

2015 ANNUAL REPORT, CAMDEN, NJ



COMING
TOGETHER
FOR
CAMDEN

PREPARED BY COOPER'S FERRY PARTNERSHIP

GETTING TO CAMDEN

LIVE CAMDEN

LEARN CAMDEN

INVEST CAMDEN

WELCOME FROM THE MAYOR

In 2014, New Jersey Governor Chris Christie visited Camden and credited its comeback to historic public-private partnerships coming together to address Camden's most pressing challenges. As Governor Christie described, recent public safety, economic, and education reforms are the three pillars upon which Camden is stabilizing and building a competitive 21st century city. These reforms are bolstering neighborhood revival, reducing crime and homicide rates, stimulating significant investment that promises new jobs for existing and future Camden residents, and improving opportunities for Camden's youth.

As Mayor of Camden City, I strive to ensure that new development initiatives and reforms are not mutually exclusive from comprehensive revitalization efforts. My administration works closely with Governor Christie, the State of New Jersey, and Camden County to develop and support cross-sectoral partnerships that leverage resources and maximize Camden's economic and social growth. A year after dynamic collaborations transformed Camden's public safety and economic sectors, there are multidimensional impacts improving the quality of life in Camden's communities.

Since the phased implementation of the Camden County Metro Police Department, the city is a safer place to live, work, visit, and do business. Homicides and nonviolent crimes decreased by almost 50%, shootings are down by 71%, and there are three times more officers walking the beat than with the previous department. Our safer streets encourage residents, employees, and visitors to take advantage of the more than \$5 million in renovations invested into Camden public spaces. Our improved policing model and increased public safety has an impact that can be seen in the neighborhoods, where children play on the streets, in the civic sphere, and in changed perceptions of Camden.

Today, business owners and developers identify Camden as a safer and more financially stable city in which to invest. In 2014, Standard & Poor's increased Camden's investment rating to BBB+ and assigned the City its best credit rating in 15 years. Restored investor confidence, along with new financial incentives, made available through the Economic Opportunity Act, are attracting large and small businesses back to the city. New companies recently committed to the city, including the Philadelphia 76ers, Holtec International, and

WORK CAMDEN

PLAY CAMDEN

CREATIVE CAMDEN

GREEN CAMDEN

CLEAN & SAFE CAMDEN

Lockheed Martin—among many others—are estimated to generate over 2,500 jobs in the next year. More jobs will follow. This business investment and new employment opportunities are critical to stabilizing our economy, strengthening our communities, and moreover, creating opportunities for Camden youth.

The City of Camden is committed to working with a myriad of partners to implement education reform that focuses on creating a cradle to career pathway for Camden youth. Programs like the Camden Promise Initiative—a consortium of more than 15 public and private agencies in partnership with the state—are helping to create a comprehensive continuum of services designed to improve the performance of schools and opportunities for students. In addition, our city's numerous universities remain committed to strengthening their civic engagement programs, enrolling Camden youth, and producing world-class education facilities in Camden.

These public safety, economic, and education pillars are helping to strengthen and support existing projects throughout Camden's

neighborhoods. The purpose of this report is to show how public, private, and community partners throughout the city are working together to ensure that these projects can better maximize impact for sustainable citywide revitalization. While each project is highlighted individually, they are discussed in the larger context of their partnerships and impacts on Camden's neighborhoods and residents.

As I look towards the future of Camden, I welcome visionary leaders and partners who are committed to developing projects centered on collaboration and community growth. I welcome those who understand that the sum of these projects is greater than the impact of each one individually. I invite you to learn how you can come together to help us Move Camden Forward.

Sincerely,



The Honorable Dana L. Redd
Mayor, The City of Camden

WELCOME FROM COOPER'S FERRY PARTNERSHIP

As a nonprofit economic development company with over 30 years of experience forging cross-sectoral partnerships and implementing projects in the City of Camden, 2014 and 2015 mark two exciting and transformative years in the city's recent history. During this time, the City, County, and State spearhead groundbreaking public safety, education, and economic reforms to stabilize the foundations needed to build vibrant and healthy neighborhoods. Concurrently, Cooper's Ferry Partnership is working with private and community leaders to develop and coordinate projects that support, finance, and advance this existing framework.

With a mission to facilitate the revival of Camden as a regional urban hub, Cooper's Ferry Partnership seeks dynamic, sustainable solutions to improve the city's economic, social, and environmental core. Cooper's Ferry Partnership does so by focusing its projects on

- a) Strengthening Camden's connections to its physical assets including its waterways and open spaces
- (b) Leveraging public investment into infrastructure in order to improve quality

of life and attract private reinvestment; and

- (c) Cultivating a strong sense of place through physical upgrades and programming.

In addition to working with private and community leaders, Cooper's Ferry Partnership works closely with Camden City Mayor, Dana Redd and the City administration to implement a range of programs that take a comprehensive and holistic approach to citywide revitalization. Cooper's Ferry Partnership seeks to leverage private capital to further the Mayor's strategic vision and her commitment to investing not only in physical development, but also, most critically in Camden's citizens.

As a result of new reforms, several significant announcements and projects are bringing people together for Camden. A new Camden County Metro police force and economic incentives provided by the Economic Opportunity Act are resulting in a reduction in crime and increased investment. Safer streets and increased job opportunities will provide the impetus for the implementation of a plan that will geographically

connect Downtown Camden's education, medical, and corporate anchor institutions. These hallmarks provide a roadmap to ensure that the ultimate impact of forthcoming investment has a strategic and comprehensive impact on citywide revitalization.

Cooper's Ferry Partnership brings public, private, and local partners together to help open the door to these opportunities. The 2015 Annual Report reveals details about these opportunities and the anticipated impacts that they will have on the city and its residents. On behalf of Cooper's Ferry Partnership and its Board of Directors, I hope the report conveys that with existing development plans and funding opportunities in place, there has never been a more exciting to live, work, invest, and play in the City of Camden.

Sincerely,

A handwritten signature in black ink, appearing to read 'Anthony J. Perno III', written in a cursive style.

Anthony J. Perno III
Chief Executive Officer & President

GETTING TO CAMDEN

Camden is easily accessible to the nation's fifth largest economy by car, bike, public transit, and ferry. Camden is located just across the Delaware River from Philadelphia, and the downtown and central waterfront district are less than one mile east of Philadelphia.

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For the past decade, Cooper's Ferry Partnership, the City of Camden, and Camden County have worked with Federal, State, and private partners to coordinate over \$2 billion dollars of infrastructure improvement projects that better connect Camden to the region. Road, bike, and streetscape upgrades have established new infrastructure networks that are attracting and enhancing new physical investment. Additionally, active transportation networks, including the multi-use Camden GreenWay, are advancing a municipal Complete Streets policy that better connect residents to public transit hubs, centers of employment, and the Benjamin Franklin Bridge.

GETTING TO CAMDEN IS EASY

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

The NJ Transit RiverLINE light rail service currently operates over a 34-mile corridor between Camden and Trenton. The RiverLINE directly transfers to PATCO and NJ Transit bus service at the Walter

2,896,907

NJ Transit RiverLINE Light Rail
ridership in 2014

10,007,256

PATCO High Speed Line ridership in 2014

Driving Time & Distance to Downtown Camden



Rand Transportation Center and provides access to Amtrak's Northeast Corridor service and NJ Transit trains to New York City and Atlantic City at the Trenton Transit Center.

The Walter Rand Transportation Center is a hub for 26 regional NJ Transit bus lines that connect Philadelphia, New Jersey, and New York.

The RiverLink Ferry is an exciting and historic way to cross 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 The Ben Franklin Bridge connects Philadelphia and Camden and supports thousands who drive, walk, and bike between the two cities. The dedicated pedestrian and bicycle pathways on the bridge are critical lynchpins of the active transportation network connecting Camden and Philadelphia, the Camden GreenWay, a part of the Circuit, Greater Philadelphia's Regional Trail Network.

ROADWAYS Downtown Camden connects 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.

GETTING TO CAMDEN

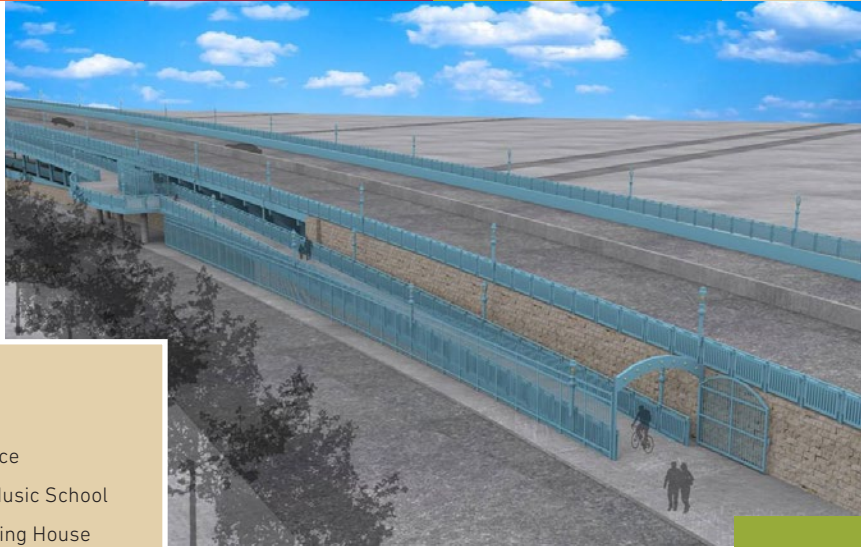


ABOVE: Cyclists ride on the Camden GreenWay along the Waterfront Promenade.

RIGHT: New Jersey Congressman Donald Norcross, alongside Mayor Dana L. Redd and CFP, CEO, Anthony Perno, celebrate the completion of the Cooper Street, an infrastructure project that is helping to improve Camden's downtown streetscapes.

IMPROVING CAMDEN'S INFRASTRUCTURE As Downtown Camden develops into a hub of commercial activity, safe and strong physical infrastructure will support growing commercial, residential, and student traffic. Cooper's Ferry Partnership and the City of Camden recently secured funding through a Transportation and Community Development Initiative (TCDI) grant from the Delaware Valley Region Planning Commission (DVRPC) to complete a "downtown corridors traffic feasibility study." The study will examine the existing street network and ascertain appropriate traffic configurations to complement and spur further investment between Market Street, Federal Street and Fifth Street.





Downtown Camden

SYMBOLS

- P** Public Parking
- P** Event Parking
- RiverLink Ferry (to/from Philadelphia)
- RiverLINE Route/Stop
- PATCO Route/Station
- Bus Station
- Historic Site
- Business District
- Pedestrian Path

CAMDEN WATERFRONT

- 01 Campbell's Field
- 02 Camden GreenWay
- 03 Ferry Terminal Building
- 04 Adventure Aquarium
- 05 One Port Center
- 06 Camden Children's Garden
- 07 Wiggins Park and Marina
- 08 Battleship New Jersey
- 09 Susquehanna Bank Center
- 10 Vitarelli's Restaurant
- 11 Victor's Pub
- 12 Market St. Pizza
- 13 Gallery Eleven One

UNIVERSITY DISTRICT

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

UNIVERSITY DISTRICT

- 33 The Victor Building
- 34 U.S. Courthouse

- 35 U.S. Post Office
- 36 Settlement Music School
- 37 Friends Meeting House
- 38 BridgeView Building
- 39 CAMcare
- 40 Cathedral of Immaculate Conception
- 41 County Administration Bldg
- 42 City Hall
- 43 L-3 Communications
- 44 Waterfront Technology Center
- 45 Hall of Justice
- 46 Walt Whitman House
- 47 Walter Rand Transportation Center
- 48 Police Headquarters

HEALTH SCIENCES CAMPUS

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

The Delaware River Port Authority is designing new ramp access between the Benjamin Franklin Bridge pedestrian pathway and Pearl Street in Camden. The bridge is a key component of The Circuit, Greater Philadelphia's Regional Trail Network.

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The ramp will improve access for the more than 116,000 individuals who bike across the bridge. The ramp's final design will be completed this year.

116,000

Bikers and pedestrians used the Ben Franklin Bridge multi-use path

129,505

People rode the RiverLink Ferry in 2014

LIVE CAMDEN

The city's business center is rapidly growing with significant financial commitments from local educational, medical, and corporate institutions. These investments are the start of a long-term revitalization strategy to improve the quality of life for existing residents in Camden's 19 unique and diverse neighborhoods, while also attracting a residential base from the 20,000-plus students and employees who currently commute into Camden to study and work.

Several Camden neighborhoods are working alongside organizations such as The Wells Fargo Regional Foundation and the US Department of Housing and Urban Development to create comprehensive neighborhood plans to better target and leverage funding for future

development opportunities. Cooper's Ferry Partnership works with five of these communities to assist with fundraising, technical assistance, plan development, outreach, and subsequent implementation of neighborhood planning initiatives.

\$38 MILLION

Annual buying power of current employees and students to potentially spend on retail goods and services in Camden

37%

Of Cooper Medical School of Rowan University's 182 students live in the city of Camden

NEIGHBORHOOD PLANS

1 NORTH CAMDEN In 2006, Save Our Waterfront (SOW), a coalition of individuals who live, work, or worship in the North Camden neighborhood, invited Cooper's Ferry Partnership to assist with funding, creating, and implementing a neighborhood plan. Cooper's Ferry Partnership secured funding from The William Penn Foundation and the Wells Fargo Regional Foundation to undertake a community planning process, culminating in the completion of the North Camden Neighborhood Plan and Waterfront Park Plan.

In early 2011, Cooper's Ferry Partnership partnered with SOW, Camden Lutheran Housing, and Respond to secure a \$748,000, 5-year grant from the Wells Fargo Regional Foundation to implement key projects identified in the neighborhood plan. Today, Cooper's Ferry Partnership is using this funding to complete several high priority open space projects.

In May 2014, just in time for summer and the North Camden Little League season, Cooper's Ferry Partnership, Camden County, New Jersey Department of Environmental Protection, and the City of Camden celebrated the reopening of Pyne Poynt Park in North Camden. The \$4 million project transformed the 15-acre neglected open space into a "field of dreams". The Pyne Poynt Rehabilitation Project brought together the entire Camden

Camden Neighborhoods by Census Tract



community—North Camden residents, nonprofits, and local, county, and state government—to fulfill the vision outlined in the 2008 North Camden Neighborhood Plan. Park improvements include a new playground, baseball diamonds, multipurpose fields, basketball courts, stormwater management improvements, and a concession stand with restrooms, as well as security cameras, fencing, and lighting.

2 LIBERTY PARK Over the last 18 months, Cooper's Ferry Partnership has been working in partnership with Virtua Camden and the Liberty Park Neighborhood Association (LPNA) on a resident-driven planning process for the Liberty Park neighborhood to foster new and rehabilitated housing, facilitate institutional development, promote on the Mt. Ephraim Avenue commercial corridor, and assess the infrastructure, open space, and environmental needs in the neighborhood. Virtua Camden has generously funded this effort.

In July 2014, Cooper's Ferry Partnership completed the Phase I Report, which included a neighborhood property assessment, land-use study, stakeholder interviews and focus group meetings, as well as a detailed site analysis on neighborhood assets and history. Following the completion of the Phase I Report, Cooper's Ferry Partnership began work

on the second phase, the development of a neighborhood plan for Liberty Park and the Mt. Ephraim Corridor. Working with the Camden-based firm, Group Melvin Design, Cooper's Ferry Partnership began a community-driven planning process in fall 2014. The Liberty Park Neighborhood Plan is expected to be complete in the spring of 2015.

CREATING LIVABLE COMMUNITIES

THE SALVATION ARMY RAY & JOAN KROC CORPS COMMUNITY CENTER

The Salvation Army Ray & Joan Kroc Corps Community Center opened its doors in October 2014. Funded by several public and private partners, the 120,000-square-foot super community center provides a civic center for residents, employees and youth throughout the city. Its 24-acre campus includes a black box theater, waterpark, choice food pantry, library, classrooms, youth and senior rooms, competition pool, chapel, fitness facilities, outdoor basketball courts, and football, soccer, baseball/softball fields, and a field house. The Kroc Center offers facility rentals for birthday parties, corporate events, and more. Membership for the center has quickly grown to 4,552 members, surpassing year-end goals.





LEFT: Children play on the new playground equipment at the grand reopening of Pyne Poynt Park.

ABOVE: Completed Salvation Army Ray & Joan Camden Kroc Center.

CREATING MIXED-USE MARKET-RATE HOUSING FOR CAMDEN

HOUSING PARTNERSHIPS AND NEIGHBORHOOD REVITALIZATION Cooper University Health Care

and the **Cooper Foundation** continue to invest in partnerships with St. Joseph's Carpenters Society, M& M Development, Habitat for Humanity and other local non-profits to improve housing and transform the Cooper Lanning neighborhood through property rehabilitation and new

construction. The collective goal is to stabilize the neighborhood, improve housing conditions, reduce vacancies, and provide homeownership opportunities. To date, 115 units have been completed or are underway—including new construction, rehabilitation of vacant homes, and a new condo building. Cooper also supports homeownership in the City through its employer assisted housing program to encourage its employees to live in the Cooper Lanning neighborhood where they work.

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RIGHT: Before and after photograph of a rehabilitated home along Chambers Street in the Cooper Lanning Neighborhood.

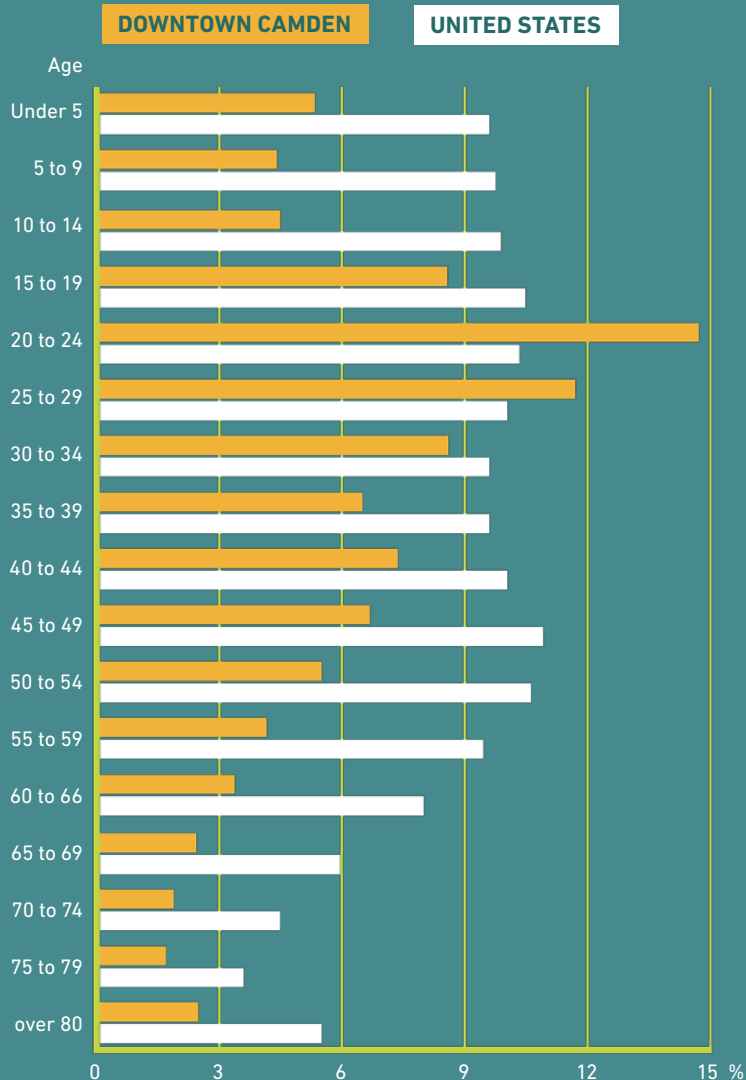
OPPOSITE: Rendering of mixed-use housing and retail along Broadway as part of a joint venture between Cooper Hospital, Rowan University, and Iron Stone Developers.

LIVECAMDEN.ORG is a clearinghouse of information about living in the City of Camden. First-time homebuyers can take advantage of the **Employer-Assisted Housing Program**, which offers employees of Camden County College, Cooper University Health Care, Our Lady of Lourdes Medical Center, and Virtua Hospital up to \$15,000 toward down payment and closing costs.



Downtown Camden and National Age Proportions

Source: 2010 US Census



THE FUTURE OF HOUSING IN DOWNTOWN CAMDEN

Early last year, **Cooper Hospital** and **Rowan University** partnered with **Iron Stone** developers to develop 14 parcels located at 400-438 S. Broadway in Camden. The parcels, which include vacant land and abandoned buildings, will be converted into 56 rental apartments and three commercial retail spaces creating a social hub in Downtown Camden. The development combines high quality residential living spaces and commercial amenities with the convenience of Camden's existing assets—including access to public transit.

17



LEARN CAMDEN

Investing in Camden's youth ensures Camden's future. Partnerships between the State, City of Camden, Camden Board of Education, and national leaders in education excellence are designing dynamic cradle-to-college programs for Camden's youth to ensure that every child has the necessary resources and skills associated with 21st century success.

18

URBAN HOPE ACT Passed in 2012, the Urban Hope Act allows non-profit education providers to open and build new Renaissance schools in Camden, Trenton & Newark. The Urban Hope Act enables the Camden School District to approve new Renaissance schools to expand educational options for students in the City with access to new, quality public schools. Since it passed, three Renaissance schools have been approved for Camden: Uncommon Camden, Mastery Schools of Camden, and the KIPP Cooper Norcross Academy.

RIGHT: Rendering of the KIPP Cooper Norcross Academy at Lanning Square





Last year, Governor Christie announced that Camden High School will receive \$50 million from the New Jersey Schools Development Authority for building renovations, new programs, and technological upgrades.

ABOVE: Governor Christie is joined by Mayor Dana Redd and Camden Superintendent, Paymon Rouhanifard discuss the future of Camden High School with students and faculty.



PRIMARY EDUCATION

The Camden public school system, under the direction of Superintendent Paymon Rouhanifard, is finding innovative and strategic ways to improve neighborhood schools' performance and increase academic opportunities for current and future Camden students.

Last year, Mr. Rouhanifard unveiled the Camden Commitment, a roadmap for making Camden schools safer, modern, more academically rigorous, and financially efficient. To ensure that every student achieves educational success, the plan outlines four central goals for 2015:

- Develop a District safety plan
- Renovate and modernize out-of-date school buildings and facilities
- Expand teachers' professional development
- Improve parent-teacher outreach
- Streamline resources and finances

3

New charter schools
in the City of Camden

LEARN CAMDEN

KIPP COOPER NORCROSS ACADEMY AT LANNING SQUARE

Construction is underway for the first elementary and middle school for the KIPP Cooper Norcross Academy. The state-of-the-art, 110,000-square-foot school will educate 1,100 students from Pre-K through 8th grade and provide guaranteed enrollment for children living in the Lanning Square and Cooper Plaza neighborhoods. The first class of 100 kindergarten students started in August 2014 in a temporary facility and will transition into the new facility in fall 2015. The KIPP Cooper Norcross network will include three additional schools: an elementary, middle, and high school, eventually serving 2,800 students by offering a rigorous college preparatory curriculum beginning in the earliest grades.

WORLD-CLASS HIGHER EDUCATION

RUTGERS UNIVERSITY—CAMDEN Strategic Plan:

Chancellor Phoebe A. Haddon recently released Rutgers-Camden's new Strategic Plan to propel the research institution toward growth and greater achievement. The plan was created after extensive consultation with many stakeholders and reflects the shared goals of the campus community for the coming five years.

Nursing and Science Building: The new Nursing and Science Building at Rutgers University—Camden will be a world-class teaching and research facility. Funded by the higher education bond referendum of 2012, construction on the \$62.5 million facility at Fifth and Federal Streets will begin in spring 2015. Once completed, the 100,000-square-foot center will allow Camden to grow as a center for education and innovation in health care and the sciences.

ROWAN UNIVERSITY CAMDEN CAMPUS For more than 45 years, Rowan University has committed to Camden with a broad range of programs. These include supporting Camden youth from sixth grade through college graduation, aiding non-English speaking students to foster command of the English language, and exciting students about the education's power and possibility.

CONNECTING STUDENTS TO CAMDEN During 2013-14, Rutgers University—Camden expanded its reputation as a national model for civically engaged learning, connecting 1,065 Rutgers students with local organizations. Approximately 45% of all Rutgers—Camden students invested more than 300,000 hours in community service activities at locations including The Neighborhood Center. As a result, Rutgers University—Camden earned a spot on the 2014 President's Higher Education Community Service Honor Roll.



“Providing wide access to college, and preparing students for success in college, is of critical importance to a diverse and effective citizenry. Rutgers University–Camden is proud to be part of this innovative approach to preparing Camden children and teens for success in college and in life. We were honored to be invited by The White House to represent southern New Jersey and the City of Camden, and we look forward to working together to move forward the Camden City College Access Network to clear the pathway to higher education for students in the Camden City School District.”

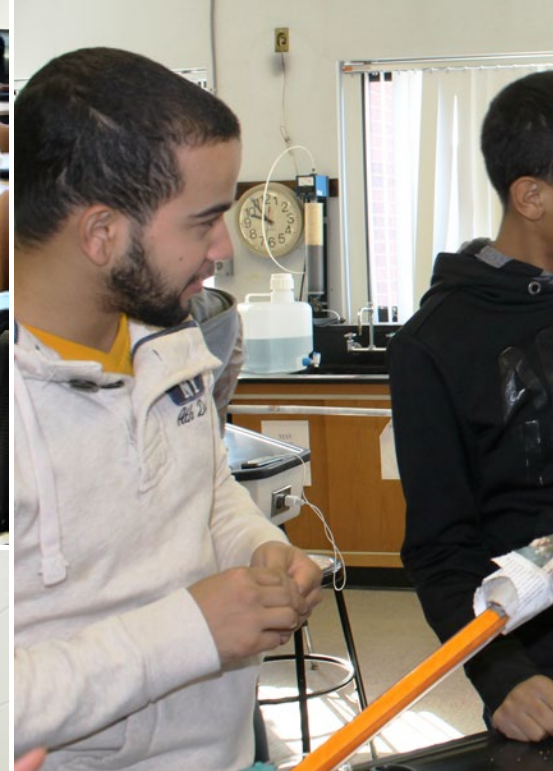
- PHOEBE A. HADDON, CHANCELLOR, RUTGERS UNIVERSITY—CAMDEN

Determined to help more Camden children achieve a college degree, Rutgers University–Camden, Camden County College, Rowan University and the Camden School District formed the Camden City College Access Network (CCCAN). CCCAN will leverage the resources and expertise of all involved to create a common agenda focused on creating a college-going culture and increase college access and success outcomes for Camden City youth.

On December 4, 2014, Rutgers University–Camden Chancellor Phoebe A. Haddon, Camden Schools Superintendent Paymon Rouhanifard, and Camden County College President Raymond Yannuzzi represented southern New Jersey at The White House College Opportunity Day of Action, which featured President Obama, the First Lady, Vice President Biden, and other national and higher education leaders.

ABOVE: Rutgers University Camden-Chancellor, Phoebe Haddon, and Acting Associate Chancellor for Civic Engagement at Rutgers, Nyeema Watson, represent Camden youth at The White House College Opportunity Day of Action.

LEARN CAMDEN



22



12,000

Students are enrolled
in Camden's higher
education institutions



OPPOSITE, TOP: Rowan University student works with local youth enrolled in the CHAMP/GEAR-UP program.

OPPOSITE, BOTTOM: CMSRU students provide care to a local Camden youth.

ABOVE: CMSRU second year student Darshan Patel (third from left) discusses the principles of physics with a group of Camden high school students enrolled in Rowan University's Upward Bound for English Language Learners—a Saturday academic enrichment program for Camden youth.

Upward Bound for English Language Learners:

Every other Saturday, English language learners from Camden's high schools voluntarily take weekend classes at Rowan University's Camden campus. Classes include lessons in physics, biology, chemistry, and the general sciences taught by former teachers who are now enrolled at Cooper Medical School of Rowan University.

CHAMP/GEAR-UP A key mission of Rowan University in Camden is to motivate students and support them through college graduation. Rowan, the Camden City School Board, and both the Federal and State Departments of Education jointly fund CHAMP/GEAR-UP (Creating Higher Aspiration and Motivation Project/Gaining Early Awareness and Readiness for Undergraduate Programs) to increase the number of low-income city students who are prepared to enter and succeed in college.

The year-round program serves more than 400 Camden City students from 6th grade through high school graduation and features a summer component in which students attend educational day camp in a country setting or live and study on Rowan's main Glassboro campus.

LEARN CAMDEN

Building Sustainable Partnerships: New Jersey's second comprehensive public research institution, Rowan is partnering with Rutgers University–Camden to develop a College of Health Sciences in Camden. The plan is guided by the new Joint Board of Governors.

The Joint Board, mandated by the 2012 *New Jersey Medical and Health Sciences Education Restructuring Act*, encourages the development of new curricula and programs at each university and partnerships between the institutions. The goal is an innovative dual-university College of Health Sciences that address Camden and Southern New Jersey's needs through education and research.

A New Campus: Located at Broadway and Cooper Streets, Rowan's Camden campus now includes the historic First National Bank and Trust Company building and annex. The 44,000-square-foot building is under renovation for instructional and administrative use to accommodate a greater number of students and support continued growth.

Renovations, funded through a \$17.6 million state grant as part of the \$750 million Building Our Future Bond Act, will enable the campus to double enrollment, attract students from both Camden and the greater Delaware Valley region, and expand academic programming.



2,000+

Camden City youth are enrolled
in Camden City higher
education institutions





LEFT: Rendering of the new Rowan University Camden campus, slated for completion in 2015.

ABOVE: Graduates of the Camden County College Gateway to College 2014 program.

In 2015, renovations will begin to convert the historic former bank's lobby into usable space for college students and special functions. A new two-story addition will include a state-of-the-art academic facility with classrooms, student life spaces, computer labs and administrative space to house undergraduate, graduate, degree completion, and professional development programs.

CAMDEN COUNTY COLLEGE Camden County College's *Gateway to College* program offers students who dropped out of school an opportunity to earn their high school diploma on a college campus. Students not only have a second chance to earn a high school diploma, but Gateway participants also earn college credits toward an associate's degree or certificate. Since its inception, 246 Camden students have enrolled in *Gateway to College*. Last year, 57 students earned their high school diploma—106 total students have graduated.

Camden County College also offers an Adult Basic Skills/GED program on its Camden Campus. During the 2014 fiscal year, 356 Camden residents enrolled in the ABS/GED program.

LEARN CAMDEN

COOPER MEDICAL SCHOOL OF ROWAN UNIVERSITY

A partnership between Rowan University and The Cooper Health System, Cooper Medical School opened in Summer 2012. It is the first new medical school in New Jersey in over 35 years and the only four-year MD-granting medical school in South Jersey. CMSRU is a proudly mission-driven school focused on developing highly skilled and socially conscious physician leaders who value a patient-centered, team approach to health care. Its innovative curriculum provides students with small-group, self-directed learning and early and continuous patient care experiences, beginning the third week of medical school. CMSRU received Provisional Accreditation from the LCME in June 2014.

Building Diversity at CMSRU and in the Medical

Field: A lack of physicians and medical students from diverse backgrounds is a local and national issue. To bring local youth one step closer to health care professions, CMSRU developed three programs:

- **PULSE:** The Premedical Urban Leaders Summer Enrichment (PULSE) program started in 2011 to encourage undergraduate students of various ethnic, cultural, and socioeconomic backgrounds to consider professional health and medicine careers. 65 students have completed this six-week program, eight PULSE graduates are enrolled at CMSRU, including the first two Camden residents.
- **JUMP-HIGH:** In 2012, CMSRU launched the Junior Urban Medical Pioneers High School (JUMP-HIGH) Saturday Academy serving underrepresented and financially disadvantaged students in southern New Jersey. In two years, over 255 high school students have traveled to CMSRU for the one-day program, which features interactive learning sessions that expose students to applied science and provide an overview of a variety of science and health care careers.

Current CMRSU Student Statistics

	Class of 2016	Class of 2017	Class of 2018
From New Jersey	67%	65%	74%
Underrepresented in Medicine	22%	22%	19%
Attended a university designated "Most Competitive" or "Highly Competitive"	75%	71%	70%
Significant community service experience	100%	100%	100%
Gender	58% F 42% M	55% F 45% M	50% F 50% M
Age range	22-36	22-36	21-46
Speaks a language in addition to English	66%	43%	36%

Data Source: Cooper Medical School of Rowan University self-reported Numbers

- **PUP:** CMSRU's faculty recognizes that to impact the diversity of tomorrow's workforce, they need to spark the interest of the youngest learners. Therefore, CMSRU faculty, staff, and students provide early exposure to health professions to Camden elementary students through the Primary Urban Partnership (PUP). CMSRU faculty and students conduct bi-monthly sessions that engage students in health related subjects.

Community Advisory Committee: CMSRU students, staff, and faculty are committed to promoting a healthy environment for Camden residents. CMSRU's Community Advisory Committee, formed in 2010, is comprised of neighborhood leaders and as well as other service-oriented agencies, including Volunteers of America, The Salvation Army, Center for Family Services, Cooper's Ferry Partnership, The Cooper Foundation, and Planned Parenthood of Southern New Jersey, all working in partnership to meet the needs of the community.

Providing Quality Care to the Underserved: By the third week of their first year of medical school, students begin to manage a variety of primary care situations in the ambulatory clerkship, a student-run, faculty-supervised clinic for underserved individuals. Here students apply their clinical knowledge while navigating the cultural barriers and socio-economic challenges of their patients.



Each CMSRU student completes a minimum of 40 hours of non-medical service per year in the Camden community. In 2013-2014, the 114 students at CMSRU far exceeded 5,000 hours of service by: teaching English to Spanish-speaking adults; serving meals to the hungry; tutoring and mentoring children and teens after school and on weekends; pulling weeds and mulching dirt at a community garden; and coaching youth sports and fitness programs, and more.

ABOVE: CMSRU students volunteer in Cooper Sprouts Garden, a community garden located near the CMSRU campus.

The New Jersey Economic Opportunity Act (EOA) of 2013 was groundbreaking legislation seeking to incentivize and enhance the financial feasibility of private sector capital investment, job creation, and housing development in the City of Camden. The EOA consolidated New Jersey's assistance programs into two new programs: Grow New Jersey Assistance Program (Grow NJ) and the Economic Redevelopment and Growth Program (ERG). Both programs offer attractive tax credits that leverage private sector investments to jump-start comprehensive development efforts in the city.

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**Job creation in Camden City under the
New Jersey Economic Opportunity Act of 2013**

719 NEW JOBS IN CAMDEN

1,342 ESTIMATED CONSTRUCTION JOBS

As a result of State, City, and County reforms focused on public safety, education, and investment, Camden's private sector investment is growing at a rate that will fundamentally reshape the physical landscape of the city. All EOA eligible project applications must be submitted and approved prior to 2019.

76ERS In June 2014, the Philadelphia 76ers announced that they would relocate their corporate headquarters and build a practice facility on the Camden Waterfront. The New Jersey Economic Development Authority approved a \$82-million tax credit, payable over 10 years, to cover the cost of constructing the 120,000-square-foot facility. The 76ers will conduct practices and corporate business from the facility and guaranteed to bring a minimum of 250 jobs over the 10-year period to Camden. Construction on the facility will begin in December 2015 and the team will move into the facility in mid-2016.

\$15,000

Grow NJ's job creation incentive per employee per year over 10 years or for the total cost of a construction project for companies employing at least 35 employees

Grow NJ incentives are available to companies with as few as

7 EMPLOYEES

40%

ERG's maximum tax credit rebate of capital expenditures on point of sales retailers over a period of 10 years

40%

ERG's maximum up-front tax credit for housing developers for the construction cost of a project

HOLTEC Holtec International, a leading-edge manufacturer of components for nuclear power plants, will receive \$260 million in tax credits over 10 years to come to Camden in 2015. The tax credit award was key to Holtec's decision to make a capital investment in Camden. The company's \$260 million investment into the facility will be the largest capital infusion in Camden under the new legislation. The company will bring 395 jobs: Holtec will create 235 new jobs to Camden and relocate 160 current employees. In addition, the project is anticipated to generate thousands of construction jobs at the site. Holtec will lease land from the South Jersey Port Corporation and build a 600,000-square-foot facility.

**THE GATEWAY IS OPEN FOR BUSINESS:
CAMPBELL'S OFFICE PARK SELECTS
DEVELOPER, ATTRACTS SUBARU**

In 2007, Campbell made a commitment to Camden to drive growth and prosperity in the city with the announcement of the Gateway Redevelopment Plan. The plan is an effort to expand and improve Campbell's World Headquarters and to use the surrounding land to develop an office park and attract new businesses to Camden.

The project gained momentum and achieved major milestones in 2014. First, Campbell appointed one of the region's premier real estate companies,

Brandywine Realty Trust, as the developer of the office park. Brandywine has consistently created high-quality, well-designed urban developments. Their experience has already proven to be an important catalyst to establishing the Gateway District as a sought after business center in the region with Subaru of America recently announcing plans to relocate their U.S. Headquarters to the Gateway by early 2017.

Campbell's enduring commitment to Camden, which has been the company's home since it was founded in 1869, is demonstrated through its more than \$130 million investment in the Gateway District. Since 2007, Campbell has acquired numerous parcels of land in the district to be developed, opened a new 80,000-square-foot Campbell Employee Center and continues with ongoing renovations of its existing buildings.

COOPER UNIVERSITY HEALTH CARE In August 2014, Cooper University Health Care opened its two new floors in the Roberts Pavilion. Both floors have 30 private patient rooms and state-of-the-art features and patient amenities. The 8th Floor will serve advanced-care surgery patients and the 9th Floor will serve Cooper Heart Institute patients. Both floors include intermediate monitoring, which allows for a higher level of patient care without being moved to a different





LEFT: Camden Mayor Redd, Governor Chris Christie, Congressman Donald Norcross, and Kris Singh speak at the press conference announcing the arrival of Holtec International.

ABOVE, LEFT: Philadelphia 76ers CEO, Scott O'Neil, publicly announced that the team would build its headquarters and relocate its practice facility in Camden.

ABOVE: Exterior of the Campbell Soup Company in Camden.



unit as well as interactive white boards for easy communication with hospital staff and a full room-service menu. Large murals of Camden and other South Jersey landmarks highlight hallways and waiting areas.

Later last year, Cooper Health System decided to relocate its back-office operations to Camden. The hospital, which already has a major presence in the city, will move 353 employees from Cherry Hill and Mount Laurel to Downtown Camden.

300 NORTH DELAWARE AVENUE HISTORIC WAREHOUSE RENOVATION In August 2014, work started on the acquisition and renovation of a 47,000-square-foot historical brick warehouse across from Campbell's Field on the Camden Waterfront. Built in the 1880's and in continuous use since, the property sits at the junction of the Waterfront Commercial District, the thriving Cooper-Grant neighborhood, and the Rutgers University—Camden Campus with excellent access to transportation.



THIS PAGE: Exterior and interior of completed Cooper University Hospital Pavilion expansion.



Philadelphia-based real estate developer AthenianRazak LLP will adaptively reuse the vacant building by redeveloping it into office, arts, and retail space. In addition to substantial upgrades to the exterior, which will remain faithful to the historic nature of the building, two internal floors will be added, creating an additional 24,000 square feet of Class A office space.

Discussions are underway with an anchor tenant for this signature space on the Camden Waterfront. The Class A office space is expected to be complete with full occupancy by the end of 2016.

SHOPRITE The Ravitz Family is set to open a 80,000 sq. ft. ShopRite in Admiral Wilson Plaza in 2016. In addition to providing food to the community, it is anticipated that the store will also create 80 full- and part-time jobs and more than 250 union jobs.



The New Jersey Economic Opportunity Act of 2013 offers significant incentives that are attracting substantial investment, development, and permanent jobs to Camden. The compelling NJ Grow tax credits, offered by the State of New Jersey through the New Jersey Economic Development Authority, coupled with readily available real estate and improved quality of life in the city, attracted 11 large and small businesses committed to expanding and relocating to Camden in 2014. The continued growth of Camden's business community promises to create jobs for existing and future residents, in addition to increasing demand for improved housing and retail in the city. With over \$100 million in existing potential retail expenditure, existing small businesses, entrepreneurs, and corporations recognize that working in Camden is a worthwhile investment for both business and the community.

1,250

Camden residents employed by Camden's
higher education and healthcare institutions

6

Start-ups in Camden in 2014

CULTIVATING CAMDEN AS A HUB OF TECHNOLOGY AND INNOVATION

WEBIMAX WebiMax, a predominant leader in digital marketing services, is the first company to take advantage of the New Jersey Economic Opportunity Act in the newly established Camden Garden State Growth Zone. In 2014, WebiMax brought 100 jobs into the city and promised to add 100 more over the next decade. Recognized as one of the “Fastest Growing Businesses” in the United States by Inc. Magazine for the past three years, applauded by Forbes Magazine as one of its “Most Promising Companies,” and referenced by the Philadelphia Business Journal as one of “The Best Places to Work,” WebiMax is headquartered on the Camden Waterfront and has additional offices in New York, California, London, and Australia.

“When I first heard about all the positive things that were happening in Camden, I became very intrigued. But once some of the economic and public safety measures started to fall into place, we felt that relocating to Camden was an opportunity to be a part of what feels like a real renaissance for the city.”

-KEN WISNEFSKI, CEO, WEBIMAX

Camden City Job Distribution, 2011

Source: Longitudinal Employer-Household Dynamics



RAVITZ FAMILY MARKETS In October 2014, Ravitz Family Markets and Wakefern Food Corporation opened the 43,000 square foot Price Rite of Camden on Mt. Ephraim Avenue. The Market, Camden's first new supermarket in 45 years, is regularly stocked with fresh and affordable food and provides nearly 100 union jobs for residents.

LOCKHEED MARTIN As a result of the Economic Opportunity Act, defense contractor Lockheed Martin will bring 250 jobs to our City and open laboratory facilities in Downtown Camden. Lockheed is the third largest company to take advantage of the

financial incentives available under the Economic Opportunity Act in Camden's Garden State Growth Zone. Lockheed Martin's Camden location will form a Southern New Jersey educational research triangle including their facilities in Moorestown and the research campus at Rowan University in Glassboro.

CREATING A SUPPORTIVE ENVIRONMENT FOR SMALL BUSINESSES

Providing opportunities for entrepreneurs is critical to cultivating a local economy and creating a stronger sense of place within Downtown Camden and its surrounding neighborhoods. Camden's small business community is critical to providing amenities and services to the existing population and to reactivating Camden's corridors into destinations to shop, spend, and visit.

SUPPORTING HOMEGROWN ENTREPRENEURS

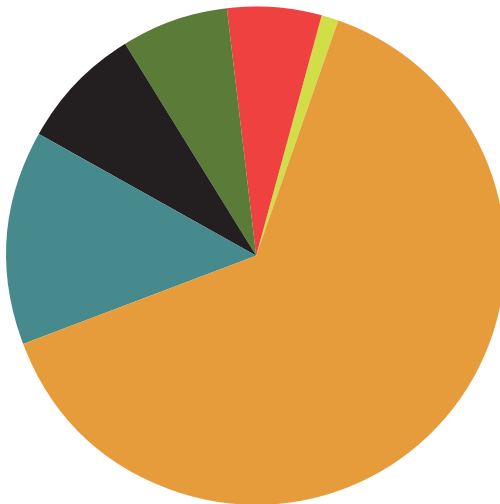
Camden Printworks is a custom screenprinting shop specializing in T-shirt printing that strives to bring business and opportunity to Camden. In business for over 25 years, Printworks serves customers from all over the US, mentors teenagers from area high schools, and is an industry leader in water-based and discharge printing.



WebiMax CEO, Ken Wisniewski, Mayor Redd, and Freeholder Director Lou Cappelli Jr., and others celebrate the arrival of WebiMax in Camden.

WORK CAMDEN

Mode of transportation
to work by people who live
in Downtown Camden

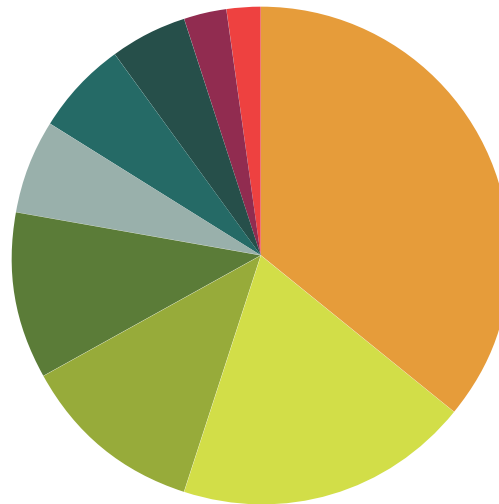


DATA SOURCE,
LEFT: American
Community Survey
'09-'13 5-year
estimates. Census
track 6103 and 6104.

DATA SOURCE, RIGHT:
Longitudinal
Employer-Household
Dynamics 2011.

- 64%** CAR, TRUCK OR VAN (DROVE ALONE)
- 14%** PUBLIC TRANSPORTATION (EXCLUDING TAXI)
- 8%** CAR, TRUCK OR VAN (CARPOOLED)
- 7%** WORKED AT HOME
- 6%** WALKED
- 1%** OTHER MEANS

Jobs by sector for people who
work in Camden City, NJ



- 36%** HEALTH CARE AND SOCIAL ASSISTANCE
- 19%** EDUCATIONAL SERVICES
- 12%** TRADE, ARTS & ENTERTAINMENT, RECREATION, FOOD, ACCOMMODATION, AND OTHER SERVICES
- 11%** PUBLIC ADMINISTRATION
- 6%** MANAGEMENT OF COMPANIES AND ENTERPRISES, INFORMATION, PROFESSIONAL AND TECH SERVICES
- 6%** MANUFACTURING AND CONSTRUCTION
- 5%** ADMINISTRATION AND SUPPORT, WASTE MANAGEMENT AND REMEDIATION, AND UTILITIES
- 3%** TRANSPORTATION AND WAREHOUSING
- 2%** FINANCE, INSURANCE, AND REAL ESTATE

A photograph of the Waterfront Technology Center, a modern multi-story building with a glass and metal facade. The building has several floors with large windows and a prominent entrance area. A white text box with the name 'Waterfront Technology Center' is overlaid on the image.

Waterfront Technology Center

COLAB SPOTLIGHT

Girl Develop It: Girl Develop It, a nonprofit that provides affordable and accessible programs to women who want to learn web and software development, opened its South Jersey chapter in the Camden CoLab in 2014. The nationwide organization seeks to create a network of women who feel confident coding and building web and mobile applications.

Plas.md: Plas.md is a creative studio dedicated to developing interactive experiences focused on health and wellness. The company has decades of experience creating solutions for the medical and gaming industries and relocated to Camden because of its proximity to Philadelphia, New York, and numerous Universities and research organizations.

CAMDEN COLAB The Camden CoLab, a co-working and business incubation space on the third floor of the Waterfront Technology Center officially opened in early 2014. The Camden CoLab combines two existing programs, the Drexel ACIN Center and the Rutgers Camden Technology Campus (RCTC), with space for coworking and collaboration. The CoLab hosts companies renting with month-to-month leases and provides access to wifi, state of the art teleconferencing equipment, and flexible private and group meeting rooms.

The CoLab has over 29 co-working companies, including a cardiovascular health equipment company, a health technology startup, and an information technology company that provides federal services. The CoLab's series of sponsored and free programming for entrepreneurs and clients is located online at www.camdencolab.com.

PROVIDING THE SUPPORT NEEDED FOR LOCAL BUSINESSES TO THRIVE

Cooper River Distillers began production of Camden spirits in April 2014 and is currently producing Petty's Island Rum, Driftwood Dream Spiced Rum, and Silver Fox Rye. They are eagerly awaiting the rum and whiskey that is aging in

WORK CAMDEN

barrels at the distillery in Downtown Camden. Visitors can stop by the distillery for a Friday happy hour or during the 3rd Thursday Art Crawl.

LATIN AMERICA ECONOMIC DEVELOPMENT ASSOCIATION (LAEDA)'S DINE AROUND FRIDAY

LAEDA established Dine Around Friday to better connect Waterfront visitors and Downtown employees to local restaurants. The program connects Downtown visitors, employees, and students to Camden's unique authentic restaurants in commercial districts outside the Downtown.

Dine Around Friday started in 2013 and featured five restaurants in Camden's East Camden and Parkside neighborhoods. The events introduced 117 individuals to these restaurants.

BUSINESS FAÇADE IMPROVEMENT PROGRAM

The Camden City Urban Enterprise Zone helped Camden's small businesses through the Camden Business Façade Improvement Program. With a goal to enhance Camden's central business corridors, the program provides reimbursable grants of up to \$25,000 for business façade improvements. Since 2012, the program has provided over \$1.1 million in grants to 50 Camden businesses, leveraging significant investment in the central corridors.

RIGHT: Cooper River Distillery crafts hand-made rums, bourbons, rye whiskeys, and brandies in Downtown Camden, and is distributed to bars, restaurants, and liquor stores in South Jersey.

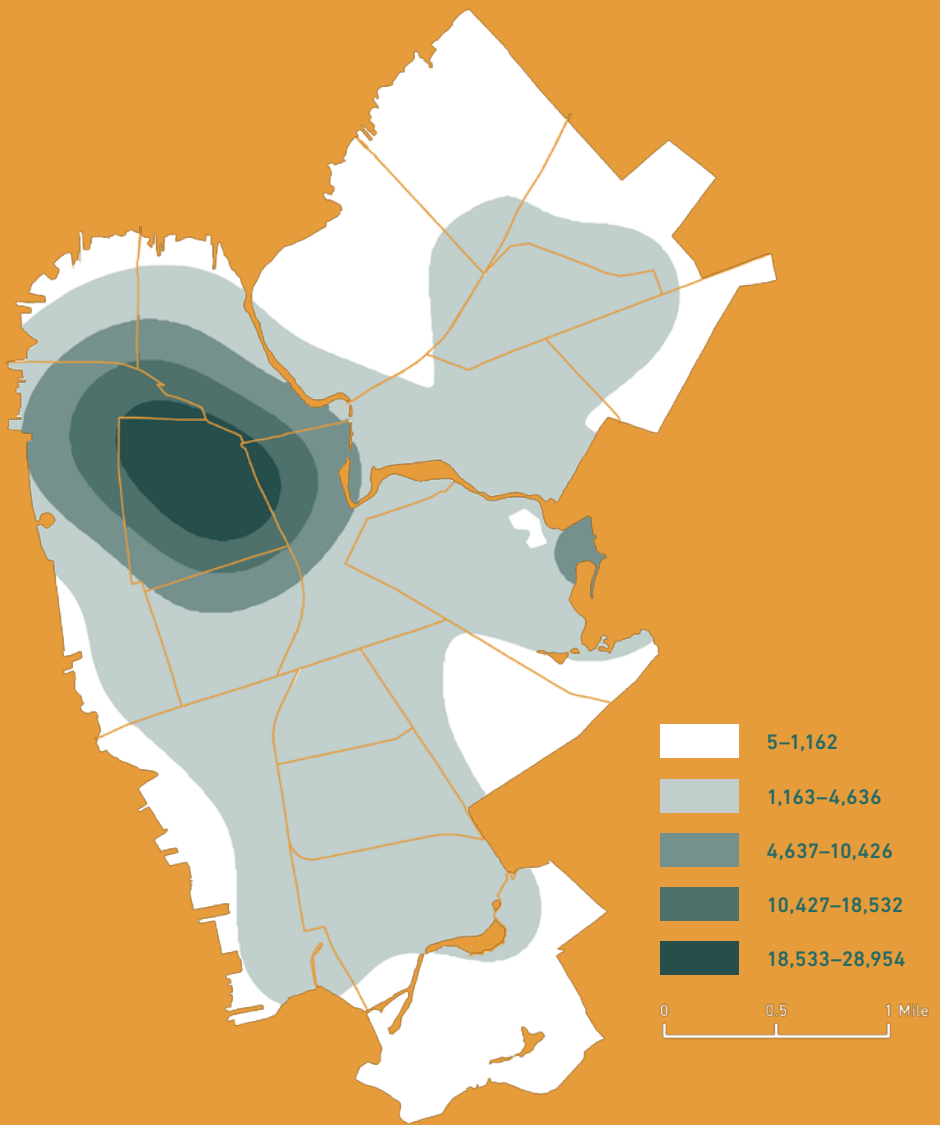
COMMITMENT TO SMALL BUSINESSES Last year, after a fire destroyed the headquarters of a local business, Plastics Consulting and Manufacturing Co. Inc., the New Jersey Economic Development Authority provided \$3.92 million in Grow NJ tax credits to allow it to rebuild in the City of Camden. The company will keep 20 jobs in the city and will ensure that the small business community continues to grow alongside new corporate development.





City of Camden jobs per square mile, 2011

Source: Longitudinal Employer-Household Dynamics



WORK CAMDEN



\$1.1 MILLION

Given to Camden business owners over the last three years to improve over **50** façades along Camden's central business corridors.



LEFT AND ABOVE: Before and after photo of a local business in Cramer Hill that took advantage of the Business Façade Improvement Program.

Great cities are defined by their destinations. The Camden Waterfront is home to a 1.5-mile beautifully maintained promenade lined with regional attractions that draw over 3 million people to the city each year. Located along the Delaware River in Downtown Camden, the Camden Waterfront is a mixed-use community that is helping to revitalize the city. Anchored by concert venues, a minor league baseball stadium, Adventure Aquarium, and host to several hundred special events, the Waterfront is a safe, family-friendly destination with unmatched views of the Philadelphia skyline. These assets provide access to unique events and unmatched open space, helping to create a livable destination within the city.

TWO CITIES, ONE WATERFRONT

The Camden Waterfront's close proximity to and partnership with the Philadelphia Waterfront has encouraged 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 one-off events such as the Fourth of July and New Year's Eve fireworks, and multiday festivals like XPoNential Music Festival and Red Bull Flugtag.



PLAY CAMDEN

ATTRACTIONS

ADVENTURE AQUARIUM The \$1 million dollar makeover of the only indoor hippopotamus exhibit in North America was completed in May 2014 at Adventure Aquarium. The new experience, “Hippo Haven” received national media coverage and brought thousands of people to the Waterfront. Adventure Aquarium’s Waterfront Fireworks Celebration, which was also named “Top 10 Independence Day Fireworks Shows” by USA Today. The year ended with another first with the arrival of the *Weeki Wachee Mermaids* in November; this was the first time they have performed in the Northeast.

BATTLESHIP NEW JERSEY MUSEUM AND MEMORIAL In 2014, the Battleship New Jersey Museum and Memorial enjoyed increased tour attendance, student tours, overnight encampments and hosted several events, including Teach Fleet, beer festivals, and a Thanksgiving dinner for 250 military personnel. In addition, the Battleship now offers a Turret II Experience tour, which includes an exhibit on the USS New Jersey’s role in the Vietnam War.

CAMDEN CHILDREN’S GARDEN Open for tours, private parties, and special events, the Camden Children’s Garden lets visitors discover the natural world. In addition to hosting waterfront events, the garden has worked with Camden neighborhoods to establish over 126 urban community gardens.

CAMDEN RIVERSHARKS The Camden Riversharks of the Atlantic League of Professional Baseball, play at Campbell’s Field, located on the Camden Waterfront. In 2014, the Riversharks played 70 home games in front of over 200,000 fans. The Riversharks also host events at the stadium including the Color Run and Cooper Norcross Run the Bridge.

SUSQUEHANNA BANK CENTER Now in its 20th season on the Waterfront, the Susquehanna Bank Center hosted over 400,000 concertgoers with sellout concerts by James Taylor, Zac Brown Band, and Jimmy Buffett.

3 MILLION

People visited the Camden
Waterfront in 2014

SPECIAL EVENTS

THE CAMDEN WATERFRONT FREEDOM FESTIVAL

This festival returned to the Camden Waterfront including weeklong special events, discounted admission tickets, a beer garden, free giveaways, and a spectacular family-friendly fireworks show to celebrate the Fourth of July and honor our armed forces.

RUN/WALKS Over 15,000 participants helped to color the Camden Waterfront during the Graffiti Run 5K. In addition, 3,000 runners and walkers animated the waterfront and Ben Franklin Bridge for the annual Cooper Norcross Run the Bridge 10K to benefit the Larc School.

XPONENTIAL MUSIC FESTIVAL Hosted by Camden County, the sold-out XPoNential Music Festival partnered with Live Nation to bring over 30 musicians to four stages for three days of music along the Delaware River.

NEW YEAR'S EVE FIREWORKS A record 15,000 people celebrated the New Year on the waterfront promenade at the 6:00 p.m. and midnight SugarHouse Casino New Year's Eve Fireworks displays.



PLAY CAMDEN

18,000+

People participated in runs like the Graffiti Run 5K and Cooper Norcross Run the Bridge 10K in 2014

15,000

People celebrated the New Year on the waterfront promenade fireworks in 2014

FAR LEFT: Concert goers enjoy a show at the Susquehanna Bank Center.

MIDDLE: Participants strike a pose to celebrate the end of the 5K Graffiti Run.

BELOW: Baseball fans pack into the Riversharks stadium to catch a game during the summer.



TALL SHIPS PHILADELPHIA - CAMDEN

Tall Ships Philadelphia - Camden will return to the Delaware River this summer after a 10-year hiatus, bringing historic vessels up the Delaware River from June 25-28. Tall Ships Philadelphia - Camden has the distinction of being the largest sailing event in the United States in 2015. With over a dozen magnificent domestic and international ships planning to attend, visitors can catch a glimpse, step aboard, and even set sail on the most meticulously crafted ships.



Comprehensive revitalization is not just about bricks and mortar development, but also about significant investment in the city's social and cultural fabric. With roots connected to RCA Victor, Camden's history and cultural diversity have developed a thriving arts community within the city. Longtime and emerging artists are partnering with regional galleries, corporate entities, and special events to showcase an array of local art and talent.

Last year, a mix of locally produced cultural exhibits and special events attracted thousands of people into the city to support local artists. From murals to creative entrepreneurs to public installations, the arts are playing a central role in reimagining Camden's public space and in redefining how they see the city.

4,000

Number of people who attended the Camden Night Garden Events in 2014

1,500

Number of people who attended at least one of Camden's Third Thursday's events in 2014

CREATIVE CAMDEN

CULTURAL ATTRACTIONS & SPECIAL EVENTS

RUTGERS-CAMDEN CENTER FOR THE ARTS The Rutgers-Camden Center for the Arts continues to deliver cutting-edge cultural programming for the city and the entire Delaware Valley. During fall 2014, the Center for the Arts hosted the “Sounds of Camden” exhibition in the Stedman Gallery. Celebrating Camden’s remarkable history as a center of global innovation, the exhibit showcased the city’s rich, audible history through the legacy of the Victor Talking Machine Company/RCA Victor. The display included a variety of memorabilia and artifacts, such as gramophones, Victrolas, and advertisements, as well as recordings from RCA Victor’s vast catalogue.

RIGHT: Curators from Rutgers Camden Center for the Arts set up the historic Nipper dog for the Sounds of Camden exhibit in Stedman Gallery.

WALT WHITMAN HOUSE Step back in time and visit the house of the great America poet, Walt Whitman. Recognized as a historic landmark by the New Jersey Department of Environmental Protection, the house is located near the central Camden Waterfront and open for tours Wednesday through Sunday.

RUTGERS UNIVERSITY—CAMDEN WRITERS HOUSE The renovation of a historic city landmark into a Writers House will attract more cultural activity to the city is underway at 305 Cooper Street. Known

as the Henry Genet Taylor House, the building was designed by the famed Philadelphia architect Wilson Eyre Jr. and built in 1885. Now on the National Register of Historic Places, the building will be restored to its Victorian-era glory and will reopen as the home of the Master of Fine Arts in Creative Writing and undergraduate and graduate English programs at Rutgers-Camden. The site also will become a focal point for literary activity featuring established and emerging writers who will offer free readings to the public. The Writers House at Rutgers University-Camden is expected to open in 2016 upon completion of the \$4.5 million project.





48

LEFT: Members of Symphony in C practice for an upcoming concert at the Gordon Theater.

RIGHT: Paintings from William Butler's Camden Beautiful exhibit in January 2015.

OPPOSITE: Silhouettes of local performers project larger than life shadows onto the iconic Camden Waterfront water tower for the first Camden Night Garden.



CREATIVE CAMDEN

GALLERY ELEVEN ONE Gallery Eleven One is a contemporary art gallery and studio located at 339 North Front Street in a restored 1906 firehouse in the Cooper-Grant neighborhood. Owned by artist William Butler, who is known for studio, live, and commissioned works of art, the gallery is both a local small business and a community gathering place, helping to connect people and ideas in the city.

3RD THURSDAY Experience Camden during the city's 3rd Thursday Art Crawl. At this monthly event, local artists open their doors or host pop-up performances for visitors and guests to experience Camden arts. Started by Gallery Eleven One, 3rd Thursday partners with several artists and businesses to encourage people to explore and discover new places in Camden.

FILBERT STUDIO Don't miss 305 Benson St., an old union meeting hall converted into a ceramic,

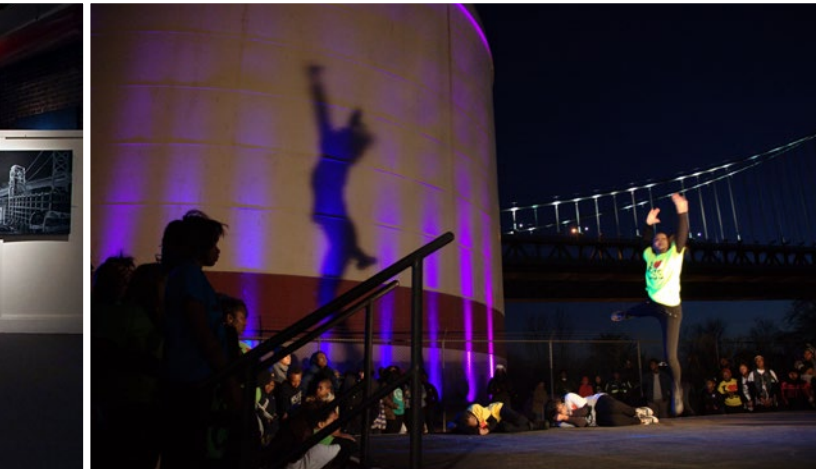
silkscreen, and sculpture studio by local artist, Jeff Filbert.

SYMPHONY IN C Symphony in C is one of three professional training orchestras in the United States, providing aspiring musicians from renowned conservatories in the Mid-Atlantic region with training through concerts and educational outreach programs. Symphony in C performs at the Gordon Theater at Rutgers University-Camden, and provides in-school and after school instrumental programs throughout the City of Camden.

CAMDEN NIGHT GARDENS Funded by the William Penn Foundation and ArtPlace America, the Camden Night Gardens leverages local talent to create unique, large-scale light, sound, and projection installations that reimagine Camden's underutilized open spaces. The Night Gardens events "light up" Camden to promote the work of local artists, to improve the internal and external perceptions of the city, and to activate the community realm in Camden. Over 4,000 people attended the two Camden Night Garden events held in 2014. More events are being planned for 2015.

SAN JUAN BAUTISTA The annual parade attracts 10,000 people to celebrate Latin culture in Camden.

SUNSET JAZZ CONCERTS Camden County hosts free jazz concerts along the waterfront at Wiggins Park during the summer season.



USING ART TO CREATE HEALTHY PUBLIC SPACES

With over 80 percent of Americans choosing to live in urban centers, access to public space and cultural amenities are vital to a successful urban core. Growing investment in place-based initiatives is resulting in numerous benefits to resolving critical quality of life concerns and transforming people's perception of place. Cooper's Ferry Partnership and the City of Camden support art projects that engage citizens by shaping existing vacant or underused public realms into central cultural destinations.

CONNECT THE LOTS Connect the Lots is a two-year community-based pilot project funded by The Kresge Foundation, which uses local art, culture, and talent to activate Camden's vacant and underused open spaces. Connect the Lots links Camden's neighborhoods through unique

interactive art programs and installations in an effort to strengthen communities, improve access to the arts, and encourage people to enjoy Camden's open spaces.

ROOSEVELT PLAZA PARK As part of its commitment to creating a more vibrant regional trail network, The William Penn Foundation recently funded CFP to design and create a pop-up park in a central, underused historic plaza at the doorstep of City Hall and heart of the Camden GreenWay trail network. The concept was to create a colorful and inviting place that welcomes people to the city while acting as a safe and well-programmed stop for users of the Camden GreenWay or Circuit Regional Trail Networks. Cooper's Ferry Partnership added colorful tables and chairs, a piano, and worked with New American Public Art to create and install interactive public art and shade structures in the park.

BELOW: Roosevelt Plaza Pop-Up park added color and vibrancy to the center of Downtown Camden in 2014.

CONNECTING CAMDEN Local artist Kathryn Sclavi led a project to close the gaps between North Camden and Cooper Grant's underused open spaces by working with 200 residents, ages 2-85, in the creation of a 100ft x 6ft tablecloth over eight weeks. The project resulted in the creation of America's largest tablecloth on record.



CREATIVE CAMDEN



BUILD CAMDEN In March, CFP contracted Public Workshop—a Philadelphia-based arts group that engages youth and their communities in designing and building playable spaces—to coordinate the design and build of a pop-up skate park in a vacant lot located adjacent to the Ben Franklin Bridge at Third and Birch Streets in North Camden. The project's concept stemmed from resident input included in the Connect the Lots-Phase I Report and an increased demand for recreational opportunities in North Camden. The project's highly visible location helped Public Workshop attract 170 residents, youth, and visitors to assist with the design and build of the pop-up park.



Over the last decade, unique partnerships between state and local entities have helped to leverage public and private dollars to rehabilitate Camden's abundant parks and establish access to Camden's beautiful waterways. Today, significant capital and infrastructure improvements and improved public safety are encouraging residents, visitors, and employees to reconnect with Camden's open spaces. With these pieces in place, the City of Camden is committed to implementing sustainable policies and projects that maintain and activate Camden's upgraded civic spaces and encourage environmentally sensitive development. Strategic investments into key public spaces are helping to improve the quality of life, cultivate a sense of place, and improve the market value of the land surrounding these open spaces, while sustainability efforts are making strides to improve air, water, and land for current and future residents.

350

New trees planted in Camden in 2014 by nearly 1,000 volunteers

3,836,950

Gallons of rain water captured in Camden SMART rain gardens in 2014

GREEN CAMDEN

CAMDEN COLLABORATIVE INITIATIVE (CCI)

Cooper's Ferry Partnership collaborates with the City of Camden and numerous environmental partners on several efforts making Camden a more sustainable and healthy community. These efforts, including the Camden SMART Initiative and the Camden Green Team, as well as work on brownfields development, waste management, and environmental education, are collectively organized under the umbrella of the Camden Collaborative Initiative (CCI).

Launched in 2013, the CCI is a groundbreaking, solutions-oriented partnership between governmental, non-profit, private, and community-based agencies formed to plan and implement innovative strategies to improve the environment and the quality of life of Camden's residents. Through the work of the 37+ partnering agencies, the CCI launched a Green Interns Program, created an Environmental Education Resource Guide for Camden teachers, and drafted a sustainability ordinance. Camden City Council unanimously passed the sustainability ordinance in February 2015, making it the first in the State of New Jersey. In 2015, the CCI looks to continue the green interns program, launch a school-wide recycling contest, and create a sustainability toolkit for upcoming development in the city.

NEW JERSEY TREE FOUNDATION

In 2014, the NJ Tree Foundation's (NJTF) community-based *Urban Airshed Reforestation Program* (UARP) planted 350 new trees in Camden with help from nearly 1,000 volunteers. These events, many of which were organized with the City of Camden and Cooper's Ferry Partnership, were held in the spring and fall in such neighborhoods as East Camden, Cramer Hill, North Camden, Cooper-Grant, Whitman Park, and Waterfront South. Tree planting locations included Roosevelt Plaza Park, Delaware Avenue and Market Street, Stockton Park, Dudley Grange Park, Reverend Evers Park, and more. The new trees were 12-15' tall and weighed approximately 500 pounds.



LEFT: Volunteers assist the New Jersey Tree Foundation with planting trees in neighborhood parks.

PARKS & OPEN SPACE

BALDWIN'S RUN The Baldwin's Run Urban Daylighting Project includes the reconstruction of 16,718 feet of a historic streambed that once traversed the area now known as Von Nieda Park in the Cramer Hill Neighborhood. As the first phase of a larger sewer separation and green infrastructure project, the newly constructed streambed will convey water from Von Nieda Park out into the backchannel of the Delaware River. The project also includes wetlands creation and the construction of a boardwalk and multi-use trail. The project is located between Harrison Ave and the backchannel of the Delaware River northeast of Von Nieda Park.

PHOENIX PARK The Camden County Municipal Utilities Authority, in conjunction with the Camden SMART Initiative has begun construction to transform an abandoned and contaminated 156,050-square-foot industrial property into a five-acre park in the Waterfront South community. When complete, Phoenix Park will include a gravel walking path, overlook, parking area, and wetlands. The project is located just south of the Camden County Municipal Utilities Authority plant in the Waterfront South neighborhood.

OPPOSITE: Camden SMART volunteers assist with building a rain garden.



**Camden's Open Space, Green Infrastructure,
and Trees Planted by Census Tract**

GREEN CAMDEN

COOPER SPROUTS GARDEN Cooper Sprouts is a community garden created by the Cooper Lanning Civic Association on a vacant corner property in the Lanning Square Neighborhood. Partners include the Camden City Garden Club, Cooper University Hospital, and Alliance for Community Trees. In 2014, Cooper Medical School of Rowan University volunteers completed a major overhaul of this urban space. Built on a concrete lot, the 4-by-10-by-1-foot wooden raised beds are designed to hold soil for a community garden. The project raised \$3,600 in capital and in-kind support from over 10 private companies and local contractors. Cooper Sprouts is also the location for several SMART green infrastructure projects, including a rain garden and rainwater harvesting system.

CREATING STEWARDS FOR A SUSTAINABLE CAMDEN

As sustainable infrastructure projects are implemented, it is critical to ensure that Camden youth and residents have the resources needed to advocate for the maintenance and continued use of neighborhood parks and open spaces. Several of Camden's sustainability projects incorporate civic engagement opportunities for residents and volunteers. These opportunities encourage people to spend time outside while also creating recreational opportunities to promote healthy living.

ACTIVE PUBLIC SPACES

As a component of the Connect the Lots Initiative, in summer 2014, the YMCA of Burlington and Camden Counties hosted free family-friendly fitness classes, including dance fitness and yoga, after work and on Saturday mornings in two Camden parks. From July through October 2014, over 150 residents participated in the classes at Northgate and Johnson Parks.

GREEN TRANSIT NETWORK

The Camden GreenWay is a contiguous linear active transportation trail networks that connect a series of parks, greenways, and open spaces to key destinations throughout the city. To encourage use of the trail, the Watershed Education on Bikes (WEB) program, now in its fifth year, offers Camden youth the opportunity to learn to ride bicycles and learn about the regional watershed, proper nutrition, and stewardship of Camden's rivers, parks, and trails.



TREES
PLANTED

UP TO 25

26-100

101-200

201-300

301-700+

GREEN
INFRASTRUCTURE
PROJECTS



PARKS

The Camden Special Services District's traditional "clean and safe" program continues to improve the physical appearance of an ever-expanding Downtown area and provide an enhanced sense of safety and hospitality to visitors, residents, employees, and students. Key cleaning services address the unwanted accumulation of litter, graffiti, gum, and handbills along city streets and sidewalks and general landscaping activities include seasonal leaf and snow removal. All CSSD team members are City of Camden residents, making them uniquely qualified to offer the Ambassador hospitality services that are as critical to economic development as cleaning services.

CAMDEN SPECIAL SERVICES DISTRICT

Easily recognizable in their yellow jackets, CSSD Ambassadors are approached daily to give directions, answer questions, address homeless issues and provide general assistance. These core cleaning and hospitality efforts are supported by voluntary contributions from dedicated funders and supporting organizations such as the City, County, banks and private businesses.

Through the provision of dependable and exemplary clean and safe activities, the CSSD, through grants and fee-for-service contracts, continues to broaden its footprint outside of the downtown district. Multiple grant programs have supported the cleaning and greening of the Cooper and Lanning Square neighborhoods. The Camden Redevelopment Agency's Neighborhood Stabilization Program supported the maintenance of approximately 200 vacant lots. The Cooper

Foundation and the Neighborhood Revitalization Tax Credit Program (NRTC) funded seven-day-a-week cleaning in the neighborhoods and public open spaces and Cooper University Health System supported maintenance and landscaping of civic spaces and along the MLK Boulevard landscaped areas. A new contract with St. Joseph’s Carpenter Society, funded by NRTC, brought the CSSD back onto the Federal Street commercial corridor. The response from local business owners has been welcoming and positive.

The CSSD has been equally as successful in growing fee-for-service contracts. Private and public businesses such as Campbell Soup Company, Camden County Municipal Utilities Authorities, Grapevine Development, Susquehanna Bank Center, the General Services Administration, and the Federal Street Post Office all contracted for specialized services on their properties. The CSSD program works diligently to develop and maintain existing relationships, and both meet and exceed expectations and identify potential partners, projects, and new funding sources.

VOLUNTEER TREE PLANTINGS The NJ Tree Foundation supported beautification efforts both at the Camden Waterfront and in Roosevelt Plaza Park, by furnishing 29 trees for two volunteer tree-planting events held in October. The CSSD and over 50 volunteers—including staff from Adventure

Aquarium, Cooper Grant residents, and students from across the state—donned gloves, picks, and shovels to remove dead trees, dig holes, plant and mulch the new trees.

SPECIAL PROJECTS The CSSD is not just about clean and safe. As a partner in the larger team of City and County officials, community stakeholders, and neighborhood groups working every day to make Camden a beautiful, active, and livable city the CSSD participates in many public activities held around the city including:

- Mayor Dana L. Redd’s “Camden Clean” Campaign
- Three Kings Day
- KIPP Cooper Norcross Academy Family Festival
- Camden Night Garden 1 and 2
- Camden Sprouts
- Fairview 5K
- Sunset Jazz Concerts

CSSD: Clean & Safe by the Numbers

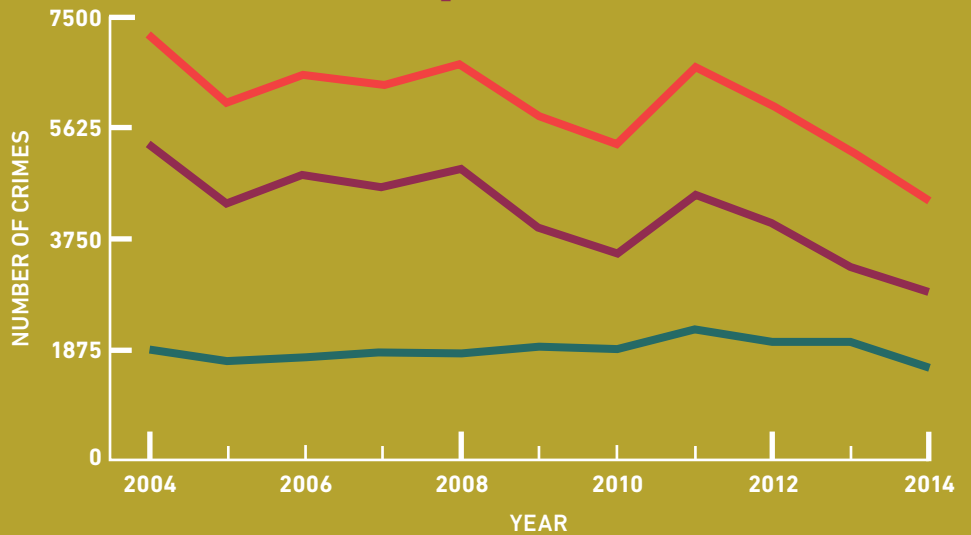
HOSPITALITY	
Trash by Bag Count	30,894
Trash by Pounds	617,880
Graffiti, Handbill and Gum Removed	856
Powerwashing Hours	33
Snow Removal Hours	98
Hazardous Materials Removed	1,251
CLEANING ACTIVITY	
Directions/Information Provided	4,516
Assistance and Referrals for Homeless Provided	419



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Camden City Crime Trends 2004-2014



CRIME INDEX*

NON-VIOLENT CRIME

VIOLENT CRIME

*Crime index includes Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft.

Violent Crime Statistics

	2012 vs.2014	2013 vs. 2014
Murder/Manslaughter	-49%	-35%
Rape	-32%	-13%
Robbery	-29%	-25%
Aggravated Assault, with Firearm	-13%	-16%
Aggravated Assault, without Firearm	-34%	-35%
Total Violent	-21%	-20%
Non-Fatal Shooting Hit Incidents	-47%	-40%
Non-Fatal Shooting Hit Victims	-50%	-46%
Shooting Homicides	-47%	-41%

- Summer Outdoor Exercise and Fitness Classes
- Symphony in C Concerts
- Earth Week Events
- Freedom Festival
- WXPN Weekend
- City of Camden Harvest Festival
- Cooper Norcross Run the Bridge
- New Year's Eve Fireworks
- Cooper's Ferry Partnership Annual Meeting
- City of Camden Holiday Tree Lighting
- Teddy's Toys for Camden Kids, and
- Virtua Neighborhood Festival.

MAKING WAY FOR SAFER COMMUNITIES:

CAMDEN'S DEMOLITION PROJECT Since 2010, the City has demolished 464 abandoned properties and boarded-up 2,272 properties. Included in this total of 2,272 are 84 Safe and Secure board-ups, which cements first floor and basement windows and Perma-Seal the doors. Most recently, in an effort to address vacancy in Camden's neighborhoods, the City began working to acquire properties for rehabilitation and future development.

OPPOSITE, TOP: The CSSD works to clean, green and maintain hundreds of vacant lots throughout the city.

OPPOSITE, BOTTOM: CSSD Ambassadors assist the New Jersey Tree Foundation with a planting in Roosevelt Plaza Park.

RIGHT: Camden Metro officers meet with local youth during a community day event in the city.

CAMDEN COUNTY METRO POLICE DEPARTMENT

In 2014, the Camden County Police Department made significant strides in reducing crime and improving public safety. In its first full year of operation, the force reduced homicides and shootings by 50 percent and reduced violent crime by almost 30 percent.

The Camden County Police Department is gaining national media coverage for its community policing model that is improving quality of life by increasing the number of officers on the streets. The Department continues to focus on community engagement by fostering a robust dialogue with citizens throughout the city. The Department continues to focus on community relations and improved technology as a way to continue to make Camden a safer city.



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CAMDEN SPECIAL SERVICES DISTRICT SUPPORTERS

The CSSD would like to recognize and thank the following governmental agencies, institutional stakeholders, banks, and local businesses for their support of our mission.

Adventure Aquarium

CAMcare

Camden County College

Camden County
Department of Events &
Community Outreach

Camden County
Department of Parks

Camden County
Improvement Authority

Camden County
Municipal Utilities
Authority

Camden Redevelopment
Agency

Campbell Soup
Company

Center for Family
Services

City of Camden

Cooper Foundation

Cooper Health System

Coriell Institute

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NJ Transit

New Jersey Tree
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Planned Parenthood

PNC Bank

Rowan University

Rutgers University-
Camden

St. Joseph's Carpenter
Society

Susquehanna Bank

Susquehanna Bank
Center

SUPPORTERS

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The Camden County Improvement Authority	New Jersey Economic Development Authority
Fund for New Jersey	New Jersey Tree Foundation
New Jersey Department of Community Affairs	New Jersey Department of Transportation
New Jersey Economic Development Authority	Rutgers Cooperative Extension Water Resources Program
New Jersey Housing and Mortgage Finance Agency	United States Department of Environmental Protection
New Jersey Department of Environmental Protection	

In addition to our annual Board of Directors, Cooper's Ferry Partnership would like to thank the following for their investment and support:

ArtPlace America	The Kresge Foundation
Bank of America Charitable Foundation	TD Charitable Foundation
Camden Urban Enterprise Zone	Verizon Foundation
Campbell Soup Foundation	Wells Fargo Foundation
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CamConnect	Cooper Medical School of Rowan University	NJ Transit	Susquehanna Bank Center
Camden Coalition of Healthcare Providers	Delaware River Port Authority	New Jersey Tree Foundation	The Cooper Foundation
Christopher Hoffman Camden County		Riversharks	



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