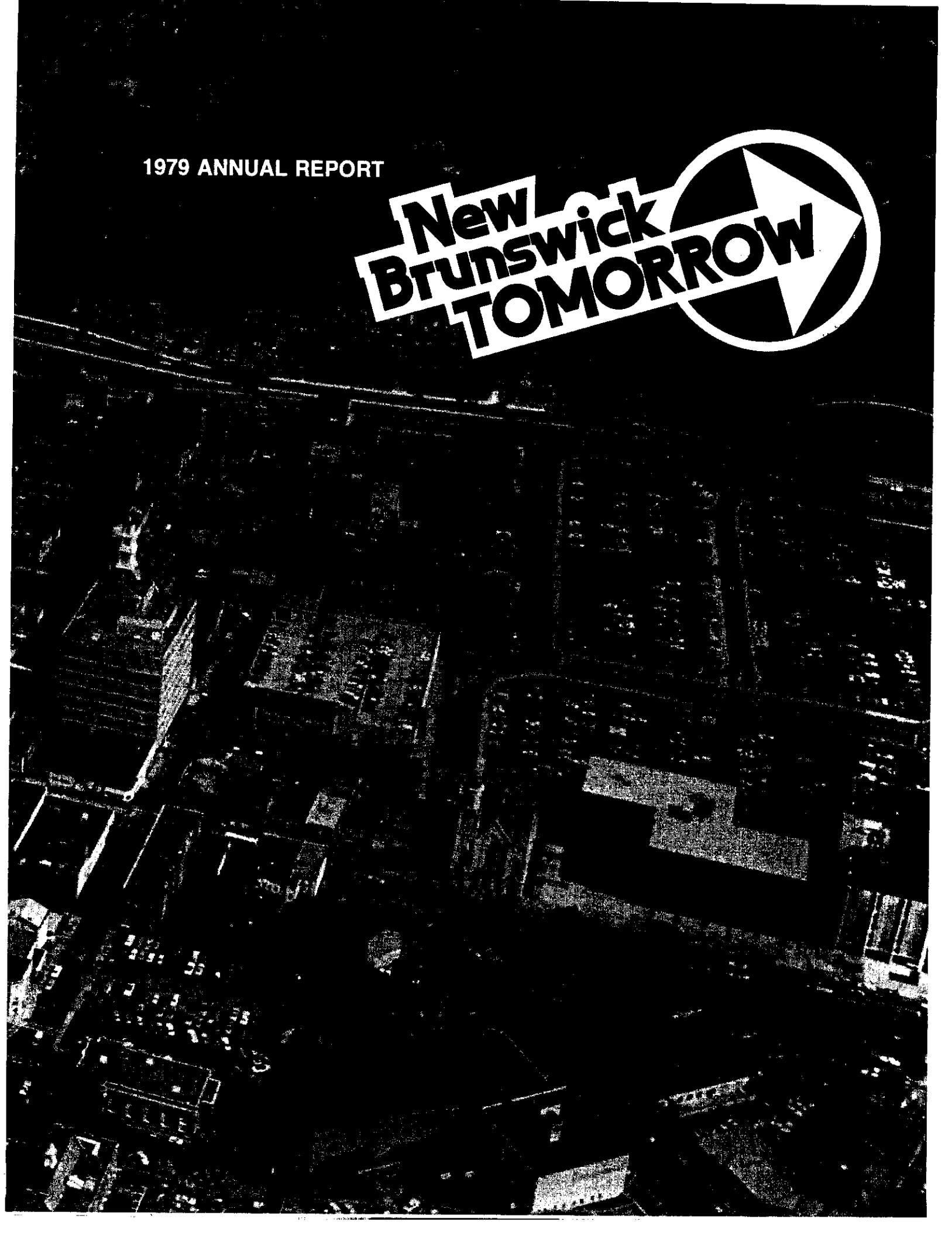


1979 ANNUAL REPORT

New Brunswick TOMORROW



Board of Directors 1978-1979

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Municipal Prosecutor, City of New Brunswick

Abraham Wallach

President

Malcolm R. Busch

Legal Counsel

Elliot Cohen

Auditor

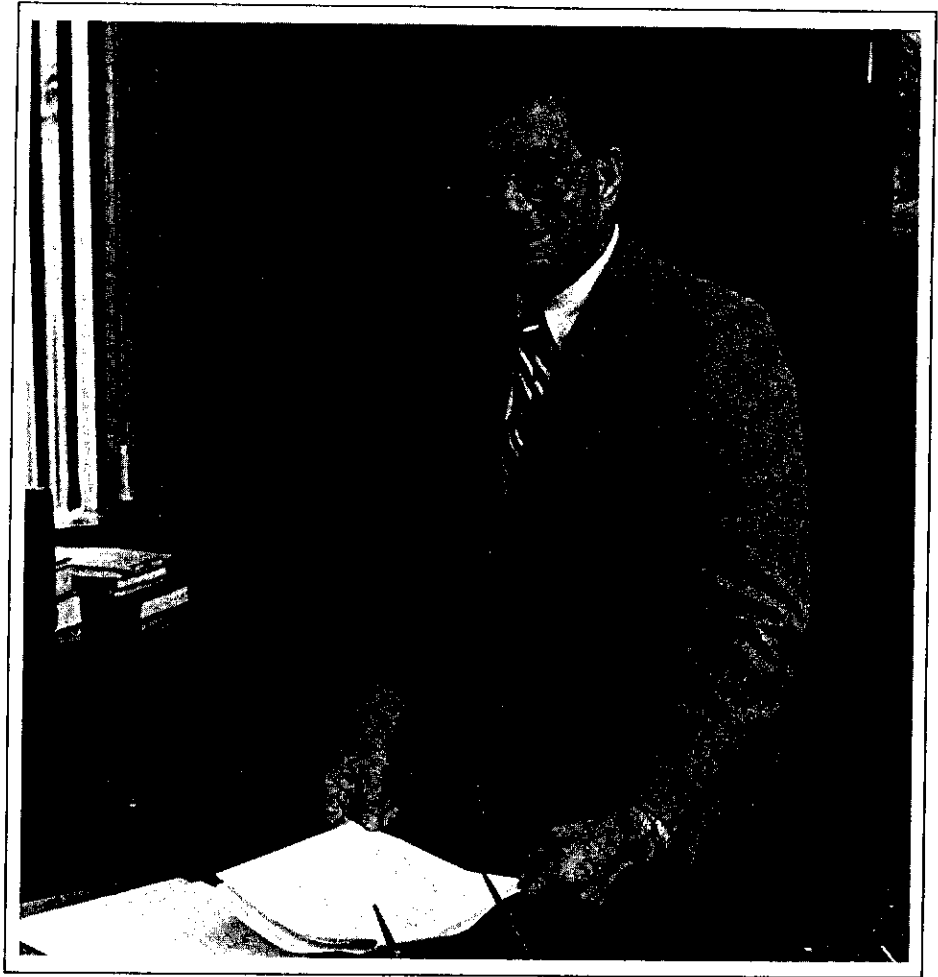
Annual Meeting:

The Fourth Annual Meeting of New Brunswick Tomorrow will take place at 5:30 p.m. on October 31, 1979 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

Cover: An aerial view shows portion of New Brunswick's central business district, with old and new buildings and foundations for the future.



John J. Heldrich,
Chairman

Chairman's Report

New Brunswick Tomorrow made giant strides on the road to revitalization during the past year. It was a year marked by substantial progress in a process that has been described as a journey of a thousand steps.

As the vital physical foundation of revitalization downtown and in the neighborhoods takes form, New Brunswick Tomorrow can accelerate the task of redirecting energies and resources to efforts to improve the overall quality of life for the community.

Jobs and training for jobs for the unemployed and under-employed, improved and expanded social and municipal services, education, housing, health care, cultural development . . . these are among the challenges and opportunities that confront us.



Even after four years, the level of optimism, energy and unity of this organization continues to be strong. Our successful fund-raising effort demonstrated a solid base of confidence and support from within this city and area. Our trip to Washington in May to meet with a wide array of federal agency leaders under White House auspices was another illustration of outside recognition of the unique experiment in urban revitalization this organization represents.

The transition from plans to accomplishments must, by its nature, place what we do increasingly under public scrutiny. There will be criticism, some justified and some not, and questions that we must address. The only way to avoid these situations is through inaction and complacency, and neither is the style of this organization.

We must never lose sight of the significant record of progress that has been achieved in a relatively short time. It is clear that the course of urban decline has been turned back and that there is a well-founded spirit of optimism and hope. We share this record proudly with all of our partners — the New Brunswick Development Corporation, City Government, businesses and institutions located here and, mostly, the people of New Brunswick.

To all I extend my personal gratitude, especially to the members of this Board, who represent all segments of the community, and to the small but thoroughly professional staff of New Brunswick Tomorrow led by Abe Wallach. Together, we celebrate our fourth birthday and enter our fifth year with a renewed spirit of commitment.

A handwritten signature in black ink that reads "John J. Heldrich". The signature is fluid and cursive, with the first name "John" being particularly prominent.

John J. Heldrich,
Chairman

Abraham Wallach,
President



New Brunswick Tomorrow's
1978-1979
Board of Directors.
v





The Challenges Ahead

A number of key building blocks in the physical revitalization of New Brunswick began going into place during the past year. It was a period in which many months of planning and hopes culminated in a year of dynamic activity.

Against the backdrop of welcome sights and sounds of construction equipment and busy workmen, New Brunswick Tomorrow entered its fifth year.

The challenge of the months ahead is to serve as a catalyst to insure that the benefits of revitalization are shared by all in the community. A major priority will be mobilizing and coordinating programs to train and to provide new and better job opportunities for the unemployed and the under-employed. The improved delivery of vital services and neighborhood action programs are high priorities in the new year.

The unique New Brunswick Tomorrow private-public-community revitalization process continued to perform effectively and was energized by the advent of a new municipal administration headed by Mayor John A. Lynch Jr. and the sustained cooperation of the City Council as the legislative branch. The challenges of a new year are awaited with optimism based on a foundation of solid accomplishments.

Physical Revitalization

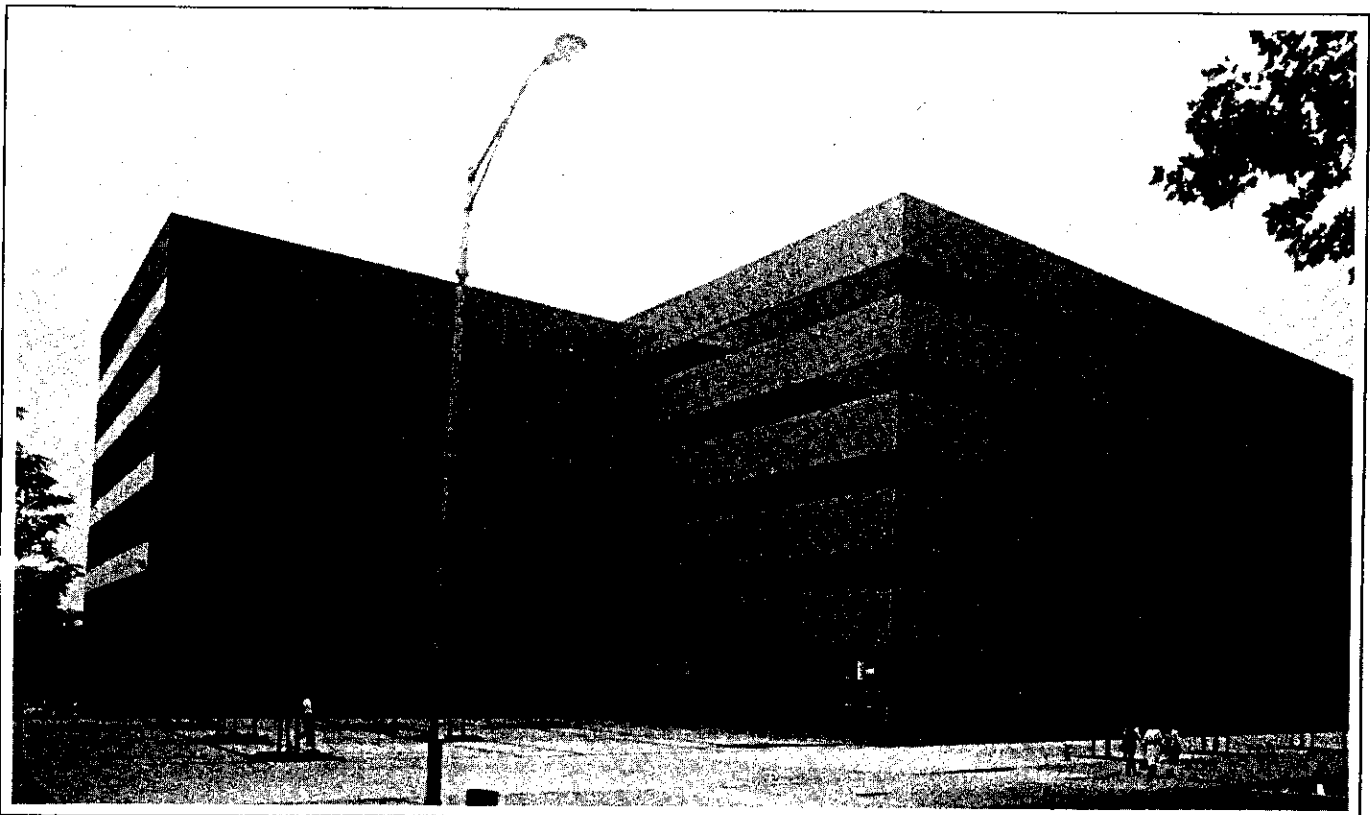
The first new commercial building in downtown New Brunswick in more than a decade opened in June, 1979. It was the \$6.5 million Plaza II office building sponsored by New Brunswick Tomorrow's implementation partner, the New Brunswick Development Corporation (DevCo).

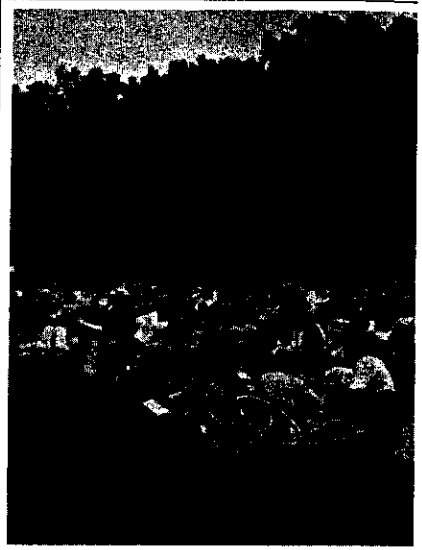
< Richard B. Sellars, right, chairman of the New Brunswick Development Corporation, discusses model of planned downtown hotel-conference center with Paul J. Abdalla, DevCo president.

The strikingly modern building designed by the world-famed architect, I.M. Pei, welcomed its principal tenant, Chicopee, and began preparing for other tenants. Plaza II added a key element to the downtown Commercial Plaza area that is becoming a revitalization showplace. Another new touch will be the exterior renovation of the historic and lovely United Methodist Church adjacent to Plaza II through the combined efforts of NBT, DevCo and Chicopee. Entering the new year, DevCo continued to move forward with plans for development of the Plaza III and IV office buildings, the so-called "Twin Towers."

An exciting highlight of the year occurred on February 26, 1979, when Johnson & Johnson broke ground for its new worldwide corporate headquarters project that is a cornerstone of New Brunswick's physical renewal. The long-awaited ceremony was attended by many dignitaries and community leaders, including State Attorney General John J. Degnan, representing Gov. Brendan T. Byrne; James E. Burke, Chairman of the Board of Johnson & Johnson, and Mayor Lynch. Construction is moving ahead briskly and is on schedule for the target of completion in 1981.

New Plaza II office building in downtown New Brunswick. v





*Camera captui
Bucc*



*s vignettes of audience and artists at
uch Park performance by the New Jersey Symphony
as part of New Brunswick Tomorrow's summer concert series.*

Another event took place on June 21, 1979, with significance not only for physical revitalization but also because of its tremendous potential for creating job opportunities and improving health care services to the community. It was the groundbreaking for Middlesex General Hospital's \$59 million expansion project in partnership with Rutgers Medical School of the New Jersey College of Medicine and Dentistry.

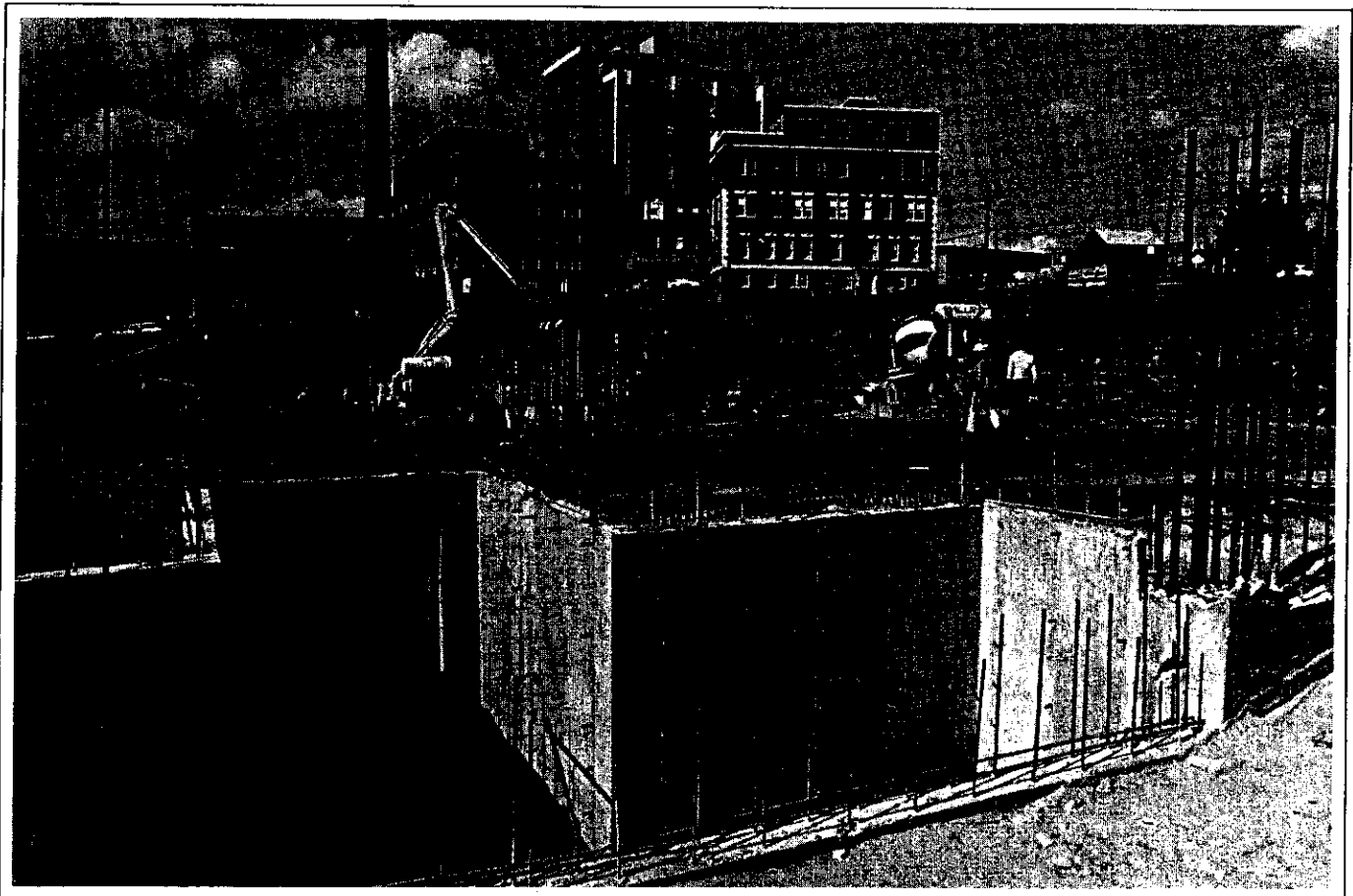
On the other border of the central business district, visible progress continued on construction of the Route 18 extension, the long-delayed project vital to relieving New Brunswick's massive downtown traffic and parking problems.

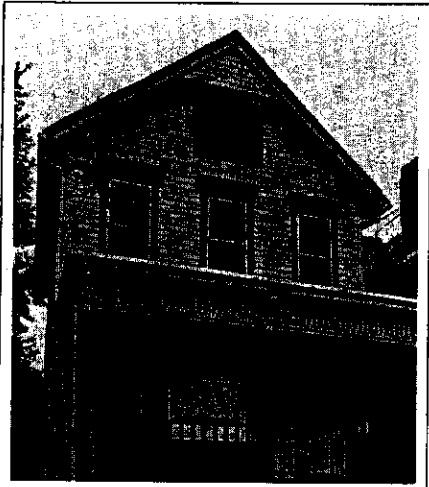
At the gateway to New Brunswick that will be formed by the new Route 18, important progress was made during the past year on a key physical anchor designed for that strategic location. It is the planned \$20 million hotel-conference center, a project of the Development Corporation.

In early January of 1979, the U.S. Department of Housing and Urban Development announced a \$6 million Urban Development Action Grant (UDAG) for the hotel project, the largest such grant ever received by this city. The application was prepared by the City, DevCo and NBT.

The project is to be financed principally by The Prudential Insurance Company and managed by one of the nation's most prestigious hotel organizations, Hyatt Hotels Corporation. It is expected

An old abandoned house is > transformed by neighborhood housing rehabilitation program.





A traffic island has become an attractive neighborhood parklet.

to provide 300 new jobs and, with its many guests and one of the largest ballrooms in New Jersey, to greatly increase nighttime activities in downtown New Brunswick.

Downtown revitalization plans developed by New Brunswick Tomorrow and its consultants moved forward during the year as a result of two strategic acquisitions by the Development Corporation.

One was the State Theater on Livingston Avenue, earmarked as one of the focal points in the development of New Brunswick as a major regional cultural center. With initial renovations made by DevCo, the State Theater reopened this fall with a series of musical performances by outstanding artists. NBT is working in close cooperation with DevCo to plan other immediate uses for the 2,000-seat theater, while long-range planning proceeds for its ultimate future usage.

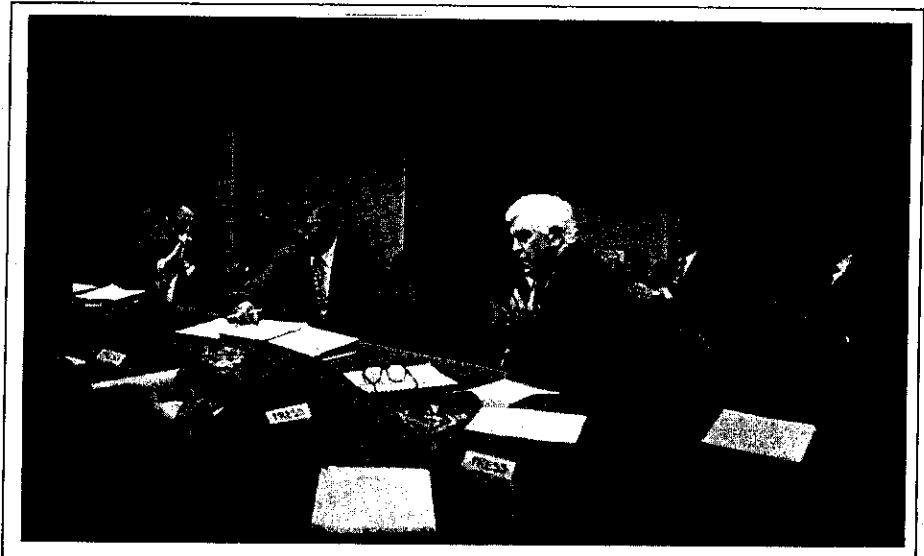
The other acquisition by DevCo in August was of the former P.J. Young's Department Store building on George Street from Johnson & Johnson for the same purchase price the company paid in 1976 at a Federal bankruptcy sale. With NBT acting as facilitator, the building in the fall of 1977 became the home of Rutgers University's Mason Gross School of the Arts. Control by DevCo insures that this landmark property will continue to be a taxpaying entity that is used for a purpose in harmony with downtown revitalization plans.

In the neighborhoods, there was progress in the innovative housing rehabilitation program developed by NBT and implemented by DevCo. The first group of abandoned houses acquired for DevCo by the city's Housing and Urban Development Authority through foreclosed FHA and VA mortgages was rehabilitated and sold to owner-occupants. The program is continuing, with the goals of eliminating pockets of blight and introducing stabilizing influences into neighborhoods.

The city's continuing neighborhood action improvement programs include the creation of parklets and "green streets" to enhance the environment for pedestrians and deemphasize vehicular movement.

New Brunswick Tomorrow's Neighborhood Task Force is working with the city, The Development Corporation, neighborhood organizations and other community institutions to stimulate and monitor neighborhood action projects. An excellent recent example was the dialogue and interaction with residents of the Commercial Avenue and George Street neighborhood to develop plans for the block, particularly the old gas station at that intersection. This activity prompted Johnson & Johnson to convert the service station site to an attractive mini-park pedestrian oasis as the first physical step toward neighborhood upgrading, while planning continued on longer-range housing goals.

< Expansion of Middlesex General Hospital is under way.



New Brunswick Tomorrow is also facilitating efforts, in cooperation with the city, to develop an appropriate use for the old cigar factory on Somerset Street. One of several options being explored is conversion to a residential structure for senior citizens.

Two applications for Federal grants of great potential to New Brunswick's physical renewal were submitted by the city with New Brunswick Tomorrow acting as a facilitator and providing technical assistance.

One is an application for a U.S. Economic Development Administration (EDA) grant of \$4.5 million to aid development of the George Street Mall planned by NBT and its consultants in cooperation with the city.

Complementing that application is one for a grant of \$6 million from the Urban Mass Transportation Administration (UMTA). It would go toward an innovative plan known as the George Street Pedestrian-Transit Program.

Social Revitalization

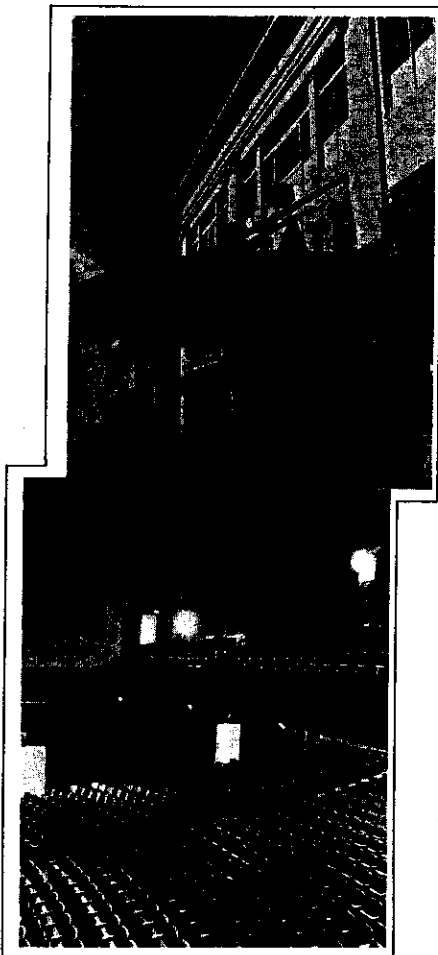
The past year also produced substantial progress on the equally important non-physical dimension of city revitalization.

In February 1979, the internationally known consulting firm of McKinsey & Company of Washington, delivered to New Brunswick Tomorrow an intensive study of the care of medically indigent persons in Middlesex County. It was believed to be the first countywide analysis of this mounting problem done anywhere in the nation. The study found that five general hospitals in the county subsidize treatment of the medically needy by \$1.3 million a year, but that the hospitals are not sharing equally in the burden.

Shortly after delivery of the McKinsey Report, John J. Heldrich, chairman of New Brunswick Tomorrow, announced that Karl E. Metzger

<NBT's Cultural Center task force presented results of a study by Arts Development Associates of Minneapolis.

State Theater has new look, inside and outside, as centerpiece in city's cultural renaissance. v



of New Brunswick would head the effort to seek solutions to the problems of providing health care to the county's medically indigent. Metzger brings to his task an excellent background of experience in private and public life as retired Secretary of Rutgers University and former director of the Middlesex County Board of Freeholders.

Another significant study also was made public in February through the auspices of New Brunswick Tomorrow and its cultural center task force headed by Ernest Johnson of Edison, retired president of Squibb U.S. Pharmaceutical Company. It was the report by Arts Development Associates of Minneapolis, an outstanding arts consulting firm. The study was financed by NBT and a grant from the Geraldine R. Dodge Foundation.

The report recommended a major cultural development effort, with a new George Street Playhouse and a 1,500 to 1,800-seat performing arts concert hall as the top physical priorities. It supported statewide planning for an Ethnic Heritage Center and a Science and Technology Center. Other key components would be a new Task Force for Cultural Action and Community Consul, development of exhibition facilities for the visual arts and exploration of making New Brunswick an electronic media center. As reported earlier, a key initial physical step already has taken place — acquisition by DevCo of the State Theater. During the coming year, NBT will spearhead activity to implement the cultural center concept. The arts not only add a new dimension to the city's spirit but also can generate tangible economic benefits for the community.

The recently concluded series of summer evening concerts in the parks sponsored by New Brunswick Tomorrow attracted large and enthusiastic audiences of city residents and visitors from neighboring communities and other parts of the state. Hailed as artistic and popular successes were performances by the New Jersey Symphony and New Jersey State Opera and outstanding programs of Hungarian dance and folk music, jazz, bluegrass and chamber music. The series was a cooperative effort by NBT and the Middlesex County Cultural and Heritage Commission, with funding assistance from the New Jersey State Council on the Arts, the City and local businesses and institutions.

An area of deep significance to New Brunswick's full revitalization potential is the city's system of public education. New Brunswick Tomorrow stands ready to assist the City and the Board of Education in any way called upon in addressing the formidable challenge of upgrading the public school system. Two hopeful developments have occurred. The Board of Education appointed Dr. William Hall, an educator with excellent credentials, as the new Superintendent of Schools. And the city's students greatly improved their performance in the statewide basic skills test.



Recognizing the need for sound communications programs, New Brunswick Tomorrow helped the Board of Education launch a bilingual newsletter, "The Chalkboard," that is being published four times a year in English and Spanish. Also during the year New Brunswick Tomorrow produced a 13-minute color film, "New Brunswick: Partnership for a Bright Tomorrow," to help provide an update on the citywide revitalization movement.

Working with the city, New Brunswick Tomorrow has taken an aggressive role in seeking new supermarket operators to fill the vacuum in serving the downtown residential community created by the closing of Davidson's on George Street.

New Brunswick Tomorrow has been requested by the city to undertake a special census to demonstrate that the city's population is 50,000 or more. This would make New Brunswick eligible for larger grants of federal money. NBT also has been asked by the city to supervise all matters relating to the 1980 census, which will determine federal funding levels for the next decade.

As the momentum of revitalization quickens, New Brunswick is preparing to celebrate a historical milestone in 1980 — the 300th anniversary of its founding. Mayor Lynch has appointed a broadly based Tercentennial Committee to plan and stage a colorful and memorable community-wide celebration. New Brunswick Tomorrow is playing a strong role in the development of those plans.

By a fortuitous coincidence of timing, the tangible signs of revitalization and a strong reawakening of pride and spirit of the people are providing a fine stage for this huge birthday party. The city's entry into its fourth century will provide a fitting inspiration for New Brunswick Tomorrow and its revitalization partners in the continuing commitment to build a new New Brunswick.

NEW BRUNSWICK TOMORROW
STATEMENT OF ASSETS, LIABILITIES, AND FUND BALANCE
APRIL 30, 1979 AND 1978

	April 30	
	1979	1978
ASSETS		
CURRENT ASSETS		
Cash in Banks and On Hand	\$340,912.	\$324,006.
Pledges Receivable	290,111.	46,451.
Other Receivables	15,863.	29,318.
Total Current Assets	<u>\$646,886.</u>	<u>\$399,775.</u>
FIXED ASSETS AT COST LESS ACCUMULATED DEPRECIATION	<u>\$ 9,896.</u>	<u>\$ 7,972.</u>
TOTAL ASSETS	<u><u>\$656,782.</u></u>	<u><u>\$407,747.</u></u>
LIABILITIES AND FUND BALANCE		
CURRENT LIABILITIES		
Deferred Pledge Income	\$290,111.	\$ 46,451.
Payroll Taxes Payable	4,731.	2,986.
Accrued Expenses Payable	6,918.	11,934.
Exchange — Special Programs	6,211.	811.
Total Current Liabilities	<u>\$307,971.</u>	<u>\$ 62,182.</u>
FUND BALANCE		
Unappropriated Funds	<u>\$348,811.</u>	<u>\$345,565.</u>
TOTAL LIABILITIES AND FUND BALANCE	<u><u>\$656,782.</u></u>	<u><u>\$407,747.</u></u>

STATEMENT OF REVENUES, EXPENSES, AND FUND BALANCE
FOR THE YEARS ENDED APRIL 30, 1979 AND 1978

	April 30	
	1979	1978
REVENUES		
Pledges Received	\$244,281.	\$402,169.
Interest Earned	25,541.	11,152.
Other Income	5,000.	—
Total Revenues	<u>\$274,822.</u>	<u>\$413,321.</u>
EXPENSES		
Operating expenses	\$271,576.	\$313,136.
EXCESS OF REVENUES OVER EXPENSES	<u>\$ 3,246.</u>	<u>\$100,185.</u>
FUND BALANCE — MAY 1	\$345,565.	\$241,102.
	\$348,811.	\$341,287.
PRIOR PERIOD ADJUSTMENT	—	\$ 4,278.
FUND BALANCE — APRIL 30	<u><u>\$348,811.</u></u>	<u><u>\$345,565.</u></u>

