



City on the Rise: Economic Development in Camden

Prepared by Cooper's Ferry Partnership

“Camden...brought me blessed
returns.” —WALT WHITMAN

CAMDEN
NEW JERSEY
2012

City on the Rise: Economic Development in Camden

Prepared by Cooper's Ferry Partnership

Welcome from the Mayor



It has been a year of great achievements and many firsts in the City of Camden.

Cooper Medical School of Rowan University (CMSRU) received national accreditation as the only four-year allopathic medical school in

South Jersey. Homebuyers moved into the first new market-rate condominium building developed in the city in recent years. A Rutgers-Camden faculty member received Camden's first MacArthur Foundation "genius" grant.

Over \$300 million of new investment was committed last year to rebuilding the physical fabric of downtown Camden and the Waterfront, and to improving the health, education and economic wellbeing of our residents. Camden is attracting new talent and cultivating innovation through the ongoing leadership and investment of our partners in the "Eds and Meds."

The stories and achievements featured in this report represent the tremendous confidence and faith of so many individuals and institutions in Camden's future. Collectively, they reflect the growing economic, intellectual and creative capital of our city. After suffering from economic dislocation in the post-industrial era, Camden is re-establishing its importance in the knowledge economy.

Over the past year, new developments in the housing market and in the educational and medical fields have further strengthened the Camden economy, due in part to strong, efficient leadership and increased fiscal regulation. Despite the conditions of the national economy, Moody's Investor Services recently announced that Camden will maintain its Ba2 rating. Moody's acknowledges the City's main strengths in maintaining its rating are due to "strong management of strained finances" and "sufficient liquidity to satisfy expenditures without cash flow borrowing." My administration has devoted time to establishing sound fiscal policies that will balance the budget and create more cost savings.

New investment and economic development in downtown Camden brings a high rate of return, strengthening the local economy and improving the entire city, including our residential neighborhoods. Downtown development generates increased tax revenues, which allows the City to provide more high-quality public services to residents throughout Camden.

The growth of anchor institutions and the downtown residential population creates a multiplier effect by creating new jobs and encouraging new commercial activity. Residents benefit from new employment opportunities and improved access to goods and services. We are able to make a greater percentage of our consumer purchases within the city, and fewer of those dollars leak out to suburban retail centers. This in turn helps local businesses thrive, generating more taxes and jobs.

In addition to economic conditions citywide, public safety continues to be one of my highest priorities as Mayor. After it was forced to lay off a significant number of Camden police officers last year as a result of a budgetary deficit, the City—in partnership with the State of New Jersey—was able to bring 60% of those officers back to work. We've also made additional investments in 82 "eye in the sky" surveillance cameras in targeted locations. Based on the success of the program, we plan to install an additional 34 cameras throughout the city.

Through the Camden Special Services District and the Camden Clean Initiative, we continue to clean and green vacant lots and parks throughout the city. The importance of this initiative is underlined by a recent study conducted by researchers at the University of Pennsylvania which found that neighborhoods in which blighted, vacant lots have been cleaned and greened report lower crime rates than neighborhoods in which vacant lots have not been improved.

In the face of a weak national economy, at a time when municipalities all over New Jersey and the United States face significant fiscal constraints and cutbacks, it is striking that investment in downtown Camden has accelerated. There is a critical mass of reinvestment and an unstoppable momentum, which is transforming downtown Camden and has the power to restore the economic health and vitality to our city.

Are you looking for an exciting, dynamic place to live, to start a business, to catch a show, or to make a difference? Please join me, along with my many partners in the private, public and nonprofit sectors in *Moving Camden Forward*.

Sincerely,

The Honorable Dana L. Redd
Mayor, Camden City



Welcome from Cooper's Ferry Partnership

There is much exciting and significant change and progress afoot within downtown Camden and also within our own organization.

Cooper's Ferry Partnership (CFP) works to develop and implement visionary, long-range redevelopment plans that strengthen the city's connections to its physical assets, including its waterways as well as the regional rail and road networks. In addition to focusing on the revitalization of downtown Camden and the Waterfront, CFP works with community-based partners to support redevelopment initiatives in several Camden neighborhoods including North Camden, Cramer Hill, East Camden and Parkside.

CFP also operates the Camden Special Services District (CSSD), a traditional clean and safe program, designed to improve the physical appearance of downtown Camden and adjacent areas in order to provide an enhanced sense of safety and hospitality. CSSD also programs special events on the Camden Waterfront and in the Cooper Plaza neighborhood around Cooper Hospital.

CFP works with a diverse range of partners on collaborative projects including *Live Camden*, a clearinghouse of information about buying a home and living in Camden; *Go Local Go Camden*, a local sourcing initiative; *Camden POWER*, a home energy retrofit project; and *Camden SMART*, a green stormwater management program.

Alongside the Mayor as well as leaders from the private, public and nonprofit sectors, CFP works to revitalize the City of Camden as a thriving urban hub, which is critical not only for the city itself, but also for the region. We seek to harness Camden's potential and to leverage its incredible assets, including its unmatched regional location, its natural assets including fifteen miles of waterfront land, and its strong and influential institutional presence.

2012 promises more groundbreaking, ribbon cuttings and more people in the city—living, working and investing in Camden. We invite you to be part of the change.

Sincerely,

Anthony Perno
Chief Executive Officer

David Foster
President



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Now is the Time

During the industrial era, the City of Camden was the economic engine of South Jersey and a crucible for innovation and entrepreneurship. Today, with the dramatic expansion of its educational and medical institutions, **Camden is re-emerging as the knowledge center of the region.**

In the second half of the 20th century, Camden, like so many cities in the eastern U.S., suffered from a dramatic loss of business and residential population to the suburban reaches of the region. Today, we are seeing an exciting trend toward the reconsolidation of many of these urban centers.

Camden's anchor institutions, including its hospitals, universities, and major cultural attractions, are making major investments in the city and incentivizing employees to live where they work. Students are attracted to living on an urban campus. Powerful financial incentives and business incubators are attracting companies to locate in the city. Campbell Soup Company, a Fortune 500 company, reaffirmed its commitment to Camden through a \$90 million investment in its world headquarters and the surrounding area.

Camden is also benefitting from the extraordinary downtown revival that is taking place in Philadelphia, just across the river. According to Philadelphia's Center City District, more

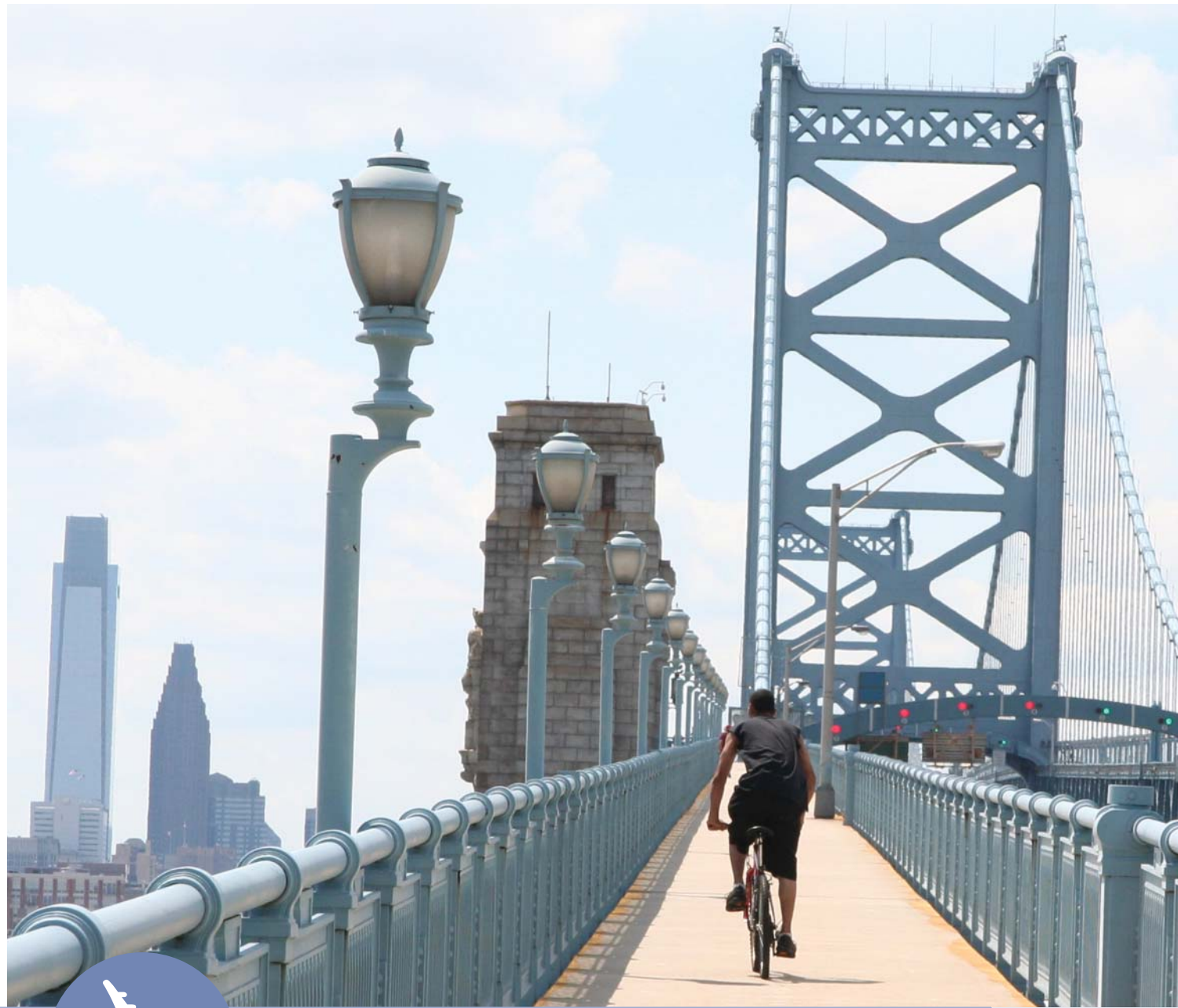
than 12,000 new housing units since 1997 have attracted 16,698 new residents into the eight zip codes defined as greater Center City Philadelphia. Philadelphia workers are now discovering that Camden offers high-quality, affordable housing a stone's throw away.

As Philadelphia's waterfront redevelopment efforts accelerate with the recent completion of its *Master Plan for the Central Delaware*, there is strong synergy and collaboration between key waterfront development entities in both cities to realize the vision for "Two Cities, One Waterfront".

During recent weak economic times, Camden has focused on long-range planning and strategic public investment in land assembly, infrastructure, and public amenities. Now, with strong, aligned political and institutional leadership in place, Camden is well positioned for the next upswing in the economy and for its resurgence in the 21st century as a thriving urban center.

"New downtowners are choosing urban life, with its myriad opportunities for entertainment, education, excellent health care and recreation, because of a city's anchor institutions."

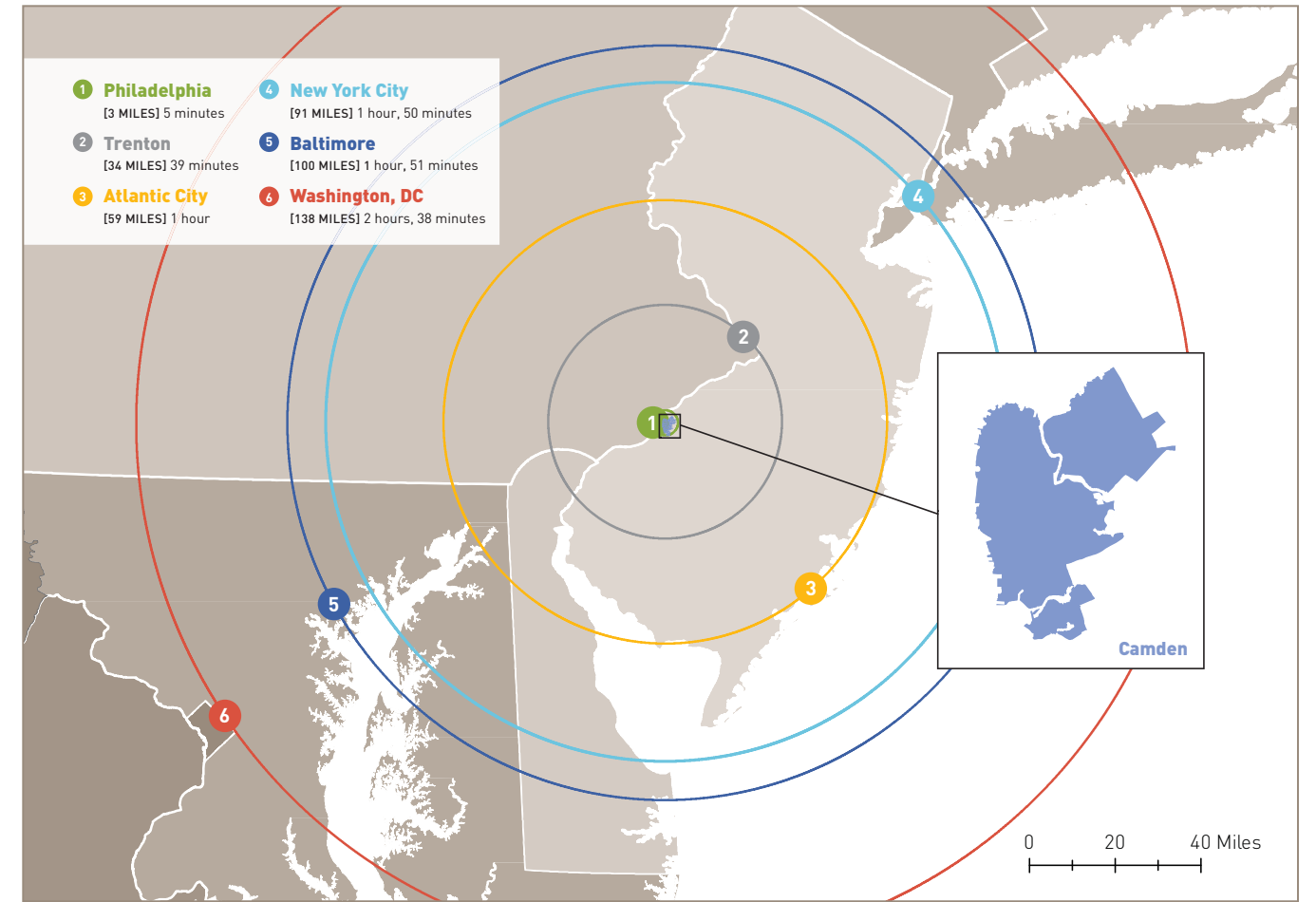
-EUGENIE BIRCH, *NEXT AMERICAN CITY MAGAZINE*



Getting to Downtown Camden

Camden is situated at the hub of the regional transportation network. **Downtown Camden's Walter Rand Transportation Center is one of the most heavily trafficked mass transit stations in the state of New Jersey.**

DRIVING TIME AND DISTANCE TO DOWNTOWN CAMDEN



The **PATCO SPEEDLINE** provides rapid transit between Philadelphia and Lindenwold, NJ. The PATCO Broadway station is located in Camden's Walter Rand Transportation Center and has a direct link to NJ Transit's RiverLINE and regional bus service. PATCO provides connections to all major regional SEPTA train and subway lines in Philadelphia as well as NJ Transit trains to Atlantic City.

6 Minutes

to travel from Camden City Hall to 8th & Market in Philadelphia via PATCO



Camden's Walter Rand Transportation Center serves as a hub for 26 regional **NJ TRANSIT BUS** lines, which extend to the suburban corridors north, east and south of Camden and to Philadelphia to the west.

2011 RAIL RIDERSHIP

PATCO..... 10,400,000
 RiverLINE..... 2,728,938

DRPA AND NJTRANSIT SELF-REPORTED NUMBERS



[LEFT] Cooper Street RiverLINE stop during rush hour.

3.8%

Growth in PATCO ridership from 2010 to 2011



NJ Transit's **RIVERLINE** light rail service currently operates over a 34-mile corridor between downtown Camden and Trenton, serving towns along the Delaware River. The RiverLINE provides direct transfer to PATCO and bus service at Camden's downtown Walter Rand Transportation Center. RiverLINE passengers can access Amtrak's Northeast Corridor service and NJ Transit trains to New York City at the Trenton Transit Center.

18 miles

of new light rail transit service being planned for Southern New Jersey between Glassboro and Camden by the Delaware River Port Authority (DRPA) and Port Authority Transit Corporation (PATCO)



Major South Jersey arterial **ROADWAYS** that converge and feed into Camden include US 30, US 130 and State Routes 38, 70 and 168. Interstate 676 connects Camden with Philadelphia and Interstate 95 to the west via the Benjamin Franklin Bridge; I-676 also connects Camden to Interstate 76, via the Walt Whitman Bridge, I-295 and Route 42 to the south.

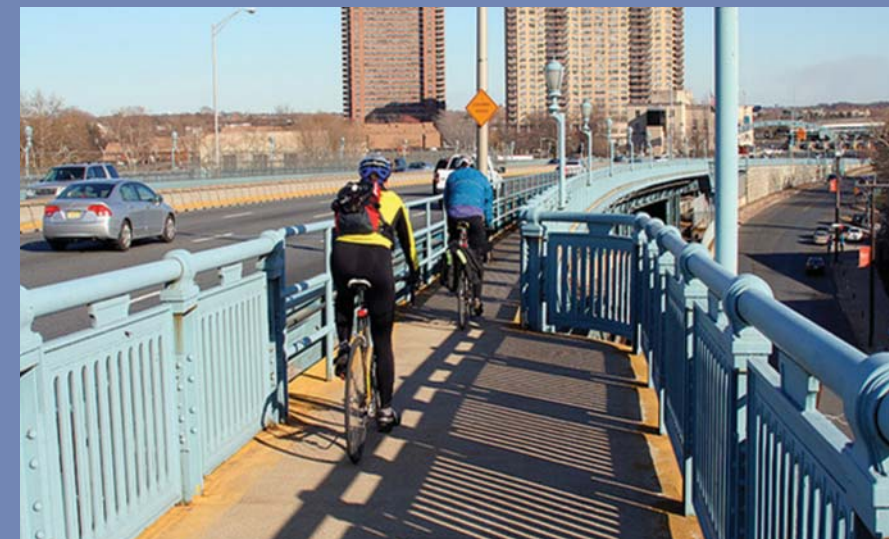
4.5 miles

from downtown Camden to Rittenhouse Square in Philadelphia, closer than many Philadelphia neighborhoods and suburbs

500 bicyclists, walkers and joggers

commute daily over the Ben Franklin Bridge. This iconic bridge, built in 1922, is the linchpin between South Jersey and Southeastern Pennsylvania roads and trailways.

DATA PROVIDED BY THE BICYCLE COALITION OF GREATER PHILADELPHIA.



The 1.8 mile Ben Franklin Bridge multi-use pathway provides cyclists and pedestrians with breathtaking vistas of Philadelphia and Camden.



Every day, commuters travel over the Ben Franklin Bridge between Philadelphia and Camden on its dedicated **PEDESTRIAN AND BICYCLE** pathway. Planning is underway to improve ramp access between the bridge pathway and the street in downtown Camden. Camden is at the center of a multi-use trail network, which is being implemented in phases through The Camden GreenWay.

Cooper's Ferry Partnership is planning a Delaware River Bike Loop to provide a breathtaking journey across the Ben Franklin Bridge to Camden and Philadelphia. This ride will begin at Independence Mall in Philadelphia or Adventure Aquarium in Camden and allows visitors to ride back in time to experience America's colonial origins and industrial past.



The **RIVERLINK** Ferry is an exciting way to travel across the river between Penn's Landing and the Camden Waterfront. There is daily service between Memorial Day and Labor Day and weekend service in May and September. The ferry runs on an express schedule for Susquehanna Bank Center concerts and other special events. Efforts are underway to expand the ferry's operational times, as well as to provide service for private parties and water taxi service. More information at www.riverlinkferry.org.

109,946

visitors traveled across the Delaware River via ferry in 2011

PUBLIC TRANSIT IN CAMDEN



MAP COURTESY OF KITCHEN & ASSOCIATES



PATCO trains transport commuters across the Ben Franklin Bridge every 10 to 15 minutes during rush hour.



Philadelphia's 30th Street Station is located less than 5 miles from downtown Camden. A major stop on **AMTRAK's** Northeast and Keystone Corridors, 30th Street Station is the 3rd busiest Amtrak station in the system.



PHILADELPHIA INTERNATIONAL AIRPORT (PHL) is located just under 20 minutes from downtown Camden.

Getting to the Philadelphia International Airport (PHL) is easy and inexpensive!

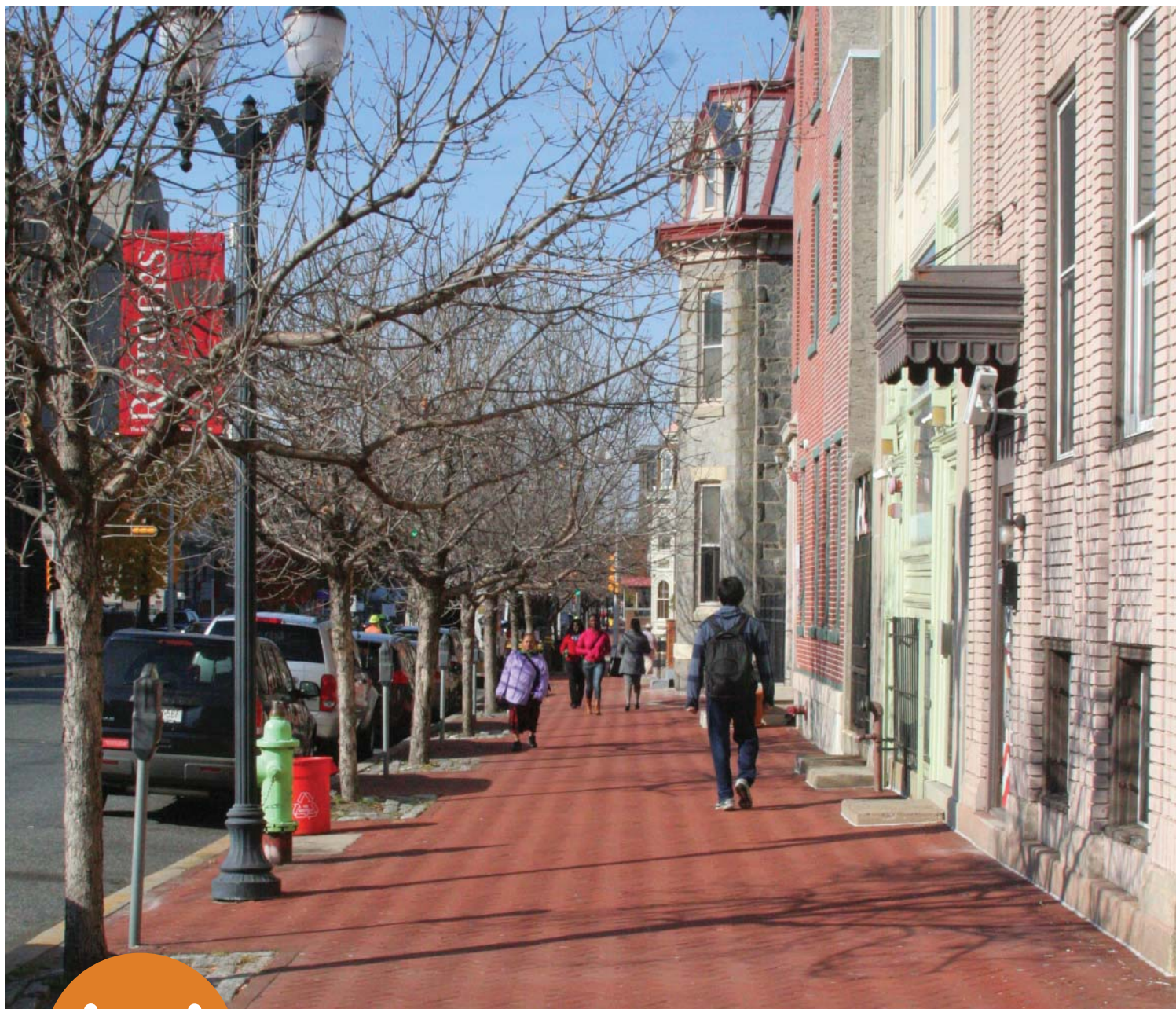
Getting to PHL from downtown Camden by public transit will cost you under \$15, one way. A one way trip to the airport from Center City Philadelphia by taxi runs upwards of \$35. Take the PATCO to 8th Street in Philadelphia and grab the Airport Regional Rail Line at Market East Station.



Local university students talk at a RiverLINE stop. Center City Philadelphia can be seen in the background.

RAJVI VORA, a student at Rutgers University-Camden, has been living in Camden for the past four years. Living in Camden has given Rajvi the opportunity to become civically involved in the city and also to enjoy the amenities of Center City Philadelphia.

"The ride to Philadelphia is only about \$2.80 round trip and it is easy to spontaneously jump on the train with the station two blocks from campus to go to Philadelphia for a few hours and then come back to Camden. My friends and I have gone there often to try out new restaurants, hang out in different shops and even study." —RAJVI VORA



Live Camden

The residential community in downtown Camden continues to steadily grow with new housing options and amenities for downtown living. **225 new construction and historic rehabilitation units** were recently completed or are in the pipeline.

In partnership with Cooper University Hospital, M & M Development recently completed construction of 25 loft-style condominiums in the Cooper Plaza neighborhood. These one and two bedroom units feature parking, a fitness center, clubhouse, and roof garden.

The new Cooper Building, located in the historic Cooper Plaza neighborhood, is a short walk away from trains and buses connecting to Philadelphia and Manhattan.



The Cooper-Grant Neighborhood Association (CGNA) and Pennrose Properties recently completed Phase 1 of the Cooper-Grant Commons, which created the first market-rate homeownership opportunities in Camden in over 20 years. The team is currently working on Phase 2 of the Cooper-Grant Commons, which will create ten more new homes and a brand-new park in the Cooper-Grant neighborhood. Every Phase 2 home will include off-street parking and energy efficient design and construction techniques.

Looking to Move to Downtown Camden?



Financial incentives for home purchases in Camden are now available for employees of Camden County College, Cooper University Hospital, Rowan University at Camden, Our Lady of Lourdes Medical Center, and Virtua-

Camden through the new **EMPLOYER-ASSISTED HOUSING PROGRAM** (EAH). These institutions are investing in the revitalization of their communities by providing various

financial incentives to employees who purchase a home within the adjacent neighborhoods.

Other City and State programs are also available to interested homebuyers. Camden recently joined the list of New Jersey Housing and Mortgage Finance Agency approved **LIVE WHERE YOU WORK** cities that offer low-interest mortgage loans to homebuyers purchasing homes in towns where they are employed.

In addition, last year, the Camden Redevelopment Agency received more than \$26 million in federally funded **NEIGHBORHOOD STABILIZATION PROGRAM 2** funds to finance the construction and renovation of more than 108 previously vacant, abandoned and foreclosed homes. Interested homeowners may combine most of the available financial incentives and may be eligible to receive up to \$15,000 towards down payment and closing cost assistance.

Prospective buyers can learn about the available financial programs and other information about buying a home and living in Camden at www.livecamden.org.



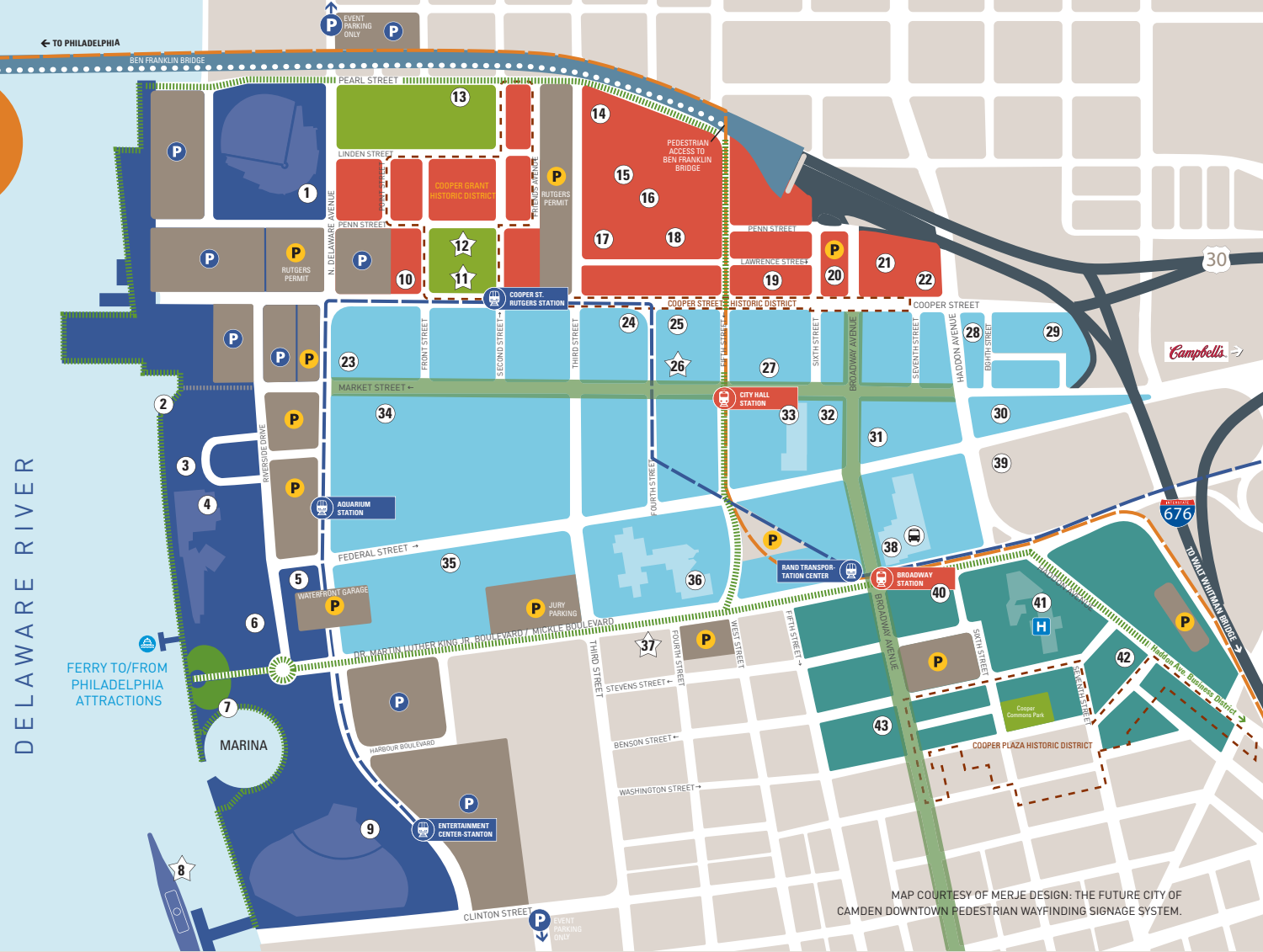
GEORGE FEENEY (center) recently purchased a house on Benson Street in the Cooper Plaza neighborhood. After 15 years in California, this former Marine was thrilled to move into his rehabilitated historic home, which has 3 bedrooms, 2.5 baths, and a deck. George purchased the house for \$137,000 from St. Joseph's Carpenter Society (SJCS).

SJCS has been rehabilitating and selling houses in the Cooper Plaza neighborhood through a partnership with Cooper University Hospital, Camden Redevelopment Agency,

and the NJ Housing and Mortgage Finance Agency. Since 2006, SJCS has rehabilitated close to 30 scattered site historic brick row homes throughout the Cooper Plaza neighborhood.

"What is going on in Camden is really impressive. The transformative process has amazed me. . . People are moving back to and staying in Camden because they see the change."

—GEORGE FEENEY



DOWNTOWN CAMDEN POINTS OF INTEREST

CAMDEN WATERFRONT

- 1 Campbell's Field
- 2 Camden GreenWay
- 3 Ferry Terminal Building
- 4 Adventure Aquarium
- 5 One Port Center
- 6 Camden Children's Garden
- 7 Wiggins Park and Marina
- 8 Battleship New Jersey
- 9 Susquehanna Bank Center

UNIVERSITY DISTRICT

- 10 Board of Education
- 11 Johnson Park
- 12 Walt Whitman Arts Center
- 13 Rutgers-Camden Community Park
- 14 Rutgers Recreation Center

HEALTH SCIENCES CAMPUS

- 15 Gordon Theater
- 15 Stedman Gallery
- 16 Rutgers University
- 17 Rutgers Campus Center
- 18 Rutgers Admissions Office
- 19 LEAP Academy Upper School
- 20 Barnes & Noble University District Bookstore
- 21 Camden County College and Rowan University
- 22 LEAP Academy Lower School
- 23 The Victor Building
- 24 Rutgers Graduate Student Housing (Opening Fall 2012)

UNIVERSITY DISTRICT

- 25 U.S. Courthouse
- 26 U.S. Post Office
- 27 Settlement Music School
- 28 Friends Meeting House
- 29 BridgeView Building
- 30 CAMcare
- 31 Cathedral of Immaculate Conception
- 32 County Administration Building
- 33 City Hall
- 34 L-3 Complex
- 35 Waterfront Technology Center
- 36 Hall of Justice
- 37 Walt Whitman House
- 38 Rand Transportation Center
- 39 Police Headquarters

HEALTH SCIENCES CAMPUS

- 40 Ronald McDonald House
- 41 Cooper University Hospital
- 42 Coriell Institute
- 43 Cooper Medical School of Rowan University (Opening Fall 2012)
- P Public Parking
- P Event Parking
- H Highways
- R RiverLink Ferry (to/from Philadelphia)
- R RiverLINE Route/Stop
- PATCO Route/Station
- B Bus Station
- H Historic Site
- B Business District
- P Pedestrian Pathway

Camden's Downtown Student Community is Growing

Construction is underway on a twelve-story, 102-unit Rutgers University-Camden dormitory at 4th and Cooper Streets. When completed in August 2012, the \$55 million dormitory will have housing for 350 graduate students and first-floor retail space. The completion of this dormitory will bring Rutgers' residential population up to 1,250 students living in Camden. Rutgers' long-term goal is to bring its student residential population up to 2,000.

The new Rutgers dormitory promises to redefine the Camden skyline. The first students are scheduled to move in fall 2012.



Students walking to class on the Rutgers University-Camden campus.

"Across the country, hospitals and universities have been launching employer-assisted housing programs to help spur investment in the communities that they call home. With the launch of EAH, Camden joins cities like Philadelphia, Baltimore, New York, Chicago and many others in encouraging employees to 'live where they work.'"

—MAYOR DANA L. REDD



Cooper University Hospital has worked with St. Joseph's Carpenter Society to rehabilitate historic row homes on Benson Street in the Cooper Plaza neighborhood.

DAVID ADAMS, a respiratory therapist at Cooper University Hospital, recently purchased a \$135,000, two-bedroom condo in the Cooper Building two blocks from the hospital through the Employer-Assisted Housing Program. Adams moved from the suburbs to his new Camden home where he can walk to work in minutes.

"I chose to live in Camden because I want to better serve the community that I work in; what better way to serve the community than by living here. A lot is going on here [in Camden]. I am seeing the city turn around for the better. I've seen it in Brooklyn and Harlem and now Camden. I want to be part of that growth." —DAVID ADAMS



Rendering of the completed LEAP Academy STEM Campus that is set to accept its first class in fall 2012.



Mayor Redd and Senator Donald Norcross joined trustees and school leaders from LEAP Academy for the groundbreaking of the STEM school in November 2011.

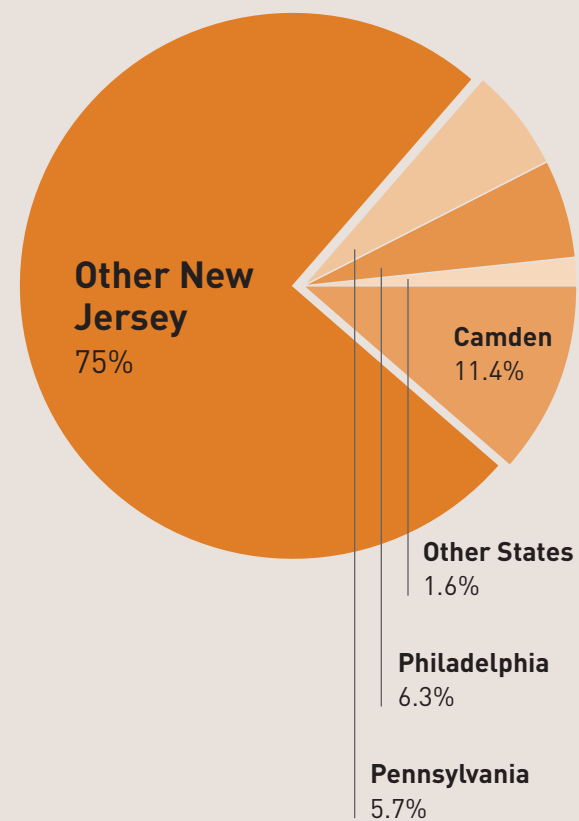
A “Birth-To-College” Education Pipeline Nears Completion On Cooper Street

In September, Rutgers-Camden opened the doors to its new John S. and James L. Knight **EARLY LEARNING RESEARCH ACADEMY (ELRA)**, a 12,000 square-foot, \$4 million facility at 501 Cooper Street that provides research-based early childhood education to infants, toddlers and preschoolers.

ELRA graduates can continue on a path to academic success at LEAP Academy University Charter School on the 500 and 600 blocks of Cooper Street. The 14-year old LEAP Academy is expanding its elementary and high school programs with the construction of a new \$12.5 million, 49,000 square-foot Science, Technology, Engineering and Math (STEM) campus that will serve 240 high school STEM students and an additional 300 students in pre-K through third grade, bringing LEAP’s total enrollment to over 1,200 students.

Camden families will also have the opportunity to utilize Rutgers college access programs, soon to be co-housed with a new 5,000-square foot downtown Camden branch of the County library system that is under construction in the ground floor of Rutgers-Camden’s Paul Robeson Library.

WHERE DO CAMDEN EMPLOYEES LIVE?



A Place To Play, Create, And Grow

Environmental remediation and construction is underway for the **SALVATION ARMY RAY AND JOAN KROC CORPS COMMUNITY CENTER**, a 120,000 square-foot, state-of-the-art facility, situated on a 24 acre parcel of a former landfill in the Cramer Hill neighborhood. The Kroc Center is slated to open in the summer of 2013 and will offer recreational, spiritual, educational, and cultural arts programs of superb quality to residents of Camden and the region. The Salvation Army Camden Corps has raised \$87 million for construction and an operating endowment for the Center. The fundraising includes a \$59 million gift from the estate of McDonald’s Restaurant heiress Mrs. Joan Kroc, as well as nearly \$28 million in additional grants, gifts and interest earnings. Area lead gifts thus far include generous donations from The Robert Wood Johnson Foundation, NJ American Water, Wells Fargo Bank, Subaru of America, the William G. Rohrer Foundation and Re/Max of NJ cofounder Joe Ventresca. For more information visit, www.use.salvationarmy.org/use/www_use_camdenkroc.nsf.



The Ray and Joan Kroc Community Center will provide residents with new health and educational facilities, and provide over 160 employment opportunities.

During the summer, Camden residents can enjoy access to locally-grown, seasonal produce with regular weekly farmers markets in downtown Camden. The **GREENSGROW FARM** truck also brings a traveling market to various Camden neighborhoods and central locations. More information about Greensgrow’s work in Camden can be found at www.greengrow.org.

Children visit the Greensgrow truck to learn about local produce and the importance of maintaining a healthy lifestyle.





Work Camden

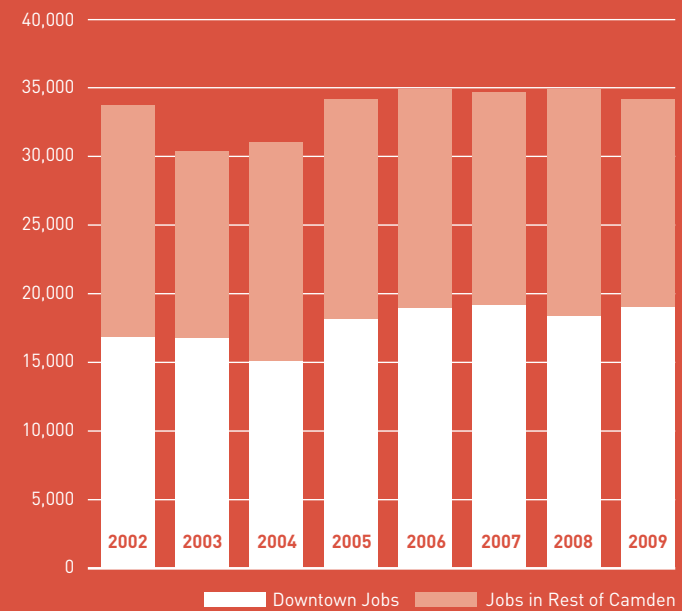
Downtown Camden is home to a growing number of private-sector employers. The corporate headquarters and offices for Campbell Soup Company, L-3 Communications, and Susquehanna Bank are based in Camden. There are over 19,000 private-sector employees working in downtown Camden.

In 2011, Drexel University's A.J. Drexel Plasma Engineering Institute, the biggest plasma engineering research center in the country, moved into the Waterfront Technology Center, employing close to 500 full-and part-time staff.

Other new developments including the Cooper Medical School of Rowan University (CMSRU) and the Salvation Army Ray and Joan Kroc Corps Community Center will create over 250 new jobs.

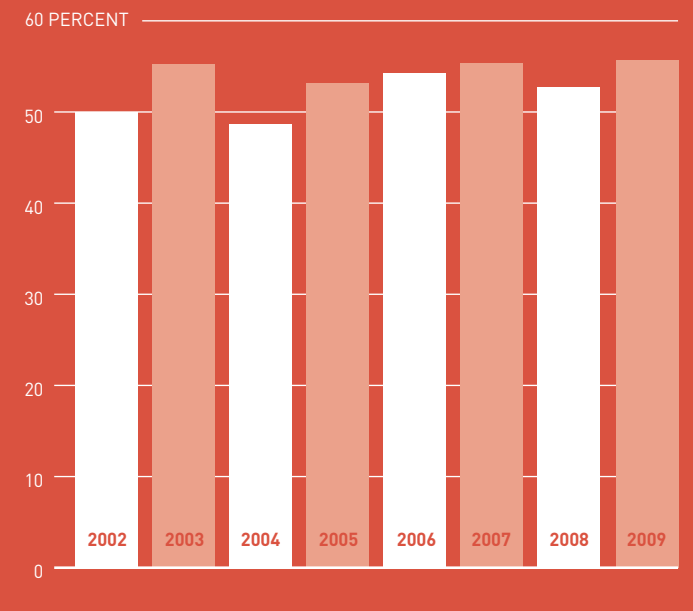
Also notable are a growing number of small-to mid-size professional services firms attracted to locating in Camden.

TOTAL JOBS IN CAMDEN



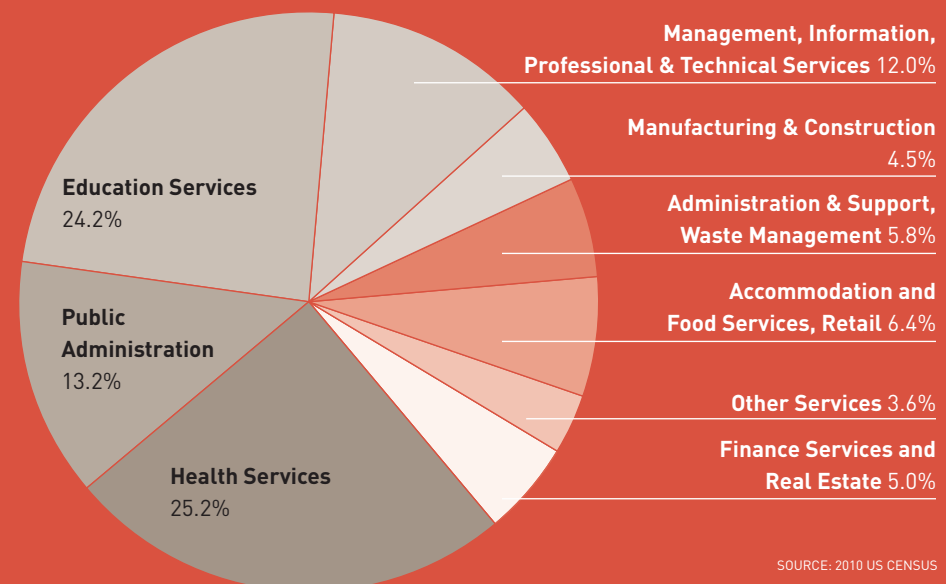
SOURCE: 2010 US CENSUS

PERCENT OF JOBS IN DOWNTOWN CAMDEN



SOURCE: 2010 US CENSUS

DOWNTOWN CAMDEN JOBS BY SECTOR

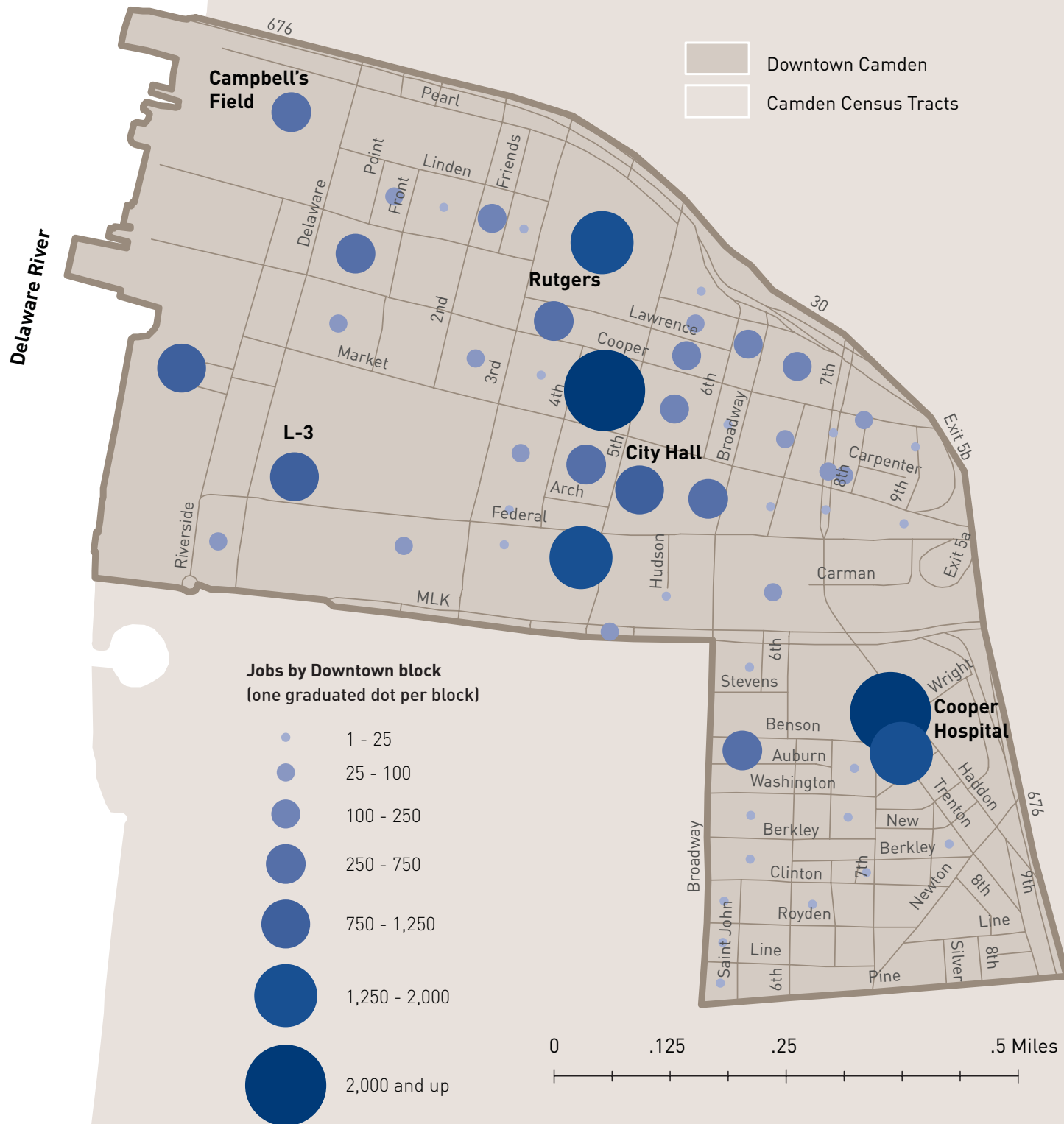


SOURCE: 2010 US CENSUS

100

new permanent jobs will be created by the new Cooper Medical School of Rowan University

JOBS IN DOWNTOWN CAMDEN BY BLOCK

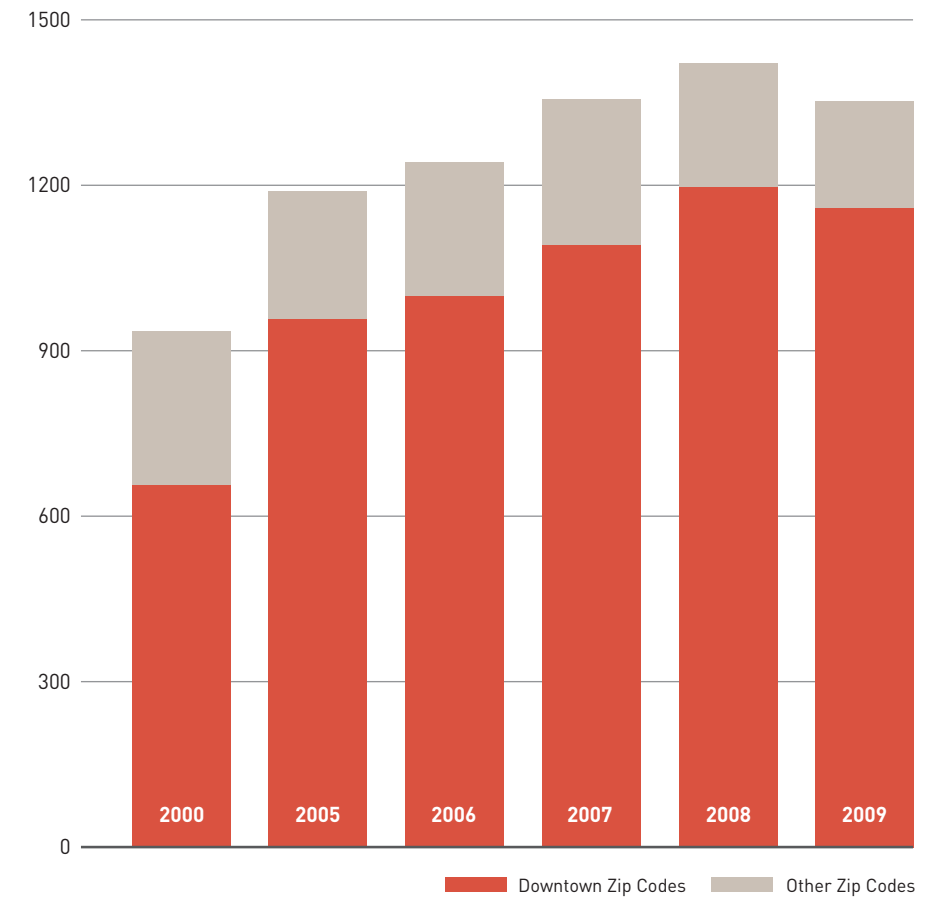


SOURCE: 2010 US CENSUS, MAP COURTESY OF CAMCONNECT

Over 25%

of jobs in Camden are in higher education and medicine

CAMDEN PAYROLL IN CONSTANT 2009 DOLLARS (IN MILLIONS)



SOURCE: 2010 US CENSUS



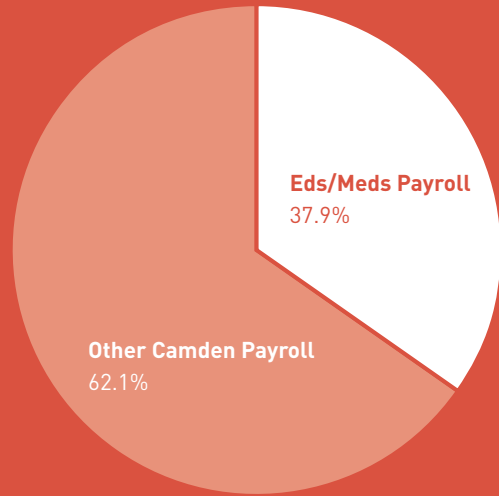
Employees from Waterfront businesses enjoy lunch at Market Street Pizzeria. During the spring and summer, customers can enjoy outdoor seating with views of the Philadelphia skyline.



SOHEILA RAHBARI, P.E., P.G., D.G.E., LEED AP is the President of RGE Engineers and Consultants. In April 2011, Soheila moved her firm into the Rutgers Camden Technology Campus. RGE's portfolio includes the \$6,000,000 Bridgeton High School Stadium project—currently underway—and numerous projects for the Delaware River Port Authority that will begin in 2012.

"Camden has a great future and I thought it would be a great opportunity to be here. There are so many amenities in Camden. One of the best is the access to public transportation. I can leave my office, walk to the station and go from here to Newark or NYC and be there in less than two hours."—SOHEILA RAHBARI

EDS/MEDS AS A PORTION OF TOTAL CAMDEN PAYROLL

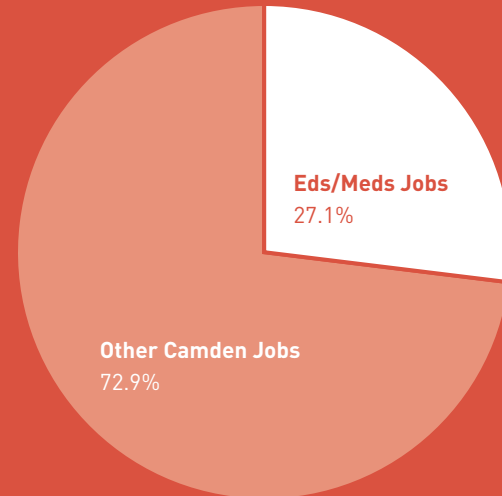


TOTAL PAYROLL = \$1.39 BILLION

*2011 employment data unavailable, estimated using trendline from previous three years

SOURCE: HIGHER EDUCATION AND HEALTHCARE TASKFORCE SELF-REPORTED DATA

EDS/MEDS AS A PORTION OF TOTAL CAMDEN JOBS



TOTAL JOBS = 34,103

*2011 employment data unavailable, estimated using trendline from previous three years

SOURCE: HIGHER EDUCATION AND HEALTHCARE TASKFORCE SELF-REPORTED DATA

AGGREGATE PAYROLL IN 2011

\$528 million

SOURCE: HIGHER EDUCATION AND HEALTHCARE TASKFORCE SELF-REPORTED DATA

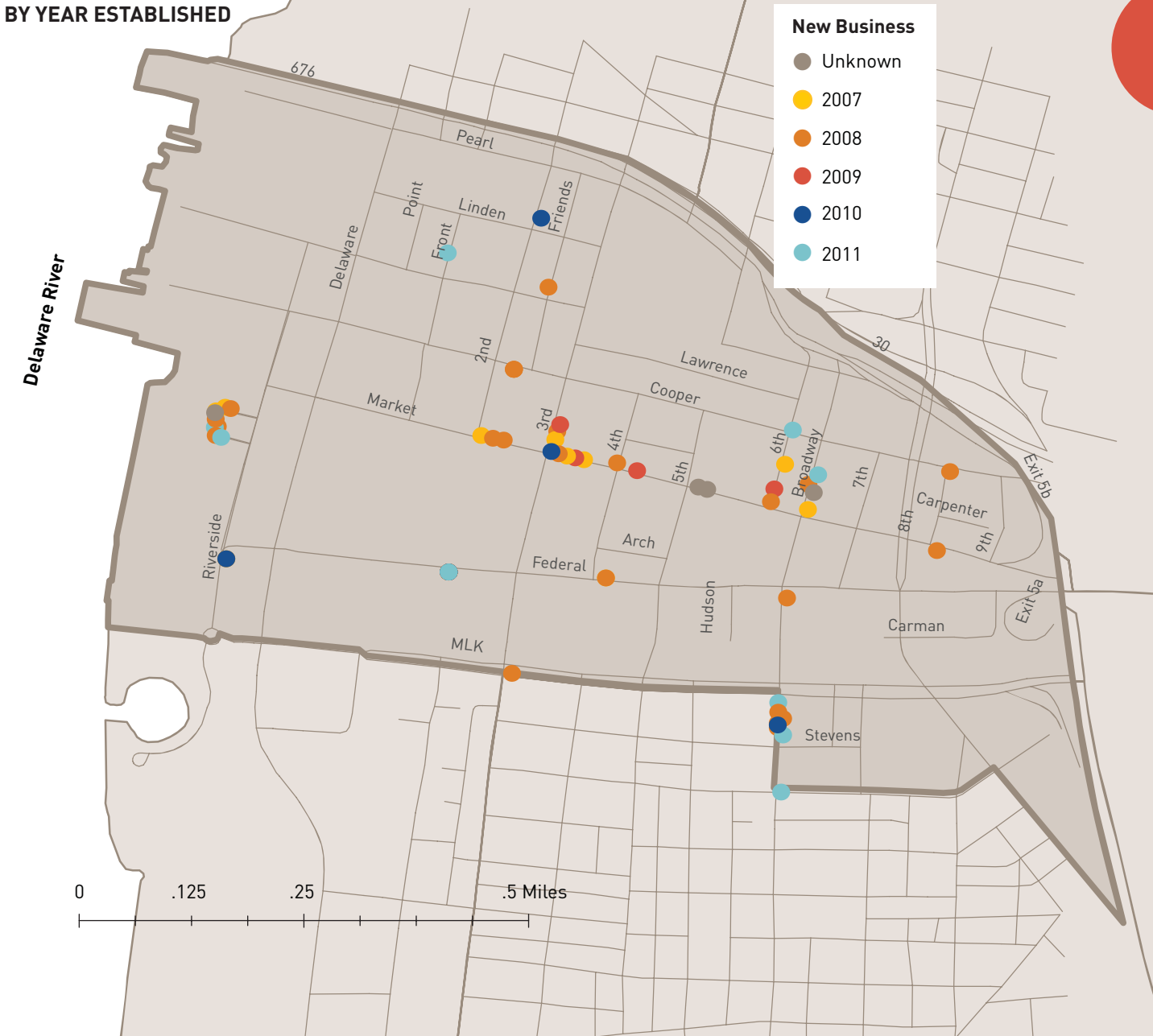
TOTAL JOBS IN 2011

9,253 jobs

SOURCE: HIGHER EDUCATION AND HEALTHCARE TASKFORCE SELF-REPORTED DATA

HIGHER EDUCATION AND HEALTHCARE TASKFORCE: CAMCARE, CAMDEN COUNTY COLLEGE, COOPER UNIVERSITY HOSPITAL, LOURDES HEALTH SYSTEM, ROWAN UNIVERSITY, RUTGERS-CAMDEN, THE UNIVERSITY OF MEDICINE AND DENTISTRY OF NEW JERSEY, AND VIRTUA

DOWNTOWN CAMDEN'S NEW BUSINESSES BY YEAR ESTABLISHED



MAP COURTESY OF CAMCONNECT
SOURCE: CAMDEN URBAN ENTERPRISE ZONE SELF-REPORTED DATA



City Eyes business owner Esther Williams sits down with customers and city planners to discuss small business development and façade improvements to enhance the Broadway corridor.

160

full- and part-time jobs will be created with the opening of the Salvation Army Ray and Joan Kroc Corps Community Center



Ribbon cutting for the new University District Barnes and Noble Bookstore and Starbucks Café. The first of many new developments coming to Cooper Street in 2012.

Retail Growth

Anchor institutions also help to boost the local economy by generating demand for retail businesses and restaurants. The development of the medical school is being leveraged to create a vibrant commercial corridor along Broadway.

In November, City, County and university officials celebrated the opening of the new **BARNES & NOBLE BOOKSTORE** and Starbucks café at 6th and Cooper Streets. The bookstore serves the Camden County College, Rutgers University and Rowan University Camden campuses as well as the community at-large.

The new Rutgers graduate dormitory at 4th and Cooper Streets will also include 7,500 square feet of ground floor retail, including a 7-Eleven.

Assisting Local Businesses



GO LOCAL GO CAMDEN is a partnership between Cooper's Ferry Partnership and the City of Camden to promote local Camden procurement. It is a movement to encourage socially responsible purchasing and business opportunities for local community-based suppliers and to support job growth for neighborhood residents. In November, a kick-off business networking event took place at Campbell's Field. More events will be scheduled for Spring 2012.

Bain's Deli opened earlier in the year in the ground floor of the Ferry Terminal Office building on the Waterfront.



Darnell Huff (left) and Kathleen Anderson (right) are training to be auto technicians at the Respond, Inc. Sayre Training Complex in North Camden.

Readying the Workforce

As new development takes place in Camden, it is critical that residents are positioned to benefit from the new economic opportunities that are created.

The construction of the medical school is providing Camden residents with the opportunity to learn building trades, through the Camden County Improvement Authority's new **COMMUNITY OUTREACH PRE-APPRENTICE TRAINING PROGRAM**. In partnership with Cooper University Hospital and the Union Organization for Social Service (UOSS), 40 Camden residents are participating in apprenticeships with the building-trade unions at the medical school construction site.

RESPOND, INC., a major provider of social services and childcare in the City of Camden has 275 employees, the majority of whom are city residents. In 2009, Respond opened the Sayre Training Complex in North Camden which offers vocational training programs in culinary arts and automotive technology to 300 at-risk youth and adults annually. Respond has spun off a catering venture that generates jobs, student experience, and revenue for future operations. Respond also recently created a training program for lawn maintenance and landscaping.





Invest Camden

Camden's anchor institutions and other investors are **transforming the physical landscape and rebuilding the economy in Camden.**



Rendering of the Cooper Cancer Institute, which will welcome its first class in the fall of 2012.

The new \$139 million **COOPER MEDICAL SCHOOL OF ROWAN UNIVERSITY (CMSRU)** building is nearing completion at Broadway and Benson Street. The six-story, 200,000 square foot medical school building features classrooms, teaching and research labs, an auditorium and administrative offices and meets LEED standards. CMSRU's first incoming class will occupy the building in August 2012.

Also within the Health Sciences Campus, Cooper University Hospital will break ground in April 2012 on the \$71.7 million Cooper Cancer Institute, its latest major investment in Camden's Health Sciences Campus. This four-story, 105,000 square foot building will serve as the hub of the Cooper Cancer Institute, the premier tertiary care center in South Jersey which provides comprehensive, multidisciplinary oncology services with state-of-the-art technology and facilities. Occupancy is anticipated for Fall 2013.

"We are building upon the momentum of the opening of the Roberts Pavilion, the development of the Cooper Medical School of Rowan University and now the new Cancer Center. Camden is becoming the healthcare destination in our region."

—**GEORGE E. NORCROSS III, COOPER UNIVERSITY HOSPITAL BOARD CHAIRMAN**

The Cooper University Medical School of Rowan University will welcome its first class in the fall of 2012.

At the end of 2011, Sandra and George Norcross announced a \$5 million pledge to Cooper University Hospital. It is the first commitment in a \$50 million capital campaign to help fund the rapid expansion of one of New Jersey's preeminent medical centers.

Investing In Camden's Health

On the heels of its \$90 million investment in rebuilding its world headquarters campus in Camden's Gateway district, Campbell Soup Company has embarked on a different kind of investment, this time in the health of the city's children. Campbell has launched an ambitious, ten-year, \$10 million initiative to reduce obesity and hunger among Camden's 23,000 children by 50 percent by 2020.

The initiative seeks to improve access to affordable, healthy foods; expand the availability of and participation in physical activity and physical education; and increase nutrition and health education with a variety of partner organizations including the Robert Wood Johnson Foundation, the Food Trust, New Jersey Partnership for Healthy Kids-Camden, the Camden Children's Garden, and the YMCA, among others.



Powerful Financial Incentives

New Jersey Economic Development Authority (NJEDA) offers a series of financing, incentive and assistance programs designed to facilitate and incentivize business investment in New Jersey cities including Camden. These include:

- Urban Transit Hub Tax Credit
- 5-4-3-2-1 Business Lease Incentive Program
- Business Employment Incentive Program (BEIP)
- Main Street Business Assistance Program
- Small Business Fund
- Urban Plus
- New Jersey Business Growth Fund

NJEDA offers an online tool to help businesses match their specific project and needs with the various programs and to identify a good match based on the eligibility criteria. For more information go to www.njeda.com/Collateral/index.html.

A New Transit Village At Ferry Avenue

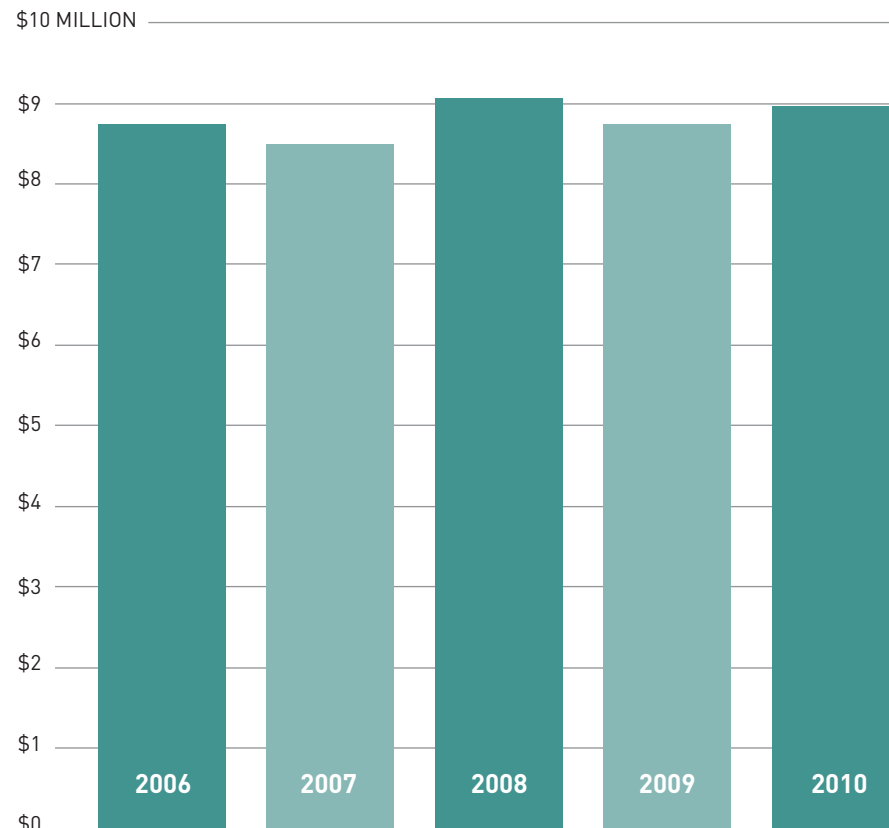
A formerly industrial 15-acre parcel located between the Ferry Avenue PATCO Station and Our Lady of Lourdes Medical Center along Haddon Avenue will soon be transformed into a mixed-use transit village (rendering on page 28). Through a partnership between Grapevine Development, the City of Camden, Camden County, Our Lady of Lourdes Medical Center, and Cooper's Ferry Partnership, the first phase of development will include a grocery store, parking garage and 40,000 square foot office building. A second phase will include more units of housing, as well as additional office space and retail opportunities. Infrastructure development for the Haddon Avenue Transit Village project will begin in 2012.

Cooper's Ferry's new office building will be located on the Camden Waterfront, with stunning views of the Delaware River and Philadelphia. The building's unique character will help redefine Downtown Camden and the Waterfront.



\$600 million
invested in the Waterfront
since 1984

SALES TAX REVENUE REPORTED IN CAMDEN (IN CONSTANT 2010 DOLLARS)



SOURCE: NJ STATE DIVISION OF TAXATION



RANDY CHERKAS, Managing Partner of Grapevine Development was attracted to pursuing a redevelopment project by the Ferry Avenue PATCO Station because of New Jersey's Urban Transit Hub Tax Credit Program. This economic incentive program is designed to spur private capital investment, business development and employment by providing tax credits for businesses planning a large expansion in or relocation to designated transit hubs within nine New Jersey urban municipalities including Camden.

"I had long seen the potential in Camden and the need for new business development. The Urban Transit Hub Tax Credit was necessary to make a project like this financially feasible and attractive to investors."

—RANDY CHERKAS

Business On The Waterfront

Cooper's Ferry Partnership is partnering with Camden Town Center to develop a 27,000 SF, three-story office building with a ground floor restaurant on the Camden Waterfront. Construction will begin on this \$6 million building in Summer 2012.

An additional opportunity exists for a company seeking to build a new corporate office headquarters to develop it on a premier site on the Camden Waterfront. The site has been assembled, zoned, remediated and is ready for development. For more information contact Cooper's Ferry Partnership at (856) 757-9154.

In partnership with the City of Camden and the NJ Department of Transportation, Cooper's Ferry Partnership will soon begin construction on the extension of Cooper Street and Riverside Drive on the Camden Waterfront. This \$5 million project will complete the street grid on the waterfront. This project will create seamless physical connections between Downtown and the Waterfront offering new sidewalks and bike lanes. The project will also pave the way for future waterfront townhome development proposed by Dranoff Properties.



EDUARDO GUZMAN R.A., LEED A.P. is the President, Co-Founder and Director of Architectural Design at DCM Architecture & Engineering. In 2009, Eduardo and his partner Robert Benson made the decision to move their young firm from Cherry Hill into NJ Economic Development Authority's Waterfront Technology Center in Camden.

"I think we are where we are now because of Camden and the support and added value of the incubator. Wherever we go for client meetings, whether we're meeting with NASA in Washington or the National Park Service at the Grand Canyon, we always tell them we're in Camden. It's exciting for us to help promote and rebuild the city at a time when there are great opportunities."—EDUARDO GUZMAN



Scientists conduct research in the state-of-the-art Coriell Institute

There is a gathering of scientific minds in the Health Sciences Campus with the creation of the Cooper Medical School of Rowan University, the expansion of Cooper University Hospital, and the continuing scientific excellence of the Coriell Institute. Camden's Health Sciences Campus fosters collaboration and innovation in health care, generating new areas of biomedical research and scientific discovery.

Coriell Institute for Medical Research, a 60-year-old independent, nonprofit biomedical research center based in Camden, continues its groundbreaking work through its

signature programs in personalized medicine, stem cell research, and biobanking.

The Coriell Personalized Medicine Collaborative® (CPMC®)—a research study exploring the usefulness of genetic information in making clinical decisions—began the year with a focus on pharmacogenomics, which is the use of a person's genomic information to understand which prescription drug will work best for them, and at what dosage.

In its exploration of induced pluripotent stem cells—stem cells created from skin or blood—and their promising role in disease research and drug discovery, the Institute announced the availability of several types of stem cells for the biomedical community's research in juvenile diabetes, muscular dystrophy, and Huntington's disease.

Millions of frozen cells in Coriell's renowned biobank are distributed to scientists around the globe. Coriell's biobanking operations continue to expand by introducing new technologies, winning additional federal contracts, and embarking on new and exciting partnerships.

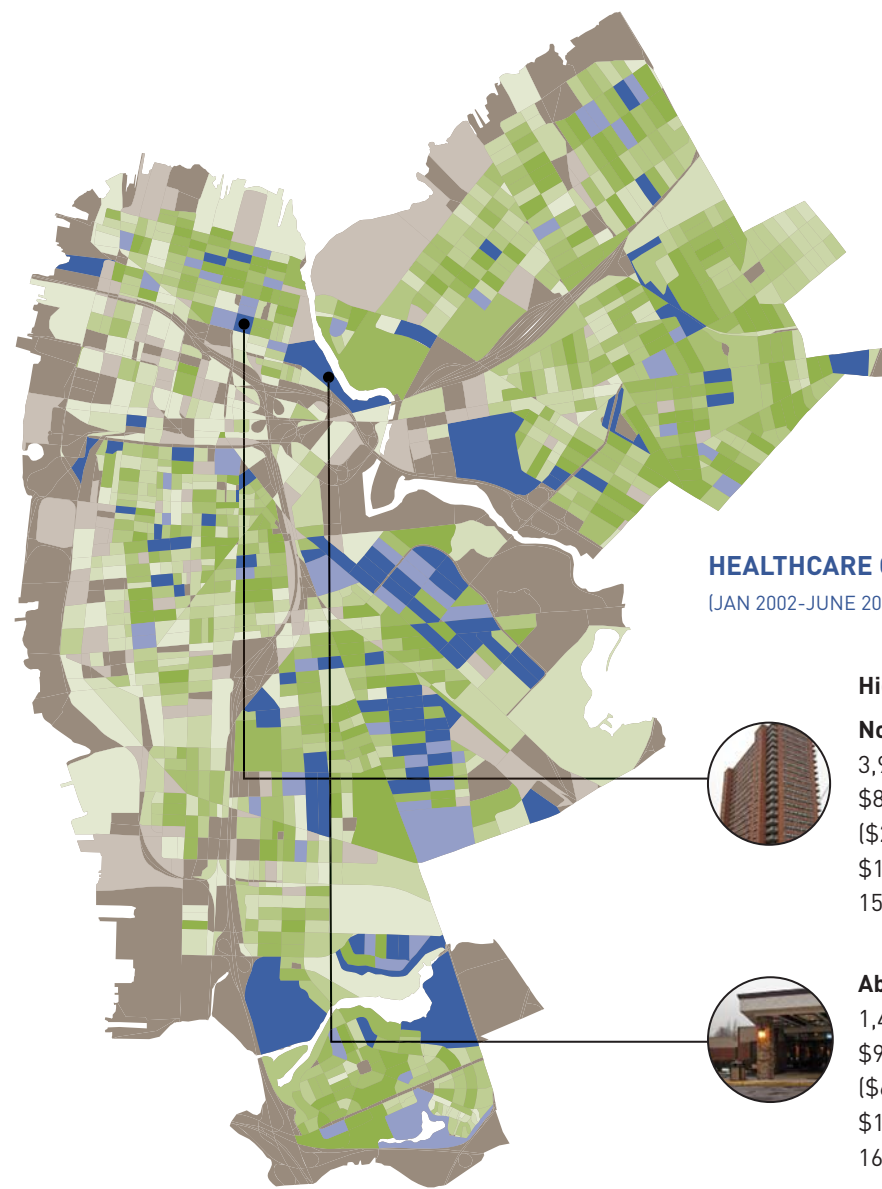


Innovate Camden

From the first mass-produced phonograph invented by Eldridge Johnson of Victor Talking Machine Company at the turn of the last century, Camden has always been a place for innovation. **Camden's educational and medical sectors are putting the city on the map as a place where important ideas and research are generated.**

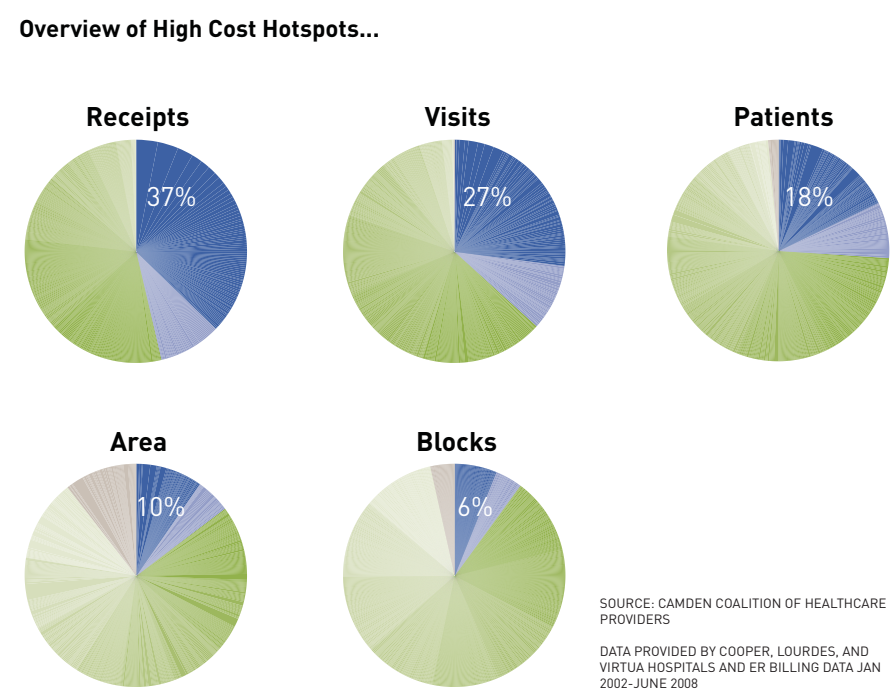
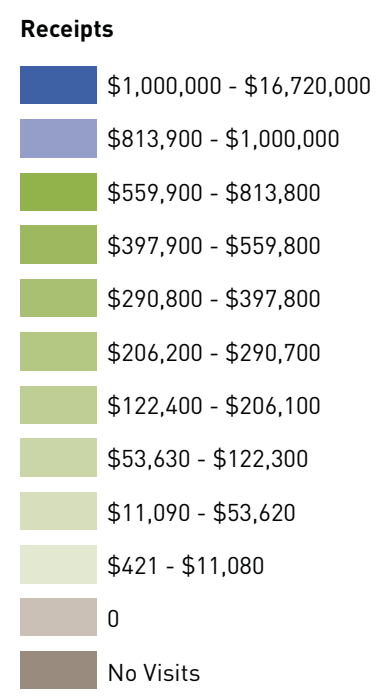


JACOB SOLL, Professor of History at Rutgers University-Camden was selected for a 2011 MacArthur Fellowship, or "genius grant." Soll's current research examines the role of accounting in the rise and crises of the modern state from Renaissance Italy to modern day Wall Street, as well as the role of libraries in the birth of political liberty and state-building.



HEALTHCARE COST HOTSPOTS IN CAMDEN, NJ
[JAN 2002-JUNE 2008]

- High Cost Buildings...**
- Northgate II**
3,901 visits, 615 patients
\$83 million in charges (\$21,000 per visit)
\$12 million in receipts
15% collection rate
 - Abigail House**
1,414 visits, 332 patients
\$92 million in charges (\$65,000 per visit)
\$15 million in receipts
16% collection rate



SOURCE: CAMDEN COALITION OF HEALTHCARE PROVIDERS
DATA PROVIDED BY COOPER, LOURDES, AND VIRTUA HOSPITALS AND ER BILLING DATA JAN 2002-JUNE 2008



Students at Rowan University use the CAVE to simulate flooding problems in Camden's Cramer Hill neighborhood, and construct virtual solutions to solve these urban infrastructure problems.

"Camden Is Our Classroom. Camden Is Our Home." —CMSRU MOTO

Federal Grants Support University Innovation In Camden

Cooper Medical School of Rowan University (CMSRU) is the successful recipient of a U.S. Department of Health and Human Services grant for \$795,000 to develop an innovative medical training program to address the national shortage of primary care physicians. CMSRU's new integrated program will immerse students in the clinical, philosophical and public health aspects of primary care while providing a primary care clinic site for Camden residents.

Rowan University College of Engineering was awarded a \$425,000 grant from U.S. Economic Development Administration to support the application of its state-of-the-art virtual reality system—the Cave Automatic Virtual Environment, known as a CAVE®. A technology previously used to conduct research for the U.S. Navy and NASA, Rowan has piloted the application of CAVE technology to urban infrastructure problems by modeling urban flooding and remediation in Camden's Cramer Hill neighborhood.

Big Ideas in Camden

Dr. Jeff Brenner, a Cooper University Hospital Physician and Executive Director of the Camden Coalition of Healthcare Providers, reached national recognition for his work in utilizing hospital data to identify "hot spots" of high-healthcare-cost patients. Brenner has demonstrated that by focusing on improving the quality of primary care for the highest cost patients, it is possible to improve their health while making significant cost savings.

"Jeff Brenner... is seeking to lower health-care costs for all of Camden, by getting its primary-care physicians to extend the hot-spot strategy citywide. We've been looking to Washington to find out how health-care reform will happen. But people like these are its real leaders." —ATUL GAWANDE, NEW YORKER MAGAZINE, JANUARY 2011



Over
2.5
million

visitors came to the
waterfront in 2011

CAMDEN
WATERFRONT
.COM

Beyond the Downtown and Waterfront, Camden residents and visitors have a growing number of opportunities to enjoy live music, theater, and visual arts through school outreach programs, concerts in the park, as well as theaters and galleries located at Rutgers and in the community.

On the Camden Waterfront

SUSQUEHANNA BANK CENTER entertained over 350,000 concert attendees in 2011 with a concert lineup that included Lil Wayne, Jimmy Buffet, and sellout shows featuring Blink 182 and My Chemical Romance.

244,228 baseball fans attended 69 **CAMDEN RIVERSHARKS** home games at Campbell's field this year. In addition, the Riversharks hosted the Atlantic 10 Baseball Championship, Hungerstock Concert benefit for the Food Bank of South Jersey and the Rugby League World Cup Qualifiers.

Visitors to the **ADVENTURE AQUARIUM** got to experience the most touchable aquarium in the U.S. and experienced life under the sea with exhibitions like Creature Feature and the Shark Realm.

CAMDEN CHILDREN'S GARDEN is a four-acre garden that provides horticultural experiences for creative and imaginative play.



Play Camden

Arts, culture, and entertainment are flourishing in Camden. In addition to the popular major attractions, a variety of special events draw visitors to the Camden Waterfront. **For more information about events and attractions, visit www.camdenwaterfront.com or follow us on Twitter @Camdenevents.**



[LEFT] Wiggins Park Marina is a deep water marina located on the Delaware River across from Philadelphia's historic Penn's Landing, and it is the location for numerous special events along the Waterfront. **[RIGHT]** Freeholder Director Louis Cappelli and members of the Air National Guard Band joined Miss America to kick-off the Independence Day Blast.



[TOP] Actors in the South Camden Theater Company production of, "Suddenly Last Summer." [BOTTOM] The Walt Whitman House.

Beyond the Waterfront

SYMPHONY IN C is the second largest orchestra in the greater Philadelphia region. Now in its 6th season at the Gordon Theater at Rutgers University-Camden Center of the Arts, Symphony in C brings world-class artists to Camden. In addition to these concerts, Symphony in C hosts education and community engagement programs that serve over 2,500 area youth annually. Including the live radio broadcasts, Symphony in C reaches almost 50,000 listeners from its home base in Camden.

SOUTH CAMDEN THEATRE COMPANY at the new Waterfront South Theatre opened its seventh season titled "Tenn X Ten" featuring works written by and inspired by Tennessee Williams in celebration of the centennial of his birth. A critically acclaimed three-week production of "Suddenly Last Summer" written by Tennessee Williams kicked off the 2011-2012 season in October.

Today, as a New Jersey State Historic Site and a National Historic Landmark, the restored **WALT WHITMAN HOUSE** welcomes visitors from around the world who come to experience the last worldly surroundings of America's great "Poet of Democracy."



[ABOVE] Gallery Eleven One is a contemporary gallery and art studio located in a renovated 1906 firehouse in the historic Cooper-Grant Neighborhood. [LEFT] William Butler is an established artist, bringing more than 20 years of experience as an artist and graphic designer to Camden.



William and Ronja Butler recently opened **GALLERY ELEVEN ONE** in a restored historic firehouse at 339 N. Front St. in the Cooper-Grant neighborhood. Gallery Eleven One features William Butler's socially aware art and design, and will soon carry products from their clothing company, Thomas Lift, LLC. See more of William's work at www.thomaslift.com

"We are excited to have opened Gallery Eleven One, a contemporary art gallery and studio, in Camden. We look forward to contributing to the restoration of Camden through the arts and other involvement in the City Invincible."

—WILLIAM AND RONJA BUTLER

12,000

music lovers enjoyed WXPN's 18th annual XPoNential Music Festival

1.1 miles

of contiguous waterfront park and promenade along the Camden Waterfront provides users with stunning views of the Philadelphia skyline, the Delaware River and the Ben Franklin Bridge



Special Events

XPONENTIAL MUSIC FESTIVAL took place on the Camden Waterfront from July 22-24, for three amazing days of great music featuring a unique mix of emerging and established artists performing on two stages. Kathy O'Connell hosted Kids Corner inside the Camden Children's Garden.

"SUMMER IN THE CITY" Music Festival drew hundreds of concertgoers to four summer concerts at Cooper Commons Park and Lanning Square Park, including performances by Red KoolAde Jazz, To The Max, The Sensational Universal African Drum & Dance Ensemble, and Jimmy Jorge & The Latin Express.

SUNSET JAZZ CONCERTS take place at Wiggins Park every Wednesday evening during the summer months.



[LEFT] Parents and children enjoyed a day of free food, music and family activities at the second annual Camden Backyard BBQ. **[RIGHT]** Symphony in C Rossen Milanov, Music Director leads the orchestra at a performance in the Gordon Theater, Rutgers-Camden Center for the Arts.

7,000

baseball fans are expected to come to Camden for the Atlantic League All-Star Game scheduled for July 11, 2012 at Cambell's Field



[LEFT] The Camden Waterfront provides a perfect backdrop for celebrating the New Year's Eve Fireworks. **[RIGHT]** Come enjoy a tour or overnight stay aboard the Battleship New Jersey and experience what life was like for marines who once sailed aboard the historic vessel.

The **4TH OF JULY INDEPENDENCE DAY BLAST** celebration brought over 10,000 spectators to the Camden Waterfront to partake in the Wawa Welcome America festivities. Miss America introduced the Air National Guard Band of the Mid-Atlantic, who performed in Wiggins Park for the weekend-long fireworks extravaganza.

Over 5,000 people enjoyed the annual **CAMDEN BACKYARD BBQ** at the Camden Waterfront's Wiggins Park. The Labor Day weekend celebration included free Cajun BBQ and Latin Food, and free concerts featuring Big Sam's Funky Nation.

During the month of October, visitors to the **BATTLESHIP NEW JERSEY** had the opportunity to brave a "Voyage of the Living Dead" haunted tour. PEX (The Philadelphia Experiment) also hosted its 6th annual Halloween ball on the Battleship New Jersey. Over 2,700 people boarded the ship in their Halloween best to experience DJs, bands, painters, belly dancers and PEX fire performers.

In December, the City of Camden kicked off a festive holiday season with its annual **HOLIDAY CELEBRATION**. The event included a tree lighting ceremony at Fountain Park and 1,200 toys were given out to 600 local school children by Teddy's Toys for Camden Kids.

The **NEW YEAR'S EVE FIREWORKS** drew over 30,000 people for two family-friendly shows at 6PM and midnight, with parties on the Battleship and at Adventure Aquarium.



16,321

Camden children enjoyed education and community arts programming through Rutgers Camden Center for the Arts

5,000

participants in the **Cooper Norcross Run the Bridge** raised money for the LARC School. This popular race over the Ben Franklin Bridge is the largest 10K race in the tri-state area.



Christmas came early for over 500 local school children who enjoyed holiday festivities at the Camden Children's Garden and a tree lighting ceremony in early December.



Every year, hundreds of volunteers work with the NJ Tree Foundation to plant trees, lay mulch and make their communities better.

The **CAMDEN SMART** (Camden Stormwater Management and Resource Training) Initiative was created to reduce flooding and water pollution through the implementation of green stormwater management strategies. Camden SMART is a partnership of the City of Camden, Camden County Municipal Utilities Authority (CCMUA), Rutgers Cooperative Extension Water Resources Program, NJ Department of Environmental Protection, New Jersey Tree Foundation, Cooper's Ferry Partnership and many community-based organizations. With support from CCMUA and Verizon, in its first year, Camden SMART constructed 11 rain gardens that treat over 800,000 gallons of stormwater annually. Additionally, Camden SMART conducted five community outreach workshops and distributed a brochure "7-SMART Steps To Reduce Neighborhood Flooding and Improve StormWater Management" to over 30,000 Camden households. For more information, visit www.camdensmart.com.

Camden SMART partner, the **NEW JERSEY TREE FOUNDATION (NJTF)** runs the Urban Airshed Restoration Program (URAP), a community based planting program. In 2011, the NJTF planted trees and perennials to beautify streets, green open spaces, complement community gardens and accent new rain gardens. This year, the UARP added over 330 new trees to Camden streets with help from over 1,000 volunteers. The UARP's tree planting work is now part of the tri-state tree planting movement called Plan One Million. For more information about the NJTF, visit www.njtreefoundation.org.

"Plant One Million will have a major impact on the environment and the economy of the whole region." —**DREW BECHER, PENNSYLVANIA HORTICULTURAL SOCIETY**



Green Camden

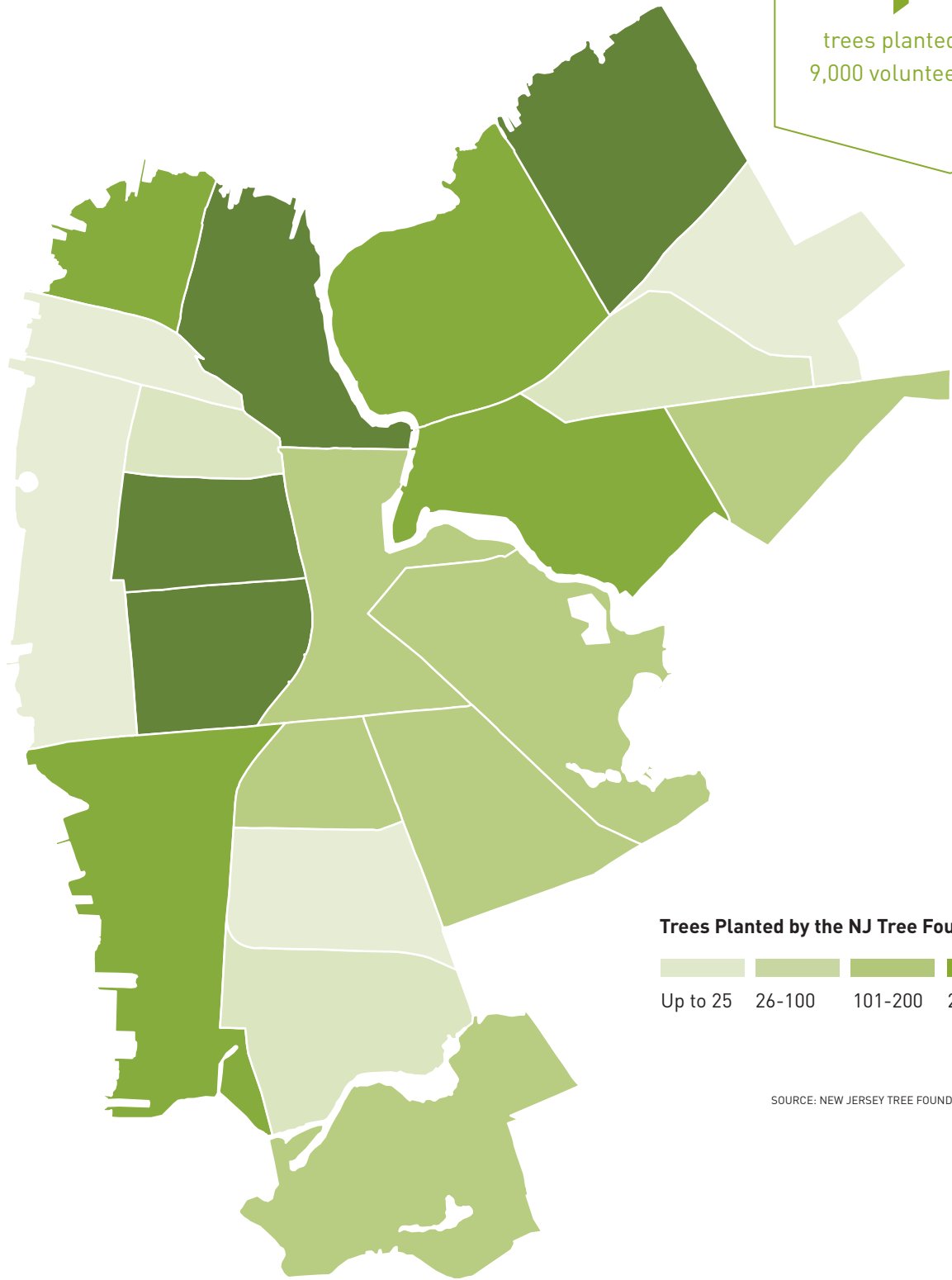
A commitment to greening the City of Camden works its way into every redevelopment project. **Every improvement creates an opportunity to enhance the city's natural resources and to make Camden more environmentally sustainable.**

The 1955 Parkade building was demolished this year by the Camden Redevelopment Agency. This long-time eyesore was removed in order to restore the historic green space known as **ROOSEVELT PLAZA** which serves as a "welcome mat" to Camden City Hall. Once the Parkade building was down, stunning views of the river and the Philadelphia skyline were revealed from the steps of City Hall.



[LEFT] Parkade building demolition, summer 2011. [RIGHT] The restored open space will add a much needed common area for Downtown employees and residents.

CAMDEN TREES PLANTED IN THE LAST 10 YEARS



4,402

trees planted with nearly 9,000 volunteers since 2002

Trees Planted by the NJ Tree Foundation



SOURCE: NEW JERSEY TREE FOUNDATION SELF-REPORTED NUMBERS
MAP COURTESY: CAMCONNECT



Reshaping Our Region's Future With Active Transportation

Cooper's Ferry Partnership is working with the City of Camden, Camden County, NJ Department of Transportation, Camden Greenways Inc. and others to plan and implement a regional network of multi-use pedestrian and biking trails. Camden will be the hub in the **CAMDEN GREENWAY TRAIL NETWORK**, which will connect Philadelphia and South Jersey.

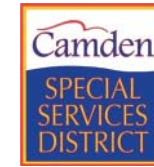
Last summer, a key trail segment in the Camden GreenWay was completed in **Farnham Park**, Camden's largest park, which is located in the Parkside neighborhood. Part of a \$1 million rehabilitation project, other park improvements included stormwater management upgrades, a picnic area, an enhanced spray pool, and new play equipment. This project was a partnership between Cooper's Ferry Partnership, Parkside Business and Community in Partnership (PBCIP), and the City of Camden.



[TOP] Farnham Park, located in the Parkside neighborhood, underwent a \$1-million rehabilitation, completed in July 2011, which included upgrades to the stormwater management system, new park amenities, and a multi-use trail connection to the Camden GreenWay Trail Network. **[BOTTOM]** Children cool down during the summer in the recently renovated Farnham Park spray pool.

\$10 million

committed from federal and County sources to reconstruct Downtown roads with dedicated bike lanes starting in 2012



We have a vision for our city... And with your help, it can be a reality.

CLEAN AND SAFE

At the Camden Special Services District (CSSD), our objective is to make downtown Camden a better place to live, work, visit and invest.

Our Clean and Safe program is doing just that by improving the physical appearance of downtown Camden, and its adjacent business corridors, making our city more welcoming to businesses, residents and visitors.

HOW WE OPERATE

As the business improvement district of downtown Camden, CSSD, a 501(c) (3) non-profit, subsidiary of Cooper's Ferry Partnership, is fully funded through the voluntary contributions of Downtown businesses, grants and fee-for-service contracts.

77,970

bags of trash weighing 2.7 million pounds removed from the Downtown and corridors in 2011

The CSSD makes it a priority to hire only local residents who act as "full time maintenance ambassadors. Currently, the CSSD employs 27 full-time city residents. Seasonal programs will employ another 50 part-time workers. Easily recognized in their bright yellow uniforms, they take on a variety of projects to achieve the CSSD goals:

- litter, trash, and debris removal from sidewalks and public spaces
- graffiti removal
- weeding and minor landscaping
- power washing
- snow removal from public sidewalks
- ambassador services

1,973

graffiti incidents cleaned by CSSD Graffiti Task Force in 2011



Camden Special Services District

Since 2005, the Camden Special Services District (CSSD) has worked to **foster economic development in downtown Camden by running a traditional clean and safe program to improve the physical appearance of the city.**



2011 CLEANING NUMBERS

Bags of Trash Removed	77,970
Pounds of Trash Removed	2,728,950
Gallons of Trash Removed	3,504,150
Handbill/Graffiti Removal	1,973
Gum Removal	1,656
Block Face Weed Extrication	1,006
Block Curb Faces Cut Back	547
Lots Cleaned of Debris	822
Traffic Triangle Grass Maintenance	364

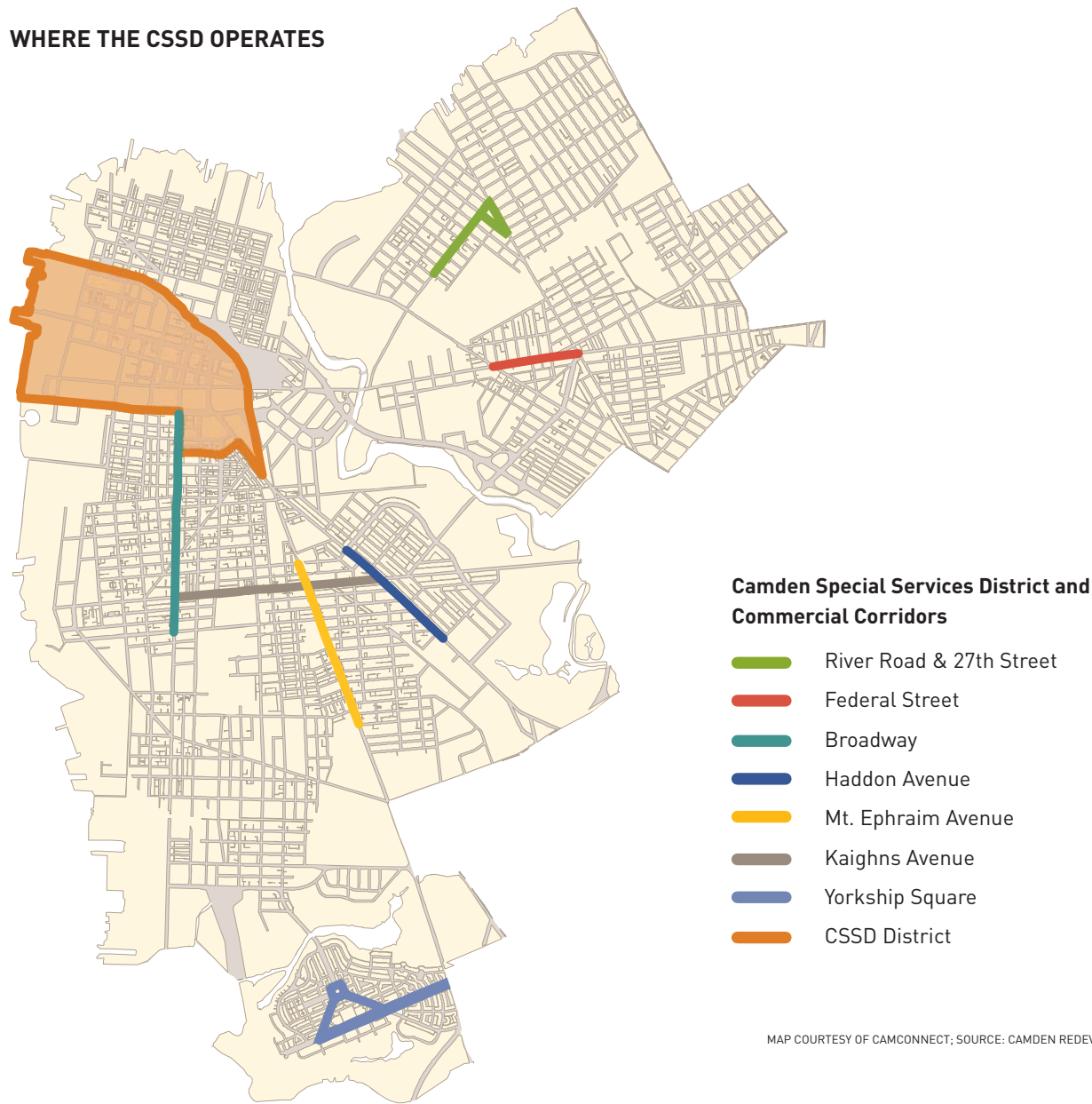
2011 AMBASSADOR NUMBERS

Information Requests	489
Meet and Greet	483
Public Assistance	552
Merchant Visits	134
Lost and Found Items	40
Miscellaneous	332

CSSD SELF-REPORTED DATA

Our maintenance ambassadors are also our good-will ambassadors, offering general information and friendly assistance. They are a constant and assuring presence in the community.

WHERE THE CSSD OPERATES



MAP COURTESY OF CAMCONNECT; SOURCE: CAMDEN REDEVELOPMENT AGENCY

108

vacant lots cleaned in Lanning Square

74

vacant lots cleaned in Cooper Plaza

1,698
ambassador services provided

Job Training Opportunities

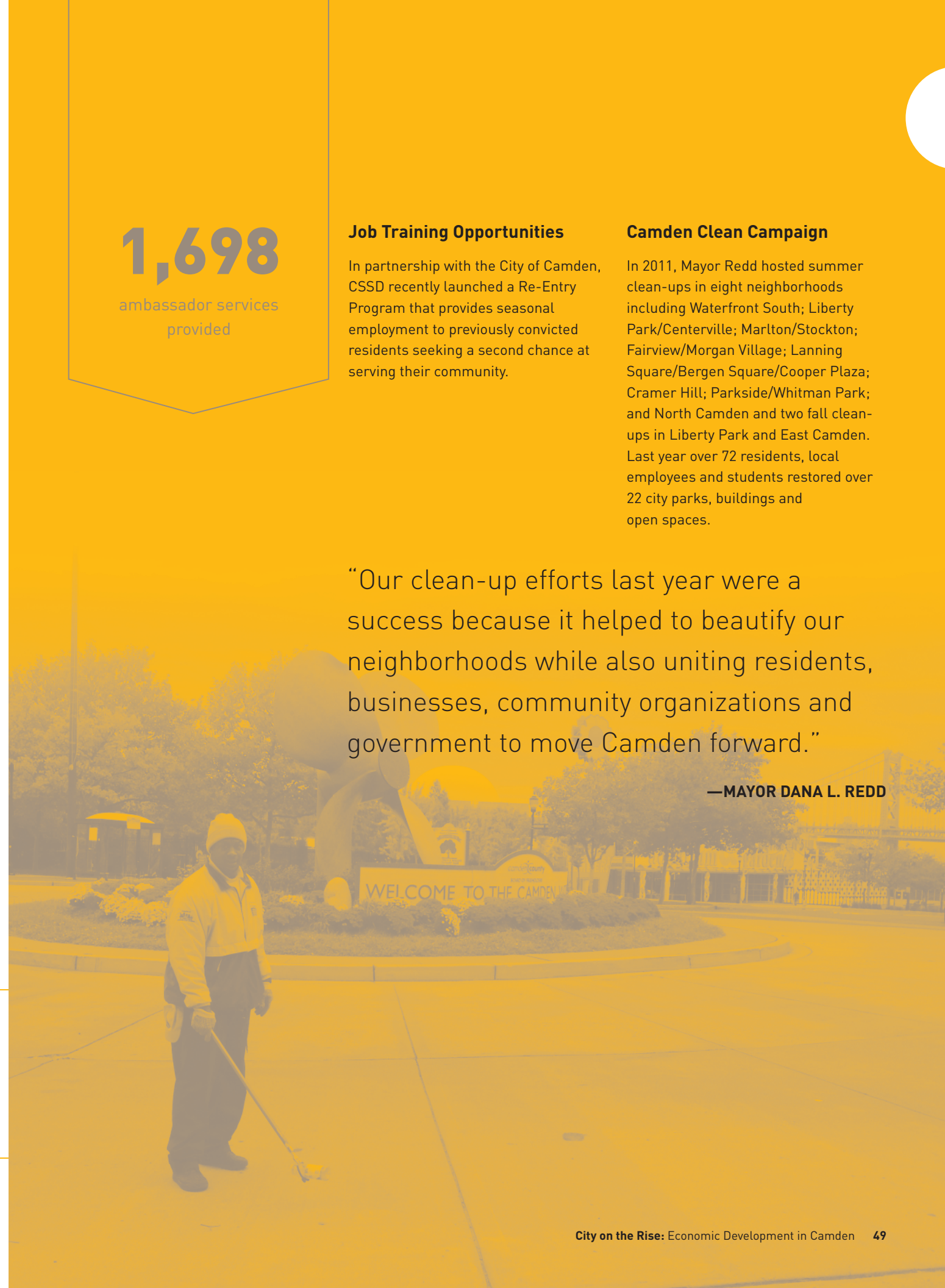
In partnership with the City of Camden, CSSD recently launched a Re-Entry Program that provides seasonal employment to previously convicted residents seeking a second chance at serving their community.

Camden Clean Campaign

In 2011, Mayor Redd hosted summer clean-ups in eight neighborhoods including Waterfront South; Liberty Park/Centerville; Marlton/Stockton; Fairview/Morgan Village; Lanning Square/Bergen Square/Cooper Plaza; Cramer Hill; Parkside/Whitman Park; and North Camden and two fall clean-ups in Liberty Park and East Camden. Last year over 72 residents, local employees and students restored over 22 city parks, buildings and open spaces.

“Our clean-up efforts last year were a success because it helped to beautify our neighborhoods while also uniting residents, businesses, community organizations and government to move Camden forward.”

—MAYOR DANA L. REDD



Cooper's Ferry Partnership

Cooper's Ferry Partnership's mission is to facilitate the revival of the City of Camden as an urban hub by leveraging public and private partnerships to promote sustainable economic revitalization, and establish Camden as the place to live, work and invest. Cooper's Ferry Partnership implements long-term development strategies to replenish the city's depleted tax base by leveraging the city's institutional assets and by utilizing the city's natural resources. The corporation implements an array of policy, programming and development projects that improve the city's commercial corridors, downtown and neighborhoods.

COOPER'S FERRY PARTNERSHIP BOARD OF DIRECTORS

Dana L. Redd
Co-Chairperson CFP
Mayor
City of Camden

Kevin G. Halpern
Co-Chairperson CFP
Chairman
Camden County College

Michael Camardo
Co-Chairperson CFP
Chairman
Our Lady of Lourdes Health System

Charles Bragitikos
President
Vibrant Development Group, LLC

Randy Cherkas
Managing Partner
Grapevine Development

Carl Dranoff
President
Dranoff Properties

Brenda Ross-Dulan
Regional President Southern
New Jersey
Wells Fargo

Joseph A. Forline
Vice President Customer
Operations
PSE&G

Alexander Hatala
President & CEO
Our Lady of Lourdes

Robert Hockel
Vice President Operations
Virtua Health

Dr. Ali Houshmand
Interim President
Rowan University

Patricia Egan Jones
Co-Chairperson
Home Port Alliance for the
Battleship New Jersey

Patrick Kelly
Senior Vice President
Marketing Manager- NJ,
DE, PA
Community Development
Bank of America

Kevin Keppel
Executive Director
Adventure Aquarium

Peter Kirk
Chairman
MD Baseball

Rich Landers
Vice President
Campbell Soup Company

Carol Lawrence
Senior Vice President
PNC Bank

James F. Leonard
Policy Advisor
Office of the Governor

Daniel Lombardo
President & CEO
Volunteers of America

John Matheussen
President & CEO
Delaware River Port
Authority

Donald H. McCarty
Market CEO, Delaware Valley
Susquehanna Bank

Msgr. Robert T. McDermott
Vicar of Camden
St. Joseph's Pro-Cathedral
Church

Daniel Montes
Chairman
Latin American Economic
Development Association
(LAEDA)

Francisco Moran
President
Camden City Council

Wendell Pritchett
Chancellor
Rutgers University, Camden
Campus

Sheila Roberts
Broadway Main Street

John Sheridan
President & CEO
Cooper University Hospital

Valjean Snyder
President
L-3 Communications
Systems-East

Joseph Tredinnick
Regional Vice President
TD Bank

Curt Voss
Executive Director
Susquehanna Bank Center

Rev. Floyd L. White III
Secretary
Concerned Black Clergy

Jennifer Young
External Affairs
Verizon

David Foster
President
Cooper's Ferry Partnership

Anthony J. Perno, III
Chief Executive Officer
Cooper's Ferry Partnership

COOPER'S FERRY PARTNERSHIP STAFF

Anthony J. Perno, III, CEO

David Foster, President

Joseph Myers, Vice President and COO

**Jacob Gordon Esq., Vice President of
Policy and Downtown Initiatives**

**Meishka L. Mitchell, AICP, PP, Vice
President of Neighborhood Initiatives**

Elizabeth Ahle, Events Manager

**Sue Brennan, Senior Project Manager,
Broadway Main Street and POWER**

Sarah Bryant, Project Manager

**Caren Fishman, Director, CSSD
Program**

AJ Jensen, Project Manager

Merigan Mulhern, Project Manager

Shahid Rana, Project Manager

**Marilyn Santana-Martinez, Business
Manager**

Nakia Maxwell, Receptionist

COOPER'S FERRY PARTNERSHIP 2011 INTERNS

**Ross Barnard, Rutgers University-
Camden**

**Sylvester Biddle, Camden Promise
Academy**

**Steve Christopher, St. Joseph's
University**

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city invincible.” —WALT WHITMAN

City on the Rise: Economic Development in Camden



CAMDEN 2012

