

CASINO REINVESTMENT DEVELOPMENT AUTHORITY  
2012 ANNUAL REPORT



THE FIVE YEAR MASTER PLAN

1 of 5

# GOVERNOR'S LETTER



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

CHRIS CHRISTIE  
GOVERNOR

## A MESSAGE FROM GOVERNOR CHRIS CHRISTIE

The revitalization of Atlantic City remains a key priority of our Administration and the Casino Reinvestment Development Authority has been a driving force in our campaign to position Atlantic City for sustainable, long-term economic development and job creation.

As illustrated by this report, the Casino Reinvestment Development Authority made tremendous strides in its implementation of the Atlantic City Tourism District Master Plan during 2012. The many projects spearheaded by the CRDA – which include new commercial and residential construction, demolition of blighted structures, public safety measures, and repairs and improvements to infrastructure ranging from crucial access roads to the historic Atlantic City boardwalk – have demonstrated our ongoing investment in the future of this great city. The CRDA's partner, the Atlantic City Alliance, has worked diligently to promote awareness that Atlantic City's Tourism District is very much intact and open for business.

In the wake of Hurricane Sandy, we must spare no effort and waste no time to rebuild and restore our tourism industry, our transportation and utilities infrastructure and the lives of our citizens for the long term. The Governor's Office of Recovery and Rebuilding is working to compile all information and resources established since Hurricane Sandy. We will continue to work with local municipalities and communities around the state to address the needs of affected residents and to build on and effectively execute our rebuilding efforts for New Jersey. CRDA's leadership and Atlantic City's place in the recovery and economic growth of the state and shore regions will be crucial moving forward.

I look forward to collaborating with the CRDA as we recover and rebuild stronger than before in areas across New Jersey.

Sincerely,



Chris Christie  
Governor

# CASINO REINVESTMENT DEVELOPMENT AUTHORITY



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TOURISM DISTRICT • WORLD CLASS  
DESTINATION RESORT • MIXED-USE  
DEVELOPMENT • BOARDWALK • THE  
DESTINATION • CLEAN AND SAFE • AM-  
BASSADOR PROGRAM • PACIFIC AND  
ATLANTIC AVENUES • BADER FIELD  
• BOARDWALK HALL • POLICE SUB-  
STATION • FRIENDLY ENVIRONMENT  
• SPECIAL IMPROVEMENT DIVISION •  
ROLLING CHAIRS • MEMORABLE VISI-  
TOR EXPERIENCES • THE INLET • ARMY  
CORPS OF ENGINEERS • SUPERSTORM  
SANDY • GARDNER'S BASIN • STEEL  
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• LAND USE COMPLIANCE • TOURISM  
MARKET EXPANSION • ATTRACT RESI-  
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CAPITAL GRANTS • ARTS RETAIL PART-  
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A WALKABLE CITY • HOPE VI • SOUTH  
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## LETTER FROM CRDA BOARD CHAIRMAN JAMES KEHOE

I am pleased to present the Casino Reinvestment Development Authority's Annual Report for 2012. This has been an extraordinary year with enormous challenges placed upon CRDA. It began auspiciously by meeting the deadline in delivering a Master Plan for Atlantic City's Tourism District. Adoption of the Master Plan on February 1, 2012 was a defining moment for me as Board Chairman, and for the CRDA Board as a whole. The Plan provided a glimpse into the future of Atlantic City as defined by the numerous stakeholders who took their time to provide guidance and comment on the Plan.



From the executive search that brought John Palmieri to the role of CRDA Executive Director, to the adoption of the Master Plan and the Board's subsequent actions which have led to four major development projects totaling \$200 million in investment and creating 600 construction jobs, the CRDA Board, along with our investment and development partners, have been able to accomplish key initiatives in a relatively short period of time.

The expansion of the Ambassador program was essential to meet the challenges of the Clean and Safe initiatives head on. The Attorney General's office held not one, but two press conferences in Atlantic City to acknowledge the partnerships and progress made—from technology upgrades to the new Boardwalk Operations Center on the Boardwalk at Indiana Avenue, all made possible by CRDA.

The success in meeting the challenges of the Clean and Safe initiatives signaled a new day in Atlantic City—a day that investors took note of. Another press conference in May featured Jimmy Buffet, along with Governor Christie, to announce the \$35 million Margaritaville project. The LandShark Bar and Grill, on the site of the former Steeplechase Pier, will add a new, year-round non-gaming attraction to Atlantic City. True to their word, construction is underway, thanks to \$12 million in CRDA funds.

From the March opening of The Wave Garage, a \$30 million state-of-the-art parking facility with retail space dedicated to the Arts, to the much anticipated \$145 million Harrah's Conference Center ground breaking in early 2013, the CRDA Board, working closely with executive director Palmieri and his staff, are continuing to break new ground and create the infrastructure and economic stimulus to make Atlantic City an attractive, year-round resort destination.

Three members of our Board completed their service to the CRDA in 2012. The Board acknowledges a debt of gratitude to Nicholas Ribis, Richard Dressel and Linda Kassekert. New Board members Matthew Levinson, Kevin DeSanctis and Richard Tolson have made their presence known and have made significant contributions immediately.

Success is achieved through strategy. With unprecedented vision, support and leadership from our Governor, Chris Christie, the CRDA Board will continue to steward the economic health and redevelopment of Atlantic City's Tourism District.

Sincerely,

A handwritten signature in black ink, appearing to read "James Kehoe". The signature is fluid and cursive, written over a white background.

James Kehoe  
Board Chairman

## LETTER FROM CRDA EXECUTIVE DIRECTOR JOHN PALMIERI

Mission: Most Possible. That's how I characterize the aggressive tasks put before the CRDA to diversify Atlantic City's economy, spur private investment, foster partnerships and lay the foundation for Atlantic City to become the epitome of the "Jersey Comeback." As you read through our 2012 Annual Report, you'll quickly see why. Four new non-gaming projects; the most progress in addressing blight, crime, safety and cleanliness potentially in Atlantic City's history and unprecedented engagement with the community. Despite Mother Nature's best efforts in the forms of our summer derecho and October's Superstorm Sandy, Atlantic City proved resilient and "Jersey" strong.



What a difference a year makes. Working from the Master Plan, we have made significant progress on many short-term initiatives for the Tourism District. The Boardwalk is cleaner and safer than it was a year ago. Together with our partners at the Atlantic City Alliance, we have transformed vacant lots into temporary art installations; the SID division has created pocket parks throughout the Tourism District and together, we even created seven beach volleyball courts. CRDA has been able to do tremendous things by engaging in solid partnerships. It begins with the best of partners, Governor Chris Christie, without whose support and vision, very little would be possible. It continues with our partners at Stockton College, working with CRDA to create a leadership program and establish an anchor in the Arts District. Our partners at the County have helped us to establish green space within the Lighthouse District and have provided significant funds along with CRDA to develop a state-of-the-art workforce training center, and our partners at EDA are working diligently to ensure redevelopment in the South Inlet is possible.

Year one of the Tourism District has proved that the bar is not set too high. All of our respective oars are in the water and rowing in the same direction. Our partners, the casino industry and the Atlantic City community all understand: The future is now in Atlantic City. Mission: Most Possible.

Sincerely,

A handwritten signature in black ink, appearing to read "John Palmieri". The signature is cursive and written over a white background.

John Palmieri  
Executive Director

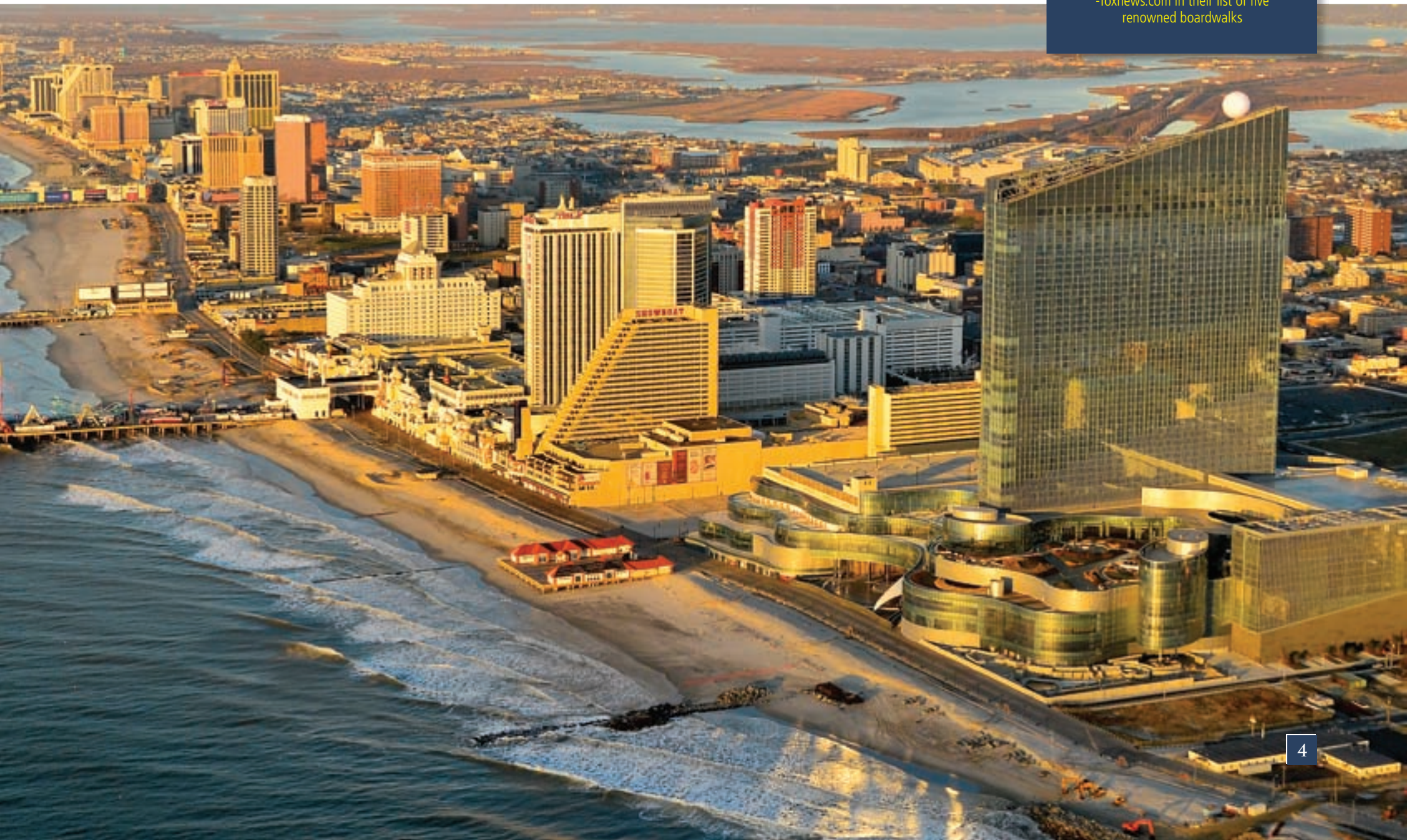
# SKYLINE REDEFINED

## Revel, Margaritaville, Bass Pro Shops, Harrah's Conference Center, The Wave, Atlantic Cape Community College

New to the skyline along the Boardwalk was the long awaited Revel Entertainment Resort. The stunning \$2.4 billion project opened its doors April 4th. Many of the resort's hotel rooms, restaurants and retail opened throughout the spring and summer. Construction on Revel Beach and the HQ Nightclub continued into the early fall. While not meeting anticipated casino revenue projections, savvier forecasters believe Revel will hit the mark with non-gaming revenues. The resort provides a unique product to the greater, more global vision of Atlantic City as a resort destination.

“THE ATLANTIC CITY BOARDWALK IS AN ENDURING SYMBOL THAT'S BEEN RECREATED ALL OVER THE COUNTRY.”

-foxnews.com in their list of five renowned boardwalks



## Parrot heads celebrate!

The announcement of the Mohegan Sun partnership at Resorts brought excitement over the benefits of the Mohegan Sun marketing expertise from Connecticut and Pennsylvania. In May, Governor Christie, along with Resorts' owner Morris Bailey, Mitchell Etes and yes, Jimmy Buffet, announced that Margaritaville will be the newest addition to the Atlantic City Boardwalk. CRDA approved financing \$12.5 million of a \$35 million dollar project that will create the LandShark Bar and Grill, a 365-day-a-year attraction on the beach; a Margaritaville Café along the Boardwalk at Resorts; the Five O'Clock Somewhere Bar and other themed attractions. The LandShark Bar and Grill, located on the site of the former Steeplechase Pier, is under construction and on schedule to open for Memorial Day Weekend 2013.

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## Making visiting easy, safe and affordable – The Wave

The CRDA's Wave Garage at Fairmount and Mississippi Avenues opened in March 2012 as a state-of-the-art facility. Visible directly to inbound Expressway traffic, the \$30 million garage facility serves as safe and convenient parking for the more than 100 retail stores and restaurants at The Walk, the historic Ducktown neighborhood restaurants and shops, and for Boardwalk visitors. The Wave is the CRDA's most successful self-performed, non-gaming commercial project to date. The Wave is green with solar rooftop panels, electric car charging stations and parking for nearly 1200 vehicles on six levels.

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## AC is for the sportsmen and outdoor enthusiast

Known for its firsts, such as salt water taffy and coining phrases like “airport,” Atlantic City looks to host another first for the State of New Jersey. The Cordish Company, developers of The Walk, have partnered with Bass Pro Shops to locate Bass Pro’s first New Jersey store in Atlantic City. The Atlantic Avenue site sits between Christopher Columbus Boulevard and Mississippi Avenue and will house a 75,000 square foot facility. Bass Pro Shops has become one of America’s premier outdoor retailers with destination outdoor retail stores across America and Canada, serving over 75 million sportsmen a year. CRDA negotiated the availability of land for the project and \$12.3 million in permanent financing.



## Building variety and critical mass for events and business travel

The market feasibility study commissioned by CRDA determined that development of the Harrah's Conference Center would support an underserved corporate meeting niche in the northeast for Atlantic City. CRDA's Board has approved allocation of \$45 million in funds to support the \$134 million development of the nearly 200,000 square foot facility to be built adjacent to the existing Harrah's Resort Atlantic City in the City's Marina District. Construction is expected to commence once all financing for the project has been secured.

Investing in a strong workforce through education and training is the key to Atlantic City's future. In May, Atlantic Cape

Community College (ACCC) broke ground on a \$10 million expansion at the college's Worthington Campus in Atlantic City. Funded by a partnership between CRDA, Caesars and the County of Atlantic, CRDA approved a request by Caesars to provide \$5 million from their investment obligations. Atlantic County provided the balance of the funds. The new Atlantic Cape Community College wing will host a culinary school. Atlantic County provided the balance of funds. The ACCC Expansion Project is a result of a profile study commissioned by CRDA and performed by the John J. Heldrich Center for Workforce Development at Rutgers University's Edward J. Bloustein School of Planning and Public Policy. The new ACCC wing, which will feature culinary facilities, is expected to open in 2014.



# CREATING A WALKABLE CITY

## The Tourism District Master Plan

The DO AC campaign features a number of catchy dichotomies which so aptly illustrate the glitz and grit of the City. “Never a Bored Walk” is a headline that serves as a mantra in the quest to create and market the “walkable” city factor in Atlantic City. Visitors are well versed in the opportunity to stroll the Boardwalk, but much of the personality and historic fabric of AC are found in its neighborhoods.

The Master Plan calls out the opportunity to activate Pacific Avenue and a variety of side streets to encourage pedestrian exploration off the Boardwalk. Making sure side streets are clean and safe is a prerequisite. The SID Division improvements along the Boardwalk have been carried over to Pacific and Atlantic Avenues, including new trash and recycling cans, street sweeping and cleaning, and the stationing of Ambassadors at many of the key side streets.

CRDA is also engaged with stakeholders to activate areas of various casino footprints. Hotel towers and multi-level parking garages impose looming shadows that appear to be borrowed from a Hollywood set, rather than in a visitor destination. Reimagining those spaces to include storefront and pop-up retail and other interesting activities is being actively discussed with Caesars Entertainment, particularly along Michigan Avenue which is more commonly travelled by pedestrians wishing to access The Walk shopping district.

“THIS WAS OUR FIRST TIME VISITING AC FROM TRINIDAD. WE LOVED IT!”



THE MASTER PLAN • ATLANTIC CITY TOURISM DEVELOPMENT • BOARDWALK • THE DESTINATION ATLANTIC AVENUES • BADER FIELD • BOARDWALK SPECIAL IMPROVEMENT DIVISION • ROLLING STONES • CORPS OF ENGINEERS • SUPERSTORM SANDY MUSEUM • GARDEN PIER • DO AC • LIGHTS • TRUMP TAJ MAHAL • CONCERTS TO MUSIC • PERFORMANCE VENUES • COMMUNITY PARTNERSHIP DEVELOPMENT DEPARTMENT • ATLANTIC CITY ALLIANCE • AC TRIATHLON • ATLANTIC CITY AIR SHOW • 3-D SOUND AND LIGHT SHOW AT BOARDWALK HALL • DO AC MARKETING CAMPAIGN • AC VOLLEYBALL • ARTLANTIC • BUS/JITNEY SHELTERS • LAND USE COMPLIANCE • TOURISM MARKET EXPANSION • ATTRACT RESIDENTIAL AND RETAIL DEVELOPMENT • SOCIAL SERVICES • MARKETPLACE CAPITAL GRANTS • ARTS RETAIL PARTNERSHIP • THE WALK • TOURISM MARKET EXPANSION • HARRAH'S CONFERENCE CENTER • THE WAVE • CREATING A WALKABLE CITY • HOPE VI • SOUTH INLET TRANSPORTATION INFRASTRUCTURE PROJECT • SPECIAL IMPROVEMENT DIVISION • PUBLIC PRIVATE PARTNERSHIPS • INVESTMENT PARTNERSHIPS

## Arts District Investment

While The Walk created a pedestrian connection from the Convention Center to the Boardwalk along Michigan Avenue, the development along Mississippi Avenue helps to complete the loop for a “walkable” city. CRDA, in partnership with the South Jersey Transportation Authority, completed a road widening project along Mississippi Avenue to accommodate development of an Arts District, anchored by a \$30 million parking and mixed-use facility. The ground floor level fronting Mississippi Avenue, just one block south of The Walk, contains over 16,000 square feet, designated for Arts Retail. CRDA executed a contract in December with The Noyes Museum at Stockton College to lease and manage the space. Scheduled to open late summer 2013, the Arts retail space will house studio workspaces including a ceramics studio, a gallery, exhibits and more. Mississippi Avenue is also home to Dante Hall Theater of Stockton College. Renovated in 2003, with \$3.5 million in CRDA funds, Dante Hall Theater is now home to the Bay Atlantic Symphony Orchestra and provides an ideal venue for a variety of the performing arts.

Now, with key connectors in place, the infill begins. The Cordish Company will develop the Atlantic Avenue block between Mississippi Avenue and Christopher Columbus Boulevard to host the Bass Pro Shops site and a number of artists, galleries and other arts related businesses are now looking to expand the footprint of the Arts District by taking up residence in this specialized section of the City.

To further stimulate infill development in the “walkable” loop, CRDA is pursuing two unique concepts: a marketplace (along the line of Reading Terminal Market) and a Skateboard Park. Preliminary measures on both projects passed through the CRDA Board in the 4th quarter and development on both will continue into 2013.



The Tourism District Master Plan singled out the opportunity to revitalize the City's Main Street-in this case, Atlantic Avenue. The arrival of the City's own major supermarket in May, **Save-A-Lot**, re-energized the Renaissance Plaza along Atlantic Avenue. CRDA is partnering with Main Street Atlantic City to engage in revitalizing Atlantic City's once popular Main Street through two programs designed to work concurrently. The **Atlantic Avenue Façade Program** will provide business and property owners with needed assistance for exterior "face-lifts." Seven blocks from Indiana Avenue to Tennessee Avenue have been identified in the first phase of the \$6 million program. Partnership with Main Street Atlantic City and the Atlantic County Improvement Authority will help to fill those gaps in creating housing opportunities above the storefront businesses on the ground level.

In real estate, it's known as "curb appeal" - elements such as landscaping, hardscaping and other accoutrements that speak to the care and pride of ownership. The Special Improvement

Division embarked on a **pocket park project** that has begun to transform areas of Atlantic City literally a corner at a time. The success of the **Texas Avenue park** project was inspiring. CRDA, the City of Atlantic City, The Atlantic City Metropolitan Business and Citizens Association, the Atlantic City Rotary Club, the Board of Education and the multi-cultural parents and students of the Texas Avenue School united under one common goal-to take back their park from the gangs and drug dealers and reclaim it for the children and residents of the neighborhood. A mural quotes Gandhi, "You must be the change you wish to see in the world" and clearly illustrates the power of one. Along the Boardwalk, landscaping and sod at **Bartram Avenue** give a finished look to a previously vacant, unkempt parcel. Along Pacific Avenue, street ends and corners are landscaped with pavers and plant material. In all, several areas along Pacific and Atlantic Avenues in the Tourism District received these bursts of color and pride at a budget just under a quarter of a million dollars. Patrolled by Ambassadors,

and maintained by the Landscape division at CRDA's Special Improvement Division, Atlantic City's new "curb appeal" has generated a new source of pride for residents, employees and sparked positive comments from visitors.



CRDA worked closely with City officials on design and specifications for new **bus/jitney shelters** and appropriate additional locations. CRDA's Special Improvement Division purchased and installed more than 50 new shelters along the main thoroughfares within the Tourism District and gifted the City with a dozen additional shelters for key locations in the residential neighborhoods. The \$500,000 project was tested with Superstorm Sandy and all shelters withstood the hurricane force winds and remained undamaged. The new shelters allow for messaging from "Season's Greetings" to upcoming events and activities and exposure for community awareness, such as the **Tip 411 program**.

How walkable has Atlantic City become? In 2012, CRDA invested nearly \$600,000 in a **holiday décor** program to create a welcoming environment for visitors and residents. Two large animated 3-D displays at O'Donnell Park and at Atlantic Avenue between Christopher Columbus Boulevard and Mississippi Avenue provided ample motivation for people to gather and be entertained. Throughout the Tourism District, illuminated candy canes donned street light poles, shooting stars and banners decorated the Martin Luther King, Jr. Boulevard, and a stunning 35' foot multi-colored lit tree enhanced the holiday atmosphere upon entering or departing Atlantic City.



# TAKING HOLD OF THE REINS

When the Tourism District Act was passed by the Legislature, it authorized CRDA to manage and regulate land use throughout the Tourism District. The process requires an application review and compels CRDA to respond to the applicant within ten business days. As of 12/31/12, CRDA processed 277 completed Certificate of Land Use Compliance applications. Each completed application is subject to a public hearing and Board approval.

## LAND USE COMPLIANCE

**277 Land Use Applications filed in 2012**

258 - Applications approved

19 - Denied

“ONE OF  
AMERICA’S BEST  
BOARDWALKS”

-Food and Wine Magazine



Code enforcement in the Tourism District proved to be more of a challenge than anyone could have anticipated. The City continues to face challenges, leaving the Tourism District (and the City as a whole) grossly underserved. To this end, CRDA has exercised creative solutions in assisting the City to hire additional Code Enforcement officers. Either through a change in legislation, or an agreement with the City, CRDA expects to proactively address issues related to Code Enforcement as a means of expediting improvements within the Tourism District.

CRDA was quick to apply the demolition and repurposing program as recommended by the Master Plan within the Tourism District and other areas of the City. Working in concert with the City of Atlantic City, the citywide demolition program is designed to remove derelict structures. The initiative is part of the overall strategy to curb non-conforming uses, hold delinquent and absentee landlords accountable for their properties and attract new residential and retail development in Atlantic City.

### REMOVING BLIGHT

**37 sites identified for demolition**

18 - Renovation process

7 - Pending demolition

12 - \*Various stages

*\*Litigation, public bid for services, city hearings*

### DEMOLITION

**29 - Buildings demolished**

14 in Greater Atlantic City

15 in Tourism District

Changing the landscape in Atlantic City requires specific attention to the City's density of social service issues. The evolution from gaming town to resort destination has drawn stakeholders to the table to engage in realistic, compassionate and effective solutions, ranging from relocation efforts to legislation halting the practice of "Greyhound therapy." CRDA is actively engaged with law enforcement, social service providers, the business community and government to implement workable solutions to a complex issue that affects Atlantic City and every American city from coast to coast.



# TAPPING THE POTENTIAL

## The South Inlet

Perhaps one of the most beautiful, unique seaside vistas in the country is right at the tip of Absecon Island. The South Inlet is the proverbial “diamond in the rough” for Atlantic City. Just as the Brigantine Connector and Tunnel delivered improved access to the Marina District, the **South Inlet Transportation Improvement Project** has done the same for the South Inlet. The \$48 million infrastructure project expanded access to the South Inlet off of Route 30 and set the stage for future development in this area. Several improvements were made to create a welcoming gateway to such treasures as the Absecon Lighthouse, Bella Condominiums and the Revel Resort. These changes include the widening of Connecticut and Massachusetts Avenues, the addition of new signals to improve traffic flow, relocation of utilities underground and new street lights and landscaping.

Additional projects in this area gained traction throughout 2012.

Anchored by the Absecon Lighthouse, the aptly named **Lighthouse Park Project** seeks to extend green space from the Lighthouse, which sits along Pacific Avenue between Rhode Island and Vermont Avenues, one block to New Hampshire Avenue and connect to Altman Park which fronts the Boardwalk at Absecon Inlet waterway. CRDA has already acquired the property at the southwest corner of New Hampshire Avenue and will be able to complete necessary property acquisitions through a land swap with the City of Atlantic City and through the County of Atlantic’s green acre funding. The result will be a

green grid which links the new park area to existing landscaped linear green space and parks. The project will also provide street enhancements for pedestrian and bicycle access.

**The South Inlet Mixed Use Project** was activated in the summer of 2012. Envisioned as an area that would host new retail and housing, CRDA has strategically developed a phased approach to the redevelopment project. Phase one will require relocation of residents in the low and mid-rise housing currently located along Pacific Avenue from South Massachusetts Avenue to South Rhode Island Avenue. The process to acquire remaining parcels is also underway. Within a very short period of time, demolition on the Metropolitan and Vermont low-rise housing will begin to make way for site development, creating an opportunity for interested investors to move right in and begin to transform the neighborhood. A second phase of the development is certain to follow suit. Together with the New Jersey Economic Development Authority, CRDA is committed to rebuilding and redeveloping the South Inlet into one of Atlantic City’s most desirable locations to live and work.





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DEVELOPMENT • BOARDWALK • THE DESTINATION • CL  
ATLANTIC AVENUES • BADER FIELD • BOARDWALK  
SPECIAL IMPROVEMENT DIVISION • ROLLING CHAIRS  
CORPS OF ENGINEERS • SUPERSTORM SANDY • GAR  
MUSEUM • GARDEN PIER • DO AC • LIGHTHOUSE PARK PROJECT • REVEL • MARGARTAVILLE • POCKET PARK  
• TRUMP TAJ MAHAL • CONCERTS TO MULTI-CULTURAL EVENTS • DYNAMIC AND INTEGRATED EVENT AND PER  
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# REIMAGINING THE BOARDWALK

Empowered by the Tourism District legislation and the recommendations of the Tourism District Master Plan, CRDA began reimagining the Boardwalk and its untapped potential by first addressing root problems, making repairs to infrastructure, eliminating non-conforming uses, and, in effect, cleaning up the Boardwalk and making it guest-ready.

Two initial programs from the “Clean and Safe” camp yielded the most tangible results. The first was a **\$5 million Boardwalk Lighting** project in which 204 new fixtures relit the entire beachside of the Boardwalk, employing

new technological advances that produced more light with less energy. The second was the newly expanded Ambassador Program.

**The CDRA’s Ambassador Program** became the tangible proof that this was a city just beginning to undergo metamorphosis. Previously staffed with less than two dozen officers, the Ambassador Program had never truly realized its potential. Now, with the resources of the CRDA to support them through the SID, the Ambassador Program tripled to 60 officers.

“TOP 10 U.S.  
BOARDWALKS”

- National Geographic

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TOURISM DISTRICT • WORLD CLASS  
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A consultant familiar with Atlantic City's unique challenges—from weather to the concentration of social service clients in a relatively small geographic area—developed specific programming, training and guidelines leading to the early success of the Ambassador Program. Hiring requirements were raised, ensuring that each officer had achieved the minimum of an Associate's Degree in either hospitality or law enforcement and training hours were increased and diversified to instruct officers on issues as varied as removing a homeless person from a Boardwalk bench, engaging visitors with directions and recommendations and reporting code violations to businesses along the Boardwalk. Armed with only smart phones and situation-sensitive training, the Ambassadors are led by a former New Jersey State Police Lieutenant. The same skills, so effective along the Boardwalk, are also employed along Pacific and Atlantic Avenues. American National Standard Institute (ANSI) green uniforms help to communicate messages of attention and engagement as well as safety and assistance to residents and visitors alike. In just their first six months, Ambassadors served at the Governor's two Atlantic City press conferences, in addition to the Attorney General and DCA events, concerts at Bader Field, ARTLANTIC installations and are ever present at the nightly 3-D sound and light shows at Boardwalk Hall.



In 2012, the CRDA Ambassadors processed 85,806 work orders from June through December versus 19,262 work orders for the same period in 2011.

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Activating another short-term recommendation from the Master Plan which proffered the concept of a police sub-station on the Boardwalk, CRDA opened the Boardwalk Operations Center at the Boardwalk and Indiana Avenue in May. The Ambassadors, together with two full-time Chaplains, worked hand-in-hand with the Atlantic City Police Department to create a guest-friendly environment along the Boardwalk.

The Boardwalk required attention above and below its structure. The Drifters' popular song "Under the Boardwalk" bears little resemblance to the reality of the dozens and dozens of people who routinely made their home under the Boardwalk and on other parts of the beach. The Ambassadors, along with two Chaplains and representatives from local social service agencies, routinely made daily "sweeps" to remove people from these areas and resource the needed assistance to help each individual.

### **Ambassadors Make a Difference in the Visitor Experience**

<b>AMBASSADOR PROGRAM</b>	<b>2012</b>	<b>2011</b>
Visitor Guides	<b>663</b>	<b>49</b>
Directions to Various Locations	<b>7,099</b>	<b>61</b>
Directions to Various Restaurants	<b>2,740</b>	<b>55</b>
911 Calls/Reports	<b>300</b>	<b>43</b>

Cleaning the Boardwalk-both over and under-is a daily event handled with great diligence by the CRDA's Special Improvement Division. Maintenance employees took on a deep cleaning under the Boardwalk, removing more than 3,500 bags of trash and debris during the springtime project.



To better maintain a level of cleanliness, CRDA procured nearly **1,000 trash and recycle cans** at a cost of \$1.2 million. These specially-designed cans allowed for normal trash and recycle objects, but were also effective in dissuading persistent sea gulls and other birds, as well as homeless, from pilfering through the refuse. The new trash receptacles were equally successful in halting the practice of illegal trash dumping by some Boardwalk business operators.

In creating a guest-friendly environment along the Boardwalk, CRDA partnered with one of two rolling chair owners to **upgrade the iconic rolling chair experience**. New red and white awning striped chairs donned the boards, with drivers properly licensed and uniformed.

Helping to create memorable visitor experiences was the addition of **Boardwalk "living room" furnishings**. Archways at the 70 beach entrances welcomed guests along the clean, freshly raked sand. For those not wanting to get "sand in their shoes," 140 contemporary benches, 24 backless benches, 60 Adirondack chairs and 140 planters were placed along the more than three miles of Boardwalk. Thanks to the ingenuity and talent of staff, many of the benches were constructed by reusing old planking from the Boardwalk. Normally retailing for \$1200, it is estimated the total cost of benches made by the SID was \$20.

In continuing to support City of Atlantic City infrastructure improvements, CRDA responded to growing concerns of dilapidated sections of Boardwalk, particularly in the inlet area. After a partial collapse in the spring, CRDA stepped up efforts to coordinate with the City to secure more than \$10 million in funds from the Army Corps of Engineers to demolish and **replace the section of Boardwalk from Melrose to Caspian Avenues**. The needed matching grant dollars of just under \$900,000 were approved by CRDA. Then, on October 29, Superstorm Sandy made landfall over Atlantic City. Images of the dilapidated Boardwalk permeated the media. While Superstorm Sandy handled the demolition of the inlet section of the Boardwalk, the damage caused by erroneous national and international media reports of the Boardwalk's total demise has wreaked more havoc for Atlantic City than the storm itself.



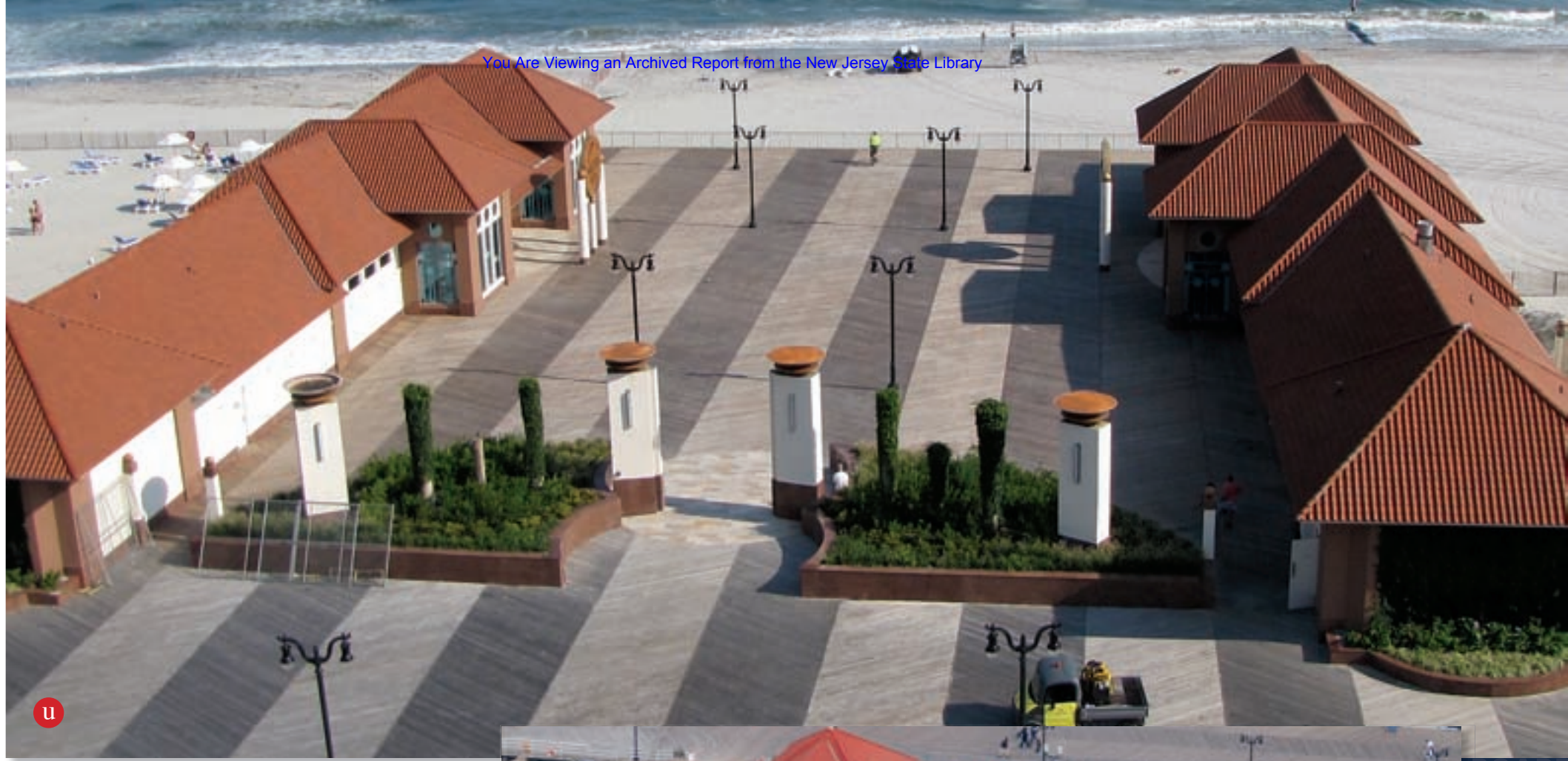
In response to Board requests prior to **Superstorm Sandy**, CRDA performed a complete study of necessary Boardwalk repairs, improvements and construction needed to rebuild the Boardwalk connection from the oceanfront, along the inlet to Gardner's Basin.

Fortunately, the Boardwalk along the oceanfront was relatively unscathed by the wrath of Superstorm Sandy. In the midst of destruction to the New Jersey shoreline communities to the north of Atlantic City, it was reassuring to see that the dollars invested in both the Steel Pier and Garden Pier projects earlier in the year had weathered the storm with little to no damage.

In the wake of Superstorm Sandy, CRDA worked with both the City and County Offices of Emergency Management, City Engineers and others to coordinate a complete Storm Mitigation Recovery Plan. The **\$313 million dollar proposal** was submitted to FEMA as part of the State of New Jersey's federal aid package. The complete report can be accessed at [www.njcrda.com](http://www.njcrda.com).

One of the first official projects of the Tourism District was the approval by the CRDA Board to issue a \$6 million dollar gap financing loan for a \$20 million improvement **project for the Steel Pier**. One of the original iconic structures along the Boardwalk, the renovation and expansion plans in Phase 1 added food and beverage outlets, new rides and attractions. The first phase of renovations was completed in time for the Memorial Day kickoff, featuring celebrity baker Buddy Valestro. At the end of the summer season, the Steel Pier reported a significant uptick in ride tickets and overall traffic.





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Throughout the winter and into the spring, crews worked diligently to restore the Garden Pier. Garden Pier, which houses the **Atlantic City Art Museum** and the Atlantic City Historical Museum, had sustained significant damage at the pier end. CRDA contributed \$1.8 million dollars for the demolition and substructure repair of the damaged end of the pier. The balance of CRDA monies, with a \$750,000 contribution from the City of Atlantic City and \$400,000 in donated IPE wood for the decking, provided funding for beautification and other construction improvements.

At opposite ends of the Boardwalk, façade improvements gave a lift to the look of the Boardwalk. CRDA granted the use of nearly \$7 million to **Trump Taj Mahal for Boardwalk façade** improvements and renovations. From end to end of Trump Taj Mahal's massive Boardwalk frontage, exterior improvements from paint to removal of purple and gold spirals gave visitors a fresh, clean look at the 22-year-old property. With enhanced aesthetics and newly-created public use at the Boardwalk level, Trump Taj Mahal was able to capitalize on the increase in pedestrian traffic to the Northeastern end of the Boardwalk. Renovations to the second floor outdoor areas created a cabana and bar area in preparation for the addition of a Scores Sports Bar.



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On the southern end of the Boardwalk, the two tower Ocean Club condominium development received just over \$150,000 in façade improvements, consisting primarily of new awnings and retail signage. Work was completed in the late spring, just two months before an unlikely international spotlight would shine on that location on Atlantic City's Boardwalk. Tens of thousands of people packed the Boardwalk on a Wednesday afternoon to watch Nik Wallenda walk the high wire from Atlantic Club Casino, past the Ocean Club Condominiums to Tropicana Casino Resort (more than a quarter mile in distance).

The Master Plan for Atlantic City's Tourism District addresses the need for **activation and entertainment** along the Boardwalk, suggesting "**dynamic and integrated event and performance venues**, architectural lighting and attractions that contribute to an overall beach experience." Through CRDA's Entertainment Grant program, creation of the Community Partnership Development department and active partnership with the Atlantic City Alliance, a coordinated number of successful entertainment programming events brought hundreds of thousands of visitors to the Boardwalk throughout the year.

Nearly \$200,000 in grant monies were awarded to local community groups to stage free performances on the Boardwalk and other public spaces within the Tourism District. From a series of "Jazz on the Beach" concerts to multi-cultural events, the Boardwalk brimmed with free entertainment during the warmer weather months. More than 3,000 runners participated in this year's AC Triathlon, while more than half a million people watched in awe as the Atlantic City Air Show soared to new heights, celebrating its 10th anniversary. As the weather changed, staff welcomed joggers and bicyclists to the Boardwalk during weekend socials, promoting free coffee and smiles at no charge.



# DO AC

CRDA's **public/private partnership with the Atlantic City Alliance** has produced one of the most identifiable and effective advertising and marketing campaigns, as well as events and attractions than the City has seen in its long history. "DO AC" has quickly become the mantra for the destination, creating a strong identity for Atlantic City and a sense of pride for its residents and employees.

The AC Alliance and the CRDA partnered to reimagine the offerings, attractions and entertainment opportunities along the Boardwalk. **The creation of the 3-D sound and light show** on Boardwalk Hall proves there is much creativity in technology. "Duality" debuted on July 4th and performed to more than 100,000 viewers throughout the summer and fall. The debut featured a free mini-concert by Kevin Rudolf, whose "Let It Rock" became the anthem for Atlantic City's DO AC marketing campaign. "Winter Sweet," a new 3-D sound and light creation produced especially for the winter season became the perfect anchor for capturing the spirit of the holidays along the Boardwalk.



DID BACK TO SCHOOL.  
DID BACK TO WORK.  
DID BACK TO BACK MEETINGS.



DO ATLANTIC CITY.COM

DO ATLANTIC CITY.COM



On the street side of the Boardwalk, the CRDA/ACA partnership moved forward to activate three vacant lots. Seven new volleyball courts were created in a vacant lot separating Showboat from the Revel Entertainment Resort. Operated by AC Volleyball, the courts feature league play and free volleyball for visitors alike. Engaging the services of **Curator Lance Fung**, Atlantic City received unprecedented exposure in the art world through the debut of two installations of **ARTLANTIC**. The project features several artists bringing their talents together in temporary art installations. The installations beautify both the physical and spiritual nature of Atlantic City and its visitors. "Etude Atlantis" created by John Roloff is located along the Boardwalk, next to the former Ritz Carlton Hotel (now the Ritz Condominiums) near the Tropicana. ARTLANTIC: wonder was created by Ilya and Emilia Kabakov. The installation features a treasure coming out of the ocean, while balanced by the sculptures of Kiki Smith on the opposite end of the infinity sign. Wordsmithing the emotions of visitors is Robert Barry lending inspiration to humanity and to the promise of Atlantic City. This installation, located at Martin Luther King, Jr. Boulevard and Indiana Avenue is visible from the Boardwalk and occupies the site of the former Sands Hotel Casino, now owned by Pinnacle Entertainment.



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# EXPANDING THE OPPORTUNITIES

CRDA took ground-breaking action to create a **Tourism Market Expansion Program**. Working in concert with the Atlantic City Alliance, the Greater Atlantic Golf Association demonstrated a clear opportunity for Atlantic City to capitalize and drive visitation based upon positioning AC as a group golf destination. The Tourism Market Expansion project is expected to expand in 2013 as other industries come forward with unique opportunities to capture new and subsequent return visitation to Atlantic City, based upon a particular non-gaming activity.

Growing the convention business is essential to the future success of the Tourism District and Atlantic City. CRDA continues to work toward assimilation of the Atlantic City Convention and Visitors Authority prior to the deadline of February 1, 2014. The selection of a new operating vendor, Global Spectrum, helps to usher in a new era for streamlined efficiencies and operations of both Boardwalk Hall and the Atlantic City Convention Center beginning in 2013 and positions the Casino Reinvestment Development Authority to succeed as the governing authority once the transfer has occurred.





# STRENGTHENING A COMMUNITY

The strides made by CRDA and its partners throughout the Tourism District in the first year of the Master Plan have been admirable. One consistent theme resonated throughout each project; engagement with the community, be it the tourism community, the business community or the residential community. CRDA wisely expanded its operations this year to create Community Partnership Developments.

One key initiative brought forth by **Community Development Partnerships** included LEAD ACT, a year-long leadership development program in partnership with Stockton College.

The LEAD ACT program selected 24 Atlantic City residents to participate and become engaged with the workings of their city's government, business community, residents and challenges them to begin to develop solutions to the issues presented throughout the year.

From summer programming of the Center City Park Farmer's Market to expanding the Movies Under the Stars in three locations, to holiday décor spanning the entire Tourism District, CRDA's commitment to strengthening the visitor, business and residential communities of Atlantic City cannot be denied.

“THE BOARDWALK  
IN THE  
MORNING KEEPS  
ME RETURNING.”

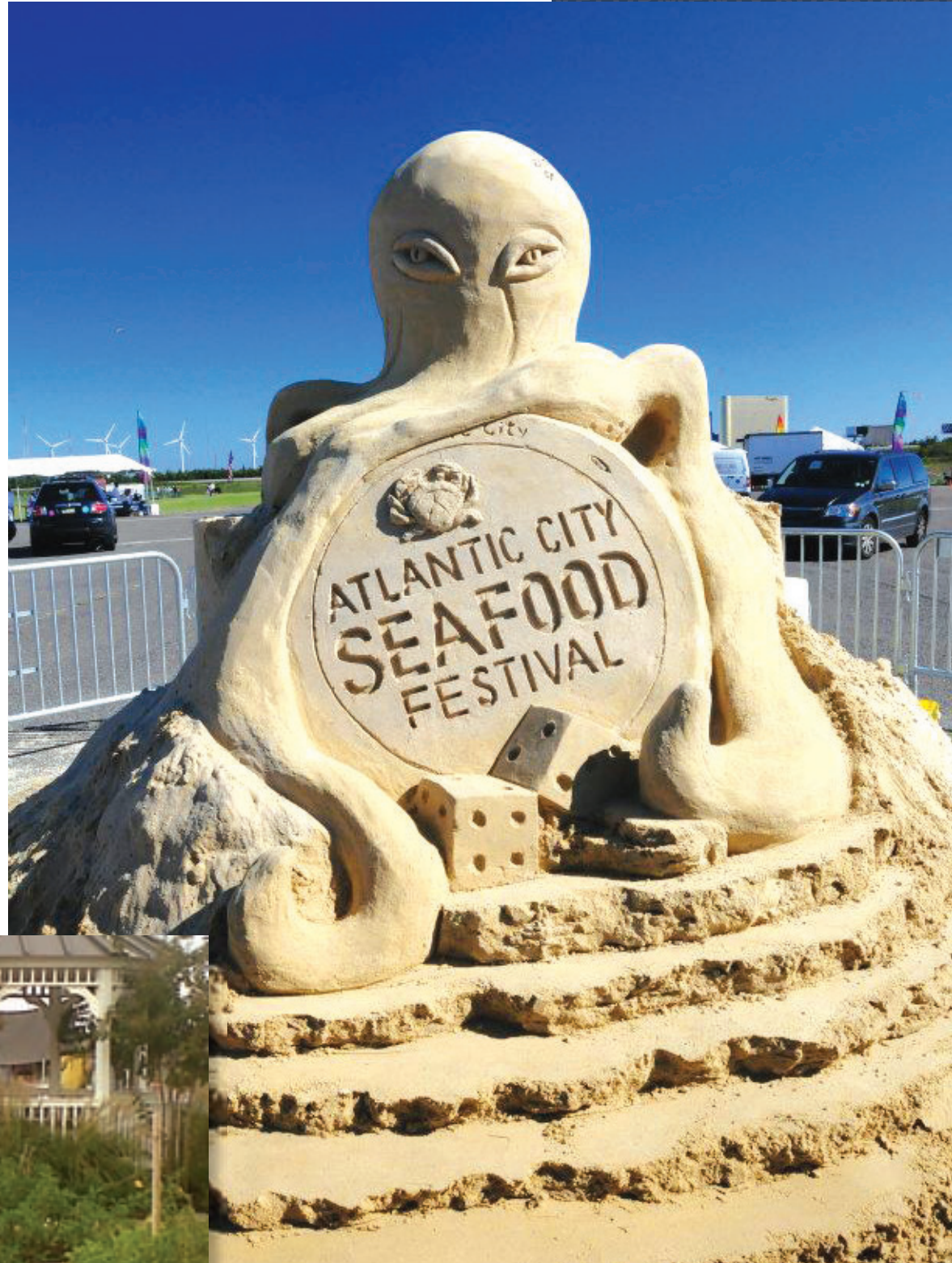


CRDA's Capital Grants program allocated \$250,000 in awards for 2012. These awards, for \$50,000 each, provided for 42 new computers for the ESL computer lab at the ACCC campus in Atlantic City, lighting for the Historic Gardner's Basin area, purchase and installation of outdoor exercise equipment for use by senior and disabled residents, a community garden and a rehab of an old pavilion to be used as an outdoor classroom with community garden plots, climbing equipment, fencing, and landscaping.

Two grant programs, the Capital Grants and Entertainment Grants, provided funds to start community gardens, procure safe, operational vehicles to transport students to athletic activities, and treat the community to a variety of free events from Jazz on the Beach to multi-cultural festivals, old school concerts to performances by the Bay Atlantic Symphony and the Atlantic City Ballet.

In 2012, CRDA and the Atlantic City Housing Authority reached an agreement that would fast track the completion of affordable new home construction within Atlantic City. Known as the **HOPE VI Project**, the per unit subsidy provided by CRDA will assist up to 27 families to obtain home ownership in newly-constructed houses.

Instrumental to strengthening the community is providing recreational opportunity for the city's youth. CRDA, in partnership with the Department of Military and Veterans Affairs, invested one million dollars to refurbish the Atlantic City Armory. DMAVA is currently in negotiations with a vendor to operate recreational programs for youth at the facility.



# NJ CASINO REINVESTMENT DEVELOPMENT AUTHORITY - STAFF

## Administrative Division

CRDA Board

Executive Director  
*John Palmieri*

Deputy Executive Director  
*Susan Ney Thompson*

Executive Assistant  
*Donna Pless*

Administrative Assistant  
*Stephanie Galantino*

Research and Development  
Assistant  
*Christopher Filiciello*

Director, Communications  
*Kim Butler*

Administrative Assistant  
*Katrina Cheung*

Community Liaison  
*Stellzene Robert*

Senior Manager, Board &  
Administrative Operations  
*Lisa Britt Risteski*

Board Assistant  
*Heather Walls*

Benefits Administrator  
*Holly Rosado*

Building Superintendent  
*Dennis Mason*

## Community Development Partnership Division

Director of Community  
Development Partnership  
*Ali Reynolds*

Administrative Assistant  
*Dawn Hinton*

Associate Project Officer  
*Laura Berrios*

Community Liaison  
*Carla Brown-Davis*

## Finance Department

Chief Financial Officer  
*Val Berzins*

Administrative Assistant  
*Judy Doughty*

Controller  
*Carl Wentzell*

Assistant Controller  
*Jim Kutch*

Purchasing Agent  
*Robert Campbell*

Senior Account  
*Hwa Wu*

Staff Accountant  
*Dawn Messer*

Contract Administrator  
*Lorraine Pierce*

## Legal Division

Chief Legal Officer  
*Paul G. Weiss, Esq.*

Legal Assistant  
*Carol Spatz*

Staff Attorney  
*Sharon Dickerson*

Paralegal  
*Heather Gifford*

Land Use Regulation Officer  
*Rose Ann Lafferty*

## Project Implementation & Management Division

Director, Project Implementation  
& Management  
*Thomas Meehan*

Administrative Assistant  
*Diane Gifford*

Senior Project Officer  
*Marco Bernadino*

Senior Project Officer  
*John Feeley*

Project Officer  
*Joseph Bogucki*

Project Officer  
*Eric Carrier*

Project Officer  
*Elizabeth Daley*



## Real Estate and Development Division

Director, Real Estate & Development  
*Bunny Rixey*

Administrative Assistant  
*Loreta Acevedo*

Senior Project Manager  
*Rachelle Knight*

Project Officer  
*Glenn Monroe*

Project Officer  
*Christina Fuentes*

## Special Improvement Division

Director, Special Improvement  
*Don Guardian*

Administrative Assistant  
*Jazmyn Rivera*

Construction Manager  
*Robert Williams*

Warehouse Manager  
*Joann Pirillo*

Landscaping Manager  
*Jon Bitzer*

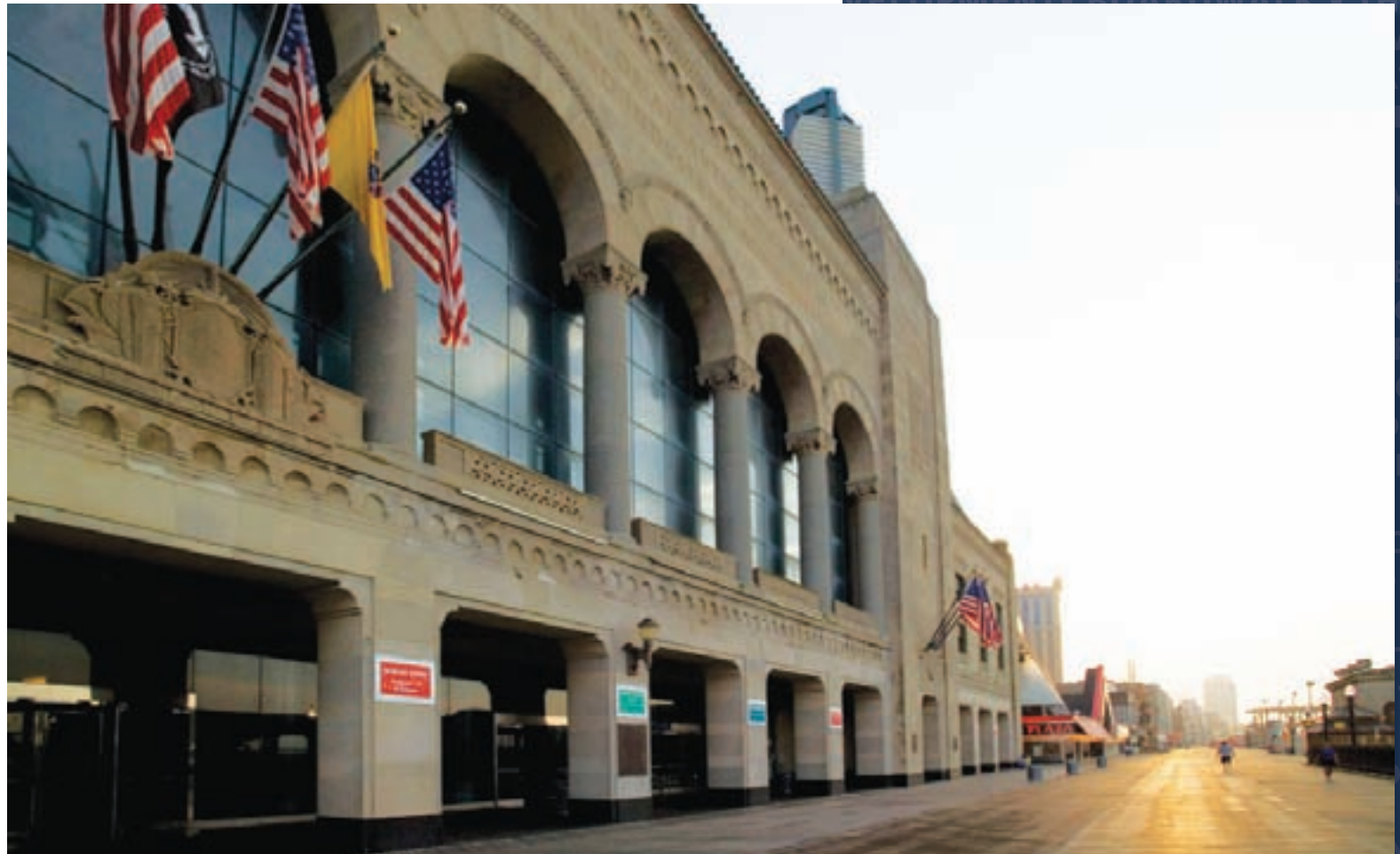
Landscaping Supervisor  
*Maurice Cherry*

Seasonal Supervisor  
*Hassan Hameen*

Pesticide Supervisor  
*Lance Hamilton*

Irrigation Specialist  
*Angel Torres*

Crew Leader  
*Daniel Mack*



## CRDA FINANCIALS

### MAJOR CASH INFLOWS OF CRDA \*

Casino Investment Obligations thru December 31, 2012	<b>\$39,939,710</b>
Entertainment-Retail District Rebates October 6, 2012	<b>\$12,443,123</b>
Parking Fee Revenue thru October 31, 2012	<b>\$20,915,670</b>
Casino Hotel Room Fees thru September 30, 2012	<b>\$7,391,203</b>

### OPERATING BUDGETS

Casino Reinvestment Development Authority	<b>\$7,378,535</b>
Special Improvement Division of CRDA	<b>\$6,683,788</b>

\* Unaudited data for informational purposes only

# MEASURING SUCCESS

CRDA continues to work with the Casino Control Commission, Division of Gaming Enforcement and the Atlantic City Alliance to develop a set of workable, reliable and relevant metrics to consistently monitor the economic health of the Tourism District. The Master Plan is a road map for the Tourism District. Fortunately, through our investment partners, our development partners, state agencies, elected delegation and through the vision of the State Legislature and Governor Christie, CRDA has support and resources to successfully complete the mission. Atlantic City will no longer solely be known as a gaming town. It is truly a place to DO ANYTHING and DO EVERYTHING. Atlantic City will soon reclaim its crown as the “Queen of Resorts” and prove to be a great place to live, to work and to invest.

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Photography credits:

Atlantic City Alliance  
Atlantic City Convention and Visitors Authority  
Tom Briglia  
John Dimaio  
Gregg Kohl  
Bob Krist  
Roger Mason  
Peter Tobia

