Paterson Great Falls
Arts + Revitalization Plan
Acknowledgements

Arts + Revitalization Plan Key Stakeholders & Participants

City of Paterson Officials
Hon. Bill Pascrell, Jr. – US House of Reps. (8th District)
Hon. Mayor Jeff Jones – Mayor, City of Paterson
Hon. Shovanda Sumpter – Assemblywoman, NJ35
Hon. Benjie E. Wimberly – Assemblyman, NJ35
Donna Nelson Ivy – City of Paterson
Andre Sayegh – Paterson City Councilman (6th Ward)
Christopher Irving – Paterson Board of Education
Alex Mendez – Paterson Board of Education
Chrystal Cleave – Paterson Board of Education
Wendy Guzman – Paterson Board of Education

NJCDC Managers and Staff
Bob Guarasci – C.E.O./Founder
Creighton Drury – President
Mike Powell – Vice President
Theodore Best, Jr. – Project Manager
Dalana Pleasant – Project Manager
Eddie Gonzalez – Director of Community Outreach
Adali Rosario – Marketing Associate + Workshop Photographer

Artist Stakeholders & Anchor Institutions
Robert Arts – Paterson P.M.
Lytif Parsons – Paterson Youth Council
Nicholas Rodriguez – Inner City Ensemble
Jamie Bland – Jumpstart Production
Christine Conforti – Ivanhoe Artist Mosaic
Donata Anna – Paterson Arts Council
Carmine Pellosie – Center City Galleries
Christopher Fabor Muhammad – Creative Force
Leonard Zax – Hamilton Partnership
Zach Onoroff – Hamilton Partnership
David Soo – Friends of Paterson Great Falls
Dacil Tilos – Art In Motion
Tobi Knehr – Paterson Public Schools
Kemper McDowell – Paterson Public Schools
Jack De Stefano – Paterson Museum
Dr. Steven Rose – Passaic County Community College

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New Jersey Community Development Corporation, Board of Trustees

Bob Daleo (Chair) – Executive Vice President & CFO Thomson Reuters
Anthony Coscia (Vice Chair) – Partner Windels Marx Lane & Mittendorf, LLP
Edward P. Truscelli (Secretary) – Vice President of Project Development New Life Management & Development
Jeff Schechter (Treasurer) – Cole, Schotz, Meisel, Forman & Leonard, P.A.
Donald F. Buckley – Market President TD Bank
Joseph A. Cabrera – Executive Vice President Cushman & Wakefield
Etta Rudolf Denk – Senior Vice President Bank of America
Robert S. Garrison, Esq. – County of Bergen Dept. of Planning and Economic Development
Noreen M. Giblin – Counsel, Governmental Affairs Gibbons, PC
Bob Guarasci – CEO / (ex-officio) NJCDC
Jennifer Farrington – Director, Social Investing Becton Dickinson (BD)
Gil Medina – Cushman & Wakefield of New Jersey, Inc.
Robert Nixon – New Jersey State PBA
William Pascrell III – Partner Princeton Public Affairs Group
Kenyatta Stewart, Esq. – Hunt, Hamlin & Ridley
Thomas J. Webb – SKANSKA USA Building Inc.

Project Team

Regional Plan Association – Lead
Robert Yaro – President
Thomas K. Wright – Executive Director
Robert Freudenberg – NJ Director (Project Director)
Corey Piasceki – Associate Planner
Nicolas Ronderos – Director Community and Economic Development

Design + Planning Team
Baye Adofo-Wilson – Lincoln Park Coastal Cultural District
Juan Ayala
James Dart – DARCh, (Co-Lead Design and Planning Consultant)
Roger Smith – International Design Collaborative
Darius Sollhub – (Co-Lead Design and Planning Consultant)
Claire Weisz – W X Y Architecture

Arts Team
Elizabeth (Libby Ellis) – AEA Consulting
Flaminia Gennari – Vizcaya Museum
Katie Hollander – Creative Time
Meredith Johnson – Creative Time
Barbara Pollack

Public Outreach
Christine Conforti, Ivanhoe Artiists Mosaic, Inc.
Erin Pride

This report was designed by Jeff Ferzoco, Creative and Technology Director, with Benjamin Oldenburg, Research Associate, Graphic Design, Regional Plan Association.
Contents

Participants ............................................. 4
Introduction ........................................... 5
Summary Of Recommendations ...................... 6
Guiding Philosophy .................................... 7
Past Work ............................................... 8
Study Area .............................................. 9
Goals ..................................................... 10
Planning Process ...................................... 11
   Workshop I .......................................... 12
   Workshop II ......................................... 14
   Workshop III ........................................ 16
Places + Programs .................................... 18
The Plan ................................................. 20
   Community-based Art ............................. 20
   Curating the City ................................ 22
   Youth & Education ............................... 24
   Building Capacity ................................ 25
   Maximizing the Medium ....................... 26
   Attracting a Wide Audience & Strategic Investment 28
The Arts in Paterson .................................. 30
Case Studies .......................................... 32
   A Community of Artists: Newark’s Art Initiatives 33
   Building Capacity for the Newark Arts Scene: The Newark Arts Council 34
   Artists and Students Meet in the Subway: MTA's Arts for Transit 35
   Popping up Everywhere: Pop-up Galleries .......................... 36
   National Park as Incubator: Lowell National Historical Park 37
   From Vision to Reality: The Patrick J. Mogan Cultural Center 38
   Industrial Scale Reuse: Emscher Park ......................... 39
   Raising the Bar on the Everyday: CityRacks Design Competition 40
   Etching out an Arts District: Glasstown Arts District 41
   It Started with a Photograph: The High Line .................. 42
Funding & Partnerships ............................... 43
Participants

Liliana Amador-Marty – Inner City Ensemble
Donata Anna – Paterson Arts Council
Jay Arrington – Resident
Robert Aris – Paterson PM
Judy Baby – Resident
Paul Bailey – Ivanhoe
Susan Balik – Passaic County Community College
Avleen Barcenas – Resident
Kathy Benevento – Paterson Public Schools
Rich Berdnik – Passaic County Sherriff
Aida Bestuito – Paterson Youth Council
Jamie Bland – Jumpstart
Jazmine Bland – Jumpstart
Tiffany Brown – Jumpstart
Juanita Buckingham – Ivanhoe
Cashion Burden – All Stars
Mary Bush – Jumpstart
Joseph Carter – Ivanhoe
Nasier Chappell – Jumpstart
Chrysal Cleaves – AKA
Kristen Cobb – Rosa Parks H.S.
Keiji Cobb – Jumpstart
Michael Cochran – Resident
Jakiesha Coo – Resident
Leinis Cok – Resident
Jenee Collick – NJCDC
Christine Conforti – Ivanhoe
Kimberly Cooper – Jumpstart
Ken Create – Ivanhoe
Willy Dalhein – Resident
Allen DeCoecker – Ivanhoe
Ahler Deloache – Ivanhoe
Michael DePaternity – Ivanhoe
Marissa DeSouter – Great Falls Youth Corps
Eboni Diggs – Sigma Gamma Rho
Tom Donovan – Oasis
Chris Driteline – Resident
Shella Easter – Resident
Rafama Elwe – Innerfaith
Ron Emolo – Ivanhoe
Tatiana Eres – Passaic County Community College
Elease Evans – Assemblywoman, District 35
Christopher Fabor Muhammad – Creative Fire, Center City Galleries
Javier Fernandez – NJCDC
Deila Fischer – Charod’s Art Found
Mark Fischer – Fusher Of Men Ent
Azhanie Fleming – Rosa Parks H.S.
Ron Foster – BJ Wilkerson
Richardson Frazier – Jumpstart
Dione Frye – Resident
Manuel Frye – NJCDC
Lynda Gallashaw – PPW
Gladys Game – Art in Motion
Frank Garoz – Ivanhoe
Gordon Geiger – Circus
David Gelman – NJCDC
Georgia Gill – Jumpstart
Rachelle Gill-Alexander – Jumpstart
Tyrice Green – Jumpstart
Ian Grinyer – Ivanhoe
Marquesha Guthrie – Resident
Howard Hain – Paterson Arts Campus
Najer Hall – Jumpstart
Kiaira Hall – Jumpstart
Ashton Henderson – Jumpstart
Jordan Hinton – Jumpstart
Dabber Holser – Resident
Harley Huarachi – Paterson Youth Council
Kevin Hurtado – RPHS
Glenn Hutton – Resident
Mear Image – Resident
Beverly Imperato – Ivanhoe
Danilo Inoa Jr. – Paterson Youth Council
Chris Irving – The Miller Institute
Angela Iskenderian – Ivanhoe
Nick Iuaato – Paterson PM
Julius Jackson – Ivanhoe
Kevin Jarrett – Resident
Kate Jelly – Ivanhoe
Carlos Jimenez – Rosa Parks H.S.
Theresa Johnson – NJCDC
Timothy Jones – Jumpstart
Don Kommit – Ivanhoe
Myra Kooy – Center City Gallery
Justin Kyle – Jumpstart
Gwenn Levine – Paterson Youth Photography Project
Keiara Lewis – Jumpstart
Jamaine Lindsay – Jumpstart
Craig Mallory – Jumpstart
Nicholas Marino – Resident
Dennis Marshall II – Ivanhoe
Reesha-Ann Martin – Rosa Parks H.S.
William McCready – Officer
Kemper McDowell – Paterson Public School
Michael McDuffie – Paterson Pastor’s Workshop
Patricia McEachem – Resident
Alex Mendez – Paterson BOE Comm.
Tatiana Meza – Ivanhoe
Katelyn Morales – Paterson Youth Council
Joe Morello – Ivanhoe
Tiombi Moses – Resident
Hugo Munoz – Ivanhoe
Rosmary Munoz – Ivanhoe
Joseph Muti – Ivanhoe/PAC
Donna Nelson-Ivy – City of Paterson
Tatyana Owensby – Jumpstart
Luz Paez – Art in Motion
Mary Palmer – Resident
Alex Parchment – Rosa Parks H.S.
Lytif Parsons – Paterson Youth Council
Carmin Pellolos – Center City
Sasha Polanco – Paterson Youth Council
Cora Quince – Paterson Public Schools
Kaela Quince – Paterson Public Schools
Craig Redmond – Ivanhoe
Jim Reilly – Ivanhoe
Irvind Riva – Great Falls Youth Corps
Diosmry Rodriguez – Paterson Youth Council
Nicholas Rodriguez – Inner City Ensemble
Hayzer Rosario – Rosa Parks H.S.
Ryan Rouse – Jumpstart
Ellen Rowe – Ivanhoe
Aaron Rumley – Body & Soul
Anthony Santiago – Paterson Youth Council
Alleen Savienas – Great Falls Youth Corps
Andre Sayegh – Councilman (6th Ward)
Andrew Shantz – NJCDC
Shammya Smith – Jumpstart
Tahrod Smith – Jumpstart
Shammya Smith – Jumpstart
David Soo – Resident
Marcia Sotorrio – Division Cultural Affairs
Bridget Souza – Paterson Youth Council
Michael Stengart – Great Falls PAC
Randy Stephens – Artist/Singer
Howard Sterling – Paterson Ave U. Methodist Church
Nick Sunday
Jeanette Thompson – Jumpstart
Dacil Tilos – Art in Motion
Therese Tolomeo – Paterson Coalition
Tomaz Tomanek – Paterson Arts Council
Ankh Ujima – Total Entertainment
Diana Valenzuela – Jumpstart
Rafaal Vasquez – Body & Soul
Johnny Vega – Muralist
Luis Velez – Resident
Enrique Vinas – Inner City Ensemble
Diego Vuaradi – Paterson Youth Council
Ellie Waite – Ivanhoe
Jacqueline Walker – Ivanhoe
Shirley Ware – Jumpstart
David Warren – Ivanhoe
Shirlene White – Resident
Silvia Youla – Resident
Bubbles – Jumpstart
Paterson, New Jersey is on the verge of a dramatic rebirth. While plans for the nation’s newest National Park in the Great Falls Historic District are being developed at the same time that the city’s Mayor seeks to revitalize and connect Paterson’s diverse communities with fresh initiatives, there is a great opportunity to align these processes and tap into an abundant resource found throughout the city to help boost revitalization efforts: its many talented artists.

The capacity of vibrant, artistic communities to transform neighborhoods and cities, not only as economic engines but also as catalysts for cultural development and identity, is well-documented. Arts play a vital role in enhancing the quality of life of communities where they are valued and nurtured. And building on Paterson’s storied artistic past – the city has inspired the literary works of William Carlos Williams and Allen Ginsberg, as well as visual masterpieces by Oscar Bluemner and photographer George Tice – the arts can provide a strong foundation on which to build a thriving, creative, regional center for residents and visitors alike.

Capitalizing on the comprehensive work led by NJCDC to produce the Greater Spruce Street Neighborhood Plan (January 2009) – which called for a variety of recommendations around the arts, culture, tourism and the Paterson Great Falls National Historical Park – this strategic plan provides a framework for how the arts can be synchronized into park planning and revitalization efforts. Specifically, the plan summarizes past work carried out in this unique site; discusses the planning process used to work with city residents and artists to collect the valuable ideas that informed this plan; identifies the most opportune areas for using the arts to revitalize the community; lays out a clear set of implementable recommendations arranged into six categories, identifying responsible parties for each; and finally, offers real-world local, national and international case studies to demonstrate that opportunities are within grasp in Paterson.

Given its location, both its human and natural resources, and the recent designation of America’s 397th National Park, the city of Paterson is brimming with opportunities that have informed this planning process. These opportunities include:

- Paterson lies less than 15 miles west of Manhattan – a global capital of arts and culture – and is well-connected via rail, bus and roadway;
- Tourism – which is a highly local industry – is the third largest industry for the state of New Jersey and is expected to grow;
- Planning for the nation’s newest National Historical Park is underway in the heart of Paterson’s Great Falls Historic District, where new resources, investment, and development energy will flow into the neighborhood;
- A comprehensive, youth-focused revitalization effort led by NJCDC and supported by the Governor and the State;
- Paterson is a city of diverse communities of people of all ages, socioeconomic, cultural and ethnic backgrounds; and
- Paterson has historically been home to a large concentration of arts organizations and individuals, inspired by the natural and human-made beauty that surrounds them to create.
Summary Of Recommendations

Community-based Art

**Goal:** To harnesses the individual creative and participatory talents of members of the community to empower them as a united, civically-engaged group

1. Understand your assets
2. Build the arts community
3. Align arts and public policy
4. Align arts and civic engagement
5. Connect arts and business
6. Connect arts and the greater community

Curating the City

**Goal:** To understand the full range of appropriate venues for presenting art in the City and the means by which to create them

1. Expand the Paterson Museum
2. Develop long term arts vision for the Paterson Great Falls National Historical Park
3. Coordinate the vision of both the Park and the Museum with downtown and historic district spaces
4. Use the dual nuclei of the Museum and Park to support arts programming throughout the City in shared public spaces and other facilities

Youth & Education

**Goal:** To educate, engage and nurture the talent of community youth and young adults

1. Restore arts programs in Paterson schools
2. Program arts education facilities in the National Park
3. Get local artists involved in schools
4. Develop a statewide Paterson art and history curriculum
5. Establish an arts scholarship fund
6. Cultivate relationships between Paterson and university/college art programs

Maximizing the Medium

**Goal:** To best use space in the Great Falls District and beyond for artistic production and presentation, so that Paterson nurtures and attracts artists of all stripes

1. Plan for and establish an Arts District for the Great Falls Historic District
2. Involve the arts in revitalization efforts
3. Raise awareness about Paterson’s unique assets as arts sites

Building Capacity

**Goal:** To develop an appropriate model for operational organization whose focus it is to nurture capacity for the arts, artists and arts programs in the City of Paterson

1. Establish an Arts “Commission” or “Authority” for Paterson

Attracting a Wide Audience & Strategic Investment

**Goal:** To leverage the inherent, alluring features of the Great Falls District and the greater City and their artistic opportunities, in order to attract a wide audience to the City

1. Host a regional forum on the potential for arts communities
2. Leverage the Paterson Great Falls National Historical Park as an arts incubator
3. Spread the word
4. Develop a comprehensive marketing & communication campaign for the Paterson Arts District

The arts can provide a strong foundation on which to build a thriving, creative, regional center for residents and visitors alike.
Guiding Philosophy

The guiding philosophy of this plan is rooted in the belief that the arts can play a critical role in the revitalization and long-term success of communities. Through their capacity to inspire, provoke and engage us, the arts help to connect people and strengthen communities. They contribute to the revitalization of places by attracting and retaining both residents and commercial interests. It is a common notion that artists tend to recognize the beauty and potential of a place, even when others cannot, and through their contributions to the community, take the necessary early steps to help turn those places around. Once the arts have become rooted in a community, they create and sustain value in a variety of ways. A recent survey of New Jersey mayors¹ found that the arts have become a key component of their municipal agendas in the following ways:

- Beautifying the town
- Enriching recreation opportunities
- Bringing people downtown
- Increasing property values
- Encouraging cross-cultural understanding
- Contributing to health and wellness
- Bring tourism
- Creating a sense of identity, place and pride
- Improving education
- Helping at-risk children

A guiding focus for this plan is to maximize the opportunities presented by Paterson’s recent designation as home to the nation’s newest national park in a way that integrates design and the arts into the fabric of revitalization efforts – both already underway in the neighborhood and citywide. This means forging together the arts and infrastructure improvement, transportation and parking, creative signage and way-finding, and ensuring that the arts play a role in future interpretive elements of the Paterson Great Falls National Historic Park. There is a unique opportunity to synchronize the planning for the new park with the identity of the local arts community and boldly create “A Park Like No Other” that intentionally fosters creative collaboration between artists, design professionals, and area youth and provides an inclusive public participation process where every voice and idea are captured.

¹ Arts Plan New Jersey: A blueprint for a better NJ through and for the arts; 2008. www.artsplannj.org

Photos by RPA
The Paterson Arts + Revitalization Plan grows out of prior and ongoing efforts to improve the quality of life for Paterson residents and protect and capitalize on the assets of the Great Falls/S.U.M. Historic District and the greater city.

The Great Falls/S.U.M. National Historic Landmark District was established in 1970 following the efforts of Mary Ellen Kramer to block the construction of a riverside highway that would have cut through the mill district. In 1971 Regional Plan Association (RPA) released a report (published in 1972) that evaluated the economic and physical potential for Paterson as a metropolitan regional center. The report concluded that Paterson could become a regional center if it were to overcome a number of obstacles, including shifts away from manufacturing, improving services and addressing poverty. One section of the report focused on the Great Falls/SUM Historic District, which was described as “an immensely-rich historic and recreational resource,” calling the Great Falls “a potential regional resource of major importance.”

The report laid out a number of goals for the district, including renovating the mill race system; restoring historic buildings; developing a museum of science and technology; and constructing of walkways, recreation facilities and visitors’ facilities. To accomplish these goals, RPA recommended three approaches, one of which was to designate the area as a National Historic Park. The district moved closer to this goal in 1976 when it was named a National Historic Landmark. And finally on November 7, 2011 the site was designated as America’s 397th National Park by U.S. Secretary of the Interior, Ken Salazar.

Recognizing the great potential that this designation promised, New Jersey Community Development Corporation (NJCDC) underwent a resident-driven process to develop a plan for the neighborhood within the Historic District. NJCDC is a nonprofit community development and social service agency that is wholly focused on revitalization of the Greater Spruce Street and Great Falls neighborhood. It currently serves more than 2,000 children and families through its wide range of programs and services.

The resulting 2009 report “Greater Spruce Street Neighborhood Plan” issued a number of recommendations for the neighborhood, including those that tie the vibrant arts community to revitalization efforts. Such recommendations include:

+ Forming an Arts and Culture Commission;
+ Creating a forum and space for sharing resources among creative producers;
+ Supporting art education programs for all ages; and
+ Creating a Mural Arts program

This report builds off of and expands upon these recommendations and provides a blueprint for the City and all other stakeholders to capture this unique opportunity to weave the arts into revitalization efforts.

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2. The Society for Establishing Useful Manufactures established 1791
Study Area

The study area for this project primarily encompasses the Great Falls/S.U.M. Historic District and its immediate vicinity within the city of Paterson. However, the greater city beyond the historic district was included in the evaluation for arts + revitalization opportunities. So while many of the recommendations in this report apply primarily to the historic district, a number of recommendations have city-wide impacts and address specific points outside of the historic district boundary.
Goals

The effort to develop this plan is rooted in six overarching goals that have underpinned the entire process. They include:

1. Harness the individual creative and participatory talents of members of the community to empower them as a united, civically-engaged group.

2. Understand the full range of appropriate venues for presenting art in the City and the means by which to create them.

3. Educate, engage, and nurture the talent of community youth and young adults.

4. Best use space in the Great Falls District and beyond for artistic production and presentation, so that Paterson nurtures and attracts artists of all stripes.

5. Develop an appropriate model for operational organization whose focus it is to nurture capacity for the arts, artists and arts programs in the City of Paterson.

6. Leverage the inherent, alluring features of the Great Falls District and the greater city and their artistic opportunities, in order to attract a wide audience to the city.
Planning Process

This Arts + Revitalization Plan reflects a community-driven process that has involved a cross-section of Paterson residents – including many local artists. In addition to the larger public meetings, a smaller project Steering Committee was established in the early stages of the process to gain even greater insight into community needs and desires and to provide input on the project approach and outcomes. The Steering Committee was comprised of a diverse selection of local artists, arts group leaders, community organizations, local businesses, City government and the National Park Service. The Steering Committee met prior to the project launch and again to review the final draft of the recommendations. Their input was invaluable to the process and helped to make the public workshops more effective and well-attended.

No one knows the City of Paterson better than its own residents and no one knows the Paterson arts scene better than its resident-artists and arts groups. To harness the knowledge of residents and resident-artists, a series of three workshops were held over the course of a month to identify the places where arts + revitalization should be linked; the types of programs that should be developed at these places; and the process that needs to happen to implement them. The following are brief summaries of the workshops, the results of which were used to inform this plan.

No one knows the City of Paterson better than its own residents and no one knows the Paterson arts scene better than its resident-artists and arts groups.
Workshop I

MARCH 26, 2011
New Jersey Community Development Corporation

Workshop Purpose: To identify unique sites in the City of Paterson – particularly in the Great Falls Historic District – where art, artists and arts groups can be incorporated and help to facilitate redevelopment.

Over 60 residents of the city of Paterson, New Jersey – many with specialties in the arts – came together to participate in the first workshop at NJCDC’s main headquarters in the heart of the district. The workshop identified the great “places” in the City and in particular around the Great Falls Historic District, that could be used to integrate the arts into revitalization efforts in the nation’s newest National Park. Community ideas included a natural amphitheater in what is currently a rock quarry, re-use of a crumbling stadium as fairgrounds, and a guided tour of cultural hotspots led by community artists.
Paterson Great Falls Arts + Revitalization Plan | Spring 2012
Workshop II

APRIL 19, 2011 — The Paterson Museum

Workshop Purpose: To identify the multitude of artists and arts groups in the City of Paterson and to match up their skills and ideas with the unique sites identified in Workshop I. Workshop participants also considered how programs, installations and events can serve to connect the Great Falls District to the greater city.

Over 70 Paterson residents, artists and representatives of arts groups turned out for the second workshop held at the Paterson Museum. Guided by RPA’s team of expert facilitators, the groups were asked to choose a table to work at based on their favored art genre, including non-traditional art; theater and written arts; visual arts; youth; and music and dance. During the breakout sessions, participants shared their knowledge of Paterson-based artists in a variety of genres which will be developed into an inventory of Paterson artists. Additionally, facilitators summarized the most popular sites identified in Workshop 1 and asked participants to choose their top three preferences and develop program ideas for each of them. Participants were also asked to consider connections outside of the Great Falls Historic District to the greater City. Finally, participants were asked to begin considering what would be needed to bring about the programs they had designed.
Workshop III

APRIL 30, 2011
Center City Galleries

Workshop Purpose: To build off of the major ideas and concepts developed in Workshops I and II to produce implementable action steps that can be carried out in Paterson, drawing on national and international best practices.

Close to 70 participants – including performers, artists, arts groups, city officials, foundation representatives and local residents – participated in the third and final public workshop held at the Center City Art Gallery. In addition to its expert team of facilitators, RPA brought along experts in the field of art development and curation to lead participants through exercises to determine what needs to be done to formulate implementable action steps that can be carried out in Paterson, drawing on national and international best practices. Participants divided into tables according to the following topics: Building Capacity; Community Based Art; Why Paterson?; The Medium is the Matter; and Curating the City. Facilitators and participants worked together to identify both short-term and long-term actions that need to take place to realize a vision of arts and revitalization in the City. Workshop participants were treated to performances by Body & Soul Jazz Band; the RPHS Dance Team; Jump-Start; and others.
1. Animal Control Center
   + Dog Pound Gallery

2. ATP Site
   + Ruins as theater: dance, light show, images
   + Spontaneous space: drawing, performances
   + Children’s art and education center with café, library and garden
   + Ruins exhibit: outdoor sculpture, lighting, hydropower fountain, and gardens
   + Botanical Garden (Spanish style)
   + Zen space
   + Early Paterson Park: habitat preserve, Native American, wind/water power exhibits
   + Colt building: gun museum and silk museum

3. Costello Pool
   + Kids Arts & Activity Park with interactive/climbable sculpture garden park, skate park, basketball
   + International High School art site: photography, drawing classes
   + Family area

4. Downtown: College Blvd North buildings
   + Infill stores
   + Graffiti Park
   + Artists’ studios
   + Art galleries

5. Downtown: Market-Jersey-Oliver-Mill block
   + Conference center

6. Downtown: Market-Spruce-Oliver-Jersey block
   + Arts plaza for music and museum
   + Barn market

7. Downtown: McBride (west of Reservoir)
   + Artists’ studios
   + Art gallery

   + Artists’ residence
   + Arts organizations and other office space
   + Extend visitors center

   + Corner café

10. Greater Paterson: Fabian Theater
    + Radio City Music Hall-type theater

11. Greater Paterson: The Armory
    + Shows/exhibits/programs that tie into Great Falls District

12. Hinchliffe Stadium
    + Fairgrounds/art shows: large sculpture, Burning Man Festival; projected images; restaurant
    + Restored spruce forest
    + Skating rink/activity center
    + Professional sports stadium
    + Performing arts center/concert space
    + Racing
    + Muralist arts/graffiti arts
13. Mary Ellen Kramer Park
   + Theater

14. Morris Mountain Rock Quarry
   + Amphitheater
   + Multi-purpose performance space

15. Neighborhood Schools
   + Shared art space: auditorium, community art classes

16. Overlook Park
   + “Inspiration Point” space and infrastructure for artists (painters, sketchers, etc)
   + Park and café
   + Sculpture garden
   + Improvements: repair stairways, include ramps for the disabled, remove fences, benches, café
   + Arts plaza and theater

17. Passaic River
   + Fire balls exhibit
   + Light the river
   + Fishing, boating

18. Raceways
   + Run water in them
   + Innovative exhibit space

19. Reservoir north
   + Sculpture garden

20. S.U.M. Steam Plant
   + Gallery space
   + Welcome Center
   + Expanded Paterson Museum: house the City’s current and future holdings and exhibit community artists work; “Silk City Fellowship” for local artists; offers workshops; end of fellowship, selected artwork is donated to the museum
   + Restaurant
   + Banquet Hall
   + NPS offices

21. Valley of the Rocks
   + Habitat/nature preserve
   + Information Center
   + Arts walking trail

22. Paterson NJ Transit Station
   + Public art exhibit space; welcome to Paterson Arts District

23. The Great Falls
   + Artistic lighting

24. The Paterson Museum
   + Expand and develop long term vision

25. Visitors Center
   + Display local art

26. City Infrastructure/Gateways/Intersections
   + Murals, sculpture and other public art
   + Projected images
Community-based Art

GOAL

To harness the individual creative and participatory talents of members of the community to empower them as a united, civically-engaged group.

BACKGROUND

Community-based art can be defined as art that is generated by, inspired by and displayed within the community. The best community-based art is created by artists who are part of a sustainable and supportive arts community that is recognized by the greater community. Artists who give to the community, gain from the community. Paterson has a strong and growing network of community artists, participating in such groups as Ivanhoe and the Paterson Arts Council. The following recommendations provide a framework for artists, non-profits, government and businesses to understand, strengthen and expand the role of artists and artists within the community.

RECOMMENDATIONS

1 Understand Your Assets: Develop an easily accessible, online, public inventory of community assets that makes it easy for groups to reach and involve all artists and locations. The inventory should include both a list of artists and arts groups in the community and their genres as well as a list of the spaces and places that exhibit art and inspire it, including:
   + Artist housing (e.g. EPM)
   + Artist studios (e.g. Ivanhoe)
   + Galleries/exhibition spaces (e.g. the Century City Galleries)
   + Cultural facilities (e.g. Paterson Museum, Fabian Theatre)
   + Public art locations (e.g. City Gateways, building facades)
   + Points of inspiration (e.g. The Great Falls, ATP Site)
   + Open space (Eastside Park, Overlook Park)

   Implementing group(s): NJCDC and other non-profits; Arts groups & artists; City of Paterson

2 Build the Arts Community: Artists are not only resources for the greater community, but for each other as well. Paterson artists should find ways to support and collaborate with other artists in the community. There are many things – big and small – that artists can do to build community amongst themselves. Artists can form creative partnerships together to produce multi-genre art pieces. Attending each other’s exhibits, performances, readings, etc. or promoting them with social media is another way to support fellow artists and find inspiration. An artist “Community Bulletin Board” could also serve to post the date and location of arts programming such as events, shows, workshops, tours and performances. Since space and materials are limited and often expensive, artists can develop a cooperative where space and resources are shared and materials and property are purchased collectively. Similarly, artists can use websites – such as Freecycle or Craigslist – in their own community to list needed/wanted/available resources (such as lighting, canvas, paint, AV equipment, etc). Artists can also seek funding collectively, which could help to strengthen any proposal they submit. With a little creativity, artists can find even more ways to help each other out.

   Implementing group(s): Arts groups & artists; NJCDC and other non-profits; Foundations

3 Align Arts and Public Policy: Public policy that harnesses and nurtures the arts will help to develop a “creative economy” that is good for artists, businesses, residents and visitors to Paterson. Steps should be taken to ensure that public policies and decision-making at all levels involve and help to develop art interests. In particular, elected officials in Paterson should recognize artists as an important constituent group. In decision-making, they should be sure to consider the impact of public policies on the arts community, seeking the opinion of the arts community in developing public policy. For example, the artist-in-residence program at the Essex & Phoenix Mills could be enhanced, extended and replicated throughout the city.

   Implementing group(s): City of Paterson; Passaic County; New Jersey State

4 Align Arts and Civic Engagement: One way for artists to ensure that their interests are well-represented is to find ways to become more civically-engaged. Steps to becoming more civically-engaged could include attending and contributing ideas at community meetings; following civic issues and sharing that knowledge with others; and finding ways to use their art as a public statement in the decision-making process. Civic engagement is particularly important for artists in the development of plans, community development strategies and other neighborhood initiatives.

   Implementing group(s): Arts groups & artists; The Paterson Alliance and other non-profits

5 Connect Arts and Business: There are a number of opportunities for collaboration between artists and businesses in the community. The arts can serve as a valuable resource to businesses in the community and businesses can offer artists opportunities to display and sell their art. Artists and businesses should take steps to become familiar with each other and work together to:
   + Display and sell local art in shops and businesses

3 See pages 18-19 for places and programs identified in the Workshop process
† Identify shared agendas for civic decisions
† Arrange performances, readings, dances at local establishments, including restaurants, bars and cafes
† Utilize vacant storefronts and buildings for “POP-UP” exhibit spaces

Members of the arts community can keep a preferred list of those businesses that are “Art-friendly” and share amongst themselves.

Implementing group(s): Arts groups & artists; City of Paterson; Greater Paterson Chamber of Commerce; Non-profits

6 Connect Arts and the Greater Community: The arts can be infused into facets of every day community life. By doing this, Paterson residents more and more will recognize that they are part of a community where art is an important asset and one that enriches everyday life. Arts groups and artists can help to facilitate this shift by:

† Build relationships between artists and community leaders, social service organizations, education organizations, health care facilities and others
† Take art to the community, via
  † Art walks and tours with local artists
  † Art Parade
  † Poetry trail
  † Open studio days
  † Art workshops
  † Poetry and other readings
  † Spontaneous art happenings in key locations (flash mob, etc)
  † Art focused on different age groups
  † “Meet the artist” events
† Organize or take part in community service activities, such as:
  † Community clean-ups
  † Charity collections
  † Volunteering in hospitals, nursing homes (music therapy)
  † Library services

Implementing group(s): Arts groups and artists; City of Paterson; Greater Paterson Chamber of Commerce; Non-profits

Artists that give to the community, gain from the community.
THE PLAN

Curating the City

GOAL
To understand the full range of appropriate venues for presenting art in the City and the means by which to create them.

BACKGROUND
As revitalization occurs in Paterson’s downtown and historic district, several venues will serve in important ways. The Paterson Museum, an established exhibit space, can play an augmented role in its focus on history. The new Paterson Great Falls National Historical Park can function in an unprecedented way as the first National Park with a major arts component. The downtown and historic district spaces adjacent to the Park can complement activities of both the Park and the Museum. Other spaces throughout Paterson, allied with a new emphasis on the arts, can help bring arts to the neighborhoods. For example, NJCDC’s committed role in the neighborhood offers significant opportunities, especially at historic and culturally significant spaces including a restored locomotive mill, the community space at Congdon Mill Apartments and Public School 5. Together they will facilitate the cultural revival of the city and could become a focal point of cultural activity for the surrounding North Jersey region and beyond. Each can be developed in the short and long term.

RECOMMENDATIONS:

1 Expand the Paterson Museum: The Paterson Museum offers one of the few established exhibit spaces in the city. Despite its large art holdings, it serves primarily as an industrial museum and its exhibits are primarily historical in nature with some art display. The following steps should be taken to improve the draw of the museum and expand its focus on art:
   + Develop a long term vision for the museum that leverages its proximity to, and develop a complementary relationship with, the new Paterson Great Falls National Historical Park (see Step 2)
   + Expand the Museum within the existing facility and/or seek satellite locations.
   + Use objects held by the museum and owned by the City in locations throughout the city that draw patrons to the museum
   + Become incorporated and establish a governing body with a strong and supportive board. Develop a business plan and fund-raising strategies to raise capital and endowment funds
   + Seek AAM accreditation so as to be able to pursue grants and create lending relationships with other institutions.

Implementing group(s): The Paterson Museum; City of Paterson

2 Develop Long Term Arts Vision for the Paterson Great Falls National Historical Park: The National Park provides a unique opportunity to catalyze the arts in Paterson. The Visitors Center – to be located at the steam plant site, according to most participants – could complement the Paterson Museum by featuring contemporary and community art:
   + Organize Paterson arts groups and the community at large to work closely with the National Park Service
   + Develop a Mission Statement for the Visitors Center
   + Consider other sites within and around the boundaries of the Park to be assigned to the arts, including the development of a constellation of specialty Arts Centers in and around the National Park focused on, but not limited to: education, exhibition, artist studios/residence programs, affiliated with university and arts organizations
   + Consider linkages with other future arts facilities (performing arts center; black box, film, music, dance theatre; artist studios; commercial space)
   + Determine an operating and financial development model that may include partnerships with the National Park Service

Implementing group(s): National Park Service; The Paterson Museum; City of Paterson; NJ CDC; Arts groups and artists

3 Coordinate the vision of both the Park and the Museum with downtown and historic district spaces: The entire historic district complements the character of the National Park site. Arts uses for the ATP site, Hinchliffe Stadium and the many loft buildings in the district can support an expanded arts vision. These can be activated through the following activities:
   + Develop a long term vision for the area that builds upon the success of Ivanhoe as a gallery and the Essex Mills as housing/studios to solidify the district. Continue to include a mix of uses such as housing, restaurants, retail and institutions supporting the revitalization of Paterson
   + Leverage growth at the Museum and development of the Park to support the restoration of Hinchliffe stadium and programming of the ATP site
   + Use Museum and Park infrastructure, such as parking and security, for events at locations such as Hinchliffe stadium and downtown
   + Program the Museum and Visitors Center as a stepping stone to historic district, downtown and beyond
   + Integrate Arts activities with NJCDC programs

Implementing group(s): National Park Service; The Paterson Museum; City of Paterson; NJCDC; Arts groups and artists
4 Use the two nuclei of the Museum and Park to support arts programming throughout the City in shared public spaces and other facilities. Until Paterson adds additional spaces for art exhibitions and performances, the city should work together with artists to feature art and performances when not in use by primary user. Art in public spaces allows for the intersection of art and the everyday life of residents and visitors. Public art also triggers community dialog, allows for the commingling of artists and residents and helps to build community at a specific place. Public art should be promoted in the following ways:

+ Develop a Public Art Plan, that includes:
  - Identification of key locations to display art;
  - List of “public artists;”
  - Partnerships between civic and private owners of sites;
  - Schedule of temporary installations

+ Develop a mural arts program

+ Work with the community to identify shared spaces such as:
  - High School auditoriums/gymnasiums
  - K-12 and Charter School classrooms
  - Passaic County Community College
  - NJCDC
  - Houses of worship
  - Government buildings
  - POP-UP spaces in retail locations (including the Center City Mall)

Implementing group(s): City of Paterson; Arts groups and artists; Greater Paterson Chamber of Commerce; Non-Profits; Houses of worship; PCCC; The Paterson Museum; National Park Service; NJCDC; Local building owners; NJ Transit
Youth & Education

GOAL

To educate, engage and nurture the talent of community youth and young adults.

BACKGROUND

Paterson has a storied history of talented artists in the past as well as a diverse pool of community artists today. To ensure that this artistic legacy endures, and to enrich the lives of Paterson’s children, focus needs to be placed on nurturing and educating the future generations of Paterson residents and inspiring the talented artists of tomorrow.

RECOMMENDATIONS

1. **Restore Arts Programs in Paterson Schools**: Research has demonstrated that an arts education is important in the development of problem-solving skills and creativity.4 Due to budget concerns, many arts programs have been reduced or eliminated from Paterson schools. These programs should be restored so that the next generation of Patersonians will have essential problem-solving and creative skills.

   Implementing group(s): City of Paterson; New Jersey State; Paterson Board of Education and Community Charter School of Paterson; Private Funders

2. **Program Arts Education Facilities in the National Park**: The Great Falls of the Passaic has been the subject for artists for over a century and continues to inspire. Devoting space within the Park and at the Visitors Center will bring every student from Paterson to come to the Falls and see them in a new way. This program could be expanded to other school districts and to other generations of artists.

   Implementing group(s): Paterson Board of Education; National Park Service (NPS); New Jersey State Department of Education; Arts groups and artists; City of Paterson

3. **Get Local Artists Involved in Schools**: Local Paterson artists can play an important role inspiring the next generation of artists. They should lend their talents by working in the schools, after-school programs and community centers, teaching the next generation the importance of art and how to advance their own skills. NJCDC’s program work in the majority of schools in the District and surrounding neighborhoods should be drawn upon in order to facilitate this connection.

   Implementing group(s): Arts groups and artists; NJCDC and other non-profits; City of Paterson

4. **Develop a Statewide Paterson Art and History Curriculum**: With the vast number of historic sites and a new National Park with elements of art in the city, Paterson should be a regional field trip destination for New Jersey public school children. In order to capitalize on this unique destination, a statewide curriculum should be developed that teaches the history and the future of Paterson in classrooms. Part of the curriculum should involve a field trip to the city that incorporates key historical and arts sites throughout the new Paterson Great Falls National Historical Park and greater city.

   Implementing group(s): The Paterson Museum; City of Paterson; State of New Jersey; Hamilton Partnership

5. **Establish an Arts Scholarship Fund**: In order to nurture the next generation of Paterson artists, a competitive scholarship fund should be established and should sponsor one or more distinguished graduating high school seniors from Paterson each year. The scholarship could be awarded as part of an art competition or to recognize high achievement in the arts for a graduating senior of Rosa L. Parks High School. It should be coordinated through the William Paterson University Art Department.

   Implementing group(s): City of Paterson; Foundations; William Paterson University; Private Funders

6. **Cultivate Relationships between Paterson and University/College Art Programs**: There are a number of colleges and universities with arts programs either in or in close proximity to the City of Paterson. Linkages between the city and these programs should be made. Opportunities include working with the art departments of Passaic County Community College, William Paterson University and Rutgers University to:

   + Develop art courses and studio exercises around the assets in Paterson;
   + Develop programs – such as a Master of Fine Arts program – focused on Paterson; and
   + Develop mentoring programs with Rosa L. Parks High School and other High School students

   Implementing group(s): City of Paterson; Passaic County Community College; William Paterson University; Rutgers University

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The Plan

Goal

To develop an appropriate model for operational organization whose focus is to nurture capacity for the arts, artists and arts programs in the City of Paterson.

Background

The City of Paterson has great potential to become a thriving center for arts and culture. While many of the physical elements are there, there is currently no central organizing body to handle the day-to-day activities of arts promotion and development. Instead, a variety of groups are playing the role of nurturing and developing the arts—sometimes at cross-purposes. These arts groups have similar missions and intent, but different approaches to achieving that mission. The failure of these groups to work together for the common good of establishing Paterson as a regional arts capital diminishes their and the city’s prospects for success. Capacity built around a central unifying organization will position Paterson to attract arts funding and grow the arts movement in the city, creating a structure that allows all arts groups to benefit and contribute to the effort.

Recommendations

1. Establish an Arts “Commission” or “Authority” for Paterson:
   Between the City, NJCDC, the Paterson Arts Council, the Paterson Arts Movement, the Hamilton Partnership and Ivanhoe – amongst others – arts fund-raising and programming are managed by a number of entities that may or may not communicate with each other or share missions. In order to truly nurture the great capacity for arts and arts programs to be successful in Paterson, an overarching group is needed to manage the daily operations of promoting and supporting the arts. The following steps provide guidance on developing a Commission or Authority:
   + Hire an organizational planning consultant to help work through the following steps and assemble a Commission or Authority;
   + Determine the structure and governance of the Arts Commission/Authority and the role of the governing body (the Board). Recommended structure could be built around genres, with a representative of each genre being designated, including:
     - Visual arts (traditional);
     - Visual arts (non-traditional)
     - Public art;
     - Music;
     - Dance;
     - Written art;
     - Theatre;
     - Sculpture;
     - Curatorial
   + Regardless of how Board members are designated, great care must be taken to ensure that the Commission/Authority remains autonomous of political influence and nurturing and open-minded towards artistic endeavors
   + Establish a mission and determine roles of the organization, which should include:
     - Serve as the administrative manager for arts activities in the city;
     - Actively fundraise;
     - Manage the distribution of funds via grants to arts groups/artists;
     - Develop and implement creative programming, including the yearly Great Falls Arts Festival;
     - Act as the liaison to National Park Service;
     - Act as the liaison to City, County and State governments;
     - Advocate for services and public policies related to the arts;
     - Serve as the approving authority for public art;
     - Manage communications in regards to arts and culture;
     - Serve as a major point of contact for arts-related questions and concerns;
     - Develop a multi-year business plan and sustainable funding strategy;
     - Annually bring activities into a year-long calendar
   + Once structure, mission and roles are determined, take steps to initiate the Commission or Authority:
     - Raise seed money;
     - Hire a Director and staff;
     - Assign the Board of directors
   + Given its commitment to the Historic District, its role in initiating this planning process and its considerable track record and capacity in raising funds and managing complex grants, NJCDC should be viewed as a key partner to the “Commission” or “Authority”

Implementing group(s): The City of Paterson; Passaic County; Paterson Arts Council; Ivanhoe/Paterson Arts Movement; NJCDC; Hamilton Partnership;
The Paterson Alliance; National Park Service

Building Capacity

Capacity built around a central unifying organization will position Paterson to attract arts funding and grow the arts movement in the city.

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  - Act as the liaison to City, County and State governments;
  - Advocate for services and public policies related to the arts;
  - Serve as the approving authority for public art;
  - Manage communications in regards to arts and culture;
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  - Assign the Board of directors
- Given its commitment to the Historic District, its role in initiating this planning process and its considerable track record and capacity in raising funds and managing complex grants, NJCDC should be viewed as a key partner to the “Commission” or “Authority”

Implementing group(s): The City of Paterson; Passaic County; Paterson Arts Council; Ivanhoe/Paterson Arts Movement; NJCDC; Hamilton Partnership; The Paterson Alliance; National Park Service
Maximizing the Medium

GOAL

To best use space in the Great Falls District and beyond for artistic production and presentation, so that Paterson nurtures and attracts artists of all stripes.

BACKGROUND

The Great Falls Historic District and the greater city of Paterson are rich with spaces that could both inspire and support arts and artists. In order to maximize this medium, specific plans should be made that bring together revitalization efforts and the arts. As plans are implemented, artists can play a continued role in these efforts through their work. Their talents can be brought to the key spaces throughout the district in exhibits, shows, readings and other events, large and small.

RECOMMENDATIONS

1 Plan for and Establish an Arts District for the Great Falls Historic District: As plans for the Paterson Great Falls National Historical Park are being established, city officials should plan for and establish an arts district in and around the Great Falls Historic District that establishes this unique location as an arts incubator. City officials and the National Park Service should issue an RFP for a consultant to develop a plan that includes the following:

+ Arts District vision;
+ Arts District boundaries;
+ Tailor zoning to suit artist-related needs, such as
  + Allowing for live/work artist studios in historic buildings;
  + Allowing for gallery and exhibition space;
  + Allowing for performance and rehearsal space;
  + Preservation and restoration of historic buildings;
  + Enhanced view corridors to iconic buildings and assets such as the Great Falls;
  + Encouragement of mixed-uses with locally-owned ground floor retail and upper floor office and residential space;
  + Encouragement of sidewalk use (cafes; retail activity);
  + Allowing public spaces that support arts activities and programming, such as concerts, film, vendors, etc.; and
  + Parking requirements
+ Public realm plan and design guidelines, that address:
  + Traffic calming;
+ Streetscape improvements including paving, landscaping, seating, street furniture, lighting, bike lanes, crosswalks, etc;
+ Pedestrian-friendly streets with connections to key sites;
+ Façade improvement programs; and
+ Wayfinding signage;
+ Public Art Plan (detailed in Curating the City)
+ Development potential and building reuse plan
+ Connections between the Arts District and the greater community
+ Incentive programs to attract artists and fund initiatives, including local tax breaks, abatements and others
+ Implementation steps and partnerships

Implementing group(s): National Park Service; City of Paterson; Consultant

2 Involve the Arts in Revitalization Efforts: Over time, as elements of the Arts District Plan are implemented, it will be important to ensure the continued connection and participation of artists in revitalization efforts. Artists can play a particularly important role in helping to define the identity of the Arts District. This could include:

+ Coordinating design contests and utilizing winning designs for:
  + Wayfinding signage;
  + Lighting;
  + Benches and street furniture;
  + Banners;
  + Gateway features;
  + Building façade improvements
+ Involving artists and arts groups in revitalization announcements, press conferences, ribbon-cutting ceremonies, public meetings, etc.

Implementing group(s): The Paterson Museum; City of Paterson; Arts groups and artists

3 Raise Awareness about Paterson’s Unique Assets as Arts Sites: Even before the National Park is opened or an Arts District has been established, there are a number of opportunities – with minimal investment and effort – to immediately take advantage of some of Paterson’s most unique sites for the arts. The city should work together with artists to establish these assets as art destinations. The following sites were particularly called-out for their artistic opportunities:
The City should work to stabilize and ensure the safety of the site – or segments of the site – and then allow access to it by artists and the general public. These are Paterson’s very own ruins and until a more comprehensive plan is developed for them, they should be accessible and used for such events as:

- Dances
- Performances
- Painting
- Sculpture
- Light shows
- Writing space

**The Great Falls:** The Falls are a four season destination for residents and visitors alike. The city or National Park Service should capitalize on their draw by highlighting the artistic opportunities at the falls. Such events could include:

- Lighting the Falls: Light artists can develop an exhibition that lights the falls in creative ways;
- Inspiration days: invite artists to the parks around the falls and allow them to create: drawing, painting, writing, singing, dancing, sculpting etc. The Falls can and already have inspired many pieces of art.

**The Steam Plant:** With a great historical legacy, intriguing architecture and a front-row seat at the Great Falls, the Steam Plant holds great potential to serve as a creative destination. In the short term, the site could serve as gallery space or a welcome center, eventually becoming a key building of the National Park and any future expansion of the Paterson Museum.

**The Morris Mountain Rock Quarry:** This site was identified repeatedly as an ideal place for performance art, particularly with its shape, acoustics and natural setting. The City should work together with arts groups like Art in Motion to hold dance festivals; with local musicians to host summer concerts; playwrights and performers to stage plays; and writers to read their work and poems.

**Hinchliffe Stadium:** The stadium has deep historical roots in Paterson and is viewed as a huge potential asset. Citizens passed a bond referendum recently to help revive the stadium, but challenging economic times has made it hard to achieve. Until larger scale rehabilitation opportunities develop, interim programming of a creative nature could include:

- Projection of images and movies;
- Festivals and fairs;
- Performances;
- Sports;
- Mural arts/Graffiti art

**City infrastructure:** Whether it be the stock of mill buildings, the overpasses and tunnels created by the road network, the gateways or the train station, Paterson’s infrastructure can serve as the backdrop for artists’ creation, while also signaling the vibrancy of the City. Such infrastructure art could include:

- Murals;
- Sculpture;
- Gardens and green infrastructure;
- Inspirational quotes;
- Projected images

Implementing group(s): National Park Service; City of Paterson; NJCDC; Arts groups and artists; NJ Transit; Passaic County
**Attracting a Wide Audience & Strategic Investment**

**GOAL**

To leverage the inherent, alluring features of the Great Falls District and the greater City and their artistic opportunities, in order to attract a wide audience to the Paterson.

**BACKGROUND**

Paterson is fortunate to have the ingredients of a recipe for success of arts + revitalization, including tremendous physical, cultural and human assets. While many in Paterson recognize these assets, there is not yet enough momentum or organization to broadcast these assets to a wider audience beyond Paterson’s borders. Other nearby municipalities have capitalized on their assets to usher in revitalization and the arts and have become thriving regional arts destinations. Much can be learned from them. One asset that Paterson has over any regional arts destination is the Great Falls and the new National Park that will be built around it. Visitors from outside of Paterson already come to spend time at the Falls, and many more will come once the National Park opens. Capitalizing on these assets is critical to reaching a wider audience. Finally, once Paterson has taken steps to revitalize and grow its arts movement, communication will be essential in reaching the greatest number of people and establish Paterson as a thriving arts destination.

**RECOMMENDATIONS**

1. **Host a Regional Forum on the Potential for Arts Communities.** A number of New Jersey municipalities have already successfully undertaken the effort to expand the capacity of the arts in their communities. At various points along the implementation process of this plan, Paterson should host a series of regional forums on arts planning to learn lessons and develop a regional network of communities with aligned interests. The conference should include representatives who worked to achieve success in communities such as:
   - Asbury Park
   - Newark
   - Red Bank
   - New Brunswick
   - South Orange
   - Montclair
   - Rahway

   Topics at such a forum could be wide-ranging, and if held over time, could shift as the arts + revitalization process progresses in Paterson. Topics could include “Getting Started,” “The Importance of a Central Organization,” “The Importance of Place,” “Planning for an Arts District,” “Fundraising,” “Forming a Unique Identity,” “Transforming Dangerous Perceptions,” “Getting Approval,” and “Implementation.”

   **Implementing group(s):** City of Paterson; NJCDC and other non-profits; Arts groups and artists; National Park Service; Select municipalities

2. **Leverage the Paterson Great Falls National Historical Park as an Arts Incubator:** The Paterson Great Falls National Historical Park will serve as one of the most important resources for the city of Paterson, focusing investments in a central location and attracting national attention for what Paterson has to offer. As plans for the park are solidified, and – if implemented – an Arts District Plan is developed, it is important to consider ways that the park can be leveraged to attract a wide arts audience to Paterson, and thus increase visitors to the Park:
   - Capitalize on investments made in and around the Park;
   - Ensure that promotion of the Park highlights the arts, including commissioning local artists to produce advertisements/promotional materials;
   - Create and support an artist-in-residence program within the park to produce Park-inspired artwork;
   - Ensure that Visitor Centers include local art;
   - Transform negative perceptions of the city by providing a safe, comfortable space for audiences to visit and experience art and history;
   - Initiate large annual or biannual events centered around history and art. An example could be an “Art Flood” Festival that occurs around the time of peak flow of the Falls. This will maximize the size of the audience, since that is when many visitors come to Paterson

   **Implementing group(s):** National Park Service; City of Paterson; Arts Commission

3. **Spread the Word:** Outside of a major marketing campaign recommended below, there are a number of other smaller steps that can be taken to build the buzz around Paterson and its emerging arts scene. Efforts should be made to effectively communicate Paterson’s assets, events and art happenings in both the short and long term, including:
   - Using social media: Blogs, Twitter, Facebook and Flickr are just a few of the social media tools that can be used to share Paterson’s assets and events. Artists should consider developing their own blogs featuring their work and when it is being displayed or performed, they should use Twitter and Facebook to get the message out. Photo sites like Flickr allow for the sharing of photos of pieces of work or events. Social media allows individuals to share
The Plan

4 Develop a Comprehensive Marketing & Communication Campaign for the Paterson Arts District: As the identity of the Paterson Great Falls National Historical Park and Arts District is formed, a marketing and communication campaign should be developed that highlights the numerous assets and opportunities in Paterson. The timing of this campaign is important, as outreach around the arts and events to a wide audience should only occur when there is repeatability and enough happening so that visitors can go from event to event. The City, National Park Service and the Art Commission or Authority should work together with County and State tourism divisions and should consider hiring a professional marketing agency to broadcast this message when the time is right.

Implementing group(s): National Park Service; Art Commission; City of Paterson; Passaic County

Paterson has the ingredients of a recipe for success.

Implementing group(s): City of Paterson; Arts groups and artists

with their networks the gifts that Paterson has to offer and the talents of those sharing the message.

+ Journalists: As print publications adapt to a new innovative landscape, the role of journalists in spreading the world of emerging places is critical. From the local newspaper to national journals, the story of an emerging art scene close to New York City is a story worth reporting. Artists, non-profits and city representatives should make sure to invite journalists to visit and comment on the Paterson scene to help develop a buzz and foster dialog;

+ Art Ambassadors: Local artists can serve as Paterson “Arts Ambassadors” by taking part in regional, national and international fairs, festivals and events which are held frequently throughout the region and the country (e.g. Renegade Craft Fair; community jazz and dance festivals). They not only gain greater exposure to their work, but they can represent Paterson and its art scene, generating talk and inviting interest in the City.
The future of the arts in Paterson will build on the strong foundation that artists and curators have already built and can be experienced today. In addition to serving as the home of local cultural and art installations in the Paterson Museum and Center City Gallery, as well as an evolving community of artists, Paterson offers a number of unique and exciting ways to interact with the work of talented artists.

**Paterson Art Walk**

The Paterson Art Walk is an annual, one-day collaborative exhibition of hundreds of local, regional and international artists and curators. With temporary and site-specific installations set up in locations throughout the historic industrial and commercial districts, artists transform the City of Paterson and help visitors and residents to see the City through new eyes. With maps guiding them to each unique location, participants in the Art Walk experience a diverse assortment of visual and performing arts, music, fine art, poetry, sculptural works and site specific installations in Paterson venues both old and new.

**PatersonPM**

Initiated by the Mayor to breathe new life into Paterson’s downtown, PatersonPM has filled the city’s streets with art, music, food and celebration of Paterson’s unique assets. The program was launched over Memorial Day weekend 2011 with a three day festival of events that brought out visitors and residents during the day and into the night. One of the goals of the program is to promote nightlife in Paterson and reignite the vibe of the city’s downtown. The program continued throughout the summer with the Great Falls Summer Jazz Series which brought local jazz to residents and visitors alike. The free concert series was held at Overlook Park and featured music, food and Jazz Series memorabilia.

**Paterson Community Arts Groups**

- Art in Motion
- Arts PR Unlimited
- Creative Force
- Fischer of Men
- Giggles Theater
- Heart of Hannah
- Inner City Ensemble
- Inner Faith Performing Arts
- Ivanhoe Artists Mosaic Inc.
- Jumpstart Community Training
- Now Theater, Inc.
- Paterson Arts Council
- Paterson Youth Photography Project
- Silk City Arts Festival
The Ivanhoe Artists Mosaic is an eclectic group of artists, poets, musicians, filmmakers and creative individuals who have a strong passion to share their talents and enthusiasm for the arts. The group was formed to nurture the arts and create a venue for events in Paterson New Jersey. Through close collaboration, Ivanhoe allows artists to develop and experiment wherever possible. Ivanhoe has been an essential partner in the process to develop this plan and their activities provided insight into a number of the Plan’s recommended actions. Demonstrating their commitment to community, Ivanhoe’s accomplishments include programming that ranges from a weekly Open Mic night to walking tours and pop-up events downtown; helping to sponsor the Great Falls School of Art; sharing rehearsal spaces; and their award-winning work linking a youth program between New Orleans and Paterson. As elements of this plan are implemented, Ivanhoe and all of the city’s arts groups large and small will play a critical role in reinvigorating Paterson’s influence in the arts, building off of the groundwork laid by the city’s historic artists and carried on today by groups like Ivanhoe.
Case Studies
A Community of Artists: Newark’s Art Initiatives

Newark, NJ: The arts have maintained a strong presence in Newark for over a century through stalwarts such as the Newark Museum and the New Jersey Performing Arts Center (NJPAC), but also through the grassroots approach of local community artists. The following are a few examples of individual artists who banded together to create community arts resources for Newark. These success stories can serve as important lessons for Paterson artists who seek to strengthen the already flourishing community arts movement.

City Without Walls (c WOW) is New Jersey’s oldest not-for-profit alternative art space. Since 1975 it has supported new and emerging artists through on-site, off-site, online and traveling exhibitions. c WOW serves the community by pairing promising high school art students with working-artists and offering gallery internships. The gallery arranges large-scale art commissions for public and private spaces, and advocates for artists in broad ways and provides services to artists such as discounted photography, digital printing and framing. c WOW is located near Lincoln Park and Newark Symphony Hall.

Aljira, a Center for Contemporary Art, is dedicated to promoting inclusiveness, diversity, and cross-cultural dialog through collaboration and community-based educational programming. Through its exhibitions, Aljira combines work of emerging and under-represented artists with that of more established artists since 1983, serving as a venue for art perceived as problematic by mainstream institutions. The Center offers career development training for emerging artists and connects teenagers in the Newark Public School system with arts professionals in their workplaces. Since 1991, Aljira Design, a subsidiary graphic design studio has generated revenue to support the Center. Aljira is located on Broad Street near both the Newark Museum and the NJPAC.

The Sumei Multidisciplinary Arts Center began as a jazz hangout for local jazz musicians and artists in 1992 and was officially organized a year later as a collective of jazz musicians, architects, poets, graphic designers, visual and fine artists. The Center hosts national and international exhibits, workshops for children and adults, and a broad range of outreach activities. A signature component of Sumei programming is its focus on both Cuban and African art. The Center also maintains an exchange program with Galleries in Sweden. The Sumei Center is located on Hamilton Street in Newark’s Ironbound neighborhood.

Lincoln Park/Coast Cultural District (LP CCD) is a Community Development Corporation founded in 2002 with a mission to plan, design and build a comprehensive arts and cultural district in the vicinity Lincoln Park as an urban eco-village. It is currently developing 300 LEED certified units and other historic restoration projects. Future projects include the development of the Museum of African American Music as a Smithsonian Affiliate that will incorporate Newark’s nearby Symphony Hall. LP CCD’s signature event is its annual Lincoln Park Music Festival every July that attracts over 50,000 visitors.
Newark, NJ: The Newark Arts Council (NAC) has been a primary cultural resource to Newark since 1981. They are guided by the following mission: “The Newark Arts Council brings the transformative power of the arts into the lives of those who live in, work in, and visit Newark through programs, advocacy, promotion, education, and coordination.”

To achieve this mission, the agency provides technical assistance to Newark artists, arts administrators, community organizations, community development corporations, planning groups, economic development agencies, and other entities. The NAC offers outreach and support in a variety of ways: it maintains a website showcasing work of individual artists and publishes the NewarkArts newsletter, a comprehensive listing of arts events that goes beyond the City’s limits. They also host an annual Open Doors Studio Tour every autumn to help grow Newark’s burgeoning visual and performance communities. This tour is typically organized by an invited curator and attracts a large number of artists from across New Jersey and from Manhattan and Brooklyn to participate in collaborative exhibitions.

Through its Grant Program, the NAC has awarded nearly $225,000 in grants to local arts groups and artists making nearly 80 grants in the last seven years. The agency also supports arts education in schools and organizations by assisting administrators and teachers and assists artists with professional development.

The NAC is a membership organization that invites members to join at different levels, providing a vital source of financial support. In return, members are added to the artists directory and are eligible to submit work for exhibition, in addition to receiving discounts at participating museums and local businesses. Other financial support is received from a variety of municipal, philanthropic and corporate funders.

The NAC Board is comprised of representatives of local and State cultural establishments such as The Newark Museum and the NJ Symphony Orchestra, as well as the City of Newark, NJ Transit, PSE&G and local non-profits, businesses and a radio station, who help to steer the work and resources of the council, for the greater good of the arts in Newark. As Paterson determines how to proceed with an Arts Commission/Authority, it would be wise to look to the Newark Arts Council for direction.
Artists and Students Meet in the Subway: MTA's Arts for Transit

New York, NY: New York’s Metropolitan Transportation Authority’s (MTA) network of transportation infrastructure has such a significant collection of art that it could be considered a museum of its own. Through the MTA’s Arts for Transit program, artists are commissioned to install permanent artworks in subway and commuter rail stations, and on its bridges and tunnels. The program was established in the 1980’s in an effort to rehabilitate stations and overcome the negative identity of the system established during the struggling days of the 1970’s. A “Percent for Art” policy was put in place that kept aside 1 percent of the capital costs of station upgrades for art. Since 1985, over 200 art projects have been commissioned producing a first-rate collection of art work in mosaic, terra cotta, bronze, glass and mixed-media sculpture, that continues to grow today.

A number of the completed projects were successful in bringing together commissioned artists with local students in a collaborative process that has left a legacy of youth-generated art in subway stations across the city:

+ 86th Street 1-Train Station, 1989. This station features 37 ceramic murals mounted on the walls of the platform that were installed in 1989. With direction from the artist Nitza Tufino, students from a community settlement house were invited to participate and sent out into the neighborhood with cameras to capture landmarks and street scenes. They were then taught how to transfer the images to linoleum sheets and eventually sheets of clay. The students worked to cut the clay into pieces, and then fired, painted, and reassembled a mosaic, which was mounted into large frames. The resulting artwork depicts colorful scenes from everyday life: passengers boarding a crowded subway, adults pushing strollers along the city sidewalk, a family in front of their building. The artwork touched the lives of students then and continues to inspire those subway riders who take the time to study them today.

+ The Greenwich Village Murals, 1994. At the Christopher Street-Sheridan Square number 1 train station, a series of murals depicting vignettes of Greenwich Village history hangs on the platform walls. Ceramic artist Lee Brozgold was commissioned to produce the murals and he worked with a teacher at the local P.S. 41 School to select nine fifth and sixth graders to help with the project. The students produced drawings of famous Greenwich Village people that Brozgold turned into composites arranged into Founder, Providers, Bohemians, and Rebels. Together, they developed 12 mosaic frame panels that feature some 40 Village heroes.

The City of Paterson has numerous opportunities to utilize both the talents of its youth as well as the resource of its spaces to develop art and usher in revitalization.
Popping up Everywhere: Pop-up Galleries

The concept of a pop-up gallery is part of a growing trend of pop-up stores that has come about in the last decade. The trend involves the sudden appearance of a particular use (retail, gallery etc.) in a vacant space – such as a storefront or warehouse – for a short-term stay before disappearing again. First popping-up as commercial retail ventures in cities like London and New York City (clothing sample sales, etc.) the concept is now being used to feature and/or sell art at free exhibitions via partnerships between non-profit and curatorial organizers, property owners and real estate brokers in cities and towns across the country.

The benefits of pop-up spaces are varied and are widespread, including to property owners who are able to put a vacant or unused space into use, drawing attention and activity to the site; to real estate brokers, who can show the functionality of the space; to the artists who are able to exhibit and sell their work and expand their audience; to the organizers who can increase awareness and membership; to the municipality who can demonstrate vibrancy, imagination and accommodation; and to residents who can take part in a unique cultural event in their own backyard.

As is demonstrated through events such as the Art Walk, Paterson has the support and know-how to take advantage of its unique spaces – including empty warehouses and vacant storefronts – as pop-up galleries.
Lowell, MA: Like Paterson, Lowell, Massachusetts was one of the earliest industrial cities in the United States, taking advantage of its powerful Pawtucket Falls and its close proximity to a major metropolitan city (Boston). Also like Paterson, the manufacturing industry – over time – moved on to other regions around the globe, leaving behind historic industrial buildings and infrastructure along with increasing poverty and a city on the decline.

Recognizing the national significance of Lowell to the U.S. Industrial Revolution, the city’s historic industrial district was designated a National Historical Park in 1978. Early park boosters anticipated that the park would boost culture, historic heritage and community development. To achieve this vision, partnerships were formed between the federal, state and local governments, numerous community groups and private partners that endure today. Together, they focused on restoring buildings, opening museums and historical centers, leading public tours on the restored riverwalk and canalway system and developing cultural and historic programs such as the annual folk festival and the Southeast Asian Water Festival. Their dedication has resulted in the rehabilitation of nearly 80% of the historic mills; close to 800,000 annual visitors; annual summer concerts including the Lowell Folk Festival which has attracted over two million people since 1987. The National Historical Park has served as an important link in a creative network that has also served to revitalize the struggling downtown.

In an effort to attract artists to live and work in Lowell, the city created an Artist Overlay District in the entire downtown area in 1998, including the historic mill buildings of the park. The District was instrumental in producing an upsurge in Lowell’s artistic and cultural development allowing artists to live and create works in the city using methods and tools that typical zoning would not have allowed, while also facilitating a collaborative spirit and sense of community. Today, local artists exhibit their work in a constellation of small museums and galleries that make Lowell an arts leader in the region and an exciting alternative to the Boston arts scene. Through the efforts of the National Park and its partners at all levels, Lowell is now a vibrant city and a national destination for art, culture, heritage and community. Paterson now faces a similar opportunity to leverage the benefits afforded by a National Historical Park to create a vibrant, cultural destination as Lowell has done.
Lowell, MA: Dr. Patrick J. Mogan – an educator, planner and public visionary – played a critical role in turning the city of Lowell into a National Historical Park (See Case Study, p. 36). As part of his vision for Lowell, Mogan imagined the creation of a cultural center that highlighted urban roots and communities, while providing educational programming and historic displays. It was his intention that the city serve as an agent for helping people to reconnect to cultural traditions while serving as a national model for other communities.

This spirit was captured in the Patrick J. Mogan Cultural Center, which opened in 1989 with the mission to “tell the human story of Lowell” through community-sponsored exhibits, projects and programs. It is a program of Lowell National Historical Park in partnership with the University of Massachusetts Lowell. The Center is housed in a repurposed brick building that was formerly a boardinghouse for young women working in the Boot Cotton Mills.

Through various partnerships, the Mogan Cultural Center serves as a bridge between the city, its community groups, the University of Massachusetts Lowell and Lowell National Historical Park. The Center advances cultural and historic activities within the city through community-business-sponsored historical displays and educational programs in dance, music and folk arts. It is home to the Angkor Dance Troupe, the Mill Girls and Immigrants Exhibit and the UMASS Center for Lowell History.

With its reuse of a historical building, the cultural home for the story of Lowell and partnerships that offer arts and culture city-wide, the Mogan Cultural Center is a great example for what the Paterson Museum could become in the Paterson Great Falls National Historical Park.
The Ruhr Region, Germany: Located in northwestern Germany, the Emscher area of the Ruhr Region was once the epicenter of Europe’s coal, iron and steel industries. Following industry restructuring in the latter half of the 20th century, companies abandoned the region leaving behind economic and environmental damage evident in the polluted waterways, derelict steel works and other collapsing industrial infrastructure. The creativity with which this region was able to re-use its industrial infrastructure serves as a stunning example of how industrial ruins – such as Paterson’s ATP site – can serve as a tremendous cultural asset to a community.

Rather than remove its industrial ruins, a coalition of German state governments took a regional approach to repairing the environmental damage left behind while aiming for economic and urban revitalization. A regional coalition named the International Building Exhibition (IBA) at Emscher Park was formed and developed a masterplan for the region that sought to celebrate the industrial heritage of the area through preservation of the relics as museum pieces and centers of culture while improving the quality of life through greening of the landscape. The planning process included design competitions for sites within the park with the intention of healing and understanding the industrial past.

Over the past two decades, the abandoned Emscher industrial area has been converted into a landscape park of rehabilitated industrial sites connected by 435 miles of trails. Once active collieries and steel works now house art, culture, housing, commerce and offices. Concerts are staged in the aging steel frames of former factories. Grassy recreational areas, complete with hiking trails and climbing walls, have been sculpted from the old hills of coal pilings. Paths through glades of trees linking the many different components of the park follow the former industrial roads and rail lines. Key sites within the park include:

+ Duisburg-Nord: A former iron works that features an industrial skyline of abandoned infrastructure that is over time being reclaimed by the nature that surrounds it, complete with climbing walls and hiking trails.
+ Zollverein colliery: Once the largest and most modern coal mine in the world, this “industrial monument” has been inscribed into the UNESCO list of World Heritage Sites and hosts a range of theater groups, design studios and a museum of design.
+ Oberhausen gasometer: This cavernous, nearly 400-foot tall gas storage tank has been converted into one of the most unique exhibit spaces in the world, featuring displays of science and art.

Embracing its industrial ruins, Emscher Park and the Ruhr region overall has become a center for arts and culture, attracting hundreds of thousands of visitors each year. In 2010, the City of Essen in the Ruhr Region was named the European Capital of Culture, a year-long designation that organizes a series of cultural events and celebrations.

Photos by Ken McCown
Raising the Bar on the Everyday: CityRacks Design Competition

New York, NY: CityRacks is a program run by the NYC Department of Transportation (DOT) that provides free sidewalk bike parking racks throughout the city to encourage cycling. The bike racks are practical pieces of transportation infrastructure and the city has installed over 6,000 in all five boroughs. They have an identity of their own, are ubiquitous and are seen by countless residents and visitors alike.

In 2008, DOT teamed up with the Cooper-Hewitt National Design Museum to launch an international competition to update the design of the City’s standard bicycle rack with “functional, well-designed sidewalk racks.” The goal of the competition was to “tap the creative energy of the world design and art communities for this important element of street furniture.”

The competition proved very popular, attracting more than 200 entries from 24 states and 26 countries, receiving local, national and international press. A six-member jury was developed and they whittled down the entries to ten finalists. Prototypes for the finalist’s designs were exhibited at Astor Place and at various places around the city. NYC DOT Commissioner Janette Sadik-Khan noted that the finalists’ designs demonstrated “an understanding of how bike parking in New York City can be attractive, functional and secure.”

Ultimately, a pair of Copenhagen designers won the competition with a floating, bisected circle design that they called “HOOP.” According to the DOT, the design is reminiscent of an ”abstracted bicycle tire” and is “elegant yet sturdy enough to withstand New York cyclists’ harsh treatment.” For their work, the designers received a $10,000 first prize. Nearly 5,000 of their racks will be installed throughout the city over the next three years.

The competition is an excellent example of how the arts can be woven into everyday spaces and infrastructure. There are numerous opportunities for the City of Paterson to engage artists in the design of everyday infrastructure. Artists’ participation in the revitalization of the city will demonstrate that Paterson truly is a city of the arts.
Millville, NJ: Located in South Jersey – within close proximity to Atlantic City, Cape May, Wildwood and Philadelphia – the city of Millville boasts history that can be traced back to the early 18th Century when lumber mills were built along the banks of the Maurice River. By the 1800’s, glass making had become a thriving, artisan industry drawing on the rich natural resources in the area. Over time, the industry declined and by the late 20th century, downtown Millville was suffering from economic decline and deterioration.

In 1994, a push to revitalize Millville was led by the Millville Development Corporation (MDC). The nonprofit development organization worked closely with the nearby Wheaton Arts and Cultural Center – which celebrates the heritage of glassmaking – to identify ways to draw nearly 80,000 annual visitors to an arts destination downtown. Additionally, it was determined that if Millville were to capture just one-percent of the drive-by traffic, it could become a successful downtown.

In order to build on the arts and culture draw of the Wheaton Arts Center, MDC set out to establish the Glasstown Arts District. The concept – which focused on developing a public arts center and creating an Arts Overlay Zone to encourage arts activities within a two-block by six-block area – was taken to the community via focus groups and public meetings. In the end – with strong public support – a market feasibility study was conducted, a local ordinance establishing an arts district overlay was approved, an arts district logo and marketing plan were created and a local bond was passed to finance public improvements in the district and what would become the Riverfront Renaissance Center for the Arts. Major components of the initiative included:

+ A Pioneer Arts Program offering up to $5,000 in zero-interest loans to relocating artists;
+ Billboards, rest-stop brochures, and radio and TV ads to promote the District;
+ A grant program with a 1:1 match allows all artists and businesses within the District to upgrade facades.

Establishing the arts district has led to the transformation of downtown Millville. Today, the 10-year-old Riverfront Renaissance Center for the Arts serves as the anchor of the Glasstown Arts District and is home to two galleries and an education center. The vibrancy of downtown Millville is fueled by 18 art galleries and studios and 30 unique shops, cafes, bistros and restaurants, as well as a ceramic arts studio established by the local community college. By encouraging craftspeople to settle into the area to practice and perform their art, the city offers visitors the advantage of experiencing unique works or performances produced by local artists, all helping to make Millville a cut above the rest.
It Started with a Photograph: The High Line

New York, NY: The High Line in New York City has quickly become one of the most famous parks in the world and a destination for millions since its opening in 2009. The Meatpacking District neighborhood that surrounds it is now the hottest place to live, work and play in the City. With such success, it can easily be forgotten that this 1.5 mile long elevated freight rail line was as recently as 1999 slated for demolition. It was only through the efforts of two very determined private citizens – who heard RPA’s idea for a “street in the air” – and a series of evocative photos – that the High Line survived to become the successful amenity it is today.

Joshua David and Robert Hammond are the co-founders of Friends of the High Line. They met at a local Community Board Meeting discussing the looming demolition of the High Line where RPA was presenting the results of its latest report making the case for its re-use. Two concepts put forth in the report included a “string of beads” approach that emphasized the value of portions of the High Line and a “street in the air” concept which would make use of the entire line as a pedestrian walkway. David and Hammond built off of these ideas and eventually developed the group Friends of the Highline to fight for the preservation and re-use of the site.

One of the earliest – and most important – decisions the co-founders made was to ask photographer Joel Sternfeld to go up on the High Line to take some photographs. Over the period of a year, Sternfeld photographed the site during different seasons. The resulting images of nature reclaiming the rail line set against the backdrop of the Manhattan skyline powerfully conveyed the attraction of the site to people. Looking at the photos, horticulturalists could see a year-round garden to visit; rail enthusiasts saw a living monument to a distinctive freight line; park users saw a unique recreation opportunity; and developers saw a selling point.

By 2003, Friends of the High Line had generated significant support for the project, including planning and economic studies identifying opportunities for its preservation and reuse, as well as an international ideas competition that generated responses by 720 teams from 36 countries. Through these efforts, they eventually gained the City’s backing of the project, staving off demolition and beginning the journey toward the creation of a world class destination.

But for all of the planning studies and design competitions that followed, it was those early iconic images that first captured people’s imaginations. According to Robert Hammond, “Just showing the picture to people was much more convincing than anything I could have said in selling the project.”

The City of Paterson is rich in iconic resources whose images could spark the imagination of dreamers and doers. Local photographers could play an active role in broadcasting the potential of sites within the city. Posting a photograph of the ATP site on Flickr; sharing personal photos of the latest Art Walk; these are all steps that could be taken today to build a buzz around the city and mobilize support for its revitalization.
Funding & Partnerships

To establish a long-term legacy of art and culture in the city of Paterson, there needs to be a steady stream of funding and an expansion in partnerships with critical organizations. Given the current economic situation, funding for the arts has been dramatically reduced at every level, creating strong competition amongst applicants for a shrinking pool of resources. The City should consider establishing a dedicated funding stream for arts activities (e.g., a small percentage “Arts Tax” on retail purchases, etc.). Until a dedicated funding stream is established, the city, artists, and arts groups will need to look to grants from arts organizations.

The following is a list of critical resources – both for funding and capacity building – that these groups should look to for opportunities:

Grantmaking Foundations for the Arts

- Blanche & Irving Laurie Foundation
- F.M. Kirby Foundation, Inc.
- George A. Ohl, Jr. Trust
- Geraldine R. Dodge Foundation
- Horizon Foundation for New Jersey
- The John Ben Snow Memorial Trust
- MetLife Foundation Arts Connects All Initiative
- MetLife Foundation Arts Museum and Community Connections
- PNC Foundation
- Schubert Foundation
- Wells Fargo Foundation
- William G. and Helen C. Hoffman Foundation
- Victoria Foundation

New Jersey Partnerships and/or Service Organizations

- Artists in Education Consortium
- ArtPride NJ Foundation
- Arts Plan New Jersey
- Center for Nonprofit Corporations
- Dance New Jersey
- Discover Jersey Arts
- Main Street New Jersey
- New Jersey Association of Museums
- New Jersey Council for the Humanities
- New Jersey Cultural Trust
- New Jersey Historical Commission
- New Jersey State Council on the Arts/National Endowment for the Arts
- New Jersey Theatre Alliance
- New Jersey Travel and Tourism
- New Jersey Volunteer Lawyers for the Arts
- Nonprofit Finance Fund, Inc.
- Rutgers: Arts Build Communities
- Sustainable Jersey

County Arts Agencies

- Passaic County Cultural & Heritage Council
Regional Plan Association is America's oldest and most distinguished independent urban research and advocacy organization. RPA works to improve the infrastructure, economic competitiveness and sustainability of the New York-New Jersey-Connecticut metropolitan region. A cornerstone of our work is the development of long-range plans and policies to guide the growth of the region. Through our America 2050 program, RPA also provides leadership in the Northeast and across the U.S. on a broad range of transportation and economic-development issues. RPA enjoys broad support from the business, philanthropic, civic and planning communities.

For more information about Regional Plan Association, please visit our website, www.rpa.org.

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