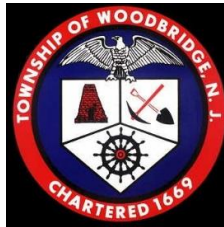


Woodbridge Township Creative Placemaking Plan

A report prepared for the Township of Woodbridge, New Jersey



**by the Environmental Analysis and Communications Group
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Drafted, August 2016

Revised, June 2017

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Goals, Strategies, Timeline, & Potential Project(s)
Updated by The Township Creative Team, April 2020

Summary

Woodbridge contracted with Bloustein to continue their efforts for a more sustainable community through the development of a creative placemaking plan. Creative placemaking enhances community and economic development through art, culture and history as they contribute to problem resolution and are a source of innovation in local industry, business and academics.

Bloustein worked with community leaders and interested citizens to craft a creative placemaking plan that lays out a vision, goals and strategies for taking the next steps towards remaking Woodbridge creatively.

The process included numerous meetings with the township's creative team, an update of their creative assets inventory (arts inventory) including recommendations for continued maintenance of the inventory, a review of current redevelopment centered on the arts, and identified strategies to move the plan forward.

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Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired. (Markusen & Gadwa, 2010)

Introduction/Background

Woodbridge is embracing the creative placemaking process and crafting a plan for remaking the township creatively in another step towards building a more sustainable community.

Woodbridge's goals in pursuing creative placemaking are to, ultimately, enhance the quality of life for as many residents as possible, enhance economic opportunity and prosperity for as many people as possible, and enhance the climate for individual creativity and collective cultural expression.

Sustainable Jersey (2014) notes that, "Creative Placemaking focuses on how arts and culture can enhance community and economic development in sustainable ways... A Creative Placemaking Plan draws the connections among cultural, community and economic development." The American Planning Association (2011) discusses creative placemaking in terms of "community character" – as "a story or narrative of a place" that is articulated through the "historic, cultural, economic, and cultural context of the community; a commitment to the reinforcement and enhancement of the community's identity; and the implementation of policies, regulations, and incentives that support and enhance this evolving identity."

Creative placemaking involves setting a new vision for Woodbridge that embraces the creative process at all levels; recognizing that the creative process doesn't just relate to the entertainment realm but contributes to problem resolution and is the source of innovation in local industry, business and academics. Creative placemaking involves a collaborative rethinking of community and economic development planning that is as much a rethinking of who is involved in the planning process as it is a reworking of the process itself. Collaboration is key.

Critical components of creative placemaking are dependent on collaborations among diverse stakeholders, partnerships and shared leadership to "build momentum and harness the power of the arts to heighten quality of life and revitalize buildings, neighbourhoods and cities...."

(Artscape, 2015) The tools of creative placemaking cultivate connections between people and

place and may include cultural districts, artist's villages, mixed use development, municipal cultural planning, creative industries, public art, community art and urban design.

Woodbridge began its creative placemaking process nearly a decade ago with development of an initial creative assets (arts) inventory and the exploration of converting the former General Dynamics site in Avenel into an arts village. As Woodbridge advances its redevelopment through the arts, it envisions multiple strategies to build its creative community – mixed-use, Avenel arts district, municipal cultural planning, mapping of its creative assets, public art, and community art – and looks to expanded arts and cultural programming and to do all that through open collaborative engagement of leaders from all sectors of the municipality.

Important steps that preceded development of this creative placemaking plan were the establishment a creative team that would help engage all sectors of the township and guide the process, and that would also develop goals and strategies to advance the process; and the development of a creative assets inventory. This report will review those efforts and describe the vision, goals and strategies that will help inform next steps towards remaking Woodbridge creatively.

Project Information

The Township of Woodbridge engaged the Environmental Analysis and Communications Group at Rutgers University's Edward J. Bloustein School of Planning and Public Policy ("Bloustein") to further work started in 2007 to utilize the community's dynamic arts, cultural and historical base to advance local pride and economic strength. Components of the earlier phase consisted of "research that examined typical modes, key issues and success factors in arts village development and a summary and analysis of data collected directly from and about artists to better understand the arts community in Woodbridge in terms of who they are, what their needs are, and the artists' opinions about an arts village concept and arts promotion generally." (Lowrie & Frisch, 2007)

Methodology

1. **Literature Review.** We reviewed current literature on the development of creative placemaking plans utilizing information on New Jersey-based county and municipal creative placemaking plans and the creative placemaking process, as well as efforts from across the country and the globe. This research helped to inform the values, vision, goals and strategies that were considered by the creative team for this plan. The literature review findings are specific to discussions throughout the report and are referenced in context.
2. **Related Reports Review.** Woodbridge began its exploration of embracing arts and culture to enhance economic redevelopment in 2007 when it contracted with Bloustein to investigate the township residents' interest in an arts village as a form of brownfields (i.e., properties with perceived or real contamination due to past industrial or commercial activities) redevelopment. In subsequent years, Woodbridge conducted

studies to advance an arts village in the Avenel community (on the former General Dynamics grounds), explored enhancements for the downtown core, and participated in an arts-focused local demonstration project conducted by Together North Jersey. Bloustein fully incorporated recommendations from those plans in the development of the vision, goals and strategies outlined herein.

3. **Creative Team.** Bloustein staff worked directly with a creative team comprised of members of the Mayors Arts Steering Committee, representatives from Woodbridge's diverse arts organizations, local artists, members of the local business community, Woodbridge Artisan Guild members, and Barron Arts Center staff. Also participating were members of the Mayor's staff. The team shared information with Bloustein via email and discussed components of the creative placemaking plan at several team meetings in the Woodbridge Town Hall. A list of Woodbridge's creative team members can be found in Appendix A. This team will be responsible for refining and implementing Woodbridge's Creative Placemaking Plan.
4. **Creative Assets Survey and Inventory.** Bloustein also conducted a survey and compiled a creative assets inventory. The purpose of the survey was two-fold. It updated an arts inventory that was originally developed in conjunction with the *Woodbridge Arts Village Study* (Lowrie & Frisch, 2007), and would be utilized as a resource for the community. The survey also collected information about what artists and arts-related organizations and businesses deemed important to cultural, historic and arts resource improvements being planned for the township as part of a creative plan for the arts district that is intended to facilitate redevelopment.

Bloustein staff utilized Qualtrics Survey Software, which is a dynamic yet user-friendly on-line software, to develop the survey. The survey was available in Spanish and English and took about seven minutes to complete. It contained 47 questions, though 11 of the questions would only display depending on a prior response. For instance, if a survey respondent indicated that their artistic area was in the literary arts, then a subsequent question asked what literary arts medium they worked in (e.g., children's books, fiction, plays, poetry, etc.). In addition to information about the artists' mediums, the survey gathered information about artists' living and working needs. Questions were designed to help the township understand what enhancements would be needed in a new arts district to attract and support the artists it will depend upon for its success. The township will use the information to not only address needs of artists and arts-related organizations, but to also understand and address gaps in its arts and cultural assets development plans.

Survey questions were reviewed by the Mayor's Arts Advisory Committee prior to final approval of the survey. And, as Rutgers is a nationally-ranked research university and a member of the Association of American Universities, it also secured Internal Review Board approval of the survey before its release.

The link to the survey was distributed directly to contacts on the original creative assets inventory, and through the township's community listserve. Links to the survey were posted on the township's website, listed in their newsletter and the survey was also promoted through flyers that were distributed at arts events in the township during the summer. The creative team was also encouraged to distribute the link through their respective organization's listserves. A copy of the survey can be found in Appendix B.

Economic development – healthy residents – livability– sense of place – collaborative – diversity – environmental sustainability – attractive to business – creative problem resolution...

Creative Placemaking Context

In a white paper presented to the National Council on the Arts in 2010, Ann Markusen and Anne Gadwa wrote, “Creative placemaking serves livability, diversity, and economic development goals. Livability outcomes include heightened public safety, community identity, environmental quality, increased affordable housing and workplace options for creative workers, more beautiful and reliable transportation choices, and increased collaboration between civic, non-profit, and for-profit partners. Economic development quickens because arts and cultural investments help a locality capture a higher share of expenditures from local income. Instead of traveling elsewhere for entertainment and culture, or going to a big-box retailer or shopping mall, residents are patrons of local talent and venues, earnings that re-circulate at a higher rate in the local economy. Re-using vacant space generates local property and sales tax revenues that can be devoted to streets, lighting, sanitation, greenery, and police and fire. Additional jobs and incomes are generated in construction, retail businesses, and arts and cultural production. New businesses, in the creative industries and others, are attracted to these communities.”

The results of creative placemaking described by Markusen and Gadwa are the vision for a more sustainable community that Woodbridge is pursuing through its creative placemaking plan. In particular, arts will help build a healthy community, contribute to economic development and reinforce the township’s efforts for environmental sustainability.

Community Profile

As noted in *Approaches to Creative Placemaking*, it’s important to not simply borrow from others but to “look to their own assets and needs to come up with place-based strategies.” (Artscape, 2015) Creative placemaking begins with an understanding of the history and culture of a place.

Named for the township’s first pastor, the Reverend John Woodbridge, Woodbridge dates back to 1669 when King Charles II of England granted its official charter – making it the oldest township in New Jersey. (Middlesex County) The township is located in the northeast corner of Middlesex County and is bordered by Carteret to the northeast, Perth Amboy to the southeast, Edison to the west and the Union County municipalities of Clark, Rahway and Linden to the north. Woodbridge also borders the Arthur Kill to the east and the Raritan River to the south.

The population is 59.2% white, 15.9% Asian Indian, 9.9% black, 2.4% Filipino, and 4.1% other Asian that includes Vietnamese, Korean and Chinese. Approximately 15.6% of the population identifies as Hispanic or Latino. Seventy-five percent of the population is 21 years and over with a median age of 38.6. (US Census) The population's diversity is reflected in a plethora of ethnic eateries including Japanese, Mexican, Italian, and more than 30 Asian-Indian restaurants, and in the increasing diversity of its arts and cultural organizations.

Residents live among ten communities in a land area of just over 23 square miles with a growing population of over 99,500 residents – an increase of 2,300 people from 2000. (US Census) The communities are Woodbridge proper, Avenel, Colonia, Fords, Hopelawn, Iselin, Keasbey, Menlo Park Terrace, Port Reading, and Sewaren. (Woodbridge, Ten Small Towns) Each of these communities has its own central business district and unique character and are graced by numerous historic buildings and houses. The Historic Preservation Commission has erected 39 historic markers throughout Woodbridge since 2008 and has developed walking tours for all of its communities.

Woodbridge supports 16 elementary schools (grades k-5), five middle schools (grades 6-8) and three high schools (grades 9-12) serving 13,100 students. The student/teacher ratio is just under 13 to 1. (National Center for Education Statistics) In addition, Berkeley College has facilities in downtown Woodbridge near the train station.

A mature suburb of the New York Metropolitan region, the township is easily reached by train and bus as well as by car. Two commuter train lines serve Woodbridge; New Jersey Transit's Northeast Corridor Line stops at Metropark, and the North Jersey Coast Line services Avenel (limited service) and downtown Woodbridge. Amtrak connects through Metropark to Newark (Penn Station), New York (Penn Station), Philadelphia, Washington, and Boston. New Jersey Transit buses run routes to the Port Authority Bus Terminal in Manhattan and to Elizabeth, New Jersey. Local service is also available. Easy access by automobile is via the Garden State Parkway, the New Jersey Turnpike and along Routes 1, 9, 287, 440, 35 and 27. (Woodbridge, Ten Small Towns) Visitors to the area have a wide range of accommodations to choose from as well. Originally known for its brick-making industry, Woodbridge's proximity to transportation networks, the Arthur Kill and Raritan River has helped its commerce and industry base expand to encompass education, health and social services, retail trade, professional, scientific, administration and environmental management service sectors (Township of Woodbridge website).

Inclusive – collaborative – culturally competent – innovative –
facilitative – efficient – responsible – utilitarian

Creative Team

Woodbridge established a creative team in 2012 and formed the Woodbridge Arts Alliance, a 501(c)(3) organization that will provide the township with arts and arts education services through public programs that develop, expand and promote community interest and appreciation of the arts. For purposes of developing this creative placemaking plan, the creative team was expanded to include members of the Mayors Arts Steering Committee, local artists, members of the local business community, and members of the Woodbridge Artisan Guild and Barron Arts Center staff. Also participating were members of the Mayor's staff. (See Appendix A for a list of creative team members). These stakeholders will be primarily responsible for further refining and implementing Woodbridge's Creative Placemaking Plan.

Starting in the spring of 2015, Bloustein staff met with the creative team several times over the course of the year. The team was instrumental in providing information to Bloustein staff, contributed to the development and distribution of the creative assets survey, helped expand the creative assets inventory, and participated in visioning exercises that contributed to the development of the goals and strategies for implementing a creative placemaking plan for Woodbridge.

Values for Creative Placemaking

Creative placemaking is a fluid process. Paramount to the success of creative placemaking is for community leaders and stakeholders to understand that it is fluid and organic and cannot be dictated or overly planned. Its success is dependent on the leaders/stakeholders adopting values that foster an open and inclusive process. Early in the process, the creative team was asked to identify values or principles that they and other leaders and stakeholders should use in determining strategies to realize a creative vision for Woodbridge. The team determined that they and other stakeholders in this process should be:

- Inclusive – they would ensure that the arts benefit and are accessible to everyone and would encourage participation from all sectors of the community
- Collaborative – they would develop and manage Woodbridge's creative placemaking in concert with other stakeholders
- Supportive/culturally competent – they would make every effort to understand and respect the diverse values and risk tolerances of their constituents and build consensus – recognizing that this effort may require learning about and embracing other cultures and traditions

- Innovative/creative – they would look for opportunities and connections to refine every creative placemaking concept/component to its best possible outcome
- Facilitative – they would guide, but not control, development and advancement of the creative placemaking plan
- Efficient – they would leverage every activity to achieve additional creative placemaking plan goals
- Responsible – fiscal and social accountability is paramount for all aspects of the creative placemaking plan and they would ensure compliance with all applicable rules and regulations
- Utilitarian/service oriented – they would develop and implement the creative placemaking plan to provide the most good for the most people

Woodbridge's creative team pledged to employ these characteristics in interactions with each other and with stakeholders and citizens township-wide as they continue to build and implement the creative placemaking plan.

Individual artists – arts organizations – restaurants – performance space – galleries – historic buildings – performing artists groups – studio space – public art – murals – arts service organizations – businesses that support the arts – cultural groups – schools...

Creative Assets

Creative assets are the main ingredients of a creative placemaking plan. They are the cultural, historic, natural, creative, and human resources that give purpose to and are a resource for remaking a community creatively. Initially developed in 2007 and updated in 2015, Woodbridge's list of creative assets will be expanded upon and extensively drawn upon as Woodbridge utilizes these assets to inform the community of their progress in implementing the creative placemaking plan. More importantly, Woodbridge will utilize its creative assets to solicit involvement in developing, refining and implementing a plan to make Woodbridge more creatively – to truly engage the community in “re-making” (revitalizing) Woodbridge.

Creative Assets Inventory

Woodbridge's creative assets inventory was originally developed in conjunction with the *Woodbridge Arts Village Study* (Lowrie & Frisch, 2007) conducted by Rutgers. The original study employed a survey and artists focus groups and interviews to capture information about the arts community and artists' interests and needs in the township that was used to create the first inventory.

The latest creative assets inventory was compiled from a number of sources, including the results of the 2009 survey, results of the 2015 survey, internet searches, local community directories, media searches, and from lists supplied by the creative team and the township's consultant on arts redevelopment (Richard Bryant of Front of House Services). The inventory will be maintained in Excel under the guidance of the Mayor's Office. The inventory includes listings of artists and arts-related organizations, businesses and services that enhance the arts in Woodbridge. A summary listing of the inventory is in Appendix C.

Through this recent update, the original inventory has expanded from 292 entries to over 940 and includes the following breakdown of creative assets: 383 individual artists, 37 groups of artists, 35 arts organizations, 272 businesses related to the arts sector, and 213 other entities that could enhance the creative placemaking efforts of Woodbridge such as parks, restaurants, historic sites, schools, libraries, etc.

The mix of artists, organizations and groups by art sector is as follows: 17 in the literary field, 35 in dance, 216 in music, 36 in performance art and theatre, 229 in the visual arts including 2-d, 3-d and media arts (photography, film, video, digital, etc.), 25 for history, and 78 separate venues (including theatres, galleries, libraries, museums, and parks/open space).

The five top communities where creative assets are located in the township are Avenel with 53 creative assets, Colonia with 70, Fords with 59, Iselin had 107, and 229 creative assets listed Woodbridge proper as their address.

The list, as compiled in Excel, is robust in content, but is static and at risk of becoming stale. The recommended next step for the creative assets inventory is to investigate and develop a dynamic central listing/inventory that all arts, history and cultural organizations can draw from and contribute to that is coded for type of arts (allowing for targeted use) and that ensures appropriate accessibility (so the list is not misused for mass marketing, for example) but can be easily updated by participant organizations and the artists themselves. The listing/inventory might also reference the source of the data to enable some control of updating data (that is, was the data from a survey, the township list-serve, or a specific arts/cultural/historical organization's list or contributed directly by an artist). Where possible, the inventory should be mapped utilizing GIS. Mapping of certain assets, such as studios, galleries, arts support businesses, historic buildings and sites, performance space, and parks and public spaces, will inform transportation/walking path linkages and identify likely concentrations and synergies to build upon. Mapping assets will also help to identify sections of the township that are potentially underrepresented in access to arts and arts programming.

Arts and cultural destination – studio space – retail space – livable – commuter access – catalyst...

Redevelopment Centered on the Arts

The first bullet point in Arts Plan NJ's Action Plan is "Sustain all gains made under the previous plan". (ArtPride NJ Foundation, 2013) Woodbridge began work towards remaking their township creatively by conducting a number of targeted studies. These studies identified challenges and explored opportunities to advance community revitalization, identified core areas for redevelopment such as the downtown core and Avenel, and identified key resources such as access to transportation, existing arts, historical, cultural assets and arts programming that contribute to the creative placemaking plan.

Woodbridge Arts Village Study

In conjunction with the previously mentioned arts inventory conducted by Bloustein in 2007, the Woodbridge Arts Village Study explored utilizing existing brownfields to develop an arts village in Woodbridge. The study included a literature review of arts village development as a form of urban redevelopment (especially for brownfields). Project staff conducted focus groups and interviews designed to capture "opinions and preferences about the use of an arts village, features of an arts village, and about promotion of the arts generally in the township." (Lowrie & Frisch, 2007). The study's findings supported the reuse of brownfield sites for an arts village with an emphasis on artists' workspace, and public display and performance space. The study

Challenges: Woodbridge is an older industrial suburb. Older infrastructure and outdated facilities can stagnate an area. Brownfields, such as the General Dynamics site, foster the perception of expensive cleanups and environmental stigma. These characteristics can depress rents and property values. Arts-based development is difficult and requires strong committed leadership to garner necessary resources.

Opportunities: Woodbridge is making the commitment, through public/private partnership to develop Avenel. Artists need dedicated work space and are often the first movers into cheaper spaces found in vacant commercial/industrial buildings. These structures are often rehabbed and used by artists and arts related businesses, which, over time, can improve their value. Woodbridge is located between New York and Philadelphia – two very strong regional arts markets. Local arts markets such as Red Bank are not as affordable as Woodbridge but are easily accessible from/to Woodbridge. (Lowrie & Frisch, 2007)

also recommended the township focus on expanded cultural awareness throughout the community. Page 51 through 54 of the report list specific findings and advanced two general directions for the township. They concluded that, “Woodbridge should embark on an arts campaign that includes development and support of arts organizations, more opportunities for public artistic display and performance, and expanded cultural awareness in the community. ... [and that] Woodbridge should proceed along the path of continued planning and study of the development of an arts village. The Avenel site could provide a suitable location for the village and meet many of the arts needs identified....” (Lowrie & Frisch, 2007) Implementing recommendations from this study was the start of the township’s creative placemaking process.

Avenel Arts Village Redevelopment Plan

Following the development of the *Woodbridge Arts Village Study*, Woodbridge contracted with Phillips Preiss Grygiel LLC, to draft a redevelopment plan for the Avenel Arts Village. Located on the site of the former General Dynamics property at the intersection of New Jersey Transit’s North Jersey Coast Line and Avenel Street, the redevelopment plan included 500 housing units, a 10,000 square foot arts center, 25,000 square feet of retail/arts village support space and would be designed as a walkable, pedestrian-friendly area that serves as an asset and focal point for the surrounding community. In particular, the village would be an arts center/arts incubator. As the consultants noted, “The arts village is intended to ... provide a means by which local artists and arts organizations create, display and sell their work; provide training and marketing for emerging artists; provide a vital link between artists and the community at large; serve as an economic engine for the redevelopment of the former General Dynamics property as well as the revitalization of Avenel generally ... [and would include] rehearsal space, a theater, office gallery space, studio space, a reception and sales area, meeting rooms and classrooms....” (Phillips Preiss Grygiel, 2013). Woodbridge broke ground on the development in early 2015. In late 2015, Woodbridge was awarded a six million dollar grant from the Middlesex County Cultural and Arts Trust Fund. The grant supports development of the Avenel Arts Village project which is spearheading redevelopment of downtown Avenel along Avenel Street.

Challenges: The Avenel Arts Village Redevelopment area consisted of vacant former industrial buildings that had not been in use for more than a decade and had fallen into disrepair. The area was not well integrated into the surrounding neighborhoods. The area was also environmentally degraded and required remediation before redevelopment could begin.

Opportunities: On January 1, 2008, the Woodbridge Council designated the plan area as an Area in Need of Redevelopment by Resolution. Such designation enables resources to address concerns in the plan area as well as the adjacent train station and residential neighborhoods. The site is adjacent to the Avenel Train Station and provides an opportunity for future transit-oriented development on the property. Current streets that dead-end into the property provide possible future pedestrian connections to the site. (Phillips Preiss Grygiel, 2013)

Main Street Rehabilitation & Transit Village Plan

Woodbridge's downtown was the focus of this next plan. Following the township's determination that the downtown Main Street area was an area in need of rehabilitation, the Planning Board developed the *Main Street Rehabilitation & Transit Village Plan*. (Lefsky, 2008) Focused on the downtown core around Main Street and the Woodbridge Train Station, the plan advanced concepts to revitalize the area through improvements to parking, housing, and traffic

Challenges: Fragmented property ownership patterns limited potential for coherent and comprehensive strategy of development. Private and publicly owned land is not being utilized to their full potential. Limited available parking. Limited housing choices. Heavily traveled – traffic dominated street.

Opportunities: Comprehensive rehabilitation of Main Street and adoption of Transit Village concepts would provide opportunities to revitalize and reshape downtown Woodbridge while retaining its historic presence. (Lefsky, 2008)

and business use in the central business and residential areas. Key elements included plans for a transit village, siting of parks and plazas, a history museum, and space to accommodate programming that would activate the downtown including space for events and a farmers' market. The primary plan objectives were to create a sense of space, spur economic development, expand housing options, enhance redevelopment/rehabilitation options, improve parking and circulation, and to do all that while fostering high-quality design.

Woodbridge-Rahway Regional Access to the Arts Project

Woodbridge participated in a Together North Jersey Local Demonstration Project in 2015 that furthered the township's efforts to advance economic development and community revitalization through the arts. The project focused on two primary goals, (1) to understand how the arts can be used in conjunction with transit-oriented development to drive downtown redevelopment, and (2) to explore the potential of a cultural corridor encompassing downtown Rahway, Avenel and downtown Woodbridge. The plan reinforces the use of anchor arts

Challenges: Woodbridge's downtown core has a poorly defined center, empty storefronts, degraded/underutilized parks, and overall, lacks a sense of place. The existing arts organization do not provide sufficient arts programming to attract new residents, businesses and industry to the area.

Opportunities: Woodbridge can build on its arts programming through organizations such as Barron's Arts Center, Woodbridge Artisan Guild, Professional Music Academy and Dillon Music and also has a new performance center at the Middle School. Further, Woodbridge is redeveloping the General Dynamics site into a new transit-oriented development (TOD) – the Avenel Arts Village. As noted in the report, TOD is a key driver for downtown revitalization across the nation. (Together North Jersey, 2014)

institutions, attractive places for people to visit and robust arts resources combined with transportation oriented development components to enhance economic development (arts-driven transit-oriented development). The project report includes an analysis of existing arts resources in Woodbridge and suggests way to vitalize key areas through the addition of arts facilities and enhanced arts programming and access. (Together North Jersey, 2014)

[Downtown Woodbridge Vision Plan](#)

Most recently, Phillips Preiss Grygiel LLC developed a vision plan for downtown Woodbridge that will be used to guide improvements in the downtown core. The vision plan identifies assets and challenges for the downtown core and puts forth a plan for a more robust downtown by emphasizing more residences (increased density) and lively pedestrian scene, and aesthetically pleasing streetscapes and more vibrant parks and open spaces while encouraging increased commercial and retail business in the surrounding areas. The report identifies three segments of the downtown. The central segment includes the traditional downtown section

Challenges: Woodbridge has little pedestrian activity downtown; Main Street buildings are only one story, too low to frame the wide street; downtown could benefit from more sit-down/café-style eateries; sidewalks and buildings in disrepair; substantial truck traffic/heavy rush hour traffic; and newer buildings sometimes at odds with traditional downtown character.

Opportunities: Woodbridge had good transportation resources (NJ Transit to Manhattan and Jersey Shore w/parking); potential for attractive linear park space along Heards Brook; walkable city block structure in downtown core; convenient parking lots behind Main Street stores; and, with the closure of Hess headquarters, a potential redevelopment area at the end of Main Street. (Phillips Preiss Grygiel, 2016)

along Main Street that encompasses the train station, Heards Brook and civic buildings as well retail stores, dining, and apartments. The middle segment is a semi-commercial corridor of single-family dwellings and small-scale office space that is the feeder-route to the downtown segment from Route 9. The outer segment is beyond Route 9 and is the area historically occupied by Hess that feeds into the middle segment along Route 514/Main Street. The vision plan addresses these three underutilized and disconnected areas through a holistic approach that marries well with creative placemaking concepts, will provide live/work space for artists, and will reinvigorate the downtown. (Phillips Preiss Grygiel, 2016)

Envision a Woodbridge that is known across the greater NY/NJ metropolitan area as a destination for arts, culture and local history where artists can viably live, create, and showcase their work; where the creative process is embraced in decision-making and problem resolution throughout the Township's government, community organizations, businesses and industry; where the arts sector is sustainable and arts are accessible to all; where the creative process is an essential part of every learning experience; and where arts and culture enhance the health, wellness, and environmental sustainability of each of Woodbridge's unique neighborhoods and the Township as a whole.

Creative Placemaking Way Forward

While there is no one path to creative placemaking, there are common challenges to overcome and aspects to embrace. In *Creative Placemaking*, Markusen and Gadwa (2010) highlight the challenges for creative placemaking as including: forging partnerships, countering community skepticism, assembling adequate financing, clearing regulatory hurdles, ensuring maintenance and sustainability, avoiding displacement and gentrification and developing metrics of performance. They cite the elements that lead to successful creative placemaking as: prompted by an initiator with innovative vision and drive, tailors strategy to distinctive features of place, mobilizes public will, attracts private sector buy-in, enjoys support of local arts and cultural leaders, and builds partnerships across sectors, missions, and levels of government.

Previous creative placemaking planning for Woodbridge has been focused on specific areas of the municipality and did not advance a cohesive township-wide creative planning process. While addressing opportunities and challenges identified in those plans in the development of the vision, goals and strategies outlined herein, pursuing a creative placemaking plan has given Woodbridge the opportunity and focus to consider a township-wide plan that will address quality of life for all residents, economic opportunity and prosperity throughout the municipality and individual creativity and collective cultural expression for its residents. The

way forward involves a unified vision for Woodbridge that is driven by its arts, history and culture, is driven by a broadly representational creative team, with goals to achieve that vision, and objectives and strategies to move the plan forward. The plan that Woodbridge has developed addresses the challenges identified by Markusen and Gadwa and includes elements that support successful creative placemaking.

[A New Vision for Woodbridge](#)

To begin the process of reimagining Woodbridge creatively, Woodbridge's creative team worked through a visioning exercise of what Woodbridge would be like ten years into the future if arts and culture were an integral part of the community fabric. The team started with the Barron Arts Center's Mission & Vision Statement and vision statements from other arts organizations, municipality and county creative placemaking plans, as well as related goals identified in Woodbridge community development plans such as Avenel Arts Village and Together North Jersey's plans. The team distilled the vision for Woodbridge – originally developing 16 vision statements that were further refined into the following six visions statements (see Appendix D for the original 16 vision statements and how they related to the final six):

In the year 2026,

- Woodbridge will be known across the greater NY/NJ metropolitan region for its significance in the arts and will be a destination for people interested in arts, culture and local history
- Woodbridge will be known across the greater NY/NJ metropolitan region as a place where artists can viably live, create and showcase their work
- Woodbridge's arts sector will be representational, sustainable and well-funded and all its citizens/residents will have easy, affordable, and equitable access to the arts
- Woodbridge will attract the best creative minds and leaders who recognize and champion a strong collaborative creative process in decision-making and problem resolution throughout the Township's government, community organizations, businesses and industry, and academic institutions
- The arts in Woodbridge will be an essential part of every learning experience
- Woodbridge's arts and culture will provide a sense of place for its residents and will enhance the health, wellness, livability and environmental sustainability of each of its unique neighborhoods and the Township as a whole

[Goals and Strategies to Support the Vision](#)

Once the vision was conceived, Bloustein and the creative team identified specific goals that supported the vision and then identified objectives and strategies to advance those goals. In essence, the goals are the destination; where Woodbridge would have to go to realize the

vision. The objectives are the direction Woodbridge needs to take to get to the goals. And the strategies are actionable steps to take towards the goals. The team referred back to the leadership values (see creative team section) throughout this process to ensure their creative placemaking plan encompassed those values.

The following section outlines the visions, goals objectives for Woodbridge’s creative placemaking plan. Many of these are self-explanatory; we’ve added notes to highlight or reinforce certain points. A table of these visions, goals and objectives along with the associated strategies is in Appendix E. The table also indicates a suggested timeline, budget range, and who should move the strategy forward.

Vision 1: Woodbridge will be known across the greater NY/NJ metropolitan region for its significance in the arts and will be a destination for people interested in arts, culture and local history

Goal A: Become a significant arts, cultural and historical center that is recognized across the greater NY/NJ metropolitan region

Objective 1: Facilitate the work of the arts council/creative team and their respective organizations to build the very strongest arts community possible

Objective 2: Create a strong brand for Woodbridge's arts/culture and history

Objective 3: Develop centralized data and ticketing system for information about all arts, history and cultural assets in Woodbridge

Together North Jersey discussed branding for the arts districts and emphasized that it should be consistent, unique to Woodbridge, and should use the Woodbridge name first as a unifier, e.g., Woodbridge Downtown Arts District, Woodbridge Avenel Arts District, etc. (Together North Jersey, 2014)

Vision 2: Woodbridge will be known across the greater NY/NJ metropolitan region as a place where artists viably live, create and showcase their work

Goal A: Provide a supportive and encouraging environment in which artists can economically live, create and showcase their medium and discipline and where they are an active part of making Woodbridge creatively

Objective 1: Foster a strong network of support and acceptance for artists in the community

Objective 2: Support and strengthen the community of artists by providing them with opportunities to live and work in Woodbridge

Objective 3: Promote Woodbridge as an artist supportive community and an attractive place for artists to live and work

Objective 4: Encourage establishment and expansion of arts support businesses in Woodbridge

Objective 5: Engage artists in the creative placemaking process for Woodbridge

Vision 3: Woodbridge's arts sector will be representational, sustainable and well-funded and all citizens/residents will have easy, affordable, and equitable access to the arts

Goal A: Ensure that Woodbridge's arts organizations are representational of the changing culture of the community

Objective 1: Facilitate development of arts organizations that reflect the character and interests of Woodbridge's residents

Goal B: Ensure Woodbridge's arts organizations are robust and sustainable

Objective 1: Ensure adequate physical space and resources for arts organizations to grow and thrive

Objective 2: Facilitate access to broad range of insurance opportunities for arts sector

Objective 3: Prepare for business interruption and disasters for Woodbridge arts organizations

Goal C: Ensure Woodbridge's arts organizations are well-funded

Objective 1: Increase funding and resources for arts, culture and history in Woodbridge

Objective 2: Build corporate and foundation awareness and support for the arts in Woodbridge

Objective 3: Identify and implement new solutions to raising funds for arts projects

Goal D: Provide access to the arts for all Woodbridge's citizens/residents regardless of physical or economic constraints (including veterans, ADA community, ethnic and cultural groups, etc.)

Objective 1: Ensure the arts are affordable for Woodbridge residents

Objective 2: Ensure the arts are physically accessible for Woodbridge residents

Goal E: Provide current information about arts, arts education, history, cultural activities and arts programming that is easily obtained through a central technology platform that is accessible to residents and visitors across a broad range of technical abilities

Objective 1: Develop a robust access-to-arts information program

Objective 2: Create a centralized ticketing system/facility for all Woodbridge arts activities

Objective 3: Develop public information kiosks and information centers on arts and cultural opportunities at strategic locations throughout Woodbridge

Vision 4: Woodbridge will attract the best creative minds and leaders who recognize and champion a strong collaborative creative process in decision-making and problem resolution throughout the Township's government, community organizations, businesses and industry, and academic institutions

Goal A: Attract the best creative minds and leaders to Woodbridge who recognize and champion the value of creativity, innovation and sustainability

Objective 1: Develop the capacity of Woodbridge's community, business and cultural leaders to utilize the creative process in decision-making and problem resolution

Goal B: Embed the arts and the artistic process in Woodbridge's economic and community development strategies and employ the creative process in decision-making and problem resolution throughout the Township's government, community organizations, businesses and industry

Objective 1: Facilitate a broader understanding of the value of creative placemaking for enhancing economic and community development throughout Woodbridge

Objective 2: Embed creative placemaking in Woodbridge's economic and community development strategies

Objective 3: Facilitate a broader understanding of the value of employing the creative process in decision-making and problem resolution for government, community, business and industry leaders

Economic Development is enhanced through the arts in a number of ways. It provides a fast-growth, dynamic industry cluster; helps mature industries become more competitive; provides the critical ingredients for innovative places; catalyzes community revitalization; and delivers a better-prepared workforce. (Sparks & Waits, 2012)

Goal C: Ensure a strong collaborative relationship exists between the arts community and the Township's Council, its commission/committees and boards, its community organizations, its business community, local industry, and academic institutions

Objective 1: Involve the arts and creative placemaking process in all aspects of building a healthy, economically robust, educated, and sustainable Woodbridge

Vision 5: The arts in Woodbridge will be an essential part of every learning experience

Goal A: Establish Woodbridge as a center for arts education across all age groups and abilities and ensure arts education is an essential part of every learning experience

Objective 1: Provide lifelong arts education

Objective 2: Facilitate arts education programming and accessibility for school age children

Objective 3: Ensure connections between educators and artists/arts organizations

Objective 4: Facilitate funding for non-profit arts education

"The variety of social benefits of the arts has been well-documented by established researchers working with such organizations as the National Endowment for the Arts and the University of Pennsylvania's Social Impact of the Arts initiative. Their studies show that communities with more access to cultural activities tend to sustain higher property values, have more people involved in civic activities, and have a higher percentage of students that do well in school." (Vasquez, 2012)

Vision 6: Woodbridge's arts and culture will provide a sense of place for its residents and will enhance the health, wellness, livability and environmental sustainability of each of its unique neighborhoods and the Township as a whole

Goal A: Provide arts, history and cultural activities and programming that reflect and serve the interests and needs of its diverse constituencies

Objective 1: Ensure the interests and needs of Woodbridge's diverse population are met in its arts and cultural programming

Objective 2: Ensure the maintenance of Woodbridge's creative inventory serves the needs of arts and culture institutions

Objective 3: Broaden, deepen and diversify cultural participation

Objective 4: Honor community and cultural standards

Goal B: Advance connections between arts and creative culture and the community's health and wellness that contribute to the physical, mental and social well-being of Woodbridge's residents

Objective 1: Encourage arts programming in Woodbridge that contributes to the community's health and wellness

There is "evidence that engagement with artistic activities, either as an observer of the creative efforts of others or an initiator of one's own creative efforts, can enhance one's moods, emotions, and other psychological states as well as have a salient impact on important physiological parameters." And has the "potential to contribute toward reducing stress and depression and can serve as a vehicle for alleviating the burden of chronic disease." (Stuckey & Nobel, 2010)

Goal C: Advance environmental sustainability in Woodbridge both in the consideration for fragile natural resources and for the ability to positively influence environmental stewardship by connecting people to the environment through art and the creative culture

Objective 1: Encourage Woodbridge's artists and arts organizations to contribute to and support environmental sustainability for Woodbridge

Objective 2: Ensure that all components of plans for the development of arts districts address maximizing sustainability

Objective 3: Promote arts programming that raises awareness and action around issues of environmental sustainability

Objective 4: Encourage the use of arts and culture to educate the public about environmental sustainability

Environmental sustainability through the arts takes many forms. It encompasses art installations or performance that raises awareness to environmental concerns such as Christo's large scale installation pieces. Or it can be the actions that arts groups take to lessen their carbon footprint such as using e-tickets and e-programs or by offering refreshments in paper cups instead of plastic glasses or bottles. It involves doing everything with the long-view to how it will play out many years from now and the resulting impact on our children's children and the township's future residents.

Goal D: Revitalize Woodbridge's downtown core through smart growth planning principles and creative placemaking concepts that provide access to public art, local artists works and year-round arts programming for residents and visitors

Objective 1: Develop, market and provide formal designation and funding to establish a cultural arts district in downtown Woodbridge

Objective 2: Creatively repurpose existing underutilized spaces in the downtown core

Objective 3: Establish new anchor institutions in the downtown core to provide creative space to showcase arts, history, and culture

Objective 4: Ensure the district remains authentic to Woodbridge including its heritage, arts, and cultural diversity

The Woodbridge-Rahway Regional Access to the Arts study conducted by Together North Jersey described a number of concerns with Woodbridge's downtown core that were challenging its economic and community growth. The report noted that Woodbridge's downtown core had a poorly defined center, had empty storefronts, degraded/underutilized parks, and overall, lacked a sense of place. And while it has a number of arts organizations scattered around the township that are responsible for the bulk of arts programming, the activities are not sufficient to attract new residents, businesses and industry to the area. (Together North Jersey, 2014)

Goal E: Build a walkable, human-scaled community in the new Avenel Arts Village that integrates a residential arts village with studio space, retail shopping, public art and access to arts education for Woodbridge residents and visitors

Objective 1: Ensure that redevelopment of the General Dynamics property meets or exceeds plans for a desirable/sustainable arts based community

Goal F: Enhance the specific character and livability of Woodbridge's many distinct communities and unincorporated areas by advancing neighborhood-focused public arts and arts programming

Objective 1: Ensure that all Woodbridge's neighborhoods and communities enjoy, participate in and contribute to the arts, culture, and arts programming in the Township

Goal G: Energize Woodbridge through a robust public art program and install public art in all parts of Woodbridge

Objective 1: Develop public arts awareness and appreciation throughout the Township

Objective 2: Establish a public arts program and formal public arts policies (including signage) for Woodbridge

Objective 3: Facilitate public art installations in each distinct community in Woodbridge

Objective 4: Establish an art corridor that utilizes public transportation and greenways to connect public art installations and arts programming around the Township

Strategies – The Way Forward

Strategies, like steps or tasks, are actions that can be taken towards realizing objectives and goals; they are the way forward for Woodbridge's creative placemaking plan. Bloustein and the creative team identified potential strategies for each of the objectives outlined above. Many were pulled from previous studies conducted by Woodbridge and address challenges and opportunities identified in those works and some were borrowed from other creative placemaking plans. This list of strategies is by no means comprehensive but is intended to give direction to the creative team and to spark ideas for further action or investigation. Appendix E contains a summary table of strategies for advancing Woodbridge's creative placemaking plan that are associated with the above visions, goals and objectives. The summary table also identifies who would be responsible for moving the strategy forward, the time line for doing so, and an associated budget range. See Appendix E for details.

Next Steps

As Leonard Vasquez discusses in *Creative Placemaking* (2012), underlying all of the components of the creative placemaking plan are the myriad benefits gleaned from the process of creative placemaking, including helping leaders and stakeholders work more closely together,

developing a deeper appreciation for each other's value in the community, building confidence of leaders, and challenging assumptions about arts and artists, and how places nurture creativity, address stereotypes, and help leaders be more comfortable leading diverse communities.

There are, of course, pitfalls to watch out for along the way. Vasquez cautions that certain beliefs and practices "hinder the effectiveness or momentum of creative placemaking." These include:

- An overreliance on large cultural institutions or cultural districts to be catalyst for creative placemaking
- The "belief that government need not be involved" and that "the arts will happen organically", which leaves too much to chance and tends to minimize the value of artists and arts in placemaking
- "Cynicism among creative sector professionals about their ability to influence public debate ... leads to apathy among artists, as well as silo formation, as artists engage only those who share their beliefs"
- Dialog and community practices and regulations that attempt to preserve the status quo such as the expression of fear that artists will bring unwanted change to the community's character or the use of zoning regulations, design guidelines and strict codes that constrain creativity and make artists feel unwelcome
- "Lack of awareness or concern about the negative effects arts-based economic development can have on disadvantaged communities." Gentrification as well as limited access to creative sector labor markets or to work in businesses that benefit from the arts can push some residents down while other parts of a community are buoyed up by creative placemaking
- A lack of awareness or understanding by community and government leaders about the benefits of creative placemaking at the local level

Embracing the values that Woodbridge's creative team first identified in their creative placemaking process is critical to their leadership in creative placemaking. Values of inclusiveness, collaboration, cultural competency, innovation, facilitation, efficiency, responsibility and utilitarianism can help avoid the pitfalls Vasquez describes and will help keep the change positive and moving forward.

Creative placemaking is an evolutionary process; the components of the township's plan will shift and change as the membership of stakeholders involved in the creative process naturally grows to encompass more sectors of the community and as plan elements are realized. Woodbridge's creative placemaking plan will require ongoing attention to ensure it remains current and provides a united path forward for revitalization and economic growth through arts, history and culture.

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Appendix A – Woodbridge’s Creative Team

Beth Amory, Woodbridge High School
Diane Babuin, Artist
Karen Barnes, Woodbridge Metro Chamber of Commerce
Cynthia Bence, Woodbridge Township
Diane Blazier-Jiosi, Mayerson Group International
Bill Brandenburg, Music on Main Street
Richard Bryant, Front of House Services
Claudia Campbell, Alaborada Spanish Dance Theatre
Mary Cassidy, Artist
Ricki Cohn, Community Youth Players
Steve Dillon, Dillon Music
Constance A. Elek, Artist, J.J. Elek Realty
Caroline Ehrlich, Woodbridge Township
Leslie Godfrey, Professional Music Academy
Devashree Ghosh, Greener by Design
Ashley Jaye, Woodbridge Artisan Guild
Cynthia Knight, Barrons Art Center
Gail Lalla, Greener by Design
Paul Lagrutta, Woodbridge Artisan Guild, Mulberry Street Restaurant
Karen Lowrie, Rutgers University
Sara Malone, Rutgers University
Roberta Martin, River Watch, Art Teacher
Jeffrey Mayerowitz, Woodbridge Township
Sy Mayerson, Mayerson Group International
Vito Mazza, President Main Street Special Improvement District
Jane McLaughlin, European School of Dance
Brian Molnar, Woodbridge Township, Recreation
Paul Moran, Artist
Glenn Murgacz, Artist
Michael Palac, Woodbridge Artisan Guild
Brandon Powell, Barrons Arts Center
Alan Schaefer, Shea Center for Performing Arts
Alan Schall, Atlantic Realty, Developer of Avenel Arts Village
Terrence Sharkey, Mayors Advisory Committee
Jim Sullivan, Woodbridge Artisan Guild
Ronn Weisenstein, Woodbridge Township School District
Sonya Zarestky, Woodbridge High School, English Department

(August, 2016)

Appendix B – Creative Assets Survey

Default Question Block

Welcome to the Woodbridge Township Arts Inventory and Creative Placemaking Plan Survey

The purpose of this survey is to collect information about what artists working in the Township of Woodbridge want included in cultural, historic and arts resource improvements being planned for the Township as part of a creative plan for the arts district that is intended to facilitate redevelopment. The survey will also collect information to update a Creative Assets or Arts Inventory that will be utilized as a resource for the community as well as support the Township's application to Sustainable Jersey for points under the Arts and Creative Culture Action.

You are invited to participate in this survey that is being conducted by the Environmental Analysis and Communications Group of the Edward J. Bloustein School of Planning and Public Policy at Rutgers University. This study is funded by the Township of Woodbridge. The survey should take approximately five (5) minutes to complete.

If you choose to supply your contact information, we will include your contact information in an inventory that may be published on the Township's website and made available to the public as a resource for promoting arts programming and resource development. If you choose to provide your contact information, the survey will be confidential, meaning that we will not link the answers to the questions to your name. If you do not wish to be added to the inventory, you can still participate in the survey anonymously by not filling in the personal information section.

The project team, Institutional Review Board at Rutgers University, and the Woodbridge Arts Committee will be allowed to see the data. If a report using this information is published, only group results will be stated. All data will be kept for three years.

Participation in this survey is voluntary. You may choose not to participate, and you may withdraw at any time during the survey without any penalty to you. In addition, you may choose not to answer any questions with which you are not comfortable. There are no foreseeable risks to participation in this study. In addition, you may will no direct benefit from taking part in this study.

If you have any questions about the project or survey, you may contact: Sara Malone, Environmental Analysis and Communications Group, Bloustein School of Planning and Public Policy, 33 Livingston Ave. New Brunswick, NJ 08901, sjmalone@ejb.rutgers.edu, 848-932-2720.

If you have any questions about your rights as a research subject, please contact an IRB Administrator at the Rutgers University, Arts and Sciences IRB:

Arts and Sciences IRB
Rutgers, The State University of New Jersey
Office of Research Regulatory Affairs
335 George Street Liberty Plaza /Suite 3200
New Brunswick, NJ 08901
Phone: 732-235-9806
Email: humansubjects@orsp.rutgers.edu

If you are 18 years of age or older, understand the statements above, and will consent to participate in the survey, click on the "I Agree" button to begin the survey/experiment. If not, please click on the "I Do Not Agree" button and you will exit this study.

- ☐ I Agree
- ☐ I Do Not Agree

How long have you lived in Woodbridge Township?

- ☐ Less than one year
- ☐ 1 to 2 years
- ☐ 3 to 5 years
- ☐ 6 to 9 years
- ☐ 10 to 20 years
- ☐ more than 20 years
- ☐ I don't live in Woodbridge Township. The zip code where I live is:

How long have you been doing your art in Woodbridge Township?

- ☐ Less than one year
- ☐ 1 to 2 years
- ☐ 3 to 5 years
- ☐ 6 to 9 years
- ☐ 10 to 20 years
- ☐ more than 20 years

Where did you do your art before coming to Woodbridge Township? Please enter the cities and states or zip codes.

In your opinion, how would you classify your current level of artistic activity?

- ☐ Active
- ☐ Somewhat active
- ☐ Not active

In what primary capacity are you completing this questionnaire?

- ☐ I am an individual artist
- ☐ I am a member of an artistic group
- ☐ I represent a group of artists or artistic group
- ☐ I'm a business person
- ☐ I'm a teacher or school representative
- ☐ I represent a non-profit organization
- ☐ I am employed in an arts related field

What is / are your artistic area(s)? Select all that apply.

- ☐ Literary Arts
- ☐ Performing Arts - Dance
- ☐ Performing Arts - Music
- ☐ Performing Arts - Performance Art
- ☐ Performing Arts - Theatre
- ☐ Visual Arts - 2 dimensions
- ☐ Visual Arts - 3 dimensions
- ☐ Media Arts
- ☐ Arts Management / Administration
- ☐ Arts support services (e.g., catering, insurance, publicity, arts critic, other)
- ☐ Arts Venue / Space
- ☐ Other (please list) _____

In what medium do you work within Literary Arts? Select all that apply.

- ☐ Children's books
- ☐ Comic books
- ☐ Fiction
- ☐ Non-fiction
- ☐ Plays
- ☐ Poetry
- ☐ Prose
- ☐ Teach Literary Arts
- ☐ Literary arts support (e.g., publisher, press, book binding, publicity, etc.)
- ☐ Other (please list)

Question appears if Literary Arts is selected in question, "What is/are your artistic areas?"

What do you do within Dance and which styles of Dance do you pursue? Select all that apply.

- ☐ Choreographer
- ☐ Dancer
- ☐ Teacher
- ☐ Dance support (e.g., lighting, costume, publicity, etc.)
- ☐ Ballet
- ☐ Broadway styles (including Jazz and Tap)
- ☐ Modern / contemporary
- ☐ Hip-Hop
- ☐ Ballroom styles
- ☐ Cultural / traditional / folk (please list)
- ☐ Other (please list)

Question appears if Performing Arts - Dance is selected in question, "What is/are your artistic areas?"

What do you do within Music? Select all that apply.

- ☐ Composer
- ☐ Conductor
- ☐ Musician
- ☐ Singer / vocalist
- ☐ Make or repair musical instruments
- ☐ Teacher
- ☐ Music support (e.g., sound, lighting, publicity, sell sheet music, etc.)
- ☐ Other (please list)

Question appears if Performing Arts - Music is selected in question, "What is/are your artistic areas?"

What do you do within Performance Arts? Select all that apply.

- ☐ Performer
- ☐ Teacher
- ☐ Performance Arts support (e.g., sound, lighting, publicity, etc.)
- ☐ Other (please list) _____

Question appears if Performing Arts - Performance Arts is selected in question, "What is/are your artistic areas?"

What do you do within Theater? Select all that apply.

- ☐ Actor
- ☐ Director
- ☐ Teacher
- ☐ Theater support (e.g., sound, lighting, set design, stage crew, publicity, etc.)
- ☐ Other (please list)

Question appears if Performing Arts - Theater is selected in question, "What is/are your artistic areas?"

In what mediums do you work within Visual Arts - 2 dimensions? Select all that apply.

- ☐ Collage
- ☐ Drawing
- ☐ Painting
- ☐ Printmaking
- ☐ Watercolor
- ☐ Teach Visual Arts - 2 D
- ☐ Other (please list) _____

Question appears if Visual Arts-2 Dimensions is selected in question, "What is/are your artistic areas?"

In what mediums do you work within Visual Arts - 3 dimensions? Select all that apply.

- ☐ Ceramics
- ☐ Enameling
- ☐ Fibers / weaving
- ☐ Glass
- ☐ Installation art
- ☐ Jewelry
- ☐ Sculpture
- ☐ Woodworking
- ☐ Teach Visual Arts - 3 D
- ☐ Other (please list) _____

Question appears if Visual Arts-3 Dimensions is selected in question, "What is/are your artistic areas?"

In what mediums do you work within Media Arts? Select all that apply.

- ☐ Animation
- ☐ Computer graphics
- ☐ Digital art
- ☐ Film-making
- ☐ Graphic arts / design
- ☐ Illustration
- ☐ Photography
- ☐ Virtual art
- ☐ Teach Media Arts
- ☐ Other (please list)

Question appears if Media Arts is selected in question, "What is/are your artistic areas?"

What do you do within Arts Management / Administration? Select all that apply.

- ☐ Agent / manager
- ☐ Administrator (or arts organization or arts venue)
- ☐ Support services (publicity, insurance, staff, etc.)
- ☐ Other (please list) _____

Question appears if Arts Management/ Administration is selected in question, "What is/are your artistic areas?"

What do you do within Arts Support Services? Select all that apply.

- ☐ Catering
- ☐ Rentals
- ☐ Insurance
- ☐ Other (please list)

Question appears if Arts Support Services is selected in question, "What is/are your artistic areas?"

What type(s) of Arts venue / space are you working in? Select all that apply.

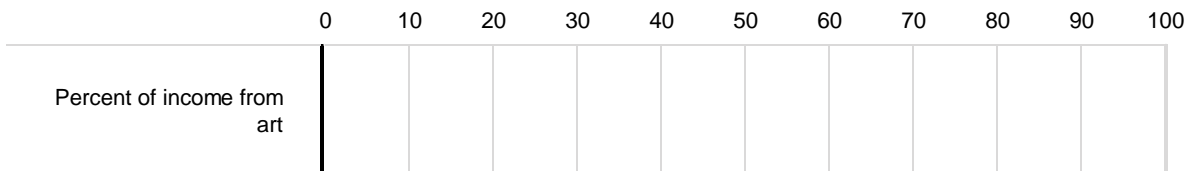
- ☐ Art Gallery
- ☐ Museum
- ☐ Performance space
- ☐ Recording studio
- ☐ Sculpture park
- ☐ Studio space
- ☐ Theater space
- ☐ Other (please list)

Question appears if Arts Venue/Space is selected in question, "What is/are your artistic areas?"

Does your art stem from a cultural tradition?

- ☐ Yes, If yes, please describe.
- ☐ No

If you are employed in the arts? What percent of your livelihood is provided by your arts-related endeavors? (move the slider with your cursor)



Do you teach art?

- ☐ Yes, If yes, where do you teach?
- ☐ No

Do you own, rent or barter arts workspace?

- ☐ Rent or barter. Where is this space?
- ☐ Own. Where do you own space?
- ☐ No

Would you offer tours of your studio or facility?

- ☐ Yes
- ☐ No
- ☐ Not applicable

Is your current workspace adequate for your needs?

- ☐ Yes
- ☐ No. Why not? What is it lacking?

- ☐ Not applicable

If you are currently looking for new workspace, what sort of space do you need? Please describe in as much detail as you can including desired location, square footage, and storage space, as well as desired amenities such as soundproofing, ventilation, kiln access, cable/wireless capacity, practice studio with piano, etc.

Please rate the following issues in terms of their importance to your career as an artist.

	Not at all Important	Somewhat Important	Very Important	N/A, No Opinion
Space (studio, performance, exhibit, rehearsal)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business services (accounting, legal, marketing, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career development activities (classes, workshops, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equipment and/or supplies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health care and insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial support for dedicated creative time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial services (credit union, insurance, loan programs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information services (newsletter, employment, exhibit, competitions, auditions, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project development assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grant writing assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotional assistance (marketing, artist directory/registry, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking/meeting other local artists in your field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology access (internet, email, website slide registry, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other needs? Please specify. <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How do you promote your art? Select all that apply.

- ☐ N/A
- ☐ Social media and email
- ☐ Print news media (e.g., newspapers and newsletters), which one(s)?
- ☐ Arts fairs or festivals, which one(s)?
- ☐ Advertise - where?
- ☐ Agent - which one?
- ☐ Other. Please describe.

Where do you get your information about local arts activities in Woodbridge Township? Select all that apply.

- ☐ Woodbridge E-News
- ☐ Woodbridge Buy Local app
- ☐ Other E-news sources - please list

- ☐ The Woodbridge News
- ☐ Woodbridge Patch
- ☐ Star Ledger
- ☐ Other print news media - please list

- ☐ Channels TV 35/36
- ☐ Other Television - please list

- ☐ Radio - please list station

- ☐ myCentralJersey.com
- ☐ Other websites - please list

- ☐ Social media and email - please list

- ☐ Other - please list

What do you think could be done to better promote the arts in Woodbridge Township?

Are you aware that Woodbridge Township maintains a Creative Assets (Arts) Inventory that includes lists of artists, arts groups, organizations that provide services to artists, arts organizations and other arts related entities?

- ☐ Have known about the arts inventory for awhile.
- ☐ Recently learned about the arts inventory.
- ☐ Did not know about the arts inventory.

Are you familiar with the following organizations, arts-related series, or volunteer projects in Woodbridge?

	Yes, very familiar	Somewhat familiar	No, not familiar
Barron Arts Center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mayor's Summer Concert Series	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Music on Main Street Concert Series	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Horizons Music of Woodbridge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PoetsWednesday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Woodbridge Artisan Guild	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Woodbridge Community Youth Players	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Woodbridge Historic Preservation Commission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Woodbridge Township Cultural Arts Commission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Woodbridge Wednesdays	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Woodbridge Writers Group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WoodbridgeArtsNJ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What other arts and cultural organizations in the region do you work with or do you rely on for information or resources? Please list them.

Would you volunteer your time to help plan cultural activities in Woodbridge Township?

- ☐ Yes
- ☐ No

Did you know that Woodbridge Township is developing an arts village on the former General Dynamics property? (If you'd like to learn more, you can access a copy of "The Avenel Arts Village Redevelopment Plan" on the Township's Website)

- ☐ Have known about the Arts Village idea for awhile.
- ☐ Recently learned about the Arts Village concept.
- ☐ Did not know about the Arts Village concept.

The proposed Avenel arts village may offer a variety of living and working arrangements such as one- and two-bedroom townhomes, rehearsal rooms, teaching rooms and space for arts-crafting (among other amenities) in a transit-oriented setting. Would you be interested in any of the following in the Avenel arts village?

	Yes	Maybe	No
Loft living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Townhome living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Studio space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rehearsal space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing / sales space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offering classes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taking classes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending performances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending other events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Securing arts supplies or equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Restaurant space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other - please list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For any yes or maybe answers to the above, please note specific needs for space size, characteristics and amenities that would best support your artistic endeavors.

Please tell us anything else we should know about ways to make the proposed Avenel arts village a thriving center for the arts.

Did you know that Woodbridge Township participated in a Together North Jersey local demonstration project focused on regional access to the arts that focuses on the downtown core of Woodbridge? (If you'd like to learn more, you can access a copy of the "Woodbridge-Rahway Regional Access to the Arts" report on the Township's Website)

- ☐ Have known about the regional access to arts project for awhile.
- ☐ Recently learned about the regional access to arts project.
- ☐ Did not know about the regional access to arts project.

What types of arts related activities would you like to see or access in downtown Woodbridge?

Please tell us anything else we should know about ways to make the proposed downtown Woodbridge arts corridor an attractive arts destination.

Please tell us anything else you would like us to know about living and working as an artist in Woodbridge Township.

What is your age?

- ☐ Under 18
- ☐ 18 to 34 years
- ☐ 35 to 54 years
- ☐ 55 to 64 years
- ☐ 65 to 74 years
- ☐ 75 years and over

What is your gender?

- ☐ Male
- ☐ Female
- ☐ Other

Which group(s) do you most closely identify with? Select all that apply.

- ☐ American Indian and Alaska Native
- ☐ Asian
- ☐ Black or African American
- ☐ Hispanic or Latino
- ☐ Native Hawaiian or other Pacific Islander
- ☐ White
- ☐ Some other race(s) - please list

What is the primary language spoken in your home?

- ☐ English
- ☐ Spanish
- ☐ Other Indo-European languages
- ☐ Asian and Pacific Islander languages
- ☐ Other, please specify which language(s):

If you wish to be listed in the Township of Woodbridge's Creative Assets Inventory, please provide your contact information.

By adding your information here, you consent to be included in the Township of Woodbridge's Arts Inventory. The arts inventory list will be used solely for the Township's purposes and your personal info will not be given or sold to any other person or company for any reason. Your information will be used by the Township of Woodbridge to better understand the types and interests of artists living and working in Woodbridge and to help guide the Township's arts district redevelopment efforts. The Township may use your contact information to keep you abreast of upcoming arts activities, programs, and events.

Name	<input type="text"/>
Organization	<input type="text"/>
Address	<input type="text"/>
City	<input type="text"/>
State	<input type="text"/>
Postal Code	<input type="text"/>
Email	<input type="text"/>
Phone	<input type="text"/>
Website - URL	<input type="text"/>
Facebook Page	<input type="text"/>
Twitter	<input type="text"/>

Appendix C – Woodbridge’s Creative Assets Summary Listing

Township of Woodbridge Creative Placemaking Plan
Summary Creative Assets Inventory
August, 2016

Contact Info First Name	Contact Info Last Name	Contact Info Organization	Type	Multiple disciplines	Literary	Dance	Music	Performance	Theatre	Visual 2D	Visual 3D	Media	Historic	Services	Venues	Other artist
Nancy	Alberici		Artist				conductor							Dealer & consultants		
Jackie Diane	Babuin		Artist	yes			Jazz/rock			painting	mosaic					
Lynda	Bailey		Artist	yes		dancer				drawing, painting, collage		digital, photography, graphic				
Lisa	Bansavage		Artist	yes					performer			film				
Terry	Barbieri		Artist													artist
Lauren	Barna		Artist	yes			performer									
Jean	Beauford		Artist													artist
Marjorie M.	Behrens		Artist	yes						painting, drawing		photo				
Sue	Belly		Artist				singer									
Barbara	Berger		Artist													artist
Leah	Bernake		Artist													artist
Carol	Bernstein		Artist													artist
Elizabeth	Blank		Artist													artist
Diane	Blitz		Artist				performer									
Christopher	Bober		Artist	yes		dancer	singer		performer							
Arthur	Braga		Artist				performer									
Loretta	Brower		Artist							painting	woodworking (birdhouses)					
Charles	Brown		Artist	yes						painting		photo				
Jean	Buonacore		Artist													
Pat	Bustin		Artist							painting						
Imogene	Buzzi		Artist							painting						
Fran	Carlucci		Artist													artist
John	Catino		Artist													artist
Danny Scott	Cerchiaro		Artist	yes			musician					graphic designer, film				
John Marion	Cerro		Artist													music, film producer
	Churley		Artist													artist
Lillian	Ciuffreda		Artist													arts business - undefined
Ricki Jean	Cohn		Artist					performer								
Cheryl	Corej		Artist	yes		dancer		performer								
Michael	Corriero		Artist							illustration, concept art						
Mary	Corrigan		Artist													artist
Donna	Czirjak		Artist	yes						painting, illustration		photo, digital				
Dennis	DaPrile		Artist						performer							
Paul	DeLeo		Artist				musician - bagpipe, disc jockey									
Kim	DePaul		Artist		writer											
Lynn	Dillon		Artist				musician - fife, singer									
Steve	Dillon		Artist					artist								
Charlotte	DiMarisco		Artist													
Mike	Durek		Artist				musician - bass									
Patrick	Durek		Artist				musician - guitar									
David	Eak		Artist								jewelry					
Constance A.	Elek		Artist								ceramics					
Christopher	Emro		Artist	yes			musician		performer							
Edie	Eustice		Artist		writer											
Beth	Evans		Artist	yes	writer		musician			painting, drawing, illustration, collage		digital, photo				
Christina	Fairbanks		Artist													artist
Linda	Farrell		Artist		writer											
Diane	Farrington		Artist													artist
Adrian	Ferrer		Artist	yes		dancer	musician		performer							
Russell	Fischer		Artist	yes			musician, singer		performer							
Carol	Foe		Artist													artist
Jennifer	Foglia		Artist							painter						
Rick	Fontaine		Artist				musician - sax									
Gina	Forbes		Artist	yes				juggling				film, video				
Brian	Foshee		Artist					magician								
Erin	Fowler		Artist				singer									
Joseph	Frame		Artist				musician - guitar									
Esther	Franz		Artist					artist								
Eileen	Freeman		Artist													artist
Jeff	Friedman		Artist	yes		dancer	musician		performer					arts management		
Karen	Gasper		Artist	yes	writer		musician			painting	jewelry					
Andre	Gavrilne		Artist			dancer								dance instructor		
Wayne	Girard		Artist							film, photo						
Paul	Gomes, Jr.		Artist							painting						
Lois	Griffin		Artist	yes						collage	fiber, jewelry					
Maggie	Griffin		Artist	yes		dancer	musician		actor							

Township of Woodbridge Creative Placemaking Plan
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August, 2016

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Scott	Grimaldi		Artist				musician - sax, flute, clarinet									
Frank	Gubernat		Artist							painting						
Carol	Hamersma		Artist													artist
Bruno	Harkins		Artist									video, digital				
Fred	Harvey		Artist											arts support		
James	Herzog		Artist				musical - trumpet									
Jeanne	Hodge		Artist													artist
Eva	Hoefele		Artist				musician									
Vivan	Hoppock		Artist							drawing						
Robert	Hornyak		Artist				musician - trumpet									
Kathleen	Hulka		Artist									graphic arts, animation, video, cg, live action				
Daria	Hunt		Artist				musician - tuba									
Randall	Hunt		Artist				musician - euphonium									artist
Helen	Izworski		Artist													
Donna	Jacobsen		Artist						actor					theatre instruction		
Pandit	Jasraj		Artist				musician, singer									
Laurie	Jordan		Artist				musician, singer									
Melanie Lynn	Joseph		Artist								handcrafts					
Rachelle	Karger		Artist							painting						
Mukesh	Kashiwala		Artist		writing											
Joan	Katen		Artist							painting						
Kathy Jost	Keating		Artist							drawing, painting						
Maxine	King		Artist							painting						
Joe	Knipes		Artist				musician									
Elena	Kryuchkova		Artist				dancer - instructor							dance instruction		
Amy	LaPenta		Artist							painting, drawing, illustration						
Do	Lapmai		Artist													artist
Jorge	Larrea		Artist	yes	writing					painting, drawing	ceramics	photo, graphic design				
George	LaTorre		Artist	yes					actor			film, digital media, photography, graphic design				
Deb	LaVeglia		Artist		writing					collage						
Gail	Lemaldi		Artist				musician - vocals									
Rose	Leone		Artist													artist
Jean	Literate		Artist							painting						
Joseph	MaKlary		Artist								wood					
Jerry	Manno		Artist				musician									
Joel	Martinez		Artist	yes			musician		actor	painting						
Bruno	Martins		Artist									film, graph design, photo, digital				
Lalita	Mathur		Artist				musician - indian classical									
James	McCombs		Artist				musician									
Justin	McGibbon		Artist				musician, singer, songwriter									
Dan	McGorry		Artist									film, photo, graphic design				
Carl	Megill		Artist													artist
Juan	Melendez		Artist				musician - latin percussion									
Deborah	Milford		Artist													artist
Irene	Minarchi		Artist	yes			musician, singer			painting						
Paul	Moran		Artist	yes						painting		photography		visual arts instruction		
Muriel	Morrell		Artist													
Scott	Morrissey		Artist	yes			musician			drawing, painting		digital				artist
Panditi Tripti	Mukherjee		Artist				musician - vocals tambura									
Lois	Nagy-Hartnack		Artist							painting						
Estella	Nieroda		Artist							painting						
Lisa	Nolan		Artist	yes						painting	ceramics					
James	O'Brien		Artist									photo				
Richard D.	Olah, Sr.		Artist				musician									
Line	Osias-Cayenne		Artist							painting, illustration, collage						
Nayan	Padrai		Artist		writer											
Barbara	Palfy		Artist	yes	writer	dance historian								dance historian		
Deirdre	Partelow		Artist	yes						painting, illustration	stained glass					
Katie	Perez		Artist				musician - guitar, singer - folk									

Township of Woodbridge Creative Placemaking Plan
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Jean	Pierce		Artist				musician							producer, concert presenter		
Karen	Pinoci		Artist				musician - conductor, guitar, cello, trombone									
Joan	Pisercho		Artist													artist
Mark	Poiani		Artist						acting coach					theatre instruction		
Joseph M.	Porello		Artist				musician									
Helen N.	Post		Artist							collage, painting				arts management		
Dith	Pran		Artist		writer											
Betty	Providenti		Artist	yes						painting, collage		film, digital, photo, graphic design				
Tania	Reed		Artist									photography				
John	Reilly		Artist													artist
Stanley	Renick		Artist													artist
Edwin	Rivera, Jr.		Artist	yes						painting, illustration		graphic design, digital				
Michael	Robbins		Artist				musician - violin									
Thalia	Roberts		Artist													artist
Teresa	Romita		Artist	yes						painting, drawing	ceramics, jewelry					
Alissa	Rothstein		Artist	yes			musician					graphic design		arts support		media
Barbra	Russell		Artist				musician, singer									
Ann	Russomano		Artist													artist
Willy	Ryan		Artist				musician - acoustic bass									
Christopher	Sanchez		Artist				musician									
Eduardo	Santos		Artist									photography				
Eileen	Santos		Artist	yes			musician			painting, drawing	sculpture					
Rachel	Santos		Artist	yes			musician			painting, illustration	jewelry	photography, digital, graphic design				
Jayesh	Saraiya		Artist				musician - tabla									
Preeti	Saraiya		Artist				musician - sitar, harmonium, singer, composer									
Mary	Scardilli		Artist													artist
Sarah	Schroth		Artist	yes	writer		musician		actor	collage	jewelry	photographer				
Sara	Schweitzer		Artist									photographer				
Ann	Serson		Artist													artist
Minesh	Shah		Artist				musician									
Ron	Sharpe		Artist				singer									
Lauren	Shub		Artist				singer									
Akshar	Sidana		Artist	yes		dancer	musician		actor	painting	sculpture	film, digital media, photography				
Jagdish L.	Sidana		Artist	yes				actor		painting		photography, film		film directing		
Neha	Sidana		Artist	yes		dancer	musician		actor			photography		arts support		
Padma Khanna	Sidana		Artist	yes		dancer		actor						music, film, arts support		
Jaclyn	Sienkiewicz		Artist											instruction		
Rosie	Singalewitch		Artist	yes						painting	ceramics					
Bzata	Skiba		Artist													artist
Lisa Jeanne	Steinberg		Artist	yes			musician		actor							
Kyle	Sterling		Artist	yes						painting illustration, painting	sculpture	film, video, graphic design, photo, digital graphic design, digital				
Jim	Sullivan		Artist	yes												
Mark	Tarby		Artist				musician - euphonium									
George	Terebush		Artist				musician - trumpet									
Timothy	Tobin		Artist	yes	writer		musician			painting, drawing	sculpture					
Judy	Toma		Artist						actor							
Don	Tywoniw		Artist	yes						painting, illustration		digital, graphic design				
Andrew	Vado		Artist													artist
Vanessa	Van Keuren		Artist							collage						
Pete	Vash		Artist				musician							music producer		
Patricia	Velez		Artist													artist
Kathy	Waddleton		Artist													artist
Matt	Walters		Artist				musician									
Brett	Wiewiorski		Artist	yes		dancer	musician				wood					
Courtney	Wilds		Artist				vocals									

**Township of Woodbridge Creative Placemaking Plan
Summary Creative Assets Inventory
August, 2016**

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Courtney Lynn John	Wilds Wilner		Artist Artist				vocals musician									
Elinor R.	Winstanley		Artist	yes						painting, drawing	ceramics, sculpture	film, photo, graphic design				
Ken and Emily Nancy Spano	Witkowski Yurek		Artist Artist	yes			musician - folk, guitar, vocal			painting	ceramics, wood					
Erin Jo Milton	Zirpolo Zmesky		Artist Artist									film, photo, digital, graphic design				artist
Christynn	Cardino		Artist	yes			musician		performer							
Angela	Kariotis	Angela Kariotis - slam poet	Artist		plays, storytelling, slam poet											
Anne Hiren	LeMay	Anne LeMay - storyteller Artist Hiren	Artist Artist		plays, storytelling, comedy											artist
Lisa		Artist Lisa	Artist	yes						fine arts, commercial		graphics				
David Laurie	Robinson Robinson	David and Laurie Robinson David and Laurie Robinson	Artist Artist						actor actor							
Elizabeth Gary	LeBar LeBar	Gary and Elizabeth LeBar Gary and Elizabeth LeBar	Artist Artist			dancer dancer										
Big Bill		Hoppersmusic	Artist													reviews of dance and music
John	Carlo	John Carlo Clarinet	Artist				musician - clarinet, instructor							music instruction		
Kelli	Wilkins	Kelli Wilkins - novelist	Artist		writer - novelist											
Linda	Rossin	Linda Rossin Studio	Artist							painting, prints						
Susan	Bachley		Artist				band member instrument (clarinet)									
Bruce Jeanne	Bobbins Bucholz		Artist Artist				musician - oboe musician - alto sax									
Ira	Chudnow		Artist				musician, baritone sax									
Brittney Michele	Crawford de Vries		Artist Artist				musician - flute musician - flute									
Fred Leslie	Eines Godfrey		Artist Artist				musician - clarinet									
Sergio	Gomez		Artist				musician - trumpet	artist								
Matt Vanitha	Hedden Jeyaprakash		Artist Artist				musician - alto sax musician - euphonium/barito ne									
Steve	Kalista		Artist				musician - alto sax									
Steve Suzanne	Kozub Kozub		Artist Artist				musician - flute musician - flute									
Stanley	Lependorf		Artist				musician - trombone									
Tracey	Mangual		Artist				musician - clarinet									
Tom	McShea		Artist				musician - trombone									
Mike	Mellis		Artist				musician - trumpet									
Ishmael	Montanez		Artist				musician - alto sax									
Sandy	Moore		Artist				musician - clarinet									
Louis	Norton		Artist				musician - baritone sax									
Nickie Sue	Norton Palmer		Artist Artist				musician - soprano sax musician - band									
Marty	Richstein		Artist				musician - alto sax									
Mike Heidi	Wargo Washuta		Artist Artist				musician - euphpnum, baritone band									
Matt Shawn	Mostowski Albanese		Artist Artist				musician - trumpet, singer- tenor singer									
Beth Lisa	Amory Ball		Artist Artist	yes			singer singer		performer							
Erin Carrie	Ciallela d'Amato		Artist Artist				singer singer									
Laura	Dizon		Artist				singer - alto									

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Reginald	Dizon		Artist				singer - tenor									
Carol	Evans		Artist				singer									
Lisa	Farkas		Artist				singer									
Cathy	Freeman		Artist				singer - alto									
Kathy Jost	Gonyo-Reek		Artist				singer - alto									
Vincent	Grana		Artist				singer - bass									
Pamela	Hulka		Artist				singer - soprano									
Anthony	Lentini		Artist				singer - bass									
Jessica	Luzardo		Artist				singer - soprano									
Kimberly	Martin		Artist				singer - alto									
Lori	Miller		Artist				singer - soprano									
Mary Lou	Morrone		Artist				singer - alto									
Kristen	Onuska		Artist				singer - soprano									
Diane	Opaluch		Artist				singer - soprano									
William	Opaluch		Artist				singer - bass									
Kristen	Rastogi		Artist				singer - soprano									
Carla	Rizzolo-Glick		Artist				singer - alto									
Jodi	Sak		Artist				singer - soprano									
Dennis	Superior		Artist				singer - tenor									
Barry	Adler		Artist							artist						
Dawn	Arena		Artist							artist						
Bill	Bonner		Artist							artist						
Sian	Brossard		Artist							artist						
Nikolay	Budylin		Artist							artist						
Teresa	Cardona		Artist							artist						
Deborah	Casalino		Artist							artist						
Alexandra	Cavaliere		Artist							artist						
Josephine	Chapman		Artist							artist						
Sharee Kelly	Daniel		Artist							artist						
										pencils, markers, ink, watercolor, acrylic						
Sandi	Desai		Artist													
Maura	Donohue		Artist							artist						
June	Gallart		Artist							artist						
Bill	Garcialone		Artist							artist						
Jill	Garcia-Patino		Artist							artist						
Ruth	Jansyn		Artist							artist						
Sue	Kemper		Artist							artist						
Mehda	Kulkarni		Artist							painting						
Kara	Miller		Artist							painter						
Glenn	Murgacz		Artist								sculpture					
E. Carol	O'Neill		Artist							artist						
Michael	Palac		Artist									photo				
Brian	Powers		Artist							artist						
Faith Lynn	Ramos		Artist							artist						
Ellen	Rebarber		Artist							artist						
Elizabeth	Rhea		Artist							artist						
Gabriella	Rodriquez		Artist							artist						
J. Kevin	Sullivan		Artist							artist						
Rose	Sullivan		Artist									photographer				
Joan	Turner		Artist							artist						
Siana-Lee	Valdez		Artist							artist						
Helen	Vanderzyde		Artist							artist						
Phyllis	Wilkinson		Artist							artist						
Elizabeth	Wutkowski		Artist							artist						
Andy	Rothstein	Rothstein Guitars	Artist				musician - guitar, jazz									
Stephen	Kaplan	Stephen Kaplan Photography	Artist									photography				
Courteney Lynn	Wilds	The Classical Voice Company	Artist				vocals									
		VTSQ Photo	Artist									photographer				
P	Acosta		Artist													artist
Deborah	Adler		Artist							artist						
Jolanta	Agata		Artist							artist						
M	Anan		Artist													artist
Tom	Anderson		Artist							artist						
Henry	Bassman		Artist							artist						
Harry	Bernstein		Artist							artist						
Scott	Buttfield		Artist							artist						
Joan	Buzick		Artist				singer									
Barbara	Caffrey		Artist							artist						
Cruch	Calhoun		Artist				musician									
							musician - guitar, composer, arranger									
John E.	Callahan, III		Artist													

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Nancy Edwards	Casteras		Artist							artist						
Susan	Catrone		Artist							artist						
Antoinette	Clark-Morales		Artist													artist
Danielle	Cleary		Artist													artist
Burt	Conrad		Artist				singer, composer, musician							producer, arranger		
Robert	Coste		Artist							artist						
Kristy Lee	Crespo		Artist							artist						
margie	D'Angelo		Artist							artist						
E. Jon	de Revere		Artist				instructor, conductor							music instruction		
Carol	DePaola		Artist													artist
Gloria	Dittman		Artist													artist
Martin	Dulak		Artist							artist						
Lisa	Ficarelli-Halpern		Artist							artist						
Sarah	Gallagher		Artist							artist						
Denise	Galiano		Artist							artist						
June	Gallert		Artist							artist						
Peggy	Gavin		Artist													artist
Jessica	Geraci		Artist													artist
Bill	Giacalone		Artist							artist						
Craig	Goldberg		Artist													artist
Rina	Goldhagen		Artist							artist						
Janette	Goleme		Artist				singer- classical, cabaret, various genre									
Allan	Gorman		Artist							artist						
Lois	Griffin		Artist							artist						
Bob	Hardy		Artist							artist						
Bill	Higgins		Artist							artist						
Sam	Huryk		Artist							artist						
Steve	Kaplan		Artist				musician - guitar									
Olivia	Keithley-McKeon		Artist							artist						
Martha	Landy		Artist							artist						
Jeffrey	Leidner		Artist													artist
Wei-Hua	Liu		Artist													artist
Elizabeth	Lordi		Artist													artist
Daniel	Lubas		Artist							artist						
Ottie	Lynne Paterson		Artist							artist						
Danielle	Marciniak		Artist							artist						
Donna	Marlowe		Artist							artist						
L. E.	McCullough		Artist							artist						
Kara	Miller		Artist							artist						
Sandra	Murgacz		Artist							artist						
E. Carol	O'Neill		Artist							artist						
Jennifer	Orr		Artist							artist						
Irina & Vladimir	Pankevich		Artist							artist						
Rose	Pennyfeather		Artist							artist						
Lindsay	Pevny		Artist							artist						
Paul	Pinkman		Artist							artist						
Thomas	Raffield		Artist							artist						
Phyllis	Reckhow		Artist													artist
Taria	Reed		Artist							artist						
Nicolette	Reiser		Artist	yes						paper, painting	clay					
Rachel Marie	Remponeau Santos		Artist							artist						
Dorrie	Rifkin		Artist							artist						
Maria	Rivera		Artist													artist
Spencer	Robbins		Artist							artist						
Gabriella	Rodriquez		Artist							artist						
Beth	Sadowski		Artist													artist
Edwin	Santiago		Artist							artist						

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Eduardo	Santos		Artist							artist						
Susan	Scheurman		Artist							artist						
Leona M.	Seufert		Artist													artist
Leena	Shekhar		Artist							artist						
Richard	Shields		Artist							artist						
Margaret	Smolarski		Artist							artist						
Douglas	Stoveken		Artist							artist						
James K.	Sullivan		Artist							artist						
Marjorie	Sullivan		Artist							artist						
Rose	Sullivan		Artist							artist						
Diane	Szymanik		Artist							artist						
Theodosia A. G.	Tamborlane		Artist							artist						
Theodosia A.G.	Tamborlane		Artist							painting - oil						
Bill	Thompson		Artist							artist						
Colin C.	Throm		Artist	yes						illustration - fantasy, children's		graphics, multi- media,				
Chris	Tucci		Artist							artist						
Nicole	Vaeth		Artist							artist						
Helen	Van Der Zyde		Artist							artist						
Lauren	Wagner		Artist													artist
Sue	West		Artist													artist
Jarrett	Wonski		Artist							artist						
Salustino	Zaldivar		Artist							artist						
Meni	Zeizel		Artist													artist
Micayla			Artist													artist
		20 Lemons	Arts related													advertising
		Ad Solutions Inc.	Arts related													advertising
		Adora Diamond	Arts related													jewelry store
		All Eating Places, Italian	Arts related													restaurant
		Andersons Flowers	Arts related													florist
		Andhra Palace	Arts related													restaurant
		Applebee's Neighborhood Grill and Bar	Arts related													restaurant
		Architectural Design Panels	Arts related													architectural
		Ashoka Indian Restaurant	Arts related													restaurant
		Asian Delite Inc	Arts related													restaurant
		Asian King Seafood Restaurant	Arts related													restaurant
		Aztec Corporation	Arts related													architectural
		Bahama Breeze Island Grille	Arts related													restaurant
		Bellini's Restaurant and Pizzeria	Arts related													restaurant
		Bertucci's Italian Restaurant	Arts related													restaurant
		Bills Barbeque	Arts related													restaurant
		Bill's BBQ	Arts related													restaurant
		Bombay Chaat House	Arts related													restaurant
		Bonfish Grill	Arts related													restaurant
		Bonsai Museum	Arts related													museum
		Brazilian Tropical Foods	Arts related													restaurant
		Bud's Hut Seafood & Steakhouse	Arts related													restaurant
		Cafe Sistina	Arts related													restaurant
		Cajun Queen Restaurant	Arts related													restaurant
		Carmens Pizza and Italian Restaurant	Arts related													restaurant
		Casa Giuseppe Ristorante Italiano	Arts related													restaurant

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		Ceylan Jewelers	Arts related													jewelry store
		China Buffet	Arts related													restaurant
		Chris' Jewelry	Arts related													jewelry store
		Chris Michael's Steakhouse and Lounge	Arts related													restaurant
		Christin Jewelry	Arts related													jewelry store
		Christopher Gallo Jewelers	Arts related													jewelry store
		Classy Diamonds	Arts related													jewelry store
		Community Center	Arts related												community center	
		Coopers Dairy	Arts related										history & heritage			
		Cross Keys Tavern	Arts related										historic site			
		CSG Services Inc	Arts related													architectural
		Diamond Creations Inc.	Arts related													jewelry store
		Diamond Gallery	Arts related													jewelry store
		Diamond Selection	Arts related													jewelry store
		Diamonds by Chippy's	Arts related													jewelry store
		Diamonds Forever	Arts related													jewelry store
		Diamonds Mine	Arts related													jewelry store
		Diana/Labelle Jewelry	Arts related													jewelry store
		Dominic's RC Italian Restaurant	Arts related													restaurant
		Dugasz & Brower Architects	Arts related													architectural
		Erdman Jewelers	Arts related													jewelry store
		Fiesta In Phil Am Grocery and Restaurant	Arts related													restaurant
		First Congregational Church	Arts related										historic site			
		First Presbyterian Church	Arts related										historic site			
		First Presbyterian Church of Iselin	Arts related												church	
		Floral Expressions	Arts related													florist
		For Rent Magazine	Arts related													advertising
		Fords Family Restaurant	Arts related													restaurant
		Fords Flower Shop	Arts related													florist
		Gems Unlimited	Arts related													jewelry store
		Glenns Place	Arts related													restaurant
		Grenable Woodbridge Museum	Arts related												museum	
		Haniken Jewelers	Arts related													jewelry store
		Heards Brook Park	Arts related												park, open space	
		Helzberg Diamonds	Arts related													jewelry store
		Hospital News of New Jersey	Arts related													periodical
		House of Diamonds	Arts related													publisher
		Hudd Distribution	Arts related													jewelry store
		Il Castello's	Arts related										historic site			advertising
		India Jade	Arts related													restaurant
		Indianera.Com	Arts related													restaurant
		Infinity Celebration	Arts related				disc jockey									advertising
		Invents Company, LLC	Arts related													advertising
		Iris Cafe	Arts related													restaurant
		Iselin Branch Library	Arts related												library	
		Iselin Hotel	Arts related												hotel	
		Iselin Library	Arts related												library	
		Iselin Theater	Arts related												theater	
		Iselin Train Station & Metropark	Arts related												train station	
		Iselin Volunteer Fire Company No. 1 District 9 & Iseline Chemical Hook and Ladder Company, district 11	Arts related													fire department
		Italian Jewelry	Arts related													jewelry store
		Italian Kitchen	Arts related													restaurant
		J. J. Bitting Brewing Company	Arts related													restaurant
		Jim'Signs	Arts related													display
		Johnny Rockets	Arts related													advertising
		John's Jewelers	Arts related													restaurant
		Jose Tejas	Arts related													jewelry store
		Josephs Grille	Arts related													restaurant
		Joshua and Evans Grill	Arts related													restaurant

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		Juliana Jewelry	Arts related													jewelry store
		Kay Jewelers	Arts related													jewelry store
		Kent Jewelers	Arts related													jewelry store
		Kohinoor Restaurant	Arts related													restaurant
		Kona Grill	Arts related													restaurant
		Launchpad Creatives	Arts related													advertising
		Lia Jewels	Arts related													jewelry store
		Libraries-Middlesex Automation	Arts related												library	
		Little Servant Sisters of the Immaculate Conception	Arts related												convent	religious organization
		Littman Jewelers	Arts related													jewelry store
		LongHorn Steakhouse	Arts related													restaurant
		Louies Seafood	Arts related													restaurant
		Luso BBQ - Portuguese Churrasco	Arts related													restaurant
		Madhuban Indian Cuisine	Arts related													restaurant
		Madleen Jewelry	Arts related													jewelry store
		Madleen Jewelry II	Arts related													jewelry store
		Madras Palace	Arts related													restaurant
		Mahtani Jewelers	Arts related													jewelry store
		Makoto Asian Cuisine	Arts related													restaurant
		Manila Philippine Cuisine	Arts related													restaurant
		Masala An Indian Eatery	Arts related													restaurant
		McLoone's Woodbridge Grille	Arts related													restaurant
		Mento Park Terrace School No. 19	Arts related												school	
		Merrill Park	Arts related												park, open space	
		Methodist Episcopal Church Parsonage	Arts related										historic site		church	religious organization
		Michael Anthony Sign & Awning Co.	Arts related													display advertising
		Mie Thai Restaurant	Arts related													restaurant
		Milap Restaurant	Arts related													restaurant
		Moby Dick's Restaurant & Lounge	Arts related													restaurant
		Monte Carlo Jewelers	Arts related													jewelry store
		Mulberry Street	Arts related													restaurant
		Municipal Building	Arts related										historic site			
		Nanking Chinese and Thai Cuisine	Arts related													restaurant
		National Printing Inc Research Institute Inc	Arts related											printer services		
		Neves Jewelers	Arts related													jewelry store
		New Jersey Conservatory of Music LLC	Arts related				music instructor							music instruction		
		Nicoles Restaurant	Arts related													restaurant
		Ocean of Diamonds	Arts related													jewelry store
		Olio	Arts related													restaurant
		Ophthalmology Times	Arts related													periodical publisher
		P K Architecture Llc	Arts related													architectural
		Pacific Jewelry	Arts related													jewelry store
		Pandora	Arts related													jewelry store
		Parker Press & Park	Arts related										historic site		park, historic	
		Peace Jewelry	Arts related													jewelry store
		Peggys	Arts related													restaurant
		Phil's Sign Shop	Arts related													display advertising
		Piercing Pagoda	Arts related													jewelry store
		Piercing Pagoda II	Arts related													jewelry store
		Pinos Pizza and Restaurant	Arts related													restaurant
		Poor Billys Sports Cafe	Arts related													restaurant
		Poor Farm	Arts related										history & heritage			
		Precision Time	Arts related													jewelry store
		Profit Marketing Inc	Arts related													advertising
		Rachels House	Arts related													family support services

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		Razz Jewelers	Arts related													jewelry store
		Red Lobster	Arts related													restaurant
		Ristorante Venezia	Arts related													restaurant
		Romancing the Stone	Arts related													jewelry store
		Romulus	Arts related													restaurant
		Royal Diamonds	Arts related													jewelry store
		Royal Jewelry	Arts related													jewelry store
		Ruby Tuesday Restaurant	Arts related													restaurant
		Sake Bomb Asian Buffet	Arts related													restaurant
		Scott Bonomo Diamond Setting	Arts related													jewelry store
		Sewaren Public Library	Arts related										historic site		library	
		Sewaren Waterfront Park	Arts related												park	
		Shabri Restaurant	Arts related													restaurant
		Shalimar Restaurant and Sweet Center	Arts related													restaurant
		Siddhartha Restaurant	Arts related													restaurant
		SignARama - Colonia	Arts related													display advertising
		Signs By Tomorrow	Arts related													display advertising
		Skyline Diamonds	Arts related													jewelry store
		Sonu Da Dhaba	Arts related													restaurant
		Spats Steakhouse	Arts related													restaurant
		Spirit Halloween Superstore	Arts related													formal wear & costumes
		St. Cecelia Church, Covenant, School & Fair	Arts related												school, church	
		St. John's Episcopal Church	Arts related										historic site			
		Star Diamonds Jewelry	Arts related													jewelry store
		Star Eagle Section	Arts related										history & heritage			
		Stonewater Architecture LLC	Arts related													architectural
		Sukhadias Gokul Fine Vegetarian Dining	Arts related													restaurant
		Sukhadias India Cafe	Arts related													restaurant
		Swarovski	Arts related													jewelry store
		T.G.I. Friday's	Arts related													restaurant
		Taj Mahal Indian Park Restaurant	Arts related													restaurant
		Tara Architectural Millwork	Arts related													architectural
		The Jewelry Source	Arts related													jewelry store
		Thomas Giegerich Architect, LLC	Arts related													architectural
		Tommy Taters Inc	Arts related													restaurant
		Treasure Island Jewelers	Arts related													jewelry store
		Udupi Indian Cuisine	Arts related													restaurant
		Urban Spice	Arts related													restaurant
		U-Yee Sushi and Hibachi	Arts related													restaurant
		Walking Tour of Woodbridge - old neighborhood	Arts related										history & heritage			walking tour
		Warren Park	Arts related												park	
		Wilentz Goldman & Spitzer Library	Arts related												library	
		Williams Park	Arts related												park	
		Wok Wok	Arts related													restaurant
		Woodbridge Chamber of Commerce	Arts related										historic site			
		Woodbridge Community Center	Arts related				music instructor							music instruction		
		Woodbridge Gourmet Buffet	Arts related													restaurant
		Woodbridge National Bank	Arts related										historic site			
		Woodbridge Public Library	Arts related												library	
		Woodbridge Public Library - Fords	Arts related												library	
		Woodbridge Public Library - Henry Inman Branch	Arts related												library	
		Woodbridge Steak House	Arts related													restaurant
		Woodbridge United Methodist Church	Arts related										historic site		church	

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		Xhibit	Arts related													
		Zales Jewelers	Arts related													restaurant
		Zeki's Jewelry	Arts related													jewelry store
Douglas	Patrick		Business				musician - reggae							concert promotion		
Jean	Pierce		Business											concert presenter		
		1 Digital Studio	Business	yes						service		service		video, photo, sculpture		
		200 Club of Middlesex County	Business													family support services
Don	Tywonw	2D Graphics	Business									graphics, illustration, conceptual art, service		litho, printing service		
		2D Graphics	Business													advertising
		43DPI Creative LLC	Business											publishing		
		88 Keys Lounge	Business												performance & dance	
		A a Film Studios LLC	Business											portrait studio		
		A.C. Moore Arts & Crafts	Business											art supplies		
		Access Graphics	Business									graphics				
		Acecs Inc	Business									graphic designer				
Cheryl	Corejl	Across the Floor School of Dance & Gymnastics	Business			dance/gymnastic instruction								gymnastics, dance instruction		
		AJ Studios	Business											camera & photo supplies		
		Akash Production	Business											video production		
		Akshar Digital Photo Studio	Business													portrait studio
Eva	Lucena-Welch	Alborada Spanish Dance Theatre	Business												dance	
Alissa	Rothstein	Alissa Rothstein Design Studio	Business									graphics				
		All Jersey Studios	Business													portrait studio
		All Jersey Video Productions	Business									film, photo, video				
		Allegra Print & Imaging	Business									film, graphic				
		Alonzo Adams Sienna Visions	Business											dealer, consultant	gallery	
Arthur	Braga	American Music Studios	Business				retail							retail music		
		Ami Video	Business													portrait studio
		Aquila Graphic Design	Business									graphic designer		commerical printing		
		Aquila Landscape Contractors	Business													landscape designer
		Art & Frame Express	Business											framing services		
		Art & Soul Galleries	Business											dealer, consultant	gallery	
		Art Box	Business											dealer, consultant	gallery	
		Art Gallery at 22	Business											dealer, consultant	gallery	
		Art Renewel Center	Business											dealer, consultant	gallery	
		Art Resources Inc	Business											dealer, consultant	gallery	
		Art Stone	Business											dealer, consultant	gallery	
		Art-N-Heaven	Business											dealer, consultant	gallery	
		Arts Cultural Connections	Business											dealer, consultant	gallery	
Lawrence	Cappiello	Arts Guild New Jersey	Business												gallery	
		Artworks by Marcine	Business											dealer, consultant	gallery	
		Arva Henna Tattoo Artist	Business	yes	writer			performer								tattoo artist
		Astralinx	Business												theatre, concert hall	
Jeremiah	Sullivan	Audio Insight	Business												music	
Brian	Foshee	B Happie Entertainment	Business					magician						party services		balloons

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		Bachrach School of Dance & Fitness	Business			dance group								dance instruction		fitness
		Barbara Gunter Inc.	Business				musicians									
		Be Our Guest Entertainment	Business				disc jockey							entertainment services		
		Belly Dance by Beverly	Business			dance instructor								dance instruction		
Meenakshe	Mishra	Best East and West Inc.	Business													undefined
		Blazing Star Cultural Arts Center	Business											dealer, consultant	gallery	
		Blue Parachute	Business									graphic designers				
		BMA Orchestras & Entertainment	Business				musicians							entertainment services		
		Bollywood Dance School	Business			dance instructor								dance instruction		
		Book Trader	Business											book store		
		Boro Arts Center	Business											dealer, consultant	gallery	
		Botanica Arte	Business											dealer, consultant	gallery	
		Bounce Communication Design	Business									graphic designers				
		Brandings Creative Design	Business													specialized design
		Brian Kondas Design	Business									graphic designer				
		Bryan Hansen Music.com	Business				musicians									
Barbara	Russell	B-Sharpe Rehearsal Studios	Business				music instructor							music instruction	studio space	
Ron	Sharpe	B-Sharpe Rehearsal Studios	Business											music instruction	studio	
		C & C Records	Business											recording studio		
		Candelore Art Works	Business								collage					
		Captivate Intl	Business									graphic designer		marketing consultant		
		Cas Gallery	Business											dealer, consultant	gallery	
		Charles M Jessup Inc	Business									printing				
		Chartpak	Business											dealer, consultant	gallery	art supplies
		Chris Reed Studio	Business									illustration				licensing
		Christine Music Academy	Business				musician - disc jockey									
Doug	Johnston	ColArt Americas, Inc.	Business											dealer	gallery	arts goods & supplies
		Copy Binders	Business											printing services		
		Coral & Beads Gallery	Business											art dealer		
Fred	LaFerrara	Creative Photography & Video	Business									video, photo				
		Creative Print Service	Business									graphic designer		video production, photography		
		Creative Video Excellence	Business													
		Customer Support International LLC	Business													specialized design
		D L Printing Co	Business									printing				
Joanne	Tuber	Dance Factor, Inc	Business			dancer								dance instruction		
		Dance Studio Passion	Business			dance instructor								dance instruction		
Gary and Elizabeth	LeBar	Dancin' in the Spotlight	Business			dancer								dance instruction		
Dave	Street	Dave Street & Dave Street's Programs	Business					actor								
		DavidPirek.com	Business									graphic designer				
		Deejay Montro	Business				disc jockey									
		DESIGN PLANET LLC	Business													interior design
		Designers Gallery	Business											dealer, consultant	gallery	
		Digital Media Disc	Business											video production		
Mukesh	Kashiwala	Digital One Studio	Business	yes							sculpture	photo, video				
		Dillon Music	Business											musical instruction & supplies		
Steve	Dillion	Dillon Music (contributor on TNJ demo project)	Business													music supplies, retail
		Dis Night Moves	Business											entertainment services		
		Diwakar Performing Arts Group	Business			dance group										

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		Diwakar Performing Arts Group	Business											entertainment services		
		Double Vision Graphics	Business											dealer, consultant	gallery	
		Duma Music, Inc	Business													retail music - classical, Ukrainian
		Dvd World	Business													tape, CD & record store
Constance	Elek	Earth Spun Designs	Business													ceramics retail
		Earthsongs Works in Clay	Business								sculpture					sculpture retail
		Edges Group Inc.	Business													undefined
		Edison Valley Playhouse	Business												theatre	
		Enamel Art Studio	Business											dealer, consultant	gallery	
		Envisionext, Inc.	Business													specialized design
		Erwin's Studio	Business											video production		
Eduardo	Santos	ES Photo Studio	Business											photo studio		
		Eternity Photo Studio	Business													portrait studio
Jane	Dudics-McLaughlin	European School of Dance	Business			dance instructor								dance instruction		
		Evalyn Dunn Gallery	Business											dealer, consultant	gallery	
		Evika Systems Inc	Business									graphic designer				
		Family Graphics	Business													graphics
		Fastsigns	Business									graphic designer				
		Fine Art Production	Business								fine arts					commercial artists
		Fine Art Production LLC	Business											art dealer		
		First Kiss Entertainment (aka 3 po' tenors)	Business				musicians									
		Fye	Business													tape, CD & record store
		Galeria West Art & Framing	Business											dealer, consultant	gallery	
		General Artist	Business								graphic designer			advertising agent		
		George Costello Creative, LLC	Business											marketing agency		
Gordon	James	Gordon James	Business				musicians							family & business entertainment		
		Gordon Sales	Business											dealer, consultant	gallery	
Scott	Grimaldi	Grimaldi Music Services	Business				musician, composer, arranger							composing, arranging		
		Grindahz Studio	Business											music studio		
		Guitar Center Holdings, Inc.	Business											musical instruments & supplies		
		Guitar Study Center of Woodbridge	Business				music instructor							music instruction		
Tasha	Gwin	Gwin Studio of Music & Technology, The	Business				musician - instrumental							music instruction		
		Hary Manufacturing Inc	Business									printing				photographic equipment & supplies
Jim	Reed	Hasselblad Bron Inc.	Business													
		Hobby Lobby	Business											art supplies		
		Hotwire Graphics, Inc.	Business									graphic designer				
		HZ Art Gallery	Business											dealer, consultant	gallery	
		Impact Printing	Business									printing				
Padma Khanna	Sidana	Indianica Academy	Business	yes		dance instructor	musician, music instructor							dance & music instruction		
Padma	Khanna	Indianica Academy of Performing Arts	Business	yes		dance instructor	music instructor							dance, music instruction		
		Inn Gallery	Business											dealer, consultant	gallery	
		JCPenney Portraits	Business													portrait studio

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Jeffrey	Hartman	Jeffrey Hartman, LLC	Business									graphic designer				
		Jeremys Heroes Inc	Business													non-profit funding
		Jerry's Artarama	Business											art supplies		
		JJ Bitting Brewing Company	Business										historic site		music	restaurant
Jerry	Manno	JMM Recording Studios	Business											recording studio		
		Joe T Gates Productions	Business				musician									
		Joy Thug Art & Design	Business											dealer, consultant	gallery	
		JT IMAGES, INC.	Business									graphic designer				
		Juxtapose Gallery	Business											dealer, consultant	gallery	
		Latino DJ In NJ	Business				disc jockey									
		Leisure Sporting Goods	Business									printing				
Linda	Rossin	Linda Rossin Studio	Business												gallery	arts goods & supplies
		Lion Motion Productions	Business									graphic design, photo, video		sound studio		
		Little Chisel Design	Business									graphic design				
Joan	Buzick	Little Fiddler Academy	Business				instructor - pre-school							music instruction		
		Live Onstage Entertainment	Business													undefined
		Loofah Art	Business											art dealer		
Lynda	Bailey	LPB Graphics Inc	Business									printing				
		Lynda Bailey Photography	Business									photography				
		MacroSound	Business				music instructor							music instruction		
		Madeline Andre School of Dance	Business			dance instructor								dance instruction		
		Magic Fountain of Colonia	Business				disc jockey									
		Magic Photo	Business													portrait studio
		Magic Printing	Business									printing		printing services		
		Main Source DJs	Business				disc jockey									
		Majestic Entertainment - NJ DJ - Wedding DJ - NJ Wedding - NJ Photography	Business				disc jockey									
		Mansoor Bookshop Inc	Business											book store		
		Maria Elena School of Dance	Business			dance instructor								dance instruction		
		Marke Technicians Association Educational Foundation	Business													non-profit funding
Joseph M.	Porrello	Marketing Consultants Plus	Business				musician, composition							arts management		
		Mentionable Media	Business									graphic design				video, audio, film studio
Danny Scott	Cerchiaro	Miracle Studios/ What Box Productions	Business													
		Miss Ruth School of Dance	Business			dance instructor								dance instruction		
		Model Gallery	Business											dealer, consultant	gallery	
		Mosswolf Artisans	Business								sculptor					
		Movie Time Video Store LLC	Business													tape, CD & record store
		Music Plus DJ Kenny B	Business				disc jockey									
		Music Together of Woodbridge	Business				music instructor							music instruction		
		Neptune's Graphic Center	Business									graphic design				
		New Expressions	Business													greeting cards
		New Orleans Steakhouse	Business												printing	restaurant
		Night Moves Disc Jockeys	Business				disc jockey									
Richard D.	Olah, Sr.	NJ Conservatory of Music	Business				music instructor							music instruction		
		NJ Dance Scene	Business			dance group										
		Onto Something	Business											entertainment		
		Pages of History	Business						performers				historic education			
Larry	Walker	Paintings by Larry J. Walker	Business							fine arts, murals, paintings					retail art	

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		Pandit Jasraj Institute for Music Research, Aristry and Appreciation - the Mewati Gurukul	Business				music instruction							music instruction		
		Paragon Ballroom	Business											dance instruction	ballroom	
		Paul Silas Gallery	Business							fine arts				dealer, consultant	gallery	
		Paw Prints 176 LLC	Business									printing				
		Perfect Choice Entertainment	Business													entertainment services
Taria	Reed	Personal Touch Photography	Business									photography				
Al and Kathy	Ritondo	Personal Touch Video Productions	Business									video		video production		video producer
		Perth Amboy Gallery	Business											dealer, consultant	gallery	
		Picture People	Business													portrait studio
		Picture This	Business													portrait studio
		Pinpoint Promotions and Marketing	Business									printing				
		Pressing Issues	Business									graphic design				
		PuertoRicans.com	Business										history & heritage			
		QualiaCreatives	Business									graphic design				
		Rainbow Book Shop	Business											book store		
		Ravel Graphic Design	Business									graphic design				
		Rda Illustration Limited	Business											dealer, consultant	gallery	
		Refex Studios	Business				musicians							music producers, discography, photography		
Jim	Sullivan	Repocat Graphics & Editorial	Business									graphic design				
		Ritz Camera	Business											camera & photo supplies		
		River Mill Art Gallery	Business											dealer, consultant	gallery	
		RJ's Jammers Bar	Business												music & comedy	
		Roma Art and Frame	Business											art dealer		
		Rothstein Technologies LLC	Business											musical instrument manufacturing		
		Royal Albert's Palace	Business												music - blues & rock	
		Rug's and Riffy's	Business											music		
		Russell Sharpe Productions	Business											music services		
		Ryzenstar Promotions	Business											entertainment services		
		S T Grafics	Business									graphic design				
		SAA - Interiors and Architecture	Business													architectural & interior design
		Sakkhii	Business							fine arts						
		San Cai Arts	Business											arts education		
		Sangeet LLC	Business											entertainment agency		
Jayesh	Saraiya	Sangeet Music Outlet	Business													music sales
		Satragi Fusion School of Dance	Business				dance instructor							dance instruction		
		Saucy Susan Products	Business											dealer, consultant	gallery	
		Scenic View Landscaping & Design Specialist LLC	Business													landscape designer
		Shockley Systems	Business									graphic design				
Lalita	Mathur	Shruti Sangam	Business				musician							music instruction		
		Signarama	Business									printing				
		Simply	Business											dealer, consultant	gallery	
		Simran Studios	Business													portrait studio
Rosie	Singalewitch	Single Witch Designs	Business	yes						painting	ceramics					
		Skye Consulting	Business											consulting services		
		Smek Design and Consulting	Business									graphic design				commercial artists
		Snm Landscape Services	Business													landscape designer
Songae	Wong	Sonja's Piano Studio	Business				musician, instructor - piano							piano instruction		
		Sorrell Ridge Farm	Business											dealer, consultant	gallery	

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		Soular Rhythm Music	Business				musicians							family & business entertainment		
		St. George's Art Glass Studio	Business								glass-stained & leaded					arts & crafts supplies
Glenn	Murgacz	Stage Right Rehearsal Studios	Business											entertainment services	studio space	
		Steeling Beauty	Business													sculpture sales
Dana	Van Pell	Step in Time DanceStudio	Business			dancer								dance instruction		
		Stone Art Design	Business											dealer, consultant	gallery	
		Stone Mountain Printing	Business									printing				
		Studio1947	Business													portrait studio
		Studio210NJ	Business									photo		dealer, consultant	gallery	
		Sultry Peach	Business				musician									
		Suresh Photo & Video Services	Business													portrait studio
		Swain Galleries	Business											dealer, consultant	gallery	
		Sweet Arts Inc	Business													performancing arts
		Tabula Rasa	Business											dealer, consultant	gallery	
		Tala Shruti School of Dance	Business			dance instructor								dance instruction		
		Tees for the Cause	Business									printing				
		The Music Kitchen Bilingual DJ'S	Business				disc jockey									
Kate	Baldwin	The Very Us Artists	Business					group						entertainment services		
		Tomi Art Gallery	Business											dealer, consultant	gallery	
Adam	Bryan	Top Quality Digital	Business													graphic design & digital printing
		Transport Consultants International Inc	Business											art shipping		
		TribeDJs	Business				disc jockey									
Tricia	Contala	Tricia Contala - Freelance Graphic Designer and Web Designer	Business									graphic designer				
		upright sounds entertainment	Business				disc jockey									
		Usa Digital Graphics	Business									graphic designer				
		VAM Art Gallery	Business												gallery	
		Vam Art Inc	Business													arts goods & supplies
		Verne Fowler School of Dance and Theater Arts	Business	yes		dance instructor			acting instructor					dance & theater instruction		
		VGR Design LLC	Business									graphic designer				
Ed	Victori	Victori Framing	Business											framing, dealer, consultant	gallery	
		Viking Sewing Gallery	Business											art dealer		
		Village Fabric, Inc.	Business													fabric, needlework, piece goods retail
		Vintage Vinyl	Business													music retail
		Vintage Vinyl Records	Business													tape, CD & record store
		Ward Video Productions	Business											video production		
Joseph	Porrello	We Praise!	Business											music retail		
		Wedding Kitchen	Business													portrait studio
		Westfield Galleries	Business											dealer, consultant	gallery	
		Westfield Galleries LLC	Business											art dealer		
		Wisdom Media	Business									graphic designer, film				
		Woodbridge Art Shop	Business											art supplies		
		Woodbridge News Inc	Business											book store		
		Woodbridge Printing Center	Business									printing				
Jacqui	O'Shaughnessy	Woodbridge School of Dance	Business			dance instructor								dance instruction		
		Xerox of NYC/Philly Metro	Business									printing				
Melanie	Joseph	Your Favor It Co.	Business													party favors

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Chris	Dorocki	1812	Group				Rock group									
Mike	Glynn	1812	Group				Rock group									
Matt	Hadam	1812	Group				Rock group									
John	Machalaba	1812	Group				Rock group									
Zack	Masin	1812	Group				Rock group									
		Abba Girlz	Group			group - dance										
		Corn Helmet	Group				group - progressive rock, jazz									
Joseph	Frame	Dyad	Group				group - jazz									
Joseph	Frame	Framework Acoustic Jazz Quartet	Group				group - jazz									
		Full Recovery	Group				group - alternative pop, rock									
Art	Browne	Garden State Symphonic Band	Group				symphonic band									
		Gentleman Thieves	Group				group - punk, rock, alternative									
Robert	Hornyak	Glory Brass	Group				group - classical, sacred									
Nunzio	Moudatsos	Iced Over Phoenix	Group				group - rock									
John	Eilner	Iron City	Group				group - folk									
Joe	Knipes	Iron City	Group				group - folk									
		Marty and the Martians	Group				group - pop									
Larry	Miller	Mary Thorne-Larry Miller	Group				group - blues									
Mary	Thorne	Mary Thorne-Larry Miller	Group				group - blues									
Rich	Van Duersen	Middlesex Co. Police and Fire Pipes & Drums	Group				group - bagpipes									
Karen	Pinoci	Moonlight Duo	Group				group - classical							music instruction		
		Moonlight Mile	Group				group - Rolling Stones tribute									
Leslie	Godfrey	New Horizons Band of Woodbridge	Group				group - band									
Leslie	Godfrey	New Horizons Music of Woodbridge	Group				music group									
Dan	Marter	Owel (formerly Old Nick)	Group				group - indie ambient									
Leslie	Godfrey	Professional Music Academy	Group				group, conductor									
		Render Me Useless	Group				group - pop, rock, post hardcore									
Rick	Fontaine	Rick Fontaine Group	Group				group - jazz									
Joe	Lipari	Runaway Orange	Group				group - rock									
Steve and Mike	Boxley	Running on Nothing	Group				group - rock									
		Swing Sabroso	Group				musician - salsa dura, latin									
Andrey	Tchekmazov	Tchekmazov-Nuzova Duo	Group				group									
		The Knight Owls	Group				group - rock, blues, psychedelic									
		Underwater Arsonist	Group				group - rock									
Ricki	Cohn	Woodbridge Community Youth Players, Inc.	Group				youth group									
Libby	Gopal	Woodbridge Performing Arts	Group													arts education
		wrongANSWER	Group				group - Ska, punk									
Ken	Gardner	American Irish Association of Woodbridge	Organization										history & heritage			
Cynthia	Knight	Barron Arts Center - Barron Library of Woodbridge	Organization										historic site	arts education & arts support services	gallery, music	lectures
		Bessemer National Gift Fund	Organization													non-profit funding
		Carnatic Music Association of North America, Inc.	Organization											concert presenter		
Soundaram	Ramasami	Cranford Dramatic Club	Organization						drama club							drama club
Kim	DePaul	Dith Pran Holocaust Awareness Project, Inc.	Organization											teacher		
		Edison Arts Society	Organization											dealer, consultant	gallery	
Peter	Lowey	Forum Theatre Arts Center	Organization												theatre	
Frederick C.	Ross	Foundation for the Arts Renewal Center, Inc.	Organization													arts advocacy
JoAnn	Tedesco	Foundation for the Arts Renewal Center, Inc.	Organization													arts advocacy

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		Garden State Arts Foundation, Inc	Organization											arts presenter		
		Gladys Bryant Orchestras	Organization				orchestra									
		Historical Association of WoodbridgeHungarian American citizens Club	Organization										organization			
Mike H.	Sesnowich	History of Sewaren	Organization										history & heritage			
		Hungarian American Citizens Club	Organization											concert presenter		
Pradip	Kothari	Indo-American Cultural Society, Inc	Organization											festival presenter		
Padma Khanna	Sidana	Indo-American Cultural Society, Inc	Organization											festival presenter		
Glenn	Murgacz	Local Artists Forum for Scholarships	Organization							artist				arts support	education	
Vito	Cimilluca	Mayor's Summer Concert Series	Organization													concert series
		Music Association for the Visually Impaired Students of Central NJ	Organization				music instructor							music instruction		art advocacy
Brian	Molnar	Music on Main Street Concert Series	Organization													concert series
John	Wilson	New Horizons Community Chorus	Organization				choral group									
		The Theater at Woodbridge Middle School	Organization												school	
		Trinity Episcopal Church - National Historic Site	Organization										history & heritage			
		Turkish Cultural Center New Jersey	Organization											dealer, consultant	gallery	
		VFW Post 4410	Organization												music	
		Woodbridge Artisan Guild / Woodbridge Art Gallery	Organization												gallery	arts organizations
		Woodbridge Historic Preservation Commission	Organization										organization			arts organizations
Kalman	Magyar	Woodbridge Hungarian Club	Organization				musician									arts organizations
		Woodbridge Township Arts Council	Organization													arts organization
Dolores	Gioffre	Woodbridge Township Cultural Arts Commission	Organization													arts organization
Gail	Early	Woodbridge Township Educational Foundation	Organization													art advocacy
Robyn	Teri	Woodbridge Township Educational Foundation	Organization													arts advocacy
Brian	Molnar	Woodbridge Wednesdays	Organization													concert series
		Woodbridge Writers Group	Organization		writers group											
		WoodbridgeArtsNJ	Organization													arts organizations
		Adrian Institute	School											education		
Glenn	Lottman	Avenel Middle School, Gifted and Talented Program	School											instruction	school	
Christina E. Lugo	Vreeland	Avenel Middle School, Gifted and Talented Program	School												school	
		Berkeley College	School											education		
Kevin	Perdoni	Colonia High School Band	School				musicsan - instrumental									
Alaine	Bolton	Colonia High School Choir	School				choir									
		Indiana Avenue School No. 18	School												school	
Kenneth	Hunt	JFK High School Band	School				musician - marching band									
Judy	Verrilli	JFK High School Choir	School				choir								school	
		JFK High School Marching Band	School				marching band									
		Tomasullo Art Gallery, Union County College	School											dealer, consultant	gallery	
		Woodbridge High School	School										historic site			
Nancy	Gross	Woodbridge High School Band	School				band - marching								school	
Beth	Armory	Woodbridge High School Choir	School				choir									
		Woodbridge Public School #1	School										historic site			
		Woodbridge School No. 8	School										historic site			

Appendix D – Vision for Creative Placemaking in Woodbridge

Original 16 vision statements developed by the creative placemaking team are bulleted below the final vision statements in blue.

Vision and Goal – Imagine the future ... say ten years from now. The year is 2026. Envision a Woodbridge Township where...

Woodbridge will be known across the greater NY/NJ metropolitan area for its significance in the arts and will be a destination for arts, culture and local history

- Woodbridge is known across the greater NY/NJ metropolitan region for its significance in the arts and is a destination for people interested in arts, culture and local history

Woodbridge will be known across the greater NY/NJ metropolitan area as a place where artists viably live, create and showcase their work

- Artists see Woodbridge as a supportive and encouraging environment in which to live and create and as an economically viable place to showcase their medium and discipline

Woodbridge's arts sector will be representational, sustainable and well-funded and all citizens/residents will have easy, affordable, and equitable access to the arts

- Woodbridge has robust, well-funded and sustainable arts organizations supporting a broad and robust range of art, cultural and arts programming offerings
- Woodbridge's arts sector is well-funded and arts are accessible to all its citizens/residents
- Current information about arts, arts education, cultural activities and arts programming throughout Woodbridge is easily obtained through a central technology platform that is accessible to residents and visitors across a broad range of technical abilities

Woodbridge will attract the best creative minds and leaders who recognize and champion a strong collaborative creative process in decision-making and problem resolution throughout the Township's government, community organizations, businesses and industry, and academic institutions

- Woodbridge attracts the best creative minds and leaders who recognize and champion the value of creativity, innovation and sustainability
- The arts are embedded in Woodbridge's economic and community development strategies and the creative process is embraced in decision-making and problem resolution throughout the Township's government, community organizations, businesses and industry

- A strong collaborative relationship exists between the arts community and the Township's Council, its commission/committees and boards, its community organizations, its business community, local industry, and academic institutions

The arts in Woodbridge will be an essential part of every learning experience

- Woodbridge is a center for arts education across all age groups and abilities and arts education is seen as an essential part of every learning experience

Woodbridge's arts and culture will provide a sense of place for its residents and will enhance the health, wellness, livability and environmental sustainability of each of its unique neighborhoods and the Township as a whole

- Arts and cultural activities, and arts programming in Woodbridge reflect and serve the interests and needs of its diverse constituencies
- Arts and the creative culture in Woodbridge are seen as integral components of its community's health and wellness, and contribute to the physical, mental and social well-being of its residents
- Arts and the creative culture in Woodbridge are seen as an integral component of its community's environmental sustainability both in the consideration for fragile natural resources and for the ability to positively influence environmental stewardship by connecting people to the environment through art
- Woodbridge residents and visitors enjoy public art and year-round arts programming in a revitalized downtown core – characterized by pedestrian-friendly, traditional building styles and modern amenities – that embraces smart growth planning principles and creative placemaking concepts
- Visitors to and residents of the Avenel Arts Village enjoy a walkable, human-scaled community that integrates a residential arts village with studio space, retail shopping, public art and access to arts education
- Visitors to and residents of Woodbridge's many distinct communities and unincorporated areas have local access to public arts and arts programming that enhances the specific character and livability of their individual neighborhoods
- Woodbridge is energized by a robust public art program and public art installations can be found in all parts of Woodbridge and helps to define and showcase Woodbridge as a creative center

Appendix E – Vision, Goals, Objectives & Strategies Table

Township of Woodbridge Creative Placemaking Plan
Vision, Goals, Objectives and Strategies
(Revised May, 2017)

Vision (for year 2026)		Goals (destination)	Objectives (direction)	Strategies (way forward)	Timeline/ Priority	Responsibility	Budget Range (funding sources TBD)
1 Woodbridge will be known across the greater NY/NJ metropolitan region for its significance in the arts and will be a destination for people interested in arts, culture and local history							
		A	Become a significant arts, cultural and historical center that is recognized across the greater NY/NJ metropolitan region				
			1	Facilitate the work of the arts council/creative team and their respective organizations to build the very strongest arts community possible			
				<ul style="list-style-type: none"> See strategies under Vision 4, Goal B, below 			
			2	Create a strong brand for Woodbridge's arts/culture and history			
				<ul style="list-style-type: none"> Contract with an appropriate firm to develop and implement a branding and promotion plan that effectively positions Woodbridge as a significant center for arts, culture and history throughout the NY/NJ metropolitan region (including a marketing plan, target markets, demographics, branding logo, tagline, messaging, strategic consistent message and cohesive public signage/promotional public art) 	short term	Woodbridge Arts Alliance with Expanded Creative Team	moderate - critical to get this right - hire consultant / design / marking firm(s) to develop and implement branding
				<ul style="list-style-type: none"> Utilize TV35 and other local and regional media to spotlight/showcase Woodbridge artists and arts/cultural/historical offerings 	short term	Woodbridge Arts Alliance	low to moderate - depending on cost of advertising campaign
				<ul style="list-style-type: none"> Identify on-going funding for a comprehensive marketing approach including resident and tourism marketing 	medium term	Woodbridge Arts Alliance with Expanded Creative Team	low to moderate - team coordination or consultant deliverable
			3	Develop centralized data and ticketing system for information about all arts, history and cultural assets in Woodbridge			
				<ul style="list-style-type: none"> In consultation with appropriate experts, see strategies under Vision 3, Goal E, below 			
2 Woodbridge will be known across the greater NY/NJ metropolitan region as a place where artists viably live, create and showcase their work							
		A	Provide a supportive and encouraging environment in which artists can economically live, create and showcase their medium and discipline and where they are an active part of making Woodbridge creatively				
			1	Foster a strong network of support and acceptance for artists in the community			
				<ul style="list-style-type: none"> Build awareness and better relations for artists with residents of the community, county, and state, particularly those who do not understand the value of the arts 	short term to ongoing	Woodbridge Arts Alliance	low - organizing
				<ul style="list-style-type: none"> Foster and develop meetings and events that bring artists together for social and professional advancement and exchange 	short term	Woodbridge Arts Alliance	low - organizing
				<ul style="list-style-type: none"> Help Woodbridge to embrace creative placemaking as a critical component of the community fabric by demonstrating the value of the arts and artists in the Township 	short term	Woodbridge Arts Alliance with Expanded Creative Team	low - organizing and data dissemination
				<ul style="list-style-type: none"> See strategies under Vision 3, Goal C, regarding "return on investment" data 			

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		2	Support and strengthen the community of artists by providing them with opportunities to live and work in Woodbridge			
			<ul style="list-style-type: none"> Continue to update and maintain a directory of artists in Woodbridge that is available for all arts and cultural groups to reach and involve artists 	short term	Mayor's Office	low to moderate - continue w/Excel spreadsheet or upgrade to contact management software for better management of assets
			<ul style="list-style-type: none"> Ensure redevelopment in Woodbridge includes affordable live/work spaces and studio space for artists, including employing real estate incentives that encourage developers to provide lasting stable artists' spaces and by protecting affordable work/live spaces from gentrification 	short to ongoing	Woodbridge Arts Alliance with Expanded Creative Team	moderate - coordination and possible \$\$ incentives
			<ul style="list-style-type: none"> Develop new state of the art/sustainable venues to showcase artists' work 	medium to long term	Woodbridge Arts Alliance	moderate to high - coordination, possible capital outlay or \$\$ incentives
			<ul style="list-style-type: none"> Facilitate the use of underutilized retail space - especially in the downtown core - for pop-up artists display or studio space 	short term	Woodbridge Arts Alliance	low to moderate - coordination, possible lease incentives/rebates
			<ul style="list-style-type: none"> See insurance strategy under Vision 3, Goal B 			
			<ul style="list-style-type: none"> See also Vision 5, Goal A, Objective 3 			
			<ul style="list-style-type: none"> See also Vision 6, Goal G, Objective 2 			
		3	Promote Woodbridge as an artist supportive community and an attractive place for artists to live and work			
			<ul style="list-style-type: none"> Develop and implement a marketing plan that promotes Woodbridge as a place for artists to live, work and grow and that includes incentives for artists to become part of the Woodbridge arts community 	short term	Woodbridge Arts Alliance	low to moderate - Alliance develops or hire a consultant or marketing firm
			<ul style="list-style-type: none"> Actively promote and market the work of Woodbridge artists and ensure that promotion of resident artists is central to the marketing / branding plan under Vision 1 above 	short term to ongoing	Woodbridge Arts Alliance	low to moderate - Township promotion vs. regional campaign requiring ad \$\$
		4	Encourage establishment and expansion of arts support businesses in Woodbridge			
			<ul style="list-style-type: none"> Compile and maintain a directory of arts support businesses as a resource for artists 	short term	Woodbridge Arts Alliance	low to moderate - continue w/Excel spreadsheet or upgrade to contact management software for better management of assets

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				<ul style="list-style-type: none"> Actively recruit arts support businesses that are not available to meet the needs of resident artists 	medium term	Expanded Creative Team	low to moderate - ranges from coordination to possible \$\$ incentives to attract businesses
				<ul style="list-style-type: none"> Foster and develop a procurement network for artists 	medium term	Woodbridge Arts Alliance	low - coordination
			5	Engage artists in the creative placemaking process for Woodbridge			
				<ul style="list-style-type: none"> Ensure that artists have a voice in the development and implementation of Woodbridge's creative placemaking plan especially when it impacts artist live/work space, affordable rentals and marketing by embedding artists/arts representatives on associated Township boards, commissions, and committees 	short term	Expanded Creative Team	low - invitation / open meetings / coordination
				<ul style="list-style-type: none"> Invite artists to participate in redevelopment planning for Woodbridge 	short term to ongoing	Expanded Creative Team	low - invitation / coordination
3	Woodbridge's arts sector will be representational, sustainable and well-funded and all citizens/residents will have easy, affordable, and equitable access to the arts						
		A	Ensure that Woodbridge's arts organizations are representational of the changing culture of the community				
			1	Facilitate development of arts organizations that reflect the character and interests of Woodbridge's residents			
				<ul style="list-style-type: none"> Assess current mix of arts organizations compared to Township demographics to determine gaps; search out, solicit and/or develop organizations to fill voids 	short term	Woodbridge Arts Alliance with Expanded Creative Team	low to moderate - ranges from coordination, study/analysis to \$\$ incentives to attract missing organizations
		B	Ensure Woodbridge's arts organizations are robust and sustainable				
			1	Ensure adequate physical space and resources for arts organizations to grow and thrive			
				<ul style="list-style-type: none"> Assess plans for arts redevelopment districts to ensure adequate and appropriate space is available to arts organizations 	short to medium term	Expanded Creative Team	low - study/analysis, coordination
				<ul style="list-style-type: none"> Investigate development of incubator space for emerging and smaller non-profit arts organizations 	short to medium term	Woodbridge Arts Alliance	low - coordination
				<ul style="list-style-type: none"> Facilitate use of underutilized office and retail space to meet arts organizations space needs (including pop-up gallery/studio/work spaces in retail core) 	short term	Woodbridge Arts Alliance	low to moderate - coordination, potential \$\$ incentives
			2	Facilitate access to broad range of insurance opportunities for arts sector			
				<ul style="list-style-type: none"> Work with insurance providers to facilitate access to group insurance for artists and arts organizations including health insurance, disability insurance, liability insurance, business insurance, etc. 	short to medium term	Woodbridge Arts Alliance	low - coordination

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		3	Prepare for business interruption and disasters for Woodbridge arts organizations			
			<ul style="list-style-type: none"> Assist in development of disaster response plans for Woodbridge Arts and all Woodbridge arts organizations that include addressing critical event response planning as well as long-term business continuity planning 	short term to ongoing	Woodbridge Arts Alliance with Mayor's Office	low - organizing / awareness / education
	C	Ensure Woodbridge's arts organizations are well-funded				
		1	Increase funding and resources for arts, culture and history in Woodbridge			
			<ul style="list-style-type: none"> Assist Woodbridge arts and cultural institutions to identify sources of operating and programmatic funding 	medium term to ongoing	Woodbridge Arts Alliance	low - organizing
			<ul style="list-style-type: none"> Assist arts organization to identify and seek public and private sector funding to support their arts programming 	medium term to ongoing	Woodbridge Arts Alliance	low - organizing
			<ul style="list-style-type: none"> Facilitate joint funding opportunities that benefit and strengthen multiple arts organizations 	short term to ongoing	Woodbridge Arts Alliance	low - organizing
		2	Build corporate and foundation awareness and support for the arts in Woodbridge			
			<ul style="list-style-type: none"> Build arts and business partnerships 	short term to ongoing	Woodbridge Arts Alliance	low - coordination
			<ul style="list-style-type: none"> Identify community development, placemaking and other grants through NEA, Foundations and government sources 	short term to ongoing	Woodbridge Arts Alliance	low - coordination
			<ul style="list-style-type: none"> Explore working with Americans for the Arts and use their toolkit to build partnerships with creative and other businesses 	short term	Woodbridge Arts Alliance	low - coordination
		3	Identify and implement new solutions to raising funds for arts projects Business partnerships			
			<ul style="list-style-type: none"> Explore increased and on-going networking and collaboration to assist arts organizations in sharing resources, joint purchasing 	short term	Woodbridge Arts Alliance	low - coordination
			<ul style="list-style-type: none"> Hold a seminar for Financial Planners to raise awareness for planned giving to local arts 	short term	Woodbridge Arts Alliance	low - possible \$\$ for speakers/consultant
			<ul style="list-style-type: none"> Provide economic "return on investment" data to local entities to make the case for funding 	short term	Woodbridge Arts Alliance	low - data analysis and dissemination
			<ul style="list-style-type: none"> Assist arts organizations to increase participation in the arts by promoting and developing centralized marketing and ticketing service 	medium term	Woodbridge Arts Alliance	low to moderate - ranges from coordinated website to potential \$\$ for robust centralized ticketing service
			<ul style="list-style-type: none"> Provide leadership advocacy for increased funding through new sources 	medium term	Woodbridge Arts Alliance	low - coordination
			<ul style="list-style-type: none"> Identify and implement new solutions to raising funds for arts projects 	medium term	Woodbridge Arts Alliance	low - coordination

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			<ul style="list-style-type: none"> Seek and secure project specific funding for each of the goals in this plan 	short term to ongoing	Woodbridge Arts Alliance	low to moderate - potentially extensive coordination
			<ul style="list-style-type: none"> Develop a campaign to grow individual support for the arts 	medium term	Woodbridge Arts Alliance	low to moderate - potentially extensive coordination
			<ul style="list-style-type: none"> Use Kickstarter and other crowd sourcing models to raise funds for artists and arts groups 	short term	Woodbridge Arts Alliance	low - coordination
	D	Provide access to the arts for all Woodbridge's citizens/residents regardless of physical or economic constraints (including veterans, ADA community, ethnic and cultural groups, etc.)				
		1	Ensure the arts are affordable for Woodbridge residents			
			<ul style="list-style-type: none"> Explore a range of options for reduced fee and/or free access to the arts to enable all residents regardless of financial ability to participate in the arts; employ strategies such as lotteries, subsidized ticket prices, corporate sponsors for free events, etc. to keep participation in the arts affordable 	short term to ongoing	Woodbridge Arts Alliance with Expanded Creative Team	low to moderate - ranges from coordination to possible \$\$ subsidies
		2	Ensure the arts are physically accessible for Woodbridge residents			
			<ul style="list-style-type: none"> Fund accessibility projects to ensure that residents may attend/participate in arts activities regardless of [dis]ability 	short term	Woodbridge Arts Alliance	low to moderate - ranges from coordination to possible \$\$ subsidies
			<ul style="list-style-type: none"> Raise sensitivity to the needs of the disabled to enable them to fully participate in arts activities 	short term	Expanded Creative Team	low - coordination/awareness
			<ul style="list-style-type: none"> Ensure that new facilities meet ADA requirements for both visitors and participants 	short term to ongoing	Mayor's Office	low - coordination and possibly require through permitting
			<ul style="list-style-type: none"> Seek funding to assist current arts venues and programs to become physically accessible 	short term	Woodbridge Arts Alliance with Mayor's Office	low - coordination
	E	Provide current information about arts, arts education, history, cultural activities and arts programming that is easily obtained through a central technology platform that is accessible to residents and visitors across a broad range of technical abilities				
		1	Develop a robust access-to-arts information program			
			<ul style="list-style-type: none"> Investigate, design, and implement a centralized hub for information on all arts organizations, arts education, arts programming and other arts offerings in Woodbridge including links to all arts organization web sites, and establish a centralized calendar, newsletter and other means or marketing arts in Woodbridge; see strategies under 1.A. above 	short term	Woodbridge Arts Alliance	low to moderate - Alliance coordination or contract \$\$ for services
			<ul style="list-style-type: none"> Design and implement a mobile app with access to arts information, events calendar, maps, etc. across all arts organizations/gallery, festivals, events, outdoor art and performing spaces in Woodbridge 	short to medium term	Woodbridge Arts Alliance	low to moderate - Alliance coordination or contract \$\$ for services
			<ul style="list-style-type: none"> Assist arts organizations with guidance on growing their social media following and number of web-site visitors 	short term	Woodbridge Arts Alliance	low - coordination, workshops

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			2	Create a centralized ticketing system/facility for all Woodbridge arts activities			
				<ul style="list-style-type: none"> Assist arts organization to increase participation in the arts by promoting and developing centralized marketing and ticketing service; see strategies under vision 1.A. above 	medium term	Woodbridge Arts Alliance	low to moderate - Alliance coordination or contract \$\$ for services
			3	Develop public information kiosks and information centers on arts and cultural opportunities at strategic locations throughout Woodbridge			
				<ul style="list-style-type: none"> Apply advanced technology to install interactive access to arts information kiosks at the train stations and other strategic locations in Woodbridge 	medium to long term	Woodbridge Arts Alliance with Mayor's Office	moderate - coordination/planning and \$\$ for kiosks
4	Woodbridge will attract the best creative minds and leaders who recognize and champion a strong collaborative creative process in decision-making and problem resolution throughout the Township's government, community organizations, businesses and industry, and academic institutions						
		A	Attract the best creative minds and leaders to Woodbridge who recognize and champion the value of creativity, innovation and sustainability				
			1	Develop the capacity of Woodbridge's community, business and cultural leaders to utilize the creative process in decision-making and problem resolution			
				<ul style="list-style-type: none"> Utilize board development workshops/trainings to continue to develop the capacity of the Woodbridge arts council/creative team to employ creative process/creative placemaking principles and practices 	short to medium term	Woodbridge Arts Alliance with Expanded Creative Team	low - organizing and possible \$\$ for speakers/consultant
				<ul style="list-style-type: none"> Employ the arts council/creative team to assist community, business and cultural leaders in adopting and employing these same principles 	medium to long term	Expanded Creative Team	low - coordination
				<ul style="list-style-type: none"> Develop relationships with area art, architecture, design and engineering schools as a resource to local business and industry and to infuse the newest in creative thinking in local business/industry processes (e.g., Cooper Union and Parsons schools of design) 	short to medium term	Woodbridge Arts Alliance with Expanded Creative Team	low - coordination
				<ul style="list-style-type: none"> Host an art think boot camp 	medium term	Woodbridge Arts Alliance with Mayor's Office	low - organizing and possible \$\$ for speakers/consultant
		B	Embed the arts and the artistic process in Woodbridge's economic and community development strategies and employ the creative process in decision-making and problem resolution throughout the Township's government, community organizations, businesses and industry				
			1	Facilitate a broader understanding of the value of creative placemaking for enhancing economic and community development throughout Woodbridge			
				<ul style="list-style-type: none"> Build an awareness and appreciation for the value of arts in economic development, especially for those that do not understand it, by developing and conducting an education campaign to explain creative placemaking and its value to the community 	short term	Expanded Creative Team	low - coordination and possible \$\$ for speakers/consultant
			2	Embed creative placemaking in Woodbridge's economic and community development strategies			
				<ul style="list-style-type: none"> Involve members of the arts council/creative team in all aspects of building a healthy, economically robust, educated, and sustainable Woodbridge 	short term	Expanded Creative Team	low - coordination/inclusion

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				<ul style="list-style-type: none"> Revise Woodbridge's economic and community development plans to encompass creative placemaking 	short to medium term	Woodbridge Arts Alliance with Mayor's Office	low - coordination
				<ul style="list-style-type: none"> Work with local merchants to integrate arts into economic promotion 	medium to long term	Woodbridge Arts Alliance	low - coordination
			3	Facilitate a broader understanding of the value of employing the creative process in decision-making and problem resolution for government, community, business and industry leaders			
				<ul style="list-style-type: none"> See strategies under Vision 4, Goal A, above 			
		C	Ensure a strong collaborative relationship exists between the arts community and the Township's Council, its commission/committees and boards, its community organizations, its business community, local industry, and academic institutions				
			1	Involve the arts and creative placemaking process in all aspects of building a healthy, economically robust, educated, and sustainable Woodbridge			
				<ul style="list-style-type: none"> Embed members of the arts community on all Township commission/committees and boards and on its Council 	short term	Expanded Creative Team	low - coordination
				<ul style="list-style-type: none"> Ensure the arts community is represented and has a voice in community and economic redevelopment planning 	short to medium term	Expanded Creative Team	low - coordination
				<ul style="list-style-type: none"> Ensure broader community and businesses are represented in the creative placemaking and general arts programming planning 	short to medium term	Expanded Creative Team	low - coordination
				<ul style="list-style-type: none"> Embed business, community, government and industry representatives in Woodbridge's arts organizations boards and committees 	short to medium term	Expanded Creative Team	low - coordination
5	The arts in Woodbridge will be an essential part of every learning experience						
		A	Establish Woodbridge as a center for arts education across all age groups and abilities and ensure arts education is an essential part of every learning experience				
			1	Provide lifelong arts education			
				<ul style="list-style-type: none"> Assess range of arts programming available to the public and ensure opportunities available across a broad range of ages and abilities 	short term to ongoing	Woodbridge Arts Alliance	low - data analysis and dissemination, coordination
				<ul style="list-style-type: none"> Build partnerships and programs that provide outstanding sustainable and broadly defined arts education for all ages of Woodbridge residents 	short term to ongoing	Expanded Creative Team	low - coordination, arts curriculum development
				<ul style="list-style-type: none"> Support development of teenager entrepreneurship in the arts opportunities 	short term	Expanded Creative Team	low - coordination
			2	Facilitate arts education programming and accessibility for school age children			
				<ul style="list-style-type: none"> Facilitate development of after-school and summer arts programs 	short term	Woodbridge Arts Alliance	low - coordination, arts curriculum development
				<ul style="list-style-type: none"> Facilitate increased arts education opportunities in Woodbridge - especially for Title 1 Schools 	short to medium term	Woodbridge Arts Alliance	low - coordination, arts curriculum development

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				<ul style="list-style-type: none"> Develop partnerships to support art programs for at risk students 	short to medium term	Woodbridge Arts Alliance	low - coordination
				<ul style="list-style-type: none"> Network and build partnerships with community youth organization such as the YMCA and others to facilitate planning and to build their commitment to offering out-of-school arts education and to offer more arts learning opportunities 	short to medium term	Woodbridge Arts Alliance	low - coordination
				<ul style="list-style-type: none"> Encourage field trips to galleries/museums for increased arts appreciation/awareness - seek corporate/foundation support if needed to cover associated costs 	short to medium term	Woodbridge Arts Alliance	low - coordination, possible \$\$ subsidies
			3	Ensure connections between educators and artists/arts organizations			
				<ul style="list-style-type: none"> Create a directory of artists and arts entities that can assist in arts education and communicate with school departments to facilitate use of programs and services 	short term	Woodbridge Arts Alliance with Mayor's Office	low to moderate - make this part of arts inventory and resources in Vision 2, Goal A, Objective 2 above
				<ul style="list-style-type: none"> Include youth components in arts programming/competitions such as poetry slams 	short term	Woodbridge Arts Alliance	low - coordination
				<ul style="list-style-type: none"> Identify artists, arts educators and arts organizations and their programs and develop ways to connect them to schools/appropriate grade levels 	short term to ongoing	Woodbridge Arts Alliance with Expanded Creative Team	low - make this part of arts inventory and resources in Vision 2, Goal A, Objective 2 above
			4	Facilitate funding for non-profit arts education			
				<ul style="list-style-type: none"> Identify funding streams to strengthen and support the partnerships and development of non-profit arts organizations' education programs and services 	short term to ongoing	Woodbridge Arts Alliance with Expanded Creative Team	low - coordination
6	Woodbridge's arts and culture will provide a sense of place for its residents and will enhance the health, wellness, livability and environmental sustainability of each of its unique neighborhoods and the Township as a whole						
	A	Provide arts, history and cultural activities and programming that reflect and serve the interests and needs of its diverse constituencies					
			1	Ensure the interests and needs of Woodbridge's diverse population are met in its arts and cultural programming			
				<ul style="list-style-type: none"> Engage leaders from Woodbridge's diverse cultural groups to participate in the development of arts education and programming 	short term to ongoing	Woodbridge Arts Alliance with Expanded Creative Team	low - coordination
			2	Ensure the maintenance of Woodbridge's creative inventory serves the needs of arts and culture institutions			
				<ul style="list-style-type: none"> Vet the arts asset inventory and identify gaps in arts community representation and actively solicit new assets 	short term	Mayor's Office with Expanded Creative Team	low - analysis and coordination
				<ul style="list-style-type: none"> Continue to build and maintain Woodbridge's creative assets inventory so that it is useful resource to the arts community 	short term to ongoing	Mayor's Office with Expanded Creative Team	low - coordination

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			3	Broaden, deepen and diversify cultural participation			
				<ul style="list-style-type: none"> Forge new relationships within the communities to reach and engage people on their own terms 	short to medium term	Woodbridge Arts Alliance with Expanded Creative Team	low - coordination
			4	Honor community and cultural standards			
				<ul style="list-style-type: none"> Conduct workshops for Woodbridge's arts and cultural organizations, and community and governmental leaders around issues of cultural diversity/inclusion; utilize workshops offered by State Council on the Arts and others to enhance awareness and collaboration on these topics 	short term to ongoing	Woodbridge Arts Alliance	low - possible \$\$ for speakers/consultant
		B	Advance connections between arts and creative culture and the community's health and wellness that contribute to the physical, mental and social well-being of Woodbridge's residents				
			1	Encourage arts programming in Woodbridge that contributes to the community's health and wellness			
				<ul style="list-style-type: none"> Investigate opportunities to connect artists and arts organizations to local health care providers to advance art as a vehicle for healing and nurturing - especially in the areas of music engagement, visual arts therapy, movement-based creative expression, and expressive writing 	short to medium term	Woodbridge Arts Alliance with Expanded Creative Team	low - coordination
				<ul style="list-style-type: none"> Investigate opportunities to expand audiences for arts programming by partnering with local care facilities including hospitals, rehabilitation service providers and those caring for seniors 	short to medium term	Woodbridge Arts Alliance with Expanded Creative Team	low - coordination
				<ul style="list-style-type: none"> Facilitate participation of the Municipal Alliance Committee in the creative placemaking process 	short term	Mayor's Office with Expanded Creative Team	low - coordination
		C	Advance environmental sustainability in Woodbridge both in the consideration for fragile natural resources and for the ability to positively influence environmental stewardship by connecting people to the environment through art and the creative culture				
			1	Encourage Woodbridge's artists and arts organizations to contribute to and support environmental sustainability for Woodbridge			
				<ul style="list-style-type: none"> Challenge all arts organizations to examine their carbon footprint and to explore their use of materials and to develop and implement a plan to reduce their reliance on non-sustainable resources 	short to medium term	Woodbridge Arts Alliance with Expanded Creative Team	low - coordination, awareness campaign
				<ul style="list-style-type: none"> Draft a sustainability pledge for Woodbridge to use recycled materials whenever possible and encourage all arts organizations, arts support businesses and artists to take the pledge 		Mayor's Office with Expanded Creative Team	low - coordination, awareness campaign
			2	Ensure that all components of plans for the development of arts districts address maximizing sustainability			
				<ul style="list-style-type: none"> Where feasible, design and build new arts venues to achieve LEED certification 	medium to long term	Woodbridge Arts Alliance	low to high - ranges from coordination to \$\$ incentives to \$\$ capital outlay

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				<ul style="list-style-type: none"> Where feasible, design and retrofit existing arts venues or structures converted for art space to include green design elements 	short to medium term	Woodbridge Arts Alliance with Mayor's Office	low to high - ranges from coordination to \$\$ incentives to \$\$ capital outlay
				<ul style="list-style-type: none"> Design and build public art spaces to encompass green infrastructure and green design elements 	medium to long term	Woodbridge Arts Alliance with Expanded Creative Team	low to high - ranges from coordination to \$\$ incentives to \$\$ capital outlay
			3	Promote arts programming that raises awareness and action around issues of environmental sustainability			
				<ul style="list-style-type: none"> The arts council/Township will spearhead at least one annual community-wide art-environment event that focuses on education and action around issues of climate change and sustainability and motivates and involves the community (e.g., arts community sponsored Earth Day celebration) 	short to medium term	Expanded Creative Team	low to moderate - ranges from coordination to organize/sponsor event
			4	Encourage the use of arts and culture to educate the public about environmental sustainability			
				<ul style="list-style-type: none"> Engage the arts community in helping to frame and design a public education campaign to promote sustainability throughout the Township 	short to medium term	Expanded Creative Team	low - coordination
		D	Revitalize Woodbridge's downtown core through smart growth planning principles and creative placemaking concepts that provide access to public art, local artists works and year-round arts programming for residents and visitors				
			1	Develop, market and provide formal designation and funding to establish a cultural arts district in downtown Woodbridge			
				<ul style="list-style-type: none"> Develop formal district designation(s), ordinances and other binding mechanisms that support development of the district and ensure it is maintained over time 	medium to long term	Woodbridge Arts Alliance with Mayor's Office	low to moderate - ranges from coordination to \$\$ incentives
				<ul style="list-style-type: none"> Through networking and partnership w/downtown businesses, infuse the area with art, viable restaurants, bars, gathering places 	medium to long term	Woodbridge Arts Alliance with Expanded Creative Team	low to moderate - ranges from coordination to \$\$ incentives
				<ul style="list-style-type: none"> Build and expand public arts programming in downtown core 	medium term	Woodbridge Arts Alliance	low to moderate - ranges from coordination to \$\$ incentives
				<ul style="list-style-type: none"> Advocate and work with developers to protect, develop, and market district 	medium term	Woodbridge Arts Alliance with Mayor's Office	low to moderate - ranges from coordination to \$\$ incentives
				<ul style="list-style-type: none"> Focus festivals, showcases, and special arts/cultural/history events to help define the district and build public awareness 	short to medium term	Woodbridge Arts Alliance with Expanded Creative Team	low - coordination
				<ul style="list-style-type: none"> Make recommendations for changes in land use and zoning to create arts-related tourism destinations in downtown Woodbridge and leverage existing public transit infrastructure in support of same 	short to medium term	Woodbridge Arts Alliance with Mayor's Office	low to high - ranges from coordination to \$\$ incentives to \$\$ infrastructure outlay

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		2	Creatively repurpose existing underutilized spaces in the downtown core			
			<ul style="list-style-type: none"> Through advocacy and partnership between the Township and arts organizations/arts leaders, develop ordinances and incentives for arts use on the main floor of buildings 	short term	Woodbridge Arts Alliance with Expanded Creative Team	low to moderate - ranges from coordination to \$\$ incentives
			<ul style="list-style-type: none"> Create pop-up galleries in vacant store fronts 	short term	Woodbridge Arts Alliance with Expanded Creative Team	low - coordination, possible \$\$ subsidies
			<ul style="list-style-type: none"> Develop incentives for affordable live/work space for artists within the downtown core 	medium term	Woodbridge Arts Alliance with Mayor's Office	low to moderate - ranges from coordination to \$\$ incentives
		3	Establish new anchor institutions in the downtown core to provide creative space to showcase arts, history, and culture			
			<ul style="list-style-type: none"> Support and provide assistance and leadership for emerging organizations and entities that will help define the district 	medium term to ongoing	Woodbridge Arts Alliance with Mayor's Office	low - coordination, possible \$\$ subsidies
		4	Ensure the district remains authentic to Woodbridge including its heritage, arts, and cultural diversity			
			<ul style="list-style-type: none"> Ensure participation of the Historic Preservation Commission in creative placemaking planning 	short term	Expanded Creative Team	low - coordination/inclusion
	E	Build a walkable, human-scaled community in the new Avenel Arts Village that integrates a residential arts village with studio space, retail shopping, public art and access to arts education for Woodbridge residents and visitors				
		1	Ensure that redevelopment of the General Dynamics property meets or exceeds plans for a desirable/sustainable arts based community			
			<ul style="list-style-type: none"> Create an arts based revitalization redevelopment strategy for the Avenel station area 	short term to ongoing	Woodbridge Arts Alliance with Mayor's Office	moderate - consulting \$\$
			<ul style="list-style-type: none"> Make recommendations for changes in land use and zoning to create arts-related tourism destination in the Avenel Station neighborhood and leverage existing public transit infrastructure in support of same 	short to medium term	Woodbridge Arts Alliance with Mayor's Office	low - coordination
			<ul style="list-style-type: none"> Create programming concepts for the proposed arts center in the Avenel station neighborhood and redevelopment area that complement arts programming in other areas of the Township 	medium to long term	Woodbridge Arts Alliance	moderate - consulting \$\$
			<ul style="list-style-type: none"> Actively revisit space requirements for arts programming and for gallery, studio, and creative work space as the Village is developed and as creative placemaking plans in other areas of the Township (such as the downtown core) advance 	long term to ongoing	Expanded Creative Team	low to moderate - ranges from coordination to consulting \$\$

Township of Woodbridge Creative Placemaking Plan

Vision, Goals, Objectives and Strategies

(Revised May, 2017)

Vision (for year 2026)	Goals (destination)	Objectives (direction)	Strategies (way forward)	Timeline/ Priority	Responsibility	Budget Range (funding sources TBD)
	F	Enhance the specific character and livability of Woodbridge's many distinct communities and unincorporated areas by advancing neighborhood-focused public arts and arts programming				
		1	Ensure that all Woodbridge's neighborhoods and communities enjoy, participate in and contribute to the arts, culture, and arts programming in the Township			
			<ul style="list-style-type: none"> Establish and nurture a neighborhood arts advocacy network of representatives that will facilitate achievement of this goal 	short term	Woodbridge Arts Alliance with Expanded Creative Team	low - coordination
			<ul style="list-style-type: none"> Challenge each of Woodbridge's communities to develop a public art project that represents the unique character of their neighborhood 	medium term	Woodbridge Arts Alliance with Mayor's Office	low - coordination
			<ul style="list-style-type: none"> Work with arts organization to implement arts programming in each of the communities that enhances their unique character and addresses the interests of the local residents 	medium to long term	Woodbridge Arts Alliance	low - coordination
	G	Energize Woodbridge through a robust public art program and install public art in all parts of Woodbridge				
		1	Develop public arts awareness and appreciation throughout the Township			
			<ul style="list-style-type: none"> Include public arts awareness and appreciation in all creative placemaking and arts education program development 	short term to ongoing	Expanded Creative Team	low - coordination
		2	Establish a public arts program and formal public arts policies (including signage) for Woodbridge			
			<ul style="list-style-type: none"> Develop a public art master plan that inventories existing public art, identifies sites for new works, recommends approaches to identifying artists with a bias towards Woodbridge artists, and that identifies means of funding for maintenance and protection of public art 	short to medium term	Woodbridge Arts Alliance with Mayor's Office	low to moderate - ranges from coordination to \$\$ for consultant
			<ul style="list-style-type: none"> Write a public arts guidance and promotion plan for the Township 	short to medium term	Woodbridge Arts Alliance with Mayor's Office	low to moderate - ranges from coordination to \$\$ for consultant
			<ul style="list-style-type: none"> Advocate for and ensure policy development that creates incentives and requirements for private sector developers to include works of art within public spaces 	short to medium term	Woodbridge Arts Alliance with Mayor's Office	low to moderate - ranges from coordination to ordinances to \$\$ incentives
			<ul style="list-style-type: none"> Create and maintain an artist slide bank/inventory to be made accessible to developers to assist them in identifying artists for public art works 	short term	Woodbridge Arts Alliance with Mayor's Office	low to moderate - make this part of arts inventory and resources in Vision 2, Goal A, Objective 2 above
		3	Facilitate public art installations in each distinct community in Woodbridge			
			<ul style="list-style-type: none"> Establish formal public art policies for various art districts and for Woodbridge as a whole 	short to medium term	Expanded Creative Team	low to moderate - ranges from coordination to consultant \$\$

Township of Woodbridge Creative Placemaking Plan

Vision, Goals, Objectives and Strategies

(Revised May, 2017)

Vision (for year 2026)	Goals (destination)	Objectives (direction)	Strategies (way forward)	Timeline/ Priority	Responsibility	Budget Range (funding sources TBD)
		4	Establish an art corridor that utilizes public transportation and greenways to connect public art installations and arts programming around the Township			
			<ul style="list-style-type: none"> Plan, develop and promote a public art corridor that connects Woodbridge's communities and is enhanced by public art installations in each neighborhood 	short to long term	Woodbridge Arts Alliance with Mayor's Office	low to moderate - ranges from coordination to ordinances to \$\$ incentives
			<ul style="list-style-type: none"> Consider development of a shuttle line that connects arts districts and neighborhoods to arts activities 	medium to long term	Mayor's Office	low to high - coordination to \$\$ incentives to \$\$ infrastructure outlay
			<ul style="list-style-type: none"> Collaborate with county/region-wide corridor/greenway initiatives to develop and promote a public art corridor in Woodbridge that embraces its diverse culture, distinct neighborhoods and rich natural resources and is connected to its neighboring municipalities (e.g., Rail—Arts—River) 	short to long term	Woodbridge Arts Alliance with Expanded Creative Team	low to high - ranges from coordination to \$\$ incentives to \$\$ infrastructure outlay

KEY

Timeline / Priority

- Short term is 3 months to 2 years
- Medium term is 3 years to 5 years
- Long term is 6 years or longer

Responsibility

- Woodbridge Arts Alliance is a 501(c)3 organization established in 2012 to provide the Township with arts and arts education services through public programs that develop, expand and promote community interest and appreciation for the arts
- Expanded Creative Team includes Mayor's Arts Steering Committee, local artists, members of the local business community, members of the Woodbridge Artisan Guild, Barron Arts Center staff, and members of the Mayor's staff, who were convened to develop the Creative Placemaking Plan