

2014 ANNUAL REPORT

REDEFINE + RECONNECT + REIMAGINE

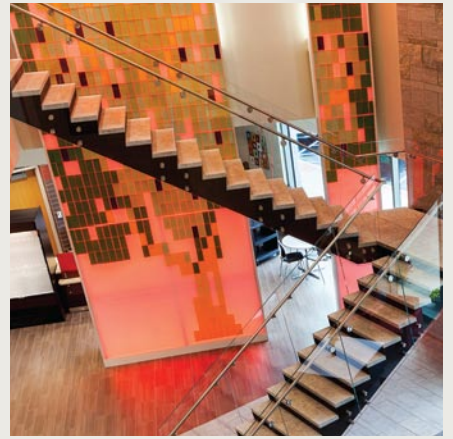
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# REDISCOVER CAMDEN

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PREPARED BY COOPER'S FERRY PARTNERSHIP



REIMAGINE



REDEFINE



RECONNECT

# REDISCOVER CAMDEN



COOPER'S FERRY  
PARTNERSHIP

2

WELCOME FROM THE MAYOR

3

WELCOME FROM COOPER'S FERRY PARTNERSHIP



GETTING TO  
CAMDEN

4



LIVE  
CAMDEN

10



LEARN  
CAMDEN

16



WORK  
CAMDEN

22



INVEST  
CAMDEN

28



PLAY  
CAMDEN

34



GREEN  
CAMDEN

38



CLEAN & SAFE  
CAMDEN

42

46

STAFF & CREDITS

# Welcome from the Mayor



**Camden is a city of untold stories**—stories that together make up the city's unique identity and that share the city's history of resilience, opportunity, and revival. For

the first time in several decades, neighborhood development and unprecedented expansion of the city's educational and medical sectors are providing a platform from which these hidden narratives can emerge.

As mayor, it is my goal to support opportunities that will reshape our city. I have been working closely with state and county officials, as well as local constituents, to generate policy and development initiatives that will redefine people's perception of Camden, reconnect our neighborhoods to transformative opportunities, and reimagine existing assets to bring strategic private investment to the city.

The implementation of new economic and social policy reforms is **REDEFINING** how people think about investment, safety, and education in Camden.

I am proud to report that my administration has reduced spending each year since 2010 and, most recently, decreased the amount of state transitional aid from \$69 million in 2011 to \$15.5 million requested in 2014. Due to tough but necessary cuts in the budget, the city is better prepared to address quality-of-life concerns facing residents.

Since the phased implementation of the Camden County Metro Police Department last spring, there has been a marked reduction in crime and homicides in the city. Since the transition began, gun seizures are up 76 percent and homicides are down 26 percent from the same period in 2012. As a result of new technology and crime-prevention strategies, both violent and nonviolent crime are down to 2010 levels. The new Metro officers play a critical role in making our neighborhoods and corridors safer and more livable for residents, business owners, and our youth.

The City is working closely with the Camden Board of Education, the State of New Jersey, and private partners to seek new ways to address gaps in educational excellence. New schools like the Camden Community Charter School and the KIPP Cooper Norcross Academy (opening in September 2015) are providing the investment and resources needed to create new opportunities for future generations.

The success of future development and the health of the city is contingent upon **RECONNECTING** neighborhoods to economic opportunity.

Transformative public investments by Camden's growing education and medical sectors are providing a range of economic and community development projects throughout the city. The new MD Anderson Cancer Center at Cooper brings together MD Anderson's world-renowned expertise and Cooper University Health Care's regional leadership to form a partnership that is reconnecting Camden's growing knowledge economy to the region.

New improvements to municipal infrastructure are constructing pathways to economic opportunity. Last year, the City and County invested millions of dollars to redo the city's roads, streetscapes, and bike lanes. These connections link residents and employees to assets such as public transportation stations, and safe parks and open spaces.

Finally, transformational state policies including the New Jersey Medical and Health Sciences Education Restructuring Act and the Economic Opportunity Act are helping Camden's businesses and communities **REIMAGINE** how to best leverage existing assets to generate opportunities for strategic private investment throughout the city.

Using this new infusion of public capital dollars, Camden's anchor institutions are working on a plan to connect the education, medical, and corporate sectors to create a unified Downtown. The physical investments proposed in this plan will increase not only the city's academic capacity, but also its economic capacity by identifying areas of opportunity for meaningful future public and private investment.

The stories outlined in this report share the experiences of residents, companies, and investors who have rediscovered the city's potential and who are working to reshape its common narrative.

To truly understand the change taking place in Camden, I encourage you come to our city, dine at our neighborhood restaurants, visit local attractions, and meet the residents and business owners who are working to redefine, reconnect, and reimagine the city. Only then will you truly rediscover Camden.

Sincerely,

The Honorable Dana L. Redd  
Mayor, City of Camden





# Welcome from Cooper's Ferry Partnership

**Cooper's Ferry Partnership** (CFP) is thrilled to celebrate its 30th birthday in a year of transformative economic and social change in Camden.

In 1984 the City of Camden, Campbell Soup Company, and RCA commissioned the first study to plan the redevelopment of the waterfront. Out of that initial study, Cooper's Ferry Development (predecessor to today's CFP) was formed. Founded as a private, nonprofit corporation dedicated to creating and implementing a vision for Camden's Downtown waterfront, CFP has grown in staff and scope over the past three decades. In addition to focusing on the revitalization of the waterfront, CFP today works closely with the City, Downtown entities, and community-based partners to support redevelopment initiatives in Camden's neighborhoods.

CFP seeks to spur revitalization and private market activity through the development of infrastructure, parks, trails, public transit, and other amenities that improve public access and attract residents, businesses, investors, and visitors. Working alongside Mayor Dana L. Redd, as well as leaders from the private, public, and nonprofit sectors, CFP leverages dynamic cross-sector partnerships for targeted investment in strategic revitalization projects.

While investments in Camden's neighborhoods are helping to create stronger, more vibrant communities, the most transformative public investments over the past three decades include the growth of the University District and the health sciences campus. Anchor educational and health care institutions including Rutgers University-Camden, Rowan University, Cooper Health System, and Cooper Medical School of Rowan University collectively undertook more than \$500 million in construction for 2010-2013, including development of a new medical school, a graduate student dormitory, and a cancer research institute, as well as investments in new Downtown housing and parks.

As a result of recent state legislative reform that realigned New Jersey's state university system and a higher education bond issue, institutional investment in Camden will continue to accelerate at a rate that will reshape the city. Over the past year, CFP worked with community organizations and Camden's institutional and corporate anchors to develop a long-range investment plan that leverages these anticipated investments and community assets to foster transformative economic benefits for the city and its residents. The Downtown Institutional Plan is a critical roadmap to direct anticipated investments so that it geographically connects Camden's educational, medical, and corporate institutions to support a thriving health sciences campus and fully connected Downtown.

CFP recognizes that a comprehensive revitalization strategy must also include plans for rebuilding the city's civic and cultural fabric and expanding growth into Camden's residential neighborhoods. Recently passed legislation in New Jersey put into place new incentives for commercial and market-rate housing development in the state's struggling urban centers. In order for Camden to take advantage of these incentives, it must build demand for market rate housing among Downtown workers, students, middle-income residents, and others seeking an urban lifestyle. To build this demand, CFP is committed to working with community groups to highlight the cultural diversity, natural beauty, and vibrant communities that make the city unique.

While many challenges remain, Camden is undergoing its fastest growth and revitalization in years. The stories and testimonials featured in this annual report provide a unique and personal account of how this moment of transformation is impacting the city and its residents. New investments and new opportunities are giving people a reason to rediscover why *now* is the time to live, work, invest, and play in Camden. We invite you to do the same.

Sincerely,

Anthony J. Perno III  
Chief Executive Officer

David Foster  
President



# GETTING TO CAMDEN

Camden's geographic location is one of its greatest assets. Its proximity to two waterways—the Delaware and Cooper Rivers—and to Philadelphia contributed to the rise of industry in the early nineteenth century. The rapid expansion of the ferry, stagecoach, trolley, and train industries set the foundation for critical economic connections to Philadelphia, New York, and the Atlantic shoreline.

The city is reviving many of its historic transit networks to reconnect Camden to economic opportunity and to direct business back to the city. Over the past decade, over \$2 billion was invested in Downtown infrastructure improvement projects, including comprehensive streetscape improvements and a light rail line connecting Camden and Trenton.

- ACTIVE  
TRANSPORTATION
- GETTING HERE



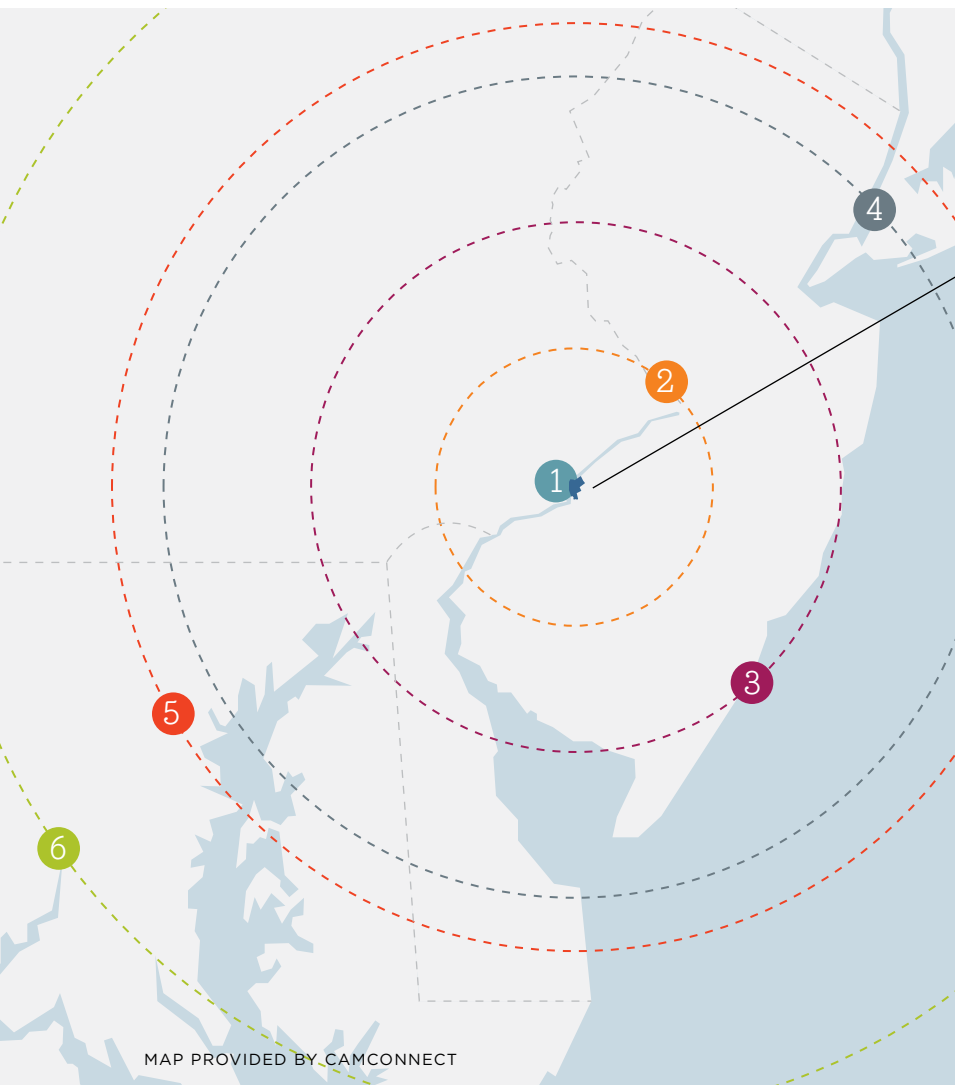


Bicyclists ride down the newly constructed bike lane and improved streetscape on Martin Luther King Boulevard.

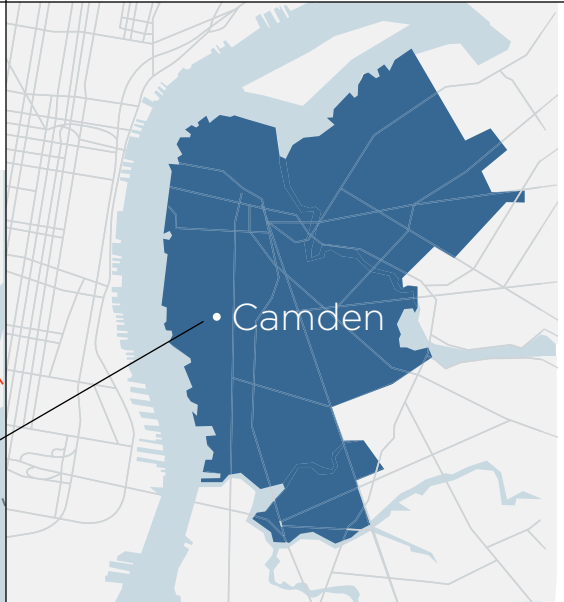


The NJ Transit RiverLINE travels from Camden to Trenton. Passengers can connect to Amtrak, SEPTA, and NJ Transit regional rail and bus lines at the Trenton Transit Center.

## DRIVING TIME AND DISTANCE TO DOWNTOWN CAMDEN



MAP PROVIDED BY CAMCONNECT



- 1 PHILADELPHIA, PA**  
5 minutes (3 miles)
- 2 TRENTON, NJ**  
40 minutes (34 miles)
- 3 ATLANTIC CITY, NJ**  
1 hour (59 miles)
- 4 NEW YORK CITY, NY**  
2 hours (91 miles)
- 5 BALTIMORE, MD**  
2 hours (100 miles)
- 6 WASHINGTON, DC**  
2 hours, 40 minutes (138 miles)

# Commitment to Complete Streets



US Senator Robert Menendez, NJ Senator Donald Norcross, and Camden Mayor Dana L. Redd join local elected officials and children to celebrate the completion of the new NJDOT TIGER-funded streetscape and bike lane improvements.

“What makes this project nationally significant...is the positive impact [it] will have not just on our environment, but also on our economy. Pennsylvania residents will be able to bike or walk into Camden, and then on into Collingswood or Cherry Hill. That means more visitors to our farmers’ markets and restaurants, more people to come to our parks and entertainment venues, providing a much-needed boost to our small businesses and local economy. More importantly, each year the increased demand created by the project is expected to create recreational and economic activity worth \$542 million.”

—**ROBERT MENENDEZ**

*US Senator for New Jersey, speaking at the TIGER Ribbon Cutting Ceremony*

In 2013, the City of Camden adopted a Complete Streets policy that requires municipal road projects to accommodate all users, including pedestrians, bicyclists, and transit riders. The Complete Streets policy will build on the City’s recent progress to enhance pedestrian and bicyclist access in Downtown. The new bike lanes and streetscapes also serve as critical connections along the **Camden GreenWay**, a segment of **The Circuit**, Greater Philadelphia’s regional bicycle trail network, connecting South Jersey and Western Pennsylvania.

In late 2013, Camden County marked the completion of a three-year, \$5.8 million pedestrian and bike access infrastructure project funded through a **USDOT Transportation Investment Generating Economic Recovery (TIGER) grant**. The project added high-quality pedestrian and bicycle amenities to Downtown Camden, including new lighting, landscaping, bike lanes, and other streetscape improvements connecting Downtown Camden with Philadelphia (via the Ben Franklin Bridge) and the South Jersey suburbs.

These newly improved corridors are signature amenities for active transportation in Downtown Camden. Along with a coalition of Circuit partners, and with support from the William Penn Foundation, CFP is continuing to identify and move forward with projects that will expand and connect bicyclists and pedestrians to transit stations, centers of employment, and the Ben Franklin Bridge.

Camden youth cycle down the new bike lanes on Pearl Street, a corridor connecting the Ben Franklin Bridge to the Camden Waterfront and Downtown.



# Getting to Camden

Easily accessible by car, bike, public transit, and ferry, Camden's Downtown area and waterfront are located less than one mile east of Philadelphia, the nation's fifth-most populated city. Center City Philadelphia is closer to Camden than it is to many Pennsylvania suburbs.

## 2013 RIDERSHIP

• RiverLink Ferry	132,505
• NJ Transit RiverLINE Light Rail	2,887,647
• PATCO High Speed Line	10,542,383

SOURCE: SELF-REPORTED NUMBERS

## NEW LIGHT RAIL LINE

The Glassboro-Camden Line (GCL) is a proposed 18-mile passenger rail line between Glassboro and Camden in southern New Jersey. NJ Transit is funding the \$8.1 million environmental study with the Delaware River Port Authority acting as project manager. The GCL corridor traverses 12 communities between Gloucester and Camden. Using light rail vehicles similar to the NJ Transit RiverLINE, the proposed GCL would offer quick, reliable, frequent service between the communities of Glassboro and Camden.

## CAMDEN TRANSIT MAP



MAP COURTESY OF KITCHEN & ASSOCIATES

## REDESIGN OF WALTER RAND TRANSPORTATION CENTER

The Walter Rand Transportation Center (WRTC) is the regional transit hub for southern New Jersey, located across from Cooper University Hospital and Cooper Medical School of Rowan University, in the center of the Business District. From WRTC, passengers can travel on the NJ Transit RiverLINE to Trenton, on PATCO to Philadelphia or Lindenwold, and on any of 26 NJ Transit buses to points throughout the region.

A feasibility study is underway to analyze the current operations of the WRTC and the potential for a complete redesign. Proposed changes include significant improvements to the building facade, renovations to the interior waiting area (including retail amenities), and new wayfinding signage. In addition, bus, taxi, and train access will be consolidated and streamlined. Critical to the analysis is improved pedestrian and vehicular traffic flow, which will be accomplished by consolidating all of the existing bus lines inside an expanded and redesigned bus terminal.

## Public Transit

The **PATCO SPEEDLINE** provides rapid transit between Philadelphia and South Jersey, with 13 stops ending at Lindenwold. The PATCO Broadway station is located in Camden's WRTC and offers a direct link to NJ Transit's RiverLINE and regional bus routes. PATCO provides connections to all major SEPTA regional rail and subway lines in Philadelphia as well as to NJ Transit trains to Atlantic City.

The **NJ TRANSIT RIVERLINE** light rail service currently operates along a 34-mile corridor between Camden and Trenton. The RiverLINE provides direct transfer to PATCO and NJ Transit bus service at the WRTC, in addition to providing access to Amtrak's Northeast Corridor service and NJ Transit trains to New York City at the Trenton Transit Center.

The **WALTER RAND TRANSPORTATION CENTER** serves as a hub for 26 regional NJ Transit bus lines that connect to Philadelphia, New Jersey, and New York.

The **RIVERLINK FERRY** is an exciting and historic way to travel across the Delaware River between Penn's Landing and the Camden Waterfront. There is daily service between Memorial Day and Labor Day and an express schedule for concerts and special events.



### BEN FRANKLIN BRIDGE

Every day, commuters travel over the Ben Franklin Bridge between Philadelphia and Camden on the bridge's dedicated pedestrian and bicycle pathway. The bridge is a critical linchpin in The Circuit, Greater Philadelphia's regional trail networks that connects Camden to Philadelphia. With funding through the Delaware Valley Regional Planning Commission, planning is underway by the Delaware River Port Authority to design new ramp access between the bridge walkway and street level.

### ROADWAYS

Downtown Camden is connected to all major South Jersey arterials and is a 20-minute drive from Exit 4 on the New Jersey Turnpike. Camden is connected to Philadelphia and I-95 via the Ben Franklin Bridge and to I-76 via the Walt Whitman Bridge.



*Number of bicyclists and pedestrians who use the Ben Franklin Bridge each day, on average*

# DOWNTOWN CAMDEN MAP

- ☆ Historic Site
- Business District
- ⚡ Highways
- P Public Parking
- P Event Parking
- 🚗 Bus Station
- 🚶 Pedestrian Pathway
- 🚇 RiverLINE Route/Stop
- 🚝 PATCO Route/Station
- 🚢 RiverLink Ferry (to/from Philadelphia)



## 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
- 11 Vitarelli's Restaurant
- 12 Victor's Pub
- 13 Bain's Deli
- 14 Market St. Pizza
- 15 Gallery Eleven One

## UNIVERSITY DISTRICT

- 16 Board of Education
- 17 Johnson Park
- 18 Walt Whitman Arts Center
- 19 Rutgers-Camden Community Park
- 20 Rutgers Recreation Center
- 21 Rutgers Graduate Student Housing
- 22 Subway
- 23 7-Eleven
- 24 Gordon Theater
- 25 Stedman Gallery
- 26 Rutgers University-Camden
- 27 Rutgers Campus Center
- 28 Rutgers Admissions Office
- 29 LEAP Academy Upper School
- 30 Barnes & Noble University District Bookstore and Camden County College
- 31 Rowan University
- 32 Camden County College
- 33 LEAP Academy Lower School
- 34 STEM School

- 35 The Victor Building
- 37 US Courthouse
- 38 US Post Office
- 39 Settlement Music School
- 40 Friends Meeting House
- 41 BridgeView Building
- 42 CAMcare
- 43 Cathedral of Immaculate Conception
- 44 County Administration Building
- 45 City Hall
- 46 L-3 Complex
- 47 Waterfront Technology Center
- 48 Hall of Justice
- 49 Walt Whitman House
- 50 Walter Rand Transportation Center
- 51 Police Headquarters

## HEALTH SCIENCES CAMPUS

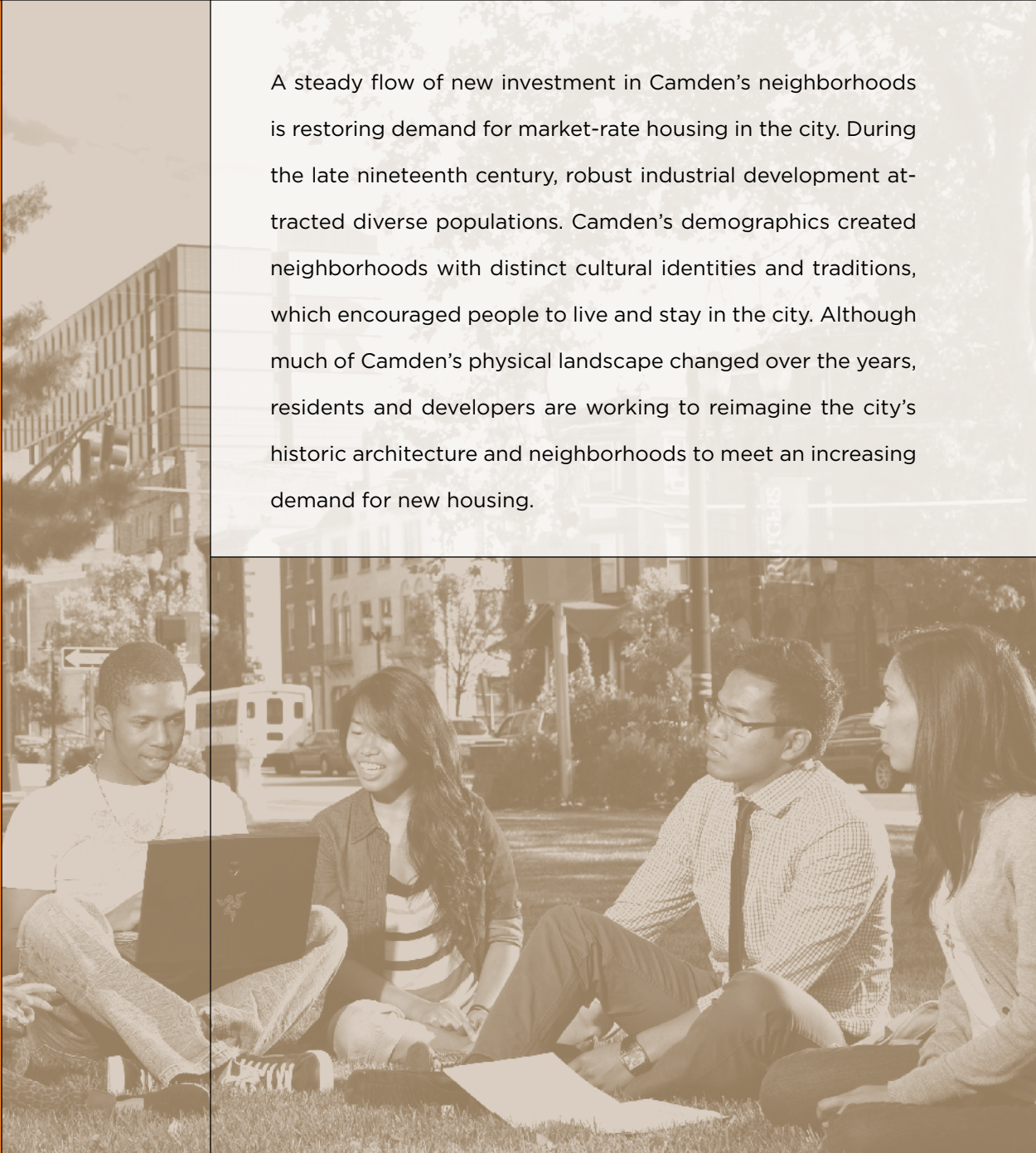
- 52 Ronald McDonald House
- 53 Cooper University Hospital
- 54 Coriell Institute
- 55 Cooper Medical School of Rowan University
- 56 MD Anderson Cancer Center at Cooper
- 57 KIPP Cooper Norcross Academy at Lanning Square



# LIVE CAMDEN

A steady flow of new investment in Camden’s neighborhoods is restoring demand for market-rate housing in the city. During the late nineteenth century, robust industrial development attracted diverse populations. Camden’s demographics created neighborhoods with distinct cultural identities and traditions, which encouraged people to live and stay in the city. Although much of Camden’s physical landscape changed over the years, residents and developers are working to reimagine the city’s historic architecture and neighborhoods to meet an increasing demand for new housing.

- COMMUNITIES
- POLICY
- STUDENT GROWTH

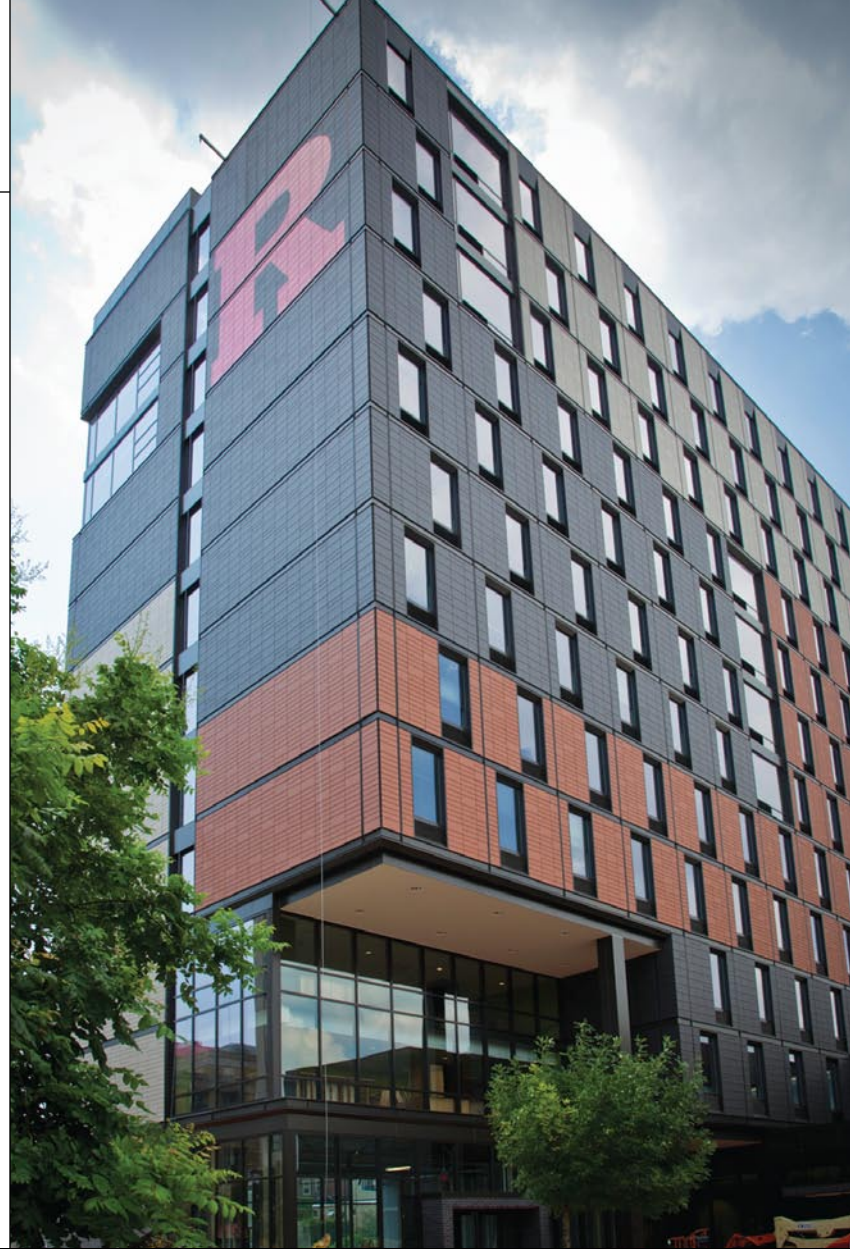


Rutgers University–Camden’s 12-story graduate dormitory with ground floor retail on Cooper Street in Downtown Camden.

## The Key to the Future Lies in the Past

While Camden’s education and medical sectors are committed to institutional growth in the city, they are also dedicated to reimagining how people live in Camden. Anchor institutions such as Cooper University Health Care, Rowan University, Rutgers University–Camden are envisioning ways to accommodate a growing workforce and student population. Residents are collaborating with anchor institutions and development partners to reenvision entire neighborhoods through community-driven plans.

For the first time in many years, people are making decisions to settle based not on where they want to live, but how they want to live. With its rich history, impressive views of the Philadelphia skyline, affordable rents, and convenient access to public transportation and safe, open space, Camden is a great place to call home.



The grand opening of the 120,000-s.f., 24-acre Ray and Joan Kroc Corps community center will be celebrated October 3-5, 2014.

### KROC CENTER

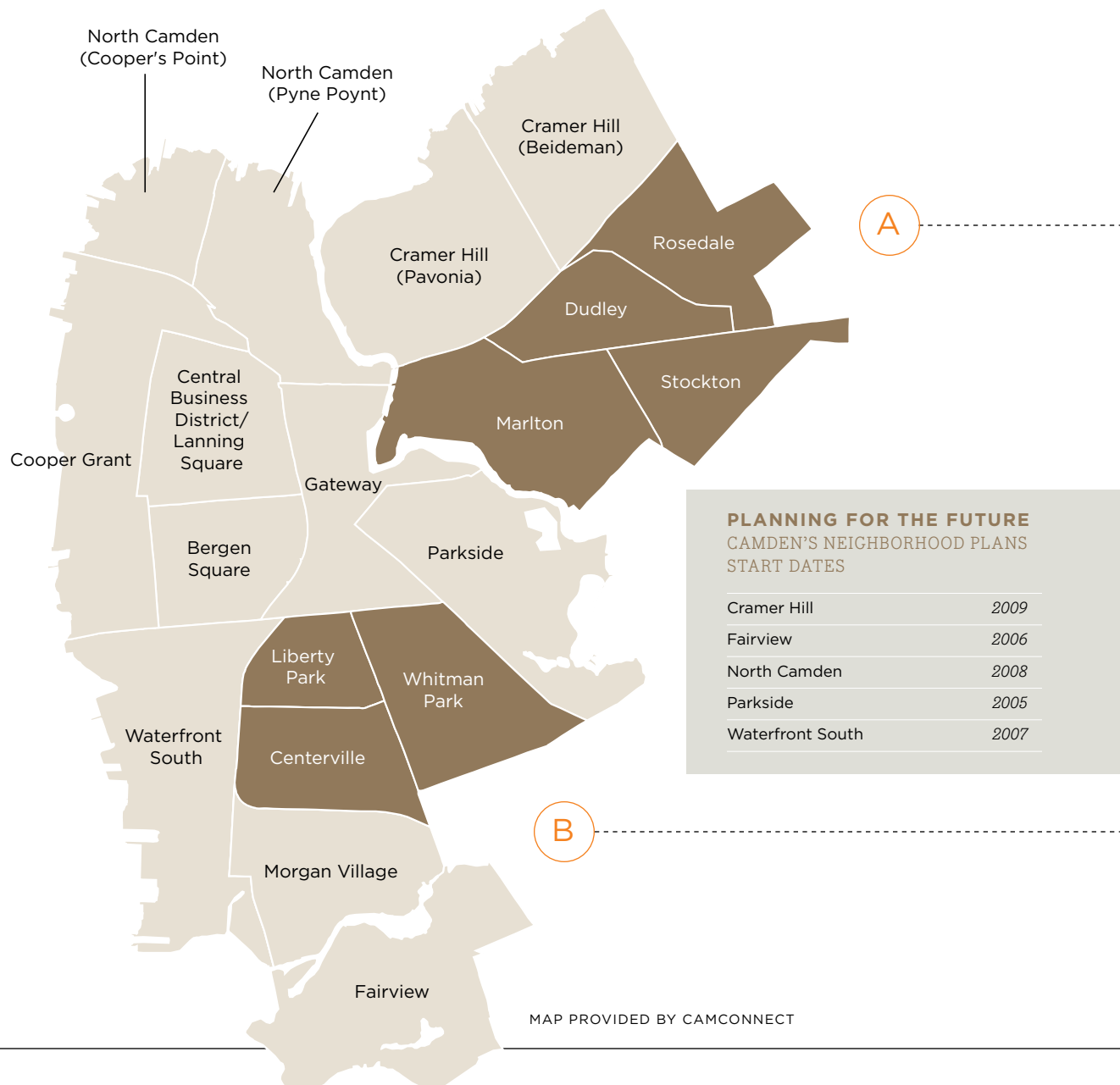
Construction of The Salvation Army Ray and Joan Kroc Corps Community Center in the Cramer Hill section of Camden is moving ahead at a remarkable pace. The grand opening of the 120,000-s.f. community center will be celebrated in October 3-5, 2014.

The state-of-the-art center will create 160 full- and part-time jobs and offer a wealth of programs designed to enhance body, mind, and spirit through a holistic approach. Over the past year, Campbell Soup Company, Subaru of America, the Adventure Aquarium, and the Baseball Tomorrow Fund formed new, high-level partnerships with the Kroc Center.

# Neighborhoods

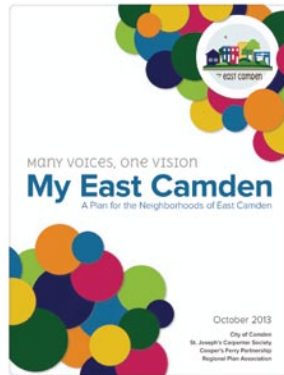
Camden is made up of 19 neighborhood census tracts, each with its own unique identity. Some of the city's most historic districts lie in and on the periphery of Downtown Camden and are positioned for rapid social and economic growth. Residents are working with economic development partners to undertake community-led neighborhood plans to guarantee that communities stay connected physically and socially to the increased investment taking place in Downtown Camden. In conjunction with the City of Camden, CFP provides technical expertise for the planning and subsequent implementation in a number of these communities.

## CAMDEN NEIGHBORHOODS BY CENSUS TRACK



## EAST CAMDEN

In June 2012, CFP launched its largest planning endeavor to date for the four census tracts that comprise East Camden: Marlton, Stockton, Dudley, and Rosedale. Titled **My East Camden: Many Voices, One Vision/Nuestro Este Camden: Muchas Voces, Una Visión**, the plan provides a comprehensive vision for the neighborhood.



CFP partnered with St. Joseph's Carpenter Society and the Regional Plan Association to develop a resident-driven neighborhood plan for East Camden with an emphasis on corridor revitalization, funded by a grant from the Wells Fargo Regional Foundation. The neighborhood planning process included a complete property survey of over 6,900 parcels in East Camden as well as a door-to-door resident survey conducted by 12 Camden resident surveyors hired by CFP in summer 2012. Over 700 residents were engaged in the East Camden planning process.

The East Camden Neighborhood Plan will be presented at the City's Planning Board in early 2014. It is anticipated that the neighborhood plan will be adopted into the City's master plan.

## CHOICE NEIGHBORHOODS: WHITMAN PARK, LIBERTY PARK, AND CENTERVILLE

In October 2012, the US Department of Housing and Urban Development awarded the Housing Authority of the City of Camden (HACC) a \$300,000 **Choice Neighborhoods Planning Grant** to revitalize public housing in three Camden neighborhoods: Whitman Park, Liberty Park, and Centerville. As one of 17 successful recipients of the grant, the HACC and its team, including residents and other partners, will craft a comprehensive, community-based, measurable Transformation Plan that addresses economic redevelopment, energy- and cost-efficient housing, transportation, employment, education, and healthy living.

The City of Camden and HACC are working with local stakeholders, including CFP, to complete the Transformation Plan. The plan will build on key institutional presence and strategic growth opportunities and use the revitalization of housing and mixed-use development as a catalyst for neighborhood revitalization. The plan will also serve as the basis for a \$30 million Choice Implementation Grant application that HACC plans to submit later this year.



**CHRISTOPHER PEREZ** is a first-year student at the Cooper Medical School of Rowan University. He moved from the Bronx to attend school and recently purchased a house in Waterfront South. Perez is redoing the home's interior, adding new closets and kitchen appliances. He and a colleague have started an ESL class as part of their service-learning curriculum.

*"As a student at the Cooper Medical School of Rowan University, I chose to live in the city because I am serving the city. Living in the city allows me to better understand and connect with the community."*

—CHRISTOPHER PEREZ

"These [Choice Neighborhood] funds are vital in the effort to revitalize the City of Camden. Not only does this grant provide the funds to begin to rebuild the community and provide stability for families, but the new construction will transform our neighborhoods by attracting new businesses and investment in Camden's future."

—**CONGRESSMAN ROBERT E. ANDREWS**  
*1st District of New Jersey*

# Strengthening Camden's Neighborhoods

Quality of life is more than bricks and mortar; it is also about strong policy that supports locally driven strategies to address housing and the local environment.

Since implementing the \$11.9 million federal **Neighborhood Stabilization Program (NSP2)** grant in 2010, a coalition of Camden stakeholders exceeded many of its goals to deliver new housing, cleaning, and greening related improvements in the North Camden, Cooper Plaza, and Lanning Square neighborhoods.

Last year, CRA used NSP2 funds to release a successful marketing campaign—Work Here, Play Here, Live Here—to market newly constructed or rehabilitated residences in the city. By the end of 2013, 26 high-quality, market-rate housing units had been sold. In addition, CRA and its development partners exceeded the federal Section 3 local hiring requirements by employing 37 Camden residents and 17 Camden youth from the Housing Authority's YouthBuild program. The CRA will continue to work with local residents and partners to complete the final market-rate units in 2014.

**LIVECAMDEN.ORG** is a clearinghouse for information about living in the City of Camden. The **Employer-Assisted Housing Program**,

for example, offers up to \$15,000 and closing costs to employees who purchase a home in the neighborhood adjacent to where they work. Participating institutions include Cooper University Hospital, Lourdes Health System, the Camden Redevelopment Agency, Rowan University, and Virtua.



Exterior and interior NSP2 renovations made to historic row homes in the Cooper Plaza and Lanning Square neighborhoods.

101

Number of housing units rehabilitated under NSP2



Camden homeowner Daisy Urbana received a high-efficiency furnace, hot water heater, and air-sealing throughout her home from the City of Camden's Residential POWER program.

## CAMDEN POWER RESIDENTIAL PROGRAM



Last year marked the successful completion of the Camden POWER Residential Program managed by CFP on behalf of the City of Camden. Funded through grants from the U.S. Department of Energy, New Jersey Economic Development Authority, and the New Jersey Board of Public Utilities, the program produced several economic and energy-related benefits to Camden residents:

- 160 homes received energy efficient retrofits, rehabilitation, and repairs
- 25 to 48 percent energy use reduction per property, along with corresponding utility bill savings for homeowners
- Up to \$18,400 in improvements made per home
- \$2.67 million spent on homes in Camden

# A Growing Student Population

In 2012 Rutgers University–Camden opened its 12-story, \$55 million graduate student dormitory, with ground-floor retail space on Cooper Street. Approximately 1,000 Rutgers University–Camden students currently reside in Downtown Camden. The University seeks to grow the number of students living on or immediately near campus to 2,000 over the next few years.



**\$38 MILLION**  
ANNUAL BUYING POWER OF  
CURRENT EMPLOYEES AND  
STUDENTS TO POTENTIALLY  
SPEND ON RETAIL GOODS AND  
SERVICES IN CAMDEN

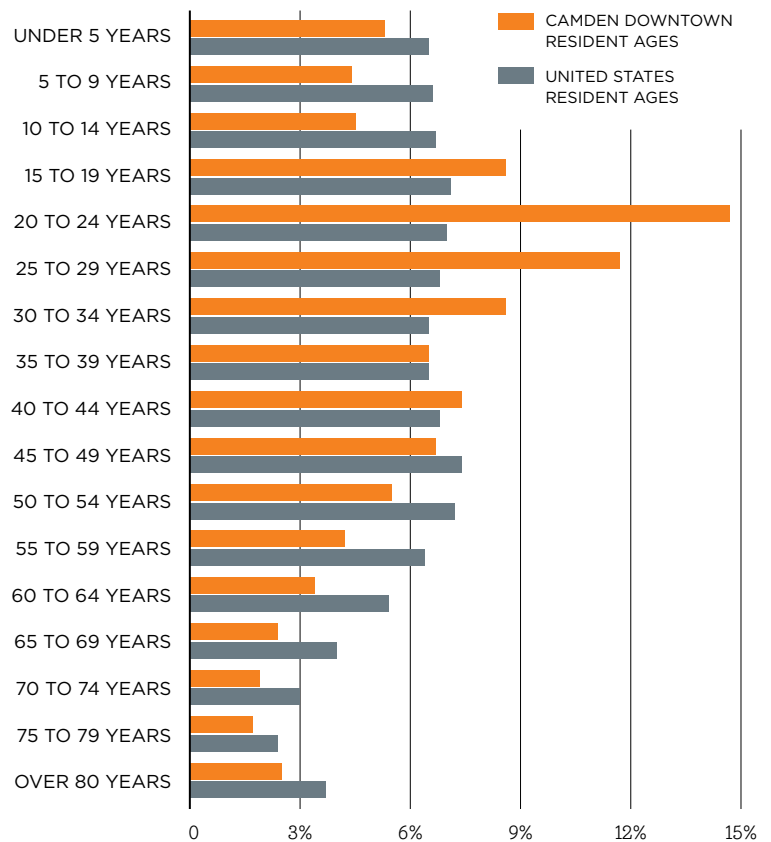
SOURCE: U3 VENTURES, LLC



**OVER 50%**  
OF COOPER MEDICAL SCHOOL OF  
ROWAN UNIVERSITY STUDENTS  
LIVE IN THE CITY OF CAMDEN

SOURCE: U3 VENTURES, LLC

## DOWNTOWN CAMDEN AND NATIONAL AGE PROPORTIONS



SOURCE: 2010 US CENSUS

\*Includes the following two census tracts: Cooper Grant (Central Waterfront) and CBD (Lanning Square).



**PATRICK TIEDEKEN** is a junior majoring in marketing at Rutgers University–Camden. Originally from Audubon, New Jersey, he now lives in a house in the Cooper-Grant neighborhood with several classmates. Having lived in the city for a year and a half, he says his experience has been positive and he would encourage others to make the move.

*“There’s a perception that it’s unsafe in the city, but I find that the Cooper-Grant neighborhood is as bright as day at night. I’ve never really felt unsafe. I like living in a neighborhood that’s close to the university, and I also like knowing that I’m contributing to an up-and-coming city.”*

—PATRICK TIEDEKEN



# LEARN CAMDEN



## Expanding Educational Opportunities

- PRIMARY EDUCATION
- HIGHER EDUCATION

Once a place of industrial innovation, Camden is reemerging as a hub of science and education innovation. Since 2011, over \$455 million of construction activity has been undertaken in Camden, fueled largely by the growth of Camden's medical, educational, and corporate anchor institutions. Recent investments include:

- \$139 million, 200,000-s.f. Cooper Medical School of Rowan University
- \$55 million, 12-story Rutgers-Camden graduate student dormitory
- \$10 million for Rowan's renovation of the First Camden National Bank and Trust Company
- \$100 million, 103,050-s.f. MD Anderson Cancer Center at Cooper
- \$12 million, 300,000-s.f. Camden Community Charter School

These investments are helping to redefine educational opportunities in the city from primary education through graduate school.



Students meet in the lobby of the Cooper Medical School of Rowan University (CMSRU). This year, CMSRU will welcome 72 new students into the school.



Fifth grade class at Camden Community Charter School.

## Primary Education: Opening the Doors to Opportunity

The Camden public school system continues to enact reforms and seek ways to improve the performance of neighborhood schools under the guidance of its new superintendent, Paymon Rouhanifard. Last year, one in four of Camden's 16,000 students were enrolled in one of the city's 11 charter schools. Recent legislation, including the 2012 Urban Hope Act, enables the Camden school district to approve Renaissance schools and expand educational options for educational excellence for Camden youth.

### PROMISE NEIGHBORHOOD INITIATIVE

In 2010, Rowan University partnered with the Center for Family Services and the Camden Cooper Lanning Promise Neighborhood Team to create the Camden Cooper Lanning Promise Neighborhood Initiative. It's goal is to fortify the neighborhood block by block by providing comprehensive services for children and families from cradle through college.

### SUPERINTENDENT PAYMON ROUHANIFARD

In August 2013, Governor Chris Christie announced the selection of Paymon Rouhanifard as the first state superintendent of the Camden School District. The selection of Rouhanifard, formerly the chief strategy and innovation officer for Newark Public Schools, is building on the progress the district made over the last few months, including improvements in curriculum, staffing, student health and safety, and academic readiness. In the first 100 days of his tenure, Rouhanifard focused on developing a comprehensive plan for the operation of the district and community outreach to improve the infrastructure of the district from data management to human resources.

"If what we care about most is that every child in Camden has access to a great school, then the path ahead of us is clear. While it will not be easy, and will require the support of the entire Camden community, we can and will put every child on a path to success."

—PAYMON ROUHANIFARD

*Camden School District Superintendent*



Rendering of the KIPP Cooper Norcross Academy at Lanning Square.

*Courtesy of NK Architects*

### **CAMDEN COMMUNITY CHARTER SCHOOL**

In September 2013, Camden Community Charter School (CCCS) opened its doors to 150 Camden students in kindergarten through fifth grade. Located at 8th and Linden Streets, CCCS is expected to enroll 900 Camden students by 2017. The school is managed by CSMI and Chester Community Charter School, whose goal is to provide safe learning in communities with struggling public schools and disinvested neighborhoods.

### **KIPP COOPER NORCROSS ACADEMY AT LANNING SQUARE**

Made possible through the Urban Hope Act, the KIPP Cooper Norcross Academy at Lanning Square will open in the Lanning Square neighborhood this year. Students will start classes in temporary quarters this fall and transition to a state-of-the-art, 110,000-s.f. campus in fall 2015. The new building will house two schools for students in pre-kindergarten through eighth grade and will provide guaranteed enrollment for children in the Lanning Square catchment area.



Camden Community Charter School at 8th and Linden in North Camden.





## World-Class Higher Education

### RUTGERS UNIVERSITY-CAMDEN

Founded in 1926, Rutgers University-Camden is nationally known for its academic and research endeavors. The campus features the nation's first doctoral program in childhood studies, a new state-of-the-art law school building, and a future school of nursing and science. The impact of Rutgers-Camden on the quality of life in Downtown Camden is seen in its recent investment in a 12-story, \$55 million graduate student dormitory with large, ground-floor retail space.

Last year, Rutgers-Camden broke ground on a Nursing and Science Building that will extend Camden's University District. This \$47 million, 119,741-s.f. project will align Rutgers-Camden with the city's growing health sciences sectors.

The vacant Dr. Henry Genet Taylor House, built in 1885, will become the Writers House at Rutgers-Camden. Renovations and a 4,500-s.f. addition will turn this historic site into a home for the University's English department and provide a venue for free readings by established and emerging authors that will attract students to the Rutgers Masters of Fine Arts in creative writing program.

Known as the Red Cross Building, 312 Cooper Street is a noted example of American Federalist architecture. This Rutgers-owned structure is being renovated into the first Rutgers Alumni House in New Jersey and will serve as a gathering point for Rutgers graduates in southern New Jersey and across the Delaware Valley.



**11,530**  
**UNDERGRADUATE**  
**AND GRADUATE**  
**STUDENTS**

ENROLLED IN CAMDEN'S HIGHER  
EDUCATION INSTITUTIONS

SOURCE: 2013, SELF-REPORTED NUMBERS FROM THE EDS/MEDS TASK FORCE



The future Rutgers Writers House on Cooper Street in Downtown Camden.



The historic First Camden National Bank and Trust Company is the new home of Rowan's Camden Campus.

## ROWAN UNIVERSITY

Founded more than 45 years ago as an urban center to assist aspiring teachers and community groups, Rowan University at Camden offers undergraduate and graduate degree programs, an intensive English as a Second Language program, and a number of highly regarded pre-college programs.

In 2014, the campus will establish a new home in the historic First Camden National Bank and Trust Company building at Broadway and Cooper Street in the city's University District. Through a \$17.6 million state grant, as part of the \$750 million Building Our Future Bond Act, the bank is undergoing renovations that will allow the campus to double enrollment, expand academic programming, and bring more students from southern New Jersey and the greater Delaware Valley to Camden for graduate and undergraduate coursework.

Now recognized as New Jersey's second comprehensive public research institution, Rowan University and Rutgers University-Camden are collaborating to develop a new College of Health Sciences in Camden. The new college, which was called for in the New Jersey Medical and Health Sciences Education Restructuring Act, will catalyze health-related research and development in the city.



Camden County College students celebrate at the Gateway to College graduation in 2013.

## CAMDEN COUNTY COLLEGE

The Camden City Campus of Camden County College continues to offer an array of educational programs that provide the critical foundation for redefining educational excellence.

In 2012-2013, the Adult Basic Skills (ABS)/GED program enrolled 725 students, 110 of whom took the GED test and received their New Jersey high school diploma. New to the ABS/GED program was the National Professional Certification in Customer Service training program, sponsored by the National Retail Federation Foundation. This industry-driven credential helps employers distinguish and recognize qualified customer service professionals, and helps define career advancement opportunities for candidates. In addition, the Gateway to College scholarship program, which helps Camden City youth work toward their high school diploma while earning college credits, served 71 students during the 2012-2013 academic year.

## COOPER MEDICAL SCHOOL OF ROWAN UNIVERSITY

Cooper Medical School of Rowan University's (CMSRU) Charter Class, which introduced CMSRU's innovative educational program based on small group and self-directed learning, completed its first year in 2012-2013. Over the summer, 64 new students began their medical education as members of the Class of 2017. The school has 114 students enrolled and over 85 faculty and staff, not including the 400 clinical faculty members based at Cooper University Health Care.

CMSRU's curriculum emphasizes patient-centered care, professionalism, safety, innovative health care delivery systems, and service learning. CMSRU students exceeded the required 40 hours of non-healthcare related service in the city by tutoring, coaching, or working in community gardens. Now functioning with teams of first- and second-year students supervised by CMSRU's clinical faculty, the Camden Community Collaborative Practice provides care to Camden's underserved populations and exposes students to other health professionals as they train side by side with their peers.



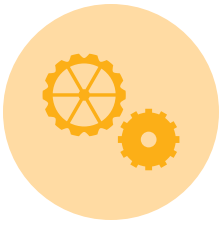
## IDENTIFYING HOT SPOTS

Dr. Jeffrey Brenner, founder and executive director of the Camden Coalition of Healthcare Providers (CCHP), is one of 24 recipients of the 2013 MacArthur Genius Award from the MacArthur Foundation. The fellowship's no-strings-attached funding enables recipients to "exercise their own creative instincts for the benefit of human society."

Brenner, a member of the clinical faculty at CMSRU and medical director of the Urban Health Institute at Cooper University Health Care, turned to advocacy and organizing to create a health care delivery model designed to meet the medical and social service needs of some of Camden's most vulnerable residents. Through his own research, he established that half of Camden's residents used emergency room services each year, often for minor health problems, and that 13 percent of the patients were generating 80 percent of the costs.

To address this issue, Brenner founded CCHP, a network of private practices, hospital staff, and social workers to deliver preventive care. He designed a system that delivers information about hospitalizations to the Coalition and to members of care management teams. Each team is made up of a registered nurse, one or two licensed practical nurses, a health coach, and a social worker to support and help coordinate care for patients with complex medical, and often social, issues. Brenner demonstrated that this model of cooperative care can reduce repeated emergency room visits and lower health care costs. Now a nationally known leader in health care, he is working in 10 other communities around the country to develop similar collaborative care delivery systems.





# WORK CAMDEN

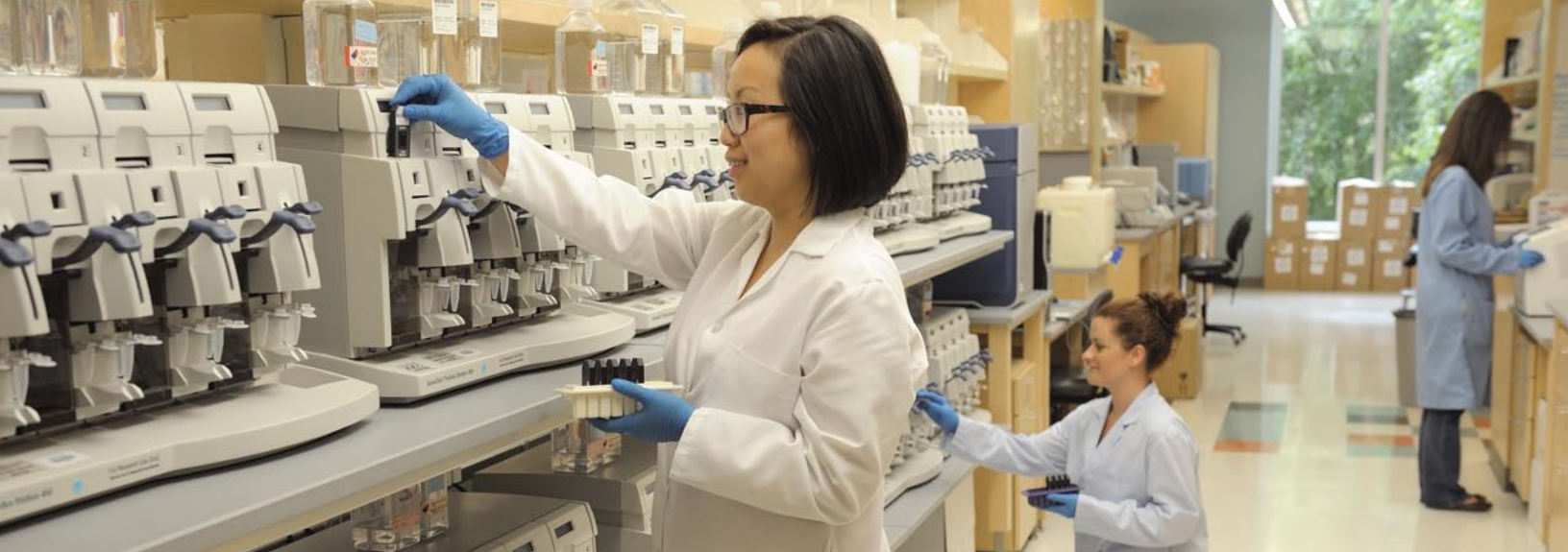


Scientists in the Stem Cell Laboratory observe growing stem cells under the microscope. Coriell's cutting-edge induced pluripotent stem cell research program has the potential to change the way complex diseases are studied and treated.

- GROWING  
TECH SECTOR
- SMALL BUSINESS  
GROWTH

In the twentieth century, Camden was an economic engine of the region, attracting some of America's largest industries, including the Campbell Soup Company, RCA Records, and the South Jersey Port Corporation. Large industries and thriving corridors employed large numbers of residents and established Camden's vibrant urban core.

Today, the multimillion-dollar expansion of Downtown anchor institutions, waterfront redevelopment, and a growing community of local entrepreneurs are helping to reconnect Camden to economic opportunity.



## Growing Tech Sector

### ACIN CAMDEN TECHNOLOGY CENTER

Established in 2001 as a collaboration between the US Army and Drexel University, the ACIN Camden Technology Center is the first business accelerator in the United States dedicated to serving the needs of the Department of Defense. The center identifies and fosters growth in private-sector companies that are developing new technologies and products to be used in military and commercial applications. The ACIN Camden Center for Entrepreneurship in Technology assists small technology companies in creating markets for their products and services, thereby creating jobs, spurring growth, and improving the companies' long-term sustainability and survivability. To date, over 60 firms in Camden have partnered with the center, creating over 350 high-tech jobs in the city.

Coriell's dynamic Genome Center has the capacity to analyze upwards of 3,000 unique human genome samples every month.

### CORIELL INSTITUTE FOR MEDICAL RESEARCH

Headquartered in Downtown Camden for 60 years, the Coriell Institute for Medical Research continues to strengthen its position as an internationally recognized leader in the pursuit of cutting-edge science. Last year, the Coriell Personalized Medicine Collaborative research study met its target goal of enrolling 2,000 United States Air Force Medical Service personnel on budget and ahead of schedule. The collaborative research study, a nationally recognized program of Coriell's, has a unique partnership with the US Air Force that is incorporating genetic information into the military's clinical setting. In addition, another major partnership came last year, when Coriell established a spin-off company in the personalized medicine field with IBM.

Coriell's stem cell research program, another chief area of focus, also made tremendous strides in 2013. The institute was awarded an ambitious \$10 million research grant from the California Institute for Regenerative Medicine to launch a satellite facility on the West Coast and increase its collection of induced pluripotent stem (iPS) cells from 75 lines to 3,000. Coriell already boasts the world's largest collection of iPS cells—an invaluable research tool that scientists use to study disease mechanisms—and is now positioned to further drive this field of scientific research.

As part of its mission to promote educational development, Coriell set a record for student participation at the 32nd Annual Coriell Science Fair. Upward of 300 student scientists in grades six through twelve from schools throughout Burlington, Camden, and Gloucester counties competed for prizes, college scholarships, and the opportunity to represent South Jersey at the Delaware Valley Science Fair.



Dr. Michael Christman, Coriell President stands with Ret. Lieutenant General, Dr. Charles B. Green, Surgeon General of the Air Force.



## 9,302 EMPLOYED

BY CAMDEN'S HIGHER EDUCATION AND HEALTHCARE INSTITUTIONS

SOURCE: 2013, SELF-REPORTED NUMBERS FROM THE EDS/MEDS TASK FORCE

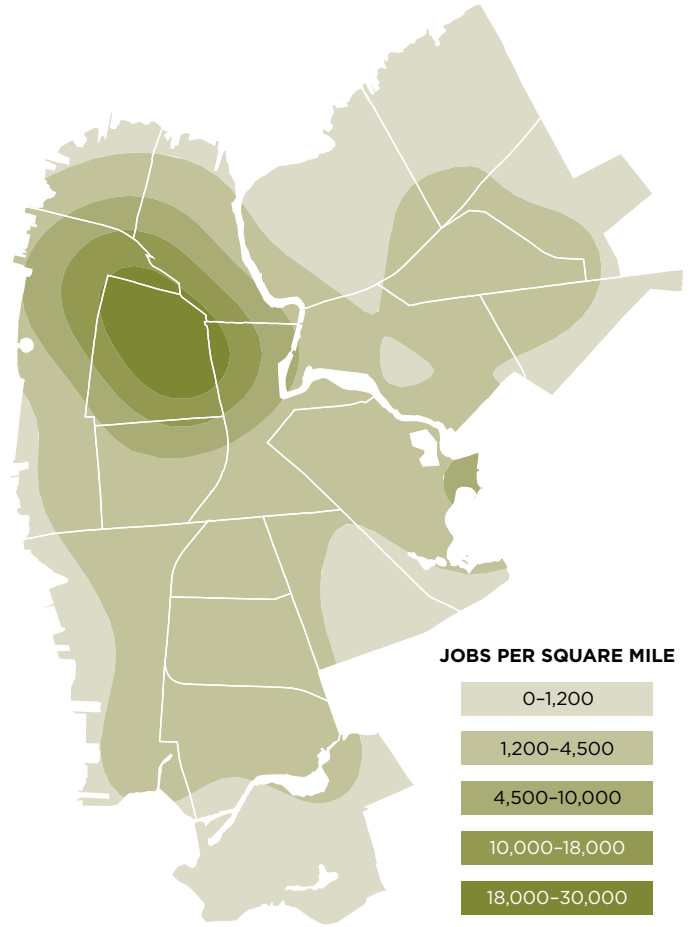


## \$544 MILLION

AGGREGATE SALARY FOR CAMDEN'S HIGHER EDUCATION AND HEALTHCARE INSTITUTIONS

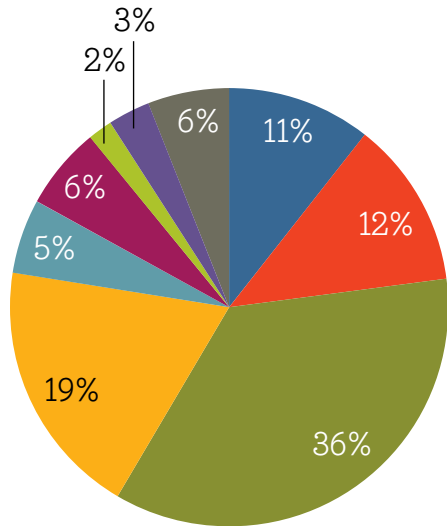
SOURCE: 2013, SELF-REPORTED NUMBERS FROM THE EDS/MEDS TASK FORCE

## JOB DISTRIBUTION IN CAMDEN



SOURCE: LONGITUDINAL EMPLOYER-HOUSEHOLD DYNAMICS

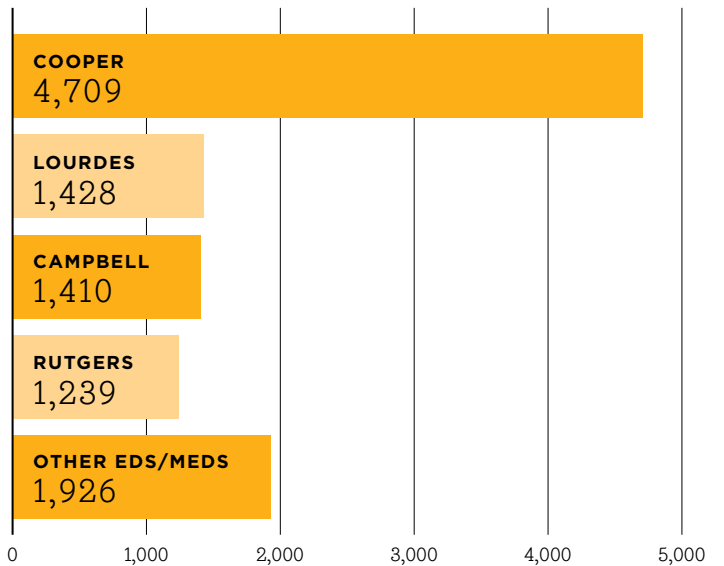
## TOTAL CAMDEN JOBS BY SECTOR



- PUBLIC ADMINISTRATION
- TRADE, ARTS & ENTERTAINMENT, FOOD AND OTHER SERVICES
- HEALTH CARE AND SOCIAL ASSISTANCE
- EDUCATIONAL SERVICES
- ADMINISTRATION & SUPPORT, UTILITIES, WASTE MANAGEMENT AND REMEDIATION
- MANAGEMENT, INFORMATION, PROFESSIONAL & TECH SERVICES
- FINANCE, INSURANCE AND REAL ESTATE
- TRANSPORTATION AND WAREHOUSING
- MANUFACTURING AND CONSTRUCTION

SOURCE: LONGITUDINAL EMPLOYER-HOUSEHOLD DYNAMICS

## CAMDEN'S LARGEST EMPLOYERS



SOURCE: 2013, SELF-REPORTED NUMBERS FROM THE EDS/MEDS TASK FORCE

## Commitment to Small Business Growth

Camden's growing private sector is providing new opportunities to support small businesses. A recent study completed by U3 Ventures concluded that institutional employees and students could potentially spend roughly \$38 million per year on retail goods and services in the city. Combining this number with the potential spending of other nonindustrial Downtown workers and residents results in over \$100 million in existing potential retail expenditure. Based on typical sales per square foot of retail metrics, this translates to over 266,000-s.f. of retail space for goods and services, including grocery, convenience, eating, drinking, apparel, and service that can be supported by this existing demand.

Total available retail space  
in Downtown Camden

85,000-s.f.

SOURCE: U3 VENTURES, LLC

Existing potential retail expenditure,  
in Downtown Camden

\$100M

SOURCE: U3 VENTURES, LLC

## Aaron McCargo, Jr.

### BRINGING BOLD BACK TO CAMDEN

Originally from Camden, Chef Aaron McCargo, Jr., winner of the Food Network Star competition in 2008, is returning to his hometown to open McCargo's Fry Factory on Market Street in Downtown Camden. The restaurant, set to open its doors in spring 2014, will introduce a healthier take on fried foods by using healthy products and all-natural oils. McCargo sees the Fry Factory as an important opportunity to hire locals and provide a high-quality, affordable restaurant that can bring together residents, employees, students, and visitors.

*"If I had to describe Camden, I'd say it's the forgotten city that's coming back. Something great is happening in this city."*

Looking to cities like Newark, Jersey City, and Baltimore, McCargo envisions Market Street becoming the future restaurant row of the city. In addition to a great atmosphere inside the restaurant, McCargo will have bright tables and chairs outside to encourage people to enjoy time outdoors. McCargo says that giving people new opportunities to reconnect with Camden will make them want to spend more time in the city.



"I believe that with the administration in the city stepping up its game, the police force more visible, and Rutgers committed to expanding and providing increased security Downtown, there are a lot of perks for businesses. The city is making it so you can and want to bring your business here."

—AARON MCCARGO, JR.

*Chef and Food Network Star*



“From the initial people Flying Kite connected with a couple years back, it was clear that there was another side to Camden that most folks don’t hear about. There are lots of committed people dedicated to improving and strengthening the city, from youth programs to the arts community.”

—**MICHELLE FREEMAN**

*Publisher, Flying Kite Media*

## FLYING KITE “ON THE GROUND” CAMPAIGN

In spring 2013, Philadelphia-based Flying Kite Media launched a three-month “On the Ground” initiative in the heart of Downtown Camden. The goal of On the Ground is to station Flying Kite journalists in vacant or underutilized buildings in traditionally disinvested neighborhoods to produce stories about local culture, people, and businesses.

## BUSINESS FACADE IMPROVEMENT PROGRAM

Small businesses in Camden were able to improve their curb appeal through assistance from the Camden Business Facade Improvement Program, funded by the Camden City Urban Enterprise Zone. The program provides reimbursement grants of up to \$25,000 for business facade improvements. Last year, 22 businesses renovated their facades utilizing grant dollars. Another 13 are currently under construction, and an additional six are set to begin construction in early 2014. Upon its completion, the program will have provided \$3 million in improvements and investments to local Camden businesses.



Topps Shoes, located on Broadway, took advantage of the UEZ’s Camden Business Facade Program.

## CELEBRATING 10 YEARS IN THE CITY OF CAMDEN!

SCUNGIO BORST & ASSOCIATES

Scungio Borst & Associates (SBA), an international construction management and general construction firm, has called Camden home since 2004. SBA serves clients in North America, Europe, and Asia, but its focus remains on serving the Philadelphia metro region. SBA works closely with a number of local public and private firms to complete projects throughout the city. Most recently, CFP engaged SBA to oversee the construction of the energy-efficient home improvements for the POWER Program. SBA's familiarity with the city helped the program achieve several economic, energy-related, and quality-of-life goals for Camden residents.

**Scungio**  **Borst**  
CONSTRUCTION MANAGEMENT



### LATIN AMERICAN ECONOMIC DEVELOPMENT ASSOCIATION, INC.

The Latin American Economic Development Association (LAEDA) supports the creation and retention of local businesses with a focus on community-lead startups. Over the past 26 years, LAEDA's free, nine-week Entrepreneurial Development Training Program has graduated 838 students, which kept 461 businesses and 1,082 jobs in the city. In an effort to promote small business throughout the city, LAEDA created Dine Around Friday, which encourages people to explore Camden, meet new people, and experience local culture by enjoying a prix-fixe lunch at the city's neighborhood restaurants.

"Camden has so many untapped treasures. We have a wide variety of authentic ethnic food restaurants in the city and, unless you're familiar, you don't know they are there. Highlighting Camden's assets in this way helps us build better connections. These connections can begin to tap the economic potential that can be found in the universities, hospitals, and office buildings as well as the waterfront to drive business startups and job creation in the city."

—**RAYMOND LAMBOY**

*President and Chief Executive Officer,  
LAEDA*



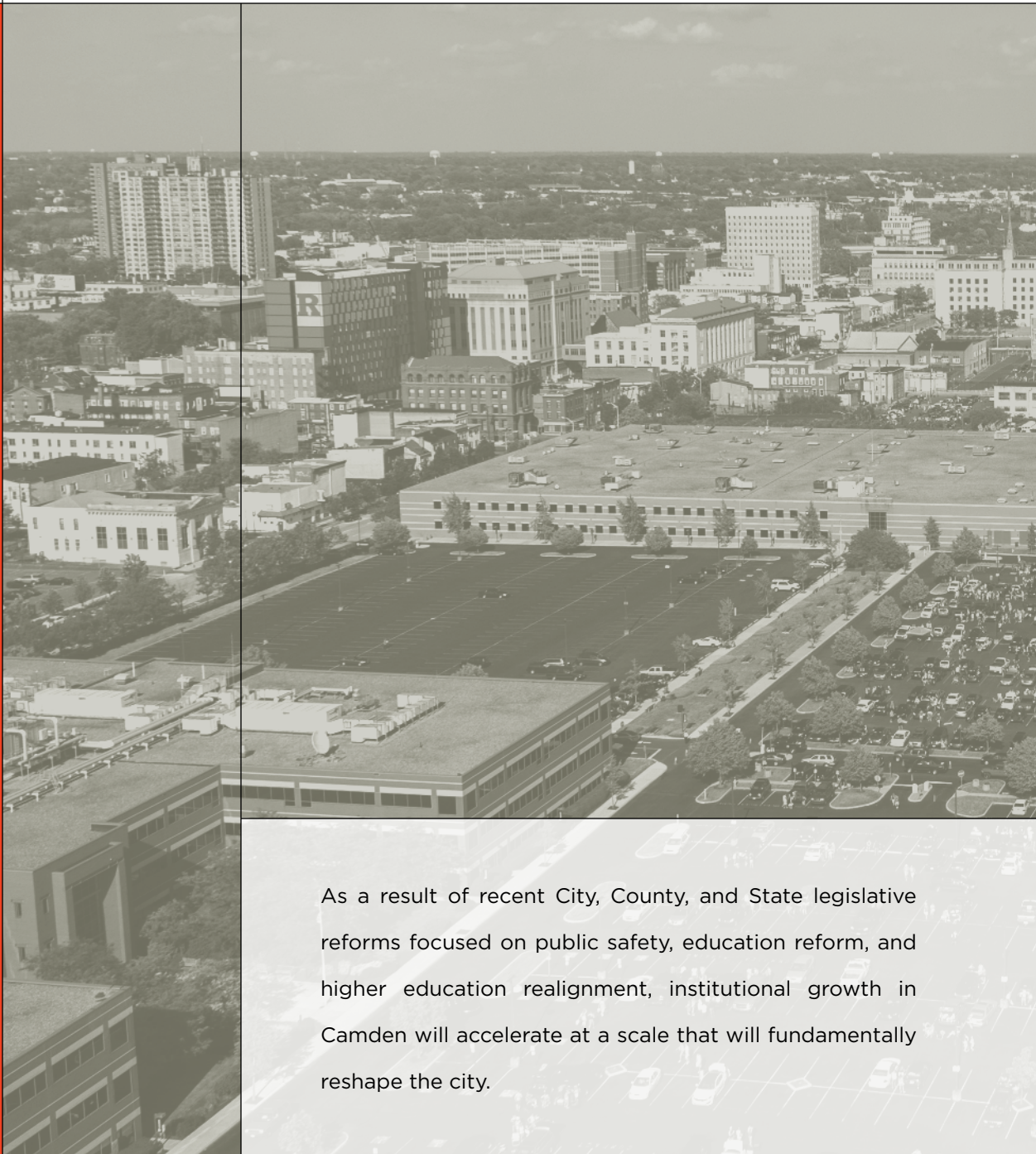
### RESPOND BAKERY

In February 2013, Respond Inc., a Camden nonprofit that focuses on civic and job training programs, opened North Camden's first bakery in over 50 years. The Respond Bakery, located at 9th and Pearl Streets, employs 12 graduates of Respond's Culinary Arts Job Training Program and is famous for its "Camden Cookie." The bakery was made possible by the Camden Empowerment Zone, which provided \$25,000 for building repairs and supplies.



# INVEST CAMDEN

- ECONOMIC OPPORTUNITY ACT
- DOWNTOWN INSTITUTIONAL PLAN
- NEW PROJECTS



As a result of recent City, County, and State legislative reforms focused on public safety, education reform, and higher education realignment, institutional growth in Camden will accelerate at a scale that will fundamentally reshape the city.



Thanks to the Garden State Growth Zone designation in the newly passed Economic Opportunity Act, significant development incentives will transform the Camden skyline.

## Economic Opportunity Act of 2013

Passed in 2013, the New Jersey Economic Opportunity Act (EOA) created a Garden State Growth Zone in Camden, providing significant tax credit incentives to spark increased private sector capital investment, job creation, and residential housing development in the city. Financial incentives offered by the EOA are helping to leverage medical and educational anchor investment to jump-start private sector development.

EOA consolidated all of New Jersey's development incentives into two programs: the Grow New Jersey (Grow NJ) Assistance Program and the Economic Redevelopment and Growth (ERG) Program.

“The Economic Opportunity Act of 2013 has brought historic incentives to Southern New Jersey, groundbreaking investment opportunities, and a concentrated local effort to connect employers with a trained and job-ready workforce. All this boils down to one simple fact: Camden is open for business.”

—DONALD NORCROSS

*New Jersey Senator,  
5th Legislative District*

OR

**\$5 – \$15K  
PER EMPLOYEE**      **TOTAL PROJECT  
COST**

**GROW NJ** provides tax credits based on job creation. The tax credit is calculated as the greater of \$5,000 to \$15,000 per employee, depending on credit enhancements, per year for ten years or the total cost of the project for companies with at least 35 employees. Grow NJ incentives are available to companies with as few as seven employees in certain targeted fields.

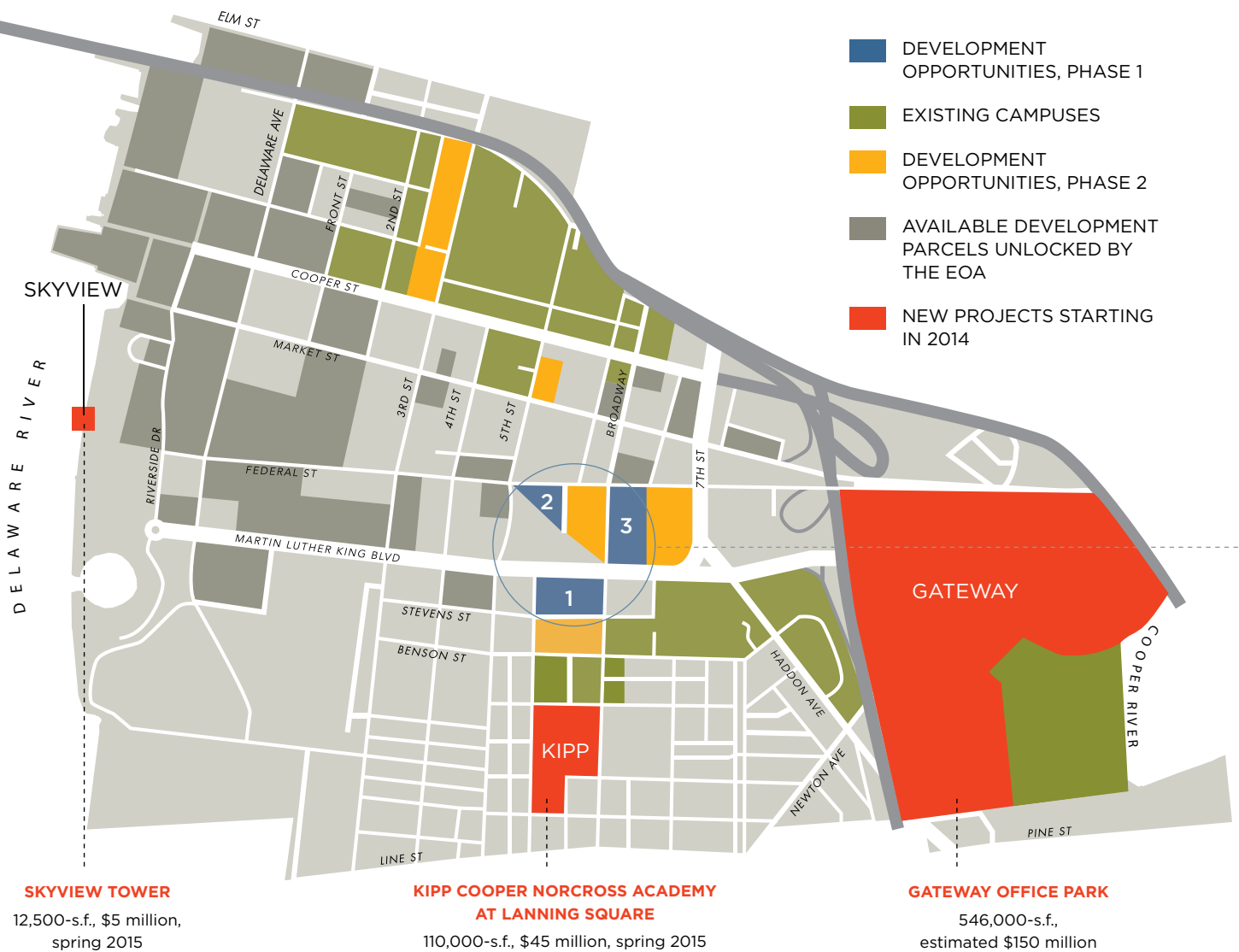
**UP TO 40%  
RETAIL  
EXPENDITURE**      **UP TO 40%  
CONSTRUCTION  
COSTS**

**ECONOMIC RECOVERY AND GROWTH (ERG)** provides a tax credit rebate of up to 40 percent of capital expenditures for point-of-sale retail facilities over a ten-year period. In addition, housing developers can secure an up-front tax credit of up to 40 percent of the construction cost of a project.

**CITYWIDE 20-YEAR  
PROPERTY TAX ABATEMENT**

**THE GARDEN STATE GROWTH ZONE IN THE EOA** allows municipalities to adopt a citywide, 20-year tax abatement, meaning that no new property taxes are assessed for the first 10 years of any new construction, rehab, or improvement project. The taxes are then phased in 10 percent annually until the property reaches the full taxation rate at the 20-year mark.

# Downtown Institutional Plan and Development Area Map



In November 2012, New Jersey voters authorized a \$750 million state bond issue for the construction of higher education facilities statewide. Locally, this bond will fund the expansion of both the Rutgers University-Camden and Rowan University campuses to leverage Camden's existing assets—transit infrastructure, open space, attractions, offices, and retail—to create new areas of opportunity for private investment.

In anticipation of the bond funding, Camden's anchor institutions, including Rutgers-Camden, Rowan University, Cooper University Health Care, Cooper Medical School of Rowan University, Camden County College, and the Campbell Soup Company, came together with the City of Camden and Camden County to create a new physical and economic

development plan that reflects the long-term development interests of the institutions while showcasing new areas for additional private investment.

Last year, these anchors developed a Downtown Institutional Plan that set forth strategies to geographically connect the campuses of Rutgers-Camden, Rowan University, Cooper University Health Care, and Campbell Soup Company. While the plan creates a unified campus district in the heart of Downtown Camden, it also lays out strategic areas for future private residential or commercial development.

**For more information, contact Cooper's Ferry Partnership at 856.757.9154.**

## DESCRIPTION OF PHASE I

Below is a description of the three Phase I projects unlocked by the EOA and the Building Our Future Bond Act that are set to commence construction in 2014.

### 1 HEALTH SCIENCES RESEARCH AND ACADEMIC BUILDING

The Health Sciences Research and Academic Building is a collaboration between Rowan University and Rutgers-Camden. The 110,000- to 140,000-s.f. building will contain classrooms and labs, in addition to first-floor retail space, and will become the gateway to the Downtown health sciences district. The building will be located near Martin Luther King Boulevard and Broadway, one block from Cooper Medical School of Rowan University and the Cooper University Health Care campus, and across the street from the Walter Rand Transportation Center. The Health Sciences Research and Academic Building will provide a critical connection between the various academic and medical institutions and the business community in Downtown Camden.



Conceptual Rendering of Health Sciences Research and Academic Building

### 2 RUTGERS NURSING AND SCIENCE BUILDING

Rutgers-Camden will build a new 120,000- to 150,000-s.f. Nursing and Science Building with first-floor retail space that will further expand the medical and health services sector and business community in Camden. Located just blocks away from the Cooper University Health Care campus and Cooper Medical School of Rowan University, the Rutgers facility will allow its School of Nursing to introduce MSN and DNP programs while promoting growth in its cutting-edge computational biology programs and other science research programs, acting as a key partner in Camden's health sciences hub.



Conceptual rendering of Rutgers-Camden Nursing and Science Building

### 3 WALTER RAND TRANSPORTATION CENTER (WRTC)

Located one block from the proposed Nursing and Science Building and Health Sciences Research and Academic Building, the WRTC will become an even more critical connection for pedestrian and vehicular traffic in the near future. The redesign of the WRTC rationalizes the disparate pieces of transportation into a cohesive plan that better connects parking, buses, taxis, public transit, and retail space, making it easier for pedestrians to navigate the transit center and the surrounding area.



Conceptual rendering of Walter Rand Transportation Center

## NEW PROJECTS



### MD ANDERSON CANCER CENTER AT COOPER

The MD Anderson Cancer Center at Cooper opened in October 2013 on the Cooper Health Sciences Campus in Camden. The \$100 million, four-story, 103,050-s.f. center, located on Haddon Avenue in Cooper Plaza, includes bright, spacious chemotherapy treatment areas, patient exam rooms, conference centers, and advanced diagnostic and treatment technologies. The designers incorporated an aesthetic approach to healing with abundant natural light, a rooftop Tranquility Garden, an illuminated floor-to-ceiling “Tree of Life” centerpiece, and more than 100 original works of art created by 71 New Jersey artists.

MD Anderson Cancer Center at Cooper is poised to become the region’s leading provider of outstanding cancer prevention, screening, diagnostic, and treatment services. The partnership between Cooper University Health Care and the University of Texas MD Anderson Cancer Center brings the nation’s leading cancer institute to New Jersey to establish a fully integrated program treating all types of cancers for patients in the Northeast.

The \$100 million, four-story MD Anderson Cancer Center at Cooper.

*MD Anderson Cancer Center is ranked as the number one cancer hospital in U.S. News & World Report’s “Best Hospitals” survey for the last 10 years*



Lobby of the new MD Anderson Cancer Center at Cooper.

“We’re proud to unite with Cooper University Health Care to offer the highest-quality cancer care in the region. Our mission, simply, is to end cancer. This partnership is an extraordinary opportunity for us to advance that mission by extending our compassionate and effective clinical care and, in turn, positively impact the lives of many.”

—RONALD DEPINHO  
*President, University of Texas MD  
Anderson Cancer Center*

## ADVENTURE AQUARIUM'S SKYVIEW TOWER

In October 2013, Herschend Family Entertainment Company (HFEC), the parent company of Adventure Aquarium, announced a new attraction scheduled to open on the Camden Waterfront in spring 2015. The Skyview Tower will be an observation tower ride that will carry 30 people 25 stories up in an open-air gondola and will be operated by Adventure Aquarium. In the evening, the illuminated attraction will serve as a colorful beacon that changes to reflect different seasons, holidays, and celebrations. The \$5 million tower will be developed by Skytower Systems, a ride-developer based in England, and built by HFEC.

“Many major tourist markets like Boston, Chicago, New York, and Seattle have a version of an observation tower. We [Adventure Aquarium and HFEC] are happy to be in a position to deliver this iconic attraction to New Jersey, a major tourist destination.”

—KEVIN KEPPEL, *Executive Director, Adventure Aquarium*



## GATEWAY TO THE FUTURE - CURRENT INVESTMENT OPPORTUNITIES

Campbell Soup Company has called Camden home since the company's founding in 1869. Most recently, the company invested more than \$130 million to expand its facilities, including an 80,000-s.f. Employee Center, and acquired several local properties for redevelopment and inclusion in its proposed Gateway Office Park.

Campbell Soup Company is the master redeveloper for the Gateway Office Park District. Recognizing the opportunities presented by the EOA, Campbell has completed a Vision and Marketing Plan for the 45-acre Gateway District. Campbell hopes to attract major corporate tenants to become its neighbors in the Gateway District. In 2014, Campbell will partner with a developer and continue the development of the Gateway Office Park campus that began several years ago with Campbell's \$150 million World Headquarters revitalization project.



“I believe in the future of Camden, and so does Campbell. In our role in the revitalization of Camden, we are applying the same principles we apply to our business: Think big, think bold.”

—DENISE MORRISON

*President and CEO of Campbell Soup Company, speaking at the International Economic Development Council conference in Philadelphia*



# PLAY CAMDEN

## EXPERIENCING THE CAMDEN WATERFRONT



As the birthplace of recorded sound and the first drive-in movie theater, Camden's rich cultural identity was always central to defining the city. Camden's growing arts and entertainment districts are providing new ways to enjoy time in the city and new opportunities for residents and visitors to redefine how they experience Camden.

Over 3  
million

*people visited the Camden*

*Waterfront in 2013*

- ATTRACTIONS
- SPECIAL EVENTS
- ARTS & CULTURE



## ATTRACTIONS



Last year, **ADVENTURE AQUARIUM** drew over 850,000 visitors from all 50 states to its unique exhibits, such as *Turtles: Journey of Survival* and the return of Mighty Mike, an 800-pound, 14-foot American alligator. Other highlights included the new exhibit *Frogs: Nature's Messenger* and the relaunch of Hippo Haven, featuring hippos Genny and Button.

For the first time ever, guests traveled five decks below the **BATTLESHIP NEW JERSEY'S** main deck to experience simulated loading and firing of the lowa-class battleship's 16-inch gun turret, the largest in the United States Navy. Last year, the Battleship hosted over 15,000 visitors for overnight stays and over 20,000 students for guided tours.

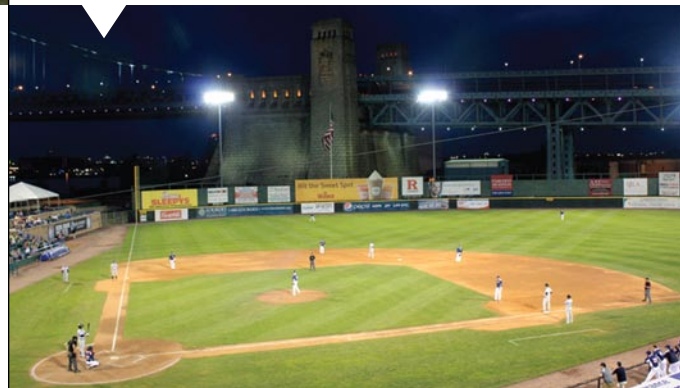
Open for outdoor play, festivals, private parties, and special events, the **CAMDEN CHILDREN'S GARDEN** encourages visitors to discover and learn about the natural world. The Garden also offers over 30 unique educational lessons. In addition to hosting waterfront events, the Garden worked with Camden neighborhoods to establish over 130 community gardens.

## TWO CITIES, ONE WATERFRONT

The Camden Waterfront's close proximity to and partnership with the Philadelphia Waterfront encourages a growing schedule of activities. Separated by the Delaware River, the Camden Waterfront and Penn's Landing cross-promote to market the two locations as a single regional destination. The partnership includes successful events such as the Fourth of July and New Year's Eve fireworks, as well as multiday festivals like the XPoNential Music Festival and Red Bull Flugtag.

MORE THAN  
**300,000 FANS**

ATTENDED **CAMDEN RIVERSHARKS** GAMES AND SPECIAL EVENTS LAST YEAR, INCLUDING BREWS AT THE BALLPARK AND THE AMERICAN LEGION MID-ATLANTIC CONFERENCE AT CAMPBELL'S FIELD



**SUSQUEHANNA BANK CENTER**

HOSTED OVER

**490,000  
CONCERTGOERS**

WITH SELLOUT CONCERTS BY JIMMY BUFFETT, BRAD PAISLEY, ONE DIRECTION, AND MUMFORD & SONS



## SPECIAL EVENTS



The inaugural **CAMDEN WATERFRONT FREEDOM FESTIVAL** sponsored by Adventure Aquarium, included weeklong special events, discounted admission tickets, free giveaways, and a spectacular, family-friendly fireworks show to celebrate the Fourth of July and honor our armed forces.

Over 5,000 participants helped to color the Camden Waterfront during the **GRAFFITI RUN 5K** and **NEON VIBE NIGHT RUN 5K**. In addition, 3,400 runners and walkers animated the waterfront and the Ben Franklin Bridge during the annual **COOPER NORCROSS RUN THE BRIDGE 10K** to benefit the Larc School.

The Camden Waterfront lit up for the holidays with a 32-foot LED tree and new decorations at the **CAMDEN WATERFRONT HOLIDAY VILLAGE** in Fountain Park.

Hosted by Camden County in the scenic Riverstage at Wiggins Waterfront Park on the Delaware River, the sold-out **XPONENTIAL MUSIC FESTIVAL** partnered with Live Nation to bring over 30 musicians to four stages for three days and nights of music.



### FOOD TRUCK FRIDAYS

BROUGHT NEW DINING OPTIONS TO  
**1,600 PATRONS**  
ON THE CAMDEN WATERFRONT  
LAST SUMMER



A RECORD

**15,000 PEOPLE  
CELEBRATED**

NEW YEAR'S EVE ON THE CAMDEN  
WATERFRONT WITH THE TWO  
**SUGARHOUSE CASINO NEW YEAR'S EVE  
FIREWORKS SHOWS**



### CIRQUE DU SOLEIL'S CAMDEN DEBUT

The Camden Waterfront hosted Cirque du Soleil's Big-Top production TOTEM in summer 2013. The show, which visited over 15 cities in four different countries, brought thousands of people to the Camden Waterfront to enjoy world-class visual and acrobatic interpretations of the evolution of the human species.

## ARTS AND CULTURE

With new development and investment in the physical landscape well underway, residents, business owners, and local artists are committed to restoring Camden's cultural core. The city's growing artist community and proximity to thriving regional arts districts and cultural institutions are redefining how people understand and experience Camden.

In 2013, CFP was awarded an Arts and Culture Harvesting Leading Practices grant from The Kresge Foundation for the implementation of "**CONNECT THE LOTS,**" a two-year pilot project to evaluate the role of tactical community arts and culture interventions in addressing critical neighborhood revitalization. The project will engage residents and artists to identify and implement community-based art and culture projects to strengthen a sense of place, improve public safety, and grow existing cultural assets.

**THE STEDMAN GALLERY** at the Rutgers-Camden Center for the Arts hosted *Visions of Camden*, an exhibit merging artifacts from Camden's past with images of its present in spring 2013. Carefully preserved historic photographs from the Campbell Soup Company and RCA, displayed alongside works by contemporary artists, challenged visitors to reimagine the future of Camden.

Pop-up installations by local artists animate locations around Downtown Camden during the **3RD THURSDAY ART CRAWL** each month.

Nuit Blanche New York, a nationally acclaimed art group that focuses on large-scale illuminated art events, will use light, sound, and projection art interventions to transform the waterfront's underutilized spaces into the **CAMDEN NIGHT GARDENS** in April 2014.

Celebrating its sixtieth anniversary, **SYMPHONY IN C** is the only professional training orchestra in the Mid-Atlantic region that provides musical performance training and career development services for individuals pursuing careers as orchestral musicians.

Camden County hosted another successful summer season of **SUNSET JAZZ CONCERTS** at Wiggins Waterfront Park.



**GALLERY ELEVEN ONE**, Camden's first contemporary art studio and gallery, is located in the growing arts district in the historic Cooper-Grant neighborhood. Gallery owner William Butler is a nationally known artist who expresses hope and love through his vibrant work.



Jeff Filbert transformed 305 Benson Street from an old union meeting hall into **FILBERT STUDIO**, where he creates paintings, silkscreen prints, sculptures, and ceramics and offers ceramics classes.





# GREEN CAMDEN



- SUSTAINABLE SOLUTIONS
- PARKS & OPEN SPACE

Camden is making great strides in pursuing sustainable policies and development to reconnect people to its historic parks, natural resources, and complete streets. In the early 1900s, public events regularly brought parks and plazas to life and helped to establish the city's early cultural identity. Johnson Park was among the many spaces that attracted residents and visitors with public art and festivals. New commitments to revitalizing Camden's open spaces are once again making these spaces the centers of cultural and economic activity in the city.



## Creating Sustainable Solutions to Postindustrial Challenges

### CAMDEN SMART INITIATIVE

The Camden Stormwater Management and Resource Training (SMART) Initiative launched in 2011 through a partnership of six public and private entities to develop a comprehensive network of green infrastructure programs and projects that would reduce flooding and water pollution and better manage the city's stormwater. Projects spearheaded by the initiative include distribution of rain barrels, construction of rain gardens, stormwater management policy development, and green infrastructure training programs.

In 2013, the Camden SMART Team successfully organized six rain barrel workshops and distributed 95 rain barrels to city residents. The rain barrel workshops, funded by grants from the Campbell Soup Foundation, the Fund for New Jersey, and Bank of America, provide residents with rain barrels to collect and harvest storm water runoff, helping to vet thousands of gallons of rainwater from sewers and into local gardens.

### NJ TREE FOUNDATION

The NJ Tree Foundation's community-based Urban Airshed Reforestation Program (UARP) planted 410 trees in 2013 with help from nearly 900 volunteers. These events, organized by residents in the spring and fall, brought volunteers from all over the region to plant trees in communities including North Camden, East Camden, Cramer Hill, Parkside, Cooper-Grant, Liberty Park, Fairview, Lanning Square, and Cooper Plaza. UARP has planted 5,030 trees throughout Camden since 2002 in an effort to increase canopy coverage to over 20 percent.

In 2013, TD Bank partnered with the City of Camden and the NJ Tree Foundation to plant more than 100 trees in Liney Ditch Park to mitigate air pollution, assist with stormwater management, and beautify the five-acre public green space. The NJ Tree Foundation also partnered with the Campbell Soup Foundation to plant fruit trees, organized an event with Adventure Aquarium to bring street trees to North Camden residents, and helped sustain Camden's recognition as a Tree City USA.

### CAMPBELL SOUP COMPANY HEALTHY COMMUNITIES PROGRAM

With its Healthy Communities Program, Campbell is leading a citywide effort to reduce hunger and childhood obesity among Camden's 23,000 school-aged children. Additionally, the Campbell Soup Company Foundation is dedicated to supporting organizations that inspire positive change, funding more than \$1 million in grants annually to a variety of organizations that focus on community well being, health, and economic sustainability.

### SUSTAINABLE JERSEY

In 2013, the City of Camden achieved Silver certification from Sustainable New Jersey, a statewide certification program for New Jersey municipalities to reduce waste, cut greenhouse gas emissions, and improve environmental equity. Camden is one of 22 silver certified municipalities in the state.

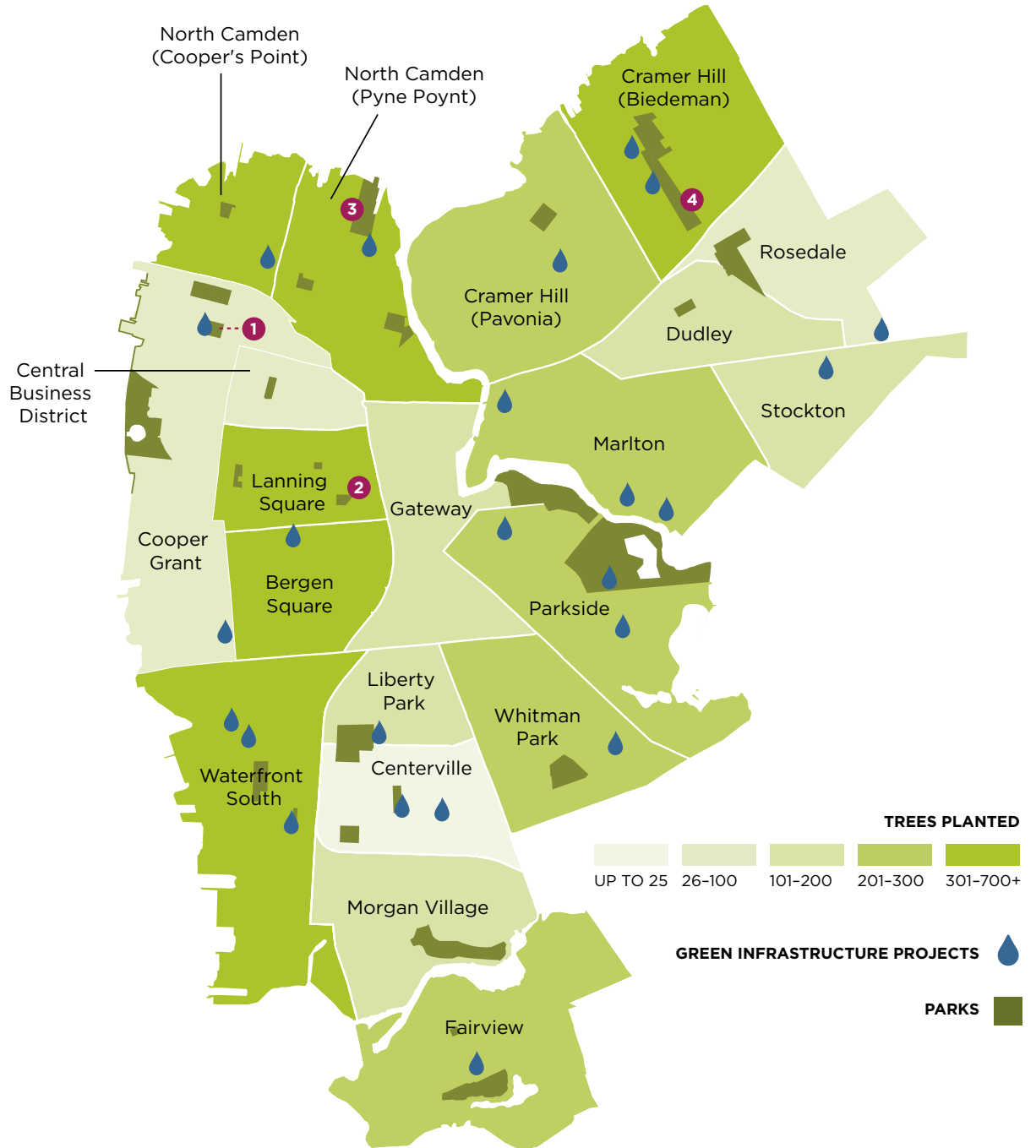


"This year, our trees reached residents in 14 of Camden's 19 Census neighborhoods. In these communities, our trees are cleaning the air, assisting with stormwater management, providing shade, beautifying streets, and even bearing fruit!"

—JESSICA FRANZINI

*Program Director, NJ Tree Foundation*

# CAMDEN'S OPEN SPACE, GREEN INFRASTRUCTURE, AND TREES PLANTED BY CENSUS TRACT



MAP COURTESY OF THE NATURE CONSERVANCY  
 SOURCE: NEW JERSEY TREE FOUNDATION SELF-REPORTED  
 NUMBERS AND SMART COALITION SELF-REPORTED NUMBERS

# Parks and Open Space

New investment in Camden's historic parks and open spaces is helping to create safe civic spaces that are centers of economic and cultural activity.

- 1 JOHNSON PARK** was built in the Cooper-Grant neighborhood in the 1920s by Eldridge Johnson, founder of the Victor Talking Machine Company, as a place for the city's children to imagine, create, and play. The park is home to the Walt Whitman Arts Center as well as a collection of sculptures and public art.
- Originally completed in 2009, **SHEILA L. ROBERTS PARK**, also known as the "community living room" of the Cooper Plaza neighborhood, provides green space and play space for residents, youth, and employees. In summer 2013, the City of Camden dedicated the park to Ms. Roberts, a lifelong Camden resident and president of the Cooper Lanning Civic Association.
- Last summer, construction started on a \$3.9 million park and infrastructure rehabilitation project at North Camden's **PYNE POYNT PARK**. CFP is managing the construction project, which is funded by grants from the Camden County Open Space Preservation Trust Fund and the New Jersey Department of Environmental Protection (NJDEP) Green Acres Program. The park is scheduled for completion in spring 2014 and will provide a new playground, baseball field, concession stand, and basketball court for the neighborhood.
- Working together with the City, County, and CCMUA, CFP is managing the design phase of the **VON NIEDA PARK** Stormwater Management and Park Improvement Project. With grant funds from the US Environmental Protection Agency and the NJDEP Green Acres Program, along with a low-cost loan from the NJDEP Environmental Infrastructure Trust, construction is scheduled to begin in spring 2014. The project's goals are to enhance public access to the park system and to mitigate severe flooding in the area.



Elected officials, local youth, and community members break ground on the restoration of Pyne Poynt Park, one of the most important open spaces in North Camden.

## THE CYCLE PROGRAM

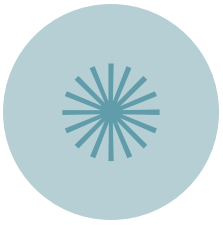
During summer 2012, the YMCA of Burlington and Camden Counties partnered with the Rails to Trails Conservatory (RTC) to facilitate Camp CYCLE (Camden Youth Cycling, Learning & Exercise), an innovative outreach program that introduced Camden youth to healthy living through cycling.

With generous support from the William Penn Foundation, the YMCA introduced the Watershed Education on Bikes (WEB) program into its CYCLE curriculum last year. The WEB program builds on the CYCLE program's goal of teaching the importance of health and activity through bicycling while also taking a comprehensive approach to teaching students about water as a natural resource. By Spring 2014, the CYCLE and WEB programs are expected to reach 60 local schoolchildren.

"The rides with the longest distances showed students a sense of independence. By demonstrating the ease of transportation even without cars, it was an easy segue into the environmental impact of too many cars on the road. The accessibility of the Camden Green-Way was a great discovery for students, as we could easily and safely reach parks, other towns, and spots along the Cooper and Delaware Rivers. Even students who didn't like the 'exercise' factor of the program were excited that they rode to Haddonfield over the Ben Franklin Bridge."

—ALISHA WOOD

*First-year YMCA WEB Instructor*



# CLEAN & SAFE CAMDEN



- CAMDEN SPECIAL SERVICES DISTRICT
- METRO UPDATE



Camden residents serve as the CSSD's Clean and Safe ambassadors, helping to make Camden a more welcoming environment to visitors and residents alike.

## The Camden Special Services District

As the business improvement district of Downtown Camden, the Camden Special Services District (CSSD) administers the successful Clean and Safe ambassador program. The CSSD's ambassadors—all Camden residents—improve the city's physical appearance and provide visitors with an enhanced sense of safety and hospitality. The CSSD ambassadors remove unwanted litter, graffiti, gum, and handbills while managing essential landscaping work. These well-known "Yellow Jackets" are friendly faces to those seeking directions or needing help.

The CSSD is supported by voluntary contributions from major institutional anchors in the city, local government, bank and foundation grants, and private businesses. Additional services are funded through grants or fee-for-service contracts.

The CSSD creates jobs for Camden residents while keeping the city cleaner and more vibrant. As a social enterprise, the CSSD provides a healthy return for its contributors, not in revenue but in results. The CSSD is an essential part of CFP's strategy for making Camden a better place to live, work, visit, and invest.

## KEEPING CAMDEN CLEANER, GREENER, AND SAFER

### ROOSEVELT PLAZA PARK

One year after it opened, Roosevelt Park exists as a remarkably clean, safe, and attractive open space used by Camden residents and visitors alike. The CSSD is responsible for the overall landscape care, maintenance, and upkeep of this flagship Downtown park.

### WATERFRONT LANDSCAPING

Waterfront stakeholders including the Parking Authority of the City of Camden, Camden County Parks Department, Adventure Aquarium, and the New Jersey Economic Development Authority continue to support this successful joint waterfront landscaping initiative that provides an attractive, cohesive, and well-maintained landscape along the Camden Waterfront. The CSSD manages the landscaping efforts, which currently focus on the health and viability of the trees along the waterfront.

**THE CSSD ALSO PARTICIPATES  
IN THE FOLLOWING EVENTS:**

- AHEC Community Farmers' Markets
- Symphony in C concerts
- Camden Rebuilding Together
- Mayor Redd's Clean Campaign
- Earth Week 2013
- Salvation Army Kroctoberfest
- Cooper-Grant cleanups
- New Year's Eve fireworks
- Cooper Foundation turkey delivery
- Parkside Business and Community in Partnership Haddon Avenue block party
- City of Camden Fun Day
- Catholic Partnership Schools event
- Teddy's Toys for Camden Kids
- Virtua Neighborhood Fest

**CAMDEN SPECIAL PROJECTS**

As part of its mission to make Camden a beautiful, active, and livable city, the CSSD assists the City of Camden, stakeholders, and neighborhood groups when they host public activities. The CSSD is an integral part of Mayor Dana L. Redd's Camden Clean Campaign events, working with the Department of Public Works and volunteers to remove trash and debris, weeding sidewalks, and removing unsightly graffiti.

This year, at the request of the Cooper Foundation, the CSSD facilitated the painting and branding of the Newton Avenue railroad bridge. The CSSD also assisted the Department of Public Works with landscaping at the former Riverfront State Prison site in North Camden.



**CSSD BY THE NUMBERS**

**STREETSCAPE MAINTENANCE**

• Bags of trash collected	33,007
• Pounds of trash collected	660,140
• Graffiti, gum, and handbills removed	2,987
• Landscaping hours	517
• Snow removal hours	370

**HOSPITALITY - PUBLIC ASSISTANCE**

• Requests for information, directions, etc.	4,293
• Homeless referrals/assistance/relocation	806

**SAFETY - AMBASSADOR REPORTS**

• Vehicle break-ins, panhandling, etc.	293
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SOURCE: BLOCK BY BLOCK, INC. SELF-REPORTED NUMBERS

**NEIGHBORHOOD CLEANING AND GREENING**

Growing out of the successful 2010 Camden GreenUp initiative funded by the Jon Bon Jovi Soul Foundation, the CSSD continues to provide Clean and Safe services in the Cooper Plaza and Lanning Square neighborhoods through the Camden Redevelopment Agency and the federal Neighborhood Stabilization Program. After the original grant funding ended in January 2013, the CSSD was awarded a new contract in October and resumed cleaning and greening of more than 200 vacant lots and structures that month.

Additional cleaning in the neighborhoods is achieved through the Cooper Foundation and the Neighborhood Revitalization Tax Credit Program, which funds cleaning in the neighborhoods and public open spaces seven days a week.

These efforts are supplemented with contracts from Cooper University Health Care to maintain the public landscape and tree wells in the neighborhood and to clean and green along the new Martin Luther King Boulevard landscape beds.

This successful approach to these neighborhoods acts as a catalyst for neighborhood stability, economic revitalization, and public safety.



Chief Scott Thomson addressing officers at the Camden County Police Department Awards Ceremony.

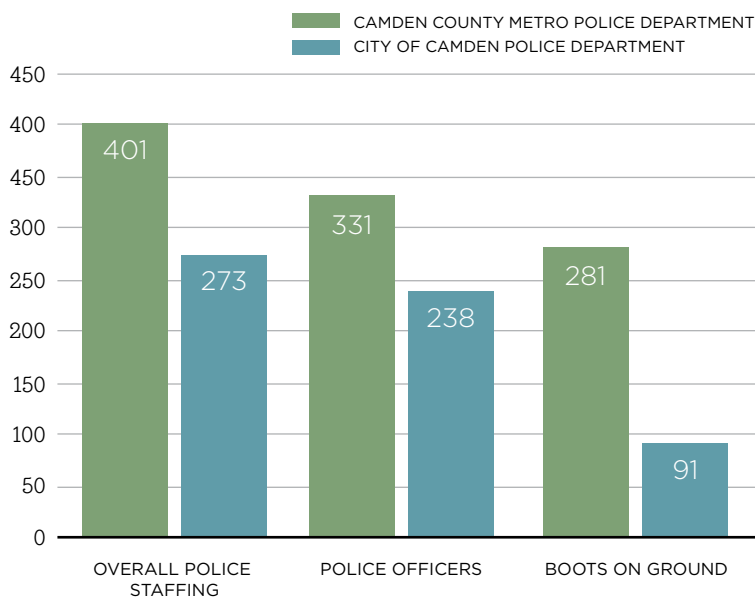
## CAMDEN COUNTY POLICE DEPARTMENT Metro Update

The City of Camden is making strides in addressing one of its greatest quality of life concerns: public safety. In 2013, Camden's police force transitioned to the Camden County Metro Police Department. This change, which doubled the number of officers on the street, is showing promising results in fighting crime. The first crime statistics since the regionalization of the police force were released at the end of 2013. These statistics show a 15 percent decrease in the overall crime index in Camden between May 1 and December 31, 2013, compared to the same period in 2012.

*2013 was the safest year in the  
City of Camden in the last five years*

2013

## CAMDEN COUNTY POLICE DEPARTMENT/ CITY OF CAMDEN POLICE DEPARTMENT STAFFING



## POST TRANSITION CRIME STATISTICS

### *Gun violence as of 10/31/2013*

• Murder	-26%
• Shooting Hits	-16%
• Gun Seizures	+76%
• Total Crime	-12%
• Total Crime Parkside	-35%
• Total Crime Fairview	-17%



# CFP Staff & 2013 Interns

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**Kathy Cullen**, Project Manager

**Caren Fishman**, Director, Camden Special Services District

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**Nakia Maxwell**, Receptionist

**Shahid Rana**, Project Manager

**Marilyn Santana-Martinez**, Business Manager

**Maurie Smith**, Project Manager

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**Drew College**, United States Military Academy

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**Di Gao**, MCP, University of Pennsylvania

**Rebecca Gilbert**, La Salle University

**Caroline Gray**, Rutgers University-Camden

**Chazz Hinson**, Rutgers University-Newark

**Thomas Mitchell**, Penn State University

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**Kenneth Savage**, Rutgers University-Camden

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The Camden Special Services District is a traditional Clean and Safe program that focuses on improving the physical appearance of Downtown Camden and its adjacent business corridors in an effort to make Camden a more welcoming place for businesses, residents, and visitors.

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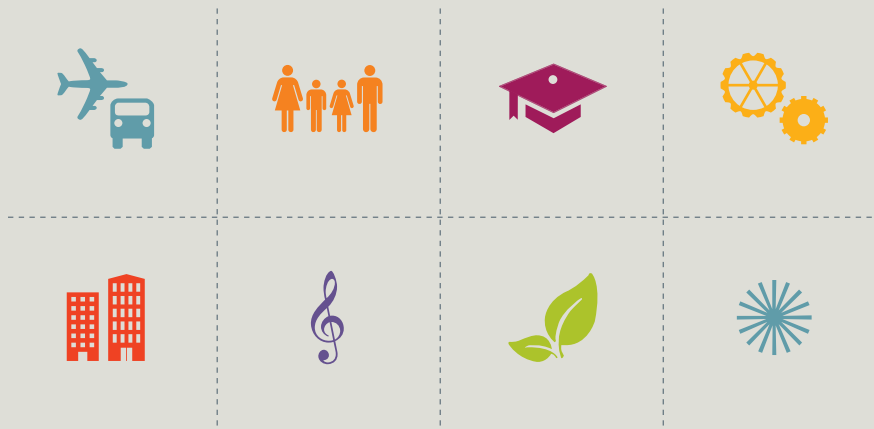
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The Fund for New Jersey  
Geraldine R. Dodge Foundation  
The Kresge Foundation  
H. F. (Gerry) Lenfest  
New Jersey Department of Environmental Protection  
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TD Charitable Foundation  
Verizon Foundation  
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A special thank you goes out to all those who contributed to the report and helped to make it possible:

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CamConnect  
Camden Coalition for Healthcare Providers  
Camden Community Charter School  
Camden County  
Camden County College  
Camden Redevelopment Agency  
Campbell Soup Company  
Christopher Perez  
The Cooper Health System  
Cooper University Medical School at Rowan  
Coriell Institute for Medical Research  
Delaware River Port Authority  
Gallery Eleven One  
Geoff Gelay, RCHeliCam  
Housing Authority of Camden City  
Latin American Economic Development Association  
NJ Transit  
New Jersey Tree Foundation  
NK Architects  
Patrick Tiendeken  
Rails to Trails Conservancy  
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Rutgers University–Camden  
Salvation Army Camden Corps  
Scungio Borst & Associates  
Susquehanna Bank Center  
U3 Ventures, LLC  
YMCA of Burlington and Camden Counties

# REDISCOVER CAMDEN



COOPER'S FERRY  
PARTNERSHIP

**2014 ANNUAL REPORT**

Written and compiled by AJ Jensen and Victoria Gilbert

Data provided by CamConnect

Designed by WFGD Studio