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PUBLIC HEARING

Before

ASSEMBLY INDEPENDENT AND REGIONAL AUTHORITIES COMMITTEE

ASSEMBLY BILL 4446

(Empowers the New Jersey Sports and Exposition Authority to use excess revenues from one project to another, to site an entertainment center within the vicinity of certain Authority projects and authorizes the leasing to the State of an aquarium.)

July 20, 1987  
Camden City YMCA  
Camden, New Jersey

MEMBERS OF COMMITTEE PRESENT:

Assemblyman William P. Schuber, Chairman  
Assemblywoman Marion Crecco  
Assemblyman Paul DiGaetano  
Assemblyman Dennis L. Riley

ALSO PRESENT:

Edward P. Westreich  
Office of Legislative Services  
Aide, Assembly Independent and Regional Authorities Committee

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**New Jersey State Library**

Hearing Recorded and Transcribed by  
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CN 068  
Trenton, New Jersey 08625





**WILLIAM P. SCHUBER**  
*Chairman*  
**GUY F. MUZIANI**  
*Vice-Chairman*  
**JOSE O. ARANGO**  
**MARION CRECCO**  
**PAUL DIGAETANO**  
**DENNIS L. RILEY**  
**JIMMY ZANGARI**

**New Jersey State Legislature**  
**ASSEMBLY INDEPENDENT AND REGIONAL**  
**AUTHORITIES COMMITTEE**  
STATE HOUSE ANNEX, CN-068  
TRENTON, NEW JERSEY 08625  
TELEPHONE: (609) 984-7381

July 6, 1987

**NOTICE OF A PUBLIC HEARING**

The Assembly Independent and Regional Authorities Committee will hold a public hearing on **MONDAY, JULY 20, 1987, at 10:00 a.m.** in The General Purpose Room, 1st Floor, of The Camden City YMCA, 3rd and Mickle Boulevard, Camden, New Jersey, to take testimony concerning the following bills:

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|----------------------------------|--|
| <b>A-4444</b><br>Loveys/Hardwick | Authorizes a \$185,000,000 bond issue to finance acquisition and construction of a major league baseball stadium to be owned and operated by the NJ Sports and Exposition Authority. |
| <b>A-4445</b><br>Hardwick/Loveys | Establishes the Sports and Exposition Equity Fund.   |
| <b>A-4446</b><br>Rocco/Chinnici  | Empowers the NJ Sports and Exposition Authority to use excess revenues from one project for another.   |

Anyone wishing to testify should contact Edward Westreich, Committee Aide, at (609) 984-7381.

concerning projects of the New Jersey Sports and Exposition Authority, providing for lease and other arrangements for the financing and operation of an aquarium, and amending and supplementing P.L. 1971, c. 137.

BE IT ENACTED by the Senate and General Assembly of the State of New Jersey:

1. Section <sup>6</sup> of P.L. <sup>1971</sup> ~~1984~~, c. <sup>137</sup> ~~115~~ (C. 5:10-6) is amended to read as follows:

6. a. The authority, pursuant to the provisions of the act, is hereby authorized and empowered, either alone or in conjunction with others, and provided that, in the case of an arrangement with respect to any of the projects set forth in this section which shall be in conjunction with others, the authority shall have sufficient right and power to carry out the public purposes set forth in this act:

(1) To establish, develop, construct, operate, acquire, own, manage, promote, maintain, repair, reconstruct, restore, improve and otherwise effectuate, either directly or indirectly through lessees, licensees or agents, a project to be located in the Hackensack meadowlands upon a site not to exceed 750 acres and upon a site or sites outside of that acreage, but either immediately contiguous thereto or immediately across any public road which borders that acreage, consisting of one or more stadiums, coliseums, arenas, pavilions, stands, field houses, playing fields, recreation centers, courts, gymnasiums, club houses, a racetrack for the holding of horse race meetings, and other buildings, structure, facilities, properties and appurtenances related to, incidental to, necessary for, or complementary to a complex suitable for the holding of athletic contests or other sporting events, or trade shows, exhibitions, spectacles, public meetings, entertainment events or other expositions, including, but not limited to, driveways, roads, approaches, parking areas, parks, recreation areas, lodging facilities, vending facilities, restaurants, transportation structures, systems and facilities, and equipment, furnishings, and all other structures and appurtenant facilities, related to, incidental to,

necessary for, or complementary to<sup>u</sup> the purposes of that project or any facility thereof.

(2) To establish, develop, construct, acquire, own, operate, manage, promote, maintain, repair, reconstruct, restore, improve and otherwise effectuate, either directly or indirectly through lessees, licensees or agents, a project, at a site within the State of New Jersey [but outside of the meadowlands complex], consisting of a baseball stadium and other buildings, structures, facilities, properties and appurtenances related thereto, or incidental to, necessary for, or complementary to<sup>u</sup> a complex suitable for the holding of professional baseball games and other athletic contests or sporting events, or trade shows, exhibitions, spectacles, public meetings, entertainment events or other expositions, such project to include driveways, roads, approaches, parking areas, parks, recreation areas, vending facilities, restaurants, transportation structures, systems and facilities, and equipment, furnishings and all other structures and appurtenant facilities related to, incidental to, necessary for, or complimentary to<sup>u</sup> the purposes of that project or any facility thereof.

(3) To establish, develop, construct, acquire, own, operate, manage, promote, maintain, repair, reconstruct, restore, improve and otherwise effectuate, either directly or indirectly through lessees, licensees or agents, projects located within the State of New Jersey, but outside of the meadowlands complex, consisting of aquariums and the buildings, structures, facilities, properties and appurtenances related thereto, or incidental to, necessary for, or complementary to<sup>u</sup> those aquariums, such project to include driveways, roads, approaches, parking areas, parks, recreation areas, vending facilities, restaurants, transportation structures, systems and facilities, and equipment, furnishings and all other structures and appurtenant facilities related to, incidental to, necessary for, or complementary to<sup>u</sup> the purposes of that project or any facility thereof.

(4) To establish, develop, construct, acquire, own, operate, manage, promote, maintain, repair, reconstruct, restore, improve and otherwise effectuate, either directly or indirectly through lessees, licensees or agents, a project consisting of an exposition or entertainment center, or a hotel or office complex, at a site either (a) within the meadowlands complex or any other project of the authority except for a racetrack authorized by paragraph (5) of <sup>this</sup> subsection ~~a of this section~~ and acquired by the authority prior to 1986 or (b) outside of the meadowlands complex or such other project, but either immediately contiguous thereto or immediately across any public road which borders the meadowlands complex or such other project, including any buildings, structures, properties and appurtenances related thereto, incidental thereto, necessary therefor, or complementary thereto, the meadowlands complex or such other project to include driveways, roads, approaches, parking areas, parks, recreation areas, vending facilities, restaurants, transportation structures, systems, and equipment, furnishings and all other structures and appurtenances related to, incidental to, necessary for, or complementary to, the purposes of [that] the meadowlands complex or such other project.

(5) To establish, develop, construct, acquire, own, operate, manage, promote, maintain, repair, reconstruct, restore, improve and otherwise effectuate, either directly or indirectly through lessees, licensees or agents, projects consisting of (a) race track facilities located within the State of New Jersey, but outside of the meadowlands complex, (b) their contiguous properties, and (c) their auxiliary facilities, including, without limitation, pavilions, stands, field houses, club houses, training tracks for horses, race tracks for the holding of horse race meetings, fairgrounds, other exposition facilities, and other buildings, structure, facilities, properties and appurtenances related to, incidental to, necessary for, or complementary to, a complex suitable for

the holding of horse race meetings, other sporting events, or trade shows, exhibitions, spectacles, public meetings, entertainment events or other expositions, including, but not limited to, driveways, roads, approaches, parking areas, parks, recreation areas, lodging facilities, vending facilities, restaurants, transportation structures, systems and facilities, equipment, furnishings, and all other structures and appurtenant facilities related to, incidental to, necessary for, or complementary to<sup>y</sup> the purposes of any of those projects or any facility thereof.

Notwithstanding any law to the contrary, the acquisition of any existing racetrack facility in and licensed by the State of New Jersey shall be permitted on the condition that payments equivalent to all municipal, school board and county taxes due to each entity shall be paid by the authority to the extent<sup>or</sup> and in accordance with the same payment schedule<sup>or</sup> as taxes would have been paid each year, as though the racetrack facility remained in private ownership. In the event the authority conveys lands or other parts of the racetrack facility to others, the authority shall receive a reduction of such payments commensurate with the amount required to be paid by the subsequent owner of the lands and improvements disposed of by the authority. In addition, the authority shall be responsible for paying all existing local franchise fees, license and parking tax fees in effect at the time of the acquisition.

(6) To establish, develop, acquire, own, operate, manage, promote and otherwise effectuate, in whole or in part, either directly or indirectly through lessees, licensees or agents, projects consisting of events, expositions, teams, team franchises or membership in professional sports leagues.

(7) To establish, develop, construct, acquire, own, operate, manage, promote, maintain, repair, reconstruct, restore, improve and otherwise effectuate, either directly or indirectly through lessees, licensees or agents, projects consisting of facilities, at a site or sites within the State of New Jersey and either within or without the meadowlands complex, that are related to, incidental to, necessary for, or complementary to<sup>u</sup> the accomplishment or purpose of any

project of the authority authorized by this section, including any buildings, structures, properties and appurtenances related thereto, incidental thereto, necessary therefor, or complementary thereto, such projects to include driveways, roads, approaches, parking areas, parks, recreation areas, vending facilities, restaurants, transportation structures, systems, and equipment, furnishings and all other structures and appurtenances related to, incidental to, necessary for, or complementary to, the purposes of those projects.

b. The authority, pursuant to the provisions of the act, is authorized (1) to make, as part of any of the projects, capital contributions to others for transportation and other facilities, and accommodations for the public's use of any of those projects, (2) to lease any part of any of those project sites not occupied or to be occupied by the facilities of any of those projects, for purposes determined by the authority to be consistent with or related to the purposes of those projects, including but not limited to, hotels and other accommodations for transients and other facilities related to or incidental to any of those projects, and (3) to sell or dispose of any real or personal property, including, but not limited to, such portion of the site of any of those projects not occupied or to be occupied by the facilities of any of those projects.

c. Revenues, moneys or other funds, if any, derived from the operation or ownership of the meadowlands complex, including the conduct of horse race meetings, shall be applied, in accordance with the resolution or resolutions authorizing or relating to the issuance of bonds or notes of the authority, to the following purposes and in the following order:

(1) The costs of operation and maintenance of the meadowlands complex and reserves therefor;

(2) Principal, sinking fund installments and redemption premiums of and interest on any bonds or notes of the authority issued for the purposes of the meadowlands complex or for the purpose of refunding the same, including reserves therefor;

(3) The costs of any major or extraordinary repairs, renewals or replacements with respect to the meadowlands complex or incidental improvements thereto, not paid pursuant to paragraph (1) above, including reserves therefor;

(4) Payments required to be made pursuant to section 18b;

(5) Payments authorized to be made pursuant to section 18c;

(6) Payments required to be made [in accordance with the resolution authorizing or relating to the issuance of bonds or notes of the authority] for the purposes of any project authorized by the [this 1984 amendatory] act and located outside of the meadowlands complex;

(7) The balance remaining after application in accordance with the above shall be deposited in the General State Fund, provided that (a) there shall be appropriated for authorized State purposes from the amount\$so deposited that amount which shall be calculated by the State Treasurer to be the debt service savings realized with respect to the refinancing of the initial project as defined in<sup>Section 1 of</sup> P.L. 1973, c. 286, (C. 5:10-14.1) at the meadowlands complex, by the issuance of bonds of the authority guaranteed by the State, and after such appropriation, 40% of any balance remaining from the amounts so deposited shall be appropriated to the Meadowlands Commission for any of its purposes authorized by P.L. 1968, c. 404, and any amendments or supplements thereto.

d. Revenues, moneys or other funds, if any, derived from the operation or ownership of any project other than the meadowlands complex shall be applied for such purposes, in such manner and subject to such conditions as shall be provided in the resolution authorizing or relating to the issuance of bonds or notes of the authority for the purposes of such project[,]; and the balance, if any, remaining after such application may be applied, to the extent not contrary to or inconsistent with such resolution, in the following order (1) to the purposes of the meadowlands complex, unless otherwise agreed upon by the State Treasurer and the authority, (2) to the purposes of any other project of the authority; and, the balance remaining, if any, shall be deposited in the General Fund of the State.

2. (New section) In order to further the financing and operation thereof, the authority is hereby authorized to lease to the State and to sublease from the State, and the State is authorized to lease from the authority and to sublease to the authority, any project authorized pursuant to paragraph 3 of subsection a. of section 6 of P.L. 1971, c. 137. <sup>(C. 5:10-6)</sup> The State Treasurer is hereby authorized to enter into such lease and other agreements with the authority. Any such lease or other agreement shall expressly provide that the incurrence of any liabilities by the State under the lease or other agreement, including without limitation, the payment of any and all rentals or other amounts required to be paid by the State thereunder, shall be subject to and dependent upon appropriations being made from time to time by the Legislature for that purpose and any such lease or other agreement shall be subject to approval by the presiding officers of both houses of the Legislature.

3. This act shall take effect immediately.

#### STATEMENT

This bill amends and supplements the New Jersey Sports and Exposition Authority Law, P.L. 1971, c. 137 (C. 5:10-1 et seq.) to authorize the New Jersey Sports and Exposition Authority to lease to the State and sublease, for purposes of operation and maintenance, from the State an aquarium which the authority is authorized to construct in Camden.

This bill also authorizes the authority to use excess revenues generated from a particular project of the authority for the purposes of the authority's other projects and empowers the authority to site an exposition or entertainment center, or hotel or office complex, to be located within the vicinity of any project of the Authority other than Monmouth Park Racetrack.

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#### AUTHORITIES AND REGIONAL COMMISSIONS

Empowers the New Jersey Sports and Exposition Authority to use excess revenues from one project for another, to site an entertainment center within the vicinity of <sup>certain</sup> ~~other~~ authority projects and authorizes the leasing to the State of an aquarium.

Public Information  
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AUTHORITIES AND REGIONAL  
COMMISSIONS

AN ACT concerning projects of  
the New Jersey Sports and  
Exposition Authority, provid-  
ing for lease and other  
arrangements for the finan-  
cing and operation of an  
aquarium, and amending and  
supplementing P.L. 1971,  
c. 137.

Prime *John Lopez*  
P- *McChesney*

*Whitely*  
*Hartman*

*W. J. ...*  
*Kline*

*J. A. ...*  
*J. E. ...*

*J. Cirano*

*...*

RELEASED FOR INTRODUCTION  
WITHOUT EXAMINATION  
By Direction of  
INTRODUCER

ASSEMBLY BILL  
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Date JUN 29 1987  
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**ASSEMBLYMAN WILLIAM "PAT" SCHUBER (Chairman):** This is a regularly scheduled committee meeting of the Assembly Independent and Regional Authorities Committee. This is the second of a series of public hearings that this Committee is holding with regard to the issue of construction of a baseball stadium in the State of New Jersey, the construction of an aquarium in the City of Camden, and an equity funding proposal to provide financial assistance to the New Jersey Sports and Exposition Authority.

In particular today we are considering one of the three bills, A-4446, which is sponsored by Assemblyman Rocco. This bill would amend and supplement the New Jersey Sports and Exposition Authority law, to authorize the New Jersey Sports and Exposition Authority to lease to the State, and sublease for purposes of operation and maintenance from the State, an aquarium, which the Authority is authorized to construct here in the City of Camden. This bill also authorizes the Authority to use excess revenues generated from a particular project of the Authority, for the purpose of the Authority's other projects; and empowers the Authority to site an exposition or entertainment center or hotel or office complex to be located within the vicinity of any other project of the Authority other than Monmouth Park race track.

We thought that it would be fitting in that this project that is the subject matter of this bill is to be constructed in the City of Camden, that this public hearing be held here in the city, and we appreciate all those who have come out. All of the Committee members I will introduce: Assemblyman Paul DiGaetano to my right from Passaic County, Assemblywoman Marion Crecco from Essex County, Assemblyman Dennis Riley on my left from Gloucester County and--

**ASSEMBLYMAN RILEY:** Camden.

**ASSEMBLYMAN SCHUBER:** --and Camden County. Our first witness today will be the sponsor of this particular piece of legislation, Assemblyman John Rocco. Assemblyman Rocco?

A S S E M B L Y M A N J O H N A . R O C C O: Thank you, Mr. Chairman, members of the Committee, especially those of you that came from quite a distance -- Paul and Marion. Certainly we appreciate your coming to Camden, to South Jersey, to look into a matter that's very critical for us in this area. And Dennis certainly, living close by, has always had a keen interest in anything that occurs in this region-- So I want to start -- certainly Mr. Schuber you as Chair as well -- certainly start by thanking you for giving us the opportunity to present to you right here in Camden our concerns; and to attempt to persuade you to think positively in regard to what may well be one of the most important aspects of our South Jersey community, and that is the building and development of an aquarium right here in Camden. And I will in my testimony be rather general because there are others to follow who have specific details on all the various areas that we're going to be dealing with.

Let me tell you that this is a monumental and very important part of the future of South Jersey. The aquarium will provide literally hundreds of thousands of tourists to Camden -- to South Jersey. It will generate income that will go into a lot of the auxiliary services that are provided in this community. It will enhance the economy of South Jersey more than just being a visible attraction. Certainly if we take a look at the importance of the economic issue, not only in the construction and the development of the aquarium and the jobs to keep it moving and perpetuate the aquarium, in the auxiliary services as I mentioned-- The income that can be developed from all of these factors will literally bring millions and millions and millions of dollars into the South Jersey area and into New Jersey in general.

It's rather, I think, not only unique to have you down here in this area, and to have the Sports and Exposition Authority to look to South Jersey -- because generally

everything has been done certainly in the north, and as legislators I think on occasion we hear about the great north/south debate -- right Dennis? -- once in a while. The fact that we're here in South Jersey is really a very significant point that I want to stress time and time again.

This aquarium will be in the relative area of \$42 million plus dollars. Certainly the Sports and Exposition Authority, along with the State, will have the ability to build -- as you will see from the renderings to your right and around the room -- what will be the premier aquarium in this nation. It will have facilities-- And once again I'm not getting into the specifics. We have the Philadelphia Zoo people here. They will manage this operation. They have the ability, the expertise, to do that. And that's part of the total package. The Philadelphia Zoo -- as you may or may not know -- is one of the most outstanding zoos in this country. But the tanks, and the size of the tanks, and the ability to have the sea life dealt with in a very natural way, is all going to be part of this facility that you see to your right.

It will also bring to Mayor Primas -- who's here and will testify today -- and the residents of the City of Camden, a focal point, and not only the aquarium itself, but this whole area, along with Campbell Soup -- where they will build an international headquarters right on the waterways -- along with GE, RCA -- combined of course now GE -- they will take the waterways and the waterfront, and develop it with the potential of being one of the nicest waterfronts in this country of ours. They're talking about bringing in the potential, hopefully, of the ferry going from Penns Landing in Philadelphia over to this area in South Jersey. That's a very strong potential. Kevin Halpern, from Cooper's Ferry group, will tell you more about that because this is a group that's leading the redevelopment of this waterfront area. So there are a number of groups coming together to provide for South

Jersey this boost in the economy. And the coordination of all those groups really has come through from a number of people.

Walter Rand of course will sponsor the bill in the Senate. And I say "of course" because Walter has always been in the forefront of those things that impact on this city. He will shepherd this bill -- his bill, a similar bill -- through the Senate, so that through our house in the Assembly and the Senate version, we will come up with a bill that will provide the ability to have this aquarium. Without this legislation we couldn't do it. And without the members of this Committee looking positively on the legislation, we couldn't possibly bring forth this bill to the 80 members of our house. So your vote here in release is very very important, and of course to provide support on the floor.

The commitment of the State of New Jersey to South Jersey is also significant here. So much of our argument and debate oftentimes as South Jersey legislators, we feel frustrated time and time again over the fact that South Jersey doesn't get "its fair share." And this is one way to look at the potential of improving that ratio.

So without any further ado, and just with the desire to impress upon you, members of the Committee, the importance of your decision on the economy of this region, and on the economy of the State because the tourism that will develop from this and the monies that will come into the State will benefit all residents of the State of New Jersey, not just simply South Jersey itself. The entire State will benefit from the income. We all hear about Baltimore and the impact of the aquarium to the Baltimore waterfront, and what has evolved down there. And certainly we feel that we have a greater potential right here to improve upon what has been done in Baltimore. There's more open land here on the waterfront. There's a greater potential to build from the ground up, and not have to refurbish. So, your vision, your concern is appreciated; and

most importantly at this point, your vote is needed to have this all come about.

And, Mr. Chairman, I'd be glad to answer any questions from your members.

ASSEMBLYMAN SCHUBER: Assemblyman Rocco, thank you. We certainly appreciate your sponsorship of this important legislation. Certainly it is the hope of this Committee in its deliberations on this bill and the other bills in the package, that in the end it will lead to a greater economic development in all areas of the State. Because regardless of where these projects tend to be built, I think the impact is one that goes beyond the borders of just the particular area that they're sited. One of the considerations that we're looking at in judging the merits of these proposals is that exact economic impact in the State, from the point of view of jobs, and development of the economy. We appreciate your sponsorship.

Why don't you stay there John, and why don't we ask Senator Walter Rand if he would come on up and say a few words on the bill also? Senator Rand?

ASSEMBLYMAN ROCCO: Mr. Chairman, I might say -- as Walter Rand comes forward -- as you can see it's a bipartisan effort. As Chairman of the South Jersey Republican Coalition, our Democrats are also generally in support if I read Dennis correctly, and talking to some of the other members, I think you'll find very much of a bipartisan effort in this regard.

ASSEMBLYMAN SCHUBER: Well we certainly hope so. There's nothing like bipartisanship, so let's see what-- Senator Rand, welcome and thank you.

SENATOR WALTER RAND: Thank you very much, Mr. Chairman. And Mr. Chairman, may I take the opportunity of thanking you and Assemblywoman Crecco, Assemblyman DiGaetano, and Assemblyman Riley, for visiting the south. We hope that this will be a forerunner, very frankly, of a lot of visits by Assembly and Senate Committees to the southern area of our

State. And I welcome you here today and am just delighted that you chose to have your hearing in Camden. I will just make a brief few statements. It is just some of the general feelings that I have.

Camden and the aquarium, perfect together. It's a pleasure to be here today to discuss with you the renewed sense of pride that is growing throughout the Camden area. I am here to invite the entire State of New Jersey to join the partnership of the public and private sectors, that has created an atmosphere of excitement in this region. And of course the reason for this excitement is that we have realized that business and government can, and must work together to maximize our service to the people. The redevelopment of the Delaware waterfront is a perfect example of how that partnership can work.

There was a time not too long ago, when the thought of having the State involved in the construction of an aquarium in Camden, would generate expressions of disbelief. And there was a time not too long ago, when the people of South Jersey had to stand by, and wait to see what bones and morsels would be thrown their way by the powers in the north. Well, ladies and gentlemen, I'm proud to say that those days are gone, hopefully forever. They are gone for now because we have spoken out and learned in a bipartisan manner how to get results. It is no accident that South Jersey is getting a greater share than ever before of the State's transportation dollar. And it is no accident, that the Cultural and Historical Green Acres Preservation Bond Issue on the November ballot will guarantee that at least \$17 million of that flows to the eight South Jersey counties. I am proud to have been a sponsor of these efforts, and I am proud to be the sponsor on the Senate side of S-3570, along with Assemblyman Rocco, on the legislation that will complete our funding requirements for the aquarium.

As many of you know, the initial \$10 million funding was provided, that enabled the ground to be broken for the aquarium in Wiggins Waterfront Park. This legislation being considered today will guarantee an additional 30 million plus for the completion of the aquarium project. But I must tell you, that unless this project, unless this bill is passed, the \$10 million will be held in abeyance till we complete the entire three package bill. So it is so important that in order for us to get the initial \$10 million, that we act on these bills expeditiously.

And the aquarium -- headed by the Philadelphia Zoological Gardens -- will be adjacent to Campbell's new corporate headquarters. The aquarium will feature fish that are indigenous to New Jersey's waters. And hopefully it will receive its first visitors sometime in 1989.

I am grateful for the attention that has been focused on our redevelopment plan by the actions of your Committee, and I am hopeful that there will be an expeditious treatment of this legislation by the Assembly. I am confident that the Senate will provide this legislation with timely consideration.

Mr. Chairman, I thank you for allowing me the time, and your courtesies extended to me to appear before this Committee. And I will be very happy to answer any questions.

ASSEMBLYMAN SCHUBER: Well Senator Rand, we thank you for being here also. Certainly this Committee will be giving due deliberation to all these bills, as indicated to Assemblyman Rocco. And it is our plan to consider them for final passage on July the 29th -- which will be a week from Wednesday -- in Trenton, at 10 o'clock in the State House. We appreciate your consideration on this. We hope that the Senate will take these bills up as expeditiously as we have here, because I think this proposal is one that, if gaining final passage from this Committee, should move as quickly as possible through both houses. Assemblyman Riley?

ASSEMBLYMAN RILEY: I know this is a love feast. And I know that this is all supposed to be wonderful, and copacetic. And Walter, some of us drove north, not south, to get here. And obviously I believe that we all earnestly desire for Camden City-- Obviously Randy, I think, knows my feelings. I think everybody does, regarding how much I want to see this waterfront. But I guess maybe some of us have been around too long. Maybe some of us have seen the Trojan Horse sold before.

In fact, I remember December 17th, 1983. I remember a day when the last baseball bill package was brought to the Legislature. I remember a day when the Senate passed a bill -- and John does too -- that the Senate hadn't even read, it wasn't even printed yet. I called that to everyone's attention when it was called to the Assembly, and forced a committee meeting on that date of the "baseball bill." At the time the "baseball bill" -- first Trojan Horse sold -- was not out of committee. They seemed to have sent it to a committee that happened to have four people from South Jersey on it at the time out of seven. Eventually, the bill was printed, pursuant to our insistence. And eventually, I'm sure most of us remember Guy Muziani being pulled out into the hall at one point. And most of us remember Wildwood being promised an aquarium.

Well, I wonder if part of South Jersey is taking another part of South Jersey's aquarium? I wonder if Guy remembers that? I'm sure John remembers it. I'm sure Walter remembers the fact that the Assembly stalled the measure -- South Jersey Assemblypeople-- Both parties stalled it in order that we could at least see the bill. And then we all remember Guy sheepishly voting for it, so that Wildwood could have an aquarium. So I've got real problems. The last baseball bill had nothing to do with baseball. The last baseball bill was so that the Sports and Exposition Authority could buy Monmouth,

which they denied vehemently and which was accomplished within a matter of weeks afterwards. I didn't have a crystal ball to predict that one, and I don't think I need to say that I suspect that this one may have other trappings.

In fact, I remember the words on December 17th, when I think John and I asked the question. "Where's the baseball team you're going to get?" "How are you going to do that?" I think our answer -- John I think you remember -- was, "For six weeks we can't reveal it." We're now almost four years later -- but we've got it. And very quietly we were told it was either the Pittsburgh Pirates or the San Francisco Giants. Well, unless they're playing someplace that I haven't seen, unless they're playing in some other uniforms, I think they're still playing in Pittsburgh and San Francisco.

I earnestly wonder-- You two, obviously we're all friends. We're all from South Jersey, and we all have the same feelings regarding the aquarium in Camden, and Randy I think knows we all would love to see it here. We're going to see it here. But do we need-- If the Philadelphia Zoo people -- who run a tremendous operation as all of us from South Jersey know -- are going to manage it, and they've already approved the 10 million, why do we need the New Jersey Sports and Exposition Authority, which the only interest they've ever showed south of Trenton was when they promised Guy Muziani an aquarium -- which I think looks pretty similar to this one-- Why do we need them? Why can't this be a separate authority? Randy doesn't need the Sports and Exposition Authority telling him what to do. The people from the Philadelphia Zoo are more competent I think than they are, or as competent. Why do we need them to run some-- They're not connected to South Jersey. They've never run an aquarium. Philadelphia Zoo people have. Why do we need the gang from East Rutherford to come down and tell us, and tell Randy, and tell the Philadelphia Zoo people, something that they have no experience for? We all want the aquarium,

but we don't want to buy a pig in a poke. This pig they've sold twice. Let's hope that we have the aquarium, but why do we need them? I'm sure your recollection of history is similar to mine, John. Why do we need them, or do we need them?

ASSEMBLYMAN SCHUBER: Walter, John?

ASSEMBLYMAN ROCCO: Go ahead Walter.

SENATOR RAND: Well, first of all, I don't know what they sold Mr. Muziani. I do know that we have a commitment that was put in the Appropriations Committee, that was passed by both houses, and was signed by the Governor, and allocates \$10 million for an aquarium in Camden, New Jersey. Why we needed the Sports Authority? We need a funding mechanism; we need a conduit. And they were kind enough to put up the initial, I believe it was \$1 million for the study. And true, we did get the Sports and Exposition Authority interested in South Jersey. We felt that they had to have a commitment to South Jersey as well as North Jersey. And we believe that they've lived up to that commitment. And we believe that this is the funding mechanism they've provided.

And I must tell you, Assemblyman Riley, I have never been critical of the perusal, or the monitoring, or the overview of any piece of legislation. And I would advise not only you, but this Committee to review the three package bill. I read it yesterday. It took me two, two and half hours to go over it. But I did understand -- and you ask a very pointed question. And rightfully so, because you should ask questions. I address myself to A-4446, and S-3570, which is the funding mechanism for the aquarium. I didn't address myself to A-4444, or A-4445, because I thought that we were just having a narrow meeting on the aquarium. I would hope that someday, when you have a general meeting on the three bills -- which would take me much more time than I can devote here today -- I would certainly discuss the three bill package.

ASSEMBLYMAN RILEY: Well it's been referred to as a package, and all three are listed here.

SENATOR RAND: Yes, I've got it right here, Assemblyman. But that's the best that I could answer you.

ASSEMBLYMAN ROCCO: Well let me put it, if I may-- Walter are you finished?

SENATOR RAND: Yes.

ASSEMBLYMAN ROCCO: Dennis, I think it's like so many other things that we deal with in the Legislature. We have two ways to go: Either it's a dead issue, it's not going to happen; or it's a live issue, and we have to work through the Sports Authority because of the various groups working together to come up with what is before us, which is this package. Now, you know the origins of it, the genesis of it, is difficult to determine. And the fact is that, as we know, the package is here. Now, we can reject the package. My guess is, if we reject the package, that we have no aquarium; and that the issue becomes a dead issue. Or, we take what is here before us that we have to deal with, modify, amend it, change it -- do whatever we can to keep it alive -- but in the best possible circumstance we can, or it's a dead issue. I truly believe that to be the case. And at this point, this is what's going to bring an aquarium to Camden and to South Jersey.

ASSEMBLYMAN RILEY: But, do we need them? I mean, isn't it almost obvious that they're throwing us the-- Well the said number is 30 million. They're throwing us now the \$30 million bone they sold Guy four years ago -- threw to Guy four years ago -- and got their race track by doing it. Now, they're trying to throw us-- They're going to try to buy, apparently build and buy, an \$800 million -- whatever it is -- a baseball team. It seems like-- We're definitely-- Here's the bone, South Jersey. We threw eastern South Jersey the bone four years ago, then we pulled it back on the string. Now we're throwing western South Jersey the bone, and when are they

going to pull it back? Why do we need them? Shouldn't their baseball bill rise and fall on its own merit, John?

ASSEMBLYMAN ROCCO: But we know, that that's the case. We know that North Jersey is still getting the bigger end of the package. That's the case. But we're getting a greater proportion in terms of ratio, than we've ever had before. So we know that's the game that's being played. You don't have to be a political strategist, or brilliant, to comprehend that. The fact is, that's what we have.

ASSEMBLYMAN RILEY: Well, unless my math is wrong, 30 million to 185 is not, not even not commensurate, but more than that, this is the bone they threw before to Guy Muziani and to Cape May County.

ASSEMBLYMAN ROCCO: Do you feel that the commitment won't be followed through on?

ASSEMBLYMAN RILEY: Was it followed through with Guy Muziani?

ASSEMBLYMAN ROCCO: Well, I don't know. I didn't do any more-- That was your committee.

ASSEMBLYMAN SCHUBER: Wait a minute. Wait, wait, wait.

ASSEMBLYMAN RILEY: But again, Mr. Chairman, the basic question is, do we need it? Do we need them?

ASSEMBLYMAN SCHUBER: All right, this is a question we can take up with the gang from East Rutherford, who are sitting over here on the side wall. (laughter) The issue simply is this: I sat on that Committee at that time also, and Assemblyman Muziani fought to get an aquarium as part of the proposal on the baseball bill at that time, for South Jersey. To the extent that it was ever promised to Wildwood, I don't know anything of that. All I know is he fought to do it in South Jersey. In my discussions with him leading up to today, he's very pleased to see that it's coming to fruition here, because I think it was part of his dream. So I think we should let the record be straight on that. As to the issue of why the

Sports Authority is constructing this, that will come out in the testimony. The gentlemen are here to answer that question. We could debate that issue all day.

And I'm going to indicate folks for everybody here now, you know, I may live in Bergen County, but whatever this Committee is doing is for the entire State. I don't abide by a north/south split. I never did, and I won't. I appreciate what we're doing here today is going to have an impact in Camden. And that the baseball stadium, if ever constructed, will be built somewhere in Bergen County. But the fact of the matter is that all of those projects, all of those projects no matter where physically located, are going to benefit the entire State. I think that's what we should keep in mind. And I think that's what all the Committee members should keep in mind as we discuss all these bills. Now, is there anything else you wish to add?

SENATOR RAND: Mr. Chairman, through you if I may, I'd just like to make one more statement. I remember very well the vote on that bill, and one of the major criticisms -- and the Executive Director of that Sports Authority is certainly an old friend of mine, and I guess he and I have never had bad words until that evening -- and the bad words that we had was the fact is that they didn't pay attention to South Jersey. There was a complete absence of interest in South Jersey, and there was a lack of any communication or direction for South Jersey. And let me say this, whatever the reasons, political, strategic or otherwise, let me compliment Mr. Mulcahy and his staff. At least they are -- And you're right, Mr. Chairman. I'm not looking for a South Jersey State or a North Jersey State. What we are looking for is equity in the delivery of that which is good for the entire State -- but certainly equity in the delivery for the things that we can get, as well as North Jersey. And I think that the criticism that I made that evening -- and I did stand on the floor to criticize the Sports

and Exposition Authority -- is the fact that they didn't pay any attention to South Jersey. And I think they've tried to remedy that situation. And to that I certainly compliment them.

ASSEMBLYMAN SCHUBER: Gentlemen, thank you very very much. If you'd like to sit there-- I think I'm going to ask Mayor Primas if he'd come up at this point. He was kind enough to show us courtesies here today, and rather than hold on, I'd going to ask him if he'd like to join the group.

MAYOR MELVIN R. PRIMAS: Thank you very much, Mr. Chairman.

ASSEMBLYMAN SCHUBER: Welcome Mayor, we appreciate it. We thank you for your courtesies.

MAYOR PRIMAS: First let me welcome you, and all the members of the Assembly Committee, here today. I have a prepared text, that probably doesn't make sense to read. I'd like to give it to you to enter it into the record.

ASSEMBLYMAN SCHUBER: We certainly will.

MAYOR PRIMAS: In light of the discussion that's going on, I'd like to make a few comments as to the aquarium project.

ASSEMBLYMAN SCHUBER: Please, go ahead.

MAYOR PRIMAS: Okay. In terms of the development of our waterfront. The aquarium is a major component to the development of not only the waterfront, but what we view as the City of Camden. I was not privy to the discussions that Assemblyman Riley spoke to, relative to a commitment to another jurisdiction for an aquarium. I do know that the City of Camden has been working for a number of years on a revitalization plan that ultimately called for an aquarium. I do know that there were many jurisdictions around this country who have looked at Boston, who have looked at Baltimore, or who have looked at Monterey, and have targeted aquariums as a means for economic development and urban revitalization. I also know that the City of Philadelphia was very interested in the development of an aquarium. But the fact is, that we had begun

some feasibility studies, and determined in our mind, that we had probably the most appropriate site in the State of New Jersey for an aquarium.

And it was by coincidence that when the baseball bill -- I believe it's been referred to -- was passed by the State and signed into law, that aquariums were mentioned. And needless to say, we took great interest in that, since we had the statistical data to support the fact that an aquarium would be viable here, and could be an economic generator that could make our development plans work. We became very interested and actively pursued it. We looked to the State; met with the Governor, and ultimately got to the Sports and Exposition Authority. In looking at the record and the expertise of the Sports and Exposition Authority, we felt that they would be an appropriate actor to coordinate a complex problem, or a complex project, as we envision it on the waterfront.

Not to get into too much detail, but we're talking about urban renewal land; we're talking about a public/private partnership between Campbell Soup Corporation and the State of New Jersey and the City of Camden and the County of Camden. And it's the kind of marriage that we all dream of, where everyone is working together. In addition, we were able to have discussions with the Philadelphia Zoological Society to talk about the regional concept. So, while it is going to be the New Jersey State Aquarium -- and we believe that will be good for all of New Jersey -- we also see benefits in the regional concept.

I believe that the New Jersey Sports and Exposition Authority is largely responsible for us getting to the point where we are today. In terms of putting the funding package together, working with Bob Mulcahy and Gerry White I think has been an invaluable experience for us; and I do not believe that the project would have moved as rapidly as it has, or I don't believe it would have gotten to this point, had we not had the

benefit of their expertise. I'm not speaking about the baseball side. I'm speaking solely about the aquarium side. And recognize the tremendous value that I think this city and this State will benefit from having the Sports and Exposition Authority involved in this process.

We think it's going to be -- as you indicated -- good not only for this city, but very good for the State. We expect it to, again, be the cornerstone for the revitalization of our waterfront, and I invite each of you to join us right after the hearing is over to go down and see the site. It's one thing to look at it on the charts; it's another thing to sit there and be awe-struck -- as I'm sure you will be -- as you witness the potential of the site that we think that we have.

I don't want to go on and on. I'd be happy to respond to any questions. But I do think that it's important that the Sports and Exposition Authority remain involved. They've gotten us to this point. We've worked out a cooperative arrangement with the folks from the Philadelphia Zoological Society. It is again, a most complex situation to build an aquarium. There are things that I know I never thought about prior to getting involved. And I think that we've got just a first-rate team. And I think that first-rate team has been responsible for us being here today.

I would also urge, in terms of this Committee, to act quickly on the funding package. We were all very excited, I guess in July when the budget was signed, and there was \$10 million in the budget for the construction, or the beginning, of the aquarium here in the city. It's my understanding that the Sports and Exposition Authority is prohibited from moving forward in signing contracts to commit that \$10 million, until the full funding is in place. Because of that, I would ask that this Committee move expeditiously in its deliberations, so that we can get the final dollars appropriated; not only through the Assembly, but through the Senate, and with the

Governor's signature, so that the Sports and Exposition Authority -- the managing agent of this project -- can go forward and authorize the contracts.

I should indicate that if we can move forward during the month of August, we can commit to you a ground breaking in September. We have fast tracked this project. The architectural team has worked very closely with the exhibitors and the operators, in terms of the Philadelphia Zoo. And we're ready to go. We just need your assistance to get the final funding in, so that this project can move forward.

ASSEMBLYMAN SCHUBER: Well we thank you for being here, Mayor, and joining with us on this. Of the three bills in the package, I think the thing that I find intriguing about this particular bill was the fact that -- maybe more so than the baseball bill -- was the simple fact that it provided us the opportunity to look at that -- as you indicated -- that marriage that we always look for, which would be the partnership between the State, one of the State's premier independent authorities, the City of Camden, the County of Camden, all for the purpose of a project which hopefully would economically benefit all. And to see -- almost like a laboratory-- To see if that concept that we always talk about can actually work. I think it has the potential here to do so. That's why I think this is such an important measure. Certainly it's one that we want to give due deliberation to, but at the same time -- if it meets with the approval of the Committee -- to move it so that the whole Assembly can consider it as soon as possible. We appreciate your being here also. Thank you.

MAYOR PRIMAS: I think the final component -- not to add to it-- In terms of that marriage, we think we also have a unique opportunity with the City of Philadelphia, and another state, the State of Pennsylvania, in terms of that partnership. Our planning office and Cooper's Ferry is working

in cooperation with the City of Philadelphia to develop a waterfront that doesn't compete with one another, but that complements one another. We've certainly met with the administrations in Philadelphia, and we both feel that if we can put together a waterfront that might have national appeal -- in terms of an exciting aquarium on our side, and much of the historical significance in Philadelphia, and the ferry going back and forth across the Delaware River -- that we will have done something not only for the State, but also for the region. And that this experiment as we call it, in terms of the partnership, can be one of the truly great partnerships that this country has ever seen.

ASSEMBLYMAN SCHUBER: We appreciate it. Thank you. Thank you gentlemen. Thank you very very much. Now why don't we--

MAYOR PRIMAS: I have the written testimony here.

ASSEMBLYMAN SCHUBER: Oh, I'm sorry. Thank you Mayor. We'll include that in the record. John, do you want to stay there?

ASSEMBLYMAN ROCCO: You want me to stay here?

ASSEMBLYMAN SCHUBER: Yes you can, please. And now let's hear some of the concrete details of the proposal. We'll have Mr. Robert E. Mulcahy, who is the President and Chief Executive Officer of the New Jersey Sports and Exposition Authority. Mr. Mulcahy?

R O B E R T E. M U L C A H Y III: I guess I occupy the hot seat, huh? First of all, I'd like to thank you, Mr. Chairman, and members of the Committee, for the opportunity to appear this morning on behalf of A-4446. I'd like to thank Mayor Primas, and Senator Rand, and Assemblyman Rocco, for their support and kind words.

Over the past ten years the Sports Authority has achieved a unique status in the life of New Jersey. Its accomplishments have been well chronicled, and have put it in

the vanguard of the renaissance of this State. The Camden aquarium project gives us an opportunity to participate in a South Jersey project; and what an importance, equally equivalent to the reclamation of swampland and garbage dumps in the Meadowlands that took place some 10 to 15 years ago.

What A-4446 does is amend our legislation to permit the State to execute a lease with the Authority to build and operate an aquarium in Camden. The lease would require approval of the Treasurer, the Speaker, and the Senate President. And would require State payments subject to annual appropriations to pay debt service on the bonds to finance the aquarium. I might point out that these are three separate bills, as you know, Mr. Chairman, voted separately by the Committee, not tied together, and obviously have to stand each on their own merits.

The Sports Authority got into the aquarium basically for two reasons that were alluded to here by both the legislators and the Mayor: First, as a funding mechanism, and secondly, to give credibility to the completion of the project, because of the concerns of the corporate entities that were involved in the redevelopment of the waterfront.

I also want to make clear something else. There's been a lot said about a deal with the Assemblyman Muziani. Assemblyman Muziani asked for an amendment in that legislation, to put an "s" on the word "aquarium." There was never any deal. There was never any accommodation to anyone. In fact, there are many other municipalities looking for aquariums at the present time. We're here because the Kean Administration has made a commitment to the redevelopment of the Camden waterfront. The Sports Authority has been asked to participate. I think we've demonstrated through the expenditure of some \$1 million to date, that we're serious and that we're honest in our efforts to help Camden get this project done.

We have basically completed the schematic design of the aquarium, with the assistance of the Philadelphia Zoo. The project itself is estimated to cost \$42 million. It was indicated that \$10 million has been authorized and appropriated in this year's budget. Thirty two million dollars remains. What the Sports Authority would do is issue a five-year \$32 million bond. And the State, through annual appropriations of \$7.6 million, would pay the bond off in five years.

What I would propose to do for you now, with your concurrence, Mr. Chairman -- is to first have Mr. John Pearce, the architect from the Hillier Group -- give you a brief overview of the project. And then have Bill Donaldson, the President of the Philadelphia Zoo, briefly describe how it would operate, and what the philosophy was in the design that we had here.

ASSEMBLYMAN SCHUBER: That would be fine.

MR. MULCAHY: John?

J O H N P E A R C E: (standing at charts) Well thank you very much. The Hillier Group is extremely proud to be the architect for this unique project. We are a New Jersey architectural firm. Needless to say, we appreciate the opportunity to grow and to develop, as this project in Camden is growing and developing.

As Mayor Primas so aptly pointed out, the aquarium site is the most appropriate site in the State of New Jersey. Not only is it on a major waterway of historical significance, it's a major city which has not cut off its waterfront by a highway. It creates a wonderful opportunity for a project to be on a major waterway which we can all get access to very easily.

It's also very significant that this project has an opportunity to present two front doors. Most importantly is the front door to Camden, to the city, and to New Jersey residents. A second front door, but extremely significant

front door, is the Philadelphia and the Pennsylvania side. Those two elements, as was pointed out, bring two unique cities that have known each for a long time, together. And I think that this building and the whole waterfront project, will be the keystone, the linchpin, for this whole development.

I'd like to just go into a little bit of detail to demonstrate if I may. Although very hard to read, I think the diagram is apt in that this is the Ben Franklin Bridge, the City of Philadelphia, the City of Camden, and right at the heart of it is the proposed waterfront development project of which the Camden aquarium -- the New Jersey State Aquarium -- is right at the point on the river. It was extremely significant that the building be on the river. We felt that it was appropriate that an aquarium be located adjacent to this major waterway.

The master plan as currently developed, shows the aquarium right on the water. One side, the side towards Philadelphia, is a building which basically says to Philadelphia: We welcome you. Come and visit us. To the Camden side is a series of pavilions, with the exhibits in the park. That is the continuation of the development of the park that's occurred in Camden.

The two photographs that I have up here are of a model that we constructed. This photograph here shows the welcoming to Philadelphia, to come over and visit this major New Jersey institution. The dome is the lobby. The great broad expanse of the walls is the major exhibit circulation. There are pavilions at either end, which would house amenities such as a restaurant and bookstore. On this side here is a major habitat. In this case, we'll be putting a New Jersey habitat and a tropical habitat, so that the comparison can be made for all the visitors between what New Jersey has versus what may be seen somewhere else in the world.

On the Camden side, and as part of the park area, as I mentioned, there are a series of pavilions that stand within the park. Within that there are the various aquaria exhibits which we are proposing. We are talking about having a major shark tank, which will be of an order of magnitude of just under a million gallons of water. Which is basically larger than the size of this hearing room. We hope to have some rather special shark species in there. As you know, we have sharks off the coast here, and they usually attract a lot of attention when they come nearby. So we feel, both from an educational and exhibit point of view, these sharks will be something very very special.

This whole area here will be an outdoor New Jersey habitat -- these may be difficult to see, but the studies have been done -- including beavers, Pineland exhibits, underwater viewing, and so forth. Very exciting to be able to visit, and see both as it exists, as you may see it normally; but also be able to see it from behind the scenes as it exists. We will also have within the exhibits, the possibility of almost a sunken ship -- something that was proposed a couple of years ago -- of which the children, the many many school children, will come to the aquarium, visit, use this ship as a way to learn about what happens below the water. They can see how the various fish survive in their natural environment.

In summary, the aquarium offers us a great opportunity to create a unique pavilion in a park. And also a very broad and beautiful front to our sister city across the way. We hope many many visitors will come by all the various methods of transportation, including the ferry service which was mentioned earlier. It's extremely important that that bring people into the waterway, and that the two waterfronts develop together to make this a successful project, to enhance what happens across the way.

Finally, a very difficult drawing to read, but a concept which is very exciting to us, This building will also stand out at night. A view of the building across the river. The reflections on the water... What it will do to the esplanade, and the night life, and the whole activity that occurs on the waterfront, is extremely important. Other cities that have done the aquarium, the aquaria have created an entire other world of life. This is extremely important to the development of the project.

Thank you very much, Thank you.

MR. MULCAHY: John, thank you. Mr. Chairman, with your permission, I would ask Bill Donaldson, President of the Philadelphia Zoo, to offer some comments on this. Bill?

ASSEMBLYMAN SCHUBER: Welcome, Mr. Donaldson.

W I L L I A M V. D O N A L D S O N: Thank you very much, Mr. Chairman, members of the Assembly, Senator Rand. I'm Bill Donaldson, and I'm the President of the Zoological Society of Philadelphia, a nonprofit corporation which has operated both the zoo and the Penrose Laboratories at the zoo sites, since 1859.

In 1985, we were approached by the City of Camden, through the Cooper's Ferry Development Corporation, and asked to undertake a study to look at three things: The first was, if there were an aquarium in Camden, would anyone come to that aquarium? The second one was, did it make sense to operate the aquarium by contract with the zoo? Was that either to the benefit of the zoo or to the aquarium? And third, what would the aquarium look like, and how would it differentiate itself in the marketplace with aquariums in New York and Baltimore? And I will just briefly tell you what we did about each one of those things.

The first thing, we conducted a number of interviews, both with the 1,300,000 visitors that we had at our zoo that year, and with the over 2 million people who visit Independence

Park. We also interviewed people at the aquarium site in Baltimore, and we interviewed people in the whole South New Jersey area, and the Eastern Pennsylvania area, by telephone. We found out that people were anxious to come to an aquarium, and in fact 17% of the annual attendance of the Baltimore aquarium, came from this area. Some 200,000 people were traveling from here to Baltimore. And we projected that we could look towards an attendance of a million visitors the first year in opening the aquarium. We found that people were anxious to come. That the access in Camden is good access. And that the project would be a success in both, supporting a million visitors a year, and in encouraging the retention of the Campbell Soup World Headquarters in Camden and in South Jersey, and expanding the operations of the RCA Corporation.

We then looked at whether or not it made sense to operate that aquarium under a contract with the Zoological Society. We felt that the aquarium had to be entirely freestanding on its own, and that it had to have its own board of directors, and it had to have its own operation based in New Jersey. We felt however, that there were some substantial economies in being able to operate in a contract with the Zoological Society. And we've made a proposal to operate it that way.

What we found out though -- and the part of it that was really the most fun for us -- was figuring out how we could build an aquarium that would knock the socks off the folks that were wasting their time going to Baltimore, or going to New York, or somewhere like that. We decided we had to build an aquarium that was really different. I think it's a shame-- And it just shows you how the Philadelphia newspapers can't get anything right. They wrote an article this morning that said that this aquarium was going to look like the Baltimore aquarium. Well get that out of your mind. What we're talking about is an entirely different kind of an aquarium.

The first thing we realized was that New Jersey is really a unique state. It probably has a wider variety of aquatic habitat than any state in the United States. Whether it was trout streams in northern New Jersey, whether it was the Pine Barrens, whether it was the deep offshore canyons -- the Baltimore canyon -- that when you really look at it, New Jersey is almost an island. And it's an island with a lot of lakes and streams, and a lot of habitat that is absolutely unique to New Jersey. It doesn't exist anywhere else. So we felt that the first thing we wanted to do with the aquarium -- which was quite different from what had been done in Baltimore or Boston -- was to celebrate the aquatic habitats of the State of New Jersey. And we felt that that would have some implications both to our visitors, and to the school children in New Jersey. We are currently testing a unit in the schools in southern New Jersey about the aquatic habitats in New Jersey, so that the aquarium will in effect support the program that will be used in the schools.

We also felt that we needed to do some things that were extraordinary. And while the architect told you that our biggest tank would be about 800,000/900,000 gallons, what he didn't tell you is that that will be the second largest tank in the United States. That the only one that's larger is in Epcot Center. And that it is a third bigger than the largest tank in Baltimore. And it will be configured quite differently, so that we can keep something that no one has ever kept in captivity before, and that's open ocean pelagic sharks. We think that the design of the tank -- we think the way that it's built -- will let us keep great white sharks, blues, and mackerel sharks, that no one else has been able to keep, because of the advances that we've had.

We also think that this aquarium will be really the state-of-the-art of aquariums. In a sense, Baltimore and Boston are sort of the end of an old school of aquarium

design. Probably the one in Monterey is a new kind of an aquarium. Well, that's what we want to build here. We think it's going to be the kind of aquarium that will let us show people what happens in New Jersey, in the aquatic habitats. But then let us contrast that, so that you can understand that if you were in a fresh water stream in southern New Jersey, what would that same kind of stream look like if it was on the Orinoco, or if it was on the headwaters of the Amazon -- what kind of animals would be there?

So, we came to the conclusion yes, that an aquarium would attract over a million visitors each year. Yes, that it would support the economic development that the City of Camden proposes. Yes, that it would make sense to at least reduce operating costs by combining some phases with the Philadelphia Zoo. And yes, that we could build an aquarium that was different. I think the thing that pleased us even the most was that we have already begun making preparations -- and as soon as we have the full go-ahead -- to start training people in Camden for positions in that aquarium. We think that we can work with the local junior colleges, and the other educational institutions here so that we'll be able to have trained aquarists, who are residents of this area, when we open the aquarium.

It's going to be a dandy aquarium. When we get it all done, we'll be willing to allow you to feed three political enemies to the sharks of your choice. (laughter) And I will guarantee you that when the aquarium is done, the air conditioning will work better then it does in the YMCA. (laughter)

ASSEMBLYMAN SCHUBER: It sounds like "Jaws" comes to New Jersey.

MR. DONALDSON: It's going to be grand. There's a guy down in Florida that's been able to keep a 12 foot tiger shark. Can you imagine what that thing-- I mean, it could

swallow me without chewing. And you can imagine what that's going to be like to be able have that kind of thing, that will come right face to face with you. We're going to have areas where you walk along-- Do you ever walk along the shore of the ocean and you wonder what's under the water? Well you're going to be able to sink under the water, and see what's under that water, and see what things are there.

ASSEMBLYMAN SCHUBER: Mr. Donaldson, what do you think, how many people would be employed by an enterprise like this?

MR. DONALDSON: I think that our initial -- and I have with me today Dr. Wellington, who will be the resident manager of the aquarium -- and we think about 180 full-time people, and probably about 200 part-time people.

ASSEMBLYMAN SCHUBER: Bob, are there other witnesses you want to present?

MR. MULCAHY: Well, these are the two major witnesses, When they're done I'll just sum up.

ASSEMBLYMAN SCHUBER: Well maybe I can ask you a couple of questions?

MR. MULCAHY: Sure.

ASSEMBLYMAN SCHUBER: How long would it take to construct this enterprise?

MR. PEARCE: We're targeting to be completed in about two, to two and a half years after we break ground.

ASSEMBLYMAN SCHUBER: How much money has been expended on the project so far, if anything?

MR. MULCAHY: We've expended a million dollars to date, which is all that we have the capacity to do, or been authorized to do at this point in time.

ASSEMBLYMAN SCHUBER: Okay. Is there any potential or possibility of any corporate monies being utilized in this project anywhere?

MR. MULCAHY: Yes, but it would be in addition to what we've shown here. There are other parts of this project that in time would be constructed. And it's envisioned that they would be constructed as part of this private/public partnership. They would be either adjacent facilities to this that would fit in with it, or parts of the redevelopment here.

ASSEMBLYMAN SCHUBER: How would this lease arrangement work with the State on the theme park?

MR. MULCAHY: It would be similar to the way the Building Authority leases work, Mr. Chairman. It requires the sign-off of the Speaker and the President of the Senate.

ASSEMBLYMAN SCHUBER: And as I understand it, from what the testimony would indicate, this enterprise would then be financed by bonds.

MR. MULCAHY: Well, we would be the vehicle for putting the bond out so that the money is up-front.

ASSEMBLYMAN SCHUBER: Correct.

MR. MULCAHY: And then over five years, you pay it back.

ASSEMBLYMAN SCHUBER: They would be paid off by the State?

MR. MULCAHY: That's correct.

ASSEMBLYMAN SCHUBER: At about what, 7.5 million?

MR. MULCAHY: About, yes if you average it out.

ASSEMBLYMAN SCHUBER: Then is it the hope, or projection, that after that time this enterprise would be self-sufficient?

MR. MULCAHY: Yes.

ASSEMBLYMAN SCHUBER: Mr. Donaldson, how many people do you estimate would visit this in a particular year?

MR. DONALDSON: We believe over a million visitors.

ASSEMBLYMAN SCHUBER: I'm not sure, what is the entry fee to Baltimore-- I haven't been down there. I've been to Baltimore, but I haven't seen the new enterprise in the Inner Harbor. What's the fee on that?

MR. DONALDSON: Six seventy five for adults.

ASSEMBLYMAN SCHUBER: Is there a point in your projections of the number of people you would have to attract each year to make this thing break even?

MR. DONALDSON: No. We think that the key to making it break even is being able to do a large business with school groups, and that what really happens is that we pre-sell this facility to schools groups. That's why we've worked on the program to operate it. As Mr. Mulcahy has pointed out, what we would like to be able to do is at the end of the fourth or fifth year, open a further facility which would be an Eye-Max Theater with a cetacean show. But that would be supported and paid for by private developers. And that would pick up the number of visitors again.

ASSEMBLYMAN SCHUBER: Then we could assume if in fact the projections did not pan out, or there was a tail off in attendance after a couple of years, that the State would have to pick up the difference. Is that--

MR. DONALDSON: Well, what we would hope that rather than subsidize the aquarium, that through the education system that we would pre-buy tickets for students. And that the aquarium would never in effect have a subsidy, but would sell services to the State.

ASSEMBLYMAN SCHUBER: Well, we would hope that would be the case. But if in fact that wasn't the case, I assume the State would have to pay the difference?

MR. MULCAHY: The answer is, that's correct.

ASSEMBLYMAN SCHUBER: Yes.

MR. MULCAHY: One of the reasons that we've been attempting to put this thing together, Mr. Chairman, is that there is a certain degree of skepticism that this was going to get done. That's one of the reasons that we've been pushing ahead. Frankly, as I indicated before, it's a three bill package. The urgency in accomplishing the passage has nothing

to do with the Sports Authority. It simply has to do with the redevelopment of Camden. If you want to get started before the frost and save a year, then you do it this fall. If the Committee in its wisdom feels that that's not appropriate, it's not that it affects the Sports Authority; it affects the City of Camden and its people.

ASSEMBLYMAN SCHUBER: What's the estimated annual operating cost of an enterprise like this?

MR. MULCAHY: Oh, about \$7 million, give or take a few hundred thousand. Those are the pro forma budgets we've been looking at.

ASSEMBLYMAN SCHUBER: Okay then, as I understand it, the Philadelphia Zoological Society will operate the enterprise?

MR. MULCAHY: Yes. They would be under contract with us.

ASSEMBLYMAN SCHUBER: If I may ask, has the Zoological Society run an aquarium before?

MR. MULCAHY: No, but they run a facility that's similar in nature, with the Philadelphia Zoo in the sense that you're providing exhibits of natural habitat attracting visitors; and it's that sensitivity to your patron that I think is the key to understanding how any facility of this kind would operate.

MR. DONALDSON: We are currently displaying marine mammals. And we're currently displaying a series of marine reptiles and amphibians.

ASSEMBLYMAN SCHUBER: How long have you been with the Zoological Society in Philadelphia?

MR. DONALDSON: Since 1979.

ASSEMBLYMAN SCHUBER: Assemblyman DiGaetano?

ASSEMBLYMAN DIGAETANO: Thank you, Mr. Chairman. I happen to be one of the legislators that live in North Jersey. And I've only been in the Legislature a year and a half, but this north/south debate is really getting old. Especially

since my father's parents were from Bridgeton, and there's not too many places further south in New Jersey than Bridgeton. But I would like to get into something here, Bob, just so we clear the air, if you will.

I didn't drive two hours to ram the gang from East Rutherford down anybody's throat. I happen to represent East Rutherford, and I want to tell you, we're perfectly happy keeping them in East Rutherford transforming garbage dumps into something productive and a model for other states to look at. But Bob, for the record, I would like for you to state how the Sports Authority got involved in this project. Were you invited, or did Gerry White take the wrong exit off the Turnpike and decide this was a good place to dump \$42 million?

MR. MULCAHY: Paul, before Gerry White left the administration and came to the Sports Authority, the discussions on the aquarium took place. I appeared at the invitation of Governor Kean at a press conference with Mayor Primas and Senator Rand -- I guess a year and a half ago at this point -- in City Hall. At that time, we pledged to spend a million dollars to do the design. The Governor committed to the project and the redevelopment of the Camden waterfront. And as I indicated, we were there principally because of a feeling expressed by the Mayor in a meeting with the Governor, that the Sports Authority had a reputation for getting projects done, getting through the red tape to get them done, and we were asked by the Governor to take on the project. That's it.

ASSEMBLYMAN DiGAETANO: Has there been, through your discussions, any flack from any other entity -- whether it be a governmental agency or a corporate entity -- with your involvement? Or, has it be a very welcome involvement?

MR. MULCAHY: No. This has been a very welcome involvement. I think our work with the Cooper's Ferry Development Corporation, which is the nonprofit corporation responsible for the waterfront, has been only positive. Kevin

Halpern is here, and I'm sure he will address that. It's really been one without any dissent. The only dissent we have are other areas requesting aquariums.

ASSEMBLYMAN DiGAETANO: There have been some newspaper accounts of certain quid pro quos, if you will, or some requirement on the corporate part for a commitment by State or other governmental agencies to some development in this region. Is there any factual basis for that?

MR. MULCAHY: Well, both Mr. Halpern and the Mayor can better address that, My understanding is that this is part of an overall project, in which Campbell's and RCA recommitted to the Camden city and the Camden waterfront. And that part of their commitment was contingent upon the City of Camden establishing certain things. One of which was the aquarium. That's why this all fits together, and I think it relates to the public/private partnership that both the Mayor and Senator Rand and Assemblyman Rocco spoke to before.

ASSEMBLYMAN DiGAETANO: And on the numbers issue, there's been a number thrown about here today of \$42 million. Is that fairly accurate?

MR. MULCAHY: Paul, that's our best estimate, based upon the schematic -- our construction management firm, Lehrer/McGovern, one of the best in the business -- and is our best estimate of this project.

ASSEMBLYMAN DiGAETANO: And that's comprised of a \$10 million initial appropriation, and the balance to be appropriated over a period of five or six years?

MR. MULCAHY: That is correct.

ASSEMBLYMAN DiGAETANO: Now that \$42 million, is there any plan-- Is there any proposed legislation that you know about to put that before the voters on a public referendum?

MR. MULCAHY: It would not have to be under the legislation as conceived here.

ASSEMBLYMAN DiGAETANO: But the \$185 million that was addressed earlier for the construction of the baseball stadium and site preparation, is that plan to go on a ballot?

MR. MULCAHY: That's planned to go on the ballot. There are different political considerations in my opinion, and different reasons for doing that.

ASSEMBLYMAN DiGAETANO: Okay, and these bills as you see them -- I know how I see them -- but as you see them they are three separate and distinct bills, and three separate and distinct issues, are they not?

MR. MULCAHY: That's correct, Assemblyman.

ASSEMBLYMAN DiGAETANO: Thank you, Bob.

ASSEMBLYMAN SCHUBER: The size of this enterprise, how does this measure up to other aquariums? Is it the biggest, or the--

MR. DONALDSON: Well some parts of it. It will obviously have the largest tank of any public aquarium in the country.

ASSEMBLYMAN SCHUBER: Right.

MR. DONALDSON: It'll be a total operation because of this. Quite a bit of it is outside, because we'll have Pine Barrens and that sort of thing. It will actually cover more area than the Baltimore Aquarium does.

ASSEMBLYMAN SCHUBER: These tanks then will be spread out along the facility, right? In other words, they're not going to-- What is it, Boston I think, where the one you walk around in a circular--

MR. DONALDSON: These will be on two or three levels at the most.

ASSEMBLYMAN SCHUBER: Okay. Assemblywoman Crecco?

ASSEMBLYWOMAN CRECCO: I just want to ask you, are you planning -- or I don't know -- as part of the project other compatible tourist attractions to back this up, insofar as the aquarium might not be conducive enough to bring that many tourists that you anticipate within this project?

MR. DONALDSON: Well, the plan is eventually to develop the same kind of harbor thing that you have in Baltimore, with shops and stores and visitor centers and things like that. And I'm sure that will happen.

The other thing though that I think gives me a great deal of faith in how well this is going to work, is that the developer that the City of Philadelphia has picked for the riverfront -- for the Penns Landing area -- is William Rouse, who's the guy that built this big high building. He is now dealing with his cousin I guess -- or uncle or something -- Jim Rouse and the Disneyland people. And while they haven't made a deal, they are moving towards a development of a new concept that Disney has in mind on the riverfront, which would be shops and miniature Disney displays, and would probably, they estimate, do an annual visitorship of six to eight million. But in bringing those people there, they're going to benefit the zoo. They're going to benefit the aquarium. They're going to benefit the visitor center, the historic kind of things. We have a great advantage here in that we already have a large number of people coming in this area. And what this really does is say that the issues of tourism, and the issues of economic development, are not founded by the artificiality of where Pennsylvania is, and where New Jersey is, or where Delaware is -- that we're together.

And I think one of the things that has excited at least the Mayor of Philadelphia, and I know the Mayor of Camden, and certainly the Governor of this State -- that I've had an opportunity to talk to him about -- is bringing all those things together. That we're not competing with any of these other things. The better Independence Hall does, the better the zoo does. The better the zoo does, the better the aquarium does. And we see some terrific opportunities, for instance, of being able to sell-- You know, for an extra dollar you get to go to both the aquarium and the zoo. We've

grown in our zoo from 7000 families to 37,000 family members. Well, the opportunity for another \$15.00 to be a member of both, strikes us as being one that's going to be very marketable, and make this thing really a great success.

ASSEMBLYWOMAN CRECCO: There is nothing on the drawing board at this time for Camden though?

MR. DONALDSON: I don't know, I think probably Mr. Halpern--

ASSEMBLYMAN SCHUBER: Well, we'll get to that, okay.

MR. MULCAHY: Not that we're doing, Marion.

ASSEMBLYMAN SCHUBER: Mr. Riley?

ASSEMBLYMAN RILEY: Thank you, Mr. Chairman. I feel sort of like I did on December 17, 1983, about being avoided.

MR. MULCAHY: Excuse me. It was '84.

ASSEMBLYMAN RILEY: This person you were earlier referring to-- I didn't know what esplanade was, but as one of the people that live in Camden County, and walks along the Penns Landing I think I understand -- as John does -- it's a little disheartening, Randy to look across and not see anything. I think all of us want to see that, and I don't think that's my problem. And I think everybody understands that. And as a person that, knowing these hearings were coming up, went down to Baltimore. I went down and I saw the aquarium, and I walked the aquarium. I think it's a fantastic thing, and I want to see us have bigger and better. And I understand the concept. I understand what it is. I understand the tanks. I understand how they do the circular thing. I think it's absolutely fantastic, and what it's done for the Inner Harbor is phenomenal. And clearly all of us, Walter, Randy, John, all of us in Camden County and South Jersey, and all over the State I hope-- The real reason is to promote this, what would be a unique combination of Philadelphia and Atlantic City. In that regard, Mr. Donaldson, I'm glad to see for once people coming east, rather than we going west, and

stopping someplace outside of the shore. I'm also glad to hear that you said before the Sports and Exposition Authority got involved, you had already spoken to Mayor Primas; and Mayor Primas' involvement as I remember, predated any connection to the Sports and Exposition Authority.

But, in reviewing first, again, as the person that kept insisting in 1984 -- it was December 17 (indiscernable) -- kept insisting that there be a bill printed. I remember I drew the wrath of everybody. When I held the thing up, Mr. Karcher wouldn't call on me, as John recalls. Well, I just read A-4446. Mr. Mulcahy, can you show me where that-- In this bill-- I've read it twice now. Where is the name "Camden" mentioned in this bill.

MR. MULCAHY: I'm not sure that Camden is mentioned specifically--

ASSEMBLYMAN RILEY: It's not.

MR. MULCAHY: --in the bill, but it doesn't have to be. The \$10 million has been appropriated, and--

ASSEMBLYMAN RILEY: That wasn't appropriated by you. That was appropriated by the State.

MR. MULCAHY: I indicated that, specifically for Camden.

ASSEMBLYMAN RILEY: But if you were at all leery of maybe-- If you were from Missouri let's say, or South Jersey let's say -- not to sound an old diatribe situation -- wouldn't you want to see something that said "City of Camden" in there?

MR. MULCAHY: Well it does say it in the statement.

ASSEMBLYMAN RILEY: If you were Mayor Primas, wouldn't you want to see that saying?

MR. MULCAHY: It does say it in the statement, Assemblyman.

ASSEMBLYMAN RILEY: I think you and I know that statements are not incorporated into the law, and are not binding.

CHAIRMAN SCHUBER: It's the legislative intent though.

ASSEMBLYMAN RILEY: It's not binding, and you and I know that. If you were Mayor Primas, would you feel a little safer if that was in there in black and white, in the text of the statute?

MAYOR PRIMAS: (from audience) I don't have any delusions at this point, that if it's approved, it will not be built in Camden. I think that--

ASSEMBLYMAN RILEY: Would you feel safer, Randy, if you saw it in--

ASSEMBLYMAN ROCCO: It is in the statement, Dennis.

MR. MULCAHY: It's in the statement. We've expended a million dollars on this project. But that's your prerogative, Mr. Riley. It's not mine.

ASSEMBLYMAN RILEY: I would hope, Mr. Chairman, that that will be in there. Now you said this bill goes on its own. You called it a package, but then upon a question I believe--

MR. MULCAHY: I didn't call it a package, sir. You did.

ASSEMBLYMAN RILEY: No, I believe that in your opening remarks--

MR. MULCAHY: No. I said there were three bills.

ASSEMBLYMAN RILEY: --that the record would reflect that you referred to it as a package. But in any case, if you met-- I understand that you met a year and a half ago with the Mayor, and Walter, and all sorts of people, at a press conference, where you committed the million dollars. Is that right?

MR. MULCAHY: Yes.

ASSEMBLYMAN RILEY: Why wasn't this bill introduced then? Why was it introduced a year and a half later? If you were so committed to this project, why wasn't this bill introduced then?

MR. MULCAHY: For a very simple reason, Assemblyman. We had to establish, how it was going to operate, and what was going to be done. I mean, the million dollars was to create a design. And once we figured out how it's going to be done, we figured out how it was going to work. I mean--

ASSEMBLYMAN RILEY: The concept wasn't-- A year and half ago wasn't there--

MR. MULCAHY: No sir. It was a concept of an aquarium.

ASSEMBLYMAN RILEY: At the exact location that we're talking about?

MR. MULCAHY: We went out, yes-- We went out--

ASSEMBLYMAN RILEY: I mean that was existing before you came in there. I'm positive of that. I was there. I saw it.

MR. MULCAHY: Absolutely. I walked out there. I don't understand what we're arguing about.

ASSEMBLYMAN RILEY: Okay, but why wasn't the bill introduced then? I don't understand why we waited--

MR. MULCAHY: Sir, I'm not in the Legislature. It's not up to me to do it.

ASSEMBLYMAN RILEY: Now, several weeks ago, when the hearings were held up in Bergen County, was there much discussion-- Today obviously this whole discussion has been regarding really 4446. Is that correct?

MR. MULCAHY: That's correct.

ASSEMBLYMAN RILEY: And up there -- from what I understand from reading the papers and everything -- the discussion up there was 4444. Is that right?

MR. MULCAHY: Yes.

ASSEMBLYMAN RILEY: Well, in neither place have I heard anything about 4445. As again, one of those persons that was around--

MR. MULCAHY: Excuse me. There were discussions of two bills in Hackensack.

ASSEMBLYMAN RILEY: The 4445?

MR. MULCAHY: The aquarium was left until today.

ASSEMBLYMAN RILEY: The 4445 is the other-- That's the 10 million--

MR. MULCAHY: The third bill-- That was discussed up there too.

ASSEMBLYMAN RILEY: Then this bill can flow by its own. The fact of Camden getting an aquarium, you wouldn't hold Camden ransom or anything--

MR. MULCAHY: Mr. Assemblyman--

ASSEMBLYMAN SCHUBER: Wait. Mr. Mulcahy and Mr. Riley. I think the issue is, that it was made very clear to us each of these bills stands and falls by itself. We chose to take all of them together because of the fact that they're all coming out at the same time. They're all part of a concept to do something in the entire State. With regard to utilization of the Sports Authority, I think Mr. Mulcahy has made that quite clear to us, that they're all separate and apart. Nobody is being held ransom, and I haven't even heard of anybody being held ransom.

ASSEMBLYMAN RILEY: So it's only coincidental, just because they were listed that way.

MR. MULCAHY: They're all bills that affect the Sports Authority. I'm sure that's why they were packaged together.

ASSEMBLYMAN RILEY: Do you remember the committee meeting to which I referred to in December of '83 -- or '84, December 17, 1984, I think you said. I thought it was '83. But do you remember that committee meeting?

MR. MULCAHY: No, I was not at that-- Well, it depends on which committee hearing you're talking about?

ASSEMBLYMAN RILEY: Only one committee heard this bill. The Senate, if you remember-- The baseball bill was passed without the Senate ever reading the bill, much less having a copy of it, much less having a committee meeting on it.

MR. MULCAHY: Mr. Riley, I beg to differ with you. I remember hearing and testifying at a hearing that was held in North Jersey in Bloomfield in the City Hall, that was a joint hearing of both houses. I specifically remember testifying at that hearing with everybody else on the bill.

ASSEMBLYMAN RILEY: Remember the Independent Authorities Committee -- or whatever our predecessor committee was-- The meeting in-- The day that the bill was passed?

MR. MULCAHY: No, I was not invited to that. I was not there.

ASSEMBLYMAN RILEY: You never heard anything then about an aquarium in Wildwood, I guess, huh?

MR. MULCAHY: I heard the request by Assemblyman Muziani -- as I said before -- to have an "s" put on the word aquarium; so that there was the potential for more than one aquarium in the State. And to my knowledge -- and certainly I think I would know since I am the President, Chief Executive Officer of the Authority -- there were never any other discussions about it at that time. I'm not aware of any other discussions at that time.

ASSEMBLYMAN RILEY: Did you every hear anything about, questions really couldn't be asked about where is the-- Quite a few people were asking -- specifically myself and I believe even John Rocco -- where is the baseball team? Do you remember anything about that?

MR. MULCAHY: I've heard those questions, and I think we've answered them. We spent some time the other day answering that question.

ASSEMBLYMAN RILEY: And is this baseball team now imminent?

MR. MULCAHY: I didn't say that.

ASSEMBLYMAN RILEY: At that time, do you remember that we were sort of told that we couldn't ask the question, that secret negotiations--

MR. MULCAHY: Well no, wait a minute. You know, we're playing around with the truth here this morning, and it's very simple for you to sit here and make accusations. But if you're going to make them, I'm going to answer them.

ASSEMBLYMAN RILEY: Fine.

MR. MULCAHY: I never made that statement, but there were discussions at that time. We have made it very public. And they took place within two weeks afterwards; involved a very prominent New Jerseyan -- whose name would be easily recognized by you -- who believed at that time it was possible to obtain an option. It didn't happen. But everybody in their best belief at that time believed that it would happen.

ASSEMBLYMAN RILEY: But at the time, weren't we all told not to ask questions because--

MR. MULCAHY: I can only say, sir, what I said. I did not speak to you at the time, nor did you ask me at the time.

ASSEMBLYMAN RILEY: Is there any option, that you know of, by the Sports Authority for a baseball team at present? I mean before you put a--

MR. MULCAHY: We do not have an option at the present time.

ASSEMBLYMAN RILEY: But you want us to put on the ballot a \$185 million bond issue for a baseball team, going to a stadium -- for a stadium that doesn't exist, and for a baseball team that would hopefully be later gained and moved there.

MR. MULCAHY: We've suggested that one way to handle the baseball issue is to put a bond issue on the ballot, that's contingent upon obtaining a team. It would not be put in effect until the team was secured. And that's in the bill.

ASSEMBLYMAN RILEY: And the price of this baseball stadium would be, what?

MR. MULCAHY: The number on the ballot is \$185 million. I might point out that the meeting that you missed up

north, went into great detail about the economic impacts of both the Sports Authority and the baseball stadium, and what it would generate and mean in jobs and revenue and economic impact in the area. And there's obviously a reason for considering it. We also felt the voters ought to act on it. That's really the philosophy behind it.

ASSEMBLYMAN RILEY: Well, at that time, if you remember, I kept saying, "Isn't this all really nothing to do with baseball?" At the time, didn't I keep saying, "Isn't this all about racing, not about baseball? Isn't this all a charade?" And everybody kept saying "No, No, No. It's about baseball." Do you remember the questions being asked?

MR. MULCAHY: No, because you never asked me those. I remember being asked a question about racing, and I answered it honestly; up-front about the fact that were provisions in there for racing at that time, because nobody foresaw what was going to happen in the future in racing in New Jersey. It just seemed like good planning. That's all.

ASSEMBLYMAN RILEY: Wasn't the real purpose of the last baseball bill so you could buy Monmouth?

MR. MULCAHY: No.

ASSEMBLYMAN RILEY: That wasn't--

MR. MULCAHY: At that time, Monmouth was not for sale.

ASSEMBLYMAN RILEY: It just right after that coincidentally came open and everything. It was just all totally coincidental?

MR. MULCAHY: It was not for sale at that time. At that they were--

ASSEMBLYMAN RILEY: No further questions, Mr. Chairman.

ASSEMBLYMAN SCHUBER: Thank you, Mr. Riley. Mr. Mulcahy, why don't you stay there? I'm going to ask Mr. Halpern to come up, the Vice Chairman of the Coopers Ferry Development, and President and Chief Executive Officer of Cooper Hospital University Medical Center.

K E V I N H A L P E R N: Mr. Chairman, if I may, I'd like to defer to the President of the City Council in the City of Camden.

ASSEMBLYMAN SCHUBER: Oh, I'm sorry. I'm sorry. Yes, Gwendolyn Faison, I'm sorry, President of the City Council.

C O U N C I L W O M A N G W E N D O L Y N A . F A I S O N: Mr. Chair, members of the Committee, a very pleasant good morning. It's a little bit warm. I'm excited to have you be our guests here in Camden today. And a little special high praise for the Assemblywoman, in front of all the men. And Assemblyman Riley-- I had the pleasure of crossing paths during an election campaign.

ASSEMBLYMAN RILEY: Several times.

COUNCILWOMAN FAISON: Several times, and he did exemplify a lot of warmth at that time. So, don't be misled by Assemblyman Riley today. He is very warm.

You have heard the high tech. You've heard the dollars. And I think it's important for you to know how the people feel, because you're coming into our area. I came this morning, and I'm pleased to be here, to urge your support of the funding for the construction of the New Jersey Aquarium in the City of Camden. As Mayor Primas indicated -- and you can see the kind of job that this man is doing to turn a city around -- you can't help but be excited. The kind of spirit he has spilt over into the community -- and I'm happy to be a part of that. This aquarium will be a part of our revitalization. And you know that is important. And you know what else -- that maybe you don't see this intangible, is the high spirit, is our high hopes. You can have all the high tech you want to, but if you come into an area that people are a little in the dumps, it's not productive. You've got to believe it, and we do. You have to have the kind of faith, and we do. And we know that this kind of project is the kind of project that will put Camden on the map.

In my role, even though President of City Council, but I'm a community person-- Just to backtrack how I meet the people-- I am a churchgoer. I belong to so many community organizations. I am on the executive committee for the PTAs. I'm an adviser for the youth group. And it's just refreshing, when you talk about the aquarium coming to Camden, to see those faces, those smiles, and the sparkle in the eyes. That's how enthusiastic we all are here in the City of Camden. Not to mention the kind of tax base it will bring to give us those added services.

And it's just like management, we talk about the whole person. Here in New Jersey we talk about all the municipalities that comprise a good State of New Jersey, and believe me, I'm proud to be from New Jersey. We love it, and this is why we have this kind of interest.

I've had the pleasure of talking to the local business merchants, to the school officials, all the community organizations, and what is so thrilling, and gives that economic value we're saying, is at last we have something in our own backyard. That's a good feeling. It's like a team effort. It's like a family affair. Look at our young people.

You've heard the presentation that over the years, there's no doubt in my mind, it will pay for itself. I am presently hosting a committee, and we cannot find enough buses to take us to Baltimore. Not only are we excited about the aquarium itself, but the surrounding projects, not to mention the good restaurants and the nice little stores and all the boutiques. You have to be there, you just have to be a part of it to feel that excitement. You can almost count the dollars coming in your hand. I know because we enjoy that kind of economics.

Also, I've talked about the community. I've talked about our youth, our educational facilities, and as sure as you're sitting there, they'll burst every day -- as Mr. Halpern

will tell you -- so that there will always be generations. There will always be an interest. It will never die. And as President of City Council, I have that pleasure of working with the administrative forces, and the legislative bodies. So, I'm very happy today to have this opportunity to work with the representatives of New Jersey, and with all the State legislators, to see this critical, important project come to fruition. Thank you so very kindly.

ASSEMBLYMAN SCHUBER: Thank you, Madam President. We appreciate you being with us and lending your testimony to our record. Certainly it our fondest wish that all that you have talked about today will come true, as a result of this proposal. We hope so, and we thank you for being here.

COUNCILWOMAN FAISON: Thank you so very kindly.

ASSEMBLYMAN SCHUBER: Mr. Halpern please? Good morning.

MR. HALPERN: Thank you, Mr. Chairman. Members of the Committee, I'd like to welcome you to Camden. I am here in two roles. First as the Vice Chairman of the Cooper's Ferry Development Association, which is the not-for-profit public/private partnership, that was established in 1984 to govern and to coordinate the activities of the entire redevelopment of the waterfront. Just a moment of history: Cooper's Ferry is not a name that was selected from the air. Cooper's Ferry was the name of the City of Camden prior to its current naming, in the mid 1800s. We chose to go back to our historical roots for the naming of the project.

I'm also a significant employer in the City of Camden, as the President and Chief Executive Officer of Cooper Hospital University Medical Center here in the city; and in that role, lead the private sector's involvement in this partnership. And I'd like, in response to some of the comments that members of the Committee have made, I think I could provide some clarification as to the breadth of the project that we're talking about.

Let us be clear that the New Jersey State Aquarium is at this point one of the two centerpieces of the project that we're talking about. The distinguished Chairman made a comment about -- or Assemblyman DiGaetano, I may not remember -- made a comment about the issue of the linkage between the public and private investment. That is clear, there is a linkage. As we have studied and been involved in the issue of urban redevelopment, those of us from the private sector -- who have not had as much experience as our public sector partners. We have learned that the question of the timing, and the multilevel commitment of all parties to a development the size we are talking about on the waterfront, is very important; and that no one partner feels secure in his own or in his organization's mind to go forward without an understanding that he or she would not be alone. And I think the State of New Jersey equally had that concern in evaluating the plans for the aquarium. So, all across the board there was a linkage. We believe that Cooper's Ferry, in fact served as an effective vehicle for the coordinating and timing of all the commitments that I will talk about, as a part of the total project.

We're talking about a project that has a value estimated at \$300 million, that the bulk of that investment is private investment. The 42 million obviously that we're talking about here today is a part of that. We're talking about an end to the project, of having the potential for creating 2500 permanent jobs. You've heard the number that we're talking about with respect to the aquarium, but obviously job creation far beyond the number simply related to the aquarium.

We're talking about the creation of the World Headquarters of Campbell Soup, which is adjacent to the site of the aquarium. A major commitment of a major, world-wide company; in its consideration of its history and involvement in the City of Camden. And then RCA/GE, and their work in

creating the kind of site development and land use pattern, giving up -- exchanging, to permit the whole project to take place. A very significant commitment.

Now to talk about that which is on the drawing board today, which is part and parcel of this project. Around the marina, which is now in its final stages of development, which will be open for complete operation next spring -- a hotel conference center. We believe clearly that the kind of development that we're planning on, and talking about, at this waterfront, will support the creation of that kind of facility. Not only the hotel rooms, but clearly the conference center facilities support the businesses, the corporations in the City of Camden, and the Medical Schools, as well as the Rutgers University Camden Campus. That conference center will be heavily utilized and important.

A festival market-- In some of the site plan that the architectural staff showed, there is a site reserved adjacent to the aquarium, for the construction of a festival market -- and not dissimilar to that which you see at the Inner Harbor in Baltimore. That festival market, at least based upon our marketing studies currently, is probably slated to be about three quarters of the size of the facilities one sees at the Inner Harbor. So we're talking about a fairly significant commitment to the development of a mixed use waterfront, that has retail, and entertainment, and restaurants, and the kinds of facilities that would be used more than simply during the day. But that we would have an 18 or 20 hour waterfront, which supports not only the immediate community, and the immediate development around it, but is a magnet for the region as a whole.

Commercial office space is projected to be a major part of this development, part and parcel of the Campbell Soup World Headquarters, as well as development around that. And in the Phase one and a half -- we're not prepared to be

pessimistic and say Phase two. We believe optimistically that we're in a Phase one and a half -- new housing development, in and around and adjacent to this major development, of what is about 75 acres.

So that, all told, we are talking about the opportunity to leverage. To take major commitments of two of the parties involved, private sector on one side, and the State of New Jersey, and the Camden County Freeholders, and the City of Camden, on the other; and then build and spin off from that original commitment a major development that we think is the centerpiece of a major waterfront development. It has been said before, the access to this waterfront is unimpeded. Not like our sister city across the way, where they've got some major physical problems in terms of getting access to the kind of development that they're planning. So all in all, this partnership, I think, has been successful. I think it has many years to run to enjoy the fruition of the effort that we've put forth.

And I would point out -- just from the private sector point of view, so you understand our sense of the project -- that the involvement of the New Jersey Sports and Exposition Authority from our point of view, from a private sector perspective, has been absolutely essential to the management of what has been testified to today, is a complex project. We know, and we understand in the private sector, the meaning of that. And we are amazed at the ease and the skill at which the Sports Authority has injected themselves into this effort, kept it on schedule, undoubtedly will keep it on budget, and specific my reference to Gerry White particularly, who has been just a delight to work with, certainly not only in the coalition, but also from the private sector point of view, in the quality of his management capability. So I just didn't want to stop before certainly mentioning that.

Let me just add one other point, if the Chairman would allow. The comment about the aquarium and our belief here in South Jersey that it will be a major New Jersey cultural institution. And to the degree that-- We in the corporate community have committed in fact to organize the beginnings of the creation of an endowment, to support over time, through corporate and communal fund-raising, the activities of the aquarium; not believing that it's going to be a deficit and that we will have to in fact underwrite a deficit operation. That's not our intent. Our intent is to be proud of having the kind of cultural institution, created by the State of New Jersey, that can in fact attract statewide fund-raising, not merely fund-raising from the South Jersey communities. So, I did want to share with the Committee that commitment, that is ongoing, and has been reiterated to the Governor, by our coalition.

Be happy, Mr. Chairman, to answer any questions that the Committee might have.

ASSEMBLYMAN SCHUBER: Thank you, Mr. Halpern. We appreciate you also being here and indicating your support and overview of the situation, from the point of view of South Jersey and the City of Camden. We share many of your thoughts with regard to the project, and many of your hopes. Any of the Committee members have any questions? (no response) Thank you, Mr. Halpern.

And I think out last witness, Mr. Corcoran, Thomas Corcoran, the Executive Director of Cooper's Ferry Development Association?

T H O M A S C O R C O R A N: No that's all right. Everything else has been covered.

ASSEMBLYMAN SCHUBER: Oh, okay. Very very good. All right, this concludes the testimony of--

ASSEMBLYMAN ROCCO: Mr. Chairman, can I just say--

ASSEMBLYMAN SCHUBER: Yes, I'm sorry.

ASSEMBLYMAN ROCCO: I just wanted to conclude with a few comments so that-- Dennis's involvement several years ago was very important, and that's a whole different matter. So, I don't think the Committee ought to be deviated from its purpose by something that occurred several years ago, but that was a very important involvement. Speed is important -- I want to emphasize that to the Committee -- in order for us to get this project rolling in the necessary time.

I must say that as you have spoken, Mr. Chairman, about the importance to New Jersey, that Walter Rand and I not too long ago with the helicopter emergency bill and its impact on South Jersey with Cooper Hospital here and UMDJ North, was the first of significant bills to Camden city itself. This is the second and very very important. As you do know, Majority Leader Chuck Haytaian came down along with Conference Leader Franks, to look at the site, and they were positively impressed, and I think are certainly in favor of this project moving forward.

And lastly, this is my last chance to get Mayor Primas to endorse me before the election, and I want to make sure that happens. (laughter) And I'll agree to all of this, and I sponsored the bill, only because I understand that the shark tank is going to be named after Walter Rand, and the dolphin tank will be named after me. (laughter) Thank you, Mr. Chairman.

ASSEMBLYMAN SCHUBER: Thank you, Assemblyman Rocco. Mr. Mulcahy, did you have anything you wanted to add before we conclude?

MR. MULCAHY: No, I think it's been adequately covered. I want to thank the Committee for their understanding and their interest.

ASSEMBLYMAN SCHUBER: We appreciate it, Mr. Mulcahy. And we thank Mayor Primas for his courtesies again in being

with us. This concludes the testimony of this hearing. This hearing will carry over to its final hearing on July 29th, at 10 o'clock, in Trenton, at which times these bills will be considered for a vote. Now the Committee will go down and tour the site.

(HEARING CONCLUDED)



STATEMENT BEFORE THE N. J. ASSEMBLY COMMITTEE ON AUTHORITIES

MELVIN R. PRIMAS, JR., MAYOR, CITY OF CAMDEN

JULY 20, 1987

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MR. CHAIRMAN AND MEMBERS OF THE COMMITTEE, AS MAYOR OF THE CITY OF CAMDEN I AM PLEASED TO WELCOME YOU TO OUR CITY AND TO SPEAK TO YOU ABOUT OUR WATERFRONT DEVELOPMENT PROJECT AND THE NEW JERSEY AQUARIUM. THIS PROJECT, WHICH INCLUDES SEVERAL PHASES OVER THE NEXT FEW YEARS, BRINGS TOGETHER PUBLIC AND PRIVATE INTERESTS IN TRUE PARTNERSHIP RELATIONSHIPS. THESE INTERESTS INCLUDE THE CITY OF CAMDEN, CAMDEN COUNTY, THE STATE OF NEW JERSEY, THE CAMPBELL SOUP COMPANY, THE RCA CORPORATION AND THE COOPER'S FERRY DEVELOPMENT ASSOCIATION. IN ADDITION TO THE AQUARIUM THE PROJECT INCLUDES THE ULYSSES S. WIGGINS WATERFRONT PARK AND MARINA, OWNED AND MAINTAINED BY THE CAMDEN COUNTY PARK COMMISSION, A FESTIVAL MARKET, NEW HOUSING, A HOTEL/CONFERENCE CENTER, LINEAR MARINA DEVELOPMENT AND THE

CAMPBELL'S WORLD HEADQUARTERS. THIS PROJECT HAS BECOME THE KEY TO CAMDEN'S REVITALIZATION AND THE AQUARIUM WILL BE THE CORNERSTONE, THE FOUNDATION FROM WHICH ALL OTHER PHASES OF THE PROJECT WILL DEVELOP. AS YOU ARE AWARE, THE AQUARIUM IS ALREADY UNDER DESIGN UNDER THE SUPERVISION OF THE NEW JERSEY SPORTS AND EXPOSITION AUTHORITY, AND THE PRELIMINARY RECOMMENDATIONS INDICATE THAT IT WILL BE A UNIQUE AND EXCITING FACILITY AND WILL PROVIDE A UNIQUE OPPORTUNITY TO EXPLORE NEW JERSEY AQUATIC HABITATS. IN ADDITION, UNDER THE MANAGEMENT OF THE PHILADELPHIA ZOOLOGICAL SOCIETY, THE FACILITY WILL HAVE A SIGNIFICANT REGIONAL PROFILE ASSOCIATED WITH THE HIGHLY SUCCESSFUL RECENT DEVELOPMENTS AND INNOVATIONS AT THE PHILADELPHIA ZOO, THE NATION'S OLDEST ZOO. IN ADDITION, IT WILL ALSO HAVE A STRONG EDUCATIONAL ENVIRONMENTAL COMPONENT WHICH WILL SERVICE SEVERAL HUNDRED THOUSAND SCHOOL CHILDREN EACH YEAR.

WHILE IT IS CLEAR THAT THE WATERFRONT DEVELOPMENT PROJECT AND THE NEW JERSEY AQUARIUM WILL GREATLY ENHANCE CAMDEN'S FUTURE, IT WILL ALSO HAVE A MAJOR IMPACT ON THE ENTIRE DELAWARE VALLEY AND THE SOUTH JERSEY REGION. FOR MANY YEARS CAMDEN WAS THE CULTURAL AND SPIRITUAL HUB OF SOUTH JERSEY, WHERE PEOPLE CAME TO BE ENTERTAINED AND HAVE A GOOD TIME. AS CAMDEN FELL ON HARD TIMES AND COULD NO LONGER PROVIDE THAT ATTRACTION, NOTHING HAS DEVELOPED IN THE SOUTH JERSEY REGION THAT PROVIDES THE SAME OPPORTUNITIES FOR THE PEOPLE OF SOUTH JERSEY. THE NEW JERSEY AQUARIUM WILL BECOME A MAJOR CULTURAL INSTITUTION AND FOCAL POINT FOR ENTERTAINMENT IN THE DELAWARE VALLEY. RECENT MARKET STUDIES HAVE SHOWN THAT WE CAN EXPECT IN EXCESS OF ONE MILLION PAYING VISITORS A YEAR. THE SUCCESS OF THE AQUARIUM WILL ENHANCE DEVELOPMENT EFFORTS THROUGHOUT THE AREA AS CAMDEN RECLAIMS ITS PLACE AS THE CULTURAL AND ENTERTAINMENT CENTER OF SOUTH JERSEY. AND ONCE THE AQUARIUM IS OPERATIONAL, FUTURE PHASES OF THE WATERFRONT DEVELOPMENT, SUCH AS THE EXPANSIVE

WATERFRONT PARK AND FESTIVAL MARKET, WILL CONTRIBUTE TO THIS CULTURAL AND ENTERTAINMENT REBIRTH AS WELL.

THE CRITICAL FACTOR NOW IS ADDITIONAL FUNDING FOR THE AQUARIUM. AND SO MR. CHAIRMAN AND MEMBERS OF THE COMMITTEE, I URGE YOUR SUPPORT FOR THIS VITAL PROJECT. IT IS A PROJECT THAT WILL NOT ONLY GUARANTEE A HEALTHY FUTURE FOR THE CITY OF CAMDEN, BUT ALSO ONE THAT WILL BRING RECOGNITION TO OUR REGION AND OUR STATE.

THANK YOU.



**WATERFRONT DEVELOPMENT**

- 1 Dry Rack Boat Storage 250 Boats
- 2 Residential 350 DU Low Rise  
350 DU Mid Rise
- 3 Hotel/Conference Center 200 Rooms,  
15,000 SF Meeting, 170 Cars
- 4 Camden Harbor 66 Slips
- 5 Convenience Retail 25,000 SF 130 Cars
- 6 General Office 120,000 SF
- 7 Parking 360 Cars
- 8 Parking 360 Cars
- 9 General Office 120,000 SF
- 10 Parking 800 Cars
- 11 Ulysses S. Wiggins Park
- 12 Festival Market 80,000 G.L.A. 125,000 SF
- 13 State Of New Jersey Aquarium
- 14 Campbell Soup Visitor Center 50,000 SF
- 15 Campbell Soup World Headquarters 175,000 SF
- 16 Marina 200 Slips / Ferry Pier
- 17 Restaurant 225 Seats Work Trade Center
- 18 Marina 100 Slips
- 19 General Office 325,000 SF 1500 Cars
- 20 Ulysses S. Wiggins Park Extension
- 21 HCA Parking
- 22 Future Development

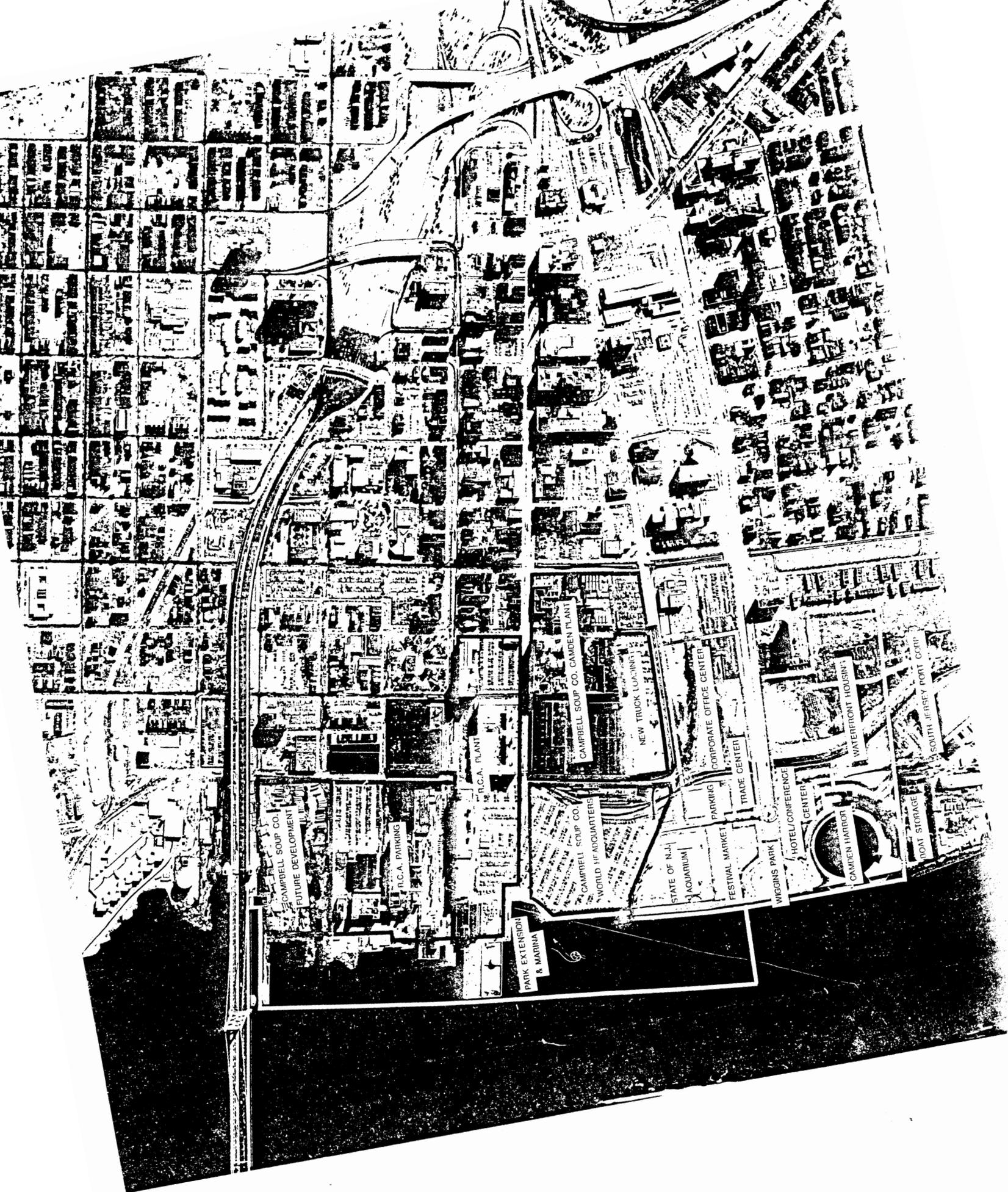
**DOWNTOWN CAMDEN**

- A Cooper Medical Center
- B Nursing Home
- C University Of Medicine And Dentistry  
Of New Jersey
- D Medical Office Center 150,000 SF
- E Parking 1,000 Cars
- F Police Administration Building
- G State Office Building
- H Transportation Terminal 800 Cars
- I Retail Development
- J Federal Office Building
- K Parking 600 Cars
- L General Office 320,000 SF
- M City Hall
- N Camden County Office Building
- O Hall Of Justice
- P Camden County Correctional Facility
- Q YMCA
- R Fire Administration Building
- S Campbell Soup Camden Plant
- T RCA
- U Poetry Center
- V Rutgers University
- W Rutgers University Dormitories
- X Rutgers University Science Building
- Y Rutgers University Playing Fields
- Z Seventh Street Extension
- AA New Jersey Correctional Facility Extension
- BB American Dradging Company
- CC PUMA Pohl's Row Industrial Park
- DD Lanning Square West / New Housing Initiatives
- EE Broadway South / Commercial Renovation
- FF Cooper Plaza Historic District

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**DOWNTOWN CAMDEN**  
COOPER'S FERRY DEVELOPMENT ASSOCIATION

WRI  
December 1985



CAMPBELL SOUP CO.  
FUTURE DEVELOPMENT

R.C.A. PLANT

NEW TRUCK LOADING

CAMPBELL SOUP CO. CAMDEN PLANT

CORPORATE OFFICE CENTER

WATERFRONT HOUSING

CAMPDEN HARBOR

STATE OF N.J. AQUARIUM

FESTIVAL MARKET

PARKING

TRADE CENTER

WIGGINS PARK

HOTEL/CONFERENCE CENTER

BOAT STORAGE

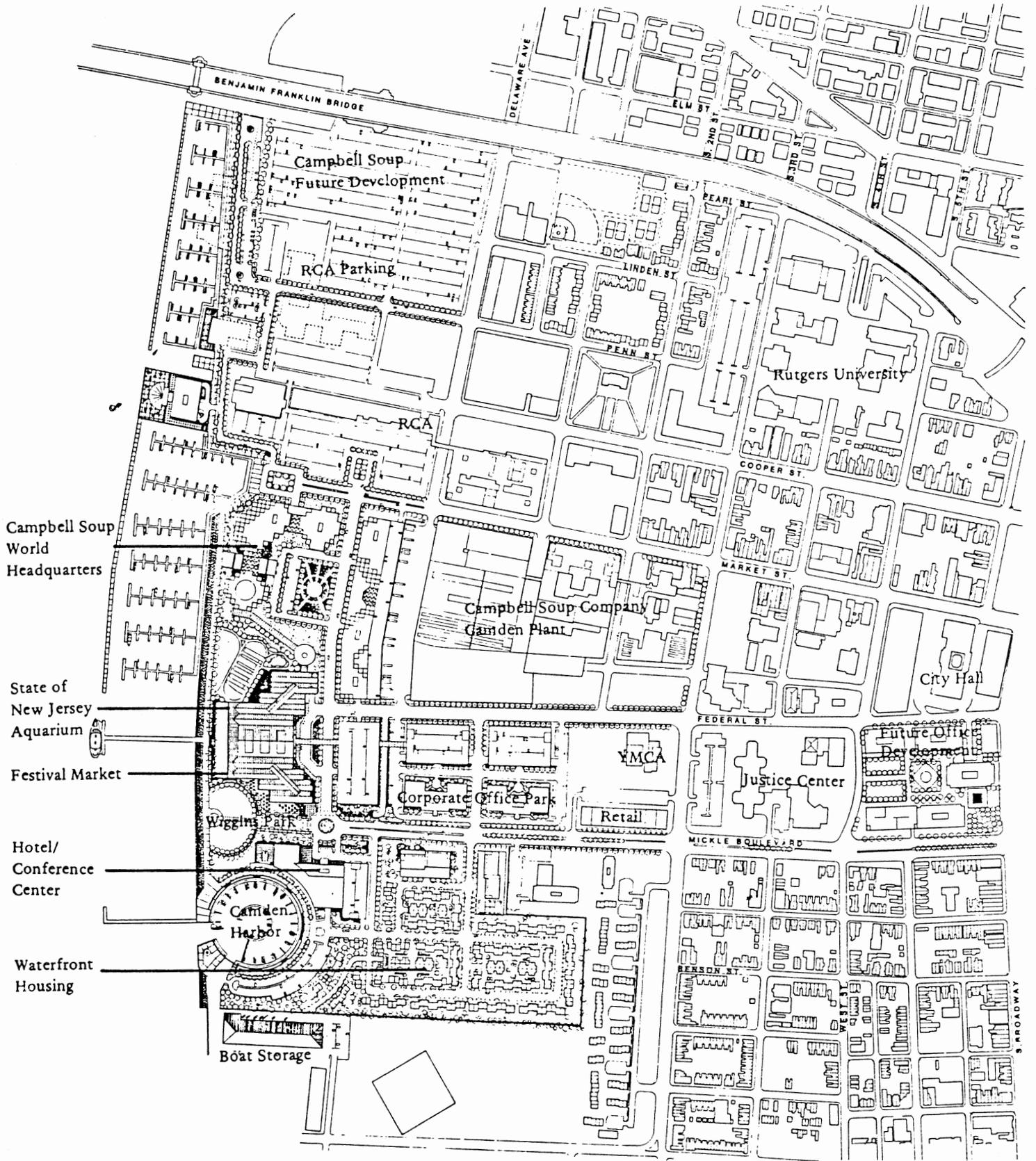
SOUTH JERSEY POINT CDP

R.C.A. PLANT

CAMPBELL SOUP CO. CAMDEN PLANT

WORLD HQ ADQUARTERS

PARK EXTENSION & MARINA



**THE CAMDEN WATERFRONT PLAN**  
 THE CITY OF CAMDEN AND THE COOPER'S FERRY DEVELOPMENT ASSOCIATION

0 60 120 240 360 480 600 Feet

WRT

December 1965



Cooper's Ferry Development Association, Inc.

Cooper's Ferry Development Association, Inc.

The Reutter Building Suite 701 840 Cooper Street Camden, New Jersey 08101 (609) 757-9154

FOR IMMEDIATE RELEASE

April 24, 1985

CAMDEN, N. J. -- The first phase of a \$150 million plan to transform this City's 75-acre downtown waterfront into the site of Campbell Soup Company's world headquarters office complex and a State-built aquarium was announced during a news briefing here today.

The project is the result of a partnership among the Cooper's Ferry Development Association (CFDA), the State of New Jersey, RCA Corporation, the Campbell Soup Company, the Camden County Park Commission, and the City of Camden.

CFDA, which consists of Camden's major employers and public institutions, announced February 7, 1984 that it had been formed to bring a 10-year waterfront development plan to fruition. Much of the original plan, developed by the American Cities Corporation, was realized in today's announcement.

Governor Thomas H. Kean praised the public/private partnership that has been formed and said that, as its part of the redevelopment effort, the State of New Jersey will build a unique and exciting aquarium on the land adjacent to the Campbell Soup world headquarters complex. The Governor said that the design and construction of the aquarium would be managed by the New Jersey Sports and Exposition Authority and operated in conjunction with the Philadelphia Zoological Society.

"The State will now conduct a six month analysis to develop the size, program, and financing for this facility, which is estimated to cost between \$15 and \$20 million," he said.

The Governor said he believes strongly in regionalization, adding "I believe the Camden waterfront is a perfect place for an aquarium where it will draw visitors from the entire Delaware Valley."

WATER/add one

"This partnership will provide the investment climate needed for our waterfront, which also will include a hotel/conference center, new housing and a festival market," Mayor Melvin R. Primas, Jr. said. "The total project will create about 2,500 permanent jobs, and with proper use of job training funds many of those will go to unemployed Camden residents. Additionally, the 500,000 annual visitors that these facilities will attract will create new retail business opportunities not only on the waterfront but for all of downtown Camden."

R. Gordon McGovern, President of the Campbell Soup Company and Chairman of CFDA, said that his Company has entered into negotiations with RCA to acquire RCA's 15-acre main parking lot at Delaware Avenue and Market Street in Camden in exchange for Campbell land located between RCA's Engineering Building and the Benjamin Franklin Bridge.

Campbell plans to build its world headquarters complex on this site, and a separate world visitor's center. "Initially, the new office complex," said McGovern, "will house some of the corporate divisions currently located at Campbell Place, along with the Company's International Division."

"The world visitors center," McGovern added, "will include nutritional education exhibits along with displays featuring Campbell Soup products and current food processing technology."

McGovern also stated that the Company will begin a full-scale modernization of its flagship processing plant at Front and Market Streets in Camden, the site of the Company's original production facility. The first phase of this comprehensive waterfront plan, calling for an investment of more than \$25 million, will make the Camden plant competitive with the Company's other production facilities and will help to stabilize employment at its current high level.

--more--

WATER/add two

John D. Rittenhouse, RCA Executive Vice President, said RCA is "pleased to cooperate in the proposed land exchange to accommodate this exciting new development."

He said RCA has been involved in the project since its beginning through its participation in the joint funding of the "American Cities" study, which provided the basic blueprint for the development.

"RCA has been, and will continue to be, committed to staying in Camden and to continue to make significant investments in the rehabilitation of our existing buildings, as well as effective use of RCA property," said Rittenhouse.

He said the proposed new site configuration under negotiation "would allow RCA to consider, at a later date, the possibility of building new facilities on that location."

Kevin G. Halpern, President of Cooper Hospital/University Medical Center and Vice Chairman of CFDA, said today's announcements will enhance the attractiveness of the entire waterfront to the investment community and "we will now aggressively seek developers for the remaining portions of the project."

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CONTACTS:

RCA Corporation, Donald J. Norton, (609) 338-6837

Campbell Soup Company, Scott Rombach, (609) 342-4800

City of Camden, Thomas Hinkle, (609) 757-7203

Cooper's Ferry Development Association, Thomas Corcoran, (609) 757-9154

Cooper's Ferry Development Association, Inc.

The Reutter Building Suite 701 840 Cooper Street Camden, New Jersey 08101 (609) 757-9154

COOPER'S FERRY DEVELOPMENT ASSOCIATION, INC.

I. SUMMARY

Cooper's Ferry Development Association, Inc. (CFDA) is a public/private partnership whose Board of Directors is composed of the heads of all major corporations, institutions, and governmental entities concerned with the redevelopment of Camden's downtown waterfront. It is a private, non-profit development organization which was created in early 1984 to promote and coordinate the private and public investment decisions necessary to develop a 75 acre parcel of vacant or underutilized land on the Delaware River directly across from Penn's Landing in Philadelphia.

II. BACKGROUND

The waterfront land in question is owned in approximately equal amounts by Campbell Soup Company, RCA, and Camden's Urban Renewal Authority. In 1982, the two private corporations, working with the Greater Camden Movement, commissioned the American Cities Corporation, a subsidiary of the Rouse Corporation, to establish a comprehensive development plan for this entire site. The report, completed in October, 1983, recommended a multi-use development consisting of research and development complex, corporate office space, a hotel/conference center, market rate housing and a major public attraction as well as restaurants and additional public park facilities.

To complete this ambitious, \$100 million program, the American Cities Corporation recommended the creation of a private, non-profit development organization along the lines of the Baltimore Inner Harbor Commission. The organization would serve to formalize the public/private partnership that commissioned and coordinated the study.

III. ORGANIZATION

CFDA was incorporated in November, 1983, and had its first board meeting on February 7, 1984. (See attached press release). A full board was appointed and has been meeting regularly since that time. The list of Board members and officers, who were reappointed on February 19, 1987, is as follows:

**New Jersey State Library**

IV. PROJECT STATUS

To date, two major development commitments have been made which will serve as the anchor for the entire project:

1. The State of New Jersey, under auspices of the New Jersey Sports and Exposition Authority, will build a world-class aquarium on the Camden waterfront; and
2. The Campbell Soup Company will build on an adjoining parcel a world headquarters office complex as well as a separate visitors center.

Both of these projects will be completed by the fall of 1989. Other projects envisioned are a trade center building, retail development, a hotel conference center, a new market rate housing development and additional commercial office space.

V. FINANCIAL SUPPORT

To date, CFDA has been entirely supported by contributions from private corporations and foundations. The amount of contributions which have been given or pledged are as follows:

Princeton Bank	\$150,000
William Penn Foundation	725,000
Glenmede Trust	375,000
PSE&G	375,000
New Jersey Bell	200,000
Campbell Soup Company	150,000
RCA	150,000
Midlantic National Bank	150,000
Dodge Foundation	15,000

*Submitted to the Board of Directors*

COOPER'S FERRY DEVELOPMENT ASSOCIATION, INC.

Chairman	R. Gordon McGovern President	Campbell Soup Company
Vice-Chairman	Kevin G. Halpern Chief Executive Officer	Cooper Hospital/ University Medical Center
1st Vice-Chairman	James R. Foran Staff Vice President of Business Planning	RCA Corporation
Treasurer	William P. Hankowsky Chairman	Camden Municipal Port Authority
Secretary	James Mathes Chairman	Camden Housing Authority
Member	Frances Burnstein Commissioner	Camden County Park Commission
Member	Joseph F. Carroll Freeholder	Camden County
Member	Gwendolyn A. Faison President	Camden City Council
Member	Aristides W. Georgantas President	Princeton Horizon Bank
Member	Walter K. Gordon Provost	Rutgers University
Member	Stefan Guzy Director of External Affairs	New Jersey Bell
Member	John H. Maddocks Vice President of Public Affairs	Public Service Electric & Gas Company
Member	George E. Norcross, III Chairman	Parking Authority
Member	Melvin R. Primas, Jr. Mayor	City of Camden
Member	Robert A. Richards, Jr. President	Midlantic National Bank
Member	Arnold W. Webster Superintendent of Schools	Board of Education City of Camden
Member	Gerome R. White, Jr. General Manager - Statewide Operations	New Jersey Sports & Exposition Authority

# CAMDEN

With a \$150-million price tag, Camden's waterfront development project offers new hope for the city.

Camden is joining the growing ranks of American cities rediscovering their waterfronts. In April 1985 the Cooper's Ferry Development Association, Inc. (CFDA) began coordinating the planned \$150-million development of Camden's downtown waterfront on the historic Delaware River. Slated for completion in ten years, the seventy-five-acre riverfront will include: the newly-landscaped Dr. Ulysses S. Wiggins Waterfront Park, an amphitheater, a marina and dry dock, the New Jersey State Aquarium complex, a Festival Market, and a 250-room hotel-conference facility.

"Some New Jersey cities have been suffering in the light of the Philadelphia and New York cities, and we're very hopeful," says project manager Hank Bishop, an associate of Wallace, Roberts, and Todd (WRT) of Philadelphia—the company in charge of the waterfront effort. "We can see a lot of strong signs that Camden is going to make a resurgence out of that light."

WRT is also landscaping the otherwise-com-

pleted Dr. Ulysses S. Wiggins Waterfront Park, named after the man partially responsible for upgrading the employment of blacks in Camden. (Before he died in 1966, he was named vice-chairman of the national board of the NAACP.) With safety as well as aesthetics in mind, WRT is developing the park to facilitate police surveillance. The elimination of shrubs has become a fairly accepted notion in recently designed urban parks.

The Campbell Soup Company is also planning to be part of the waterfront redevelopment with the construction of its new world headquarters on the river, including a new visitors' center. Building will begin when some older structures on the site have been demolished.

According to Scott Rombach, vice-president of corporate relations for Campbell's, the corporation exchanged twelve-acres of land with RCA (located next to Campbell's), which had property on the waterfront that Campbell's wanted. The company is in the first phase of the development of its adjoining canned-soup plant. "We intend to build, down the road, a world headquarters; but we don't have a design or anything on that. It may take a year or so, because there are some buildings that are more substantially built than we thought." The visitors' center, which Bishop says will be about 50,000 square feet, will play host to school field trips as well as to the general public and will feature

an interactive and entertaining display on nutr

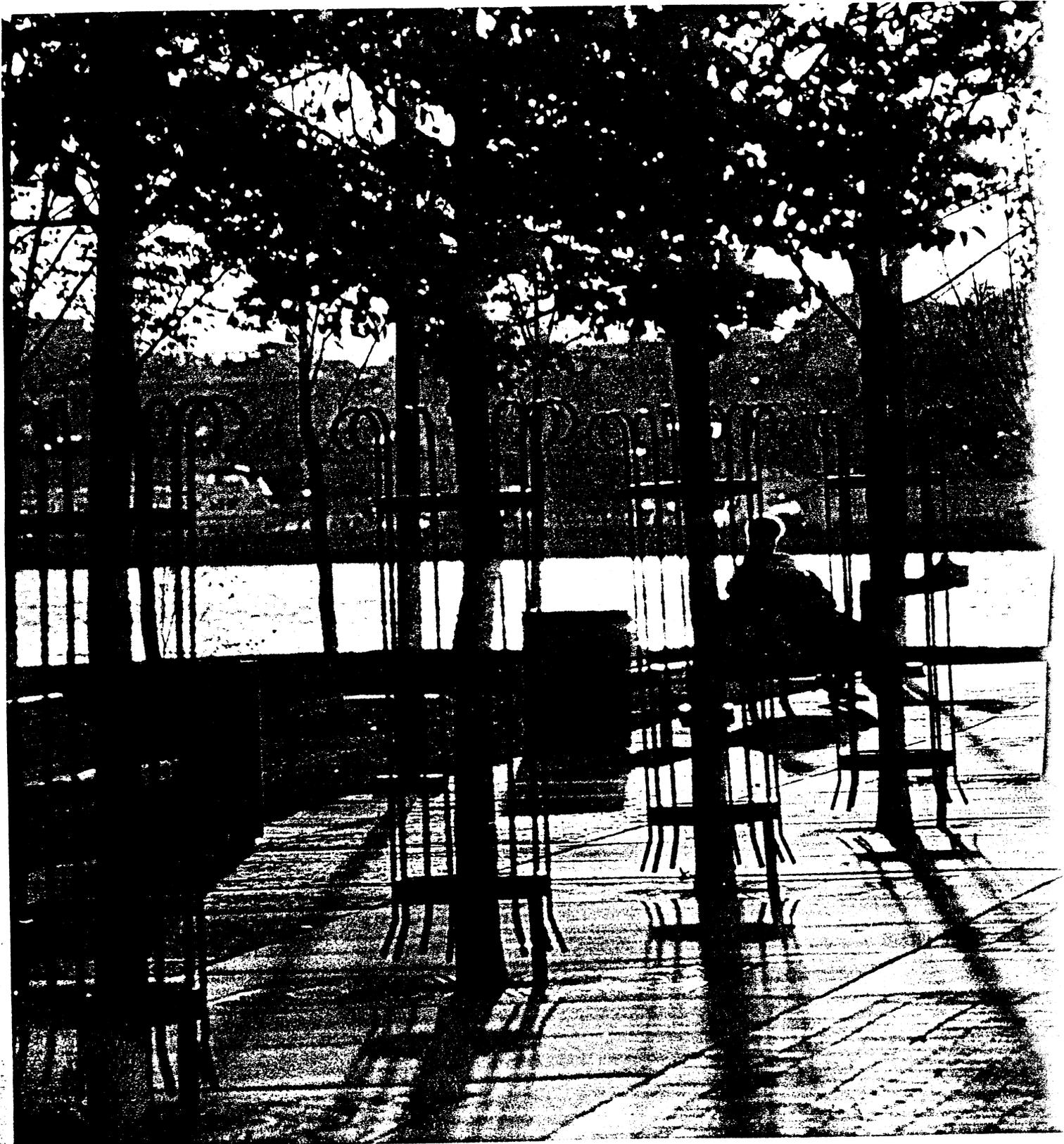
The Campbell's headquarters will be adjacent to another phase of the renovation project that is in the design stage—the New Jersey State Aquarium. Tom Hinkle, public-information officer for the city of Camden, says it may be completed by late 1990. The aquarium will make a huge impact on the tourism industry in Camden, drawing an estimated 10 million annual visitors to the facility. At this point, the plans are to develop a unique aquarium complex along the New Jersey waterways, the coastline of the state, and the Delaware Valley.

Completion of the redevelopment project means about twenty-five-hundred permanent jobs at the aquarium, the hotel-conference complex and the planned Festival Market. Patterned after HarborPlace in Baltimore, Maryland, the Festival Market will feature an eighty-thousand-square-foot shopping area adjacent to the hotel.

Camden is counting on the local impact of the new waterfront in its drive to increase tourism. Children come in on a field trip and see an interesting demonstration or exhibit in Camden, th

*Artist's rendering of Camden's waterfront as it will appear in 1990. When complete, the project will include a park, amphitheater, marina, hotel and aquarium, making a huge impact on Camden's tourism industry.*





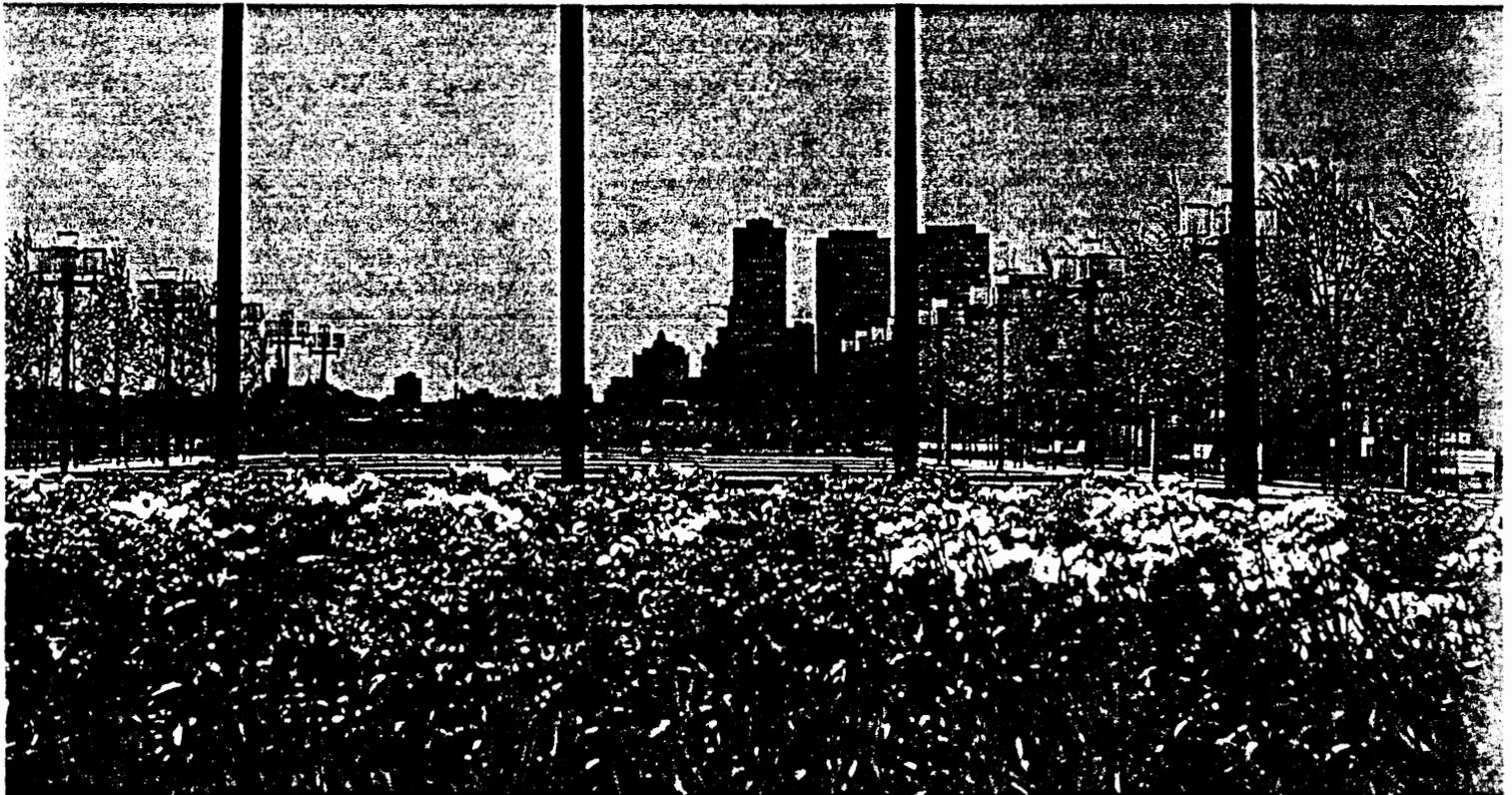
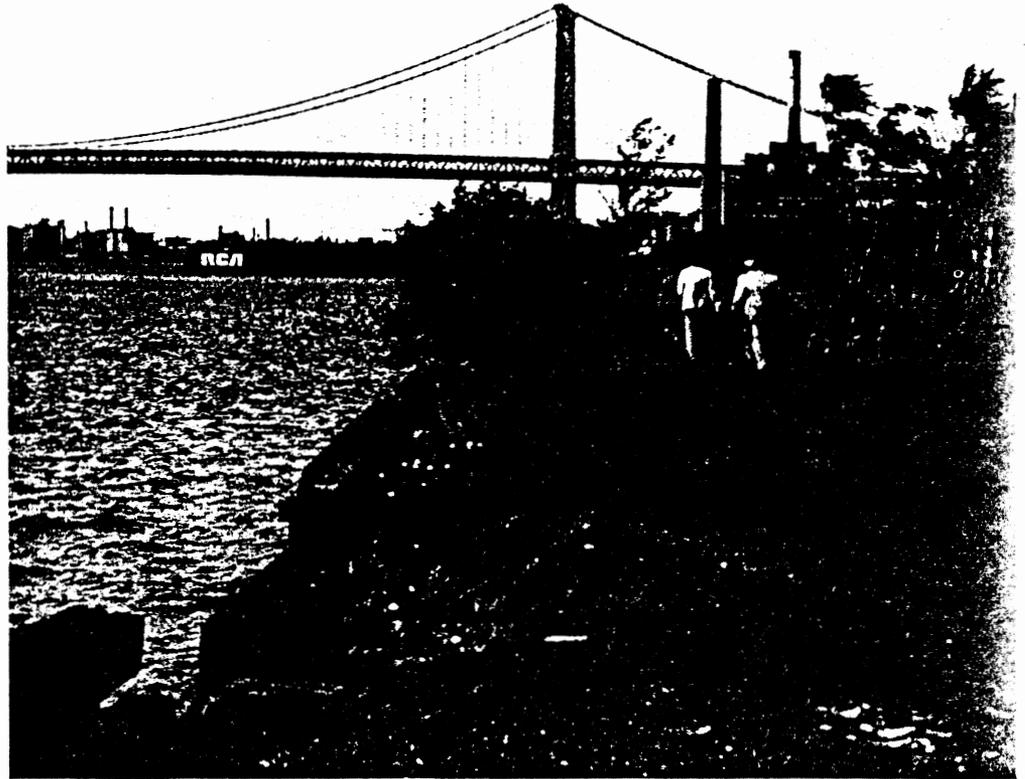
ing to talk to mom and dad and their friends about  
It's clearly going to have a ripple effect," Hinkle  
ys. "The aquarium alone will significantly im-  
ct on tourism."

Eventually, the project will cover seventy-five acres  
the waterfront—extending to the Benjamin  
Franklin Bridge, which links Camden to  
Philadelphia. But if things go as planned, the bridge  
on't be the only thing linking the two river cities.  
There is talk of reviving a ferry system that was used  
when Camden was known as Cooper's Ferry (after  
the founding family). At the time, the Coopers used  
a ferry system to cross the Delaware River from  
Penn's Landing in Philadelphia to New Jersey. Hinkle  
ys, "When everything is in place, it would be  
wonderful for folks in Philadelphia to be able to  
come over to Camden in the morning, enjoy them-  
selves, and then go back in the afternoon."

In addition to the increased tourism and newly-  
created jobs, the waterfront project will undoubtedly  
act as a catalyst that draws investors, sparking  
the redevelopment of the entire city.

—Jane Simmons

opposite page and below: Dr. Ulysses S. Wiggins  
Waterfront Park. Right: Camden's waterfront  
before the massive redevelopment began.



# Return of the Past

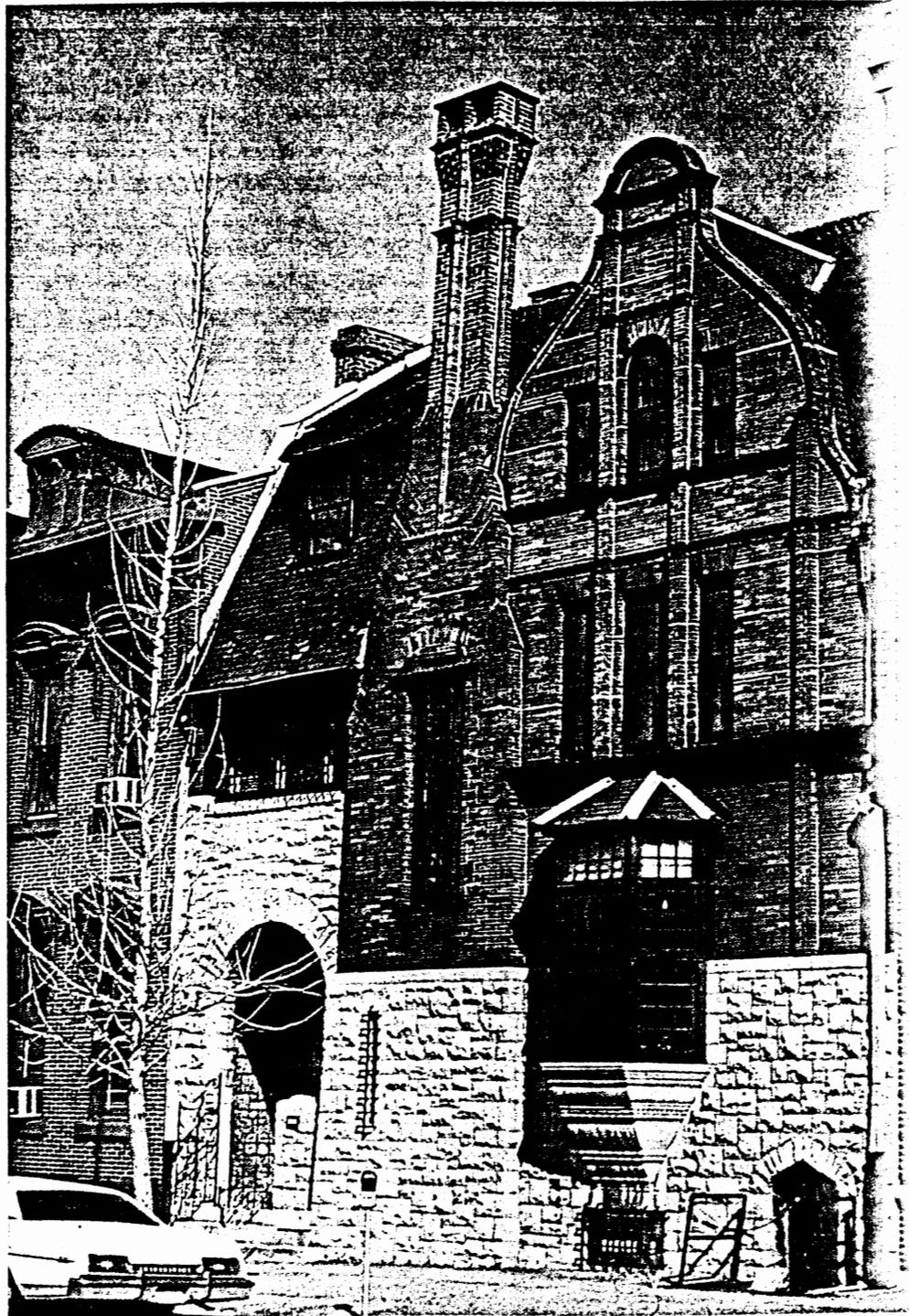
Abandoned and dilapidated buildings are now major assets in the city's redevelopment plans.

"Follow the dumpsters. That's where the action is!" says John Doyle, historic preservationist for the city of Camden, pulling his car alongside a particularly large one in the city's Cooper Plaza Historic District. The dumpster bristles with old studs and other renovation debris from a nearby Victorian town house. Up and down the street, freshly scrubbed and repainted brick facades look out from behind dark green, spindle-trimmed porches with peaked gable roofs. The roads are cobbled; the sidewalks, herringbone brick. Sockets in the sidewalk await new, architecturally compatible lampposts. This is Camden, New Jersey—no longer a smokestack city.

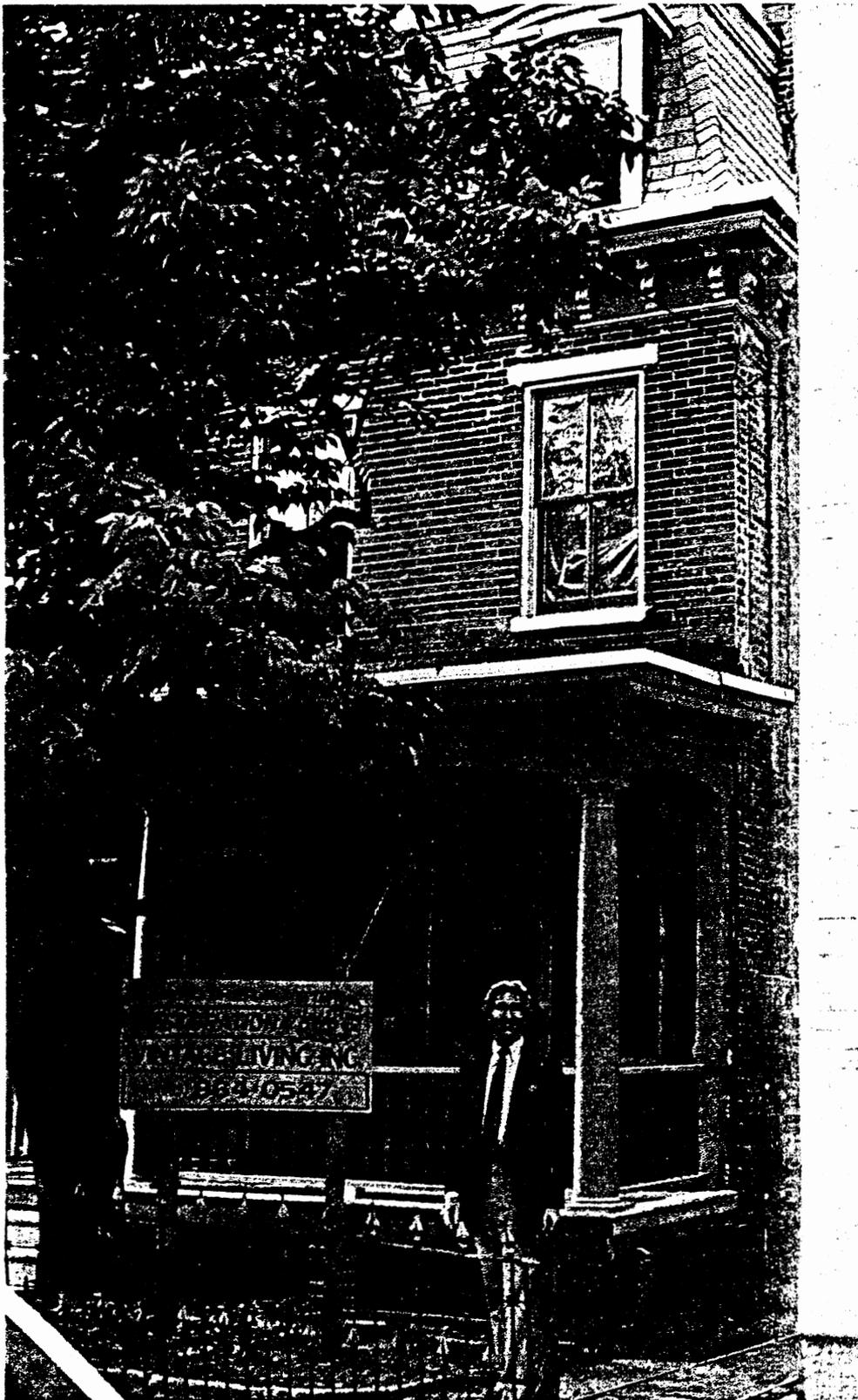
This scene continues for only a few blocks before dilapidated buildings dominate the streetscape again. But, increasingly in pockets such as this throughout the city, Camden's government, investors, and preservationists have joined forces to bring it back from the devastation left when the city lost its once-solid economic bases and much of its population.

Historic preservation "is extremely important for the future development of the city—especially in attracting new people to the residential areas," says Camden's popular and progressive mayor, Melvin R. Primas, Jr. (who has renovated his own house in Cooper Plaza). Historic districts have become a major part of the city's all-out effort to encourage investment, the centerpiece of which is the Camden Waterfront Plan—a \$150-million aquarium/marina/office/retail complex.

These projects reflect a 180-degree turnaround in the city's self-image and approach to revitalization. With Philadelphia real-estate values on the rise, two of Camden's biggest "liabilities"—its proximity to that city and the large amount of unoccupied, city-owned property—are now perceived as major assets. Explains Ann Howard, the



*Cooper Street is lined with such eccentric architectural specimens as the Taylor House.*



local director of policy and planning: "The city has done a lot of historic-district work . . . to create a climate for investors to take advantage of the preservation tax credits." By spring 1987, John Doyle estimates, preservation will have brought \$15 million in new investments to Camden.

Little is left of the original eighteenth-century Camden, except the name of the first settlers—Cooper, which is attached to seemingly half the places in the city. Most of Camden's historic buildings date from its industrial heyday in the nineteenth century. The Esterbrook Pen Company, the first steel-pen factory in the United States; the Campbell Soup Company; RCA Victor; the Linden Worsted Mills; Joseph Wharton's nickel refinery; and a prosperous shipbuilding industry all contributed to Camden's economy. With its port (still the tenth-busiest in the world), its railroad terminus, and the ferry service across the Delaware to Philadelphia, it was the transportation hub of the region.

The city's decline, many say, dates from the construction in 1926 of the Ben Franklin Bridge linking Camden and Philadelphia. It made the ferry superfluous, diminished Camden's importance as a transportation center, and split it in two. The ready access it gave to the suburbs, where property was cheaper and more attractive, lured many businesses away. The city's white population began to evacuate in the fifties and sixties, with mass exits after the 1965 riots—leaving a largely impoverished black community with little economic opportunity.

Large amounts of property were abandoned, depleting the tax rolls and encouraging the perception that Camden was a high-crime zone. The 1967 demise of the New York Shipbuilding Company—which, at its peak, provided 17,500 jobs—threatened to put the last nail in the coffin. As city officials readily admit, "Camden had an image problem."

Large-scale demolition and new federally funded construction (the standard prescription for suffering cities in the sixties and seventies) did not help. In 1981, when Mayor Primas first took office, even money for that kind of project had dried up.

Therefore, Doyle says, the city turned inward and began to look on its nineteenth-century housing and industrial structures as resources for revitalization. In 1982 the city began a survey of its historic structures. And in 1983, two years after the historic-preservation tax credits were enacted, Camden established its first municipal historic district—Cooper Plaza—and struck its first development deal under the new law.

*John Doyle stands proudly beside the townhouse he is renovating in the Cooper Grant district.*

At that time, 60 percent of the buildings in Cooper Plaza had been sitting vacant—some for as long as fifteen years. They generated no tax revenues, harbored crime, and inspired arson. Vandals had stripped them of plaster ornaments, marble mantels, woodwork, and any other details of value. The elements had taken care of the rest.

But the neighborhood, built between 1877 and 1902 on the periphery of Cooper Hospital, was architecturally cohesive and attractive—plus, it had “location.” In the 1970s, plans for a Veterans Administration hospital encouraged speculators to buy property in that area. The project was squashed by the Carter administration at the last minute, but a climate for growth had already been established. Eventually, a private nursing home went up on the VA site; and it attracted other medical commerce—including a research facility for the University of Medicine and Dentistry of New Jersey.

In 1983 a private developer signed an agreement to rehabilitate a block of eighteen town houses in the Cooper Plaza Historic District. Using an

\$800,000 Urban-Development Action Grant plus a low-interest loan from the city as seed money, he raised an additional \$1 million in private equity. Each three-story unit was divided into two split-level apartments. “That project,” she explains, “has had the classic catalytic effect on the neighborhood. A couple of investors have done three to four buildings at a time. Some have done twenty.”

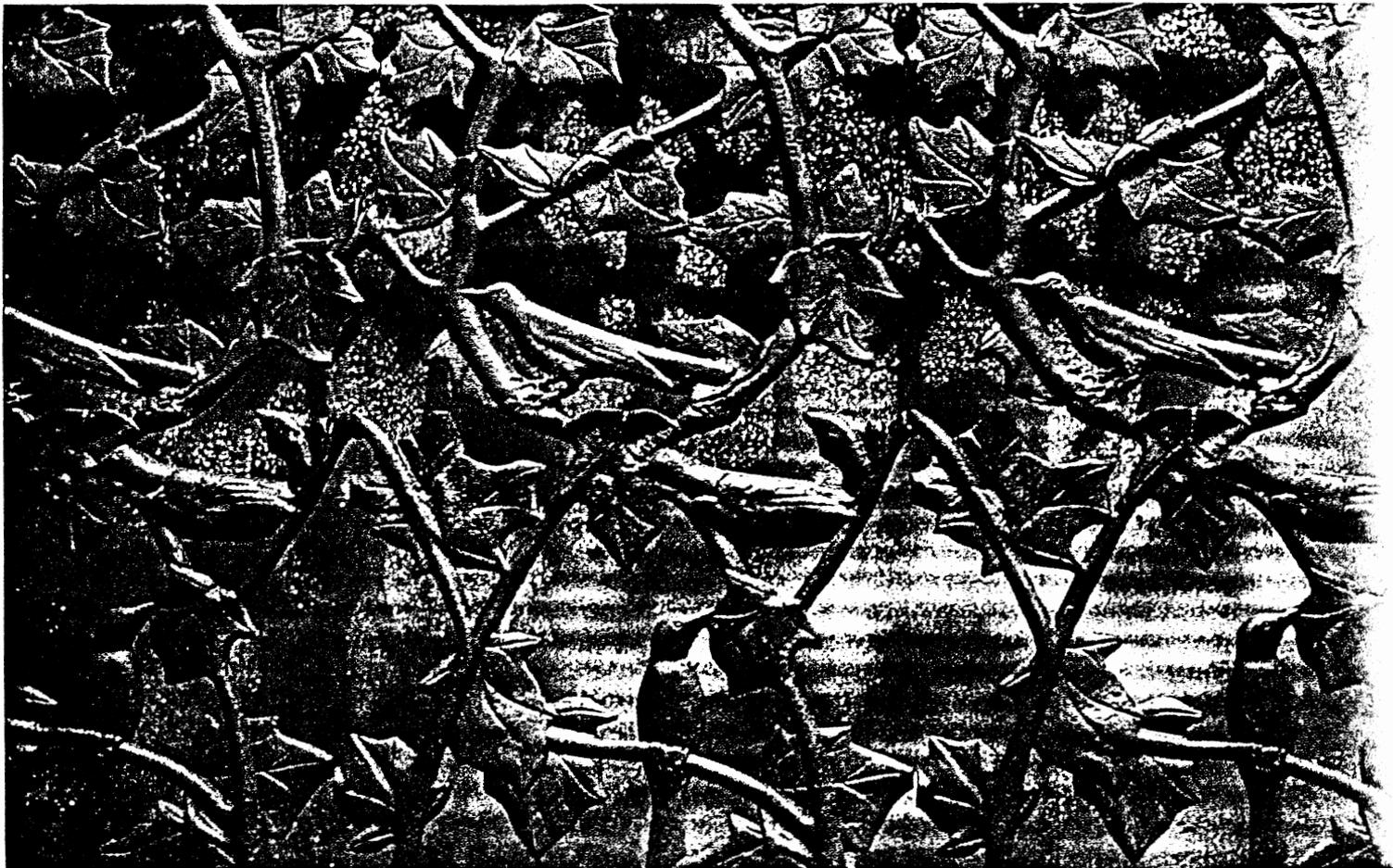
The neighborhood now attracts doctors, nurses, and other professionals from the medical campus. On one corner, three partners are converting a shop front with an ornate, cast-iron pediment into two apartments and a restaurant. That intersection, Doyle points out, has four storefronts of similar architectural quality, which could form the nucleus of an attractive commercial block.

Around the corner, at Haddon Avenue and Blaine Street, the city has just sold a row of thirty-eight abandoned, three-story town houses to Ash Developers (a Baltimore company) for a \$7-million rehabilitation project. These will become middle-income rental units.

The Cooper Grant Historic District—a four-block square enclave of Italianate and Second Empire and semidetached houses (between the Rutgers-Camden campus and the Delaware River)—is the newest district and one of the city’s most appealing neighborhoods. Though it has its share of boarded-up houses, many are in repairable condition, and its most-distinctive architectural features are intact. A set of duplexes, for example, retains arched, double architraves over the windows and doors. They were the homes of Camden’s managers and business owners at the peak of the Industrial Revolution; they are a little “higher style” than other neighborhoods, says Doyle.

Both the quality of the existing housing and proximity to the university make this a promising area. Rutgers’ new dormitory opened in September.

*Historic preservation requires close attention to details, such as this ornamental grill work (below) and a pair of bay windows (opposite page), both located in the Cooper Grant Historic District.*



## USArts

and the city hopes it will encourage new residents to move into the neighborhood. Doyle, a newcomer himself, purchased his three-story town house for \$100,000 at city auction—a bargain, but the city places eight restrictions on purchasers to discourage speculation. "My house," says Doyle, "has to be owner-occupied. I have to hold it and live there for three years. The plans are subject to architectural review. And it has to be rehabbed within one year." He is converting it into three apartments.

One of the area's drawbacks is the lack of urban-neighborhood amenities. To that, Doyle retorts: "But you walk down the street and literally everyone lives at you. You couldn't ask for a bigger amenity. That's more than all the dry cleaners and convenience stores could ever bring you."

In 1985, Camden designated a second historic district that emphasizes its other preservation thrust—commercial development. The new area, Cooper Street, was historically—and remains—the city's chief professional street. The town's first apothecaries, lawyers, doctors, and businessmen

lived and worked there. Today, professionals as well as university departments and the Red Cross still have offices on Cooper Street. Unlike Camden's architecturally homogeneous residential districts, it is an eclectic mix representing most of Camden's major architectural periods. On one block is a three-story, Federal-style house with a pebble-dash finish and a fanlight over the front door. It was built in 1812 for Edward Sharp, one of Camden's first entrepreneurs. On another is the Taylor House, an eccentric, brick, Renaissance-Revival town house with brownstone details. A six-story, art-deco apartment building with a patterned, ochre-brick facade sits next to two brick and brownstone town houses. Each block also has its share of Italianate row houses. Cooper Street is mostly intact physically, but the buildings are underutilized. However, given its interesting architectural character, city officials are confident that the area will be a prime redevelopment zone for investment that they expect will be catalyzed by the waterfront development.

The preservation movement reflects a major

change in Camden's and investors' attitudes toward both its past and future. Once a burdensome legacy of Camden's industrial past, its nineteenth-century buildings have become a major financial asset. Tax reform will reduce the tax advantages of rehabbing historic structures, Howard admits, and may dampen investors' interest somewhat. But, she says, the city remains committed to preservation. "We're going to have to be more resourceful." Adds Mayor Primas, "We will look into what we can do locally if the tax credits change significantly."

Their confidence is being rewarded. There has been a tremendous increase in interest in Camden property in the last few years. Between 1984 and 1985, income from the city's bimonthly property auctions tripled from \$200,000 to \$600,000. "We used to have to beg people to come to public auctions," said Gary Jamison, supervising planner for the city. "Now it's standing room only." Since the waterfront project was announced in April 1985, Howard declares, "the phone hasn't stopped ringing."  
—Julia Lichtblau



# A Poet's Legacy



Walt Whitman's residency in Camden created a cultural legacy that grows consistently stronger.

In his utopian view of America, Walt Whitman dreamed of an America populated by visionary poets. As the Civil War ravaged the Union of States that he believed to be so sacred and as increased industrialization captured the teeming masses' attention with promises of wealth, power, and leisure, Whitman's vision slipped further and further into the

realm of dream. Today, when most people are hard-pressed to name a contemporary poet (not to mention a recently published poem), Whitman's dream is being revitalized in Camden, New Jersey—where the poet spent the last years of his life.

At first, Camden may seem an unlikely focal point for poetic activity in America. Though catching the first waves of economic revival, the city is still plagued by unemployment. Most of its citizens are quite average people from varied racial and cultural backgrounds—a far cry from the urban literati of New York City. Yet this is just the place and just the people that would fit Whitman's democratic ideal. The poet visualized an all-encompassing poetry that would express the entirety of

America in not only content but its very form. The poets would be ordinary people singing the wonder and promise of a vast, new land—they would be the leaders, the visionaries who would guide the country into the perfect synthesis of freedom, progress, and opportunity.

Alonzo Jennings, executive director of the Walt Whitman Center for the Arts and Humanities in Camden, is not one to underestimate the power of poetry. He views the center as the "main cultural vehicle in Camden" and its programming—with its main strength in poetry—as the "beginning of a strong cultural community."

The Walt Whitman Center was founded in 1976 as part of the city's Bicentennial observation. It wa



The Walt Whitman Center for the Arts and Humanities (opposite page) was established to honor the spirit of the poet (above) who spent the last part of his life in Camden.

established to honor the spirit of Whitman, who spent the last nineteen years of his life in Camden and is buried in the town's Harleigh Cemetery.

The center first gained international recognition for its presentation and patronage of American poetry. As a permanent seat dedicated to contemporary American poetry, it is perhaps unique in the nation. Its year-round programs of readings by important working poets (it usually presents five to seven Pulitzer Prize-winning poets each year and has included the likes of Galway Kinnell, winner of both the National Book Award and a Pulitzer; Stanley Kunitz; and Allen Ginsberg) is equalled only by the readings at the New York Public Library. However, the center does much more than showcase known talents. It sponsors the annual Walt Whitman Prize, a prestigious award that recognizes an emerging poet with publication of a book-length manuscript and one thousand dollars; the contest brings in thousands of entries from around the nation. The center also offers readings by local and regional poets of note and workshops and seminars for students and area writers.

In spite of the general disregard for poetry that exists across much of the nation, Camden-area residents have responded enthusiastically to the pro-

grams offered by the Walt Whitman Center. Clearly, there was a yearning for art and culture. Having then established itself through poetry, the center was in a position to expand into other arts and grow into its present role as the major presenter of cultural events—encompassing all the arts—not only for the Camden area, but for the entire state of New Jersey and southern Philadelphia.

The center's purpose became fourfold: to foster literary, artistic, educational, and charitable events for the residents of Camden and surrounding communities and for visitors to the area; to offer a continuing schedule of activities encompassing all the arts and including educational programs and resources; to encourage those events that are in the interest of the community and the longevity of the center; and to cooperate with private and public organizations to achieve mutually compatible objectives. The center's operation and programming are made possible through grants from the New Jersey Council on the Arts, the city of Camden, the National Endowments for the Arts and Humanities, the William Penn Foundation, and the Glenmede Trust—as well as such corporate sponsors as the Campbell Soup Company, the RCA Corporation, Vi-tech, and IBM.

The center took its new commissions seriously. It was not content to be merely a presenter of and supporter of the arts but chose to play a major role in shaping the cultural life of the area. While Whitman and his transcendental predecessors had

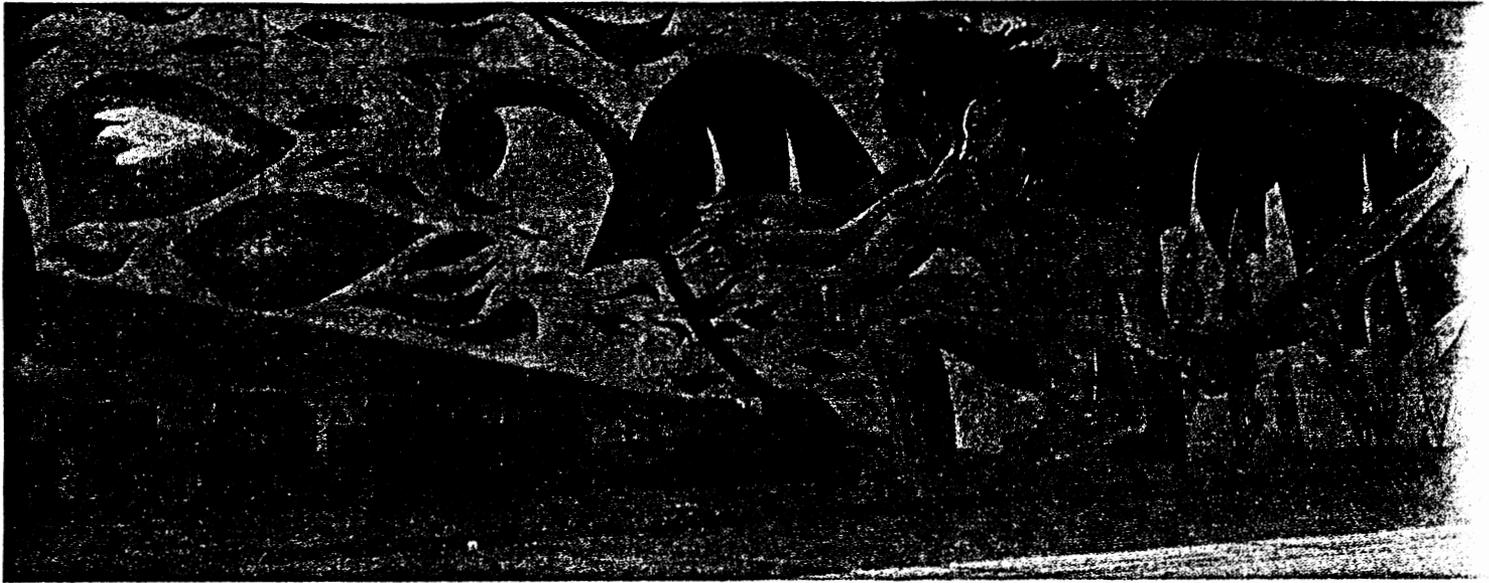
dreamed of a nation whose every citizen possessed poetic vision, the Walt Whitman Center realizes that the first step toward appreciation and understanding of the arts is education. As such, Jennings considers children's programming to be the center's next-strongest aspect. "We are fanatical about expanding the cultural horizons of the children of Camden." He sees art as a "socialization vehicle" and believes that the center is in the position to "educate an entire generation."

Jennings also believes that, by interesting children in the arts, adults, too, can be reached. (If the children are involved, he explains, then perhaps the parents will become interested.) Furthermore, when those children are grown, they will be not only better prepared to understand their lives but able to pass a curiosity in the arts on to their children. "They are the future," Jennings says of the children who benefit from the center's programs. "We have an obligation. We're the only ones to do it."

Arts education is now one of the center's main goals, with poetry still leading its progress. "Poetry is an ignored art form," says Jennings, "but it is one of the most significant." He feels that the center is in a position to use poetry not only for its own sake, but to get attention for the other arts programs. The next step, according to Jennings, is diversity. "We are diverse in every sense of the word." The center's programming for the 1984-85 school year included such activities as operas, the Kapelle Woodwind Trio, Pan's Puppets, the Quiet Riot Mime, a haiku-poetry workshop with Nick Virgilio, and the Arthur Hall Afro-American Dance Ensemble. Jennings tries to plan programs that will somehow attract people from all different racial and ethnic backgrounds.

However, poetry will always be the center's strong suit. Eventually, Jennings would like to sponsor an annual poetry symposium and offer year-round classes in creative writing—stressing the mechanics of writing—for area students, as well as expand the prize and publication programs. Already, schoolchildren benefit through poetry competitions and educational programs. Readers invited to the center are required to offer workshops in the schools, and high-school students are given the opportunity to read with local poets and work together in an informal workshop atmosphere. Obviously, few of the students who participate in the program will ever become recognized writers. But, according to Jennings, they may become readers—readers who will understand what contemporary poetry is and how it works. On the other hand, he is not about to sell short the center's potential. "Who knows? There may be another Walt Whitman."—*J. P. Forsthofer*

# The Writing on the Wall



## The innovative Artistic Design Program turns graffiti-covered walls into works of art.

A couple of years ago, the city of Camden saw the writing on the wall—literally. In the summer of 1984, then-director of Housing and Community Development Patricia Darden initiated an anti-graffiti program, taking the urge to write on walls and turning it into an artistically creative impulse. The Artistic Design Program was born—with a goal of turning graffiti-covered walls into works of art.

Patterned after similar programs in other cities, particularly the Anti-Graffiti Network in Philadelphia, Camden's Artistic Design Program seeks to elevate pride in the community, discouraging defacement of property and fostering an aesthetic appreciation for the murals. And the project provides a solution to frustrated business owners in Camden, who repeatedly have to paint their walls to cover graffiti.

The benefits of the program are numerous, going beyond the beautification of Camden. It furnishes exposure for artists in the area, who submit sketches for potential mural projects—as well as paying an

honorarium of up to \$750. The Artistic Design Program also provides summer jobs through a federal program (the Job Partnership Training Act) for young people fourteen through twenty-one. Some of these teens are the very same vandals who used their spare time to deface property with graffiti. Some are artistically inclined, others not, but all make important contributions to the mural project. To assist the artists, some teens are sketch artists, others fill-in artists, some supplies-maintenance captains, or crew leaders who will relate to the kids so that the artists are not put in a baby-sitting position. This past summer, one worker—a student in painting at the Pratt Institute—got a lot of experience working on a large scale. Kimberly Camp, visual-arts coordinator for the City of Camden under Housing and Community Development, says: "It's a real team effort. If an artist is scaling up a drawing that's going on a 150-foot-long wall and he's on scaffolding twelve feet off the ground, he needs somebody across the street to tell him what he's doing looks right."

According to Camp, the Artistic Design Program has a success rate of 70 percent—as opposed to similar projects in other cities, which have an 11-to-15-percent success rate. "Success is measured," Camp says, "based on the number of murals we do and the number of ones that get written back over. The majority of murals that go up

*The Kimberly Camp-designed mural Flight to the Cities.*

are never touched. The next-largest group are the ones that go up and are written on over the Fourth of July. Then we have two sites that are what I call 'regular maintenance' sites. If we touch them on a Friday and we need something to do on a Monday, we can always go back and touch them up again, because I know they've been written on."

The project gets about twenty requests a year, from area businesses to paint murals on their walls, and that is done on a first-come, first-serve basis. The \$50,000 annual budget is funded through the New Jersey State Council on the Arts (previously through the Community Development Block Grant). This year, money came directly from the mayor's office. And then there are in-kind donations. Camp says, "All of the site owners are asked to donate lunches to the kids, and it's no easy task feeding ten teenagers for three- and four-week periods." Business owners are not asked for any other donations.

Camp, who has painted two of the murals herself, stresses the aesthetic sensibilities of Camden with all artists working on the project. Camden is 60 percent black and 34-percent Puerto Rican/Latino; 40 percent of the total population is under twenty-one. Camp's own murals depict black women

holding up the sky and black men with dreadlocked hair. A mural by Ethel Wilson depicts people running away from a nuclear-power plant as reactors spew fumes into the sky. Yet another shows break-dancers on a street corner.

In working with the program, Camp has learned a lot about the subculture of wall writers, who have such names as Disco Funk and Seven Deadly Sins. She says that the clubs "war with each other through wall writing." Camp even found herself at one wall writers' meeting in a school yard at midnight. She has been successful in getting most of the wall writers not to vandalize.

The response to the murals has been 99-percent positive, according to Camp. "People walk by on the street and want to be a part of it. They talk to the artist, they talk to the kids that work there. People that see us will call and say, 'I really like that program and want to be involved.' This week alone, I've gotten three additional requests for murals, and there are still people who have been waiting since last year. The volunteerism is also

very high; we get a high level of support in donations." Donations could be a couch for the center or paints.

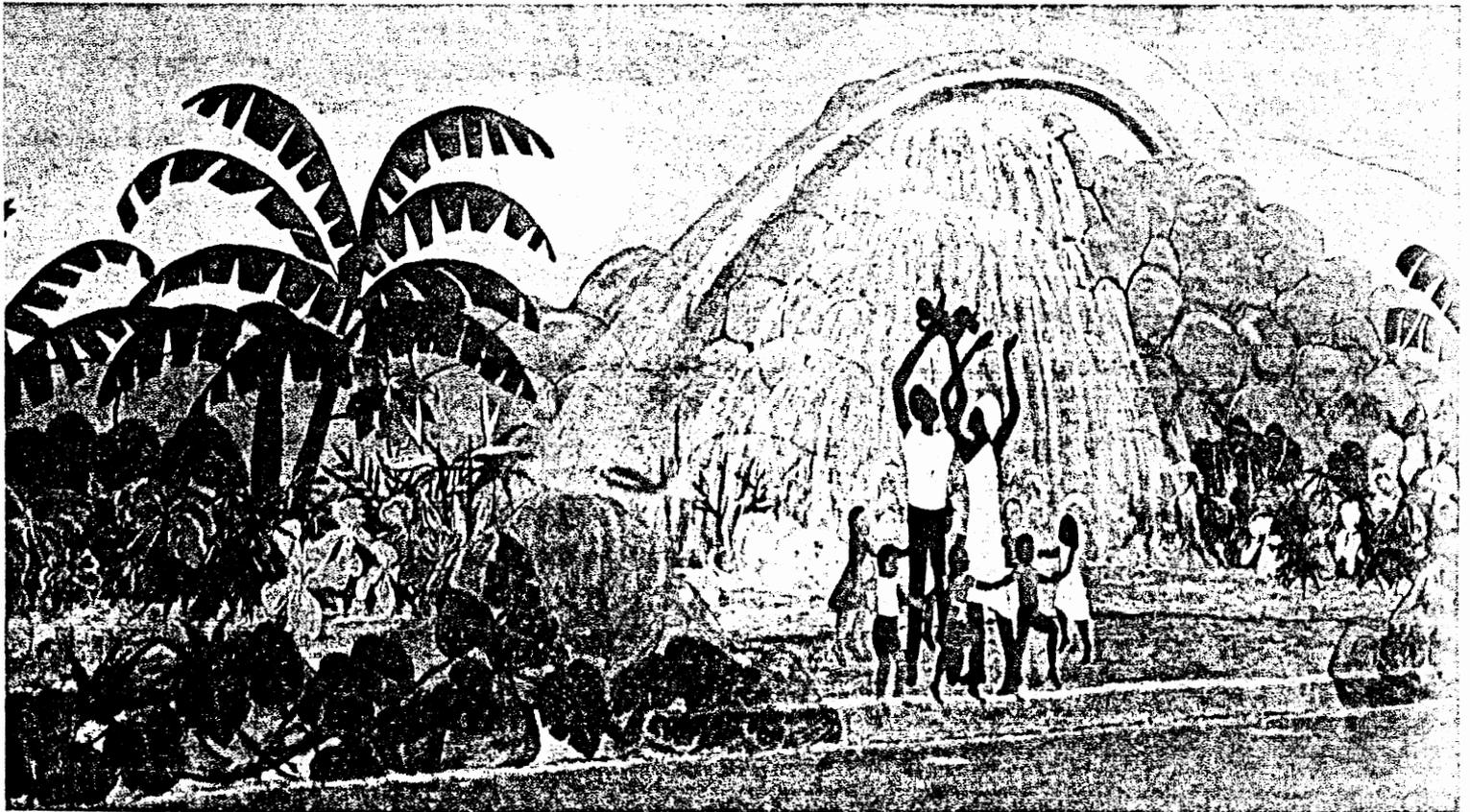
As an artist, Camp (who also works closely with the City of Camden Art Exhibition) has a personal commitment to the city arts programs. "I hope that our next involvement will go toward doing public art projects that are of a more permanent nature," she says. "Our staff had a meeting last week with the city architectural department out of Housing and Community Development and the Percent for Art coordinator from the state arts council to talk about a park-redevelopment project in north Camden. We sat down to find out how the artists could be involved, what areas could be painted, what areas would require artists with specific skills, and so on. The program and staff are capable of taking things in that direction."

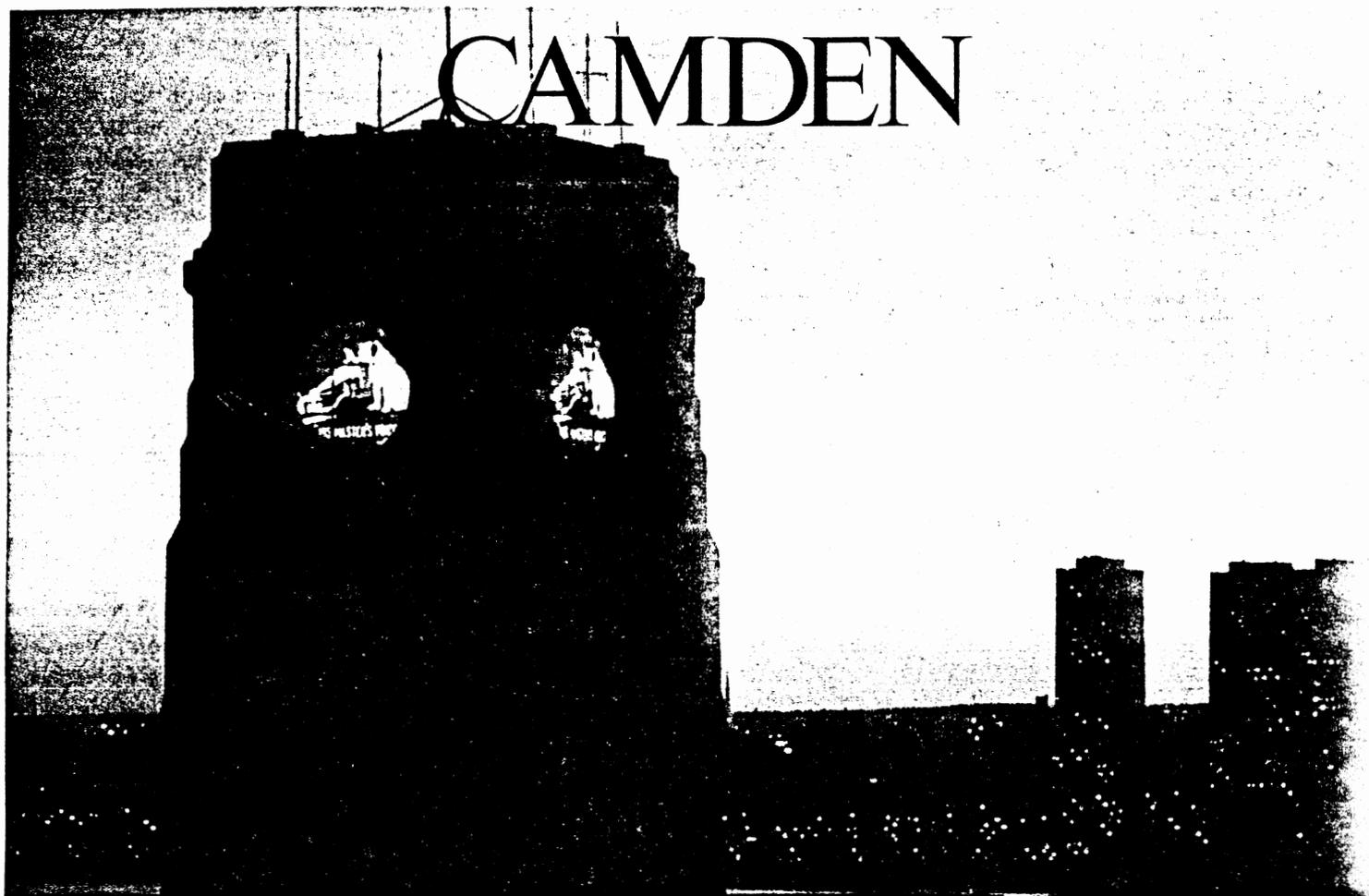
But whatever direction the project goes, for now a once-negative phenomenon has resulted in the beautification of the city—at the same time giving exposure to artists and jobs for young people. And, given the low incidence of graffiti on the murals themselves, the wall writers must agree.

—Jennifer W. Graham



Peace, Love, and Children (below) was designed by Ethel Wilson. Right: Detail of mural.





# A Cultural Movement

While Camden develops and redevelops, the arts continue to flourish.  
By Julia Lichtblau

A grass-roots arts movement has taken hold in Camden, New Jersey, and is growing vigorously in the city's new climate of pride and determination. Professional artists and the community both are eagerly participating. There are outdoor performances throughout the summer. The Camden County Cultural and Heritage Commission sponsors performances, school programs, a statewide Teen Arts Festival, and an annual juried exhibition featuring the works of over two hundred local artists. The Artistic Design Program employs professional artists to plan murals for the city's graffiti-covered walls, and the city's teenagers help to execute them. Original research in music is going on at the Rutgers-Camden campus, while the visual-arts department has a computer-graphics program that is attracting students from throughout the

region. And in Walt Whitman's chosen city, it is only appropriate to have an award-winning poetry magazine—the *Mickle Street Review*—published on the campus; as well as the Walt Whitman Center for the Arts and Humanities. (The area code for all Camden locations is 609.)

## ART AND HISTORY MUSEUMS

Last year, some ten thousand viewers made their way to the **Stedman Art Gallery** (Fourth and Linden Streets, Fine-Arts Center of Rutgers, the State University of New Jersey, Camden Campus, 757-6245). The only art museum in southern New Jersey, it has been exhibiting, educating the public, striving for a more national profile, and nurturing the local arts community since 1975. "We try for an experimental focus," says gallery director Virginia Steel. "As a university gallery, we can afford to take chances and we should." The Stedman is nationally known for its biennial works-on-paper competition, established in 1975 to encourage contemporary American artists using paper in both traditional and experimental ways. The last competition drew twenty-seven hundred entries, of which eighty-six were selected. The gallery holds

eight changing exhibits a year, including an interdisciplinary one that focuses on an art or craft, a different culture. Such exhibits are often toured to several galleries around the country and made their only New York/Philadelphia-area appearance at the Stedman.

The National Endowment for the Arts-funded Visiting-Artist Lecture Series yearly brings six nationally known artists from different disciplines to the gallery to discuss their work. Past lecturers have included Philip Glass and Laurie Anderson.

The fall 1986 season opens with a joint show of rare works by André Kertész and Lucien Aigner on loan from the Polaroid Corporation. The Kertész prints are his first color series, begun at the age of eighty-four. Aigner's works are from a collection of fifty thousand negatives of prewar Paris found in an old suitcase in 1970.

Camden is the international headquarters of the Campbell Soup Company which maintains the

*Above: The RCA tower's stained glass windows feature "His Master's Voice." Opposite page: Walt Whitman's tomb, in Harleigh Cemetery, was designed by the poet himself.*

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Historic buildings and neighborhoods make Camden a perfect stop for lovers of architecture.

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**Campbell Museum** (Campbell Place, 342-6440). The plush, red-velvet interior cradles what museum president Ralph Collier describes as “the world’s most unique collection of soup tureens”—which includes life-size swans, rabbits, chickens, boars’ and cows’ heads, cauliflowers, and melons in silver, pewter, porcelain, and earthenware. The tureens, which date mostly from the early-eighteenth and nineteenth centuries, come from two dozen European countries and China. Of particular note is a gilt-and-painted tureen bearing images of early-nineteenth-century Berlin—part of a 350-piece set for the marriage of Prince Frederick of the Netherlands and Princess Louise of Prussia in 1825. A film, *Artistry in Tureens*, can be shown by appointment to groups of up to fifty people. Not limited to soup-related objects, the Campbell Museum has small changing exhibits of prints, photographs, and decorative-art objects.

History buffs will find a rich assortment of historic sites in the Camden area, dating from its origins as a Quaker settlement in the early-eighteenth century through the Industrial Revolution. **Pomona Hall** (Park Boulevard and Euclid Avenue, 964-3333), home of the Camden County Historical Society, is an eighteenth-century Georgian mansion built by the Coopers—Camden’s founding family and restored for use as a museum during the Bicentennial. Eighteenth-century furniture, quilts, farm implements, and even clothing—including William Cooper’s vest, which dates to the early-eighteenth century—are on exhibit. Upstairs, you’ll find craft shops for candle-making, weaving, and shoemaking.

The museum also contains objects of particular significance to Camden—such as locally made glass, Campbell Soup artifacts, and a collection of Victrolas, records, photos of recording artists, and other RCA memorabilia. Pomona Hall has free tours and Sunday events (films, lectures, and open-hearth cooking demonstrations), as well as a school program. The historical society’s library contains nineteen thousand books and pamphlets—as well as maps, deeds, slides, newspapers (1800-1947), and an excellent collection of regional genealogical material.

Walt Whitman, Camden’s best-known historic figure, lived the last eight years of his life at 330 Mickle Street, near the waterfront. The two-story, frame town house is now the **Walt Whitman Museum** (964-5282), run by the Walt Whitman Association, which has its headquarters next door. The poet’s house contains the Gimbel Collection of “Whitmania” and sponsors readings, lectures, and changing exhibits. The association’s archives

The soup tureens in the Campbell Museum's collection are fascinating works of art.

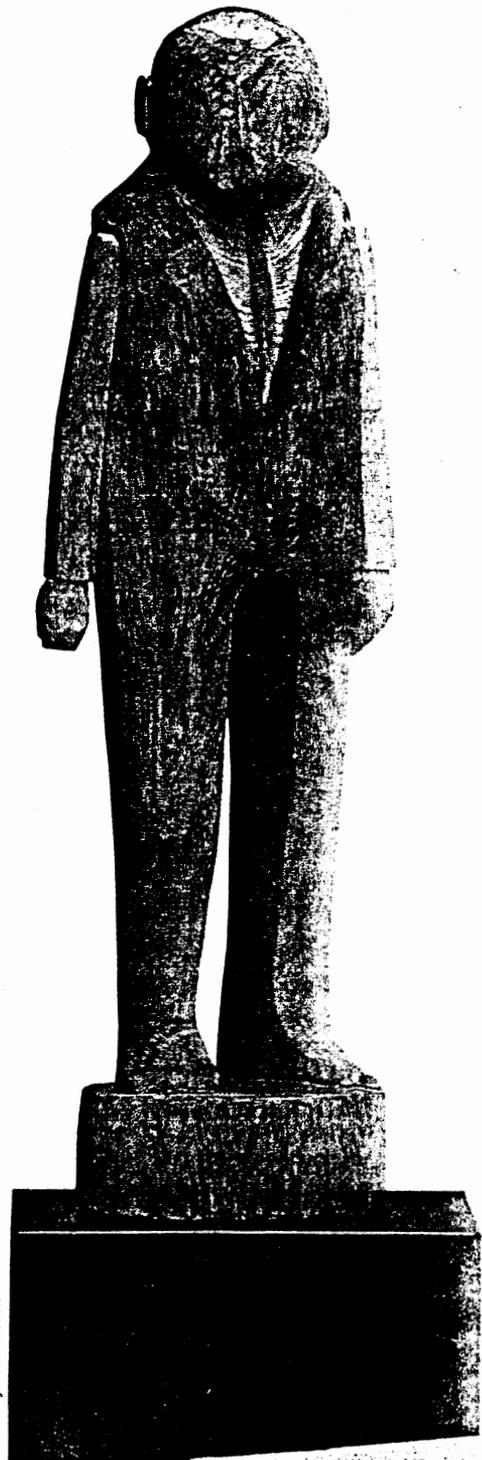
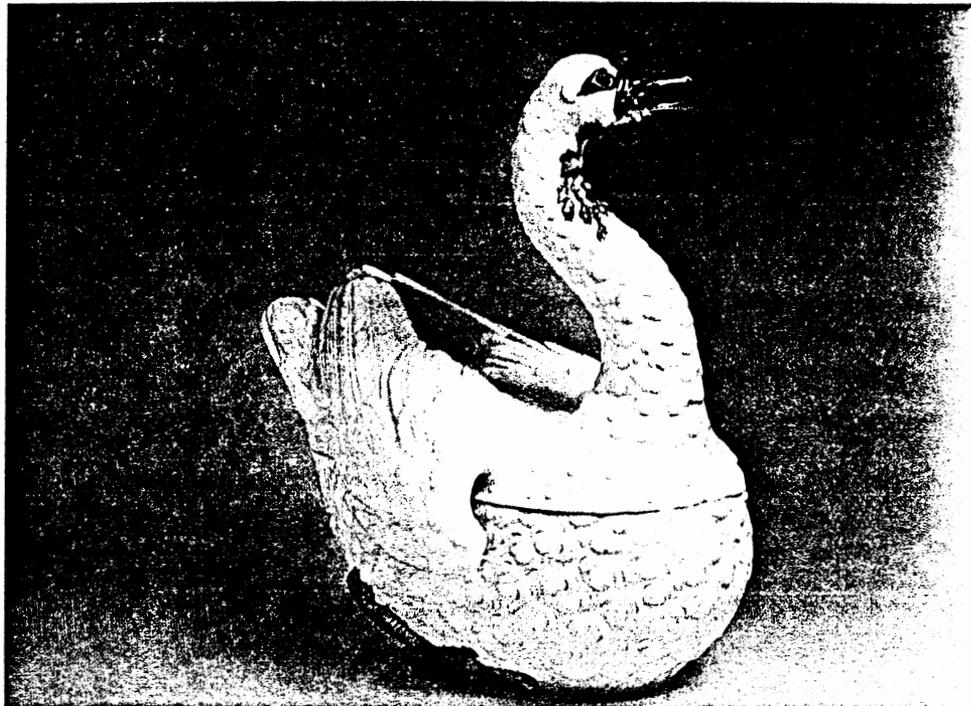


Photo By Stuart Watson

Above: Man in a Black Suit, carved from cedar by Louise Kruger, is part of the collection at the Stedman Art Gallery. Above right: Johann Joachim Kaendler's swan tureen, part of the Campbell Museum's extensive collection.



of Whitman's papers and other materials attract Whitman scholars from around the nation.

#### OTHER HISTORIC SITES

To experience Camden County's Quaker heritage, you'll have to leave Camden and venture into the surrounding areas. **Barclay Farmstead** (Barclay Lane, Cherry Hill, 795-6225)—a thirty-two-acre Quaker farm first established in 1624—preserves a slice of Camden County's agrarian past in the midst of suburban Cherry Hill, a few minutes from Camden. Built in 1824, the three-story, eleven-room, Federal-style, brick farmhouse sits among herb and flower gardens, an apple orchard, a blacksmith shop, a corncrib, and a Victorian springhouse. The house is an "active" museum. Upstairs is a collection of working looms used to repair and re-create some of the farm's historic textiles. As part of an ongoing restoration program, the curatorial staff preserves historic fabric from area structures that are about to be demolished or are otherwise beyond repair. Recently, stenciling from a similar farmhouse of the same period was documented and re-created in authentic colors in the parlor.

The **Haddonfield Historic District** (Kings Highway, Haddonfield) is on the National Register of Historic Places. Lovers of American architecture will find themselves in their element here. The main street is largely Federal in style. You can stroll past the Indian King tavern, briefly the headquarters

of the state assembly during the American Revolution. The side streets are Victorian, with fine examples of all major styles of the period.

Haddonfield was founded by Elizabeth Haddon, the daughter of a Quaker landowner and a woman of uncommon independence for her time. At the age of seventeen, she came by herself to America from England to oversee her father's properties. The town became a strong Quaker community, and its Friends' meeting house is still in use. The Friends School was founded in 1786. Haddonfield also has the second-oldest fire company in the country, with a small museum of old fire-fighting equipment.

Another community of historical and architectural interest in the Camden area is **Fairview**, the third-oldest planned community in the country, now on the National Register of Historic Places. Originally called Yorkship, it was built in 1917 to remedy a chronic shortage of housing for workers at the New York Shipbuilding Company. The community consists of attached and semidetached, brick colonial-style houses along curving, tree-lined streets. In imitation of New England towns, it is broken up by several "village greens" surrounded by shops. Its self-contained appearance is now attracting a new generation of young professionals.

#### THE PERFORMING ARTS

The Rutgers-Camden campus is probably the only one in the country to have a professional orchestra.

*Sponsored by*



*Campbell Soup Company*

**RCA**

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## The Rutgers campus is a strong cultural center that impacts the rest of the city.



*Jazz trumpeter Wynton Marsalis entertains a crowd at the five-thousand-seat amphitheater, part of Camden's Dr. Ulysses S. Wiggins Waterfront Park located on the Delaware River.*

in residence. The eighteen-member **Mozart Orchestra** is devoted almost exclusively to works by Mozart and performs regularly on campus for college and high-school students and also the general public. The **University Theatre Department** produces several plays annually—both classical and contemporary—and performs for the general public and hundreds of Camden schoolchildren. Each spring, the campus hosts the statewide **Teen Arts Festival**, which attracts teenagers from all over the state for three days of workshops, demonstrations, and performances.

Not surprisingly, the best place to see shows in Camden is the **Fine Arts Theatre** (Fine Arts Building, Fourth and Penn streets, 757-6176) on the Rutgers-Camden campus. The seven-hundred-seat theater is acoustically perfect, has excellent sight lines, and is well suited to both music and theater. Last year, Camden audiences saw Philadanco, a Philadelphia-based modern-dance group; Metropolitan Opera singer Osceola Davis; singer Tom Chapin; the Mozart Orchestra; and over thirty other top-notch shows there.

Just a few blocks away, in the Cooper Grant Historic District, is Camden's other cultural nucleus, the **Walt Whitman Center for the Arts**

and **Humanities** (Second and Cooper streets, 757-7276), which sponsors a constant stream of musical performances, poetry readings, coffee klatches, plays, children's programs, and exhibits. The Walt Whitman Center is perhaps best known for its annual Notable Poets Series, which has brought such luminaries as Lawrence Ferlinghetti, Allen Ginsberg, and Gwendolyn Brooks for readings and discussions.

Housed in a former Carnegie Free Public Library building, the center is a gift of Eldridge R. Johnson, a president of the former Victor Talking Machine Company (now RCA). The beaux art structure is one of the city's finest. Its columned portico bears a seventy-foot, allegorical mosaic made of over one hundred thousand glass pieces, entitled *America Receiving the Gifts of the Nation*.

Camden County is blessed with a second orchestra, the **Haddonfield Symphony**, which has been performing in the area for some thirty years. Its focus is also somewhat specialized—it tends toward American and innovative composers. Described as a "teaching orchestra," it sponsors a young soloists' competition, and a number of its seats are held by students from Philadelphia's Curtis Institute.

Area residents also enjoy performances by the **Wind Symphony of Southern New Jersey** and the **Camerata Opera Company**. On Friday evenings in summer, Haddonfield closes down Kings Highway at Centre Street and holds band concerts right on the pavement.

### OUT AND ABOUT

Most of Camden's downtown attractions are within six blocks of each other. Right off the Rutgers campus is the **Cooper Grant Historic District**, a neighborhood of nineteenth-century town houses, many of which are now being renovated. From there, you can see such landmarks as the Benjamin Franklin Bridge and the RCA tower, with its famous logo of the dog harkening to "his master's voice" in stained glass. Stop for a minute to enjoy the park surrounding the Walt Whitman Center—in particular the statues of Peter Pan and various animals installed for children.

Camden's future will be in its spectacular waterfront project, now under way at the foot of Miles Street. The first section, the **Ulysses S. Wiggins Waterfront Park**, opened recently. Its entrance, which faces Philadelphia's Penn's Landing, is a circular driveway on the crest of a hill, ringed by seventy-foot flagpoles framing the Philadelphia skyline. A grassy, outdoor amphitheater seats over five thousand and hosts a full schedule of events, which this year included a concert by jazz trumpeter Wynton Marsalis. The next part of the park to open will be the marina. The city is planning to make the park the site of concerts, ethnic fairs, beauty shows, "super Sundays," and other crowd pleasers. A \$30-million aquarium promises to be a major attraction when it opens in 1989. In the meantime, go for the view and the outdoor events, sponsored by the Camden County Park Commission (Whitman Avenue, Cherry Hill, 795-PARK).

The city's landscaped **Harleigh Cemetery** is full of impressive funerary architecture, including several models of the Parthenon. While you're there, make a pilgrimage to Walt Whitman's tomb—a mossy granite grotto designed by the poet himself. The Cooper Plaza Historic District is just around the corner from the cemetery and worth a short detour for preservation aficionados.

### TRANSPORTATION

Camden is located a short drive from Philadelphia's Center City, just over the Benjamin Franklin Bridge. The PATCO high-speed rail line links the city and county. The Philadelphia International Airport is only twenty minutes from the Camden area. A \$17-million Transportation Terminal—a major interchange for car, commuter-rail, and bus traffic—will open this fall, making Camden even more accessible.

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