



## Establish a Creative Team

10 Points

We all know of places that are inspiring to visit, or are great places to live, because of some quality linked to creative vitality. Great places for the arts do not happen by accident. They are built and maintained by many people, who through their leadership, work to make the place what it is. There is an increasing body of knowledge that firmly establishes the link between the arts, creativity and positive outcomes for communities. Research suggests that both the image and the social fabric of a town can be improved with well-thought-out investments in arts and culture.

How is it that some communities seem to have the advantage in terms of creative energy? And is there anything that you can do, in your community, to initiate and support this kind of action? Having a Creative Team is one of the best first steps towards making sustainable places that are better because of the arts, and better for the arts.

Creative Teams are made up of people who choose to become leaders for arts and sustainability in their community. They oversee, assess and evaluate creative placemaking efforts: understanding the community's cultural assets; building a plan for creative placemaking; promoting multiple types of support for the arts, and influencing other leaders to build more creative communities and economies.

The action, "Establish a Creative Team," is a pre-requisite in connecting the arts and creative sector with economic development, the environment and social justice issues for the sustainability of your community. This is because the Creative Team has the mandate to assess, initiate and implement the cluster of "arts related" actions that are being incorporated within the Sustainable Jersey framework. The Creative Team can provide a strategic overview, thereby ensuring that cultural plans and projects are inclusive, well integrated and impactful.

One of the principal functions of a Creative Team is to advance the concepts of creative placemaking. The Creative Team establishes a vision for the community about how the arts and culture can contribute to its future. [Click here to see a further explanation of the importance of the arts to sustainability.](#)

Municipalities may earn 10 points toward Sustainable Jersey certification for establishing a Creative Team.

**Establishing a Creative Team is a pre-requisite for other arts-related sustainability actions.**

### Who Should Lead and Be Involved With This Action?

A Creative Team provides the gateway for the new culture-related actions that are being added to the Sustainable Jersey framework. There must be a strong relationship and ongoing communication between the Green Team and the Creative Team to ensure that arts and cultural initiatives, along with the wider creative sector, are integrated within the broad concept of sustainability for local communities.

Creative Teams do not need to be large. A membership of 6 to 10 committed people will be suitable in many cases. Leadership for the Creative Team can originate from a range of possible sources. Historically, leadership in the arts has been from people who have both a vision for how the arts can contribute to the vibrancy and success of communities, and the capacity to mobilize resources and others to achieve outcomes. Potential members can be found in the following domains:

- Artists, arts organizations and creative industries with a perspective of engaging arts practice with economic and community development. This includes arts educators.

- Elected or appointed officials and other recognized community leaders and placemakers.
- Business leaders, developers, traders and realtors with a perspective of linking arts and cultural initiatives to improve existing results and marketing strategies.
- Institutions and major organizations within the community (education; health; recreation; primary production; financial).
- Benefactors and philanthropic organizations.
- Members of the community, i.e. volunteers with a willingness to pursue their passions.

To ensure broad-based participation, a minimum requirement for a Creative Team is a membership of six people. Suggested members include:

- An elected or appointed official from the municipality. For regional creative teams, each municipality that has identified a representative to serve on a regional Creative Team is eligible for points for this action. Municipalities in the region that have not identified a representative to serve on the regional team are not eligible for points for this action.
- Two artists or arts leaders who live and/or work in the geographic area
- A business leader
- A representative from the educational community
- A member from the Green Team

Every community does not need to establish its own Creative Team, especially if a regional arts entity already exists in your area, and the regional arts entity is willing to collaborate with your town. For smaller communities with limited resources, a regional partnership or partnering with an existing Creative Team may be the best approach.

Some options for the format and structure of a Creative Team include:

- Organizational structure – Your Creative Team can be an entity established by municipal resolution/s; a sub-committee of a Green Team; a redesigned role for an existing Arts Council or similar body, or a newly established non-profit entity.
- Geographic area – Your Creative Team can represent a single municipality, a regional or sub-regional grouping of municipalities; a metropolitan area, or a county-wide group. If your Creative Team spans more than one municipality, then there should be a representative from each municipal Green Team within the overall geographic area.

While there are choices for Creative Teams in terms of size of membership and organizational structure, the need for leadership that is open and inclusive is a constant. A smaller Creative Team will need to ensure that it has mechanisms to consult and bring in a diversity of views. In diverse communities, especially ones that wish to improve the degree to which various demographics (race, income, age, etc.) are involved in civic life, the formation of the Creative Team is a prime opportunity to expand inclusion. Aspiring to establish a Creative Team that reflects the overall demographics of the region is the optimal goal.

## **Timeframe**

The timeframe to implement this action is one to six months to identify, recruit, and appoint members to serve on the community or regional Creative Team.

## **Project Costs and Resource Needs**

The initial costs to establish a Creative Team are minimal. Municipal governments may incur costs for municipal staff time needed to recruit team members and facilitate meetings. In some instances, the Mayor and Council may specify the amount of municipal staff time available to support the work of the Creative Team. Additional costs for municipal consultants (planner, engineer, attorney, consultants) may be incurred once the Creative Team begins implementing activities. If possible, the Council should identify funding or resources that are available to support the work of the Creative Team. Volunteers will contribute significant time and energy to the work of the Creative Team in the establishment phase.

## **Why is it Important?**

Wonderful things can be achieved through the arts in an organic manner, often driven by people with passion and vision.

A Creative Team, functioning within the Sustainable Jersey framework, has the advantage of a robust knowledge base. A Creative Team increases the likelihood of maximizing and sustaining the creative potential that is inherent in every community, and can be the catalyst for meaningful development in your community by linking arts and culture directly to sustainability.

There is an emerging body of knowledge, and a host of case studies that demonstrate tangible outcomes from connecting with the arts and creativity to build stronger and economically vibrant communities. It does not matter what you call your Creative Team or if you use the term “creative placemaking” or not — what matters is that your community is working together in a coordinated fashion to create a more sustainable set of goals, policies, and **actions**.

Important outcomes of creative placemaking that your Creative Team can support include:

- Improving local business vitality, community spirit and public safety.
- Rejuvenating neighborhoods and stimulating job growth, within and beyond the arts and culture sector, contributing to overall economic development.
- Providing new reasons for others to visit, invest, or live in that place.
- Building pride and commitment to place, including the physical environment and nature.
- Bringing diverse people together to celebrate, create, inspire and be inspired, improving quality of life and community wellbeing.

## What to Do and How To Do It ("How to")

Below we have listed the requirements for earning points for this action.

In order to earn points, your submission must meet the following standards:

1. The Creative Team should submit a Report which meets the program submission standards detailed below.
  - a. Defines the “purpose or role” of the Creative Team.
  - b. Identifies team members, their affiliations and length of service on the Creative Team, and demonstrates how the minimum membership requirements for the Creative Team have been met. (Each Creative Team must have at least 6 members and suggested members include: an elected or appointed official from the municipality. For regional creative teams, each municipality that has identified a representative to serve on a regional Creative Team is eligible for points for this action. Municipalities in the region that have not identified a representative to serve on the regional team are not eligible for points for this action; two artists or arts leaders who live and/or work in the geographic area; a business leader; a representative from the educational community, and a member from the municipal Green Team.) See “Who Should Lead and Be Involved” section of this action.
  - c. Describes the structure of the Team. Your submission should indicate whether the Creative Team is one of the following options:
    - An entity established by municipal resolution (upload resolution/s)
    - A sub-committee of an existing Green Team (upload minutes establishing sub-committee)
    - A redesigned role for an existing Arts Council or similar body. This could include an area improvement or development body or an economic or community development organization. (Upload minutes of expansion of purpose and upload resolution from Municipal Council committing to participate.)
    - Some other organizational structure. (Please provide details and describe how this option is relevant for your geographic area. You will need to provide documentation that your municipality recognizes this group as your Creative Team and agrees to appoint an official representative to serve on the team)
  - d. Describes the geographic area covered by your Creative Team – whether a single municipality; multiple municipalities or a county, or region.
  - e. Summarizes the Creative Team's past and planned activities **from within 18 months of the June submission deadline**. If your Creative Team has been recently established, please submit a summary of the activities undertaken by the Creative Team since it was established. Summarize the actions taken to encourage participation and consultative processes by the Creative Team. This can include meetings, events, or plans. Simply put, demonstrate that the Team is active and inclusive.

2. Upload the resolution, ordinance, or meeting minutes that substantiate how and when the Creative Team was established.

### **General Guidance on The Roles and Responsibilities of A Creative Team:**

- Develop a vision for your community for how arts and culture, and the creative industries can connect with, and contribute to, the pillars of sustainability – social, economic and environment. The vision should connect directly to challenges in the community and how they can be addressed. (For sample vision statements, see Resources section of this document.)
- Evaluate and implement an appropriate organizational structure.
- Explore how arts and creative strategies and initiatives can contribute to livability and quality of life for your community. This should not be limited to stand-alone arts and cultural programs, but should also include creative capacity within all aspects of placemaking for your community.
- Select and implement arts-related actions within the approved Sustainable Jersey framework. These may include actions such as working with public officials on ordinances favorable to the creative economy, or integrating arts-related businesses (for profit and non-profit) into downtown development strategies.
- Communicate regularly and maintain a strong relationship with the Green Team (or Teams) in your geographic area to ensure that arts initiatives and the creative industries are linked within an inclusive understanding of sustainability.
- Establish open processes to engage with a broad cross-section of your communities and to encourage participation.
- Take active measures to include and reflect the diversity of your communities, both within the membership of the Creative Team and its activities.
- Lead the planning for arts and creative initiatives within the geographic area, including the cultural assets inventory and policy development, to maximize their likelihood of success.
- Establish and maintain strong relationships with other major initiatives and organizations in your geographic area to maximize the alignment of strategic effort (for example, tourism, business development, education, wellbeing and the environment).
- Coordinate, support and connect existing and emerging programs and initiatives in the locality, rather than competing with existing organizations to present programming.

The Creative Team should recognize and include significant achievements and achievers in creative placemaking that already exist, and it should keep in mind keywords such as - connect - integrate - coordinate - mobilize – evaluate.

### **Submission Requirements**

In order to earn points, your submission must meet the following standards:

Submit the following documentation to verify the action was completed to the above standards. (Log in to the password protected webpage where you submit your online application for certification to write in the text box and upload documents). If your Creative Team covers more than one municipality or township then attach the same documentation to the online application of every town in the geographic area.

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d. Describes the geographic area covered by your Creative Team – whether a single municipality; multiple municipalities or a county, or region.

e. Summarizes the Creative Team's past and planned activities **from within 18 months of the June submission deadline**. If your Creative Team has been recently established, please submit a summary of the activities undertaken by the Creative Team since it was established. Summarize the actions taken to encourage participation and consultative processes by the Creative Team. This can include meetings, events, or plans. Simply put, demonstrate that the Team is active and inclusive.

2. Upload the resolution, ordinance, or meeting minutes that substantiate how and when the Creative Team was established.

IMPORTANT NOTES: You can upload up to six separate documents for each action. Please excerpt relevant information from large documents. Please remember that your submissions will be viewable by the public as part of your certified report.

## Spotlight: A sampling of Creative Teams in New Jersey

Across New Jersey there are existing and emerging examples of Creative Teams. They may have a different name and have been established outside of this newly developed Sustainable Jersey guidance; however, they contain the key elements of vision and collaboration that are at the core of this initiative.

The following is a series of examples which demonstrate, in particular, the diversity of geographic areas which can form the base “community” for a Creative Team. The organizational structure also varies from case study to case study. However, each of these bodies has the capacity to fulfill the responsibilities (as detailed above) and delivering tangible outcomes for their communities.

### Atlantic Highlands Alliance

In 2011, about a dozen Atlantic Highlands residents representing government, arts and culture, business and community-based organizations, came together to develop a creative placemaking strategy for the Monmouth County borough. Working with a community coach, the group developed a vision and a set of strategies for engaging the arts to enhance economic development and strengthen connections among the diverse interest groups in the community. They also built a strong partnership to guide these efforts, and called it the Atlantic Highlands Arts Alliance.

<https://www.facebook.com/AtlanticHighlandsAlliance?ref=ts&fref=ts>

### Creative Morristown

In March 2012, the staff of the Arts Council of the Morris Area, The Town of Morristown's Office of Sustainability, and a city planner from the Jonathan Rose Companies established Creative Morristown (an initiative of **Creative New Jersey**) in order to foster creativity, innovation and sustainability through community engagement and cross-sector collaboration. Creative Morristown's leadership began its work by establishing a culturally diverse Host Team of stakeholders from a wide range of sectors including education, the arts, local business, social services, city government, philanthropy, media, and healthcare. This Host Team, in cooperation with Creative New Jersey, produced a community-wide Call To Collaboration, a 2-day convening where they posed the question: “How Can Our Diverse Community Engage Creativity and Innovation to Ensure a Thriving, Sustainable Morristown? Representatives from local government, business, education, the arts, utilized the principles of Open Space Technology, welcomed more than 80 participants. The resulting discussions inspired not only a wealth of ideas but also concrete steps toward the implementation of those ideas.

Breakout sessions included topics ranging from the need for regional planning; incorporating the arts into the Master Plan process; fostering creative spaces for public use, or helping needy families – to exploring the best ways to publicize existing cultural resources; establishing a community cultural commission; sharing “best practices” of other creative communities; finding ways to balance the number of bars with other types of development and offering more creative opportunities for young people. <http://www.creativenj.org/?s=morristown#.V-quZOmsjww>

#### **Madison Arts and Cultural Alliance (A single municipality spotlight)**

The Madison Arts and Cultural Alliance is an example of a “Creative Team” that started off in a slightly organic mode and developed over time. The original purpose of the group was to concentrate on joint marketing of existing activities, but then its scope got bigger and the group began to initiate some new projects directly for Madison. The membership of the ‘Creative Team’ was always broad-based, but some people got frustrated with the initial pace of development and left. However, in retrospect, the time taken to establish good local networks and a sense of trust was important. The strength of interpersonal connections continues to be a key element. In September 2010, the Madison Arts and Cultural Alliance created a formal arts plan for Madison. The Madison Arts and Cultural Alliance is now established as a formal nonprofit organization with 501 (c)(3) status, a Board of Trustees and an extensive membership. For further information contact John Pietrowski - [jpietrowski@ptnj.org](mailto:jpietrowski@ptnj.org)

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

#### **MoCo Arts Corridor, A Partnership (a county-wide spotlight)**

**MoCo Arts Corridor** is a partnership connecting representatives of arts organizations, county economic development, tourism and planning departments, New Jersey Transit and artists to harness the power of the arts to drive the economy. The mission of MoCo is to establish coastal Monmouth County as a cultural destination of choice. The vision is a partnership, that is designed to cultivate in coastal Monmouth County a place that provides a quality experience for artists, residents and visitors, reflects diversity, provides physical and financial accessibility and fosters livable communities, making Monmouth County a year-round cultural destination. The partnership attracts artists, businesses and residents to a place where the physical environment is infused with the arts, which are recognized as a significant contributor to the local community.

The group participated in Arts Build Community coaching and is now under the umbrella of the Monmouth County Arts Council developing strategies to capitalize on the numerous arts assets in the region and the local transportation system to raise the profile of the arts in the region and to increase tourism, an important part of the local economy. Additionally, the leadership of the Monmouth County Arts Council and MoCo were the founding members of Creative Monmouth (an initiative of **Creative New Jersey**) dedicated to fostering creativity, innovation and sustainability through community engagement and cross-sector collaboration. For further information, contact Mary Eileen Fouratt [mef@monmoutharts.org](mailto:mef@monmoutharts.org)

<http://www.facebook.com/MoCoArtsCorridor?ref=stream>

#### **Valley Arts in Orange (a multiple municipality spotlight)**

Valley Arts acts as the coordinating body for the Valley Arts District, a geographic area which includes the City of Orange, the Township of West Orange and South Orange. For further information contact Richard Bryant, Acting Director at [rtbryant@artsba.com](mailto:rtbryant@artsba.com).

<http://www.facebook.com/ValleyArtsD>

## **Resources**

### **ORGANIZATIONS:**

#### **ArtPride NJ**

ArtPride is the statewide advocacy organization for the arts. In addition to ArtPride NJ's advocacy efforts, its education arm provides support to various programs that highlight the public value of the arts such as the Discover Jersey Arts Marketing Program, Arts Plan NJ, NJ Emerging Arts Leaders, NJ Arts Education Partnership, Alliance of Arts and Health NJ, and most recently, National Consortium for Creative Placemaking. If you're trying to identify the best arts organization to align with on a state, county or local level, ArtPride can direct you to the right partner. Contact: Karen Pinzolo, Director of Community Engagement, [kpinzolo@artpridenj.com](mailto:kpinzolo@artpridenj.com).

<http://www.artpridenj.com/>

## County Cultural and Heritage Agencies:

For a complete list of local state and national resources for arts, [click here](#) to visit the NJ State Council of the Arts website.

<http://nj.gov/state/njsca/index.html>

**Creative New Jersey** is dedicated to fostering creativity, innovation, and sustainability by empowering cross-sector partnerships in commerce, education, philanthropy, government, and culture in order to ensure dynamic communities and a thriving economy. Creative New Jersey creates unique opportunities for intentional, action-oriented discussions between diverse sectors to explore areas of collaboration and to share resources and information.

Core programming consists of a statewide series of community-wide, cross-sector, and multi-generational convenings focused on creativity, innovation and sustainability across NJ, linked by a technology platform enabling statewide exchange of ideas and the formation of new partnerships. The first step for communities interested in hosting a Call to Collaboration convening is the establishment of a Creative Team.

The site provides links to information about ***Creative Monmouth, Creative Morristown, Creative Rahway and other creative communities.*** <http://www.creativenj.org/>

For more information, please contact: Elizabeth Murphy at [emurphy@creativenj.org](mailto:emurphy@creativenj.org)

**National Consortium for Creative Placemaking** The National Consortium for Creative Placemaking is a new partnership founded by Leonardo Vazquez, who built Arts Build Communities at Rutgers University and chairs the Sustainable Jersey Arts and Culture Task Force. Vazquez created the community coaching program, which helps community stakeholders build high performing teams for creative placemaking.

105 Grove Street, Suite 1, Montclair, NJ 07042

Phone: 973-763-6352

Email contact: [nc4creativeplacemaking@gmail.com](mailto:nc4creativeplacemaking@gmail.com)

<http://creativeplacemaking.blogspot.com/>

**National Endowment for the Arts (NEA)** The NEA was established by Congress in 1965 as an independent agency of the federal government. To date, the NEA has awarded more than \$4 billion to support artistic excellence, creativity and innovation for the benefit of individuals and communities. The NEA extends its work through partnerships with state arts agencies, local leaders, other federal agencies and the philanthropic sector.

<http://www.nea.gov/>

**NJ State Council for the Arts:** The New Jersey State Council on the Arts supports creative placemaking in various forms. As the state's official umbrella organization for the arts, the Council has a number of resources that can help anyone interested in building a creative team in their community.

P.O. Box 306, Trenton, NJ 08625-0306

Phone: 609-292-6130.

Email contact: [Feedback@sos.state.nj.us](mailto:Feedback@sos.state.nj.us)

<http://nj.gov/state/njsca/index.html>

## PUBLICATIONS:

**The Arts as a Partner in Creating a Sustainable Future by Art Pride New Jersey** describes the relationship between arts and sustainability and provides information about the overall benefits of the arts; sustainable communities; economic development; urban revitalization; attracting businesses, sustaining jobs and preparing the workforce; public health and wellness and cross-cultural understanding and civic engagement. [Available here.](#)

**Creative Community Builder's Handbook:** Written by Tom Borrup with Partners for Livable Communities, this book features best practices and technical assistance how-to's on using culture as a fundamental tool for transformative community development. The book is a tool of broad scope covering topics such as: Asset Mapping; Funding and Policy; Effective Partnerships; Assessment and Evaluation. The book follows up on Partners ground-breaking Culture Builds Communities work.

Borrupt writes, "In 1993 PLC began an extensive developmental program called Culture Builds Community, which aims to systematically place cultural assets within the portfolio of community development efforts...Nationwide in scope, the program gave rise to a publication, Culture Builds Communities, that inspired this book."

Published by Fieldstone Alliance, Saint Paul, MN, 2006, 261 pages (\$25) (This Report/Book is only available for purchase. Partner does not have an electronic version available) <http://www.livable.org/livability-resources/reports-a-publications/276>

**LINKS TO SAMPLE VISION STATEMENTS:**

**Atlantic Highlands Alliance:**

<http://www.facebook.com/AtlanticHighlandsAlliance#!/AtlanticHighlandsAlliance/info>

**Creative Rahway:** <https://www.facebook.com/CreativeRahway>

**MoCo Arts Corridor:** <http://www.facebook.com/MoCoArtsCorridor?ref=stream>