

# MONTCLAIR ARTS PLAN

**Prepared for:  
The Township of Montclair**

**Prepared by:  
The Montclair Office of Art and Cultural Development**

**Under the auspices of:  
The Montclair Town Council  
Department of Planning and Community Development  
Department of Parks, Recreation and Cultural Affairs**

**May 15, 2001**

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This program is made possible in part by funds from the New Jersey State Council on the Arts/Department of State, a partner agency of the National Endowment for the Arts, and by funds from the National Endowment for the Arts.

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## FOREWORD

### **In 2004 . . .**

**When you come to Montclair, whether by car, train, or bus, you immediately notice that this is a unique place. Public art installations greet you at every turn. Crane Park is now a sculpture garden with its central piece surrounded by benches designed by local artists, and the banners (Murals in Motion) extend the length of Bloomfield Avenue. Many new performance venues have opened, including the newly upgraded Montclair High School Auditorium and Amphitheater, which now function as the community performing arts center, and the completed addition to the Montclair Art Museum with its Great Hall has a regular performance season. Galleries, clubs, and restaurants are filled with patrons thanks to a marketing campaign based on the cultural activities in town. Many of the clubs feature local “Jazz Connection” performances throughout the week.**

**Both the private and public sectors employ artists. Many artists are working in spaces in the downtown business district while others act as mentors in the school residency program. During the summer the Montclair Summer Arts Institute not only employs artists but also hires student apprentices to work alongside these professionals. Commissions for public art installations are a regular part of the township's routine as are the many events and programs taking place throughout the year.**

**Channel 34, the town web site, and local kiosks offer residents and visitors easy access to arts information in Montclair. Shuttle bus service between the downtown and Montclair State University (MSU) allows easy transportation for students to get into town, thereby making them an active part of the community and also giving Montclair residents the opportunity to sample the wide range of art and culture offered on campus. Some of the local arts groups are regularly exhibited at MSU's galleries and many of the university's programs are showcased in town at local venues.**

**The Montclair Arts Council (MAC) meets on a regular basis at the renovated Walnut Street Firehouse, which now functions as the community arts center. The Council plans marketing campaigns, joint ventures, and promotional activities. The Council also monitors the progress of the Montclair Arts Plan (MAP) and updates it as needed. The overall health of Montclair's community in 2004 is strong. There is great growth potential and future planning is underway. Even better things are anticipated, thanks in part to the arts.**

This is our vision. It can be realized within the next few years if the strategies recommended in the following plan are applied. This vision requires the support of all artists, and arts organizations as well as corporate and individual art supporters in order to be realized as Montclair's future. Many of the recommendations appearing here will only become a reality when groups and individuals take responsibility for certain areas. Montclair has already seen this kind of support for the Plan. The Montclair Art Museum is collaborating with Studio Montclair, a local artists' association, to house its artists slide registry; the Montclair Economic Development Corporation (MEDC) has rallied around public art projects by spearheading the Murals in Motion banners; Studio Montclair is holding its second exhibition at the Montclair State University Art Gallery and once again will be holding its studio tour; and many of the local clubs and restaurants have joined with the Office of Art and Cultural Development (OACD) in the JAZZ Connection promotion. The formation and work of the Montclair Arts Council will be highly instrumental to the Plan. The Council will be the best vehicle to detail and monitor the success of the Plan and to update goals annually. The Council will also be able to act as liaison to the arts community and sustain the dialog that has begun during the planning process. Communication, collaboration, and coordination will give Montclair the recognition that it deserves as an arts community.

## EXECUTIVE SUMMARY

Art and culture have been integral to the community life of Montclair since the mid- to late 19<sup>th</sup> century, when significant visual artists moved into town and eventually established an artists' colony. As early as 1909, Montclair's Municipal Art Commission said that its object was, "to influence a just appreciation of the value of art in daily life and to encourage and promote the public and private use and patronage of good art in Montclair." The Montclair Town Council strives to direct and enhance this tradition with the approval of a contemporary arts plan.

### Forming Purpose and Approach

Montclair has the potential to apply the arts for greater economic, social, educational, and aesthetic advantage. Therefore, in 1998, the Montclair Town Council charged the Montclair Office of Art and Cultural Development to design an arts master plan to enhance the Town's development through the arts.

The Arts Plan Steering Committee composed of 18 representatives from the arts, business, and education communities was established to assist the Township of Montclair in its endeavor. Its mission was to construct a plan enabling the Township to:

- Build upon, strengthen, and articulate Montclair's traditional identity as an arts community
- Encourage continued growth of the arts and creative expression in Montclair
- Continue using the arts to change lives, promote civic vitality, and stimulate economic growth in Montclair

The Steering Committee was organized into six subcommittees to investigate and make recommendations in the respective areas of marketing, facilities, education, public art, technology, and fund development.

### Identifying Issues: Survey Results

Six constituencies were targeted for survey responses addressing each of the topical areas identified for investigation: citizens, artists, arts organizations, youth, and government. Respondents in each constituent category were asked to respond to three common questions followed by six targeted questions. In response to the first two common questions, as many as 77% of the citizens surveyed in 2000 by the Office of Art and Cultural Development (OACD) feel that they have benefited from Montclair's reputation as an arts and cultural community and 86% believe that an arts plan could improve their participation in arts and cultural activities in town.

Using the survey, the citizens and other contributors to the life of Montclair revealed a number of concerns regarding each of the topical areas. Key issues surfaced with assessments of survey responses: needs for marketing, a central office to address the arts, education, a cultural arts center, and information/technology. Appreciating the diversity of Montclair's arts and cultural environment, citizens are almost evenly divided over the types of organizations that they prefer to sponsor the arts activities in town—educational organizations, e.g., libraries, schools, (30%); nonprofit private organizations, e.g., museums, ballet, nonprofit theatres (34%); and commercial organizations, e.g., movie houses, galleries, night clubs (36%). However, 79% of those surveyed felt that lack of promotion/advertising is hindering their participation.

The majority of practicing artists surveyed (63%) clearly want an arts plan to address the need for presentation and performance space—specifically by artists in music, dance, theatre, and the literary arts. Consideration of studio/work/sell space was preferred by 35% of the artists—primarily visual artists. Live/work space was a negligible consideration (2%, only visual artists). Among arts organizations surveyed, 66% believe that they would be served best with adequate facilities. This is consistent with the feelings of individual artists—63% ranked a need for presentation and performance space above work/sell space and studio work/live space. Also, 100% of the arts organizations want an arts plan to recommend the development of strategies for shared resources among them.

Artists, by a large margin, are looking for serious work opportunities—nearly 50% of the practicing artists surveyed would prefer commission/contract work; 88% are seeking opportunities for public art projects and collaborative work; while only 42% are asking for direct grant support. While the largest percentage of practicing artists seek commissions and contractual work, the majority of art students are interested in full and/or part-time employment supplemented by grants.

Among youth, 72% of the high school students and 51% of the middle school students surveyed favored the establishment of a local government agency for youth employment and/or training in the arts. Businesses are interested in making connections with artists, arts organizations, and arts-related enterprises. Among the businesses surveyed, 32% showed an interest in private partnerships, sponsorships, and contributions. Yet, businesses and government officials largely avoided consideration of a percent-for-the-arts program. Still, 56.5% of those businesses responding to the question favored setting aside a percent-for-arts from taxes on all businesses rather than from taxes on specific businesses or links to new construction.

The Township's 1992 Master Plan Re-examination Report called for the establishment of a permanent funding mechanism, possibly a Special Improvement District (i.e., SID, a designated area where landlords are assessed a fee through municipal legislation that is maintained through a nonprofit organization to provide services to that area). The Montclair Economic Development Corporation drafted a "Development Strategy for an Arts, Culture and Entertainment District" in February 1998. However, only 41% of business representatives and 20% of the government representatives surveyed showed significant interest in developing special districts. In order to clarify the benefits of SIDs, MEDC held an internal workshop on SIDs in September 2000, and will sponsor educational workshops on SIDs for the business community in 2001.

Out of several thousand distributed, approximately 1000 surveys were completed to help determine direction for the Plan. Through the survey process, many more became aware of the issues and excited about the possibilities for an arts plan.

## **Establishing Priorities: Focus Group Response**

Focus groups, in most cases composed almost evenly of males and females, were used to begin the process of establishing priorities for the Arts Plan. Focus group participants were asked to share their excitements and concerns about cultural life in Montclair. They said that they were excited about Montclair as a "hot spot" presenting "high quality" art with a diversity of art forms. They took pride in the long history of Montclair as a strong center for arts and cultural activity. They saw great artistic potential for Montclair and praised the Office of Art and Cultural Development for its work presenting events and providing opportunities for networking. However, they expressed concerns about the lack of arts and cultural information, lack of a focused community image related to the arts, lack of adequate support for the arts, lack of collaboration on arts initiatives, lack of affordable arts facilities, and lack of new technologies applied to the arts, among other issues.

Participants were then asked to rank their key issues. All focus groups placed "marketing/promotion/ central information" as their first or second priority. "Collaboration/coordination among constituent groups" was regarded within the top three priorities. Generally, these were followed by "arts in education" and "public art," and then "arts facilities" and "funding for the arts." Although all focus groups (as well as the Steering Committee) included smaller numbers of African Americans, a special focus group was convened among members of the African American Heritage Festival Board. However, blacks tended not to advocate special goals or strategies targeting their race.

Like the surveys, the focus group process allowed members of the community to provide significant input to the Montclair Arts Plan. However, focus group participants asked that the Steering Committee remember that all issues discussed were important despite efforts to rank them.

## Setting Goals and Recommending Strategies

Next, the Arts Plan Steering Committee and the Office of Art and Cultural Development evaluated these priorities in consideration of the survey results, current resources, demands, opportunities, and local planning in related areas.

Recommended strategies for respective goals were refined after the Director of the Office of Art and Cultural Development had small group or one-on-one discussions with administrators and officials of government and particular organizations. The subsequent ranking of areas and goals are indicated below with appropriate strategies:

### Priority 1

Area: Marketing

Goal: PROMOTING ART CONSUMPTION AND CULTURAL AWARENESS

Strategies:

- 1 Promote cultural tourism by establishing a brand identity for Montclair.
- 2 Develop joint marketing campaigns.
- 3 Create centralized services and sales venues.
- 4 Link arts groups to major and pooled funding sources.

### Priority 2

Area: Facilities

Goal: HOUSING ARTS ACTIVITIES IN IMPROVED FACILITIES

Strategies:

- 1 Adapt existing buildings for arts use such as cable television station, arts repository, nonprofit arts organization offices, galleries, rental studios, arts retail space, arts training, and/or a performing arts center.
- 2 Enhance appeals to residents and tourists through historic preservation.
- 3 Encourage use of facilities for new commercial functions such as overnight accommodations, community performances, work/live space, and creative entrepreneurships.

### Priority 3

Area: Education

Goal: PREPARING STUDENTS THROUGH NEW AND EXPANDED PROGRAMS

Strategies:

- 1 Identify and encourage arts and technical training opportunities for youth, emerging artists, and arts professionals.
- 2 Establish mentoring relationships between youth and professional artists.
- 3 Hire a district arts coordinator.
- 4 Produce arts tour packages and open arts venues through collaboration with educational programs.

### Priority 4

Area: Public Support

Goal: STRUCTURING A FAVORABLE ENVIRONMENT THROUGH GOVERNMENT LEADERSHIP

Strategies:

- 1 Provide a central source of information and services for artists, arts supporters and arts consumers.
- 2 Establish an agency and advisory structure to further the implementation of the Plan.
- 3 Produce public art to enhance the community environs.
- 4 Facilitate fund development for local artists and arts activities.

### Priority 5

Area: Technology

Goal: DELIVERING THE ARTS AND ARTS INFORMATION THROUGH ELECTRONIC AND OTHER MEDIA

Strategies:

- 1 Provide centralized services using arts-related technologies and media.
- 2 Develop systems for central information collection and distribution.
- 3 Provide and encourage training opportunities on arts related technologies.

## Priority 6

Area: Employment

Goal: HIRING AND COMMISSIONING ARTISTS AND ARTS STUDENTS

Strategies:

- 1 Provide and facilitate opportunities to commission artistic work.
- 2 Facilitate job opportunities for artists and art students.
- 3 Encourage and facilitate business opportunities for the production and distribution of art.
- 4 Encourage and facilitate volunteerism and internship opportunities in the arts.

Phases of these strategies are distributed over a three-year period in the Plan.

## Achieving Integrated Planning

Imperative to the planning process is plan compatibility, particularly with regard to policy and implementation strategies. In order to achieve integrated planning and implementation in the Town, the Montclair Arts Plan was viewed in relationship to other local plans that affect the citizens of Montclair. While each of these other plans offers a different perspective and serves a specific purpose, they also provide necessary support to ensure Montclair's growth. These plans are:

- 1 The Town Master Plan
- 2 Council's "One Montclair" Strategic Plan
- 3 MEDC Economic Development Plan
- 4 Board of Education Plan
- 5 Technology Master Plan
- 6 Montclair Public Library's Strategic Plan
- 7 United Way Long Range Strategic Plan
- 8 Montclair Historic Central Business District Cultural Resources Survey

Therefore, the Montclair Arts Plan seeks to build upon the goals and strategies voiced in other local plans. For example, the Steering Committee saw the opportunity afforded by the Town Master Plan to affirm the unique architectural design which sets Montclair apart from neighboring communities and called for a SID as well as redevelopment of a number of deteriorated or neglected properties. Committee members felt that issues revealed by survey respondents could benefit from the Council's call to improve the image and upkeep of the Central Business District through Commercial District Committees noted in the "One Montclair" Strategic Plan. Committee members also felt that issues would benefit from the Council's desire to make cable television an integral part of the technology plan and to explore the feasibility of a recreation center. They felt that the MEDC Plan's interest in a center for arts administration (including a joint ticketing service) and its desire for expanded theater space and visual arts studios mirrored the sentiments of the arts community. They immediately saw the parallel in the Board of Education's desire to provide each student with a strong foundation in the arts and the readiness to seek opportunities to enhance and recognize student achievement. They responded to the Technology Plan's call for online web services (such as an arts events calendar) and other projects to strengthen the arts community. They also saw the implications of the Library's plan to ensure that patrons' expectations are met, the United Way's plan to overcome threats to the community (including decline in residential population), and the Historic Central Business District Cultural Resources Survey's advocacy to enrich Montclair's unique identity and attract people to the business center.

As with the local planning initiatives, the Montclair Arts Plan fits into the broader regional vision for the State of New Jersey. Therefore, the Montclair Arts Plan is designed to be compatible with the following state plans:

- 1 New Jersey State Development and Redevelopment (Interim) Plan
- 2 Arts Plan New Jersey
- 3 New Jersey Tourism Master Plan

The Steering Committee saw a number of opportunities to build upon these state plans. Committee members especially responded to the New Jersey State Development and Redevelopment (Interim) Plan 's goal to "preserve and enhance areas with historic, cultural, scenic, open space, and recreational value," through collaborative planning, design, investment, and management techniques.

They saw the possibility of Montclair's further contribution to the cultural life of the state by adhering to the Arts Plan New Jersey goals to launch an arts marketing campaign to attract new audiences, stimulate greater participation, and support and build a positive, attractive image of the New Jersey arts and artists; implement a lifelong arts education strategy of advocacy and public education reform with the arts at the core of learning environments; stimulate creation of a full array of artist support services to help New Jersey's artists produce their best by recognizing their contributions, investing in their professional development, and providing them opportunities to create; and promote widespread creation of cultural districts that connect the arts and cultural affairs to the economic vitality and development of our cities and towns. They were equally encouraged by the New Jersey Tourism Master Plan's overall goals to increase visitation and visitor expenditures in New Jersey, thereby generating jobs and revenues for the state of New Jersey.

Endorsements of the Plan were forthcoming from local, county, and state organizations and agencies, especially organizations that produced plans that would impact Montclair.

## **Implementing the Plan**

The Plan itself can only establish direction. Several steps must be taken to ensure its implementation. Following the Town Council vote approving the Plan, a workbook will be created to help managers implement the Plan and materials will be developed to help promote the Plan. But the work will not end here. A Montclair arts summit will be organized, out of which will come criteria for the establishment of a Department of Art and Cultural Development and an Arts Advisory Council, as called for in the Plan. The Department and Advisory Council subsequently would be the primary bodies responsible for ensuring that the Plan continues to be detailed (with budgets), monitored for action, and reviewed for periodic updates.

## **I. INTRODUCTION**

The Montclair Arts Plan (MAP) was initiated at the request of the Township Council as a supplement to the Town's Master Plan. As such, the Council has committed to recognizing the significance of art and culture to the community and has made it part of the legal structure. This means a commitment to art on the part of the government is no longer at the discretion of changing officials during each election but will now be a part of the ongoing duties of Montclair's governing body. The Plan will be reviewed periodically for assessment and evaluation and new goals designed as needed.

The Montclair Arts Plan was inspired by the Montclair Economic Development Corporation (MEDC), which proposed that art should be the driving economic engine for the redevelopment of the business district and the general economy. However, the Arts Plan goes further to address the broader needs of the community at large, affecting the citizens, arts community (individuals and organizations), businesses, and government of the Township. As a significant part of Montclair's history, the arts are ingrained in the fabric of the lives of its citizens. The Township has become home to numerous arts organizations, presenting the works of regionally, nationally, and internationally recognized artists.

Currently, the Township government's commitment to the arts is through the Office of Art and Cultural Development (OACD), which serves two separate functions under the direction of both the Department of Parks, Recreation and Cultural Affairs (DPRCA), and the Department of Planning and Community Development. The office supplies programming for the DPRCA, including an eight-part jazz series, outdoor summer concerts, the Montclair Arts Institute, production of a classical play each summer, a Fourth of July concert, Veteran's and Memorial Day services, and First Night activities. Under the Planning Department, the Office is also responsible for the development of the Arts Plan, interfacing with the business community (such as program consultation on Celebrate Montclair and the execution of the downtown banner project), a public art program, and overall marketing of the Township as an arts destination. In order to accomplish these efforts, the Office is further responsible for funding these projects and related salaries through grants, corporate sponsorships, and earned income. The staff presently consists of two full-time professionals under a temporary agreement. This plan indicates the need for a permanent office to address the needs, goals, and strategies for the future of the arts in Montclair. This Office should be independent of DPRCA and the Department of Planning, although charged to work closely with them.

The Plan demonstrates an effect on the community beyond a central office and other forms of governmental involvement. Certain marketing goals can be achieved by cooperative ventures between existing institutions. Some forms of communication will benefit from technology (e.g., Internet connections) developed apart from the Township government. Business, nonprofit, and professional collaboration is required for a mass marketing campaign designed to bring day tourists to town. The arts are the basis of this marketing and will formally establish Montclair as a home for fine art and performance. This will not only bring recognition to Montclair, but will increase business activity, economic growth, and the overall marketability of the town.

The Montclair Arts Plan is intended to be a map guiding the Township in its use of arts and culture to better the lives of its citizens. It will serve as an overall design for the community and allow the continued growth of Montclair as an arts community. Most importantly, it will become the benchmark by which the government can evaluate the economic value and growth of arts to the quality of life for Montclair.

## Acknowledgments

Many individuals must be thanked for making this a comprehensive multiyear plan able to be implemented by the Town government and community. Much appreciation goes to all who participated in focus groups and completed surveys or submitted other long-range and strategic plans for consideration. Special acknowledgment must be given to Town Council members, Town administrators, and the Montclair Arts Plan Steering Committee, which worked with the OACD to compile and report on the findings and recommendations presented in this document.

This program is made possible in part by funds from the New Jersey State Council on the Arts/Department of State, a Partner Agency of the National Endowment for the Arts, and by funds from the National Endowment for the Arts.

## Organization of the Plan

The Montclair Arts Plan is organized into six (6) sections. Each section describes a key element in the Plan's development and together they form the strategies with which to see its implementation. First, the Plan's **Mission, Goals and Funding Sources** are identified providing the basis from which this plan has grown. Then, in the **Planning Background** section, the history and development of the Plan is described. The third section, **Constituent Categories**, describes those from the community who are most likely to be impacted by the Plan, including citizens, artists, businesses, arts organizations, youth, and government leaders. The needs of the constituent groups are subsequently addressed in the six (6) topical areas—marketing, facilities use, public support, technology, education, and employment—detailed in the fourth section of this plan, **Topical Areas**. Each area in this section begins with a vision statement, then provides a commentary on current status and relevant issues, next presents tables indicating rationales for need by constituent categories and recommended strategies, and ends with relevant site maps. The maps included are 1) for-profit arts-related businesses, 2) nonprofit arts organizations, 3) festival sites, 4) proposed arts facilities, 5) historic sites, 6) religious institutions for potential arts support, 7) public and private schools, 8) proposed public art sites, 9) proposed SID locations.

Many similar issues were voiced in other long-range, strategic, or master plans impacting Montclair. Therefore, it is the desire of the advocates and compilers of the Montclair Arts Plan to coordinate with many of the goals and objectives of these other plans and suggest ways in which the plans may be unified through the arts to enhance the quality of life in Montclair. The last two sections of this report, **Recommended Strategies Related to Other Local Plans** and **Recommendations Related to State Plans**, address the coordination of similar goals and objectives at both the local and regional levels. The organizations sponsoring the other plans were asked to submit letters of endorsement for the Montclair Arts Plan. Lastly, an **Appendix** has been added to the Plan in order to provide further context and detail to the Plan. There are four (4) sections in the appendix, including a **History of the Arts in Montclair**, **Focus Group Synopsis**, **Survey Forms and Results**, and **Endorsements**.

While the government of Montclair is committed as the initiator of this plan, primarily through the Office of Art and Cultural Development, collaboration in other sectors is required to achieve the realization of its goals. Toward this end, it may be necessary to further educate Montclair constituents on the value of specific pursuits and prepare them for greater involvement in the arts.

## II. MISSION, GOALS, AND FUNDING SOURCES

Montclair has a rich arts tradition excelling in quality and diversity. There are many opportunities to participate in and/or attend arts activities in Montclair, but this only reveals the potential of the community to apply the arts for greater economic, social, educational, and aesthetic advantage.

The major concern expressed by focus groups and survey groups was the lack of information about arts and cultural activities in Montclair. This information was not adequately reaching local residents or those beyond the Town's borders. Compounding this issue was the belief that Montclair lacked a focused image. It was also felt that the Township government should commit to doing more to support local arts activities and artists, as well as to use the arts to make Montclair a tourism destination. Focus group and survey respondents further believed that greater collaboration was needed among government officials, artists, arts organizations, businesses, and the schools, including Montclair State University. Other issues that were raised during the information gathering for this plan included the need for facilities supporting the arts and opportunities for employment and productivity in the arts. Therefore, the mission of the Montclair Arts Plan and the goals set herein are intended to address these issues.

### Mission Statement

The Mission of the Montclair Arts Plan is to enable the Township to:

- 1 Build upon, strengthen, and articulate Montclair's traditional identity as an arts community.
- 2 Encourage continued growth of the arts and creative expression in Montclair.
- 3 Continue using the arts to change lives, promote civic vitality, and stimulate economic growth in Montclair.

### Goals

The goals outlined in this plan are intended to support the overall community concerns in areas ranging from marketing the arts to employing artists and arts students. The goals are listed in an order of priority based on the emphasis received from community survey responses and focus group discussions. These six (6) goals form the basis for the Topical Areas and Recommended Strategies described in this report.

#### Goals—Table 1

AREA	GOAL
Marketing	Promoting Art Consumption and Cultural Awareness
Facilities	Housing Arts Activities in Improved Facilities
Education	Preparing Students through New and Expanded Programs
Public Support	Structuring a Favorable Environment through Government Leadership
Technology	Delivering the Arts and Arts Information through Electronic and Other Media
Employment	Hiring and Commissioning Artists and Arts Students

## Strategies

Goals were subdivided into subcategories with related strategies distributed over a three-year period. Below are summaries of those strategies:

### Priority 1

Area: Marketing

Goal: PROMOTING ART CONSUMPTION AND CULTURAL AWARENESS

Strategies:

- 5 Promote cultural tourism by establishing a brand identity for Montclair.
- 6 Develop joint marketing campaigns.
- 7 Create centralized services and sales venues.
- 8 Link arts groups to major and pooled funding sources.

### Priority 2

Area: Facilities

Goal: HOUSING ARTS ACTIVITIES IN IMPROVED FACILITIES

Strategies:

- 4 Adapt existing buildings for arts use such as for a cable television station, arts repository, nonprofit arts organization offices, galleries, rental studios, arts retail space, arts training, and/or a performing arts center.
- 5 Enhance appeals to residents and tourists through historic preservation.
- 6 Encourage use of facilities for new commercial functions such as overnight accommodations, community performances, work/live space, and creative entrepreneurship.

### Priority 3

Area: Education

Goal: PREPARING STUDENTS THROUGH NEW AND EXPANDED PROGRAMS

Strategies:

- 5 Identify and encourage arts and technical training opportunities for youth, emerging artists, and arts professionals.
- 6 Establish mentoring relationships between youth and professional artists.
- 7 Hire a district arts coordinator.
- 8 Produce arts tour packages and open arts venues through collaboration with educational programs.

### Priority 4

Area: Public Support

Goal: STRUCTURING A FAVORABLE ENVIRONMENT THROUGH GOVERNMENT LEADERSHIP

Strategies:

- 5 Provide a central source of information and services for artists, arts supporters and arts consumers.
- 6 Establish an agency and advisory structure to further the implementation of the Plan .
- 7 Produce public art to enhance the community environs.
- 8 Facilitate fund development for local artists and arts activities.

### Priority 5

Area: Technology

Goal: DELIVERING THE ARTS AND ARTS INFORMATION THROUGH ELECTRONIC AND OTHER MEDIA

Strategies:

- 4 Provide centralized services using arts-related technologies and media.
- 5 Develop systems for central information collection and distribution.
- 6 Provide and encourage training opportunities on arts-related technologies.

Priority 6

Area: Employment

Goal: HIRING AND COMMISSIONING ARTISTS AND ARTS STUDENTS

Strategies:

- 5 Provide and facilitate opportunities to commission artistic work.
- 6 Facilitate job opportunities for artists and art students.
- 7 Encourage and facilitate business opportunities for the production and distribution of art.
- 8 Encourage and facilitate volunteerism and internship opportunities in the arts.

## Funding Sources

A key element in realizing the vision of the Plan is the availability of funding to support some of the recommended strategies outlined under Topical Areas. Potential funding sources are listed alphabetically below:

**Funding Sources—Table 2**

<b>FUNDING SOURCE</b>	<b>CODE</b>	<b>DESCRIPTION</b>
Admission Fees	(AF)	Program Registration
Arts Partners	(AP)	Shared costs with Montclair State University or other arts organizations partnering on a specific project
County Grants	(CG)	Essex County
Corporations	(CO)	Target Stores or any large corporate entity
Contract Services	(CS)	Slide Bank, Fiscal Agent Fees or charges to users for any service provided by OACD
Foundations	(FD)	Laraja Foundation or any nonprofit giving institution
Federal Grants	(FG)	National Endowment for the Arts (NEA) or any other federal agency
Individual Donations	(ID)	Any person contributing to arts activities
Investments	(IN)	CDs, endowments
Municipal Funds	(MF)	Special funds approved by the Town Council
Outside Sales	(OS)	T-shirts, posters, vendor booths
State Grants	(SG)	NJ State Arts Council, Council on the Humanities
Unit Allocations	(UA)	Budget of OACD

## Monitoring and Renewal of the Plan

The Montclair Office of Art and Cultural Development (OACD) will monitor the Montclair Arts Plan annually. It is the intent of OACD to provide an updated/renewed arts plan every six years as a supplement to and coinciding with submission of the Montclair Town Plan.

### III. PLANNING BACKGROUND

#### **Start with a Vision**

Committed to serving its citizens and celebrating Montclair as a center of culture, the Township of Montclair embarked upon the development of a comprehensive Arts Plan. The Montclair Town Council charged the Montclair Office of Art and Cultural Development with responsibility for organizing and writing the Arts Master Plan. Impetus for the Montclair Arts Plan (MAP) was an outgrowth of a downtown redevelopment study completed by the Montclair Economic Development Corporation (MEDC) in 1998. This study included recommendations for the redevelopment of the downtown business district. Among the key areas addressed by this plan was “art, culture and entertainment” as the “driving engine” for economic development. In response, the Art and Cultural Development position of the Department of Planning and Community Development was established in July 1999, to ensure planning and implementing economic initiatives as they pertain to arts and culture.

#### **Establish a Steering Committee**

Subsequently, several community meetings were organized to determine the specific need, direction, and parameters of the Arts Plan. The first in a series of six meetings took place in November of 1999. Over 50 people, out of whom a steering committee was formed, attended these meetings. Along with representative citizens, the Steering Committee was comprised of organizational partners, including the Township, MEDC, Montclair Art Museum, Board Of Education, Montclair Public Library, Unity Concerts, Montclair State University, and the Essex County Office of Cultural and Historic Affairs.

#### **Define the Mission**

The specific mission of the Arts Plan Steering Committee of the Township of Montclair was to construct a plan enabling the Township to:

- Build upon, strengthen, and articulate Montclair’s traditional identity as an arts community.
- Encourage continued growth of the arts and creative expression in Montclair.
- Continue using the arts to change lives, promote civic vitality, and stimulate economic growth in Montclair.

Other community leaders and organizations have provided support to the mission and advised on the goals, objectives, and strategies contained in the Montclair Arts Plan as well.

#### **Funding for Plan Development**

In order to provide resources for the development of the Plan, the New Jersey State Council on the Arts awarded a grant to the Montclair Office of Art and Cultural Development in 1999.

#### **Surveys and Focus Groups**

The 18-member steering committee identified six (6) areas of concentration for the Plan—art in public places (later public support), technology, education, facilities, marketing, and fund development (later employment). Strategies to reach beyond the initial meetings and committees included distribution of six (6) targeted surveys beginning in the spring of 2000 and hosting four (4) focus groups in the summer of 2000. Over 1,000 surveys were completed.

The surveys to citizens, businesses, artists, arts organizations, youth, and government leaders were developed with the assistance of Dr. Ronald Sharps, Assistant Dean of the School of Arts at Montclair State University. The Board of Education printed the surveys and distributed the youth survey throughout the district schools. Committee members distributed the remaining surveys. Analysis of the survey results was completed through Montclair State University.

Focus groups facilitated by Eduardo Garcia took place on June 27 and 29 at the Montclair Municipal Building, and were primarily comprised of artists and art organizations in the first group and with community representatives predominant in the second group. On June 27 there were 32 participants (16 male, 16 female); on June 29 there were 24 participants (12 male and 12 female). The third focus group was composed of representatives with 7 participants (4 male and 3 female) primarily from Montclair's business community. It was held on July 19 at the Israel Crane House and facilitated by Paul Ellis. On August 9, Ronald Sharps facilitated a fourth focus group comprised of 11 government officials (9 male and 2 female). On February 3, 2001, Paul Ellis and Ronald Sharps met with 10 members of the African American Heritage Festival Committee (5 male and 5 female). African Americans had also participated in each of the earlier focus groups.

**Result: The Montclair Arts Plan**

On March 22, 2001, the Arts Plan Steering Committee approved the draft report for presentation at a town meeting held April 23, and the final report was submitted to the Montclair Town Council for formal consideration on May 15, 2001, with a public vote of approval on June 5, 2001.

## **IV. CONSTITUENT CATEGORIES**

The groups outlined in this section represent constituents from the community who are most likely to be impacted by the Montclair Arts Plan. The six (6) constituent categories are:

- A. Citizens
- B. Artists
- C. Businesses
- D. Arts Organizations
- E. Youth
- F. Government

Over 1000 community arts constituents were surveyed and 84 persons participated in 6 focus groups in order to 1) better understand constituent needs, 2) determine direction, 3) target short- and long-term recommendations, and 4) identify priorities of the Plan. Resulting from both the survey process and the focus group analysis are a series of recommended action items/strategies and rationales summarized in the next section of this report, Topical Areas and Strategies. A description of the survey and the focus group results are included in the Appendices of this report. Below are descriptions of the six (6) targeted constituent groups.

### **A. CITIZENS**

#### Constituent Description

Individuals who reside, work, or study in Montclair

According to the 1990 census, the general population in Montclair numbers 37,729 in 36,592 households and 1,137 group quarters. Of these residents 20,344 are female (with a median age of 38.1) and 17,385 are male (with a median age of 34.8). The largest group of residents, by age, are 22 to 61 years old. The average income of all households in Montclair is \$71,500; however, 6% of the population is below the poverty level. The largest number of adult residents work in managerial and professional positions and hold baccalaureate or graduate degrees (49% have a BA or higher). The Town reports the racial diversity of its population, counting (with some overlap) 24,602 Caucasians (including Arab descent), 11,832 African Americans, 1,075 Hispanics, 808 Asian/Pacific Islanders, and 163 Native Americans.

### **B. ARTISTS**

#### Constituent Description

Practicing artists and art students who reside, work, or study in Montclair

A census of 250 Montclair artists completed in 1997 by Paul Scipione, Professor of Marketing at Montclair State University, indicated that 63% of the local artists were full-time professionals. Another 27% were part-time professionals. Among Montclair's artists, 48.8% were in the visual arts, 24.8% were in music, and 22.8% were in theater. However, only 14% were associated with an exhibitor/gallery, 14% were associated with an orchestra/band, and 9% were associated with a performing company.

### **C. BUSINESSES**

#### Constituent Description

Business owners and managers, as well as professionals, who reside, work, or provide services in Montclair

There are 6 business districts within Montclair: 1) Upper Montclair, 2) Watchung, 3) Walnut Grove, 4) Valley Road, 5) South End, and 6) Town Center. Montclair is home to 20,729 businesses, predominately in professional and related services (7,115) and finance, insurance, and real estate (2,910). Other significant types of business in Montclair are retail trade (2,592) and manufacturing (2,375). Among arts-related businesses in Montclair, there are 16 galleries, 14 movie screens (in 6 movie theatres), 12 photography studios, 8 clubs, 6 architectural firms, 5 special events producers, 3 audio recording studios, 1 commercial television studio, and 1 model/artist talent agency.

## **D. ARTS ORGANIZATIONS**

### Constituent Description

Nonprofit organizations committed to supporting performing, visual, and literary arts in Montclair

Montclair boasts important arts organizations for the immediate region. Indeed, a large number of art organizations in Montclair are recognized for their impact on the cultural life of the state. In Montclair, there are 8 art schools, 8 theaters and theater companies, 12 music presenters, 7 dance groups, 5 writers groups, 3 craft clubs, 3 arts associations and service organizations, 3 museums, 2 nonprofit galleries, 7 annual festival producers, and 1 nonprofit television studio at Montclair State University.

## **E. YOUTH**

### Constituent Description

Children and teens attending Montclair schools

Within the Montclair public school system there are 3,335 elementary students, 1,429 middle school students, and 1,547 high school students. Private schools in Montclair teach 776 elementary students, 425 middle school students, and 262 high school students. There are two junior colleges in Montclair with a total enrollment of 1,220. Montclair State University has an enrollment of 13,000—with 1,243 students in the School of the Arts.

## **F. GOVERNMENT**

### Constituent Description

Local government-elected and appointed officials, managers, and government workers

The Montclair Town Council consists of elected officials from Wards 1, 2, 3, and 4, and one Council member elected at-large. A mayor, deputy mayor, and township attorney are also elected. There is a municipal clerk and a township manager presiding over 7 departments including Finance, Police, Fire, Public Works, Health & Human Services, Planning and Community Development, and Parks, Recreation and Cultural Affairs. The Office of Art and Cultural Affairs reports to the Department of Parks, Recreation and Cultural Affairs and the Department of Planning and Community Development. There are a total of 450 municipal employees. The overall budget is \$45,763,310, of which 0.005% (\$172,381 in arts funds and \$72,600 in cable television funds) is spent directly on the arts.

## V. TOPICAL AREAS AND STRATEGIES

While the “Constituent Categories” outlined in the previous section refers to WHO is impacted by the Montclair Arts Plan, this section outlines Topical Areas that define WHAT categories for action will most likely result in meeting the needs of Montclair arts constituents. The Topical Areas are listed and summarized in order of priority based on the emphasis received from the survey responses and the focus group discussions. There are six (6) Topical Areas outlined in this section which correspond directly with the goals of this plan:

- A. Marketing
- B. Facilities
- C. Education
- D. Public Support
- E. Technology
- F. Employment

The summary for each Topical Area that follows includes four key elements: 1) current status, 2) key issues, 3) a rationale of needs (by constituent category), and 4) short- and long-term recommendations. First, the current needs identified by the constituents are summarized. Then, key issues that affect the constituents' ability to meet those needs are identified. Next, the needs are presented in a “rationale of needs” matrix organized by constituent type and subtopic. The matrix illustrates the basis for the constituents' needs and suggests how the constituents' needs might be fulfilled. Finally, a table of short- and long-term recommendations is included to provide strategies that can be applied in order to meet the needs of the constituent groups. Together, these elements provide a basis on which to guide the growth of Montclair as an arts community.

Both the rationale of needs matrix and the recommendations table are divided by subtopics to better understand the needs and strategies outlined in each. For example, under the “Marketing” goal, subtopics include Cultural Tourism, Joint Promotion/Sponsorship, Central Services/Sales, and Joint Funding Campaigns. These subtopics cover areas of action most suited to meeting the needs identified for each topic. As part of the Recommended Strategies table, the top three recommended strategies are indicated with an asterisk (\*) for each target year. Funding sources are indicated by code (in brackets) for each priority strategy. Together, these elements provide a basis from which to guide the growth of Montclair as an arts community.

As described in the section on Mission, Goals, and Funding Sources, the potential funding sources referenced in the Recommended Strategies table are:

### Funding Codes—Table 3

FUNDING SOURCE	CODE	FUNDING SOURCE	CODE
Admission Fees	(AF)	Individual Donations	(ID)
Arts Partners	(AP)	Investments	(IN)
County Grants	(CG)	Municipal Funds	(MF)
Corporations	(CO)	Outside Sales	(OS)
Contract Services	(CS)	State Grants	(SG)
Foundations	(FD)	Unit Allocations	(UA)
Federal Grants	(FG)		

## A. MARKETING

### Goal

*PROMOTING ART CONSUMPTION AND CULTURAL AWARENESS*

### Vision

Widely known for its showcase of the arts, in the year 2004, Montclair is a center for cultural tourism in Northern New Jersey. Attracted by the theatre, concerts, and the numerous ongoing events, many of Montclair's guests make regular visits to the museums and galleries. Thousands attend Celebrate Montclair, drawn by its theme of "Ethnic Diversity," and look forward to other festivals sponsored by a joint fund established by the Township and local businesses. Tourists were informed and excited about Montclair's cultural activities through notifications on electronic billboards, radio, cable television, email, as well as flyers and newspapers. They enjoy the performances, foods, and wares, going in and out of shops using their discount cards.

### Current Status

*Citizens.* Citizens have complained that lack of advertising and promotion is the greatest hindrance to participation in Montclair's arts activities. What information they currently receive (apart from word-of-mouth) has been by way of print media. Yet, citizens want more direct delivery of arts information to their homes and, secondly, want a centralized resource that they may access.

A 1997 United Way survey of North Essex revealed that 50% of the population in the area resides in Montclair and Livingston. Although North Essex is predominantly white, Montclair has the highest percentage of the black population. The per capita and median household income levels in North Essex are significantly higher than national or state levels. According to the survey, in Montclair itself the median household income is \$52,442; an amount resulting from the fact that Montclair has the highest poverty in the area at 5.9%. Indeed, over half of the poverty in North Essex is in Montclair.

As many as 77% of the citizens surveyed in 2000 by the Office of Art and Cultural Development (OACD) feel that they have benefited from Montclair's reputation as an arts and cultural community and 86% believe that an arts plan could improve their participation in arts and cultural activities in town. Appreciating the diversity of Montclair's arts and cultural environment, citizens are almost evenly divided over the types of organizations that they prefer to sponsor the arts activities in town—educational organizations, e.g., libraries, schools, (30%); nonprofit private organizations, e.g., museums, ballet, nonprofit theatre (34%); and commercial organizations e.g., movie houses, galleries, night clubs (36%). Arts information was received through print media by 45% of the respondents, and only 6% said that they received such information through broadcast media. However, 49% of the respondents reported receiving arts information by word-of-mouth. The *Montclair Times*, the community's weekly newspaper, carries a significant amount of information about the arts and cultural events. However, one focus group felt that the *Montclair Times* does not do enough to adequately cover arts. The public school mailing system is used for the distribution of arts announcements to students and subsequently to parents. E-mail broadcasts are also being used, but this could be more efficient.

Currently, First Night advertises through Nassau Broadcasting and Comcast Cable Television. Nassau's broadcast range does not reach Montclair; therefore, it is used to attract visitors from out of town. The local low power FM station, WBGO Public Radio, broadcasts two jazz concerts per year sponsored by the Office of Art and Cultural Development.

**Artists.** It is significant that 54% of the artists in the Montclair census reported doing 80-100% of their artistic work in town. Over 70% of the artists had been attracted to Montclair because of the Town's reputation for supporting the arts. They believe that the kind of phenomena that occurred in Soho and Santa Fe could and should happen in Montclair. Indeed, they believe that suburban communities like Montclair can be just as successful as New York City in offering creative people a supportive living and working environment.

Cooperative marketing was advocated as a primary consideration in the arts plan by 53% of the artists surveyed—mainly those in theatre and the visual arts. Those in music, dance, and the literary arts preferred direct grants to individual artists and/or arts organizations. Across disciplines (music, dance, theatre, visual and literary arts), Montclair artists see themselves as part of the community. One of the marketing tools suggested for individual visual artists was an artists' registry. The individual visual artists appear to be more organized as a group than the performing artists and organizations.

**Businesses.** Among the businesses surveyed, 95% feel that "arts and culture" either could or already does increase their earnings. They also believe that art contributes to a climate that fosters new business in Montclair. The business respondents also feel that establishing Montclair as an arts and cultural destination would be of further benefit to them. Approximately a third of the respondents believe that they can contribute to the development of tourism in Montclair through 1) hosting/participating in arts events, 2) participating in joint marketing campaigns, and 3) contributing to large-scale special events.

**Arts Organizations.** Montclair businesses believe that an arts plan can contribute to business development, especially through cultural tourism; however, only 38% tend to prefer to assist this effort by participating in joint marketing campaigns. Another 31% would rather host or contribute to arts or large-scale special events and another 31% would prefer hosting/participating in arts events.

One hundred percent of the arts organizations responding would like an arts plan to strengthen the interaction between arts and cultural organizations and the community of Montclair. In order to achieve this objective, arts organizations (43%) are somewhat interested in strategies for fund development. Arts organizations have recommended cultural tourism, marketing Montclair as an arts community. What seems to be needed is a design and direction for a marketing plan. Joint ventures between profit and nonprofit partners is favored by 83% of the arts organizations.

**Youth.** There are two arts magnet schools in Montclair, Hillside Elementary and Glenfield Middle School. The Montclair High School is not an arts magnet, but provides arts classes in music (instrumental and vocal), dance, visual arts (painting, drawing, photography, and ceramics), graphic arts, architecture, and a newly established acting class. Whether surveying high school or middle school students, the largest number of respondents preferred to attend arts/cultural activities as part of school groups, rather than as individuals or part of families. They also preferred to attend those activities during school hours, rather than after school or on weekends. Currently, Sharon Miller has a dance program in the Renaissance School, Unity Concerts has a string instrument program in the elementary school, and Maya and Reggie Workman have a dance and music program in pre-K.

The Department of Parks, Recreation, and Cultural Affairs (DPRCA) offers a lot of sports and recreation programs up through middle school age. DPRCA offers a few arts and cultural programs extending to the youth of high school age, e.g., piano training and dance and performing arts. DPRCA also sponsors a Summer Arts Institute stressing theatre for youth of high school and college age, Serendipity Café providing opportunities for expression in the various arts by youth in middle school, and monthly Jams for dances among those in middle school.

**Government.** At least two-thirds of the government respondents to the survey want the Arts Plan to develop strategies to increase government revenue. Currently, OACD is responsible to DPRCA for programming and to the Department of Planning and Community Development for economic and development projects. Cable television can become an essential part of the economic growth of Montclair and can offer options for collaboration among artists and businesses. The MEDC Report completed in 1998 that determined that the arts was a driving force of economic development in Montclair has been formally adopted for incorporation into the Township master plan.

## Issues

**Citizens.** The single largest problem stated by citizens is the lack of easy access to information about art and arts events in Montclair. Indeed, 79% of those surveyed felt that lack of promotion/advertising is hindering their participation; 54% would prefer direct delivery to their homes. According to focus group respondents, residents of surrounding communities tend to read their own local papers rather than the *Montclair Times*. There appears to be a need for an alternative method of distribution of information.

**Artists.** Over half of the artists surveyed view cooperative marketing as the most important need for the Plan to address. This is quite consistent with the need to enhance and promote Montclair as an arts center.

A registry for visual artists is being developed by Studio Montclair and the Montclair Art Museum. The Office of Arts and Cultural Development compiles an arts directory listing the arts organizations and performance schedules at least three times a year.

Given the vast amount of visual and performing arts events, focus groups felt that the local paper does not provide adequate arts coverage. In addition, it was not only felt that the cable station failed to provide adequate arts coverage, but that it has limited connections to the community.

**Businesses.** At present there appears to be no single image for Montclair and no directed plan for development of such an image. There must be greater visibility of Montclair outside of the Town. Focus group participants argued that Montclair has an identity but people are not aware of it. The strongest suggestion coming from the business community was the marketing of Montclair's image as an arts community. It was believed that this type of branding would attract people to the Town, resulting in increased business.

**Arts Organizations.** Presently, most arts organizations function alone. Marketing, promotion, and advertising are done by each individual organization. There is no one coherent plan for marketing all the groups under one umbrella and one brand.

Just over one fourth of the arts organizations surveyed are interested in the Arts Plan recommending strategies to improve services to the community through marketing and public relations and about one fourth of the practicing artists would also like the Plan to address strategies for cooperative marketing. However, about a third of the businesses surveyed are interested in participating in joint marketing campaigns and another third of the businesses are interested in private partnerships, sponsorships, and contributions as a way to provide financial support for the arts. There are two areas to be addressed when dealing with marketing: 1) dissemination of information to the residents and 2) the marketing of the Township to the larger public. The first concerns local delivery of arts information to develop local audiences and the second refers to cultural/historic tourism to potential visitors in a broader geographical area. The African American Heritage Festival Board especially felt that the Township should adapt a theme of "ethnic diversity" for Celebrate Montclair festival in order to demonstrate the openness of the community.

**Youth.** United Way cited teenage idle time and lack of after school/weekend activities (especially for high school students), as a problem, along with the negative influences of television, music, and print media.

In order to encourage interest among high school students in arts activities out of school, there must be an in-school presence. Demonstrating this is the fact that the Montclair Community Band currently has 60 members. Half of these members are under the age of 20 because the band director is also the instrumental music conductor for the high school. Five years ago he was not the conductor and the Community Band was half the size. Also, in the case of the Montclair Summer Arts Institute, this theater-training program originated at the request of students who had been involved with in-school theater program under the direction of a personnel involved in both programs. This Summer Arts Institute grew to include over 35 students, but once the Institute personnel stopped teaching the in-school program, enrollment in the Institute started to decline. Sharon Miller draws a large percentage of her academy and summer program students from the schools where she teaches.

**Government.** The government believes that the OACD is needed, but it must expand beyond programming for the DPRCA.

**Rationale for Need by Constituent Categories—Table 4**

Subtopic	Citizens	Artists	Businesses	Arts Organizations	Youth	Government
Cultural Tourism	<p>Excited about Montclair as an arts community; want to enrich lives of area residents.</p> <p>Want to share benefits of local arts with others residing in the region.</p>	<p>Over 70% were attracted to Montclair because of its reputation for supporting the arts; feel that Montclair can be just as successful as New York or Santa Fe.</p> <p>Local resident population is not large enough to support the burgeoning arts in Montclair.</p>	<p>Feel that making Montclair a cultural destination would directly increase profits and 1/3 are prepared to contribute to making this happen.</p>	<p>Want to strengthen interaction with the community.</p> <p>Will be able to reach a larger support base.</p>		<p>Wants strategies to increase government revenue.</p>
Joint Promotion/ Sponsorship		<p>Cooperative marketing was advocated as a primary consideration by 53% of the artists surveyed.</p>				
Central Services/Sales	<p>To save time and funds on research and service needs.</p> <p>One-stop shopping and the convenience of using credit cards.</p> <p>Want easier ways to find arts activities.</p>	<p>A resource for establishing collaborative promotions and accessing technical production expertise.</p>	<p>One-stop shopping for permits and ready clarification of government procedures.</p> <p>Those businesses that are outlets can be an advertising avenue.</p>	<p>Opportunity to take credit cards and to use a full-time box office presence and 800 numbers.</p>	<p>To allow bureaucracy to be more responsive.</p> <p>To encourage the schools to easily buy blocks of tickets.</p>	<p>As a revenue source.</p>
Shared Professional Services		<p>To reduce costs and increase appeal for donated services.</p>	<p>To help increase clientele and offer income tax deductions.</p>	<p>To reduce costs, increase appeal for donated services, and develop partnerships.</p>		<p>To allow government programming to take advantage of reduced costs.</p>
Joint Funding Campaigns	<p>To simplify their donations and receipts.</p>		<p>To reduce the number of requests.</p>			<p>To have more control over festival expenditures.</p>

**Recommended Strategies—Table 5**

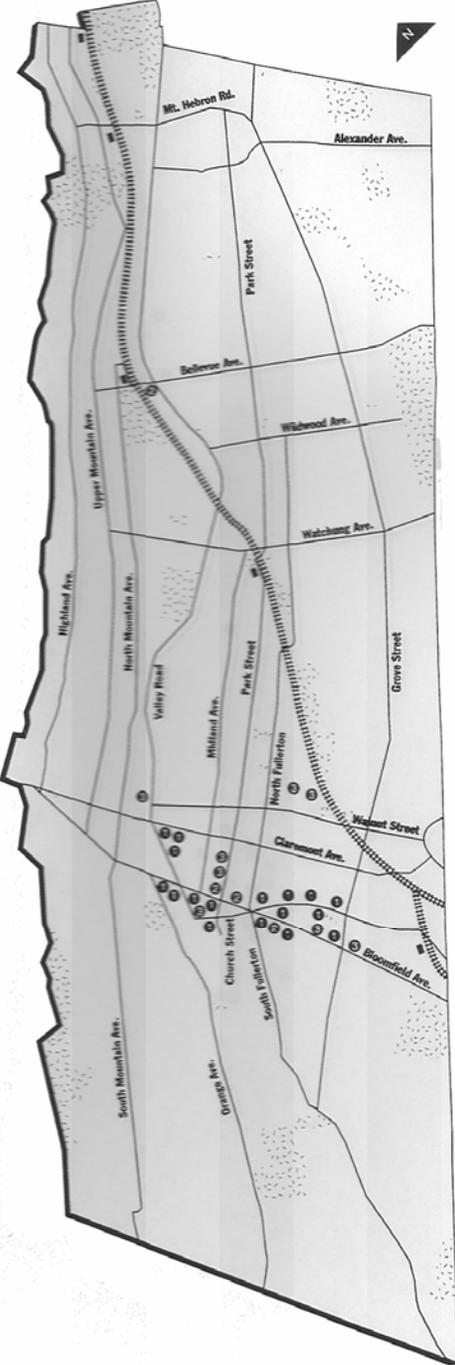
(See funding codes on page 5 or 10; priority items for each year are designated by \*)

Subtopic	First-year Strategies	Second-year Strategies	Third-year Strategies	Long-term Strategies
Cultural Tourism	<p>* Develop and encourage the use of a Montclair Arts “brand” identity to reinforce Montclair’s image as an arts community. [CO]</p> <p>Make “Ethnic Diversity” a theme of an existing festival, e.g. Celebrate Montclair or Fourth of July.</p> <p>* Develop cultural tourism, promoting Montclair as an arts destination by establishing a relationship with the New Jersey Tourism Council, especially in the area of funding. [SG, CO]</p> <p>Strengthen relationship with the Nassau Radio Station and COMCAST Cable.</p>	<p>Firmly establish Montclair’s image.</p> <p>Facilitate and initiate arts programs in schools that also allow and encourage opportunities outside of school.</p> <p>Marketing school - produced programs and school offerings.</p> <p>Develop a comprehensive arts calendar for Montclair.</p>	<p>Promote an ongoing summer performance season at the Montclair High School Amphitheater, including local arts organizations.</p>	<p>* Establish regular and consistent promotion for Montclair as an arts community.</p>
Joint Promotion/ Sponsorship	<p>* Execute the Jazz Connection Marketing Plan, a joint plan with presenters, performers, clubs, and restaurants. [CO]</p> <p>Develop a cooperative public relations and marketing plan for joint efforts of arts organizations and businesses in Montclair, involving advertising agencies and designers in the community, <i>The Montclair Times</i>, and other venues.</p>	<p>Establish bulk e-mail and bulk mail services to promote arts activity in Montclair.</p> <p>Facilitate joint sponsorships.</p> <p>* Market Montclair’s image as an arts community—arts destination. [SG, CO]</p> <p>* Encourage large businesses in town (banks, realtors, and developers) to partner with and/or sponsor an arts marketing campaign. [CO]</p> <p>Institute a joint discount card project among existing arts organization members.</p>	<p>Facilitate cooperative marketing between arts groups and artists.</p> <p>* Develop partnerships with larger marketing outlets (Nassau Broadcasting, Comcast Cable, NJN) for mutually beneficial advertising and sponsorship. [SG, CO]</p> <p>Partner with Montclair State U. on a joint marketing campaign.</p>	

Subtopic	First-year Strategies	Second-year Strategies	Third-year Strategies	Long-term Strategies
Central Services/Sales	<p>Identify needs, building and funds for a cable television station for Montclair.</p> <p>Change ordinances to allow installation of kiosks and/or electronic billboards by the Town.</p> <p>Develop online ticket/membership service.</p> <p>Partner with local radio WVRM (Village Radio Montclair) to access airways, supplying information on arts events and issues.</p> <p>Place Montclair's arts information in various directories and at the tourist information centers throughout New Jersey and neighboring states (following analysis of potential markets).</p>	<p>Reconstitute the Montclair Cable Television Advisory Committee with professionals residing in town.</p> <p>Establish an artists' registry for performing (e.g., musicians, dancers, actors) and literary artists.</p>	<p>* Incorporate cable television into a marketing plan. [FD, FG]</p> <p>Install one or more electronic billboards to promote art in Montclair.</p>	<p>Market the Town for filmmaking.</p>
Joint Funding Campaigns	<p>Link Montclair to the New Jersey Discover Jersey Arts Campaign.</p> <p>Explore possibilities for a united fund for festival production.</p>	<p>* Achieve a consensus among arts groups to pool funds for the execution of a large-scale marketing package for promotion of Montclair as an arts destination. [UA, AP]</p> <p>Research participation from the State Department of Tourism for funding an arts marketing campaign.</p>	<p>* Develop a joint fund in collaboration and/or partnership with businesses and arts organizations to pool finances for a major marketing campaign. [UA, AP, CO]</p>	<p>* Establish a cooperative marketing account to which arts organizations would contribute and be matched dollar-for-dollar by the Town.</p> <p>* Maintain a joint fund between government and community for marketing the arts.</p>

**TOWNSHIP OF MONTCLAIR, NJ**

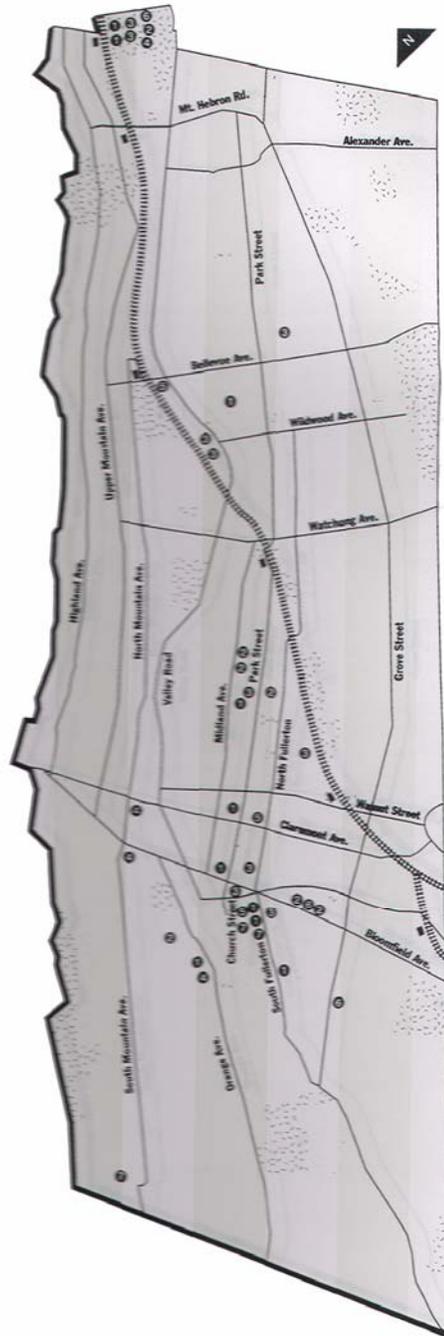
<b>FOR-PROFIT ARTS-RELATED ORGANIZATIONS: ART AND ENTERTAINMENT</b>	
<b>MAP 1 KEY</b>	<b>JUNE 5, 2001</b>
①	ART GALLERIES (17)
②	MOVIE THEATERS (4)
③	MUSIC CLUBS (8)
	PUBLIC PARKS (23)



This map provides an approximation of sites within the boundaries of Montclair, NJ, and may not reflect all locations of keyed categories.

TOWNSHIP OF MONTCLAIR, NJ

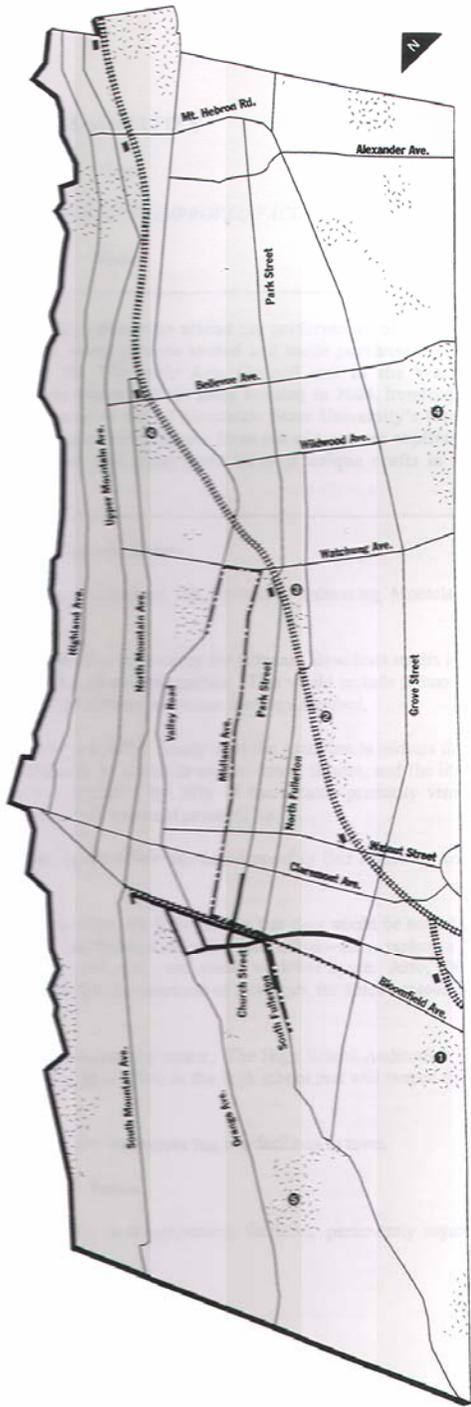
NOT-FOR-PROFIT ARTS ORGANIZATIONS	
MAP 3 KEY JUNE 5, 2001	
1	MUSIC PRESENTERS (10)
2	DANCE COMPANIES/ SCHOOLS (7)
3	THEATRE COMPANIES (10)
4	MUSEUMS (4)
5	ARTS ASSOCIATIONS (3)
6	NP ART GALLERIES (3)
7	WRITERS GROUPS (3)
	PUBLIC PARKS (23)



This map provides an approximation of sites within the boundaries of Montclair, NJ, and may not reflect all locations of keyed categories.

**TOWNSHIP OF MONTCLAIR, NJ**

TOWN FESTIVALS	
MAP 4 KEY	JUNE 5, 2001
—	FIRST NIGHT
....	CELEBRATE MONTCLAIR
.....	INDEPENDENCE DAY PARADE
①	AFRICAN HERITAGE (1)
②	GUINNESS OYSTER FEST (1)
③	INDEPENDENCE DAY (1)
④	COUNTY PARK EVENTS (2)
⑤	REGGAE FEST (1)
•••••	PUBLIC PARKS (23)



This map provides an approximation of sites within the boundaries of Montclair, NJ, and may not reflect all locations of keyed categories.

## B. FACILITIES

### Goal

#### *HOUSING ARTS ACTIVITIES IN IMPROVED FACILITIES*

### Vision

**Hundreds of patrons arrive at Montclair High School to attend the performance of a musical group on national tour. Before the performance, many patrons visited and made purchases at exhibitions in local galleries. Earlier that evening the Montclair Arts Council met in the Walnut Street Firehouse now serving as a community arts center. That same evening in 2004, hundreds of other arts patrons attend a community performance at one of Montclair State University's theaters. On their way from a local bed and breakfast to the show, visitors from out of town are captivated by the historic ambience of Montclair's streetscape and enjoy good buys of unique crafts in Montclair shops.**

### Current Status

**Citizens.** There are many distinct buildings throughout the Township, enhancing Montclair's living environment.

Cable television appears to have serious possibilities in reaching the citizens. Broadcast media is presently reaching about 6% of those surveyed as a source of arts information. This would include promoting events such as Celebrate Montclair, First Night, and the African American Heritage Festival.

**Artists.** The majority of practicing artists surveyed (63%) clearly want the Arts Plan to address the need for presentation and performance space—specifically by artists in music, dance, theatre, and the literary arts. Consideration of studio/work/sell space was preferred by 35% of the artists—primarily visual artists. Live/work space was a negligible consideration (2%, only visual artists).

**Businesses.** Historic preservation sites exist in Montclair that could possibly find re-use for commercial purposes.

**Arts Organizations.** Among arts organizations surveyed, 66% believe that they would be served best with adequate facilities. This is consistent with the feelings of individual artists—63% ranked a need for presentation and performance space above work/sell space and studio work/live space. Also, 100% of the arts organizations want the Plan to recommend the development of strategies for shared resources among them.

**Youth.** The Glenfield School was built to be a community center. The High School Auditorium has 1500 seats and a gallery. The George Innes Annex is an addition to the high school that will reopen the balcony to the auditorium of the Little Theater.

**Government.** Religious institutions, nonprofits, and businesses run arts facilities in town.

### Issues

**Citizens.** Historic preservation has been a key issue concerning facilities, particularly regarding the appearance of the downtown business district.

Though a cable television station is available, the facilities need to be upgraded in order to produce the quality of programming needed to satisfy the customers. The public has become accustomed to a level of quality and dependability from the TV medium, but Channel 34 is unable to meet these standards.

**Artists.** There are no affordable rehearsal or studio facilities in Northern New Jersey for performing and visual artists.

**Businesses.** There are no overnight accommodations in Montclair such as hotels or bed and breakfasts. Promoting tourism in Town is almost impossible without being able to offer overnight accommodations.

**Arts Organizations.** Arts organizations, particularly in performance, lack presentation space and have limited access to school facilities. In addition, rehearsal facilities are at a premium. Presently, arts organizations are housed either in churches or business space at current market rates. Montclair’s present rental price is too high for some organizations.

**Youth.** Montclair’s high school students overwhelmingly state that they want a cultural center, but only a fourth of the students prefer to engage in cultural activity after school and only 14% are interested in cultural activity for evenings and weekends. There is a similar situation with middle school students who want a cultural center, yet they do not prefer after school hours or weekends. There were 81% of the high school students and 69% of the middle school youth polled who recommended the development of a community cultural center. Interestingly, however, less than a fourth of the high school students would consider after school hours and less than a fifth would consider evening or weekend hours for arts and cultural activities outside of school. The situation is similar for middle school students.

**Government.** Certain regulations pertaining to Board of Education facilities are not compatible with requirements for broader use for shared services. Government respondents were evenly divided on whether the Arts Plan should include historic preservation. The government wanted to tax churches for ancillary uses, but this would deter church support of arts activities either through leasing space, having their own arts programming, or directly donating to the arts. There are no arts facilities operated by government except in the schools.

**Rationale for Need by Constituent Categories—Table 6**

Subtopic	Citizens	Artists	Businesses	Arts Organizations	Youth	Government
Adaptive Reuse	Less expensive than new construction. Already familiar with the buildings. The streetscape can be maintained.	Affordable rehearsal, studio, display, and work/live space.	Inexpensive retail/commercial space. Revenue for developers. Could offer overnight accommodations and build another industry in Montclair.	To create opportunities for performance and presentation space.	To create opportunities for training, volunteerism, and employment: addresses need for community center to fill after-school time.	Less expensive for government; maintains the streetscape of the town; generates revenue.
Historic Preservation	To maintain the integrity of the Township.		To create an image for heritage/cultural tourism.	To make the Town marketable for tourism.		To respond to recommendations of the Historic Preservation Commission.
Alternate Use Facilities and Security	To maintain a safe environment during arts activities.		To protect businesses against physical damage during times of increased traffic due to arts events.	To protect organizations against damage during times of increased traffic.		To fulfill civic responsibility.

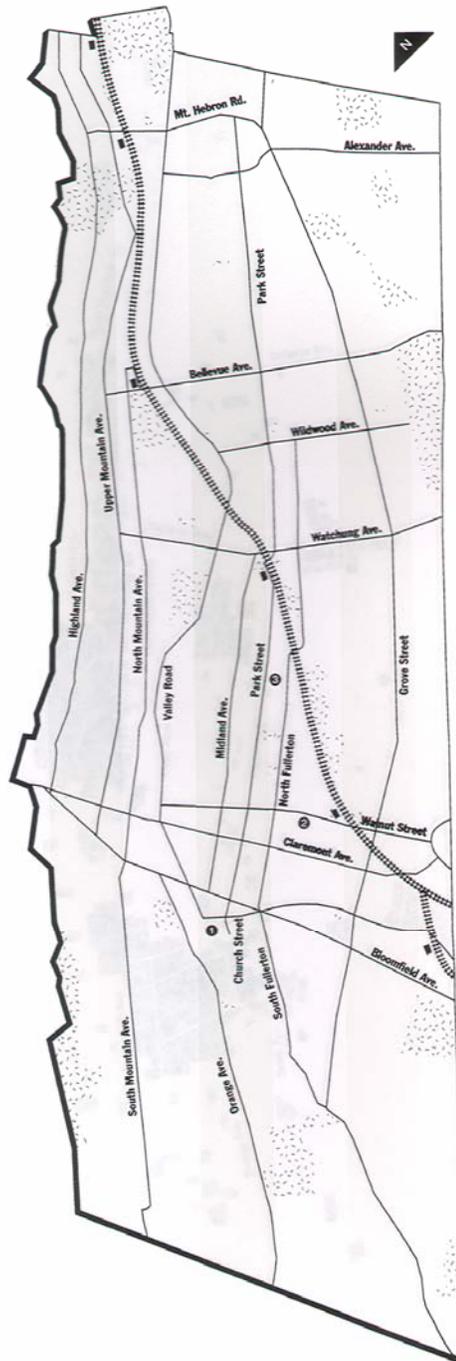
**Recommended Strategies—Table 7**

(See funding codes on page 5 or 10; priority items for each year are designated by \*)

Subtopic	First-year Strategies	Second-year Strategies	Third-year Strategies	Long-term Strategies
Adaptive Reuse	<p>* Determine physical (including ADA requirements) and financial viability of existing facilities for arts use. [FD, CO]</p> <p>Secure the Township's commitment to establish a central location/office for access to arts information.</p> <p>* Research income-producing strategies and projections for joint public and educational use of the high school auditorium. [FD, CO, SG, ID]</p> <p>* Review existing regulations pertaining to the use of certain Board of Education facilities. This may result in shared services in regard to use and/or operation of facilities. [UA]</p>	<p>Identify a building and determine requirements for adaptation for use as a cable television station.</p> <p>* Provide a public facility available for programs, workshops, and a central location for arts information in the Walnut Street Fire House that could also house nonprofit organization offices and the government's Office of Art and Cultural Development. [UA, FD, CG, CS]</p> <p>* Initiate a jury of professional artists and teachers in the community to choose student art to be exhibited in the high school auditorium gallery. [UA, MF]</p>	<p>* Produce a quality information delivery system via cable. [UA, FG, CO]</p> <p>* Open a building to house a cable television station, galleries, rental studios, rehearsal space and retail space. [CS, MF, CO, OS, AP]</p> <p>Make the high school auditorium and Amphitheater a public arts center as well as the school performance space. [FD, CO, SG, ID]</p>	<p>* Encourage the Board of Education to partner with a professional nonprofit management of the high school auditorium to lease space, handle general operations, security, and scheduling in return for office space in the school, as well as work with Office of Art and Cultural Development to develop technical training for students.</p>
Historic Preservation	<p>Encourage involvement of artists in development of signage for historic identification of buildings and trails/pathways.</p> <p>Encourage businesses to take advantage of the Façade Program (which makes a 50% match).</p>	<p>Strengthen downtown development through the preservation and use of historic buildings.</p>	<p>Explore feasibility of using an historic building for a private work/live space.</p>	
Alternate Use Facilities and Security		<p>* Facilitate use of Montclair State University stages for presentation and performance space and encourage MSU productions to make use of Township facilities. [UA, SG, AF]</p> <p>Review Town ordinances pertaining to bed and breakfast facilities and to other overnight lodging.</p> <p>Review ordinances pertaining to work/live space, and residential zoning in regard to artists selling out of the home.</p>	<p>* Create a community arts scene/tech shop for performing arts organizations in the high school auditorium. [CS, SG, FG]</p> <p>Aggressively encourage the growth of an overnight accommodations industry in the Town.</p> <p>Encourage small unique creative entrepreneurial business owners to open in Montclair.</p>	<p>Develop plans to encourage the creation of additional affordable work/live space for artists.</p>

**TOWNSHIP OF MONTCLAIR, NJ**

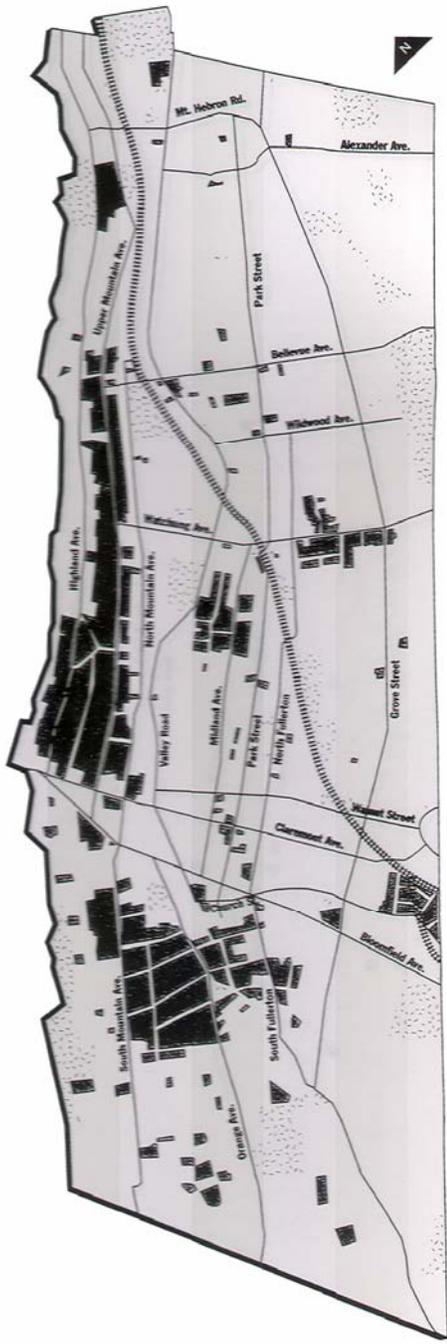
<b>PROPOSED ARTS FACILITIES</b>	
MAP 6 KEY	JUNE 5, 2001
①	HARNES
②	WALNUT STREET FIRE HOUSE
③	MONTCLAIR HIGH SCHOOL
[Stippled Area]	PUBLIC PARKS (23)



This map provides an approximation of sites within the boundaries of Montclair, NJ, and may not reflect all locations of keyed categories.

TOWNSHIP OF MONTCLAIR, NJ

HISTORIC PROPERTIES	
MAP 7 KEY	JUNE 5, 2001
	HISTORIC PROPERTIES
	PUBLIC PARKS (23)



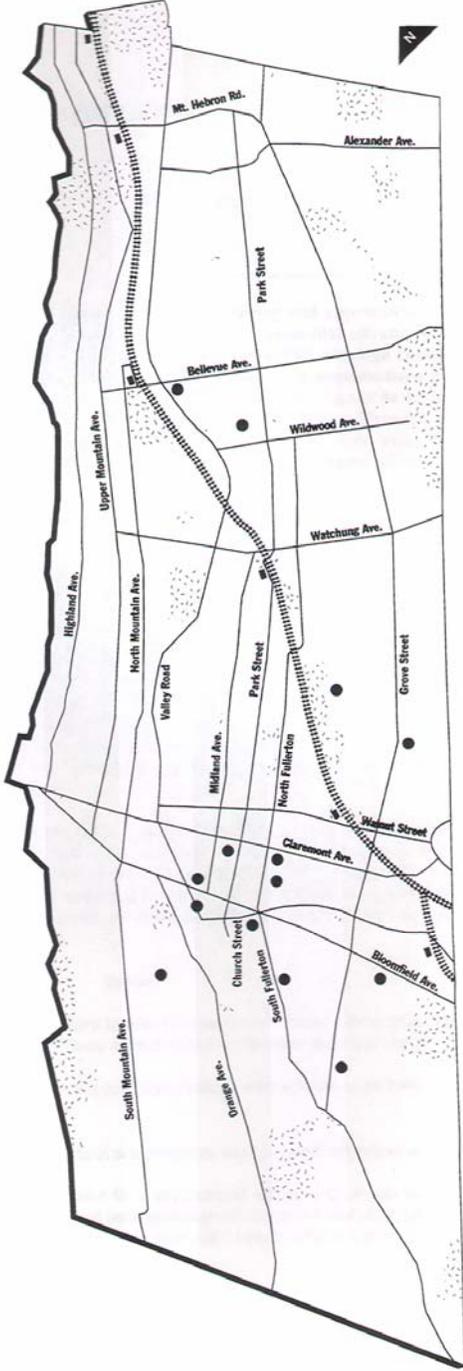
The map provides an approximation of sites within the boundaries of Montclair, NJ, and may not reflect all categories of historic categories.

**TOWNSHIP OF MONTCLAIR, NJ**

**RELIGIOUS INSTITUTIONS PROVIDING ARTS SUPPORT**

MAP 8 KEY JUNE 5, 2001

●	RELIGIOUS INSTITUTIONS (14)
▨	PUBLIC PARKS (23)



This map provides an approximation of sites within the boundaries of Montclair, NJ, and may not reflect all locations of keyed categories.

## C. EDUCATION

### Goal

#### *PREPARING STUDENTS THROUGH NEW AND EXPANDED PROGRAMS*

### Vision

**Working with professional artists and producers through mentoring and apprenticeship programs, thousands of youngsters are introduced to creative media and processes that advance their learning and job qualifications in numerous fields. Arts organizations and artists, through residencies, meet with students and teachers to enhance the arts program. In 2004, arts organizations in Montclair produce four packages promoted during cable television programming thanks to training by the Adult School and Montclair State University's Department of Broadcasting. Through such means, hundreds of nonprofit organization staff members are introduced to methods using the arts and media to strengthen their skills for marketing, program enhancement, and career advancement.**

### Current Status

**Citizens.** A university, a high school, 3 middle schools, and over 7 elementary schools (public and private) provide educational opportunities for Montclair residents and the possibility of a lifelong connection to art.

**Arts Organizations.** When asked what strengths could their organizations provide for improving the community of Montclair, more than a third said community outreach and education, while the same number said development/presentation of new works. A number of arts organizations currently provide arts education for the Montclair school system, e.g., Unity Concerts is providing String Instrument classes for the elementary school; Sharon Miller's Academy for the Performing Arts is providing all dance and movement classes for the Renaissance Middle School; and in any given year at least 10 arts organizations are involved in First Night. In the First Night Millennium, Montclair arts organizations and artists provided 99% of the presentations on New Year's Eve.

**Youth.** The majority of youth surveyed presently participate in arts activities during school hours and intend to continue doing so. Among the high school students surveyed, one third would like internships and almost another third would like mentoring in the arts outside of school. Additionally, a third of the high school students said that they were interested in working as artists and another third said they would like to serve as volunteers. Almost half of the artists surveyed and one fourth of the arts organizations seem willing to provide opportunities in this regard.

### Issues

**Artists.** There is a need to increase artists' ability to earn income from the arts. Some artists are unwilling to continue to volunteer services in schools. There are not enough volunteers in school arts programs..

**Arts Organizations.** There are no consistent ongoing relationships with schools at all levels. Facilities in schools are underutilized by arts organizations.

**Businesses.** Funding from businesses to the school arts programs has no formal organization.

**Youth.** Teachers could use the outside assistance from professional artists; yet, the arts community is not being used to it fullest. High school students need professional portfolio review and preparation. The Montclair School system lacks a district arts coordinator who could help to resolve these issues.

**Rationale for Need by Constituent Categories—Table 8**

Subtopic	Citizens	Artists	Businesses	Arts Organizations	Youth	Government
Training	To supplement current offerings to children. To gain skills for avocations in the arts and implementation of programs. To increase student knowledge of the arts and to enhance the audience experience of students.	To secure job opportunities as the trainers through residencies, etc., and to increase their own skills in relation to new methods, etc.		Potential income and staffing possibilities. To expand support base and audience, as well as to increase grants and earned revenue.	Professional growth, opportunity for creativity. Enhances college applications.	Strengthens paid and volunteer work force. Provides grant opportunities and fulfills mandates.
Mentoring	Career development for their children.	To pass on their knowledge to other generations.		To pass on their knowledge to other generations.	Opportunity to experience one-on-one education.	As another way to supply worthwhile programming for the community.
Curriculum Development	To maintain and elevate standards in the schools.	To strengthen their inclusion in the schools.		To strengthen their inclusion in the schools and to expand audience size.	To ensure the curriculum serves their particular needs.	To ensure input and tracking of budget to meet the core curriculum standards of the state.

**Recommended Strategies—Table 9**

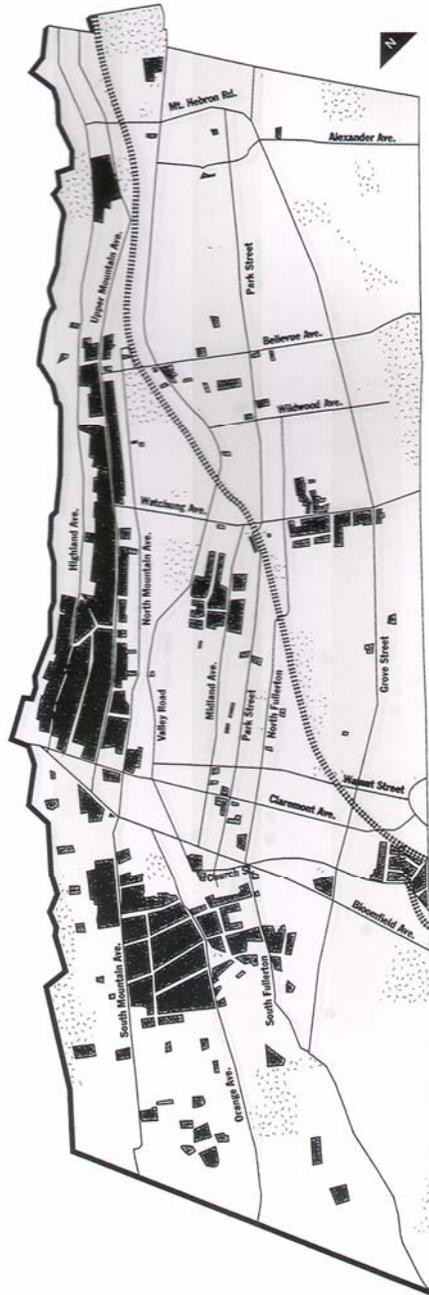
(See funding codes on page 5 or 10; priority items for each year are designated by \*)

Subtopic	First-year Strategies	Second-year Strategies	Third-year Strategies	Long-term Strategies
Training	Create a system to identify youth with strong natural talent for development by connecting them with resources in the community.	* Create artists residencies [MF, SG, CO, FD]  * Partner with MSU broadcasting department to develop avenues for production and broadcast on channel 34. [AP, CO, UA, FD]	* Recruit citizens to participate in a training program for cable television production. Train adults in cable television use once they submit proposals for specific programs. [UA, CS]	* Maintain a citizens-based cable television station in state-of-the-art facilities with an ongoing training component.
Mentoring	* Research the procedures and possibilities for the development of a paid mentor/apprenticeship with artists and students. [MF, SG, AP, UA, FG, CG]	Develop a pilot mentor/apprenticeship program.  Partnership with Montclair State U. in summer mentor/apprenticeship program.	Extend the pilot mentor/apprenticeship program.	Implement program in all of the schools.

Subtopic	First-year Strategies	Second-year Strategies	Third-year Strategies	Long-term Strategies
Curriculum Development	<p>Establish a formal liaison relationship between the Montclair Arts and the Office of the Board of Education.</p> <p>* Assess the Montclair school systems' need in the arts. [UA, MF]</p> <p>Develop criteria and explore funding sources for a district arts coordinator, K-12.</p>	Fund the position for a district arts coordinator, K-12.	Hire a district arts coordinator, K-12.	* Offer arts education programs in schools
Cultural Tourism	<p>Collaborate with the Adult School and local arts organizations to develop in-town tour packages.</p> <p>* Assess equipment needs to upgrade the high school auditorium for student training and public performances in collaboration with the Board of Education. [UA, MF]</p>		* Encourage the school system to outsource management of the high school auditorium. [SG, AP, MF]	

TOWNSHIP OF MONTCLAIR, NJ

HISTORIC PROPERTIES	
MAP 7 KEY	JUNE 5, 2001
	HISTORIC PROPERTIES
	PUBLIC PARKS (23)



This map provides an approximation of sites within the boundaries of Montclair, NJ, and may not reflect the locations of keyed categories.

## D. PUBLIC SUPPORT (PUBLIC ART)

### Goal

*STUCTURING A FAVORABLE ENVIRONMENT THROUGH GOVERNMENT LEADERSHIP*

### Vision

After meeting in the renovated Walnut Street Firehouse, now being used as the Montclair community arts center, the Montclair Arts Council has completed plans for the 2004 season. The Arts Center now functions as a central distribution location for arts information and allows small arts organizations the opportunity to rent space. The upstairs gallery attracts audiences and offers an interaction between the arts and the public. On any given day classes are held in the downstairs space and during the evening it is available for rehearsals and performances.

### Current Status

**Citizens.** The Township has an office dedicated to art and cultural issues which maintains an open door policy allowing access to any citizen.

**Artists.** The majority, if not all artists in all disciplines surveyed (both practicing artists and art students), feel the need for a centralized office for the arts in Montclair. Currently, the Office of Art and Cultural Development is responsible for arts programming and community development through the arts.

**Arts Organizations.** New Jersey Transit is making funds available to purchase shuttle buses for communities opening new train stations. Montclair is opening a train station. The Montclair Office of Planning is working with Montclair State University (MSU) to create a shuttle service to bring students to the Town and residents to the university as part of a cultural loop. The Montclair Office of Art and Cultural Development is working with MSU's Office of Community Affairs and Special Events to produce discount cards for students.

**Youth.** There were 72% of the high school students and 51% of the middle school students surveyed who favored the establishment of a local government agency for youth employment and/or training in the arts.

**Government.** Government officials believe that they have the capacity to support cultural development through implementation of an Arts Plan. However, they saw this capacity being demonstrated primarily through human resources (i.e., personnel) more than through funding or programs. The first steps that they believe should be taken to implement an arts plan for Montclair is the development of special agencies, e.g., a Department for Art and Cultural Development.

Presently, the Office is responsible for programming for the department of Parks, Recreation and Cultural Affairs and responsible for the development of community planning in the arts under the Department of Planning and Community Development. Several arts projects are underway, including the pedestrian gallery of banners along Bloomfield Avenue and the redevelopment of Crane Park and Valley Road.

### Issues

**Citizens.** There needs to be a means to establish a public identity for Montclair and improved access to cultural sites.

**Artists.** A central office has been well received. It is essential that the development of this office be foremost in the public (governmental) support of the arts. Artists and art students alike favor a plan that promotes a central office for the arts, but the larger percentage of practicing artists prefer assistance with cooperative marketing, while art students seem to prefer direct grants.

The Office of Art and Cultural Development is currently responsible for raising funds not only for programs and projects, but also for all salaries. This leaves little time for actual coordination with artists and arts organizations and at times puts the Office in competition with them for funding.

**Businesses.** The business community is overwhelmed by solicitations every several weeks to fund festivals.

While businesses and government officials largely avoided consideration of a percent for the arts program, 56% of those businesses responding to the question would prefer a percent for the arts from taxes on all businesses rather than from taxes on specific businesses or links to new construction.

**Arts Organizations.** Montclair’s arts organizations want stronger relationships with the community and are ready to provide community outreach and educational programs to achieve this end. They felt that the best way for the Township to help them improve their external services to the community was through fund development primarily through the promotion of joint ventures with for-profit and other nonprofit organizations.

**Government.** The Township’s 1992 Master Plan Re-examination Report called for the establishment of a permanent funding mechanism, possibly a Special Improvement District (i.e., SID), that is a designated area where landlords are assessed a fee through municipal legislation which is maintained through a nonprofit organization to provide services to that area. The Montclair Economic Development Corporation drafted a “Development Strategy for an Arts, Culture and Entertainment District” in February 1998. However, only 41% of business representatives and 20% of the government representatives surveyed showed significant interest in developing special districts. MEDC held an internal workshop on SIDs in September 2000 and will sponsor educational workshops on SIDs for the business community in 2001.

OACD must set priorities among its administrative duties and its delivery of programs.

**Rationale for Need by Constituent Categories—Table 10**

Subtopic	Citizens	Artists	Businesses	Arts Organizations	Youth	Government
Central Services/ Information Distribution	One-stop shopping and information source.  One place to go for information.	A place to go for support.  One place to distribute information to reach larger audiences.		A place with the ability to respond to needs.  One-stop delivery of information to the public.	A place to go for support or jobs.  One place to go for information.	A way to track local arts activity, security, permitting, and income.  Deliver on responsibilities.
Advisory Structure	Input into government decision-making related to the arts.	Input into issues affecting their livelihood.	Input into programs/promotions.	Able to be heard by those in control.	Input into arts decisions affecting them.	Input from constituents.
Public Art	Enhance appearance of Township.	Income from commissions and performances.	Enhance business district appearance.	Enhance appearance for tourism. Possible income.	Apprenticeship, mentoring, and training opportunities.	Enhance appearance and image of the Township. Opportunity to offer employment.
Joint Promotion/ sponsorships	Tax savings.	Possible income. A way to get ideas accommodated.	A way to get name attached to quality programming.	Income.		Income tax savings.

**Recommended Strategies—Table 11**

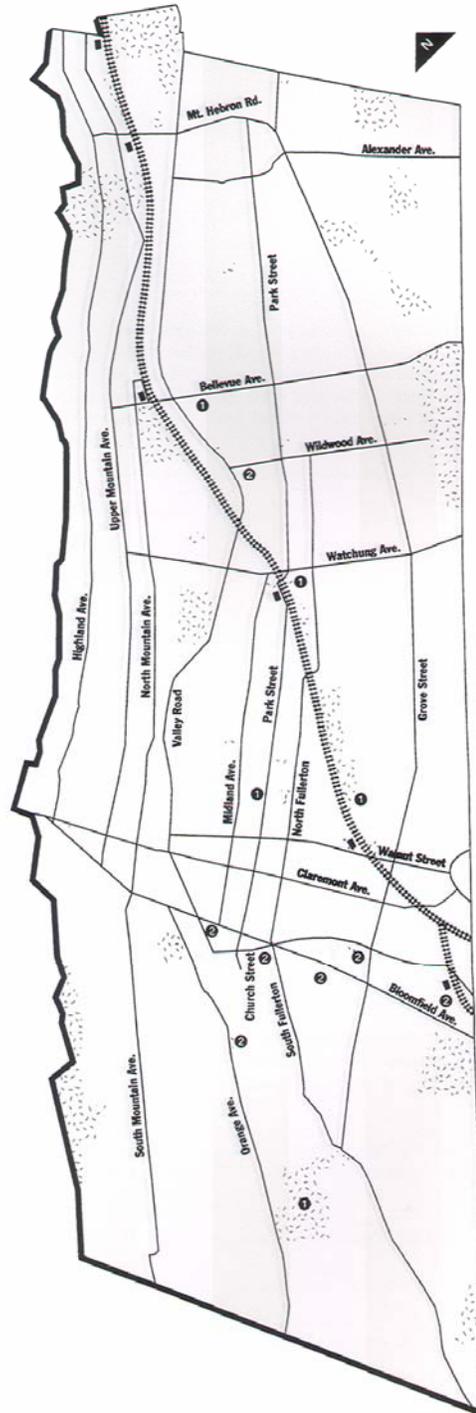
(See funding codes on page 5 or 10; priority items for each year are designated by \*)

Subtopic	First-year Strategies	Second-year Strategies	Third-year Strategies	Long-term Strategies
Central Services/ Information Distribution	<p>* Develop the high school amphitheatre for summer programs by arts organizations, allowing generation of income. [AF, AP, SG, CO, UA]</p> <p>* Develop an effective means of collecting and distributing information for arts organizations and individuals. [OS, CS, UA]</p> <p>Establish a central office/clearing house to facilitate collaborations and to provide information to artists and arts consumers.</p> <p>Encourage and facilitate connections between businesses and artists and arts organizations</p> <p>Expose youth to artists and technicians in the arts.</p> <p>Connect youth to volunteer opportunities.</p>	<p>Expand programming. Develop the high school amphitheatre for summer programs by local arts organizations and MSU, allowing generation of income.</p>	<p>Develop an arts incubator for small and emerging organizations through a business/arts partnership.</p> <p>* Maintain a mailing list of citizens for direct mail information. [UA]</p> <p>Reorganize the Office of Art and Cultural Development into a permanent Department of Art and Cultural Affairs.</p>	<p>* Legislate a percent – for-the-arts program</p>
Advisory Structure	<p>Develop criteria, recommendations and appointments for future arts council.</p> <p>* Establish an arts council composed of artists, arts organizations, business leaders, and philanthropists, as well as representation from the various wards in town and Montclair State U. to advise the Office of Art and Cultural Development, monitor and advocate for the implementation of the Arts Plan, and offer their expertise in detailing specific goals of the Plan for execution as well as meeting the charge to ensure the production of public art in parks and public spaces. [UA, AP]</p>	<p>Place an Arts Council member on the Academy for the Arts Development Committee being planned by the Board of Education.</p>	<p>*Increase the role of the arts council to include issues such as marketing and promotion. [UA, AP]</p>	

Subtopic	First-year Strategies	Second-year Strategies	Third-year Strategies	Long-term Strategies
Public Art	<p>* Establish a government fund for public art commissions and explore alternate methods for exhibiting public art. [ID, FD, CO, SG, UA]</p> <p>Collaborate with Montclair State U. on public art program.</p> <p>Include a mounted police patrol for security at large public events.</p>	<p>* Commission works for public art projects. [ID, FD, CO, SG, UA]</p> <p>Link public art to development/construction projects, including street signage, functional design, and kiosks.</p>	<p>* Engage in government/business (including arts businesses) partnerships to produce public art that enhances Montclair as an arts center. [ID, FD, CO, SG, UA]</p>	
Joint Promotion/ Sponsorships	<p>Explore the possibilities of a united fund for festivals combining the five major events into a joint funding campaign.</p>			<p>* Facilitate and coordinate fund development.</p>

TOWNSHIP OF MONTCLAIR, NJ

PROPOSED PUBLIC ARTS SITES	
MAP 10 KEY	JUNE 5, 2001
①	PERFORMANCE ARTS (5)
②	VISUAL ARTS (7)
[Stippled Area]	PUBLIC PARKS (22)



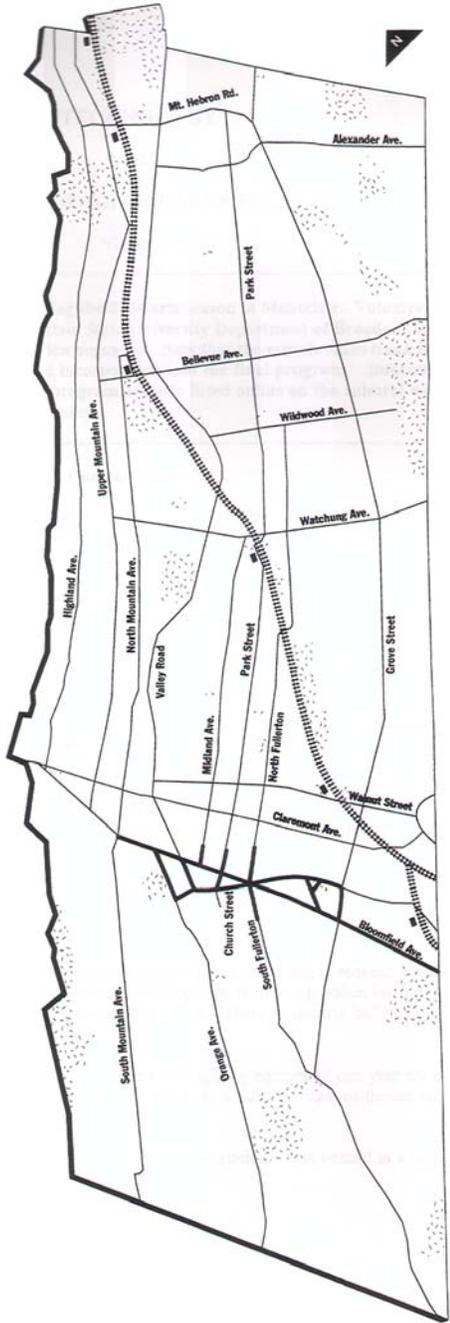
This map provides an approximation of sites within the boundaries of Montclair, NJ, and may not reflect all instances of keyed categories.

**TOWNSHIP OF MONTCLAIR, NJ**

**PROPOSED SPECIAL IMPROVEMENT DISTRICT**

MAP TO KEY JUNE 5, 2001

	PROPOSED SPECIAL IMPROVEMENT DISTRICT
	PUBLIC PARKS (22)



This map provides an approximation of sites within the boundaries of Montclair, NJ, and may not reflect all locations of keyed categories.

## E. TECHNOLOGY

### Goal

*DELIVERING THE ARTS AND ARTS INFORMATION THROUGH ELECTRONIC AND OTHER MEDIA*

### Vision

**Channel 34 is airing a program showcasing the 2004 arts season in Montclair. Volunteers produced the program by working with the Montclair State University Department of Broadcasting and using studio facilities on campus for the interview segments. Now that the remote video truck is completely equipped, remote segments are shot and incorporated into the final program. Information on the arts and cultural events featured on the program are also listed online on the cultural web page and tickets and memberships can be ordered online.**

### Current Status

***Citizens.*** There is a cultural calendar available on the Town website. The Office of Art and Cultural Development has access to the newspaper website for posting. Also, cable television is housed at Town Hall.

***Businesses.*** Businesses are interested in making connections with artists, arts organizations, and arts-related enterprises. Among the businesses surveyed, 32% showed an interest in private partnerships, sponsorships and contributions and 56.5% favored setting aside a percent-for-art from taxes. These potential income sources should be explored for development of arts collaborations and cable television programming.

***Youth.*** The Montclair High School has a television curriculum and a computer curriculum (including CAD design). The high school also has the beginning of a music technology curriculum.

***Government.*** Surveys of every constituent group reinforce the need for a community arts center and a cable television facility. There is an existing television truck but it is still unequipped. Cable television is currently under the direction of DPRCA with a half-time employee to maintain equipment. The Township website has limited links to other sites.

### Issues

***Citizens.*** The Town has a website, but the public is not aware of it.

***Artists.*** The Office of Art and Cultural Development has been slow responding to requests for information. Although the Town's website could address some of these requests, there is a problem linking websites to the Town's calendar page, especially linking commercial sites. There is no arts bulletin board to help address this need.

***Youth.*** Currently, high school students who learn sound and lighting equipment one year are expected to be the primary teachers of freshmen the next year. There is a lack of state-of-the-art technological education at the high school level.

***Government.*** A volunteer committee runs cable television. It is housed in a single room at Town Hall and has limited capability.

**Rationale for Need by Constituent Categories—Table 12**

Subtopic	Citizens	Artists	Businesses	Arts Organizations	Youth	Government
Central Information Collection and Distribution	Easy access from the home.	Easy access to their work by the public.  Makes it easier for them to disseminate their information.  To expand their skills and the range of art. Opportunities for new collaborations and new audiences. To make it easier to produce their art.	Great way to get their messages out to a broader audience.  Makes it easier for them to disseminate their information.  Opportunities for sponsorship.	By going to one source they could reach a broader audience, creating a virtual community.  Makes it easier for them to disseminate their information.	Easy access to their work by the public.  Stimulates interest in new art forms. Provides a good base for entering college. Expands perspectives.	A responsibility of government. Potential revenue source.  Makes it easier for them to disseminate their information.  To heighten Montclair's image.
Training	Opportunity for increased skills and to develop hobbies.	To increase skills and earnings, expand their mediums, and explore new media.	To secure income generation and a better trained work force.	To enhance staff	To increase skills and earnings, expand their mediums, and explore new media.	Provide a dependable/reliable support system for delivery of services.

**Recommended Strategies—Table 13**

(See funding codes on page 5 or 10; priority items for each year are designated by \*)

Subtopic	First-year Strategies	Second-year Strategies	Third-year Strategies	Long-term Strategies
Central Service		<p>* Develop a framework in which to include professional artists (performing, literary and visual) and technicians in the school curriculum or after school programs. [UA, FG, CG, AP, SG, MF]</p> <p>* Encourage the schools to establish mentoring and apprenticeship relationships with professional technicians in media arts, fine arts, and commercial arts. [FG, CG, MF, UA]</p>	<p>* Establish a central ticketing service and also handle arts organization memberships, sponsorships, and volunteer registries using credit cards. [AP, UA, CO, CS]</p>	

Subtopic	First-year Strategies	Second-year Strategies	Third-year Strategies	Long-term Strategies
Central Information Collection and Distribution	<p>*Advertise the Town website, allowing local arts institutions and individuals to make use of this resource. [UA, OS, CO, SG]</p> <p>* Explore linking the Office of Art and Cultural Development's website with the websites of arts organizations, including MSU and related commercial sites. [UA, CO, OS, UA]</p>	<p>Develop standards and partnerships for Channel 34.</p> <p>*Facilitate web links to town arts organizations and artists. [UA, AP]</p> <p>Establish a pool of television professionals to advise on cable television production.</p>	<p>Distribute arts and cultural information by cable T.V., web site.</p> <p>Explore new ways of using the Internet and other technologies for reaching Township residents.</p> <p>* Facilitate cable television sponsors/programs. [CO, UA, AP]</p> <p>Improve budget efficiency regarding cable television programming.</p>	
Training	Partner with technology businesses that can provide training and expertise to artists and arts organizations.	Organize training with professionals in computers and cable television production.	* Facilitate arts training to youth in a professional setting with related technologies. [FG, CG, MF, UA, AP, SG]	

## F. EMPLOYMENT

### Goal

#### *HIRING AND COMMISSIONING ARTISTS AND ARTS STUDENTS*

### Vision

Visual and performing artists have been meeting during the spring of 2004 to design the program for the Summer Art Institute's mentor/apprenticeship program. Students are excited to hear that this program pays students minimum wages for training under the direction of professionals in the field. Some of the works will be used as public art throughout the Township. Performances by students and faculty will be held in the amphitheater part of the Montclair Performing Arts Center, which includes the renovated high school auditorium. Submissions are being accepted for the expansion of Public Art installations. And banners continue to be displayed throughout the Town—now including Watchung Plaza and the South End business districts. Representatives from the Montclair Arts Council and the District Arts Education Coordinator are also interviewing artists for in-school residences.

### Current Status

**Artists.** Artists, by a large margin, are looking for serious work opportunities—nearly 50% of the practicing artists surveyed would prefer commission/contract work; 88 % are seeking opportunities for public art projects and collaborative work, while only 42% are asking for direct grant support. While the largest percentage of practicing artists seek commissions and contractual work, the majority of art students are interested in full and/or part-time employment supplemented by grants. Presently the development of Crane Park and the identification of other public spaces are underway. Banners designed by artists are being used to heighten Montclair's cultural image along Bloomfield Avenue.

Artists overwhelmingly would like businesses to provide opportunities for employment. This could be in the form of commissions, promotions, and special events.

**Businesses.** MEDC's Bloomfield Avenue Banner Project, Murals in Motion, was implemented between June and October 2000. Also, OACD issued a call to artists for proposals to participate in the Montclair Public Art Program for 2001. The museum has commissioned artists for both its miniature golf and croquet projects and employs artists as instructors in its Yard School. Unity Concerts has received several grants for commissions.

**Arts Organizations.** Certainly encouraging to the creative output of artists, is that over one-third of the arts organizations stressed development and presentation of new works as a strength that they could provide for improving the community of Montclair.

**Youth.** Most youth surveyed (63% high school students, 74% middle school students) welcome the opportunity for mentoring or serving in internships with professional artists and technicians. But 37% of the high school students also want to see artist-in-resident programs at their schools. There is young but untapped talent in Montclair. Although the majority of middle school students prefer to participate in the arts as part of an audience, in the high schools students are almost evenly divided among wanting to participate as a presenter/artist (31%), as part of an audience (34%), and as a volunteer (35%).

**Government.** The surveys and focus groups largely show the need to offer employment opportunities for artists. By including them in the development process of new construction or landscape projects the government can further provide such opportunities. Artists would prefer to work rather than receive grants.

## Issues

**Citizens.** Volunteering for arts-related events and programs is dwindling and employment opportunities do adequately reach qualified artists.

**Artists.** In order to employ or commission artists, businesses must have a way to identify those artists who can do the job. Large-scale public art pieces or projects can also begin to define Montclair’s image. Using artists in public projects from the beginning is essential. If art is used, artist involvement must begin no later than the design phase of a project.

**Businesses.** Partnerships with arts organizations and artists are beginning to take place; however there seems to be no coordinated effort in this area.

**Arts Organizations.** Arts organizations are not sufficiently connected to the business associations enabling them to develop opportunities for profit and nonprofit partnerships.

**Youth.** Presently art is an “add on” not viewed as a real career. There is not enough training with professionals.

**Government.** Presently Montclair’s image as an arts community is not reflected in the streetscape. There is a lack of public art, though that is changing.

**Rationale for Need by Constituent Categories—Table 14**

Subtopic	Citizens	Artists	Businesses	Arts Organizations	Youth	Government
Commissions	To improve the quality of life.	Allows them to create new work and gain public recognition and revenue.	To enhance their businesses, opening them up to different markets and developing their images.	To increase their reputations as arts organizations and provide something new to promote.	To provide income and demonstrate their skills.	To improve the streetscape, quality of life, and retain residents.
Jobs		To generate revenue and develop skills and expand creativity.	To invite artists to bring a different creative perspective to the work force.	To support individual artists and introduce new talents. To open opportunities for grants.	To provide income and give a chance for them to learn the arts without having to take another job outside of the field. To build their resumes.	To provide a revenue source.
Business Opportunities	To have access to new arts products.	To introduce them to a broader audience.	To create new entrepreneurial opportunities and new ways to view products.	Revenue source.		To create tax-based revenue.
Mentoring		Allows them to pass on their skills and insights.		Develops the next generation of audiences.	To enhance training and knowledge of the field.	
Volunteerism	Provides opportunities to be exposed to the arts.	To gain staff support.	To introduce businesses to new markets.	To provide support at no or reduced costs.	To gain school graduation credit; to enhance their knowledge of the field; and to prepare for work in the field.	To support local festivals produced by the Town.

**Recommended Strategies—Table 15**

(See funding codes on page 5 or 10; priority items for each year are designated by \*)

Subtopic	First-year Strategies	Second-year Strategies	Third-year Strategies	Long-term Strategies
Commissions	<p>Request proposals from Montclair artists for public art projects.</p> <p>Consider and solicit Montclair State U. students and faculty for public art commissions.</p> <p>* Encourage participation of artists in public art projects. [SG, CO, FG, FD]</p>	<p>Develop a registry of organizations willing to commission or employ local artists.</p>	<p>* Encourage and facilitate business contracts and commissions with artists, i.e., develop a mechanism for bringing artists, arts organizations and businesses together. [UA, CO, MF, CS, OS]</p> <p>* Facilitate collaborative arts projects, both interdisciplinary and intra-disciplinary. [UA, AP, CO, CS, OS]</p> <p>Develop new works through commissions, presentations, and competitions. [UA, AP, CO, CS, OS]</p>	<p>Include artists in all new construction or renovations at the design phase of publicly-funded projects.</p>
Jobs	<p>* Apply for funding to plan a youth apprenticeship program modeled after the Chicago plan. [FG, CG, MF, UA, SG, AP]</p> <p>* Include artists in the development process of new construction or landscape projects. [SG, CO, FG, FD]</p> <p>* Facilitate internships for high school youth. [FG, CG, MF, UA, SG, AP]</p> <p>Add arts to the youth employment service at the high school.</p>	<p>* Replicate a Chicago-based apprenticeship program and apply for federal youth employment grants to fund the project. [FG, CG, MF, UA, SG, AP]</p> <p>* Initiate the youth apprenticeship program in partnership with Montclair State University and local artists. [FG, CG, MF, UA, SG, AP]</p> <p>Facilitate graphic design work for area artists with Montclair State U. students.</p>	<p>Facilitate private partnerships between arts organizations and businesses that result in the employment of artists.</p> <p>Facilitate collaborative theatrical and musical productions with Montclair State U. programs.</p>	
Business Opportunities	<p>Encourage artists and arts organizations to join existing business associations.</p> <p>Encourage Business associations to facilitate membership and subscription sales through their business members.</p>	<p>Encourage area hospitals to establish programs in art therapy to assist patients.</p>	<p>Encourage businesses to open venues and facilitate production contacts for local artists in various fields.</p>	<p>* Facilitate shared professional services among artists, e.g., collective purchases.</p> <p>* Encourage and facilitate private partnerships with artists.</p>

Subtopic	First-year Strategies	Second-year Strategies	Third-year Strategies	Long-term Strategies
Volunteerism	Assess volunteer patterns and needs for the arts in Montclair.	<p>Develop methods to deliver volunteer opportunities and requirements for arts organizations to the public.</p> <p>Communicate the benefits of volunteerism to the community.</p> <p>Encourage the student population to fill intern and volunteer opportunities.</p>	Encourage volunteerism by establishing a central database available to arts organizations and referrals for agents and managers.	

## VI. RECOMMENDED STRATEGIES RELATED TO OTHER LOCAL PLANS

In order to achieve integrated planning and implementation in the Town, the Montclair Arts Plan may be viewed as one rib in an umbrella of local plans that affect the citizens of Montclair. While each offers a different perspective and serves a specific purpose, each also provides necessary support to the collection as a whole to ensure Montclair's growth. Therefore, this section will focus on specific strategies of the Montclair Arts Plan that have a direct relationship with other local plans. This section also examines those plans for their immediate relevance to the arts in Montclair. These plans are:

- A. The Town Master Plan
- B. Council's *One Montclair* Strategic Plan
- C. MEDC Economic Development Plan
- D. Board of Education Plan
- E. Technology Master Plan
- F. Montclair Public Library's Strategic Plan
- G. United Way Long-Range Strategic Plan
- H. Montclair Historic Central Business District Cultural Resources Survey

The goals and recommendations of the Montclair Arts Plan clearly are an integral part of the overall vision of the Township. The strategies of the Montclair Arts Plan taken together with the local plans outlined in this section form a comprehensive guide to decision making in the Township of Montclair.

### A. TOWN MASTER PLAN

#### 1. Description

The 1999 Master Plan Re-examination Report was initiated in 1998 to reassess Montclair Township's Master Plan since its second Master Plan Re-examination Report on October 19, 1992.

#### 2. Relevant objectives and strategies of the original plan

There are several significant notations in the report with implications for an arts plan: 1) a demographic shift from seniors to youth (p. 3); 2) affirmation that architectural design sets Montclair apart from neighboring communities (p. 4); 3) meeting state-of-the-art technology requirements for telecommunications can allow Montclair to be competitive in business development (p. 4); 4) the number of tax-exempt properties has increased significantly over the past six years (church and charitable land parcels represent 34% of the total valuation of tax-exempt properties, (p. 5). Therefore, youth concerns in the arts must be given careful attention; an arts plan should be sensitive to strategies affecting the architectural environment; strategies might be developed in technology to allow Montclair to compete for artists and tourist related businesses; and, tax-exempt properties should be encouraged to commit to various types of arts support.

In the spring of 1998, the Township Council entered into a settlement agreement with New Jersey Transit allowing the construction of the Montclair Connection rail line connecting the Boonton Line with the Montclair Branch, providing fast, convenient commuter access to New York City. When completed within the next 2 years, the electrified train line will bisect the Pine Street historic district, relocating 29 households and 4 businesses. Consequently, a vision plan was created calling for the development of a parcel of land adjacent to the rail line at Pine Street and Glenridge Avenue for commercial, residential, and public uses (p. 5)—therefore, artists and artwork could be considered as part of this vision.

Affordable senior housing is to be built in the historic district at Pine Street and Glenridge Avenue (p. 10)—therefore, the application of a “percent-for-the-arts” requirement might be considered for this project. A day nursery, new central firehouse, parking deck, and train station will also be located there. This project, scheduled to break ground in the fall of 2001, will be in collaboration with Methodist Church Homes.

The plan calls for inclusion of 17 scattered “areas in need of redevelopment” under the Redevelopment Plan and continued work with the Housing Coalition to identify more deteriorated properties on an ongoing basis (p. 11)—

therefore, opportunities for artists and a percent-for-the arts program may be considered.

The Township is home to approximately 50 religious institutions, 14 of which are located in residential one-family zones where they are considered legal nonconforming uses which pre-date the current zoning ordinance. It has become increasingly apparent that several congregations have space in their buildings which are being filled with accessory uses. Such accessory uses provided by the institutions themselves or operated by other nonprofit organizations result in many religious institutions operating 7 days per week. The report recommended that the Township permit the churches to retain conditional uses in two-family and multifamily zones, but not in single-family zones. The plan also recommended that any accessory use should not exacerbate existing on-site parking deficiencies, and new accessory or secondary uses should be treated the same as any other program expansion (pp. 7-8)—therefore, any zoning should be sensitive to both the accessory use requirements of churches participating in the arts and residential needs.

The Plan calls for zoning changes, including those affecting parking requirements (p. 6)—this should be considered in regard to its effect on arts/cultural businesses and tourism.

Under “Economic Development,” the 1992 plan called for several actions of particular note: 1) establish a permanent funding mechanism, possibly a Special Improvement District (SID), to support commercial activities such as promotion, organization, design and economic restructuring, in consultation with appropriate business organizers; 2) explore a possible ordinance permitting Bed and Breakfast establishments; 3) prepare and implement an urban design plan for Bloomfield Avenue that focuses on restoration of its architecture and public spaces (p. 13)—therefore, suggesting several direct means by which the arts can impact economic development in Montclair. Several steps regarding economic development taken since 1992 were stated in the 1998 report (pp. 13-15). The MEDC report commissioned in 1997 for a Downtown Development Strategy focused on arts, culture, and entertainment as tools for revitalization, recommending 19 projects. In the summer of 1998, a Director of Art and Cultural Development position was created in the municipal planning department and is responsible for maintaining a high level of citizen involvement and facilitating the growth of the artist community to stimulate the local economy and to market local artists. As part of its continuing effort to market Montclair, the MEDC and Township have staffed an exhibit booth at the International Council of Shopping Centers in New York. The Township has held periodic “Downtown Saturday Night” concerts, a “Taste of Montclair” event, and “Celebrate Montclair” weekend.

Downtown development is now focused on arts and culture, and supporting services (p. 16)—therefore, artists and arts organizations should abound in opportunities for collaboration with business and government.

The 1992 plan called for establishment of a Historic District Commission. The Commission was established in 1994 with the intention of nominating over 600 residential and religious properties for local designation as historic properties. However, there was significant public objection by several of the nominated property owners. Consequently, no properties were officially designated by the Montclair Town Council under this plan, and in the spring of 1998, the Township Council requested an ordinance that would make the Commission advisory to the Planning Board remove residential properties from the purview of the ordinance and emphasize the educational role of the Commission (pp. 22-23). However, the Commission has created a resource library with over 70 volumes and a database that is frequently used by the participants in the State Neighborhood Rehabilitation Improvement Program (p. 22).

The Plan recommends that the Township preserve and enhance mass transit operations and facilities serving Montclair (p. 25) and suggests establishing shuttle services for rail commuters (p. 28)—therefore, bus and other transit operators should be encouraged to improve designating stops which accommodate access to arts and cultural sites.

### **3. Recommended arts objectives by MAP**

- 1 Include art in the planning and construction of senior housing to be developed by Methodist Church Homes.
- 2 Maintain formal collaborative relations between the Office of Art and Cultural Development and the New Jersey Corporate Communication's Manager of Transit Arts Programs.

- 3 Include art in the planning and construction of the new firehouse to be built on Pine Street.
- 4 Include art in the planning and construction of the day nursery to be established on Pine Street.
- 5 Develop an art walk along Tony's Brook between Glen Ridge Avenue and Bloomfield Avenue
- 6 Establish an apprenticeship and summer employment program for youth, including training in artistic production and technical support.
- 7 Link the Town's website to existing arts-oriented websites in the community and the State of New Jersey's Discover Jersey Arts website.
- 8 Develop an online ticketing service.
- 9 Encourage local religious institutions to use their facilities for arts support.
- 10 Stimulate a bed and breakfast industry.
- 11 Educate the business community about Special Improvement Districts (SIDs) and pursue establishment of a SIDs in downtown Montclair.
- 12 Maintain collaborative relations between the Historic Preservation Commission, the Department of Planning and Community Development, and the Office of Art and Cultural Development for the implementation of an urban design plan.
- 13 Involve artists in the downtown development planning.
- 14 Employ artists in the execution of downtown development projects.
- 15 Include the Office of Art and Cultural Development in the planning process for a joint shuttle bus service with Montclair State University and the Township.

## **B. TOWN COUNCIL'S *One Montclair* STRATEGIC PLAN**

### **1. Description**

The Montclair Town Council first adopted a strategic plan for the overall needs of Montclair in 1995 with commitments to community safety, cleanliness, education, affordability, equal access, family support, and accommodation of all citizens' needs.

### **2. Relevant objectives and strategies of the original plan**

The Plan calls for 1) improving the image and upkeep of the Central Business District through Commercial District Committees including the MEDC, the Beautification Committee (now the Business Property Maintenance Advisory Committee), and the Environment Advisory Committee (p. 6); 2) designating a point person to assist new businesses wishing to open in Montclair and establishing a building inventory and a permit process, making Montclair "business friendly"; 3) identifying adaptive reuse of the Hahne's building (a multilevel department store or similar intensive retail use would be deleterious to the neighborhood (p. 7); 4) coordinating code enforcement in regard to "problem properties" in Montclair, working with DPRCA, the Department of Planning, the Fire Department, Police Department, and Law Department (p. 9); 5) charging DPRCA with responsibility for the grounds maintenance of public schools in collaboration with the Board of Education (p. 11); 6) exploring collaboration between the Library and the Board of Education (p. 14); 7) making cable television an integral part of the technology plan at the recommendation of the Cable TV Advisory Committee (p. 19); and 8) exploring the feasibility of a recreation center recommended by the Youth Advisory Board (p. 20).

### **3. Recommended arts objectives by MAP**

- 1 Work with the Commercial District Committees to develop greater business participation in Montclair's arts and cultural activities, demonstrating the uniqueness of Montclair's art community.
- 2 Designate downtown sites for installation of public artworks and the appearance of public art performance.
- 3 Expand the role of the Township's new business point person to encourage opening unique arts businesses and to identify buildings that are conducive to becoming artist studios and serve as other arts-related workspaces.
- 4 Develop a Film Board in collaboration with the Township's new business point person and the Office of Art and Cultural Development to ease the process of producing films in Montclair.
- 5 Secure a building for renovation or adaptive reuse for artists' studios, retail, rental space, galleries, and a cable television station.
- 6 Include the Office of Art and Cultural Development in coordination with other Township agencies for code enforcement, especially in regard to potential hazardous commercial use of arts materials and artists working and selling in residential zones.
- 7 Develop the high school amphitheater and auditorium as a community arts center through partnership

- between DPRCA and the Board of Education.
- 8 Expand the partnership between the Office of Art and Cultural Development and the Library to increase programming use of the Library auditorium and initiate a lecture series in partnership with the Adult School.
  - 9 Reconstitute the Cable Television Advisory Committee to develop programming, facilities, and staff.
  - 10 Develop a community cultural center using the Firehouse on Walnut Street.

## **C. MEDC ECONOMIC DEVELOPMENT PLAN MONTCLAIR TOWN CENTER DEVELOPMENT STRATEGY FOR AN ARTS, CULTURE, AND ENTERTAINMENT DISTRICT**

### **1. Description**

In February 1998, MEDC produced a development strategy focused on the traditional commercial hub of Montclair, the Montclair Town Center running along Bloomfield Avenue for more than a mile from the Glenridge border to Mountain Avenue.

### **2. Relevant objectives and strategies of the original plan**

The Plan calls for 1) a center for arts administration, including a joint ticketing service and making arts technology available (p. 9); 2) promotional activities appealing to the Montclair community and the greater New York metropolitan area (p. 9); 3) expanded theatre space (a 1,500-seat theatre and an 1,800-seat theatre) to be built downtown (p. 10); 4) expanded visual artist studios using the Public Safety Building and an "artists' mews" connected to the Montclair Arts Museum (p. 11); 5) encouraging the development of artist live/work space by modifying zoning (p. 11); 6) establishing an African American cultural museum attached to the Crawford Crews American Legion Post; 7) expanding arts and retail services/space (p. 7); 8) creation of information kiosks and directories (p. 13); and 9) making Bloomfield Avenue streetscapes and improvements using banners and approaches (p. 12).

### **3. Recommended arts objectives by MAP**

- 1 Develop the Walnut Street Firehouse as a central administration office for the Office of Art and Cultural Development and to house rehearsal, gallery, and workspace.
- 2 Create a marketing campaign to encourage participation in art and cultural activities, as well as design and implement a long-range plan to promote cultural tourism.
- 3 Develop a regional strategy for joint promotional and touring packages.
- 4 Renovate the high school auditorium, a 1500-seat facility, and upgrade the lighting and sound equipment and the adjacent amphitheater for use as a community arts center.
- 5 Renovate a building to include artists' studio space, commercial galleries, and related arts businesses.
- 6 The Office of Art and Cultural Development should establish a relationship with the African American community to explore ways to recognize African American culture in Montclair beyond the current efforts of the African American Heritage Festival.
- 7 Establish a central information source for arts in Montclair and develop Internet links with Montclair artists through the Office of Art and Cultural Development.
- 8 Continue the Banner (i.e., Murals in Motion) Program using Montclair artists, working through the Office of Art and Cultural Development.

## **D. BOARD OF EDUCATION PLAN**

### **1. Description**

In 2001, the Montclair Board of Education conducted a survey of its schools to determine the extent of its arts programming. Montclair's Board of Education presides over 11 public schools—7 elementary schools, 3 middle schools, and 1 high school. The elementary schools consist of Bradford (K-5), Edgemont (K-5), Hillside (3-5), Nishuane (K-2), Northeast (K-5), Rand (K-5), and Watchung (K-5). The middle schools include Glenfield (6-8), Mt. Hebron (6-8), and Renaissance (6-8). The high school is Montclair High School.

All of Montclair's public schools offer lessons in 2 or more arts disciplines and sponsor or host special arts events. Opportunities for more varied arts experiences are available as a student moves from elementary to high school.

However, the number of available instructors limits these opportunities. Despite educational level, the emphasis is placed on visual arts and secondly on music. Theater/drama is taught only by a part-time instructor on the high school level. Hillside provides the strongest program in the arts on the elementary school level. Glenfield has the strongest program in the arts on the middle school level.

Visual arts specialists in the elementary schools number 7.5; in the middle schools they number, 4.5; and in the high school they number 4. Music specialists in the elementary schools number 9; in the middle schools 4.5; and in the high school, 2. Theater/drama specialists in the elementary schools number 3.5; in the middle schools 2; and in the high school, 0.5. Dance specialists in the elementary schools number 2; in the middle schools 2; and in the high school, 1.

District goals and School objectives were prepared for each public school in Montclair for 1998-1999 followed by an Enrollment Task Force Report in June 2000.

## **2. Relevant objectives and strategies of the original plan**

Goals of the Board of Education include 1) to improve academic performance and narrow achievement gaps; 2) to improve the perception of the Montclair public schools and the quality of service provided, including involving local professionals and the community in new initiatives such as the Mica Society Program and the School to Career Program (p. 9); and 3) to improve fiscal stability, including shared services with the Library on technology and marketing (p. 5). The Board of Education must also ready the school system to respond to two patterns: 1) the middle school enrollments will first expand followed by the high school; and 2) during this time the elementary enrollment will also decline slightly.

At the Bradford Academy, the communication arts and sciences magnet, parents felt that music and art courses were "fine as is," but by a narrow margin staff felt that at least art should be enriched (pp. 12, 15). The Glenfield School Committee asserted that each student should be provided with a strong foundation in the related arts, world languages, technology, and health/physical education that was congruent with streamlined aesthetic and CI course offerings (p. 30). Also, at Glenfield, teachers and administrators are encouraged to seek out opportunities (within the community, regionally, and nationally) to enhance and recognize student achievement in the related arts and academics, including scheduling performances at nursing homes and day-care centers to improve community relations (pp. 34-35). The Hillside School encourages parents to attend the "Teaching Reading Through Children's Literature" program (p. 43). At Montclair High School, additional computer labs have been installed in order to increase use of technology by students (p. 58). A goal of the Montclair High School is to train students to implement presentations in order to help improve the public image of the Town's public schools (p. 60). Nishuane School increased its use of poetry and singing in Kindergarten to raise student awareness (p. 69). Northeast School calls for an increase in language arts activities in the content areas including music and art (pp. 78, 82). Rand School required the relocation of classroom space in order to reduce class size for chorus and instrumental music (p. 90). Watchung School is considering the creation of a Reading Cub (p. 99). Renaissance School seeks to develop its concentration in "analysis of literature" (p. 92) and intends to provide further resources to operate its music and art rooms (p. 95).

## **3. Recommended arts objectives by MAP**

- 1 Facilitate and initiate arts programs in schools that also allow and encourage opportunities outside of school.
- 2 Market school-produced programs and other school offerings.
- 3 Maintain a joint fund between government and community for marketing the arts.
- 4 Initiate a jury of professional artists in the community to choose student art to be exhibited in the Montclair High School Auditorium gallery.
- 5 The Board of Education could partner with Unity Concerts as the nonprofit management of the Montclair High School Auditorium to lease space, handle general operations and scheduling in return for office space in the school, as well as work with Office of Art and Cultural Development to develop technical training for students.
- 6 Encourage the school system to outsource management of the high school auditorium.

- 7 Assess equipment needs to upgrade the high school auditorium.
- 8 Expose youth to artists and technicians in the arts.
- 9 Connect youth to volunteer opportunities.
- 10 Place a member of the recommended Arts Advisory Committee on the Academy for the Arts Development Committee being planned by the Board of Education.
- 11 Develop a framework in which to include professional artists (performing, literary, and visual) and technicians in the school curriculum or after school programs.
- 12 Facilitate internships and provide arts training to youth in a professional setting.
- 13 Encourage the schools to establish mentoring and apprenticeship relationships with professional technicians in media arts, fine arts, and commercial arts.
- 14 Facilitate internships.
- 15 Establish an agency for youth employment. (Replicate a Chicago-based apprenticeship program and apply for federal youth employment grants to fund the project.)

## **E. THE TECHNOLOGY MASTER PLAN**

### **1. Description**

This plan was approved by the Town Council in 1999 to improve communications, reduce operating costs, and meet the technology needs of all citizens in Montclair (p. 7). Arts/culture sites constituted 58% of the people interested in the issues related to technology (p. 29).

### **2. Relevant objectives and strategies of the original plan**

Consistent with its intent to provide for the technology needs of all citizens, the Technology Plan targets all arts and cultural groups in Montclair (pp. 8, 12). Art and culture were linked to specific goals (pp. 16, 21-22) as follows: 1) increase collaboration—a) identify common needs for help and coordination, b) appeal to MSU School of the Arts' participation and coordination of a central ticketing system; 2) seek new funding opportunities—a) grants resource, b) online conference system, c) web service projects (online events calendar and events ticketing system); 3) improve service—a) ticket terminals in retail locations; 4) establish a customer focus—a) survey arts and cultural communities, b) identify projects to strengthen the arts community; 5) create measurements—a) working committee potentially evolves to Montclair Art and Cultural Advisory Committee and continues this project.

### **3. Recommended arts objectives by MAP**

- 1 The Plan called for the creation of an Information Technology Coordinator (ITC) role to provide the “glue” that supports the public services (p. 32). This coordinator should especially be directed to help the arts/cultural field.
- 2 The Plan called for establishing an Internet home page for Montclair and to provide a basic service such as an events calendar (p. 43). A specific calendar for arts/cultural events should be established for this site.
- 3 The Plan notes a trend toward outsourcing of government work at all levels (p. 47). Arts/cultural groups should be considered for contractual work in appropriate roles.
- 4 The Plan calls for the establishment of an Arts and Cultural Advisory Committee to monitor its implementation in regard to the arts. Such a committee should be established and should assume that function.

## **F. MONTCLAIR PUBLIC LIBRARY'S STRATEGIC PLAN**

### **1. Description**

This plan in progress was initiated to establish goals and objectives for the Montclair Public Library for 1999-2003 (the summary was made available on May 6, 2000).

### **2. Relevant objectives and strategies of the original plan**

Several goals of this plan are of particular interest: 1) to ensure patron expectations are being met, 2) to identify demographic and economic trends in Montclair, 3) to improve and update book collections, 4) to increase access to local history collections (including developing tours and speakers), and 5) to maximize the usage and efficiency of community wing facilities (pp.2-3)—therefore, attention may be given to such efforts as providing reference materials and collections on Montclair artists, meeting the needs of local artists, using artists as speakers, touring

artists' studios, etc.

### **3. Recommended arts objectives by MAP**

- 1 Initiate a tour program at the Library, making use of local arts presenting organizations for performances, exhibits, and lectures.

## **G. UNITED WAY LONG-RANGE STRATEGIC PLAN**

### **1. Description**

The United Way completed this plan in 1995 to examine the external environment that impacts the ten towns comprising the North Essex area of New Jersey.

### **2. Relevant objectives and strategies of the original plan**

Under "Social and Economic Issues" the Plan states that the community is seeking a holistic approach to social problems (p. 9); therefore, opportunities may be found for artists. Also in this category the Plan identifies several "threats" including 1) less dispensable income available for giving to charity, 2) growing visibility of competitive fundraising organizations, 3) federal tax simplification proposal to establish 2% of income as the minimum amount for charitable giving, 4) the "Me" attitude of younger people which has led to a lower sense of community responsibility, 5) a decline in the residential population, and 6) increased social and economic polarization (p. 10); therefore, there may be a concern that these "threats" affect the arts.

In response to these threats, the report recommends an ideal role for United Way in regard to social and economic issues, including 1) promoting community awareness about community needs and agencies/programs, 2) obtaining private sector funding, 3) establishing an effective liaison between local government and human service providers, 4) coordinating available resources (p. 10)—therefore, opportunities may exist for United Way to have a role in the arts.

### **3. Recommended arts objectives by MAP**

- 2 Develop a United Way fund for Montclair festivals.
- 3 Create a database for volunteers that would include young people and initiate a summer youth employment program in the arts in collaboration with the United Way.
- 4 The Office of Art and Cultural Development should act as a liaison between the United Way and those arts organizations that are addressing social and community issues, e.g., Kids Helping Kids, Mainstream USA, Art In Your Life, and The Write Group.

## **H. MONTCLAIR HISTORIC CENTRAL BUSINESS DISTRICT CULTURAL RESOURCES SURVEY**

### **1. Description**

The Montclair Historic Preservation Commission prepared this cultural resources survey in 1998.

### **2. Relevant objectives and strategies of the original plan**

The historic district is regarded as the heart of Montclair, the public face of Montclair (p.3). It runs along Bloomfield Avenue from Grove Street to the Montclair Art Museum on South Mountain Avenue.

The principal objective is to enrich Montclair's unique identity and attract people to the business center.

### **3. Recommended arts objectives by MAP**

- 1 Encourage the local property owners and businesses to participate in the Town façade improvement program.
- 2 Work with the Historical Society to promote historic tours in the district.
- 3 Work with the Historical Society to develop tourism products for Montclair, e.g., the Crane House, Evergreens, and the First Mountain Promotion (the historic building tour package).

## VII. RECOMMENDATIONS RELATED TO STATE PLANS

As with the local planning initiatives outlined in the previous section, this section will focus on where the Montclair Arts Plan fits into the broader regional vision for the State of New Jersey. Imperative to the planning process is plan compatibility, particularly with regard to policy and implementation strategies. Therefore, the Montclair Arts Plan is designed to be compatible with the following state plans:

- A. New Jersey State Development and Redevelopment (Interim) Plan
- B. Arts Plan New Jersey
- C. New Jersey Tourism Master Plan

### A. NEW JERSEY STATE DEVELOPMENT AND REDEVELOPMENT PLAN

#### 1. Description

In 1986, the state of New Jersey first adopted a plan to establish statewide planning objectives regarding land use, housing, economic development, transportation, natural resource conservation, agriculture and farmland retention, recreation, urban and suburban redevelopment, historic preservation, public facilities and services, and intergovernmental coordination. The State Planning Act of 1985 requires review and revision of the Plan every three years in order to preserve, maintain, and revitalize its natural, cultural, economic and social resources, and its quality of life for the future well-being of the State. Using a process of comparing planning policies among governmental levels called “cross-acceptance,” all New Jersey governments and appropriate agencies are encouraged to review their “citizen-based” and “collaborative” plans with the goal of bringing them into “consistency” with the provisions of the State Plan.

#### 2. Relevant objectives and strategies of the original plan

To “preserve and enhance areas with historic, cultural, scenic, open space and recreational value,” is among 9 State planning goals. The particular strategy to meet this goal is to “Enhance, preserve and use historic, cultural, scenic, and recreational assets by using collaborative planning, design, investment, and management techniques. Locate and design development and redevelopment and supportive infrastructure to improve the access to and protection of these sites. Support the important role of the arts in contributing to community life and civic beauty.” Also in this plan are relevant goals and strategies to “revitalize the State’s cities and towns,” to “promote beneficial economic growth, development and renewal for all residents of New Jersey,” and to “provide adequate public facilities and services at a reasonable cost.”

As background information, the State Plan reports that “New Jersey’s role in the arts has grown immensely over the last 30 years. Today it is home to more than 47,000 professional artists and more than 500 organizations devoted to museums, orchestras, theater, dance, opera, concert halls, galleries, festivals and arts education programs. Goals for Education include “evidence that arts education is essential to a total education and teaches critical skills mounts daily.”

The State Plan vision for the year 2020 regarding the arts: “New Jersey has come to be known as a place of great opportunity for artists. Art and cultural institutions are well-supported in all cities, towns, and regions. They are seen as important participants in community development plans, as resources regularly employed by the entire educational system, and as a major underpinning to New Jersey’s travel and tourism industry. New Jersey arts groups are financially healthy and stable with broad, diversified funding bases in part because New Jersey has adequate funding to supplement other sources of support.”

Similarly, in regard to historic preservation, the State Plan notes that “New Jersey was one of the first regions in what is now the US to be fully settled. Consequently, many of the older structures in the State serve as outstanding examples of styles of architecture, design, and craftsmanship—valuable historical resources. Beginning in 1985, the Municipal Land Use Law specifically enabled municipalities to include a master plan element to cover historic preservation, as well as local ordinances to implement this part of the master plan. . . . A number of municipalities even employ full-time preservation professionals. Although there has been substantial growth in the number of

municipalities that have historic preservation elements in their master plans, or historic preservation ordinances, most do not. In order to better protect and preserve our historic resources, it is vital to catalog and inventory what resources exist, why they are important, and to best utilize their historic value. One way to do this is to list any such resource with the State and National Registers of Historic Places. Doing this protects it from government action or intervention on any level . . . . But still more needs to be done to integrate historic preservation with infrastructure and economic development activities.”

The state plan vision for the year 2020 regarding historic preservation asserts that, “In the year 2020, sites and districts with historic value have become part of the fabric of everyday living. Nearly every municipality has some form of historic preservation ordinance, at a minimum, mapping the historic resources within their boundaries in their master plans. By creative use of the new, more flexible building code for rehabilitation, builders economically rebuild historic structures for private and public purposes. These codes have encouraged significant parts of buildings and sites even where formal measures such as listing on historic registries have not been applied. Archaeological explorations are now routinely designed to be open to the public as they proceed and consequently New Jerseyans have become more conscious of the need to record what’s happening in the culture as it evolves. At the same time, these investigations are performed expeditiously so as to minimize any delay in beneficial economic growth.”

The related plans cited in this State Plan to ensure sound comprehensive and integrated planning statewide include:

- 1 The New Jersey Historic Preservation Plan
- 2 An Arts Plan for the State of New Jersey
- 3 County Park, Recreational and Open Space Plans
- 4 Municipal Master Plans
- 5 Regional Transportation and Land Use Plans

The state plan recommends strategies in 18 areas. Recommendations in certain areas have special relevance to a local arts plan. Priorities for area #5 (Economic Development) are policies pertaining to:

- 1 Existing Building Retention and Expansion and New Business Development
- 2 Economic Targeting
- 3 Redevelopment and Adaptive Reuse of Obsolete/Underutilized Facilities
- 4 Travel and Tourism
- 5 Work Force Skills
- 6 Use of Markets to Achieve Public Policy Goals
- 7 High-technology Activities
- 8 Public/Private Partnerships
- 9 Home-Based Businesses

Priorities for area #6 (Urban Revitalization) include policies for:

- 1 Community Design
- 2 Land Use Regulations
- 3 Transportation (and Aesthetics)
- 4 Public Service Delivery
- 5 Neighborhood Parks
- 6 Education

Priorities for area #9 (Historic, Cultural and Scenic Resources) include policies for:

- 1 Identification and Inclusion
- 2 Municipal Plans
- 3 Preservation Guidelines
- 4 Historic Resources and Development Regulations
- 5 Archaeological Resources
- 6 Historic Resources and Infrastructure
- 7 Historic Structure Re-use and Affordable Housing
- 8 Main Street Programs
- 9 Greenways, Scenic and Historic Corridors
- 10 Identification and Delineation of Scenic and Historic Corridors

- 11 Development Patterns and Design to Support Scenic and Historic Values
- 12 Protection and Preservation of Scenic and Historic Corridors
- 13 Museums
- 14 Public Art and Civic Design

Priorities for area #18 (Design):

- 1 Maintaining an Appropriate Scale
- 2 Designing Infrastructure
- 3 Respecting Local Context and Its Vernacular
- 4 Creating Civic Buildings and Spaces
- 5 Integrating the Arts
- 6 Balancing Security and Community
- 7 Using Special Design Elements
- 8 Lighting

### **3. Recommended arts objectives by MAP**

- 1 Develop the Montclair High School Auditorium and Amphitheater as a community performing arts center.
- 2 Develop the Walnut Street Firehouse as a community arts center.
- 3 Train students in the arts under the direction of paid professionals in the field.
- 4 Build a strong relationship between businesses and arts organizations through sponsorships, funding and joint productions.
- 5 Review the Township ordinances as they pertain to arts studios in residential neighborhoods.
- 6 Include artists in all aspects of community design, including new construction, renovation, and municipal projects.
- 7 Encourage the employment of a School District Arts Supervisor.
- 8 Encourage arts residencies throughout the School District.
- 9 Identify public art sites and commission artists for public art projects.
- 10 Initiate a cultural/historic tourism campaign.

## **B. ARTS PLAN NEW JERSEY**

### **1. Description**

With the approach of a new millennium, the New Jersey State Arts Council anticipated and observed “changes in the economy, shifting priorities among contributors, debates on the role of public support, competing interests for time and resources, and a sense of separation among us as a people and communities.” Therefore, the New Jersey State Arts Council involved nonprofit arts organizations, artists, educational institutions, businesses, and community leaders in the state in developing a plan to address “the role of art in our lives and communities.”

### **2. Relevant objectives and strategies of the original plan**

The New Jersey State Arts Council identified 8 essential strategic objectives: 1) build a permanent fund to advance art and culture, 2) launch an arts marketing campaign to attract new audiences, stimulate greater participation, and support and build a positive, attractive image of the New Jersey arts and artists, 3) cultivate cultural tourism to its fullest potential, linking cultural resources and their development to the travel industry and its strategies for growth and development, 4) implement a lifelong arts education strategy of advocacy and public education reform with the arts at the core of learning environments, 5) stimulate creation of a full array of artist support services to help New Jersey’s artists produce their best by recognizing their contributions, investing in their professional development, and providing them opportunities to create and further contribute to community life, 6) create Design New Jersey, a campaign to enhance communities through public artwork and quality design in every facet of the built environment, 7) promote widespread creation of cultural districts that connect the arts and cultural affairs to the economic vitality and development of our cities and towns, and 8) establish a Garden State Arts and Technology Project to connect the arts to information and resources, advance the development of art, and enhance its delivery to the public.

### **3. Recommended arts objectives by MAP**

- 1 Develop a relationship with the State Arts Council that will allow Montclair to access funds in the New Jersey Cultural Trust.
- 2 Link Montclair's marketing campaign to the Discover Jersey Arts campaign, using state resources.
- 3 Initiate a long-range cultural tourism plan attracting people to Montclair as an arts destination, applying to the State Arts Council for funds.
- 4 Collaborate with the State Arts Council to develop opportunities for artists working in Montclair.
- 5 Encourage the State Arts Council to apply the Design New Jersey campaign in Montclair.
- 6 Establish a SID in Montclair following guidelines of the State Arts Council.
- 7 Link Montclair to the Garden State and Technology Project being developed by the State.

## **C. NEW JERSEY TOURISM MASTER PLAN**

### **1. Description**

New Jersey's tourism industry generated \$24.6 billion in total expenditures in 1996, impacting accommodations, dining, travel, entertainment, and retail. Because tourism is a major component of the state's economy, the New Jersey Division of Travel and Tourism and Prosperity New Jersey, Inc. co-sponsored development of a ten-year master plan. New York City and Philadelphia are New Jersey's primary markets. Also, the New York/New Jersey metropolitan airports, along with Miami, are the most frequent international ports-of-entry to the U.S. Along with many smaller products, New Jersey has several mega-destinations: 1) Atlantic City, 2) Six Flags great Adventure, 3) the Meadowlands Complex/Seacaucus area, 4) Liberty State Park, and 5) the Jersey Shore. Smaller attractions tend to have fewer resources for marketing and promotion and limited staff resources to support collaborative marketing efforts. In addition, individually, these destinations may capture visitors for only a few hours and therefore are less likely to independently draw the overnight visitation that generates higher economic impact. Another significant strategic issue is the relative absence of strong local marketing organizations in New Jersey compared to competing states.

### **2. Relevant objectives and strategies of the original plan**

The overall goals of the tourism master plan are to increase visitation and visitor expenditures in New Jersey, thereby generating jobs and revenues for New Jersey.

The tourism master plan addresses target markets from three dimensions: 1) geographic target markets, 2) primary purpose of trip, and 3) visitor activities. New Jersey needs to protect and expand its base markets in New Jersey, New York City and Philadelphia (especially their cultural visitors) while developing additional domestic markets (especially northward and westward) and international markets (leveraging New York City's presence). Target markets must also be defined around the primary purpose of the trip (i.e., visiting friends/relatives, outdoor recreation, business, entertainment) since each segment requires a different marketing approach. In addition, specific attractions or visitor interests represent specific market segments that should be the focus of special efforts. The tourism plan's other strategies include: a) improve the promotion of New Jersey's tourism products, b) improve the quality of New Jersey's tourism products and services, c) strengthen New Jersey's tourism organizations, and d) expand access to financing for tourism development and promotion.

### **3. Recommended arts objectives by MAP**

- 1 Promote Montclair's major arts and cultural resources through the New Jersey Department of Travel and Tourism, e.g., the Yogi Bera Museum, the Montclair Art Museum, Unity Concerts, First Night, and the African American Heritage Festival.
- 2 Renovate the high school auditorium and amphitheater to attract tourists to shows.
- 3 Initiate a jazz connection promotion partnering with presenters, producers, clubs, and musicians to present Montclair as a New Jersey jazz destination.

## VIII. APPENDIX

### HISTORY OF THE ARTS IN MONTCLAIR

In 1909 the Municipal Art Commission said its object was, “to influence a just appreciation of the value of Art in daily life and to encourage and promote the public and private use and patronage of good art in Montclair . . . proving early on that art and culture have played significant roles in the community of Montclair. Not only are there many individual artists living and working in Montclair, there are also many arts organizations housed in the community. “Art” is the largest single industry in the town. Montclair is also a community that is home to a large arts audience. Located a short distance outside of New York City, Montclair has attracted many people from outlying regions who have brought an awareness of the arts with them.

#### VISUAL ARTS

With the arrival of the railroads in the mid-19<sup>th</sup> century, Montclair began turning into a commuter town. Among the early commuters were not only businessmen and professionals, but also artists who maintained studios in New York. The semi-rural setting, with its hillside views of the city, attracted painters, sculptors, and illustrators.

Among the first to take up residence in Montclair was engraver and watercolorist Harry Fenn, whose contributions to the volume, *Picturesque America*, made him one of the leading illustrators of the day. Fenn moved to Montclair about 1865. Soon after, Charles Parsons, another well-known illustrator and art director of Harper’s publishing house, came to Montclair. As early as 1878, George Inness lodged in Montclair, taking up residence on Grove Street in 1885. Montclair remained his home until his sudden death while on a visit to Scotland in 1894. Inness’ son, painter George Inness, Jr., and son-in-law, sculptor Jonathan Scott Hartley, were also important members of the local art community. When the famed landscape painter, George Inness, settled in Montclair, his presence attracted still other artists. Several of these artists built studios in the town, ultimately creating the Montclair Art Colony.

Other artists who lived and worked in Montclair in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries included the sculptor Thomas Ball and his son-in-law, William Couper, as well as Lawrence Earle, Emilie and Walter Greenough, James King, Thomas Manly, Manfred Trautschold, Douglas Volk, Frederick Waugh and Frederick Ballard Williams. An exhibition of work by many of these local artists was held in 1899. Though not a resident, George Bellows (*Dempsey and Firpo*), summered in Montclair in 1912, married a Montclair woman, and became a frequent visitor. The homes of several of the original Montclair Art Colony still stand.

Montclair’s heritage as a center for the fine arts was well established by 1900 when William Evans purchased the large home of George Inness, Jr., at the present site of the Mountainside Hospital nurses’ residence. Possessing one of the largest collections of American art, Evans offered 36 (later increased to 54) paintings to Montclair as the nucleus of a municipal gallery. The paintings were accompanied by a gift of \$50,000.00, donated by Mrs. Henry Lang, for a building fund. Though the township government turned down this proposal these gifts ultimately led to the establishment of the Montclair Art Museum (1914), which owns many of the works of

Montclair's Art Colony. [Visual arts segment by Mr. Royal Sheppard]

## **EDUCATION**

As far back as the mid 1800' the arts have held an important position in the education system of Montclair. The school bulletins of that time highlight performances of plays, concerts and glee clubs as a regular part of school life. In fact from 1897 through 1944 the Glee Club concerts were held as a fundraiser for the Athletic Association. In 1925 the first combined concert of the High School Orchestra and glee Club was held. In 1977 the Montclair Board of education implemented the Magnet Program or school of choice. Beginning with only two magnets programs the plan has grown to include all seven elementary schools and two middle schools. Of these schools Edgemont and Hillside elementary are "arts magnets" Edgemont offering an Arts Basic for higher grades and being a member of the Lincoln Center Institute for Arts in Education and containing the Orff Schulwer music program and Hillside being the performing arts school with its Traveling Troupe of student players. Of the two Middle Schools, Glenfield is the continuation of the arts magnet offering programs in visual arts, theater, music both choral and instrumental and dance. Montclair High School offers a major course of study in music, dance and theater through the School of Visual and Performing Arts.

Kimberly Academy, Montclair's largest private school was founded in 1906 and has undergone many changes. The most recent was the merger of the three private schools into one K-12 school in 1973. Visual and Performing arts have been a part of the curriculum at Kimberly academy from the beginning. Dramatics have always played an important part in the life of the school. For many years an outdoor play was staged each spring in the garden. The school has had an active dramatic association since 1927.

At the same time the State Normal School, which would become Montclair State University, was dedicated by Governor Fort. In 1950 *Life Magazine* referred to Montclair State College as the Harvard of teachers colleges. Performing arts programs were offered as early as the 1930s through the Department of Speech and Theatre. By the 1940s space was being developed for a speech center and television. The first camera on campus was provided by Dr. Allen B. Dumont, a Montclair resident and a pioneer in the development of television and head of the Dumont Television Network, as well as. The equipment was to become an instructional tool. By 1952 a gym was converted into a studio and the Dumont Center was begun. In 1957 Life Hall was opened on the campus. It contained a 700-seat cafeteria, a student lounge, a 1,000-seat auditorium with a box office, professional stage-house, and scenic shop. As the dance division grew and became part of the school of performing arts, it needed its own space requiring further renovation of Life Hall.

## **THEATER**

Live theater, both amateur and professional, has always been an important part of the cultural life of Montclair. Many professional actors, directors, writers, and producers make their homes in Montclair, spawning the development of the theater life of the town. The Montclair Dramatic Club was founded in 1889 for people interested in producing amateur plays. The first play opened in the new hall of the Montclair Club. The club continued to hold its productions at the Montclair Club Hall from 1889-1924 then moved to the Montclair Theater, George Innes Little Theater, and finally the Mount Hebron Middle School Auditorium. The club continued to

produce fall and spring plays using professional directors and became one of the oldest community theaters in America until it closed in the late 1980s. The Studio Players, another amateur theater company whose purpose is to study and produce plays and to develop talents of community actors and producers, is housed in its own playhouse and has been producing since 1939.

Live theater has been one of the mainstays of cultural life in Montclair. In 1948 the Montclair Theater stood at the corner of Bloomfield Avenue and Valley Road. Presenting a season of plays through the fall and spring “Hollywood” came to town. Stars such as Tom Ewell, Jackie Cooper, Bette Davis and Mae West performed in Broadway style plays on a regular basis. In the early 1970s actress Olympia Dukakis founded the Whole Theater Company. The group made its debut with a revised 20-minute version of *Edith Stein* by Arthur Giron. In 1973, the company took up residency at the First Baptist Church on Church Street. By 1977, the Whole Theater Company had found a home on Bloomfield Avenue in the converted American National Trust Company Bank until it closed its doors in the mid-1980s. Montclair’s tradition of being a home to live theater continues today with Luna Stage, Twelve Miles West and TheaterFest, all presenting professional plays to the public.

## **OPERA**

The Montclair Operetta Club is the oldest organization of its kind in the United States. Members of the United Congregational Church who produced the Gilbert & Sullivan operetta, *Patience*, founded it in 1923. The Operetta Club of Montclair was chartered in 1925 and performed Gilbert & Sullivan operetta exclusively. In 1929 the club expanded to productions by Romberg, Herbert, and Frimi, as well as other popular composers.

In 1933, the group was incorporated as the Montclair Operetta Club. In 1936, the group hired its first professional singers for the production *The Student Prince*. Since then most of the roles have been played by professionals. The directors, musical directors, and choreographers have also been professionals. In 1953, the group produced its first Broadway musical. The Operetta Club still presents two operettas or musicals a year and is the founder of the Mel-o-Chords, a concert choir.

## **MUSIC**

Music permeates the cultural life of Montclair. Tastes range from rhythm groups to symphony orchestras to local rock groups, from glee clubs to gospel choir to international Jazz, from chamber music to light opera to live performances of renowned orchestras.

The Unity Institute was founded in 1920 by Dr. Edgar S. Wiers, a minister of Unity Church, (Unitarian Church of Montclair), to provide cultural programming to Montclair. The church operated Unity Institute until 1982. The first program of the Institute was the Unity Concert Course, which brought top classical music performers beginning in October 1920. Unity Concert Course is now Unity Concerts of New Jersey, continuing the tradition of excellence by presenting world-class performances. The concert series is held in the Montclair High School Auditorium from October to April each year. The Unity Travel Course was begun in 1923 featuring travel lectures and films. The Chamber Music series began in 1939. Other programs included Unity Literary Course (1925), Symphony Concerts for Young People (1922), Unity Science Course (1925), Children’s Matinees (1926), and the

Unity Drama Course (1927).

Chorale groups have long been a mainstay of Montclair's cultural identity. The Montclair Glee Club began as a double quartet of friends in 1885. The group grew to 36 members and Professor E. J. Fitzhugh was appointed director. The first concert was held at the Presbyterian Chapel in 1886. After two seasons, A.D. Woodruff replaced Fitzhugh. The group hired well-known artists to perform at their subscription concerts twice a year. In March of 1885, the first concert of the Ladies Vocal Club was held at the Presbyterian Chapel under the direction of Augusta Lowell. The Musical Club of Montclair was founded in November 1901. By 1902 the group had grown to 40 members and in 1904 they held their first professional concert. The Upper Montclair Choral Society was founded in 1908 with Mark Andrews as conductor. Dr. Armory Bradford started the annual Bach Festival Service at the First Congregational Church in 1905. The Bach Choir was organized in 1907 to sing at this festival. Popular choral groups continue to perform in Montclair, including the Dapper Dans of Harmony, The Suburban Sounds Chorus, The Oratorio Society of New Jersey, The New Jersey Children's Choir, the Sacred Harp Singers, and many gospel choirs.

Montclair has played a major role in the world of popular music. With close proximity to New York City, many musicians have made their homes in Montclair and have contributed to the development of jazz, rock, and rhythm and blues (R&B) locally. Newark was a center of jazz performance for years and the Meadowbrook was a major stop for touring Big Bands. Trumpets, founded by Emily Wingert, became one of the foremost Jazz clubs in the east rivaling Three Sisters and Gulliver's. The Montclair Blues and jazz Festival was the longest running jazz festival in New Jersey. It was only natural for performers to settle in Montclair. A short list of those who have chosen Montclair for their homes follows: Phil Bennett, Society Orchestra leader, saxophone virtuoso, and composer, performed for both the Richard Nixon and Ronald Reagan Inaugural Presidential Balls; singer/actress Judith Blazer played the lead in the Broadway musical *Me and My Girl*; John Cage, musical composer and author of many books, including *The Life and Works of Virgil Thompson*, lived in Montclair; Lou Carter, composer and pianist with Jimmy Dorsey and Glen Gray, appeared in the movie *The Fabulous Dorseys* and on the *Perry Como Show* as Louie the Cabbie; Frank Dailey, "Frank Dailey's Stop and Go Band" owned the Meadowbrook dance hall, and the Terrace Room in Newark, both renowned stops for major bands in the 1930s and '40s; Milton Drake was composer of popular songs like *Mairzy Doats*, *Java Jive*, *Bless Your Heart*, and *If It's You*; Jay Duke, jazz drummer, played with Bix Beiderbecke Memorial Jazz Band, and Woody Allen; and Dick Haymes, big band singer in the '40s and '50s sang with Harry James, Benny Goodman, and Tommy Dorsey.

Also at home in Montclair were Herman Hupfeld, songwriter, who wrote more than one hundred songs including *As Time Goes By* and *Go To Sleep*; Dick Hyman, who played and wrote music for Benny Goodman, Johnny Desmond, Percy Faith, and Mitch Miller; Jackie Cain and Roy Kral, better known as the Jazz duo Jackie and Roy; Brainard Kremer, composer of songs including *That's How the Cookie Crumbles*, *Only Once in A Life Comes Love*, and *Purple Sands*; Joseph Lamb, who was Ragtime composer of such works as *Sensation Rag*, *American Beauty Rag*, *Cleopatra Rag* and *Ethiopia Rag*; Joe Walsh, rock singer, guitarist, and songwriter, who wrote the songs, *Hotel California* and *Rocky Mountain Way* and recorded with the Eagles; Jimmy Webb, composer and popular songwriter who wrote *Up, Up and Away*, *By the Time I Get To Phoenix*, and *Gentle On My Mind*; Ron

Naspo, Chris White, Reggie Workman, Oliver Lake, Andrew Cyrille, Steve Turre, Akua Dixon, Steve Colson, Vic Juris, Cecil Brooks III, Geri Allen, and Wallace Roney all continue to live and perform in Montclair.

### **LITERARY ARTS**

Montclair having established itself as a major center for arts in the metropolitan area has attracts a large group of authors. Many make their homes in Montclair because of its proximity to New York and the large number of publishing opportunities there.

### **FESTIVALS**

The arts have been an integral part of community life in Montclair and have resulted in numerous events and activities designed to include the entire community in the process. As far back as 1940, Montclair was actively involved in large-scale arts events. National Art Week,, as declared by then President Franklin Roosevelt, was quickly adopted by the Montclair arts community. As stated in the press, "...the most outstanding program in the entire State is expected...." Shows, exhibits, and programs took place at the Montclair Art Museum, the Montclair Women's Club and in businesses. A studio tour was held allowing the public to see artists at work. In 1962, the Claridge Theater and six other locations in Montclair sponsored the Children's World Art Festival. The Chamber of Commerce, several local businessmen, and the Department of Parks and Recreation were responsible for funding and organizing the event. The entire collection was housed in seven sites for the month and was brought together for one town-wide showing in Edgemont Park before continuing on its national tour. The Montclair Fine Arts Festival was an ongoing series of events that ran from 1961 through the late 1960s. Organized by Kathryn Hanley, the festival included performances by internationally known artists and students from schools throughout the town. Jerome Hines, The Ballet de Beaux Arts, and the New York City Ballet were presented, as were the high school Madrigals and instrumental and chorale groups from Mt. Hebron School, Lacordaire and Kimberly Academy.

Festivals continue to be a way to bring the arts to the largest population. Montclair was the first town in New Jersey to hold a First Night New Year's Eve Celebration of the arts. Founded in 1988 by six people it continues to feature the best art that Montclair has to offer. Also, the African American Heritage Parade and Festival was began in 1990 to celebrate the rich cultural heritage of African Americans in art, music, and dance.

### **DANCE**

### **ARCHITECTURE**

Montclair's historic architecture is part of the town's own unique heritage. The Cultural Resource survey of 1980-81 drew attention to the town's historic sites. As a result of this study, Montclair has five Historic Districts on the State Register of Historic Places; three of these are on the National Registry of Historic Places. The architecture of Montclair is closely related to its history. Some of its historic buildings are its greatest artistic treasures.

The large villas built by the first suburbanites on the slopes of South Mountain Avenue has been designated the First Residential District. This section has been continuously residential since the founding of the town. The homes were extravagant by today's standards and included elements of the Greek Revival, Italianate, and other eclectic 19<sup>th</sup> century styles.

The Queen Anne and Colonial Revival mansions on Upper Mountain Avenue and Highland Avenue form part of the Mountain Historic District, which runs north and south between Bradford and Claremont Avenues. The Queen Anne was the most popular style for the larger mansions and manifested itself in the extravagant porches, turrets, and richly textured wall surfaces. Second to the Queen Anne were the classical Revival style homes, which include extensive porches with elaborate brackets and scroll work.

Both the Erwin and Marlboro Park developments were designated as historic districts. Marlboro Park and Erwin Park were neighborhoods developed for the commuter train. Within walking distance to the Watchung Station, homes were built to suit individual tastes. Further to the north in Upper Montclair, vernacular homes were built in the vicinity of Inwood and Fernwood Avenues. These were less extravagant homes but still are significant in being the first developments to be built in that part of town at the turn of the century.

The Miller Street District includes 24 structures, which were built between 1870-1930. The district is significant as the only neighborhood in Montclair where a group of vernacular cottages have maintained their integrity. The district conforms in general to the accepted character of the times. The steep gables, combined Italianate and Queen Anne elements are typical of the period. Brackets, pierced bargeboards, and rounded Italianate windows were often added for decoration.

## SYNOPSIS OF THE MONTCLAIR FOCUS GROUPS

JUNE 27 & 29, 2000

### FOR THE MONTCLAIR ARTS PLAN

Prepared by Eduardo Garcia, Meeting Facilitator

Participants in each of the focus groups were asked to introduce themselves to each other and then to share their “excitements” and “concerns” about the cultural life of Montclair. The list of “excitements” generated by the focus groups served as the foundation for a full and honest discussion of the “concerns” each evening. While the “concerns” are the basis for the key issues facing the community, the “excitements” are also an essential part of the planning process that must not be overlooked.

Focus group participants see the Montclair arts scene as a “hot spot” presenting “high-quality” art with a diversity of art forms. Montclair was also referred to as having “Big Town” arts with a “Small Town” flavor— “The Little Apple.” Participants saw great strength coming from the artistic and ethnic diversity of the community providing a global nature to the many multicultural events presented in the community. There were many references to the number, variety, and quality of artists living and working in the community. People saw that there were many opportunities to participate in and/or attend arts activities in Montclair, since there were so many arts and cultural resources. It was pointed out that since the community was small enough, one is able to take advantage of what is offered—a very full arts calendar. There was considerable praise given to the Office of Cultural Affairs and the work that they are doing in the community, especially in presenting events and providing opportunities for networking.

The major concern expressed by both focus groups was lack of information about what was going on in the community. This concern was expressed in various ways. Some people described it as a “lack of awareness” of what was happening locally whereas others described it as a problem of the information not reaching beyond the city limits (or even within it). Frustration was expressed at the lack of a website or a calendar of events or any type of central information source to help avoid conflicting dates for holding events. People felt word was not being spread broadly enough and that the local newspaper doesn’t do enough to cover local events and therefore help to generate audiences.

The “publicity” or “promotion” problems were identified as a problem of “marketing the arts” in Montclair with the responsibility being placed equally on the artists, arts organizations, and the Town government for not working harder to find ways to work together to promote their events. There is no “focused picture of Montclair” to market. However, it was clear that the groups felt that any team marketing Montclair needed to have artists on that team.

The lack of government support was translated in the lack of facilities for the arts, and the lack of public art in the community. The lack of strong financial support for the arts by the government was seen as a major statement that the arts in Montclair are seen as “lesser” than the arts being produced in other communities in the region that do provide strong governmental support. However, “commitment” didn’t only translate as money. Participants also felt that local government’s efforts in coordinating events, encouraging collaborations and helping create partnerships between and among artists, arts organizations, businesses (especially restaurants) and Montclair State University would go a long way toward demonstrating a firm commitment to the arts and to its resident artists. These concerns were translated metaphorically as needing an “artistic speed bump” to help people inside and outside of Montclair recognize the variety and the quality of the arts that do exist in the community. Even a commitment by the Township to signage about arts organizations would be an important step to promoting the arts in Montclair. But support from government could also be expressed simply and without money by having local politicians attend local arts events more often.

The groups felt there was also a lack of support from the business community. The notion of getting better support from the private sector was expressed in the statement “artists need to think like business people and business people need to think like artists.”

While recognizing the competition from New York and that residents cannot support ALL arts activities in

Montclair, focus group participants said there are residents who have not taken the time to attend and support arts locally or are taking them for granted. Yet, many of these same residents are quite willing to support the arts and arts organizations outside of Montclair.

In the final analysis, the two groups felt that the responsibility for lack of support of the arts was shared by all of the major players in Montclair: local government, artists, Montclair State University, and the audiences themselves. The other major concerns expressed by the focus groups related to arts education and better cooperation among artists themselves. Participants felt that arts education had declined over the years and has been weakened by the responsibility of teaching arts moving from the arts educator to the classroom teacher. There is also no longer a central arts coordinator position in the district that is itself a statement about arts education in the district.

Focus group attendees felt that artists themselves shared some of the responsibilities regarding the role of the arts in Montclair. Even though artists attending the focus groups felt they did not get support from the Town or Montclair State University, they recognized that their skills are not being fully utilized either. Artists aren't that visible as members of committees, as mentors or artists-in-residence in schools, or working with the business community. Some participants felt that there is even a lack of any "sense of community" among artists and a lack of commitment by artists to work in their own community.

From the listing of the excitements and concerns, the facilitator directed the participants to identify the key issues raised by the groups and then determine the priority order of the key issues raised. But before determining the priority order, the facilitator presented the key issues that had already been raised in the surveys that had been sent out in the previous months. Through a simple determination, a priority order was set (indicated by the numbers—with the largest number indicating the highest priority). The top three items for Group 1 were:

**Collaboration / Coordination**  
**Promotion / Marketing / Central Information**  
**Public Art**

Followed closely by the next three:

**Arts in Education**  
**Facilities**  
**Lack of Town Government Commitment**

The focus group that met on June 29<sup>th</sup> also followed the same format.

The top three items were:

**Marketing**  
**Arts Education**  
**Establishing a "unique identity" for Montclair**

The next two were tied:

**Funding for the Arts**  
**A coordinator to work with artists, businesses, the community and government**

Both groups ranked "marketing the arts" as a first or second priority. Group 2 also felt that marketing was such an important issue that they also made "establishing a 'unique identity' for Montclair" a separate high priority item. While both groups recognized the importance of collaboration and coordination, it was ranked first by Group 1 and fourth by Group 2. Both groups recognized the important role arts education plays in the community. Both groups drew attention to the Town's lack of financial commitment to the arts, but Group 2 included others, particularly businesses, as having a shared responsibility in supporting the arts. Group 1 also felt that having public art in the community and better facilities for the arts were high priorities.

Participants felt that while a priority order was set, all of these issues were important and needed to be addressed in some way throughout the planning process and in the development of the final Montclair Arts Plan.

The next step in the focus group process was to ask participants to do some brainstorming on how some of these key issues could be addressed in the community. Below are the brainstorming ideas incorporated from both groups:

### MARKETING / PROMOTION / CENTRAL INFORMATION

- 1 Establish a 1-800 # (e.g., 800-Hip-Art Town)
- 2 Create arts / citizens committees
- 3 Use artists' work (public art)
- 4 Create a poster of events (hold competitions for designs)
- 5 Emphasize that "everyone is an artist" — art is a universal language not to be marginalized
- 6 Create a "Destination Montclair" directory of services
- 7 Provide a shuttle bus to connect arts organizations and events
- 8 Market arts to regional colleges
- 9 Establish a Town-wide arts festival
- 10 Loan Montclair artists to other towns
- 11 Establish an image for Montclair
- 12 Hold a competition for local ad agencies to develop an image
- 13 Develop the Haynes building into a cultural center
- 14 Create a website with a list of artists and links to arts organizations
- 15 Conduct an arts census
- 16 Have all public art designed by local artists
- 17 Create an arts empowerment fund

### MARKETING / PROMOTION / CENTRAL INFORMATION (Cont'd)

- 1 Distribute Township-wide inclusive arts message regionally
- 2 Employ New York's Fresh Air Fund students
- 3 Create more active internships for students
- 4 Get Public Service Announcements (PSAs) promoting national arts
- 5 Identify media people
- 6 Make Montclair an "arts destination"
- 7 Use professional marketer for joint marketing
- 8 Coordinate with the Chamber of Commerce
- 9 Create a cultural "Welcome Wagon"
- 10 Have forums for the community — arts expo
- 11 Establish a major arts festival
- 12 Generate bus advertising
- 13 Work with radio, Television and cable
- 14 Create a local, regional, national plan for marketing
- 15 Get local government endorsement
- 16 Establish an arts phone
- 17 Establish a website
- 18 Establish a tickets booth
- 19 Produce a newsletter
- 20 Install an electronic billboard to display of events
- 21 Create a large/comprehensive marketing plan
- 22 Use the Montclair cable station

### ARTS EDUCATION

- 1 Hook into National programs
- 2 Use artists in the classroom (residencies/mentoring)
- 3 Provide mentoring/competitions/marketing resulting in the production or distribution of art
- 4 Provide portfolio support/mentoring by local artists
- 5 Connect portfolio mentoring to Montclair State University

- 6 Conduct student arts festival / gallery shows
- 7 Provide summer programs that hire students
- 8 Require all students to visit Montclair Art Museum
- 9 Host photography contest for kids
- 10 Get the local library included / connected with arts education
- 11 Have mentoring programs
- 12 Solicit corporate donations of art supplies for schools
- 13 Hold competitions among students to promote arts events
- 14 Encourage galleries to exhibit student work
- 15 Host a Halloween art competition
- 16 Provide adult arts education
- 17 Have Montclair State University open doors to kids
- 18 Sponsor and encourage artists-in-residence programs in schools
- 19 Tap wealth of seniors as mentors
- 20 Encourage senior art education
- 21 Include all arts
- 22 Create programs with local professional artists
- 23 Foster internships for high school students with artists
- 24 Help teachers find artists
- 25 Stimulate public advocacy for federal dollars for arts education
- 26 Provide teacher-training in technology for arts teachers
- 27 Provide a cable television link with schools
- 28 Provide an art gallery in the high school
- 29 Use the arts in all ways (humanizing, therapeutically, politically)
- 30 Have a "Coordinator of Arts" in the Superintendent's office
- 31 Bring more artists showcases to schools
- 32 Facilitate artists as mentors for students who are aspiring to become professionals
- 33 Provide opportunities for adults (Continuing Education)
- 34 Include artists in theme/development of curriculum
- 35 Match senior arts majors with mentors
- 36 Provide outreach to private schools
- 37 Facilitate cultural exchanges with "sister cities"

#### COLLABORATION/COORDINATION

- 1 Provide support for grant-making for collaborative projects
- 2 Encourage an understandable arts page in *The Montclair Times*
- 3 Facilitate a series of artist and arts organization roundtables
- 4 Publish an artists' directory
- 5 Have professionally equipped facilities in the community
- 6 Establish a resource center to match artists with VLA, etc.
- 7 Create a panel of 10 artists to plan a year of cultural events for Montclair
- 8 Make the performances / events free
- 9 Create a Bulletin Board for announcements including facility space
- 10 Have events posted on Channel 34
- 11 Include visual arts at major theatre events
- 12 Have monthly forums
- 13 Have the Office of Cultural Affairs serve as a clearinghouse for information

#### MONTCLAIR'S UNIQUE IDENTITY

- 1 Capitalize on artistic and cultural diversity
- 2 Create a town that can economically support the arts
- 3 Include the community (provide access to all participants)

- 4 Create an arts district
- 5 Give out an “arts” ticket for parking violations
- 6 Promote “Montclair Makes Art” (more than “displays” art)
- 7 Provided something for everyone
- 8 Hold focus groups to get sense of “common thread”
- 9 Centralize transportation
- 10 Include the rich and poor
- 11 Promote the history of Montclair
- 12 Find something not done before
- 13 Promote that “Montclair Is Art”
- 14 Promote Montclair’s visual beauty

#### PUBLIC ART

- 1 Host concerts in the streets
- 2 Host contests for kids
- 3 Identify arts spaces within businesses
- 4 Install lighting, banners and other displays
- 5 Facilitate tours of neighborhoods
- 6 Create wall murals
- 7 Create an arts district
- 8 Create a sculpture park
- 9 Identify potential sites for art
- 10 Provide award commissions/grants
- 11 Have the Town designate space in community
- 12 Have artists collaborate with community groups
- 13 Create a “percent-for-arts” on all new construction / renovations

#### FACILITIES

- 1 Provide professional equipment in schools (theatres, studios, etc.)
- 2 Establish an arts center with gallery and performing space
- 3 Do an inventory of spaces available and publish a list of those facilities
- 4 Establish an art supply house
- 5 Provide parking incentives — free
- 6 Get Town government commitment
- 7 Educate government officials — provide them with trips to see art
- 8 Show what government dollars can do using the arts to fuel the economy
- 9 Create a measurable “action plan”
- 10 Mail arts information directly to homes
- 11 Provide or facilitate low cost studio space for artists
- 12 Ensure better use of the high school auditorium and gallery
- 13 Encourage a “percent for arts” for facilities

#### LACK OF TOWN COMMITMENT

- 1 Provide a portion of tax dollars to the arts
- 2 Create an Advisory Committee on the Arts for Montclair

The focus group process permitted individuals in the community to provide important input to the Montclair Arts

Plan. However, participants wanted the planning committee to remember that *all* issues are important in spite of both focus groups being asked to set them in priority order. One group was particularly optimistic that the focus group process would lead to action and encouraged more of these types of focus groups to work with other groups in the community. However, there was a recommendation not to hold focus groups that would have representation that was “too scattered.” [The newly-elected Mayor of Montclair attended the second focus group.]

(The full report is available in the Office of Art and Cultural Development.)

## **SURVEY FORMS AND RESULTS**

### **MONTCLAIR ARTS PLAN (MAP) COMMUNITY ASSESSMENT**

#### **CITIZENS**

#### **WHO RESIDE OR WORK IN MONTCLAIR**

##### **I. Short Answers**

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could an Arts Plan benefit you and the community of Montclair?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

##### **II. Yes/No**

4. Do you benefit from Montclair's reputation as an arts and cultural community?  
a. Yes            b. No
5. Could an Arts Plan improve your participation in arts and cultural activity in Montclair?  
a. Yes            b. No

##### **III. Multiple Choice (please check one for each question)**

6. When participating in arts and cultural activities in Montclair, you prefer the offerings of which types of sponsoring organizations?  
  
a. Educational organizations (e.g., libraries, schools)  
b. Nonprofit private organizations (e.g., museums, ballet, nonprofit theater)  
c. Commercial organizations (e.g., movie houses, galleries, night clubs)
7. How do you presently receive information on arts in Montclair?  
  
a. Broadcast media  
b. Print media  
c. Word-of-mouth
8. How could an Arts Plan improve the delivery of information about arts and cultural activities in Montclair?  
  
a. More direct delivery to homes and individuals  
b. Centralized information resource  
c. Multiple community units (e.g., kiosks)
9. What is presently hindering your participation in arts and cultural activities in Montclair?  
  
a. Cost  
b. Transportation  
c. Lack of advertising/promotion

**MONTCLAIR ARTS PLAN (MAP)  
COMMUNITY ASSESSMENT**

**CITIZENS**

**WHO RESIDE OR WORK IN MONTCLAIR**

**I. Short Answers**

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could an Arts Plan benefit you and the community of Montclair?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

**II. Yes/No**

4. Do you benefit from Montclair's reputation as an arts and cultural community?  
a. Yes **73%**    b. No **27%**
5. Could an Arts Plan improve your participation in arts and cultural activity in Montclair?  
a. Yes **86%**    b. No **14%**

**III. Multiple Choice (please check one for each question)**

6. When participating in arts and cultural activities in Montclair, you prefer the offerings of which types of sponsoring organizations?  
  
a. Educational organizations (e.g., libraries, schools) **30%**  
b. Nonprofit private organizations (e.g., museums, ballet, nonprofit theater) **34%**  
c. Commercial organizations (e.g., movie houses, galleries, night clubs) **36%**
7. How do you presently receive information on arts in Montclair?  
  
a. Broadcast media **6%**  
b. Print media **45%**  
c. Word-of-mouth **49%**
8. How could an Arts Plan improve the delivery of information about arts and cultural activities in Montclair?  
  
a. More direct delivery to homes and individuals **54%**  
b. Centralized information resource **39%**  
c. Multiple community units (e.g., kiosks) **7%**
9. What is presently hindering your participation in arts and cultural activities in Montclair?  
  
a. Cost **15%**  
b. Transportation **6%**  
c. Lack of advertising/promotion **79%**

# MONTCLAIR ARTS PLAN (MAP) COMMUNITY ASSESSMENT

## PRACTICING ARTISTS AND ART STUDENTS

### I. Short Answers

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could a Montclair Arts Plan benefit you and the community?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

### II. Yes/No

4. Is there a need for a centralized office for the Arts in Montclair?
  - a. Yes
  - b. No
5. Do you view yourself as part of the Montclair community?
  - a. Yes
  - b. No

### III. Multiple Choice (check one for each question)

6. What need would you want an Arts Plan to address?
  - a. Cooperative marketing
  - b. Technical assistance in preparing grant applications/access to funding
  - c. Direct grants funding to individual artists and/or arts organizations
7. What facility needs would you prefer a Master Plan to address?
  - a. Studio/work/sell space
  - b. Presentation/performance space
  - c. Live/work space
8. Would you be willing to work in Montclair in one of the following ways?
  - a. Offer services to school programs
  - b. Provide/participate in community-based public arts projects
  - c. Participate in collaborative arts projects or provide shared professional services
9. What strategy for career development would you prefer an Arts Plan to provide?
  - a. Commission/contract work
  - b. Apprenticeships and/or mentoring
  - c. Full and/or part-time employment

# MONTCLAIR ARTS PLAN (MAP) COMMUNITY ASSESSMENT

## PRACTICING ARTISTS AND ART STUDENTS

### I. Short Answers

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could a Montclair Arts Plan benefit you and the community?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

### II. Yes/No

4. Is there a need for a centralized office for the Arts in Montclair?

a. Yes **92%**      b. No **8%**

5. Do you view yourself as part of the Montclair community?

a. Yes **97%**      b. No **3%**

### III. Multiple Choice (check one for each question)

6. What need would you want an Arts Plan to address?

a. Cooperative Marketing **53%**  
b. Technical assistance in preparing grant applications/access to funding **5%**  
c. Direct grants funding to individual artists and/or arts organizations **42%**

7. What facility needs would you prefer a Master Plan to address?

a. Studio/work/sell space **35%**  
b. Presentation/performance space **63%**  
c. Live/work space **2%**

8. Would you be willing to work in Montclair in one of the following ways?

a. Offer services to school programs **12%**  
b. Provide/participate in community-based public arts projects **42%**  
c. Participate in collaborative arts projects or provide shared professional services **46%**

9. What strategy for career development would you prefer an Arts Plan to provide?

a. Commission/contract work **49%**  
b. Apprenticeships and/or mentoring **24%**  
c. Full and/or part-time employment **27%**

# MONTCLAIR ARTS PLAN (MAP) COMMUNITY ASSESSMENT

## PRACTICING ARTISTS AND ART STUDENTS

Responses by discipline  
(V=Visual, M=Music, D=Dance, T=Theatre, L=Literary )

### I. Short Answers

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could a Montclair Arts Plan benefit you and the community?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

### II. Yes/No

4. Is there a need for a centralized office for the Arts in Montclair?  
a. Yes V **89%** M **100%** D **100%** T **100%** L **100%**    b. No V **12%**
5. Do you view yourself as part of the Montclair community?  
a. Yes V **94%** M **100%** D **100%** T **100%** L **100%**    b. No V **6%**

### III. Multiple Choice (check one for each question)

6. What need would you want an Arts Plan to address?  
a. Cooperative marketing V **5.2%** M **25%** D **40%** T **87.5%**  
b. Technical assistance in preparing grant applications/access to funding V **5%**  
c. Direct grants funding to individual artists and/or arts organizations  
V **43%** M **75%** D **60%** T **12%** L **100%**
7. What facility needs would you prefer a Master Plan to address?  
a. Studio/work/sell space V **58%** D **40%**  
b. Presentation/performance space V **35.5%** M **100%** D **60%** T **100%**  
c. Live/work space V **6.5%**
8. Would you be willing to work in Montclair in one of the following ways?  
a. Offer services to school programs M **20%** D **20%** T **33%**  
b. Provide/participate in community-based public arts projects V **57%** M **20%** D **40%** T **17%**  
c. Participate in collaborative arts projects or provide shared professional services  
V **43%** M **60%** D **40%** T **50%** L **50%**
9. What strategy for career development would you prefer an Arts Plan to provide?  
a. Commission/contract work V **72%** M **50%** D **40%** T **28.5%** L **100%**

b. Apprenticeships and/or mentoring V 24% M 17% D 20% T 28.5%

c. Full and/or part-time employment V 4% M 33% D 40% T 43%

## MONTCLAIR ARTS PLAN (MAP) COMMUNITY ASSESSMENT

### ARTS ORGANIZATIONS--NONPROFITS

#### I. Short Answers

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could a Montclair Arts Plan benefit you and the community?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

#### II. Yes/No

4. Would you like an Arts Plan to strengthen the interaction between arts and cultural organizations and the community of Montclair?  
a. Yes                      b. No
5. Would you like the Arts Plan to recommend and/or develop strategies for shared resources among arts organizations in Montclair?  
a. Yes                      b. No

#### III. Multiple Choice (check one for each question)

6. In what areas could a Montclair Arts Plan best improve your organization's external services to the community?  
a. Marketing/public relations  
b. Fund development  
c. Audience development
7. In what areas could a Montclair Arts Plan best improve your internal organizational development?  
a. Board development  
b. Staffing and volunteers  
c. Facilities
8. What strategies would you like an Arts Plan for Montclair to recommend?  
a. Township (government arts agency)  
b. Joint ventures with profit/nonprofit partners  
c. A nonprofit united arts fund
9. What strengths could your organization provide for improving the community of Montclair?  
a. Community outreach and education  
b. Opportunities for employment/volunteerism  
c. Development/presentation of new works

# MONTCLAIR ARTS PLAN (MAP) COMMUNITY ASSESSMENT

## ARTS ORGANIZATIONS--NON-PROFITS

### I. Short Answers

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could a Montclair Arts Plan benefit you and the community?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

### II. Yes/No

4. Would you like an Arts Plan to strengthen the interaction between arts and cultural organizations and the community of Montclair?  
a. Yes **100%**    b. No
5. Would you like the Arts Plan to recommend and/or develop strategies for shared resources among arts organizations in Montclair?  
a. Yes **100%**    b. No

### III. Multiple Choice (check one for each question)

6. In what areas could a Montclair Arts Plan best improve your organization's external services to the community?  
a. Marketing/public relations **28.5%**  
b. Fund development **43%**  
c. Audience development **28.5%**
7. In what areas could a Montclair Arts Plan best improve your internal organizational development?  
a. Board development **17%**  
b. Staffing and volunteers **17%**  
c. Facilities **65%**
9. What strategies would you like an Arts Plan for Montclair to recommend?  
a. Township (government Arts Agency)  
b. Joint ventures with profit/nonprofit partners **83%**  
c. A Nonprofit united arts fund **17%**
9. What strengths could your organization provide for improving the community of Montclair?  
a. Community outreach and education **37.5%**  
b. Opportunities for employment/volunteerism **25%**  
c. Development/presentation of new works **37.5%**

**MONTCLAIR ARTS PLAN (MAP)  
COMMUNITY ASSESSMENT**

**BUSINESS**

**I. Short Answers**

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could an Arts Plan benefit you and the community of Montclair?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

**II. Yes/No**

4. Do and/or could arts and culture increase your business earnings?  
a. Yes                      b. No
5. Do arts and cultural activities provide a climate that fosters new business?  
a. Yes                      b. No
6. Would signifying Montclair as an arts and cultural destination benefit your business?  
a. Yes                      b. No

**III. Multiple Choice**

7. How can businesses in Montclair best provide financial support for the Arts Plan?
  - a. Special Improvement District\*
  - b. United fund for the arts subsidized by businesses in the community
  - c. Private partnerships, sponsorships, contributions
8. How can businesses in Montclair best provide support for the arts through taxation?
  - a. A "percent-for-art" from taxes of specific businesses
  - b. A "percent for art" included in new construction/renovations
  - c. A "percent for art" from taxes on all businesses
9. How can your business contribute to the development of tourism in Montclair?
  - a. Hosting/participating in arts events
  - b. Participating in joint marketing campaigns
  - c. Contributions to large-scale special events

**\*SPECIAL IMPROVEMENT DISTRICT (SIDS)** is a designated area where landlords are assessed a fee through municipal legislation which is maintained through a nonprofit organization to provide services to that area (e.g., security, maintenance, banners, marketing, special events).

## MONTCLAIR ARTS PLAN (MAP) COMMUNITY ASSESSMENT

### BUSINESS

#### I. Short Answers

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could an Arts Plan benefit you and the community of Montclair?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

#### II. Yes/No

4. Do and/or could arts and culture increase your business earnings?  
a. Yes **95%**                      b. No **5%**
5. Do arts and cultural activities provide a climate that fosters new business?  
a. Yes **95%**                      b. No **5%**
6. Would signifying Montclair as an arts and cultural destination benefit your business?  
a. Yes **91%**                      b. No **9%**

#### III. Multiple Choice

7. How can businesses in Montclair best provide financial support for the Arts Plan?  
a. Special Improvement District\* **41%**  
b. United fund for the arts subsidized by businesses in the community **27%**  
c. Private partnerships, sponsorships, contributions **32%**
8. How can businesses in Montclair best provide support for the arts through taxation?  
a. A "percent for art" from taxes of specific businesses **12.5%**  
b. A "percent for art" included in new construction/renovations **31%**  
c. A "percent for art" from taxes on all businesses **56.5%**
9. How can your business contribute to the development of tourism in Montclair?  
a. Hosting/participating in arts events **31%**  
b. Participating in joint marketing campaigns **38%**  
c. Contributions to large-scale special events **31%**

**\*SPECIAL IMPROVEMENT DISTRICT (SIDS)** is a designated area where landlords are assessed a fee through municipal legislation which is maintained through a nonprofit organization to provide services to that area (e.g., security, maintenance, banners, marketing, special events).

**MONTCLAIR ARTS PLAN (MAP)  
COMMUNITY ASSESSMENT**

**YOUTH – Grades 6 - 12**

**I. Short Answers**

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could an Arts Plan benefit you and the community of Montclair?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

**II. Yes/No**

4. Should the Montclair Arts Plan recommend establishing a government agency for your employment and/or training in the arts?  
a. Yes                      b. No
5. Should the Montclair Arts Plan recommend the development of a community cultural center?  
a. Yes                      b. No

**III. Multiple Choice (check one for each question)**

6. Should the Arts Plan recommend a working relationship between artists and your school?
  - a. Artist-in-residence program
  - b. Mentoring program (one-on-one interactions)
  - c. Internships with local artists outside of school
7. When participating in arts activities, you would prefer to be involved as a
  - a. Presenter/artist
  - b. Audience
  - c. Volunteer
8. Do you prefer to attend arts/cultural activities through
  - a. School groups
  - b. Families
  - c. Individual or peer groups
9. You would benefit best by arts and cultural activities offered during
  - a. School hours
  - b. After school
  - c. Evening or weekend

# MONTCLAIR ARTS PLAN (MAP) COMMUNITY ASSESSMENT

## YOUTH – Grades 6 – 12

### *MIDDLE SCHOOL RESPONSES Only*

#### I. Short Answers

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could an Arts Plan benefit you and the community of Montclair?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

#### II. Yes/No

4. Should the Montclair Arts Plan recommend establishing a government agency for your employment and/or training in the arts?  
a. Yes **51%**                      b. No **49%**
5. Should the Montclair Arts Plan recommend the development of a community cultural center?  
c. Yes **69%**                      b. No **31%**

#### III. Multiple Choice (check one for each question)

6. Should the Arts Plan recommend a working relationship between artists and your school?  
a. Artist-in-residence program **26%**  
b. Mentoring program (one-on-one interactions) **41%**  
c. Internships with local artists outside of school **33%**
7. When participating in arts activities, you would prefer to be involved as a  
a. Presenter/artist **24%**  
b. Audience **48%**  
c. Volunteer **28%**
8. Do you prefer to attend arts/cultural activities through  
a. School groups **48%**  
b. Families **19%**  
c. Individual or peer groups **33%**
9. You would benefit best by arts and cultural activities offered during  
a. School hours **69%**  
b. After school **12%**  
c. Evening or weekend **19%**

# MONTCLAIR ARTS PLAN (MAP) COMMUNITY ASSESSMENT

## YOUTH – Grades 6 - 12

### I. Short Answers

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could an Arts Plan benefit you and the community of Montclair?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

### II. Yes/No

4. Should the Montclair Arts Plan recommend establishing a government agency for your employment and/or training in the arts?  
a. Yes **72%**      b. No **28%**
5. Should the Montclair Arts Plan recommend the development of a community cultural center?  
a. Yes **81%**      b. No **19%**

### III. Multiple Choice (check one for each question)

6. Should the Arts Plan recommend a working relationship between artists and your school?  
a. Artist-in-residence program **37%**  
b. Mentoring program (one-on-one interactions) **29%**  
c. Internships with local artists outside of school **34%**
7. When participating in arts activities, you would prefer to be involved as a  
a. Presenter/artist **31%**  
b. Audience **34%**  
c. Volunteer **35%**
8. Do you prefer to attend arts/cultural activities through  
a. School groups **60%**  
b. Families **11%**  
c. Individual or peer groups **29%**
9. You would benefit best by arts and cultural activities offered during  
a. School hours **63%**  
b. After school **23%**  
c. Evening or weekend **14%**

## MONTCLAIR ARTS PLAN (MAP) COMMUNITY ASSESSMENT

### GOVERNMENT

#### I. Short Answers

1. How are you currently involved in and/or impacted by the arts in the Township of Montclair?
2. How could an Arts Plan benefit you and the community of Montclair?
3. How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

#### II. Yes/No

4. Does the government have the capacity to support cultural development through an Arts Plan?
  - a. Yes
  - b. No
5. Should the Arts Plan include historic preservation?
  - a. Yes
  - b. No
6. Do you want the Arts Plan to recommend strategies that will increase government revenues?
  - a. Yes
  - b. No

#### III. Multiple Choice (Check one for each question)

7. The development of a Master Arts Plan should best be linked to which of the following plans:
  - a. Town Master Plan
  - b. Council's Strategic Plan
  - c. MEDC Economic Development Plan
8. In regards to resources and events, what should the Township of Montclair provide to make a more culturally vital community for its citizens?
  - a. Personnel
  - b. Funding
  - c. Programs
9. What first steps should the government take to implement an Arts Plan for Montclair?
  - a. Develop Special Districts (e.g., SIDS)
  - b. Develop a system of taxation (e.g., percent-for-art/construction tax)
  - c. Develop special agencies (e.g., Department for Cultural Development)

# MONTCLAIR ARTS PLAN (MAP) COMMUNITY ASSESSMENT

## GOVERNMENT

### I. Short Answers

- 1 How are you currently involved in and/or impacted by the arts in the Township of Montclair?
- 2 How could an Arts Plan benefit you and the community of Montclair?
- 3 How could you contribute to or participate in the implementation of an Arts Plan for the Township of Montclair?

### II. Yes/No

- 4 Does the government have the capacity to support cultural development through an Arts Plan?  
a. Yes **67%** b. No **33%**
5. Should the Arts Plan include historic preservation?  
a. Yes **50%** b. No **50%**
6. Do you want the Arts Plan to recommend strategies that will increase government revenues?  
a. Yes **67%** b. No **33%**

### III. Multiple Choice (Check one for each question)

7. The development of a Master Arts Plan should best be linked to which of the following plans:  
a. Town Master Plan **50%**  
b. Council's Strategic Plan **50%**  
c. MEDC Economic Development Plan
8. In regards to resources and events, what should the Township of Montclair provide to make a more culturally vital community for its citizens?  
a. Personnel **50%**  
b. Funding **25%**  
c. Programs **25%**
9. What first steps should the government take to implement an Arts Plan for Montclair?  
a. Develop Special Districts (e.g., SIDS) **20%**  
b. Develop a system of taxation (e.g., percent-for-art/construction tax)  
c. Develop special agencies (e.g., Department for Cultural Development) **80%**