



CONNECTING
PEOPLE, PLACES,
AND
POTENTIAL.

WOODBIDGE-RAHWAY REGIONAL ACCESS TO THE ARTS

A LOCAL DEMONSTRATION PROJECT

AUGUST 2014



EE&K a Perkins Eastman company



PROJECT PARTNERS



Township of Woodbridge



City of Rahway



Middlesex County

THE BARRON ARTS CENTER



Barron Arts Center



Rahway Arts District

Woodbridge Arts Alliance



Woodbridge Chamber of Commerce



NJ TRANSIT

PROJECT TEAM



EE&K a Perkins Eastman Company



Front of House Services, Richard T. Bryant, President



Fitzgerald & Halliday



Nishuane Group

PROJECT CONTRIBUTORS

Berkeley College

Dillon Music

Professional Music Academy

Skye Consulting, James Kennedy

Vito Mazzo Salon and Spa

TABLE OF CONTENTS

TOGETHER NORTH JERSEY	2
EXECUTIVE SUMMARY	4
1. ANALYSIS: WHERE ARE WE NOW? WHERE ARE WE HEADED?	11
I. Arts-Driven Transit-Oriented Development	12
II. Downtown Woodbridge	13
III. Avenel	25
IV. Rahway	26
V. Outreach	29
2. VISION: WHERE DO WE WANT TO GO?	30
I. Recommended Facilities, Programs and Activities	31
II. Community and Education Arts Programs	33
III. Artist Live Spaces, Studios and Galleries	34
IV. Downtown Woodbridge	35
V. Repositioning Key Places in Downtown Woodbridge	40
VI. Avenel Arts Village	49
VII. Downtown Rahway	52
VIII. Toward a Rahway/Woodbridge Arts Region	54
3. IMPLEMENTATION: HOW DO WE GET THERE?	57
I. Funding Streams and Spending on the Arts	58
II. Preliminary Approach to Branding the Region	60
III. Arts Roundtable Discussion	63
Planning and Implementation Agenda (11"x17" format)	Attached

ABOUT TOGETHER NORTH JERSEY

In November 2011, the U.S. Department of Housing and Urban Development (HUD) awarded TOGETHER NORTH JERSEY (aka, North Jersey Sustainable Communities Consortium) a \$5 million Sustainable Communities Regional Planning Grant. The grant is matched with an additional \$5 million in leveraged funds from project partners. Grant funds have been used to implement the Local Demonstration Project (LDP) Program, develop a Regional Plan for Sustainable Development (RPSD) for the 13-county planning region (pictured to the right), and provide technical assistance and offer education opportunities that build the capacity of jurisdictions, organizations and the public to advance sustainability projects and initiatives.

The plan is both “place-based” and “issue-based” and uses sustainability, transit system connectivity and Transit-Oriented Development (TOD) as the central framework for integrating plans, regulations, investments, and incentive programs at all levels of government to improve economic and environmental conditions, while promoting regional equity and resource efficiency. For more information, please visit togethernorthjersey.com

ACKNOWLEDGEMENTS

- 13 County Governments in the NJTPA Region
- Edward J. Bloustein School for Planning and Public Policy at Rutgers University
- North Jersey Transportation Planning Authority (NJTPA)
- NJ TRANSIT
- NJ Office of Planning Advocacy (NJOPA)
- Housing and Community Development Network of New Jersey (HCDN-NJ)
- Sustainability Institute/Sustainable Jersey at The College of New Jersey
- NJ Future
- Building One New Jersey
- PlanSmart NJ
- Regional Plan Association (RPA)

The work that provided the basis for this report was supported by funding under an award from the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The authors of the report are solely responsible for the accuracy of the data, statements and interpretations



contained in this document. Such statements and interpretations do not necessarily reflect the views the Together North Jersey Steering Committee or its individual members or any other agency or instrumentality of Government.

ABOUT THE LOCAL DEMONSTRATION PROJECT PROGRAM

The Local Demonstration Project (LDP) Program seeks to advance specific projects, initiatives, and other investments for local communities to achieve short-term, implementable projects which are consistent with the RPSD goals and program outcomes.

The LDP Program provides technical assistance for strategic planning studies focused on designated areas or corridors associated with established or anticipated transit services and/or facilities. Eligible LDP projects will be sponsored by municipalities, counties, non-governmental organizations, community development corporations, and other interested organizations.

These demonstration projects help to identify partnering opportunities, milestones, and potential funding sources and serve as a model for future initiatives.

Please visit togethernorthjersey.com to learn more

12 KEY ISSUES

The range of issues faced by the communities within the Region in positioning themselves for a more sustainable future is broad. The Local Demonstration Project program as a whole will attempt to engage all of the the major policy issues that have been identified in

recent years, as seen in the adjacent diagram. Each project of the LDP program will address Land Use and Transportation at its core and will identify several primary issues as the project's focus.



EXECUTIVE SUMMARY

The goal of the Woodbridge-Rahway Regional Access to the Arts project is twofold: to understand how the arts can be used in conjunction with transit-oriented development to drive downtown redevelopment and to explore the potential of a cultural corridor encompassing downtown Rahway, Avenel and Downtown Woodbridge.

Currently, Downtown Woodbridge and Downtown Rahway are at different points in their arts and culture development. Rahway has made the arts a cornerstone of its downtown redevelopment efforts, comprised of thoughtful redevelopment planning and implementation, for over fifteen years. This has resulted in 1,500 units of new transit-oriented residential development, even as the city continues to work toward a truly vibrant mixed-use downtown. Woodbridge can point with pride to the Barron Arts Center and its long history of arts programming. Yet Woodbridge's arts activities consist primarily of programmed events without the types of sustained activity needed to attract new investment to the downtown. Downtown Woodbridge has seen the stirrings of new transit-oriented development. However, it is still in the process of reinventing itself by making a stronger connection between TOD investment and arts and culture.

Transit-oriented development has become recognized as a key driver for downtown revitalization across the nation. In most cases, while transit has played a critical role in supporting successful downtown revitalization, other complementary or supporting factors have been at work. One of the areas that has started to attract more attention is a focus on the arts. Arts-focused transit-oriented

redevelopment strategies are based on three basic components:

- Anchor institutions that provide programming for the community;
- Places people want to visit and stay. This has gained currency in other places in the form of creative placemaking; and
- Robust resource support, both financial and organizational.



The intent of the Woodbridge-Rahway Regional Access to the Arts study is not to interfere with ongoing efforts in both Woodbridge and Rahway, but rather identify new opportunities and to put forth strategies that turn these activities into something larger than the sum of their parts. In this way, individual efforts can complement rather than compete with each other. The focus of this project is on the gaps identified through analyzing the existing conditions of the Region, and especially those that exist between efforts of individual groups and municipalities.

DOWNTOWN WOODBRIDGE

Downtown Woodbridge has a small yet stable arts community including the Barron Arts Center, the Woodbridge Artisan Guild, the Professional Music Academy, and Dillon Music. These provide the majority of its arts programming. The Township has also recently renovated the theater in the Woodbridge Middle School, creating a new performance venue. In order to draw the critical mass of visitors necessary to drive economic development, the plan recommends the establishment of new anchor institutions that will be needed to attract visitors from the region. A high-level analysis of the region's offerings suggest the potential for a History



New vision for Main Street as a place for pedestrians, outdoor dining and gathering



New visions for Pearl Street and the west entrance to the Train Station (right) and Parker Press (above) are among the principle recommendations proposed by the Plan

Museum, 500-seat Theater, Outdoor Festival Grounds, and a Children's Art and Activity Center.

The Plan proposes a network of new "places," in order to attract people and create a focus both for new anchor institutions and new development. It re-envisioned downtown as a series of pedestrian-friendly, well-managed, places, accessible to transit, and activated by street level uses. These include:

- The reconfiguration of Parker Press Park that will create a new gateway for Downtown Woodbridge and open up transit-oriented development opportunities;

- Making Main Street place for people;
- The creation of a new arrival on Pearl Street and Heards Brook Park around the station that will establish the critical link between the train station and Main Street.

AVENEL

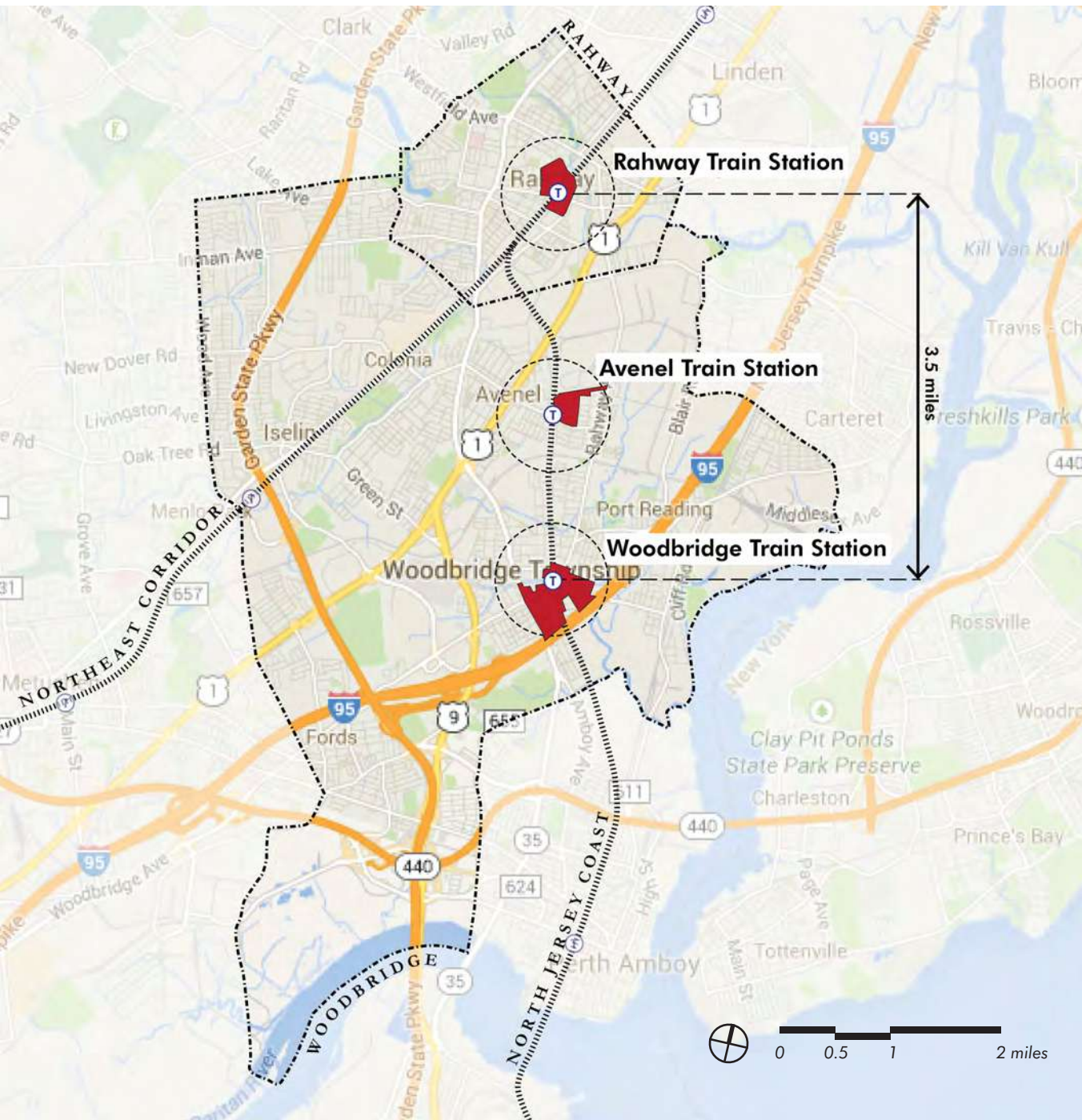
Avenel is well-positioned in the Region, midway between Downtown Woodbridge and Rahway. The Township has started the process of redeveloping the vacant General Dynamics site into the "Avenel Arts Village." In order to realize the potential of the Avenel Arts Village, the inclusion of targeted arts

venues will give identity to the larger project and help market the residential development while working to complement and enhance the activities of the new home of Dillon Music. The Programming Concept is for a multi-purpose performance space designed to cater to the needs of audio and video recording for customized, high-end "small-batch" performances, an Arts-related commercial hub with Dillon Music as its centerpiece, and programmed arts activities in multiple locations throughout the Arts Village.

RAHWAY

The Plan builds on the City's significant achievements in attracting residential development and bringing major arts venues downtown. It proposes using the existing anchors including the Union County Performing Arts Center, Hamilton Stage, and the Arts Guild New Jersey to attract a larger resident cultural arts organization and physical improvements that would improve the downtown. These include connecting the Train Station Plaza to arts programming along Irving Street and embracing the nearby Rahway River for its potential as an arts setting.





A WOODBRIDGE-RAHWAY ARTS REGION

Rahway has already proven that concert-goers will come to this area from throughout Northern New Jersey and from across the Raritan River from the northern towns along the Jersey Shore. A new Woodbridge-Rahway Arts Region would at once allow Woodbridge to leverage the foundation Rahway has established in the arts and Rahway to leverage Woodbridge's greater size and resources, as well as its access advantages.

The North Jersey Coast Line service, if complemented by effective planning and urban design, can also play a powerful role by serving as a draw for transit-oriented residential development and resident arts organizations.

The plan establishes common themes for both towns on which to build a branding narrative, and principles to guide the establishment of the arts region and recognizes the benefits include economies of scale in marketing efforts. An inter-county Arts Region encompassing both Union and Middlesex counties will be unique in New Jersey, and will be based on transit connections, compatibility of programming and venues, and cross-promotion of events. The result will be an Arts Region that will attract more visitors and investment to both municipalities.

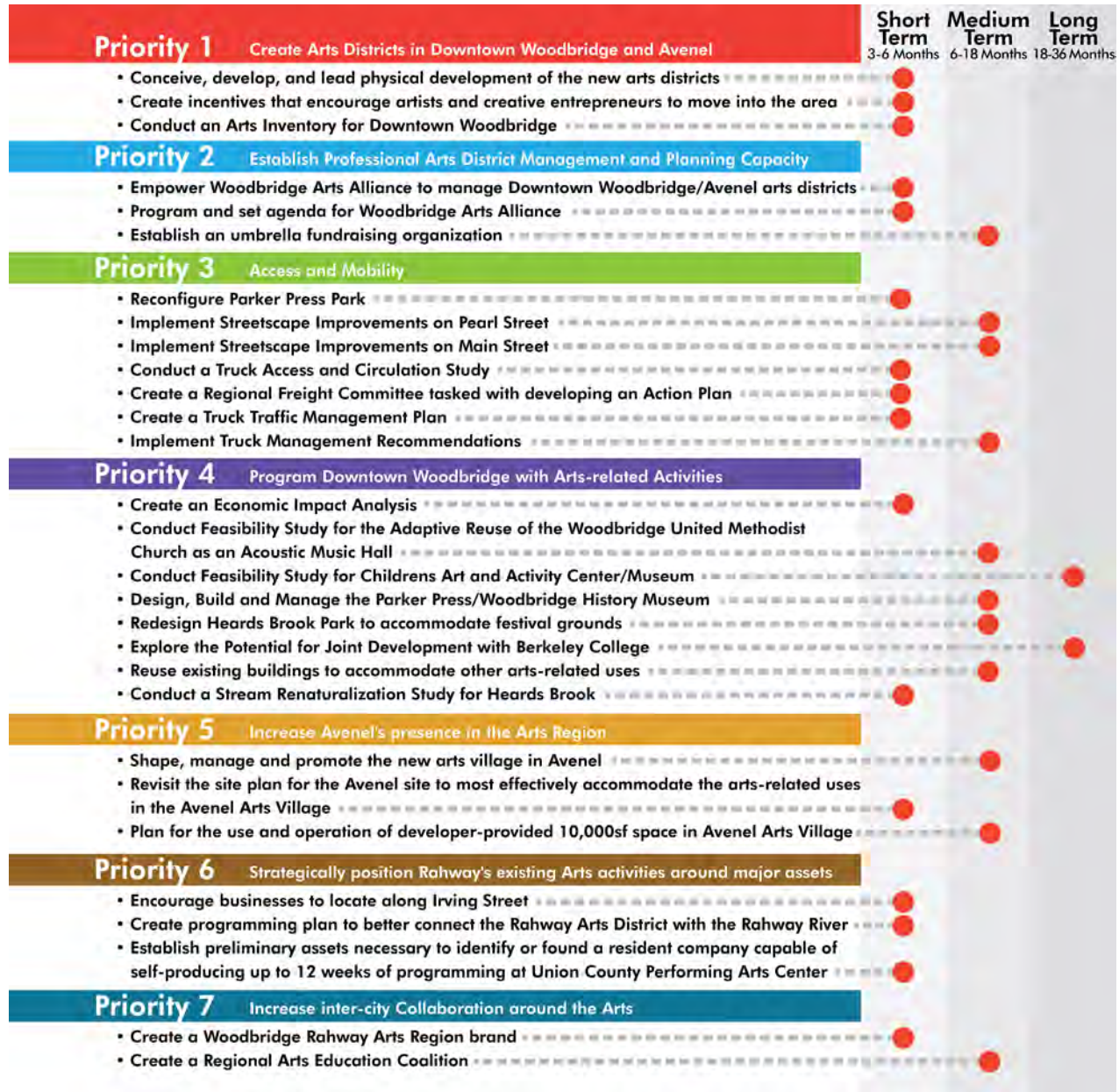
Context map of the proposed Arts Region, showing the NJ TRANSIT North Jersey Coast line as a common thread connecting the communities, especially the neighborhoods that surround each train station

IMPLEMENTATION

The Plan recommends the establishment of three service organizations in order to help advance the Region's arts-driven economic development agenda, build vibrancy, provide work opportunities for artists, and enhance arts education.

- First, and in the near term, Woodbridge Township should transform the existing Woodbridge Arts Alliance into an independent, non-profit arts service organization which will manage and promote the new arts district in Downtown and the Avenel Arts Village.
- Second, in several years, as new companies begin to move in and take root in Woodbridge, an umbrella fundraising organization should be formed to help raise private funds for capital and operating purposes. This group would also seek to secure low-cost, long-term financing for non-profit arts-related projects similar to the successful work that the Monmouth County "MOCO Corridor" organization has undertaken.
- Third, a Regional Arts Education Coalition housed in Avenel, and provide arts and education services to support the Woodbridge Rahway Arts Region.

The plan recommends creating municipal funding streams to fund these organizations that can be leveraged to attract and secure more robust corporation, foundation, and non-profit spending on the arts in the entire region.



Graphic depiction of the priorities established in this study. An unabridged version of the Planning and Implementation Agenda can be found in the appendices at the end of this report

A wide-angle photograph of a town street. On the left, a large tree with white blossoms stands in front of brick buildings. A bench and a trash can are on the sidewalk. The street has a double yellow line and a green-painted curb on the right. Several cars are parked along the street, and a red Jeep is driving away from the camera. On the right, more brick buildings are visible, including one with a 'NEWS & TREATS' sign. The sky is clear and blue.

ANALYSIS: Where are we now? Where are we headed?

ARTS-DRIVEN TRANSIT-ORIENTED DEVELOPMENT

The classic model of utilizing transit-oriented development as a catalyst for economic development is based on creating places around development opportunities in transit-rich areas. The Plan proposes a new model for development to be applied to Rahway and Downtown Woodbridge, a two-pronged downtown redevelopment strategy based on arts-driven downtown revitalization and transit oriented development. Each of these strategies, in turn, are based on three basic components:

- Anchor institutions that advance art, attract visitors as well as build audiences, raise money, create jobs, and educate children
- Places people want to visit and stay. Typically, these types of places are characterized by walkable environments, food, an intimate sense of scale, a managed environment, convenient and accessible parking, access to public transportation, and active street-level uses
- Robust resource support, which can take the form of either financial assistance or organizational capacity.

Downtown Woodbridge and Downtown Rahway are at different points in their development. Downtown Woodbridge needs

to add infrastructure, Rahway needs resident organizations, and both need to tie their existing assets to their key places.



DOWNTOWN WOODBRIDGE

EXISTING ARTS INSTITUTIONS

Downtown Woodbridge currently supports an adequate level of arts-related activity for the nearby communities, driven largely by a few local institutions. Barron Arts Center frequently works with Parker Press Park to provide music, art, and other cultural programming year-round from its historic building along Rahway Avenue. Dillon Music is a preeminent provider of sales and service for brass and woodwind instruments in the US and draws musicians from around the world. The Township has recently invested in the Woodbridge Middle School, transforming it into a venue suitable for a range of arts programming.



Dillon Music



Barron Arts Center

Colonia

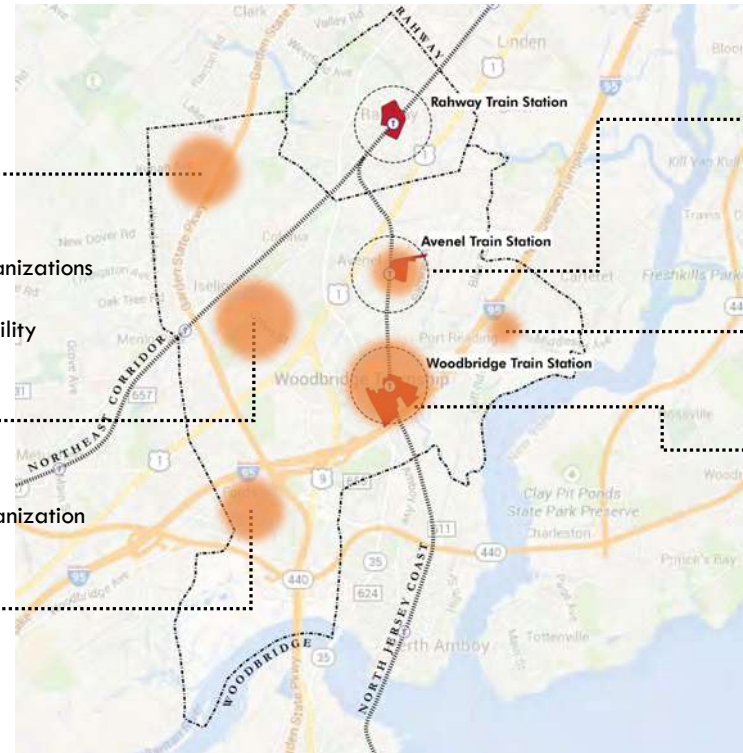
- 2 Art Dealers
- 1 Dance School
- 2 Performing Arts Organizations
- 2 Photography Studios
- 1 Video Production Facility

Iselin

- 2 Art Dealers
- 1 Dance School
- 1 Performing Arts Organization
- 7 Photography Studios

Fords

- 5 Dance Schools
- 1 Performing Arts Organization
- 1 Photography Studio



Avenel

- 1 Art Dealer
- 2 Dance Schools
- 2 Performing Arts Organizations

Port Reading

- 1 Interior Designer

Woodbridge

- 1 Art Dealer
- 3 Musical Instrument Dealers
- 1 Dance School
- 1 Interior Designer
- 3 Performing Arts Organizations
- 4 Photography Studios

Woodbridge Middle School (below) and arts institutions in other parts of Woodbridge (above). The size of the orange circles approximate the amount of arts-related uses in each section of Woodbridge, while the black outline circles illustrate a 1/2 mile radius around each train station



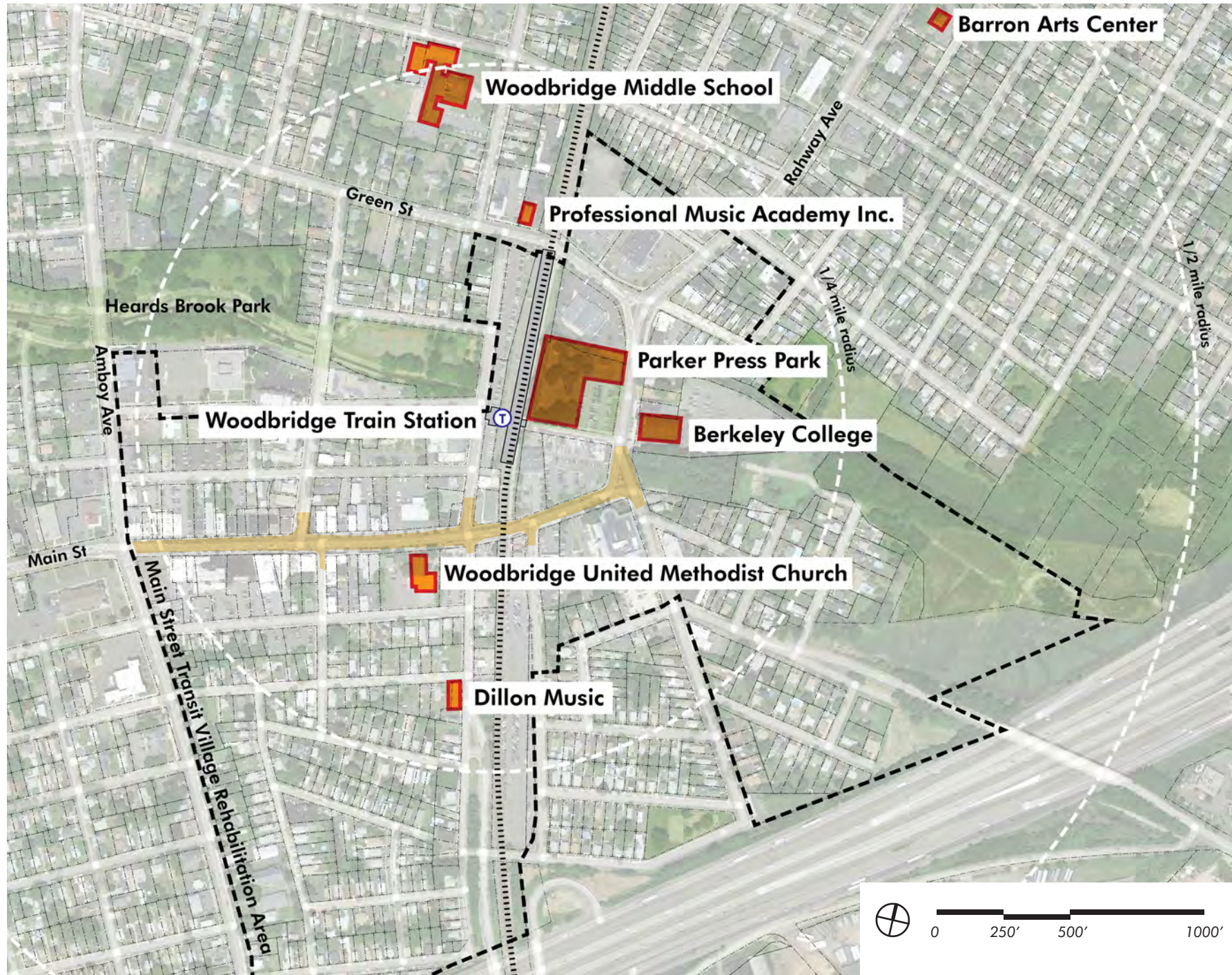


Parker Press Park

Downtown Woodbridge's arts activities consist primarily of programmed events, including season concerts at Parker Press Park and a number of events programmed by the Barron Arts Center. These activities draw an estimated 22,500 admissions per year, and are good building blocks, but they are not sufficient in drawing power to attract significant new investment and development. In order to grow into an Arts District, Downtown Woodbridge needs to add infrastructure and establish venues that will draw more visitors and position them around places in which people want to be and stay.



Existing cultural resources in Downtown Woodbridge (opposite page) and the United Methodist Church along Main Street (above)



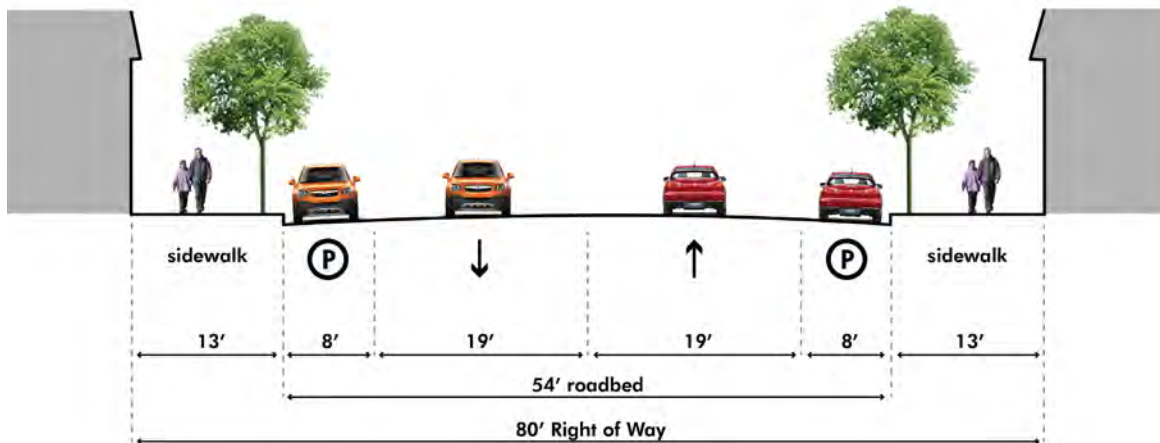
MAIN STREET

Main Street in Downtown Woodbridge is already used by pedestrians that need to access the available retail, and is already equipped with a consistent street wall and wide sidewalks. Though located just 400 feet from the entrance to the Woodbridge Train Station and with excellent access to Routes 1 and 9, Main Street does not currently live up to its potential. It is lacking in vitality for several reasons, among them:

- *Empty storefronts.* Vacant storefronts give negative impressions to visitors, and subtract from the cumulative energy of the entire street.
- *Dominated by truck traffic.* The ubiquity of trucks along Main Street makes many outdoor uses impossible due to excessive noise and air pollution.

- *Too many one-story buildings.* The streetwall of Main Street is nearly unbroken, but the low density of building mass (especially in the form of the strip suburban uses east of the train tracks) fails to define an “outdoor room” in which pedestrians feel a sense of security and detracts from the pedestrian environment.
- *Seems excessively wide.* The traffic lanes are much wider than they need to be (19 feet wide as opposed to 10-11 foot standard for main streets), increasing traffic speeds and making crossing the street intimidating and dangerous.

The potential of Main Street to support retail uses such as cafes or outdoor dining is limited by the frequency of large trucks. While traversing between the manufacturing and



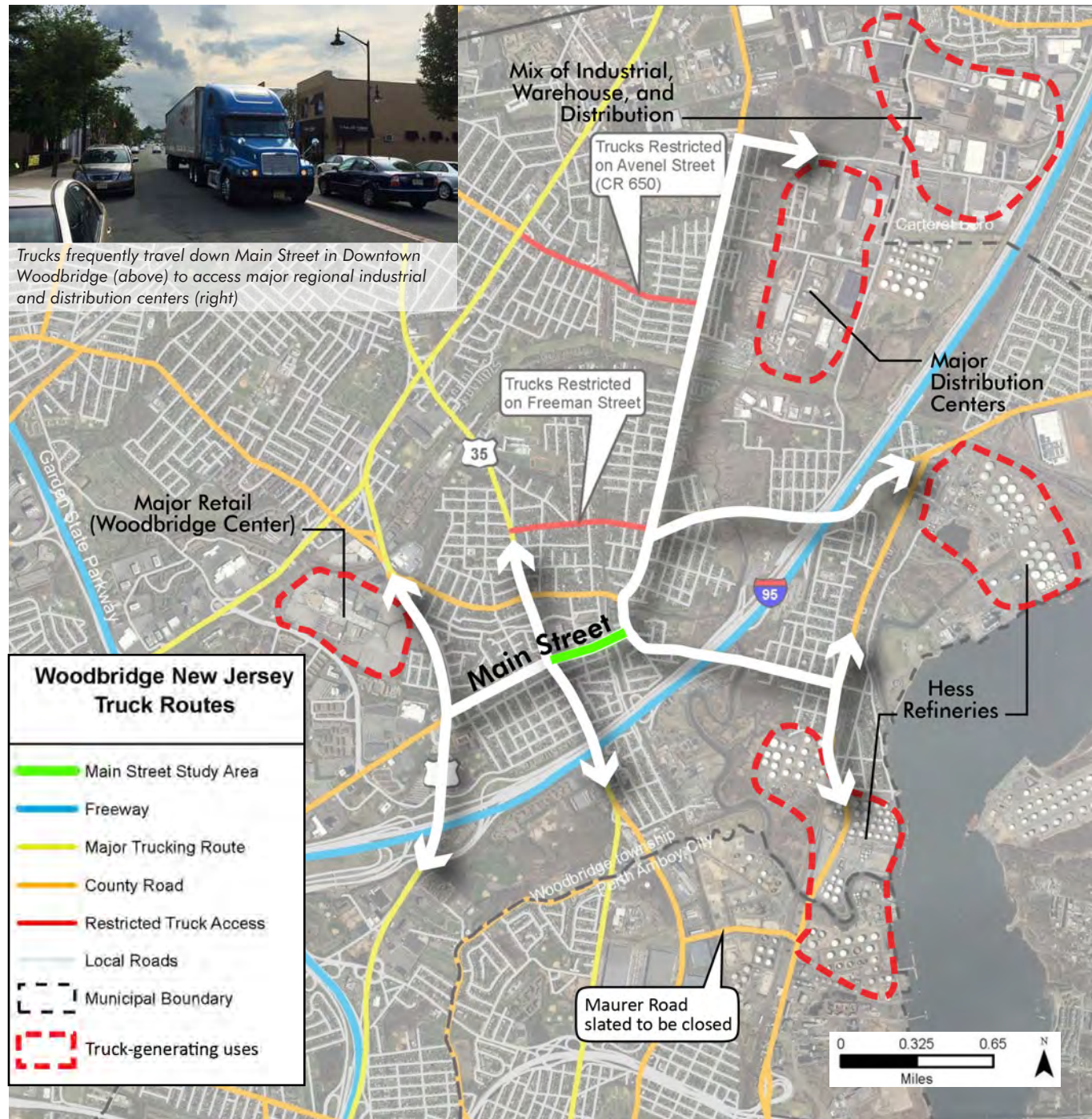
Existing street section of Main Street in Downtown Woodbridge



Main Street seems excessively wide (top), has vacancies that limit vitality (middle), and has too many one-story buildings (bottom)

distribution centers to the east and Routes 1, 9, and 35 to the west, these trucks frequently bring the potential for environmental and noise pollution through the center of Downtown Woodbridge, increase congestion along Main Street, detract from the human-scale setting, and potentially present safety risks to pedestrians. North of Downtown Woodbridge, Avenel Street (County Road 650) and Freeman Street, each provide east and west connections to Routes 9 and 35, respectively; however, restrict large trucks. The limited number of east/west connections in Woodbridge between the manufacturing and distribution centers to the east and important trucking routes to the west creates a “bottleneck” effect along Main Street; thereby, increasing the number of trucks there.

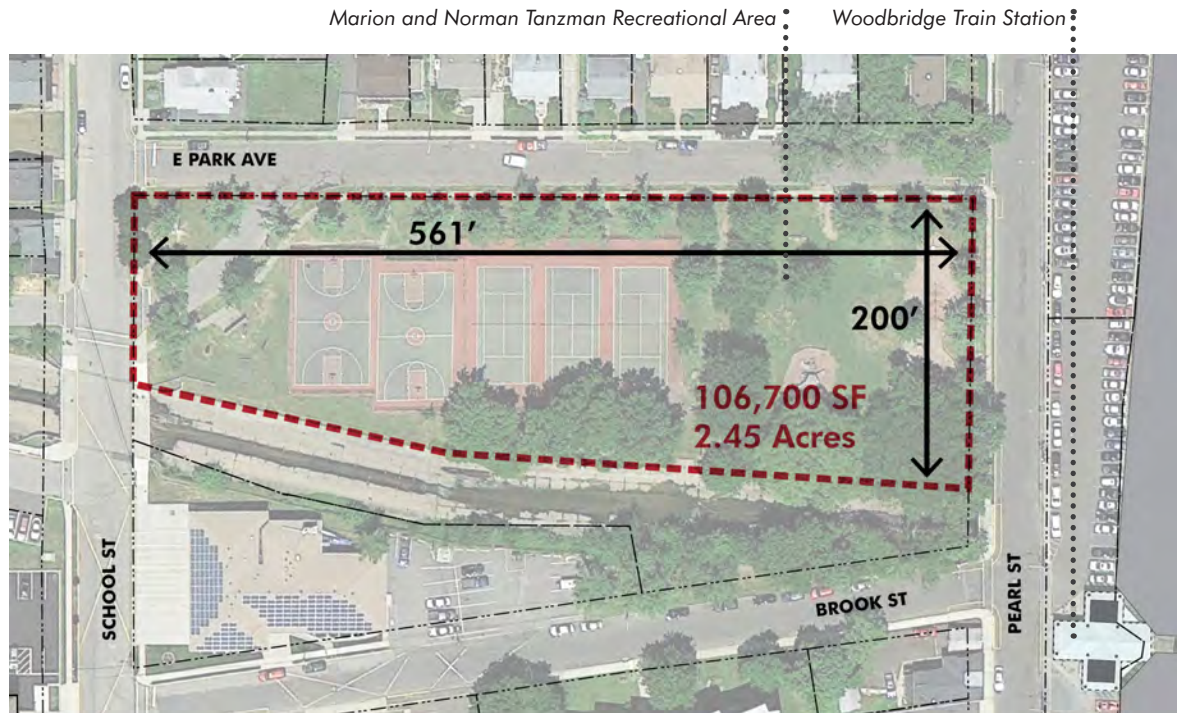
While no recent truck counts in Downtown Woodbridge are available, anecdotal evidence and observation demonstrates that a substantial number of large trucks utilize Main Street consistently throughout the day. In addition to impacting the outdoor cafe and dining experience, truck traffic may potentially preclude the implementation of traffic calming and pedestrian features such as raised crosswalks, bulb-outs, and narrowing of travel lanes. The challenge facing Woodbridge moving forward will be how to successfully manage truck traffic or divert it from along Main Street, which may hinder certain types of development opportunities.



HEARDS BROOK PARK

Heards Brook Park winds through the center of Downtown Woodbridge, and represents an untapped natural and recreational resource for the community. The park, framed by Pearl, East Park, and School Streets is across the street from the Woodbridge Train Station and is 2.45 acres in size. The Marion and Norman Tanzman Recreational Area is located on the eastern end, and the park also currently has two basketball courts and three tennis courts.

This portion of Heards Brook Park is almost 2.5 acres in size (right), and is currently equipped with a playground (below left), basketball courts (below middle) and tennis courts (below right)





In 1972, the “Heards Brook Stream Improvement Program” encased the stream in concrete to prevent erosion and built fences to keep the public out. However, the velocity of the stream’s current over the smooth concrete now prevents plants from establishing themselves along its banks. This makes the brook unattractive and uninviting to visitors, and does not promote a healthy riparian habitat. “Daylighting” the stream (returning it to a natural state) would benefit the residents of Woodbridge by creating a more attractive and useful resource. The adjacent park space is located across the street from the Station, and has the potential to become a large entertainment venue.

The Heards Brook is currently encased in concrete (left), and framed by fencing (below)



PARKER PRESS PARK

Parker Press Park is a relatively recent success that involved collaboration between NJ TRANSIT, Woodbridge Township and utilized funding from Green Acres to create a public park adjacent to the Train Station. The park has historical significance for the Township, and is the setting for the Parker Press Building, which commemorates famous 18th century printer James Parker. However, with a few strategic improvements, the park could play a larger role in Downtown Woodbridge.

Currently, the park is home to programming such as music performances and farmers markets, but has problems stemming from the way the site is organized:

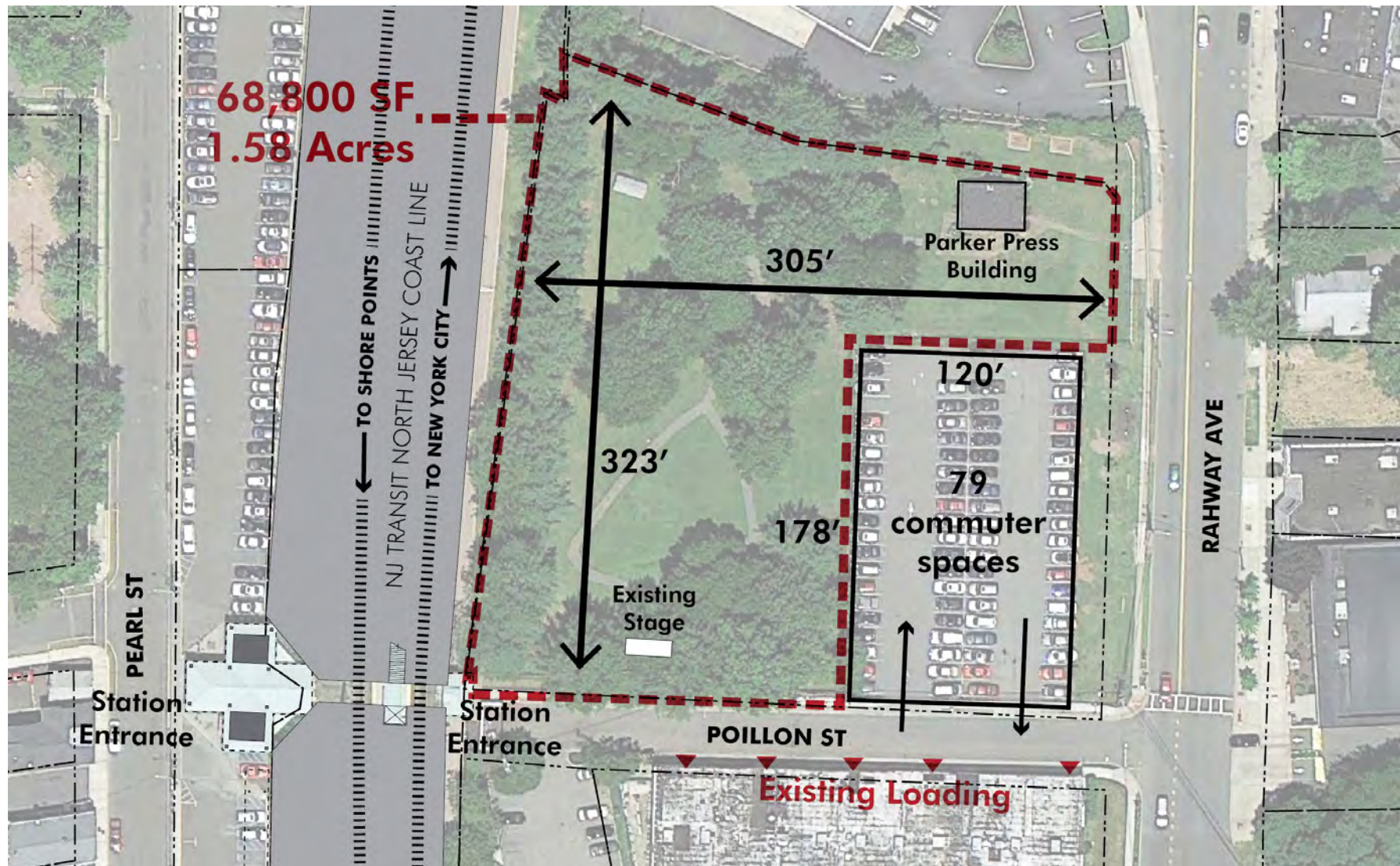
- The Train Station is not visible from Rahway Avenue
- The bandshell is hidden behind a parking lot from Rahway Avenue
- It serves as a barrier between the Train Station and the east side of Woodbridge
- Parker Press Park is bordered by an unattractive commuter parking lot and the backside of the Main Street Shopping Center.
- While the park has the potential to serve as an arrival destination, the present park hides the Train Station entrance and any events in the park from Rahway Avenue.



The existing Parker Press Park is separated from Rahway Avenue by commuter parking (opposite page) and does not serve as a welcoming arrival point from the Train Station (above)

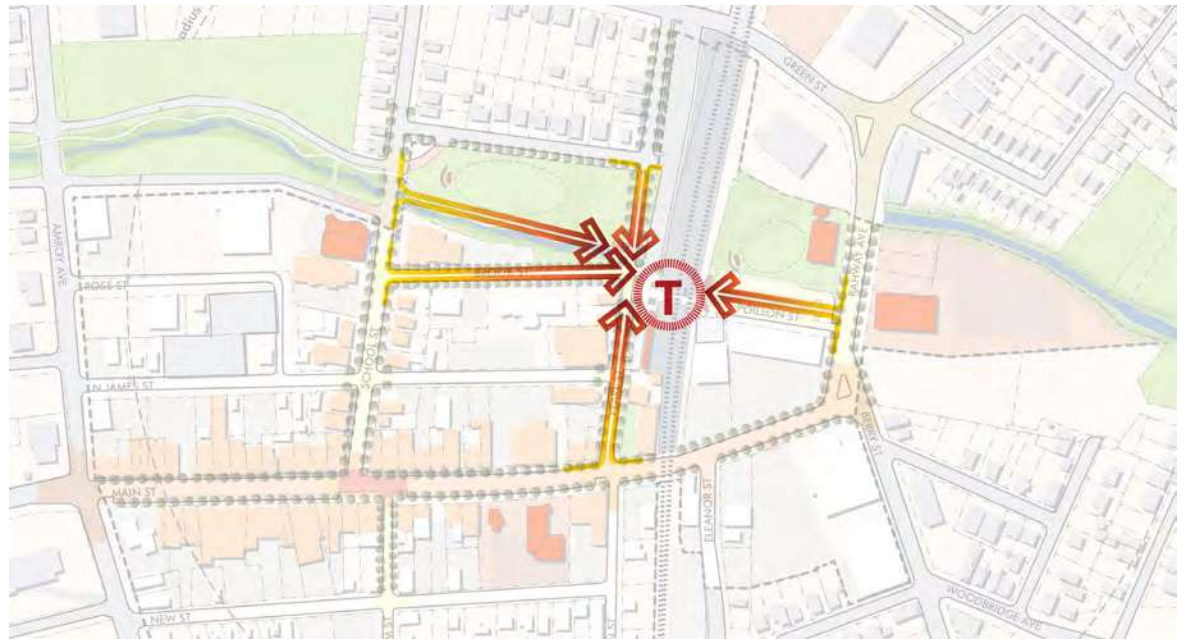


View from Poillon Street of the Train Station entrance



TRAIN STATION ACCESS

Woodbridge Train Station is accessible from both the east and west sides of the tracks, via Poillon Street and Pearl Street, respectively. However, Poillon Street primarily functions as a loading area for the businesses in the Main Street Shopping Center, and the Train Station Entrance has minimal presence on Rahway Avenue. Pearl Street is framed by inefficient parking lots on the east side, and vacant buildings on the west side. Neither side of the tracks has a formal drop-off location or queuing area for taxis. These two main entrances for the Woodbridge Train Station could be organized and arranged much more efficiently.



Available access points to the Train Station that are currently underutilized



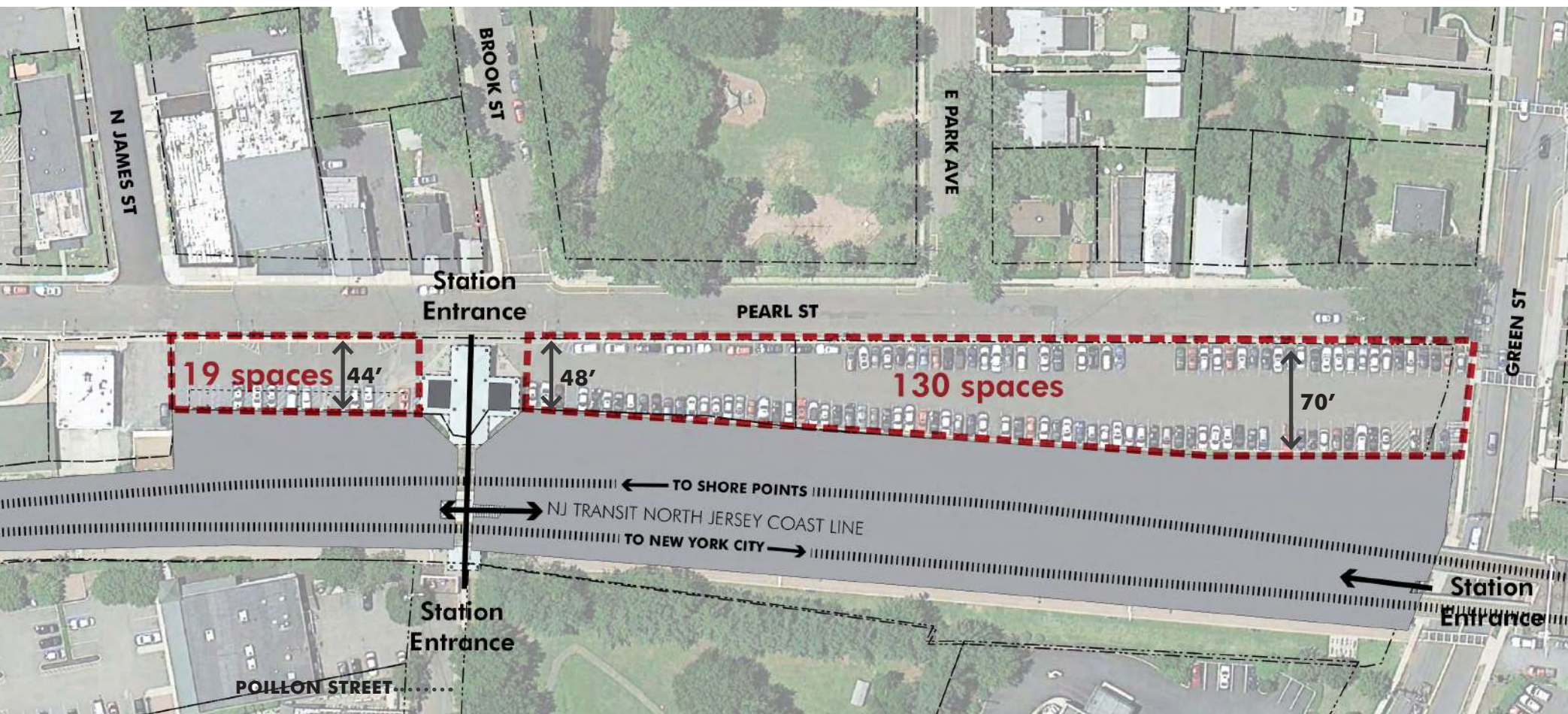
View of Pearl Street from inside the Train Station



View to Main Street, with parking along Pearl Street



View to the Train Station from Rahway Avenue



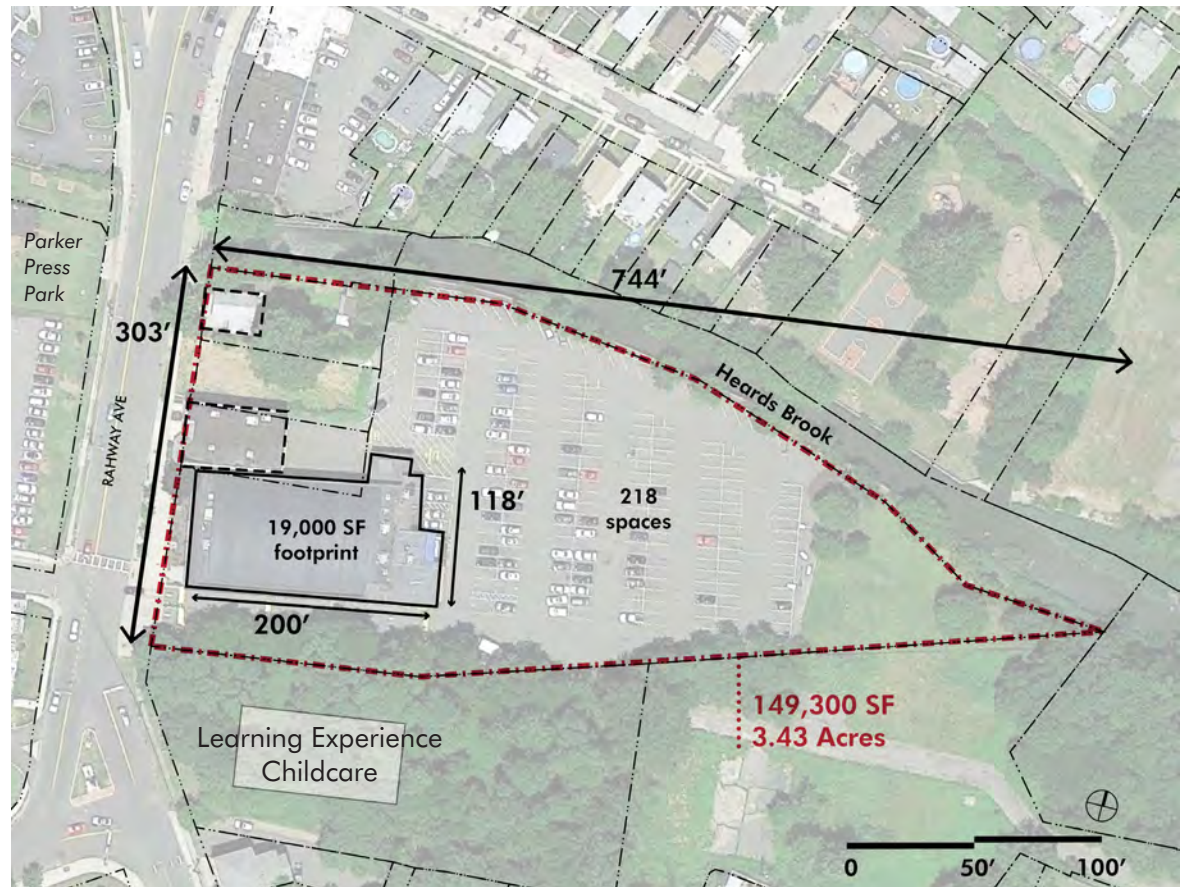
Plan of the Train Station showing current access from Pearl and Poillon Streets, and existing commuter parking

BERKELEY COLLEGE

With an aggregate area of over three acres, just over 400' from the Woodbridge Train Station, Berkeley College's four properties represent a prime opportunity for transit oriented development. The reconfiguration of Parker Press Park, which will increase access and visibility to the train station and will help unlock this latent development potential. The

College has a need for more classrooms and has expressed interest in expanding. They have also signaled that they are open

to potential joint development incorporating mixed-use development, which could provide a potential source of additional revenue.



Berkeley College occupies over three acres in a prime location, across Rahway Avenue from Parker Press Park

AVENEL

Proposed for the former site of General Dynamics, the Avenel Arts Village has been identified as one of Woodbridge Township's major redevelopment opportunities. The Township has worked with a developer who has agreed to provide 35,000 SF of arts-related retail space as part of the plan. In addition, the plan provides for the development of up to 500 residential units. The challenges for this project to succeed include the limited train service and the relative scarcity of other arts activities near the Village.



This plan (above) was developed by Phillips Preiss Grygiel LLC in January 2009, and amended March 2013 for the Woodbridge Township Redevelopment Plan. The General Dynamics building (top left) currently occupies the site, as seen in this oblique aerial (left)



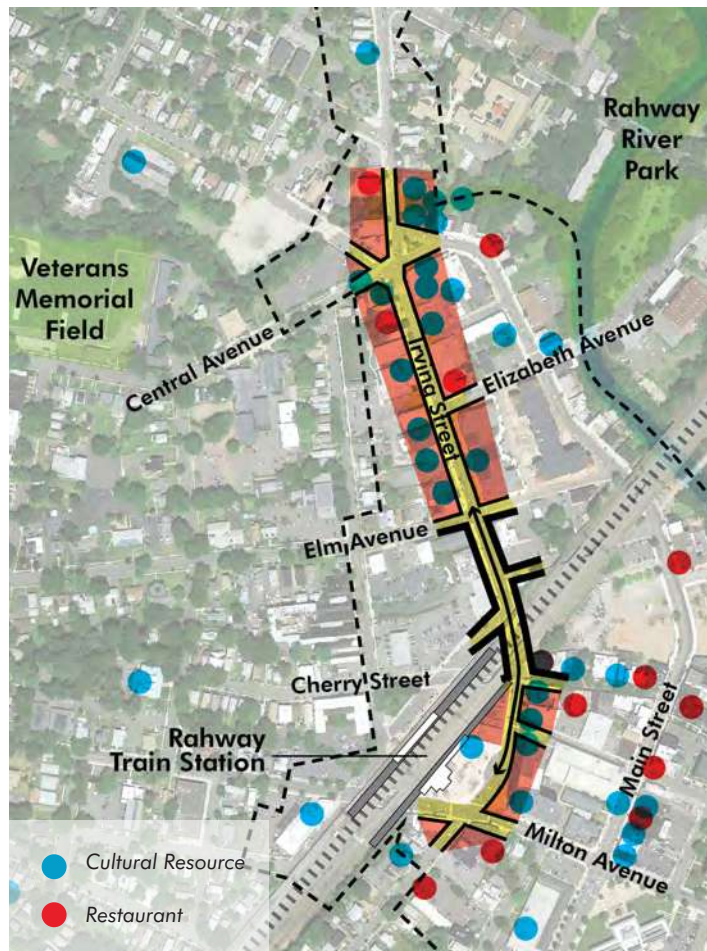
Avenel Train Station

Avenel Arts Village Site

RAHWAY

Downtown Rahway has established itself as an events-driven destination highlighted by the Union County Performing Arts Center (UC PAC), Hamilton Stage, and Arts Guild New Jersey, which attract an estimated 60,000 annual attendees. Rahway has a number of smaller venues and creative enterprises as well, including Hellhound recording studio, several small galleries, and arts-related businesses such as tattoo parlors and individual studios. Despite the development of over 1,500 units of new housing the past 15 years, the downtown has yet to establish itself as a truly vibrant environment on an every-day basis.

The reasons behind this are three-fold: first, there is a physical gap between the recently developed residential developments near the train station and the concentration of arts establishments further north along Irving Street. Second, there is only moderate synergy between downtown Rahway's food/restaurant locations and its cultural establishments. In other words, local businesses do not fully experience the "spillover" effect of additional customers when the arts-related uses attract visitors to Rahway. Third, with the exception of the American Theater Group, there are few major arts companies that actually reside in Rahway. It is this distinction that has limited the potential for growth of the arts in Rahway.



The Rahway Train Station needs to be better connected to cultural activity on the north side of Irving Street



Skyview Hotel and Garage

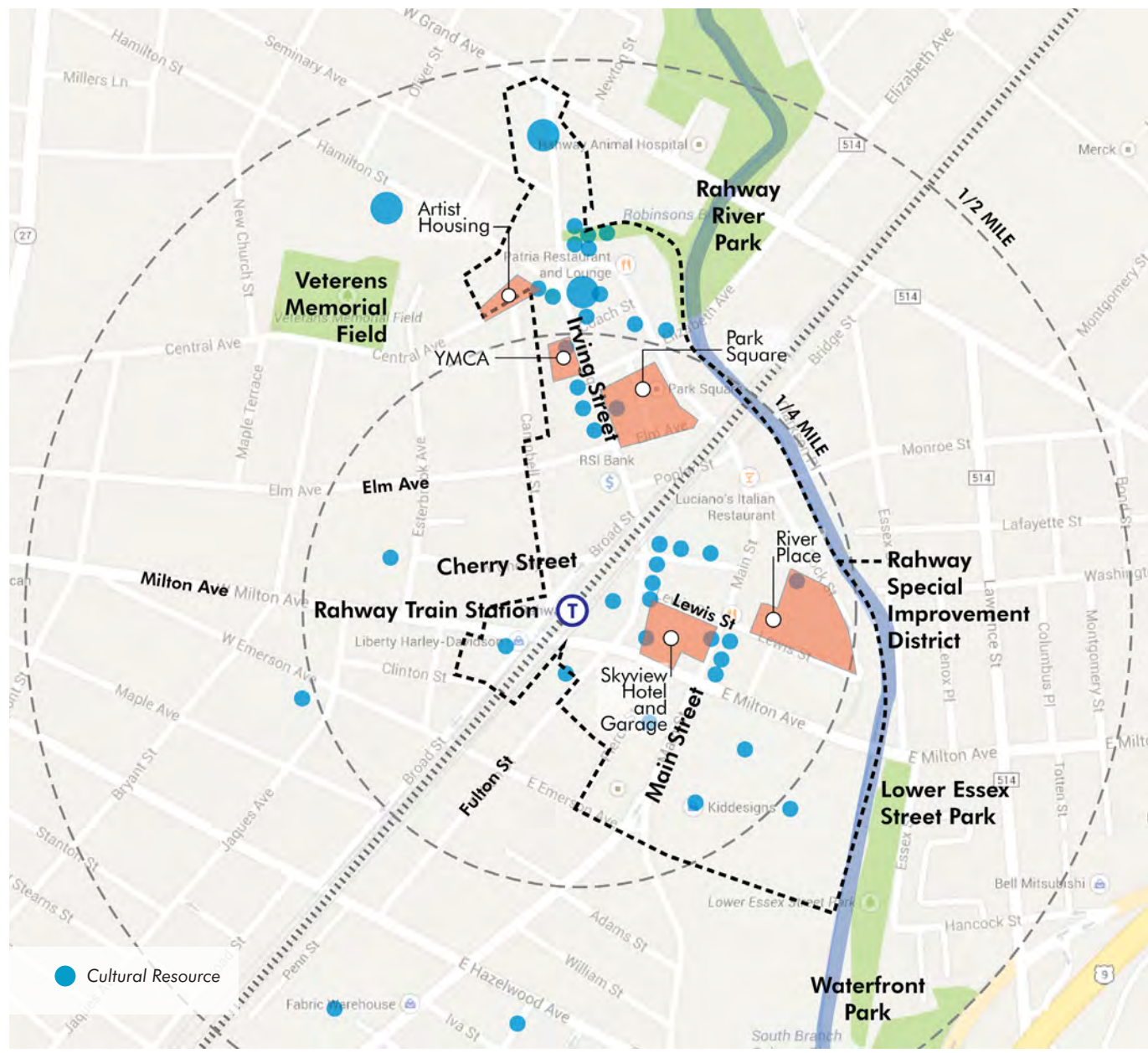


Rahway Train Station Plaza

Downtown Rahway has established itself as an events-driven destination highlighted by the Union County Performing Arts Center (UC PAC), Hamilton Stage, and Arts Guild New Jersey. These facilities serve to anchor the Rahway Arts District, and have the capacity to house major resident arts organizations. Current annual attendance in Rahway is estimated at 60,000. The Rahway River borders the Rahway Arts District to the east, and could be used as the setting for arts programming in the future. Streets such as Irving Street and Cherry Street in Downtown Rahway could become more active and vital with the addition of more arts-related programming. The challenges of Downtown Rahway include attracting resident arts organizations and better connecting northern half of Irving Street with the Train Station area.



Map of the Rahway Special Improvement District (right) showing cultural resources like Hamilton Stage (above)





Clockwise from top left: Union County Performing Arts Center, Cherry Street in Downtown Rahway, and Irving Street in Downtown Rahway

OUTREACH

Downtown Woodbridge respondents were in favor of the addition of a small acoustic music hall, mid-size theater, and community arts center to the mix of uses already available in Downtown Woodbridge. These contributions have been invaluable in informing the Plan's

recommendations for the needs of both Downtown Arts Districts. The Rahway Arts District participants favored the inclusion of more summer outdoor music festivals, holiday programming, and shared artist coops and housing.

In order to gain feedback on the ideas proposed in this project, the Project Team conducted public outreach sessions on June 25th, June 26th, and July 9th. Held at both the Woodbridge Wednesday music event and Rahway Farmers Markets, the outreach focused on how patrons of each community felt about mobility, arts activities and opportunities in each downtown. The goal was to determine entertainment travel destination patterns and identify potential attractors to the Woodbridge-Rahway Regional Corridor.



Outreach events at Woodbridge Wednesday (right) and the Rahway Farmers Market (above)

A photograph of a street scene. On the left, a road with several cars. A large, leafy tree dominates the center. Under the tree, many people are sitting at outdoor tables. On the right, a sidewalk with pedestrians. A building with a red awning and a 'PIZZA' sign is visible. A black text box is overlaid on the right side of the image.

VISION: Where do we want to go?

RECOMMENDED CREATIVE SECTOR FACILITIES, PROGRAMS, AND ACTIVITIES

The Plan recommends a three-part strategy for arts-driven downtown revitalization and transit oriented development in Downtown Woodbridge, including:

Founding or attracting new non-profit anchor arts institutions, community/education arts programs, and arts-related businesses capable of collectively generating annual admissions of more than 200,000 in 6+ years. This is an ambitious but achievable timeline, given Woodbridge's proximity to talent, population base, and commitment to making arts culture, and creativity central to its development plans.

HISTORY MUSEUM

Woodbridge has a proud history, and is the oldest municipality in New Jersey. Before this study began, the Township had already entertained the idea of creating a history museum, and locating it within Parker Press Park. This idea was frequently supported during outreach events during this project. Importantly, a museum here would fill a gap in the market, as there are no comparable history museums in the region. Woodbridge Township has ongoing plans to implement a history museum, and the Plan proposes one of similar scale to those existing plans and similar organization to the Worchester Historical Museum in Worchester, Massachusetts.

CHILDREN'S ART & ACTIVITY CENTER

Inspired by the successful experience in Woodbridge of the temporary Greenable project, the Township's large population of children and families, and overall reputation for being "family-friendly," the Team coalesced around the idea of a permanent Children's Arts & Activity Center. The Plan identifies a regional niche market for a Children's museum, as the closest comparable museum is in Brooklyn, NY. Successful precedents include the Pretend City in Irvine, California, and the Children's Museum at La Habra in California



Worchester Historical Museum in Worchester, Massachusetts



Childrens Museum at La Habra, California



Pretend City in Irvine, California

500-SEAT THEATER/SOUNDSTAGE

A flexible-use theater in downtown Woodbridge opens up a wide array of artistic programming and recording opportunities as well as mixed use for catered events, exhibitions, meetings, and classes. A theater/soundstage between the sizes of Hamilton Stage and the Union County Performing Arts Center would complement rather than compete with these venues, filling a regional void. World Café Live “Downstairs” in Philadelphia, PA provides a successful model of this new form.



World Cafe Live in Philadelphia, PA

OUTDOOR FESTIVAL GROUNDS

Downtown Woodbridge currently lacks public assembly spaces suitable for mid- to larger-scale Festivals. Heards Brook Park offers an excellent opportunity to create such a space to complement the smaller grounds at Parker Press. After the installation of electrical power, light positions, restrooms, and landscaping, the other physical elements such as staging are flexible. Programming precedents include the Elgin Fringe Festival in Elgin IL, Summer Concert Series in Stamford CT; Hat City Streets Festival in Orange NJ; South Mountain International Blues Festival in West Orange NJ; and Morristown Jazz and Blues Festival, Morristown NJ



Giralda Music and Arts Festival in Madison, New Jersey

ACOUSTIC MUSIC HALL

The Methodist Church is strategically located on Main Street within the proposed downtown art district and represents an opportunity to work with the existing congregation to rehabilitate the main sanctuary for shared use as an acoustic music hall. Precedents include Everett Hall in Everett WA; The State Room in Salt Lake City UT; and Lambertville Hall in Buck's County NJ (converted church/spoken word).



Columbia City Theater in Seattle, Washington

COMMUNITY AND EDUCATION ARTS PROGRAMS



Woodbridge Middle School



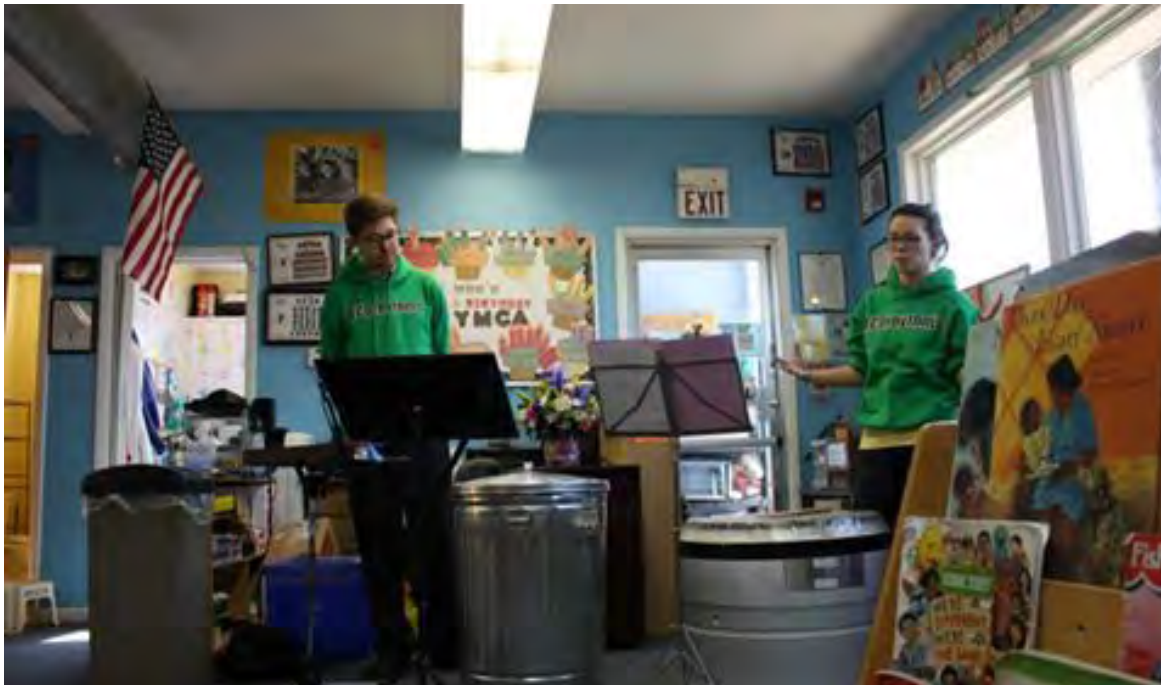
After-school arts academy

AFTER-SCHOOL AND WEEKEND ARTS ACADEMIES

The cities of Orange and West Orange have found that access to arts programs for children and teens off-school hours can have a significant impact on the positive growth and development of young people and the overall health of the community. A successful example of this type of programming is a program in Washington Depot, Connecticut called ASAP!

COMMUNITY AND TEEN ARTS CENTER

Flexible use spaces that encourage adults and teens to participate in creative activities and programs provide significant impetus for advancing creative lifestyles that contribute to quality of life. Center for Community Arts in Cape May NJ is a good example, as is ORNG Ink, the teen arts center in Orange NJ. Currently, Woodbridge Township is investing in the Woodbridge Middle School in order to be able to support this type of programming.



Existing after-school youth program by the Professional Music Academy in downtown Woodbridge

ARTIST LIVE SPACES, STUDIOS, AND GALLERIES

ARTIST LIVE SPACES/ARTIST LIVE-WORK SPACES

Attracting artists to live and work in the community is the necessary ingredient for developing a legitimate creative economy. The national leader on developing artists live and live-work spaces is ArtSpace of Minneapolis MN. Given the similarity between Elgin, IL and Woodbridge, the Elgin Artist Lofts developed by ArtSpace and the City of Elgin serves as a successful precedent for such subsidized space. The ValleyArts Firehouse Gallery in Orange NJ is a successful model of this type of market-rate space.



Galleries in Boonton, New Jersey

SHARED ARTIST STUDIO CO-OPS

These cooperative studios for artists by discipline provide much needed access to space and tools for artists who have outgrown their home studios but are not yet ready (or interested) in taking on the cost of private studios. As many as 30 to 40 artist can work in such cooperative spaces and each pays an incremental share. A successful precedent for this type of facility is Brooklyn Metal Works in Brooklyn, NY. The ValleyArts metal arts and printmaking cooperatives are now under construction in Orange, NJ.

GALLERIES

The presence of eight-to-ten small privately owned and cooperative galleries could have a great impact on the overall health of the arts district and, once present, will be indicative of its vitality. Boonton, New Jersey, has become an exemplar of small art gallery development, the promotion of which is a priority of its downtown alliance. The Valley Arts District in West Orange, New Jersey, now has five operating galleries which generate foot and internet traffic to the sidewalk scene.



ArtSpace in Minneapolis, Minnesota

DOWNTOWN WOODBRIDGE

DOWNTOWN ARTS DISTRICT

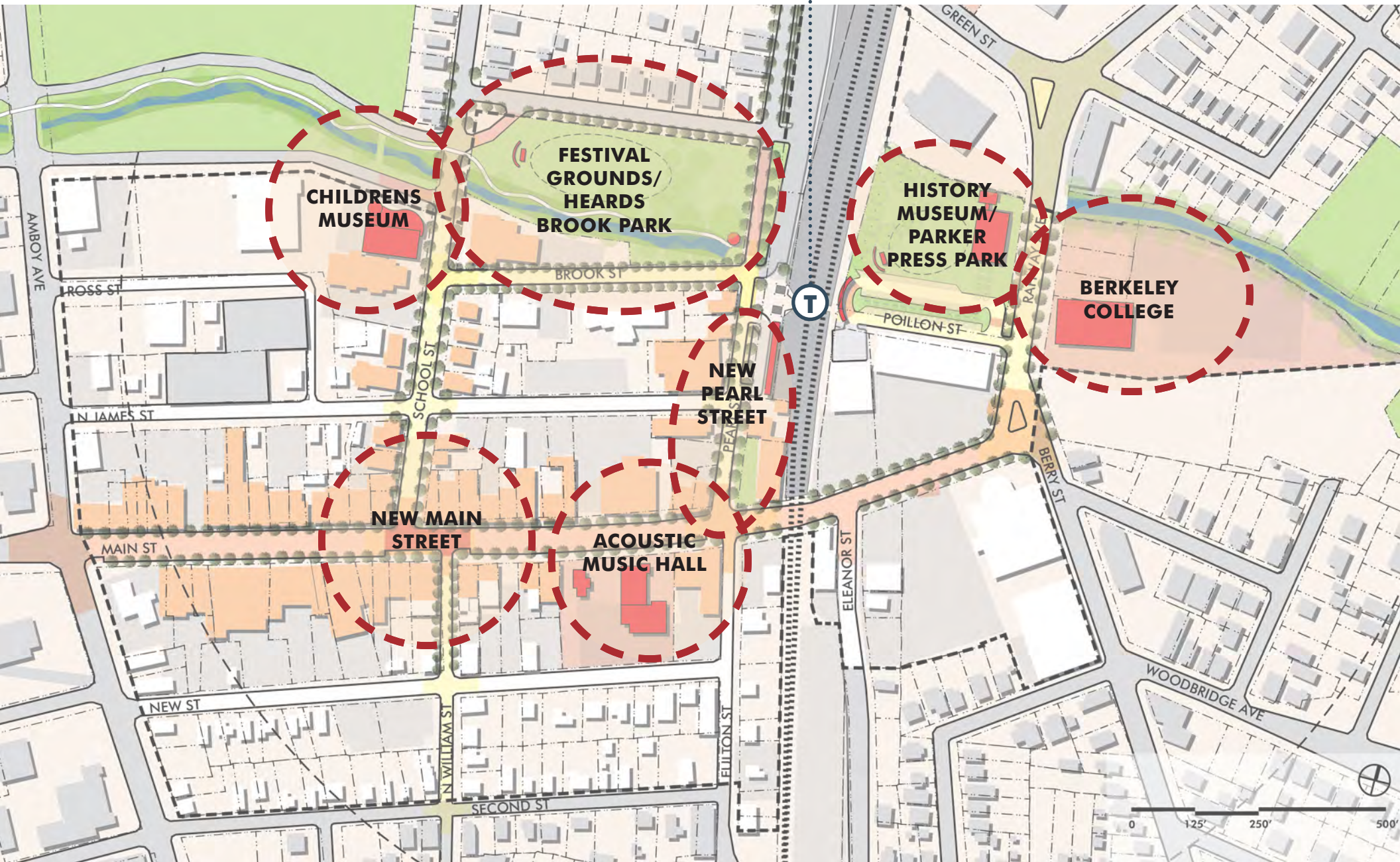
Downtown Woodbridge needs a designated Arts District boundary (proposed district shown below) in order to encourage a

variety of uses to transform this area into a vibrant neighborhood with primary emphasis on the arts, entertainment and culture, while providing for a broad range of retail, restaurant and personal service uses.

The District should include Main Street, the residential areas around Main Street, Heards Brook Park, Parker Press Park, Berkeley College, and the Woodbridge Town Hall.



**WOODBIDGE
TRAIN STATION**





METHODIST CHURCH

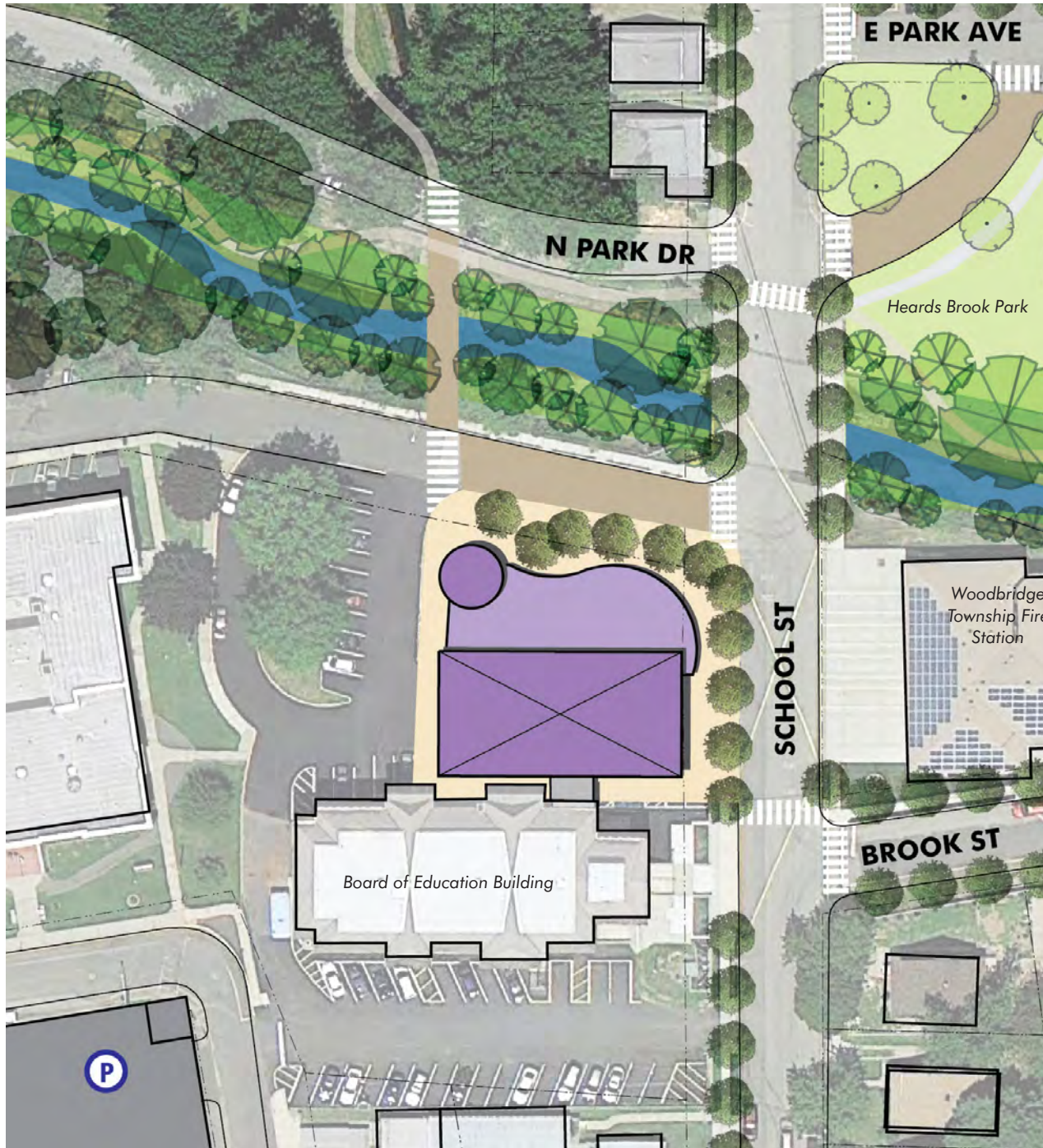
The Woodbridge United Methodist Church dates from 1832, and remains a fixture in the community. The existing building occupies a strategic location on the eastern end of Main Street, close to the Train Station. The sanctuary's acoustics are reputedly excellent. As such, it presents an ideal venue for an acoustic music hall.

WOODBIDGE MIDDLE SCHOOL

Woodbridge Township has recently invested in the Woodbridge Middle School, transforming it into a performance space that will be well-positioned to accommodate early arts-related activities. It is located just two blocks from the Train Station.



Proposed Downtown Woodbridge Plan (opposite page), Woodbridge United Methodist Church on Main Street (left), and the Woodbridge Middle School (above)



BOARD OF EDUCATION

The surface parking lot directly to the north of the Board of Education administrative offices building (located along School Street at Brook Street) could be a good location for the children's museum. It is within easy walking distance of the Train Station, only two blocks off Main Street, and could create beneficial programming synergies with the adjacent elementary school and the Board of Education. The site, adjacent to Heards Brook Park, presents an attractive setting for a museum, and also presents opportunities for outdoor programming in the park.



Board of Education Building (above), and proposal for a children's Museum (left, shown in purple)



Pavilion in Bryant Park, New York City (top) and the Kisco River in Mount Kisco, New York (bottom)

HEARDS BROOK PARK AND PEARL STREET

The Plan proposes that the section of Heards Brook Park between Pearl Street and School Street become the site of festivals with a capacity of up to 10,000 attendees. This site is appropriate in that it has access on three sides, and also is separated by Park Avenue

from neighboring single family houses. The benefits to locating arts programming here include spurring the revitalization of Pearl Street and proximity to the Train Station, and Main Street.



Proposed Plan for Heards Brook Park as a festival grounds with a new bandshell, pavilion, naturalized brook, and recreation path

REPOSITIONING KEY PLACES IN DOWNTOWN WOODBRIDGE

PARKER PRESS

The Plan reorients the parking at Parker Press so that it is parallel to Poillon Street. This not only makes the eastern entrance to the train station visible from Rahway Avenue, but allows the bandshell and performances at Parker Press Park to be visible from Rahway Avenue as well. This reorientation will preserve the existing service access to the rear of the Main Street Shopping Center along Poillon Street while providing direct vehicular access to the station, a clear tree-lined



The Plan proposes a history museum similar in design to the Darwin D. Martin Visitors center in Buffalo, NY

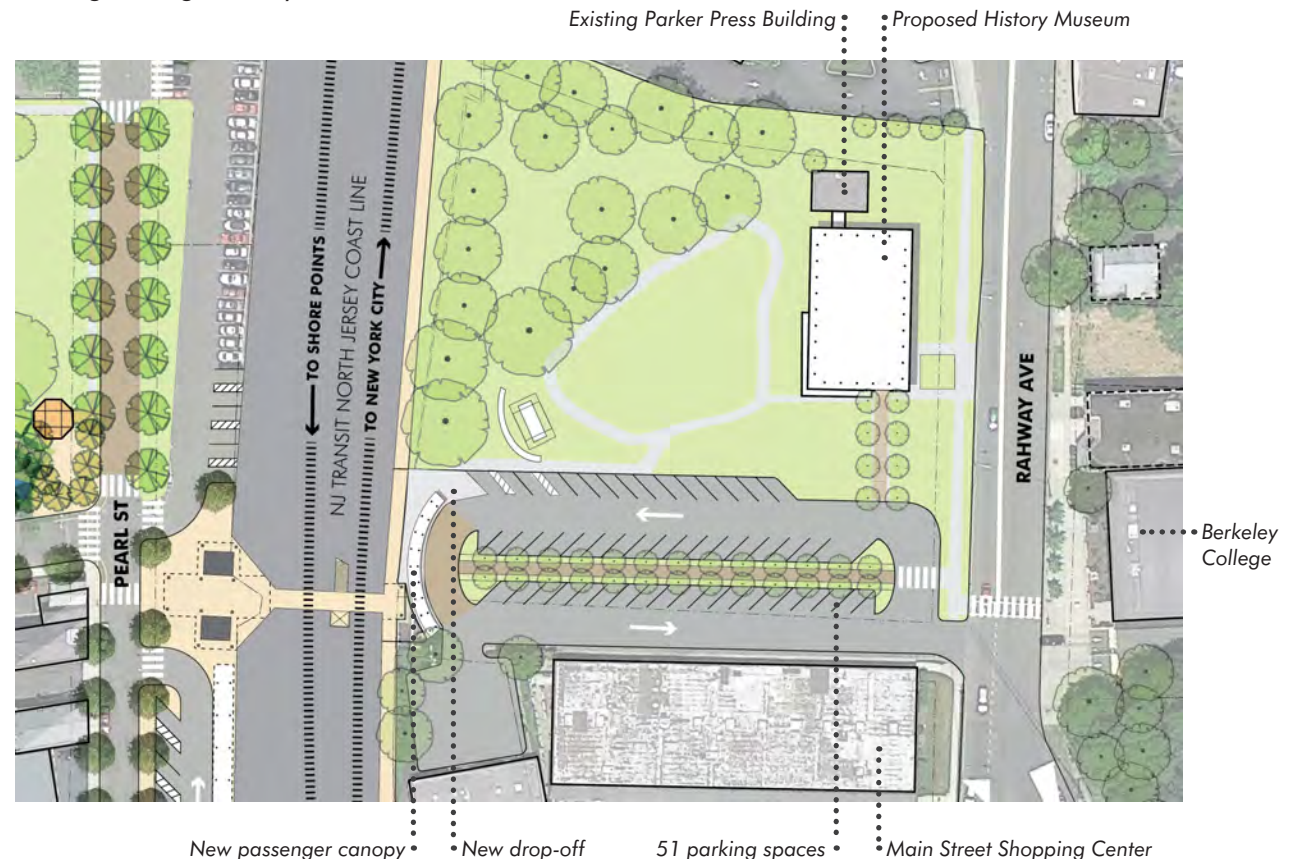


Existing aerial showing Parker Press Park

pedestrian promenade linking Rahway Avenue to the train station, and, for the first time, a drop-offs and pick up area on the east side of the tracks. An improved arrival to the station will help encourage greater ridership for the station as well.

Reorienting the parking lot will also create frontage along Rahway Avenue for a new

history museum and visitor center associated with the historic Parker Press building (based on current Township plans for a history museum) and a more defined, higher quality edge to Rahway Avenue. By improving access and visibility to the station, the new plan starts to reposition the east side of the tracks for mixed use transit oriented development.



Proposed redesign of Parker Press Park including a new history museum, new train station dropoff/arrival sequence, and reoriented performance space



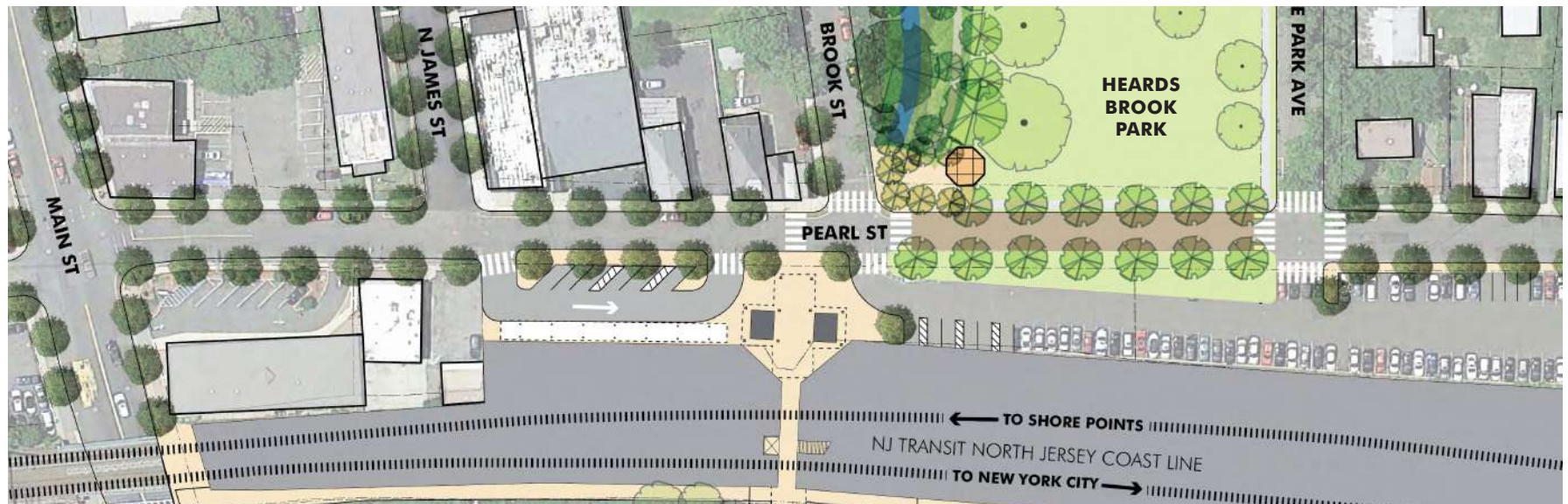
PEARL STREET

Just as the Plan reorients Parker Press Park on the east side of the tracks to accommodate an improved entrance, the Plan envisions Pearl Street as a new gateway into Downtown from the Train Station, and a pedestrian connection to Main Street. Visitors arriving from the Train Station will encounter a park-like experience (much like that found in Maplewood, New Jersey or in Mamaroneck, New York), a high quality arrival experience into Downtown Woodbridge. Heards Brook Park will be extended across Pearl Street,

yet still accommodate automobile access, reconfiguring the parking area on both the north and south sides of the station to provide a place for drop-off and improved pedestrian access. New street trees will make walk from the station to Main Street a more comfortable and attractive experience for transit riders. These improvements will make redevelopment of the site opposite the station, spanning the frontage of the entire block between Brook Street and James Street, more attractive.



Farmers Market at Chappaqua, New York

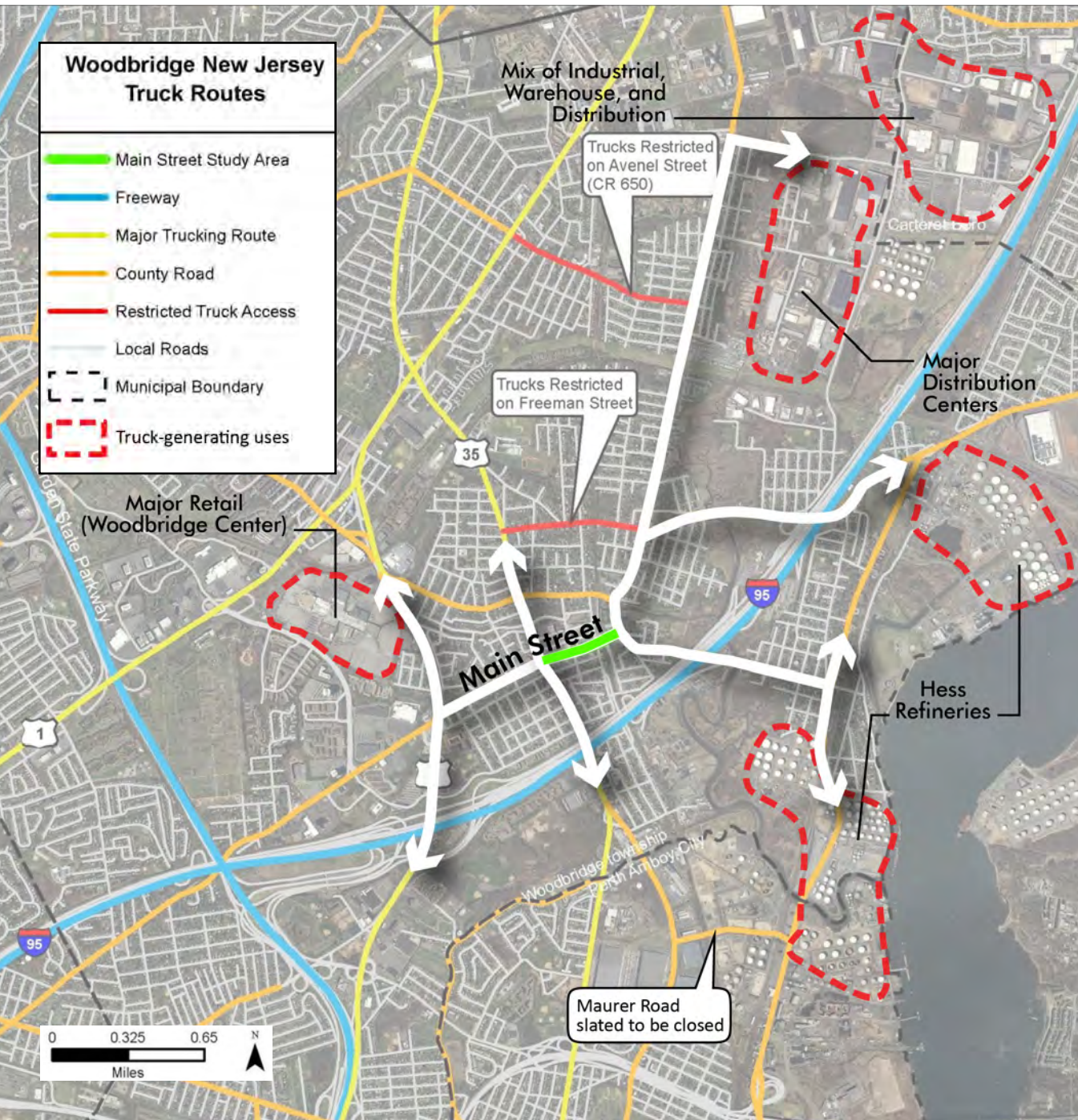


Reimagined Pearl Street with improved connection to Main Street and Heards Brook Park. There are currently 149 commuter spaces along Pearl Street that currently dominate the arrival experience for passengers. The Plan would decrease this number to 109. This would include 40% more handicap spaces, provide a formal drop-off south of the train station entrance, and projects the presence of Heards Brook Park to the Station Entrance. If necessary, displaced parking spaces could be relocated to an expanded NJ TRANSIT lot south of JJ Bitings along Eleanor Place, east of Rahway Avenue, or on the township-owned parking lot between Ross Street and North James Street.



Existing (left) and proposed (below) Train Station entrance on Pearl Street





REROUTING TRUCK TRAFFIC

The Plan aims to enhance development opportunities in Downtown Woodbridge and managing truck traffic is a key part of that process. Several bypass options were considered to reroute truck traffic away from Main Street, to complement a program of enhanced management practices:

- Formalize Rahway Avenue as a truck bypass route.
- Formalize State Street to Maurer Road as a truck bypass route (Note – Maurer Road is slated for closure but open at the time this study concluded).
- Formalize State Street as a truck bypass route.

To clarify, truck management practices do not only refer to the prohibition of trucks, but may also include time-of-day restrictions; meaning, trucks are limited to travel on specific streets at certain hours of the day. At this point, safety and travel data for trucks is limited; therefore, it is unclear as to what measure could potentially be pursued with the best outcomes. The plan proposes key steps Woodbridge can take to potentially realign truck traffic away from Main Street.

Existing truck network and sources of truck traffic

The plan also recognizes the importance of outreach to solicit community input when considering managing truck traffic and a detailed approach is outlined in the plan implementation agenda. Once truck traffic along Main Street is properly managed, improvements along Main Street can move forward.

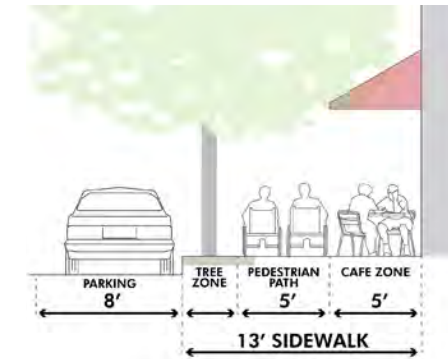
MAIN STREET

The Plan envisions more arts-related uses along Main Street to help generate foot traffic and better activate the street frontages. However, in order for this to happen, the number of trucks that traverse Main Street needs to decrease.

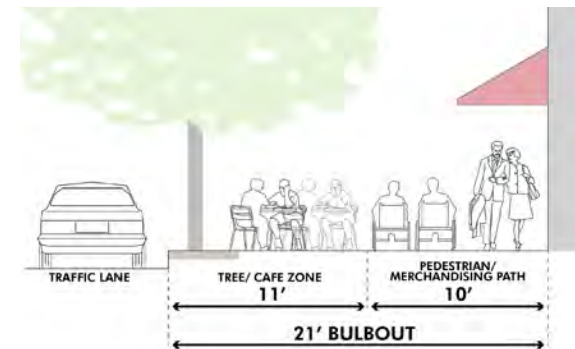
Once the truck presence decreases, physical improvements to the street will be possible, including bulbouts at the corners of School

Street and William Street and, potentially, diagonal parking from Amboy Avenue to Pearl Street. This will increase the number of available parking spaces, narrow the street to tame traffic, provide a wider buffer between pedestrians and automobile traffic, and encourage outdoor seating and café-type uses. Diagonal parking would double the available street parking spaces on the south side of Main Street, adding up to 40 desirable spaces directly in front of retail.

There are also currently over 500 parking spaces within one block of Main Street, enough to support much more retail than is currently in place. One way to take advantage of this supply is to create “vias”: pedestrian-oriented alleys that lead from Main Street to parking lots, and also create additional frontage for adjacent retail stores.



Existing sidewalk section, showing sufficient room for trees, a wide enough pedestrian path for two wheelchairs to pass one another, and cafe-type seating.



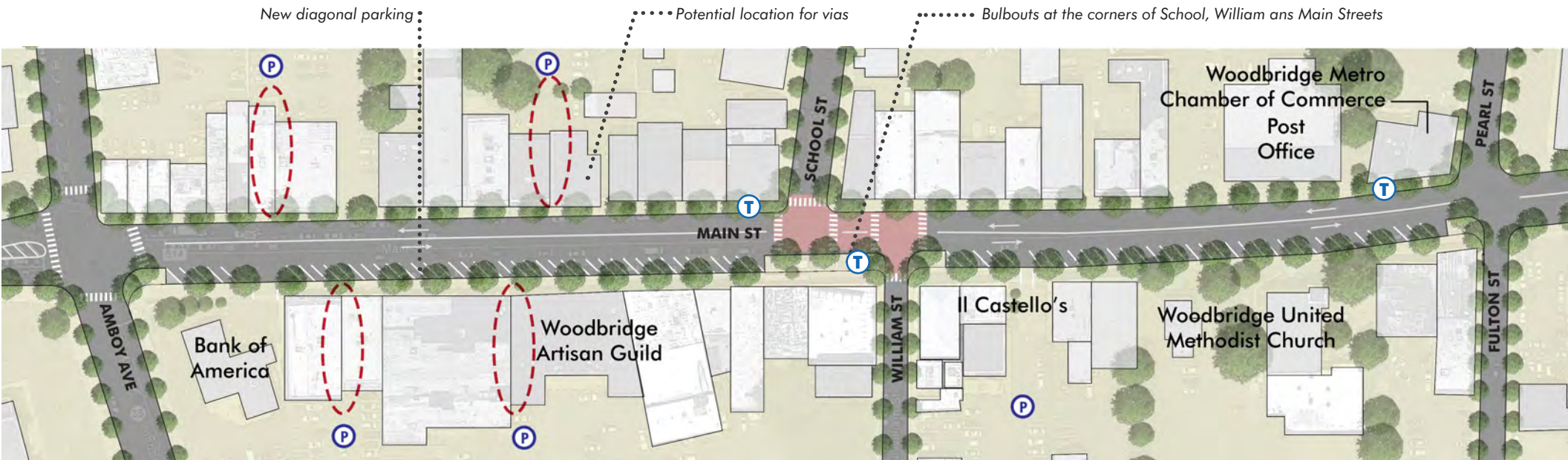
Proposed section at bulbout, located at the corners of School and William Streets. The additional dimension at these corners could make crossing the street easier for pedestrians, allow for an expanded area for trees and cafe-type seating, and produce the opportunity for window shopping and other activities.



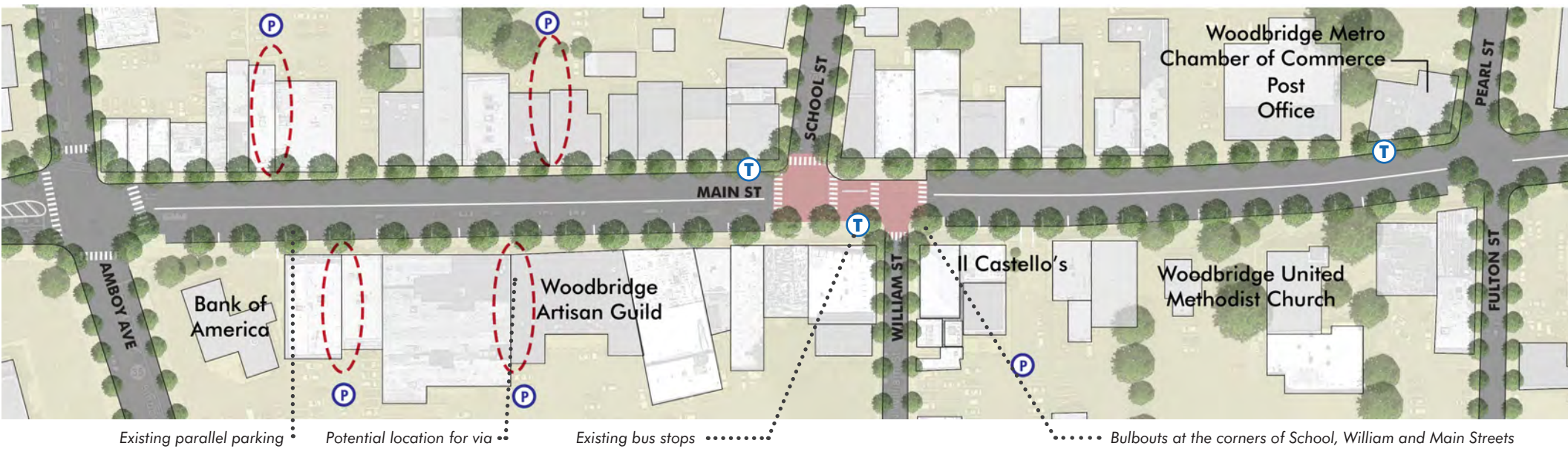
Bulbout in Ocean Grove, New Jersey



Via in Crocker Park, Ohio



Two options for a reimagined Main Street: diagonal parking (above) and parallel parking (below), with recommended locations for vias and bulbouts. Please note that the recommendation of these bulbouts are contingent upon the implementation of alternate truck routes. Please also note that locations of existing bus stops may be reconsidered given bulbout recommendations





View of existing Main Street

View of reimagined Main Street. More detailed recommendations for Main Street can be found in the Planning and Implementation Agenda at the back of this document and in the appendices



THE AVENEL ARTS VILLAGE

Woodbridge Township has already taken a number of steps toward the improvement of the dilapidated General Dynamics site with the plan for the Avenel Arts Village (AAV), and has transformed Avenel into an important component of the Woodbridge Rahway Arts Region. In order to maximize the impact of the AAV, the goals of the arts uses there will be to give identity to the larger development and help market the residential development. The AAV is also in position to take advantage of affordable housing funds for artist housing, which would increase the housing offerings in the area.

Because of access constraints, Avenel is not seen as a prime candidate as a large-scale arts destination like Rahway or Downtown Woodbridge. Also, the limited overall commercial program and isolated location limits the potential payback and synergies with related businesses to the Avenel Arts Village. Three key program components will be necessary for Avenel Arts Village to successfully dovetail into the regional corridor:

- Avenel Arts Center
- Arts-related Commercial Hub
- Programmed Activities



Example of community arts programming- “The Big Draw Project” as part of the Creativity, Culture and Education program across England.

AVENEL ARTS CENTER

Goal

- Function as an exciting and marketable centerpiece for the Avenel Arts Village
- Complement and enhance the activities of Dillon Music Center

Programming Concept

- Multi-purpose performance space designed to prioritize the needs of audio and video recording for customized, high-end “small-batch” performances
- Fully functional recording studio capable of capturing the artists, the audience,

and the environmental elements built into the space.

Needs

- Totally flexible, with movable stage, seats, seating platforms, tables etc.
- In addition to music of all types, options for dance, spoken work, and other non-musical forms.
- Not a spectacle room
- Flat floor, opportunities for non-performance rentals like catered parties, flower shows, and other

commercial events.

- Recommended capacity of 150 seats; 250 when converted to standing.

Administrative Infrastructure

- Supported by a single independent service and advocacy organization, not by two different organizations, which would most likely compete.

Precedents

- Jerome L. Greene Space at WNYC in lower Manhattan
- Shapeshifter in Brooklyn



The multi-purpose performance space will be set in one of the red-colored buildings along Avenel Street



Jerome L. Greene Space at WNYC in lower Manhattan

ARTS-RELATED COMMERCIAL HUB

1. Dillon Music

- the preeminent provider of sales and service for brass and woodwind instruments in the US
- has an established position in a strong niche market
- 15,000 SF, potentially over multiple levels
- space for expansion of music school in collaboration with Professional Music Academy (PMA, Inc.)

2. Musical Instrument Retailers

- selling acoustical instruments including violins, pianos, guitars, drums, etc. (1,000, to 2,000 sf spaces each)

3. Workshops for instrument builders and technicians

PROGRAMMED ACTIVITIES

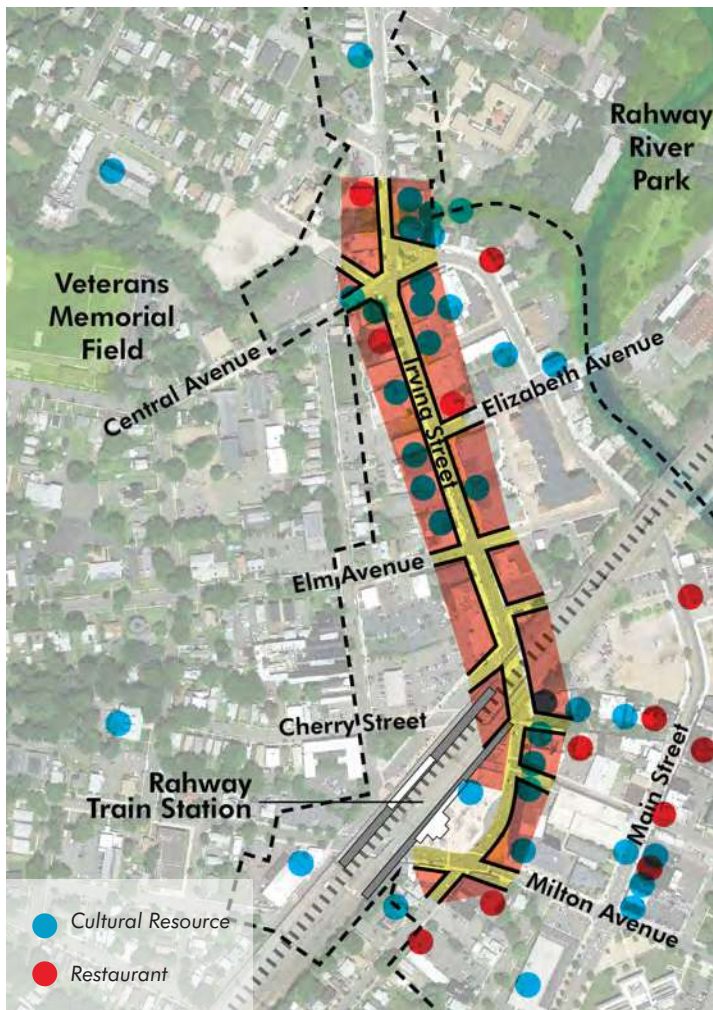
Outdoor space for small festivals focused on specific niche disciplines like brass bands, blue grass, mandolin orchestras, or harmonica ensembles, etc. This space will serve the needs of the local performers without making other spaces in the region redundant.



Existing after-school youth program (above) by the Professional Music Academy in downtown Woodbridge, which could potentially collaborate with Dillon Music in the Avenel Arts Village. Arts programming for bands at the Minnetonka Civic Center in Minnesota (right)



DOWNTOWN RAHWAY



Cultural resources and restaurants in Downtown Rahway (above), and a Pop-Up Parklet in Rahway constructed for the September 2014 Downtown NJ Conference (right)

To build on the City's significant achievements in attracting residential development and bringing major arts venues downtown, the Plan recommends a twofold strategy, aimed at establishing a vibrant downtown environment. "If you build it, they will come" does not necessarily work- resident arts organizations are needed to give cities greater life.

This includes working to attract more resident producing companies or musical ensembles that will make Rahway their home (like American Theater Group), particularly

a company or two capable of producing multiple performances of works scaled for UC PAC. Examples of these could include a musical theater group, opera company, big band, chorale ensemble, symphony orchestra, or dance company. This could also include a collaborative venture to produce a special holiday run at UC PAC of favorites such as *A Christmas Carol* or *The Nutcracker*, or other popular holiday events for families and children.

Given the large nearby population from India, UC PAC might also consider expanding its presentation of Indian production companies and/or Indian musical ensembles for multi-performance engagement. To undertake such an expansion, UC PAC may want to scout productions from the sub-continent of India and become engaged with other venues in metropolitan New York to collaborate and share costs on bringing them to the United States.

Additional arts activities worthy of consideration in Rahway include:

- After School and Weekend Arts Academies
- Summer Arts Academy
- Teen Art Center
- Community Music Program



This could be supplemented by other investments to establish a more permanent, ongoing presence for the arts downtown such as Artist Live Spaces (long part of Rahway’s plan), and additional galleries along Irving Street.

Rahway should also consider developing a special programming fund that would enable UC PAC and Hamilton Stage to offer a wider menu of the types of events that will help to expand frequency and build new audiences over time for cultural arts offerings. Rahway should continue its plans to build dedicated festival grounds for the presentation of small rock festivals, military bands, big bands, family events, blues festivals, etc.

MAKE MORE OF AN “ARTS” PRESENCE AT RAHWAY STATION PLAZA

Rahway Station Plaza already serves as an arts and culture venue, hosting car shows, Harley Davidson shows, and other events each year. The plaza can be better utilized to advertise the presence of the Arts District further north on Irving Street, and especially any events occurring at UC PAC, Hamilton Stage, or the Arts Guild of New Jersey.

CONNECT THE STATION TO IRVING STREET

Many of the arts-related businesses and all three of Rahway’s major anchors (UC PAC, Hamilton Stage, and the Arts Guild of New Jersey) are located on or near Irving

Street north of the station. The rail overpass between Poplar Street and Cherry Street forms a barrier that physically separates the train station from these uses, and the Plan recommends the installation of murals or other art uses that would lead pedestrians north from the Train Station Plaza to the Rahway Arts District.

CONNECT ARTS DISTRICT TO THE RIVER

The Rahway River is currently a largely untapped resource for the surrounding community. The City is working on a riverfront trail along the banks of the Rahway River. This can be programmed with arts related activities to help tie into the Rahway Arts District and complement recreational uses.



Rahway Train Station Plaza

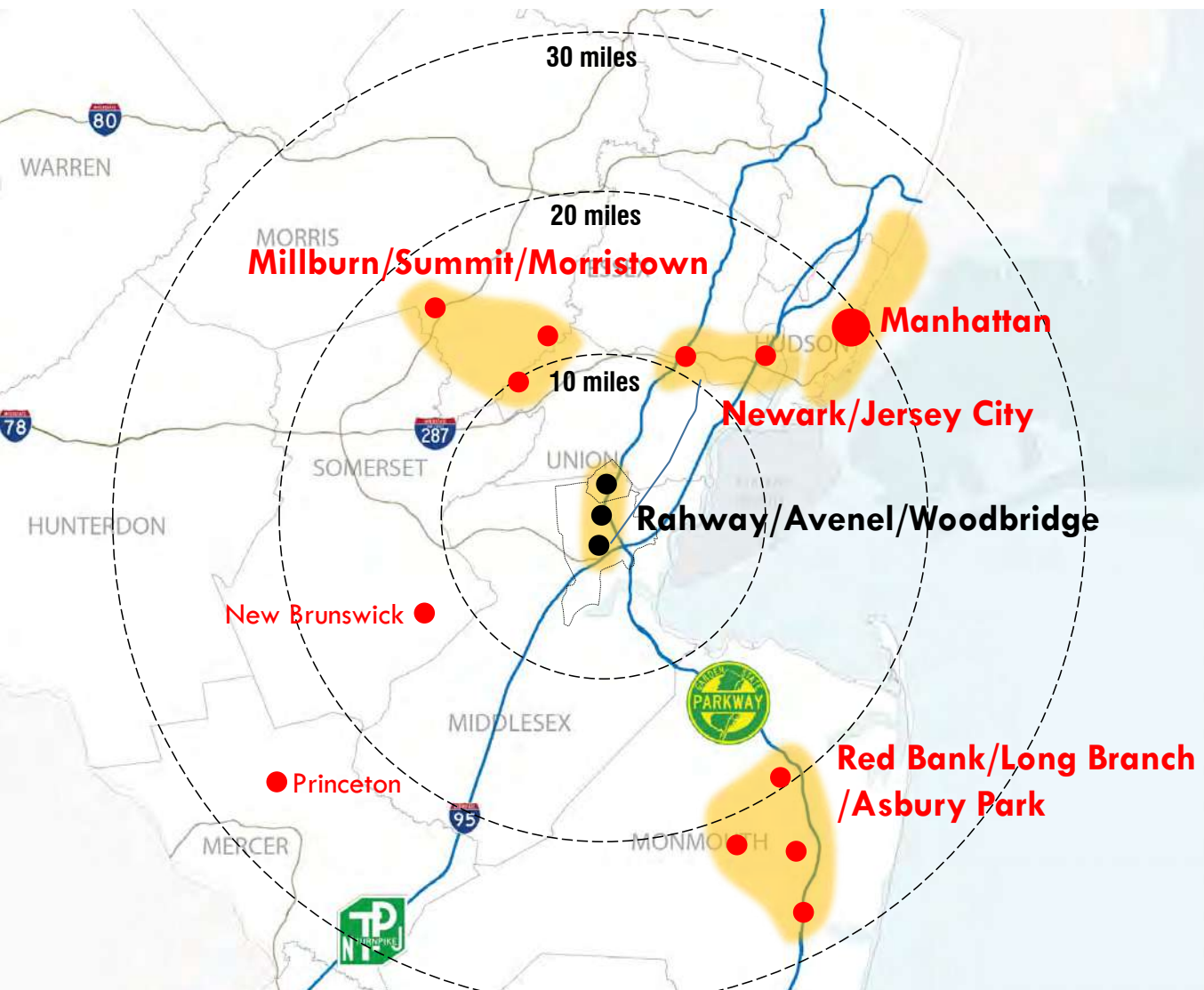


Example of murals under an overpass in Chicago



Rahway River

TOWARD A RAHWAY/WOODBRIDGE ARTS REGION



Rahway has already proven that concert-goers will come to this area from throughout Northern New Jersey and from across the Raritan River from the northern towns along the Jersey Shore. A new Woodbridge-Rahway Arts Regional brand would create a synergy between Rahway's existing arts infrastructure and Woodbridge's size, resources, and transportation access (major regional routes such as the New Jersey Turnpike, the Garden State Parkway, and Routes 1, 9, and 35). Of course, it also would have connections to various other modes of transit.

While service frequency between Rahway, Avenel and Downtown Woodbridge along NJ TRANSIT's North Jersey Coast Line is not at a level to provide meaningful value for arts admissions, who are typically seeking convenience and flexibility, it can play a role in helping to establish a logic and identity tying the three locations together. It can also help to attract artists and resident art companies.

Both Woodbridge and Rahway have begun to establish their own branding that will fall under the umbrella of the regional brand: Rahway has developed a "Rahway's Own" campaign that highlights famous residents of Rahway, and Woodbridge has created the

Woodbridge Arts Alliance, which is currently creating its own brand.

A Woodbridge-Rahway region will also allow Rahway and Woodbridge to realize economies of scale in joint marketing. MoCo, the Monmouth County arts corridor,

is an example of how arts towns can leverage proximity to one another as an asset. Perth Amboy, which is at the beginning stages of developing their own arts scene, could eventually join Woodbridge, Rahway and MoCo to the south to form an even larger region linked by geography and transit.

Other examples of towns and counties bounding together to co-brand their communist cultural activities include Chicago's Wabash Arts Corridor, the Iowa Cultural Corridor Alliance, and Atlanta's West Side Arts. The North Jersey Coast Line service, if complemented by effective planning and



An example of Rahway's new marketing campaign, "Rahway's Own"



MoCo branding

urban design can also play a powerful role by serving as a draw for transit oriented residential development and resident arts organizations.

New Brunswick has been successful in pairing their transit oriented development with organizations such as the George Street Playhouse. South Orange Village has built much of its art infrastructure literally beneath and adjacent to its train station and has now attracted significant transit village-type residential developments at walkable distances nearby. Red Bank's successful resident theater, the Two River Theater Company, is within half a block of the station, which has also attracted commercial and residential development.



Red Bank, New Jersey



New Brunswick, New Jersey



Princeton, New Jersey



Millburn, New Jersey



IMPLEMENTATION:
How do we get there?

CREATING MUNICIPAL FUNDING STREAMS THAT CAN BE LEVERAGED FOR MORE ROBUST FOUNDATION AND NON-PROFIT SPENDING ON THE ARTS

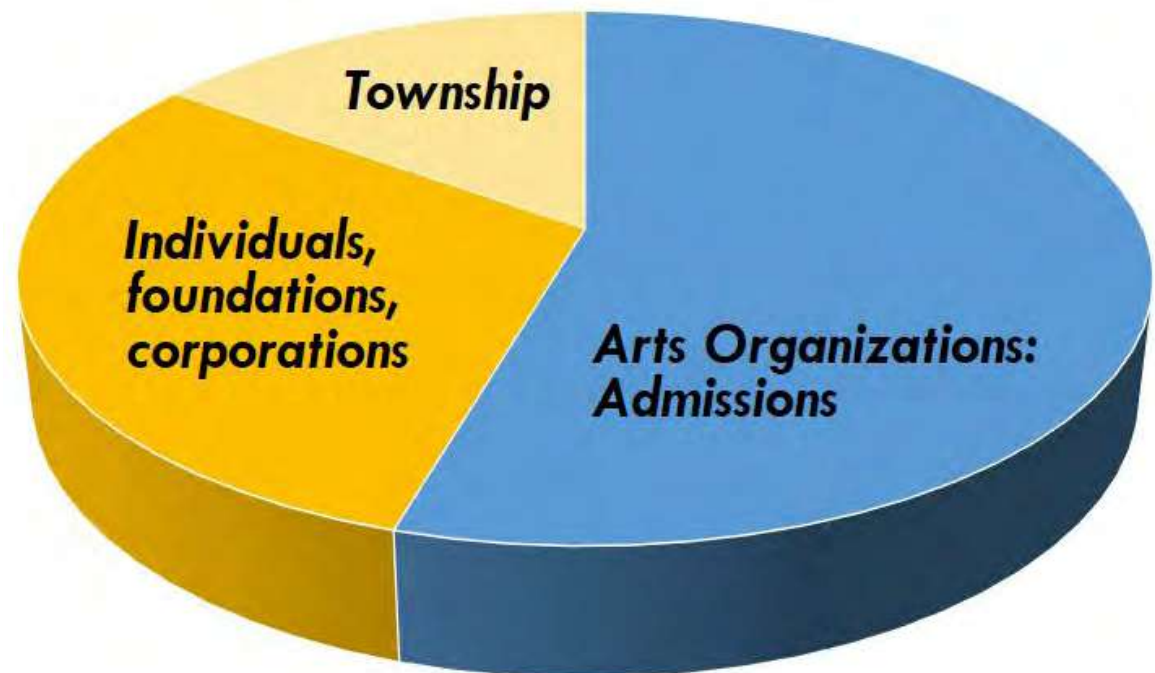
In order to achieve the objectives proposed by the Plan, robust resource support will be important. Combined operating costs associated with annual operations for the first six years for the new anchor organizations proposed for the Woodbridge Downtown Arts District range from \$8 million to \$13 million. This does not include capital costs associated with development of necessary facilities. On average, among the non-profit arts anchors proposed, slightly more than half of these operating funds will be generated from admissions or other earned revenue, so the balance must be raised in gifts grants, and contributions from individuals, foundations, corporations, and various branches of government.

Three service organizations are recommended by the Plan in order to help advance the Region's arts-driven economic development agenda: build vibrancy, provide work opportunities for artists, and enhance arts education.

First, and in the near term, Woodbridge Township should transform the existing Woodbridge Arts Alliance into an independent, non-profit arts service organization that will manage and promote the new arts district in Downtown and the Avenel Arts Village. This organization would

be expected to raise private funds to augment funding from Woodbridge Township. A primary responsibility of this group would be to shape and execute programs to attract creative organizations and artists to establish

themselves in one of the two locations. The group would also program activities as needed to complement the work of existing organizations.



Expected funding share for ongoing arts resource support

Second, in several years, as new companies begin to move in and take root in Woodbridge, an umbrella fundraising organization should be formed to help raise private funds for capital and operating purposes. This group would also work with the Township and other stakeholders to help secure low-cost, long-term financing for non-profit arts-related projects.

Third, a Regional Arts Education Coalition would be housed in Avenel, and work with

community organizations and schools systems to help provide arts and education services and support throughout the Woodbridge Rahway Arts Region, with an emphasis on engaging the services of local artist/teachers.

After enough momentum is gained during the initial start-up period for the three arts service organizations, annual funding from Woodbridge Township to support a portion of non-profit arts and arts service activities will still be vital for leveraging the additional funds

needed from private and other public sources. In order to incentivize, attract, and support creative sector organizations and activities at the recommended levels in 6+ years, it is estimated that the Township of Woodbridge will need to directly fund approximately 15% of the combined operating costs cited above. Under this plan, the Township's direct support would range from \$1.4 million to \$2 million per year. This does not include capital costs. Please refer to companion document in the appendix entitled "Scale-of-Magnitude Attendance and Operating Model" for projected attendance and cost range details upon which this calculation is based.

DEVELOPMENT	JOB	LOCAL GOVERNMENT REVENUE RELATED TO ARTS ACTIVITY
500+ Units of Residential <i>Plus:</i> Artist Live Spaces Live Work Spaces Two-family homes infill 86,000 SF Retail	582 FTE	\$700,000 +/-

Predicted outcomes of the Arts Region for Downtown Woodbridge

By way of precedent, the Rahway Redevelopment Authority provided \$300,000 to help fund the launch and initial operations of Hamilton Stage. Through Special Improvement District (SID) funds, the City of Rahway continues to provide approximately \$130,000 per year to support the Rahway Arts District service organization. The similarly sized cities of Elgin, IL and Downey, CA, both of which have advanced arts and creative sectors, provide direct arts support at the high side of the range recommended for Woodbridge.

PRELIMINARY APPROACH TO BRANDING THE REGION

ABOUT INSTITUTIONAL BRANDING

The “brand image” is the image of the product, service, or key attributes that build familiarity and trust. Symbols, logos, and messages conveyed in a slogan or tagline are designed and proliferated to instantly evoke an impression of the product or service and the expectation of specific benefits.

As it advances its public-facing programs, the Woodbridge-Rahway Arts Region should build new brand images that are cohesively applied throughout the area.

The Woodbridge-Rahway Arts Region brand should be secondary to the brands for the three arts locations and the artists, arts organizations, and creative entrepreneurs based there.

Preliminary Brand Goals should be:

- Emphasize the geographic location of the region;
- Communicate the proximity and ease of access of the three arts districts;

- Promote rail connectivity within and beyond the Region – both north and south;
- Underscore the ambition of the Region as an arts home and destination;
- Exude the notion of livability, walkability, quality of life, and community connectedness within the Region, while being within easy access of all the New York metropolitan area has to offer;
- Become a symbol of regional cooperation.



Hat City Streets Festival in the Valley Arts District



Examples of branding (above and right) in Wabash, Chicago



VARIEGATE THE BRAND BY MARKET GEOGRAPHY

Beneath the new subsidiary brand for the Arts Region, a “multiple brand” strategy should be embraced that creates different approaches for distinct geographical markets. A unique narrative should be developed for each of these markets. These are:

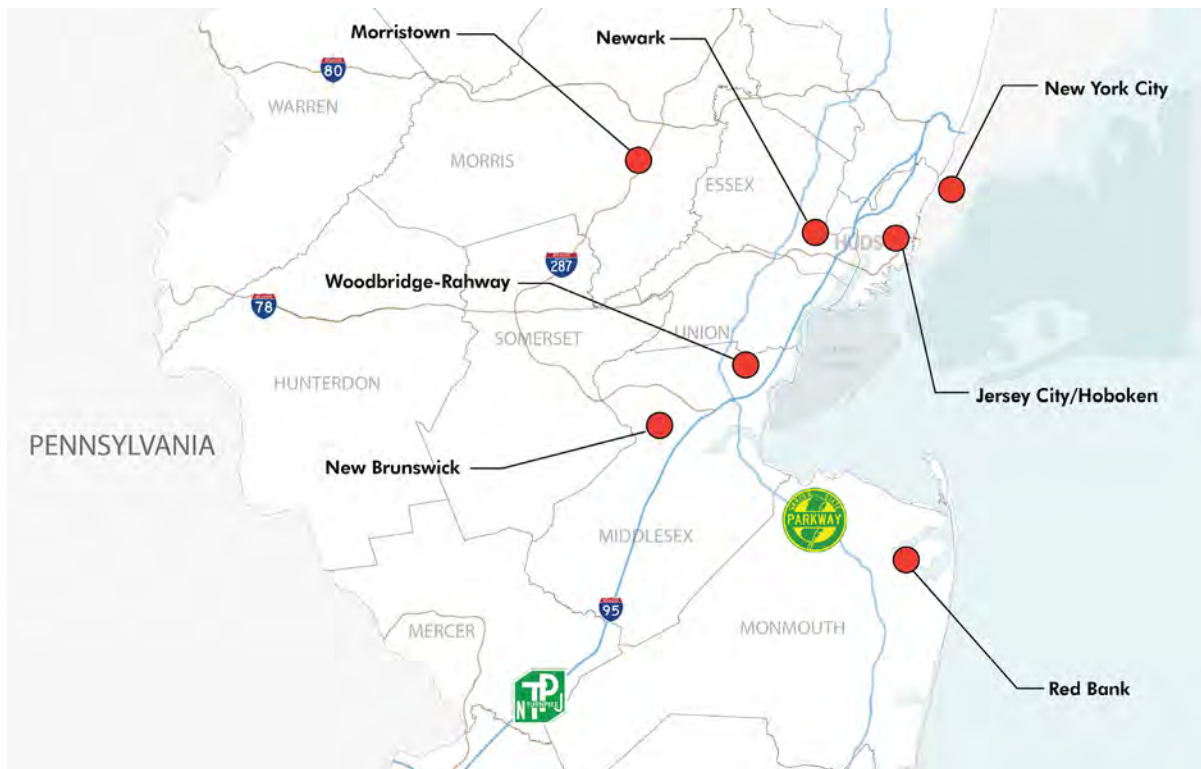
- Home: Woodbridge, Rahway;
- Close-in: Bordered I-78 to the north, the Raritan River and Scotch Plains to the

south, the Plainfields and Bound Brook to the West, and the Arthur Kill and Newark Bay to the east. Other close-in towns include Westfield, Clark, Cranford, Edison, and Metuchen;

- North Jersey Regional: 10 miles north and west;
- Metropolitan: The region inclusive of New York and Philadelphia, for occasional events not found elsewhere;
- Rest of the United States

FIRST STEPS TO AGGREGATE REGIONAL ARTS AND ACCESS BRANDING

- Cross-promote all arts activities in both Rahway and Woodbridge in a monthly online calendar managed by the Rahway Arts District (artsrahay.com) and the newly formed Woodbridge Downtown Arts District;
- Aggregate information about all artists and arts-related businesses and schools in Woodbridge and Rahway and establish a common directory;
- Establish a regional committee to develop brand standards that include representatives from arts organizations and each of the city/township governments;
- Begin development of a mark or logo that can be tagged onto existing advertising materials, websites and emails;
- Explore a regional approach to direction signage to the region and the arts districts.



Existing regional arts destinations

UNIQUE TO WOODBRIDGE

To further establish Woodbridge as an arts destination, the name Woodbridge should be used first in both of the new arts districts to be created as follows:

- Woodbridge Downtown Arts District
- Woodbridge Avenel Arts District

Woodbridge should work to get the events at Barron Arts Center, Dillon Music, the Middle School, and other locations included in all Rahway promotions, and, in exchange, promote all arts events and activities in Rahway through all available Woodbridge channels.

COMMON THEMES FOR EACH NARRATIVE:

Closely bound by geography, history, and culture, and connected along the busiest rail corridor in the nation, Woodbridge and Rahway together:

- Celebrate the artistry of the world's people, as well as the people of New Jersey and the region at the highest levels of excellence;
- Remember, preserve, and promote Woodbridge and Rahway's historic and

contemporary place in New Jersey, the metropolitan region, and the nation;

- Feature adult, family, and child-friendly performances, events, exhibitions and programs that appeal to many cultural backgrounds;
- Are easy to find and easy to access;
- Are the hospitable, friendly, and fun southern gateway to the New York metropolitan region;
- Provide opportunities for life-long learning about art, history, and the interaction of different cultures in America and the world;
- Are an international destination for high-end, one-of-a kind brass and woodwind instruments;
- Have many styles of great places to live and work;
- Deserve to grow.



ARTS ROUNDTABLE DISCUSSION

On August 12, 2014, representatives from municipal, county, state, and non-governmental organizations met at Woodbridge Town Hall to discuss the arts-related priorities of the Woodbridge-Rahway Regional Access to the Arts Study. The purpose of the meeting was to present the steps for implementing the vision for how to transform the corridor from Downtown Woodbridge through Avenel to Rahway into a unified but still unique arts destination. Present were representatives from the NJ Office of Planning Advocacy, New Jersey State Council on the Arts, the Middlesex County Department of Culture and Heritage, the National Consortium for Creative Placemaking, the MoCo Arts Corridor Partnership, the Center for Creative Placemaking, Synergy Productions, NJ TRANSIT, Woodbridge Township, the City of Rahway, and members of the Project Team.



Art Roundtable Discussion on August 12, 2014

	Short Term 3-6 Months	Medium Term 6-18 Months	Long Term 18-36 Months
Priority 1 Create Arts Districts in Downtown Woodbridge and Avenel - Conceive, develop, and lead physical development of the new arts districts - Create incentives that encourage artists and creative entrepreneurs to move into the area - Conduct an Arts Inventory for Downtown Woodbridge			
Priority 2 Establish Professional Arts District Management and Planning Capacity - Empower Woodbridge Arts Alliance to manage Downtown Woodbridge/Avenel arts districts - Program and set agenda for Woodbridge Arts Alliance - Establish an umbrella fundraising organization			
Priority 3 Access and Mobility - Reconfigure Parker Press Park - Implement Streetscape Improvements on Pearl Street - Implement Streetscape Improvements on Main Street - Conduct a Truck Access and Circulation Study - Create a Regional Freight Committee tasked with developing an Action Plan - Create a Truck Traffic Management Plan - Implement Truck Management Recommendations			
Priority 4 Program Downtown Woodbridge with Arts-related Activities - Create an Economic Impact Analysis - Conduct Feasibility Study for the Adaptive Reuse of the Woodbridge United Methodist Church as an Acoustic Music Hall - Conduct Feasibility Study for Childrens Art and Activity Center/Museum - Design, Build and Manage the Parker Press/Woodbridge History Museum - Redesign Heards Brook Park to accommodate festival grounds - Explore the Potential for Joint Development with Berkeley College - Reuse existing buildings to accommodate other arts-related uses - Conduct a Stream Renaturalization Study for Heards Brook			
Priority 5 Increase Avenel's presence in the Arts Region - Shape, manage and promote the new arts village in Avenel - Revisit the site plan for the Avenel site to most effectively accommodate the arts-related uses in the Avenel Arts Village - Plan for the use and operation of developer-provided 10,000sf space in Avenel Arts Village			
Priority 6 Strategically position Rahway's existing Arts activities around major assets - Encourage businesses to locate along Irving Street - Create programming plan to better connect the Rahway Arts District with the Rahway River - Establish preliminary assets necessary to identify or found a resident company capable of self-producing up to 12 weeks of programming at Union County Performing Arts Center			
Priority 7 Increase inter-city Collaboration around the Arts - Create a Woodbridge Rahway Arts Region brand - Create a Regional Arts Education Coalition			

A simplified version of the Planning and Implementation Agenda, the unabridged version of which is attached to the back of this report and details how to implement priorities established with this Plan going forward



CONNECTING
PEOPLE, PLACES,
AND
POTENTIAL.

Planning and Implementation Agenda: Woodbridge-Rahway Access to the Arts

DRAFT - 02/27/15

This table prioritizes the recommendations put forth in the Woodbridge-Rahway Access to the Arts LDP. Successful implementation of plans requires strong local support and action, as well as assistance and funding from Middlesex and Union Counties, the State of New Jersey, and possibly national sources. These actions are illustrated in the Planning and Implementation Agenda.

Priority	Program/Improvement/Activity	Detail	Target Date	Possible Assistance (Funding & Technical)	Responsibility
1.Create Arts Districts in Downtown Woodbridge and Avenel	a. Conceive, develop, and lead physical development of the new arts districts	• Define special chracteristics for the Downtown Woodbridge Arts District and Avenel Arts Village • Designate an Arts District boundary in Downtown Woodbridge • Encourage a variety of uses to transform this area in Woodbridge into a vibrant neighborhood with primary emphasis on the arts, entertainment and culture, while providing for a broad range of retail, restaurant and personal service uses. Examples of uses to allow: Live Work, Artist Work-Only Studio, Art Gallery, Manufacture, assembly, repair of artifacts: arts, crafts, stage sets or scenery, Theaters, Museum, Retail sales of art produced on premises by occupant. • Provide for and encourage a mix of land uses that will generate a community that is active twenty-four/seven, and populated by residents, business workers and support personnel. • Zoning should include district benefits such as incentives for arts-related activities and regulated uses, such as increased building height envelope and increased FAR	Short	Woodbridge Township, Woodbridge Arts Alliance, DCA LPS, New Jersey Division of Travel and Tourism	LEAD: Woodbridge Township SUPPORT: Woodbridge Arts Alliance, DCA LPS
	b. Create incentives that encourage artists and creative entrepreneurs to move into the area	• Create zoning that allows artists to sell art from their homes • Provide tax abatements for arts and creative businesses • Open one or more high-end gallery demonstration project(s) managed by Arts District • Expand the public art and sculpture program managed by the Woodbridge Arts District • Examples of developed and developing arts districts include Newark, Millville, Collingswood, and New Brunswick	Short	Woodbridge Township, DCA LPS,	LEAD: Woodbridge Township SUPPORT: Woodbridge Arts Alliance, DCA LPS
	c. Conduct an Arts Inventory for Downtown Woodbridge	• Understand the existing status of local arts organizations in terms of capacity, programs, and reach.	Short	State Council on the Arts, Woodbridge Arts Alliance, Woodbridge Township, Foundation Center	LEAD: Woodbridge Township SUPPORT: Woodbridge Arts Alliance

2. Establish Professional Arts District Management and Planning Capacity	a. Empower Woodbridge Arts Alliance to manage Downtown Woodbridge Arts District and Avenel Arts Village in collaboration with Township of Woodbridge and other stakeholders	• Write and adopt resolutions necessary to formally establish and name Downtown Woodbridge arts district and the Avenel Arts Village • Codify terms of relationship with Woodbridge Arts Alliance (WAA) to manage districts • Modify WAA by-laws to include arts districts management and related activities in the WAA mission, establish term limits and nominating procedures for volunteer board members, and define role of paid executive leadership • Establish base funding for WAA from the Township • Expand and professionalize Woodbridge Arts Alliance (independent, nonprofit arts organization) to run the arts Districts Downtown and the Avenel Arts Village • Hire executive and support personnel • Open office	Short	Woodbridge Township, Woodbridge Arts Alliance, Middlesex County, Foundation Center, Middlesex County Cultural Heritage Commission	LEAD: Woodbridge Township SUPPORT: Woodbridge Arts Alliance
	b. Program and set agenda for Woodbridge Arts Alliance (an independent, non-profit arts service organization)	• Raise private funds to augment funding from Woodbridge Township. • Shape and execute programs to attract creative organizations and artists to the Woodbridge Arts District • Attract and serve artists and engage the community • Help to incubate and support new and arriving arts organizations • Program activities that complement the arts organizations	Short	Woodbridge Arts Alliance, State Council on the Arts, Middlesex County Cultural Heritage Commission	LEAD: Woodbridge Arts Alliance SUPPORT: Woodbridge Township
	c. Establish an umbrella fundraising organization	• Jointly raise funds for big-picture arts operating and capital purposes in a manner that combines the cases among participating anchor arts organizations. Participating arts organizations will collectively govern and manage distribution of funds raised. Anchor arts organizations will continue to raise funds independently for their own specific cases. • Help secure low-cost, long-term financing for non-profit arts-related projects -- attract Tax Credit Investors (banks and other corps) in collaboration with Township	Medium	Woodbridge Township, Woodbridge Arts Alliance, Middlesex County Cultural Heritage Commission	LEAD: Woodbridge Township SUPPORT: Woodbridge Arts Alliance

3. Access and Mobility	a. Reconfigure Parker Press Park	• Implement diagonal parking in a one-way loop • Provide room for dropoff at new Parker Press Museum and at Station • Construct a canopy at station entrance • Provide two rows of trees with pedestrian walkway to enhance the pedestrian arrival experience • Confirm location for replacement parking spaces that do not fit on-site • Install bike racks where appropriate	Short	Woodbridge Township, NJ TRANSIT, Green Acres, Middlesex County, TMA, Keep Middlesex Moving	LEAD: Woodbridge Township SUPPORT: NJTRANSIT, Middlesex County Department of Infrastructure Management
	b. Implement Streetscape Improvements on Pearl Street	• Create drop-off areas both north and south of the station that also serve as waiting areas for taxis • Implement wider sidewalks and street trees from Green Street to Main Street • Confirm location for replacement parking spaces that do not fit on-site • Reconfigure park layout • Install bike rack	Medium	Middlesex County, NJ DOT TAP Grant, Woodbridge Township, NJTPA TIP Funds, DEP Community Forestry Program, Safe Routes to School, Keep Middlesex Moving (technical assistance)	LEAD: Middlesex County Department of Infrastructure Management (application lead) SUPPORT: Woodbridge Township
	c. Implement Streetscape Improvements on Main Street	• Implement bulbouts at the intersection of Main/School/William and Main/Pearl/Fulton • Supplement existing street trees	Medium	Middlesex County, NJ DOT TAP Grant, Woodbridge Township, NJTPA TIP Funds, DEP Community Forestry Program, Rutgers CAIT (TA), NJ DOT Safe Routes to School Grant, NJ DOT Safe Streets to Transit Grant, Main Street NJ, Keep Middlesex Moving (technical assistance)	LEAD: Middlesex County Department of Infrastructure Management (application lead) SUPPORT: Woodbridge Township
	d. Conduct a Truck Access and Multi-modal Circulation Study	• Collect traffic data, vehicle classifications, trucking origins and destinations, safety assessments • Limited recommendations - This study will provide the technical framework necessary to develop an Action Plan and potential Traffic Management Plan to realign truck traffic away from Main Street. • Solicit public input through public engagement to gain buy-in for recommendations	Short	Middlesex County, NJDOT Community Transportation Planning Assistance Program (CTPA), Woodbridge Township, NJTPA Road Safety Program, Rutgers CAIT, new/proposed developments that generate truck traffic, TMA, Keep Middlesex Moving	LEAD: Middlesex County Department of Infrastructure Management/Woodbridge Township SUPPORT: NJ DOT, NJTPA, NJT, FHWA
	e. Create a Regional Freight and Multi-Modal Access Committee tasked with developing an Action Plan	• Key to a successful/implementable freight circulation plan may be the inclusion of neighboring municipalities as stakeholders in the planning process as well as members of the Regional Freight Committee • Members from, but not limited to, the Township, County, NJDOT, NJTPA, FHWA, NJT, and Truck Associations • Access and circulation study will provide the framework for use by the Committee when developing goals and objectives • Provide recommendations on action and funding	Short	Woodbridge Township, Middlesex County, TMA, Keep Middlesex Moving	LEAD: Middlesex County Department of Infrastructure Management/Woodbridge Township SUPPORT: NJ DOT, NJTPA, NJT, FHWA
	f. Create a Truck Traffic Management Plan	• Document impacts of truck traffic potentially associated with proposed route changes and/or other recommendations that may come out of the Action Plan using best industry practice • Solicit input from local residents regarding truck traffic via public engagement • Consider impacts on pedestrians, bicyclists, and bus routes	Short	Middlesex County, NJDOT Community Transportation Planning Assistance Program (CTPA, Chris Barretts), Keep Middlesex Moving (Bill Neary), Middlesex County Engineer, Woodbridge Township, NJTPA Road Safety Program, Rutgers CAIT, new/proposed developments that generate truck traffic, input from residents, TMA, Keep Middlesex Moving	LEAD: Middlesex County Department of Infrastructure Management/Woodbridge Township SUPPORT: NJ DOT, NJTPA, NJT, FHWA
	g. Implement Truck Management Recommendations	• Ensure all final plans are circulated among local, state, and federal agencies for review.	Medium	Middlesex County, Woodbridge Township, TIGER grant, NJTPA TIP Funds, new/proposed developments that generate truck traffic, TMA, Keep Middlesex Moving	LEAD: Middlesex County Department of Infrastructure Management/Woodbridge Township SUPPORT: NJ DOT, NJTPA, NJT, FHWA

4. Program Downtown Woodbridge with Arts-related Activities	a. Create an Economic Impact Analysis: Establish preliminary assets necessary to project probable programming and identify or create operating organizations (will be necessary to move forward with "b - g" below)	• Empower a working group supported by the Woodbridge Arts District management organization and Woodbridge Township • Woodbridge Township and selected stakeholders meet to decide which arts-related activities to move forward with • Township provides "seed money" for organizations but cannot be permanent source of funding	Short	Woodbridge Township, Woodbridge Arts Alliance	LEAD: Woodbridge Township SUPPORT: Woodbridge Arts Alliance
	b. Conduct Feasibility Study for the Adaptive Reuse of the Woodbridge United Methodist Church as an Acoustic Music Hall	• Create scale-of-magnitude cost assessment for capital development • Establish RFP to attract operating company and resident arts groups • Create detailed timeline for launch and operations for first three years	Medium	Woodbridge Township Historic Preservation Commission, Woodbridge Township, Woodbridge Arts Alliance, umbrella fundraising organization, State Council on the Arts assistance	LEAD: Woodbridge Township SUPPORT: Woodbridge Arts Alliance
	c. Conduct Feasibility Study for Childrens Art and Activity Center/Museum	• 10,000-15,000 SF • Empower creation of initial children’s art center/museum working group supported by arts district management organization and Woodbridge Township. • Develop preliminary understanding of Township's intentions regarding Township's operating support, responsibility for construction costs, and long-term lease expectations • Establish RFP to attract children’s organizations from elsewhere • Create scale-of-magnitude cost assessment for capital development • Create strategic, operating, and launch plan	Long	Woodbridge Township, Woodbridge Arts Alliance, umbrella fundraising organization, State Council on the Arts technical assistance	LEAD: Woodbridge Arts Alliance SUPPORT: Woodbridge Township
	d. Design, Build and Manage the Parker Press/Woodbridge History Museum	• 6,000 SF; standalone structure with connection to historic Parker Press Building with an address onto Rahway Avenue • Provide a public face for the history of Woodbridge • Building can also serve to support programming in the Park such as Woodbridge Wednesdays and farmers markets • Expand history museum nonprofit working group and commission development of strategic, operating, and launch plan • Register new history museum’s non-profit corporation and federal tax exemption • Develop MOU between non-profit and Township regarding Township’s operating support, responsibility for construction costs, and long-term lease expectations • Establish details of RFPs for design and construction	Medium	Woodbridge Township Historic Preservation Commission, Woodbridge Township, Woodbridge Arts Alliance, umbrella fundraising organization	LEAD: Woodbridge Township Historic Preservation Commission, Woodbridge Township SUPPORT: Woodbridge Arts Alliance

e. Redesign Heards Brook Park to accommodate festival grounds	• Create a new bandshell • Create a new pavilion/kiosk at Pearl Street • Preserve existing Marion and Norman Tanzman Recreational Area • Project probable programs for five years with popular events ranging from 1,000 -10,000 attendees and develop strategic, operating, and launch plan • Township to commission designs for variable staging with access to electrical power at a variety of locations • Landscape design to include light towers, shade structures, vendor locations, restrooms, access parking, pedestrian approaches, and bicycle access • Township initiates Green Acres funding • Integrate green infrastructure for stormwater management to adequately address stormwater flow velocity from upstream segments of Heards Brook	Medium	Green Acres, Woodbridge Township, Woodbridge Arts Alliance, umbrella fundraising organization, Middlesex County Open Space	LEAD: Woodbridge Township SUPPORT: Green Acres, Woodbridge Arts Alliance
f. Explore the Potential for Joint Development with Berkeley College	• Potential Mixed-use programming (New facilities for Berkeley, new 500-seat theater, Street-oriented retail, Joint-use parking garage, Residential development) • Study potential of the site to accommodate development • Establish task force with representatives from Berkeley College, Woodbridge Township, and Arts District management • Project probable programs for multiple years and Develop strategic, operating, and launch plans • Create scale-of-magnitude cost assessment for capital development • Develop preliminary understanding of Berkeley College and Township’s intentions regarding operating support, responsibility for construction costs, and long-term lease expectations • Establish RFP to attract resident arts groups, booked-in events, recording uses, and non-arts uses	Long	Woodbridge Township, Berkeley College, DEP, umbrella fundraising organization	LEAD: Woodbridge Township, Berkeley College SUPPORT: Woodbridge Arts Alliance, DEP
g. Reuse existing buildings to accommodate other arts-related uses	• Artist Live Spaces • Live Work Spaces • Shared Arts Studio Co-ops • Woodbridge Combined Arts Fund (private) • Rahway Woodbridge Arts Education Alliance • Multiple Galleries • Conduct primary research among artists within the region to determine potential needs for studio work spaces, live spaces, and shared cooperative spaces • Found neighborhood arts center for adults and teens • Zoning should allow for above uses • Develop “Expression of Interest” surveys for building owners and developers to express interest in developing for this market	Medium	Woodbridge Township, Woodbridge Arts Alliance, umbrella fundraising organization	LEAD: Woodbridge Township SUPPORT: Woodbridge Arts Alliance
h. Conduct a Stream Renaturalization Study for Heards Brook	• Reenvision Heards Brook Park to include a trail and a natural edge for the brook • Study should explore options such as removing concrete anchors and planting indigenous species of plants that will encourage the local ecosystem to reestablish itself • Township initiates Green Acres funding	Short	Green Acres, DEP, Middlesex County, Woodbridge Township, Middlesex County Open Space	LEAD: Woodbridge Township SUPPORT: Green Acres, Middlesex County

5. Increase Avenel's presence in the Arts Region	a. Shape, manage and promote the new arts village in Avenel	• Empower initial Avenel Arts Village working group supported by Arts District management organization and Woodbridge Township • Research available public housing subsidies and establish criteria that enables artists and disabled artists to have consideration for subsidized housing in the arts district • Attract and serve artists and engage the community • Help to incubate and support new and arriving arts organizations • Program activities that complement the arts organizations	Medium	Woodbridge Township, Woodbridge Arts Alliance, Regional Arts Education Coalition, COAH	LEAD: Woodbridge Township SUPPORT: Woodbridge Arts Alliance, New Regional Arts Education Coalition, the designated redeveloper for the Avenel Arts Village
	b. Revisit the site plan for the Avenel site to most effectively accommodate the arts-related uses in the Avenel Arts Village	Review plan for: • Access to transit • Compatibility with programming concept: • Avenel Arts Center • Community Arts/Arts Education • Arts-related Commercial Hub • Programmed Activities • Artist Live Spaces • Disabled Artists Live Work Spaces Work with designated redeveloper for Avenel Arts Village to begin policy, build-out and useage plans	Short	Woodbridge Township	LEAD: Woodbridge Township SUPPORT: The designated redeveloper for the Avenel Arts Village, Woodbridge Arts Alliance, New Regional Arts Education Coalition
	c. Plan for the use and operation of developer-provided 10,000sf space in Avenel Arts Village	• Create scale-of-magnitude cost assessment to design, build, and equip the interior of the developer-provided Avenel Arts Village • Develop preliminary understanding of Township’s intentions regarding Township’s operating support, responsibility for construction costs, and long-term lease expectations • Establish RFP to attract operating company and resident arts groups, recording alliances, non-arts, and community uses • Create strategic, operating, and launch plan	Medium	Woodbridge Township, Woodbridge Arts Alliance	LEAD: Woodbridge Township SUPPORT: The designated redeveloper for the Avenel Arts Village, Woodbridge Arts Alliance

6. Strategically position Rahway's existing Arts activities around major assets	a. Encourage businesses to locate along Irving Street	Specifically from Cherry Street to Elm Avenue, the connection between the Rahway Train Station and the existing arts anchors needs to be reinforced	Short	Rahway Arts District, City of Rahway	LEAD: City of Rahway SUPPORT: Rahway Arts District
	b. Create programming plan to better connect the Rahway Arts District with the Rahway River	- Work with individual property owners to provide improved river access - Potential programming at River could include: - Artistic Installations - Walking Trails - Recreational Uses	Short	Rahway Arts District, City of Rahway, Green Acres	LEAD: City of Rahway SUPPORT: Rahway Arts District
	c. Establish preliminary assets necessary to identify or found a resident company capable of self-producing up to 12 weeks of programming at Union County Performing Arts Center	- Empower initial working group supported by UC PAC, Rahway Arts District management and City of Rahway - Develop preliminary understanding of UC PAC's long-term scheduling commitment and rental waivers, City of Rahway's intentions regarding operating support, and Union County's intentions regarding regarding operating support and long-term rental expectations - Establish RFP to attract resident company - Create strategic, operating, and launch plan	Short	Rahway Arts District, City of Rahway, Actors Fund (The Actors Fund is a nationwide human services organization that helps all professionals in performing arts and entertainment. The Fund is a safety net, providing programs and services for those who are in need, crisis or transition.)	LEAD: City of Rahway SUPPORT: Rahway Arts District, Actors Fund
7. Increase inter-city Collaboration around the Arts	a. Create a Woodbridge Rahway Arts Region brand	- Establish a regional committee to develop brand standards - Cross-promote all arts activities in both Rahway and Woodbridge - Aggregate information about all artists and arts-related businesses and schools - Develop a mark or logo - Explore a regional approach to directional signage	Short	Woodbridge Arts Alliance, Rahway Arts District, Woodbridge Township, City of Rahway, NJ Office of Travel & Tourism, National Endowment for the Arts, Union (Liza Betz and Kamal Saleh) and Middlesex County Arts and Culture offices	LEAD: Woodbridge Arts Alliance, Rahway Arts District SUPPORT: Woodbridge Township, City of Rahway
	b. Create a Regional Arts Education Coalition	- Provide arts and education services and support throughout the Woodbridge Rahway Arts Region, which could include Linden and Perth Amboy - Provide work opportunities for artists - Enhance arts education - Organizational structure for inter-city collaboration with Rahway for branding, advertising, and shared education initiatives. - Put together joint task force with representatives from Rahway Arts District, Woodbridge's Downtown and Avenel Arts Village, City of Rahway, Woodbridge Township, Woodbridge and Rahway public school superintendents, and recreation departments - Research existing arts education capabilities in the region and identify gaps - Propose new capabilities that employ area artists	Medium	Woodbridge Arts Alliance, Rahway Arts District, Woodbridge Township, City of Rahway, NJ State Council on the Arts, National Endowment for the Arts	LEAD: Woodbridge Arts Alliance, Rahway Arts District SUPPORT: Woodbridge Township, City of Rahway, Woodbridge and Rahway school systems