



Proposed Development: Sky & Sunset Entertainment Hub – Camden, New Jersey

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Date: December 2025



To propose a large-scale project involving Sky and Comcast/NBCUniversal in Camden, NJ, to engage with specific corporate development, real estate, and government relations contacts at the companies, as well as key New Jersey state and local Response to RFEOI-0000081

6.1 CONCEPTUAL DEVELOPMENT PLAN

Project Overview

Sunset proposes the development of a state-of-the-art media production campus—the Sky & Sunset Entertainment Hub—modeled after *Sky Studios Elstree* and designed to serve as Sky’s flagship U.S. production, broadcast, and sports media facility. The proposed redevelopment site is the former Prison Site or other Camden Redevelopment Agency–controlled parcels.



Conceptual Development Plan – Sky & Sunset Entertainment Hub – Camden, New Jersey

The Sky & Sunset Entertainment Hub is a proposed 250,000+ sq. ft media and entertainment campus at the former Prison Site in Camden.

The facility is designed to consolidate Sky’s U.S. operations, including film and television production, Sky News, and Sky Sports.

The development plan focuses on modern, sustainable design while integrating with Camden’s existing urban landscape, emulating the design and architecture of Sky Studios Elstree.

Schematic Site Plan

- **Land Area:** Approx. 12–15 acres
- **Building Placement:** Centralized studio complex with access roads, parking, and green spaces
- **Zones:**
 - **Production Zone:** Eight sound stages, backlots, exterior sets
 - **Broadcast Zone:** Sky News, Sky Sports, NBC/Universal, NJ Spotlight, Explore New Jersey operations with dedicated control rooms
 - **Office & Support Zone:** Administrative offices, post-production suites, crew facilities, Sky Entertainment, NBC/Universal Xfinity, Sunset & Explore New Jersey
 - **Public/Open Space:** Landscaped plazas, pedestrian pathways, and sustainable green areas



3-D / Artists' Renderings





External Views:

- Modern industrial façade inspired by **Sky Studios Elstree**
- LEED-certified design with solar panels and energy-efficient systems
- Integrated pedestrian plazas and landscaped areas to enhance public interface





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Internal Views:

- Open-plan production offices with natural light
- High-tech sound stages with modular layouts
- Fully equipped post-production suites and broadcast control rooms
- Restaurants, Shopping, Retail & Studio Tours





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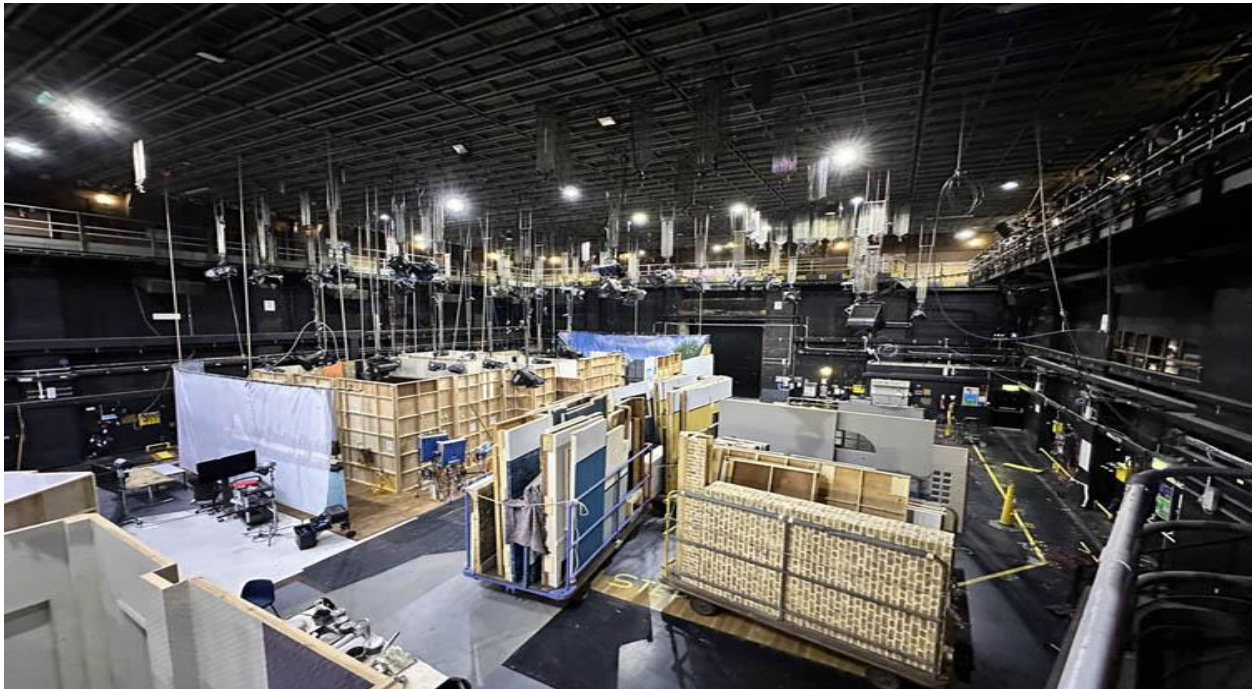


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Stage Designs

The stage design framework at **Sky Studios Elstree** serves as a reference model for the proposed Sky Studios Sunset in Camden, reflecting a highly adaptable, premium-grade production environment engineered to meet the evolving demands of global film, television, and live entertainment. The Camden campus would feature a meticulously planned portfolio of eight world-class sound stages, each tailored for maximum creative flexibility, technical sophistication, and operational efficiency.





- **Eight Purpose-Built Sound Stages (15,000–25,000 sq. ft. Each)**



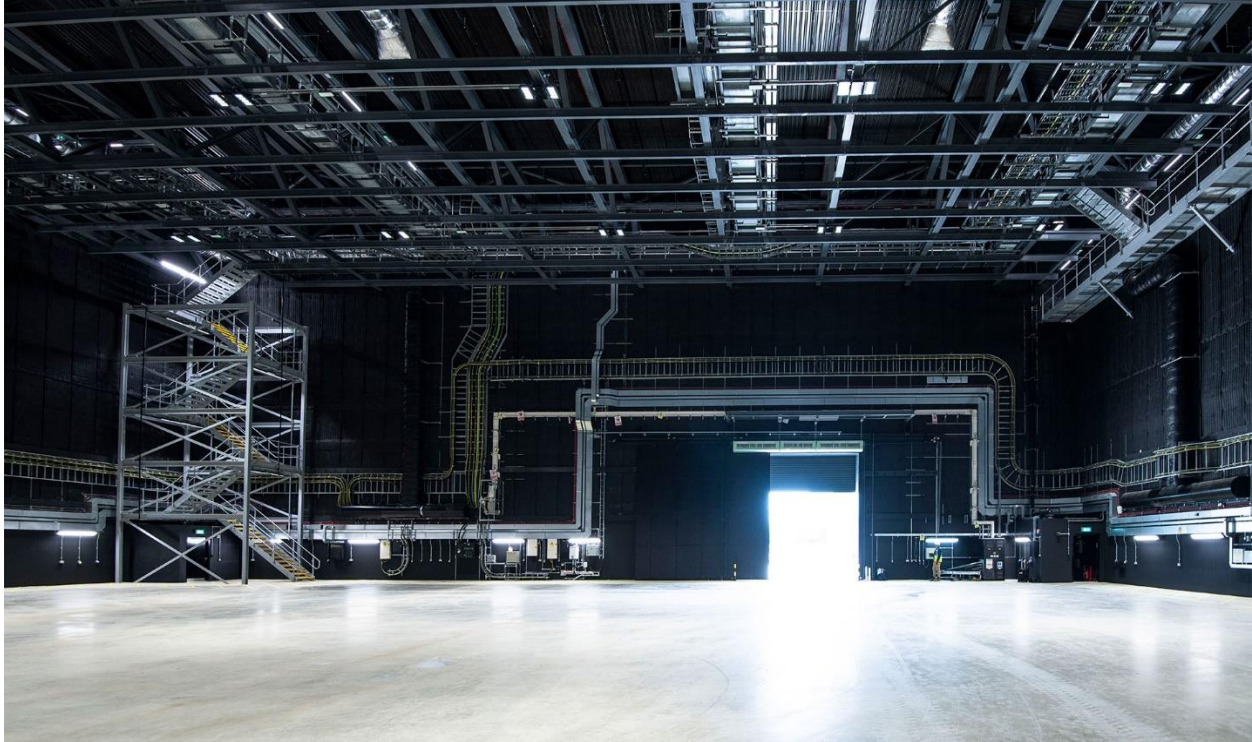
Each of the eight stages would range from 15,000 to 25,000 square feet, providing the scale and structural integrity required for productions of all sizes and genres.

Each stage would feature exceptionally high clear heights, reinforced flooring, and advanced acoustic-isolation systems that enable multiple productions to film simultaneously with minimal sound interference. Noise from the bridge, surrounding traffic, or overhead air activity would never pose an issue—even during outdoor shoots.

The modular designs would support large-scale set builds, complex lighting rigs, and sophisticated mechanical systems, all while maintaining an efficient footprint that allows for rapid production turnovers.



- **Flexible, Multi-Genre Set Arrangements for Film, TV, and Live Sports**



One of the signature strengths of the proposed design is its inherent **multi-purpose** flexibility. Each stage is engineered to accommodate traditional scripted filmmaking, multi-camera television formats, unscripted entertainment, commercial content, and the increasingly complex requirements **of live sports production**.

- Moveable rigging points and high-capacity power distribution enable seamless transitions between production types.
- Stages can support immersive LED volume setups, virtual production workflows, and hybrid physical-digital environments.
- Quick-change infrastructure allows multiple sets, scenes, or genres to be staged and struck in rapid succession, dramatically increasing productivity and minimizing operational downtime.



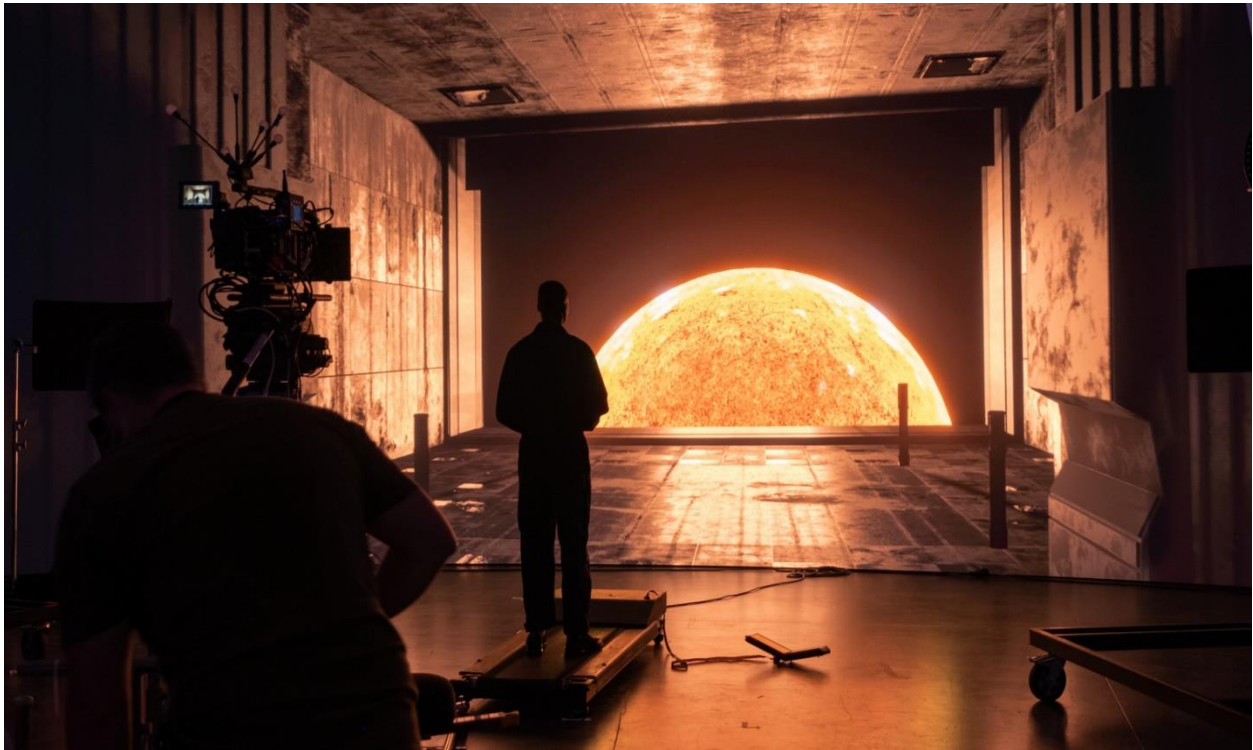
This adaptability provides a creative advantage to both in-house and external productions, ensuring that each stage can be tailored to the specific visual, technical, and narrative needs of the project.

- **Integrated Adjacent Support Zones: Storage, Prep, Dressing, and Technical Spaces**

The design philosophy emphasizes **proximity and efficiency**, with each stage directly connected to a thoughtfully planned ecosystem of support spaces. These include:

- **Dedicated storage bays** for set pieces, props, scenic elements, and technical equipment
- **Prep workshops** for construction, painting, fabrication, and rapid prototyping
- **On-stage green rooms, dressing rooms, and talent support suites** strategically positioned to streamline cast movement
- **Technical rooms** supporting audio, lighting, camera systems, and IT infrastructure
- **Loading docks** optimized for quick turnaround of materials and easy movement of large-scale set components

This adjacency minimizes logistical friction, reduces transit time across the campus, and allows departments—art, technical, wardrobe, makeup, and production management—to operate with exceptional synchronicity.



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Office Space:

- Administrative offices, executive suites, and collaborative workspaces
- Training and workforce development facilities
- Conference and screening rooms







Estimated Development Costs

- Land acquisition & site prep: \$12–18 million
- Studio construction: \$140–165 million
- Broadcast & production equipment: \$60–90 million
- Landscaping, infrastructure, contingencies: \$20–30 million
- **Total Estimated Cost: \$232–303 million**

Sustainability Overview – Sky Studios Sunset in Camden



The proposed Sky Studios Sunset in Camden, New Jersey is being envisioned as a transformative model for sustainable film and television production on the East Coast—an innovative campus designed not only to meet today’s environmental expectations, but to also set the new industry standard for decades to come.

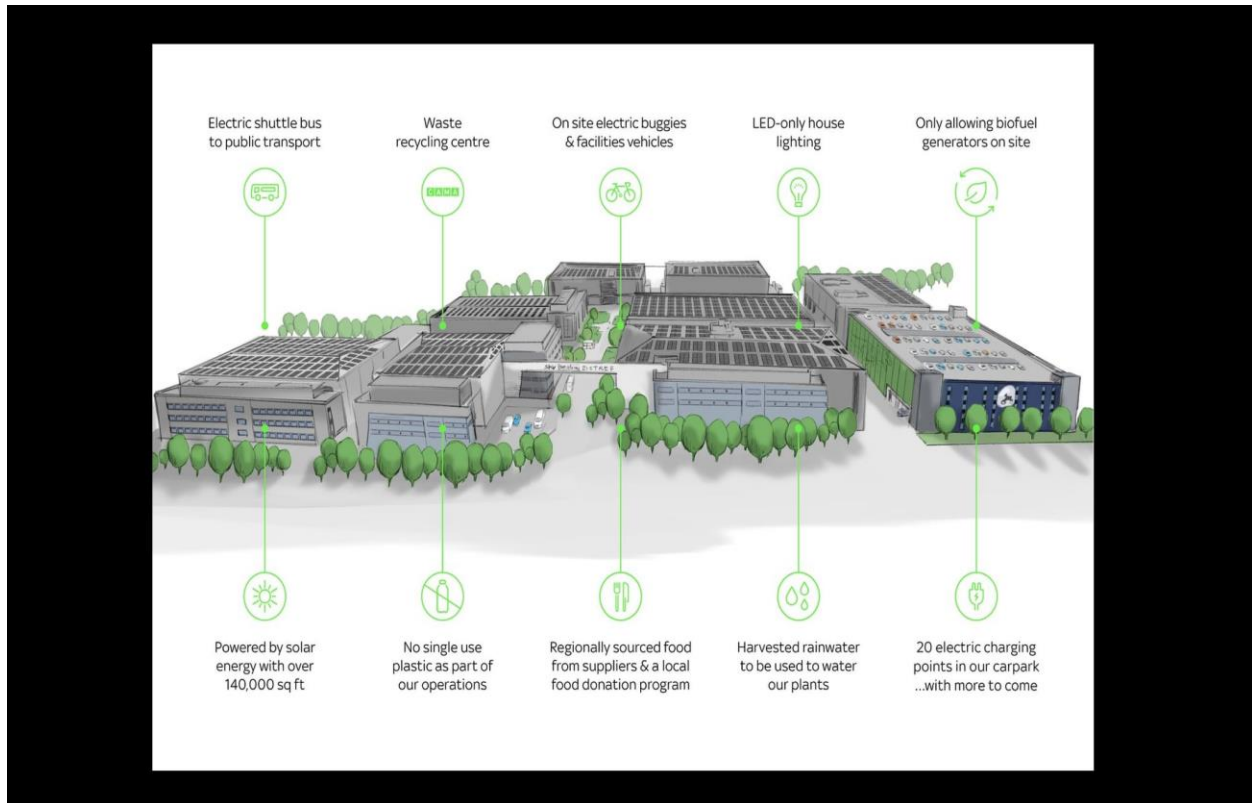


Drawing from the most advanced green studio developments around the world, the project incorporates a strategic blend of cutting-edge technology, responsible construction practices, and long-term operational efficiencies that collectively position the facility as a benchmark for environmentally conscious media production.

At its core, the sustainability framework for Sky Studios Sunset prioritizes a holistic, systems-based approach. Every element—from building design and energy generation to transportation planning and waste management—will be engineered to minimize ecological footprint while maximizing performance.

High-efficiency structures, smart-grid integration, renewable power systems, and next-generation water-handling solutions anchor the campus's environmental strategy, creating a facility that actively reduces its impact rather than merely offsetting it.

Key pillars of the sustainability vision include:





- **Carbon-Smart Infrastructure:** The campus will integrate advanced energy-efficient building envelopes, onsite renewable energy generation, and comprehensive electrification strategies with the goal of significantly reducing operational emissions. Long-term ambitions include achieving carbon neutrality in both production and facility operations.
- **Responsible Construction Practices:** Materials sourcing will prioritize recycled, low-carbon, and regionally manufactured products, while construction methods will emphasize waste reduction, reuse of resources, and minimized disturbance to the surrounding ecosystem. This approach not only reduces the project's embodied carbon but also contributes to healthier indoor environments for the community and workforce.
- **Water Stewardship:** Sky Studios Sunset plans to integrate high-efficiency water systems, rainwater harvesting, stormwater recycling, and landscape strategies that restore natural hydrology. These features create resilience against climate-related pressures while reducing overall water demand across the campus.
- **Smart Waste Management & Circularity:** The studio complex introduces production-friendly workflows that support material circularity, including advanced recycling systems, waste-to-resource programs, and responsible sourcing policies for set materials. These systems help productions drastically cut their waste output without compromising creative flexibility.
- **Sustainable Mobility & Community Connectivity:** Transportation planning will support electric vehicle infrastructure, shuttle services, bike-friendly access routes, and seamless integration with Camden's developing mobility networks. By reducing reliance on traditional vehicle traffic, the studio enhances local air quality and contributes to more sustainable regional transportation patterns.
- **Ecosystem Integration & Green Space:** Landscaping focused on native vegetation, pollinator habitats, and green roofs transforms the campus into



a living, breathing ecological asset that promotes biodiversity and resilience while offering a welcoming environment for artists, crews, and visitors.

Ultimately, Sky Studios Sunset is designed not just as a production facility, but as a forward-looking sustainability leader—one that demonstrates how world-class content creation can coexist with responsible environmental stewardship.

By anchoring the project in innovation, efficiency, and long-term ecological balance, Camden becomes home to one of the most progressive studio campuses in the global entertainment sector.

Key Sustainability Initiatives



Renewable Energy:

- The campus will operate on 100% renewable electricity.
- Solar panels covering multiple rooftops are projected to supply a significant portion of the campus's energy needs.



Water Management:

- Advanced rainwater harvesting systems will supply water for operations and landscaping.

Waste and Plastic Reduction:

- All on-site operations will be free from single-use plastics.
- Production-specific tracking of waste will promote reduction, reuse, and recycling.

Transport:

- The facility will use Waymo Automatic Driving cars on the campus.
- The facility will also utilize an all-electric operational vehicle fleet, including electric shuttles for staff and visitors.
- EV charging stations will be distributed across the campus.

Sustainable Infrastructure:

- Buildings will be constructed using sustainable materials and incorporate energy-saving LED lighting.
- No gas or fossil fuels will power day-to-day operations.
- Furniture will be sourced from local suppliers specializing in repurposed or second-life items, reducing the campus's carbon footprint.

Industry Collaboration:

- Productions hosted at Sky Studios Sunset will be guided in sustainable practices.
- Partnerships with organizations like ReCollective will enable upcycling of set materials for community projects.



Expansion and Future Goals

- Any planned expansion of Sky Studios Sunset will adhere to the same high sustainability standards.
- New rooftops will include solar panels, all lighting will be LED, and the vehicle fleet will be fully electric.
- These initiatives support the broader commitment to achieve net-zero carbon emissions across all operations by 2030.

The integration of these sustainability measures positions Sky Studios Sunset in Camden as a model for environmentally responsible media production, while simultaneously promoting operational efficiency, community engagement, and long-term resilience.

Compliance with Land Use & Redevelopment Plans

- Project aligns with Camden Redevelopment Plan for cultural and commercial uses.
- Compliance with state, county, and city zoning requirements for entertainment, office, and broadcast facilities.
- Incorporates traffic management, parking, and environmental guidelines.

Alternative Use / Required Variances

- Potential height variances for high-clearance sound stages.
- Redevelopment Plan amendments to formally designate media production use.
- Adjustments to parking ratio requirements due to shared mobility and shuttle programs.

Sunset Entertainment will coordinate with Camden Redevelopment Agency and NJEDA to process any necessary approvals and variances to ensure full regulatory compliance.



The campus will serve as a comprehensive production, post-production, and broadcast center supporting:

- Film and television production
- Sky News U.S. and Sky News International operations
- Sky Sports U.S. broadcast operations
- Third-party productions (NBCUniversal, independent studios)

Conceptual Site Plan & Renderings (Descriptive & Visual)

Master Plan Components (Approx. 250,000–300,000 sq. ft.):

- Eight sound stages (15,000–25,000 sq. ft each)
- Backlot and exterior production zones
- Sky News Broadcast Center with multi-platform newsroom
- Sky Sports Live Production Center
- Post-production suites (editing, sound mixing, VFX)
- Production offices & support facilities
- Public access lobby, screening room, and events hall
- Green spaces, pedestrian corridors, and sustainability elements

Design Approach:

- Inspired by *Sky Studios Elstree*—sleek, modern industrial aesthetic with open-plan creative environments.
- LEED-certified structures emphasizing energy-efficient systems.
- Integrated fiber backbone for live broadcast, international uplink, and data distribution.



Estimated Development Costs (Conceptual):

- Land acquisition & site preparation: \$12–18 million
- Studio construction (250,000+ sq. ft): \$140–165 million
- Broadcast & production equipment: \$60–90 million
- Infrastructure, landscaping, contingencies: \$20–30 million Total Estimated Cost: \$232–303 million

Compliance with Land Use & Redevelopment Plans

The project will comply with State, county, and City of Camden redevelopment and zoning requirements. Key anticipated alignments:

- Conformity to existing redevelopment zone allowing commercial, entertainment, and technological uses.
- Alignment with Camden's economic revitalization objectives.
- Traffic, parking, and infrastructure improvements compliant with County planning.

If Alternative Use / Variances Are Required

Should certain blocks require zoning adjustments, the following may be requested:

- Variances for building height to meet soundstage requirements.
- Redevelopment Plan amendments to formally designate the use as "media production campus".
- Parking ratio adjustments due to hybrid remote work and shuttle-based logistics.

Sunset will collaborate with the Camden Redevelopment Agency and NJEDA to process any necessary approvals.



6.2 FINANCING PLAN

The project will be financed through a hybrid structure incorporating:

Equity & Development Capital

- Sunset Entertainment private equity investment.
- Proposed strategic investment from Sky Group (Comcast/NBCUniversal).
- Potential minority investment from institutional partners and infrastructure funds.

Debt Financing

- Construction loan via commercial lenders specializing in large-scale real estate and media infrastructure.

State Incentives (Critical Component)

- NJ Film & Digital Media Tax Credit (30–40%)
- Studio Partners Program: Up to 40% credit, \$150M allocation
- Film-Lease Partners Program for long-term leasing
- Urban Enterprise Zone incentives (Camden)
- Workforce development grants via NJEDA and county programs

Projected Financial Structure

- 30–35% equity
- 45–55% debt
- 15–25% direct incentive capture and reinvestment into the project

6.3 PROJECT DEVELOPMENT SCHEDULE OF CRITICAL PATHS

Phase 1: Pre-Development (0–9 months)

- Site control and land acquisition



- Feasibility studies, environmental analysis
- Community outreach and stakeholder engagement
- Initial architectural concepts
- NJEDA incentive application and Studio Partner qualification

Phase 2: Design & Approvals (9–18 months)

- Full architectural, engineering, and environmental design
- Camden City Planning Board approvals
- County engineering and utility coordination
- Redevelopment Plan amendments (if needed)
- Construction financing closing

Phase 3: Construction (18–42 months)

- Infrastructure and site preparation
- Studio and broadcast building construction
- Fit-out of stages, offices, and post-production facilities
- Broadcast systems, fiber backbone, and uplink installation

Phase 4: Leasing / Operational Ramp-Up (36–48 months)

- Tenant fit-outs for Sky News US & Sky Sports
- Production planning for Strike Back, Oz, and Sky Originals
- Third-party leasing (NBCUniversal productions, independents)

Full Operational Launch: Year 4–5

6.4 PROJECT DEVELOPMENT, FINANCING & MANAGEMENT EXPERIENCE

Management & Experience Overview



Sunset brings over two decades of experience in:

- Media production
- Studio operations
- Executive project development
- Large-scale entertainment initiatives
- Strategic partnerships with broadcasters and streaming platforms

Sunset will serve as the development lead for U.S. operations in partnership with Sky.

Comparable Completed Projects (Urban Environments)

Experience includes:

- Production and studio build-outs for film and TV entities in NYC, Philadelphia, Los Angeles
- Redevelopment of media office spaces and broadcast suites
- Multi-studio production coordination for independent and international projects

Organizational Structure (Condensed)

- Sunset (Lead Developer & Operator)
 - CEO
 - Head of Development
 - Head of Production Operations
 - Finance & Incentives Compliance Team
- Sky / Comcast (Strategic Partner)
 - Studio Planning Division



- Broadcast & Sports Operations Engineering
- Real Estate Division

Consultant & Design Team (Proposed)

- HOK or Gensler (studio & broadcast architecture)
- Thornton Tomasetti (engineering)
- Arup (acoustics & broadcast infrastructure)
- CBRE or JLL (real estate support)
- Studio project advisors with experience at Pinewood, Sky Elstree, or Fox Studios

If substitutions are required, Sunset will notify NJEDA with justification.

6.5 JOBS GENERATION

Construction Jobs:

Estimated 1,600–2,400 jobs over multi-year build.

Permanent Jobs:

Estimated 520–780 permanent jobs, including:

- Production crews
- Broadcast journalists and technicians
- Engineering and IT personnel
- Studio operations staff
- Corporate and administrative positions

Breakdown (new vs. retained):

- Approximately 400–550 new to New Jersey



- Approximately 120–230 retained within the State

Sunset acknowledges that final agreements may include minimum job creation commitments and liquidated damages provisions.

Other Jobs Created:

- A retail outlet will be established to sell entertainment–related merchandise and Sky Studios Sunset products tied to film, television and Broadway. All phases of operations will require full staffing.
- The Sky Studios Sunset Gym & Fitness Center may be built as a standalone facility with its own brand, and it will be determined whether it will be open to the general public for memberships and daily use. Sky Studios Sunset may also consider creating a strategic partnership with a third-party operator (such as Edge, Crunch, LA Fitness, etc.) to build and manage day-to-day operations.

Future Growth Considerations:

- Amusement park and theme park
- Hotels
- Restaurants, cafés and coffee shops

7.0 REQUESTS FOR CLARIFICATIONS

Sunset welcomes opportunities to provide further detail, including additional design concepts, financial models, technical descriptions of broadcast infrastructure, or community benefits plans.

8.0 PROPRIETARY / CONFIDENTIAL INFORMATION

Sections involving:

- Sky partnership structures



- Financial models and equity commitments
 - Production slate specifics may be marked confidential if required.
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9.0 DISCLAIMER / NO OBLIGATION ACKNOWLEDGMENT

Sunset acknowledges NJEDA's rights and limitations as stated in RFEOI-0000081, including that:

- The Authority may or may not issue an RFQ/P.
 - Responses are at the Respondent's own expense.
 - Submission does not guarantee negotiation or selection.
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10.0 OPRA ACKNOWLEDGMENT

Sunset acknowledges that this submission is subject to the New Jersey Open Public Records Act, with the understanding that proprietary and/or confidential information may be redacted by the Authority.

The Sky & Sunset Entertainment Hub represents a transformative, high-impact redevelopment project that will:

- Create a world-class media production campus
- Strengthen New Jersey's national and global entertainment footprint
- Revitalize Camden with long-term economic, workforce, and technological benefits

Sunset looks forward to engaging with NJEDA, State officials, and Camden stakeholders to advance the project toward full development.