-wide organization that could be a model for the CCTC, whereby the base operations are funded by members, with dues prorated according to agreed-upon metrics such as village population, number of businesses, etc. The CCTC would expand this model of public members to include other memberships for nonprofits, independent businesses, and artists.



Figure 40. The CCTC can be a hybrid culture, commerce, and tourism council

### Institute a clear mission, goals, and responsibilities.

- a. **Mission:** The CCTC core membership should develop a clear mission statement, goals for the first two to three years, and clearly defined roles for staff, board members, and partners. The suggestions provided below are meant to be the starting point for further discussion and refinement.



*To provide support for the arts and cultural community, businesses, and hospitality industry of the Town of North Hempstead by creating a network of engaged organizations, public entities, and businesses, representing a diverse array of sectors and geographic areas of the Town, who can collectively celebrate and elevate the businesses, arts and culture, placemaking, and recreational and historical assets and destinations across the Town. .*

- b. **Goals and Roles:** Broadly speaking, the goals of the CCTC should fall into the following categories:
  1. Develop and communicate a consistent and compelling brand for arts, culture, business, and tourism for the town – highlighting quality of life and the rich cultural and historical traditions of North Hempstead.
  2. Facilitate major fundraising to support collaborative arts, cultural, businesses, and recreational initiatives and partnerships.
  3. Coordinate, support, and oversee diverse arts, civic, and business district programming across the town.
  4. Facilitate networking and cross-sector conversations and collaborations to make the best use of resources and opportunities in the town.

- Structure the CCTC to promote fair representation across diverse geographic, demographic, and socio-economic areas of the town and to provide strong leadership.
  - a. The CCTC member board and governance principles should represent the diverse business community and arts and cultural organizations in the town to foster enduring collaborations and support. The board will be tasked with guiding decision-making that affects all of its members:
    1. Arts and Cultural Organizations, Artists, and Creative Entrepreneurs
    2. Businesses Organizations including Business Improvement Districts and Chambers of Commerce, and the hospitality industry
    3. The Town of North Hempstead and the villages
  - b. Because the CCTC will depend on a robust membership for success, its organizational structure, membership dues, and roles must be decided in a collaborative process involving the proposed core members. The organizational diagram presented in Fig. 40 to the right is intended as a starting point for discussions with the core members including the Town, Villages, major cultural entities, and business districts.

- Prioritize initial actions/programs/initiatives to focus early implementation items.
  - a. This plan recommends choosing two to three priority initiatives for the CCTC that focus on cross-sector collaboration and highly visible positive outcomes. Suggestions for early action items include:
    1. Create and implement the “Art About Town” Art + Vacant Spaces Program.
    2. Offer a series of workshops and seminars on marketing including social media.
    3. In partnership with Chambers of Commerce, promote collaborative strategies including:
      - i. Arts/culture and hospitality collaborations
      - ii. Business District placemaking
      - iii. Restaurant discount programs linked to cultural ticket holders
      - iv. Day-long curated experiences
      - v. Focus on resident weekend fun day experience packages
    4. Create a website and begin planning for a “one-stop-shopping” app.

- Establish diverse and sustainable funding for the CCTC.
  - a. Funding from a variety of sources will be needed to effectively launch and sustain the CCTC and can come from member dues and other sources. Funding will need to cover expenses in the following areas:
    1. Staff position (Director and Fundraising/Development) -
    2. Marketing
    3. Events/Programs
  - b. Initial Seed Funding
    1. Seed funding will be needed for operational expenses, including staff salaries for a Director and Fundraising/Development staff person (fundraising, grant writing, sponsorships/memberships), office space and/or equipment, and at least a small amount of programming funds to get the organization started. This seed funding should be provided by the core members of the organization as grant funding is usually not available for operating expenses. A baseline of ongoing support from member dues can ensure that the CCTC can focus on its core mission to promote arts and culture, businesses, and tourism by offering support for marketing, programming, and other initiatives. Initially, the Town might choose to sunset some of the seed funding after three years – requiring, for example, that the CCTC match Town-allocated operational funds after year three of operations.
    2. Once the CCTC receives nonprofit status and becomes fully functional, funding will be needed for staff positions as well as programming and grants. While the exact amount of funding needed to launch the CCTC is difficult to estimate, an examination of the budget of the BTDC can provide some guidance for moving forward:

2018 BTDC Financial Support provided by the Town of North Hempstead		
Two staff salaries		\$150,000
Beautification grants	\$60,000 (\$10,000 each for six business districts)	
Arts sponsorships		\$26,000
		<hr/>
		\$236,000

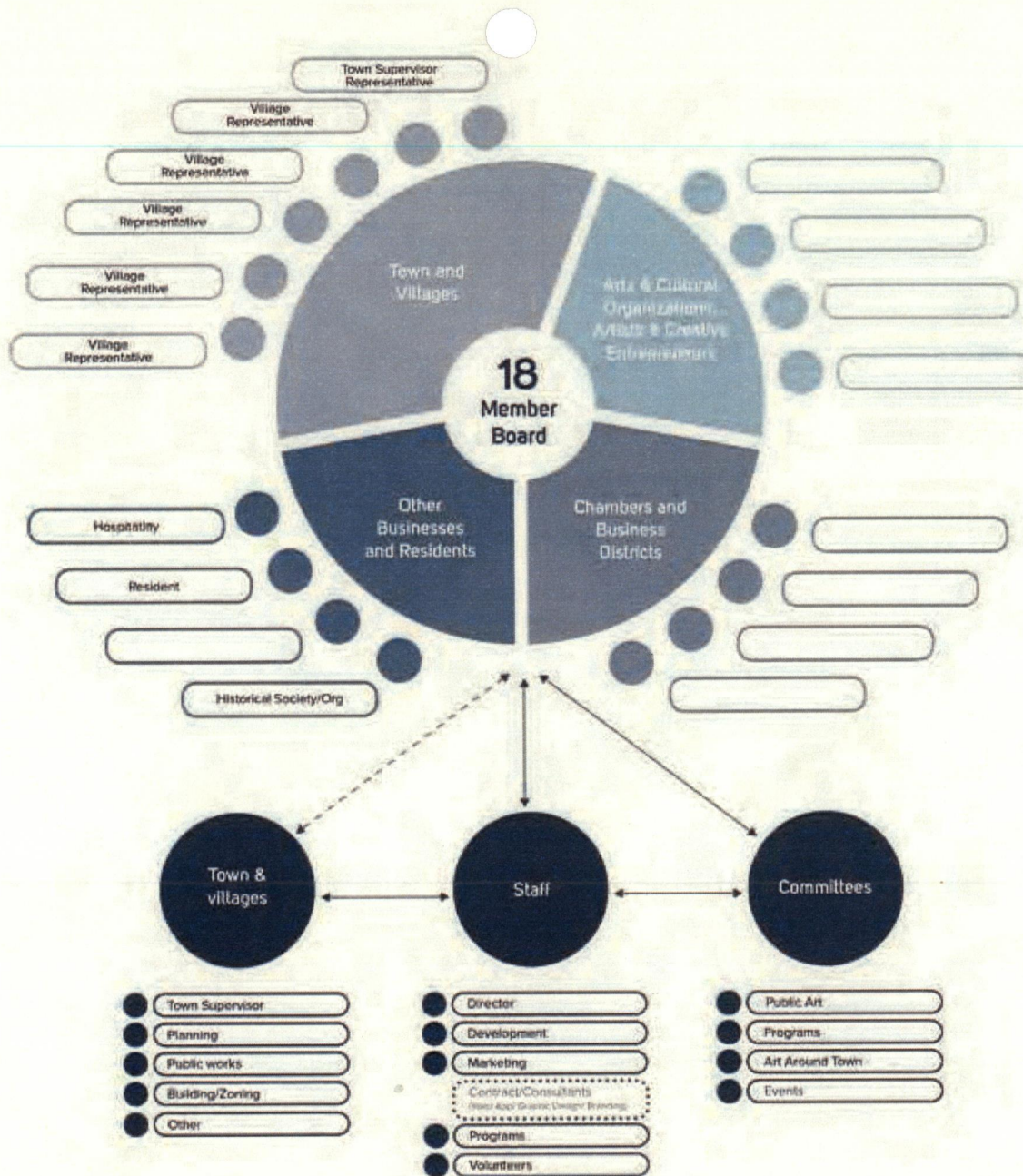


Figure 41. The CCTC membership should reflect representation of the Town, villages, business organizations, arts and cultural organizations, and others. The above diagram represents a suggested board of 18 members and associated committees that can change and evolve to reflect the needs and interests of the members. (Represented by the blank fields)



3. In addition to these expenditures, the CCTC requires funding for its marketing operations, including engaging a web/app developer for a “one-stop-shopping” app and branding/graphic design consultant. Together with the BTDC funding listed above, it is estimated that a first year annual budget could be \$400,000 or more, which includes app and website development and the creation of a brand and all marketing collaterals for the organization.
4. The funding that has been provided by the Town for the annual BTDC salaries and grants/sponsorships could combine with other core CCTC member dues to create a substantial budget to cover operating costs and initial programming and marketing. During the first three years, this seed membership funding would build the organization, establish a fundraising and grant writing track record, and offer baseline programming.

c. Funding Sources

1. Nonprofit arts and cultural and business support organizations typically generate revenue from some combination of the four sources identified below. The category that provides the majority of funding often depends on the size of the population served. Typically, the more people served, the more public support that’s provided to the organization. (Fig. 41).
2. Nationwide, arts and cultural nonprofits receive approximately one-tenth of their operating budget from public sources, although this number can vary depending on the type of organization, number of people served, and a municipality’s commitment to arts and culture. Business councils and chambers of commerce generally operated on a membership model and member dues often accounts for a good portion of arts and cultural council budgets as well. Many towns and cities have economic development and business recruitment staff supporting local businesses and growing tax revenue. In addition, programming and events generate earned revenue from some organizations.
3. Since the CCTC model proposed in this Cultural Master Plan is designed to answer the needs of arts and cultural organizations and individuals, as well as businesses, recreational, and visitor destinations in the town, the proposed funding model is based on a hybrid. The funding source recommendations listed below incorporate funding strategies from the existing Hempstead Harbor Protection Committee, typical cultural council funding examples, and chambers and business district membership models.

d. Public Support

1. The proposed mission of the CCTC will provide broad benefits across the town and offer support in business and cultural development for the villages and business districts. Therefore, it is recommended that organization’s funding come from public support through a core membership/board dues structure.
2. The dues structure for core members should be discussed and decided as a collaborative exercise and can model the Hempstead Harbor Protection Committee model in terms of membership and prorated dues. A discussion of dues and benefits is explained further in the step-by-step guide later in this Kit and is recommended as one of the first actions toward establishing the CCTC.
3. Additional funding would come from the pursuit of grants for arts programming and initiatives as well as for economic and business development from state and regional agencies and organizations, such as the New York State Council on the Arts. National funding sources include ArtPlace and the NEA. Government funding for disadvantaged businesses, small businesses, and other specialized support could be used for tailored programs and initiatives of the CCTC.

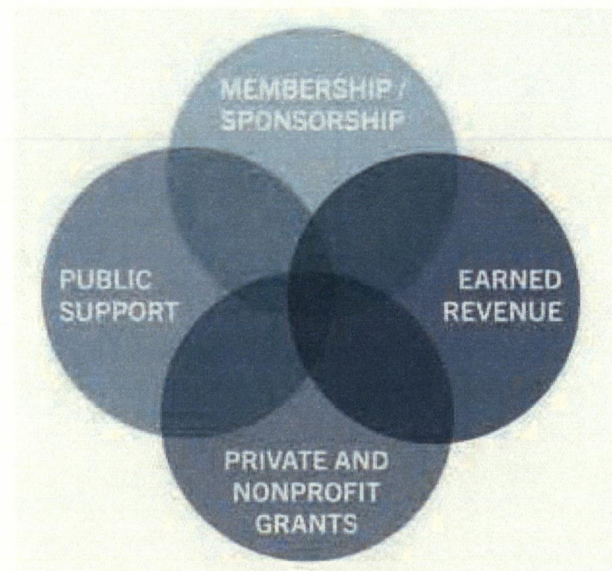


Figure 42. The CCTC should have four overall revenue sources.

□ **Membership/Sponsorship.**

- a. In addition to the core public support of the Town, villages and business districts, other membership and sponsorship opportunities can contribute to the funding of the CCTC. Membership may take time to build to sufficient levels to support the goals and mission of the organization, which is why seed funding for the first three years will be critical.
- b. Memberships could be offered in three categories:
  - 1. Individuals including artists, sole entrepreneurs, and arts advocates/devotees
  - 2. Arts and cultural organizations and other nonprofits including historical and recreational organizations and destinations
  - 3. Businesses
- c. CCTC memberships should come with benefits. Some suggestions for these perks, as well as corresponding yearly membership dues, are the following:

Individual: artists, sole entrepreneurs, arts advocates/devotees

- \$50 20s Member (for those under 30 years old); Senior Member (for those 60+)
- \$100 Artists, arts advocates, and supporters
- \$200 Contributor
- \$400 Subscriber
- \$500 Patron

- d. Benefits could include:
  - 1. Discounts at select area businesses
  - 2. A custom page on the CCTC website tab for members' gallery of artists
  - 3. Artist opportunity to be highlighted in the "artist of the month" website and social media promotion (coordinated with tourism and other marketing efforts)
  - 4. Invitation to member appreciation events.

Arts and cultural organizations and other nonprofits and recreational destinations

- \$300 Annual operating budget under \$100k
- \$500 Annual operating budget between \$100k – 250k
- \$750 Annual operating budget between \$250k - \$1m
- \$1000 Annual operating budget above \$1m

e. Benefits could include:

- 1. Collaborative and unified arts and culture marketing and branding across the town
- 2. Online presence on the CCTC website and in social media, and sponsorship visibility at CCTC events and activities

Businesses

- \$250 Bronze
- \$500 Silver
- \$1000 Gold
- \$2500+ Champion– special sponsorship recognition

- f. Instead of set donation levels, as listed above, some arts councils and business organizations tie corporate membership dues to the number of employees or annual revenue of the firm. Each corporation would thereby get the same benefits but would be required to donate an amount based on the business size so that a company with five employees would donate much less than a business with 1,000 employees for similar benefits.

g. Benefits could include:

- 1. Company name and logo on CCTC materials and website
- 2. Company name and logo highlighted on events, activities, and program materials for larger sponsorship levels tied to specific initiatives
- 3. Access to special programs connected artists to business
- 4. Free access to workshops and programs

a. **Earned Revenue.**

- a. Earned revenue includes funds raised from ticket sales, admissions, program ads, and subscriptions. Nationwide, arts organizations typically generate around half of their funds through earned revenue. While there are existing events and festivals in North Hempstead, there may be opportunities to initiate new programs and traditions. The CCTC can also look for opportunities provide placemaking activities that do not compete with the existing roster of events and activities in the town.

**Private and Nonprofit Grants and Donations.**

- a. Private support, which includes individual donations and grants separate from membership dues, usually accounts for two-fifths of a nonprofit arts and cultural organization's revenue. Nonprofits, such as foundations, usually have focus areas, and it would be responsibility of the Director or Development staff person of the CCTC to understand area philanthropic interests and identify matches between nonprofit goals and potential arts and culture, business, and tourism funding.
- b. In addition, CCTC staff would act as a business liaison for the CCTC and actively pursue corporate sponsorships and in-kind support for specific events and programs, which could include neighborhood arts programming, kids' activity days, late night shopping in districts, public art funds, concerts, etc.



162 Great Neck Shai Purim celebration at Great Neck Social Center –Great Neck NY 3/19. Source: Town of North Hempstead

## Alternative to forming a Cultural, Commerce + Tourism Organization

This Cultural Master Plan recommends the creation of a Cultural, Commerce + Tourism Council. The start-up of any new organization can be complex and time-consuming. The Plan recommends a separate nonprofit Council as it is an ideal structure to invite collaboration and support between the Town and villages but it would also be possible for the Town to create a staff position or assign duties to existing staff members to accomplish some of the goals for the organization outlined in this Action Kit.

An assessment of the staff needed, with the pros and cons of pursuing this approach is presented below and to the right.

### Town Staff or Consultants Needed

- Full-time staff person to direct all operations, be the liaison to the members and the board of directors, and lead programming and marketing decisions
- Part-time planner to coordinate with full time staff person and oversee coordination with economic development, zoning and land use, etc.
- Consultants (some of this may be provided through Town Hall, depending on staff skill set, allocation of time, etc.):
  - Branding/graphic design
  - Web development and interactive map apps
  - Marketing
  - Programming (oversee programs and hire program leaders to run workshops and similar initiatives)
  - Grant writing and fundraising

Town Staff instead of creating a CCTC organization		
	Pros	Cons
Use Town Staff	Hired or reassigned under existing structure and will work closely with colleagues for easy integration of information and Town goals.	Town assumes all costs for staff positions and may also lose some flexibility that would come from a nonprofit hiring staff directly.
No nonprofit status		No funding benefits are gained: nonprofits are eligible for many more grants than a Town-led initiative would be.
Town-led and funded	Town has complete control over goals, mission, strategies, and implementation.	No support from outside sources other than the grant and agency sources already in place. Villages, BIDs, and Businesses would not contribute to operating and program costs.
No new organization is needed	There are no costs for setting up a new organization and no space and equipment costs.	

## Phase 1: Explore the possibility for CCTC organization and alternatives and make decision about moving forward.

- Town leadership and relevant departments meet to discuss this Action Kit and pathways to move forward along with timing and realistic funding commitments.
  - a. The Supervisor's office should host a series of meetings within Town Hall and with others, if applicable, to test the idea of forming a CCTC. The Town should explore how this action item can and should move forward. Relevant departments and participants include:
    - b. Supervisor
    - c. Other Supervisor office staff
    - d. Planning & Environmental Protection
    - e. Finance
    - f. Others as determined by the Town
  - g. Questions to be answered include:
    - 1. What roles of the CCTC are currently handled, if applicable, by existing staff and departments?
    - 2. Could all the functions of the CCTC be handled in Town Hall by existing and/or new staff? See exploration of an alternative to the CCTC below.
    - 3. What level of funding can the Town contribute to the CCTC? Should the funding sunset or be reduced after a period of seed funding or will it stay constant?
    - 4. Review the suggested organizational chart and adjust based on goals and level of interest from other parties.
    - 5. What departments/staff should be involved/have a voice on the CCTC board?
    - 6. What are lessons learned from the BTDC operations that can inform the Town on best practices and challenges?
  - h. (note the following phases assume the Town decides to move forward with the creation of a CCTC)
  - i. Town leadership to meet with villages and business districts to discuss organization and gauge interest for a CCTC and joint membership/support.
- Town leadership to meet with villages and business districts to discuss organization and gauge interest for a CCTC and joint membership/support.
  - a. Issue an invitation from the Supervisor for an informational meeting regarding the formation of a CCTC. It is suggested that the Town do some "soft" outreach early in this step to get feedback and gauge interest from the mayors and business districts. The suggested agenda for the meeting includes:
    - 1. Introduction by the Supervisor and brief background on what Town heard during cultural master planning process
    - 2. Goals of the CCTC
    - 3. Benefits to the members
    - 4. Proposed membership structure
    - 5. Proposed funding structure (prorated dues)
    - 6. Discussion of early programs/initiatives/projects of the CCTC and request for feedback of what can be most helpful to all involved
- Create a working committee of villages and business districts that have agreed to join the CCTC and revise/codify proposed organizational structure, membership dues, and other details based on feedback. Create materials for wider dissemination including:
  - a. Mission of organization
  - b. Proposed members
  - c. Funding structure
  - d. Roles and early action initiatives
  - e. Benefits defined for all groups
  - f. Next steps
- Based on results of meeting with villages and business districts, the Town should reach out to arts and cultural organizations, historical societies and hospitality businesses to discuss draft proposal for the CCTC.
  - a. Invite these organizations and businesses to an information meeting
  - b. Send information development in step 3 above with the invitation
  - c. Meet and review proposal, get feedback.

- Revise proposed business structure, mission, etc., based on feedback from step 4 above. Update all informational materials.**
  - a. **Town of North Hempstead to proceed with concurrent actions as part of this phase, where appropriate to accomplish the following:**
    - 1. **Dissolve the BTDC**
    - 2. **Receive necessary support to move forward with the concept of a CCTC**
    - 3. **Allocate funding and/or staff positions as necessary to support the new organization and/or provide staff support to begin work plan**
  - b. *Note that Phases 2 and 3 below should be pursued simultaneously.*



*NAACP Third Track Meeting at the Yes We Can Center in Westbury NY 1/201. Source: Town of North Hempstead*

## Phase 2: Provide interim support for activities and work plan while seeking non-profit status.

- Create a small team of Town staff to oversee interim effort and to continue outreach and coordination with proposed core members of the proposed CCTC.
  - a. Staff from the Supervisor's Office and the Department of Planning and Environmental Protection can form a core group to oversee interim work and supervise any staff support needed to start work on priority initiatives.
- Choose priority areas for work. These areas should offer high visibility and opportunities for high positive impact. Suggestions include:
  - a. "Art About Town" Art + Vacant Spaces Program
  - b. Website and "one-stop-shopping" app
  - c. Branding of overall effort (culture, commerce, tourism)
  - d. Collaborative initiatives (discounts, joint-marketing)
  - e. In the near term, it is critical that the Town provide support for the "Art About Town" program as this initiative is time sensitive and tied to the holiday shopping period. Filling vacant storefronts with artists, craft guild offerings, and other options that are well-positioned to attract holiday shoppers provides an excellent opportunity to offer real value to creatives, landlords, and commercial districts and provide an early win for this new collaborative approach for culture, commerce and tourism.
- Provide staff support for the priority activities as an interim step while the organization is seeking nonprofit status. Support can be provided by the Town of North Hempstead in one of three ways:
  - a. Repurpose existing Town staff – either in Supervisor's Office or the Community Development Agency (CDA), or Planning and Environmental Protection
  - b. Hire a new Town employee in one of the above areas of Town Hall
  - c. Hire a consultant (Town staff would still need to be allocated to oversee consultant work)
  - d. It is estimated that a part-time position could be enough to support overall branding and marketing efforts and the "Art About Town" program. The possibility of using funding already allocated for the BTDC to hire a new Town employee or a consultant should be explored. A part-time staff position, as well as professional branding/graphic design assistance can ensure that momentum builds as nonprofit status is sought.
- Continue with outstanding BTDC initiatives and grants as an interim step
  - a. While proceeding with the dissolution of the BTDC, an interim Town staff position or consultant can assist with administering any outstanding beautification grants as well as other elements of the BTDC that must be completed.



### Phase 3: Create a nonprofit Culture, Commerce + Tourism Council with government collaboration.

- 501(c)(3) nonprofit organization should be formed, with a mission, bylaws, and seed funding, to act as the arts and culture, commerce, and tourism organization for the Town of North Hempstead and its villages.
- Create a three-year action plan. Priorities in the action plan should be the following:
  - a. Create an overarching vision for culture, commerce, and tourism in North Hempstead
  - b. Create branding materials and a communications and marketing guide for the CCTC:
    - 1. Tasks would include discrete steps, such as developing a logo and a tag line for CCTC, as well as identifying consultants for web design.
  - c. Create a unified platform for culture, commerce and tourism on the CCTC website.
    - 1. Establish a unified marketing message for arts and culture in the town and its villages. CCTC should create a user-friendly website that prominently shares this message and serves as a clearinghouse of information for arts and cultural organizations, business districts, and visitors. The website would include a consolidated calendar of events, organizational directory, initiatives, funding resources, and more.
  - d. Conduct annual survey of residents and businesses
    - 1. Launch an annual survey for residents and businesses to understand needs and also the level of satisfaction of services and programs offered by the CCTC. Assessing responses year-over-year will allow the CCTC a sense of how it is doing and what are key areas for improvement.
  - e. Establish and nurture strong partnerships with the public, nonprofit, and private sectors.
    - 1. Non-profit business/cultural councils thrive on collaborative partnerships. The CCTC should be the designated Town arts agency and it should oversee funding allocations from grants and provide oversight for public art and placemaking programs and policies.
    - 2. Collaboration with the business community will also be important. The CCTC should reach out to major corporations in the town, smaller businesses, and entrepreneurs.
    - 3. The CCTC should also forge strong relationships with other nonprofits.
  - f. Pursue funding from the public, private, and nonprofit sectors.
    - 1. During the first three years, the CCTC should focus heavily on establishing funding channels through public agencies and grant programs and the private and philanthropic sectors. The Town and villages can also offer in-kind resources towards cultural and business events, such as waiving facility fees or providing public safety and DPW support for major events.
    - 2. The CCTC can also solicit funding by offering sponsorships for major events or initiatives.
  - g. Develop and utilize metrics for evaluating progress.
  - h. Suggested categories for metrics:
    - 1. General fundraising progress
    - 2. Number of members and sponsors in the organization
    - 3. Number of vacant storefronts in the members business districts
    - 4. Number of attendees at CCTC-run or sponsored events
    - 5. Number of events or activities run by CCTC
    - 6. Responses from annual survey
    - 7. Hotel room occupancy levels
    - 8. Number of grants provided for streetscape beautification, arts and cultural programming and/or other CCTC programs.



# North Hempstead

cultural plan

MR. WINK: Item 37, a resolution authorizing the transfer of funds from the Town's Reserve Funds.

SUPERVISOR BOSWORTH: I offer the resolution and move for its adoption.

MR. WINK: Councilwoman Dalimonte.

COUNCILWOMAN DALIMONTE: Aye.

MR. WINK: Councilman Ferrara.

COUNCILMAN FERRARA: Aye.

MR. WINK: Councilwoman Lurvey.

COUNCILWOMAN LURVEY: Aye.

MR. WINK: Councilwoman Russell.

COUNCILWOMAN RUSSELL: Aye.

MR. WINK: Councilwoman Seeman.

COUNCILWOMAN SEEMAN: Aye.

MR. WINK: Councilman Zuckerman.

COUNCILMAN ZUCKERMAN: Aye.

MR. WINK: Supervisor Bosworth.

SUPERVISOR BOSWORTH: Aye.

Supervisor Bosworth offered the following resolution and moved its adoption, which resolution was declared adopted after a poll of the members of this Board:

**RESOLUTION NO. 532 - 2020**

**A RESOLUTION AUTHORIZING THE TRANSFER OF FUNDS FROM THE TOWN'S RESERVE FUNDS.**

**WHEREAS**, the Town Board (the "Board") of the Town of North Hempstead (the "Town") has heretofore established various Reserve Funds (the "Funds"), pursuant to applicable law, for payment on various projects and related expenses; and

**WHEREAS**, the Town has available funds in a number of the Funds; and

**WHEREAS**, the Board desires to transfer monies from the Funds' as follows:

1. The transfer of funds from the General Fund's Capital Projects Reserve Fund to a capital account for the rehabilitation of the roof at the Town Dock in the amount of \$18,421.50
2. The transfer of funds from the General Fund's Capital Projects Reserve Fund to a capital account for lighting improvements at 470 Old Westbury Road, Roslyn Heights in the amount of \$11,647.08
3. The transfer of funds from the Legally Restricted Reserve Fund to a capital account for the purchase and installation of lighting and parking lot signs at the overflow parking lot adjacent to the Yes We Can Community Center in the amount of \$12,370.00

; and

**WHEREAS**, after careful consideration, the Board finds it in the best interests of the Town to make the transfers as outlined above (collectively the "Transfers").

**NOW, THEREFORE, BE IT**

**RESOLVED** that the Board hereby authorizes the Transfers from the Funds to the accounts as outlined above; and be it further

**RESOLVED** that the Offices of the Town Attorney and Comptroller are hereby directed to take such action as may be necessary to effectuate the foregoing.

Dated: Manhasset, New York  
November 19, 2020

The vote on the foregoing resolution was recorded as follows:

Ayes: Councilperson Dalimonte, Councilperson Ferrara, Councilperson Lurvey,  
Councilperson Russell, Councilperson Seeman, Councilperson Zuckerman,  
Supervisor Bosworth

Nays: None

cc: Town Attorney      Comptroller

MR. WINK: Item 38, a resolution removing persons from and making appointments to the Board of Directors and membership of the Town of North Hempstead Business and Tourism Development Corporation.

SUPERVISOR BOSWORTH: So as is the practice in other municipalities, the Town of North Hempstead Business and Tourism Development Corporation Board of Directors will now consist of the Town's Community Development Agency Board members. It's important to note that BTDC will continue to function as it has since its inception. This includes providing the beautification grants throughout the Town that civic associations and other community organizations benefit from. I offer the resolution and move for its adoption.

MR. WINK: Councilwoman Dalimonte.

COUNCILWOMAN DALIMONTE: Aye.

MR. WINK: Councilman Ferrara.

COUNCILMAN FERRARA: Aye.

MR. WINK: Councilwoman Lurvey.

COUNCILWOMAN LURVEY: Aye.

MR. WINK: Councilwoman Russell.

COUNCILWOMAN RUSSELL: Aye.

MR. WINK: Councilwoman Seeman.

COUNCILWOMAN SEEMAN: Aye.

MR. WINK: Councilman Zuckerman.

COUNCILMAN ZUCKERMAN: Aye.

MR. WINK: Supervisor Bosworth.

SUPERVISOR BOSWORTH: Aye.

Supervisor Bosworth offered the following resolution and moved its adoption, which resolution was declared adopted after a poll of the members of this Board:

**RESOLUTION NO. 533 - 2020**

**A RESOLUTION REMOVING PERSONS FROM AND MAKING APPOINTMENTS TO THE BOARD OF DIRECTORS AND MEMBERSHIP OF THE TOWN OF NORTH HEMPSTEAD BUSINESS AND TOURISM DEVELOPMENT CORPORATION.**

**WHEREAS**, Article V, Section 4 of the by-laws of the Town of North Hempstead Business and Tourism Development Corporation (the “Corporation”) provides that the directors of the Corporation shall be appointed by, and serve at the pleasure of, the Town Board of the Town of North Hempstead (the “Board”) and will also serve as members of the Corporation; and

**WHEREAS**, this Board wishes to remove Judi Bosworth, Viviana L. Russell, Peter J. Zuckerman, Angelo P. Ferrara, Veronica Lurvey, Lee R. Seeman, and Marian Dalimonte from the Board of Directors and membership of the Corporation and appoint Lamont R. Bailey, Jeffrey M. Greilsheimer, Rodney Caines, Ralph Kreitzman and Delores Sedacca to the Board of Directors and membership of the Corporation and

**WHEREAS**, this change in the Board of Directors of the Corporation shall take effect as of January 1, 2021.

**NOW, THEREFORE, BE IT**

**RESOLVED** that Judi Bosworth, Viviana L. Russell, Peter J. Zuckerman, Angelo P. Ferrara, Veronica Lurvey, Lee R. Seeman, and Marian Dalimonte are hereby removed from the Board of Directors and membership of the Corporation; and be it further

**RESOLVED** that Lamont R. Bailey, Jeffrey M. Greilsheimer, Rodney Caines, Ralph Kreitzman and Delores Sedacca are hereby appointed to the Board of Directors and membership of the Corporation; and be it further

**RESOLVED** that such removals and appointments shall take effect beginning January 1, 2021.

Dated: Manhasset, New York  
November 19, 2020

The vote on the foregoing resolution was recorded as follows:

Ayes: Councilperson Dalimonte, Councilperson Ferrara, Councilperson Lurvey,  
Councilperson Russell, Councilperson Seeman, Councilperson Zuckerman,  
Supervisor Bosworth

Nays: None

cc: BTDC CDA



MR. WINK: Item 39, a resolution authorizing the employment, appointment, transfer, adjustment, correction, change in grade or salary and/or termination of employees and/or officials in various departments of the Town.

SUPERVISOR BOSWORTH: I offer the resolution and move for its adoption.

MR. WINK: Councilwoman Dalimonte.

COUNCILWOMAN DALIMONTE: Aye.

MR. WINK: Councilman Ferrara.

COUNCILMAN FERRARA: Aye.

MR. WINK: Councilwoman Lurvey.

COUNCILWOMAN LURVEY: Aye.

MR. WINK: Councilwoman Russell.

COUNCILWOMAN RUSSELL: Aye.

MR. WINK: Councilwoman Seeman.

COUNCILWOMAN SEEMAN: Aye.

MR. WINK: Councilman Zuckerman.

COUNCILMAN ZUCKERMAN: Aye.

MR. WINK: Supervisor Bosworth.

SUPERVISOR BOSWORTH: Aye.

Supervisor Bosworth offered the following resolution and moved its-adoption, which resolution was declared adopted after a poll of the members of this Board:

**RESOLUTION NO. 534 - 2020**

**A RESOLUTION AUTHORIZING THE EMPLOYMENT, APPOINTMENT, TRANSFER, ADJUSTMENT, CORRECTION, CHANGE IN GRADE OR SALARY AND/OR TERMINATION OF EMPLOYEES AND/OR OFFICIALS IN VARIOUS DEPARTMENTS OF THE TOWN.**

**WHEREAS**, the approval of this Board has been requested for the employment, appointment, transfer, adjustment, correction, change in grade or salary and/or termination of certain individuals, employees and/or officials in various departments of the Town of North Hempstead (the "Town") as more particularly set forth in a memorandum on file in the Office of the Commissioner of Human Resources; and

**WHEREAS**, the Board believes it is in the best interests of the Town to approve the request.

**NOW, THEREFORE, BE IT**

**RESOLVED** that the following employments, appointments, transfers, adjustments, corrections, changes in grade or salary, and/or terminations are hereby adopted and approved:

**ALL APPOINTMENTS PENDING COMPLETION OF PAPERWORK AND CIVIL SERVICE APPROVAL**

**SEE EXHIBIT A ATTACHED**

; and be it further

**RESOLVED** that the above listed employments, appointments, transfers, adjustments, corrections, and/or changes in grade or salary are hereby appointed to the respective positions at a rate of compensation shown next to their names; and be it further

**RESOLVED** that the appointments and employments are subject to the satisfactory completion of a physical examination by a physician; and be it further

**RESOLVED** that the term of appointment and employment of any person to an exempt position shall be at the pleasure of the Town Board; and be it further

**RESOLVED** that the effective date of the foregoing employments, appointments, transfers, adjustments, corrections, and/or changes in grade or salary of said individuals, employees and/or officials in the various departments of the Town shall be that date certified by the Commissioner of Finance; and be it further

**RESOLVED** that the foregoing appointments, employments and terminations are subject to the rules and regulations of the Nassau County Civil Service Commission and New York State Civil Service Law.

Dated: Manhasset, New York  
November 19, 2020

The vote of the foregoing resolution was recorded as follows:

Ayes: Councilperson Dalimonte, Councilperson Ferrara, Councilperson Lurvey,  
Councilperson Russell, Councilperson Seeman, Councilperson Zuckerman,  
Supervisor Bosworth

Nays: None

**PERSONNEL RESOLUTION**

Please note that all appointments are pending completion of paperwork and Nassau County Civil Service approval.

Type	Department Name	Employee Name	Employee Title	Employee Rate	Grade/Step	Current Dept #	New Dept #	Current Budget Code #	New Budget Code #	Effective Date
80% to 100% FT	Town Attorney	Yael Spitzer	Deputy Town Attorney	\$2,496.85 bi-weekly/\$64,918.10 annually to \$3,121.06 bi-weekly/\$81,147.63 annually	N/A	127600	N/A	A.11.1420.1000	N/A	
FT Location Chg	Parks & Rec Harbor Hills to NIBP	Daniel Riordan	Laborer 2	\$23.58 hrly/\$49,052 ann.	Grade 11, Step 2	405000	123200	SP152.1000	A.05.7183.1000	6/1/2020
FT New Hire	Parks & Rec Clark Gardens	Dorian Buchanan	Florist	\$23.12 hourly/\$48,083 annually	Grade 11, Step 1	122800	N/A	A.05.7110.1000	N/A	
FT Title, Grade, Step & Salary Change	Public Safety	Andrew Klein	Parking Meter Servicer to Labor Supervisor I	\$28.11 hrly/\$58,462 ann. to \$28.26 hrly/\$58,791 annually	Grade 13, Step 8.5 to Grade 17, Step 2.5	400000	N/A	ST016.1000	N/A	
FT Title, Grade, Step & Salary Change	Administrative Services	Alan Caines	Maintenance Mechanic I to Maintenance Painter	\$33.26 hourly/\$69,181 annually to \$33.91 hourly/\$70,528 annually	Grade 13, Step 15 to Grade 16, Step 5.5	120500	N/A	A.01.1621.1000	N/A	11/28/2020
FT Title, Grade, Step, Salary Change	Parks & Recreation Yes We Can	Charlie Roberson	Laborer I to Laborer II	\$23.68 hrly/\$49,244 annually to \$23.82 hrly/\$49,538 annually	Grade 9, Step 5.0 to Grade 11, Step 2.5	133300	N/A	A.05.7141.1000	N/A	
Seasonal to PT	Parks & Rec YWCCC	Sahib Kalra	Rec Aide	\$27.00 hrly	N/A	933300	N/A	A.05.7141.1200	N/A	
Merit Raise	Public Safety Parking Enforcement	George Bakogiannis	Parking Meter Servicer	\$25.35 hrly/\$52,726 annually to \$26.10 hrly/\$54,291 annually	Grade 13, Step 3 to Grade 13, Step 4.5	211700	N/A	B.06.3120.1000	N/A	
Merit Raise	Parks & Rec Trades Crew	Joseph Spinola	Automotive Mechanic	\$29.81 hrly/\$61,996 annually to \$30.73 hrly/\$63,915 annually	Grade 17, Step 5 to Grade 17, Step 6.5	122600	N/A	A.05.7136.1000	N/A	
Merit Raise	DPW	Robert Fazio	Assistant to the Commissioner of DPW	\$4,033.40 bi-weekly/\$104,869 annually to \$4,146.90 bi-weekly/\$107,820 ann.	Grade 28, Step 6.5 to Grade 28, Step 8	126100	N/A	A.07.1440.1000	N/A	
PT New Hire	Parks & Rec Tully	Daniel Razyjev	Lifeguard I	\$16.00 hrly	N/A	930000	N/A	A.05.7181.1200	N/A	
PT New Hire	Comptroller's Office	Daniel Brzozka	Administrative Intern	\$13.00 hourly	N/A	N/A	922100	N/A	A.04.1320.1200	11/23/2020
Resignation	Parks & Rec Tully	Nolan Blaize	Lifeguard I	\$16.25 hrly	N/A	930000	N/A	A.05.7181.1200	N/A	1/18/2020
Resignation	Parks & Rec Manorhaven	Brian Rivera	Lifeguard II	\$19.50 hrly	N/A	931000	N/A	A.05.7182.1200	N/A	3/13/2020
Resignation PT	Comptroller's Office	Peter Johnson	Laborer I P/T	\$13.00 hourly	N/A	922100	N/A	A.04.1320.1200	N/A	10/23/2020
Resignation	Parks & Rec CCM	Maiken Bursig	Lifeguard I	\$19.50 hrly	N/A	982000	N/A	SP154.1200	N/A	9/7/2020
Resignation	Parks & Rec Tully	Max Lou	Lifeguard I	\$16.50 hrly	N/A	930000	N/A	A.05.7181.1200	N/A	6/1/2020

**PERSONNEL RESOLUTION**

FT Location Chg	Parks & Rec Harbor Hills to NHBP	Daniel Riordan	Laborer 2	\$23.58 hrly/\$49,052 ann.	Grade 11, Step 2	405000	123200	SP152.1000	A.05.7183.1000	6/1/2020
Resignation	Parks & Rec CGM	Nicole Fee	Lifeguard II	\$23.00 hrly	N/A	982000	N/A	SP154.1200	N/A	9/2/2020
Resignation	Parks & Rec Tully	Ryan Shum	Lifeguard I	\$16.00 hrly	N/A	930000	N/A	A.05.7181.1200	N/A	8/14/2019
Retirement FT	Highway Department	Brendan P. Fahey	Labor Supervisor I	\$40.52 hrly/\$84,288 annually	Grade 17, Step 20	307000	N/A	DA.07.5146.1000	N/A	10/30/2020
Retirement FT	Highway Department	Kevin C. Limongelli	Sign Shop Supervisor 2	\$47.83 hrly/\$99,488 annually	Grade 21, Step 19.5	306018	N/A	DA.07.5222.1000	N/A	10/31/2020
Termination PT	Parks & Rec Tully	Dominic Cotsonas	Attendant	\$13.00 hrly	N/A	930000	N/A	A.05.7181.1200	N/A	9/14/2020
Termination PT	Parks & Rec Manorhaven	Carmel Kutta	Lifeguard I	\$17.00 hrly	N/A	931000	N/A	A.05.7182.1200	N/A	8/18/2019

MR. WINK: Item 40, a resolution approving the action of the Albertson Hook & Ladder, Engine & Hose Co., No. 1, Inc., Albertson, New York, in adding to membership Aagarshan Gupta, Maleaha Abbas, Jonathan Sanelli and reinstating Thomas Tilley.

COUNCILMAN ZUCKERMAN: I'd like to offer the resolution and move for its adoption.

MR. WINK: Councilwoman Dalimonte.

COUNCILWOMAN DALIMONTE: Aye.

MR. WINK: Councilman Ferrara.

COUNCILMAN FERRARA: Aye.

MR. WINK: Councilwoman Lurvey.

COUNCILWOMAN LURVEY: Aye.

MR. WINK: Councilwoman Russell.

COUNCILWOMAN RUSSELL: Aye.

MR. WINK: Councilwoman Seeman.

COUNCILWOMAN SEEMAN: Aye.

MR. WINK: Councilman Zuckerman.

COUNCILMAN ZUCKERMAN: Aye.

MR. WINK: Supervisor Bosworth.

SUPERVISOR BOSWORTH: Aye.

Councilperson Zuckerman offered the following resolution and moved its adoption, which resolution was declared adopted after a poll of the members of this Board:

**RESOLUTION NO. 535 - 2020**

**A RESOLUTION APPROVING THE ACTION OF THE ALBERTSON HOOK & LADDER, ENGINE & HOSE CO., NO. 1., INC., ALBERTSON, NEW YORK, IN ADDING TO MEMBERSHIP AAGARSHAN GUPTA, MALEAHA ABBAS, JONATHAN SANELLI AND REINSTATING THOMAS TILLEY.**

**WHEREAS**, the Albertson Hook & Ladder, Engine & Hose Co., No. 1, Inc., Albertson, New York, has advised of adding to membership Aagarshan Gupta, Maleaha Abbas, Jonathan Sanelli and reinstating Thomas Tilley.

**NOW, THEREFORE, BE IT**

**RESOLVED** that the action of Albertson Hook & Ladder, Engine & Hose Co., No. 1, Inc., 100 I.U. Willets Road, Albertson, NY 11507 in adding to membership Aagarshan Gupta, 30 Old Shelter Rock Rd., Roslyn, NY, 11576, Maleaha Abbas, 124 North Ct., Roslyn Heights, NY, 11577, Jonathan Sanelli, 31 Arleigh Drive, Albertson, NY, 11507 and reinstating Thomas Tilley, 45 Harvard St., Roslyn Heights, NY, 11577, be and the same hereby are approved and the Town Clerk directed to record their names in the Minutes of the Town Board.

Dated: Manhasset, New York  
November 19, 2020

The vote on the foregoing resolution was recorded as follows:

Ayes: Councilperson Dalimonte, Councilperson Ferrara, Councilperson Lurvey,  
Councilperson Russell, Councilperson Seeman, Councilperson Zuckerman,  
Supervisor Bosworth

Nays: None

cc: Albertson Hook & Ladder Co., No. 1, Inc.      Town Attorney      Comptroller

MR. WINK: Item 41, a resolution approving the action of the Flower Hill Hose Company, No. 1, Port Washington, New York, in electing to membership, Matthew Giraldo.

COUNCILWOMAN DALIMONTE: I offer the resolution and move for its adoption.

MR. WINK: Councilwoman Dalimonte.

COUNCILWOMAN DALIMONTE: Aye.

MR. WINK: Councilman Ferrara.

COUNCILMAN FERRARA: Aye.

MR. WINK: Councilwoman Lurvey.

COUNCILWOMAN LURVEY: Aye.

MR. WINK: Councilwoman Russell.

COUNCILWOMAN RUSSELL: Aye.

MR. WINK: Councilwoman Seeman.

COUNCILWOMAN SEEMAN: Aye.

MR. WINK: Councilman Zuckerman.

COUNCILMAN ZUCKERMAN: Aye.

MR. WINK: Supervisor Bosworth.

SUPERVISOR BOSWORTH: Aye.



Councilperson Dalimonte offered the following resolution and moved its adoption, which resolution was declared adopted after a poll of the members of this Board:

**RESOLUTION NO. 536 - 2020**

**A RESOLUTION APPROVING THE ACTION OF THE FLOWER HILL HOSE COMPANY, NO. 1, PORT WASHINGTON, NEW YORK, IN ELECTING TO MEMBERSHIP MATTHEW GIRALDO.**

**WHEREAS**, the Flower Hill Hose Company, No. 1, Port Washington, New York, has advised of electing to membership Matthew Giraldo.

**NOW, THEREFORE, BE IT**

**RESOLVED** that the action of the Flower Hill Hose Company, No. 1, 12 Haven Avenue, Port Washington, New York, 11050 in electing to membership Matthew Giraldo, 40 Manorhaven Blvd., Port Washington, NY, 11050, be and the same hereby is approved and the Town Clerk directed to record the names in the Minutes of the Town Board.

Dated:            Manhasset, New York  
                      November 19, 2020

The vote on the foregoing resolution was recorded as follows:

Ayes:            Councilperson Dalimonte, Councilperson Ferrara, Councilperson Lurvey,  
                      Councilperson Russell, Councilperson Seeman, Councilperson Zuckerman,  
                      Supervisor Bosworth

Nays:            None

cc:    Flower Hill Hose Co., No. 1    Town Attorney    Comptroller

MR. WINK: Item 42, a resolution approving the action of the Fire-Medic Co., No. 1, Port Washington, New York, in adding Kevin Rodriguez and Alejandro Friedman to membership.

COUNCILWOMAN DALIMONTE: So, we always go through these and we always say, I offer the resolution and move for its adoption. But we all know during this COVID times, I'd like to thank all our volunteers and EMS and adding two people to the membership. They're volunteering their time to help save our -- save the lives of the community. I offer the resolution and move for its adoption.

MR. WINK: Councilwoman Dalimonte.

COUNCILWOMAN DALIMONTE: Aye.

MR. WINK: Councilman Ferrara.

COUNCILMAN FERRARA: Aye.

MR. WINK: Councilwoman Lurvey.

COUNCILWOMAN LURVEY: Aye.

MR. WINK: Councilwoman Russell.

COUNCILWOMAN RUSSELL: Aye.

MR. WINK: COUNCILWOMAN Seeman.

COUNCILWOMAN SEEMAN: Aye.

MR. WINK: Councilman Zuckerman.

COUNCILMAN ZUCKERMAN: Aye.

MR. WINK: Supervisor Bosworth.

SUPERVISOR BOSWORTH: Beautifully said, Mariann.

COUNCILWOMAN DALIMONTE: Thank you.

SUPERVISOR BOSWORTH: Aye.

Councilperson Dalimonte offered the following resolution and moved its adoption, which resolution was declared adopted after a poll of the members of this Board:

**RESOLUTION NO. 537 - 2020**

**A RESOLUTION APPROVING THE ACTION OF THE FIRE-MEDIC CO., NO. 1, PORT WASHINGTON, NEW YORK, IN ADDING KEVIN RODRIGUEZ AND ALEJANDRO FRIEDMAN TO MEMBERSHIP.**

**WHEREAS**, the Fire-Medic Co. No. 1, Port Washington, New York, has advised of adding Kevin Rodriguez and Alejandro Friedman to membership.

**NOW, THEREFORE, BE IT**

**RESOLVED** that the action of the Fire-Medic Co. No. 1, 65 Harbor Rd, Port Washington, NY 11050, had advised of adding Kevin Rodriguez, 2 Bay Green L., 2F, Port Washington, NY, 11050 and Alejandro Friedman, 90 South Rd., Port Washington, NY, 11050, to membership, and the same hereby is approved and the Town Clerk directed to record their names in the Minutes of the Town Board.

Dated:            Manhasset, New York  
                      November 19, 2020

The vote on the foregoing resolution was recorded as follows:

Ayes:            Councilperson Dalimonte, Councilperson Ferrara, Councilperson Lurvey,  
                      Councilperson Russell, Councilperson Seeman, Councilperson Zuckerman,  
                      Supervisor Bosworth

Nays:            None

cc:    Fire-Medic Co. No. 1    Town Attorney    Comptroller

MR. WINK: Added starters. Item 43, a resolution authorizing the execution of an agreement with NV5 New York - Engineers, Architects, Landscape Architects and Surveyors for professional engineering services in connection with improvements to Fuschillo Park in Carle Place, New York, DPW Project No. 19-15.

COUNCILWOMAN RUSSELL: So the award of this engineering services contract would be to improve Fuschillo Park and improvements will include the playground, the recreational space and a transformation of the hockey rink into a spray pad. We had some meetings about a year ago in the Carle Place community to re-imagine the park in those three areas. And I'm glad that we're at this point now and we're hiring an engineering firm that will be responsible for survey, design services, as well as preparation of construction bid documents, as well as managing of those services. I offer the resolution and move for its adoption.

MR. WINK: Councilwoman Dalimonte.

COUNCILWOMAN DALIMONTE: Aye.

MR. WINK: Councilman Ferrara.

COUNCILMAN FERRARA: Aye.

MR. WINK: Councilwoman Lurvey.

COUNCILWOMAN LURVEY: Aye.

MR. WINK: Councilwoman Russell.

COUNCILWOMAN RUSSELL: Aye.

MR. WINK: Councilwoman Seeman.

COUNCILWOMAN SEEMAN: Aye.

MR. WINK: Councilman Zuckerman.

COUNCILMAN ZUCKERMAN: Aye.

MR. WINK: Supervisor Bosworth.

SUPERVISOR BOSWORTH: Aye.

Councilperson Russell offered the following resolution and moved its adoption, which resolution was declared adopted after a poll of the members of this Board:

**RESOLUTION NO. 538 - 2020**

**A RESOLUTION AUTHORIZING THE EXECUTION OF AN AGREEMENT WITH NV5 NEW YORK - ENGINEERS, ARCHITECTS, LANDSCAPE ARCHITECTS AND SURVEYORS FOR PROFESSIONAL ENGINEERING SERVICES IN CONNECTION WITH IMPROVEMENTS TO FUSCHILLO PARK IN CARLE PLACE, NY. DPW PROJECT NO. 19-15.**

**WHEREAS**, the Acting Commissioner of Public Works (the “Acting Commissioner”) for the Town of North Hempstead (the “Town”) has recommended that this Board authorize the retention of an engineering consulting firm to provide professional engineering services related to Fuschillo Park Improvements, DPW Project No. 19-15 (the “Services”); and

**WHEREAS**, following the review and analysis of proposals submitted for the Services, the Acting Commissioner has recommended the retention of NV5 New York – Engineers, Architects, Landscape Architects and Surveyors, 40 Marcus Drive, Suite 201, Melville, NY 11747, to provide the Services in consideration of an amount not to exceed One Hundred Ninety-Nine Thousand Thirty and 00/100 Dollars (\$199,030.00) (the “Agreement”); and

**WHEREAS**, the Acting Commissioner has requested that this Board authorize the Agreement.

**NOW, THEREFORE, BE IT**

**RESOLVED** that the Agreement be and hereby is authorized; and be it further

**RESOLVED** that the Supervisor be and hereby is authorized and directed to execute, on behalf of the Town, the Agreement, a copy of which Agreement which shall be on file in the Office of the Town Clerk; and be it further

**RESOLVED** that the Office of the Town Attorney be and hereby is authorized and directed to negotiate and supervise the execution of the Agreement and to take such further action as may be necessary to effectuate the foregoing; and be it further

**RESOLVED** that the Comptroller be and hereby is authorized and directed to pay the costs of the Services upon receipt of duly executed Agreement and certified claims therefor.

Dated: Manhasset, New York  
November 19, 2020

The vote on the foregoing resolution was recorded as follows:

Ayes: Councilperson Dalimonte, Councilperson Ferrara, Councilperson Lurvey,  
Councilperson Russell, Councilperson Seeman, Councilperson Zuckerman,  
Supervisor Bosworth

Nays: None

cc: Town Attorney      Comptroller      DPW

SUPERVISOR BOSWORTH: I move to adjourn.

MR. WINK: Councilwoman Dalimonte.

COUNCILWOMAN DALIMONTE: Aye.

MR. WINK: Councilman Ferrara.

COUNCILMAN FERRARA: Aye.

MR. WINK: Councilwoman Lurvey.

COUNCILWOMAN LURVEY: Aye.

MR. WINK: Councilwoman Russell.

COUNCILWOMAN RUSSELL: Aye.

MR. WINK: Councilwoman Seeman.

COUNCILWOMAN SEEMAN: Aye.

MR. WINK: Councilman Zuckerman.

COUNCILMAN ZUCKERMAN: Aye.

MR. WINK: Supervisor Bosworth.

SUPERVISOR BOSWORTH: Aye.

SUPERVISOR BOSWORTH: Aye. So Mr. Wink, has anybody ever said no?

COUNCILMAN FERRARA: I think I did once.

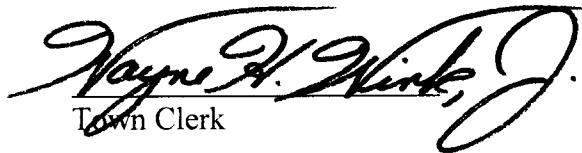
MR. WINK: Yeah, I'm pretty sure -- if any wise guy did, it was definitely Councilman Ferrara.

COUNCILWOMAN DALIMONTE: My first meeting, I said here.

MR. WINK: That's right.

SUPERVISOR BOSWORTH: Okay. (At 8:17 p.m., the proceedings were concluded)

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Town Clerk