



A Community Cultural Plan
For Newark 2018-2028

TABLE OF CONTENTS

“This is home. Home with its grit and graffiti and greatness. The streets and steel and strength. These boulevards, these bricks and this brilliance. Home is the fire that fuels our creative collective spirit.”

— Newark Native, Queen Latifah

Mayor's Foreword	3
Executive Summary	4
Introduction & Acknowledgments	5
Newark Creates Mission	6
Newark Creates Vision	7
2015 Economic Impact of Newark's Arts Industry	8
Why Newark Creates	9
What is Newark Creates	10
How Newark Creates was Developed	11
What's Required	13
Goals & Recommendations	14-26
Addendum	27-58
Bibliography	59-60

MAYOR'S FOREWORD



RAS J. BARAKA
MAYOR
NEWARK, NEW JERSEY

Greetings,

As Mayor of the City of Newark and a native son, I know that Newark's extraordinarily rich arts and cultural history has always made it unique. Not only do the arts enhance lives of our citizens and the region at-large, but music, spoken word, literature, visual arts, theatre, film and fashion drive the vibrancy and economy of this City. In fact, collaboration and art is what moves the City forward. As such, it's important that we find ways to build, enhance, expand and sustain the creative economy in Newark. The Newark Creates Cultural Plan is designed to provide a roadmap for doing that.

I am happy the plan reflects what we can do in every ward, in addition to downtown, to support the arts which improve lives as it enriches our City. Already the City is a critical arts hub and it attracts more artists every year. We intentionally want a plan and the kind of investment that will attract new creatives as we support and build upon the community and grassroots arts organizations that enliven our neighborhoods and fire the imagination of our children.

We look forward to working with all of the partners and communities who convened to develop this plan. We look forward to meaningful discussions and working together to be intentional, equitable and inclusive in executing Newark Creates.

Sincerely,

Ras Baraka
Mayor

EXECUTIVE SUMMARY



INTRODUCTION AND ACKNOWLEDGMENTS

Newark is bursting at the seams with arts and culture. That indisputable fact will come as no surprise to our residents and visitors.

On any given day or night, the sounds of jazz waft through institutions of learning, clubs, libraries, restaurants, places of worship, radio stations, and performance halls. Newark is a mecca for visual artists, bolstered by the city's museums, galleries, studios, pop-up shows, myriad festivals, and a growing mural movement. And let's not forget the city's active arts education community, comprising hundreds of teaching artists in every possible discipline. Music, film, theater, dance and spoken word all find expression in professional and community settings across the city's neighborhoods and wards.

With an abundance of arts and culture, it was prescient that, after his 2014 election, Mayor Ras J. Baraka's transition team recommended the creation of a cultural plan. It has been Newark Arts' honor to facilitate this plan, named Newark Creates. The plan charts a path to strengthen the city's artistic core, while using the arts to address social challenges.

Artists have always been a part of Newark's history. Quite simply this plan reveals that, in order to thrive, Newark must continue to invest in its arts sector. We will enjoy economic, cultural and educational gains by focusing on three areas: adequate funding; sufficient live/work space; and overarching coordination. Combining these three goals will help secure and continue to define Newark as an exciting City of the Arts. Already, Newark has been ranked the 9th most arts-vibrant community in the nation, according to Southern Methodist University's National Center for Arts Research Report.

Newark Arts, an independent nonprofit organization, was honored to produce this plan on behalf of all Newarkers. The Newark Creates plan was made possible through the generous financial support of Prudential Financial and the technical support of the Geraldine R. Dodge Foundation. A special thank you goes to Mayor's Office and the hundreds of partners, participants, staffers, consultants, and volunteers who worked on the Newark Creates plan.

I look forward to your feedback on **NEWARK CREATES** and our partnership to activate it.

Sincerely,

A handwritten signature in black ink, reading "Jeremy V. Johnson". The signature is fluid and cursive, with the first name "Jeremy" and last name "Johnson" clearly legible.

Jeremy V. Johnson
Executive Director
Newark Arts – Powering the Arts to Transform Lives

NEWARK CREATES MISSION

**To ensure that Newark is defined
as a City of the Arts.**

NEWARK CREATES **VISION**

Newark's future is defined through creativity and shared cultural values of diversity, equity, inclusion and community. Newark becomes a trendsetter, where artists live, work, and create solutions, build bridges and coalitions to solve shared problems.

“Newark's been heavy in the arts for a long time. It's time we got the word out.”

- Mayor Baraka



2015 Economic impact of Newark's Nonprofit Arts and Culture Industry
(Expenditures by both organizations and audiences)

Total Direct Expenditures	\$178,328,298
Full-Time Equivalent Jobs	4,963
Resident Household Income	\$133,752,000
Local Government Revenue	\$7,208,000
State Government Revenue	\$8,360,000

**NEW
ARK
ARTS**

WHY NEWARK CREATES

Culture is intrinsic to any city. In Newark the creative arts help to create a sense of place and enliven the spaces where people meet, greet and live. It is the essence of what makes Newark unique. As Newark stands on the cusp of a changing landscape, it also is envisioning what an inclusive cultural community will look like. And, one thing's for sure—as it invites new residents and businesses in, it must support the dreams and aspirations of those who have been the lifeblood of Newark arts and culture all along.

Newark Creates is the city's cultural plan as identified as a priority outlined in the then newly-elected Mayor Ras Baraka's 2014 Transitional Plan. The plan is designed to serve as a roadmap for achieving the end goal of distinguishing Newark as a City of the Arts.

Newark Creates captures the substance of the city's creative people, neighborhoods, schools, art galleries, places of worship, community centers, and places. It highlights their aspirations for a vibrantly creative community.

Newark Creates strives for equity and diversity in funding and support for artists and creative entrepreneurs who represent the vast cultural heritage of the city.

Newark Creates responds to what artists and arts organizations voiced, while also addressing the needs and aspirations of the city's residents and partners.

Newark Creates supports a culturally vibrant, flourishing city that has an impact on all Newark artists, residents, and visitors through expanding and deepening participation.

Newark Creates brings together sectors that are fundamental to the city, including, but not limited to business, education, economic development, faith-based, health and wellness, public safety. This collaboration has to support multiple segments of the population – children, youth, working adults, and seniors. Newark Creates, once implemented, will provide solutions, strategies, and capacity to meet the needs of these respective sectors and groups. It's already informing major discussions about Newark's creative culture and economy.

WHAT IS NEWARK CREATES

NEWARK CREATES is a collaborative plan, powered by Newark Arts on behalf of the City. It is an organized initiative of community members, nonprofit, for profit, and governmental stakeholders working together to advance equity through the arts. The outcomes of the plan will support civic, social, and economic growth and advance new developments in the creation, production, and availability of arts and culture.

NEWARK CREATES—an 18-month-long cultural planning process—culminated with the report’s preliminary findings in July 2018. The plan’s ultimate findings were vetted with stakeholders in Spring 2019. Currently, certain elements of the plan are underway. The plan engaged community and local stakeholders as recommended by the Mayor’s Arts, Cultural Development and Tourism Transition Committee in the Blueprint for a New Newark. The Blueprint put forth recommendations to:

- Strategize the building of vibrant communities by creating and supporting the arts in neighborhoods;
- Develop a plan for the strategic use of city-owned properties to enrich neighborhoods and drive economic development through the arts;
- Advance the positive branding of Newark through the arts; and
- Maximize the effective use of city parks, libraries, and recreation centers as vibrant venues for arts presentation.

HOW NEWARK CREATES WAS DEVELOPED

A Community-Driven Process

In 2016, Newark Arts was called upon by the City of Newark and major funders to develop a Community Cultural Plan, based on the recommendations set forth by two city planning documents: Newark's Master Plan (2012) and the Blueprint for a New Newark (2014). While these documents intended to envision the City's collaborative goals, there had been no formalized effort to design and carry out feasible and actionable solutions. To advance the recommendations,

NEWARK CREATES was designed to be a comprehensive plan to establish Newark as a "City of the Arts" by highlighting, leveraging, and expanding artistic creativity, expression, and cultural experiences among residents, community partners, and visitors; and providing arts-based solutions that contribute to the social, civic, and economic outcomes for Newark.

NEWARK CREATES launched a comprehensive planning process, which resulted in multiple phases: background research and analysis, community engagement and input, and visioning sessions to ultimately draft the Plan. The commencement of Community Conversations began in the Lincoln Park neighborhood; and a synopsis of **NEWARK CREATES** was unveiled to the public on July 27, 2018, in partnership with the 13th Annual Lincoln Park Music Festival.

The process galvanized neighborhoods, residents, and community involvement, based on values of inclusivity, equity, transparency, and trust. Creating an equitable Cultural Plan means that planning was largely "citizen-centered," or community determined.

Stakeholder Affinity Group Meetings included but were not limited to artists, art galleries, anchor institutions, businesses, creative tech, development, education, economic development, faith-based, health and wellness, media, public safety, seniors, tourism, and youth. Newark Creates involved a diverse array of community sectors, with the goal of including everyone that will assist in its implementation.

Equity requires the mediating role of listening and co-designing solutions with communities that are not traditionally heard or represented in planning processes, and for cultural planning, this means communities of artists. The process was designed to be accessible, visiting residents in their neighborhoods to engage in dialogue surrounding the future of arts and culture. Participants were asked "What is Culture?" and were tasked with envisioning their community 10 years into the future. Community Conversations concluded with exchange around steps to make their visions a reality.

The public engagement process included:

- 13 Community Conversations
- 15 Stakeholder Affinity Group Meetings
- A Survey of Newark's Artists
- A Survey of Newark's Arts and Cultural Organizations
- A Survey of Audiences, Visitors, and Newark Residents
- A Survey on Shared Services for Arts Organizations

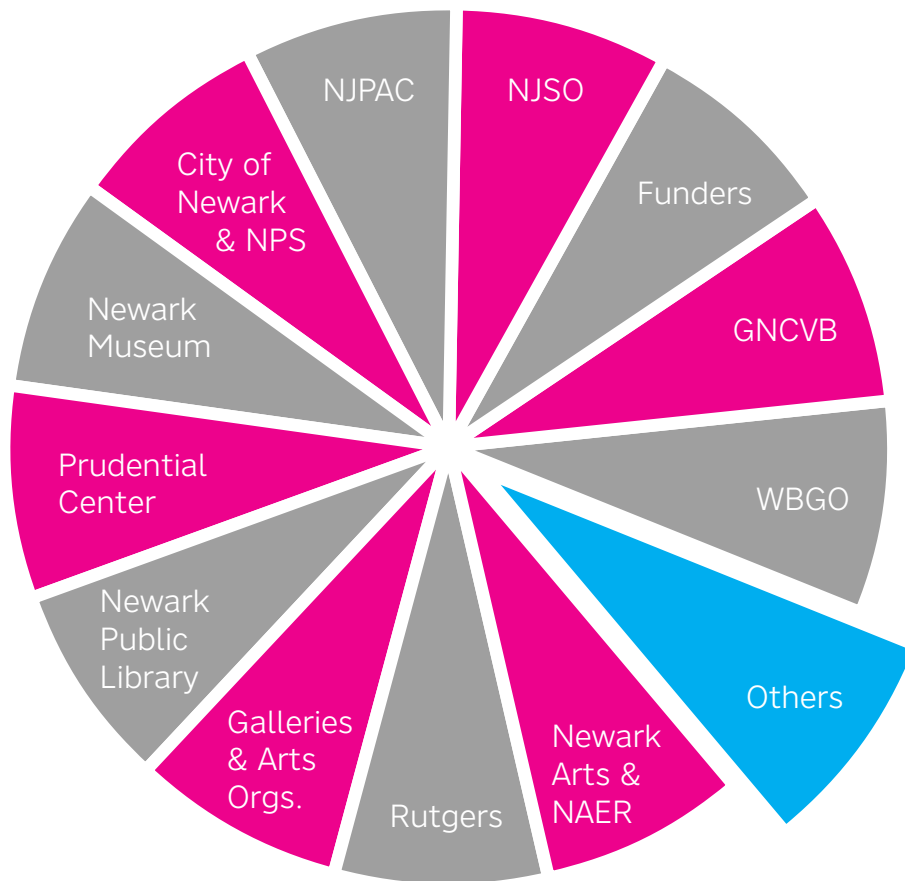


“The secret sauce of Newark’s success:
collaboration and the arts.”

— Mayor Ras J. Baraka

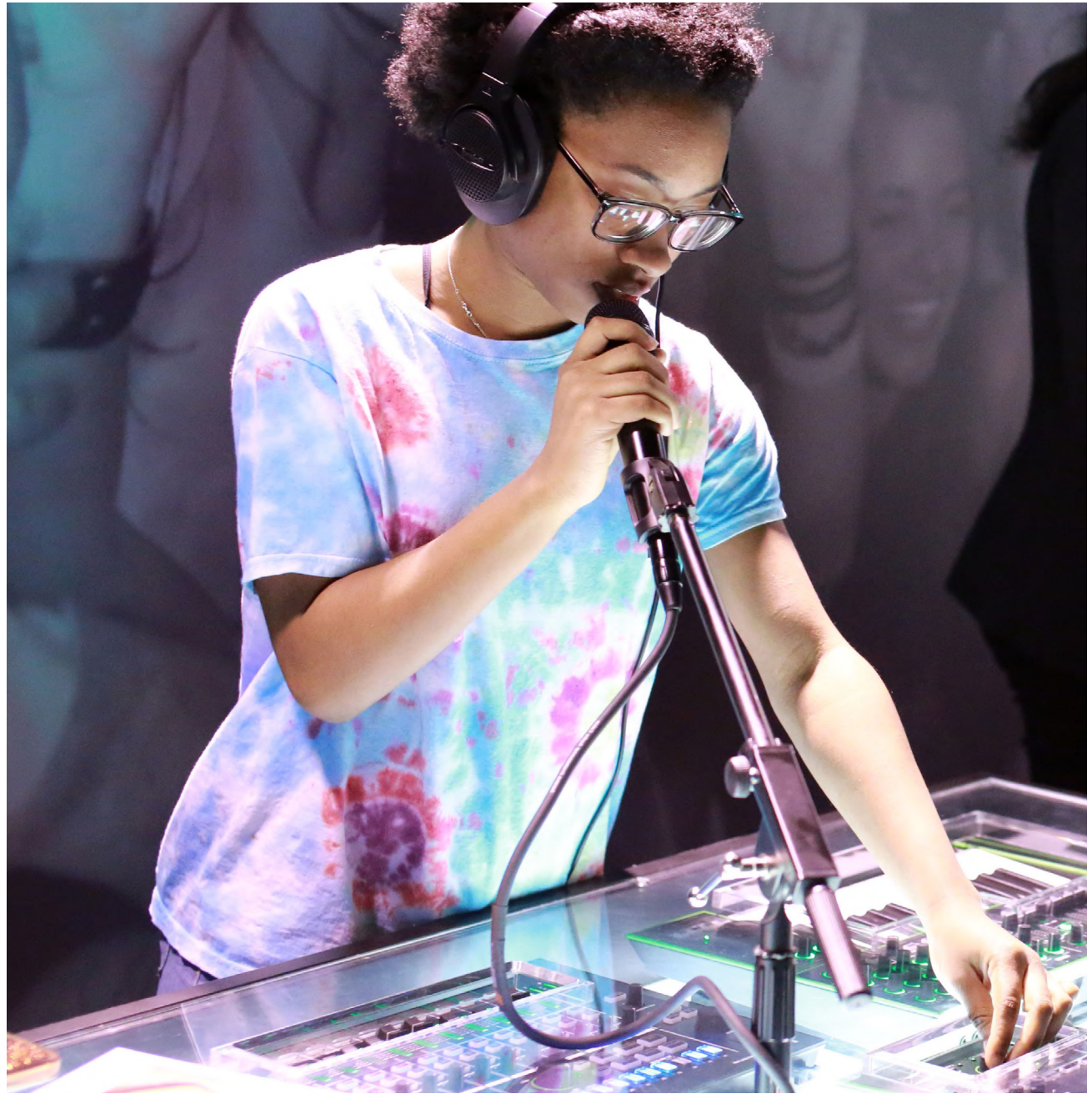
WHAT'S REQUIRED

Funding, space and coordination to support Newark's arts and cultural assets; identify what is needed to propel the arts further; and defined collective goals to ensure Newark's place as a City of the Arts.



Newark's creative and cultural ecosystem, from community-serving galleries and organizations to a Grammy Museum, world-renown performing stage of NJPAC and Arena.

GOALS & RECOMMENDATIONS



NEWARK CREATES GOALS & RECOMMENDATIONS (2018 – 2028)

The overarching goal of NEWARK CREATES is to build a culturally and socially equitable foundation for arts, culture, and community, so that Newark becomes not merely a “City with Art,” but a “City of the Arts.”

NEWARK CREATES Community Recommendations – Together, we will:

- Work individually and collectively to meet the Newark Creates mission and goals.
- Take on the initiatives that will make Newark the City of the Arts.
- Demonstrate the value of Newark’s demographic and creative diversity.
- Collectively fund, support and secure the resources to meet the scope of Newark Creates.
- Commit to the arts’ important role in over-arching civic strategies impacting community wellness, vitality, economic strength, strong neighborhoods, safety, inclusion, and education.



Stakeholders Conversations
Youth Sector
Credit: Newark Arts

NEWARK CREATES GOALS & RECOMMENDATIONS (2018 – 2028)

1. Funding

Goal 1:
Develop a healthy and sustainable arts ecosystem for all Newark artists and arts organizations.

Recommendations

A Pooled Investment Fund or Cultural Trust secures a minimum of \$5 million per year to sustain arts organizations, galleries, artists, creative entrepreneurs, and teaching artists, and to support arts and cultural programs.

Newark Creates professional leadership development pipeline programs.

Online tool that tracks live and work spaces for all artists, arts organizations, and creative entrepreneurs, as available.

Quarterly artist convenings.

Shared services program for arts organizations to provide professional services to enhance sustainability and capacity and maximize resources.

2. Space

Goal 2:
Support artists and arts organizations in neighborhoods to help solve community problems and meet civic challenges through the arts.

Recommendations

Newark Creates Neighborhood Fund to support community needs and activate creative hubs.

75% of Newark Students Pre-K16 to have access to a partnership opportunity with a Newark arts organization.

3. Coordination

Goal 3:
Develop and communicate Newark's brand as a foremost City of Arts and Culture that embraces its unique history, extraordinary diversity, spirit of innovation, and leverages its distinctive assets.

Recommendations

State of the arts multi-lingual online site with comprehensive events calendar, links to all arts in Newark, newsletters and blogs, information source for all organizations, artists, and creative entrepreneurs.

A Newark Creates outsourced publication that highlights arts and cultural activities monthly.

GOAL 1. FUNDING

Goal 1. Develop a healthy and sustainable arts economy for all Newark artists and arts organizations.

Recommendation 1: A Pooled Investment Fund or Cultural Trust secures a minimum of \$5 million per year to arts & cultural activities and the sustainability of arts organizations, galleries, artists, and creative entrepreneurs.

A Pooled Investment or Cultural Fund

Encourage foundations that support the arts in Newark to create a capital-aggregation approach resulting in a pooled fund managed by one of the foundations for their joint support of under-resourced arts organizations. A single, pooled fund makes possible larger and more meaningful grants and streamlines the application and reporting process for organizations that have less staff and capacity to address funder requirements.

Best practices in pooled grants prove that a focus on grants supporting organizational development, professional training, marketing, operational expansion and needed equipment will deeply advance organizational capacity.

Encourage anchor institutions to develop matching support to the pooled grants for Newark organizations that they wish to nurture through an institutional mentoring program. This may include both financial and in-kind matches to the pooled grant fund as well as additional professional development, technical assistance and professional services, marketing, and access to equipment space (i.e. rehearsal space) and materials.

Provide one year and multi-year new grant funds from \$10,000 to \$100,000 to advance small and mid-sized Newark arts organizations in methods that will enable them to meet and exceed targeted outcomes in capacity, programming, and sustainability. Develop a Newark Creates Fund at a selected NJ Foundation that is designed to support

priorities that result from Newark Creates. This will be a renewable fund that individuals, foundations, and businesses can contribute to and will be an enduring grantmaking vehicle.

Catalyst Investments

Catalyst Investments address capital funding needs for the arts in Newark to strengthen the overall ecosystem. This becomes known as the Newark Creates 10-Year Catalyst Fund.

Newark's creative community needs access to catalyst investors and capital investment to advance their work. This is a multi-faceted need: 1) for major investors in new facilities and upgraded renovated space; 2) for investment in start-up capital for creative entrepreneurs; 3) for investment in the technology and systems required to thrive as arts enterprises.

Capital funds are those that are used for buildings and restoration, as well as neighborhood transformation, housing and workspaces, equipment and technology, and for the building of endowment funds. Capital investment funds are also needed to launch new businesses.

During the 10 years of Newark Creates, capital investment will be sought by institutions and organizations of all sizes for the restoration of essential arts resources/landmark buildings; endowment growth to make possible new services and programs; new facilities including live/work space and work spaces/creative hubs for the arts; and neighborhood arts.

The plan calls for the anchor institutions in Newark to bring together several national funders such as LISC Newark, Ford Foundation, Kresge, Bloomberg, Art Place America, together with leading New Jersey foundations and corporate funders, the City of Newark, and the NYNJ Port Authority, to create a collaborative capital investment strategy that establishes a "Creative Newark Capital Investment Strategy" – hubs, corridors, gateways, housing, work

Models such as the Blue Meridian Partnership (NYC) of foundations that have agreed to aggregate resources for targeted investment; and the Boston-based VIA investment fund, in creating an investment strategy specific to the arts in Newark.

Draw upon models such as Chicago's Arts Work Fund, a funder collaborative supported by eleven foundations, to strengthen operations of small and midsized arts organizations, giving grants to organizations with budgets from \$50,000 to \$800, 000.

spaces, and gardens – providing significant lead and matching funding for capitalization ventures, throughout the City. The strategy will identify the total funding needed for the planned capitalization of the arts; will address how the anchor institutions and neighborhoods plan to proceed; and will seek consortia-approached major grants to spur the entire capitalization funding. Insofar as these can have matching requirements; all the organizations and locations involved will benefit from the incentive this offers to their own donors.

Recommendation 2: Newark Creates Professional Leadership Development Pipeline Programs

Leadership Pipeline Programs

Develop an institutional mentoring program and expand shared resources to support capacity of arts organizations. Through joint planning, develop a mentoring skills, services, and systems training program that matches all arts organizations with resources for one year or multi-year mentorships that may provide skills development in areas of operations, planning and financial management, software, systems, marketing, and technical areas. The Newark Museum is participating in a nationwide initiative aimed at diversifying the art museum profession, which can be imitated throughout Newark's arts ecosystem. The initiative aims to increase the pipeline of diverse students for future leadership positions in the Museum field. Through funding from the Ford Foundation and the Walton Family Foundation, students selected for this three-year paid internship develop a capstone project and are personally mentored by senior leaders.

These programs may provide access to services including joint marketing and may provide access to training to advance the organizations.

Train new and aspiring leaders to work with arts and creative organizations in Newark, as board members, staff leaders, and expert volunteers. Assessing and partnering with existing leadership training offerings

available for nonprofits in Newark, develop pipeline training tracks for professional development for individuals including board leadership training, entrepreneurial skills training, and nonprofit management training to individuals in the arts and creative fields. Develop appropriate approaches to shared resources to support individuals and the organizations they represent.

Entrepreneurial Skills Development

Develop a “new and critical skills and services” team of professionals available to work with emerging creative businesses, enabling Newark's creative entrepreneurs to meet the challenges of launching their enterprises.

Develop a database of interested professionals with knowledge and skills in the “in-demand” fields required to support creative entrepreneurs, including intellectual property/licensing; business plan development; presenting to investors; marketing/ getting creative work to market; and business operations.

Provide workshops and one-on-one training opportunities, with training that offers comprehensive business development learning opportunities each year.

Recommendation 3: Quarterly Artist Convenings

Develop an informative and supportive series of artist convenings that addresses pressing issues

Artists request support spaces in which their concerns, thoughts, and opportunities can be regularly heard. Similar to professional development models conducted by the Harlem Arts Alliance, the series will strengthen and grow the skills and capacity of the individual artists and arts organizations. The workshops, seminars, and forums are open to individual artists and arts organizations seeking to build their administrative tool kit and improve their effectiveness. The sessions are presented by noted professionals in their respective fields.

Recommendation 4: Shared Services Program

Develop shared services strategies to support the capacity of small and medium-sized arts organizations

A shared service model supports the capacity of all arts organizations. It ensures that resources are spread widely throughout the arts ecosystems, provides administrative expertise for all organizations, stabilizes the organizations, eliminates redundant spending, and provided savings where possible.

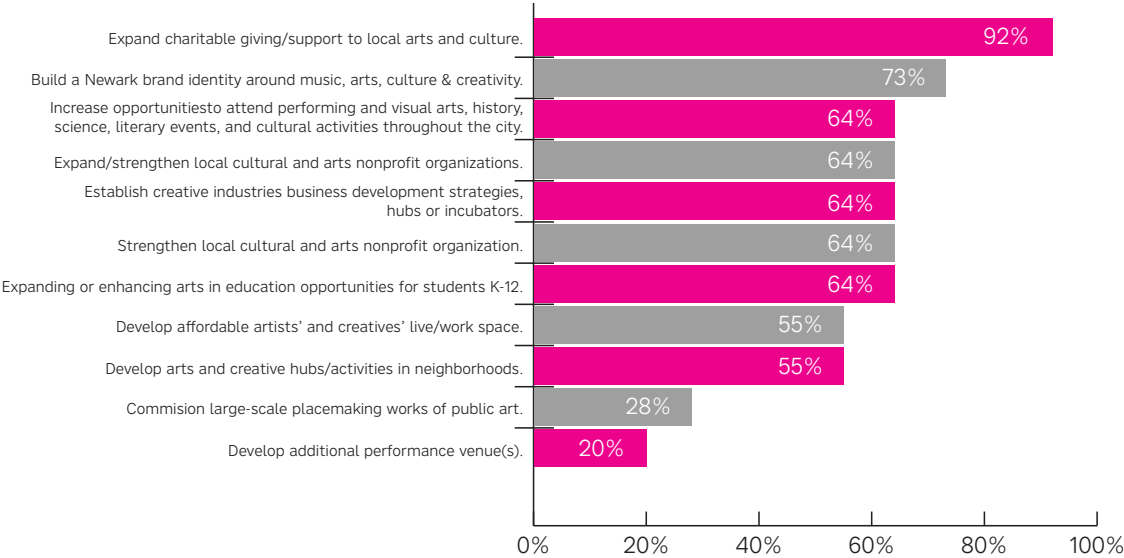
Some specific ideas in which shared resources have been utilized includes: 1) development of joint purchasing contracts 2) sharing administrative resources: IT, accounting, marketing: social media, marketing relationships, mailing list constituents 3) sharing in-house counsel 4) grouping of personnel benefits for smaller arts organization (e.g. health insurance, pensions) 5) communal calendar 6) investigating the formation of a PEO 6) a comprehensive resource guide that provides up-to-date professional development resources for arts organizations.

Work to Advance Shared Services

Newark Arts, anchor institutions and local mid- and small-size arts organizations have convened over the past year around building support for Newark’s arts ecosystem, especially via the Newark Creates cultural plan. Some of the discussions focused on the efficiencies and capacity building that local arts organizations could potentially gain via shared services and a committee formed to address that. Newark small, mid-size and large arts groups met with the President and CEO of the Pittsburgh Cultural Trust (PCT) on September 6, 2018, for day-long meetings with arts stakeholders. The Pittsburgh Cultural Trust, considered a world leader in collaboration among arts organizations, is a \$66 million (annual) entity that oversees a 14-block cultural arts district. It spearheaded Shared Services for Pittsburgh Cultural District member organizations – Pittsburgh Ballet Theatre, Pittsburgh CLO, Pittsburgh Opera, Pittsburgh Public Theater, and Pittsburgh Symphony Orchestra – to increase efficiencies and revenues as it decreased costs for healthcare, printing, IT, credit-card services and other operational needs.

Newark artists and stakeholders are particularly focused on developing a shared services model that could support more equitable healthcare opportunities for artists and small arts organizations – possibly through pairings with larger arts organization plans, joining associations that offer group insurance or joining unions.

% OF ORGANIZATIONS THAT FEEL IT VERY IMPORTANT FOR NEWARK CREATES TO ADDRESS...



GOAL 2. SPACE

Model: University of Chicago Arts+Public Life, which has as its mission building creative connections on Chicago's South Side through artist residencies, arts education, and artist-led projects and events. The University is a partner in developing several arts hubs for neighborhood participation.



Stakeholders Conversations
Developers Sector
Credit: Newark Arts

Goal 2. Support artists and arts organizations in neighborhoods to help solve community problems and meet civic challenges through the arts.

Recommendation 1: Online Tool that Tracks Live and Work Spaces for All Artists and Arts Organizations

Make affordable housing sustainable for artists to strengthen Newark as a City of the Arts.

Artists need affordable housing to live and work in Newark. The definition of artists must be broad and inclusive, and the spaces for artists must include strong visibility. Opportunity zones, as well as programs for artist ownership that have been successfully piloted elsewhere need to be brought to Newark to build the presence of artists and the City's reputation as a City of the Arts. Partner with major developers across Newark to create more sustainable, affordable artist housing. As the retail industry slowly diminishes, spaces will become available for use and can be used by artists of all disciplines, turning this space into combined live/work space. Create an online system to match an inventory of artists and space availability. Similarly, marry arts programming with development processes, as art enhances land value and arts programming is a valuable asset to new spaces. Follow examples such as En Garde Arts, which partners the arts and real estate. Incorporating arts programming in new spaces and artists as tenants will in turn create a positive community culture.

Recommendation 2: Newark Creates Neighborhood Fund to raise a minimum of \$5 million per year to support community needs and activate creative hubs.

The fund will support and establish arts hubs and corridors to transform neighborhoods. Neighborhood arts hubs may be located within community centers, housing developments, places of worship, or in commercial spaces. These hubs are distinct from but symbiotic with artist work and live work space.

These are hubs for residents of all ages to engage in art, to hear and learn, and to make art. These are hubs called for by plan participants who seek family and child-safe venues that build neighborhoods. These hubs may also involve University partnerships, offering connections between the University and neighborhoods through arts engagement.

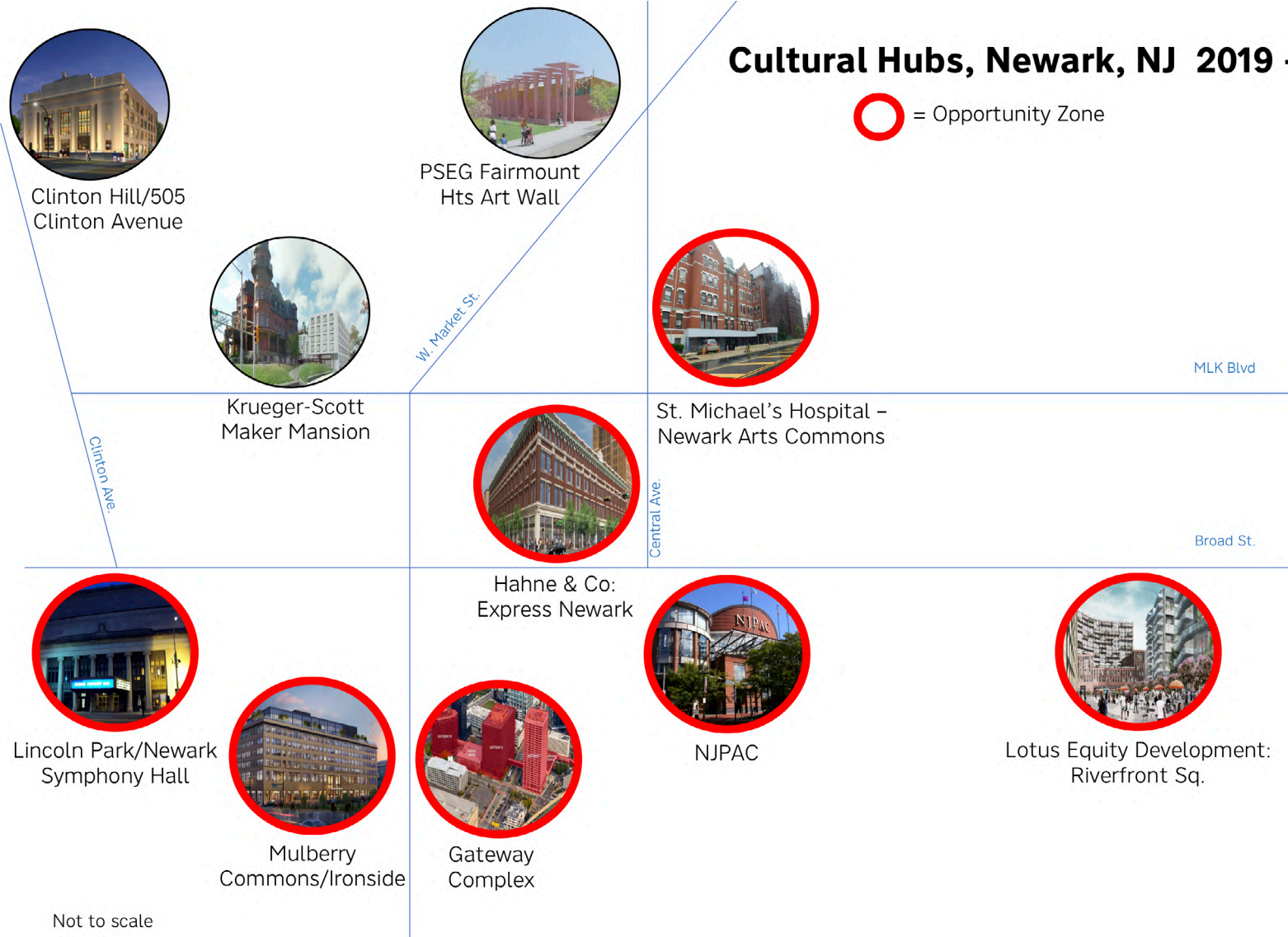
Funding streams will be generated through the following existing models, 1) Investment in the newly launched Neighbors helping Neighborhoods small grants program in Fairmount Heights and Clinton Hills communities to leverage the existing infrastructure established to disseminate grants. 2) Expansion of the ArtStart Grant Program to include additional cycles and larger grants, building upon the reputation of the existing program and leading to more impact and larger projects. 3) Expansion of Newark Arts' PARTNER grants to jump-start projects that emerge from Newark Creates and establish these as the beginning of longer term grants.

Recommendation 3: 75% of Newark Students Pre-K16 to have access to a partnership opportunity with a Newark arts organization.

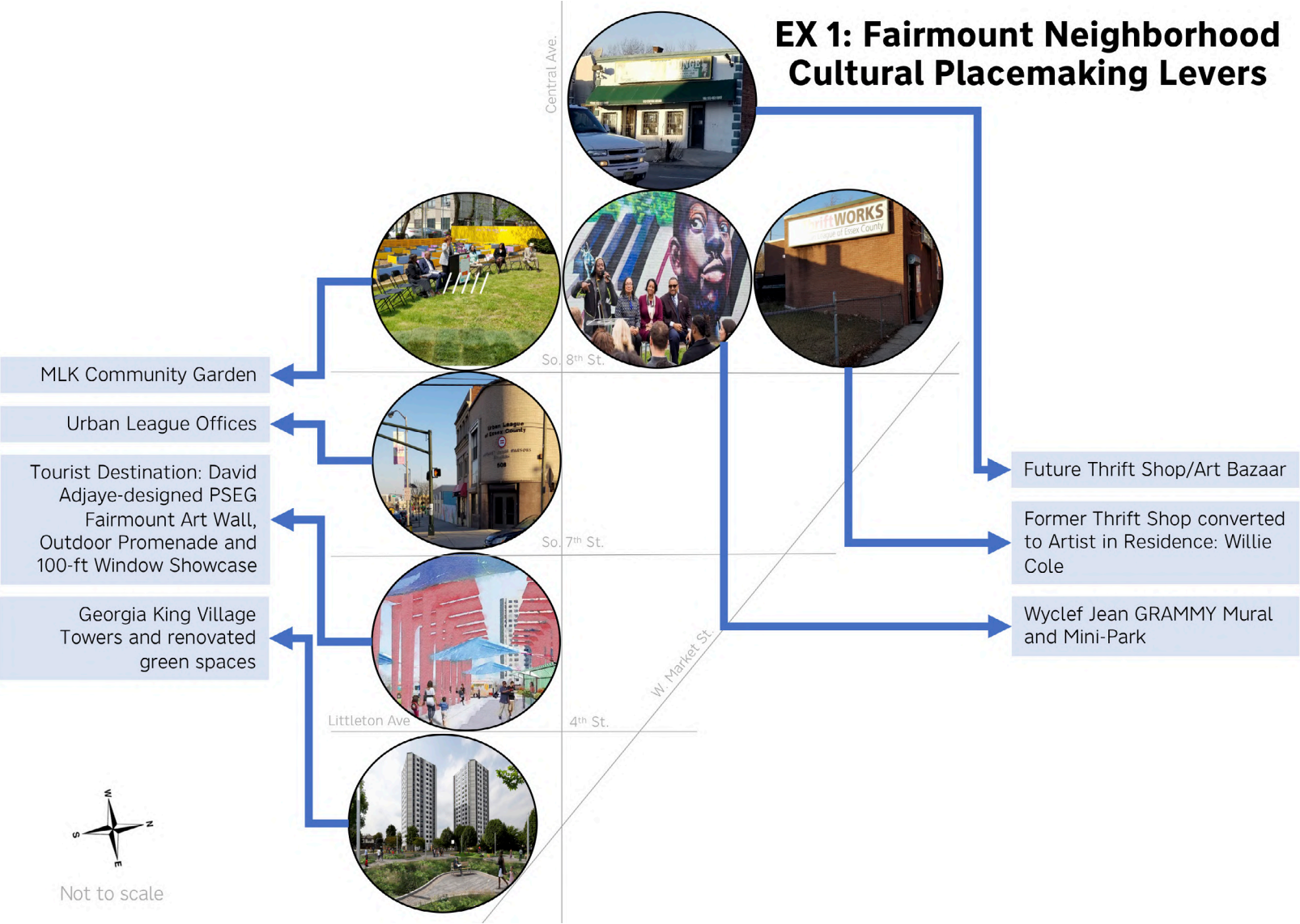
Support Newark Arts Education Roundtable (NAER), a cross-sector collaborative whose mission is to ensure that all Newark children have equitable access to high quality, sequential arts education opportunities in and out of school, and other networks in the support of arts education for all Newark Students Pre-K-16. Newark's arts organizations and artists provide a wide menu of outstanding partnerships with Newark Public Schools. Power collaborations such as NAER and the VH1 Save the Music Foundation, which provided musical instruments to 7 Newark public schools to jumpstart and sustain their music education programs. Leveraging the remarkable work of NAER, Newark Creates will communicate funding opportunities that support arts education to NAER and other networks supporting youth; and engage cross-sector partners to ensure that arts education remains and increases as a priority in Newark.

Cultural Hubs, Newark, NJ 2019 -2029

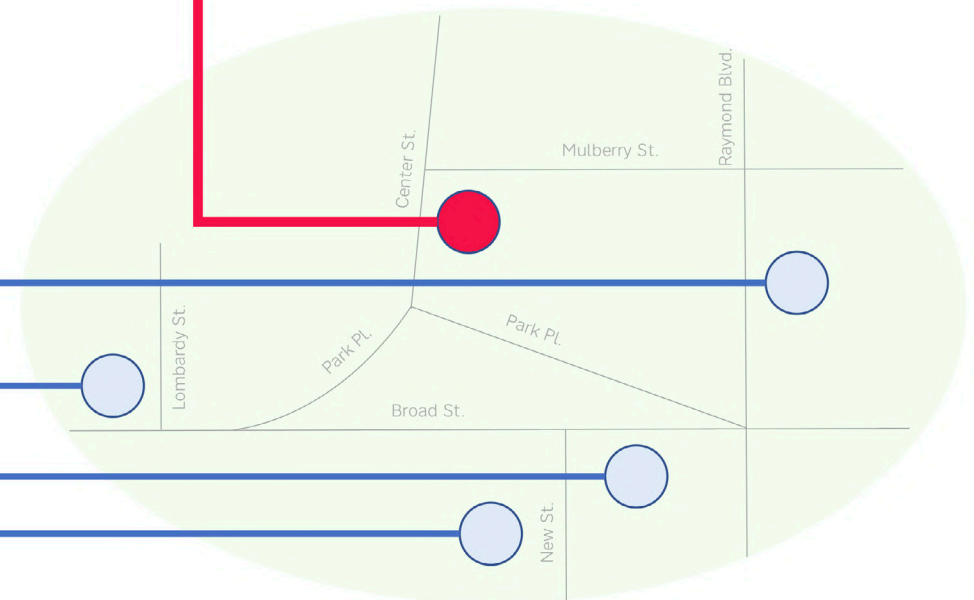
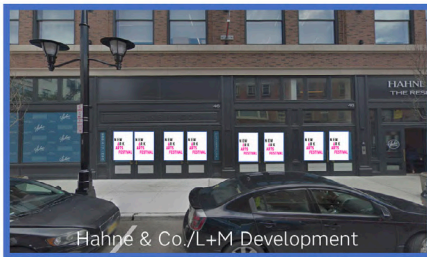
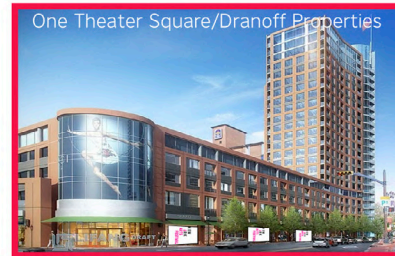
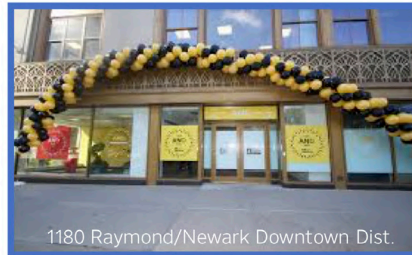
 = Opportunity Zone



EX 1: Fairmount Neighborhood Cultural Placemaking Levers



EX 2: Downtown Arts District: Proposed Pop-Up Exhibits in Vacant Retail Spaces



Not to scale/For Illustrative Purposes Only

GOAL 3. COORDINATION

Goal 3. Develop and communicate Newark's brand as a foremost City of Arts and Culture that embraces its unique history, extraordinary diversity, spirit of innovation, and leverages its distinctive assets.

Recommendation 1: State of the arts multi-lingual online site with comprehensive events calendar, links to all Newark arts, newsletter and blog, information source for all organizations, artists, and creative entrepreneurs.

Newark's creative community and its residents both told Newark Creates that the number one barrier to increased arts participation and the top issue for an artist performing or showing work in Newark is lack of a consolidated and comprehensive site as the go-to for all information: events schedule and links to ticket sites; information on artists and their work; information on opportunities and grants for creative organizations; meetings and agendas, and more.

Newark Creates Partners – within the arts and our partners in the City, in tourism, and in neighborhoods, will establish a site such as ArtsNowRI from Providence, RI. Many elements of this are already used in Newark: Newark Arts' website includes an arts events calendar, as does WGBO and Newark Happening. Combining all efforts into a comprehensive initiative will advance the arts and build a depth of awareness and involvement throughout the arts community and their audiences.

Newark is known worldwide for its music. The region is a powerful arts destination for the performing arts. Within the art world, the Newark arts community is known for the richness of its artistic work. These assets should be messaged into a brand that is consistently used to market Newark and its creativity.

Use the full range of Newark's creative asset base in shaping Newark's creative brand, including its artists, its temporary and permanent public art, its diverse arts organizations and its anchor institutions. Define how the City's largest businesses count upon Newark arts to attract employees. Consistently convey the economic and social value of the arts in Newark through economic studies, participation mapping, and other tools that share the story.

Recommendation 2: A Newark Creates publication that highlights arts and cultural activities quarterly.

Newark Creates is not only a brand but a slogan of arts and cultural progression throughout the city of Newark. The Newark Creates newsletter will highlight the city's arts and cultural activities and opportunities. It encompasses the beautification of parks, mural displays, and performances within neighborhoods.



Community Conversations
Lincoln Park Sector
Credit: Stafford Woods

	Year 1	Year 2	Year 3	Year 4
AT A GLANCE	Launch plan, structure, and goals.	Expand commitment to grow resources.	Deepen and enhance sustainability. Evaluate processes midterm. Identify evaluator to develop instruments to survey Newark Creates partners.	Evaluate, learn, and continue building Newark's arts and cultural ecosystem.
TASKS	Embed Newark Creates in the City's Master Plan.			
GOAL 1 Develop a Healthy and Sustainable Arts Ecosystem for All Newark Artists and Arts Organizations	Establish committees to support strategy implementation for goals 1, 2, and 3. Develop parameters and lead agency for each goal. Determine initiatives to be implemented. Build logic model that highlights short- and long-term goals and metrics.	Continue to advance implementation, assess, measure, and leverage opportunities to maximize success.		
		Develop funding plan, including pooled funding, and goals with Funding Committee for years 2, 3 and 4 to secure a minimum of \$5,000,000. Develop Gantt chart to outline projected minimum dollars to be raised per year, targeted funders, timeline, responsibilities, expertise required, deliverables, and more.	Continue work to achieve funding goals. Secure a minimum of \$5 million pooled funding to support ongoing implementation of Newark Creates, and address the needs of small- and medium-sized arts organizations, artists, and creative entrepreneurs.	
	Shared Services Committee commences plan based upon organizational survey.	Shared Services Committee prioritizes needs and begins implementation on primary need. Determine other organizations from other sectors who expressed interest in participation to leverage bundled services and pricing.	Shared Services primary need is implemented, measured and assessed for continuation and future growth.	
	Launch quarterly artists' convenings.	Continuation of artists' convenings.		
	Continue meeting with developers to ensure the arts are included in the revised Inclusionary Zoning ordinance. Determine the lead agency to manage the dollars received from the Inclusionary Zoning allocation to the arts.	Push for enforcement of inclusionary zoning & percentage to the arts.	Push for enforcement of inclusionary zoning & percentage to the arts.	
	Continue conversations with Newark Community Economic Development Corporation to secure cultural and community spaces to address space concerns for artists, galleries, creative entrepreneurs, small- and mid-sized organizations, and neighborhoods void of community centers/space for arts and other programming.	A minimum of three cultural hubs, community spaces, and work spaces are realized throughout Newark's neighborhoods for artists, galleries, creative entrepreneurs, and small- and medium-sized organizations.		
		Work with Leadership Newark to develop inventory of professional pipeline programs in the city. Establish committee to share best practices and tools from organizations addressing leadership pipeline development. Schedule facilitated quarterly conversations for all interested as a leadership exchange.	Determine process for evaluation and assessment beneficial to further leverage and advance leadership/professional pipeline growth in the arts.	
	Meet quarterly with city agencies to advocate and address policy issues and areas of key concerns.			
	Schedule meetings every six months with Mayor and City Council to update Newark Creates implementation and garner leadership and financial support.			

	Year 1	Year 2	Year 3	Year 4
AT A GLANCE	Launch plan, structure, and goals.	Expand commitment to grow resources.	Deepen and enhance sustainability. Evaluate processes midterm. Identify evaluator to develop instruments to survey Newark Creates partners.	Evaluate, learn, and continue building Newark's arts and cultural ecosystem.
TASKS				
GOAL 2 Develop and Communicate Newark's Brand as a Foremost City of Arts and Culture that Embraces Its Unique History, Diversity, Innovation, and Leverages Its Assets	<p>Ongoing convenings of Newark Creates team (planning, implementation, lead organizations, project manager).</p>	<p>Confirm agencies, organizations, and artists addressing goal 2. Reconfirm Communication Task Force Committee. Elaborate communication challenges. Develop entire marketing and funding strategy to address and prioritize key challenges. Identify online communication systems that support arts and cultural events in Newark. Establish timeline to build website, and develop the brand, positioning, and visibility for Newark Creates.</p>	<p>Launch the Newark Creates communications platform complete with interactive online tools, resources, guides, and maps to identify user-experiences where arts and cultural activities are occurring.</p>	<p>Measure and assess communications platform to address needs and changes in external environment.</p>
GOAL 3 Support Artists and Arts Organizations in Neighborhoods to Help Solve Community Problems and Meet Civic Challenges through the Arts	<p>Inventory key organizations and agencies using arts-based solutions to address cross-sector challenges. Map challenge, location, and lead and partner organizations/agencies facilitating the work. Include timeline, target market, project description including mission, vision, goals, outcomes, measurement and assessment criteria.</p>	<p>Maintain database of cross-sector arts-based projects completed throughout Newark. Include as a primary component of Newark Creates messaging for Newark and beyond. Reference, where applicable, in grants submissions and requests to funders.</p>		<p>Develop metrics for assessment and measurement.</p>

ADDENDUM



Roadmap

START

RESEARCH AND DATA COLLECTION

Develop research questions, goals and purpose. Identify and review existing arts-based projects *Jan-June 2017*

IDENTIFY COMMUNITY CHAMPIONS

Assemble diverse working groups to assist with the Plan's "functional" areas. Build buy in!!! *June-Nov 2017*

ENGAGE COMMUNITY

Design and facilitate neighborhood community conversations to gather insight on access (needs, barriers, goals, visions) to arts and culture for stakeholder groups *June-Nov 2017*

COLLATE DRAFT 1 OF PLAN

Clarify vision statement, draft plan goals, draft recommendations, identify common metrics to track recommendations *Dec 2017*

ENGAGE COMMUNITY

Cultural asset mapping, neighborhood needs assessment, citywide vision process, collect secondary data *June-Nov 2017*

RE-ENGAGE COMMUNITY CHAMPIONS

Present draft of recommendations and receive their insight, design logic model of inputs, outputs and metrics of success *Jan-Feb 2018*

FINAL DRAFT

Finalize report and executive summary *April-May 2018*

LAUNCH COMMUNITY CULTURAL PLAN

Communication and establish tracking/evaluation process with community champions *June 2018*

DRAFT 2 OF PLAN

Combine recommendations with logic models and background research *March-May 2018*

EMBED IN CITY'S POLICY AGENDA

Embed recommendations in City's Master Plan. Formally launch citywide implementation *June 2018*

A Community Cultural Plan for the City of Newark

Goal

Establish Newark as a "*city of the arts*" by highlighting, leveraging, and expanding artistic creativity, expression, and cultural experiences among its residents, community partners, businesses, and visitors. The Plan will provide arts-based solutions that contribute to the

social, civic, and economic outcomes for Newark

public safety

economic development

health and wellness

education

youth development

environmental stewardship

policy/advocacy

2017

2018

Timeline

JANUARY - JUNE

Research and Data Collection

JUNE - NOVEMBER

Identify Champions, Engage Community, Asset Mapping

DECEMBER

Collate Information, Develop Draft Part 1

JANUARY - FEBRUARY

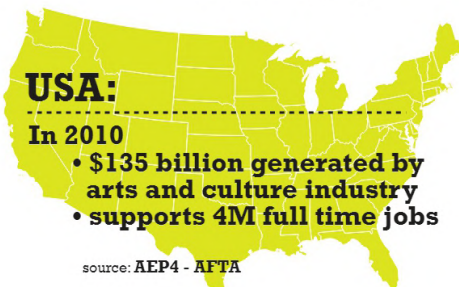
Re-engage Community Champions, Design Framework for Recommendations and Implementation

MARCH - MAY

Draft Part 2: Design and Recommendations; Refine Plan

JUNE

Plan Launch, Embed in City's Master Plan



NEWARK:

In FY 2015

- \$109M spent by nonprofit arts and culture organizations
- 2.5 million attendees

source: AEP5 - AFTA



Economic, Social, and Civic Opportunities

Percent for Arts and Culture
Blanket Art and Culture Permits
Live / Work Space
And more...

Collaborative Process

RESEARCH AND DATA

Gather data and research on the economic and social benefits of a cultural plan

COMMUNITY ENGAGEMENT

Engage in existing community efforts, asset mapping, gauge perception on arts as it relates to social, civic, and economic outcomes

RESOURCE DEVELOPMENT

Identify funds and resources to support the development of the Plan and future recommendations

COMMUNICATION

Identify strategies for communicating the Plan to various stakeholders

Government Agencies | Residents | Artists | Creative Entrepreneurs | Art and Culture Anchors
Institutions and Networks | Healthcare Agencies | Institutions of Learning | Businesses and Corporations |
Community-based Organizations | Faith-based Organizations | Philanthropic Organizations

Stakeholders



NEWARK'S VIBRANT HISTORY, CHALLENGES AND RETURN

After the end of World War I, Newark, New Jersey, America's third-oldest city, was a dynamic, bustling metropolis, growing in population with the descendants of the City's founders, European and Caribbean immigrants and African Americans migrating from the South.

Newark has a rich past of immigration and influences from legions of Germans, Irish, Jewish, Italians and other European groups in the early to mid 20th Century. Demographics shifted dramatically with the Great Migration of African Americans following World War II. Large influxes of Portuguese, Latin and South American immigrants impacted the city's cultural terrain during the latter 20th and early 21st century. Further diversity is reflective of growing African and Caribbean communities in recent years.

Newark streets, and those adjacent throughout the five wards, were corridors of retail stores, manufacturing plants, businesses, theaters, night clubs and after-hour joints. An energetic nightlife dominated the City with frequents to the Newark clubs that included jazz greats such as Billie Holiday, Dizzy Gillespie, Jackie Gleason and Frank Sinatra, not to mention the ever-present influence of Newark natives Sarah Vaughan and Willie "The Lion" Smith.

Even though Newark is one of the nation's major air, shipping, and rail hubs, Newark is susceptible to economic downturns like the rest of the country. During the mid-20th Century, the African-American population increased dramatically with families migrating from the South looking for better opportunities as well as poor immigrants from Europe fleeing World War II and the imminent "Cold War." Because of racial tensions between the African-American community and the predominately white city government and police force, Newark experienced one of the dozen or more urban rebellions of the 1960s. The economically stable middle class, of all races, began to flee the city, taking with them the rudiments of development and economic empowerment.

Today the City has a radically new energy. After years of effort by successive mayors, - the late Kenneth Gibson, Sharpe James and Senator Cory Booker, the current mayor Ras Baraka - real estate development, economic development education, tourism and the arts are booming. The opening of the New Jersey Performing Arts Center in 1997 marked a turning point. Some \$197 million in public-private investments went toward the first phase building on an 11-acre site, as the centerpiece of a new downtown arts district.

According to a 2018 study by Southern Methodist University, Newark is now pronounced as the nation's ninth most arts-vibrant community. The arts have played a significant role in the city's revitalization, attracting artists and creatives of all disciplines because of the reception and respect of their talents by the community.

"We want progressives, artists to come out here. Newark should be the place to be for artists. And, I want Newarkers to benefit from their presence," proclaims Mayor Baraka, who was recently reelected to his second term in office.

NEWARK'S VIBRANT HISTORY, CHALLENGES AND RETURN

According to Americans for the Arts, Newark accounts for one-third of all dollars spent by organizations and audiences in the nonprofit arts sector in New Jersey. Through the years the state's largest museum, The Newark Museum, as well as the state's consummate collection of information, the Newark Public Library, have continually had active programs spreading the arts and culture throughout the city and surrounding area. Arts education has always been an integral part of the city with Newark being the first public school system in the United States to establish a high school whose primary purpose was to educate students in music and fine art. Adding to the cultural life has been the development of the large presenters as the New Jersey Performing Arts Center, the Prudential Center, and the smaller ones like art galleries, artists spaces, and community arts and performance schools.

Several years ago, the Newark Downtown District, a non-profit corporation whose mission is to revitalize the City's commercial area, engaged 17 local and international artists to create a mural stretching 1.39 miles, the longest on the eastern coast of the United States. Numerous murals have adorned many buildings in Newark.

Newark is saturated with festivals all year long that celebrate the City's numerous cultures and populations, including the Cherry Blossom Festival in Branch Brook Park, the nation's largest collection of cherry blossoms.

Revitalization efforts are strong as the city continues its immense growth. The arts are alive and support the City as it regains its dynamism from the last century and powers it forward. In turn, the City welcomes the creatives and their art.

PLANNING PROCESS



NEWARK CREATES ORIGINAL TEAM

Planning Team Members

- Karin Aaron**, Greater Newark Convention and Visitors Bureau
- Kevin Callaghan**, Council of New Jersey Grantmakers/City of Newark
- Richard Cammarieri**, New Community Corporation
- Kim Cook**, RWJ Barnabas
- Evonne Davis**, Gallery Aferro
- Victor Davson**, Express Newark
- Marcy DePina**, Newark Riverfront Revival
- Craig Drinkard**, Victoria Foundation
- Margaret El**, Newark Public Schools
- Anne Englot**, Express Newark
- Peter Englot**, Rutgers University-Newark
- Ken Gifford**, Newark Office of Film and Television
- Rodney Gilbert*** Yendor Productions
- Aisha Glover**, Newark Community Economic Development Corporation
- Barbara Heisler**, GlassRoots
- Sharnita Johnson**, Geraldine R. Dodge Foundation
- Marshell Jones Kumahor**, New Jersey Symphony Orchestra
- Deborah Kasindorf**, Newark Museum
- Chelsea Keys**, New Jersey Performing Arts Center
- Lauren Meehan**, Newark Arts Education Roundtable
- Gwen Moten**, City of Newark
- Elizabeth Murphy**, Creative New Jersey
- Victor Nichols**, Newark Bound
- Amy Niles**, WBGO Jazz, 88.3 fm
- Linwood Oglesby**, Newark Arts Council Executive Director Emeritus
- Robert Provost**, Newark Symphony Hall
- John Schreiber**, New Jersey Performing Arts Center
- Jeff Scott**, Prudential Center
- Anthony Smith**, Lincoln Park Coast Cultural District
- Larry Tamburri**, Newark School of the Arts
- Jeffrey Trzeciak**, Newark Public Library
- Gabriel van Aalst**, New Jersey Symphony Orchestra
- Donna Walker-Kuhne**, New Jersey Performing Arts Center
- Emma Wilcox**, Gallery Aferro
- Dexter Wimberly**, Aljira
- Wayne Winborne**, Rutgers University Newark- Institute of Jazz Studies

*deceased

Task Force Team Members

- Susan Austin**, Lincoln Park Coast Cultural District
- Frank Baraff**, City of Newark
- Jeff Billingsley**, Rutgers University-Newark
- Tammy Bolden**, Bolden Interior Designs
- Karen Brown-Stovall**, Forward Ever Sustainable Business Partnership
- Jennifer Critchley**, Connell Foley
- Paul Dennison**, Newark Arts
- Tanisha Garner**, Chozin Designs
- Marcia Heard**, Arts and Culture Community Activism
- Donna Kirkland**, Trust for Public Land
- Anne Kneuer**, Aljira
- Wendy Liscow**, Geraldine R. Dodge Foundation
- Eyesha Marable**, New Jersey Performing Arts Center
- Linda Morgan**, RBH Group
- Susan O’Rourke**, Artfront Galleries
- Arturo Osorio**, Rutgers University-Newark
- Carrie Puglisi**, La Casa de Don Pedro
- Reverend Louise Rountree**, City of Newark
- Carmen Samuel**, New Jersey Performing Arts Center
- Jorge Santos**, Newark Community Economic Development Corporation
- Allison Scott-Williams**, New Jersey Performing Arts Center
- Jessica Sechrist**, Military Park
- Fayemi Shakur**, City Without Walls
- Jah Jah Shakur**, Essex County College
- Lori Stanlick**, Jonathan Rose Companies
- Sonnet Takahisa**, Newark Museum
- Andaiye Taylor**, Brick City Live
- Alexis Trusty**, City of Newark
- Jennifer Tsukayama**, New Jersey Performing Arts Center
- Doris Walker-Bennett**, Arts and Culture Community Activism
- Derek Ware**, James Street Neighborhood Association
- Katie Witzig**, GlassRoots
- Kimberlee Williams**, Rutgers University-Newark

Community Convening and Stakeholder Affinity Group Partners

- Clinton Hill Concerned Citizens
- Fairmount Heights Neighborhood Association
- Forest Hill Community Association
- Garden State Ballet
- Greater Newark Conservancy

- Greater Newark LISC
- Ironbond Community Corporation
- La Casa de Don Pedro
- Leaders for Life
- Mayor’s Youth Office, City of Newark
- Newark Alliance
- Newark Business HUB
- New Community Corporation
- Newark Community Development Network
- Newark Regional Business Partnership
- RWJ Barnabas Health
- St. Stephan’s Grace Community Church
- Urban League of Essex County
- Women-in-Media Newark

Leadership Team

- Susan Schear**, Former Deputy Director, Newark Arts
- Mahako Etta**, Consultant, Newark Arts
- Jeremy Johnson**, Executive Director, Newark Arts
- Nikki Horwitz**, Former Project Manager, Newark Arts
- Louise Stevens**, Co-Principal, ArtsMarket, Inc.
- Regina Barboza**, Director of Development & Strategic Initiatives, Newark Arts
- Henrietta Parker**, Volunteer, Newark Arts

City of Newark

- Honorable Ras Baraka**, Mayor
- Honorable Mildred C. Crump**, City Council President and Council Member-at-Large
- Honorable Augusto Amador**, City Council Vice President and East Ward Council Member
- Honorable Carlos M. Gonzalez**, Council Member-at-Large
- Honorable John Sharpe James**, South Ward Council Member
- Honorable Joseph A. McCallum, Jr.**, West Ward Council Member
- Honorable LaMonica McIver**, Central Ward Council Member
- Honorable Eddie Osborne**, Council Member-at-Large
- Honorable Luis A. Quintana**, Council Member-at-Large
- Honorable Anibal Ramos, Jr.**, North Ward Council Member
- Gwen Moten**, Executive Director, Office of Arts, Cultural Development, and Tourism

GROUP AND SECTOR CONVENINGS

Artists
Art Galleries
Arts and Cultural Anchor Institutions
Businesses
Community Development Corporations
Creative Tech
Developers
Economic Development
Faith-based
Health and Wellness
Higher Education
K-12 Education
Media
Public Safety
Seniors
Tourism
Youth

REPRESENTATIVE VENUE CONVENINGS

Anchor Cultural Institutions – New Jersey Performing Arts Center
Business/Corporations – Newark Regional Business Partnership & Newark Alliance
Media – Brick City Live & Newark Arts
Artists Group 1 – Gallery Aferro
Developers – Connell Foley LLP
Tourism – Greater Newark Convention & Visitors Bureau
Artists Group 2 – Lincoln Park Community
Youth – Mayor’s Youth Office
Art Galleries
CDCs
Healthcare Organizations – RWJBarnabas Health and Newark Beth Israel Medical Center
Creative/Tech Entrepreneurs
Higher Education – Rutgers University/Express Newark
Community Development Network
Fairmount Neighborhood Association
Arts, Culture and Community Activism (ACCA) – Ivy Hill
Public Safety – Greater Newark Safety Council
Faith-based Organizations – Newark Arts with Faith-based Council
Fundors – Newark Fundors Group
Women’s Association of NJPAC
Ironbound Community Corporation
Roseville Presbyterian Church/Community Fairmount

Combined, these meetings along with surveys of residents, artists, and organizations ensured that thousands of voices were heard and are represented in this plan. Hundreds of people joined together to shape a vision, mission, and priorities for the future. This plan belongs to all of Newark.

NEWARK CREATES meetings were shaped using the core principles of “appreciative inquiry” – listening and responding that honored every voice and steeped in a collective impact framework to tackle complex social problems by collaborating across sectors. This approach has been successfully employed widely throughout Newark.

The use of collective impact not only shaped the planning process: it will shape the plan’s implementation.

*** No one party or organization can or should be the only one to fully implement the ambitious goals and aggressive timeline called for in this plan; instead, through its extensive convenings and dialogue, the planning process forged new collaborations with shared interests. These collaborations will continue as the implementation mechanisms to insure the plan is fully achieved.**

CULTURAL PLAN MATRIX: COMPARATIVE OVERVIEW

Plan	Organizing Bodies	Planning Process	Description	Framework
Austin, TX 2009 Create Austin: Cultural Master Plan	City of Austin, Economic Growth & Redevelopment Service Office, Cultural Arts Division. Consultant Team: The Metropolitan Group, Creative Planning Inc., Greenlights for Nonprofit Success	The Metropolitan group; Consultants; Extensive review of bkgrnd materials (cultural plans, cultural assessment phase) interviews w/ stakeholders; Focus groups (artists, creators, creative business owners, digital media experts etc.); 4 open community forums; Arts and culture roundtable; Public forum to gain input on cultural master plan draft, creation of 2 websites to gain input (one administered by City, other community-based site); and e-newsletter to communicate process, post docs and research, solicit input via surveying, and mediate dialogue.	Public/private collaboration defines specific strategies for community-wide implementation in order to sustain Austin as magnet for arts, culture, creativity. Identifies Austin's creative assets and challenges, defines goals, establishes recommendations to invigorate Austin's "Culture of Creativity" through the year 2017.	Plan is built around addressing needs and providing recommendations for: Supporting individual creativity, improving the built environment, fostering creativity and learning, facilitating communications and collaborative ventures, supporting financial resources, and developing cultural infrastructure.
Boward County, FL 2010 Creative Boward 2020: A Plan for Cultural and Economic Development in Boward County	Cultural Tourism Task Force, Public Art and Design Task Force, Broward Cultural Division Staff, Consultants	Barely indicated. Household telephone survey, gathering suggestions. States "community's vision," but how this is established is unclear.	Cultural and economic development plan.	States three community goals - 1) Collaboration and self-reliance: enhancing capacity, partnerships, recommendations, advocacy; 2) Sustainability and resource: reflect and support a unified creative sector; 3) Inclusion and celebration: strengthening connections among country's people and communities through cultural expression.
Philadelphia, PA 2011 Phila 2035 Citywide Vision	Mayor's Office	Not mentioned. Huge emphasis on contextual mapping.	Phase 1: Citywide Vision more about civic and physical infrastructure. Less emphasis on arts and culture.	Defining the context, building strengths, framing the future, making it happen.
Boston, MA 2016 Boston Creates	Mayor's Office, Community Team Chairs (representing various districts/neighborhoods), Leadership Council, Steering Committee, Partners (consultants, supporters)	Presents process timeline: created multidisciplinary team, adaptive research process to meet inclusion and engagement goals, Boston Creates Town Hall, grassroots research efforts, conversations, community meetings, local event attendance, data analysis, and thematic analysis, articulate priorities and recommendations, outline vision, goals and priorities. Held cultural summit, requested draft feedback, refined and reworked plan, plan presented to leadership council, steering committee and mayor. Plan will be developed for implementation, plan completion and public presentation.	Cultural and economic development plan.	States three community goals - 1) Collaboration and self-reliance: enhancing capacity, partnerships, recommendations, advocacy; 2) Sustainability and resource: reflect and support a unified creative sector; 3) Inclusion and celebration: strengthening connections among country's people and communities through cultural expression.

CULTURAL PLAN MATRIX: COMPARATIVE OVERVIEW

Plan	Organizing Bodies	Planning Process	Description	Framework
Chicago, IL 2012 City of Chicago Cultural Plan	Department of Cultural Affairs and Special Events (DCASE), DCASE engaged a team led by Lord Cultural Resources	Process: town hall meetings, neighborhood cultural conversations, social media exchanges, arts sector workshops and priority-setting forums.	Charted a roadmap for Chicago's cultural and economic growth and designed to become the centerpiece for building Chicago's reputation as a global destination for creativity, innovation and excellence in the arts. Priorities: 1) Foster arts education and lifelong learning. 2) Attract and retain artists and creatives. 3) Promote culture as a fundamental driver of prosperity. Desire to elevate city's profile as global capital for creativity, excellence in arts, innovation.	Plan outlined 10 priorities that were to be addressed for the vision of culture in Chicago to be fully realized.
Portland, OR 2012 The Portland Plan	Portland Plan is a collaboration of more than 20 municipal, regional and community agencies and organizations	Process: result of more than two years of research, dozens of workshops and fairs, hundreds of meetings with community groups, and 20,000 comments from residents, businesses and nonprofits. City Council adopted plan as resolution.	Presents strategic roadmap to help our city thrive into the future. Priorities: prosperity, education, health and equity	Presents Phases 1-IV and Implementation Close the gaps Engage the community Build partnerships Launch racial and justice initiative Increase focus on disability equity Increase internal accountability
Denver, CO 2013 Imagine 2020: Cultural Plan (A Collective Vision for Denver)	Denver Commission on Cultural Affairs, Denver City Council, Blue Ribbon Panel, Denver Arts & Venues, Sponsors (Denver Arts & Venues, Denver Office of Economic Development, Mayor's Office, Corona Insights), Consultants	Created under the leadership of the Denver Commission on Cultural Affairs, the Stakeholder Leadership Group comprised of volunteer arts community leaders, and Denver Arts & Venues. Denver residents shared aspirations and priorities through public meetings, community forums, the Mayor's Cabinet in the Community meetings, focus groups, outreach at festivals and fairs, input tools and surveys in both English and Spanish, and custom website.	A community-based plan. Priorities: "IMAGINE 2020 is Denver's first cultural plan since 1989 and reflects the vision, goals and aspirations of everyone who contributed ideas through the planning process and will help guide resources, support and direction for the City's arts and culture in all their many forms. It makes a call to action to city agencies, cultural institutions, businesses, civic leaders, neighborhood- and community-based organizations and residents to ensure arts and culture are at the heart of the city.	Plan is build around 7 "visions," public input about aspirations for the city 1) Arts, culture and creativity are fully integrated into daily life, work and play in Denver. 2) Arts, culture and creativity are amplified in Denver – and amplify the city to the world. 3) Arts, culture and creativity are truly inclusive and accessible for all. 4) Exposure, appreciation and participation in arts, culture and creativity span our lifetimes 5)Denver's diverse artistic and creative professionals are locally cultivated and flourishing. 6)Denver's economic vitality is accelerated by arts, culture and creativity 7)Collective leadership is committed to high impact results across Denver.

CULTURAL PLAN MATRIX: COMPARATIVE OVERVIEW

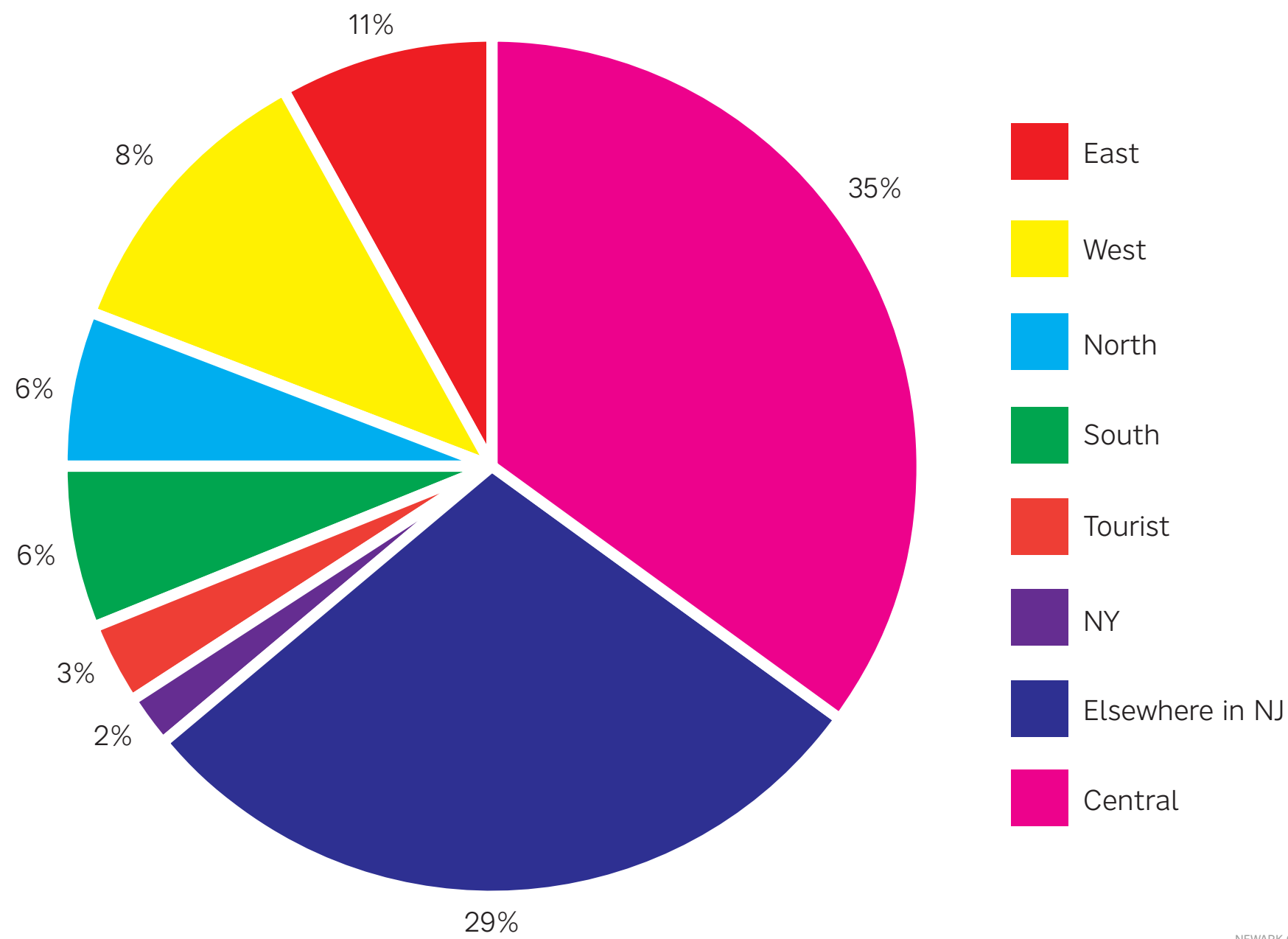
Plan	Organizing Bodies	Planning Process	Description	Framework
Newport Beach, CA Master Arts and Cultural Plan	The City Arts Commission, appointed by the City Council	Cultural asset mapping-inventory and assessment, 25 interviews with local leaders (various sectors), 6 focus groups, on-site visits, community forum, online survey.	Plan represents the results of a six-month process designed to re-visit existing city policy for the arts, consider the current community assets, and envision a road-map of recommendations to guide next steps.	Immediately puts forth broad recommendations, legacy (timeline in Newport Beach), research methodology, economic impact of the arts, arts and culture assets, and recommendations in detail with "next steps."
Boulder, CO 2015 Community Cultural Plan	Office of Arts & Culture, Library & Arts Department	A public art event series, <ul style="list-style-type: none"> • Stakeholder interviews, • Online surveys, • Brief intercept surveys, • "The Recipe Box:" an online forum hosted by MindMixer, • Neighborhood pop-up conversations, • Volunteer-led conversations in the community, • Meetings with Boulder High School students, • A pop-up meeting space at the Boulder Farmers' market, • Focus group meetings, and • Summits of cultural organizations. 	Seeks to deliver the community's vision for arts, culture, and the creative industries.	Presents communities' priorities -- their vision-- then builds 8 strategies from these 8 priorities.
Philadelphia, PA 2016 North Delaware District Plan (draft)		Industrial inventory and demographic analysis (income, employment, diversity, age trends, prison population).		

	2017												2018						
	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July
Background Research + Data Collection																			
Convene Planning Team To BUild-Out Framework—Group Meets Monthly																			
Soft Launch With Sector Specific Stakeholders																			
Build And Implement Task Force Groups																			
Gather Local Data/Context—Artists, Art Orgs And Public Survey. Audience Map																			
Conduct Community Conversations																			
Conduct Stakeholder Convenings																			
Collate Information From Community Conversations																			
Collate Information From Stakeholder Convenings																			
Draft Part I: "What We Heard," Visioning, Asset Mapping Findings																			
Review Draft																			
Draft II: Strategic Goals and Outcomes																			
Review Draft																			
Draft III: Strategic Goals, Outcomes and Initiatives																			
Review Draft																			
Draft IV: Implementation Plan, Sustainability																			
Press Conference & Launch Final Plan																			

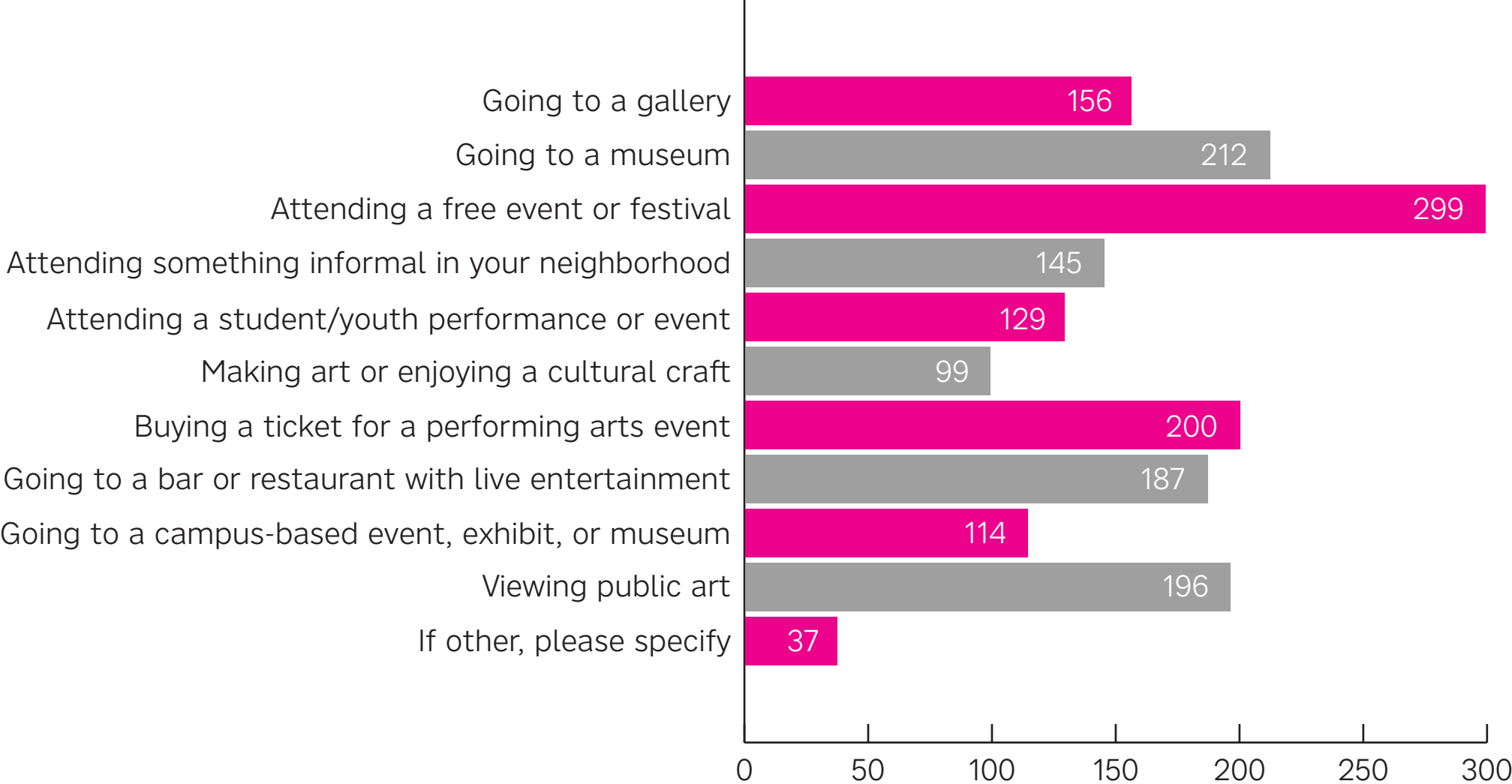
PUBLIC SURVEY FINDINGS



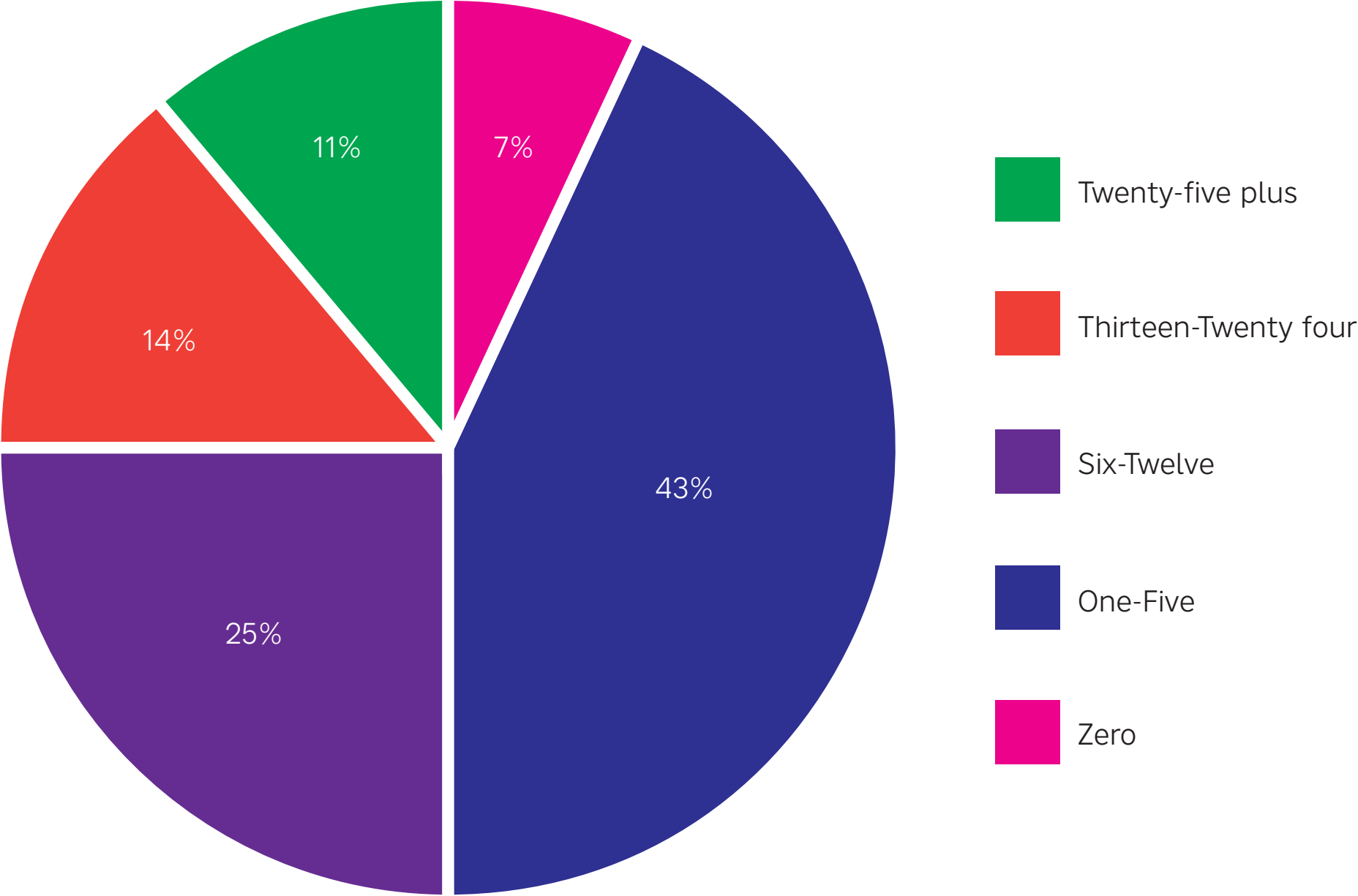
PUBLIC SURVEY RESPONDENTS: 387



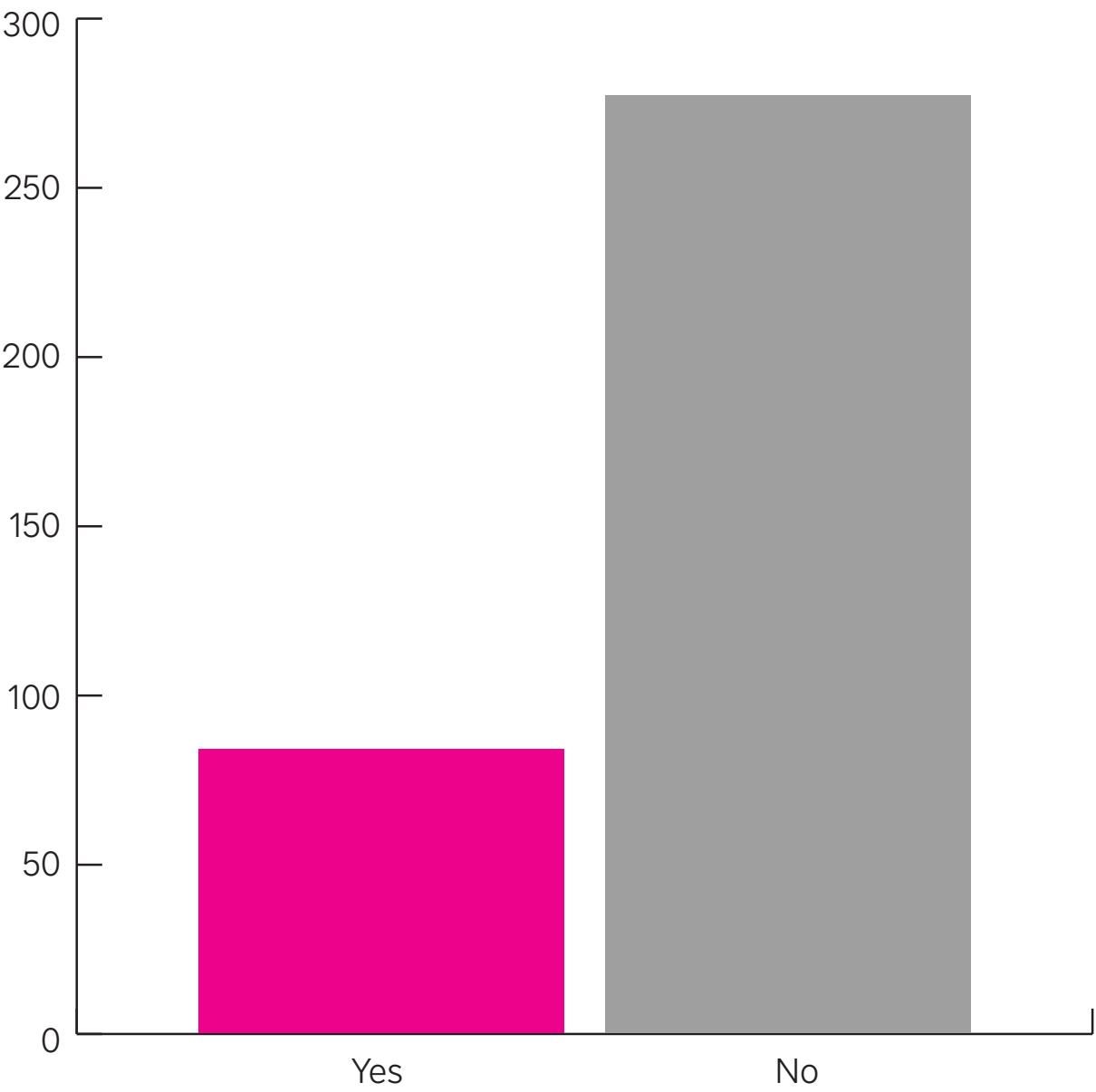
IN THE PAST YEAR, NUMBER OF RESPONDENTS WHO...



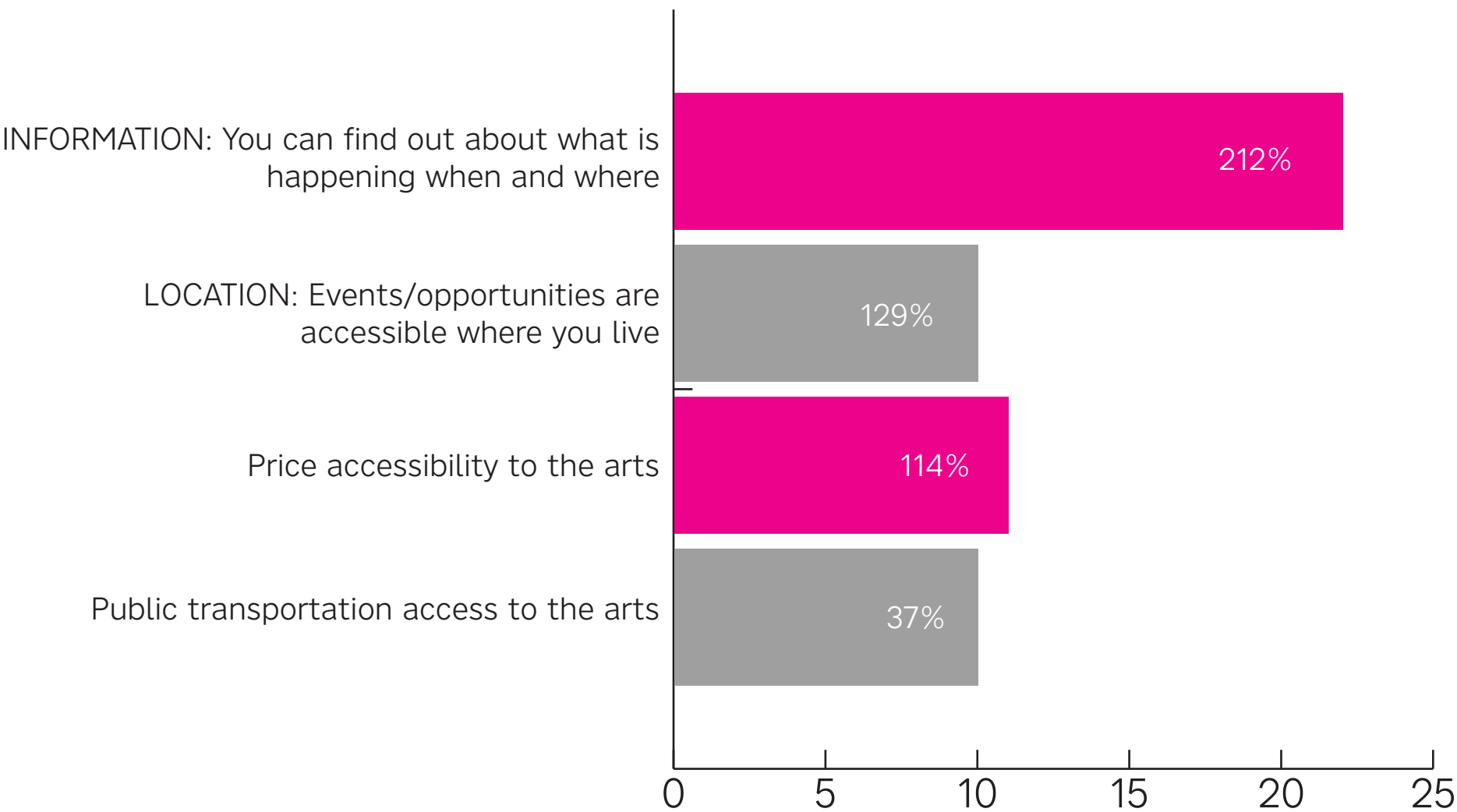
FREQUENCY OF PARTICIPATION IN NEWARK ARTS 2017



PURCHASED ART BY A NEWARK ARTIST IN 2017?



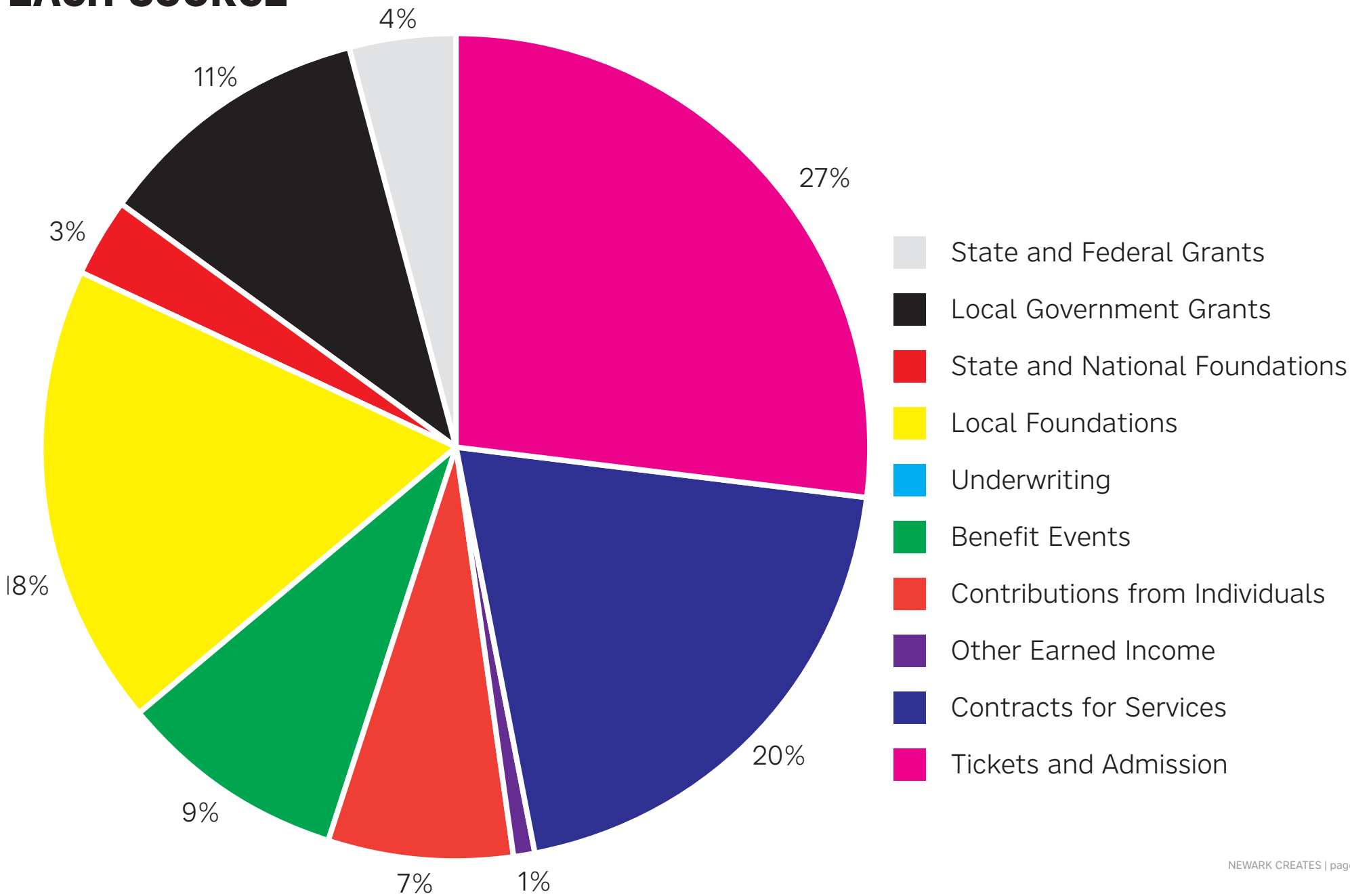
% STATING AS A SIGNIFICANT BARRIER



ORGANIZATIONAL FINDINGS



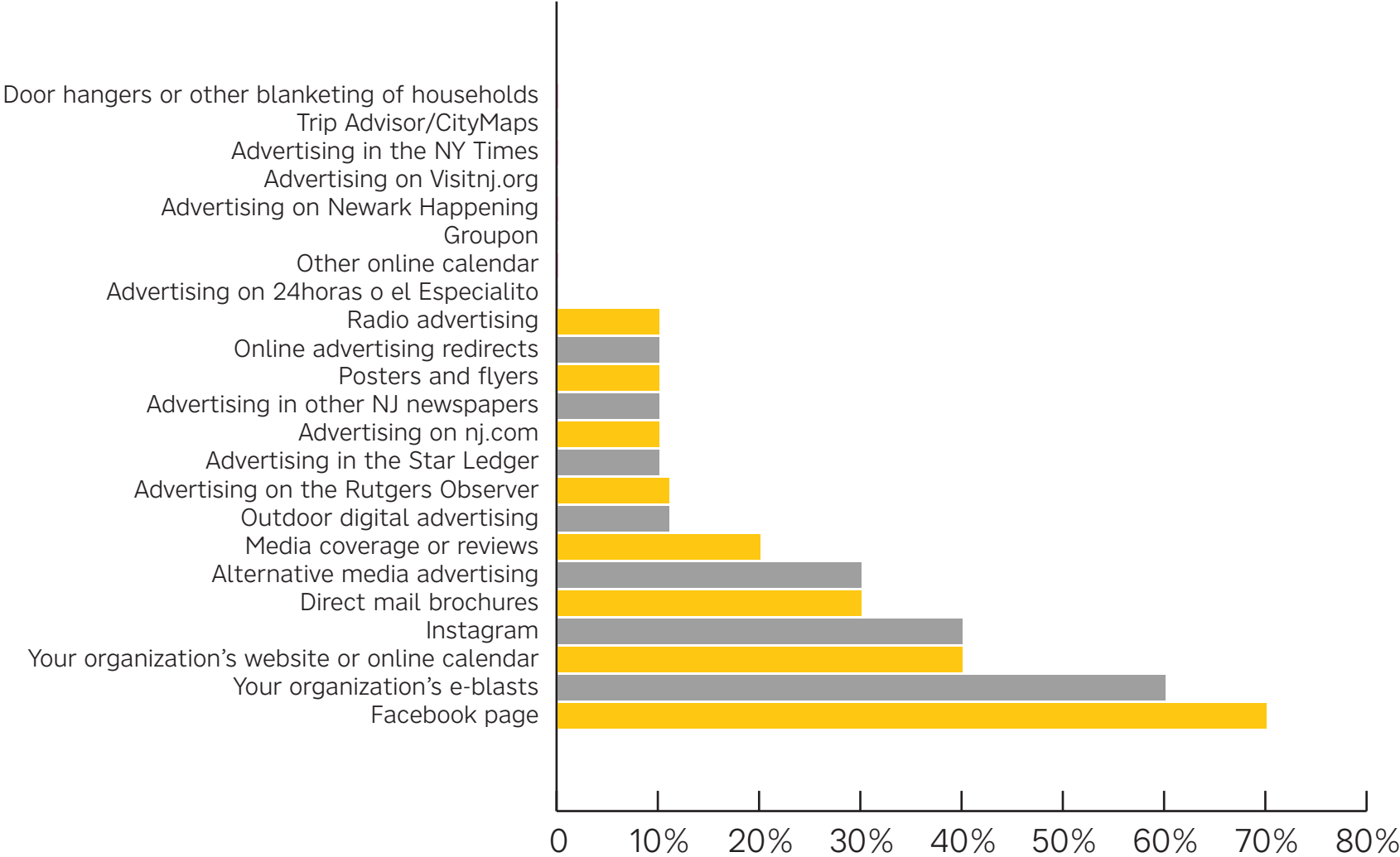
LOOKING AHEAD 5–10 YEARS, ANTICIPATED % OF INCOME FROM EACH SOURCE



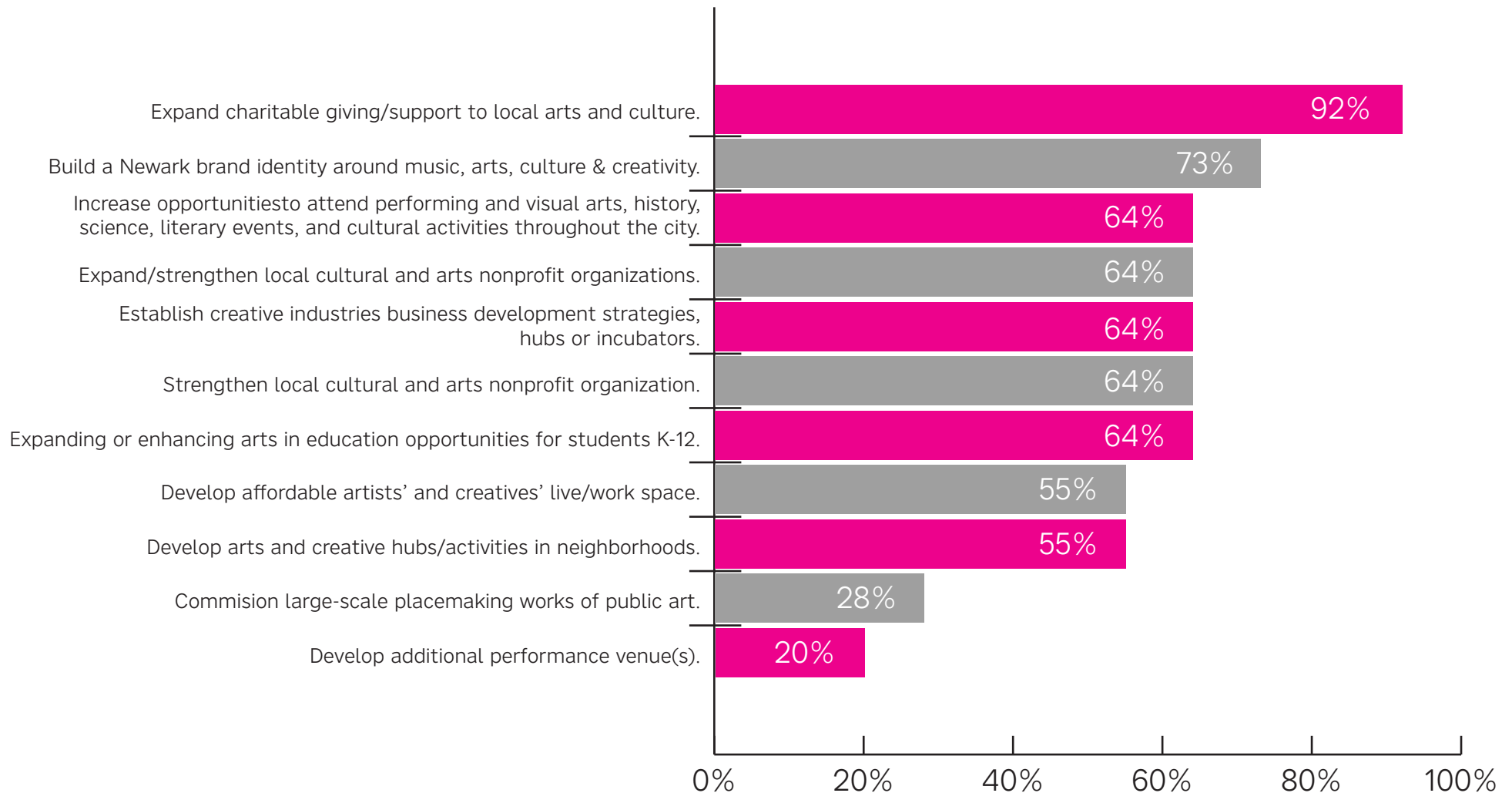
**HOW MUCH BIGGER WOULD YOUR BUDGET NEED TO BE, OPTIMALLY,
TO MEET YOUR ORGANIZATIONAL GOALS?**

160% MORE

PRIMARY USE FOR MARKETING

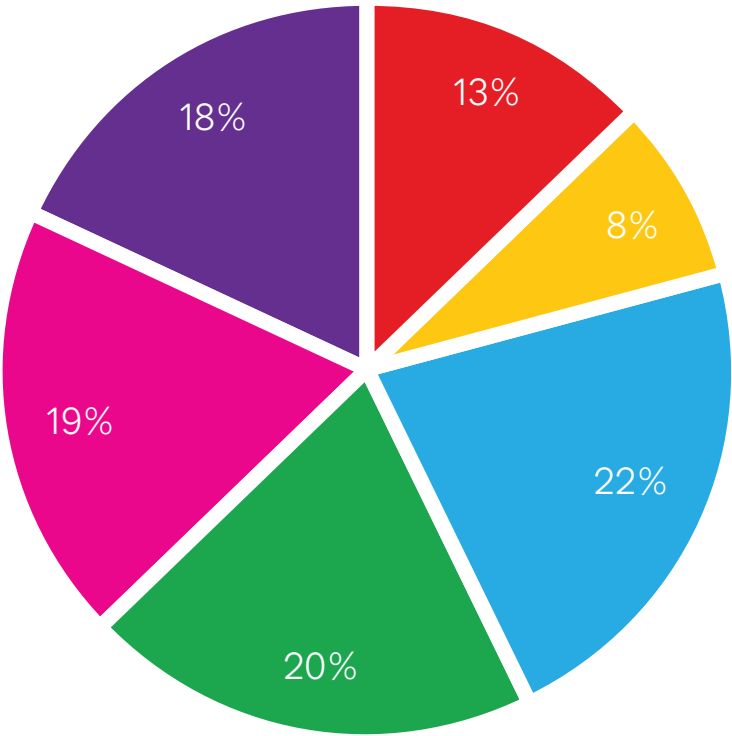


% OF ORGANIZATIONS THAT FEEL IT VERY IMPORTANT FOR NEWARK CREATES TO ADDRESS...

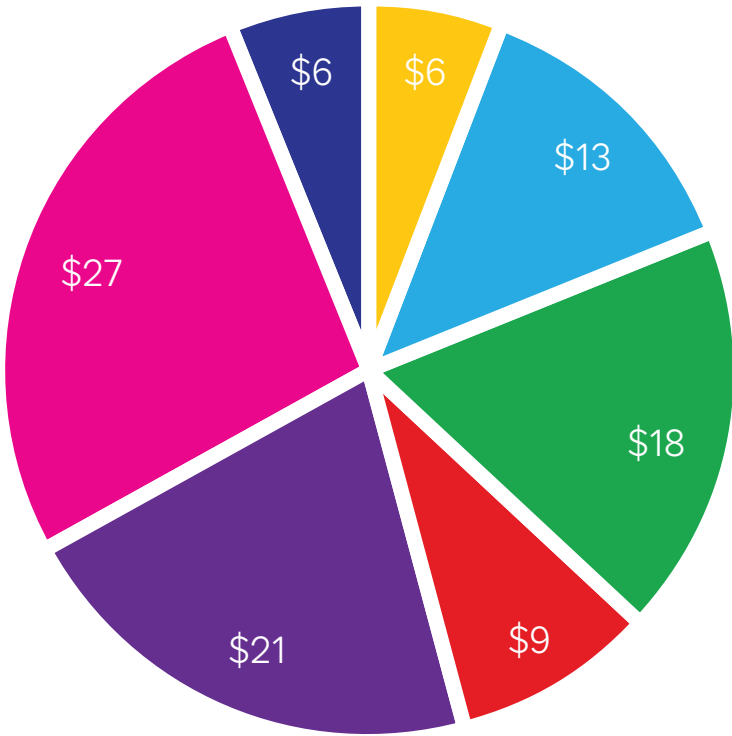


SPLIT \$100 TO ILLUSTRATE PRIORITIES: Public

SPLIT \$100 TO ILLUSTRATE PRIORITIES: Organizations



- More events in my neighborhood
- More public art in my neighborhood
- Festivals, free events, and public celebrations of the arts in Newark
- Providing grants and services to artists who live and work in Newark
- Providing free or low cost tickets to performances in Newark
- Building Newark's image around arts and creativity

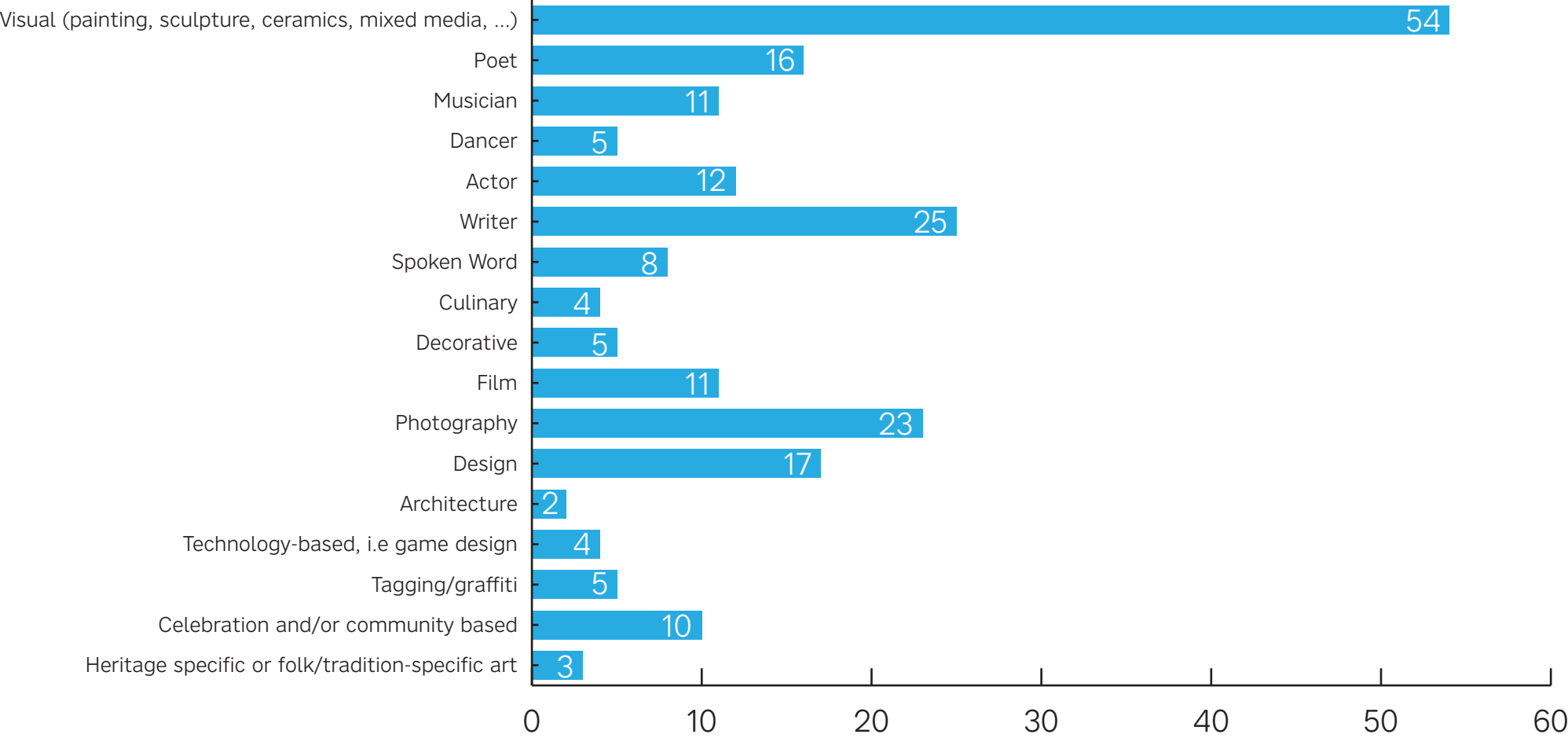


- Expanded performances, exhibitions, and events for residents of Newark
- Affordable live/work space for artists and creatives
- Strengthening programming and services of local arts and cultural nonprofits
- Adding new public art
- Creating new creative industry entrepreneurial hubs for artists
- Establishing more arts and cultural resources/opportunities in neighborhoods
- Establishing multiple creative districts

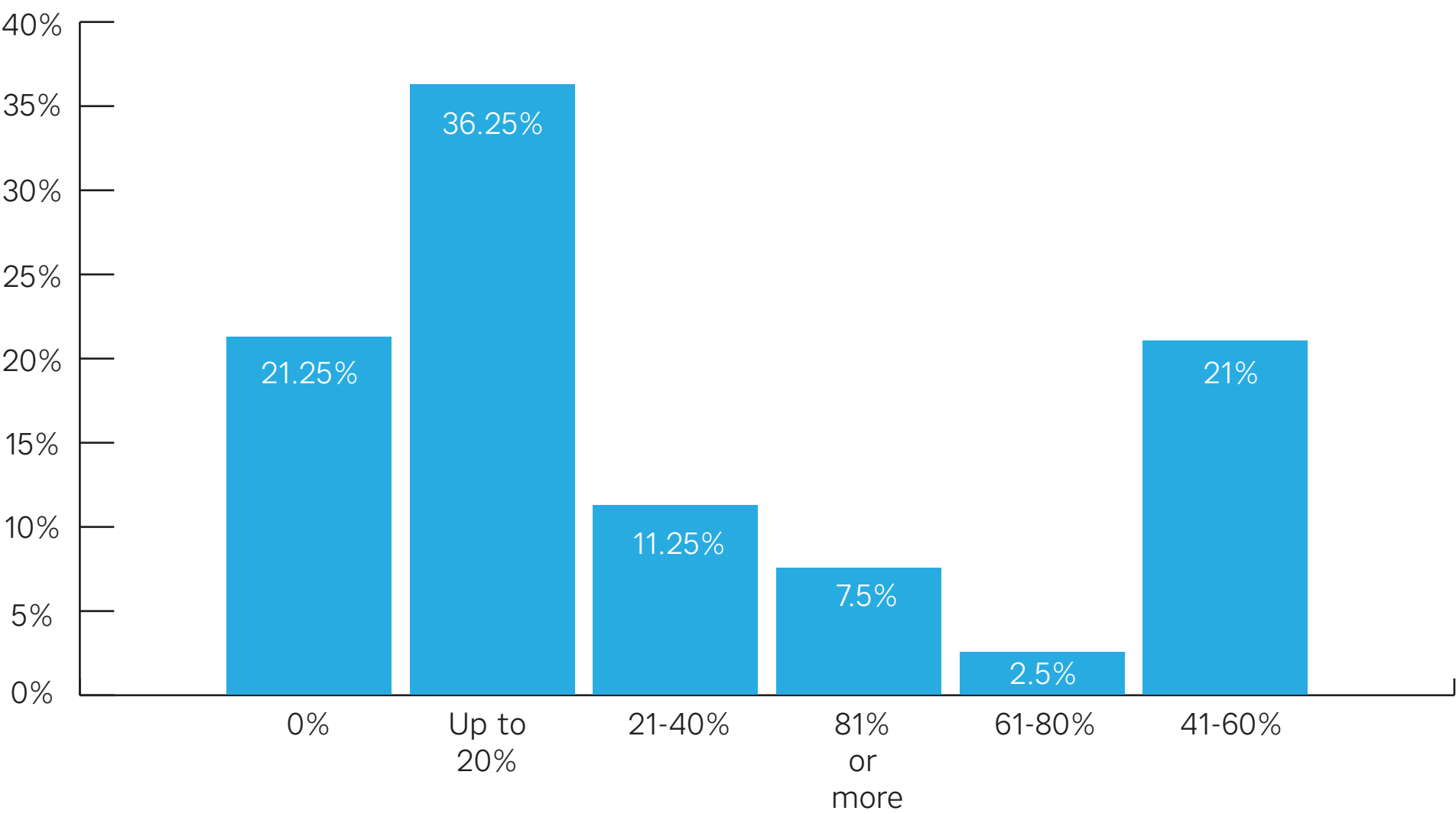
ARTIST FINDINGS



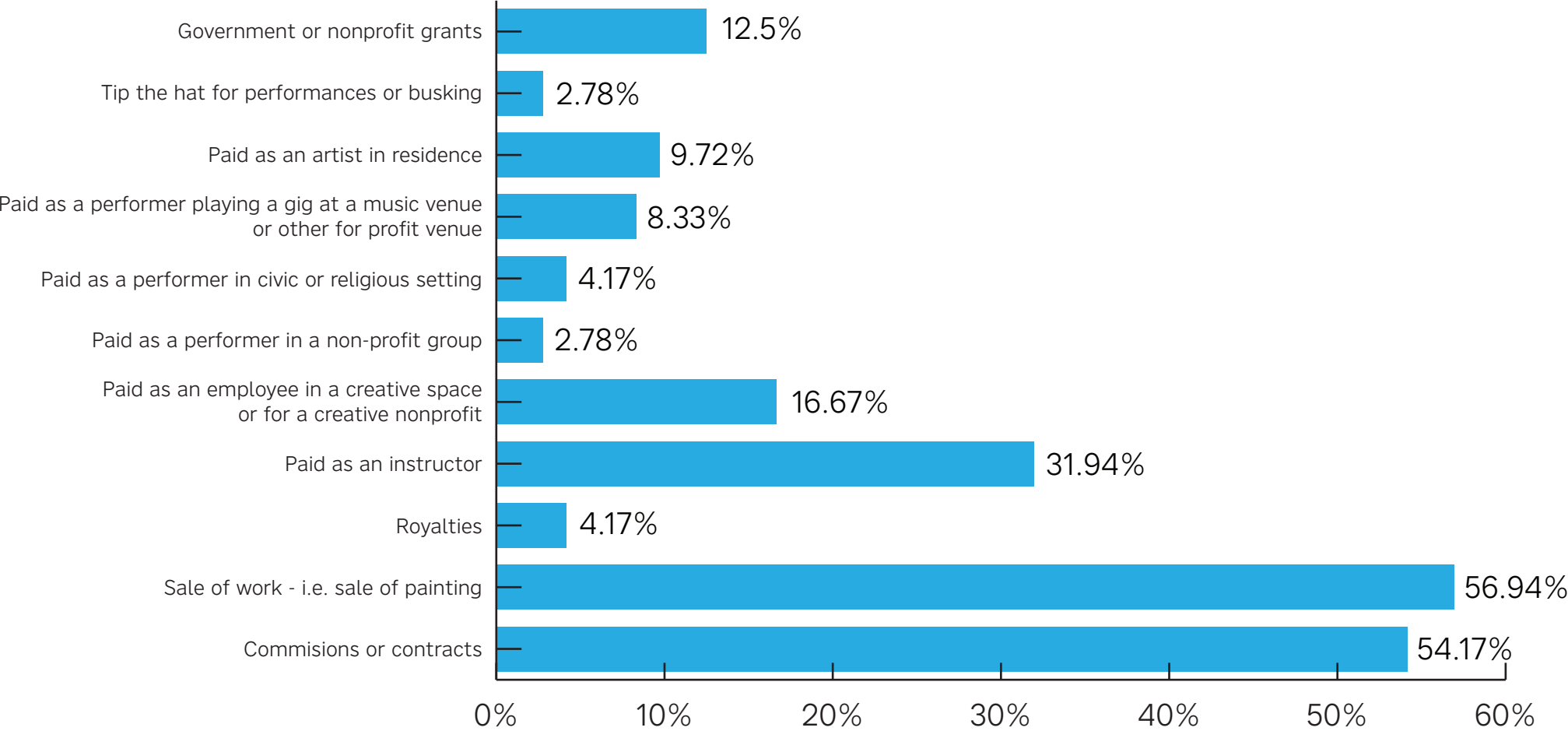
ARTISTS BY DISCIPLINE



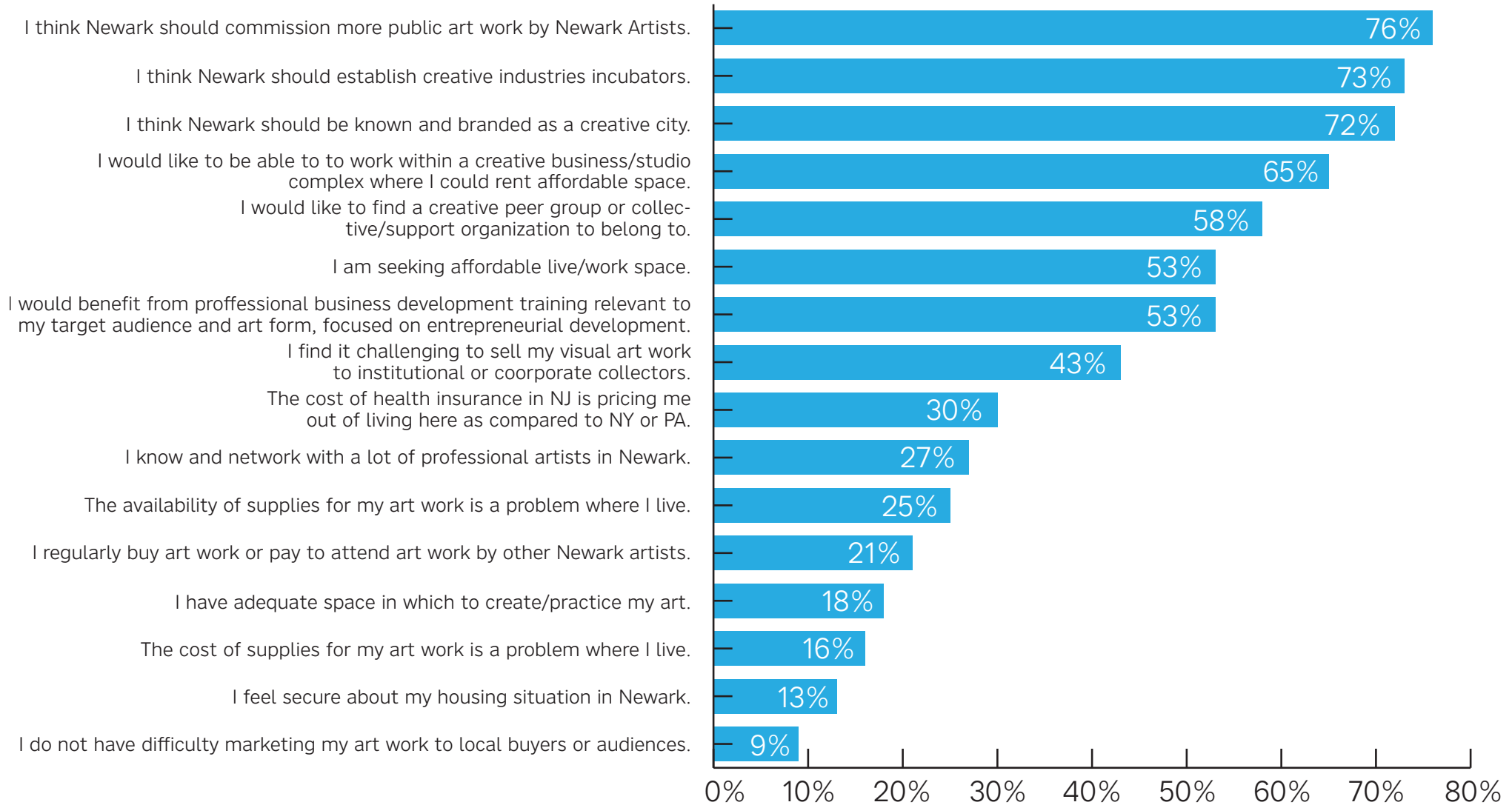
% OF TOTAL HOUSEHOLD INCOME FROM ART...



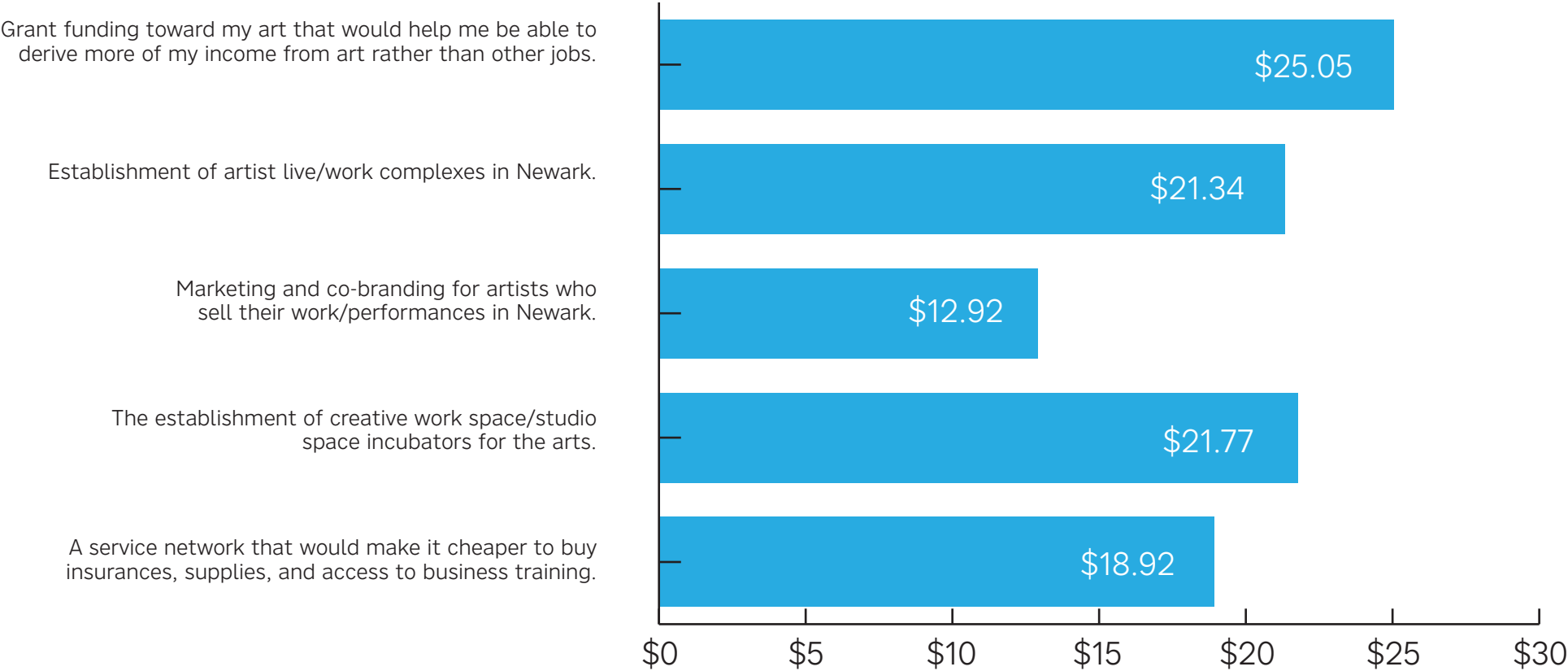
INCOME SOURCES: ARTISTS



ARTISTS VIEWS



SPLIT \$100 TO ILLUSTRATE PRIORITIES: ARTISTS



NEXT STEPS:

- 1. Vet final draft with key participants.**
- 2. Review final draft with Mayor.**
- 3. Implement elements of plan which have already received funding.**
- 4. Assign elements of plan to accountable agencies and entities.**
- 5. Construct Implementation Plan in concert with City and partner agencies.**

BIBLIOGRAPHY

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THANK YOU.

Newark Creates Participants
Newark Creates Anchor Institutions
Newark Creates Leadership Team Etc.
Newark Creates Staff and Consultants