

Appendices Continued - that have been saved for printing separately (provided electronically)

T. Capacity and Occupancy for Creative Placemaking Destinations and Sites across Riverhead

U. Restaurant Inventory

Y. Portable Sanitary Facilities

Z.

Appendices continued

V. Agritourism

Appendix V. Agritourism in November 2015

As far as local Agritourism, it encompasses a broad array of functions as an economic development tool.

In direct to consumer sales of farm produce and other food products via farmstands, it is well documented that Riverhead is taking advantage of that revenue source. Wine tastings are another area that is well developed. However, from the data gathered by reviewing websites listed in Appendix W. it is apparent that Farm stays are not offered or being promoted in Riverhead or across the North Fork in General.

An exhaustive search was done including data below shows the breadth of the information available on the popular activities.

Data from the *State of the Suffolk County Agriculture Industry 2013*, provided with a summary: by Augie Ruckdeschel, East End Projects Coordinator and Economic Development Specialist in Agriculture & Marine, one of the contributors to the report. Pages of website links and suggestions of sources of further information at the end of this section can be used to construct an 'Agritourism' database to add to the creative placemaking and unified marketing website building activities (Pages: Helpful organizations and links & Farmers Markets, etc.)

Census Wrap-up:

With \$240 million in sales, Suffolk is now only the third highest ranking County in the state of New York in terms of the total market value for agricultural goods produced. However, in the latest Census, the number of farms in Suffolk actually climbed from 585 to 604 and the amount of land under cultivation increased from 34,404 acres to nearly 36,000. Over 10,000 of these acres have been protected in the Suffolk County Purchase of Development Rights Program and approximately another 8,000 acres are protected through Town-based farmland preservation programs.

Suffolk County is the top region in New York State for the sale of nursery, greenhouse,

floriculture and sod products and Suffolk County accounted for half of all statewide sales in these products. Suffolk County is also the state's largest producer of pumpkins, tomatoes, and cauliflower, and the third largest producer of grapes, peaches and strawberries.

Compared to the rest of New York, Long Island farms are efficient with their limited acreage – they produce sales of \$6,666 per acre, more than nine times the NY state average of \$729 per acre. One of the reasons Suffolk County farms can make so much money on their limited acreage is because Suffolk County has successfully tapped into agritourism activities to supplement their normal agricultural production.

Suffolk County agritourism can take many forms. Agritourism is an expression of the consumers' willingness to pay extra money for the "experience" associated with otherwise normal agricultural production. On Suffolk County farms, we see the following examples of agritourism:

- "Pick-your-own" – pumpkins, strawberries, raspberries, blueberries, apples, peaches, plums, etc.
- Crop mazes (corn mazes primarily)
- Petting Zoos & Animal Exhibits (goats, cattle, pigs, buffalo, chickens, ducks, etc.)
- Educational classes and tours – greenhouse tours, vineyard tours, winemaking classes, beer-making, jam making and preservation, cooking, school class tours, etc.
- Tasting rooms – vineyards, hard cideries, spirits and microbreweries
- Farmers markets
- Catered events such as weddings, kids birthday parties
- Historical museums (Hallockville, Ron Bush Historical museum, Sidor Potato Farm Museum – ESD Funded)
- Value-added sales including potato chips, fresh baked pies, roasted corn, goat cheese
- Farmstays and Bed & Breakfast
- Harvest Festivals

Other activities offered at many Suffolk County farms, but less "agriculture-centered," include:

- Haunted Houses
- Playgrounds, bouncing houses
- Live music

Agritourism in Suffolk County is exploding and is a true growth sector within the industry. Statistics were first collected by the US Census of Agriculture in 2002 when only ten Suffolk County farms conducted agricultural tourism and produced only \$18,000 in revenue. By 2007, 32 farms conducted agritourism activities and generated \$798,000 in revenues. In the latest Census, 91 farms reported agritourism as a revenue generator and sales increased to \$4,247,000. That's a **432%** increase in five years (and during a recession no less). The 52 tasting rooms in Suffolk County Wine Country generate over 1.2 million annual visitors alone. A recent survey of 143 Suffolk County farmers found that 91 of those farmers surveyed (64% of respondents) engaged in some form of agritourism activity.

Related Documentation from the US Census

2012 Census data for number of Farms and revenues from Agritourism, as per the census

definition:

Agri-tourism and recreational services. This income includes income from recreational services such as hunting, fishing, farm or wine tours, hay rides, etc.

are shown by County. The smallest quantifiable subset of data is the 1st Congressional District.
Summary:

2012 CENSUS OF AGRICULTURE
CONGRESSIONAL DISTRICT PROFILE



**New York
1st District**

	2012
Number of Farm Operators	889
Number of Farms	499
Land in Farms	27,475 acres
Average Size of Farm	55 acres
Irrigated Land	8,672 acres
Market Value of Products Sold	\$196,009,000
Average Per Farm	\$392,803
Gross Income, Farm Related Sources	\$10,664,000
Government Payments	\$605,000
Average Per Farm Receiving Payments	\$15,508

Suffolk County, Census 2012, number of farms 604.

Table 1. County Summary Highlights: 2012 (continued)

[For meaning of abbreviations and symbols, see introductory text.]

Item	Schenectady	Schoharie	Schuyler	Seneca	Steuben	Suffolk	Sullivan	Tioga
Farms.....number	169	532	393	584	1,667	604	321	536
Land in farms.....acres	19,868	98,369	89,222	130,206	406,727	35,975	53,859	107,873
Average size of farm.....acres	118	185	176	223	243	60	168	201
Median size of farm.....acres	69	124	77	95	124	19	80	114
Estimated market value of land and buildings:								
Average per farm.....dollars	406,037	421,388	503,156	656,699	446,421	696,703	617,896	396,076
Average per acre.....dollars	3,454	2,279	2,857	2,945	1,834	11,697	3,683	1,968
Estimated market value of all machinery and equipment.....\$1,000	13,042	46,143	36,542	98,591	176,513	83,770	23,947	44,959
Average per farm.....dollars	77,169	86,734	92,963	168,821	105,886	138,693	74,601	83,879
Farms by size:								
1 to 9 acres.....	18	26	25	48	57	212	27	30
10 to 49 acres.....	52	91	96	130	285	213	97	93
50 to 179 acres.....	65	225	183	241	725	134	102	219
180 to 499 acres.....	28	154	68	112	430	36	72	147
500 to 999 acres.....	6	29	11	31	118	4	15	34
1,000 acres or more.....	-	7	10	22	72	5	6	13
Total cropland.....farms	143	457	349	505	1,457	466	234	449
Harvested cropland.....acres	9,083	54,964	38,031	98,029	221,713	23,163	22,794	50,688
.....farms	136	428	327	468	1,286	444	207	409
.....acres	7,408	49,006	33,694	92,456	196,669	19,805	19,495	41,176
Irrigated land.....farms	26	49	32	62	88	347	25	41
.....acres	140	650	157	379	1,223	11,820	88	672
Market value of agricultural products sold (see text).....\$1,000	4,161	39,500	44,472	118,926	187,206	239,818	27,100	36,748
Average per farm.....dollars	24,619	74,248	113,161	203,640	112,301	397,049	84,424	68,559
Crops, including nursery and greenhouse crops.....\$1,000	2,943	15,388	12,962	52,506	81,300	204,504	4,056	11,324
Livestock, poultry, and their products.....\$1,000	1,218	24,112	31,511	66,420	106,906	35,314	23,045	25,423
Farms by value of sales:								
Less than \$2,500.....	64	130	134	107	539	150	107	179
\$2,500 to \$4,999.....	25	57	29	39	195	22	41	59
\$5,000 to \$9,999.....	18	84	43	46	190	47	38	72
\$10,000 to \$24,999.....	31	104	49	59	233	69	58	75
\$25,000 to \$49,999.....	12	38	44	41	108	49	25	33
\$50,000 to \$99,999.....	10	45	25	62	129	74	16	40
\$100,000 or more.....	9	74	69	230	273	193	42	78
Government payments.....farms	12	165	63	169	497	43	58	198
.....\$1,000	101	1,105	375	1,017	3,112	790	274	1,112
Total income from farm-related sources, gross before taxes and expenses (see text).....\$1,000	45	210	140	281	651	241	107	159
(D)	4,214	2,969	4,716	6,848	12,994	2,543	1,520	
Total farm production expenses.....\$1,000	4,758	35,942	35,420	89,254	145,085	224,592	27,246	29,596
Average per farm.....dollars	28,152	67,560	90,128	152,831	87,034	371,841	84,878	55,216
Net cash farm income of operation (see text).....\$1,000	169	532	393	584	1,667	604	321	536
Average per farm.....dollars	-361	8,877	12,397	35,405	52,081	29,011	2,671	9,784
(D)	-2,139	16,686	31,544	60,625	31,242	48,031	8,322	18,254
Principal operator by primary occupation:								
Farming.....number	78	330	198	405	857	418	191	290
Other.....number	91	202	195	179	810	186	130	246
Principal operator by days worked off farm:								
Any.....number	100	269	251	305	1,056	306	171	299
200 days or more.....number	63	167	156	135	643	184	113	194
Livestock and poultry:								
Cattle and calves inventory.....farms	15	241	134	265	836	13	102	267
.....number	761	13,290	14,886	26,076	61,199	202	4,780	14,902
Beef cows.....farms	12	146	72	84	492	4	64	153
.....number	181	1,754	1,116	1,435	6,750	(D)	880	1,684
Milk cows.....farms	4	72	45	154	255	3	32	88
.....number	292	5,285	6,573	8,568	20,776	(D)	1,484	6,454
Cattle and calves sold.....farms	15	177	106	223	607	9	85	183
.....number	213	4,570	3,350	21,037	25,056	48	2,629	4,418
Hogs and pigs inventory.....farms	3	41	21	32	103	10	19	41
.....number	108	971	1,586	16,385	7,471	(D)	233	1,209
Hogs and pigs sold.....farms	3	40	19	23	76	6	19	34
.....number	30	1,332	2,415	105,751	21,729	(D)	247	1,162
Sheep and lambs inventory.....farms	13	50	30	46	106	22	37	37
.....number	187	1,479	4,329	9,882	4,743	176	486	671
Layers inventory (see text).....farms	18	111	73	118	272	71	88	124
.....number	387	4,445	18,293	63,518	(D)	14,714	(D)	3,502
Broilers and other meat-type chickens sold.....farms	1	27	10	21	31	6	18	16
.....number	(D)	10,163	2,965	64,625	1,546	503,110	(D)	2,514
Selected crops harvested:								
Corn for grain.....farms	3	52	55	215	289	27	6	67
.....acres	(D)	8,741	5,812	27,441	30,383	1,436	214	3,819
.....bushels	(D)	830,383	688,998	3,650,744	3,713,359	193,907	(D)	517,834
Corn for silage or greenchop.....farms	4	66	50	147	223	6	25	71
.....acres	116	4,506	5,638	7,115	19,500	241	1,073	4,981
.....tons	1,757	64,088	83,105	113,196	316,867	2,857	16,114	70,965
Wheat for grain, all.....farms	1	6	6	35	35	6	-	1
.....acres	(D)	762	4,358	1,836	94	(D)	(D)	(D)
.....bushels	(D)	(D)	44,764	267,531	107,567	4,980	(D)	(D)
Winter wheat for grain.....farms	1	6	6	35	35	6	-	1
.....acres	(D)	762	4,358	1,836	94	(D)	(D)	(D)
.....bushels	(D)	(D)	44,764	265,715	107,567	4,980	(D)	(D)
Spring wheat for grain.....farms	-	-	-	3	2	1	-	1
.....acres	-	-	-	(D)	(D)	(D)	-	(D)
.....bushels	-	-	-	1,816	(D)	(D)	-	(D)

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See Census data below for Agritourism revenues from 2007 & 2012. There is a **substantial rise** in # farms participating and revenue generation in Suffolk..

Table 6. Income From Farm-Related Sources: 2012 and 2007 (continued)

[For meaning of abbreviations and symbols, see introductory text.]

Item	Schenectady	Schoharie	Schuyler	Seneca	Steuben	Suffolk	Sullivan	Tioga
Total income from farm-related sources, gross before taxes and expenses (see text)								
farms, 2012	45	210	140	281	651	241	107	159
2007	31	200	146	223	533	117	98	179
\$1,000, 2012	(D)	4,214	2,959	4,716	6,948	12,994	2,543	1,520
2007	(D)	1,980	1,747	3,724	4,951	3,902	916	1,757
Average per farm	(D)	20,065	21,210	16,782	10,519	53,919	23,766	9,557
dollars, 2012	(D)	9,800	11,966	16,698	9,289	33,354	9,346	9,816
2007	(D)							
Customwork and other agricultural services								
farms, 2012	10	49	26	72	106	22	8	19
2007	4	36	36	65	95	22	14	31
\$1,000, 2012	(D)	616	(D)	1,128	1,319	191	(D)	334
2007	(D)	179	316	1,418	820	536	(D)	125
Gross cash rent or share payments (see text)								
farms, 2012	12	66	39	95	212	35	23	47
2007	-	30	29	71	122	18	20	26
\$1,000, 2012	(D)	158	141	428	622	292	65	120
2007	-	217	53	501	275	200	76	49
Sales of forest products, excluding Christmas trees, short rotation woody crops, and maple products								
farms, 2012	16	40	21	33	144	15	33	43
2007	4	51	24	30	109	5	17	46
\$1,000, 2012	30	302	(D)	110	992	42	240	312
2007	13	382	651	448	578	(D)	75	680
Agritourism and recreational services								
farms, 2012	1	4	15	23	41	91	15	13
2007	2	12	10	10	24	32	9	9
\$1,000, 2012	(D)	4	1,104	2,117	149	4,247	300	190
2007	(D)	69	21	18	188	798	170	86
Patronage dividends and refunds from cooperatives								
farms, 2012	6	62	35	70	198	40	22	25
2007	6	68	38	46	147	26	12	32
\$1,000, 2012	9	135	(D)	150	765	198	83	50
2007	3	142	111	58	261	99	10	56
Crop and livestock insurance payments								
farms, 2012	-	6	12	10	24	5	4	-
2007	3	3	4	13	14	1	1	2
\$1,000, 2012	-	158	156	247	363	21	1,393	-
2007	(D)	32	38	160	55	(D)	(D)	(D)
Amount from state and local government agricultural program payments								
farms, 2012	1	5	3	9	17	5	1	13
2007	3	59	33	39	166	10	16	74
\$1,000, 2012	(D)	98	5	50	189	43	(D)	98
2007	(D)	368	130	287	899	(D)	106	450
Average per farm	(D)	19,533	1,771	5,512	11,116	8,597	(D)	7,512
dollars, 2012	(D)	6,230	3,937	6,841	5,417	(D)	6,745	6,081
2007	(D)							
Other farm-related income sources (see text)								
farms, 2012	9	42	26	84	132	80	30	42
2007	14	61	45	54	112	34	36	42
\$1,000, 2012	56	2,742	(D)	485	2,448	7,962	405	416
2007	326	571	425	853	1,875	2,252	425	(D)

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Helpful Organizations and Links

- [Amagansett Food Institute](#) - AFI's mission is to support, promote, and advocate for the farmers, vintners, fishermen, and other food producers and providers on the East End of Long Island.
- [Cornell Cooperative Extension of Suffolk County](#) – the local website for the pre-eminent source of on-the-ground agricultural and fisheries assistance.
- [East End Tourism Alliance](#) - responsible for the promotion of the East End region as a travel destination for visitors, meetings, weddings, seasonal vacations, day trips and overnight stays.
- [Farm Credit East](#) – a specialized lending and financial services agency servicing northeast agricultural and commercial fishing businesses.
- [Local Harvest](#) – This website allows you to search for organic farms, CSAs, farmers' markets, restaurants, grocery stores and meat processors by geography.
- [Long Island Cauliflower Association](#) - Long Island's last remaining full-service farm supply company. The Long Island Cauliflower Association serves vegetable growers, sod growers, wine grape growers, nurserymen, landscapers, greenhouse growers, municipalities, school districts, and homeowners.
- [Long Island Community Gardens](#) - a one-stop resource to help Long Islanders start, fund, and maintain community gardens. Created in partnership with the Stony Brook University Family Medicine's Community Roots Project, Sustainable Long Island and the Suffolk County Food Policy Council.
- [Long Island Convention & Visitor's Bureau](#) - The official tourism promotion agency responsible for promoting the Long Island region as a destination for tourism, meetings, conventions and sporting events.
- [Long Island Farm Bureau](#) – non-profit organization dedicated to advancing the interests of Long Island-based farmers and fishermen.
- [Long Island Wine Council](#) – Industry association dedicated to promoting the efforts of Long Island grape growers and wine producers.
- [National Agricultural Statistics Service](#) - The USDA's National Agricultural Statistics Service (NASS) conducts hundreds of surveys every year and prepares reports covering virtually every aspect of U.S. agriculture. NASS is committed to providing timely, accurate, and useful statistics in service to U.S. agriculture.
- [New York Department of Agriculture & Markets](#) – promotes the economic viability of agriculture, fosters agricultural environmental stewardship, and safeguards food quality in the state of New York.
- [New York Farm Bureau](#) – non-profit organization dedicated to advancing the interests of New York state farmers.
- [New York Farmland Trust](#) – the local division of the American Farmland Trust, the New York Farmland Trust is a non-profit devoted to preserving agriculture as an important environmentally sustainable industry that advances overall food quality and protects New York's cultural heritage.
- [NY FarmLink](#) - a non-profit organization that offers financial consulting services to new and existing farmers. This organization also helps new or expanding farmers locate new agricultural properties.
- [NY FarmNet](#) - provides farm families with a network of contacts and support services to help them develop skills for dealing with life challenges and transitions - through personalized education, confidential consulting, and referral. This network covers every aspect of high-pressure decision making from partnerships and transfers to stress management, family communication, domestic concerns, and disaster response.
- [NY Farm Services Agency](#) - The FSA has a variety of low interest loans and crop insurance programs that may be suited to your farming operation. The Suffolk County FSA office is located in Riverhead and can be reached at (631) 727-5666.
- [New York Farm Viability Institute](#) – a farmer-led non-profit that awards grant funds for applied research and outreach education projects that help farmers increase profits. Ideally, funded projects, when successful, would serve as replicable models for other farmers.
- [New York State Sea Grant](#) - New York State Sea Grant supports nearly 50 research and outreach projects annually in technology and product development, fisheries, coastal environmental quality and processes, aquatic nuisance species and other areas of special interest.
- [New York State Vegetable Growers Association](#) – a non-profit organization that serves commercial fresh market, storage, and processing vegetable growers. Promotes New York producers at the local, regional, and national levels.
- [Northeast Organic Farming Association of New York \(NOFA-NY\)](#) – an organization of consumers, gardeners, and farmers promoting land stewardship and organic food production. NOFA-NY has been accredited by the USDA National Organic Program to certify organic farmers and processors in New York.
- [Peconic Land Trust](#) – a non-profit organization dedicated to conserving Long Island's working farms and natural lands. Heavily-involved in farmland preservation programs.
- [Suffolk County Division of Planning and the Environment](#) – the County's highly professional staff of planners, environmental analysts, and others are dedicated to protecting the broad, long-term vision of Suffolk County development. This division is integrally involved in Suffolk County's farmland and open space preservation programs.
- [Suffolk County Food Policy Council](#) - created by the Suffolk County legislature in 2011 to promote the production, distribution, consumption and awareness of healthy, locally grown food.
- [Suffolk County Soil and Water Conservation District](#) – the County district devoted to preserving and maintaining Suffolk's superior soil and water quality. Helps farmers control sediment erosion and develop irrigation and drainage strategies.
- [Sustainable Long Island](#) – non-profit organization promoting economic development, environmental health, and social equity. Prominently involved in establishing farmers markets in high-need areas.
- [USDA Economic Research Service](#) - Another comprehensive source relating to the economics and statistics of U.S. agriculture.

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Farmers' Markets, Farmstands and Vineyard Tasting Rooms

Suffolk County has actively worked to expand the number of local farmers' markets across Long Island. Farmers' markets are an excellent opportunity for both producers and consumers. They give consumers a convenient and affordable source of fresh, healthy food. For example, most of our farmers' markets vendors accept Supplemental Nutrition Assistance Program (SNAP) benefits and/or WIC coupons and are enrolled in the Senior Farmers' Market Nutrition Program (SFMNP). Farmers' markets help build the financial and social capital needed to sustain our communities and give customers the chance to meet our local growers.

For our producers, farmers' markets give growers and fishermen the opportunity to realize retail profits by selling directly to their consumers. Farmers' markets are frequently looking for new vendors, especially in value-added produce. Please reach out to the farmers' market manager individually if you are interested in setting up a booth. Click here for the most current listing of [Suffolk County farmers' markets](#) maintained by Cornell Cooperative Extension. The [USDA Agricultural Marketing Service](#) also maintains its own listing of farmers' markets.

Both the [USDA Agricultural Marketing Service](#) and [NY State Agriculture & Markets](#) offer grants and funding programs to establish new farmers' markets, particularly in low-income and under-served communities. Please visit their sites to find the latest information on available financing programs, such as [New York's Fresh Connect](#). There are also a variety of non-profit organizations heavily involved in helping set-up and inventory farmers' markets including [Sustainable Long Island](#), [Local Harvest \(organics\)](#), and the [Farmers Market Coalition](#).

The [Farmers Market Federation of New York](#) can also serve as an excellent source of information, including information on signing up for their free wireless Electronic Benefits Transfer point-of-sale program, which allows markets to accept SNAP benefits.

Farmers who are interested in selling produce at a farmers' market are encouraged to read the [New Farmer's Guide: Cultivating Success at Farmers Markets](#). This guide will help you choose the appropriate time and location to join a farmers' market.

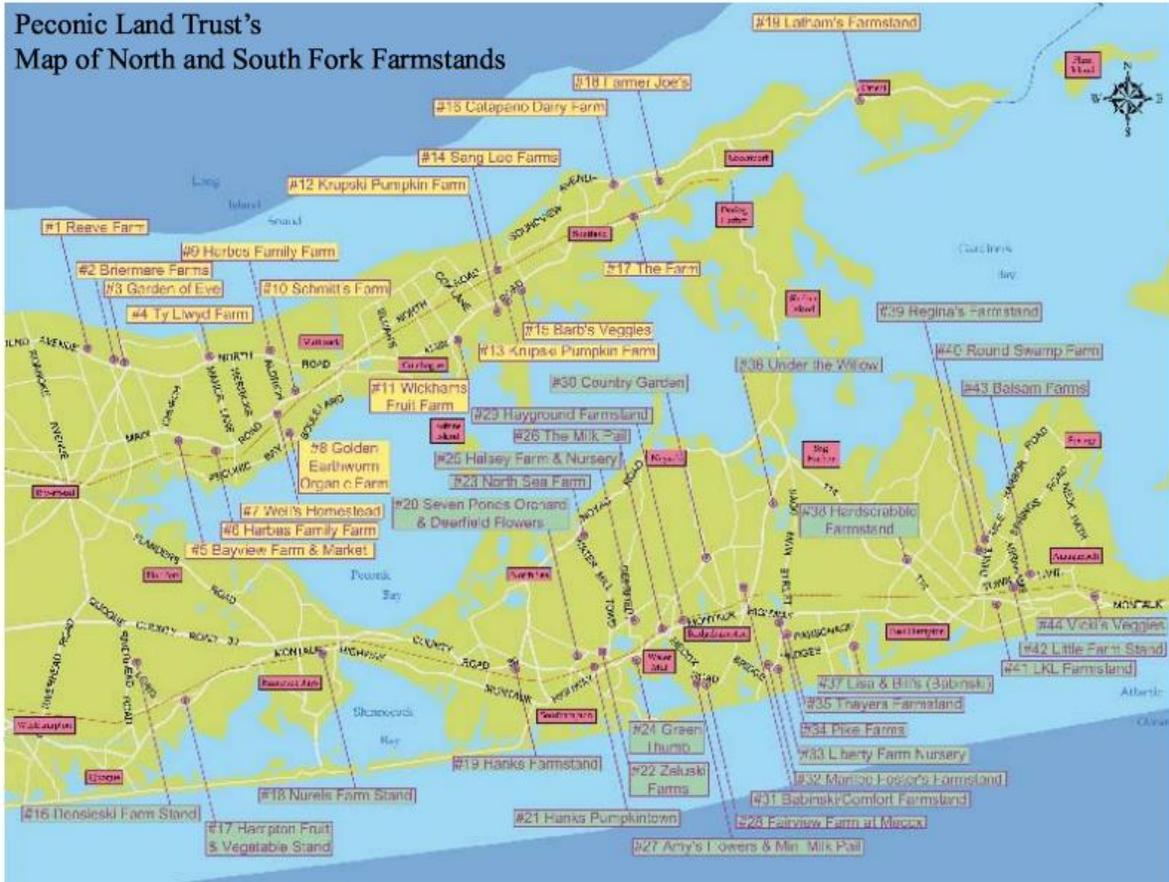
Suffolk County farmers supplement other agricultural and nutritional opportunities with well over one hundred local farm stands serving every pocket of Suffolk County. [The Long Island Farm Bureau](#) and [The Peconic Land Trust](#) each maintain lists of local Suffolk County farmstands. [The Long Island Convention & Visitor's Bureau](#) has also developed its own [Epicurean-oriented website](#) which lists farmstands, farmers markets, agricultural tourism options, vineyards and microbreweries, etc. It is highly recommended. Please contact these organizations to have your own farmstand operation added to their lists.

Community Supported Agriculture (CSA) is also becoming a growing segment of the Long Island agricultural industry. When you become a member of a CSA, you're purchasing a "share" of vegetables from a local Suffolk County farmer. CSA members pay for an entire season of produce upfront and this bulk payment enables farmers to plan for the entire growing season. Click [here](#) for a list of local Suffolk County CSAs.

The first Long Island vineyard was planted in 1973. Since that time, Suffolk County has become one of the most exciting wine producing regions in the country. Growing grapes and producing wine on Long Island gives our farmers access to one of the world's most affluent markets in New York City and the surrounding metropolitan area. Given its lucrative marketing opportunities, beautiful oceanic and rural vistas, fertile soils, and generous farming climate (particularly the availability of PDR land), Suffolk County should continue to expand its global viticultural influence. If you are interested in visiting a vineyard, you can find a map of Suffolk County vineyard tasting rooms [here](#). [The Long Island Conventions and Visitor's Bureau](#) can help you plan a daytrip or weekend around dining, shopping, wine-tasting and agricultural activities.

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Peconic Land Trust's Map of North and South Fork Farmstands





Appendix W. Local websites involved in marketing Riverhead’s cultural tourism activities

These sites reflect a selected list of the local organizations promoting aspects of cultural tourism in Riverhead

The Town of Riverhead - <http://www.townofriverheadny.gov> -

East End Getaway - <http://eastendgetaway.com>

The Riverhead Business Improvement District: <http://riverheadbid.com>

East End Arts - <http://www.eastendarts.org>

The Riverhead Chamber of Commerce <http://business.riverheadchamber.com>

The following websites are not local but also include significant portions of the relevant information, including relevant cultural tourism information not found on any of the above sites:

The Long Island Farm Bureau <http://www.lifb.com>

Long Island.com :

<http://longisland.com/riverhead/> Tripadvisor: Tripadvisor.com

<http://www.americantowns.com/ny/riverhead/>

Appendix X:

A review of the literature on ‘Gesamtkunstwerk’

The challenge is to create a Gesamtkunstwerk¹ (‘total work of art’) that achieves purity in its expression, while also managing to solve the site and logistic challenges. This dichotomy is captured by Charles Landry in his observation that “We experience cities emotionally, yet we talk about them technically.”² Landry, and writers such as Peter Kageyama, have written of the need to design urban experiences that return primacy to the aesthetic and the emotional experience.³

To achieve this balance, WaterFire’s layout and site management must be designed to respect and promote the aesthetics of the art. Many of the core design principles articulated by Dieter Rams for best design practice⁴ can be re-written to provide useful perspectives for creative placemaking to achieving its best results — foreground aesthetic delight and spectacle; make the event empathically connected, buoyant, honest and open; use innovation and surprise; assure there is internal design consistency to the last detail; excellence in technical systems and delivery must be accomplished while making the entire behind-the-scenes production process invisible; the visitor experience and wayfinding must be lucidly transparent, un-restricted and intuitive without having to use signage, barriers, maps, or guides. Mihaly Csikszentmihalyi’s work on optimal experience and flow also has great relevance.⁵ Victor and Edith Turner’s exploration of liminal thresholds, ritual space, symbolic transformation, theatrical conversion and *communitas* further grounds this work.⁶

¹ Karl Friedrich Eusebius Trahdorff, *Ästhetik oder Lehre von Weltanschauung und Kunst*, 1827

² Charles Landry, *The Creative City*, 2000, 2008

³ Peter Kageyama, *For the Love of Cities*, 2011; *Love Where You Live*, 2015

⁴ Dieter Rams, *Weniger, aber besser*, 1994

⁵ Mihaly Csikszentmihalyi, *Flow: The Psychology of Optimal Experience*, 1990

⁶ Victor W. Turner, *From Ritual to Theatre: The Human Seriousness of Play*, 2001; Edith Turner, *Communitas: The Anthropology of Collective Joy*, 2011

