



NEW JERSEY CRDA
ATLANTIC CITY
TOURISM DISTRICT MASTER PLAN
MASTER PLAN

VOLUME
3

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- 4.1.1 - ATLANTIC CITY MASTER PLAN

Atlantic City has a rich history as a leading entertainment destination for visitors from the east coast and around the world. A dynamic seaside resort with an extraordinary beach and Boardwalk, Atlantic City benefits from an established gaming, hospitality and entertainment industry with proximity to the major cities of the nation's most densely populated region. Atlantic City has deep roots, powerful assets and an enviable economic and cultural infrastructure.

Atlantic City has faced numerous challenges in recent years, however, including increased competition from gaming throughout the region, lack of non-gaming investment and a widely held perception that the City requires significant improvements in safety, cleanliness and the street-level experience.

Atlantic City's Tourism District Master Plan included extensive research of market conditions. The plan examined all aspects of the City's history, while taking account of its considerable resources, not the least of which are its residents, its businesses, its creative energy and its emotional connection to generations of visitors. The Master Plan leverages these elements to chart a course toward broad-based economic development.





-4.1.2- ATLANTIC CITY VISION

THE MASTER PLAN

The Tourism District Master Plan offers a strategic framework for near-term, mid-term and long-term project and policy initiatives that will enhance the visitor experience, stimulate private investment and improve the financial stability of Atlantic City. The plan was developed with extensive participation by Atlantic City's stakeholders -- its residents, property owners, casino industry, businesses, investors, visitors, workers, City representatives and elected officials. The Master Plan seeks to reinvigorate the Atlantic City experience by enhancing the Boardwalk, beach and nearby streets through extensive entertainment and event programming; creating an improved street-level experience on major thoroughfares; offering new and dynamic retail offerings, and increasing cleanliness and safety. The plan offers strategies for the formation of inspired districts, contemporary entertainment and enthralling attractions that activate and energize the entire Tourism District. Atlantic City always has been, and will continue to be, the top choice for those seeking unique events, exciting food and beverage, vibrant retail and, above all, the intangible quality of spontaneity and excitement.

STAKEHOLDER PARTICIPATION

No one understands Atlantic City better than its stakeholders. Recognizing this, the Master Plan process sought their insight through community meetings, online forums and through direct meetings with individual stakeholders and stakeholder groups. The response was overwhelming and the resulting input was invaluable, helping to confirm the strategies, policies and project concepts within the plan. All suggestions were considered, and many are directly reflected in the Master Plan.

Stakeholder feedback, which included policy, development and marketing concepts, ranged from the exotic (ostrich-racing) to the practical (cleaner streets). Overall, the feedback presented more than 160 unique ideas, some of which were suggested separately by more than 200 different stakeholders. Specific suggestions included a 24-hour bike lane; a Navy ship or submarine near Gardner's Basin; improved casino facades, a farmer's, fish or Amish market; a Las Vegas-style Freemont Street Experience along Pacific or Atlantic avenues; a kite festival; an indoor water park, and an ice skating rink on the Boardwalk. In all cases the suggestions revealed a deep respect for the City's history and an unshakeable commitment to its future.

STRATEGY & PHASING

The Master Plan is organized in three phases along a geographical axis that runs east / west along the Boardwalk and beach, and north / south along Michigan Avenue to the Convention Center, with an additional focus on Gardner's Basin and Bader Field. The recommendations in each phase of the plan address the entire Tourism District, with the near-term phase focused on policies and initiatives that will reinvigorate the Boardwalk and beach, the corridor from which economic development will radiate. Mid-term phase suggestions include site-specific mixed-use projects that will be pursued through private development. These might include major Boardwalk attractions and family destinations such as a movie theater, indoor water park and themed restaurants. The long-term phase of the plan envisions visionary, large-scale projects such as the redevelopment of Bader Field, which require substantial

planning and private investment. The Master Plan has been constructed to provide a pathway toward redevelopment with specific recommendations intended to prompt additional ideas and proposals by the private sector.

POLICY RECOMMENDATIONS

The Master Plan proposes targeted policy recommendations to support and enhance Tourism District initiatives. The plan recommends development incentives that support project developers and operators, rather than speculators. Efforts to establish a revenue stream for reinvestment in the Tourism District include sales-tax free holidays during an established "Recovery Period" to encourage retail, entertainment, and hotel activity, particularly during the off-season. In addition, the plan proposes recycling any net revenues generated by CDRA-sponsored interim uses into continued investment in the Tourism District. The plan also presents mechanisms to enhance the physical environment through aggressive enforcement of building codes and regulations, and financial penalties for problem properties that contribute to unsafe conditions in Atlantic City. It endorses a partnership with the city that would make possible the consideration of tax abatements for development within the tourism district that would result in the elimination of blight, the creation of jobs and net-new tax revenue for the city. It also suggests a demolition and property repurposing program focused on major thoroughfares, including Atlantic and Pacific Avenues.

BOARDWALK & BEACH

The Master Plan views the beach and Boardwalk as a powerful and important corridor that will help re-activate the entire Tourism District. To jumpstart this, the plan proposes vibrant and dynamic programming, enhanced, Boardwalk-appropriate retail, and the creation of three distinct, buzz-worthy Boardwalk attractions that will repeatedly draw people to the beach edge, especially in the age of social media. Specifically, the plan suggests three large-scale attractions – perhaps themed around light, sound/performance and wind – to be located in the Downbeach, Mid Town and The Inlet areas, thus activating the entire stretch of the Boardwalk. The streetscape facing the Boardwalk will be provided with new and exciting façades, expanding the current CRDA Façade Improvement Initiative. This will visually energize the Boardwalk, enabling it to present a seemingly endless array of food, beverage, merchandise, concessions and service offerings. The plan recommends integrating multiple police substations into this stretch of shop fronts to enhance security and to expand the visual presence of law enforcement. Finally, the plan recommends that CRDA consider the Boardwalk and dune area as a landscape design project to assure that all natural features and the built environment work cohesively.

STREETS IMPROVEMENT STRATEGY

The Master Plan provides design principles for a streets improvement strategy based on the hierarchy of avenues within the Tourism District. It includes a gateway into the City utilizing traditional materials and branding. Running perpendicular to the beach and Boardwalk, Michigan Avenue is key element of this strategy, enhancing the connection between the Convention Center District and the Boardwalk, with access to everything in between. A similarly important street is Mississippi Avenue and the connection for

Boardwalk Hall event attendees. Suggested improvements to Maryland Avenue will ensure a seamless connection between the Marina District and the Boardwalk casinos. The streets improvement plan relies on a vibrant mix of retail, pedestrian circulation, signage, ground-floor retail, visual amenities, parks, residential living, adaptive re-use, good traffic circulation and safe and clean environments. Architectural improvements to casino pedestrian bridges can enhance this effort, adding transparent walls to provide visual access and reduce the impact on sightlines.

The plan proposes improving street life and pedestrian circulation on lateral streets such as Michigan, Missouri and Mississippi to connect Atlantic Avenue and Pacific Avenue to the Boardwalk. The combination of building improvements to the casino facades, lighting, and right-of-way upgrades with operational restrictions limiting the time-of-day delivery and waste collection will encourage pedestrian circulation in and around the casino core areas. This increased sense of safety will contribute to Atlantic City's resort persona.

PACIFIC AVENUE

The Master Plan vision calls for Pacific Avenue to become a series of high-energy destinations in the Downbeach, Midtown and Crystal Beach casino core areas. Parking areas, service areas and other open space can be rethought for use as restaurants, bars, Chelsea retail shops, and access/egress points for upper level entertainment and nightclubs.

The streets will come alive when interior activity spills out onto the sidewalk amid an inviting new landscape scheme infused with signage and media technology. The enforcement of operating regulations for jitneys and taxis will encourage these service providers to contribute to the experience. Slower traffic is encouraged on Pacific Avenue. Users who desire to move swiftly, west to east, will be encouraged to use Atlantic Avenue. In the Galleria District and Park Place District, Pacific Avenue's right-of-way improvements will serve as the predecessor for future investment and development, complementing interim improvement measures.

ATLANTIC AVENUE

Atlantic Avenue will become, once again, the "main street" of Atlantic City. The Master Plan proposes a districting structure and merchandising approach, conducted in partnership with the Main Street Program, that will create a series of connected environments along Atlantic Avenue's two-mile path. Central to the Atlantic City districting plan is the Central Business District (CBD) and City Center, which is the home of The Walk. The Master Plan encourages expansion of the The Walk, connecting Pacific Avenue to the Boardwalk in and around the Midtown core. Moving west, one will find an Arts District and, further west, the proposed Chelsea District. Beyond the CBD to the east will be The Inlet District, where the plan encourages early construction of Academic Campus integrated with the Lighthouse Park open space and quality residential development along the water.

The Master Plan suggests, for Atlantic Avenue, a public/private management group -- in conjunction with CRDA and Main Street

Atlantic City -- that cooperatively leases, manages and maintains the various districts along the City's "main street." Combining this strategic improvement of Atlantic Avenue businesses with the right-of-way improvements recalling historical architectural elements, will meet visitors' expectation for a clean, safe and energized coastal resort destination similar to locations found all along the eastern seaboard. Atlantic Avenue is thereby strengthened as the backbone of the City for residents, employees and visitors.

GALLERIA DISTRICT, PARK PLACE, AND THE INLET

As visitor numbers increase within the Tourist District, further development in the Galleria District, Park Place District and The Inlet will be guided by a Master Plan vision featuring a sense of place and connection at street level and building architecture that interprets historic past elegance in a contemporary manner. Suggested developments include uses such as residential and non-gaming hotel resorts, shops, restaurants, and street level entertainment. It is suggested that additional casinos may be appropriate in this district at a later stage of redevelopment. In the interim, the plan proposes a temporary sports recreation district in Park Place, with gardens, art installations, farmers markets, etc., to attract a youthful audience and to create a further sense of place, activity and fun.

BADER FIELD

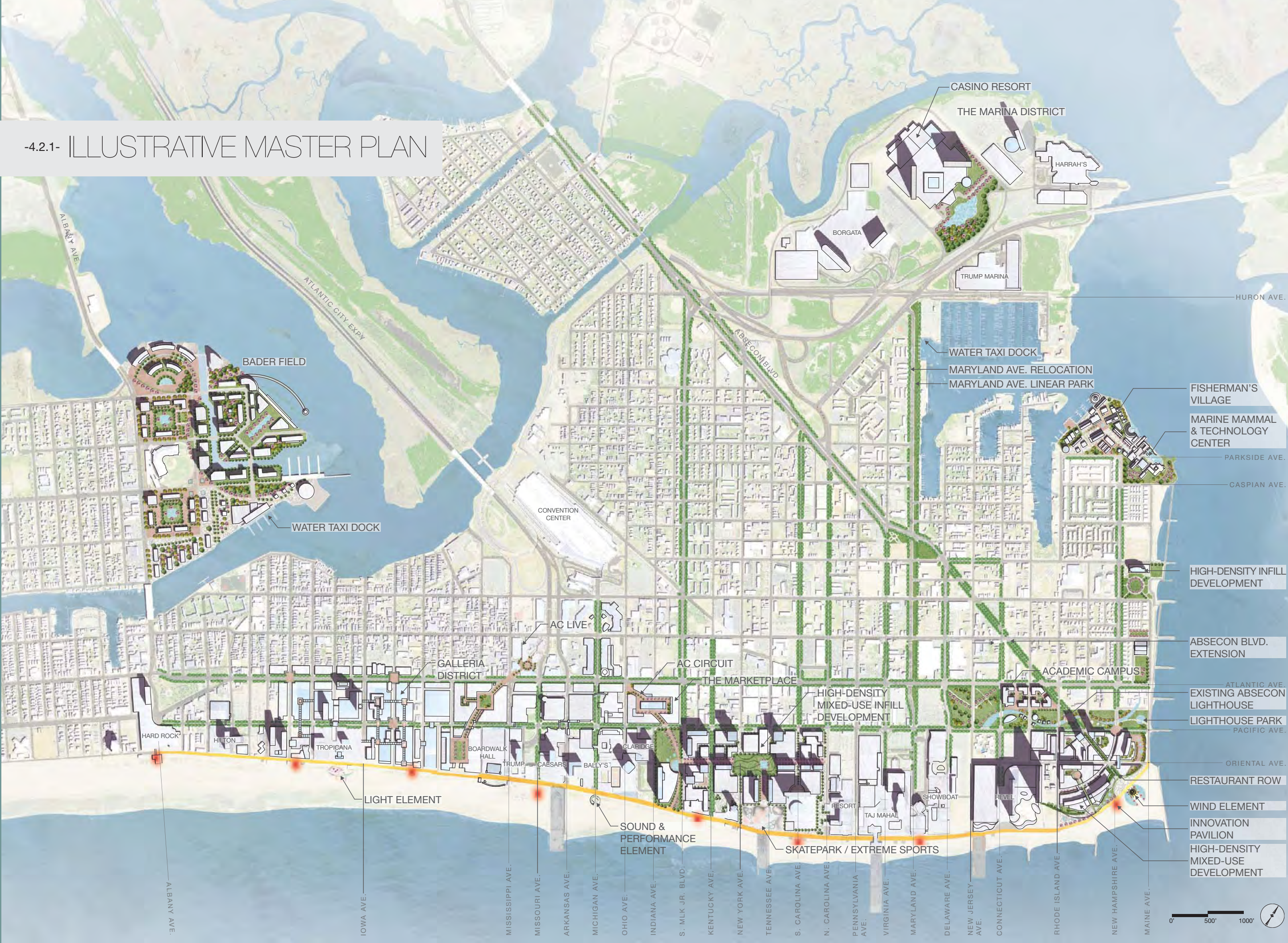
Bader Field has been referred to as the biggest real estate development opportunity in Atlantic City, but it is one that must be activated with strategic timing for the market opportunity to grow. The Master Plan suggests that large-scale development of Bader Field will require significant planning, infrastructure and investment and that it is best timed to the latter stages of the redevelopment effort. In the near-term, the space offers a remarkable location for major events and activities, such as the recent Dave Mathews event. With the appropriate timing and partnership, Bader Field will be a critical component to the long-term success of the City.

GARDNER'S BASIN

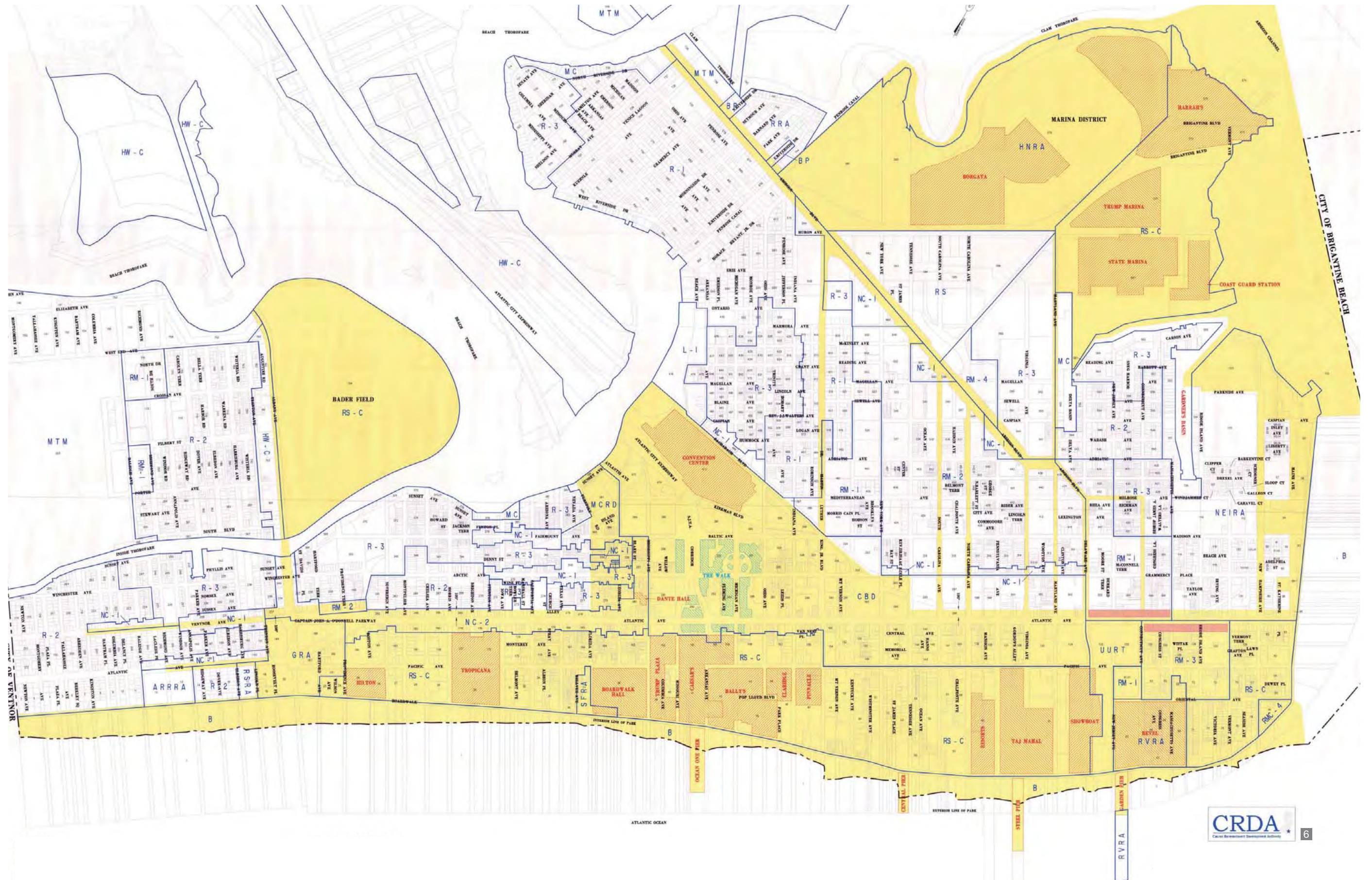
Atlantic City has a remarkable asset in Gardner's Basin, which boasts an active Fisherman's Village and aquarium, and which has the potential to attract many new year-round visitors if access and recognition are increased. Gardner's Basin boasts a prime location on the inlet, adjacent to a working fishing fleet and with unparalleled views of the marina, positioning it as a candidate for significant private investment. The area has a rich heritage along the eastern seaboard and can become even more vital through the creation of a Marine Mammal & Technology Center with strong historical links.

THE FUTURE

The Master Plan and implementation strategy presents a flexible long-term vision for the Tourism District with incremental phasing that enables the proposed initiatives and policies to reinvigorate Atlantic City in the near-term as the leading resort destination in the Northeast and beyond.



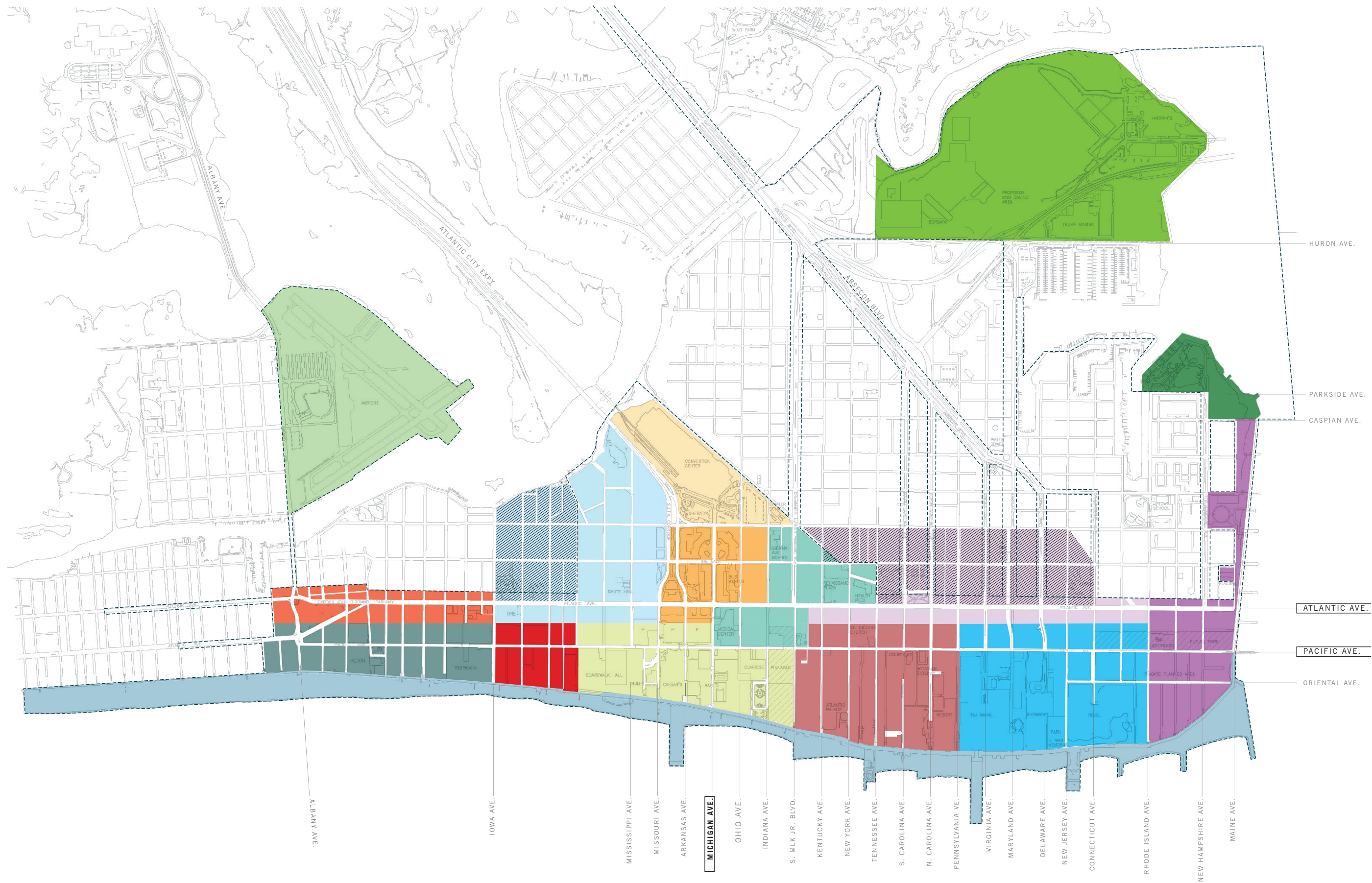














-4.2.2- TOURISM DISTRICT MAP












Effective Feb. 1, 2011, the New Jersey Legislature adopted Bill S 11, P.L. 2011 c.18, which provides for the establishment of the Atlantic City Tourism District and transferred the Atlantic City Convention & Visitors Authority and Atlantic City Special Improvement District into the Casino Reinvestment Development Authority.

While this Master Plan presents a vision and strategy for all areas within the Tourism District, it is designed to promote development initiatives and economic activity that will be seamlessly integrated throughout Atlantic City.



-  **BOARDWALK**
The Boardwalk District includes the entire length of the Boardwalk within the Tourism District, from the City of Ventnor to The Inlet.
-  **PACIFIC AVENUE**
The Pacific Avenue District includes Pacific Avenue from the Downbeach District to The Inlet, within the Tourism District. This District includes the Avenue itself, as well as any development immediately lining the Avenue.
-  **ATLANTIC AVENUE**
The Atlantic Avenue District includes Atlantic Avenue from the Downbeach District to The Inlet, within the Tourism District. This District includes the Avenue itself, as well as any development immediately lining the Avenue.
-  **DOWNBEACH**
The Downbeach District includes the ACH Casino Resort as well as Tropicana, between the Boardwalk and Pacific Avenue.
-  **CHELSEA DISTRICT***
The Chelsea District is along Atlantic Avenue, between Iowa and Albany Avenues.
-  **GALLERIA DISTRICT***
The Galleria District is between the Tropicana and Boardwalk Hall, between Pacific Avenue and the Boardwalk.
-  **MIDTOWN**
The Midtown District is between Boardwalk Hall and the Pinnacle site, between Pacific Avenue and the Boardwalk.
-  **MICHIGAN AVENUE**
The Michigan Avenue District is the area along Michigan Avenue, from The Walk in City Center to the Boardwalk.
-  **ARTS DISTRICT***
The Arts District is defined as being between Iowa and Missouri Avenues. It goes from Pacific Avenue all the way north to the waters edge.
-  **CITY CENTER***
The City Center District is the area between Missouri and Indiana Avenues, and from Pacific Avenue, north to the Convention Center. It includes The Walk development.

-4.2.3- DISTRICTING DIAGRAM

-  **CONVENTION CENTER**
The Convention Center District includes the area surrounding the current Atlantic City Convention Center.
-  **EDS & MEDS DISTRICT***
The Eds & Meds District is located between Michigan Avenue and Tennessee Avenue encompassing areas along Pacific Avenue up to Arctic Avenue.
-  **PARK PLACE***
The Park Place District is defined as the areas between Martin Luther King Jr. Boulevard and Pennsylvania Avenue, and from Pacific Avenue to the Boardwalk.
-  **CENTRAL BUSINESS DISTRICT**
The CBD District is the area between Martin Luther King Jr. Boulevard and Rhode Island Avenue, from Pacific Avenue to Baltic Avenue.
-  **CRYSTAL BEACH***
The Crystal Beach District is the area between Pennsylvania Avenue and Rhode Island Avenue, from Pacific Avenue to the Boardwalk.
-  **THE INLET**
The Inlet District includes the eastern coast of Atlantic City south of Gardner's Basin.
-  **GARDNER'S BASIN**
The Gardner's Basin District includes the area at the intersection of New Hampshire and Parkside Avenues, along the water's edge.
-  **MARINA DISTRICT**
The Marina District is defined as the land north of Huron Avenue, along the water's edge.
-  **BADER FIELD**
Bader Field is the land adjacent to Route 40 (Albany Avenue), along the water's edge.
-  **OUTSIDE OF TOURISM DISTRICT/COMPLIMENTARY USES**
-  **TOURISM DISTRICT/SPECIAL IMPROVEMENT DISTRICT BOUNDARY**

NOTE: Districts marked with an asterisk (*) are the new proposed districts that do not currently exist in the 2008 Atlantic City Master Plan.

POLICY INITIATIVES

GENERAL POLICIES

1. **MANAGEMENT AND PROGRAMMING OF THE BOARDWALK, BEACH AND INTERIM PERIOD**

The Boardwalk and beach are viewed by stakeholders as the Tourism District's most valuable assets, and the issues responsible for the visible decline of the Boardwalk and its adjoining areas are complex. The best way to address these issues is to create a focal point on the Boardwalk that leverages all of its attributes and begins to aggressively and visibly reverse the chronic, day-to-day challenges that have caused the decline. This process will enable the Boardwalk to maintain its rightful position as National Geographic's #1 Boardwalk in America.

The Master Plan recommends that a professional management company be engaged to actively program the Boardwalk. This is a critical first step in the process to reinvigorate the Boardwalk, the Tourism District and the City as a whole. A management company will "own" the responsibility to dramatically improve the activity, environment and visitor experience on the Boardwalk by integrating active management and programming with the beach and the Interim Zones. Daily street performers entertaining people on the Boardwalk and major special events will be the responsibility of the entity. A single point of contact may also begin to facilitate entertainers and other attractions to move projects forward in Atlantic City. The highly successful Virginia Beach boardwalk is an example of a privately programmed facility. In the case of

Atlantic City, the manager would report to CRDA and be empowered by CRDA to coordinate all existing and future daily and periodic events, establish standards, policies, and an annual budget and programming plan. The management company's compensation is typically i) commission-based for events based on the annual programming budget with all net revenues recycled back into the programming budget, and ii) fee-based for facilities management. In Virginia Beach, the management company receives a starting annual programming budget of \$2 million that rises to about \$3.5 million annually when recycled net revenues are included. In addition, the company earns commissions on generating sponsorship opportunities for the Boardwalk.

The next step toward executing this programming initiative is to explore the most cost effective structure relevant to anticipated benefits.

2. **DEMOLITION AND REPURPOSING PROGRAM**

There is a perception that Atlantic City is tired and run down, and efforts to address blight will be essential as its revitalization continues. CRDA and the City have been working together to demolish vacant, abandoned and derelict structures around the City, both in and outside the Tourism District. For this Master Plan to succeed, it is important that the City and CRDA continue this effort.

State law allows the City to order the repair or demolition of buildings that are "so old, dilapidated, or have become so out of repair as to be dangerous, unsafe, insanitary or otherwise unfit for human habitation, occupancy or use," or "due to other conditions that render such buildings . . . dangerous or detrimental to the health or safety or otherwise inimical to the welfare of the residents" of the City. State law permits the City to accept gifts and grants from private and public agencies, and donations or loans from casinos and CRDA to pay for such demolitions. CRDA has provided in excess of \$3 million in grant funds to the City for demolition throughout the City.

Under this authority, the City has enacted a program for demolition of structures meeting this test. The City streamlined the administrative process in 2010 to eliminate red tape that has hindered demolition efforts in the past. It has identified 30 properties for demolition, and commenced hearings on many of these properties. The City and CRDA should continue to closely coordinate their activities to ensure that adequate funding is available to undertake demolitions promptly, as soon as the legal authority to demolish has been obtained.

In some instances, the Master Plan envisions revitalization efforts that would entail repurposing such structures, or demolishing them to allow for a new use of the existing site, or for consolidation with adjacent properties to support a higher and better use. The Master Plan suggests that CRDA and the City review and prioritize existing demolition plans to further the revitalization goals and implementation components of the Master Plan.

As a tool for action, the issuance of a demolition order can motivate a property's owner to undertake repairs to bring the structure into compliance with building codes. In other cases however, owners file for construction permits to remedy violations, but misuse the permitting process as a means to further delay demolition. Finding a way to correct this abuse would remove a delaying tactic.

In those cases in which repair of an existing structure is inconsistent with the goals of the Master Plan, CRDA and the City should explore options and incentives to assist property owners to repurpose their property to uses consistent with the Master Plan. City condemnation is a potential tool to consider for property owners who have been offered such options and/or incentives, but who remain unwilling to participate in the revitalization effort. CRDA may wish to consider blight removal as a project for which condemnation actions would be available.

GENERAL POLICIES

3. SALES-TAX FREE PROGRAM

As a way to increase visitation, stimulate retail development and promote existing retail offerings, we suggest considering a conditional program for a limited period or periods of time under which consumers receive the benefit of a sales tax holiday. This strategy has been successful in numerous jurisdictions throughout the nation, and while New Jersey does not tax apparel purchases, a sales-tax holiday could focus on other products subject to sales tax. An approach tied to qualifying hotels that maintain standards of appearance, cleanliness and service, or to local restaurants and establishments, adds increased value to the Atlantic City destination. A program oriented toward non-casino retailers would create retail value throughout the City and further activate the streets and Boardwalk. The time periods and amount of sales tax waived can be scheduled to generate activity during the off-season and / or weekdays. The program itself does not have to extend indefinitely, but can coincide with a

specified "revitalization period." Giving the benefit to the consumer makes a direct impression on the people that matter most.

According to the Federation of Tax Administrators, 17 states this year are offering sales tax breaks on items purchased during a specified period of time. Tax holidays are often popular among state leaders because they lower taxes (if only for a brief time); are often targeted at necessities that benefit low- and middle-income shoppers, and they tend to spur consumer demand. Consideration should be given to structuring a limited exploratory program to assess costs and confirm benefits.

4. REAL ESTATE TAXES

The Master Plan process revealed that private sector and resident stakeholders believe real estate taxes across all property types are exceedingly high. Research indicates this belief is accurate. Property specific examples include:

a. Boardwalk Retail: A retailer with boardwalk space in both Atlantic City and Wildwood indicates that gross rent for comparable space is \$80,000 and \$110,000 respectively. The real estate tax in Wildwood is \$25,000 and \$50,000 in Atlantic City, or roughly 25% and 63% of the rent, respectively. Therefore, each landlord's net income after paying real estate taxes is \$75,000 in Wildwood and \$30,000 in Atlantic City, with roughly 50% of this income delta attributable to real estate taxes. Since the retailer reported doing more business in Wildwood, and thus is willing to pay a higher rent, Atlantic City is disadvantaged by both the rents/income a landlord can realize and by the fixed real estate taxes a landlord must pay. Given that Atlantic City's real estate taxes are double those of Wildwood, a landlord also has less money to reinvest into property renovation. Additionally, under the current framework, landlords are disincentivized to invest capital to improve their properties, as it potentially increases the property's real estate taxes. As a consequence, it becomes more difficult to improve the appearance of the Boardwalk.

b. Convenience Retail: Examining drug stores operated by a national chain, it is clear that real estate taxes in Atlantic City are more than 50% higher than Wildwood and 225% higher than Ocean City.

c. Residential Housing: While housing is more difficult to obtain direct examples for comparison given the variations in design, location and condition, our review of a cross-section of properties indicates that real estate taxes are generally at least 30% higher in Atlantic City than in other regional shore locations. Further, both owners and investors are acutely aware of Atlantic City's recent and dramatic annual increase that could drive an effective tax increase to 2.5% in the near future.

As the City deals with the likelihood of diminishing revenues and the fact that casino property taxes, as percentage of the city's total property tax base, may decline, the City must take steps to facilitate economic growth and development while addressing its comparatively high real estate tax burden.

The Master Plan seeks to increase general economic activity through smart planning that will spur development and, in turn, bring new property tax payers to the Tourism District. In addition, real estate tax abatement programs incentivize development in target areas, and have been shown to ultimately increase City tax revenues. A potential next step to address this issue is to work with the City of Atlantic City to carefully and strategically develop a real estate tax relief demonstration project.

GENERAL POLICIES

5. INCENTIVE PROGRAMS

Offering incentives for development, or major redevelopment, of existing properties is good policy in the Tourism District as long as the value of those incentives stays with the new project. If the incentive only serves to enable property owners to receive a higher price to sell their properties to developers, the purpose of the incentive is defeated. The Master Plan proposes an Economic Redevelopment and Growth Grant (ERG) program, under which properties would only be eligible if either the current property owner stayed in the project with demonstrated significant equity and a reasonable lock-up period, or if the property was sold by the owner at pre-incentive fair market value, to be determined subject to appraisal.

a. Special Districts: The Master Plan suggests the designation of a number of manageable sub-districts that can be redeveloped by leveraging their unique attributes and respective adjacencies. For example, "The Boardwalk District" could include areas on the Boardwalk, excluding casinos and perhaps some other ancillary properties. To incentivize current property owners, potential developers and other businesses to invest in these targeted sub-districts, the City could designate these areas as "areas in need of redevelopment," or as another type of "special improvement zone."

The Master Plan proposes further research to determine if the City can develop an incentive program for the sub-district that potentially abates existing real estate taxes, provides low-cost Tax Increment Financing "TIF" and/or another subsidy program for property owners that implement development or improvements. If the incentive program is successful in redeveloping the sub-district by expanding the business base and general economic activity, the program could conclude and the subsidy could be contemplated for another sub-district.

b. Development Incentives: Offering incentives for development, or major redevelopment, of existing properties within the Tourism District is good policy provided the value of the incentive accrues to the new project and not to the existing property owner. If the incentive only serves to allow existing property owners to sell to developers for a higher price, the value of the incentive would be effectively mitigated. A program such as the Economic Redevelopment and Growth Grant (ERG), or other types of tax abatement programs linked to a specific project and its owner, would be beneficial. CRDA can develop such a program and work with current property owners to explain that the incentive will only accrue to a project on their

property if i) the owner remains a part of the development project with significant equity and a reasonable lock-up period, or ii) the project would only receive the incentive if the new owner acquired the property at a pre-incentive fair market value price, determined by appraisal. In addition, CRDA's Entertainment Retail District program remains active, and the Master Plan proposes that CRDA explore the possibility of retooling the program to address current needs.

c. Middle Income Housing: Once considered subordinate to large commercial and affordable low-income housing developments, developing affordable middle-income housing in areas ripe for redevelopment has increased in priority, and is now viewed as a venture with significant socio-economic benefits. However, both academics and policy makers have struggled to create and enact broad-based middle-income housing programs. Historically, successful middle-income housing programs have contained two primary attributes: i) a relatively self-contained community atmosphere, and ii) a strong government-run middle-income housing program that administered incentives, facilitated development and monitored ongoing operations (i.e. New York State's Mitchell-Lama Housing Program). With the advent of flexible federal and state incentive programs to spur residential development (certain types of HUD financings, state tax incentives, etc.), certain local communities have been successful in using their economic development tools to facilitate and direct middle-income housing developments. An example of this is Newark's teacher's village, where the city, state and private sector created a live-work environment containing charter schools and teacher residences, without violating fair-housing statutes. CRDA and City could utilize a similar framework throughout Atlantic City to spur middle-income housing development in a self-contained community atmosphere, or through mixed market-rate/middle-income housing in more established areas.

GENERAL POLICIES

6. ENFORCEMENT OF BUILDING CODES AND VIOLATIONS

As with the recommended Demolition and Repurposing Program, efforts to address blight will be essential to changing the perception of Atlantic City as tired and run down. Rigorously enforcing existing zoning and building codes is essential to present a clean and safe Tourism District to visitors and residents alike. During the development of the Master Plan, many stakeholders said that, in their view, the code enforcement effort in Atlantic City is challenged by the volume of actions to be taken. Ideally, the City and CRDA working together will establish a new standard for strict, but fair, code enforcement. However, a major tool to effect change in the Tourism District should not be wasted, and if stakeholder perception is correct, it is possible that steps may have to be taken to correct the situation, including -- with appropriate approvals by CRDA and State representatives -- exercising the right under Section 5(l) of the Tourism District legislation for CRDA to call on the State Department of Community Affairs (DCA) to assume jurisdiction over relevant City departments responsible for code enforcement and related administrative operations in furtherance of the Master Plan, should improvements not be seen in the immediate future.

Zoning and code enforcement are equally important to the City's revitalization and to the willingness of businesses to invest in the City. Zoning and code enforcement must be fair, uniform, and free of any corrupting influences, or

even the perception of corruption. Unfortunately, the complexity and ever-changing nature of building codes often leaves inspectors with broad leeway to interpret the requirements of the codes in the field. This opens the door for favoritism and corruption, or the appearance of favoritism and corruption. This failing is not specific to Atlantic City; it is a problem across the state. For this Master Plan to succeed, CRDA must work closely with City officials to ensure that code inspectors are well trained, interpret and enforce the codes in a fair and consistent manner, in order to eliminate any negative perceptions and to assure fairness, uniformity and integrity.

To ensure firm, but fair, code enforcement, the City and CRDA should review existing code enforcement offices, officials and efforts to benchmark current capabilities and identify opportunities for improvement and efficiencies of these offices and their employees. Supplemental training should be provided, by DCA or third parties, to refresh and reinforce existing, but ever-changing, code requirements. This training could establish consistent interpretation policies, and teach the new requirements, CRDA regulations and design standards that will be adopted to carry out this Master Plan. CRDA and/or the DCA should monitor the performance of City building inspectors for fairness and uniformity, directly or by surveying developers and property owners, and the City and CRDA should provide remedial training where needed.

7. NON-CONFORMING USES REMEDIES

Certain existing uses within the Tourism District are not necessarily compatible with the clean and safe resort environment and "family centered tourism related activities" contemplated by the legislation. Examples of such incompatible uses include adult entertainment, massage parlors, social service and perhaps gold shops in a location the Master Plan seeks to revitalize with family oriented attractions.

The zoning regulations CRDA will develop upon approving the Master Plan present the ability to address incompatible uses as "non-conforming uses" as defined by land-use laws. For example, new zoning in a particular area may prohibit adult entertainment uses that presently exist within that area. In other cases, uses exist that today are non-conforming with the City's current zoning ordinances that CRDA now enforces.

Social service agencies in the City provide essential and valuable services to those in need. However, an analysis of crime statistics provided by Atlantic City law enforcement officials indicates high volumes of police activity in social service and some other incompatible use locations. However, social services for the entire county and region are disproportionately sited in Atlantic City, and most are haphazardly sited throughout the Tourism District, which the Master Plan is intended to revitalize. In addition, many are operating in buildings that are not properly designed

and which are not in adequate physical condition to service their population. Law enforcement analysis indicates that the dense proximity of so many social service providers in the Tourism District, coupled with the beach and Boardwalk environment, has made it an attractive location for other municipalities outside of both Atlantic City and New Jersey to send their "problem" social service cases. This contributes significantly to the City's safety and cleanliness problems. The Master Plan suggests a comprehensive plan that rationalizes and enhances the delivery of social services through consolidation and relocation in the appropriate facilities in the City or Atlantic County.

Non-Conforming uses are permitted to remain after the adoption of new zoning, but will require variance relief in the event of virtually any modification, or expansion in the premises, or use after the zoning change. Non-conforming uses that are discontinued for more than a certain period, as defined by the zoning regulations, lose the right to be reestablished without a variance. As the land-use regulator within the Tourism District, applications for variance relief by non-conforming uses will be heard by CRDA. Accordingly, it will be within CRDA's discretion to grant or deny variances for non-conforming uses, and hence CRDA will have the ability to continue, or discontinue, such uses, depending on how it chooses to exercise that discretion.

GENERAL POLICIES

8. **NUISANCE
PROPERTIES TAX**

The Tourism District has considerable areas of blight, vacant land and locations that have consistently high levels of police activity -- all of which are incompatible with a safe and clean environment. Buildings in the Tourism District that are in disrepair, but that do not meet the legal standard for demolition (being unfit for habitation or use), nevertheless present public safety and blight issues inimical to the implementation of "clean and safe" initiatives.

For purposes of this discussion, we are referring to properties and businesses that are not operated in compliance with use and occupancy laws in a manner harmful to the general public, but whose noncompliance is not so severe as to warrant demolition as being unfit for human habitation, occupancy, or use.

These businesses and properties constitute nuisance properties that require proactive intervention by CRDA and/or the City to carry out the goals of the Master Plan.

Current law, N.J.S.A. 40:48-2.12f provides the City with the authority to abate defined nuisances, correct defects, and to put the premises in compliance with any applicable municipal ordinance or State law regulating build-

ings and structures and their use and occupancy. This law allows the City to charge the cost of such abatement and corrective action to the owner or lessor, to place a lien on the property to collect its costs, and to institute foreclosure proceedings to collect on those liens.

Upon approval of the Master Plan, and in conjunction with CRDA's adoption of zoning regulations, a thorough reexamination and updating of defined nuisances relating to buildings and structures and their use and occupancy should be undertaken in conjunction with the City. CRDA and the City should establish a Nuisance Abatement Initiative, in addition to the enforcement initiatives described above, whereby violations of these laws, in addition to enforcement proceedings, are also referred to a dedicated abatement office focused on the prompt and proactive abatement of nuisances that detract from the clean and safe initiative. Nuisance abatement could be undertaken by the City, or by CRDA on the City's behalf pursuant to an intergovernmental agreement, with cost recovery efforts against property owners as permitted by law.

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-4.4.1- PHASING INITIATIVES

Immediate action is required to reinvigorate Atlantic City's abundant resources. The Master Plan is based on a three-phase strategy, with the initial phase addressing the City's most urgent needs, and subsequent phases aimed at solidifying Atlantic City's position as a premier resort destination.

CRDA's mission is to provide capital investment for economic and community development projects that respond to changing economic and social needs. As such, this plan seeks to encourage business development and permanent job creation, promote opportunities for business expansion, and commit to facilitating a vibrant economic investment and employment environment in Atlantic City.

The manageable scale of the Master Plan's Near-Term Initiatives creates the opportunity for CRDA to swiftly stimulate the expansion of Atlantic City's tourism industry and overall economy. The plan addresses the most serious experiential problems, while at the same time positioning the City to attract potential new corporate sponsorship. The plan proposes, under direction of the casino owners, improvements to casino facilities that impact the Boardwalk and street experience. In addition, it suggests upgrading circulation right-of-ways and establishing an event programming management plan. The Near-Term Initiatives target specific districts for physical

improvements to immediately improve the visitor experience within the Tourism District, while also outlining possible events and activities to activate those districts.

CRDA's initial actions will serve as the catalyst for the City's transformation, reinvigorating the Tourism District and attracting more visitors and investment. The Mid-Term Initiatives are designed to accelerate market-driven development and to prompt dynamic programmed events and activity. The Master Plan anticipates that private sector investment will occur over time, and it seeks to direct it to specific, targeted areas. The plan is intended to serve as a flexible tool that addresses land use, transportation and streets improvements, economic development, recreation and entertainment, community facilities, housing and natural features.

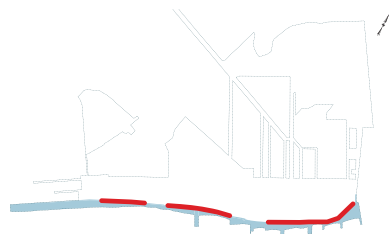
Ultimately, the Master Plan and related implementation strategy is a visioning document that offers a guide for public and private development decisions that will advance with community input and direction. The plan is intended as a foundation on which CRDA and the State of New Jersey will formulate further regulations and Master Planning guidelines for adoption and execution. As indicated herein, it is intended that the plan will accommodate action in the near term and over a two-, five-, and 10-year horizon.



-4.4.2- NEAR TERM INITIATIVES

The Master Plan's Near-Term Initiatives are designed for immediate implementation, and are intended to generate noticeable improvements in the Atlantic City experience that will, in turn, improve the City's perception among visitors and investors. The following outlines provide an overview of the initial stages for important proposed developments. Each initiative will advance on its own time frame and, in some instances, may overlap with later phases. The aggregate activity from the varied initiatives will help to swiftly reveal the true potential of the City, while reducing negative perceptions.

Both physical and non-physical elements have contributed to the erosion of the visitor experience in Atlantic City, and the Master Plan's Near-Term Initiatives are structured to address the physical improvements and policy/regulatory modifications necessary to advance economic development. During the initial phase, CRDA will draft land-use, design and zoning regulations and guidelines for formal adoption as Rules of the State of New Jersey. Cooperation among all parties -- from CRDA and state and local government entities to casino owners and other stakeholders -- has been extraordinary throughout the planning process, and it will remain critical to the success of the overall effort. The proposed initiatives and policies are intended to serve as strong initial concepts that will spark new ideas. Alone, the ideas promise only incremental improvement, but together they form the foundation for broad-based improvement.



BOARDWALK

OVERVIEW

The initial improvements and event planning initiatives for the Boardwalk District are intended to reestablish the Boardwalk as a top tourist destination in Atlantic City and throughout the east coast. By activating the beach side of the Boardwalk with destination attractions such as innovation pavilions, unique light and banner standards, engaging street furniture, and movable vendor areas, the Boardwalk can become a true entertainment street with unmatched energy and vitality. The City side of the Boardwalk will be enhanced by improving the overall pedestrian experience with enhanced new food and beverage, unique retail, and concession shop fronts that will create a vibrant street environment unique to Atlantic City.

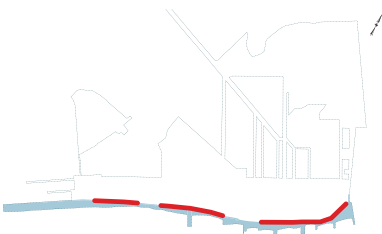
The Master Plan suggests that the Boardwalk should feature dynamic and integrated event and performance venues, sponsorship attractions, architectural lighting and active attractions that contribute to an overall beach experience.



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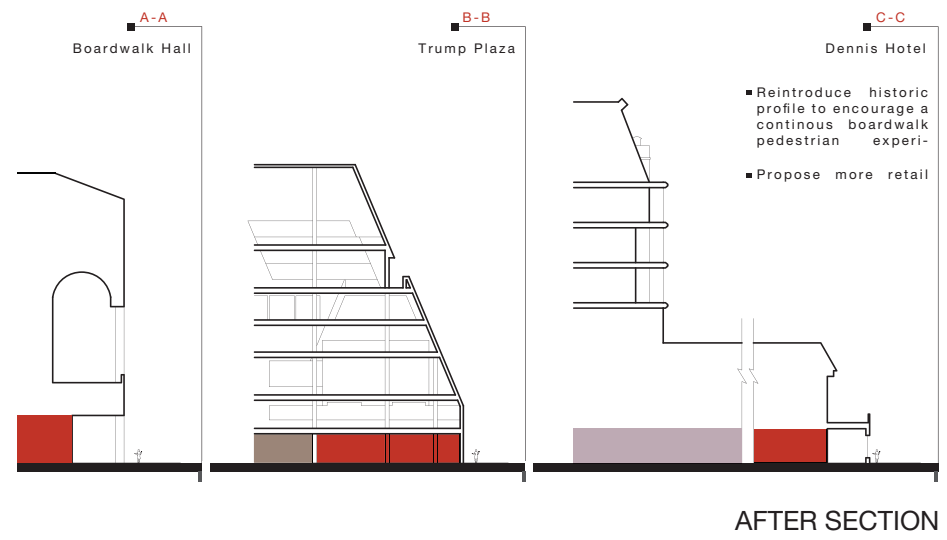
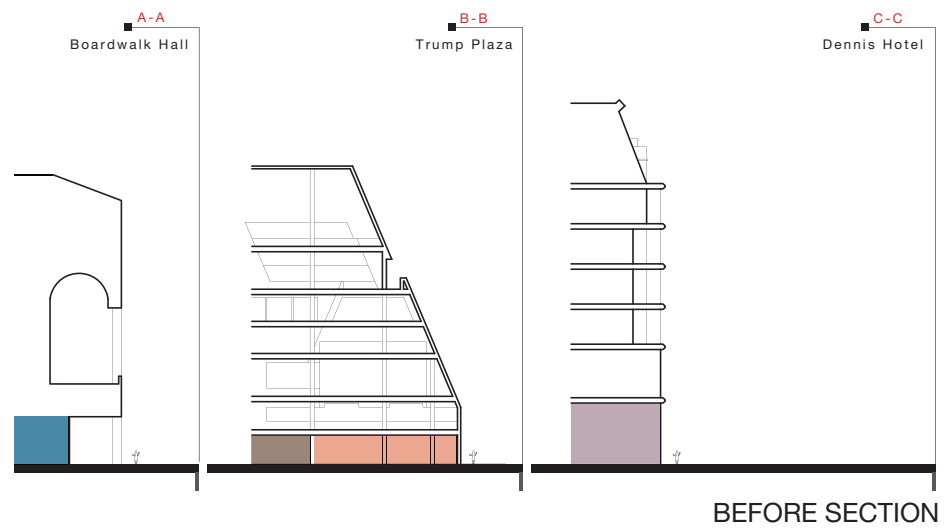


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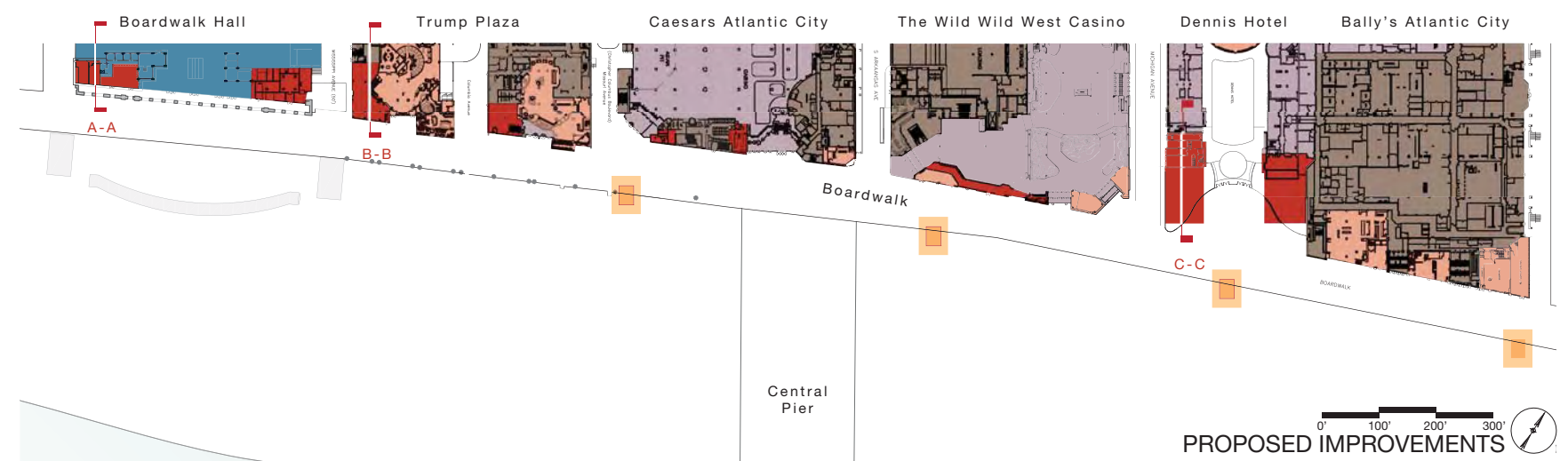
IMPROVEMENT INITIATIVES

INNOVATION PAVILIONS	<ul style="list-style-type: none">• Construct 8 to 10 Innovation Pavilions along the Beach side of the Boardwalk including utility services and platforms for sponsor-built structures in highly desirable locations; also includes utility services, platforms, and structures for sponsor occupation in less desirable locations;
INFILL COMMERCIAL & RECREATIONAL	<ul style="list-style-type: none">• Construct temporary pavilion type concession, food & beverage, and retail booths as infill along the land side of the Boardwalk in opportunity zone areas;
LIGHTING & SIGNAGE	<ul style="list-style-type: none">• Enhance and add to the lighting and banner/pole program under way along both sides of the entire length of the Boardwalk;
BICYCLE PATH	<ul style="list-style-type: none">• Construct bicycle paths along beach and/or dunes;
CASINO IMPROVEMENTS	<ul style="list-style-type: none">• Work with casino owners to encourage the improvement of their building façade experience along the Boardwalk with concession, food & beverage, and retail of a quality similar to the Ritz; including the opportunity for food & beverage table service to spill out on the Boardwalk;
ACPD SUBSTATIONS	<ul style="list-style-type: none">• Locate two to three ACPD substations along the Boardwalk with visible police presence;
ROLLING CHAIRS	<ul style="list-style-type: none">• Improve the rolling chairs program with new, well designed equipment and attractive, well informed ambassador operators;
UNDER BOARDWALK	<ul style="list-style-type: none">• Eliminate access to areas that encourage homeless activity under the Boardwalk and piers.



LEGEND

Existing Retail / F&B	Service / boh
Proposed Retail / F&B	Convention
Casino-related	



Note: Areas identified for potential retail and f+b uses should be verified.

IMPLEMENTATION STRATEGIES

ART EXHIBITIONS, PRODUCT PROMOTIONS, INNOVATION PAVILIONS

Boardwalk attractions will provide entertainment and public safety benefits, especially at night by lighting the surrounding area. Initially, the Master Plan explored permanent Innovation Pavilions -- previously discussed as "corporate kiosks" -- similar to those that have been highly successful at LA LIVE in Los Angeles. This program has significant merit and must be staged in a manner that first attracts more people and activities to the Boardwalk. Advancing the Innovation Pavilion concept also requires research into lease terms, and it would benefit from a design initiative that considers the Boardwalk and dunes as a landscape design project oriented to the natural environment.

The Master Plan recommends the implementation of a Product Promotions program that will begin with temporary pads being granted to selected brands (from verticals such as automobiles, food and beverage, apparel, entertainment and technology) to create activity and interest along the Boardwalk. This use will satisfy growing demand for "pop-up" style merchandising by brands that lack dedicated retail stores, and are therefore interested in powerful ways to reach new audiences. Some first-movers in this space include Reebok, Oakley, Tommy Hilfiger, EA

Sports, Sony PlayStation and HBO.

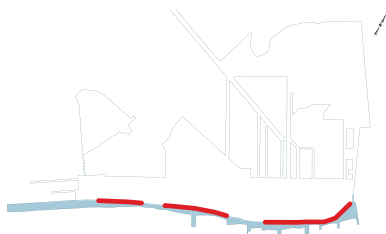
Such a plan would require basic infrastructure (physical pad, utilities), which would allow for the evolution of these temporary spaces into permanent, larger scale Innovation Pavilions in Phase II, as interest in the Boardwalk grows. The permanent Pavilions would be constructed and maintained by the vendor, who would pay rent to the Boardwalk Programming entity. Rent or sponsorship would be structured similar to an outdoor advertisement rather than a retail lease, as the key function will be promotions rather than merchandise sales.

To create momentum in marketing these opportunities, the State may choose to use its leverage with its major vendors and contractors, many of whom have products or services that are appropriate for the Boardwalk. With this and other Master Plan improvements over the near- and mid-term, sponsors will begin to perceive the value, and rent/revenue generation will follow.

BOARDWALK "POP-UP" RETAIL

As a further attempt to address large inactive and unattractive stretches of the Boardwalk the Master Plan suggests the idea of installing a temporary ramp for the Boardwalk area in front of West Hall that could permit "pop up" retailers like high quality food vendors, to rent space on a daily or weekly basis, creating a festive and spontaneous experience. The suggestion is to build a temporary ramp alongside the Boardwalk for the trucks to front on the Boardwalk's edge and be wide enough to let trucks easily move in and out. Areas where this is popular, like Long Island City in New York, schedule food trucks on a rotating basis. A good food truck averages \$1,000 to \$1,500 per day. A daily average rental rate of \$200 per day, assuming 8 to 10 trucks daily, would generate an average

daily revenue of approximately \$1,800. Assuming a 2.5-month peak season, the ramp could generate nearly \$150,000, which could cover the expense of creating the ramp and installing electrical hookup infrastructure for the trucks or other pop-up retailers, the cost of which requires further research and confirmation. As with the other Interim Zones along the Boardwalk and Pacific Avenues, we would approach the owner about using the land on a purely interim basis as a first step to revitalizing the Tourism District. As the revitalization progresses and economic activity improves, the land value should increase for the owner and confidence restored in the market so that development can take place.



IMPLEMENTATION STRATEGIES (CONT.)

ENHANCE LIGHTING
AND ADD BANNER POLE
PROGRAM

CRDA currently has a Boardwalk Enhancement program underway. Planters, new signage and landscaping improvements were installed in 2011. CRDA is planning to install entrance archways, benches, Adirondack chairs, trash and recycling receptacles along with street-end decorative poles in 2012.

An overall banner program should be developed for the Boardwalk, and also for Pacific and Atlantic Avenues. This program should complement the enhancements that CRDA is currently providing.

BICYCLE PATH

The Master Plan suggests creating a plan for a paved, dedicated bicycle path throughout the Tourism District that will encourage the unrestricted use of bicycles during daylight hours in warm weather. This path may serve to connect disconnected areas, and take cyclists past key tourist highlights. A path that winds on and off the beach, occasionally on streets with dedicated bicycle lanes and through any new development areas will become an attraction in itself. A loop that is a minimum of three miles will attract cyclists and those seeking a fun activity that enables them to see the city from a different perspective. Features of the path to consider include striping to minimize accidents; signage for wayfinding; breakout areas just off the path with bike racks, and potentially water fountains or other refreshment opportunities along the path. The path could be designed of sufficient width to encourage other uses such as walking, running, skateboarding, children's cycling, strollers and other physical activities. The path may or may not include the Boardwalk.

A landscape architect or specialty consultant could be engaged to create a path design. The path's route may require land easements, purchases or takings.

The City is currently preparing a Bicycle and Pedestrian Plan, and has established a Steering Committee for this effort. The City has been awarded consultant services by the NJDOT through their Local Technical Assistance Program. The Plan is expected to be completed by the end of 2012. At the Steering Committee's November 18, 2011, meeting members compiled a preliminary Vision for the Plan, which is summarized as follows:

- All users exist together (share the road)
- All users are educated, aware, and practice rules of the road
- Drivers and bicyclist respect pedestrian rights-of-way
- Bicycle license program
- Ample bicycle parking is available (especially for commuters)
- Speed limit for bicycles, especially on the boardwalk
- Clean roadways and sidewalks
- Increase in the number of people who bike to work and shops
- Bicyclists use accessories such as bells, baskets, and lights
- Bicyclists wear bright clothing
- Biking is used as an economic development tool
- Biking and walking is considered a family activity
- Biking and walking facilities are in good condition
- Children are educated in the rules of the road (school programs – bike czar)

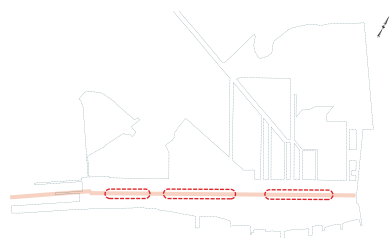
Any new bicycle path must comply with the City's Bicycle and Pedestrian Plan, as applicable. The cost for a landscape architect or specialty consultant to design a path route around the Tourism District and City could be \$75,000 - \$100,000.

DUNES

The current dune situation along the Boardwalk presents a number of problems that include the inability to see the ocean, a "valley" effect walking the Boardwalk and, we believe, a public safety issue that allows and encourages unlawful activities under the Boardwalk. Stakeholders have been very vocal about the dune issue. While dunes provide an important natural flood barrier and prevent erosion in barrier islands and beaches, the current situation is creating an undesirable and fundamentally unsafe condition that is inconsistent with a resort and family friendly environment.

The New Jersey Admin Code tit. 7 §7E-3A states that projects involving the mechanical redistribution of sand from the lower beach profile to the upper beach profile, or along the shore, are acceptable in accordance with

certain standards. This would generally suggest that beach re-profiling that involves moving sand from dunes in an area with large dunes to another area of the beach may be acceptable. Costs of such re-profiling would largely depend upon the scope of the project, and would require specialists to ensure that any modifications would be carried out appropriately in accordance with all laws, and to ensure that the flood protection and erosion protection afforded by dunes are not unduly compromised. It will be important to ensure that any actions comply with existing regulations.



PACIFIC AVENUE

OVERVIEW

Pacific Avenue will be transformed into one of the most exciting entertainment streets in America. The plan suggests enlivening the thoroughfare by activating the sidewalks and creating a more pedestrian-oriented entertainment street. By offering uses such as restaurants, bars, bistros and nightclubs along both sides of Pacific, the thoroughfare can be transformed into an iconic destination. The plan also calls for upgrades to the sidewalk hardscape and softscape to further enhance Pacific Avenue.

The improvements are intended to run the entire length of the Pacific Avenue right-of-way. However, target areas will be located in The Inlet, Midtown and Downbeach core areas as nodes of activity.

Pacific Avenue uses should heighten the sense of activity and entertainment, contributing to the atmosphere of a party, or light-hearted gathering. Complementary uses, such as specialty retail and sports-related establishments, will further advance the appeal of this area.



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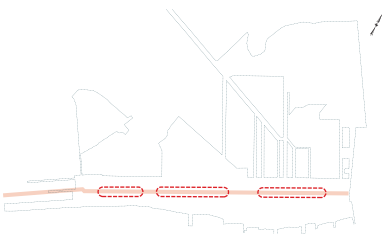
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AFTER



IMPROVEMENT INITIATIVES

RECAPTURE LEASE SPACE

- Recapture lease space in casino parking structure and under-utilized space in Downbeach, Midtown, and The Inlet casino core areas to allow for retail/entertainment revitalization under a sublease and master lease development initiative with a private sector developer. Initiative will include sidewalk enhancements, street furniture, landscaping, an environmental signage and graphics program, and traffic control and enforcement—including taxi and Jitney controls—in both casino core and non-casino core areas;

CASINO IMPROVEMENTS

- Work with casino owners for their building and bridge modifications in casino core areas, including architectural improvements and delivery and waste management operations along lateral avenues connecting the Boardwalk and Pacific Avenue;

RIGHT-OF-WAY IMPROVEMENTS

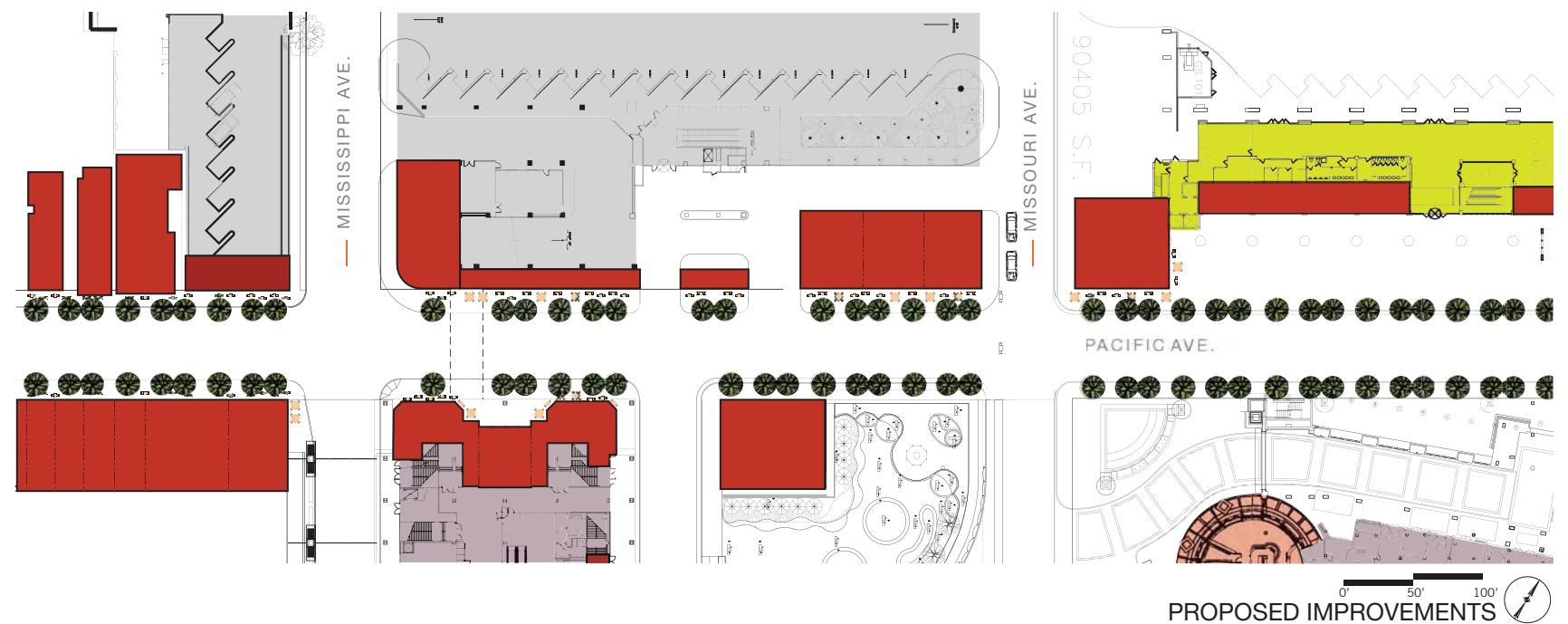
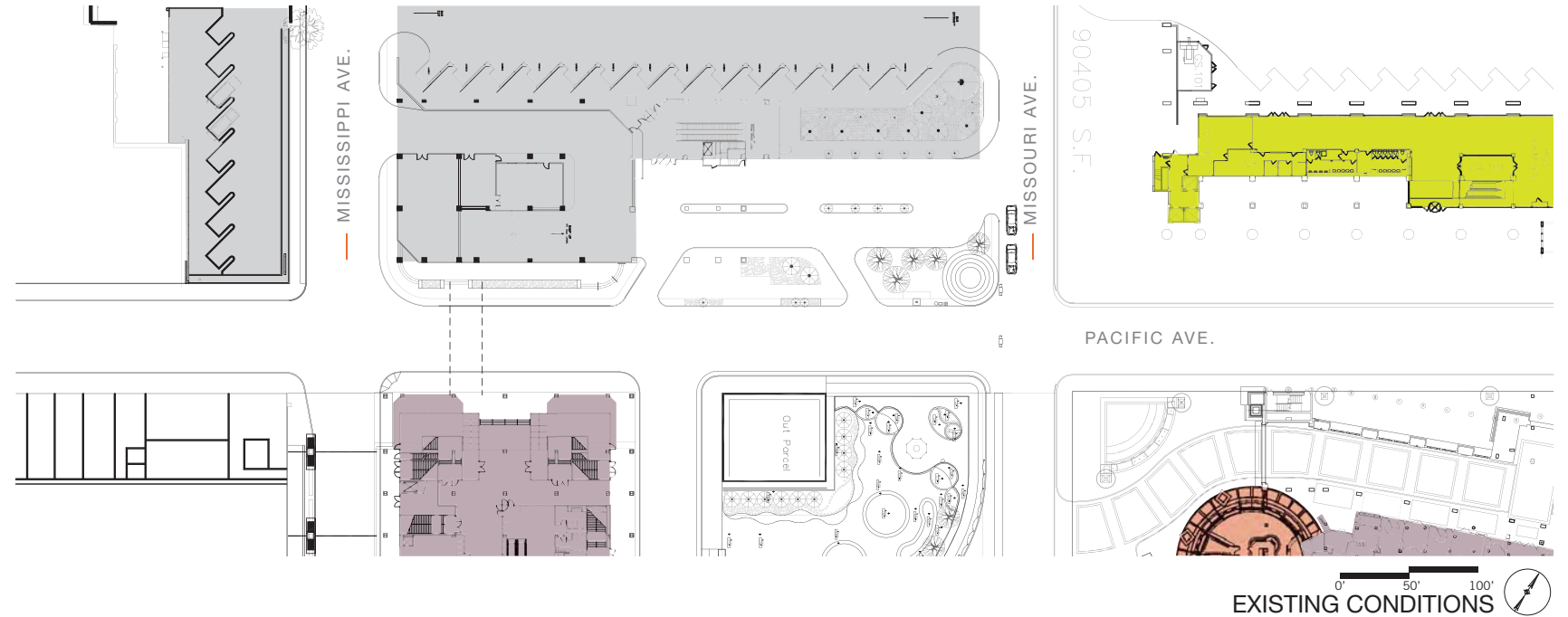
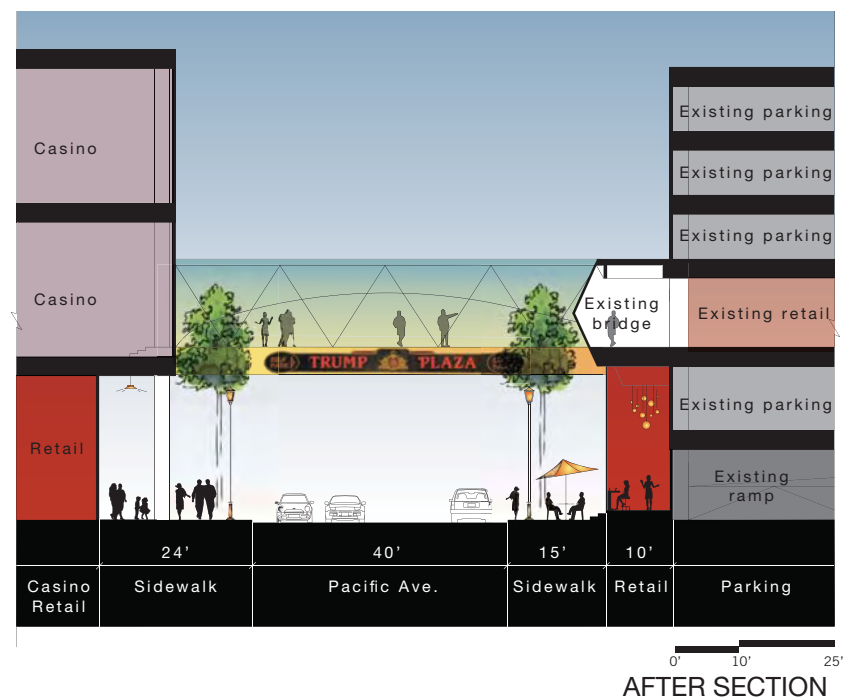
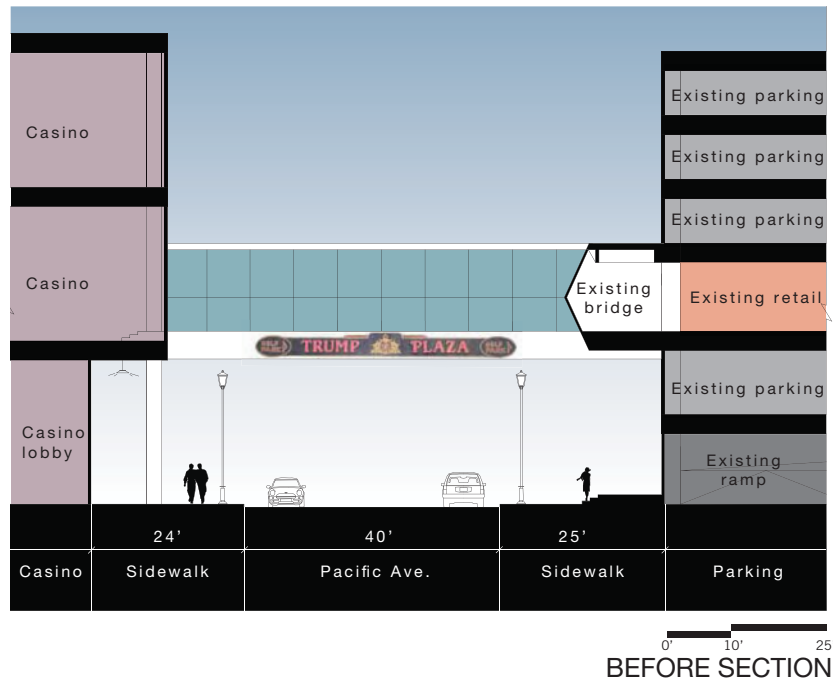
- Construct right-of-way improvements including sidewalk enhancements, street furniture, landscaping, a lighting and environmental signage and graphics program, and traffic control and enforcement (including taxi and Jitney controls) in non-casino opportunity zone areas;

SPORTS & RECREATION AT OPPORTUNITY ZONE

- Construct an interim sports/recreation district between the Midtown core area and The Inlet core area and between the Boardwalk and Pacific Avenue that includes sports fields with spectator accommodations, family recreation uses, and temporary sports/recreation merchandise booths;

EVENT MANAGEMENT

- The CRDA event and activities management to establish a campaign that programs and vets street performers, street vendors, corporate sponsorship, and entertainment along Pacific Avenue in cooperation with private sector master lease developer in revitalized Downbeach, Midtown, and The Inlet casino core areas.



Note: Plans are indicative of only a portion of Pacific Ave. Additional areas along Pacific Avenue in the Downbeach and the The Inlet Districts are also to be developed with the Midtown District in Phase 1.

LEGEND			
	Existing Retail / F&B		Parking
	Proposed Retail / F&B		Transportation
	Casino-related		

IMPLEMENTATION STRATEGIES

REPURPOSE SPACE IN EXISTING STRUCTURES FOR RETAIL/ COMMERCIAL

Pacific Avenue's decline has been considerable, exacerbated by the two major dead zones between it and the Boardwalk and the design of the casinos, that have placed imposing, fortress-like parking structures along this relatively narrow thoroughfare. Reactivating the majority of Pacific Avenue will take many years. As a suggested start to reversing the decline, the Master Plan proposes the possibility of creating retail space on the ground floor of some of the more austere casino parking garages along Pacific Avenue. The Jerde Partnership has inspected the properties and advises that repurposing the parking garages appears to be feasible.

The goal would be to activate this section of Pacific Avenue with "socializing" retail including bars, cafes, outdoor seating and other retail uses. To help light the area and to de-emphasize the solid concrete walls of the upper levels of the garages, the Master Plan proposes that lighted signage or digital art screens could be affixed to the walls, creating a new environment -- a fresh Atlantic City style.

Under one possible deal structure, CRDA would master lease the space from the casinos, invest the capital to

convert the space to storefronts and retain a private company as a manager or JV partner to program and lease the space.

Jones Lang LaSalle has recently completed a similar transaction on 100,000 square feet of distressed community retail space on Roosevelt Island, a community of 16,000 people in Manhattan. Some of the retail space hadn't been occupied since the buildings were built some 40 years ago and the lack of active retail at night presented a public safety issue. The Master Plan estimates that approximately as much as 30,000 square feet of ground floor retail space can be created. The capital cost is estimated at +/- \$300 per square foot. If all of the space is created the total estimate is +/- \$9 million. Local realtors advise that rents of \$15 to \$20 per square foot are achievable, bringing total projected stabilized cash flow to approximately \$500,000 - 600,000 per annum. There may be value for tenants in publicizing that any operating net profits CRDA receives from such facilities would be dedicated to funding other "revitalization" projects in the Tourism District. This could appeal to patrons who would know their money is being "re-invested" in Atlantic City.

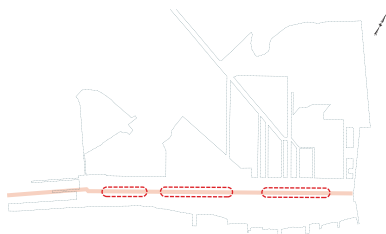
ARCHITECTURAL IMPROVEMENTS TO CASINO BRIDGES

Existing bridges from parking garages to casinos currently block view corridors, and in most cases are functional, but unattractive. Bridges generally serve to provide easy access to casinos from parking decks, but they in turn remove pedestrians from the streets and contribute to a less lively street experience. Architectural improvements of these bridges are suggested to improve the street image, although the bridges will still block view corridors. Where at all possible, the use of glass to lessen the impact of the bridges and provide for more views should be considered.

Each bridge should be studied for improvement opportunities. Ideally, a common design criteria would be established to guide individual casino owners and create consistency in design as they implement improvements.

For example, if all bridges received glass facades (vertically, as in the After images), their presence may become less obtrusive.

Engaging design professionals to create standards for bridge improvements could jumpstart this process. CRDA would then be in a position to discuss implementation with casino owners using these standards, and potentially fund or negotiate a systematic approach to suggested improvements. While the cost of the improvements would be determined by the specific scope of each bridge, a \$1 million investment per bridge could be expected.



IMPLEMENTATION STRATEGIES (CONT.)

RIGHT-OF-WAY
IMPROVEMENTS,
SIDEWALK ENHANCE-
MENTS, STREET
FURNITURE,
LANDSCAPING, ETC.

The Master Plan suggests identifying and implementing one design theme for all streetscape components to be installed throughout the Tourism District. The theme may have identifiable elements for avenues, and different elements for cross streets. A landscape architect could create a plan for the full district, addressing sidewalks, lighting, pavers at crosswalks, benches, street trees, landscaping/planters, trash receptacles and miscellaneous features such as fences and ash receptacles that would unify the Tourism District. This plan would be used for all new construction, as well as for repairs and upgrades on existing streets. Some specific elements to consider include:

Sidewalks: In areas where outdoor dining is planned, sidewalks could be expanded to accommodate the required area for dining and the additional area for pedestrian use. A major constraint to sidewalk expansion is existing development, including buildings and street rights-of-way. Additionally, sidewalk expansion would have to compete with the need for roadway expansion to help alleviate traffic congestion.

Sidewalks: Another option for sidewalk expansion is the closing of portions of roadways either temporarily or permanently, such as was done along portions of Bacharach Boulevard. Mid-block bulbouts of the sidewalk could also be used to increase sidewalk width for outdoor dining and other uses. These types of bulbouts could be implemented in areas where on-street and/or garage parking is sufficient and some of the existing parking spaces could be removed to provide space for the bulbout without adverse parking impacts.

Connectivity: Install a more direct pedestrian walkway across Huron Avenue and Absecon Boulevard to connect the Marina District with the Tourism District. Currently, the Marina District is essentially cut-off from the rest of the Tourism District by Huron Avenue and Absecon Avenue. If pedestrians were to walk from the Borgata or Harrah's to the Downtown area they would have to take the pedestrian path along the estuary or a sidewalk or walkway on the property of these casinos and walk to the east side of Harrah's then turn west and continue Brigantine Boulevard to Absecon Boulevard and cross Absecon and continue toward the Boardwalk. This winding route adds a tremendous distance to the walk and would be overwhelming for most visitors.

Lighting: A comprehensive, planned approach to updating lighting fixtures is needed in order to ensure that the color, design and scale of all lighting fixtures match. Where feasible, implementing lighting improvements in coordination with other streetscape and infrastructure improvements would help minimize costs and improve the efficiency of implementation.

Art: Sculpture, murals and other visual arts add significant visual interest to the streetscape, and can help to solidify the unique identity of a particular area. The addition of more art to various locations within the Tourism District could play an important role in shaping the identity of the Tourism District and the sense of place visitors will experience.

Performance art: Performance arts, such as musical performers, add another layer of interest to the streetscape. The auditory aspect of these types of performances can complement the visual aspect. Encouraging performance art along heavily travelled pedestrian routes could help create energy and sense of place that will be needed to attract additional visitors to the Tourism District.

Wayfinding signage: Comprehensive wayfinding signage at a pedestrian scale must be installed to provide convenient directions to destinations and attractions. The wayfinding signage could be designed to reflect the character of the Tourism District.

The Main Street Atlantic City Downtown Revitalization Plan contains recommendations for streetscape improvements that could be utilized as a starting point for CRDA to develop its own policy for streetscape improvements. The text below provides a summary of those recommendations. Many of the identified projects and programs are undertaken by the CRDA's Special Improvement District, while others are on-going in nature and involve other entities.

- Implement street tree planting in accordance with the design guidelines detailed in the Downtown Revitalization Plan and the ACSID Design Standards Manual;
- Implement themed pedestrian street lighting fixtures as per design guidelines and the SID Design Standards Manual;
- New or retrofitted sidewalks and crosswalks along Atlantic Avenue as per design guidelines;
- New or improved street furniture as per design guidelines;
- Phased incorporation of medians starting with brick paving at grade level eventually leading to the Atlantic Avenue mass transit system;
- Sidewalk bulbouts at all intersections for pedestrian safety;
- On-street parking within landscape islands to define on-street parking and bus bays;
- Mural or monument feature at North Carolina Avenue and Atlantic Avenue;
- Vertical entrance gateway feature at Delaware Avenue and Atlantic Avenue;
- Themed bus shelters incorporating maps at various locations Private or Joint (Public/Private) Projects;
- Wayfinding signage promoting important destinations along the Main Street Downtown District and the City;
- Downtown pedestrian and vehicular wayfinding signage to major destinations and resources within the community
- Strategic long-term multimodal streetscape planning and design to improve pedestrian access, vehicular and public transportation;
- A coordinated street landscaping and pedestrian amenities improvement program along Atlantic Avenue for overall beautification;
- Community involvement in beautification programs such as Adopt-a-Median or Adopt-a-Right-of-Way which can assist in the implementation and maintenance of landscaped areas within Atlantic Avenue;
- Coordination with the City and SID for long-term planning/design, beautification and effective maintenance of Atlantic Avenue.

Costs for streetscape improvements are dependent upon the specific scope of work, ranging from thousands of dollars for a one-block repair job to millions of dollars to address many streetscape elements along a long stretch of roadway. As a first step, the Master Plan suggests engaging a landscape architect to propose a unified design. Fees for such services could range from \$100,000 - \$200,000, depending on the scope of work. We estimate the cost for the improvements to be \$2,000 per lineal foot.

IMPLEMENTATION STRATEGIES (CONT.)

CREATE MULTIPURPOSE SPORTS PARK/ENTERTAINMENT AREA BETWEEN BOARDWALK & PACIFIC

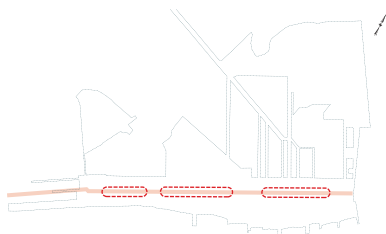
The Interim Zones contain expanses large enough to install a turf playing field or fields and other compatible interim uses that would be visible from the Boardwalk. This initiative will help activate the Boardwalk, Pacific Avenue and the side streets leading to the Boardwalk with additional attractions, while also improving the appearance of the area with additional daytime and nighttime activities. In the spring and the fall, the fields could be used to host soccer, lacrosse, field hockey, and other sporting events. In order to host a large tournament, it is likely that seven fields would be needed.

The proposed location for this use (in the vacant land bordered by Dr. Martin Luther King Boulevard, the Boardwalk, North Carolina Avenue and Pacific Avenue) could accommodate seven fields, along with pavilions, concessions, locker rooms and bleachers. This space would be designed to be functionally flexible, and could host concerts, outdoor movies, a farmer's market, beer garden, etc. Other compatible interim uses that would match the area's theme as an athletic destination would be a skateboard park, driving range, batting cages and miniature golf. Additionally, the facility would tie into compatible beach and water activities such as volleyball, surfing, beach soccer, horseback riding, etc. These activities, tournaments, and events would be programmed and managed by a third-party events firm, similar to the Virginia Beach effort. This would advance Atlantic City's ability to more

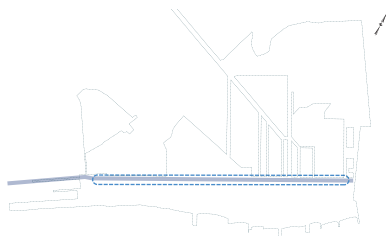
fully engage in travel sports.

It is estimated that a seven-field facility could host 25, 16-team athletic tournaments per year. Tournament fees range by sport, with the average for soccer, field hockey and lacrosse being \$5,500 per team. With these assumptions, the facility would generate \$2.2 million annually in tournament fees, with additional revenues from concessions. These tournaments would attract approximately 6,000 athletes and 13,200 spectators to Atlantic City, generating an estimated \$4.8 million in indirect revenue annually.

The total cost of this facility would be approximately \$13.3 million, with an estimated \$6.3 million dedicated to seven turf fields with lighting, and \$7 million for design, demolition, grading, structures and landscaping. In order to implement this interim use, current landowners must agree to participate. By agreeing to permit use of the land, these owners will likely see an increase in land value as the immediate phase of the Master Plan improves the general market and attractiveness of the Boardwalk as an investment opportunity. Once development becomes a feasible option in this area, this Sports Park use could be relocated to a new location within the Tourism District to make room for a new private development.







ATLANTIC AVENUE

OVERVIEW

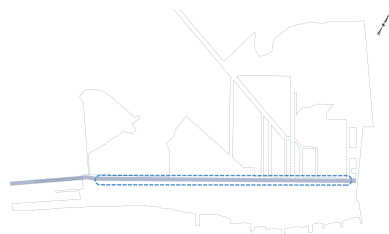
The design principles established for Atlantic Avenue are intended to improve the appearance of buildings and shop fronts, and to re-establish the corridor as the "Main Street" of Atlantic City. Under the Master Plan, and with the partnership of the Main Street Program, Atlantic Avenue will again serve as the area's main artery, and its varied uses will provide residents and tourists alike the offerings needed to live, work and play in a vibrant City.

Atlantic Avenue should feature commercial and residential uses, and diverse cultural programs. The street should be well illuminated, and provide a clean and safe experience for those who travel it.





AFTER



IMPROVEMENT INITIATIVES

CREATE "MAIN STREET" ENVIRONMENT	<ul style="list-style-type: none"> Upgrade paving on the existing street. Renovate blighted storefronts, and improve environmental signage and graphics. Create a unity within the structures in terms of architectural style and depiction. Eliminate unsightly architectural features such as steel bars and grates over storefronts that negatively impact the safety perception of Atlantic Avenue;
RIGHT-OF-WAY IMPROVEMENTS	<ul style="list-style-type: none"> Construct right-of-way improvements including sidewalk enhancements, pavement upgrades, street furniture, landscaping, a lighting and environmental signage and graphics program, and traffic control and enforcement along the entire length of Atlantic Avenue. Improvements also include upper level areas, to include uses such as residential, office and/or flex space;
EVENT MANAGEMENT	<ul style="list-style-type: none"> The CRDA event and activities management to establish a campaign that programs and vets street performers, street events and activities, and corporate sponsorship along Atlantic Avenue;
PUBLIC/PRIVATE MANAGEMENT	<ul style="list-style-type: none"> The CRDA to form a public/private management organization, run by a private sector management company that controls leasing, initiates a storefront and building upgrade campaign, and is responsible for building management for commercial uses along Atlantic Avenue, owned by others, that proactively implements a merchandising strategy.

IMPLEMENTATION STRATEGIES

CREATE MAIN STREET ENVIRONMENT WITH RENOVATION AND OTHER PHYSICAL ENHANCEMENTS

The Master Plan suggests that initial improvements along Atlantic Avenue should focus on the streetscape. New sidewalks, curbing, light poles and landscaping should be included. The specific design details must be developed for these improvements. We would estimate the cost of these improvements to be \$2,000 per square foot.

Design criteria for the storefronts also should be developed. A tenant group should be organized to encourage improvements to the storefronts as well as other building improvements.

IMPLEMENTATION STRATEGIES (CONT.)

RIGHT-OF-WAY IMPROVEMENTS, SIDEWALK ENHANCE- MENTS, STREET FURNITURE, LANDSCAPING, ETC.

The Master Plan suggests identifying and implementing one design theme for all streetscape components to be installed throughout the Tourism District. The theme may have identifiable elements for avenues, and different elements for cross streets. A landscape architect could create a plan for the full district, addressing sidewalks, lighting, pavers at crosswalks, benches, street trees, landscaping/planters, trash receptacles and miscellaneous features such as fences and ash receptacles that would unify the Tourism District. This plan would be used for all new construction, as well as for repairs and upgrades on existing streets. Some specific elements to consider include:

Sidewalks: In areas where outdoor dining is planned, sidewalks could be expanded to accommodate the required area for dining and the additional area for pedestrian use. A major constraint to sidewalk expansion is existing development, including buildings and street rights-of-way. Additionally, sidewalk expansion would have to compete with the need for roadway expansion to help alleviate traffic congestion.

Sidewalks: Another option for sidewalk expansion is the closing of portions of roadways either temporarily or permanently, such as was done along portions of Bacharach Boulevard. Mid-block bulbouts of the sidewalk could also be used to increase sidewalk width for outdoor dining and other uses. These types of bulbouts could be implemented in areas where on-street and/or garage parking is sufficient and some of the existing parking spaces could be removed to provide space for the bulbout without adverse parking impacts.

Connectivity: Install a more direct pedestrian walkway across Huron Avenue and Absecon Boulevard to connect the Marina District with the Tourism District. Currently, the Marina District is essentially cut-off from the rest of the Tourism District by Huron Avenue and Absecon Avenue. If pedestrians were to walk from the Borgata or Harrah's to the Downtown area they would have to take the pedestrian path along the estuary or a sidewalk or walkway on the property of these casinos and walk to the east side of Harrah's then turn west and continue Brigantine Boulevard to Absecon Boulevard and cross Absecon and continue toward the Boardwalk. This winding route adds a tremendous distance to the walk and would be overwhelming for most visitors.

Lighting: A comprehensive, planned approach to updating lighting fixtures is needed in order to ensure that the color, design and scale of all lighting fixtures match. Where feasible, implementing lighting improvements in coordination with other streetscape and infrastructure improvements would help minimize costs and improve the efficiency of implementation.

Art: Sculpture, murals and other visual arts add significant visual interest to the streetscape, and can help to solidify the unique identity of a particular area. The addition of more art to various locations within the Tourism District could play an important role in shaping the identity of the Tourism District and the sense of place visitors will experience.

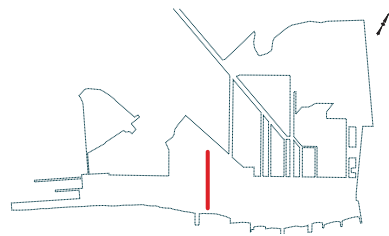
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MICHIGAN AVENUE

OVERVIEW

Improvements and development along Michigan Avenue are intended to further position it as a vital north / west thoroughfare. Restaurants, bars, bistros and nightclubs along both sides of Michigan Avenue will activate the sidewalks and create a more inviting environment for pedestrians, thereby strengthening the connection from The Walk to the Boardwalk. The plan calls for enabling and promoting additional non-gaming uses along Michigan Avenue, and for upgrades to the sidewalk hardscape and softscape.



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BEFORE



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AFTER



IMPROVEMENT INITIATIVES

RECAPTURE LEASE SPACE

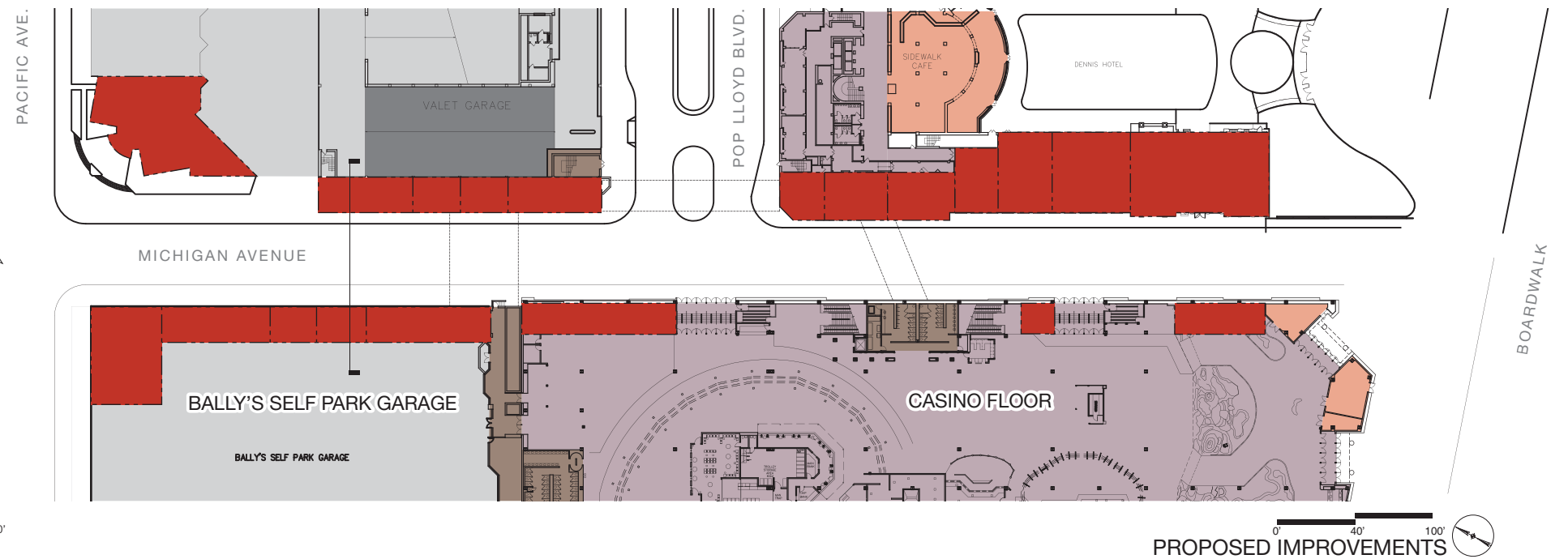
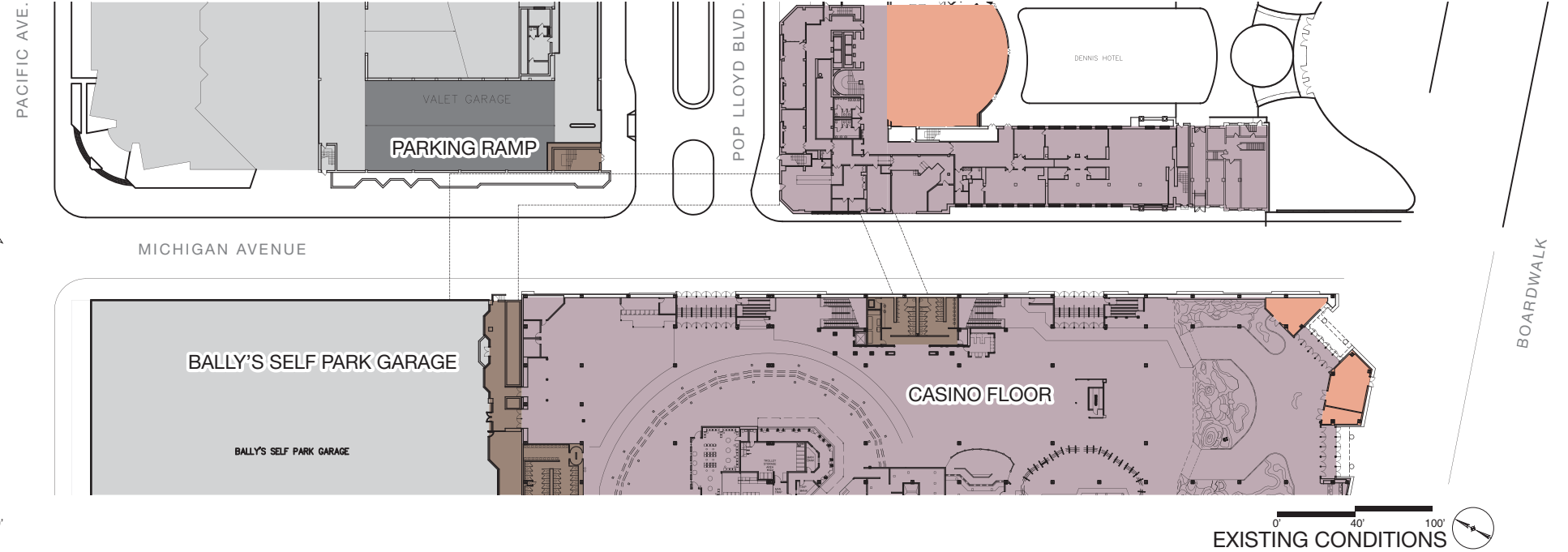
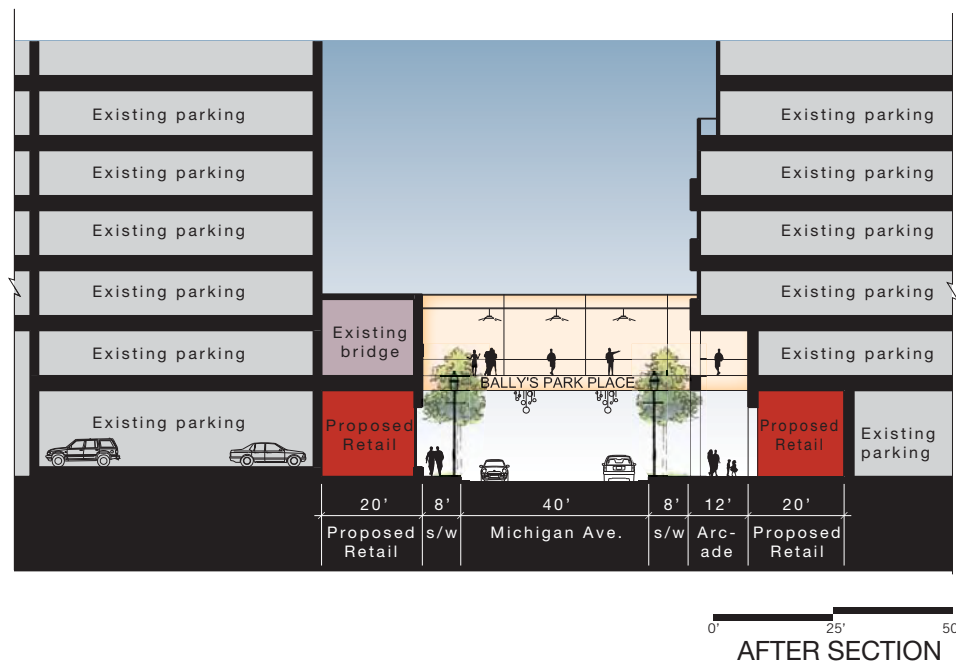
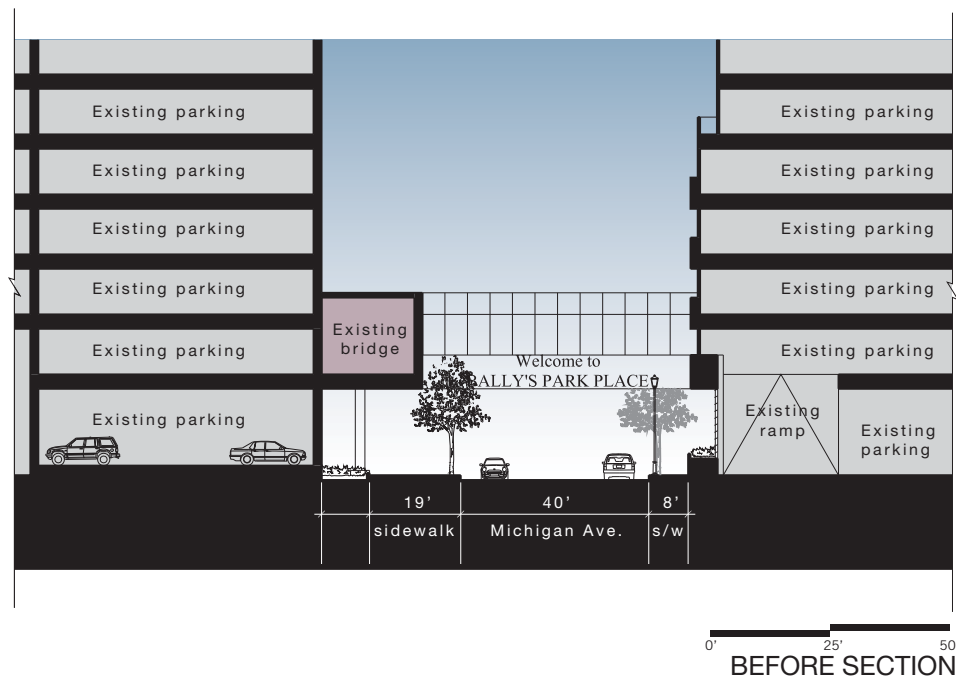
- Recapture lease space in casino parking structure and under-utilized spaces along Michigan Avenue to allow for retail/entertainment revitalization under a sublease and master lease development initiative with a private sector developer;

CASINO IMPROVEMENTS

- Work with casino owners for their building and bridge modifications in casino core areas; includes architectural improvements and delivery and waste management operations along Michigan Avenue connecting the Boardwalk and Pacific Avenue;

RIGHT-OF-WAY IMPROVEMENTS

- Construct right-of-way improvements that encourage pedestrian circulation; includes sidewalk enhancements, street furniture, landscaping, a lighting and environmental signage and graphics program, and security measures along Michigan Avenue connecting the Convention Center to the Boardwalk.



Note: Areas identified for potential retail and f+b uses should be verified.

LEGEND	
	Existing Retail / F&B
	Proposed Retail / F&B
	Casino-related
	Parking
	Parking Ramp

IMPLEMENTATION STRATEGIES

REPURPOSE SPACE IN EXISTING STRUCTURES FOR RETAIL/ COMMERCIAL

The Master Plan proposes activating the portion of Michigan Avenue between Pacific Avenue and the Boardwalk. These improvements would include sidewalk enhancements, landscaping, new lighting, new traffic lights and signage. These would be similar to the improvements proposed along Pacific and Atlantic avenues.

In addition to these streetscape improvements, the plan also proposes recapturing as much space as possible from the casino for retail spaces. An initial investigation has found that existing conditions in some areas will not provide the required depth for a functioning retail establishment. In these areas, display cases, or lighted advertising, would help bring light and life to the street.

Further investigation is required to properly determine how much space can be recaptured. Once this is understood, the actual design can progress, and a work budget can be developed.

Similar to the budget for Pacific and Atlantic avenues, the street/sidewalk improvements have been budgeted at \$2,000 per square foot.

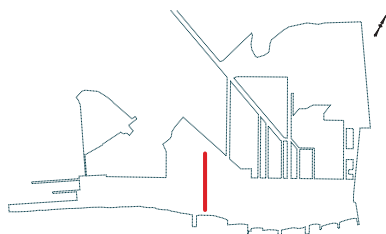
ARCHITECTURAL IMPROVEMENTS TO CASINO BRIDGES

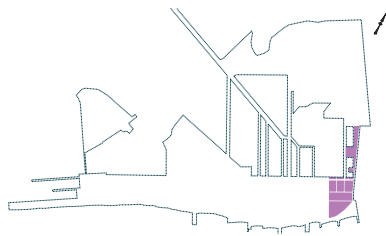
Existing bridges from parking garages to casinos currently block view corridors, and in most cases are functional, but unattractive. Bridges generally serve to provide easy access to casinos from parking decks, but they in turn remove pedestrians from the streets and contribute to a less lively street experience. Architectural improvements of these bridges are suggested to improve the street image, although the bridges will still block view corridors. Where at all possible, the use of glass to lessen the impact of the bridges and provide for more views should be considered.

Each bridge should be studied for improvement opportunities. Ideally, a common design criteria would be established to guide individual casino owners and create consistency in design as they implement improvements.

For example, if all bridges received glass facades (vertically, as in the After images), their presence may become less obtrusive.

Engaging design professionals to create standards for bridge improvements could jumpstart this process. CRDA would then be in a position to discuss implementation with casino owners using these standards, and potentially fund or negotiate a systematic approach to suggested improvements. While the cost of the improvements would be determined by the specific scope of each bridge, a \$1 million investment per bridge could be expected.





THE INLET

OVERVIEW

The plan intends The Inlet District to become a truly vibrant, mixed-use district. Coupling new open park areas, education, research and retail/entertainment ventures with the current mix of uses will create a unique destination within the City. This district has enormous potential as a mixed-use neighborhood that is surrounded by water and features the beauty of the Inlet, with the added benefit of Revel as a driver for new investment. In addition, the Absecon Light House stands as a beacon and historic asset, with a park setting that can be a significant magnet for surrounding development.

Residential uses will help this district to achieve a 24/7 Live-Work-Play feel, activating both residents and tourists with constant movement and interaction.

IMPROVEMENT INITIATIVES

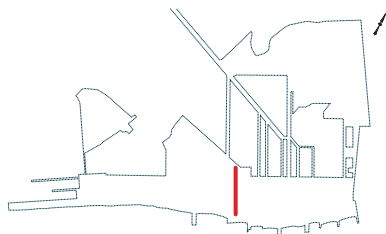
ACADEMIC CAMPUS

- Encourage prompt development of an academic campus with related student housing;

LIGHTHOUSE PARK

- Encourage prompt land assembly and improvements to create Lighthouse Park.





KENTUCKY AVENUE

OVERVIEW

The Kentucky Avenue redevelopment effort will offer a historical connection and pay homage to a rich era of the past. At the critical intersections of Kentucky Avenue with Pacific and Atlantic avenues, uses such as nightclubs, restaurants, bars and theatres will enliven the street, transforming it into a prime lateral connection between the City and the Boardwalk.

With music as the theme of Kentucky Avenue, uses such as radio stations, lighting and sound research and education, and recording studios will set the tone for this historic street.

IMPROVEMENT INITIATIVES

DEVELOPMENT, REDEVELOPMENT & REUSE

"STARS OF ATLANTIC CITY"

SIGNAGE & ADVERTISING

- Encourage redevelopment, new development and reuse of buildings along Kentucky Avenue, near Pacific Avenue, to reflect music, clubs and restaurants;
- Create a "Stars of Atlantic City" program to honor past and present entertainment icons of the city. Program would include specialty stamped "star" paving, as well as annual activities surrounding new honorees;
- Establish signage through plaques honoring past and present entertainment icons or describing significant events and venues to attract tourist activity and exploration. Enhance the banner/pole program.

IMPLEMENTATION STRATEGIES

The historical plaque on the Atlantic City Boardwalk at Kentucky Avenue reads, "For more than four decades Kentucky Avenue ruled the East Coast music scene. The greatest jazz and blues stars of all time filled its many clubs with round-the-clock entertainment, including Ray Charles, Sarah Vaughn, Aretha Franklin, Count Basie, Nat King Cole, Atlantic City's national treasure, drummer Chris Columbo and his Swing Crew in the forties and fifties." It is a powerful and rich legacy. Atlantic City has a history of places identified with performing arts such as Chicken Bone Beach, where many of the artists performing on Kentucky Avenue at night, went during the day. A development group is seeking to resurrect Kentucky Avenue as "the" authentic Atlantic City music and entertainment destination.

This has proven to be a challenging undertaking in many communities that attempt to restore world famous entertainment districts that faded as times changed. Jones Lang LaSalle knows these challenges first hand as the long time construction consultant to the Apollo Theater in Harlem. The team visited with Mr. Sonny Lea, the affable and very knowledgeable owner of the sole surviving business from Kentucky Avenue's heyday, to learn more about the site. The buildings between Atlantic and Baltic Avenues that were the district's core are gone. Thus the project will require new construction, or perhaps repurposing of some existing buildings if relocated a block away between Atlantic and Pacific Avenues.

Determining the project's feasibility will require more analysis of the cost and phasing of construction and capital costs, the financing plan and an understanding of the strength of the operators of the various entertainment venues proposed.

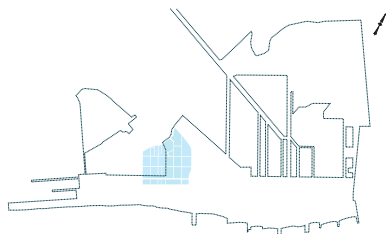


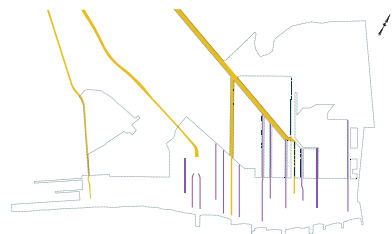
ARTS DISTRICT

IMPLEMENTATION STRATEGY

GENERAL

CRDA is planning to provide space in the Mississippi Avenue retail space in the soon to be completed Christopher Columbus Corridor Parking Garage. The garage is located at the foot of the Atlantic City Expressway on the corner of Fairmount Avenue and Mississippi Avenue near the Atlantic City Outlets at the "The Walk." CRDA should consider providing incentives to de-convert homes in the area to reduce the number of units in the neighborhood.





FEEDER STREETS & TYPICAL STREETS

OVERVIEW

The design principles established for Feeder & Typical Streets within the Tourism District follow the overriding principles of clean and safe. The street system in Atlantic City is often a new visitor's first glimpse and first impression of the City. As such, the streets must possess modern amenities such as digital street signs, digital crosswalks and proper illumination.

Tourism District Feeder Streets include Albany Avenue/Rt. 40, Atlantic City Expressway, Absecon Boulevard/Rt. 30, Dr. Martin Luther King Jr. Boulevard, North Carolina, Virginia, Connecticut, and Delaware Avenues.

Tourism District Typical Streets include Mississippi Avenue, Missouri Avenue, Arkansas Avenue, Ohio Avenue, Indiana Avenue, Kentucky Avenue, South Carolina Avenue, New Hampshire Avenue and Maryland Avenues.

IMPROVEMENT INITIATIVES

RIGHT-OF-WAY IMPROVEMENTS

- Construct right-of-way improvements including sidewalk & circulation enhancements, landscaping, lighting and banner/pole improvements, and traffic control and enforcement along the feeder and typical streets. Improvements should also focus on creating a clean and safe environment for all streets;

SIGNAGE & ADVERTISING

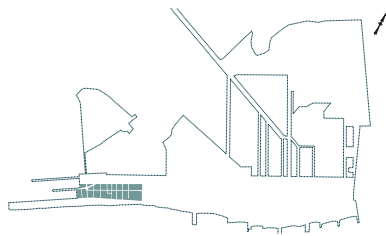
- Establish signage controls and advertising management for the feeder streets and typical streets.



-4.4.3- MID-TERM INITIATIVES

Mid-Term Initiatives will commence after the successful implementation of the Near-Term Initiatives, which are intended to attract further corporate and institutional investment to a City that has achieved an economic climate conducive to development. Mid-Term Initiatives consist of much larger projects on the Boardwalk and within other public right-of-ways; private sector development of mixed-use and residential projects within the Tourism District; and further expansion of activities, events and promotions that have already benefited from higher visitation rates.

It is anticipated that CRDA will still need to catalyze development by maintaining positive policies and regulatory modifications, and by providing financial incentives to complement institutional investment. Likewise, the continued cooperation between CRDA, state and municipal governments and the casino owners on all initiatives is imperative.



DOWNBEACH

OVERVIEW

Initiatives for the Downbeach District are intended to create a heightened experiential destination that includes an animated light-themed attraction and substantial development in the Arts District. This will create a sophisticated and contemporary, yet casual environment, casting a spotlight on a future live/play destination.

IMPROVEMENT INITIATIVES

- | | |
|---|---|
| LIGHT FEATURE | <ul style="list-style-type: none"> Construct the animated light feature attraction at the Downbeach casino core area and institute programming by the CRDA event and activities management entity; |
| CONSTRUCT NEW GALLERIA DISTRICT DEVELOPMENT | <ul style="list-style-type: none"> Construct a new development in the Galleria District to tie into the existing "Quarter" along Pacific Avenue. The Galleria District is to connect seamlessly between the Downbeach and Midtown Districts; |
| DEVELOPMENT INCENTIVES | <ul style="list-style-type: none"> Based on lessening tax and other regulatory constraints to development, encourage partnering and provide incentives for the development of the arcaded projects adjacent to the Downbeach casino core. |





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IMPLEMENTATION STRATEGIES

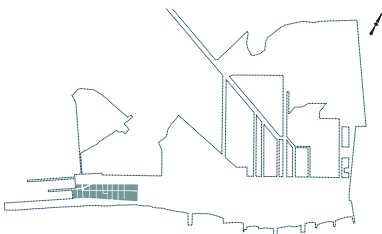
CONSTRUCT LIGHT FEATURE ATTRACTION ALONG THE BOARDWALK IN DOWNBEACH

Conversations with experts in light, laser and water shows who have produced temporary and fixed installations at the Bellagio, Mirage and Lincoln Center, as well as high-profile concerts, reveal that costs for these sorts of features are highly variable, and installations can generally be created to fit a wide range of budgets. However, for the size of spectacle that would likely serve as a major, repeated draw, costs can become prohibitively expensive.

Laser/Light Shows: Laser and light shows are generally best executed in areas that have a large surface onto which items can be projected. Of note, laser shows will require documentation and compliance testing from the FAA prior to any installation, due to their ability to interfere with air traffic. Permanent laser shows can be purchased or acquired in long-term lease arrangements. Costs for large-scale laser light shows can exceed \$500,000 per show performance, depending on the nature and duration of the actual show.

Fountains: To use the installation of the Bellagio fountains as an example, in 1998, the design cost of the fountain assembly itself was more than \$30 million. Additionally, the lake and other improvements cost an additional \$10 million, plus construction costs approaching an additional \$20 million at that time. Annual maintenance costs have fluctuated between \$600,000 per year and more than \$1 million per year. Significant portions of the design costs of the fountain were involved in the creation of the retracting nozzle system that hides the fountain beneath the surface of the lake when not in use. This is a non-standard feature that was the first of its kind, and thus significant R&D costs were required.

Return on investment for a large public amenity such as a fountain or light show would not be direct. Rather, such an amenity would increase traffic and offer potential for adjacent businesses to tie the amenity or show into their marketing and pricing structures. At the Bellagio in Las Vegas, rooms that face the fountain are charged an extra \$50 premium per night solely for the fountain view. As such, this creates additional hotel revenues, and additional tax revenues for the municipality.





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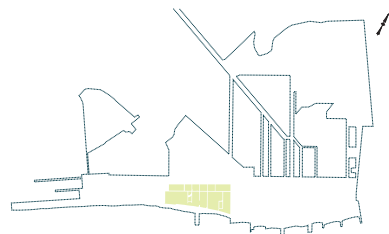


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MIDTOWN

OVERVIEW

The plan proposes that a central and highly active outdoor event attraction be constructed at the Midtown District as a Mid-Term Initiative to create a venue for events and celebrations, while establishing a focal point for the Boardwalk. With the addition of the AC Live and other entertainment offerings, this district becomes a 24/7 destination, diverse in both uses and hours of operation. As one of the most visible districts, Midtown must leave a positive lasting impression on its guests.

IMPROVEMENT INITIATIVES

CONSTRUCT SOUND & PERFORMANCE ELEMENT

CONSTRUCT 'AC' CIRCUIT

DEVELOPMENT INCENTIVES

- Construct the Sound & Performance Element along the beach side of the Boardwalk in the Midtown casino core area and institute programming by the CRDA event and activities management entity;
- Construct "AC Circuit" consisting of an entertainment street, market, and sculpture garden tying into the existing "Walk" and City Center District;
- Based on lessening tax and other regulatory constraints to development, encourage partnering and provide incentives for the development of the AC Live and Gardens Market Place projects adjacent to the Midtown casino core.





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IMPLEMENTATION STRATEGIES

CONSTRUCT ENTERTAINMENT BAND SHELL PAVILION; CRDA PROGRAMMING – SOUND & PERFORMANCE ELEMENT

This concept is intended to draw pedestrians onto the Boardwalk in the summer evenings and beyond. The proposed band shell is envisioned to be a permanent structure, although a temporary structure could be considered. A target stage size of 1,800 square feet will allow for significant performances.

The Master Plan suggests engaging a design professional for conceptual design of this band shell pavilion to establish the size, location, type of facility and infrastructure required. Coordination with the proposed plan for dunes would be required. A concept design could cost in the range of \$100,000 - \$200,000, depending on the degree of programming and drawings desired.

CONSTRUCT AC CIRCUIT: ENTERTAINMENT, MARKET, SCULPTURE GARDEN. TIED TO EXISTING WALK

As the parcels in which the AC Circuit, the pedestrian open space and greenway feature, is planned are privately owned, it is difficult to advance the development of this 'circuit' in a single phase. Individual landowners must elect to participate in the development of the circuit. The design of the final circuit should be optimized so as to affect the developable potential of individual parcels as little as possible. That is, it should not bisect lots that could be otherwise developed as a single building. Bisecting a building creates significant increased costs to the developer, which may hinder acceptance of the idea and implementation.

The most efficient and cost-effective way to create the AC Circuit is to modify the zoning code to create a special district for those properties through which the AC Circuit would run. The zoning would stipulate the creation of pedestrian improvements and street- or circuit-facing retail on those properties. Any loss of potential developable density due to the creation of the pedestrian walkway should be compensated with bonus density or other preferential zoning code items.

The financial cost of the creation of such a promenade may be unsupportable by private development in its own right. In this case, the public infrastructure pieces of the AC Circuit can be funded by the government, using a number of sources of public financing, including TIF, PILOT or Special Assessment District funding. Under a Special Assessment District, property owners would pay additional taxes to fund the development and ongoing maintenance of the improvement. The payback for the property owners would come from increased traffic and property values due to the proximity to the public amenity.

Benefit to Property Values: The Jones Lang LaSalle project team researched cases of the economic impacts

associated with the creation of parks, greenways, passive recreation space and public amenities. Evaluations of existing studies and academic papers have analyzed the impact to real estate values resulting from investments in converting former railway lines to parks and/or trails, as well as similar types of investments in the conversion of blighted assets into parks or public amenities.

The Proximity Principle states that people are willing to pay more to live in close proximity to parks or open spaces, as their interest in the properties nearby is greater. This marginal increase in pricing is referred to as the "green premium." The green premium "represents a capitalization of park land into increased property values for land owners" according to Professor John L. Crompton of Texas A&M University, one of the foremost scholars of the Proximity Principle. Substantial evidence shows that proximity to a park adds 10% - 20% to property values within a three-block radius.

Despite the positive impacts to property values associated with parks and open spaces, there are potential adverse effects as well. These adverse effects include nuisances such as congestion and possible vandalism from increased activity and utilization. Negative impacts may also emerge if a park is not well-maintained, if it is not easily visible from the street, or if the privacy of properties backing a linear park is significantly compromised.

Jones Lang LaSalle examined a number of case studies regarding the creation of parks to determine the potential value impacts to surrounding properties, both residential and commercial. All studies indicated that investments in parks or public amenities were found to have a net positive impact (to varying degrees) on the values of properties that are located adjacent to the park or public amenity.



IMPLEMENTATION STRATEGIES (CONT.)

CONSTRUCT AC LIVE & GARDENS MARKETPLACE

The Cordish Company has developed numerous entertainment-centric nightlife districts around the country, generally under the Live! brand. Successful entertainment districts have been created by Cordish in Baltimore, Louisville, and Kansas City, and their developments have served as models for this type of project across the country.

Additional entertainment districts are planned by Cordish in Philadelphia and Toronto, and plans to expand the Power Plant Live development in Baltimore with a large mixed-use development are in motion.

Cordish's recent entertainment district developments have been situated prominently near major demand generators, such as sporting venues or other major attractions. The developments generally include some manner of atrium space, and numerous bars and restaurants, as well as live music venues. Tenancy in Cordish's entertainment developments is generally comprised of a unique mix of large, nationally recognized branded restaurants. Uniquely, the Cordish Companies serve as the owner/operator of many restaurants and bars in their own developments. Additionally, they have formed partnerships with numerous nationally recognizable brands, such as Maker's Mark, Professional Bull Riding (PBR) to create concepts in Cordish developments.

Entertainment concepts within the Live! developments generally can include tenants such as bowling alleys, performance venues of small to medium capacity, and movie theatres. Additionally, as the developments include large outdoor spaces; significant efforts are made by Cordish in managing the properties to create activities and events in these areas to draw traffic.

Development costs for Live! projects around the country vary based upon individual market dynamics. A recent Cordish proposal for a mixed-use development with a significant retail component showed the following development costs for the retail/entertainment option:

Hard Costs	\$217.00 psf
Parking	\$24.00 psf
Tenant Improvements	\$100.00 psf
Soft Costs	\$82.19 psf
Total Costs	\$399.00 psf

This cost is noticeably higher than other retail uses, namely due to cost of parking spaces and high tenant improvement allowances. Additionally, as this was part of a higher density development, base hard costs were likely higher than a standalone, lower density Live! development. A lower-density standalone Live! development, without significant parking, would likely have lower costs.

Such construction costs are supportable at a retail rental rate of approximately \$35.00 per square foot, assuming 5% vacancy loss and \$8.00 per square foot CAM charges. Ability to lease the project and have appropriate retail sales and demographics are the most significant barriers to development of a Live! concept. Without traffic of the appropriate demographics to support restaurants and bars, the development will not succeed.

INDOOR WATER PARK

One of the most popular suggestions from stakeholders was an indoor water park. Not only would it provide a popular non-gaming attraction, it would also offer a year-round activity.

A medium-sized indoor water park ranges from 80,000 to 180,000 square feet. The minimum land requirements are four acres, for a standalone park, up to 20 acres for a large park with a 400-room hotel. Most water parks are not standalone; they are hotels that offer the park as a feature to drive demand for hotel rooms. As one expert said: "It is very unlikely that a family will want to leave the facility, let alone stay at a casino hotel." So, in our view, a water park in the Tourism District will require a significant land site.

The development cost of the park, not including the cost of the land, is approximately \$400 per square foot for just the water park facility, or \$300,000 per key for a park/hotel. In the example above, the development smaller park alone is estimated to be \$32 million, while the cost of the large park and 400-room hotel is estimated to be \$120 million.

Further analysis would have to be done to determine market feasibility and operator interest.

IMPLEMENTATION STRATEGIES (CONT.)

MOVIE THEATER OR THEMED FAMILY ENTERTAINMENT RESTAURANT

While the Tourism District has many world-class entertainment venues and events, it lacks some basic types of entertainment outlets. Many stakeholders have requested a movie theater showing first-run features, or a themed family entertainment restaurant.

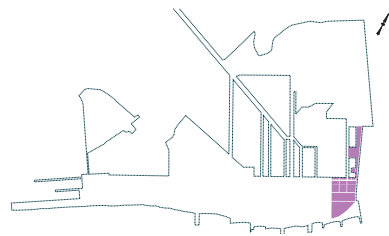
As an example, the requirements for movie theater are as follows. A number of the major movie theater companies have increased their flexibility with respect to their development program and will adapt the size of their theaters to the local market. For example, the smallest theater they will build is a 12-screen, 1,800 seat facility. In an unproven market like Atlantic City, this size would likely be the least risky to develop. In addition to the building

site, most suburban movie theaters require significant land for parking, however in Atlantic City, this may not be as big a factor because some percentage of theater goers are already parked in their hotel garages. Parking would have to be studied in greater depth but assuming exclusive theater parking is not required the project requires a site of 1.5 to 2 acres for a 48,000-square-foot building.

The development cost of the building, not including the cost of the land, is approximately \$225 per square foot, or \$11 million for the building. The operator typically fits out the interior at its cost. Further analysis is required to determine market feasibility and operator interest.







THE INLET

OVERVIEW

The Inlet District will be home to the third, possibly wind-related, attraction that will dynamically respond to environmental conditions and complement this pleasant location along the Boardwalk and beach.

Development, in response to market conditions, will be more passive with mixed-use residential and street activity. It is intended that the higher density development take advantage of this key vista area.

IMPROVEMENT INITIATIVES

CONSTRUCT WIND ELEMENT

- Construct the wind element at the The Inlet casino core area and institute programming by the CRDA event and activities management entity;

CONSTRUCT MIXED-USE DEVELOPMENT DEVELOPMENT INCENTIVES

- Construct mixed-use development including residential (high and low density), market street and restaurants/food & beverage;
- Based on lessening tax and other regulatory constraints to development, encourage partnering and provide incentives to develop high and low density residential between Maryland Avenue and The Inlet;

RENTAL INCENTIVES

- Create an opportunity for residential owners to lease condos, apartments and single family detached units in short term agreements.





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IMPLEMENTATION STRATEGIES

CONSTRUCT WIND ELEMENT AT THE INLET CASINO CORE AREA AND INSTITUTE PROGRAMMING BY CRDA

Jones Lang LaSalle contacted a sculpture dealer who represents a Lyman Whitaker, a prominent artist/engineer of wind sculptures and discussed the potential for creation of a large, 100-plus foot tall wind sculpture. Typical sculptures by this artist (whose work has been depicted in this report) are in the range of 30 feet tall and approximately 20 feet wide, and sell for approximately \$30,000. Larger sculptures would have significantly higher structural loading issues and costs would rise substantially. A 50-foot sculpture would likely cost approximately \$100,000, and 100-plus foot sculpture would likely cost in excess of \$600,000, before transportation, installa-

tion, and landscaping costs, likely another \$200,000.

Such a sculpture would be emblematic of the Inlet region, which experiences high wind conditions, as well as the many sustainable initiatives (commercial wind farms, Sustainable Jersey conference, Earth Day, etc.) taking place in and around Atlantic City.

CONSTRUCT MIXED-USE DEVELOPMENT (RESIDENTIAL, MARKET STREET, F&B)

The long-term vision for the Inlet is for the area to become a stunning mixed use development to include residential, commercial and academic uses. This development is envisioned to occur as market demand allows, likely in 2 – 4 phases. What is depicted in this Master Plan is a complete development of approximately 4 million square feet of space that could have a total redevelopment cost of \$2 billion, excluding land.

Currently, the developer of Revel is developing plans for a mixed-use redevelopment of the South Inlet area in the vicinity of the resort. An incentive package with a potential nominal value of \$261 million was provided by the State of New Jersey for this purpose. We understand that the proposed development would result in the area being built out at a considerably smaller scale than what the Master Plan contemplates.

GARWOOD MILLS SITE

See Phase 2: Gardner's Basin section

HOUSING

To assess the prospects for additional housing development in the Tourism District, a high-level understanding of the Atlantic City market is helpful. The City's housing mix is approximately 70% rental and 30% owner-occupied. This ratio is out of balance with typical US rental/owner occupied ratios even acknowledging the likely affect of it being a seasonal resort. Roughly 50% of Atlantic City's rental housing supply is considered "affordable housing," although according to a Federal Reserve Report dated 2008 the total is higher at 60%. According to a November 2011 analysis by the Econsult Corporation, which tracks Jersey Shore housing data for 12 markets quarterly, Atlantic City's house prices have decreased 71% since the pre-recession peak of the market, by far the biggest decrease of the 12 markets covered, 20% more than Ventnor, which had the 2nd biggest price decrease and nearly double that of Wildwood. The above coupled with an analysis of data obtained from residential research firms Property Shark and Forclosure.com indicating that there are 1,000 housing units currently for sale, equating to a 40-month supply absorption period and local realtor input that potential buyers are aware of the City's Real Estate Tax issue (as described in the Policy: Real Estate taxes section of this report) and are thus avoiding the market, it seems clear that Atlantic City has an oversupply of both for-sale and affordable housing.

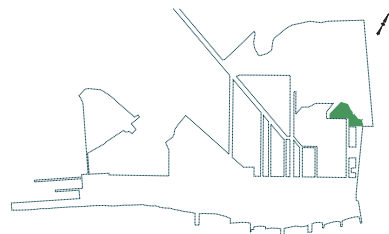
Therefore, the Master Plan contemplates no new affordable residential development in the Tourism District until market conditions dictate, other than for replacement of substandard units and not until Phase 2 the earliest, the possible development of middle-income housing (as described in the Policy: Incentives section of this report),

which offers the best near-term prospect for the City to increase its residential real estate tax paying base. Not until a critical mass of non-residential development has occurred and market forces have begun to remedy the existing inefficiencies highlighted above, should new residential development be undertaken. The only exception that we foresee is housing that is directly or indirectly sponsored and or pre-leased by organizations whose employees or students wish to live near their organizations.

Supporting this is the economics of housing development. As an example, homes built in the style of Madison Landing and some of the other Inlet developments would cost approximately \$120 per square foot to build today, not including the cost of land. An average home of just under 2,000 square feet would cost approximately \$225,000 to build. With land costs breakeven, it would be in the \$250,000 range. Based on our review of recent sales, it's likely that the house would not sell for the breakeven price, meaning that any such development is not feasible without significant subsidy. But even with subsidy, the unpredictability of real estate taxes going forward will be a major factor in buyer confidence. Potential tax abatements for a reasonably long period may also be necessary to entice buyers. However the granting tax breaks to new projects has to be weighed carefully so as not negatively impact existing homeowners, who face a potential decrease in property value because they are paying full taxes.







GARDNER'S BASIN

OVERVIEW

Gardner's Basin has powerful character and authenticity, and is widely referred to as the "best kept secret" of Atlantic City. Proposed initiatives for this district build on its strengths and reinforce its unique place in the region. Coupling Wildlife Research with the Marine Mammal & Technology Center and energy with tourism, this district has the opportunity to be a regional, if not national, standard in offerings.

With an opportunity to stand as an integrated, "Cannery Row" type of destination, Gardner's Basin can become a world-class working harbor / tourism destination in its own right.

IMPROVEMENT INITIATIVES

CONSTRUCT FISHERMAN'S VILLAGE

- Based on lessening tax and other regulatory constraints to development, continue to encourage partnering and provide incentives for the development of Fisherman's Village, commercial and recreational uses, and related waterfront improvements.

PURSUE MARINE MAMMAL & TECHNOLOGY CENTER

- Pursue non-profit and sponsored development of a Marine Mammal & Technology Center including lessening tax and other regulatory restraints.





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IMPLEMENTATION STRATEGIES

IMPROVE FOOD/RETAIL/ ENTERTAINMENT OFFERINGS AT GARDNER'S BASIN

Gardner's Basin offers a quaint and scenic restaurant setting that can and should compete with the high-end Casino restaurants. Establishments such as Gilchrist's and Back Bay Ale House are local favorites for their excellent food and service, yet are little known outside the Gardner's Basin community, and therefore have difficulty attracting sufficient patrons during Atlantic City's off season. With improvements to space, marketing, and management, we believe Gilchrist, Back Bay Ale House, and Scales could all thrive year round, and would generate sufficient pedestrian traffic to support retail and entertainment uses.

The Master Plan recommends this area be deemed a special Small Business District with centralized planning and consultative resources. An elected Board would direct a two-year budget and would be responsible for marketing and project funding decisions. The recommended seed funding for administration, restaurant consulting, and capital projects budget is \$250,000.

PAVE ALL GARDNER'S BASIN ROADWAYS AND PARKING AREAS

Roadways and parking lots in the Gardner's Basin entertainment areas are outdated, and require paving to eliminate the substantial dust that becomes airborne when cars drive into the area. This issue is particularly pronounced in the summertime, and has been described as a major deterrent to increased visitor traffic due to unpleasant conditions and dirty storefronts.

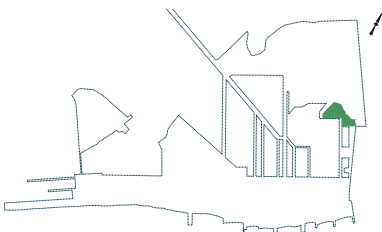
The amount of area that must be paved is approximately 240,000 square feet, and would cost of approximately \$2.90 per square foot. The total estimated cost for paving this area would be \$700,000. This improvement, which could be completed in under 60 days, would encourage higher visitation rates, longer visits, and greater year-round revenue to Gardner's Basin restaurant and retail offerings, which Atlantic City residents believe have great potential.

CREATE ACCESS FROM BOARDWALK TO GARDNER'S BASIN (INCORPORATING CASPIAN DEVELOPMENT)

The Master Plan contemplates that the success of the Revel resort and the Phase 1 improvements to Gardner's Basin will create another north / south core axis similar to that between the Convention Center and the Boardwalk. As the Inlet develops around this activity, making the Inlet more pedestrian friendly will be both highly desired and feasible and tie the two Inlet anchors, Revel and Gardner's Basin together. We believe this would encourage further expansion of Gardner's Basin with the result being increased economic activity throughout the Inlet area. The expansion could include additional fishing village food and entertainment elements as well as expanded marine related uses such as the relocation of the Marine Mammal Stranding Center now located in Brigantine. To accomplish this the master Plan suggests extending the Boardwalk to Gardner's Basin.

The estimated cost of extending and renovating the existing Boardwalk path would likely be in the range of \$30 - \$40 per square foot. The estimated distance from where the Boardwalk now ends to the Garwood Mills site is approximately 4,000 feet, with an average width of 25 feet, the project would likely cost at least \$4 million before structural testing, landscape design, and any abnormal load bearing or bulkhead considerations. A total project cost is likely to be in excess of \$6 million.

In order to accomplish this, a decision would have to be made on the future of the Garwood Mills site. Given the low likelihood of current market conditions changing significantly enough to spur new housing development (see Phase 2: Housing in this report), using the site to accommodate the Boardwalk extension and expansion of Gardner's Basin may be warranted.





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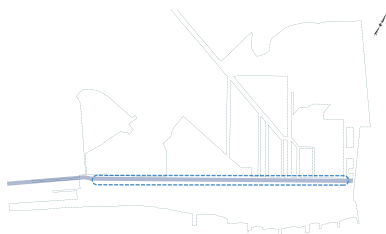


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ATLANTIC AVENUE

OVERVIEW

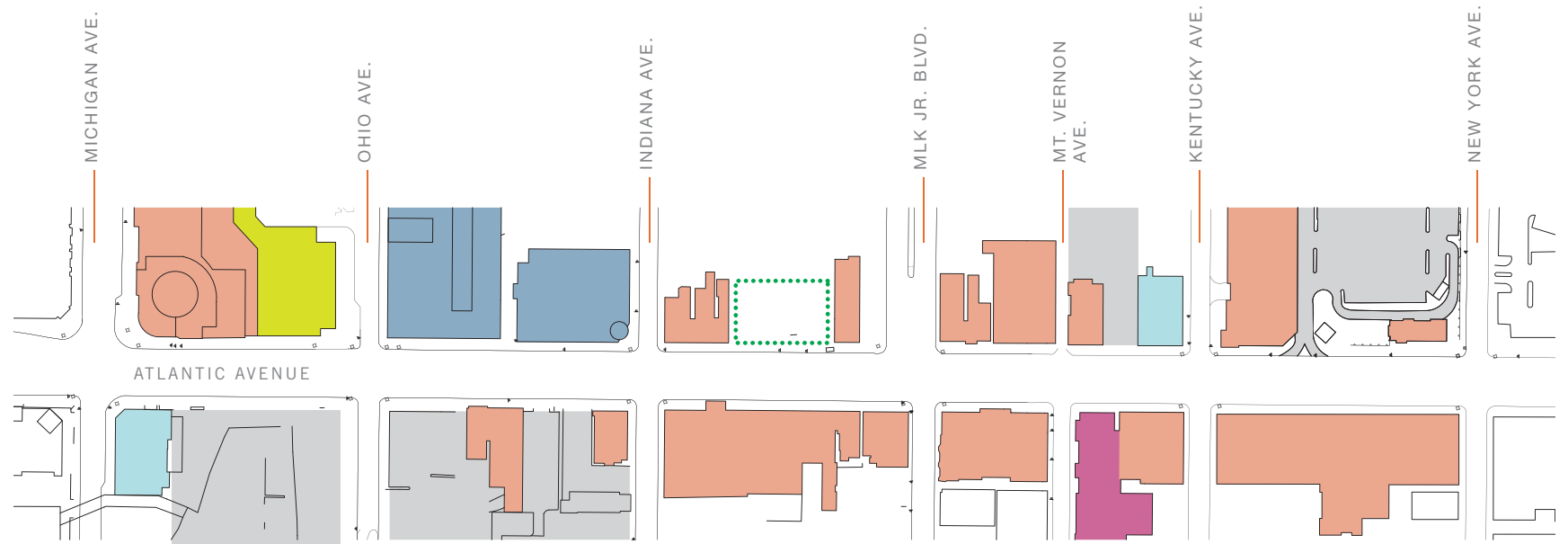
The Mid-Term initiatives for Atlantic Avenue involve the conversion of existing single use buildings into live-work-play offerings. This conversion will help to advance the development of the "Main Street" environment.

IMPROVEMENT INITIATIVES

DEVELOP "MAIN STREET"
ENVIRONMENT

- Transform applicable structures into live-work-play uses.





EXISTING CONDITIONS



Note: Plans are indicative of only a portion of Atlantic Avenue.
Additional areas along Atlantic Avenue are also to be developed.

LEGEND		
Existing Retail / F&B	Parking	Institutional
Proposed Retail / F&B	Transportation	Religious
Service / boh	Office	Vacant Lot



PROPOSED IMPROVEMENTS

ARTS DISTRICT

OVERVIEW

The design principles for the Arts District call for the creation of an authentic working artists' village. It is important to find a balance between programmed uses / buildings and those that will develop organically.

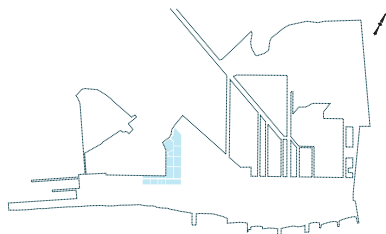
The District should offer local and regional artists incentives for locating there and provide them with tools necessary to pursue their artistic vision.

The District should have an eclectic mix of retail, galleries, studios and residential. It should embody clean, green and safe, as well as live, work and play.

IMPROVEMENT INITIATIVES

PUBLIC/PRIVATE MANAGEMENT

- Encourage public/private management organization, supported by tax abatements campaign inducements, to execute a renewal leasing strategy for art, food & beverage, and retail users to locate along Atlantic City according to a districting diagram and merchandising strategy.



IMPLEMENTATION STRATEGIES

PUBLIC/PRIVATE SECTOR COLLABORATIONS

On the non-development side, opportunities for public art could be nurtured as part of the ongoing, existing local programs. A city or business could partner with these organizations to involve artists in:

- Designing gardens and plantings;
- Creating destinations in green spaces, along paths and at nodes, anchoring spaces for rest, recreation, play, and gathering;
- Installing art exhibits in vacant storefronts to improve a building's — and neighborhood's — overall image;
- Encouraging local museums to loan out works of public art for temporary placement throughout the downtown; and
- Hosting exhibits in publicly accessible places, including municipal, state, and federal buildings.

PERCENT- AND NON-PERCENT-FOR-ART PROGRAMS

Passing percent-for-art legislation encumbers a percentage (usually .5 to 2) of CIP (publicly funded capital improvement projects) per year for the commissioning of public artworks, which will usually be sited in, on, or adjacent to the building or project being constructed. Percent-for-art ordinances guarantee a funding stream for public art projects regardless of what happens to city budgets or arts funding. The policy also guarantees that public art projects will be planned each year, as long as CIPs are underway and municipal construction continues.

Benefits of a percent-for-art ordinance:

- It can provide a mechanism for obtaining funds from a broad range of city agencies and departments;
- It can offer legal recourse (if funding for percent projects becomes a legally binding requirement) to obtain funds for public art from non-compliant city agencies;
- It can provide an opportunity to work with and introduce public art to many city agencies, in many different types of projects, and in many locations city-wide.

NON-PERCENT-FOR-ART SOURCES

Several examples of well-known, successful, non-percent-for-art-funded programs exist in the following cities:

- Houston, TX:** The Cultural Arts Council of Houston also receives a percentage on the hotel/motel tax for art. In addition, the Council contracts with a variety of city agencies, as well as with Harris County.
- New Orleans, LA:** The Arts Council of New Orleans funds public-art projects through a joint partnership between public/private sectors to create a more stable funding base. The City of New Orleans, local and state governmental agencies, as well as other non-profit arts organizations, are funding sources for the public-art program.
- Phoenix, AZ:** Phoenix's public-art program is funded through the city's general-purpose funds, public-art funds, state lottery revenue, and regional and federal grants.

- San Antonio, TX:** The San Antonio Design Enhancement Program (DEP) is operated through the city's Public Works Department's City Architects' Office. The DEP program is maintained by art allowances and budgets that are identified and developed by each project-design team.
- San Diego, CA:** The public art program in San Diego is a department of the San Diego Commission for Arts and Culture. Administrative costs are covered by a portion of the city's Transient Occupancy or Hotel/Motel Room Tax, which helps to fund the operating and personnel expenses of nearly 90 arts and cultural organizations.

IMPLEMENTATION STRATEGIES (CONT.)

SOLICITING
PARTICIPATION BY
DEVELOPERS

Even if a city does not have a percent-for-art ordinance in place, nor a significant number of city-funded OIP projects (both of which would guarantee a certain number of public art projects per year), it may still be possible to secure funding from capital projects for public art by working with the private sector.

In cities around the nation, private developers are realizing that commissioning works of art for their projects benefits more than their bottom line. They can:

- Improve employee and tenant working environments;
- Create a unique look or landmark feature for the project;
- Demonstrate a larger civic commitment; and
- Translate into higher rents and a more desirable office location.

For city agencies, expenditures on public art projects can:

- Highlight and publicize agency initiatives, missions and objectives;
- Communicate important information or instructions to the public (public service messages such as the importance of recycling are natural subjects for public art works);
- Contribute to the community's acceptance of a plant or facility in which they are to be sited; and
- Increase the public's recognition of the important work provided by that agency or city department.

The first step to soliciting developer participation is to take stock of the public and private investment occurring in a specific city. For example, in 2002 in Mobile, AL, nearly \$400 million in public and private investment was underway. Private projects included the \$165 million RSA Tower; a newly constructed \$75 million Mobile Register Building; and a \$1.2 million Larkin Music Center. Public sector funded projects included the \$90 million GSA Federal Courthouse (with its own 1% for art budget); a \$9 million Social Security building; a \$16 million federal government rehabilitation of a train station as a multi-modal transportation/retail center; and the Mobile Landing/Alabama State Docks expansion and waterfront park project, which had a budget of \$40 million.

In cases such as this, public-art program staff or committee members solicit private developers regarding introducing works of public art into their projects. This is done in as timely a manner as possible – the earlier art is introduced into project plans, the better. There are a number of ways of encouraging the development community in funding public art projects:

1. Include art in the incentive package given to developers. For example, developers are often requested or required by cities to provide parking, a certain number or amount of coverage by street trees, curbs and sidewalks, etc. Public Art could be added to this list, or developers given the opportunity to include public art in a project as a way of meeting the requirement for providing these kinds of on-site amenities. Fees paid by developers, or requirements that developers provide more affordable housing or a park as part of a project, also could be set aside to fund works of public art. In Portland, OR, public art is acceptable as an alternative to meeting the city's requirements for ground floor windows (no blank walls at street level).

2. In instances where a Nexus or Environmental Impact Study has been ordered to determine the potential negative impacts of a project, a percentage of the fees paid by a developer as part of this mitigation could be set aside for a public art project, where the art would be considered a mitigation tool.

3. Have the "plaza bonuses" or floor-area ratio bonuses, given to developers who set aside a certain amount of ground floor as public space, also be awarded for including public art. In Portland, OR, development projects where one percent of total construction costs are committed to public art receive a floor-area ratio bonus of 1:1. All, or at least 25%, of these funds are deposited in the Public Art Trust Fund for use on projects in other sites around the city. The City of Tampa, FL, encourages "any private developer/owner who applies to the city for building permits to construct or reconstruct a commercial or municipal structure to commit one percent of construction costs, up to \$200,000, to the provision of fine art in conjunction with such commercial structure" or to elect instead to donate to the city an amount equivalent to the one percent. In addition, every building or construction permit pulled for the construction or reconstruction of a commercial or municipal structure is reported to the public art committee.

No matter how the developers are encouraged to fund art, they are responsible for maintaining and conserving works once they have been commissioned. Developers need their own advisors or consultants and/or a public art review panel can be convened on private projects to ensure quality and that the artwork(s) commissioned complies with the overall goals of the public art policy and public art vision of the city.

IMPLEMENTATION STRATEGIES (CONT.)

ALTERNATE SOURCES OF FUNDING

Funding for public art has come from:

- TIF (Tax increment financing) of vacant buildings for use by artists for housing and studios (Memphis, TN);
- Foundation grants, including those from National Endowment for the Arts (NEA) and National Endowment for the Humanities (NEH);
- Neighborhood appeals;
- Parking meter revenue;
- Hotel/motel taxes (Transient Occupancy Tax);
- Sales tax revenue,
- Proceeds from the sale of city land;
- Funds pooled with the municipality;
- State and city governments;
- Historical societies and commissions;
- Local companies (including locally based branches of national corporations);
- Utilities;
- Arts councils and advisory boards;
- Museums; and
- Art centers

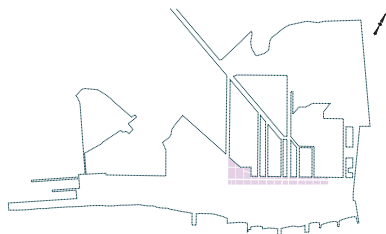
Potential strategies to raise funds for a public-art policy could be to:

- Tie funding of public art to a possible (foundation) endowment for the care and management of downtown parks and public spaces. The endowment could pay for art selection, commissioning, and maintenance.
- Tax large-scale events and festivals to pay for art.
- See if your project would make you eligible for a state tax credit for historic renovation.
- Have City Council members fund public art projects in communities within their districts.
- Use the public art policy as a marketing tool to funders.
- Have a 501(c)(3) administer the public art program, so that donated monies could be used tax-free and would represent taxable deductions for donors.

ADMINISTERING THE MONEY

A Public Art Trust Fund can be set up as a discreet fund of a Public Art Program. Public art program staff would deposit all funds earmarked for public art projects — be they from public or private sources, or donated or bequeathed to the city for works of art — into this Fund. Each project can be assigned to a separate account within the trust, or at least a specific project number used for tracking payments and disbursements. Additional

funds can be deposited into the Public Art Trust Fund for a project's contingency, or for use on other types of public art projects, both new and existing. The Public Art Program would contract with artists and pay them from this Public Art Trust Fund, which would follow standard accounting procedures and practices.



CENTRAL BUSINESS DISTRICT

OVERVIEW

The design principles for Central District encourage the development of mixed-use projects with the emphasis on office, possibly accommodating municipal and state tenants along with new industries that may locate in the City.

This district should utilize the successful 'Walk' project as a catalyst for activity, and act as the gateway into the heart of the City.

IMPROVEMENT INITIATIVES

CONSOLIDATE STATE & MUNICIPAL OFFICE ACTIVITIES NON-GAMING INDUSTRIES

- Consolidate state and municipal office activities in order to cause office development in the CBD District.
- Solicit other non-gaming industries to be located in Atlantic City such as health, technology, energy, transportation, etc. in order to cause office development.

IMPLEMENTATION STRATEGIES

CREATE EDS & MEDS DISTRICT

A number of stakeholders have expressed an interest in establishing a robust "Eds & Meds" district centered on AtlantiCare's Regional Medical center. The concept could potentially flourish in a campus-like setting incorporating Atlantic Cape Community College, Stockton College, a charter school, Reliance Medical Center, retail and other entities. Uses could potentially include office, housing, institutional, retail, and other related uses. Given the diversity of the stakeholders and other potential tenants, the initiative would need to come together. One approach would be for the stakeholders to work with a private developer or developers to organize the effort. The stakeholders or tenants secured by the developer would make the lead office, institutional and housing pre-leasing or purchase commitments needed to anchor the development in order to obtain financing. The retail space would likely require the commitment of an owner/operator.

PARK PLACE

OVERVIEW

The design principles for the Park Place District entail a repositioning effort that will create a vibrant mixed-use district in the mid- and long-term.

By creating opportunities for future development, this district will transform over time. As new developments rise, the near-term interim sports and recreation offerings will relocate, providing prime real estate opportunities.

Uses will include commercial and residential.

IMPROVEMENT INITIATIVES

DEVELOPMENT INCENTIVES

- Based on lessening tax and other regulatory restraints to development, encourage partnering and incentive for the development of retail/entertainment, non-casino hotel, resort type residential and entertainment type development in the balance of the areas within the Park Place District.





-4.4.4- LONG TERM INITIATIVES

The Long Term and ongoing Initiatives are those that would commence when Atlantic City has achieved recognition as one of the top three resort destinations of the United States. These large-scale initiatives are market-driven and depend on a continued increase in visitors for longer stays; a robust economy; increased residency of primary middle-income citizens and second homes; the growth of industries beyond gaming, and the continued growth of management and event planning by CRDA and other private organizations.



BADER FIELD

OVERVIEW

Bader Field initiatives seek to create a vibrant, new neighborhood with sustainable residential and civic uses that will attract people from all walks of life and establish urban design and architectural guidelines for the Bader Field area. This will promote visual and physical access to the water while encouraging the creation of a green residential neighborhood. The Master Plan encourages mid-rise and lower-scale residential development on at least 30 percent of land area for open space with support retail to satisfy residential demand. An affordable housing component will be built into the policy to govern development. Projects will focus on sustainable design and meet LEED standards.

Public realm improvements—including gardens, playing fields, passive recreational amenities, and a waterfront pedestrian walkway running along the entire waterfront perimeter of this site—will invite investment and attract a residential community of young professionals, families and empty-nesters who care about the environment and cutting-edge design.



IMPROVEMENT INITIATIVES

CREATE VIBRANT MIXED-USE DEVELOPMENT

- Encourage initial phases of development at Bader Field. Create a vibrant, mixed-use development including Residential, Civic, Office, Entertainment, Food and Beverage and Public realm uses.
- Encourage infrastructure improvements to access and utilities for Bader Field.

INFRASTRUCTURE IMPROVEMENTS



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MARINA DISTRICT

OVERVIEW

As part of the long-term initiatives, the Marina District should include the development of a new resort, either gaming or non-gaming. This new resort would help solidify the economic positioning of the Marina District, and continue its focus as a high-end destination.

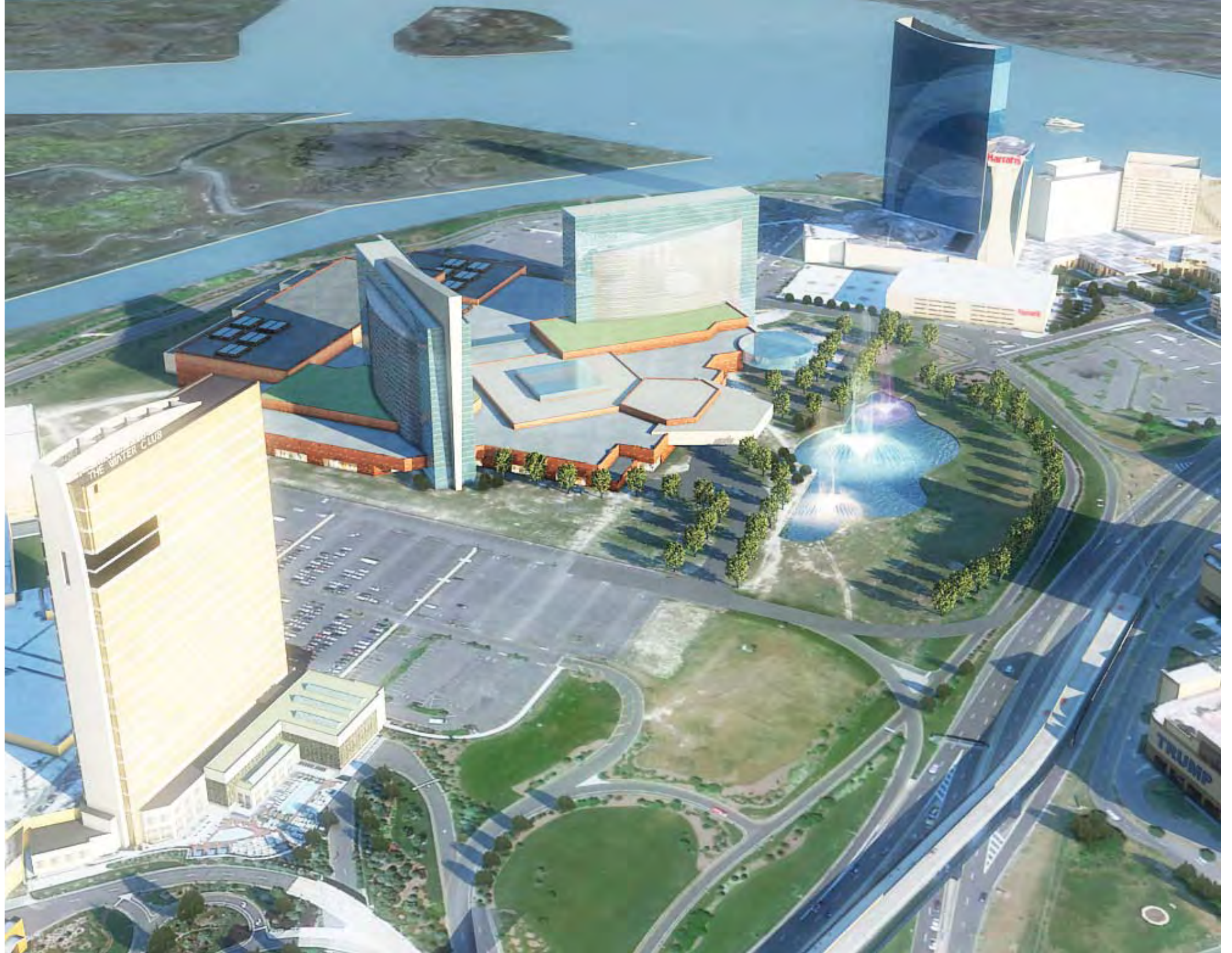
The Marina District is envisioned as more pedestrian and bicycle friendly, with a network of paths and interconnecting properties, as well an opportunity to connect to the natural resources of the Marina District.

IMPROVEMENT INITIATIVES

DEVELOPMENT

- Encourage the development of another casino resort to compliment the existing product;





MARYLAND AVENUE

OVERVIEW

As a Long-Term Initiative, the Maryland Avenue Park is intended to provide a public amenity to tourists and local residents seeking recreation along the water's edge. By creating a meandering park that runs much of the length of the avenue, the residents will have a clean and safe environment for outdoor activity.

IMPROVEMENT INITIATIVES

RELOCATE MARYLAND AVENUE

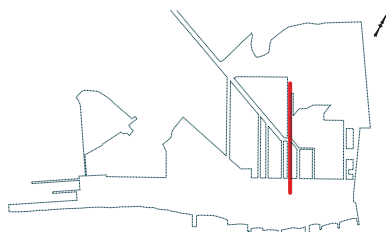
- Relocate Maryland Avenue to allow for a passive linear park along the water's edge.

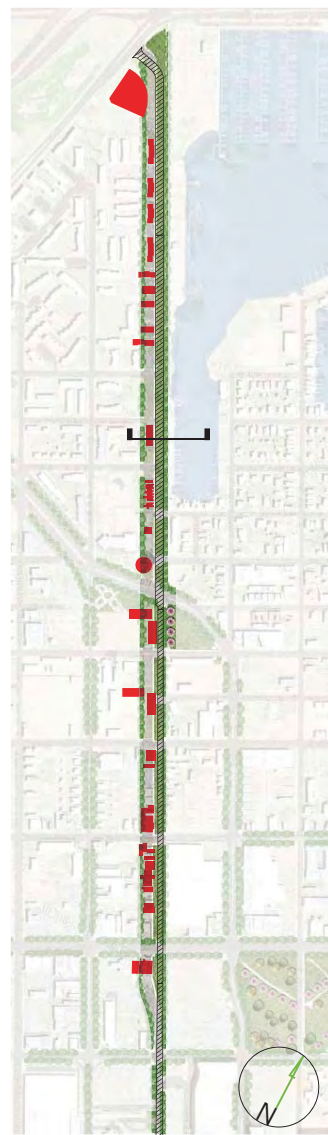
CREATE PASSIVE LINEAR PARK

- Create passive linear park along the water's edge. Park to include side-walks, bicycle lanes, landscape and trees.

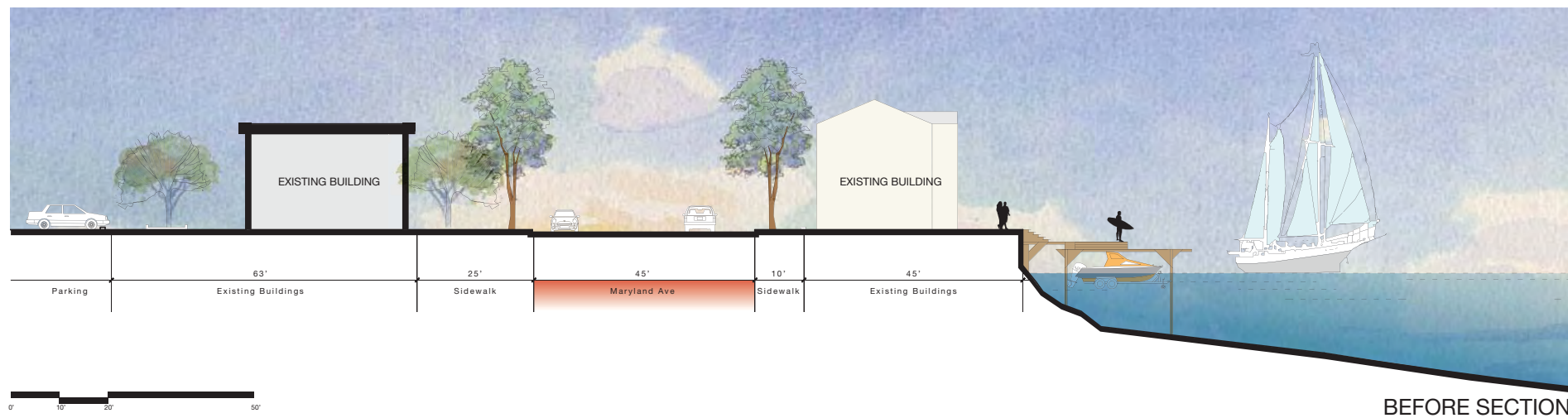
BUILDING IMPROVEMENTS

- Improve existing buildings to include uses conducive to neighborhood park, such as food and drink destinations.

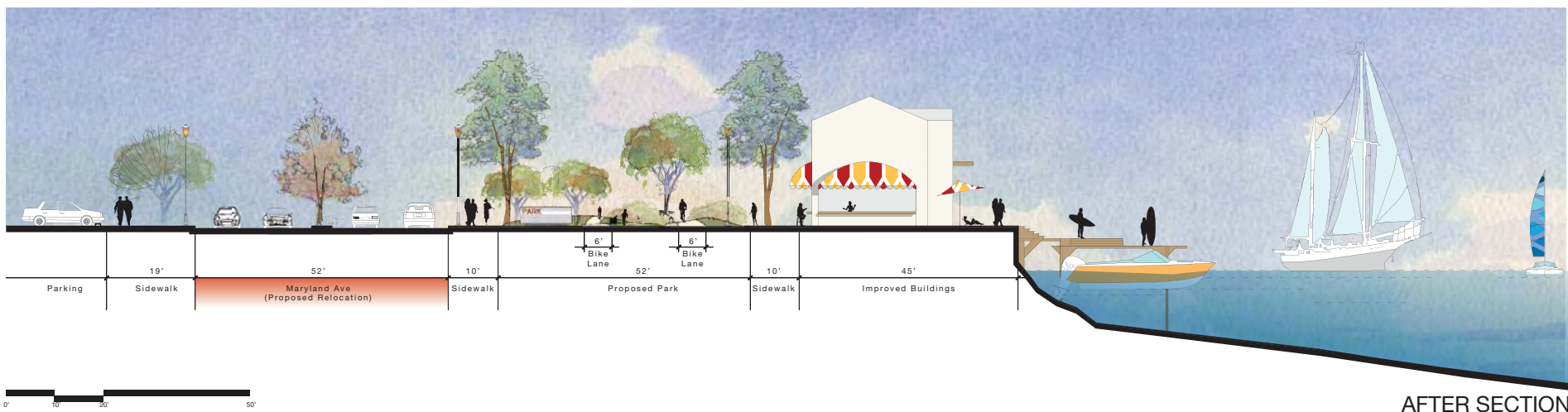




- Proposed Park
- To be Demolished
- Existing Maryland Ave.



BEFORE SECTION



AFTER SECTION

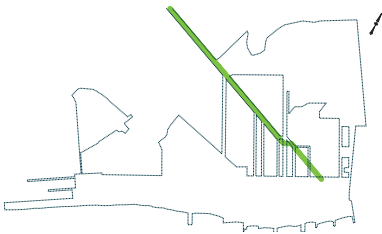
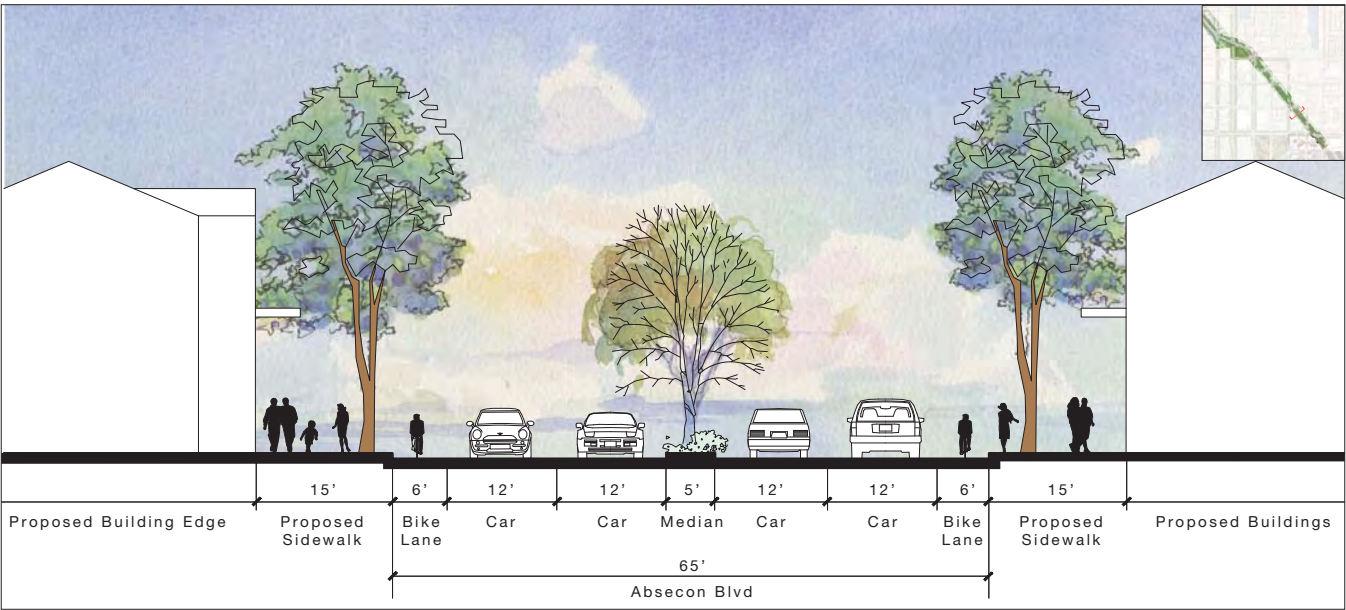
ABSECON BOULEVARD

OVERVIEW

As part of the Long-Term Initiatives, the continuation of Route 30, Absecon Boulevard, creates a direct connection to The Inlet / Boardwalk. By establishing a connecting pedestrian boulevard, a new landscaped thoroughfare is born, and bicycle and pedestrian access is improved without affecting vehicular traffic patterns.

IMPROVEMENT INITIATIVES

- EXTENSION OF ABSECON Boulevard.
- Continue Absecon Boulevard through the The Inlet District to the beach / Boardwalk.





4.5



CIRCULATION

Based on the studies put forth by the October 2008 Atlantic City Regional Transportation Plan - Volume II (DMJM Harris | AECOM), the following exhibits are the Master Plan's recommendations for improving the traffic circulation of Atlantic City at the regional level as well as the local level (Tourism District).

Regional Strategy:

- | | |
|-------------|-------------|
| Project 4 | Project 17* |
| Project 5 | Project 18 |
| Project 6* | Project 20* |
| Project 7* | Project 21* |
| Project 13* | Project 22 |
| Project 15* | Project 24 |
| Project 16* | |

Local Strategy:

- Project 2
- Project 3
- Project 8*
- Project 9
- Project 19*
- Project 26*
- Project 27*

* Asterisks denote an indication in the diagrams.

Acronyms:

- Atlantic City Expressway (ACE)
- Atlantic City Rail Line (ACRL)
- Atlantic City International Airport (ACY)
- Bus Rapid Transit (BRT)
- Garden State Parkway (GSP)



-4.5.1- EXISTING REGIONAL CIRCULATION



-4.5.2- PROPOSED REGIONAL CIRCULATION RECOMMENDATIONS

REGIONAL STRATEGIES:

PROJECT 4:

Provide an easier travel experience to the Marina District and the The Inlet District by improving the signage content (assigning letters rather than numbers) and signage placement along the Atlantic City-Brigantine Connector.

PROJECT 5:

Provide a Regional Traffic Operations Center to handle traffic management for the city and optimize the operations of the city's signals with other municipalities.

PROJECT 6*:

Introduce a fly-over ramp from the northbound GSP Exchange to the westbound ACE to alleviate the high outbound traffic volume and congestion during weekend peak hours.

PROJECT 7*:

Widen the westbound ACE to three lanes in each direction between milepost 8 in Egg Harbor Township to milepost 31 near Route 73 in Winslow Township to alleviate the congestion that occurs in this area.

PROJECT 13*:

Increase the number of daily round trips and add a second track to the existing ACRL to become a viable travel alternative for visitors and workers, especially for those coming from Pennsylvania and Southern New Jersey.

PROJECT 15*:

Improve the regional express bus service during weekend evening peak hours along the ACE, GSP and US 40/322 to service casino visitors and employees as an alternative transportation mode.

PROJECT 16*:

Provide BRT service along an existing right-of-way, the old Newfield Branch rail corridor, between Atlantic City and Mays Landing for casino visitors and employees.

PROJECT 17*:

Construct a multimodal regional transportation center at the Pleasantville Gateway property that would be located next to workforce housing and include a new station, structured parking for 5,000 cars and a direct connection to the ACE.

PROJECT 18:

Improve county road intersections by adding left-turn lanes and ramps for right-turns, controlling where left-turns occur and revising signal timing, upgrading signal equipment and improving signal timing.

PROJECT 20*:

Widen the GSP (add one lane to each direction and widen the shoulders) between Interchange 30 in Somers Point, Atlantic County and Interchange 80 in Toms River, Ocean County to mitigate heavy traffic volumes generated by further casino and resort developments.

PROJECT 21*:

Expand existing interchanges at Exit 40 and Exit 44 and build new interchanges at or near the Atlantic City Service Area and near Ocean Heights Avenue to improve local circulation problems.

PROJECT 22:

Construct a major regional multimodal transportation center at the ACY. The transportation center will improve connections between regional bus, local bus, ACRL and provide convenient parking for transit travelers .

PROJECT 24:

Provide an alternative mode of transportation, the BRT, to connect the airport to Atlantic City.



-4.5.3- EXISTING TOURISM DISTRICT CIRCULATION



-4.5.4- PROPOSED TOURISM DISTRICT CIRCULATION RECOMMENDATIONS

LOCAL STRATEGIES:

PROJECT 2:

Optimize the city's traffic signal network (+/- 190 traffic signals) on Albany Avenue, Christopher Columbus Boulevard, Arkansas Avenue, Martin Luther King Jr. Boulevard and Absecon Boulevard/Delaware Avenue to adjust to real-time traffic flow, especially during peak traffic hours.

PROJECT 3:

Provide a new local "minibus" transit service that will work with existing bus and jitney service to provide a reliable, frequent, convenient and safe transit alternative for both visitors and residents in Atlantic City who do not own a vehicle.

PROJECT 8*:

Provide a slow-speed (bikes, segways, scooters) path that is separated from pedestrian traffic on the Boardwalk for eastbound travel as well as a slow-speed path for westbound travel on the beach side.

PROJECT 9:

Optimize the remaining +/- 95 traffic signals in Atlantic City namely on Arctic Avenue, Baltic Avenue and other localized locations. Upgrades include traffic signal equipment, fiber optics and electronics.

PROJECT 19*:

Increase the Albany Avenue corridor from 4 to 6 lanes from the ACE Interchange and over the Inside Thorofare to increase the capacity of the road and to alleviate the traffic congestion at the West End and Winchester Avenue intersections.

PROJECT 26*:

Provide areas for public docking and mooring for water taxi transportation between Bader Field and the Marina District.

PROJECT 27*:

Provide a network of alternative transportation corridors that accommodate multiple transportation modes such as local minibuses, water taxis and slow-speed vehicles (bikes, segways, scooters, etc.).

4.6

SUSTAINABILITY

In order to create a vision for a sustainable Atlantic City of the future, we must consider the social, environmental and economic environments. By fusing technical sustainability with planning-oriented sustainability, Atlantic City can become a model as a Sustainable Resort Destination. Tapping energy from key elements in the region, including wind and water resources, offers potential ways to reduce net energy use, and to achieve the position as a future model for other cities.

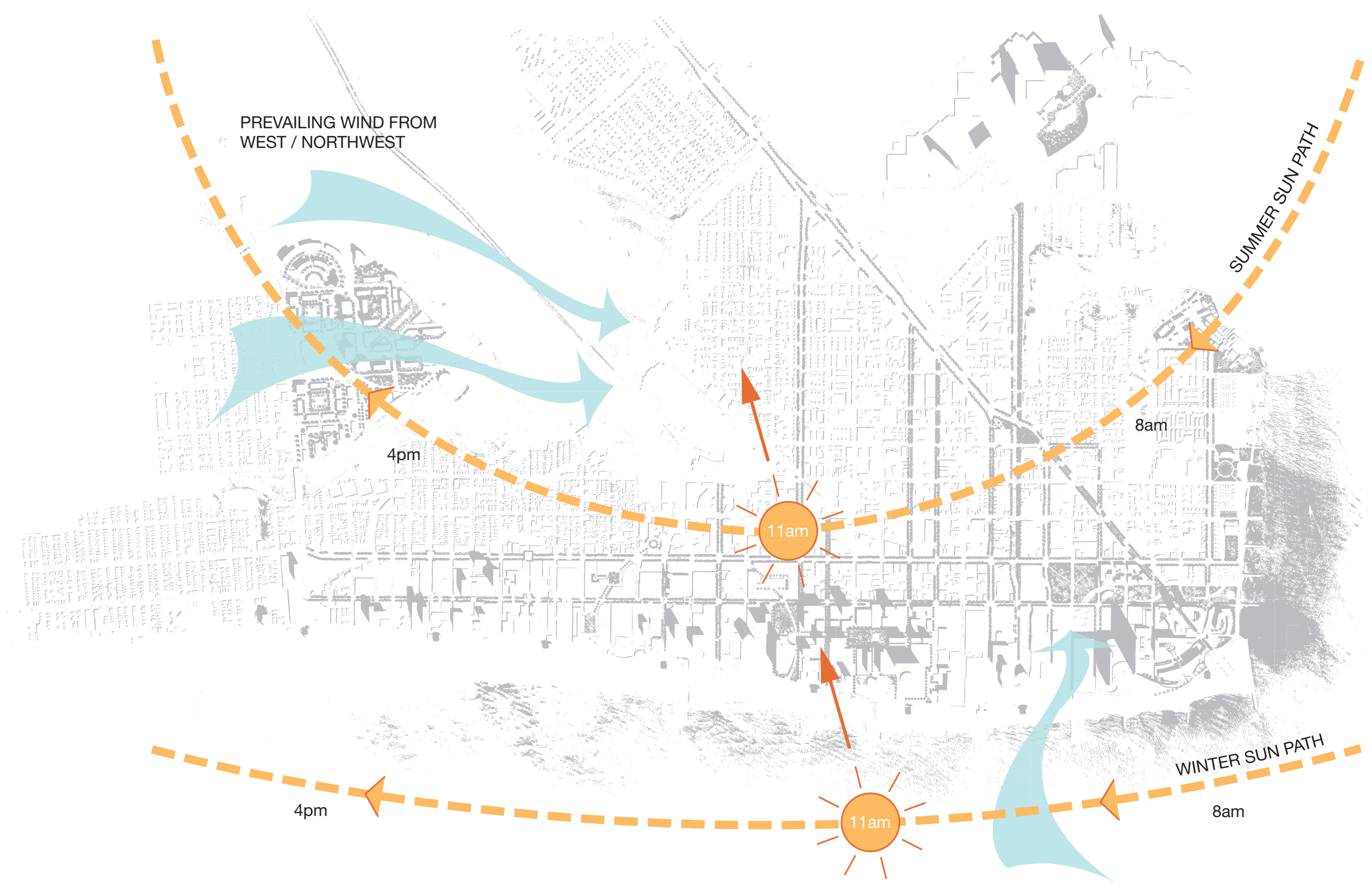
SOCIAL: Instilling a sense of communal pride in the sustainable approach will allow for a greater top-down success pattern of sustainability. By engaging with large corporations who have a strong sense of sustainability, this commitment will benefit the community by setting the standard for energy conservation that supports a clean and green economy.

ENVIRONMENTAL: Encouraging recycling and reuse of large-scale developments is key to ensuring a low overall footprint. Working hand-in-hand with local industries and developers is key to ensuring a focused approach towards bettering the environment.

ECONOMIC: By creating an overall campaign focused on a more sustainable Atlantic City, the overall perception and image of the City will be greatly enhanced. This, coupled with social and environmental initiatives, will help attract large national and international investment into Atlantic City.

SUSTAINABILITY PRINCIPLES





PREVAILING WIND FROM
WEST / NORTHWEST

SUMMER SUN PATH

8am

11am

4pm

WINTER SUN PATH

8am

11am

4pm

4.7

MULTI-SEASONAL PROGRAMMING

By adding specific new events and soft programming, Atlantic City's already successful Calendar of Events will attract more visitors during the week, and in colder months. Programming the Winter, Spring, Summer and Fall seasons with vibrant and eclectic City events for locals and tourists alike will enhance Atlantic City's regional draw.

Creating communal events is key to positioning Atlantic City as a successful city of the future. We see each calendar event as a potential communal and social engine that can revive the urban experience and transform the current environment of Atlantic City.



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WINTER

DECEMBER

- 3: An Irish Christmas at Stockton
- 4: Brunch with Santa
- 4: AC Jazz Festival
- 7: Pearl Harbor Day
- 8: Winter Carnival
- 9: Gershwin on the Boardwalk
- 10: Hanukkah Lights Festival
- 11: The Nutcracker Ballet
- 12: Family Day
- 13: Holiday Caroling at Absecon Lighthouse
- 14: Antiques Day
- 16: Winter Wonderland
- 17: Free Walk-In Movie (sponsored by: AC Weekly)
- 24: Christmas Day
- 31: AC New Years – Pacific Avenue Parade

JANUARY

- 1: New Years Day
- 3: Worlds Music Exposition
- 7: Russian Orthodox Christmas
- 10: Free Walk-In Movie (sponsored by: AC Weekly)
- 11: Regional Jr. High Spelling Bee
- 12: Ice-Skating Competition
- 14: World Spirit Federation's Cheer and Dance Garden State Championship
- 16: Civil Rights Day
- 21: Miss'd America Pageant
- 21: Martin Luther King Day (parade)
- 22: Winter Festival
- 23: Chinese New Year
- 24: Belly laugh Day
- 24: Free Concert: Coldplay
- 27: Atlantic Polar Bear Swim
- 29: Bay Atlantic Symphony at Stockton College

FEBRUARY

- 1: Atlantic City Boat Show
- 1: National Freedom Day, Poetry Reading
- 2: Groundhog Day
- 3: Polka Night
- 4: Cage Fury Fighting Championships
- 4: Black History Month
- 7: Children's Chess Competition
- 9: Winter Festival Closing Ceremony
- 13: Lincoln's Birthday
- 14: AC Valentine's Day Group Wedding, Vow Renewal and Civil Ceremony
- 14: Valentine's Day
- 17: AC Recreational Vehicle and Camping Show
- 20: Washington's Birthday
- 21: Mardi Gras
- 24: Atlantic City Classic Car Show



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SPRING

MARCH

- 1: Ping Pong Tournament
- 2: NJ Home and Garden Show
- 2: AC Restaurant Week
- 2: Read Across America Day
- 3: Doll Festival, Quilt Show
- 6: Blues Carnival
- 11: Daylight Savings Time Starts
- 12: Battle of the Bands
- 13: Laser Show
- 17: St. Patrick's Day
- 18: Roller Derby
- 19: Pet Parade
- 23: Flower Parade
- 30: Atlantic City Boardwalk Rodeo
- 30: Atlantic Beer Festival

APRIL

- 1: April Fools Day, Magic Show
- 3: Renaissance Fair
- 4: Model Boat Show and Races
- 6: Good Friday
- 7: Passover
- 8: Easter Sunday
- 10: Kite Festival
- 12: Bicycle Expo
- 14: Caribbean Folk Festival
- 17: Tax Day
- 18: Free Concert
- 24: Administrative Professionals Day

MAY

- 1: International Beauty Show
- 3: New Jersey Horse Show
- 4: Cinco de Mayo
- 6: National Teacher Day
- 8: Free Concert
- 12: High School Art Show
- 13: Mother's Day
- 14: Skateboard Competition
- 16: Bike to Work Day
- 17: Retro-Fantastic Fair
- 19: Armed Forces Day
- 19: Beer vs. Wine Event
- 22: Chili Cook-off
- 28: Memorial Day



SUMMER

JUNE

- 1: Miniature Golf in the Park
- 2: Ms. New Jersey Senior America Pageant
- 3: Country Music Festival, Square Dancing Contest
- 4: Atlantic City Summer Concert Series
- 7: Shakespeare in the Park
- 11: X Games
- 12: X Games
- 13: Craft Fair
- 14: Flag Day
- 17: Father's Day
- 18: Father's Day Climb
- 18: Book Day
- 19: Model Airplane Expo
- 20: June Solstice
- 23: Chefs at the Shore
- 24: Black Arts Festival
- 29: Model Boat Show and Races

JULY

- 4: Independence Day / Fireworks Show
- 4: Hot Dog Eating Contest
- 6: Auto Show / Parade
- 6: International Night Series Music and Dance
- 8: Masquerade Ball
- 10: Movies Under the Stars
- 12: Rose Show
- 14: Bavarian Festival
- 16: Night Concert for Kids
- 18: Moon Day
- 20: Ramadan Begins
- 22: Parent's Day
- 26: Poetry Reading
- 28: Atlantic City Triathlon

AUGUST

- 2: Atlantic City Singles Night
- 3: Water Balloon Toss
- 4: Tarot Reading and Face Painting
- 6: Atlantic City Summer Concert Series
- 7: The Big Shot Volleyball Championships
- 9: Music Festival
- 12: Family day
- 13: Historical Kentucky Avenue Renaissance Festival
- 14: America's Armed Forces Boardwalk Parade
- 14: Antiques Show
- 16: Climbing Exhibition
- 17: Thunder Over The Boardwalk Air Show
- 19: National Aviation Day
- 22: Adopt a Pet Day
- 24: Free Walk In Movie
- 27: Waltz Night



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FALL

SEPTEMBER

- 2: Lawn Bowling Tournament
- 3: Labor Day
- 4: Chili Cook off
- 4: Atlantic City Comedy Festival
- 6: Free Movie
- 9: National Grandparents Day
- 10: Chalk Art Competition
- 11: Patriot Day
- 14: Outlery Fair
- 14: Shakespeare in the Park
- 16: All American Craft Beer Tasting
- 17: Rosh Hashana
- 18: Atlantic City International Triathlon
- 19: Contemporary Dance Show
- 21: National POW/MIA Day
- 23: Out In AC
- 26: Yom Kippur

OCTOBER

- 1: Child Health Day
- 2: Mid Autumn Festival
- 4: Model Boat Show and Races
- 4: International Jello Appreciation Day
- 7: Irish Festival in Historic Smithville
- 8: Columbus Day
- 9: Kite Festival
- 11: Pumpkin Carving Contest
- 13: Halloween Festival
- 14: Atlantic City Marathon
- 16: Octoberfest
- 17: Boss's Day
- 21: Bird Show
- 23: Bocce Ball Tournament
- 29: Here Come the Mummies
- 31: Halloween

NOVEMBER

- 1: Shangri-la Chinese Acrobatics
- 2: Ethnic Dance Competition
- 4: Daylight Savings – Night Celebration
- 6: Election Day
- 9: Poetry Reading
- 11: Veterans Day – Parade on Atlantic Avenue
- 13: Diwali
- 14: Islamic New Year
- 16: Free Walk-In Movie
- 18: Teen Theater
- 22: Thanksgiving – Parade on Atlantic Avenue
- 23: AC Free: One-Hour Discounts at The Walk on Black Friday
- 23: American Indian Heritage Day

4.8

DESIGN PRINCIPLES

Atlantic City was historically a city that could rely on novelty attributes such as its promotional entertainment, touristic Boardwalk and "resort" persona. Design, with the exception of the piers and some of the buildings, took a back seat to the City's many other faces. Today, the opportunity exists to repair parts of the City that have been neglected and to influence future development, thereby enabling the districts within the City to conform to an overall vision.

The Master Plan seeks to re-establish Atlantic City as a unique destination, and to enhance a variety of visitor destinations within the City. Providing more non-gaming uses will allow the City to grow and sustain its appeal as a resort destination with world-class amenities. Furthermore, the goals of the Master Plan are designed to create a Clean, Safe and Green environment that welcomes not only the visitor, but also the resident. The design principles frame this vision and allow CRDA to draft further regulations and guidelines for enforcement.

DISTRICTS

Boardwalk
 Pacific Avenue
 Atlantic Avenue
 Downbeach
 Chelsea District
 Galleria District
 Midtown
 Michigan Avenue
 Arts District
 City Center
 Kentucky Avenue
 CBD
 Crystal Beach
 The Inlet
 Maryland Avenue
 Gardner's Basin
 Marina District
 Bader Field

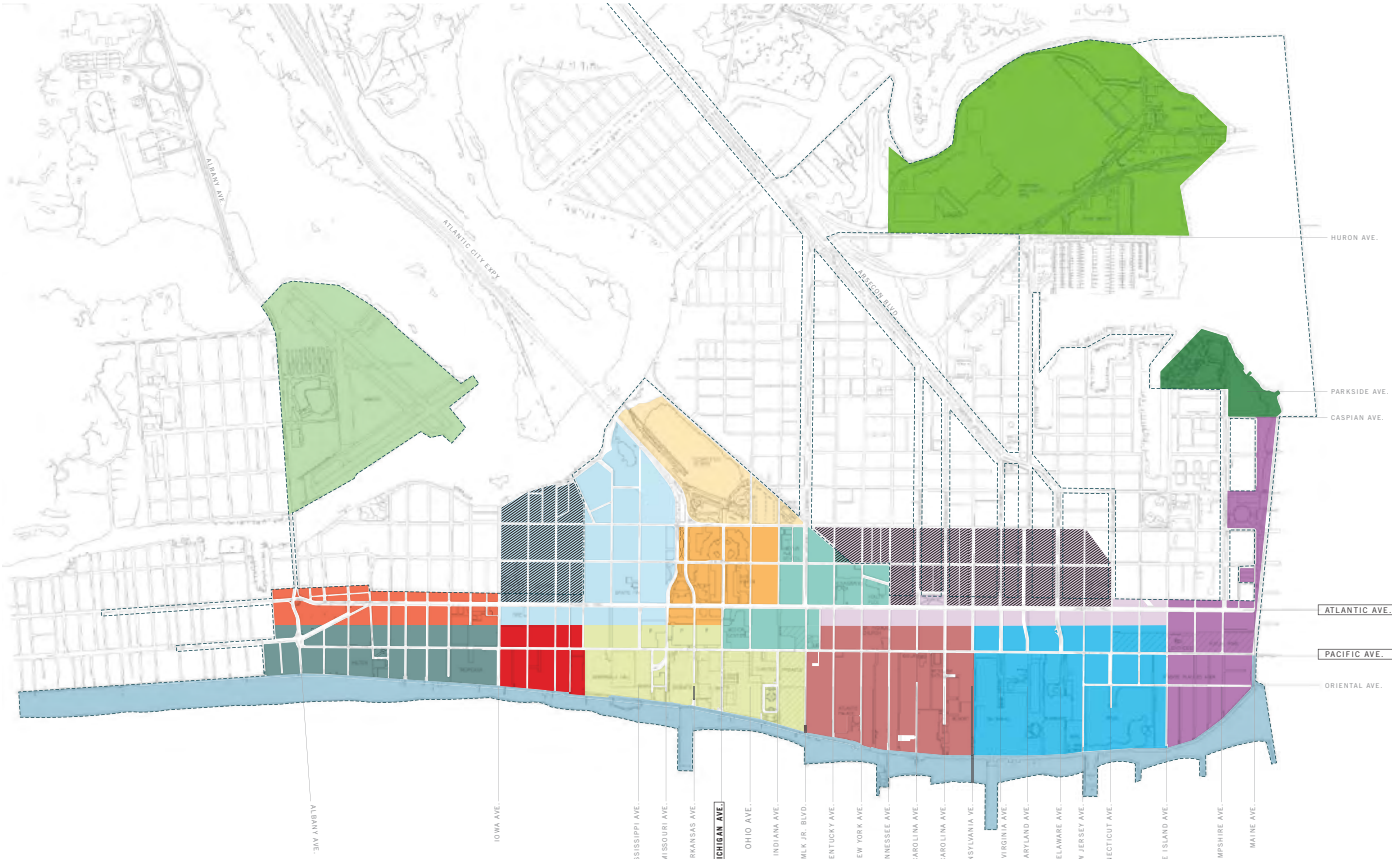
STREETS

Typical street – those within Tourism District, and specifically:

Mississippi Avenue	South Carolina Avenue
Missouri Avenue	North Carolina Avenue
Arkansas Avenue	Virginia Avenue
Ohio Avenue	Delaware Avenue
Indiana Avenue	Connecticut Avenue
Kentucky Avenue	New Hampshire Avenue

Feeder streets – main arteries feeding Atlantic City, including:

- Rte. 40
- Atlantic City Expressway
- Rte. 30
- Maryland
- Dr. Martin Luther King Boulevard.



DESIRABLE USES

Aquarium
Boating / Boat Tour
Broadcast / media studios
Civic
Educational
Events – Sports
Events – Temporary Performance
Events / Performance
Exhibit Space
Fishing Commercial / Industrial
Hotels – Gaming
Hotels – Non Gaming
Marine Research
Mixed Use / Hotel
Mixed Use / Office
Museums
Offices – Medical
Offices – Professional
Public Library
Recreation
Residential – High Density
Residential – Low Density
Residential – Mid Density
Retail / Arts Commercial
Retail / Conventional Commercial
Retail / Supermarket
Retail / Entertainment
Temporary Festivals

NON-DESIRABLE USES

Rescue Missions
Pawn Shops
Check Cashing Establishments
Industrial
Vehicle Repair

DESIRED PROGRAM CONTENT

Atlantic City Experience
Bars
Cafes
Cinema
Design studios
Educational equipment and supplies
Entertainment – Adult
Entertainment – Services and convenience
Entertainment – Small venues
Equipment sale / rental
Fast food
Galleries
Health club
Loft live / work
Lounges (F&B)
Nightclubs
Rehearsal studios
Restaurants
Retail – Chic / designer / upscale
Retail – Concession / novelty (gifts, cards, collectibles)
Retail – Lifestyle
Retail – Local unique
Retail – Media (books, music, edutainment)
Retail – National brand
Retail – Outlet
Retail – Specialty
Retail – Sports
Retail – Supplies sales
Retail – Technology (information and entertainment)
Services and convenience
Small performance venues
Sound stages

BOARDWALK

OVERVIEW

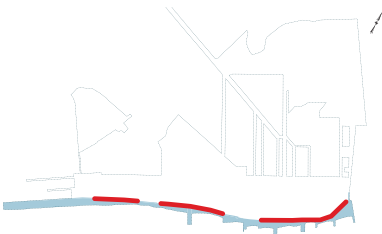
The Design Principles for the Boardwalk District describe the physical characteristics to improve the Boardwalk so that it once again becomes one of the prime tourist destinations of the Northeast Region. By establishing a linear experiential space defined by the interactive elements of the Beach and the facades on its northern edge, the scale of space and animation will make the Boardwalk a highly sought after destination.

The beach side of the Boardwalk will be provided with entertainment attractions and interactive elements such as Innovation Pavilions, decorative improvements, street furnishings, etc. to allow the Boardwalk to become a true entertainment street. Enhancing the city side of the Boardwalk by improving the building façades will allow for a unique street environment of consumption only found in Atlantic City.

Uses along the Boardwalk should contain dynamic and integrated event and performance venues, sponsorship attractions, theatrical lighting, active attractions and the Beach experience. As well, there shall be a residential offering, which takes advantage of Atlantic City's unique coastal position.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

- | | | |
|----------------------------|--------------------------|--|
| Casinos | High Density Residential | Innovation Pavilions |
| Hotels | Retail | Museum / Experiential exhibition space |
| Event / Performance venues | Recreation | Entertainment attractions |



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Planters including local groundcovers, shrubs, and small coniferous and deciduous trees. Planters should be located intermittently on the edges of the Boardwalk, on both edges of building façade, as well as on the beach edge of the Boardwalk.
- Tourist binoculars and other thematic features, to be located on the beach edge of the Boardwalk. Features should be placed hierarchically in order to offer best views of both natural and man-made elements.
- Decorative / artistic drinking fountain Elements to be located adjacent to major pedestrian nodes.
- Local / one of a kind artistic Water Feature Elements, small in size, to be located within public plaza spaces, as well as in the Downbeach, Midtown, Crystal Beach and Inlet Districts.
- "Living Room" seating areas on the beach edge of the Boardwalk, offering viewing of both natural and man-made objects.
- Banner program in conjunction with light poles, to enhance graphic / district identity, as well promote local events / programs. Banner layout to be designed by district.
- Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks. Design of Wayfinding Elements should correlate with a current interpretation of historic Atlantic City design.
- Lighting, both standard and theatrical. Enhance current lighting offering with poles, uplights and theatrical lighting that enhances district nodes along the Boardwalk.
- Eliminating access to underneath the Boardwalk, to further position a clean and safe environment.
- Re-contouring of dunes on beach, to allow for direct views to Beach.

BUILDINGS

CASINO, F & B, AND RETAIL FACADES

- By improving the building façades, it is intended that the Boardwalk experience become more pedestrian friendly and expand the consumer offerings. The intention is to increase visibility between building interior and the Boardwalk, therefore, it is suggested that clear glazing is used.
- The building facades should have a distinct, historically inspired architecture with no continuous storefronts and solid building materials.
- Climatized awnings, blade signage, decorative lighting fixtures and self illuminating, non-can like tenant signage should be encouraged.
- A cornice line at the top of the first floor should also be established to further signify pedestrian scale.
- While seating areas and tasteful merchandise display should be encouraged no façade building lines should encroach onto the Boardwalk right-of-way.
- Façade characteristics should further follow the CRDA's existing Façade Improvement Initiatives.

INNOVATION PAVILIONS

- Pavilions should reflect the nature of the Brand sponsoring it, but should also have an entertainment or edutainment appearance. Since creativity in design is encouraged, the architectural character need not follow any style or precedent but instead be artistic, even colorful in nature. The lighting of the pavilion is encouraged and lighting within the pavilion spilling onto the Boardwalk and beach should be encouraged. Corporate logos should be incorporated into the design of the pavilion and not merely planted on the structure. Pavilions should be built on the beach, but connecting to the beach-side of the Boardwalk. Height and square footage size can vary, depending on location and sponsor. Where applicable, Pavilions should have a dual role as viewing platforms for Ocean viewing.

ROLLING CHAIRS

- The design characteristic of the rolling chairs should be artistic and fun. The shape of the chair should recall historic precedents but not copy past vehicles. The chairs should accommodate a way of enclosing the cab during severe weather but not be designed in a way that detracts from the unique characteristic. Likewise the operators should be provided with a tasteful uniform.

PIER ENTRIES

- All pier entries should be in a repaired and maintained state and should generally conform to the characteristics of the facades. A high intensity of banners, self illuminating lighting and artistic oriented graphics should signify the entries. Can type signs, temporary billboards or notices (except as done in a tasteful framed manner), and poorly designed kiosks should be avoided.

KIOSKS

- Kiosks that offer fast food, concession merchandise, visitor information and other promotions should be provided by small temporary structures that recall historic precedents. Signage, menus, price lists, event schedules, etc. located on kiosks should be done with artistic calligraphy and small simple lighting. The design should be of fine, intricate detailing and be appealing when open or closed. Merchandise should also be artistically displayed.

PACIFIC AVENUE

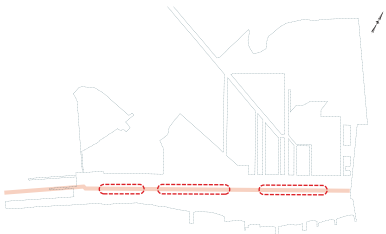
OVERVIEW

The Design Principles for Pacific Avenue are intended to transform the three Pacific Districts—Downbeach, Midtown, and The Inlet—into entertainment zones. By enhancing the newly reclaimed lease spaces with activated sidewalks that will create a more pedestrian-oriented entertainment street, this district will come alive with activity. By offering uses such as restaurants, bars, bistros and night clubs along both sides of Pacific Avenue, the overall feeling of the place will be transformed into that of Atlantic City's iconic destination street. In addition to enabling additional non-gaming uses along Pacific Avenue, the sidewalk hardscape and softscape will also see upgrades.

The Design Principles for Pacific Avenue are intended for specific districts within each casino core, and not along the entire length of the street. Uses along Pacific Avenue should contain trendy restaurants, bars, nightclubs and fashion offerings. Specialty retail and sports establishments should compliment to add to the overall attraction.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Restaurants (indoor / outdoor)	Live entertainment lounges	Mid-density residential / mixed use
Bars (indoor / outdoor)	Chic and trendy fashion retail	Hotel / mixed use
Cafés (indoor / outdoor)	Collectibles and specialty retail	
Nightclubs	Sports establishments	



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Public seating areas for restaurants, bars and cafés. Above and beyond outdoor tenant spaces, these seating areas are meant to activate the sidewalk various hours of the day.
- Designed seatwalls and benches with sophisticated, high end materials. In some cases seatwalls to be integrated with planters. Seatwalls , benches and planters to be located in open spaces along the Pacific Avenue District, and in conjunction with reclaimed lease space.
- Regionally appropriate eclectic landscape material, planted in modern pots as well as permanent planters. Planters can include river rocks or similar, in addition to regionally appropriate shrubs and ground covers,
- Regionally appropriate eclectic deciduous trees, to be planted in modern pots, decorative street grates as well as permanent planters. Trees should be selected for coloring (when flowering) as well as canopy as it relates to the public realm.
- Modern exterior illuminated signage to be used with all uses within the Pacific Avenue District. Signage should reflect clearly the uses, while also providing an overall entertainment atmosphere. Beyond Illuminated signage, the addition of Digital Billboards, to include advertisement programming should be used to animate spaces and generate revenue.
- Wayfinding signage, indicating more specific districting. Signage should be specific to the Pacific Avenue District, and specifically within Downbeach, Midtown and Crystal Beach areas.

Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks.

- District Lighting to include poles, up lighting, down lighting as well as theatrical. Lighting should reinforce a sophisticated entertainment destination, with various colors and degrees of intensity.
- Banner program to be second in hierarchy to lighting and Wayfinding elements. Banners should compliment the identification of the district.
- Using sophisticated materials, water features should be located in open / pedestrian spaces. Features should be passive by nature, and act to enhance the overall image of the Pacific Avenue District. Where applicable, features should have built in seatwalls.
- Enhanced / specialty paving materials should be used on sidewalks and within pedestrian spaces. Paving should be designed to reinforce unique district nodes along Pacific Avenue, and can vary from color, stamped and aggregate concrete to various types of stone. Paving design should correlate with planter layout, bench, seatwall and lighting designs.
- Street vendors and street performers (permit only) should be encouraged to perform in the Pacific Avenue district, to create a sense of discovery.

BUILDINGS

STREET FRONT FACADES

- The design of the façades should reinforce the connection between indoor and outdoor; and, that this street is for entertainment. Therefore, the storefronts along the street should be of clear glazing, be able to open across the entire façade (weather permitting), and allow seating to spill onto the sidewalk. The storefronts should be of infill type with substantial architectural piers between reasonably spaced glazing segments and not of continuous glazing unless it can be demonstrated that a unique design is being offered.
- Building materials should be of solid materials and contemporary but well detailed. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space and moderate façade lighting should be encouraged since there will be media and video displays in upper facades.
- Façade signage should be unique, self illuminating and colorful.
- In areas where it is not possible to reclaim tenant space, those parking areas, service areas, operational areas, etc. should be treated similar to the tenant area facades.
- It should also be noted that arcades may also be desirable or necessary to accomplish the entertainment quality of Pacific Avenue. The arcade architectural design should be consistent with the building facades.
- It is encouraged that second floor reclaimed tenant space to accommodate clubs, restaurants and bars be implemented. A cornice should separate first floor from second floor, however, balconies are also encouraged.

UPPER BUILDING FACADES

UPPER BUILDING FACADES (CONT.)

- Glazing should be clear to allow pedestrian view into the tenant space and to allow interior light to spill onto the street.
- In areas where reclaimed space is not possible, the wall service should be treated similar to the building facades where tenants occur or be provided with media or video displays that add to the animation of the street.
- The existing bridges should become part of the street animation. It is intended that street pedestrian be able to view people on the bridge and that the bridge structure be visually lightened as much as possible. The span/floor should be renovated so as to expose the structure as much as possible in a well detailed manner (this may require encasing existing structural members with a finish material). The walls should be primarily of clear glazing with exposed roof supporting members and heavy glazing mullions. The roof should appear as light as possible.
- The bridges should be exterior lighted and be provided with good interior lighting that expresses safety and contributes to the highlighting of the bridges. No signage should be affixed to the bridges, however, media or video displays that are integrated with the bridge design may be incorporated.

CASINO BRIDGES

ATLANTIC AVENUE

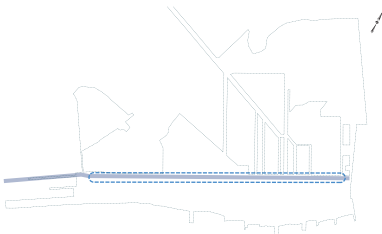
OVERVIEW

The Design Principles for Atlantic Avenue are intended to transform the street into the "Main Street" of Atlantic City. The Master Plan identifies distinct districts along Atlantic Avenue, which have guided the design principles herein. Additionally, the objective is to create a management entity that precipitates growth according to the Master Plan's districting concepts, which will reinforce and integrate with design characteristics. In order to reinforce the commercial nature of the street, it is the goal of the Master Plan to establish Atlantic Avenue as the City's main circulation artery, therefore, maximizing exposure for all tenants and businesses along the Avenue. Additionally, a mixed use environment of residents and/or offices should occur in the floors above grade, thus requiring entries along Atlantic Avenue.

Uses along the Atlantic Avenue should contain commercial, residential and cultural program. The street shall be well illuminated, and provide a clean and safe experience for those who travel it.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Office / Mixed Use	Conventional commercial	Medical offices
Fashion Commercial / Retail	Supermarket	Professional offices
Residential / Mixed Use	Events / Performance (specific to district)	Academic institutions / housing
Arts (working studios /commercial galleries)	Civic	Research offices
Museums	Broadcast / Media Studios	



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Street furniture (including, but not limited to: seating, lighting, landscaping, wayfinding elements and waste systems) to create pedestrian nodes along Atlantic Avenue.
- Public seating benches, placed intermittently along Atlantic Avenue. Seating should be positioned appropriately to not impede pedestrian traffic flow.
- Regionally appropriate landscape material, planted in pots as well as permanent planters. Planters should include regionally appropriate shrubs and ground covers. Planters / Pots should be positioned appropriately to not impede pedestrian traffic flow.
- Regionally appropriate deciduous trees, to be planted in decorative street grates. Trees should be selected for canopy shape, color, and cleanliness as it relates to the public realm.
- Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks. Kiosks should be positioned and located appropriately so as to not impede pedestrian traffic flow.
- District Lighting to include poles, down lighting as well as unique pedestrian lighting elements. Lighting should reinforce a clean, safe and vibrant zone. Unique pedestrian lighting elements can include tree lanterns and string lights, as appropriate per district along Atlantic Avenue.
- Banner program to be implemented across Atlantic Avenue. Banners to positioned from building to building, perpendicular to Atlantic Avenue, in appropriate districts. Banners to reinforce district identification, as well as promote events and program. Vertical banners should be placed on lighting elements to provide a second level of event promotion and program.
- Paving should be modest, yet refined. Can include various forms of concrete: color, stamped and aggregate. Hierarchic intersections should be denoted with specialty paved cross walks.
- Vehicular and pedestrian signage systems should be digital / LED, and be up to date with the most current available technology to promote safety and visibility.
- State of the art bicycle racks should be located within the pedestrian nodes, and to promote an ease of circulation for cyclists.
- Electric vehicle charging stations should be located along Atlantic Avenue, in parking areas, where applicable.
- State of the art pedestrian waste management bins (trash and recycling) to be located within pedestrian nodes, and in conjunction with other street furniture.

BUILDINGS

STREET FRONT FACADES

- All security grilles and gates, poorly designed signage that does not conform to the design principles, and other applied elements should be removed from all buildings along Atlantic Avenue.
- In many instances, existing facades are of a historic nature or are well designed. These should be put into a repaired and maintained state and glazing should be clear.
- The design of the facades should reinforce the "Main Street" commercial edge. The storefronts along the street should be of an infill type with substantial architectural piers and corners, be of clear glazing, and be well lighted. There should be a distinct cornice between first and second floor and the parapet should have a distinct top cornice.
- Building materials should be of solid materials and contemporary but inspired by historic architecture. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space.
- Façade signage should be unique, self illuminating and sophisticated.
- Infill awnings are encouraged at merchant entries or within the glazed infill areas. Long continuous awnings should be avoided.

UPPER BUILDING FACADES

- It is encouraged that second floor reclaimed tenant space to accommodate offices, fine dining, and offices be implemented. Balconies are not encouraged.
- Glazing should be clear to allow interior light to spill onto the street.

DOWNBEACH

OVERVIEW

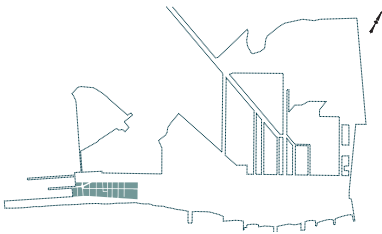
The Design Principles for the Downbeach District recommend a sophisticated yet casual environment, highlighting a future live/play destination. With the addition of The Arcade District adjacent, and the adding of a light feature attraction, this district will become a coastal icon.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Restaurants (indoor / outdoor)
Bars (indoor / outdoor)
Café's (indoor / outdoor)
Nightclubs

Live entertainment lounges
Chic and trendy fashion retail
Collectable and specialty retail
Casinos

Hotels
Medium and High Density Residential
Entertainment



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Ample street lighting, both indoor and outdoor, to provide a safe / high visibility environment. Lights can be on poles, uplights from paving, wall sconces and downlight / theatre from building facades.
- Theatrical lighting in Downbeach District along the Boardwalk. Lighting to be introduced as an overall design experience, including illumination from, and not limited to: the Boardwalk, building facades along the Boardwalk, poles and structures, beach illumination.
- Indoor / Outdoor landscaping, including pots and planters. Landscape to include regionally appropriate indoor / outdoor material, chosen for its cleanliness and growth shape. Where applicable, narrow in-grade "pocket" planters to be added to building edges, with vines and other creeping landscape planted.
- Indoor trees, planted in either tree grates or decorative planters, to be located in public plazas retail spaces within the Galleria District.
- Environmental signage and graphics program to focus on a clarity of the Downbeach District, and navigating the visitor through it. Given the narrowness of streets, signage should be vertical by nature, and be sophisticated yet casual.
- Where applicable, second level terrace space (restaurant, residential or retail) to overlook below, and should be landscaped.
- Public spaces should be predominantly focused along the Boardwalk, Pacific Avenue, Atlantic Avenue and within the Galleria District. Street furniture and lighting should conform to those districts hierarchically first, and then the Downbeach District.

BUILDINGS

BUILDING MASSING AND OVERALL DESIGN

FIRST FLOOR STOREFRONTS AND PODIUMS

- The massing and building orientation is to follow current planning guidelines.
- New buildings should avoid the use of all glass facades, should be contemporary but be inspired by historic architectural shapes and detailing, and should have a clear base, shaft, and top design. It is encouraged that the building be of a punched window design in lieu of flush facades with clear glazing.
- The tower element should be exterior lighted and building signage should be located at the top of the building and be of interior lighted individual letters.
- All service areas should be concealed, and service, mechanical and non-public use areas should be design to be integrated into the architecture.
- It is the intention of the Master Plan the all streets in the City are walkable, pedestrian friendly, clean, and safe. Therefore, the ground level and podium facades should be provided with either tenant spaces or of an architecture that is similar to tenant storefront design.
- The storefronts along the street should of infill type with substantial architectural piers and corners, be of clear glazing, and be well lighted. There should be a distinct cornice between first and second floor and the parapet should have a distinct top cornice.
- Building materials should be of solid materials and contemporary but inspired by historic architecture. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space and moderate façade lighting should be encouraged since there will be media and video displays in upper facades.
- Façade signage should be unique, self illuminating and sophisticated.
- It is encouraged that second floor tenant space to accommodate clubs, restaurants and bars be implemented. A cornice should separate first floor from second floor, however, balconies are also encouraged.
- Glazing should be clear to allow pedestrian to view into the tenant space and to allow interior light to spill onto the street.
- In areas where lease areas are not provided, the wall surface should be treated similar to the building facades where tenants occur.

BRIDGES

- Should new buildings incorporate bridges it is intended that street pedestrians be able to view people on the bridge and that the bridge structure be visually lightened as much as possible. The span/floor should be of an exposed structure as much as possible in a well detailed manner. The walls should be primarily of clear glazing with exposed roof supporting members and heavy glazing mullions. The roof should appear as light as possible.
- The bridges should be exterior lighted and be provided with good interior lighting that expresses safety and contributes to the highlighting of the bridges. No signage should be affixed to the bridges, however, media or video displays that are integrated with the bridge design may be incorporated.

CHELSEA DISTRICT

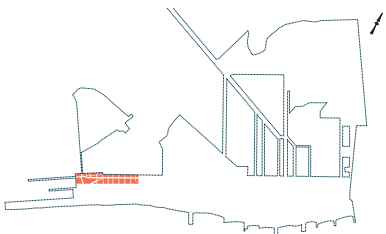
OVERVIEW

The Design Principles for the Chelsea District encourage unique, eclectic, one-of-a-kind fashion stores and cafes that have an intimacy and scale that provide a unique experience for the visitor. The Chelsea District provides offerings unavailable to visitors anywhere else. In compliment to the "main street" feel of the Atlantic Avenue District, the Chelsea District provides an even further level of locality.

The Chelsea District is one which is influenced by both the Arts District to the East and Ventnor City to the West. The transitions between each district allow for a highly unique offering, and promote local influence and prosperity.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

- | | |
|------------------|-------------------------|
| Boutique Fashion | Mixed Use |
| Boutique Retail | Low density residential |
| Office | Cafés and restaurants |



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Street furniture (including, but not limited to: seating, lighting, landscaping, wayfinding elements and waste systems) to create pedestrian nodes along Atlantic Avenue within the Chelsea District.
- Public seating benches, placed intermittently along Atlantic Avenue and lateral streets within the Chelsea District. Seating should be positioned appropriately to not impede pedestrian traffic flow.
- Regionally appropriate topiary landscape material, planted in pots as well as permanent planters. Planters should include regionally appropriate shrubs and ground covers. Planters / Pots should be positioned appropriately to not impede pedestrian traffic flow, and should be artful by nature.
- Regionally appropriate deciduous trees, to be planted in decorative street grates. Trees should be selected for canopy shape, color, cleanliness and playfulness as it relates to the public realm.
- Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks. Kiosks should be positioned and located appropriately so as to not impede pedestrian traffic flow.
- District Lighting to include poles, down lighting as well as unique pedestrian lighting elements. Lighting should reinforce a clean, safe and vibrant zone. Unique pedestrian lighting elements

can include tree lanterns and string lights highlighting specific nodes within the Chelsea District.

- Vertical banners should be placed on lighting elements to provide event promotion and program.
- Paving should be sophisticated yet artistic, to include various forms of concrete: color, stamped and aggregate. Specialty paving areas to include unit pavers, stones and tiles. Hierarchic intersections should be denoted with specialty paved cross walks.
- State of the art bicycle racks should be located within the pedestrian nodes, and to promote an ease of circulation for cyclists.
- Electric vehicle charging stations should be located in applicable parking areas within the Chelsea District both along Atlantic Avenue and the lateral streets.
- State of the art pedestrian waste management bins (trash and recycling) to be located within pedestrian nodes, and in conjunction with other street furniture.
- Local tenant / merchant signage / chalkboards should be located on the sidewalk to reinforce the boutique nature of the Chelsea District.
- Public art should be placed appropriately to pedestrian spaces, and should reflect local artisans.

BUILDINGS

STREET FRONT FACADES

- The design of the façades should be very unique, with possible use of ornamental iron glazing, vines or wall planting, historic looking hardware and light fixtures, and period self illuminating lighting. Awnings, while climatized, should be of unique design; colorful – almost European in nature. The storefronts along the street should be of an infill type with substantial architectural piers and corners, be of clear glazing, and be well lighted. There should be a distinct cornice between first and second floor and the parapet should have a distinct top cornice.
- Building materials should be of solid materials and contemporary but inspired by historic architecture. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space.
- Façade signage should be unique, self illuminating and sophisticated.
- Infill awnings are encouraged at merchant entries or within the glazed infill areas. Long continuous awnings should be avoided and, while climatized, should be of unique design; colorful – almost European in nature.
- Ornamentation, detail elements, blade signs, flag poles, simple planters, etc., applied to the facades in a tasteful manner is encouraged according the individual district that follow.
- Stores should be encouraged to display their merchandize along the sidewalk adjacent to their stores but in a tasteful and artful manner.

UPPER BUILDING FACADES

- It is encouraged that second floor reclaimed tenant space to accommodate offices, fine dining, and offices be implemented. Balconies are not encouraged.
- Glazing should be clear to allow interior light to spill onto the street.

GALLERIA DISTRICT

OVERVIEW

As part of the mid-term initiatives of phasing, the Galleria District will connect the Downbeach District to the Midtown District with a series of skylighted, arcaded retail spaces. Building off of the successful "The Quarter" commercial district at the Tropicana, new, intimate interior retail streets are created along the existing city blocks.

With an internal network of glass arcades, visitors are connected with both an indoor and outdoor experience providing them with dining, retail and public space amenities.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

- | | |
|--|---|
| Art-related retail | Museums / exhibit |
| Art Galleries | Restaurant / cafés |
| Studios / low-density Office | Foundry / other art-related production uses |
| Low-density loft / live-work residential | |



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Street furniture (including, but not limited to: seating, lighting, landscaping, wayfinding elements and waste systems) to create pedestrian nodes within the Galleria District.
- Regionally appropriate landscape material, planted in pots as well as permanent planters. Planters should include regionally appropriate shrubs and ground covers.
- Indoor street lighting to create a safe, high visibility environment. Lights can be on poles, up-lights from paving, wall sconces and downlight / theatre from building facades / canopies.
- Indoor landscaping, including pots and planters. Landscape to include regionally appropri-

ate indoor material, chosen for its cleanliness and growth shape. Where applicable, narrow in-grade "pocket" planters to be added to building edges, with vines and other creeping landscape planted.

- Indoor trees, planted in either tree grates or decorative planters, to be located in public plazas retail spaces within the Galleria District.
- Indoor / Outdoor public spaces, defined by the edges of the Galleria and Downbeach Dis-tricts.

BUILDINGS

BUILDING MASSING AND OVERALL DESIGN

- The massing and building orientation is to follow current planning guidelines.
- New buildings should avoid the use of all glass facades, should be contemporary but be in-spired by historic architectural shapes and detailing, and should have a clear based shaft and top design. It is encouraged that the building be of a punched window design in lieu of flush facades with clear glazing.
- The tower element should be exterior lighted and building signage should be located at the top of the building and be of interior lighted individual letters.
- All service areas should be concealed, and service, mechanical and non-public use areas should be design to be integrated into the architecture.

FIRST FLOOR STOREFRONTS AND PODIUMS

- It is the intention of the Master Plan that all streets in the City are walkable, pedestrian friendly, clean, and safe. Therefore, the ground level and podium facades should be provided with either tenant spaces or of an architecture that is similar to tenant storefront design.
- The storefronts along the street should be of an infill type with substantial architectural piers and corners, be of clear glazing, and be well lighted. There should be a distinct cornice between first and second floor and the parapet should have a distinct top cornice.
- Building materials should be of solid materials and contemporary but inspired by historic archi-tecture. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space.
- Façade signage should be unique, self illuminating and sophisticated.
- It is encouraged that second floor tenant space to accommodate clubs, restaurants and bars be implemented. A cornice should separate first floor from second floor, however, balconies are also encouraged.
- Glazing should be clear to allow pedestrians to view into the tenant space and to allow interior light to spill onto the street.
- In areas where lease areas are not provided, the wall surface should be treated similar to the building facades where tenants occur.

GALLERIA INTERIOR SPACES

- It is encouraged that this district be provided with a series of con-nected skylighted pathways and common areas that provide ac-cess to interior commercial uses, residential or offices. The sky-lights should be of clear glass (within the context of LEED), be well detailed and be integrated with the ceiling design.
- Paving within the Galleria spaces should be of tile, brick or other historic recalled design.
- Lighting should be soft but of an intensity to maintain a sense of safety and security.
- The interior Galleria common areas should be provided with floor planters and hanging planters to provide a garden galleries type environment.
- Interior balconies should be contemporary but well detailed and recall some of the heritage detailing but not be historical.
- If possible, stairs should be open railing type and well detailed.

MIDTOWN

OVERVIEW

The Design Principles for the Midtown District are in place to create a central core critical mass with a mix of uses. This District is a diverse one both in use as well in hour of operations. With the addition of the AC Live and AC Circuit developments, this District becomes a 24/7 destination.

As one of the most visible Districts, Midtown must leave a positive lasting impression on its guests.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Restaurants (indoor / outdoor)
Bars (indoor / outdoor)
Cafés (indoor / outdoor)
Nightclubs
Live entertainment lounges

TV / Radio stations / studios
Chic and trendy fashion retail
Collectible and specialty retail
Casinos
Hotels

Medium and High Density Residential
Entertainment
Performance venues
Parks / open spaces
Market



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Public seating areas for restaurants, bars, cafés, TV and Radio Studios and the Marketplace. Above and beyond outdoor tenant spaces, these seating areas are meant to activate the sidewalk during various hours of the day.
- Designed seatwalls and benches to be integrated with planters. Seatwalls , benches and planters to be located in open spaces within public spaces along the AC Circuit and AC Live, as well as in the Marketplace area and Sculpture Park.
- Regionally appropriate landscape material, planted in elegant pots as well as permanent planters. Planters should include regionally appropriate shrubs and ground covers,
- Regionally appropriate deciduous trees, to be planted in elegant pots, decorative street grates as well as permanent planters. Trees should be selected for coloring (when flowering) as well as canopy as it relates to the public realm.
- Modern exterior illuminated signage to be used with all uses within the Midtown District. Signage should reflect clearly the uses, while also providing an overall entertainment atmosphere.

- Wayfinding signage, indicating more specific districting. Signage should be specific to the Midtown District. Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks.
- District Lighting to include poles, up lighting, down lighting as well as theatrical. Lighting should reinforce a modern professional district, varying in design layout based on uses (media vs. Marketplace).
- Using sophisticated materials, water features should be located in open / pedestrian spaces. Features should be passive by nature, and act to enhance the overall image of the Midtown District. Where applicable, features should have built in seatwalls.
- Enhanced / specialty paving materials should be used on sidewalks and within pedestrian spaces. Paving should be designed to reinforce unique district nodes within the Midtown District, and can vary from color, stamped and aggregate concrete to various types of stone. Paving design should correlate with planter layout, bench, seatwall and lighting designs.

BUILDINGS

BUILDING MASSING AND OVERALL DESIGN

- The massing and building orientation is to follow current planning guidelines.
- New buildings should avoid the use of all glass facades, should be contemporary but be inspired by historic architectural shapes and detailing, and should have a clear base, shaft, and top design. It is encouraged that the building be of a punched window design in lieu of flush facades with clear glazing.
- The tower element should be exterior lighted and building signage should be located at the top of the building and be of interior lighted individual letters.
- All service areas should be concealed, and service, mechanical and non-public use areas should be design to be integrated into the architecture.

STREET FRONT FACADES

- The design of the façades should reinforce the connection between indoor and outdoor; and, that this street is for entertainment. Therefore, the storefronts along the street should be of clear glazing, be able to open across the entire façade (weather permitting), and allow seating to spill onto the sidewalk. The storefronts should be of infill type with substantial architectural piers between reasonably spaced glazing segments and not of continuous glazing unless it can be demonstrated that a unique design is being offered.
- Building materials should be of solid materials and contemporary but well detailed. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space and moderate façade lighting should be encouraged since there will be media and video displays in upper facades.
- Façade signage should be unique, self illuminating and colorful.
- In parking areas, service areas, operational areas, etc. the facades should be treated similar to the tenant area facades.
- It should also be noted that arcades may also be desirable or necessary to accomplish the entertainment quality of the district. The arcade architectural design should be consistent with the building facades.

UPPER BUILDING FACADES

- It is encouraged that second floor reclaimed tenant space to accommodate clubs, restaurants and bars be implemented. A cornice should separate first floor from second floor, however, balconies are also encouraged.

BRIDGES

- Glazing should be clear to allow pedestrian view into the tenant space and to allow interior light to spill onto the street.
- In areas where reclaimed space is not possible, the wall service should be treated similar to the building facades where tenants occur or be provided with media or video displays that add to the animation of the street.
- Should new buildings incorporate bridges it is intended that street pedestrians be able to view people on the bridge and that the bridge structure be visually lightened as much as possible. The span/floor should be of an exposed structure as much as possible in a well detailed manner. The walls should be primarily of clear glazing with exposed roof supporting members and heavy glazing mullions. The roof should appear as light as possible.
- The bridges should be exterior lighted and be provided with good interior lighting that expresses safety and contributes to the highlighting of the bridges. No signage should be affixed to the bridges, however, media or video displays that are integrated with the bridge design may be incorporated.

MICHIGAN AVENUE

OVERVIEW

The Design Principles for Michigan Avenue are intended to enliven the street by activating the sidewalks, and create a much more pedestrian oriented entertainment street. By offering uses such as restaurants, bars, bistros and night clubs along both sides of Michigan, the connection from the Convention Center and The Walk to the Boardwalk will be a much stronger one. In addition to enabling additional non-gaming uses on Michigan, the sidewalk hardscape and softscape would also see upgrades.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

- | | |
|--------------------------------|----------------------------------|
| Restaurants (indoor / outdoor) | Live entertainment lounges |
| Bars (indoor / outdoor) | Chic and trendy fashion retail |
| Cafés (indoor / outdoor) | Collectible and specialty retail |
| Nightclubs | |



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Public seating areas for restaurants, bars and cafés. Above and beyond outdoor tenant spaces, these seating areas are meant to activate the sidewalk during various hours of the day.
- Designed seatwalls and benches with sophisticated, high end materials. In some cases seatwalls to be integrated with planters. Seatwalls, benches and planters to be located in open spaces along the Michigan Avenue District, and in conjunction with reclaimed lease space.
- Regionally appropriate landscape material, planted in modern pots as well as permanent planters. Planters can include river rocks or similar, in addition to regionally appropriate shrubs and ground covers,
- Regionally appropriate deciduous trees, to be planted in modern pots, decorative street grates as well as permanent planters. Trees should be selected for coloring (when flowering) as well as canopy as it relates to the public realm.
- Modern exterior illuminated signage to be used with all uses within the Michigan Avenue District. Signage should reflect clearly the uses, while also providing an overall entertainment

atmosphere.

- Wayfinding signage, indicating more specific districting. Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks.
- District Lighting to include poles, up lighting, down lighting as well as theatrical. Lighting should reinforce a sophisticated entertainment destination nearby Pacific Avenue, but become more subtle in nature the closer one gets to the Boardwalk. Lighting should include various colors and degrees of intensity.
- Banner program to be second in hierarchy to lighting and Wayfinding elements. Banners should compliment the identification of the district.
- Enhanced / specialty paving materials should be used on sidewalks and within pedestrian spaces. Paving can vary by color, stamped and aggregate concrete to various types of stone. Paving design should correlate with planter layout, bench, seatwall and lighting designs.

BUILDINGS

STREET FRONT FACADES

- The design of the façades should reinforce the connection between indoor and outdoor; and, that this street is for entertainment. Therefore, the storefronts along the street should be of clear glazing, be able to open across the entire façade (weather permitting), and allow seating to spill onto the sidewalk. The storefronts should be of infill type with substantial architectural piers between reasonably spaced glazing segments and not of continuous glazing unless it can be demonstrated that a unique design is being offered.
- Building materials should be of solid materials and contemporary but well detailed. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space and moderate façade lighting should be encouraged since there will be media and video displays in upper facades.
- Façade signage should be unique, self illuminating and colorful.
- In areas where it is not possible to reclaim tenant space, those parking areas, service areas, operational areas, etc. should be treated similar to the tenant area facades.
- It should also be noted that arcades may also be desirable or necessary to accomplish the entertainment quality of Michigan Avenue. The arcade architectural design should be consistent with the building facades.

UPPER BUILDING FACADES

- It is encouraged that second floor reclaimed tenant space to accommodate clubs, restaurants and bars be implemented. A cornice should separate first floor from second floor, however, balconies are also encouraged.

- Glazing should be clear to allow pedestrian view into the tenant space and to allow interior light to spill onto the street.
- In areas where reclaimed space is not possible, the wall service should be treated similar to the building facades where tenants occur or be provided with media or video displays that add to the animation of the street.

BRIDGES

- The existing bridges should become part of the street animation. It is intended that street pedestrians be able to view people on the bridge and that the bridge structure be visually lightened as much as possible. The span/floor should be renovated so as to expose the structure as much as possible in a well detailed manner (this may require encasing existing structural members with a finish material). The walls should be primarily of clear glazing with exposed roof supporting members and heavy glazing mullions. The roof should appear as light as possible.
- The bridges should be exterior lighted and be provided with good interior lighting that expresses safety and contributes to the high-lighting of the bridges. No signage should be affixed to the bridges, however, media or video displays that are integrated with the bridge design may be incorporated.

ARTS DISTRICT

OVERVIEW

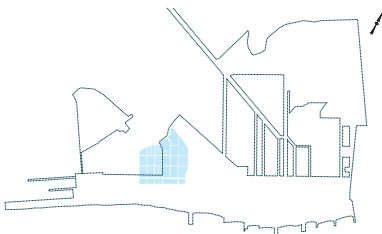
The Design Principles for the Arts District involve the creation of an authentic working artists village. It is important to find a balance between programmed uses / buildings and those which "come up organically".

The District should offer local / regional artists incentives for being located there, and provide them with tools needed to do their jobs.

The District should contain an eclectic mix of retail, galleries, studios and residential. It should embody clean, green and safe, as well as live, work and play.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

- | | |
|--|---|
| Art-related retail | Museums / exhibit |
| Art Galleries | Restaurant / cafés |
| Studios / low-density Office | Foundry / other art-related production uses |
| Low-density loft / live-work residential | |



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Street furniture (including, but not limited to: seating, lighting, landscaping, wayfinding elements and waste systems) to create pedestrian nodes within the Arts District.
- Custom commissioned public seating benches, stools and ottomans to adorn the sidewalks in appropriate areas relative to public gathering.
- Regionally appropriate topiary landscape material, planted in pots as well as permanent planters. Planters should include regionally appropriate shrubs and ground covers. Planters / Pots should be positioned appropriately to not impede pedestrian traffic flow, and should be artful by nature.
- Regionally appropriate deciduous trees, to be planted in decorative street grates. Trees should be selected for canopy shape, color, cleanliness and playfulness as it relates to the public realm.
- Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks. Kiosks should be positioned and located appropriately so as to not impede pedestrian traffic flow.
- District Lighting to include poles, down lighting as well as unique pedestrian lighting elements. Lighting should reinforce a clean, safe and vibrant zone. Unique pedestrian lighting elements can include tree lanterns and string lights highlighting specific nodes within the Arts District.
- Vertical banners should be placed on lighting elements to provide art events and exhibits.
- Paving should be sophisticated yet artistic, to include various forms of concrete: color, stamped and aggregate. Specialty paving areas to include unit pavers, stones and tiles. Hierarchic intersections should be denoted with specialty paved cross walks. In some areas, paving should be designed and installed by local artisans themselves.
- State of the art bicycle racks should be located within the pedestrian nodes, and to promote an ease of circulation for cyclists.
- Electric vehicle charging stations should be located in applicable parking areas within the Arts District.
- State of the art pedestrian waste management bins (trash and recycling) to be located within pedestrian nodes, and in conjunction with other street furniture.
- Local tenant / merchant signage / chalkboards should be located on the sidewalk and wall-mounted. Local merchants / artists to change and transform content on signage regularly.
- Public art should be placed appropriately to pedestrian spaces, and should reflect local artisans. Public art should also be capable of being changed out with frequency.
- Outdoor exhibition space to work in conjunction with art studios / galleries, to offer programmed events on a regular basis.
- Art studio / work spaces to be indoor / outdoor, and in effect utilize not only their property but the sidewalk as well. Artists can use areas to work, display and market their goods.

BUILDINGS

BUILDING FACADES

- The design of the façades should be very unique, with possible use of ornamental iron glazing, vines or wall planting, historic looking hardware and light fixtures, and period self illuminating lighting. Awnings, while climatized, should be of unique design; colorful – almost European in nature. The storefronts along the street should be of an infill type with substantial architectural piers and corners, be of clear glazing, and be well lighted. There should be a distinct cornice between first and second floor and the parapet should have a distinct top cornice.
- If appropriately done, facades of artist galleries or artist studios may be hand painted or of a unique material that is detailed and installed in an artistic manner.
- Building materials should be of solid materials and contemporary but inspired by historic architecture. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space.
- Façade signage should be unique, self illuminating and sophisticated.
- Infill awnings are encouraged at merchant entries or within the glazed infill areas. Long continuous awnings should be avoided and, while climatized, should be of unique design; colorful – almost European in nature.
- Ornamentation, detail elements, blade signs, flag poles, simple planters, etc., applied to the facades in a tasteful manner is encouraged according to the individual district that follows.

UPPER BUILDING FACADES

- It is encouraged that second floor reclaimed tenant space to accommodate studies, cafes, live/work lofts, and offices be implemented. Balconies are not encouraged.
- Glazing should be clear to allow interior light to spill onto the street.

CITY CENTER

OVERVIEW

The Design Principles for City Center District involve the addition of more event / performance spaces / uses to this already successful district.

The District should utilize the successful Walk project as a catalyst for activity, and be the gateway into the heart of the city.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Office / Mixed Use
Conventional Commercial / Retail
Events / Performances



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Public seating / bench areas to incorporate with existing "The Walk" public seating.
- Regionally appropriate landscape material, planted in elegant pots as well as permanent planters. Planters should include regionally appropriate shrubs and ground covers,
- Regionally appropriate deciduous trees, to be planted in elegant pots, decorative street grates as well as permanent planters. Trees should be selected for coloring (when flowering) as well as canopy as it relates to the public realm.
- Wayfinding signage, indicating more specific districting. Signage should be specific to the City Center District. Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks.
- District Lighting to include poles, up lighting, down lighting as well as theatrical. Lighting should incorporate existing lighting layout of "The Walk" to ensure a seamless transition
- Enhanced / specialty paving materials should be used on sidewalks and within pedestrian spaces. Paving should be designed to reinforce unique district nodes within the City Center District, and can vary from color, stamped and aggregate concrete to various types of stone. Paving design should correlate with planter layout, bench, seatwall and lighting designs, specifically of surrounding Convention, Arts District, Midtown and Eds & Meds Districts.

BUILDINGS

STREET FRONT FACADES

- It is intended that this district conform to the building design found at "The Walk". The design of the façades should be simple and contemporary, with infill glazing avoiding continuous glazed storefront design.
- Building materials should be of solid materials and contemporary. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space.
- Façade signage should be self illuminating.
- Infill awnings are encouraged at merchant entries or within the glazed infill areas. Long continuous awnings should be avoided.

KENTUCKY AVENUE

OVERVIEW

The Design Principles for Kentucky Avenue are not intended to recreate the "KY and the Curb" era of nightclubs and entertainment, but rather to pay homage to them, and offer a historical connection.

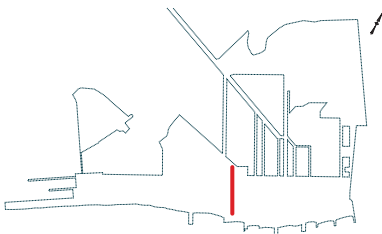
At the intersections of Kentucky Avenue and both Pacific and Atlantic, uses such as nightclubs, restaurants, bars and theatres can help to enliven the street again, and offer it as a prime lateral connection between the city and the Boardwalk.

With music as the theme of Kentucky Avenue, uses such as radio stations, record shops and recording studios set the tone for this historic street.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Radio / Recording studios
Nightclubs
Restaurants
Bars

Fashion Commercial / Retail
Residential / Mixed Use
Museums
Events / Performance



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Street furniture (including, but not limited to: seating, lighting, landscaping, wayfinding elements and waste systems) to create pedestrian nodes along Kentucky Avenue.
- Public seating benches, placed intermittently along Kentucky Avenue. Seating should be positioned appropriately to not impede pedestrian traffic flow.
- Historical / educational interactive displays to be located appropriately to offer visitors a brief history of the District, as well to help guide them to its offerings.
- "Stars of Atlantic City" specialty paving, honoring musicians and entertainers who frequented Atlantic City. Paving to include enhanced color aggregate concrete as well as tile and stone.
- Banners / pageantry on light poles / across Kentucky Avenue (in specific areas) noting musical events, exhibits and history.
- Street musicians (permit only) should be encouraged to perform in the Kentucky Avenue district, to create a sense of connectivity and historic relevance to the district.
- Unique pedestrian lighting elements can include tree lanterns and string lights highlighting specific nodes within the Kentucky Avenue District.

BUILDINGS

STREET FRONT FACADES

- The design of the façades should reinforce the connection between indoor and outdoor; and, that this street is for commerce and entertainment. Therefore, the storefronts along the street should be of clear glazing, be able to open across the entire façade (weather permitting) where music and café uses are provided, and in those instances allow seating to spill onto the sidewalk. The storefronts should be of infill type with substantial architectural piers between reasonably spaced glazing segments and not of continuous glazing unless it can be demonstrated that a unique design is being offered.
- Building materials should be of solid materials and contemporary but well detailed. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space and moderate façade lighting should be encouraged.
- Façade signage should be unique, self illuminating and colorful.

CENTRAL BUSINESS DISTRICT

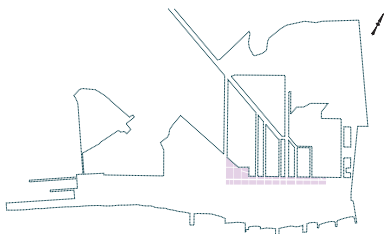
OVERVIEW

The Design Principles for Central Business District involve the creation of a clean, safe and professional district with a focus on office uses, but diversifying with other uses as well.

The District should be highlighted as the CBD of Atlantic City, and should house most small, medium and large-scale corporations. It should provide the user with amenities to fulfill daily life, as well as evoke a sophistication which Atlantic City can become known for.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Office / Mixed Use
Conventional Commercial / Retail
Events / Performances



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Colorful planting, both ground covers and shrubs, to be planted in planters and decorative elegant pots within the CBD, as well as on lateral Streets.
- Flowering deciduous street trees to be planted in planters and tree grates along Atlantic Avenue and lateral streets through this District.
- Planters along sidewalks to include flowering regional groundcover and shrubs.
- Specialty paving with color accents on both the sidewalks and crosswalks. Paving to reflect a sophisticated district, with aggregate concretes and stone.
- Lighting (both poles and uplights) along sidewalks to enhance safe night time community.
- Banner program to use as decoration as well as promotion of both academic and medical offerings.

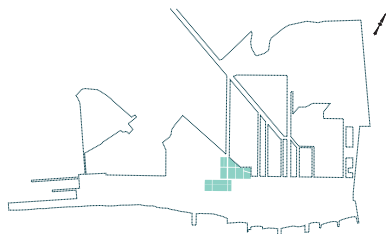
BUILDINGS

BUILDING MASSING AND OVERALL DESIGN

- The massing and building orientation is to follow current planning guidelines.
- New buildings should be contemporary and should have a clear base, shaft and top design. It is encouraged that the building tower forms not sit on a podium but extend to the ground.
- The tower element should be exterior lighted and building signage should be located at the top of the building and be of interior lighted individual letters.
- All service areas should be concealed, and service, mechanical and non-public use areas should be designed to be integrated into the architecture.

STREET FRONT FACADES

- The design of the façades should of a commercial nature and be of a high bay or double story if possible. The storefronts along the street should be of clear glazing and the interior lobby spaces should be well lighted. The storefronts should be of either infill type or continuous glazing and should not have signage attached.
- Building materials should be of solid materials and contemporary and well detailed.
- Tenant signage should be located on exterior monument signs or may be internally lighted specialty logo signage within the interior lobby space.
- Parking areas should be well designed to conceal vehicles; service areas, operational areas, etc. should also be concealed.



EDS & MEDS DISTRICT

OVERVIEW

The Eds & Meds District provides Atlantic City with an academic and professional District aimed at bolstering the long term economy of the City as well as enticing new business and academia. The District has offerings such as:

- The Richard Stockton College: Carnegie Center
- Oceanside Charter School
- Atlantic Cape Community College
- AtlantiCare Regional Medical Center
- AtlantiCare Healthplex

The characteristics of the Eds & Meds District should convey comfort and relaxation, reflective of highly successful medical facilities, as well as indicative of healing and recovery. As well, characteristics should include spaces conducive to learning, exploration and the furthering of Atlantic City.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Medical Facilities / Institutes	Medical retail (pharmaceutical, supplies)
Academic Campuses (primary, secondary and higher education)	Academic retail
Restaurants (indoor / outdoor)	Non-gaming Hotels
Cafés (indoor / outdoor)	Medium and High Density Residential

DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Colorful planting to accent and line Atlantic Avenue and N. Dr. Martin Luther King Blvd. through this District.
- Flowering deciduous street trees to be planted in planters along Atlantic Avenue and N. Dr. Martin Luther King Blvd. through this District.
- Planters along sidewalks to include flowering regional groundcover and shrubs.
- Specialty paving with color accents on both the sidewalks and crosswalks.
- Lighting (both poles and uplights) along sidewalks to enhance safe night time community.
- Banner program to use as decoration as well as promotion of both academic and medical offerings.

BUILDINGS

ACADEMIC AND MEDICAL USES

- The design of the academic buildings should reflect latest design materials and be of a creative/innovative design. Facades should be provided with clear glazing and should be as open as possible.
- Medical buildings should offer technologically advanced features and may expose mechanical areas if they are visually suitable. Both building and glazing materials should reflect the technological or research nature of the building use.
- Parking structures should be of quality design to conceal vehicles. Structures to also include regional vine planting on exterior facades.

MARKET PLACE USES

- It is the intention of the Master Plan there be a community oriented market place within this district that is pedestrian friendly, clean, and safe. The storefronts along the street and within the internal common areas should be of infill type with substantial architectural piers and corners, be of clear glazing to allow pedestrian to view into the tenant space and to allow interior light to spill onto the street. There should be a distinct cornice between first and second floor and the parapet should have a distinct top cornice.
- Building materials should be of solid materials and contemporary but inspired by historic architecture. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space.
- Façade signage should be unique, self illuminating and sophisticated.
- It is encouraged that second floor tenant space to accommodate clubs, restaurants and bars be implemented. A cornice should separate first floor from second floor, however, balconies are also encouraged.
- In areas where lease areas are not provided such as parking and service areas, the wall surface should be treated similar to the building facades where tenants occur.
- Paving within the interior common area should be of tile, brick or other historic recalled design.
- Lighting should be soft but of an intensity to maintain a sense of safety and security.
- The interior spaces should be provided with floor planters and hanging planters to provide a garden galleries type environment.
- Interior balconies should be contemporary but well detailed and recall some of the heritage detailing but not be historical.
- If possible, stairs should be open railing type and well detailed.

PARK PLACE

OVERVIEW

The Design Principles for the Park Place District look to the Long Term Initiatives and future of this very valuable District. The principles are in place to create a high density mixed use District which is comprised of Residential, Hotels, Entertainment amenities and recreation.

The Park Place District should take advantage of prominent views and its proximity to the highly vibrant Boardwalk and Pacific Avenue Districts. Park Place District should become a leading District in hospitality / leisure.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Hotels	Restaurants (indoor / outdoor)	Live entertainment lounges
Medium and High Density Residential	Bars (indoor / outdoor)	Parks / open spaces
Entertainment	Cafés (indoor / outdoor)	
Performance Venues	Nightclubs	



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Public seating areas for public plazas, parks, restaurants, bars and cafés. Above and beyond outdoor tenant spaces, these seating areas are meant to activate the District various hours of the day.
- Designed seatwalls and benches to be integrated with planters.
- Regionally appropriate landscape material, planted in elegant pots as well as permanent planters. Planters should include regionally appropriate shrubs and ground covers,
- Regionally appropriate deciduous trees, to be planted in elegant pots, decorative street grates as well as permanent planters. Trees should be selected for coloring (when flowering) as well as canopy as it relates to the public realm.
- Modern exterior illuminated signage to be used with all uses within the Park Place District. Signage should reflect clearly the uses, while also providing an overall entertainment atmosphere.
- Wayfinding signage, indicating more specific districting. Signage should be specific to the Park

Place District. Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks.

- District Lighting to include poles, up lighting, down lighting as well as theatrical. Lighting should reinforce a modern hospitality district, varying in design layout based on uses (media vs. Marketplace).
- Using sophisticated materials, water features should be located in open / pedestrian spaces. Features should be passive by nature, and act to enhance the overall image of the Park Place District. Where applicable, features should have built in seatwalls.
- Enhanced / specialty paving materials should be used on sidewalks and within pedestrian spaces. Paving should be designed to reinforce unique district nodes within the Park Place District, and can vary from color, stamped and aggregate concrete to various types of stone. Paving design should correlate with planter layout, bench, seatwall and lighting designs.

BUILDINGS

BUILDING MASSING AND OVERALL DESIGN

- The massing and building orientation is to follow current planning guidelines.
- New buildings should avoid the use of all glass facades, should be contemporary but be inspired by historic architectural shapes and detailing, and should have a clear based shaft and top design. It is encouraged that the building be of a punched window design in lieu of flush facades with clear glazing. Balconies are encouraged for the residential uses but not necessarily for the hotel uses.
- The tower element should be exterior lighted and building signage should be located at the top of the building and be of interior lighted individual letters.
- All service areas should be concealed, and service, mechanical and non-public use areas should be designed to be integrated into the architecture.
- Since it is intended that this be a mixed use district that includes residential there should be sufficient open space in conjunction with the activated ground levels.

FIRST FLOOR STOREFRONTS AND PODIUMS

- It is the intention of the Master Plan the all streets in the City are walkable, pedestrian friendly, clean, and safe. Therefore, the ground level and podium facades should be provided with either tenant spaces or an architecture that is similar to tenant storefront design. In the case where storefronts front open space, uses should integrate with landscaping.
- The storefronts along the street should be of an infill type with substantial architectural piers and corners, be of clear glazing, and be well lighted. There should be a distinct cornice between first and second floor and the parapet should have a distinct top cornice.
- Building materials should be of solid materials and contemporary but inspired by historic architecture. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space.
- Façade signage should be unique, self illuminating and playful.
- It is encouraged that second floor tenant space to accommodate clubs, restaurants and bars be implemented. A cornice should separate first floor from second floor, however, balconies are also encouraged.
- Glazing should be clear to allow pedestrians to view into the tenant space and to allow interior light to spill onto the street.
- In areas where lease areas are not provided, the wall surface should be treated similar to the building facades where tenants occur.

CRYSTAL BEACH

OVERVIEW

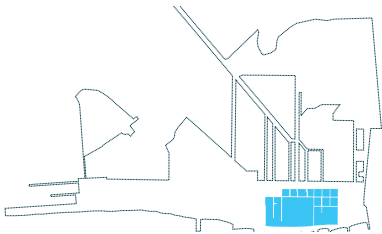
The Design Principles for the Crystal Beach District include upgrades to existing public space, as well as a stronger sense of connection between the Park Place, Inlet and CBD Districts. While the majority of the improvements in this District are along Pacific and the Lateral Streets, the existing Casinos would also see improvements.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Restaurants (indoor / outdoor)
Bars (indoor / outdoor)
Cafés (indoor / outdoor)
Nightclubs

Live entertainment lounges
TV / Radio stations / studios
Chic and trendy fashion retail
Collectible and specialty retail

Casinos
Hotels
Medium and High Density Residential
Entertainment



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Ample street lighting to provide a safe / high visibility environment. Lights can be on poles, uplights from paving, wall sconces and downlight / theatre from building facades.
- Public seating areas for restaurants, bars and cafés.
- Designed seatwalls and benches to be integrated with planters.
- Regionally appropriate landscape material, planted in elegant pots as well as permanent planters. Planters should include regionally appropriate shrubs and ground covers,
- Regionally appropriate deciduous trees, to be planted in elegant pots, decorative street grates as well as permanent planters. Trees should be selected for coloring (when flowering) as well as canopy as it relates to the public realm.
- Modern exterior illuminated signage to be used with all uses within the Crystal Beach District. Signage should reflect clearly the uses, while also providing an overall hospitality atmosphere.
- Wayfinding signage, indicating more specific districting. Signage should be specific to the Crystal Beach District. Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks.
- District Lighting to include poles, up lighting, down lighting as well as theatrical.
- Using sophisticated materials, water features should be located in open / pedestrian spaces. Features should be passive by nature, and act to enhance the overall image of the Crystal Beach District. Where applicable, features should have built in seatwalls.
- Enhanced / specialty paving materials should be used on sidewalks and within pedestrian spaces. Paving should be designed to reinforce unique district nodes within the Crystal Beach District, and can vary from color, stamped and aggregate concrete to various types of stone. Paving design should correlate with planter layout, bench, seatwall and lighting designs.

BUILDINGS

BUILDING MASSING AND OVERALL DESIGN

- The massing and building orientation is to follow current planning guidelines.
- New buildings should avoid the use of all glass facades, should be contemporary but be inspired by historic architectural shapes and detailing, and should have a clear based shaft and top design. It is encouraged that the building be of a punched window design in lieu of flush facades with clear glazing.

FIRST FLOOR STOREFRONTS & PODIUMS

- The tower element should be exterior lighted and building signage should be located at the top of the building and be of interior lighted individual letters.
- All service areas should be concealed, and service, mechanical and non-public use areas should be designed to be integrated into the architecture.
- It is the intention of the Master Plan that all streets in the City are walkable, pedestrian friendly, clean, and safe. Therefore, the ground level and podium facades should be provided with either tenant spaces or of an architecture that is similar to tenant storefront design.
- The storefronts along the street should be of an infill type with substantial architectural piers and corners, be of clear glazing, and be well lighted. There should be a distinct cornice between first and second floor and the parapet should have a distinct top cornice.
- Building materials should be of solid materials and contemporary but inspired by historic architecture. It is encouraged that every tenant façade be different.
- Façade signage should be unique and self illuminating.
- It is encouraged that second floor tenant space to accommodate clubs, restaurants and bars be implemented. A cornice should separate first floor from second floor, however, balconies are also encouraged.
- Glazing should be clear to allow pedestrian to view into the tenant space and to allow interior light to spill onto the street.
- In areas where lease areas are not provided such as parking and service areas, the wall surface should be treated similar to the building facades where tenants occur.

THE INLET

OVERVIEW

The Design Principles for The Inlet District are set in place to create a true vibrant mixed-use district. Coupling new Academic uses, Residential, Entertainment and Food and Beverage uses with the surrounding Districts The Inlet offers a truly unique destination within the city.

Residential uses spark this district with a 24/7 live-work-play feel, and create a constant movement of people as both residents and tourists.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Recreation

Residential

Retail / Entertainment

Event / Performance

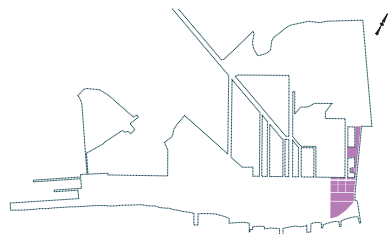
College campus

Educational / Retail

College housing

Research / Laboratory houses

Passive linear parks



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Create a vibrant, green waterfront park along the Boardwalk on the South East edge of The Inlet District. Park should be passive by nature, harboring the natural elements including Wind.
- Create a Wind Element on the beach, along the Boardwalk, which embodies visions of sustainability, innovation, technology and art.
- Public seating areas for public plazas, parks, restaurants, bars and cafés. Above and beyond outdoor tenant spaces, these seating areas are meant to activate The Inlet District various hours of the day.
- Designed seatwalls and benches to be integrated with planters.
- Regionally appropriate landscape material, planted in elegant pots as well as permanent planters. Planters should include regionally appropriate shrubs and ground covers,
- Regionally appropriate deciduous trees, to be planted in elegant pots, decorative street grates as well as permanent planters. Trees should be selected for coloring (when flowering) as well as canopy as it relates to the public realm. Landscape material to be thematic related to Wind.
- Modern exterior illuminated signage to be used with all uses within The Inlet District. Signage

should reflect clearly the uses, while also providing an overall entertainment atmosphere.

- Wayfinding signage, indicating more specific districting. Signage should be specific to The Inlet District. Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks.
- District Lighting to include poles, up lighting, down lighting as well as theatrical.
- Using sophisticated materials, water features should be located in open / pedestrian spaces. Features should be passive by nature, and act to enhance the overall image of The Inlet District. Where applicable, features should have built in seatwalls, and use wind as part of the thematic nature.
- Enhanced / specialty paving materials should be used on sidewalks and within pedestrian spaces. Paving should be designed to reinforce unique district nodes within The Inlet District, and can vary from color, stamped and aggregate concrete to various types of stone. Paving design should correlate with planter layout, bench, seatwall and lighting designs.
- Creation of Academic Campus / Public Spaces whereby students can utilize for various activities.

BUILDINGS

BUILDING MASSING AND OVERALL DESIGN

- The massing and building orientation is to follow current planning guidelines.
- New buildings should avoid the use of all glass facades, should be contemporary but be inspired by historic architectural shapes and detailing, and should have a clear base, shaft, and top design. It is encouraged that the building be of a punched window design in lieu of flush facades with clear glazing.
- The tower element should be exterior lighted and building signage should be located at the top of the building and be of interior lighted individual letters.
- All service areas should be concealed, and service, mechanical and non-public use areas should be designed to be integrated into the architecture.

UPPER BUILDING FACADES

- It is encouraged that second floor reclaimed tenant space to accommodate clubs, restaurants and bars be implemented. A cornice should separate first floor from second floor, however, balconies are also encouraged.
- Glazing should be clear to allow pedestrian views into the tenant space and to allow interior light to spill onto the street.

BRIDGES

- Should new buildings incorporate bridges it is intended that street pedestrians be able to view people on the bridge and that the bridge structure be visually lightened as much as possible. The span/floor should be of an expose structure as much as possible in a well detailed manner. The walls should be primarily of clear glazing with exposed roof supporting members and heavy glazing mullions. The roof should appear as light as possible.
- The bridges should be exterior lighted and be provided with good interior lighting that expresses safety and contributes to the highlighting of the bridges. No signage should be affixed to the bridges, however, media or video displays that are integrated with the bridge design may be incorporated.

STREET FRONT FACADES

- The design of the façades should reinforce the connection between indoor and outdoor; and, that this street is for entertainment. Therefore, the storefronts along the street should be of clear glazing, be able to open across the entire façade (weather permitting), and allow seating to spill onto the sidewalk. The storefronts should be of infill type with substantial architectural piers between reasonably spaced glazing segments and not of continuous glazing unless it can be demonstrated that a unique design is being offered.
- Building materials should be of solid materials and contemporary but well detailed. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space and moderate façade lighting should be encouraged since there will be media and video displays in upper facades.
- Façade signage should be unique, self illuminating and colorful.
- Areas such as parking areas, service areas, operational areas, etc. should be treated similar to the tenant area facades.
- It should also be noted that arcades may also be desirable or necessary to accomplish the entertainment quality of the district. The arcade architectural design should be consistent with the building facades.

MARYLAND AVENUE

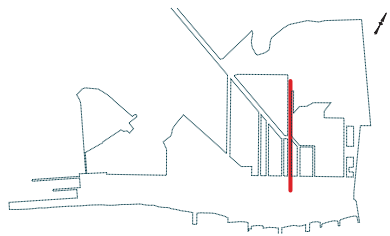
OVERVIEW

As a Long Term Initiative, the Maryland Avenue Park is created to provide both tourists and local residents a public amenity destination to recreate along the waters edge. By creating a meandering park, which runs much of the length of the Avenue, the residents have a clean and safe environment.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Cafés

Small retail and restaurant kiosks



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Linear passive park, including regional appropriate trees, shrubs and groundcovers. Park should contain a combination of native and green grasses.
- Bicycle lanes to be laid out appropriately within the passive park. Pavement should be of modern material, and have appropriate navigational signage painted on it.
- Lighting should provide a clean and safe environment within the park, and include both landscape (uplighting) and pole lighting.

GARDNER'S BASIN

OVERVIEW

The Design Principles for the Gardner's Basin District reinforce its uniqueness and build upon the already strong uses. Coupling Wildlife Research with a Marine Mammal & Technology Center, and Energy with Tourism, this district has the opportunity to be a regional (if not National) standard in terms of offerings.

With an opportunity to create a "Cannery Row" type destination which ties everything together, this can be a working / tourism destination in its own right.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

- | | | |
|---|---------------------------------|-----------------------------|
| Aquarium | Event / Performance | Local Scenic Tourism Retail |
| Marine Research | Educational | Energy / Tech |
| Marine Mammal Stranding Relocation Center | Boating / Boat tours | Restaurant / F&B |
| Recreation | Fishing Commercial / Industrial | |



DISTRICT CHARACTERISTICS

PUBLIC SPACES	OVERALL IMPROVEMENTS	<ul style="list-style-type: none">• Marine / Wildlife Interpretive signage, educating visitor on species and habits within the region / Atlantic County.• Street furniture (including, but not limited to: seating, lighting, landscaping, wayfinding elements and waste systems) to create pedestrian nodes within the Gardner's Basin District.• Regionally appropriate and water themed landscape material, planted in pots as well as permanent planters. Planters should include regionally appropriate shrubs and ground covers. Planters / Pots should be positioned appropriately to not impede pedestrian traffic flow, and should be playful by nature.• Regionally appropriate deciduous trees, to be planted in decorative street grates and planters. Trees should be selected for canopy shape, color, cleanliness and playfulness as it relates to the public realm.• Wayfinding elements to include signs (both digital and printed) as well as state of the art information / wayfinding kiosks. Kiosks should be positioned and located appropriately so as to not impede pedestrian traffic flow.• District Lighting to include poles, down lighting as well as unique pedestrian lighting elements. Lighting should reinforce a clean, safe and vibrant zone. Unique pedestrian lighting elements	<p>can include tree lanterns and string lights highlighting specific nodes within the Gardner's Basin District.</p> <ul style="list-style-type: none">• Vertical banners should be placed on lighting elements to provide event promotion and program, relative to the research, marine and technology within the District.• Paving should be playful yet artistic, to include various forms of concrete: color, stamped and aggregate. Specialty paving areas to include unit pavers, stones and tiles. Hierarchic intersections should be denoted with specialty paved cross walks.• State of the art bicycle racks should be located within the pedestrian nodes, and to promote an ease of circulation for cyclists.• Electric vehicle charging stations should be located in applicable parking areas within the Gardner's Basin District..• State of the art pedestrian waste management bins (trash and recycling) to be located within pedestrian nodes, and in conjunction with other street furniture.• Public art, marine and mammal specific, should be placed appropriately in pedestrian spaces, and should reflect local artisans.• Outdoor event / performance spaces, with focus on further education of energy and nature.
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BUILDINGS	FISHERMAN'S BUILDING MASSING AND STOREFRONTS	<ul style="list-style-type: none">• It is intended that this area respond to the nautical and marine industrial uses of Gardner's Basin. The buildings should be no more than two stores, possibly with loft space, and be shaped as inspired by east coast historic fishing or marinas. It is encourage that contemporary designs be provided with considerable public circulation and gathering spaces between the buildings. Periodic spires or campanile are encouraged• Due to the public nature of the waterfront, the marine wall should accommodate pedestrian circulation, fishing but be provided with occasional kiosks or small food concessions to interrupt the water edge.• It is the intention of the Master Plan that all streets in the City are walkable, pedestrian friendly, clean, and safe. Therefore, the ground level facades should be provided with either tenant spaces or of an architecture that is similar to tenant storefront design for parking and service areas.• The storefronts along the street should be of an infill or a punched window type with substantial architectural piers and corners, be of clear glazing, and be well lighted. There should be a distinct cornice between first and second floor and the parapet should have a distinct top cornice.• Roofs may be flat with a high parapet or pitched.• Building materials should be rustic and contemporary but inspired by historic architecture. It is encouraged that every tenant façade be different.• The interior lighting should allow for the sidewalk pedestrian to see into the tenant space.• Façade signage should be unique, self illuminating and artistic.• It is encouraged that second floor tenant space to accommodate clubs, restaurants and bars be implemented. A cornice should separate first floor from second floor, however, balconies are also encouraged.	MARINE RESEARCH & TECHNOLOGY USES	<ul style="list-style-type: none">• These building should offer technologically advanced features and both building and glazing materials should reflect the technological or research nature of the building use.• The building design should be modernistic and be of highly creative massing and shapes.• Parking structures should be of designed similar to the buildings and should be designed to conceal vehicles.• Due to the public nature of the waterfront, the marine wall should accommodate pedestrian circulation, fishing but be provided with occasional kiosks or small food concessions to interrupt the water edge except where security is an issue with the use.
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MARINA DISTRICT

OVERVIEW

As part of the long-term initiatives, the Marina District should include the development of a new Resort (gaming or non-gaming). This new resort would help solidify the economic positioning of the Marina District, and continue the focus of it being a high end destination.

The Marina District is to become more pedestrian / bicycle friendly, with a network of paths interconnecting properties, as well as an opportunity for connection to the natural resources of the Marina District.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Hotel
Resort
Casino

Recreation
Restaurants / F&B / Entertainment



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Pedestrian / Bicycle paths to interconnect and allow for both a sport and leisure path through the Marina District. Paths should be with current paving technologies and include wayfinding painted on them.
- Ecological parks to be created and promoted. With interpretive signage, and wayfinding, these elements offer a destination within the Marina District.
- Interactive ecological trails connect the Ecological Parks, and offer sitting overlook and viewing areas for the visitors..

BUILDINGS

BUILDING MASSING AND OVERALL DESIGN

- The massing and building orientation is to follow current planning guidelines.
- New buildings could be of all glass facades or of punched window type design; contemporary but be inspired by historic architectural shapes and detailing; and should have a clear base, shaft, and top design.
- The tower element should be exterior lighted and building signage should be located at the top of the building and be of interior lighted individual letters.
- All service areas should be concealed, and service, mechanical and non-public use areas should be design to be integrated into the architecture.

GROUND LEVEL FACADES

- It is encouraged that the Marina District become more pedestrian oriented. If ground level facades are provided, the design of the facades should reinforce the connection between indoor and outdoor . Therefore, the storefronts should be of clear glazing, be able to open across the entire façade (weather permitting), and allow seating to spill onto the open space or public space as occurs. The storefronts should be of infill type with substantial architectural piers between reasonably spaced glazing segments and not of continuous glazing unless it can be demonstrated that a unique design is being offered.
- Building materials at the building base should be of solid materials and contemporary but well detailed. It is encouraged that every tenant façade be different.
- The interior lighting should allow for the sidewalk pedestrian to see into the tenant space.
- Façade signage should be unique, self illuminating and colorful.
- In parking areas, service areas, operational areas, etc. the facades should be treated similar to the tenant area facades and concealed

BADER FIELD

OVERVIEW

As part of the long-term initiatives, the goals for Bader Field are to create a vibrant new neighborhood with sustainable residential and civic uses that will attract people from all walks of life. Establish urban design and architectural guidelines for the Bader Field district that will promote visual and physical access to the water, while encouraging the creation of a green, residential neighborhood. Mid-rise and lower scale residential development that commit to no less than 30% of land area for open space will be encouraged along with support retail to satisfy residential demand. An affordable housing component will be built into the policy governing development. Projects will focus on sustainable design, and meet LEED standards. Public realm improvements including gardens, playfields, passive recreational amenities, and a waterfront pedestrian walkway that runs along the entire waterfront perimeter of this site will invite investment and attract a residential community young professionals, families and empty nesters who care about the environment and cutting edge design.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

Residential
Office

Civic / Public plazas / event destinations
Park space



DISTRICT CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Xeric and low-water use planting to accent streets through the Bader Field District.
- Low-water tolerant deciduous street trees to be planted in planters along streets, parks, and public spaces through this District.
- Specialty paving with color accents on both the sidewalks and crosswalks. Where applicable, crusher fines and other natural water permeable paving materials to be used.
- Lighting (both poles and uplights) along sidewalks to enhance a safe night-time community. Lighting to use latest energy saving technologies.
- Waterfront parks, connecting various uses (Residential, office, public), to include interactive eco-friendly interpretive signage with education on floodplain and water-based life.
- Energy stations for electric vehicles to be provided, where appropriate, throughout the Bader Field District.

BUILDINGS

GENERAL

- Buildings should be low to zero carbon footprint.
- Buildings should have green roofs to reduce heat island effect.
- Buildings should have increased ventilation.
- Planning to include integrated stormwater collection / redistribution for irrigation and greywater uses.

ABSECON BOULEVARD

OVERVIEW

As part of the long-term initiatives, the continuation of Route 30, Absecon Boulevard allows for a direct connection to The Inlet / Boardwalk. By creating a new connecting Boulevard, a new landscaped thoroughfare is born and vehicular, bicycle and pedestrian access is improved.

PROGRAM USES CONFORMING TO TOURISM DISTRICT

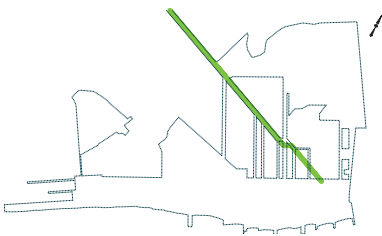
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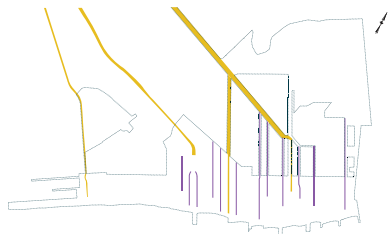
CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Addition of landscape and trees in both median and right of way. Trees to be selected based on regional appropriateness, flower color, canopy shape and cleanliness.
- Addition of state of the art traffic signage, including digital / LED improvements allowing for clear visibility and a safe environment.
- Addition of specialty paving at crosswalks to be celebratory for the City, appropriate by district, as well as promote overall visibility and a safe environment.





TYPICAL STREETS

OVERVIEW

The Design Principles for a Typical Street within the Tourism District shall follow the over-riding principles of clean and safe. The street system in Atlantic City is often where the new visitor receives his first glimpse of the city. With that, the street must possess modern amenities such as digital street signs, digital crosswalks and be well illuminated.

Typical Streets include those within the Tourism District, and specifically: Mississippi Avenue, Missouri Avenue, Arkansas Avenue, Ohio Avenue, Indiana Avenue, Kentucky Avenue, South Carolina Avenue, North Carolina Avenue, Virginia Avenue, Delaware Avenue, Connecticut Avenue and New Hampshire Avenue.

CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Planters to assist in defining spaces, where applicable.
- Wayfinding signage, indicating more specific districting.
- Wayfinding kiosks denoting prominent locations / districts in Atlantic City.

FEEDER STREETS

OVERVIEW

The Design Principles for the Feeder Streets within the Tourism District shall follow the over-riding principles of clean and safe. The street system in Atlantic City is often where the new visitor receives his first glimpse of the city. With that, the street must possess modern amenities such as digital street signs, digital crosswalks and be well illuminated.

Feeder Streets include those within the Tourism District, and specifically: Albany Avenue, Atlantic City Expressway, Absecon Boulevard, Maryland and Dr. Martin Luther King Boulevard.

CHARACTERISTICS

PUBLIC SPACES

OVERALL IMPROVEMENTS

- Planters to assist in defining spaces, where applicable.
- Wayfinding signage, indicating more specific districting



NOTE: All plans, sections, diagrams and renderings are indicative of future potential planning, and not for use in specific implementation.

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