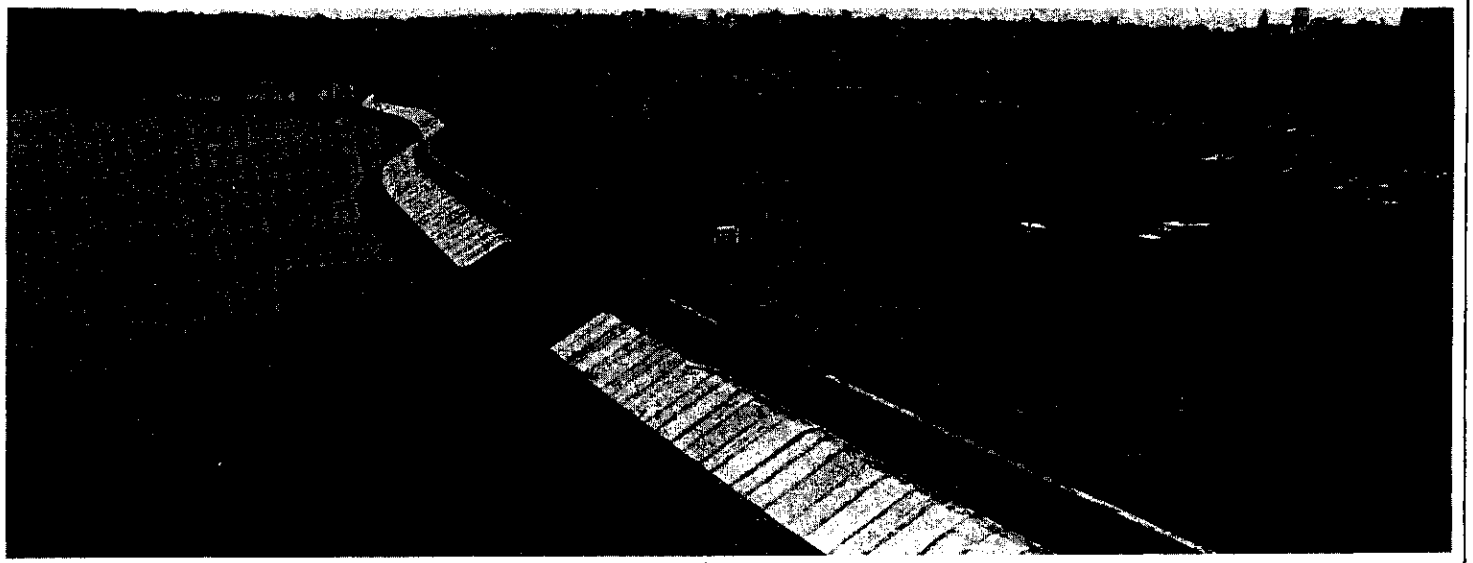
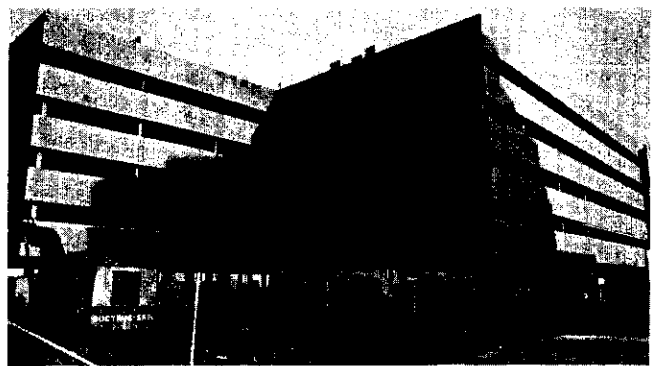
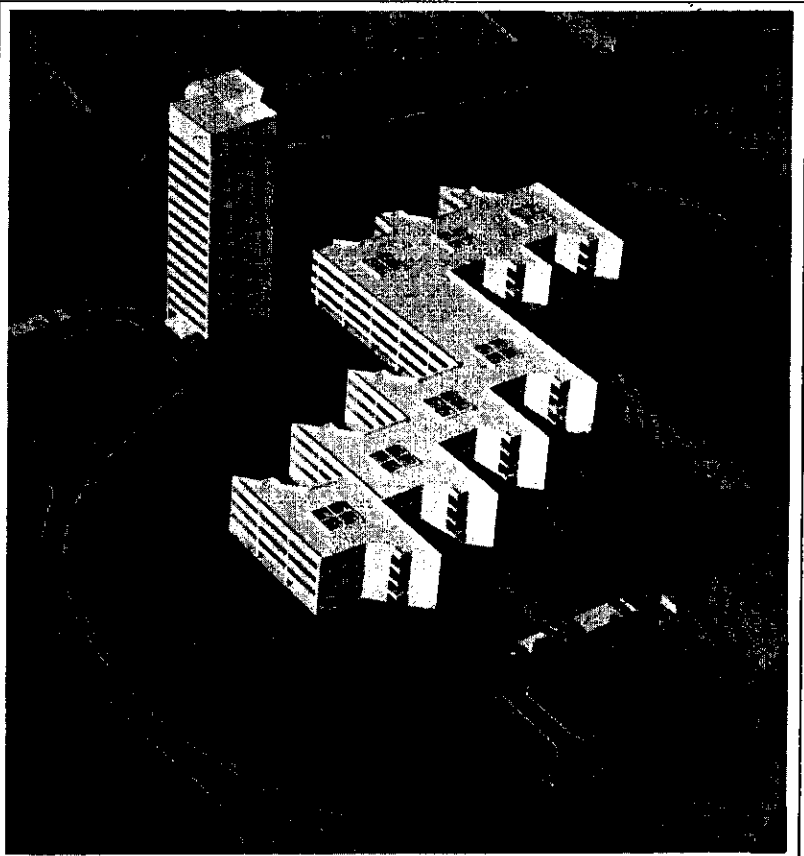


# New Brunswick TOMORROW

1978 ANNUAL REPORT



## Board of Directors 1977-1978

### **Harry Ayala**

Chief Housing Inspector, City of New Brunswick

### **Margaret K. Bertalan**

Teacher, New Brunswick High School

### **Leon P. Boyce**

Business Manager, Local 456, International Brotherhood of Electrical Workers

### **Dr. Patricia Brady**

Psychology Consultant in Special Education

### **Rev. William J. Capik**

Pastor, St. Peter's Church

### **Edwin G. Carman**

City Councilman, New Brunswick

### **Hyman Center**

Chairman, Middlesex County Planning Board

### **Jewel Plummer Cobb**

Dean, Douglass College

### **C. Roy Epps**

President, Urban League of Greater New Brunswick, Inc.

### **Herbert K. Feist**

President, Feller & Feist

### **Robert H. Franklin**

General Manager of Urban Affairs, Public Service Electric & Gas Co.

### **James T. Gibbons**

President, Peoples National Bank of Central New Jersey

### **Abraham Wallach**

President

### **Malcolm R. Busch**

Legal Counsel

### **Elliot Cohen**

Auditor

### **John J. Heldrich**

Corporate Vice President of Administration, Johnson & Johnson

### **George F. Hendricks, Jr.**

City Council President; New Brunswick

### **Samuel I. Landis**

Consultant, Public Relations

### **Anthony V. Marano**

Vice President and General Manager, WCTC-WMGQ Radio

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### **Kathleen Morande**

Area Commercial Manager, N. J. Bell Telephone Co.

### **Gilbert L. Nelson, Jr.**

Mayor, City of New Brunswick

### **Peter J. Selesky**

Attorney at Law

### **Sidney Sockolof**

President, Simms Jewelers

### **Dr. Kenneth W. Wheeler**

Provost, Rutgers University

### **E. Ronald Wright**

Municipal Prosecutor, City of New Brunswick

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### **Annual Meeting:**

The Third Annual Meeting of New Brunswick Tomorrow will take place at 6 p.m. on October 25, 1978 at NBT headquarters, 390 George Street, New Brunswick.

### **Office Location:**

New Brunswick Tomorrow  
390 George Street  
New Brunswick, N. J. 08901

### **Telephone:**

(201) 246-0603

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*Front cover shows, clockwise from upper right, the model of Johnson & Johnson's new worldwide corporate headquarters, the Route 18 extension project, the Plaza II office building nearing completion and crowds enjoying the Third Annual George Street Festival.*



*John J. Heldrich  
Chairman of the Board*

## **Chairman's Report**

New Brunswick Tomorrow has completed the third full year of its mission to revitalize the City of New Brunswick physically, economically and in the overall quality of community life. When we embarked on this effort, it was with the full realization that the task of revitalizing any older urban center is complex and difficult and many have failed.

Three years later, I am pleased to report that the unique partnership of public, private and community resources represented by New Brunswick Tomorrow has made excellent progress and is steadily gaining momentum.

The past year marked a turning point in New Brunswick's revitalization process — a year when organization, planning and concepts began to produce tangible action and accomplishments. This record of

achievement is detailed elsewhere in this report.

The image of New Brunswick and its potential for revitalization — as perceived by the people and institutions inside the city and outside observers — is changing dramatically for the better. There is a growing spirit of optimism and hope. Let me cite two illustrations:

New Brunswick Tomorrow this summer launched a second three-year fund-raising effort through a series of meetings with representatives of many segments of the community. The response was overwhelmingly favorable. We already are well on our way to exceeding the initial goal of raising one-half of the original commitment, or \$500,000. We are deeply grateful to these contributors who have been willing to back their faith in the future of New Brunswick with the financial resources vital to making this process work.

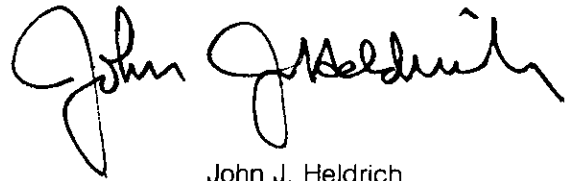
Even as optimism grows from within, New Brunswick Tomorrow and the city's revitalization process are gaining increasingly positive recognition from the outside. In early June, a New Brunswick Tomorrow delegation was invited to Washington to tell our story to a special task force assigned by President Carter to help develop a national urban strategy. One week later, Governor Byrne's Commission on Capital Budgeting and Planning made a special visit to New Brunswick Tomorrow's offices and toured the city as part of its mandate to recommend a State urban policy.

Many people share in the significant progress that has been made. The dedicated members of our Board of Directors, representing every part of the community, have worked arduously in carrying out their commitments to the resurgence of this city. The performance of the New Brunswick Tomorrow staff, led by Abe Wal-lach, has been excellent and thoroughly professional.

We have received complete cooperation from our elected and appointed city and county officials, who must bear a major responsibility for implementing many of the revitalization programs and projects.

Our implementation partner, the New Brunswick Development Corporation, has begun to move into high gear in its function of translating revitalization plans into physical reality.

Yet all of this, while gratifying, is not a cause for complacency. We have come far together. We have a long road still to travel. If the revitalization process we have launched successfully is to continue to flourish, we must re-examine our strategy, priorities and organization to meet the challenges ahead. To this goal, we dedicate ourselves as we enter an exciting new year.



John J. Heldrich  
Chairman





Abraham Wallach  
President

## A Year of Accomplishments

New Brunswick Tomorrow's substantial investment of organization, planning and effort produced a dividend of solid accomplishments and notable breakthroughs during the past year.

Tangible signs of progress are evident throughout the downtown business district and priority neighborhood areas. These signs include both physical development and improvements in services to the community and the quality of life.

As New Brunswick Tomorrow enters its fourth year, its commitment is to maintain the dynamic momentum of revitalization and accelerate implementation of neighborhood action programs.

### Central Business District Revitalization

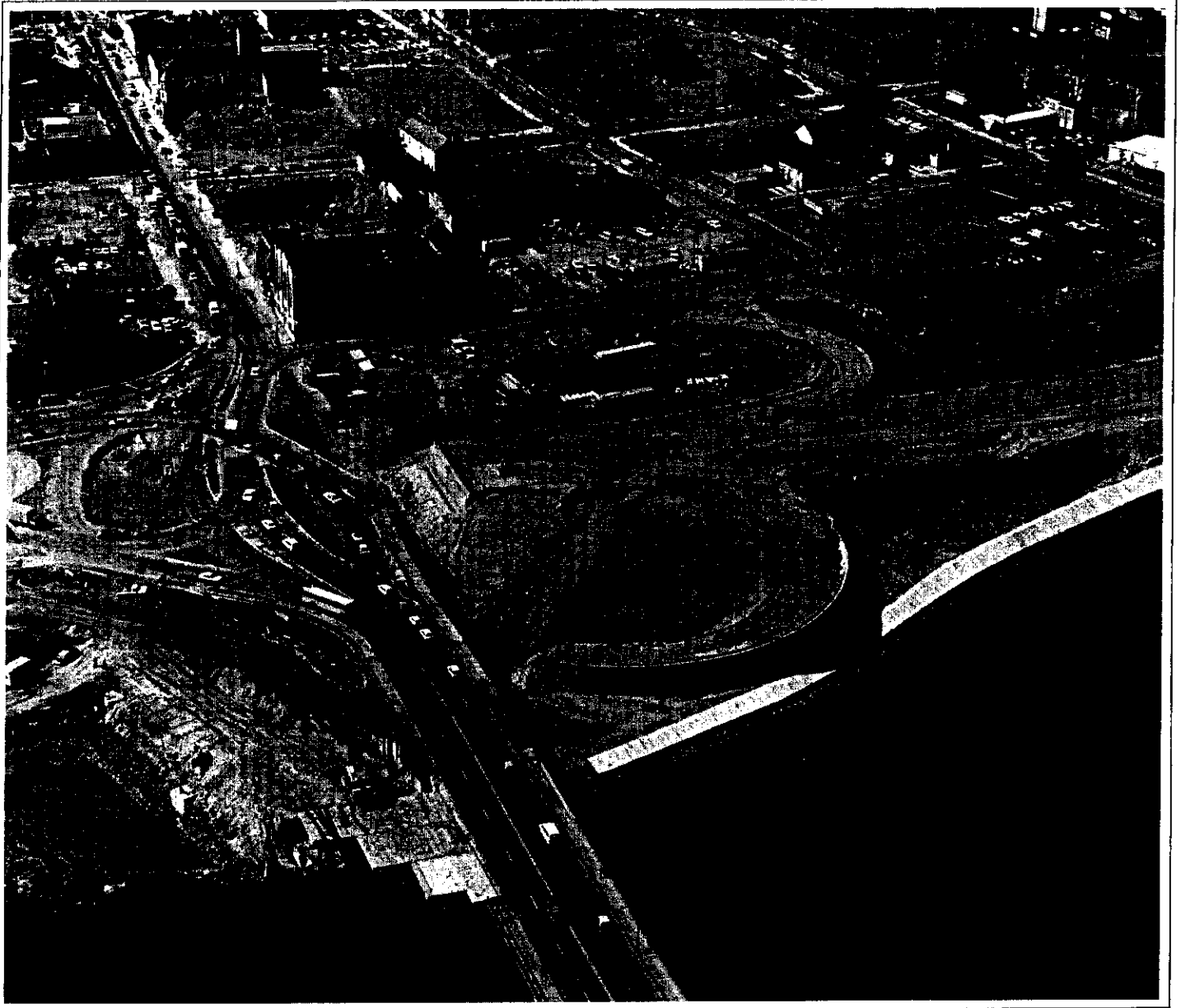
The most exciting moment in the brief history of New Brunswick's revitalization effort took place on April 6, 1978. Johnson & Johnson made its long-awaited announcement that it will construct a new worldwide corporate headquarters complex in the heart of downtown New Brunswick at a cost in excess of \$50 million.



Governor Brendan T. Byrne, right, and Richard B. Sellars, >  
chairman of the Finance Committee of Johnson & Johnson  
and chairman of the New Brunswick Development  
Corporation, view model of Johnson & Johnson's new  
worldwide corporate headquarters.

< A group of members of New Brunswick  
Tomorrow's Board of Directors is pictured  
at left.

Johnson & Johnson made it clear that the project symbolized the company's commitment to and confidence in the city's revitalization process spearheaded by New Brunswick Tomorrow. Governor Brendan T. Byrne hailed the announcement as "one of the most significant corporate investments to the revitalization of a city in New Jersey history."



*Long-awaited Route 18 extension takes form in this view with Albany Street Bridge in the foreground.*

Designed by the renowned architect, I. M. Pei, the new Johnson & Johnson complex will provide 475,000 square feet of space in a campus-like setting to house some 1,000 executive management and administrative personnel.

Site clearance is well in progress, with construction projected to begin late this year or early next year. The new headquarters is expected to be ready for occupancy by mid or late 1981.

One of the keys that opened the door for the Johnson & Johnson announcement was another monumental event in New Brunswick's revitalization history. After more than a decade of stalemate and frustration, construction began last fall on the extension of

Route 18 — a project that will provide the traffic relief essential to the success of downtown revitalization plans.

Another cornerstone of the resurgence of downtown New Brunswick — the \$6.5 million Plaza II office building and parking complex conceived in the initial planning program — is nearing completion. A "topping" ceremony was held by New Brunswick Tomorrow's implementation partner, the New Brunswick Development Corporation, in May to celebrate completion of the structural steel construction phase. More than 200 huge exterior panels were hoisted into place this summer. When Plaza II is ready for occupancy early next year, it will mark the first new commercial space in

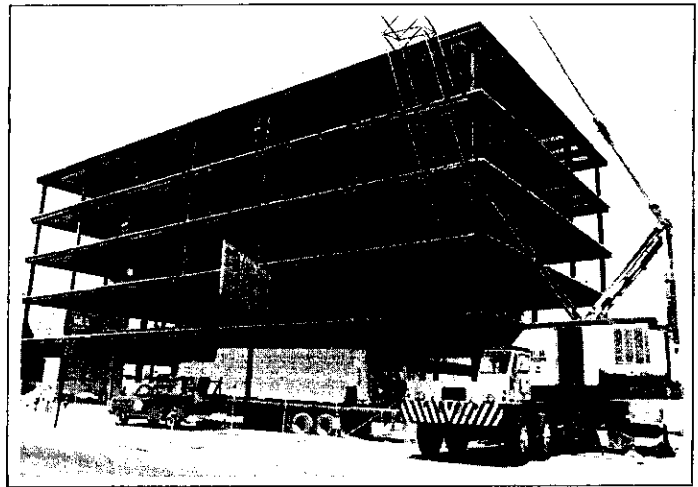
more than a decade in downtown New Brunswick, will be an added tax ratable and will generate new jobs.

Against the background of this hectic pace of major construction activity throughout the downtown area, other steps were taken during the past year with tremendous potential to guide the future development of the central business district.

In December, the City Council adopted a downtown renewal plan, which had been approved by the Planning Board and developed with the professional assistance of New Brunswick Tomorrow. The plan established specific guidelines for downtown land use and development activity and gives the City the ability to assemble tracts for developers, control land values and expedite development opportunities.

In May, the New Brunswick Tomorrow Board of Directors approved an action program for the physical revitalization of the central business district. The program was presented by an outstanding team of planning, architectural, transportation, urban design and zoning consultants headed by the firm of Mayers and Schiff.

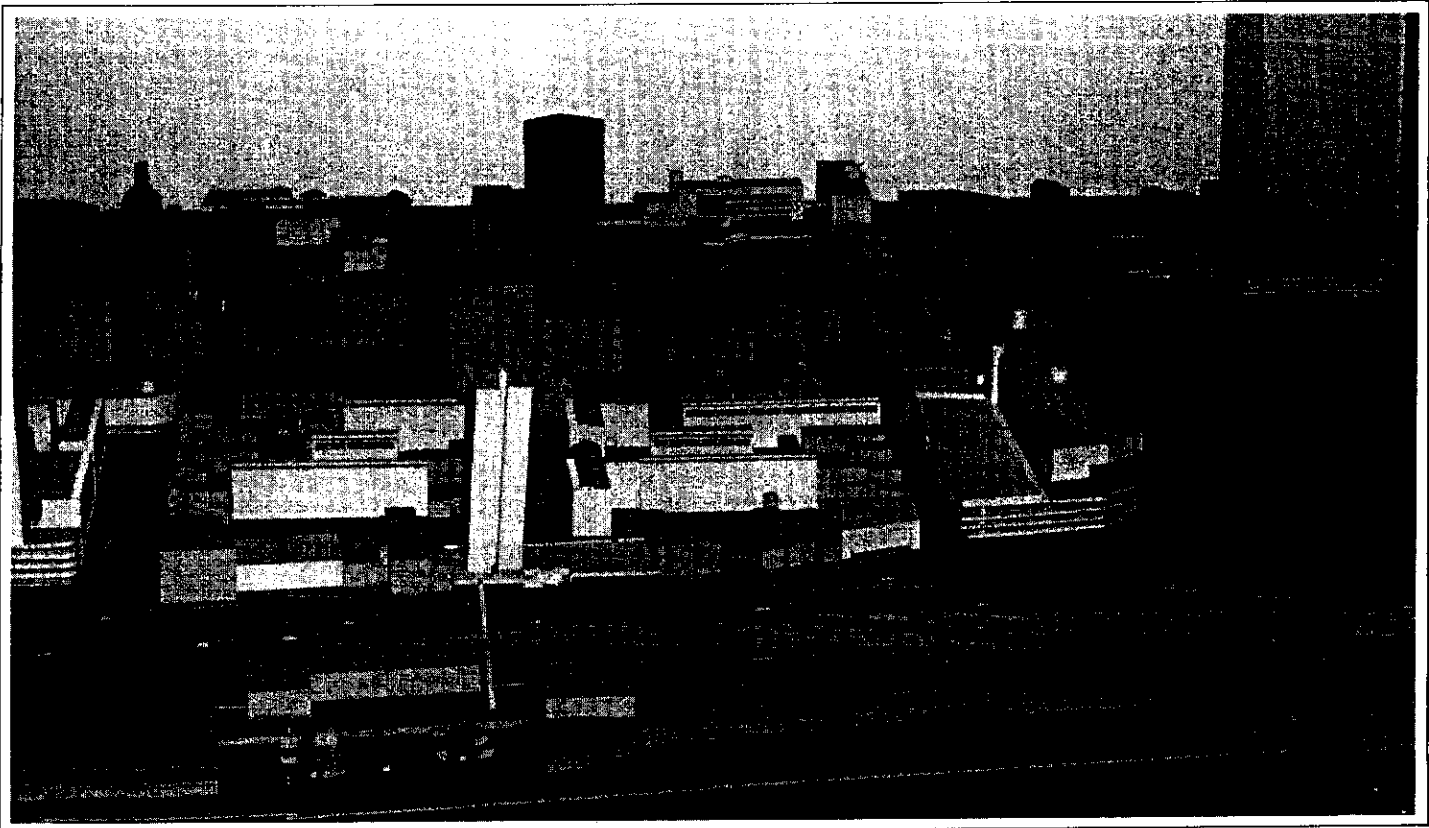
The program culminated eight months of work, during which a sustained effort was made to gain community input through a series of public meetings. The plans include controls and guidelines for new construction and rehabilitation, design proposals to improve the aesthetic appearance of the downtown shopping area, parking development and traffic move-



*One of the exterior panels for Plaza II being hoisted into place.*

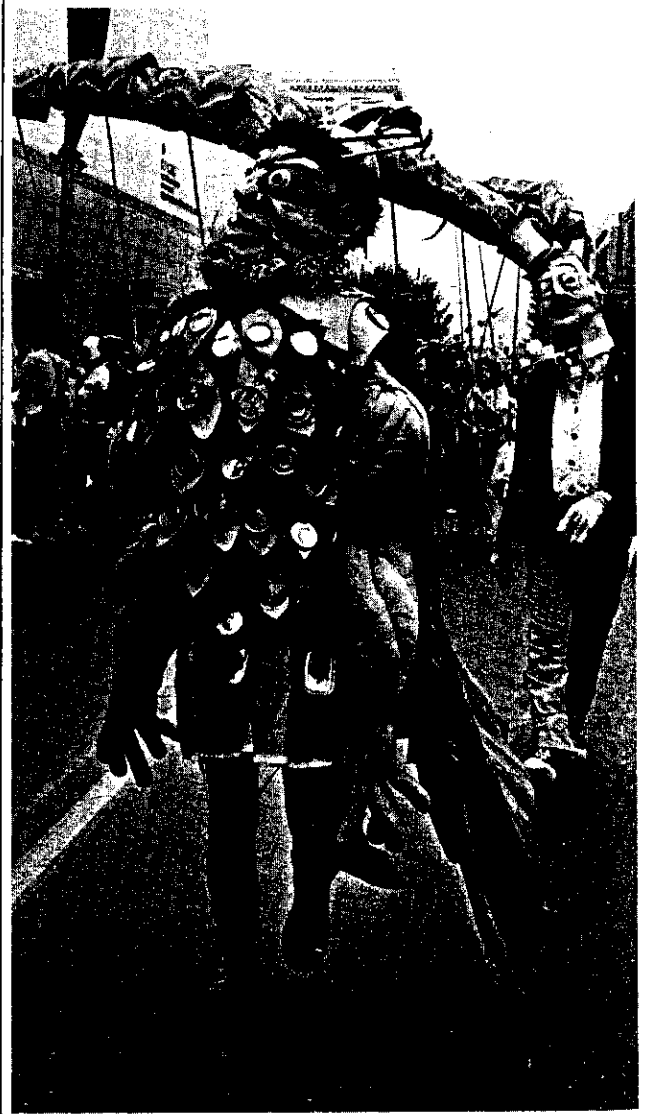
ment and public improvements. The key elements are a George Street Mall, facade improvements, landscaping and parking. The program was forwarded by New Brunswick Tomorrow to the Planning Board and City Council with a strong request for affirmative action as amendments to the official downtown renewal plan.

While we recognize that physical improvements are needed, non-physical issues such as the quality of merchandise, uniform shopping hours and security must be addressed. This year, New Brunswick Tomorrow will focus on these issues.



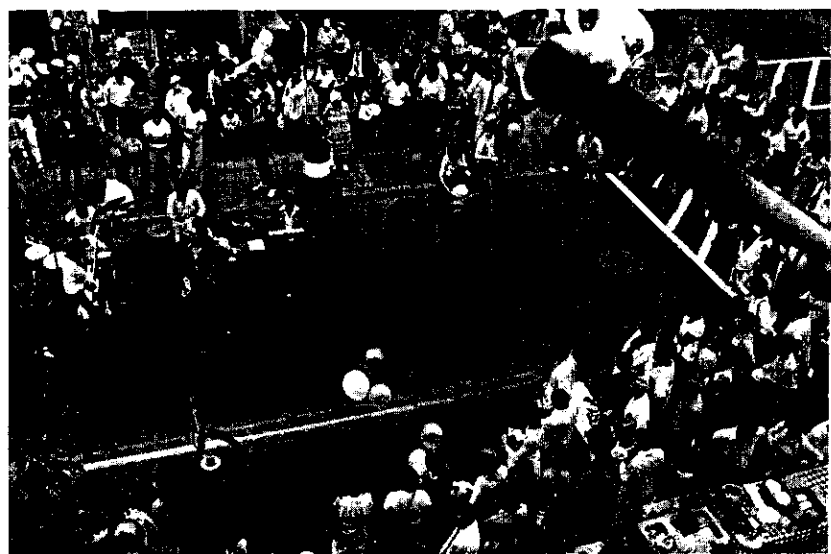
*A portion of model of the downtown action program proposed by the team of consultants headed by Mayers and Schiff.*

*Cross-section of the variety of  
entertainment, crafts and just play*





*Fun that attracted 15,000 to the  
Third Annual George Street Festival.*



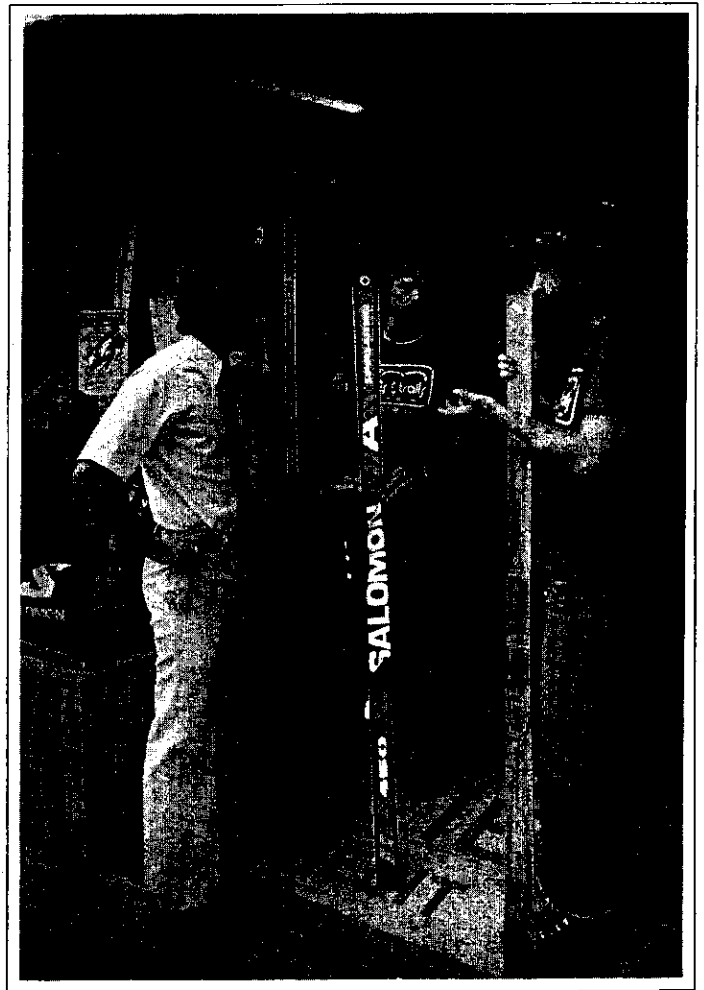
A key project in the proposed renewal plan to upgrade dramatically the gateway to the downtown shopping area also took a significant step forward. With analysis and support from New Brunswick Tomorrow, the New Brunswick Development Corporation in August announced plans for an \$18 million, 300-room hotel-conference center at the intersection of Route 18 and Albany Street. The project would create more than 400 jobs and generate, when completed, \$800,000 in additional tax revenues. The Prudential Insurance Company is prepared to finance the project and Hyatt Hotels, Inc., one of the nation's leading hotel firms, would manage and operate it. In early September, the City Council approved the Citizens Advisory Committee's recommendation that the City apply to Washington for a \$6 million Urban Development Action Grant for the hotel-conference center project.

New Brunswick Tomorrow also is working with the Development Corporation on an application to the U.S. Economic Development Administration for another \$6 million grant for the proposed George Street shopping mall, downtown facade improvements, short-term parking and a revolving loan fund to assist merchants and property owners to upgrade their investments. Monitoring the entire spectrum of central business district activity and planning is New Brunswick Tomorrow's Downtown Task Force chaired by Hyman Center.

The green light was flashed this past year for a \$50 million construction program that would have a tremendously positive impact physically on both the downtown area and the 5th Ward neighborhood as well as on the quality of health care available to the people of New Brunswick and the region. Middlesex General Hospital received official State authorization to proceed with a \$38 million capital improvement and expansion project that will make the hospital the primary teaching facility for the Rutgers Medical School of the College of Medicine and Dentistry of New Jersey. The College also is moving ahead with plans for a \$12 million medical education building to be located near the hospital on French Street. The way was cleared last November when New Jersey voters approved the Medical Education Facilities Bond Issue strongly endorsed by New Brunswick Tomorrow. The hospital's expansion will create 800 new jobs.

In addition to the large projects, the smaller-scale activities vital to successful downtown revitalization are taking place. Assisted by New Brunswick Tomorrow, the City embarked on a downtown inspection program. Eyesore violations are identified and the City is issuing citations, when necessary, to spur fixup and cleanup action.

The economic vitality of the downtown area continues to be demonstrated. University Savings and Loan Association is constructing a new downtown headquarters office at George and Church Streets. "Hills and Trails," a skiing and camping equipment specialty store, opened a new branch on Church Street. The "Back to the Garden" store on Church Street is expanding. The Rivoli Music Store moved to a new location on George Street and Madewell Furniture, on the same street, constructed a new storefront facade — all with assistance from the New Brunswick Tomorrow staff.



*Abraham Wallach, NBT president, welcomes to downtown New Brunswick Pete Streeter, right, owner, and Mark Richardson, center, manager, of new "Hills and Trails" store.*

## Neighborhood Improvement and Preservation

A solid foundation for significant neighborhood improvements was put in place by New Brunswick Tomorrow during the past year in the 2nd and 5th Ward priority target areas.

The key action was taken in March of 1978 by the New Brunswick Tomorrow Board of Directors when it voted approval of a series of neighborhood action projects developed by the well-known consulting firm of Raymond, Parish, Pine & Weiner. The projects were based on extensive field work and dialogue by the consultants with the Hungarian Civic Association, the Urban League of Greater New Brunswick, neighborhood groups and individual community members.

New Brunswick Tomorrow's Neighborhood Task Force chaired by Peter J. Selesky is working with the City, the Development Corporation, neighborhood organizations and other community institutions to stimulate and monitor implementation of the neighborhood action projects. Progress has been made and a major goal of New Brunswick Tomorrow for the coming year is to be the catalyst in accelerating the pace of neighborhood efforts.

Neighborhood preservation received a major impetus in September when the New Brunswick Development Corporation announced a plan to acquire, rehabilitate and resell abandoned houses throughout the community, eliminating eyesore properties and easing the city's housing shortage. The program will be financed through a revolving loan fund obtained through a consortium of three local lending institutions.

There also are these neighborhood programs:

- In the 2nd Ward, the "greening" of a three-block section of Throop Avenue from George Street to Suydam Street is nearing completion.
- In the 5th Ward, conversion of existing traffic islands in Central Avenue into parklets has begun.
- Improvements to municipal parks throughout New Brunswick were made by the City to strengthen their recreational components, particularly for young people.
- Extensive street resurfacing and catch basin repairs have taken place to improve the neighborhood environment throughout the 2nd and 5th Wards.
- A long needed Hamilton Street sewer service improvement to prevent flooding has been undertaken by the City.
- A litter reduction team of some 50 teenagers worked this past summer sweeping streets and sidewalks throughout New Brunswick.

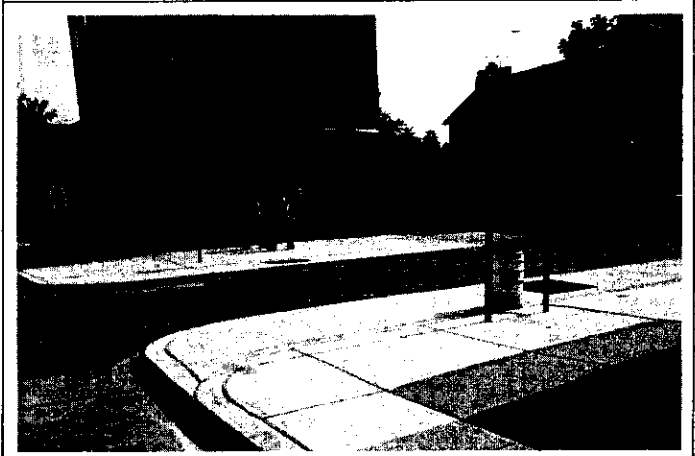
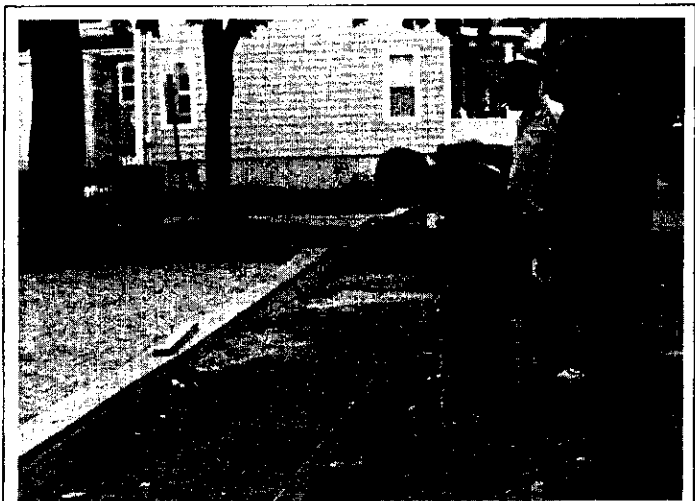
New Brunswick Tomorrow completed an analysis of abandoned buildings in the 2nd Ward to pinpoint pockets of blight and develop strategies for restoring structures to residential use. The New Brunswick Development Corporation is to implement the strategies.

In the 5th Ward, New Brunswick Tomorrow is working on a blight report for deteriorated sections along Plum and Prospect Streets. The goal is to determine which buildings are unfit for habitation and should be demolished to solve a long-standing neighborhood problem.

A key contribution was the drafting by New Brunswick Tomorrow's staff of a proposed ordinance which would permit neighborhood residents to park near their own homes by keeping out nonresidents who tie up the few available spaces by long-term parking. The ordinance was recommended by the New Brunswick Tomorrow Board to the City Council.

Now that specific neighborhood action projects have been delineated, the immediate task for New Brunswick Tomorrow is to identify those with the greatest potential and to push for early implementation.

*Workers involved in improvements to one of the city's neighborhood parks.*



*New pavement is part of Throop Avenue neighborhood improvement project.*

## Culture and the Arts

The past year marked an impressive expansion of the New Brunswick Tomorrow philosophy that the spirit and quality of life in a community are as important to revitalization as physical improvements. The arts have become an excellent resource in the implementation of that philosophy.

During the past summer, New Brunswick Tomorrow spearheaded the development of a series of six major evening cultural events called "Music in the Parks." Nothing on such a large scale ever had been held in New Brunswick, making the series an undertaking that carried some risk of public failure. Nevertheless, an informal coalition of public and private organizations joined with New Brunswick Tomorrow to sponsor the events.

*Highly successful "Music in the Parks" series produced scenes such as the Rutgers/Livingston Jazz Professors performing in Feaster Park, on left; a family group which was part of the throng enjoying the New Jersey Symphony, upper right, and the colorful Glinka Russian Folk Dancers, bottom right.*

The series was an overwhelming success as thousands of people attended. Visitors from neighboring communities joined residents of New Brunswick for entertainment under the stars in a spirit of togetherness that has not been seen in the city for many years. Audiences were rewarded with programs of quality and wide variety. The performing groups featured two of the State's major cultural institutions — the New Jersey Symphony and the New Jersey State Opera. Other memorable programs were presented by the Rutgers/Livingston Jazz Professors, the New Brunswick Chamber Orchestra, the Glinka Russian Folk Dancers and the Kovriga Balalaika Orchestra. To bring the arts directly to the community, performances were held throughout the city in Buccleuch Park, Feaster Park and Harvey Park.

This new addition to the New Brunswick Tomorrow cultural program was reinforced by the continued success of the downtown noontime series known as "More Streets for People." A total of 17 performances in Joyce Kilmer Park from May through August provided a special dimension of life and the arts in the central



business district to lunch-hour audiences. The programs included chamber music, country and blue grass music, folk singers, modern dance, children's theater, a flower show and senior citizens fair.

To top off the year, the third annual George Street Festival brought to downtown New Brunswick in late September a bigger and better than ever all-day celebration of music, dance, the performing arts, ethnic food and sidewalk sales. As usual, George Street was closed to vehicular traffic and was transformed into a colorful and festive pedestrian boulevard for the estimated 15,000 people, young and old, who joined in the fun despite cloudy skies and occasional showers.

**New Brunswick Tomorrow — The Facilitator**

During the past year, New Brunswick Tomorrow intensified its increasingly strategic role as a facilitator with the unique ability to mobilize action for the solution of community problems.

This ability was demonstrated in dramatic fashion last December. A New Brunswick Tomorrow Ad Hoc Committee headed by John J. Heldrich had been organized to race against the deadline set by Middlesex General Hospital to close its Family Health Care Center because of sustained large deficits. Weeks of hard, intensive effort paid off when the medically indigent residents of Greater New Brunswick received a fine Christmas present — the announcement that there would be no disruption in the services of the Family Health Care Center.

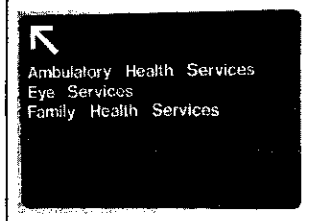
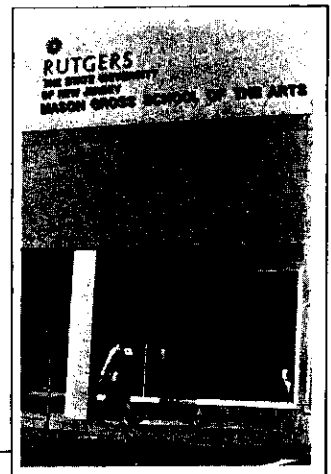
The solution facilitated by New Brunswick Tomorrow's Ad Hoc Committee was based on financial support from the hospital, the City and County governments, Johnson & Johnson and the United Way to meet the Center's annual deficits. The plan was based on the findings of a three-month study for New Brunswick Tomorrow by the nationally known firm of health care management consultants, McKinsey & Co. The major findings were that the Center plays a pivotal role in meeting ambulatory care needs of the area's medically indigent population and that the Center cannot be made financially self-sufficient, even though the size of the annual deficits could be reduced.

As a follow-through to the solution of the immediate local problem, it was announced that McKinsey & Co. had been commissioned for an in-depth study on meeting health care needs of the medically indigent in all of Middlesex County. Working with the consultants is a special Task Force headed by Ernest R. Hansen, president and board chairman of the Perth Amboy Savings Institution. Mr. Heldrich represents New Brunswick Tomorrow on the Task Force. The study, which again is financed by a group of public and private organizations, is being conducted with the cooperation of all the hospitals in Middlesex County. The study began in May and will be completed this fall.

The concept of creating a cultural center of statewide impact in New Brunswick gained momentum this past year, with New Brunswick Tomorrow again playing a key role as facilitator. A broadly based coalition of cultural, corporate, public, professional and community leaders from Central New Jersey was mobilized last February for the effort to make New Brunswick a statewide center for the arts. In March, it was announced that New Brunswick Tomorrow had received a \$20,000 grant from the Geraldine R. Dodge Foundation of Morristown to assist the cultural center movement.

A special committee headed by Ernest Johnson of Edison, retired president of Squibb U.S. Pharmaceutical Co., was organized to select a top professional consultant. After extensive screening of leading national firms, Arts Development Associates of Minneapolis and New York was engaged in June. Their mandate is to define a role for New Brunswick in meeting New Jersey's cultural needs and to develop an action program to carry out that role. The study is expected to be completed late this fall.

*Rutgers University's Voorhees Art Gallery and the Mason Gross School of the Arts in the heart of downtown New Brunswick are two of the many fine facilities that would be part of a statewide cultural center.*



*Sign at Middlesex General Hospital continues to point the way to family health services for the medically indigent as the result of an effort by New Brunswick Tomorrow.*

# Balance Sheet

SEPTEMBER 30, 1978

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## ASSETS:

CASH IN BANKS: ..... \$ 284,126.

## ACCOUNTS RECEIVABLE:

Cash Advances ..... \$ 270.

**TOTAL ASSETS:** ..... \$ 284,396.

## LIABILITIES AND NET WORTH:

Taxes and Accounts Payable ..... \$ 3,281.

Funds Held for Distribution ..... 5,811.

### Net Worth:

Surplus 5/1/78 ..... \$ 344,852.

Net Disbursements May thru Sept. .... -69,548.

\$ 275,304.

**TOTAL LIABILITIES AND NET WORTH:** ..... \$ 284,396.

## CASH POSITION AS OF SEPTEMBER 30, 1978

## INCOME:

Pledges and Income Prior to 5/1/78 ..... \$1,107,999.

### Add:

Pledges from — 5/1/78 ..... \$ 62,487.

Interest Income from 5/1/78 ..... 3,678.

\$ 66,165.

Total Income: ..... \$1,174,164.

### Less:

#### Disbursements for NBT

Prior to 5/1/78 ..... \$763,148.

From 5/1/78 ..... 135,712.

\$ 898,860.

**FUNDS AVAILABLE: 9/30/78** ..... \$ 275,304.



## **New Brunswick Development Corporation**

### **Board of Directors**

**Richard B. Sellars, Chairman**

Chairman of the Finance Committee of Johnson & Johnson

**C. Roy Epps**

President, Urban League of Greater New Brunswick, Inc.

**John J. Heldrich**

Corporate Vice President of Administration, Johnson & Johnson

**Leonard F. Hill**

Chairman, National Bank of New Jersey

**Charles H. Marciante**

President, New Jersey State AFL-CIO

**William H. Tremayne**

Vice President and Comptroller, Prudential Insurance Co. of America

**Robert C. Totten**

Assistant Vice President for Facilities, Rutgers University

(Two Vacancies)

**Paul J. Abdalla**

President

**John A. Lynch Jr.**

Legal Counsel and  
Secretary to the Board

The New Brunswick Development Corporation was organized in January, 1976 as a private, non-profit corporation. It serves as the development partner of New Brunswick Tomorrow for implementing revitalization projects in both the central business district and the neighborhoods.

**Office Location:**

New Brunswick Development Corporation  
390 George Street  
New Brunswick, N. J. 08901

**Telephone:**

(201) 249-2220

**New  
Brunswick  
TOMORROW**

