

CASINO REINVESTMENT  
DEVELOPMENT AUTHORITY

# 2013 ANNUAL REPORT

---

CROWNING MOMENTS



# TOURISM DISTRICT PROJECTS



ATLANTIC CITY

# GOVERNOR'S LETTER



STATE OF NEW JERSEY  
OFFICE OF THE GOVERNOR  
P.O. BOX 001  
TRENTON  
08625  
(609) 292-6000

CHRIS CHRISTIE  
GOVERNOR

KIM GUADAGNO  
LT. GOVERNOR

## A MESSAGE FROM GOVERNOR CHRIS CHRISTIE AND LIEUTENANT GOVERNOR KIM GUADAGNO

The CRDA and its partners have displayed remarkable leadership in offering individuals and families the opportunity to experience activities and entertainment in Atlantic City in both the popular summer season and throughout the year. This year's report describes projects focused on the continued improvement of the region through initiatives that will bolster Atlantic City's revenue and job growth: the return of the Miss America Pageant, continued infrastructure improvements and an emphasis on attracting new visitors through expanded air service and activities like golf, conventions, the Garden State Film Festival and the Challenge Triathlon. Our tourism industry continues to be a mainstay of our State, and the CRDA's increased emphasis on non-gaming amenities supports our efforts to welcome new families and organizations to enjoy the region's many attractions in new and exciting ways.

This past year, we were proud to share in the groundbreaking and ribbon cutting of new businesses like Bass Pro and Margaritaville that will increase employment opportunities and strengthen and sustain the regional economy. We look forward to the continued development of Atlantic City and the opportunity for future collaborations that will benefit our residents.

Sincerely,

  
Chris Christie  
Governor

  
Kim Guadagno  
Lieutenant Governor

# CASINO REINVESTMENT DEVELOPMENT AUTHORITY



CHAIRMAN  
James B. Kehoe



VICE-CHAIRMAN  
Robert E. Mulcahy, III



SECRETARY  
Howard J. Kyle



John Hoffman  
Attorney General



Richard E. Constable, III  
Community Affairs



Kevin DeSanctis



Debra P. DiLorenzo



Edward H. Gant



Robert S. Garrison



Robert F. Griffin



Mayor  
Lorenzo Langford



Matthew B. Levinson  
Chairman, CCC



Gerald Owens



Andrew P. Sidamon-Eristoff  
State Treasurer



Frank Spencer



Richard Tolson

## LETTER FROM CRDA BOARD CHAIRMAN JAMES KEHOE

Welcome to the 2013 Casino Reinvestment Development Authority Annual Report. Now in its second year of existence, the Atlantic City Tourism District, following the blueprint outlined in the Master Plan, welcomed new commercial development, fun-filled special events, positive advances in the Clean & Safe initiative and the much-anticipated return of the Miss America Pageant last year.

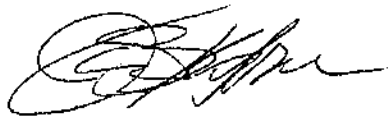


The CRDA Board, in collaboration with its development and investment stakeholders, and continued partnership with the Atlantic City Alliance, has taken numerous steps in the past year to further the goals set forth by the Master Plan. Millions of dollars in new commercial projects have been approved along with many family-friendly events, which helped Atlantic City attract nearly 27 million visitors to town in 2013. In 2014, the Garden State Film Festival and Challenge AC, which will make its international and U.S. debut in Atlantic City, will only add to the excitement.

Thanks to an unprecedented three-year commitment by the CRDA Board, the Miss America Pageant and the always-popular "Show us your Shoes" parade made a successful return home to Atlantic City's Historic Boardwalk Hall last year. The live telecast of the Pageant on ABC showcased the best of Atlantic City while generating an impressive average of 10 million viewers, which was the pageant's highest television ratings since 2004 and an increase of 19% over 2012.

As Chairman of the CRDA Board, I and the rest of our Board eagerly await the future and the exciting amenities and events it will bring. We are thrilled to be working with the new City of Atlantic City leadership and the new level of cooperation that the Mayor's office has extended to the CRDA. We are making tremendous progress in areas such as code enforcement, planning, Clean & Safe initiative, special event permitting and much more.

It's an exciting time for Atlantic City and with the continued unwavering support from our Governor, Chris Christie and his administration; the CRDA Board is committed to having Atlantic City reach her full potential as a world-class, year-round destination.



James B. Kehoe  
Chairman

## LETTER FROM CRDA EXECUTIVE DIRECTOR JOHN PALMIERI

The Casino Reinvestment Development Authority has been given the task of overseeing the state-legislated Atlantic City Tourism District and thanks to steadfast support from Governor Chris Christie and the entire CRDA Board, we are witnessing exciting new construction projects rise up and unprecedented interagency collaboration that is guiding the way towards a healthy and sustainable future for the City of Atlantic City.



It was a busy, productive and fruitful second year in 2013 as the Atlantic City Tourism District continued implementing the goals that were outlined in the Master Plan. The successful integration of the former-ACCVA into the CRDA officially took effect on April 1, thus completing the pivotal statutory requirement in the Tourism District Act.

Projects such as the expansion of Atlantic Cape Community College's Atlantic City campus will provide local residents with the opportunity to train in state-of-the-art facilities towards a future in the hospitality industry. Bass Pro Shops' \$25 million+ destination in the heart of downtown will add to the city's non-gaming attraction base, while the Harrah's Conference Center will allow our newly-formed, non-profit organization MeetAC to compete in the large and highly-competitive corporate meetings market.

The CRDA continues its commitment towards developing new housing stock for our residents with the Boraie South Inlet Development project. The Beach at South Inlet, bounded by Atlantic, Pacific, Delaware and Connecticut avenues, will feature 250 housing units that will be a catalyst towards the revitalization of our south inlet neighborhood. The Lighthouse District park project will provide a pedestrian-friendly green way in the south inlet from historic Absecon Lighthouse towards Altman Park and Absecon Inlet.

The groundwork for many other projects, in 2014 and beyond, has been laid and includes the Public Marketplace, Atlantic Avenue facade improvements and the paving of Pacific Avenue. These new projects are vital towards creating the infrastructure needed to encourage further investment in Atlantic City. Additionally, the announcement of expanded airline service from Atlantic City International Airport bodes well for more carriers and convention visitors.

Our work wouldn't be possible without outstanding partnerships throughout Atlantic City and the State of New Jersey. Along with Governor Christie's administration, the CRDA has first-class support from the Atlantic City Alliance, the Port Authority of New York/New Jersey, South Jersey Transportation Authority, the City of Atlantic City and our newest partner, MeetAC.

The future of the Atlantic City Tourism District is a bright one and we at the CRDA are enthusiastic and bullish on all of the exciting developments and attractions that are yet to come. We look forward to a successful 2014.

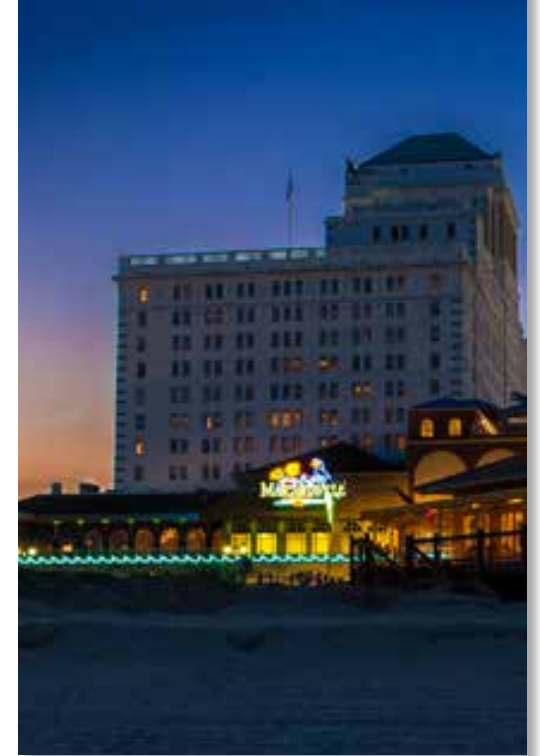


John Palmieri  
Executive Director

# ATTRACTING NEW INVESTMENT TO ATLANTIC CITY

## Jimmy Buffet's Margaritaville

Project groundbreakings and ribbon cuttings to celebrate the completion of projects was a mainstay of 2013. The topping-off ceremony of the LandShark Bar & Grill, Atlantic City's first year-round permanent beach bar, led the way in March 2013. The LandShark Bar & Grill was part of a \$35 million investment by Jimmy Buffet's Margaritaville enterprise in partnership with Resorts Hotel Casino with \$17 million in funding from CRDA. In May, Governor Christie, Jimmy Buffet and the owners and operators of Resorts hosted the grand opening of Margaritaville, the Five O'Clock Somewhere Bar, and the LandShark Bar & Grill transforming the Boardwalk and beach at North Carolina Avenue. From May through December 2013, Margaritaville saw an increase of 6% on the gaming floor, revenue growth of 28% and increased restaurant covers by 175,000.



## Bass Pro Shop

You Are Viewing an Archived Report from the New Jersey State Library

Perhaps the most anticipated project of 2013 was the ground breaking for the Best of Bass Pro along the main entrance artery into Atlantic City. On a beautiful October day, Lt. Gov. Kim Guadagno cast a spirit of optimism as she donned a Bass Pro baseball cap and gold shovel into the mound of dirt, along with developers, The Cordish Companies and Bass Pro officials. Claiming more visitation than Major League Baseball, the National Football League and NASCAR combined, the arrival of the Bass Pro brand in Atlantic City is a game changer for the seaside resort. It is anticipated that Bass Pro will invest upwards of \$25 million to build an 80,000 square foot facility. CRDA negotiated the availability of land for the project and \$12.3 million in permanent financing. Anticipated opening for Bass Pro is in first quarter of 2015.



## Harrah's Conference Center

The \$134 million Harrah's Conference Center project began in earnest as hundreds of pilings were drilled into place by the end of 2013. The 200,000 square foot facility is expected to be able to attract and cater to an underserved niche of corporate meetings in the northeast and mid-Atlantic regions. CRDA has dedicated \$45 million in funds to the project which is expected to host its first groups in the fall of 2015.



## Atlantic Cape Community College

Topping off on another \$10 million CRDA partnership took place in May when Atlantic Cape Community College held a ceremony to highlight progress on its new center city culinary and hospitality wing. \$5 million in CRDA funds through a Caesars donation coupled with \$5 million in Atlantic County funds have made the new community college expansion a reality. The new wing is expected to open to students for the fall semester of 2014.

## The Wave/Arts Garage

Creating new environments for visitation to Atlantic City takes vision and imagination. CRDA's multi-award winning garage, The Wave, was designed with practicality, green technology, and great imagination. To seed the proposed Arts District along Mississippi Avenue, 16,000 square feet of space was carved out from the garage's original design to host Arts Retail. In November, that vision became a reality, as CRDA partnered with The Noyes Museum of Stockton College to cut the ribbon on the Noyes Arts Garage. A mecca for artists of all mediums and art lovers, the Arts Garage features the African American Heritage Museum, several individual artists from painters to photographers, and the Noyes Museum Gallery and gift shop.

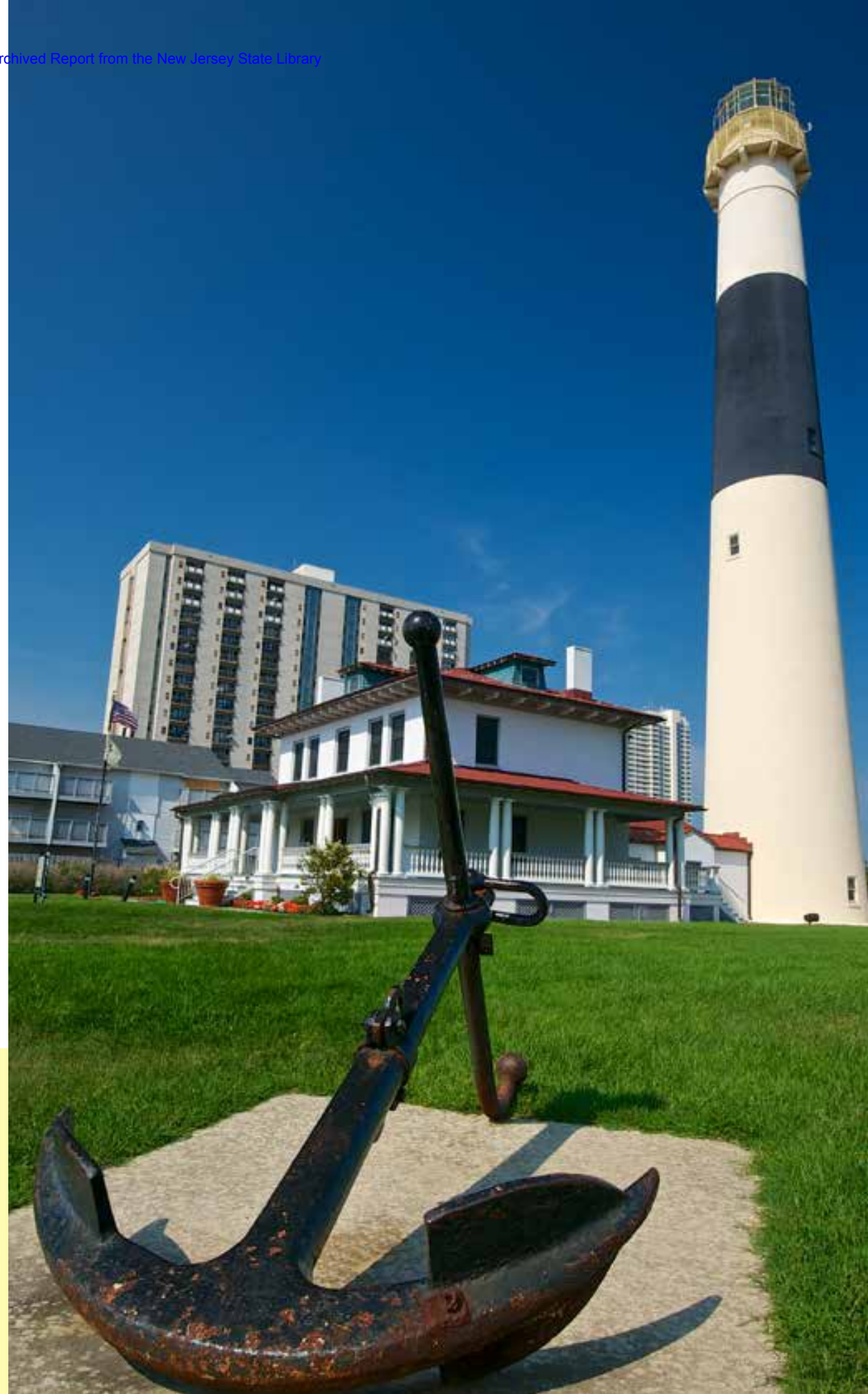


## South Inlet

[You Are Viewing an Archived Report from the New Jersey State Library](#)

The Master Plan for Atlantic City's Tourism District identified the area of the South Inlet as a focus of development for Atlantic City. Creating parks as anchors for business and residential development is a basic planning principal. CRDA's Lighthouse Park project seeks to create a greenway from the Absecon Lighthouse and continuing east to the City-owned Altman Park. The project allows for bicycle and pedestrian connections to the Boardwalk, as well as Gardner's Basin, Atlantic City's authentic fishing and maritime village. To create the greenway, properties have been acquired and the demolition of the Jitney building was completed in May. Lighthouse Park is funded through CRDA and includes a green acres grant of \$4 million from Atlantic County.

As 2013 drew to a close, plans for the Boraie Development of two eight acre city-owned parcels in the South Inlet began to crystallize. Boraie Development, LLC plans to create a mixed-use development featuring 250 new housing units, residentially supported retail and a multiplex movie theater. With preliminary approvals in hand, it is expected the project will come before the CRDA Board early in 2014 for financing assistance and final project approvals.





## Public Marketplace

Plans to create a new Public Marketplace moved forward in 2013. CRDA commissioned Market Ventures, a specialty research firm, to identify the necessary elements for a successful public market in Atlantic City. The study reviewed five potential sites within the Tourism District. Through a donation from Caesars Entertainment, the Public Market project is moving forward on the lot across from Bally's on Ohio and Pacific Avenues. The Public Market will feature fresh produce, meats, cheeses, fish and more. Its proximity to the Boardwalk, casinos and The Walk shopping district will enhance the walkability of Atlantic City. Construction is expected to begin on the project in 2014 and be operational for the 2015 spring season.





## Infrastructure Improvements

Attracting new investment to Atlantic City requires evaluation of current infrastructure and exploring options and new technologies for improvement.

In the aftermath of Superstorm Sandy in October of 2012, CRDA, along with the City of Atlantic City and Atlantic County prepared the Storm Mitigation Report which was submitted to FEMA. The report is part assessment of storm damage and part blueprint for protecting Atlantic City's most iconic asset, the Boardwalk. CRDA estimates that Boardwalk infrastructure from the Ventnor City border east, connecting through the inlet to Gardner's Basin requires an investment of \$550 million, along with engagement from several agencies, including FEMA and the Army Corps of Engineers.

Preparing for the return of Miss America to Atlantic City, CRDA addressed key maintenance issues along the Boardwalk including the replacement of several sections of Boardwalk, and securing and repairing handrails. At a cost of \$1.7 million in materials, CRDA partnered with the City to provide the labor, and the Boardwalk was ready for its close up in time for September's nationally televised Miss America Competition.

A survey of Atlantic City's streetlights determined that there were more than 3,000 street lights that were not operational or, in fact, missing. CRDA engaged with the City and Atlantic City Electric to address this issue citywide. The GIS mapping program introduced by CRDA will help to identify maintenance responsibility for every street light throughout the City.

Repaving of Pacific Avenue remains a high priority. Responsive bids and timing for the work have proven to be more challenging than anticipated, however, CRDA is steadfast in its commitment to initiate and complete this project in 2014.

# ATTRACTING NEW VISITORS TO ATLANTIC CITY

## The Tourism District Master Plan



In 2013, CRDA used a variety of channels to build on events that would attract incremental visitation to Atlantic City. From sports and recreation, to live concerts and a variety of artistic and cultural endeavors, CRDA has leveraged its partnership with the Atlantic City Alliance, the Greater Atlantic City Chamber of Commerce and many local community groups to provide visitors and residents alike with an experience that is unparalleled in any other destination.

CRDA attracted two new events to Atlantic City in 2013. The Garden State Film Festival will celebrate its 12th year in its new home of Atlantic City in April, 2014. More than 35,000 people attended the 2012 Festival in Asbury Park and it is estimated that the 2014 event will draw closer to 50,000 over three days in its Atlantic City debut.

The Challenge Triathlon event will make its United States debut in Atlantic City, NJ in June, 2014. Founded in Roth, Germany, Challenge Triathlons take place in 16 countries around the world. The event is expected to sell out at 1500 participants, bringing yet another dimension of visitors to DO AC.

CRDA's partnership with the Atlantic City Alliance yielded a new, free attraction in Atlantic City. The Atlantic City Sculpture Walk along the Marina district bayfront, exhibits more than two dozen sculptures spanning a distance of just over a mile. Curated by the Noyes Museum of Stockton College, the Sculpture Walk lines an eco-wonder of the City not previously appreciated.

The Greater Atlantic City Golf Association, with a grant from CRDA, generated new awareness and visitation to the destination. With 18 golf course members and three packager members, GACGA successfully introduced Atlantic City to a new segment of visitor. Garnering praise in publications such as Golf Magazine, Golf Digest and Golfweek.com, the regional golf program saw a modicum of growth in a timewhere its counterparts along the East Coast experienced declines due to weather and rippling effects of Super Storm Sandy.





## Atlantic City Events Draw Visitors to the Boardwalk

There were many other events throughout 2013 which drew new visitors and engaged with returning guests. A free Jimmy Buffet concert on the beach, the World Championships of Sand Sculpting, the Atlantic City Airshow, three dimensional Chalk Art, and the DO AC Pro Beach Volleyball Tournament are just some of the events that drew more than a million visitors to the Boardwalk.



# AC TOURISM DISTRICT

FEBRUARY 2011

OCTOBER 2011

FEBRUARY 2012

MARCH 2012

MAY 2012

NOVEMBER 2012



February 1, 2011- Governor Christie signs the Tourism District Act, creating the Tourism District.



October, 2011- John Palmieri is named Executive Director, CRDA

February 1, 2012- The CRDA Board approves the Tourism District Master Plan and awards a \$6 million grant to Steel Pier as part of a \$21 million, phase 1 renovation project.



March 15, 2012- CRDA's award winning The Wave Garage opens featuring several green initiatives, including roof top solar panels and electric car charging stations.

May, 2012- The expanded 60 person CRDA Ambassador program launches, advancing the clean and safe agenda and improving the visitor experience in Atlantic City.



November, 2012- Harrah's announces plans for a \$134 million conference center

APRIL 2011



April, 2011- Special Improvement District is merged under CRDA.



October, 2011- The Atlantic City Alliance is formed as the private, non-profit marketing partner and Liza Cartmell is named its President and Chief Executive Officer.



March 30, 2012- CRDA cuts the ribbon on the \$48 million South Inlet Transportation Improvement Project

DECEMBER 2013



December 2012- CRDA announces partnership with the Noyes Museum of Stockton College to manage Arts retail space at The Wave Garage.

## FEBRUARY 2013



February, 2013- The Public Marketplace Project is approved..



February, 2013- CRDA and AC Alliance partner to affect the return of The Miss America Competition to Atlantic City.

## APRIL 2013

April 1, 2013- Transfer of the Atlantic City Convention & Visitors Authority to the CRDA is completed. Statutory requirements of the Tourism District Act are now fulfilled.



April, 2013- Tropicana receives project approval for \$1.1 million in Boardwalk façade improvements as part of a \$6 million project that features the addition of six new restaurants, including Chickie & Pete's. .

## MAY 2013



May, 2013- The former Jitney Headquarters is demolished to make way for the Lighthouse Park . The project creates a greenway from the Absecon Lighthouse to the Inlet, including Altman Park.



Memorial Day Weekend, 2013- Margaritaville at Resorts opens. The \$35 million project features the LandShark Bar & Grill, Atlantic City's first year-round beach bar, a Margaritaville restaurant and retail, themed casino section and the Five O'Clock Somewhere Bar.

## JULY 2013

July, 2013- Acting Attorney General John Hoffman cuts the ribbon on \$1 million CRDA improvements and renovations at the Atlantic City Armory.



July, 2013- The 2014 Garden State Film Festival and the 2014 Challenge AC Triathlon event receive CRDA Board approval.



## SEPTEMBER 2013 NOVEMBER 2013



September, 2013- Miss America returns to Atlantic City. The Miss America "Show Us Your Shoes" parade with more than 110 entries is televised live; the final competition on Sunday, Sept. 15 garners nearly 10 million viewers on ABC.

## OCTOBER 2013



October 1, 2013- CRDA, the Cordish Companies and Bass Pro Shops break ground on a 70,000 sq. ft. "Best of Bass Pro" location in Atlantic City

November, 2013- Port Authority of NY/ PA/NJ announces new air service from Chicago and Houston to Atlantic City International Airport.



## DECEMBER 2013

December, 2013- Global Spectrum is awarded new facilities management contract for Boardwalk Hall and the Atlantic City Convention Center, effective Jan 1, 2014.





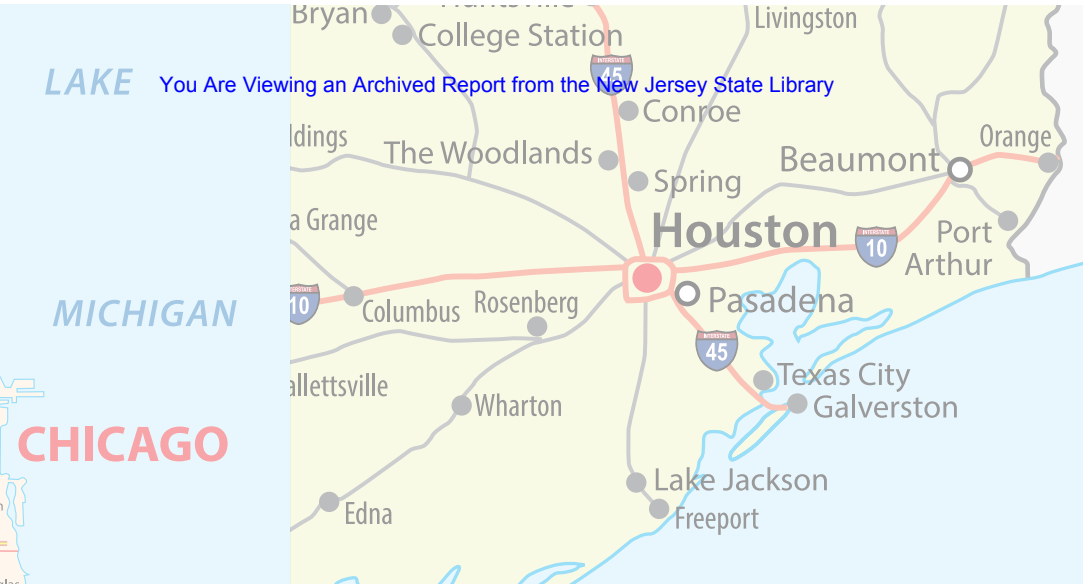
## The Challenge Triathlon

Events drive visitation, and CRDA acted on two other opportunities to bring signature events to Atlantic City. The Challenge Triathlon is a worldwide ultra-triathlon event that will make its debut in Atlantic City in June of 2014, for five consecutive years, with a \$750,000 investment from CRDA and the Atlantic City Alliance. The economic impact of the event is expected to generate more than \$5 million in direct spending, and more than \$20 million in indirect benefit.

## Garden State Film Festival

In April, 2014, it's expected that more than 25,000 people will attend the Garden State Film Festival in Atlantic City. CRDA awarded a 3 year, \$300,000 grant to the film festival. Now in its 12th year, the Garden State Film Festival moves from Asbury Park to Atlantic City, bringing with it a host of educational programs to inspire young film makers, and four days and nights of events, including a red-carpet, black tie awards dinner on the final evening.





## United Airlines

October's skies became a little friendlier as The Port Authority of NYNJPA and United Airlines announced it would expand air service from Chicago and Houston to Atlantic City beginning April 1, 2014. Taking a proactive measure to insure its success, the CRDA Board reserved \$2 million in funds to support destination marketing in Chicago and Houston, as well as other cities that may begin flying to Atlantic City in the near future.

# ATTRACTING NEW CONVENTION AND MEETING BUSINESS

## The Tourism District Master Plan

Driving new business to the AC Convention Center and Boardwalk Hall is a CRDA priority. The Hansen report identified increasing convention bookings as a key element to Atlantic City's future success. To do so, the Tourism District Act provided for the Atlantic City Convention and Visitors Authority (ACCVA) to merge into CRDA. On April 1, the ACCVA officially became a part of the CRDA, transferring the assets of the Convention Center and Boardwalk Hall, and management of its contracts, including facilities management. The RFP process for Facilities Management yielded two qualified companies; the center's longtime management company, SMG and Global Spectrum. Positive Impact, a NJ based sports and entertainment management consulting firm, was employed to execute the solicitation and review of proposals. In late 2013, Global Spectrum was awarded the three-year Facilities Management contract for Boardwalk Hall and the Atlantic City Convention Center, effective January 1, 2014. Responsibilities also include increased bookings at Boardwalk Hall and a streamlined approach to reducing costs for incoming event events.

Simultaneous to executing the Facilities Management responsibilities, CRDA leadership began to explore best practices in attracting new meetings, conventions, trade and public shows to the Atlantic City Convention Center. Now a part of the CRDA, the Convention Center sales force would find itself at a competitive disadvantage having to operate within the boundaries of State Ethics requirements. In Q1 of 2014, CRDA plans to unveil details of a new sales structure designed to focus on convention sales.

# of Shows	91
# of Room Nights	78,356
# of Delegates	324,259
Delegate Spending	\$122,950



The new structure will allow the sales team to be competitive with other destinations in deal-making with potential clients, hold each team member accountable for outlined performance metrics and incentivize superior results.

Convention bookings in 2013 continued its fifth straight year of increases. All nine of the convention bookings that were forced to cancel their 2012 events due to Super Storm Sandy returned to Atlantic City in 2013. A subsidy program offered by the Atlantic City Alliance provided a \$1 million incentive package for first-time conventions and meetings in the city. Three new events were brought to Atlantic City as a direct result of the subsidy program. The program has been extended at \$1 million per year through 2016 and to date, more than \$1 million in funds have been reserved for at least five new groups over the next three years, with many more new bookings in the pipeline.

CHART- 2013 Convention Bookings





Atlantic City is the only destination to be invited as a charter member of the Convene Green Alliance. The Atlantic City Convention Center is topped with one of the largest single-roof solar arrays in the world and the building hopes to attain coveted LEED Gold Certification in 2014.

Energy consumption has been successfully reduced every year since the Convention Center opened in 1997. The solar roof has produced 29% of the building's electrical consumption through November 2013. The 14.67 million kilowatt hours produced by the solar roof is enough electricity to power 1,949 homes for an entire year.

Being green is attractive to many convention and meeting planners. In addition to the solar array, the Convention Center exercises every opportunity to deliver a superior customer experience while protecting the environment. A robust recycling plan helps to protect the environment and generate some revenue too!

### *Recycling by the numbers – Convention Center and Boardwalk Hall:*

*The Convention Center staff has recycled:*

- o 199,560 pounds of sidewalk concrete*
- o 34,680 pounds of paper and cardboard*
- o 18,210 pounds of miscellaneous metals, iron and steel*
- o 12,460 pounds of glass, plastic, aluminum, bottles and cans and shrink wrap*
- o 5,435 pounds of lamps, batteries and ballasts*
- o 820 gallons of cooking oil*
- o 200 square yards of boardroom carpet that was replaced*
- o Also: recyclable replacement cartridges on soap dispensers, printer cartridges, electronic equipment, radios, pallets, power equipment, shelving, and 16,740 pounds of overhead door metal*

*Aside from the environmental benefit, here's another upside to this program: income of approximately \$8,000 for metal and paper recycling.*



Sports	83,068
Concerts	124,473
Family	56,858
Comedy	8,381
Miss America	20,593
<b>Total</b>	<b>293,373</b>

# HISTORIC BOARDWALK HALL ENTERTAINS

More than a quarter of a million people attended events at Historic Boardwalk Hall in 2013, including :

- Miss America Competition – preliminaries and final night competitions
- A sold-out 3-day Halloween concert by Phish
- Concerts by The Who, Miranda Lambert, Rascal Flatts and Journey
- Family friendly events including the Atlantic City Boardwalk Rodeo, The Philadelphia Mummers, and the Ringling Brothers Barnum & Bailey Circus
- Sporting events, annual NJSIAA High School Wrestling tournament, Boxing, WWE, ice hockey and the AC Gamblers Classic Indoor Midget Auto Racing



## PUBLIC-PRIVATE PARTNERSHIP DEVELOPMENT TO INCREASE VISITATION IN ATLANTIC CITY

The spirit of partnership achieves great results. CRDA, in working with the State's Department of Human Services, Atlantic County, local law enforcement and other social service agencies, has been able to partner and help create the Single Point of Entry program in Atlantic City. Set to launch in early 2014, the program is a collaborative effort to streamline resources and deliver appropriate services to those in need, closing the gap of individuals slipping through the cracks of the social service system.

Technology plays a large role in assisting law enforcement and improving the quality of life for visitors and residents. CRDA's \$3 million technology grant to the ACPD is helping to create the command center to integrate cameras, aid in deployment strategies, and engage the anonymous help of the community with the Tip411 program.

Ripe with public-private partnership development and creating new avenues for increased visitation to Atlantic City, great attention and focus is given to improving the physical appearance of Atlantic City. CRDA's Landscape Division is responsible for creating and maintaining parks both in and surrounding the Tourism District. From more than 200 planters along the Boardwalk and Atlantic Avenue to 20,000 seasonal flower beds through the Tourism District, 22 landscapers also maintained 16 acres of turf grass by mowing, fertilizing,



core aeration and irrigation. Beautifying the entryway into Atlantic City, the Landscape Division installed 34 Crape Myrtle trees, each 25 feet high with a root ball diameter of 70 inches, and weighing 6,500 pounds each. For the second year in a row, beautiful holiday decorations adorned Atlantic Avenue, Martin Luther King Boulevard and Connecticut Avenue, and three City parks.

Continuing to beautify the Boardwalk from top to bottom, environmental services from CRDA's Special Improvement Division removed more than 2200 bags of trash and debris from under the Boardwalk and in the dune areas of the beach. On a daily basis, more than 400 trash cans and 200 recycling containers are emptied daily from the Tourism District, streets are swept, graffiti is removed and each of the 50 City bus shelters are cleaned daily.

CRDA continues to identify and act to improve the visitor experience, whether by providing new and exciting activities, or simply creating a more pleasing environment. In 2013, CRDA partnered with MainStreet Atlantic City to facilitate cooperation among Atlantic Avenue businesses and stakeholders to forward the façade improvement initiative. Through CRDA's partnership with the ACIA, landlords and property owners will be able to coordinate funding for interior improvement to their buildings simultaneously with the façade improvements, beginning in 2014.

In a city that has 40,000 residents, 38,000 employees and more than 28 million annual visitors, there is one thing they all can agree on, and that is the success of CRDA's Ambassador Program. In 2013, 75 Ambassadors were deployed during the City's busiest times to insure the most positive visitor experience possible. Present at every event from ribbon cuttings to parades, wine festivals to concerts, rodeos to movies under the stars, the CRDA Ambassadors exemplify what it takes to create an attractive atmosphere for visitation. The chart below illustrates the impact of the Ambassadors on the Tourism District and all who live, work and visit there.

### Ambassadors Make a Difference in the Visitor Experience

AMBASSADOR PROGRAM	2012	2013
Quality of Life	43,023	101,892
Directions	20,212	40,212
Mercantile/Code Enforcement	789	1,770
911 Calls/Reports	272	435
Total Work Orders	70,198	151,156



Removing opportunity for non-conforming behavior remains a high priority. The CRDA funded demolition program continues to be successful in removing dilapidated structures and motivating landlords to make needed improvements

Atlantic City Demolition Project Properties Demolished to Date									
Block	Lot	Address	Tourism District?	Project Area	Responsible Party	Reimbursement Status	Notes		
						S - Submitted, NS - Not Submitted			
1	309 19	107 North New Jersey Avenue	No	South Inlet	Demolished	1/7/2012	Property Owner		
2	18 4	109 South Lincoln Place	Yes	Greater AC	Demolished	1/21/2013	City	S	PAID
3	18 5	111 South Lincoln Place	Yes	Greater AC	Demolished	1/21/2013	City	S	PAID
4	80 18	115 South New Hampshire Avenue	Yes	South Inlet	Demolished	5/26/2011	Property Owner		
5	65 5	119 North Congress Avenue	No	South Inlet	Demolished	3/14/2013	City	NS	
6	35 2	119 South California Avenue	Yes	Greater AC	Demolished	3/13/2012	City	S	PAID
7	660 1	1200 Absecon Boulevard	No	Greater AC	Demolished	12/14/2011	Property Owner		
8	322 16	122 Bay Street	No	Greater AC	Demolished	12/6/2011	City	Paid by Property Owner's Insurance Co.	
9	322 15	124 Bay Street	No	Greater AC	Demolished	12/7/2011	City	Paid by Property Owner's Insurance Co.	
10	321 26	135 Bay Street	No	Greater AC	Demolished	12/12/2011	City	S	PAID (Emergency Demo)
11	321 26	137 Bay Street	No	Greater AC	Demolished	12/12/2011	City	S	PAID (Emergency Demo)
12	279 45	14 North Georgia Avenue	Yes	Greater AC	Demolished	9/5/2012	Property Owner		
13	77 14	140 South New Hampshire Avenue	Yes	South Inlet	Demolished	2/15/2012	City	S	PAID
14	289 13	1706 Arctic Avenue	Yes	Greater AC	Demolished	10/13/2011	City	S	PAID
15	330 7	1814 Garfield Avenue	Yes	Greater AC	Demolished	8/15/2013	City	S	PAID
16	728 9	1936 Murray Avenue	No	Greater AC	Demolished	2011	Property Owner		
17	720 12 & 13	2015 North Riverside Drive	No	Greater AC	Demolished	11/7/2011	Property Owner		
18	714 24 & 24.01	2115 North Riverside Drive	No	Greater AC	Demolished	2/4/2012	Property Owner		
19	74 27	233 South Victoria Avenue	Yes	South Inlet	Demolished	2/24/2011	City	S	PAID
20	74 24	239 South Victoria Avenue	Yes	South Inlet	Demolished	8/13/2010	Property Owner		
21	84 13	24 South Maine RR	Yes	South Inlet	Demolished	8/7/2013	City	S	PAID
22	388 1	2404 Island Avenue	Yes	Greater AC	Demolished	2/1/2014	Property Owner		
23	124 75	25 North Rhode Island Ave	No	South Inlet	Demolished	2011	Property Owner		
24	84 9	26 South Maine Avenue	Yes	South Inlet	Demolished	1/2/2014	Property Owner		
25	131 26	31 South Connecticut Avenue	Yes	South Inlet	Demolished	10/31/2013	City	NS	
26	73 22	329 Hygeia Place	Yes	South Inlet	Demolished	9/20/2011	City	S	PAID
27	73 28	335 Hygeia Place	Yes	South Inlet	Demolished	4/5/2011	Property Owner		
28	138 12	34 South Pennsylvania Avenue	Yes	Greater AC	Demolished	5/24/2013	City	S	PAID
29	19 2	3825 Boardwalk	Yes	Greater AC	Demolished	7/22/2013	City	S	PAID
30	19 1	3827 Boardwalk	Yes	Greater AC	Demolished	7/22/2013	City	S	PAID
31	129 4	412 Wistar Place	Yes	South Inlet	Demolished	3/6/2013	City	S	PAID
32	542 1	425 North Maryland Avenue	No	Greater AC	Demolished	11/16/2011	City	CDBG	No reimbursement from CRDA
33	126 15	5 Lawn Place	Yes	South Inlet	Demolished	4/12/2013	City	S	PAID
34	36 49	5 Oceanic Terrace	Yes	Greater AC	Demolished	Aug-12	Property Owner		
35	489 3	513 North Michigan Avenue	No	Greater AC	Demolished	12/25/2010	City	S	PAID
36	131 37	521 Pacific Avenue	Yes	South Inlet	Demolished	2/25/2011	City	Property Owner reimbursed City	
37	131 2 & 7	534 Atlantic Avenue	Yes	South Inlet	Demolished	12/9/2011	Property Owner		
38	131 1	538 Atlantic Avenue	Yes	South Inlet	Demolished	12/9/2011	Property Owner		
39	556 3	618 North Connecticut Avenue	No	Greater AC	Demolished	5/4/2011	Property Owner		
40	617 14	705 North Indiana Avenue	No	Greater AC	Demolished	2/28/2011	City	S	Reimbursement pending
41	103 6	800 North New Hampshire Avenue	Yes	Greater AC	Demolished	6/17/2013	City	City Engineer's Office demolished No reimbursement from CRDA	
42	630 10	900 North Ohio Avenue	No	Greater AC	Demolished	9/24/2013	City	NS	
43	135 5 & 6	901-905 Pacific Avenue	Yes	Greater AC	Demolished	8/10/2011	Property Owner		
44	na	Garden Pier	Yes	South Inlet	Demolished	2011	City (through Revel)	S	PAID

### 3825 & 3827 Boardwalk



**BEFORE**  
Demolished by the City with CRDA funds



**AFTER**

### 109 & 111 South Lincoln Place



**BEFORE**



**AFTER**

Demolished by City using CRDA funds

## CHANGING PERCEPTION AND BRANDING ATLANTIC CITY

Changing perceptions is perhaps one of the most difficult tasks that faced Atlantic City. Known for three decades as strictly a “gambling” town, the DO AC advertising and public relations campaign has made great strides in branding AC to a new generation of potential visitors and re-introducing the destination to millions more.

The ACA adopted a sophisticated form of measuring media coverage of Atlantic City locally, and in three key feeder markets, New York, Philadelphia and Baltimore/Washington, D.C. Salience Insight to conducted the study, tracking 13,000 newspaper, radio, television and online stories about Atlantic City. Results from those studies indicate a growing trend of positive stories, approximate 1500, fed by such events as the return of Miss America and the World Sand Sculpting Competition, messages about expanded air service, Atlantic City as a golf destination, and the opening of Margaritaville.

Equally, if not more important, the number of negative stories on Atlantic City is declining from 152 in the first quarter of the year to 101 in the third quarter, 2013.

CRDA’s partnership with the Atlantic City Alliance continues to strengthen and deliver positive results for Atlantic City visitors and residents. CRDA’s support of citywide and community events and activities diversified through 2013. Free events in the Tourism District were eligible for grant assistance, such as performances by the Atlantic City Ballet, the annual Atlantic City Air Show, the AC Seafood Festival and the Atlantic City Triathlon. Through its partnership with the Atlantic City Alliance, CRDA supported health and fitness programs, like Zumba, Bootcamp workouts and PiYo at its Boardwalk artpark, Etude Atlantis. Live performances at Artlantic Wonder included jazz, soul & country concerts as well as the works of Shakespeare, calypso and ballroom dancing. ACA events including , July 4th Fireworks spectacular, the AC Pro Beach Volleyball Tournament, featuring three-time gold Olympic medalist Kerri Walsh and Olympians April Ross, Jen Kessy, Sean Rosenthal, Phil Dalhausser and local pro Ryan Doherty , and of course, free nightly 3-d sound and light shows on Boardwalk Hall’s distinctive exterior, all with CRDA support.





Under its Tourism Market Expansion Project, CRDA partnered with the Greater Atlantic City Golf Association to support their effort in attracting more group golf visits. A year-long advertising and public relations campaign elevated awareness and successfully branded Atlantic City's championship golf courses.

The Atlantic City Tourism District Advisory Commission, comprised of community and business leaders, elected a new slate of members for a two-year term. The Commission meets with CRDA monthly to advise and highlight concerns in the residential and business sectors. In 2013, the Commission became engaged with another community based group, P.A.C.E. (Protecting Atlantic City's Environment) to unify concerns and streamline information and necessary actions to improve the quality of life in Atlantic City.

LEAD Atlantic City Tomorrow ( LEAD ACT) produced its first graduating class in 2013. The revitalized program, produced in partnership with Stockton College, led two dozen Atlantic City residents through a schedule of seminars with civic and industry leaders, public safety and social service providers to gain unique insights to the workings of Atlantic City. The LEAD ACT "fellows" are the investment in Atlantic City's most valuable resources- its human resources, and its greatest opportunity to overcome some of the obstacles which hinder its future success.

Seasonal programs such as the Center City Farmer's Market and Movies Under the Stars continue to build community pride. A holiday tree-lighting ceremony on December 1st with Mayor-elect Guardian showcased beautifully decorated tree ornaments produced by students at Richmond and Chelsea Avenue schools and adorned the 35' tall tree at Bartram Beach park.



# CRDA STAFF DIRECTORY

## Executive

John Palmieri  
Executive Director

Susan Ney Thompson  
Deputy Executive Director

Donna Pless  
Executive Assistant

Lisa Risteski  
Sr. Manager, Board & Admin Opertions

Stephanie Galantino  
Administrative Assistant

Heather Walls  
Board Administrative Assistant

Dennis Mason  
Building Superintendent

Mary Reeder  
Receptionist

## Accounting

Val Berzins  
Chief Financial Officer

Carl Wentzell  
Senior Controller

Marco Bernadino  
Senior Project Development Officer

Hwa Wu  
Senior Accountant

Dawn Messer  
Staff Accountant

Robert Campbell  
Purchasing Agent

## Communication

Kim Butler  
Director

Katrina Cheung  
Administrative Assistant

Karen Martin  
Media Relations Manager

Elaine Zamansky  
Media Relations Manager

David Zuba  
Media Relations Manager

Leta Bowman  
Media Relations Coordinators

## Community Development Partnerships

Ali Reynolds  
Director

Dawn Hinton  
Administrative Assisant

Laura Berrios  
Associate Project Officer

## Human Resources

Rosalind Kincaid  
Director/Ethics Liaison Officer

## Legal

Paul Weiss  
Chief Legal Officer

Carol Spatz  
Legal Assistant/Paralegal

Sharon Dickerson  
Staff Attorney

Heather Williams  
Paralegal

## Planning

Elizabeth Terenik  
Director

Rose Ann Lafferty  
Land Use REO

Beverly Tizzano  
Administrative Assistant

## Project Implementation & Mangement

Tom Meehan  
Director

Jim Kutch  
Assistant Director

Diane Gifford  
Administrative Assistant

Eric Carrier  
Project Development Officer

Joe Bogucki  
Project Development Officer

Liz Daley  
Project Development Officer

## Planning

Bunny Rixey  
Director

Loreta Acevedo  
Administrative Assistant

Rachelle Knight  
Senior Project Officer

Glenn Monroe  
Project Officer

Chrstina Fuentes  
Project Officer

Oriana Mondragon  
Administrative Assistant

## SID Division

Rick Santoro  
Director

Administrative Assistant

Jon Bitzer  
Assistant Director, Landscape

Jo Ann Pirillo  
Receptionist

## On the Horizon for 2014

Not since the casino referendum of 1976 has there been such an uplifting, optimistic outlook for Atlantic City. In 2014, Atlantic City will have new leadership in its new Mayor, Don Guardian who has already demonstrated his ability to identify issues, formulate solutions and activate change as the former CRDA SID Director.

Governor Christie allowed a five-year time period and an allocation of varied resources to give Atlantic City the opportunity to rebrand, rebuild and reinvent itself as a world class destination. Leadership throughout the State have supported this initiative thus far. Together with the support of Governor Christie, Mayor Guardian, the Atlantic City Alliance and all of its public and private partners, the CRDA will continue to invest, engage and support new developments, events, infrastructure improvements and all opportunities that can attract conventions and meetings, draw visitors and create a better quality of life in Atlantic City.



