



2016 ANNUAL REPORT

CAMDEN RISING

PREPARED BY COOPER'S FERRY PARTNERSHIP

#CAMDENRISING

A MESSAGE FROM

THE MAYOR

During his visit in May, President Obama came to the Kroc Center and declared Camden "a symbol of promise for the nation."

This declaration was an affirmation of all the positive change occurring in Camden—a testament to the resiliency and fortitude of our residents, the dedication of our local, state, and federal elected officials, and the infusion of public-private investment into the city. The President's words gave so many of us renewed optimism for the future of our city.

It takes a coordinated effort and a dedicated team to lay the groundwork for Camden's turnaround, supported by partners at all levels of government. Over the past year, we worked hard to foster a number of strong public-private collaborations that leverage resources while maximizing the city's economic and social growth. Important relationships like the one we enjoy with Cooper's Ferry Partnership, combined with a holistic approach to revitalization, are truly transforming the City of Camden. These collaborations are helping to spur unprecedented economic activity, while improving the quality of life for residents and building a stronger community.

Restored investor confidence, made possible by the Economic Opportunity Act of 2013, has resulted in increased business interest and noteworthy relocations to Camden. Last September, Liberty Property Trust announced a \$1 billion investment that will redefine the Camden Waterfront by creating valuable office space, a hotel, retail space, and residential space. This campus represents the largest private sector investment witnessed in

our city. Other corporations, such as Holtec International, the Philadelphia 76ers, and Subaru of America are breaking ground here as well, joining Lockheed Martin, Campbell Soup Company, Cooper University Hospital, MD Anderson Cancer Center at Cooper, The Salvation Army Kroc Center, and others as our newest corporate citizens.

The influx of large organizations that are committed to the regeneration of Camden also results in employment opportunities, one of the major focus areas of my administration.

Significant investments are underway in the areas of public safety, education, infrastructure improvements, and neighborhood development. Crime rates have dramatically decreased as a result of the work of Camden County Police Department. The result of what is now recognized as a national model for community-based policing is evident throughout the city's neighborhoods as officers interact with residents, while children play freely in public spaces, parks, and in front of their homes.

As Camden's physical and economic landscape improves, we also see bright beacons of hope for an educational system that for far too long underserved our students. There is no doubt we need great schools that deliver high quality education. We continue to work with stakeholders from across the city to do whatever is necessary to ensure our students receive the education they deserve.

Neighborhood stabilization is occurring in the form of large scale demolition, increased affordable housing, new, quality market rate housing units and ongoing investments into green and gray infrastructure, like those seen in Von Niede Park and in the \$4 million rehabilitation of North Camden's Pyne Poynt Park.

Enhancements along commercial corridors and throughout our parks and public spaces are helping to make our neighborhoods safer, and offering residents a more stable place to live. We are focusing on improving quality of life issues by removing blight, eliminating derelict structures, and reclaiming our public spaces. With Camden's Federal *Promise Zone* designation, we are ushering in additional resources that will make our neighborhoods stronger and better.

By investing in our city's social and cultural fabric, we embrace a creative Camden that is rich and vibrant in the arts. We have and will continue to utilize creative placemaking and public art as a means to assemble residents, workers, and visitors in Camden's civic spaces. Additionally, we hosted a mix of locally produced cultural exhibits and special events to attract those interested in supporting our ever-growing number of local artists.

Finally, great cities must be known as premier destinations and I am proud to say that Camden is quickly becoming an exciting place to be! The variety and quality of special events and attractions in and around the Camden Waterfront directly contributes to that change. We welcome more than three million visitors to the waterfront annually and know that by working cooperatively with Camden County and the City of Philadelphia to promote "Two Cities One Waterfront," we will continue to deliver even more top-notch events.

As I look toward the future of this great city, there are still many hopes and dreams that need to be realized. I invite additional corporate and nonprofit partners to step forward

and bring their own unique passion and commitment to our city. New ideas breed new opportunities that I am certain will benefit our citizens and our economy.

Camden has been reinvigorated and is coming to life. I feel it when I talk to residents or visit with business and civic leaders. I feel a city whose people understand that the sum of these initiatives is greater than the impact of each one individually. I feel a city that is renewed by all the possibilities and opportunities that lie before it.

Camden is a city rising—there is a bright and promising future ahead for us all. Let's continue to work together to lift our city up and build upon the strong foundation we have laid for our future generations.

Sincerely,



THE HONORABLE DANA L. REDD
Mayor
The City of Camden



A MESSAGE FROM

COOPER'S FERRY PARTNERSHIP BOARD CO-CHAIR

What an exciting time it is to be in Camden.

The city is rising and our business community is growing.

Our economic and community development investments are yielding incredible results, and our momentum is unstoppable.

We have welcomed new companies—big and small—to the city in 2015, bringing in new jobs and creating new growth.

Our schools are experiencing a renaissance like no other, and our neighborhoods are healthier and safer thanks to investments by many partners.

As President of The Cooper Foundation, I am especially proud of the investment and commitment made to Camden's rising by Cooper University Health Care.

The excitement is everywhere—from Lanning Square to Parkside, from North Camden to Fairview.

I invite you to see for yourself. Come take a tour of our city. Meet with our elected officials. Talk to our business leaders.

You will see firsthand that Camden is rising, and that now, more than ever, is the time to be here.

Sincerely,



SUSAN BASS LEVIN
*Co-Chair, Board of Directors
Cooper's Ferry Partnership*



A MESSAGE FROM

COOPER'S FERRY PARTNERSHIP

Camden City is methodically putting in place the building blocks necessary to create sustainable change.

The difficult decisions Mayor Dana L. Redd made for Camden created an opportunity for the city to rise above its reputation and shine once again as a City Invincible.

Subaru of America, Holtec International, and numerous other companies responded to these positive changes by making Camden City their new home. Liberty Property Trust announced a "\$1 Billion" Camden Waterfront mixed-use project, building 1.4 million square feet of new commercial property and housing opportunities in the city.

Camden's creative community came together and created an award-winning placemaking project in Roosevelt Plaza Park. Several commercial corridors and parks throughout the neighborhoods, including Von Nieda and Pyne Poynt Parks, were reimagined to create new opportunities for residents and children to interact and play organized sports. The city even hosted major events like Tall Ships Philadelphia-Camden and Camden Jam, uniting thousands of residents and visitors.

These efforts work together to increase economic activity, revitalize communities, and improve the quality of life for Camden City residents. Cooper's Ferry Partnership is pleased to do its part to make these initiatives and others come to fruition through the hard work and dedication of its Board of Directors, staff, and our community partners.

For more than 30 years, our organization helped foster innovation to transform Camden into a flourishing community and economic urban hub. This is our mission and the driving force behind all projects, initiatives, and work. Our work ensures that all new

development initiatives and reforms complement the city's comprehensive, strategic revitalization efforts. Our organization leverages private capital and foundation support to further the Mayor's vision for the city and invest in the people that matter most, Camden City residents.

Camden is experiencing growth in every sector of its urban core, due in large part to the creative collaborations and reform happening in the city.

On behalf of Cooper's Ferry Partnership, its staff and Board of Directors, we hope you are as excited as we are in Camden's potential, opportunities for growth, and new development. It is an exciting time to live, work, learn, invest, and visit this great city. Please join us in supporting Camden, its vision for the future, and become a part of this City Rising.

Sincerely,



ANTHONY J. PERNO III
*President & Chief Executive Officer
Cooper's Ferry Partnership*



TABLE OF CONTENTS

PAGE
08
GETTING TO
CAMDEN

PAGE
14
LIVE
CAMDEN

PAGE
24
LEARN
CAMDEN

PAGE
32
INVEST
CAMDEN

PAGE
44
WORK
CAMDEN

PAGE
52
VISIT
CAMDEN

PAGE
60
CREATIVE
CAMDEN

PAGE
66
PLAY
CAMDEN

PAGE
74
CLEAN
& SAFE
CAMDEN

PAGE
80
HEALTHY
CAMDEN

PAGE
96
SERVE &
PROTECT
CAMDEN

PAGE
102
CREDITS



TRANSPORTATION

GETTING TO CAMDEN

Camden is better connected to the greater tri-state region than ever before.

Infrastructure investments and active, reliable transportation networks bring more and more people into the city each day. Located just across the Delaware River from Philadelphia, Camden is easily accessible by car, bike, public transit, and ferry—making it the ideal place for both residents and visitors to visit, work, live, and explore.

TRAVEL MADE EASY

PUBLIC TRANSIT

In the heart of downtown Camden, the **Walter Rand Transportation Center** is a major transportation hub for NJ Transit train, light rail, and bus lines throughout the Southern New Jersey region and beyond. Twenty-six regional NJ Transit bus lines travel through the Center on a daily basis, connecting travelers to Philadelphia, New Jersey, New York, and surrounding communities.

The **PATCO High Speed Line** provides quick rail transit between Center City, Philadelphia and stations throughout the New Jersey suburbs. PATCO connects to NJ Transit rail lines to Atlantic City and all major SEPTA regional rail and subway lines in Philadelphia and surrounding regions.

The PATCO Broadway rail station in the Walter Rand Transportation Center offers a direct link to NJ Transit's River LINE rail system and various regional bus lines.

The **NJ Transit River LINE** light rail service operates in a 34-mile corridor in New Jersey between Camden and Trenton. At the Walter Rand Transportation Center, the River LINE

transfers to PATCO and NJ Transit bus service lines. The River LINE provides access to Amtrak's Northeast Corridor line and NJ Transit trains to both New York City and Atlantic City from the Trenton Transit Center.

The **RiverLink Ferry** crosses the Delaware River from Philadelphia to the City of Camden between Penn's Landing and the Camden Waterfront, with daily service between Memorial Day and Labor Day, and an express schedule for concerts and special events.

The 2015 RiverLink Ferry season saw **83,000 ROUND TRIP PASSENGERS** utilizing the ferry transportation system from Memorial Day in May to the end of the concert season in September.

Adding three new ferry shuttles in 2015 served waterfront visitors on both sides of the river during the Tall Ships Philadelphia-Camden festival in May. In August, these shuttles provided scenic waterfront tours.

10

CAMDEN WATERFRONT

- 1 Rutgers Baseball 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 BB&T Pavilion
- 10 Vitarelli's Restaurant
- 11 Victor's Pub
- 12 Market St. Pizza
- 13 Gallery Eleven One
- 14 Philadelphia 76ers

UNIVERSITY DISTRICT

- 15 Board of Education
- 16 Johnson Park
- 17 Rutgers-Camden Community Park
- 18 Rutgers Recreation Center

UNIVERSITY DISTRICT

- 19 Rutgers Graduate Student Housing
- 20 Subway
- 21 7-Eleven
- 22 Gordon Theater
- 23 Steadman 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

DOWNTOWN CAMDEN

- 33 The Victor Building
- 34 U.S. Courthouse
- 35 U.S. Post Office
- 36 Rutgers-Camden School of Nursing
- 37 Volunteers of America

DOWNTOWN CAMDEN

- 38 Friends Meeting House
- 39 BridgeView Building
- 40 CAMcare
- 41 Cathedral of Immaculate Conception
- 42 County Administration Building
- 43 City Hall
- 44 Roosevelt Plaza Park
- 45 L-3 Communication Systems-East
- 46 Waterfront Technology Center
- 47 Hall of Justice
- 48 Walt Whitman House
- 49 Walter Rand Transportation Center
- 50 Police Headquarters
- 51 Ronald McDonald House
- 52 A Little Slice of New York
- 53 BB&T Bank

HEALTH SCIENCES CAMPUS

- 54 Cooper University Hospital
- 55 Coriell Institute for Medical Research
- 56 Cooper Medical School of Rowan University
- 57 MD Anderson Cancer Center at Cooper
- 58 KIPP Cooper Norcross Academy at Lanning Square



KEY

- P Public Parking
- NJ Transit Local Bus Route
- ★ Historic Site
- P Event Parking
- River LINE Route/Stop
- Greenway Trails/Pedestrian Paths
- Highways
- PATCO Route/Station
- Bus Station
- RiverLink Ferry

DOWNTOWN
CAMDEN
& CAMDEN
TRANSIT

30

Campbell's →

676

TO WALT WHITMAN BRIDGE →

ROADWAYS

Downtown Camden is accessible to all major South Jersey roadways and transportation arteries. Camden is connected to Philadelphia by two major roadway connectors across the Delaware River—I-95 via the Benjamin Franklin Bridge, and I-76 via the Walt Whitman Bridge.

Downtown Camden is an easy 20-minute drive from Exit 4 on the New Jersey Turnpike and connects ancillary roadways including I-295, I-676, Route 42, Route 55, and Admiral Wilson Boulevard.

DRIVING TIME & DISTANCE TO DOWNTOWN CAMDEN



BENJAMIN FRANKLIN BRIDGE

The Benjamin Franklin Bridge is the primary connector between Philadelphia and Camden. Providing travelers a convenient way to cross the Delaware River, the bridge supports thousands on a daily basis who drive, walk, bike, or take a train between the two cities.

The bridge's pedestrian and bicycle pathways are part of an active and elaborate transportation network connecting Philadelphia and Camden. In Camden, these trails are a part of the Camden Greenway, connecting people to jobs, communities, and parks as part of the Circuit, Greater Philadelphia's regional trail network.

Improvements are continually made to the bridge, ensuring better access and ease of travel for the more than 116,000 individuals who bike, run, and walk across the bridge. The Delaware River Port Authority (DRPA) is replacing the southern side pedestrian steps, off Pearl Street, with a bike-friendly ramp. The ramp will allow pedestrians and bicyclists to cross the bridge without traversing a set of stairs, and eliminate the narrow

section of existing walkway. Starting east of 3rd Street and ending at 5th Street in Camden, construction will start once funding is secured.



FAST FACT:
 Bicycle ridership over the Benjamin Franklin Bridge between Camden and Philadelphia increased **162.5%** from 2006-2015

^ A BIKE RIDER CROSSING THE BENJAMIN FRANKLIN BRIDGE PATH TO CAMDEN

COMMUNITY &
NEIGHBORHOOD

LIVE CAMDEN

14

Camden is rising as the region's business, education, and residential center. Existing residents and businesses proudly call Camden home—supporting improvements to community programming, neighborhood initiatives, and infrastructure upgrades that make the city a better place to live and do business.

New workers, students, and residents are spurring unprecedented investment in affordable and market rate housing and new neighborhood amenities.

Camden's urban planning and resiliency preparedness are priming the city as a real regional destination

for urban living. The city's leaders, neighborhoods, partnering organizations, and businesses earn tremendous accolades for their ever-growing list of accomplishments.



15

^ CAMDEN CITY RESIDENTS AT CAMDEN JAM 2015
IN ROOSEVELT PLAZA PARK AT CITY HALL



^ PRESIDENT BARACK OBAMA AT THE KROC CENTER, MAY 2015

LIFE IN CAMDEN

As a city rising, Camden is experiencing unprecedented change and growth.

Camden was named a federal *Promise Zone* in April 2015, giving the City an edge in seeking federal funds and expertise for its turnaround efforts. Launched in 2014 by President Barack Obama, the Promise Zone program helps high-poverty areas compete for federal aid and boosts economic activity, reduces violent crime, and upgrades standards of living. Camden is assisted by a federal staffer and AmeriCorps volunteers in identifying and securing new opportunities. Through the valuable support of the Department of Housing and Urban Development, the Mayor's Office and the Center for Family Services are coordinating city-wide revitalization efforts.

More information is available at
[WWW.CENTERFFS.ORG/
 CAMDEN-PROMISE](http://WWW.CENTERFFS.ORG/CAMDEN-PROMISE)

Through the support of outstanding public servants, elected leaders, and the Promise Zone designation, life in Camden is now spurred by three major driving forces: neighborhood amenities, strategic neighborhood plans, and city infrastructure investment. These elements benefit existing city residents, while preparing for incoming workers and new residents.

COMMUNITY AMENITIES & PROGRAMMING

ENSURING SAFER NEIGHBORHOODS

The City of Camden and the Camden County Improvement Authority (CCIA) are dedicated to safely securing Camden's abandoned properties and vacant buildings to ensure that residents are safe and protected. Unsafe structures scar neighborhoods, and harbor illegal activity.

Camden's financial stability enabled it to issue a bond of \$8 million to support the demolition or boarding up of unsafe, abandoned structures throughout its neighborhoods. This ensures that vacant lots and abandoned homes are either safely demolished or rehabilitated and maintained through public-private partnerships with groups like the Camden Special Services District and the Department of Public Works.

The City of Camden and CCIA continues to identify and strategically acquire additional properties for rehabilitation and future development. These restoration efforts will attract and spur new development in neighborhoods across the City.

NEW MARKET RATE HOUSING

Private and nonprofit housing developers are creating new market rate housing.

M&M Development, a Newark, NJ-based firm, received \$3 million in Economic Opportunity Act incentives to renovate a formerly vacant six-story, 32-unit historic apartment building in downtown Camden along Cooper Street, a \$10 million project. M&M co-owner Maria Yglesias, who has built, rehabilitated, and sold dozens of homes in the Lanning Square neighborhood near Cooper University Hospital, says, "There's a generation of people looking to go back to the cities."

At Cooper Medical School of Rowan University, Iron Stone Strategic Capital Partners is building and renovating 56 units on six lots directly across from the medical school. Retail spaces on the ground floor are creating a vibrant commercial corridor, and the units are primarily occupied by medical students.

LIVECAMDEN.ORG

is a clearinghouse of information about buying a home and living in Camden. Whether you are moving to Camden for work or just to experience a new city, use this site for information on available financial incentives, detailed information on Camden's unique historic neighborhoods, and local amenities. Come, Live Camden!



^ THE SALVATION ARMY'S KROC CENTER

IMPROVING QUALITY OF LIFE THROUGH INNOVATIVE COMMUNITY PROGRAMMING

The Salvation Army Ray and Joan Kroc Corps Community Center

Located at 1865 Harrison Avenue on a remediated landfill site, The Salvation Army's \$90 million, 120,000-square-foot, state-of-the-art Ray and Joan Kroc Corps Community Center is a beacon of hope and success. In its inaugural year, the Kroc Center staff developed a variety of program offerings, hosted an array of events, gave thousands of tours, provided jobs to 70 city residents, launched camps, delivered powerful sermons, and even hosted a visit from President Barack Obama.

The Kroc Center was envisioned as a place where families, children, and residents of all ages could come and enjoy a variety of activities and programming. The Kroc Center's gymnasium and athletic fields are hubs of athletic activity, with instructional camps and basketball, soccer, and baseball leagues, in addition to its swim and pickleball teams. The Kroc Center hosted 951 structured physical education activities, from

spin and Zumba classes to yoga and swim lessons, with more than 8,000 participants in 2015. Additionally, there were 7,443 unstructured activities—with more than 146,000 participants enjoying open gym, open swim, the fitness center, and basketball courts.

By the end of the first month of operations, the Kroc Center surpassed 2,000 members. The member number jumped to more than 5,000 members in February, and reached 8,000 members in July.

The Kroc Center's strategic partnerships with local businesses and organizations expands its program offerings to better serve the community. The Kroc Center is home to the Choice Food Pantry, presented by Subaru, which helps hundreds of families each month select food based on need and preference. The Kroc Center's Homeless Outreach gathers throughout the week to serve homeless individuals and families at various locations throughout Camden.

More than 200 volunteers contributed over 12,000 service hours in the Kroc Center's inaugural year, and volunteer groups, including Subaru, Campbell Soup Company, Virtua, Wells Fargo, Caliper, Faces of Change, Camden Children's Garden, and many more provided an additional 5,500 hours of service.

"Our goal at the Kroc Center is a simple but incredibly important one: to holistically support children and adults in reaching their full potential."

—MAJORS TERRY & SUSAN WOOD,
 KROC CENTER ADMINISTRATORS,
 THE RAY AND JOAN KROC CORPS
 COMMUNITY CENTER

ConnectHome Convening Initiative

The ConnectHome initiative is a collective effort between communities, the private sector, and the federal government that bridges the digital divide by bringing high-speed Internet access and improving digital literacy to more families across the nation, particularly those in public housing.

With the support of President Barack Obama and HUD Secretary Julian Castro, the pilot program launched in July in a total of 27 cities, including Camden.

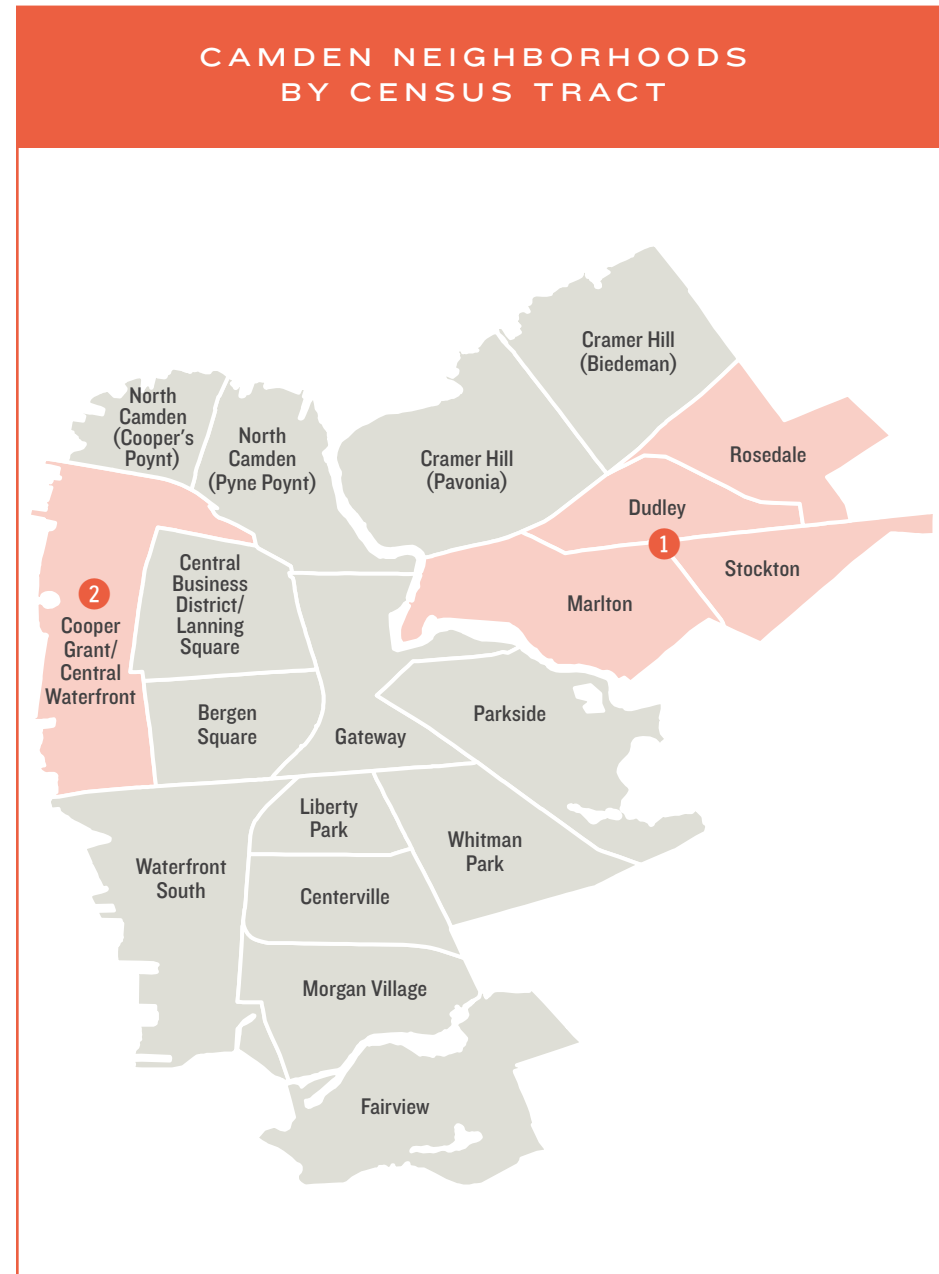
"ConnectHome Convening" offers expanded broadband access, technical training, and digital literacy programs for residents living in assisted housing units within the city. The City of Camden and the Housing Authority of the City of Camden collaborate with Comcast, nonprofits, and the private sector for this project.

Camden Clean Campaign

Fulfilling her promise to clean up Camden, Mayor Dana L. Redd established the Camden Clean Campaign to restore pride and respect in the city by organizing residents, nonprofits, and local businesses to clean up their neighborhoods. Thanks to the generosity of PNC Bank, this greening initiative has gained momentum over the past six years and attracts volunteers in and outside of the city. Each summer, the campaign visits neighborhoods to clean and green parks, lots, and buildings. Additionally, the campaign beautifies exterior facades of abandoned buildings, painting them and planting shrubs and other decorative greenery. Residents also obtain information about city run programs on these occasions.

NEIGHBORHOOD PLANS

Cooper's Ferry Partnership (CFP) and the City of Camden prioritize creating and enacting neighborhood plans to ensure that residents' needs and wants are addressed and implemented in a responsive manner.



1 EAST CAMDEN

East Camden Neighborhood Plan Implementation

CFP partnered with St. Joseph's Carpenter Society (SJCS) to develop and implement a resident-driven neighborhood plan for the East Camden community. The award-winning plan, *My East Camden: Many Voices, One Vision*, provides a comprehensive outline for the neighborhood—focusing on corridor revitalization and neighborhood stabilization.

CFP and SJCS, along with neighborhood partners the Hispanic Family Center, Urban Promise, and the YMCA of Burlington and Camden Counties, secured implementation funding from the Wells Fargo Regional Foundation and the New Jersey Department of Community Affairs' *Neighborhood Revitalization Tax Credit Program (NRTC)*. The five-year, \$750,000 grant will support projects to foster housing and commercial redevelopment, infrastructure improvements, job development and training, youth leadership, and programming to support healthy kids initiatives.

An additional \$985,000 grant from the NRTC provides ongoing support for Camden Special Services District's Clean and Safe Ambassadors along the Federal Street Corridor and supports Gateway District enhancements, including colorful banners throughout the commercial corridor and streetscape improvements at the busy five-point intersection.

“Over the last ten years, the Wells Fargo Regional Foundation (WFRF) has invested almost \$3 million in Camden to help communities develop and implement resident-driven neighborhood revitalization plans that address the human, physical, and capital needs of the community. Camden is an example of the synergy of multiple WFRF investments in a single small city, where our investment has leveraged millions of dollars in state, federal, and private funding for neighborhoods that are home to more than half of the city's population.”

—DENISE MCGREGOR ARMBRISTER, SENIOR VICE PRESIDENT & EXECUTIVE DIRECTOR, WELLS FARGO REGIONAL FOUNDATION

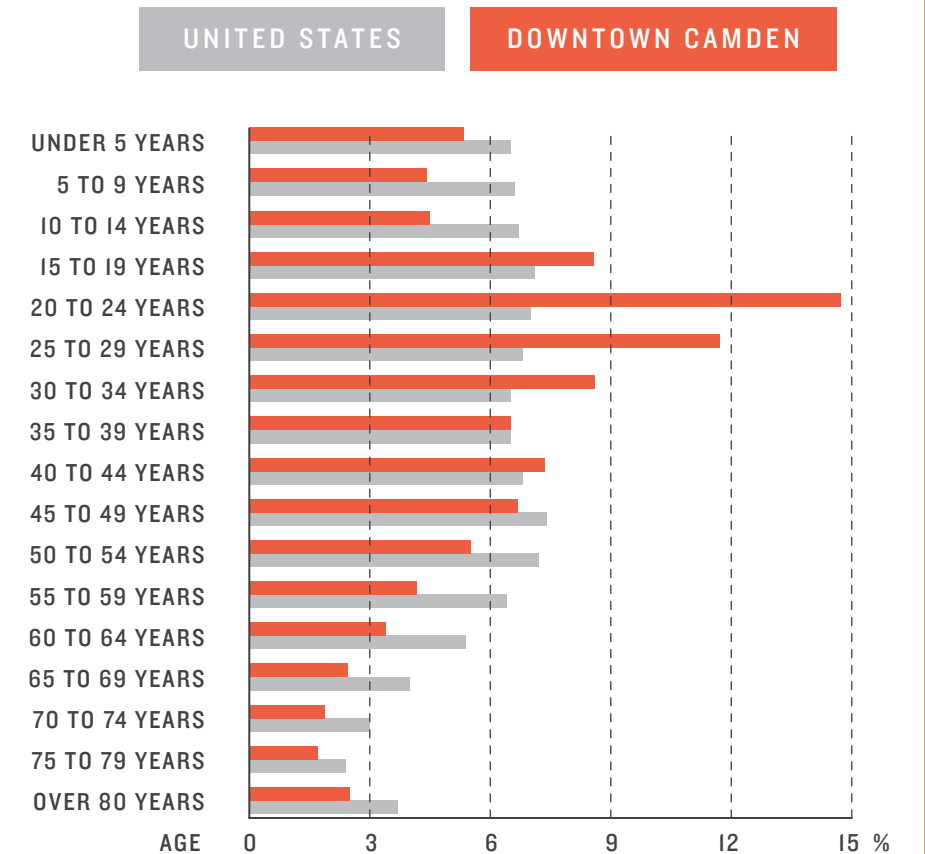
Now, CFP is working alongside project partners, the City of Camden, and Camden County on the corridor and Gateway District enhancements along Federal Street, Westfield Avenue, and Baird Boulevard.

2 COOPER-GRANT/ CENTRAL WATERFRONT

Cooper-Grant/Central Waterfront Neighborhood Plan
CFP collaborated with the Cooper-Grant Neighborhood Association (CGNA) to develop a community-driven neighborhood plan to provide a framework for future development that aligns with the community's overall vision.

Significant stakeholder and community involvement ensured the plan's successful completion. Residents and stakeholders contributed through surveys, steering committee meetings, public forums, and personal interviews. CFP, CGNA, and all project stakeholders are grateful to the Wells Fargo Regional Foundation for the generous \$100,000 grant that funded the plan.

DOWNTOWN CAMDEN & NATIONAL AGE PROPORTIONS



Source: 2010 U.S. Census



^ REPRESENTATIVES FROM THE WILLIAM PENN FOUNDATION, CITY RESIDENTS, AND LOCAL LEADERS CELEBRATE THE EXPANSION OF THE CAMDEN GREENWAY TRAILS

INFRASTRUCTURE INVESTMENTS

20

Since 2013, the City of Camden has experienced rapid and unprecedented neighborhood development. It is vital that Camden's city infrastructures are holistically evaluated and strategically updated on a regular basis to support growing commercial, residential, student, and visitor traffic.

Under the leadership of Mayor Dana L. Redd, Cooper's Ferry Partnership (CFP) is implementing dedicated active transportation infrastructure into the City of Camden's overall comprehensive economic development strategy. For more than a decade, CFP has collaborated with the City of Camden and Camden County to secure support from federal, state, and private partners for infrastructure improvement projects throughout the city. These projects not only improve city-wide transportation and access, they better connect the city with the greater surrounding region.

CAMDEN GREENWAY CIRCUIT TRAILS PROJECT

The Camden Greenway Trail Network includes more than 128 miles of trails throughout the City of Camden, and provides mobility alternatives to the region's residents, bicyclists, and pedestrians. Working with Mayor Dana L. Redd's administration, CFP works with community organizations, advocates, and anchor institutions to remediate a lack of viable pedestrian and bicycle trails throughout the city, and with



^ RESIDENT CYCLISTS UTILIZE CAMDEN GREENWAY TRAILS OUTSIDE OF THE KROC CENTER

the Circuit Trails Coalition help to expand the Circuit and connect Camden to the vast regional network of hundreds of miles of interconnected trails in Southeastern Pennsylvania and Southern New Jersey. Camden is joining the movement to complete 750 miles of trails across the nine-county region in Pennsylvania and New Jersey.

Camden's long-term goal is to create an off-road trail along the entire Camden Waterfront. Work is underway to obtain the land parcels and funding needed to make the off-road trail project a reality. In the meantime, CFP successfully secured a William Penn Foundation grant to design and construct 4.3 miles of on-road trails that connect key nodes of activity throughout the city, from the Camden Waterfront to 36th Street in Cramer Hill. The trails significantly improved access to the Benjamin Franklin Bridge, The Salvation Army's Ray and Joan Kroc Corps Community Center, anchor institutions, public spaces and parks, commercial corridors, and North Camden and Cramer Hill.

"The new bike trails will help enrich the city's open spaces, inviting both residents and visitors to enjoy the many recreational opportunities that Camden has to offer."

—CAMDEN MAYOR DANA L. REDD

NEW JERSEY DEPARTMENT OF TRANSPORTATION'S LOCAL TECHNICAL ASSISTANCE PLANNING STUDY

The City of Camden won a New Jersey Department of Transportation (NJDOT) *Local Technical Assistance (LTA) Planning Study* grant to update the *Camden GreenWay Trail Location Study*. The study identifies ways to fully connect Camden's trails to the Circuit Trails network.

Active trails, trail access, and public spaces are an integral part of improving Camden as a place to live and work.

Learn more at ConnecttheCircuit.org and connect with the Circuit Trails on Facebook, Twitter and Instagram to find out what is happening **#ONTHECIRCUIT.**



A steering committee of city, county, and state representatives, residents, cyclists, and walking advocates is overseeing the updates to the original *Camden GreenWay Trail Location Study* and the necessary follow-up measures to ensure important improvements are made to the Greenway.

THE CIRCUIT TRAILS COMMUNICATIONS PLAN

Through the generous support of the William Penn Foundation, Rails-to-Trails Conservancy and Devine + Partners are working with the Circuit Trails Coalition to develop a new, cohesive Circuit Trails brand, website, and strategic communications plan scheduled for an April 2016 launch. The plan will build strong regional awareness of the Circuit Trails as a vast, regional network; identify individual trails and trail organizations as part of the Circuit Trails; amplify the Coalition's work; and reinforce the Circuit as a comprehensive trail network and important regional amenity, connecting people to jobs, communities, waterways, parks and more.

CAMDEN GREENWAY TRAIL DESIGN GUIDELINES

Safe, convenient, and well-designed trails encourage bicycle and pedestrian activity. Over the last five years, Cooper's Ferry Partnership (CFP), in cooperation with the NJDOT, Camden County, the City of Camden, Camden Greenways, Inc., the Rails-To-Trails Conservancy (RTC), and neighborhood partners, built support for the development of a comprehensive, interconnected

network of trails centered in Camden and reaching into other Camden County municipalities, Gloucester and Burlington counties, and Philadelphia.

It is apparent that implementing a countywide trail system requires design and quality consistency. CFP is establishing the *Camden GreenWay Trail Design Guidelines* to guide the Camden Greenway's future development. In 2015, CFP sought a consultant to develop this guidelines document, with the goal of establishing a set of standards to uniquely address each type of potential trail condition within the Camden Greenway.

"These improvements further enhance Camden's network of bicycle trails, while beautifying our city's streets and fostering economic development along these essential corridors."

—ANTHONY J. PERNO III, PRESIDENT & CHIEF EXECUTIVE OFFICER, COOPER'S FERRY PARTNERSHIP

< CYCLISTS TRAVEL ON THE NEWLY EXPANDED CAMDEN GREENWAY TRAILS

21

RIVER ROAD IMPROVEMENT INITIATIVE

Cooper's Ferry Partnership (CFP) is working with the City of Camden, Camden County, and the Cramer Hill Community Development Corporation (Cramer Hill CDC) to complete the River Road Improvement Project. Through federal funding support, the project will reduce truck traffic, increase pedestrian safety, and construct streetscape improvements to create a vibrant corridor and promote investment along River Road—Cramer Hill's primary commercial corridor. The project area begins at State Street in Camden and ends at Sherman Avenue in neighboring Pennsauken. Traffic Planning and Design, Inc. of Camden will complete design and begin construction in 2016.

COOPER STREET TRAFFIC IMPROVEMENT PROJECT

In 2005, the New Jersey Department of Transportation (NJDOT) funded a comprehensive traffic study that identified deficiencies on this major gateway through downtown Camden. CFP secured funding and completed a signal, pedestrian, and traffic improvement plan to improve Cooper Street's safety and functionality between Delaware Avenue and Haddon Avenue. ABR Consultants, LLC of Camden and CFP worked with stakeholders to design and engineer the improvements.



^ BICYCLE LANES ON DELAWARE AVENUE

Final design is complete, and features two through lanes of traffic, both east and westbound, from Delaware Avenue to Haddon Avenue, which eliminates bottlenecks in front of the Federal Courthouse. Plans include installing a

new traffic signal at 6th Street, removing the median to allow traffic to travel south to Market Street, and several traffic calming and pedestrian safety measures.

7TH STREET GATEWAY ENHANCEMENT PROJECT

Cooper's Ferry Partnership (CFP) and the City of Camden are designing and constructing improvements to 7th Street in North Camden, between Linden and Elm Streets. This area was identified as a priority project in the *North Camden Neighborhood Plan*. The improvements will transform this street segment—improving North Camden's public image, increasing the neighborhood's attractiveness for future investments, calming traffic, and increasing public safety. The street is heavily used by all modes of transportation, and has suffered significant deterioration.

The new design plan narrows the roadway, upgrades traffic signals, constructs a planted median, and adds bicycle lanes and streetscape enhancements. These improvements ensure safety and increase mobility for pedestrians, cyclists, and individuals utilizing wheelchairs.

Traffic Planning and Design, Inc. (TPD) of Camden is the engineering consultant for the project. TPD and CFP formed a steering committee of residents and stakeholders to provide input into the design of the project.

CFP secured funding from the Federal Highway Administration to complete the design and construction phases of this project. In addition, CFP was awarded a New Jersey Department of Transportation Bikeways Grant in June 2015 to construct bike lanes along this segment of 7th Street. Final design will be complete in August 2016.

HADDON AVENUE ROADWAY IMPROVEMENTS

Camden County, in partnership with the City of Camden and CFP, managed a multi-phased street transformation in Camden along a critical segment of Haddon Avenue, as well as adjacent Copewood Street. The project aims to support existing anchors along the corridor, including Our Lady of Lourdes Medical Center, in addition to attracting new investments to the Haddon Avenue District.

Phase 1 includes streetscape improvements along Haddon Avenue from Euclid Avenue to Vesper Boulevard, and Phase 2 covers Haddon Avenue from Vesper Boulevard to Old White Horse Pike, including a section of Copewood Street. Camden County is managing all construction for the project, while CFP led design and community outreach.

DOWNTOWN CORRIDORS TRAFFIC FEASIBILITY STUDY

In 2015, CFP, on behalf of the City of Camden, secured funding through a *Transportation and Community Development Initiative* grant from the Delaware Valley Regional Planning Commission to complete the *Downtown Corridors Traffic Feasibility Study*. The study is analyzing the existing street network to ascertain the appropriate traffic configuration to both complement and spur further investment in the project area, which includes Market, Federal, and 5th Streets, and is timely, given the new projects recently announced in the city. The project is a result of the *2012 Comprehensive Economic Development Strategy* and *2014 Downtown Institutional Plan*, which recommended several comprehensive improvements throughout downtown Camden to increase economic development and spur revitalization in the city.

CFP is working with RWD Consultants, LLC of Camden and the Rowan University School of Engineering, and closely coordinating with stakeholders to ensure that all future build data is incorporated into the analysis. The Rowan collaboration utilizes their state-of-the-art technology and expertise to determine the best configuration of the downtown corridors. The feasibility study will be complete in June 2016.



^ HADDON AVENUE ROADWAY IMPROVEMENTS

EDUCATION

LEARN CAMDEN

Last year brought new education initiatives that deliver opportunities and successful outcomes at all levels.

Camden's educational and medical organizations are among the key drivers leading the city's revitalization, helping fuel new business interests and serving as magnets by attracting other organizations and industries to the area. Demonstrating their commitment to the community by going beyond their missions to provide education and care, these institutions are the backbone of the city, visibly changing downtown Camden's landscape. In Camden's higher education institutions, total enrollment in baccalaureate and advance degree programs increased 5 percent from 2010 to 2014. The number of Camden students enrolled at these institutions in all programs increased 11 percent.

The Camden Higher Education and Healthcare Task Force continues to benefit the City of Camden, having a total 2014 economic impact exceeding \$2 billion and generating more than 2,300 new jobs at its anchor institutions—CAMcare, Camden County College, Cooper Medical School of Rowan University, Rowan University/Rutgers Camden Board of Governors, Rutgers-Camden, and Virtua. Between 2011 and 2014, Task Force members completed or started construction on major capital projects exceeding \$430 million.



PARTNERING TO BRING ABOUT REFORM

The City of Camden and the city's public school system are working with a myriad of partners to implement city-wide education reform. Proposed reforms create a "cradle to career" pathway for Camden youth—ensuring a cohesive and supportive system fostering successful futures for the next generation of city residents. The city's preschool enrollment is at an all-time high and the high school graduation rate rose from 56 to 62 percent.



26

^ A CAMDEN STUDENT AT THE 2015 CAMDEN JAM

ROWAN STEAM ACADEMY—TASTE OF COLLEGE LIFE, PREPARATION FOR THE FUTURE

In 2015, three Camden students were sponsored by the city to attend Rowan STEAM Academy Program. STEAM stands for Science, Technology, Engineering and Mathematics and Art and Design. For years, STEM (Science, Technology, Engineering, and Mathematics) has been an acronym for success in highly technical fields. While STEM studies remain hot college choices, the pairing of STEM with art and design has boosted opportunities to historic highs. The STEAM College Experience Academy at Rowan University features instruction and presentations by top faculty whose lessons propel students upward, toward college and career paths in the STEAM fields.

STEAM Academy gives students a taste of college life and helps better prepare them for their future. The residential program on Rowan's main Glassboro campus was designed to help students not only earn three college credits, but also explore careers in science, technology, engineering, the arts, and mathematics. Students gain valuable insight and tools that will enable them to become more structured and better prepared for their final high school years and overall educational goals.

Over three busy, fun-filled weeks, participants stay in supervised student housing and enjoy buffet-style meals in Rowan's main cafeteria. They exercise and play in the Student Recreation Center, enjoy team-building activities, and take weekend STEAM-focused field trips. And, through immersive leadership training, career counseling, creating personal resumes, and PSAT test-preparation, they actively plan for their future.

This summer the City of Camden hopes to sponsor 12 Camden youth.

School information cards and other progress indicators help educators systematically track the success of schools.

The *Camden Promise Initiative*—a consortium of more than 15 public and private agencies, in partnership with the State of New Jersey—is creating a comprehensive and reliable continuum of services to improve city schools' performance and create more opportunities for students.

PRIMARY AND SECONDARY EDUCATION

CAMDEN COMMITMENT PLAN

Under the direction of Superintendent Paymon Rouhanifard, the Camden City School District is discovering innovative ways and developing strategic programming and curricula to improve the performance of neighborhood schools city-wide—increasing scholastic opportunities for current and future students. In 2015, Rouhanifard presented the *Camden Commitment*—a roadmap to make each institution financially efficient and safer, and more modern and academically rigorous. The 2012 Urban Hope Act enabled the Camden City School District to open and build new Renaissance schools throughout the city, expanding educational options for students and families by offering access to new, quality institutions.



^ STUDENTS AT THE NEW KIPP COOPER NORCROSS ACADEMY SCHOOL OF LANNING SQUARE

OPENING OF THE NEW KIPP COOPER NORCROSS ACADEMY SCHOOL AT LANNING SQUARE

The new KIPP Cooper Norcross Academy, a 110,000-square-foot facility, opened in August 2015 and offers modern classrooms with state-of-the-art technology, art, and music rooms, science labs, a cafeteria, and auditorium space as well as a gym. The campus features extensive recreational amenities including playing fields, outdoor basketball courts, and play areas for younger students. The new school will ultimately serve Pre-K through 8th grade students with guaranteed enrollment for children living in Cooper Plaza and Lanning Square neighborhoods.

The KIPP Cooper Norcross Academy was created in partnership with KIPP NJ, The Cooper Foundation, the charitable arm of Cooper University Health Care, and the Norcross Foundation. The Camden network will include three additional new schools: an elementary school, a middle school, and a high school, eventually serving more than 2,800 students. The first class

of more than 100 kindergarten students attended classes in temporary space during the 2014–15 school year.

HIGHER EDUCATION

RUTGERS UNIVERSITY-CAMDEN

In 2015, Rutgers University–Camden waived tuition in full or by half, dramatically reducing college cost and helping New Jersey families access a Rutgers degree. The first program of its kind among New Jersey's public four-year colleges and universities, *Bridging the Gap* strengthens Rutgers–Camden's commitment to providing access to a world-class Rutgers degree within a supportive campus environment.

BRIDGING THE GAP FINANCIAL INCENTIVES

Offered exclusively to New Jersey residents who will be new first-year undergraduate students enrolling full-time in degree programs on the Rutgers University–Camden campus, the *Bridging the Gap* program greatly reduces student loan debt carried by

Rutgers University–Camden students during their time in school and for years after graduation.

Students apply for the program by completing the 2016-17 Free Application for Federal Student Aid (FAFSA) and may renew their *Bridging the Gap* grant annually provided that they successfully complete 30 credit hours in an academic year and remain in good academic standing. Families with an adjusted gross income (AGI) of \$60,000 or less will receive a grant covering all of their tuition and the general campus fee not already covered by federal and/or state grants. Families with an AGI of \$60,001 to \$100,000 will receive a grant covering 50 percent of their remaining tuition and the general campus fee after any other need-based federal and/or state grants are applied.

“Bold moves are necessary to counter the real debt challenges that face college graduates across the nation. This Rutgers–Camden initiative is an innovative response that is structured to help ensure that every New Jersey student and family seeking a world-class Rutgers education can do so right here in South Jersey.”

—PHOEBE A. HADDON,
CHANCELLOR, RUTGERS-CAMDEN

27



^ RUTGERS UNIVERSITY CELEBRATES ITS 250TH BIRTHDAY

“Our city’s educational and medical institutions have not only played a large role in the physical redevelopment of Camden, but contributed to the overall revitalization of the city.”

—CAMDEN MAYOR DANA L. REDD

“Rutgers University–Camden is a shining example of how universities are taking the traditional curriculum model and incorporating initiatives that teach self-awareness, community engagement, and life-long leadership skills. Rutgers University–Camden is a true leader within the academic community, and we extend our congratulations on this honor.”

—MIKE SMITH, PRESIDENT, THE WASHINGTON CENTER

CIVIC ENGAGEMENT

Rutgers University–Camden holds the distinction of being among the five colleges and universities nationwide chosen from nearly 100 nominations to receive the 2015 Higher Education Civic Engagement Awards presented by The Washington Center and the New York Life Foundation.

CAMPUS CONSTRUCTION

As a long-time anchor institution, Rutgers University continues to expand within the City of Camden to spur economic development. Over the past year, the University constructed a \$55 million student dormitory building and commenced construction on its new \$62.5 million Nursing and Science Building.

The Cooper Street dormitory is divided into more than 100 apartments accommodating approximately 350 students. Hi-tech and environmentally friendly, the 12-story building features wireless internet and a laundry system that sends a text message when a laundry cycle is complete. Environmentally friendly features include ENERGY STAR appliances, compact fluorescent light bulbs and carpets, cabinets and furniture made of recycled materials. Students can step outside onto an enclosed roof for fresh air and study in a nature-friendly space packed with plants.

Funded by the higher education bond referendum of 2012, the Nursing and Science building was designed to house a world-class teaching and research facility with cutting-edge technology, lab space, and classrooms. Located at 5th and Federal Streets, the 100,000-square-foot center is a testament to Camden’s ever-expanding reputation as a center of education and innovation in the realm of health care and the sciences as it anchors the corridor connecting Rutgers with Cooper University Hospital, the Coriell Institute for Medical Research, and the Cooper Medical School of Rowan University.

While building new facilities, Rutgers has not forgotten about the historic properties gracing Cooper Street. In late 2015, the 14-year, \$4.2 million renovation of the historic orange-bricked Queen Anne Revival building at 305 Cooper Street, came to completion. Also known as the Henry Genet Taylor House, the building today serves as a Writers House for Rutgers’ undergraduate and graduate English students.

ROWAN UNIVERSITY-CAMDEN

The newly expanded Rowan University campus in Camden’s Downtown District opened in 2015. Funded by a \$17.6 million state grant, as part of the greater \$750 million *Building Our Future Bond Act*, the campus’ expansion through the addition of a newly renovated building will allow the university to double enrollment numbers, attract students from both the city and greater tri-state region, and significantly expand academic program offerings.

The historic First National Bank and Trust Company building and annex, located at Broadway and Cooper Streets, is now part of the University’s campus. The renovated 44,000-square-foot building will be primarily utilized for instructional and administrative purposes, and can accommodate a greater number of students.

Construction in 2015 saw the complete conversion of the former bank’s lobby into a usable space for college students, as well as a venue to host special functions. The new two-story addition includes a state-of-the-art academic facility with classrooms, student life spaces, computer labs, and administrative spaces to house undergraduate, graduate, degree completion, and professional development programs.

ROWAN UNIVERSITY/RUTGERS UNIVERSITY-CAMDEN JOINT HEALTH SCIENCES

The Rowan University/Rutgers University-Camden Board of Governors Health Sciences Campus is constructing a new \$76 million building in Camden’s Downtown District. When complete, this building will house an array of collaborative programs in the health sciences for students from both universities.

COOPER MEDICAL SCHOOL OF ROWAN UNIVERSITY

Cooper Medical School of Rowan University (CMSRU) first opened as a partnership between the University and Cooper University Health Care in 2012. As the first new medical school in New Jersey in more than 35 years and the only four-year medical school in South Jersey, CMSRU is a mission-driven school that focuses on developing highly skilled and socially-conscious physicians. Applications are sky-rocketing for the highly coveted openings, with more than 5,984 candidates applying for 90 spots in the Class of 2019. The school will celebrate its first graduating class of physicians in May.

CMSRU PHYSICIANS

CMSRU continues to educate its students on the values of a patient-

FAST FACT: CMSRU IN THE COMMUNITY

Each CMSRU student completes a minimum of 40 hours of non-medical service per year in the Camden community, as part of their program.

centered, team-approach to patient care. The school’s unique curriculum provides students with small-group, self-directed learning and early, continuous patient care experience, with an emphasis on patient advocacy, life-long learning and civic responsibility. In the fall of 2015, CMSRU launched a Center for Humanism and the Rona Stern Staut Research Professorship in Humanism and Bioethics.

CMSRU recognizes the positive impact a diverse physician workforce can have on patient care, and continues to embrace diversity across the organization. In 2015, its chapter of the Student National Medical Association (SNMA)—the oldest and largest student-run organization focused on the needs and concerns of minority medical

“Whether increasing educational opportunities for local children, teaching English to Spanish speakers, encouraging the city’s youth to eat right and exercise, or cleaning up an empty lot or community garden, the CMSRU family continues to demonstrate openness of heart and a passion to serve. We are proud to call Camden our home.”

—PAUL KATZ, MD, DEAN, CMSRU

CMRSU STUDENT STATS
AVERAGES FOR CLASS OF 2016–CLASS OF 2019

69%

of students are from New Jersey

19%

of students are underrepresented in medicine

62%

speak a language in addition to English

70%

attended a university designated as “most competitive” or “highly competitive”

21–46

is the age range of students

55%

of students are female

45%

of students are male

students—was recognized as a regional Chapter of the Year during the 50th Anniversary National SNMA Banquet in Washington, D.C. The school also took second place nationally for its community service poster highlighting an outreach program to school children in Camden, and CMSRU student Imoh Ikpot was elected the SNMA regional community service representative for 2014–15.

30 CMSRU started the highly-selective Premedical Urban Leaders Summer Enrichment (PULSE) program in 2011 to encourage undergraduate students of various ethnic, cultural, and socioeconomic backgrounds to consider professional careers in health and medicine. Since then, over 150 students have completed this six-week program, and 10 PULSE graduates attend CMRSU. Two of these graduates are Samantha and Susana Collazo, identical twins from the Cramer Hill section of Camden who were accepted into CMSRU after completing Phases I and II of PULSE, making the sisters the first two life-long Camden residents admitted to the school.



“Having the Collazo twins as CMSRU medical students is significant for us and for the city of Camden. These hardworking, diligent young women were steadfast in their commitment to achieve academic success. It shows that hard work, good choices, the support of a loving family, and the guidance of mentors can truly make a difference. We are so proud of them, and hope they serve as an inspiration for Camden’s youth, and children all over the country who are being raised in distressed urban environments.”

—PAUL KATZ, MD, DEAN, CMSRU

Within weeks of starting their first year of medical school at CMSRU, students obtain hands-on experience in the Cooper Rowan Clinic, a student-run, faculty-supervised ambulatory clinic for underserved individuals. Students apply clinical knowledge while navigating cultural barriers and socioeconomic challenges to provide primary care to patients. This clinic, while a valuable learning experience for students, helps to fill the gap in health care for many in Camden who remain uninsured and has resulted in 1,130 clinic visits this past year alone.

◀ SUSANA (LEFT) AND SAMANTHA COLLAZO BECAME THE FIRST TWO RESIDENTS OF CAMDEN TO BE ACCEPTED INTO AND ENROLL AT COOPER MEDICAL SCHOOL OF ROWAN UNIVERSITY (CMSRU). GRADUATES OF DR. CHARLES E. BRIMM MEDICAL ARTS HIGH SCHOOL, THE IDENTICAL TWIN SISTERS ARE NOW SECOND YEAR MEDICAL STUDENTS AT CMSRU.

CMSRU SERVICE-BASED CURRICULUM

Service learning—the combination of teaching and learning with meaningful community service—is the backbone of CMSRU’s curriculum. Each medical student completes a minimum of 40 hours of non-medical service per year in the local community as part of the CMSRU curriculum, but most surpass that. In 2014–15, students at CMSRU exceeded 9,000 hours of service through a number of activities, including: teaching English to Spanish-speaking adults; serving meals to the hungry; tutoring and mentoring children and teens after school and on weekends; and coaching youth sports and fitness programs.

CMSRU believes that education is a key to success, and is committed to supporting learners of all ages and abilities through its outreach efforts. In 2015, CMSRU students served 67 local grammar, middle, and high schools, with eight educational programs launched, including Junior Urban

Medical Pioneers High School (JUMP-HIGH) Saturday Academy. Launched in 2012 to expose underrepresented and financially disadvantaged students in Southern New Jersey to applied science and careers in science and health care, by 2014 the program served 255 high school students.

CAMDEN COUNTY COLLEGE

In a study conducted by *Community College Week* newspaper and sanctioned by the U.S. Department of Education, Camden County College ranked 30th nationwide, awarding 85 degrees in education, tied with Henry Ford Community College in Michigan. The college was the first two-year college in the world to establish a chapter of Kappa Delta Pi (KDP) International Honor Society in Education and later became the first community college chapter to win KDP’s National Program Award, with faculty advisor Jane Weber winning the honor society’s Community College Counselor Award.

Camden County College’s *Gateway to College* program offers a second opportunity for students from Camden and Pennsauken, ages 16-20, who left high school before graduating, to earn diplomas. In 2015, the program awarded 42 students with a diploma while offering them a head start on college credits in a collegiate environment that includes extracurricular activities. *Gateway to College* partners with the Camden City Public School District, the Pennsauken Public School District, and the Gateway to College National Network. The National Network includes 125 school districts and 43 colleges in 23 states, and is the beneficiary of Gates Foundation funding.

As a respected regional resource for post-baccalaureate study for state-certified educators, the college’s Center for Civic Leadership and Responsibility offers a range of lectures, seminars, mini-courses, and courses catering to the professional development needs of teachers. The New Pathways program allows those trained in other professions to acquire the qualifications necessary for them to change careers and become educators.

CMSRU IN THE COMMUNITY

CMSRU students, faculty, and staff are fully committed to promoting a healthy environment for residents of the City of Camden. The CMSRU’s Community Advisory Committee is comprised of neighborhood leaders and service-based agencies who work together to address the needs of the community. Service-based agencies that are a part of this partnership include: Volunteers of America, The Salvation Army, Cooper’s Ferry Partnership, the Center for Family Services, The Cooper Foundation, and Planned Parenthood of Southern New Jersey.

INVEST CAMDEN

The City of Camden is being transformed by new and upcoming commercial, residential, and institutional investments. In 2015, business owners and developers committed to making Camden “home,” recognizing it is a safe and financially stable city to invest in.

Camden is fortunate to build on its already committed and continually cooperative anchor institutions, including Cooper University Hospital, Campbell Soup Company, and L-3 Communication Systems - East, as well as residents, faith and community-based organizations, county, state, and federal policymakers, and a robust community of small and large business investors. This committed community is combining with new investment opportunities and unwavering support from New Jersey and the nation’s elected leaders to create a city on the rise.

Public Service Electric and Gas Co. (PSE&G) recently unveiled \$55 million in accelerated electric and gas infrastructure upgrades to support the new businesses that will soon call Camden home. The infrastructure improvements are part of the utility’s master plan to provide safe, highly reliably electric and gas service for the initial group of 30 customers who have indicated plans to move into the city in the next few years.

THE PHILADELPHIA 76ERS PRACTICE FACILITY >
AND HEADQUARTERS CONSTRUCTION SITE



“These investments in Camden’s infrastructure are critical to the city’s ongoing redevelopment. As more and more companies choose to call Camden home, we need to provide them with the power to do business. South Jersey is already seeing the benefits of these new opportunities, and I commend Mayor Redd, PSE&G, and all those committed to Camden’s bright future.”

— CONGRESSMAN DONALD NORCROSS (NJ-01)

CITY OF CAMDEN HIGHLIGHTS



New Jersey passes The **Economic Opportunity Act of 2013 (EOA)**, groundbreaking legislation simplifying economic incentives for residential, retail, and corporate investments across New Jersey. Two distinct programs—Grow New Jersey Assistance Program (Grow NJ) and the Economic Redevelopment and Growth Program (ERG)—attract more than \$850 million in new private and public investment into Camden in just one year, priming Camden as Southern New Jersey’s economic engine.

Standard & Poor’s (S&P) assigns the City of Camden a BBB+ rating, its best credit rating in 15 years, and Camden County its highest rating ever. Camden’s BBB+ rating, the result of transforming junk bonds to investment status in three years, is a credit-worthy bond rating enabling the city and county to save money by borrowing at lower interest rates. Analysts’ confidence proves that Camden is ready for business.

Camden is named a federal *Promise Zone*, bolstering support for federal funding opportunities and partnerships to upgrade quality of life for residents, workers, and visitors.

S&P affirms the City of Camden’s investment grade bond rating of BBB+ for a second year in a row. While many urban cities across the nation saw downgrades in their ratings, Camden continues to buck the trend. According to S&P, the rating was affirmed due to Camden’s overall financial stability; continued improvements in the economy; a proactive administration; and recent city-wide economic developments. Analysts’ confidence further supports the fact that Camden is not only ready for business, but that businesses are ready to invest in the city.

The American Census Bureau highlighted Camden’s sharp and striking drop in poverty from 42.6% to 36.5% in just one year.



“Camden’s current financial standing has surpassed everyone’s expectations. The fact that S&P affirmed our investment grade rating sends a clear message that Camden’s resurgence is real, and investors and businesses have confidence in investing in our city.”

—CAMDEN MAYOR DANA L. REDD

“The EOA has allowed places like the City of Camden and others throughout the State of New Jersey to be competitive and create numerous much needed job opportunities.”

—CAMDEN MAYOR DANA L. REDD

FAST FACT: EOA incentives offer attractive tax credits for businesses. They leverage private sector investments in order to jump-start development efforts in the City of Camden.

INVESTMENT IN THE FUTURE

The New Jersey Economic Opportunity Act of 2013 (EOA) merged the state's economic development incentive programs to enhance business attraction, retention, and job creation efforts and strengthen New Jersey's competitive edge in the global economy. Economic Opportunity Act-supported investments are stabilizing Camden's economy, strengthening communities, and creating new job and education opportunities for residents and students, and transforming the City's physical landscape. Right now, there is \$1.5 billion in new development funded, in development, or recently completed across the City of Camden.

All EOA-eligible projects must be submitted and approved by 2019. The 16 total current commitments include:

WEBIMAX

Webimax relocated to Camden's Ferry Terminal Building after receiving a tax incentive of \$12 million. The company anticipates hiring 100 new employees.

PHILADELPHIA 76ERS

The Philadelphia 76ers are building an \$82 million, 125,000-square-foot training/practice facility and headquarters on a four-acre lot that is expected to open in summer 2016. The complex, the largest of its kind in the NBA, will offer more than 250 jobs and feature two regulation-size basketball courts, locker rooms, hydrotherapy rooms, player restaurant, media production studio, and roughly 10,000 square feet of mixed-use commercial space.

HOLTEC INTERNATIONAL

Holtec International is building a \$260 million, state-of-the-art Technology Center along the Delaware River. The 47-acre center will create jobs for 2,000 workers and 1,000 engineers and include a manufacturing complex, reactor test loop facility, and corporate engineering building.

PLASTICS CONSULTING AND MANUFACTURING COMPANY, INC.

With \$3.9 million in tax credits, Camden business Plastics Consulting and Manufacturing Inc. will remain here, retaining 20 jobs, adding eight more, and rebuilding its Ferry Avenue facility that had been damaged by fire.

DIOGENIX, INC.

DioGenix was awarded \$7.45 million to relocate to Camden, bringing 71 jobs and an estimated net benefit of \$20 million over 35 years.

LOCKHEED MARTIN

Lockheed Martin Corporation is utilizing a \$107 million tax break to open two laboratory facilities that will house 250 jobs.

COOPER UNIVERSITY HEALTH CARE

Cooper University Health Care received \$40 million in tax incentives, and is relocating 353 jobs from Cherry Hill and Mount Laurel and adding 19 new positions.

SUBARU OF AMERICA

Subaru of America is building a 250,000-square-foot headquarters and an 83,000-square-foot training facility next to Campbell Soup Company. The \$118 million project will house nearly 600 employees and create an estimated 100 new positions.

VOLUNTEERS OF AMERICA DELAWARE VALLEY

Volunteers of America Delaware Valley is using a \$6.3 million tax incentive to relocate from Collingswood.

CONTEMPORARY GRAPHIC SOLUTIONS

Contemporary Graphics is moving from Pennsauken, and spending \$7 million to upgrade a vacant manufacturing plant that will support 266 full-time jobs and 50 positions that will be set-aside for Camden residents.

AMERICAN WATER

Voorhees-based American Water recently received authorization for \$164 million in tax credits to support relocating 600 workers and adding 100 more to a 250,000-square-foot headquarters.

CHEF'D LLC

Currently a California-based online meal store, Chef'd LLC, is using \$19 million in tax breaks to create an East Coast fulfillment center. The company employs 100 workers, but expects to increase the workforce to satisfy the needs of their east coast customers.

“We are profoundly grateful to the State of New Jersey and the Economic Development Authority for their recent award from the Grow NJ Program. This award will enable us to remain in New Jersey and relocate our facility to the City of Camden.”

—TIM MORETON,
CHIEF EXECUTIVE
OFFICER, CONTEMPORARY
GRAPHIC SOLUTIONS

GREAT SOCKS LLC

Great Socks LLC is using \$15 million in tax incentives to buy the assets of Standard Merchandising, a textile producer based in Camden and Reading. Great Socks will consolidate a workforce of 92 in Camden.

EMR EASTERN LLC

EMR Eastern, an international metal recycling company, received \$253 million in tax incentives to construct a 700,000-square-foot campus that features seven new buildings and the renovation of seven properties, which will include their new regional headquarters. Project estimates call for 285 new, full-time jobs.

CLEAN GREEN TEXTILE SERVICE LLC

Clean Green Textile Service of Bellmawr is using a \$5 million tax break to relocate, bringing 59 jobs to the city. Also relocating to Camden is Clean Green, the parent company of Single Source Plus Laundry.

IPAK, LLC

Previously based in West Deptford, IPAK LLC, which provides printing, packaging, book binding, and video production services for sales, marketing, and educational products, received \$17.1 million in tax breaks to move 114 jobs to Camden.

“The Camden Waterfront represents a unique opportunity to develop a project of this scale in the center of a major metropolitan area. This visionary project will reshape the central waterfront in a way that will be truly transformative for Camden.”

—CHAIRMAN BILL HANKOWSKY, PRESIDENT & CHIEF EXECUTIVE OFFICER, LIBERTY PROPERTY TRUST



GROW NJ PROGRAM

The Grow New Jersey Assistance Program (Grow NJ) is the main job creation incentive program in the state. Since the enactment of the New Jersey Economic Opportunity Act of 2013 (EOA), 156 active projects have been approved under the Grow NJ Program for a total award amount of more than \$3.1 billion. This assistance will support the creation of more than 20,900 estimated new jobs and the retention of more than 19,100 existing jobs at risk of leaving New Jersey.

ECONOMIC REDEVELOPMENT AND GROWTH PROGRAM

The Economic Redevelopment and Growth Program (ERG) is the state’s key developer incentive program. Since the enactment of the EOA, the New Jersey Economic Development Authority (EDA) has approved 40 active projects under the ERG Program for more than \$768 million based on total project costs of more than \$3.1 billion. Prior to the enactment of the EOA, the EDA approved 17 active Legacy ERG projects for more than \$555 million based on total project costs of more than \$3.9 billion. These projects are expected to create more than 17,600 construction jobs and more than 20,800 new, full-time jobs in New Jersey.

A CITY RISING—BUILDING A BRIGHTER FUTURE

“THE CAMDEN WATERFRONT” BY LIBERTY PROPERTY TRUST

September 2015

Mayor Dana L. Redd, elected, business, and community leaders join New Jersey Governor Chris Christie announcing Liberty Property Trust’s (LPT) transformative investment along the Camden Waterfront. LPT, an \$8 billion real estate investment trust and developer, is developing the new “Camden Waterfront”—a \$1 billion development project creating a sustainable, high-performance, mixed-use urban neighborhood including up to 1.7 million square feet of premier office space, a hotel, retail, and residential units.

The new Camden Waterfront’s iconic mixed-use development is attracting major corporations and retail, hotel, and entertainment operators. Liberty purchased Camden Town Center, LLC, from Steiner + Associates to develop more than 16 acres of the Camden Waterfront, and was approved by the New Jersey Economic Development

Authority (EDA) for the exclusive right to acquire and obtain approvals for site entity purchase, and break ground as early as the third quarter of 2016, with occupancy expected in late 2018. LPT partnered with world-renowned Robert A.M. Stern Architects on the development’s master plan. The components include a variety of build-to-suit projects, specifically designed for corporations focused on growing their businesses and bringing their future workforce to the waterfront.

This project is the largest private sector investment in Camden’s history, creating thousands of construction jobs, bringing thousands of permanent jobs to the city, and developing a variety of disciplines—office, technology, sales, restaurant, retail, and hotel/hospitality services. LPT is working closely with community groups, the Mayor’s Office and government organizations to provide Camden residents as many jobs as possible throughout the duration of the project. Additionally, companies moving to this development are working with the New Jersey Department of Labor and the Mayor’s Office to implement comprehensive job training programs preparing Camden residents for the new jobs.

“THE CAMDEN WATERFRONT” PROJECT FACTS:

- \$1 billion in private investment
- Up to 1,700,000 rentable square feet of Class A office space
- 325 residential units
- 120+ unit hotel
- Ground-level neighborhood retail
- High quality public space
- 5,000 structured parking spaces



^ INTERIOR OF RUBY MATCH FACTORY

RUBY MATCH FACTORY

July 2015

Located at 300 North Delaware Avenue across the street from the Campbell's baseball stadium along the Camden Waterfront stands the Ruby Match Factory, a 47,000-square-foot historic brick warehouse. Plans are in the works to transform the vacant factory into a modern office building with retail space. Renovation plans include replacing the roof and windows; adding two new floor levels to create a 71,520-square-foot office space; and creating an "arts café," with outdoor eating space.

Philadelphia based developers AthenianRazak and brokers Colliers International are developing this project. AthenianRazak, Colliers, and Cooper's Ferry Partnership are working together to showcase the building's historic form and potential

build-out to regional and national corporate tenants exploring moving to Camden. In 2016, the team rolls out a national marketing campaign to best attract up-and-coming technology, health care, and science start-ups to Camden.

As the Ruby Match Factory's development team works on renovations and obtaining tenants, they are also working with the surrounding community to return this formerly vacant space to public use. The Camden ArtBox currently sits in the northern yard of the factory, and is opened and activated during the Third Thursday Arts Crawl. Additionally, artwork from local elementary student artists is displayed throughout the warehouse, much like that of a professional gallery space.

"AthenianRazak is excited to be working in Camden: we're bowled over by the potential there, both in people and in real estate. The Ruby Match Factory is particularly exciting because it will provide the first and only modern loft office space on the developing waterfront, as well as a strong transition between academic and residential Camden and the new downtown about to be built. It's ideally suited to attract the sought-after talented millennial workforce."

—JACQUELINE BUHN,
PRINCIPAL & CHIEF
EXECUTIVE OFFICER,
ATHENIANRAZAK

SUBARU OF AMERICA

December 2014

New Jersey Economic Development Authority approves a 10-year, \$117.8 million New Jersey Economic Opportunity Act of 2013 (EOA) incentive award to Subaru of America to bring their national headquarters to Camden's Gateway District, as part of Campbell Soup Company's *Gateway Redevelopment Plan*. Subaru had its corporate headquarters in New Jersey since 1969, and has been in its current location in Cherry Hill since 1986.

Developer Brandywine Realty Trust, one of the region's premier real estate

companies, is working with Subaru and other potential corporate tenants to create a high-quality, well-designed urban town center community—known as Knights Crossing—to attract even more businesses to Camden. Upon completion, the Knights Crossing development will consist of 1.4 million square feet of innovative office space, full-service amenities, ample public greenways, and will ultimately be served by two sources of public transportation.

A December 2015 groundbreaking ceremony marked the official start of construction on the \$118 million corporate headquarters project. At 250,000 square feet, the new facility will be coupled with an additional 83,000 square-foot building to house employees from Subaru's current four New Jersey office site locations—Cherry Hill, two offices in Pennsauken, and a distribution and training center in Florence.

The new headquarters is more than double the size of the company's current headquarters in Cherry Hill, and when completed, will bring more than 600 employees and contractors to the City of Camden.

"We are pleased that, after almost 50 years here, we can plan to continue to be a part of the local community we have supported for so long."

—THOMAS J. DOLL,
PRESIDENT & CHIEF
OPERATING OFFICER,
SUBARU OF AMERICA

HOLTEC INTERNATIONAL

July 2014

New Jersey Economic Development Authority awarded Holtec International a 10-year, \$260 million EOA incentive to move their world headquarters to the Camden Waterfront. Holtec covers the fields of nuclear, fossil, solar and geothermal energy, and is the largest provider of storage and transport systems for spent nuclear fuel in North America. The company also designs and supplies steam generators, surface condensers, and other equipment for the global power industry.

Holtec committed to make a capital investment of \$260 million into this project, hailed as the largest single private investment in Camden's history. The company leased land from the South Jersey Port Corporation to build the 600,000-square-foot manufacturing and design center. The move will bring 395 jobs to Holtec's new headquarters in the City of Camden—relocating 160 current employees from the company's Marlton location, and creating 235 new jobs for the city.

"Our campus will be the place where our innovations will be developed, nurtured, nourished, and manufactured."

—DR. KRIS SINGH, PRESIDENT & CHIEF EXECUTIVE OFFICER, HOLTEC



^ SITE OF THE FUTURE WORLD HEADQUARTERS FOR HOLTEC INTERNATIONAL

A July 2015 groundbreaking event marked the official start of construction on the headquarters, with representatives from the company, local and state officials led by Lieutenant Governor Kim Guadagno, and over 200 community leaders witnessing the first of four thousand large concrete-filled steel piles piercing the ground to form the support foundation for the massive structure. Upon completion, the Technology Campus will house Holtec's corporate engineering center, two large manufacturing plants, a reactor test loop, and a number of ancillary facilities.



“Cooper has called the city home for 129 years, and we are committed to a prosperous future for the City of Camden.”

—SUSAN BASS LEVIN, PRESIDENT & CHIEF EXECUTIVE OFFICER, THE COOPER FOUNDATION

COOPER UNIVERSITY HEALTH CARE COMMITTED TO CAMDEN

Cooper University Health Care has been serving the people of Camden and surrounding towns since 1887. Today, 129 years after its founding, Cooper has become a regional destination for the highest quality health care as well as a leader in the city’s revitalization.

In the heart of Camden, Cooper University Hospital, MD Anderson Cancer Center at Cooper, and Cooper Medical School of Rowan University stand as shining beacons pointing to the City of Camden’s bright future. Through innovative partnerships with developers and nonprofit organizations, Cooper is transforming the Cooper Plaza and Lanning Square neighborhoods with new streetscapes, housing, commercial retail space, and parks.

Additionally, The Cooper Foundation has been instrumental in creating partnerships with local civic organizations, nonprofit organizations, and governmental agencies to generate millions of dollars of investments focused on improving the quality of life of the families living in Camden.

CAMPBELL SOUP COMPANY

Based in Camden since its founding in 1869, Campbell Soup Company is the longest-standing corporate tenant and the only FORTUNE 500 company headquartered in the City of Camden. As part of the Campbell’s Gateway Redevelopment Plan, ground was broken in December 2015 for a new company relocating to the city’s Gateway District. Subaru of America’s new North American headquarters will soon be located next to Campbell’s world headquarters, as part of plans for the new Knights Crossing urban town center community. Brandywine Realty Trust serves as master developer of the project. Campbell’s long-standing commitment to the city coupled with Subaru’s decision to relocate to Camden provides an excellent platform for economic development and job creation in the city.

EMR EASTERN LLC

Eastern Metal Recycling (EMR) is a global leader in metal recycling, with 150 locations around the world. In 2015, EMR’s New Jersey Economic Opportunity Act of 2013 (EOA) award convinced the growing company to establish a new “recovery, reuse, and recycling campus” in Camden and a new regional headquarters, building on the past history of the formerly acquired Camden Iron & Metal. EMR will create 285 new full-time positions with a median annual salary of \$52,000—creating vital new opportunities for Camden residents.

GREAT SOCKS LLC

In 2015, Great Socks received an EOA award and committed to staying in Camden. Great Socks, a venture firm that invests in family-run businesses, bought the assets of Standard Merchandising, a textile producer based in Camden. This family-owned business, whose current operators are third generation, has been manufacturing in Camden since 1922. They are committed to staying and finding ways to make manufacturing viable in the United States. Great Socks has been rewarded with a dedicated, loyal and skilled workforce who strives to keep their products at the top of the class in quality and design. Over 95 percent of their products are manufactured in the nation. The EOA award allows Great Socks to consolidate its regional operations in Camden’s Parkside neighborhood, creating 200 new jobs at the center.

^ (TOP) MD ANDERSON CANCER CENTER AT COOPER
(MIDDLE) COOPER UNIVERSITY HOSPITAL
(BOTTOM) GEORGE E. NORCROSS III, CHAIRMAN OF THE BOARD OF TRUSTEES AT COOPER UNIVERSITY HEALTH CARE AND ADRIENNE KIRBY, PRESIDENT AND CEO OF COOPER UNIVERSITY HEALTH CARE WITH STUDENTS FROM KIPP COOPER NORCROSS ACADEMY SCHOOL OF LANNING SQUARE



FAST FACT:
The total number of
jobs in Camden is
29,962

EMPLOYMENT & JOB OPPORTUNITIES

WORK CAMDEN

Camden's business community is growing at an unprecedented rate. Small businesses, entrepreneurs, and corporations recognize the City of Camden's opportunities and the ability to create jobs for residents and future residents, increasing the need for improved housing and retail, and making long-term property and infrastructure investments.

As the New Jersey Economic Opportunity Act of 2013 continues to attract commercial, manufacturing, and retail interest in Camden's downtown neighborhoods, Cooper's Ferry Partnership is assisting businesses in identifying space and relocating to the city.

< ENTRANCE TO CITY HALL PATCO STATION

EXPANDING JOB OPPORTUNITIES

Camden's resurgence is tied to its people. Camden-based companies, Cooper's Ferry Partnership, and the City of Camden are preparing residents and students for the opportunities that lay ahead.

"Although the city has been able to make great inroads in addressing long standing challenges in public safety, finances, and education, collaborations with the state and other key partners will enable us to further expand our ongoing resurgence of economic development and job creation opportunities."

—CAMDEN MAYOR DANA L. REDD

In 2015 the City of Camden and the New Jersey Department of Labor and Workforce Development established a job training initiative for city residents and employers. The *Ron Green Customized Job Training Program* prepares Camden residents for current and future employment opportunities created through the Economic Opportunity Act of 2013.

Additionally, the City of Camden and Camden County College are providing residents the skill sets needed to both obtain a job and build and sustain a stable career for



^ MAYOR DANA L. REDD AND LOCAL RESIDENTS AT THE CAMDEN FALL 2015 JOB FAIR

themselves and their families. In October, Mayor Dana L. Redd and City Council President Francisco "Frank" Moran hosted the Camden Fall 2015 Job Fair at Adventure Aquarium. More than 660 job seekers from the city and surrounding region met with more than 50 businesses, representing an array of different industries and sectors—from Economic Opportunity Act companies, colleges, and universities, to trade organizations, contractors, and health care institutions.

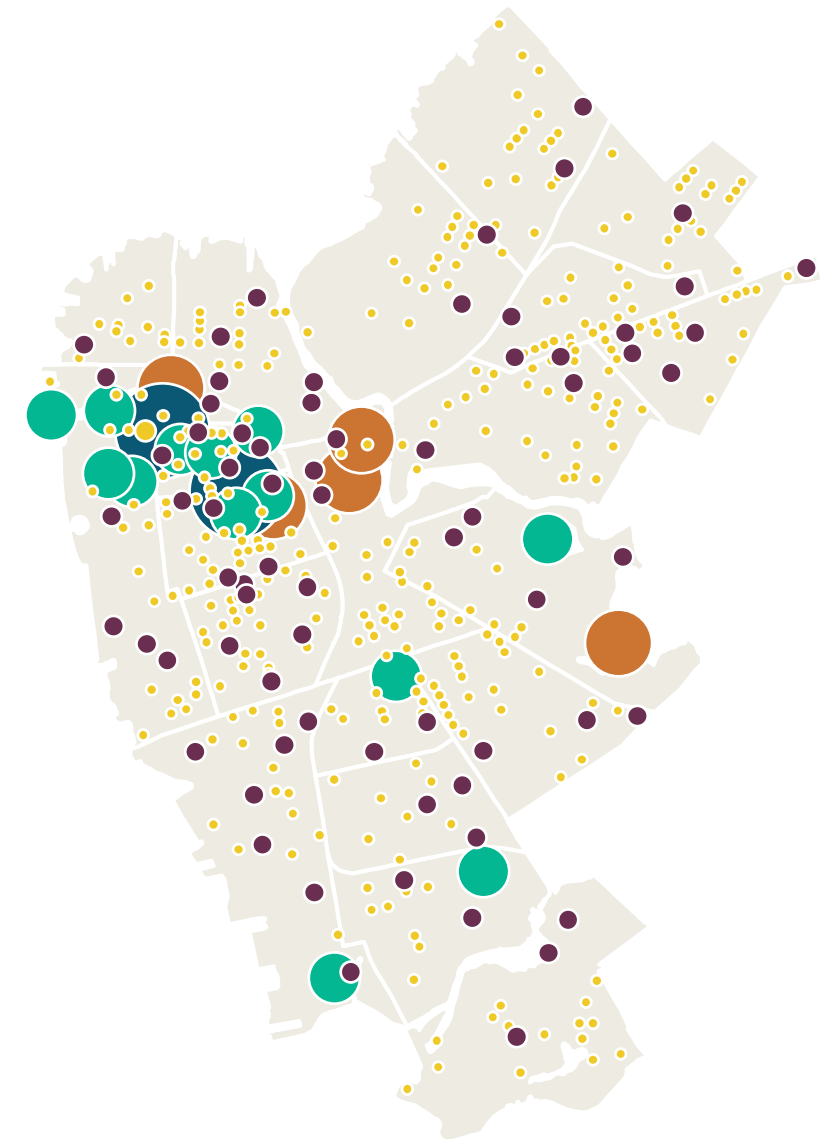
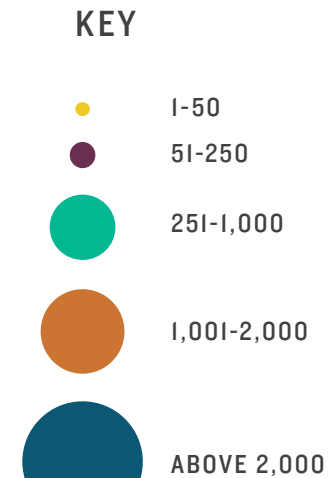
Vendors included but were not limited to: Camden County and the Camden County Police Department, Campbell Soup Company, the City of Camden, Contemporary Graphics Solutions, Cooper University Health Care, Holtec International, Joseph Jingoli & Son, Our Lady of Lourdes Hospital, the offices of U.S. Congressmen Cory Booker and Donald Norcross, Philadelphia 76ers, Plastics Consulting and Manufacturing Company, Virtua, Volunteers of America Delaware Valley, and Webimax.

"The job fair shows that Camden is on the rise. I have lived in the City of Camden since I was two years old, and this job fair is something really positive for the city. You can see that people here are excited—it's great to know that there are so many opportunities in our city."

—SEMAAD SAVAGE, CAMDEN RESIDENT, JOB FAIR ATTENDEE AND VOLUNTEER FOR THE UNITED NEIGHBORS OF WHITMAN PARK

2013 CAMDEN CITY JOB DISTRIBUTION

Source: Longitudinal Employer-Household Dynamics



CAMDEN EMPLOYMENT STATS

29,962

Total number of jobs in Camden

26,655

Jobs held by Camden residents (regardless of location of employment)

1,070 OUT OF 12,060 TOTAL JOBS

Camden residents employed by Camden's higher education and health care institutions

4,170

Camden-based jobs held by Camden residents

SUPPORTING SMALL BUSINESS

Camden's small business community provides much needed services to our city's residents and spurs further development in the city's commercial corridors—making Camden a real place to shop, spend, and do business.

In October, Mayor Dana L. Redd, City Council President Francisco "Frank" Moran, City Council members, and representatives from the U.S. Department of Housing and Urban Development (HUD), the U.S. Small Business Administration, and Choose New Jersey held a workshop to promote local sourcing and vending.

More than 100 Camden businesses learned best practices for securing local contracts. These skills are vital for small business development, as more and more local purchasing-sourcing opportunities develop. A panel discussion and resource fair provided a variety of ways to learn about contracts and local purchasing needs.

“Our sourcing workshop will be one of many that we hope to hold to encourage business-to-business dialogue. We encourage Camden business owners to ask questions, network and take advantage of this important information. This is your opportunity, and we are here to assist you. We welcome your business.”

—CAMDEN MAYOR DANA L. REDD

A HUB FOR NEW BUSINESS AND COMMERCIAL GROWTH

CONTEMPORARY GRAPHIC SOLUTIONS

In 2015, Pennsauken-based Contemporary Graphic Solutions received state funding from the New Jersey Economic Development Authority to relocate its headquarters and expand its printing and packaging facility to the neighboring city of Camden.

“HUD's Newark Field Office has been working closely with Camden for several years, first through an in-depth Community Needs Assessment, and now through our Promise Zone program. This workshop is one of the tangible outcomes of our close partnership to not only identify community priorities, but to act on implementing them.”

—MARIA MAIO-MESSANO, FIELD OFFICE DIRECTOR, HUD NEWARK OFFICE

The \$34 million tax credits were issued under Grow New Jersey, an assistance program that is part of the state's 2013 Economic Opportunity Act. With this funding, Contemporary Graphic Solutions set up their printing, packaging, and labeling operations in a 125,000-square-foot facility on Ferry Avenue. As part of the move, the company also enhanced its technology and added 56 full-time positions to its 170 employee base.

FOSTERING INNOVATION CAMDEN COLAB

Created in 2014, Rutgers University's Camden CoLab is a vital co-working and business incubation space. The constantly evolving program hosts more than 40 small business members striving for startup success in Camden. The CoLab would not be possible without the generous support from Verizon New Jersey, advocates for women in technology. Membership rates, benefits, and options are available at www.camdencolab.com.

Current members include:

Girl Develop It, Southern New Jersey Chapter

A nonprofit organization that provides affordable programs for adult women interested in learning web and software development in a judgment-free environment. Started by Camden-resident and female entrepreneur Pamela Bay, the chapter hosts technology classes at the CoLab and other coworking and innovation spaces throughout Southern New Jersey.

Visit
www.camdencolab.com

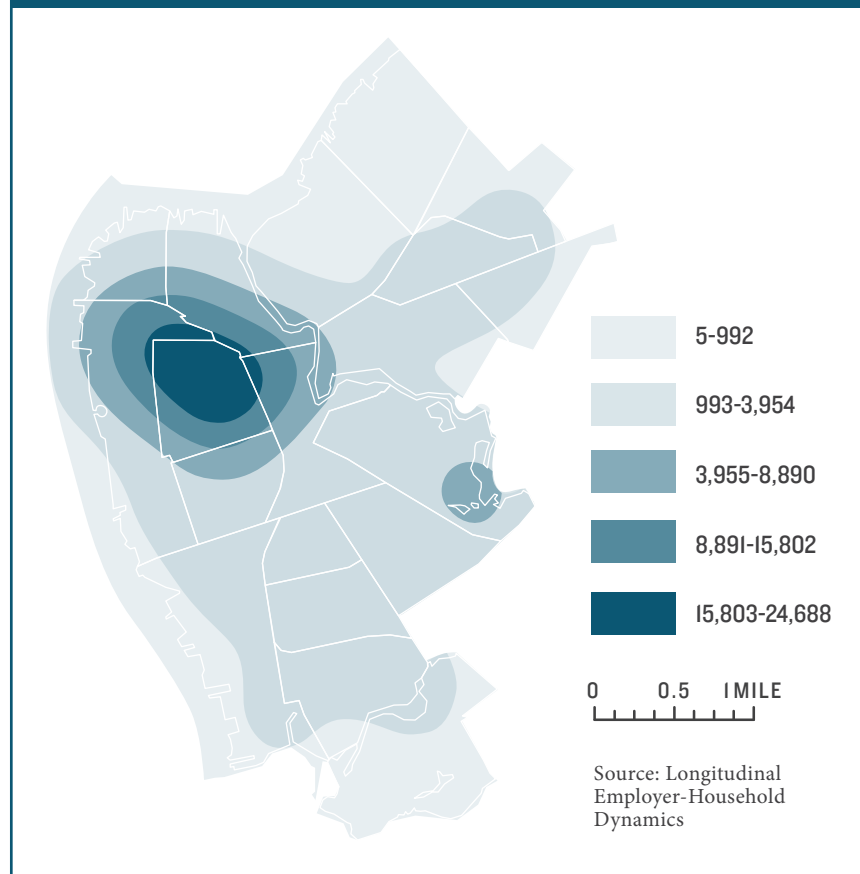
Think Like A Girl (Student Fellows)

A business that sells engineering kits for girls age 6 to 12 to encourage future female engineers. Founded by Rowan University undergraduate students and funded by a seed investment for the Rowan Innovation Venture Fund, the project team has a Student Fellowship at the CoLab and receive sponsored office space and business mentorship.

Hopeworks N' Camden

A North Camden-based nonprofit that uses education, technology, and entrepreneurship to partner with young men and women as they identify and earn a sustainable future, Hopeworks moved its for-profit business ventures, which employ Hopeworks graduates, into the CoLab, and now hosts regular Hackathons in the co-working space.

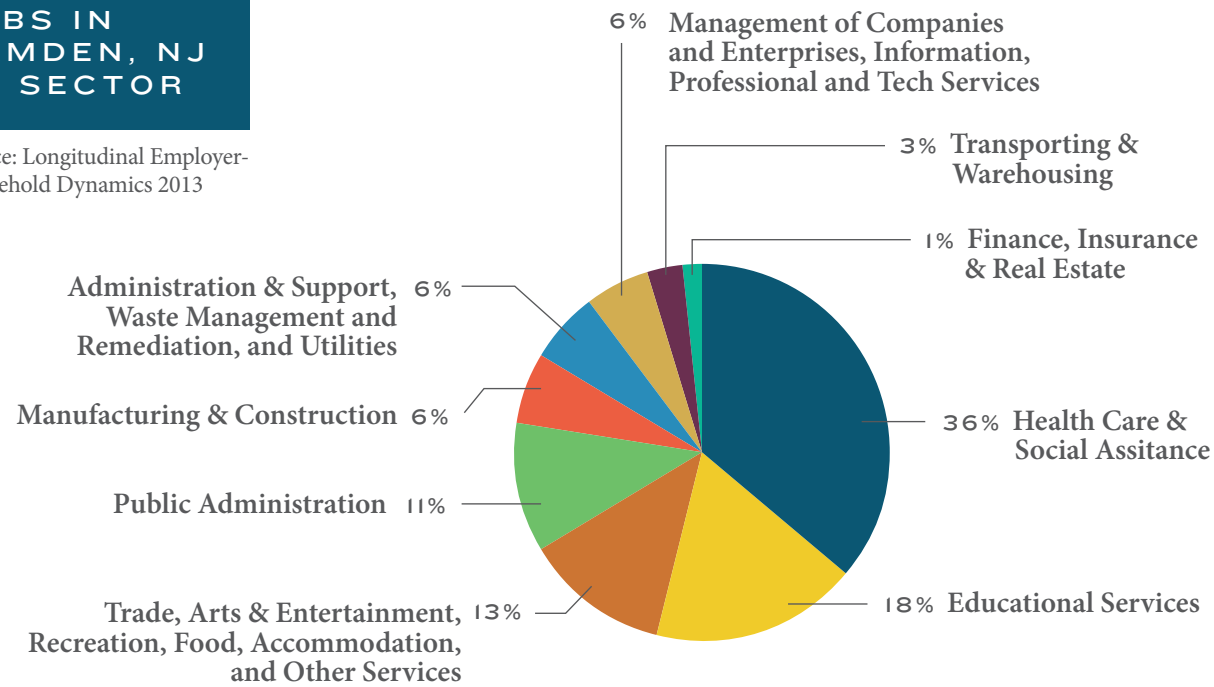
2013 CAMDEN JOBS PER SQUARE MILE



< HOPEWORKS N' CAMDEN

JOBS IN CAMDEN, NJ BY SECTOR

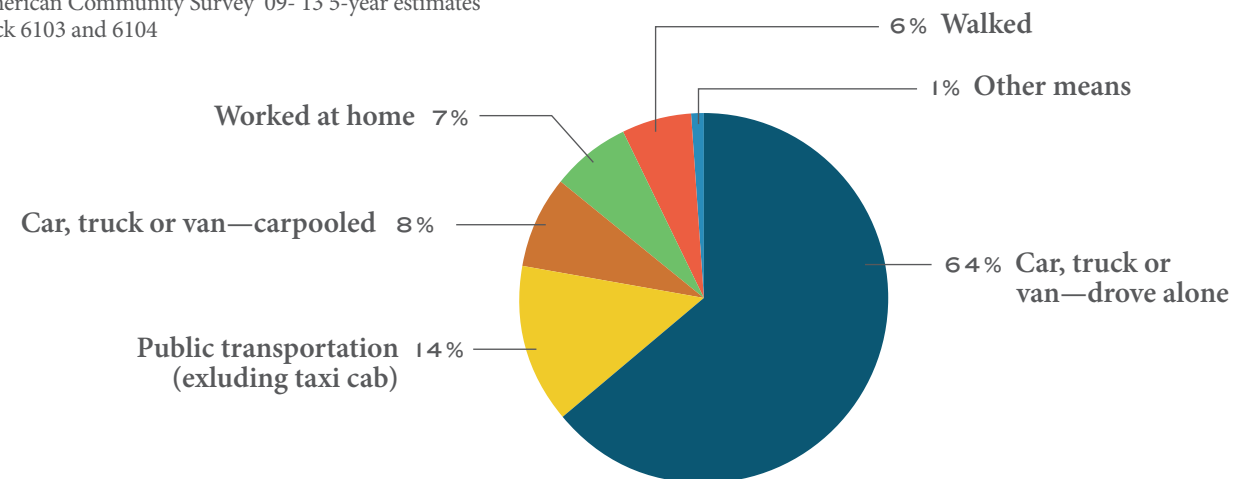
Source: Longitudinal Employer-Household Dynamics 2013



50

MODE OF TRANSPORTATION TO WORK BY PEOPLE WHO LIVE IN DOWNTOWN CAMDEN

Source: American Community Survey '09-'13 5-year estimates Census track 6103 and 6104



BEAUTIFYING OUR BUSINESSES

Through the Business Facade Improvement Program (BFIP), the Camden City Urban Enterprise Zone helped small businesses enhance Camden's central business corridors. The BFIP program provides reimbursable grants up to \$25,000 for improvements to the facades of businesses in need. Since the program's inception, more than \$1 million dollars in grants funds were given to 52 Camden businesses.

“The Business Facade Improvement Program was an excellent idea to help the business out in Camden...I am getting more dinner business since my storefront was improved...I am elated. It's a whole different look. People love it and I love it.”

—CORINNE POWERS, OWNER, CORINNE'S PLACE

MARKET STREET FACADE IMPROVEMENTS BEFORE (TOP) AND AFTER (BOTTOM)



51

CAMDEN BUSINESS FACADE PROGRAM STATS

52
Properties helped during Phase 1 of the Camden Business Facade Program

\$1,056,140.72
Total amount awarded to businesses through program

All facade work was done in **Central Business Corridors**—Haddon Avenue, Mt. Ephraim Avenue, Market Street, Kaighn Avenue, Yorkship Square, Admiral Wilson Boulevard, Broadway, and River Road

CAMDEN & PHILADELPHIA UNITING WATERFRONTS

Camden's close proximity to the city of Philadelphia fosters a growing partnership between the two cities. Throughout the year, the cities collaborate to host a growing number of special events and festivals—bringing the two cities together as one. These events not only connect the Camden and Philadelphia Waterfronts, but also give both sides of the river the opportunity to market the two locations as a single, regional tourist destination.



SPECIAL EVENTS & ATTRACTIONS

VISIT CAMDEN

Camden is a destination location.

Over the past few years, increased activity and events along the city's waterfront, along with the support of Camden County and various partner organizations, helped revitalize the city—drawing more than 3 million people to national and regional attractions along the 1.5-mile safe, clean, and maintained riverside promenade each year. With family-friendly attractions like the Adventure Aquarium and Camden Children's Garden, a number of unique concert venues and special events, the Camden Waterfront offers visitors and residents alike a wide variety of fun, safe entertainment options along the Delaware River—all with unmatched views of the beautiful and iconic Philadelphia skyline.

> THE VIEW OF A BB&T CONCERT PERFORMANCE FROM THE VENUE'S LAWN

ATTRACTIONS

ADVENTURE AQUARIUM

Adventure Aquarium saw a record number of visitors as it celebrated its 10th anniversary in 2015. The year began with Dinosaurs of the Deep, which opened in January and was well-received by guests; this was followed by a busy Spring Break. During the summer, the Aquarium participated in the Tall Ships Festival and hosted Summer of the Shark, which featured a special appearance by Great White shark expert and Discovery Channel personality Dr. Gregory Skomal. Over the course of the year, three successful conservation awareness weekends were held for Nile hippos, sea turtles and African penguins. Donations increased 133 percent from 2014 to 2015, with all proceeds benefitting animals in the wild. The year came to a close with the return of the world-famous Weeki Wachee Mermaids in November and a magical Christmas Celebration through the month of December.

BATTLESHIP NEW JERSEY MUSEUM AND MEMORIAL

In 2015, the Battleship enjoyed increased attendance, student tours, overnights (even hosting guests overnight during the Pope's visit in September), and several events, including the Parade of Tall Ships, Thanksgiving dinner for military personal, a Motorcycle Run event, Fireworks on New Year's and July 4th, beer festivals, and more. In addition, the Battleship hosted the Single Bullet Exhibit on the assassination of John F. Kennedy, added two M2 Machine Guns, and replaced teak decking on the forecastle (forward deck).

FAST FACT:

The Battleship New Jersey Museum and Memorial welcomed an estimated **82,000** visitors on board the historical ship for tours, overnight stays, and a variety of special events in 2015.

CAMDEN CHILDREN'S GARDEN

The Camden Children's Garden plays host to tours, private parties, and a variety of special events giving visitors the opportunity to explore and discover the natural world. In 2015, the Garden invested more than \$150,000 in improvements to the facility, utilizing grant dollars, grassroots fundraising efforts, and leveraging community resources as part of its *Building a Brighter Future* campaign.

"We remain a leader in community gardening, environmental educational programming and youth workplace readiness in Camden. Our waterfront attraction remains a staple in the Delaware Valley, serving thousands of families annually."

—MICHAEL DEVLIN, EXECUTIVE DIRECTOR, CAMDEN CHILDREN'S GARDEN

The Camden Children's Garden continues to create new, meaningful partnerships with organizations and business entities throughout the region. Some of these partnerships include: City of Camden's Department of Human Services, Camden City School District, Catholic Partnership Schools, the District Council Collaborative Board (DCCB), the Garden State Discovery Museum, WHYY Philadelphia / PBS Kids, and Rutgers-Camden Center for the Arts, Office of Civic Engagement and Ignite School-Based Program. These unique partnerships allow the Garden to fulfill its mission of service to the greater community, while also bolstering its goal in being a premier waterfront attraction for families to discover the natural world.

BB&T PAVILION

In 2015, the iconic waterfront venue formerly known as the Susquehanna Bank Center underwent a name change—and the BB&T Pavilion made its grand debut. Now embarking on its 21st season along the Camden Waterfront, the venue hosted more than 500,000 concertgoers in 2015. This year featured 40 shows at BB&T Pavilion, and sellout concerts by Florida Georgia Line, Foo Fighters, J Cole, Luke Bryan, and the WRRF Birthday Show. In October, BB&T Pavilion was named a 2015 Billboard Touring Awards finalist in the *Top Amphitheater* category.



^ CAMDEN YOUTH AT CAMDEN CHILDREN'S GARDEN

The Camden Children's Garden continues to provide a wide variety of educational opportunities, service projects, and programming for city residents and guests at their premier waterfront location and throughout the City:

Camden County Department of Corrections: Youth Gardening Program

Camden Grows USDA Entrepreneurial Community Gardening Program

Camden Sprouts STEM Education

Camden Youth Employment Program

Campbell Soup Company Make a Difference Day

Community Gardening Program

DCCB Camden Holiday Parade & Youth Fun Days

Girl Scouts of Central & Southern New Jersey Workshops and Programming

Grow Lab School Based Program

Jersey Cares Day

KaBoom! Playground Project

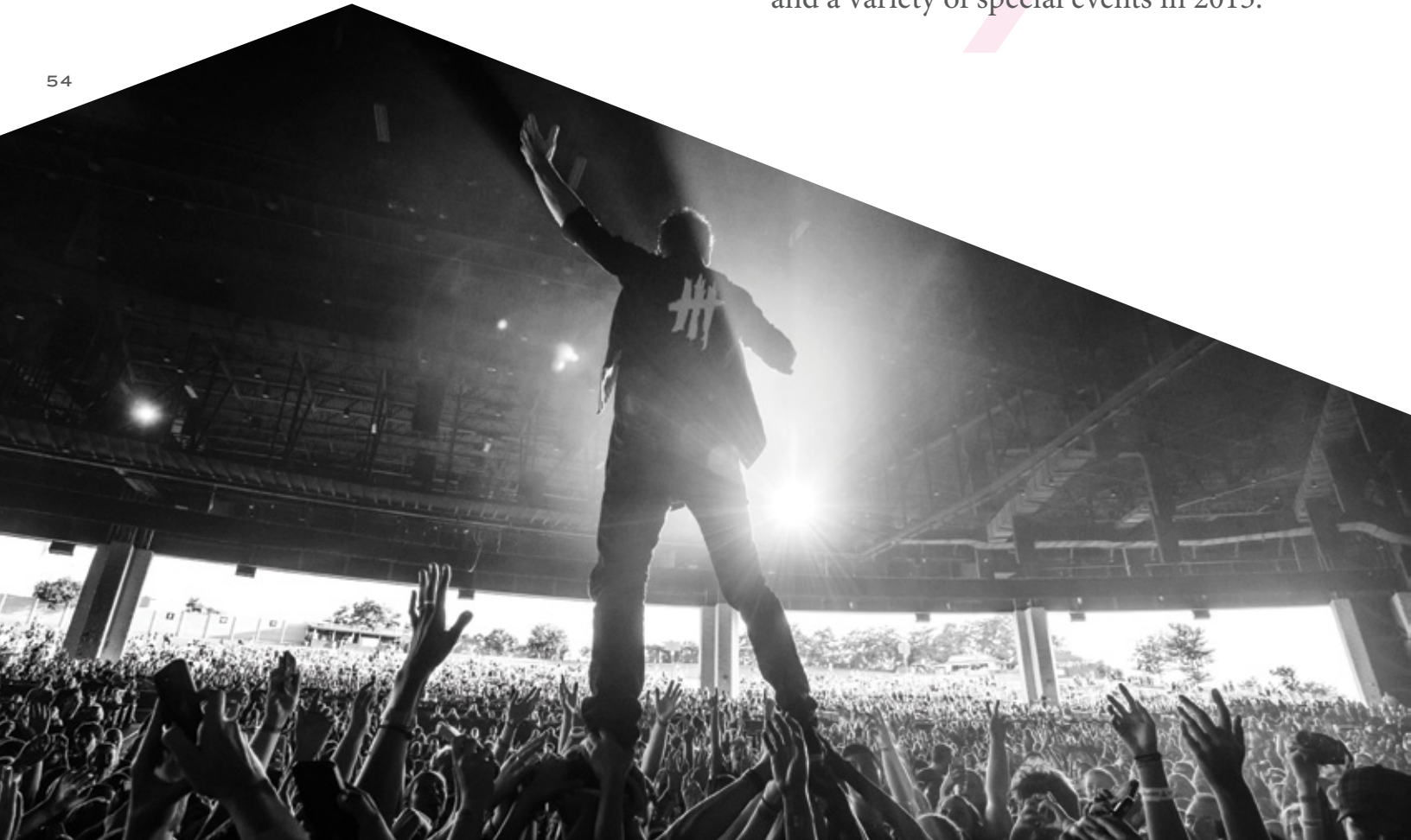
Movies in the Garden Summer Series

Neighborhood Center Urban Farm Project

PBS Kids *Be My Neighbor Day*

2015 Philadelphia Flower Show

The Salvation Army's Ray and Joan Kroc Corps Community Center Garden Project



< A BB&T CONCERT PERFORMANCE

CAMDEN WATERFRONT— CONNECTING WITH THE COMMUNITY

The Camden Waterfront's continued success as a regional destination is linked to a specially crafted and deployed marketing strategy. During the past year, Adventure Aquarium worked closely with Cooper's Ferry Partnership (CFP) and numerous waterfront and regional tourism partners to host and recruit world-class special events. Such events brought a new, concentrated focus on the Camden Waterfront, increasing visitor counts, improving access to open space, strengthening brand identity, and supporting year-round activation of those visitors.

WEBSITE AND SOCIAL MEDIA OUTREACH

WEBSITE

For a destination waterfront, the first experience visitors and tourist have with the location is on its website—www.camdenwaterfront.com.

With all of the continued development and expansion of the Camden Waterfront and its special events, providing a good experience to all visitors is vitally important. In November, CFP was granted a Cooperative Marketing Grant from the New Jersey Division of Travel and Tourism to redesign the Camden Waterfront website—updating the site's technology and making it a more interactive and navigable webpage.

< YOUTH AT ADVENTURE AQUARIUM



The Waterfront's website—www.camdenwaterfront.com—is now much more user-friendly. It encourages visitors to interact, provide feedback, and gain valuable information about activities, attractions, and special events happening along the waterfront area. CFP updates the calendar, scrolling header, and news portion on a regular basis. A subscription box at the bottom of the homepage was also added—increasing outreach to the community, collecting e-mail addresses for monthly e-mail blasts in the winter and bi-weekly in the summer. Also, with the help of Camden Waterfront partners and stakeholders, Camden Waterfront's website is advertised throughout various outlets.

Based on visitor interactions, the top three ways the website has improved the visitor experience on the Camden Waterfront are:

1 EASY TO FIND DIRECTIONS AND CONTACT NUMBERS

Over the years, visitors would get lost coming to the waterfront, or have a difficult time finding the right venue or amenity to call for

specific questions. Our new website with updated information has made visiting the waterfront a lot easier, especially for out-of-state visitors.

2 SCHEDULING OF EVENTS HAS HELPED OVERALL PARKING

Traffic coordination is a struggle on the waterfront—visitors and tourists questioning how to best navigate the waterfront neighborhood, and find the appropriate parking lots. Stakeholders can now plan events without any more conflict due to the new maps featured, the clear directions provided, and the extra links on the new website.

3 FAMILY-FRIENDLY, INTERACTIVE WEBSITE HELPS APPEAL TO ALL AGES

The interactive additions to the website—like social media buttons/feeds and event calendars—are attractive to pre-teen visitors. Additionally, parents are planning their trips online for their families, doing thorough research and evaluating local attractions and events. The information provided on the site makes that process as easy as possible.

SOCIAL MEDIA

Social media is crucial for a successful destination waterfront. Social media platforms such as Facebook, Twitter, and Instagram are necessary tools for collecting important information about patrons—not only helping to improve waterfront branding and marketing, but to inform more than 5,000 people of daily waterfront events and activities.

In hopes of better connecting to the community, the Camden Waterfront's social media presence grew in 2015. Currently, the Camden Waterfront is active on Facebook, Twitter and Instagram—driven by social engagement and the desire to better inform residents and guests of local attractions. These social media pages are updated frequently, and serve as a broader platform to connect with the local city, county, and regional community.



SPECIAL EVENTS

HISTORY IS ALIVE—TALL SHIPS OF AMERICA®

After a 10-year hiatus, Cooper's Ferry Partnership (CFP), Adventure Aquarium, Delaware River Waterfront Corporation, and the Independence Seaport Museum collaborated to bring the family-friendly Tall Ships of America to the Philadelphia and Camden Waterfronts in June.

Tall Ships Philadelphia-Camden was given the distinction of being the largest sailing event in the United States in 2015. Hosted on both sides of the Delaware River, the Tall Ships brought more than 16 international and domestic historic ships to each city's waterfront—giving visitors the unique opportunity to catch a glimpse, step aboard, and even set sail on the beautifully crafted ships. More than 100,000 ticketholders attended the event, with each ticket giving visitors full access to the ships docked on both sides of the river. The event began with a parade of sail on June 25—ticketholders were able to enjoy delicious foods, beverages from local Southern New Jersey breweries and distillers, live music, family-friendly maritime activities, and a special fireworks display over the Delaware River.

^ VARIOUS SUMMER 2015 EVENTS ON THE CAMDEN WATERFRONT

LET FREEDOM RING—CAMDEN WATERFRONT FREEDOM FESTIVAL

On July 4, Camden County, Adventure Aquarium, the Battleship New Jersey, and Cooper's Ferry Partnership hosted the 3rd Annual Freedom Festival on the waterfront. With an estimated attendance of more than 60,000 visitors and residents, the festival offered special events, a variety of entertainment and live music from talented performers like the Philharmonic of Southern New Jersey, Kathy Sledge and Blood, Sweat and Tears. Family-friendly festival attractions included stilt walkers, face painters and bouncy houses, while adults enjoyed a variety of local beer, wine and distilled spirits in the festival's Beer Garden. The event concluded with an elaborate 24-minute fireworks show that brought thousands more to the waterfront, with music coordinated and provided by the event's radio sponsor WMGK.

WINE AND ARTS COMBINE—CAMDEN WATERFRONT ARTS & WINE FESTIVAL

In August, Camden County, Visit South Jersey, and CFP partnered to bring the inaugural Camden Waterfront Arts & Wine Festival to the Camden Waterfront. The event brought a variety of local artists, talent, music performers, crafters, wineries, breweries, and distilleries to the waterfront for residents, patrons, and visitors to enjoy. Due to this year's success, plans are already in the works to bring the festival back to the waterfront in 2016.

RINGING IN THE NEW YEAR—NEW YEAR'S EVE FIREWORKS

What better way to bring in the New Year than with friends and family along the Camden Waterfront? More than 10,000 people celebrated the New Year along the waterfront promenade, with fireworks displays courtesy of SugarHouse Casino at 6 p.m. and midnight.

MUSIC AT THE WATERFRONT—XPONENTIAL MUSIC FESTIVAL

This year, Wiggins Park played host to WXPN and Live Nation's annual XPoNential Music Festival along the waterfront. Hosted by Camden County, this year's sold-out show brought more than 30 musicians from different genres of music to four stages for three days of music and fun along the Delaware River.

GET MOVING—RUNS AND WALKS

The Camden Waterfront plays host to a variety of runs and walks throughout the year:

- The nationally recognized Blacklight Run hosted a “fun-run” from 7 to 10 p.m. along the Camden Waterfront in October. The nighttime color-filled 5K run brought more than 12,000 people to the city's waterfront.
- More than 2,000 people participated in the Graffiti Run 10K in July 2015.
- Two Color Runs—one during the day and one at night—were held along the Camden Waterfront, attracting 7,000 runners to the city.
- In November, 4,000 runners and walkers gathered to participate in the annual Cooper Norcross Run the Bridge, presented by AmeriHealth New Jersey. As the largest certified 10K in the tri-state area, the event also includes a 2-mile Bridge Walk and Kids Dash—all to benefit the Larc School.

CREATIVE CAMDEN

Camden's history tells a story—and at the heart of that story is the cultural and social arts.

It is vital that we continue to provide investment and support to the city's arts and culture programs. Residents, business owners, and local artists continue to collaborate, bringing an array of creative special events and cultural exhibits to Camden over the course of the past year. Additionally, local emerging and established artists are continuing to form strategic partnerships with local galleries and corporate entities in order to best showcase their talents.

The revitalization of the City of Camden begins with ensuring safe and accessible civic spaces, fostering a true sense of community pride. From massive public installations and social engagements to creative art murals and public exhibitions, artists and their works are helping to change perceptions in Camden—encouraging residents and visitors alike to reimagine the city and embrace it as a place to create, imagine, and explore.



^ CAMDEN NIGHT GARDENS LIGHT AND ART
INSTALLATIONS

CULTURAL ATTRACTIONS

BENJAMIN COOPER HOUSE

In 1734, Benjamin Cooper, the grandson of William Cooper, one of the first settlers of the city of Camden, and his wife Hannah built a three-story Dutch Colonial style house on the Delaware River in North Camden. Today, the property is the last Cooper family house in the city that remains standing. Cooper's Ferry Partnership is currently working with the New Jersey Historic Trust to identify sources of potential funding for the roof reconstruction.

WALT WHITMAN HOUSE

Visitors step back in time when they visit the house of the great American poet Walt Whitman, who once resided in the City of Camden. Walt Whitman House is located near the central Camden Waterfront, and is recognized as a historic landmark by the New Jersey Department of Environmental Protection (NJDEP). The house is open for tours Wednesday through Sunday.

RUTGERS UNIVERSITY-CAMDEN CENTER FOR THE ARTS

The Rutgers University-Camden Center for the Arts (RCCA) consistently delivers creative and innovative cultural arts programming. This center is a valuable resource, not only for residents of the City of Camden but the entire Delaware Valley.

In July, the RCCA received two grants from the New Jersey State Council on the Arts totaling more than \$182,000. The

“The Rutgers-Camden Center for the Arts is very pleased for the recognition from the New Jersey State Council on the Arts, and for its generous and ongoing support to continue serving Camden in so many ways.”

—CYRIL READE, DIRECTOR, RUTGERS-CAMDEN CENTER FOR THE ARTS

first grant, a \$163,500 award for general program support, will assist the RCCA in its mission of offering programs and events that inspire a full appreciation and enjoyment of the arts, create meaningful opportunities to participate in the arts, advance the central role of the arts in pre K-12 education, and increase awareness of the arts as essential to cultural, economic, and community vitality. The second grant is an \$18,750 Arts Education Special Initiative award, one of only eight given in this category statewide. The grant will support expanded activities between the Rutgers-Camden Center for the Arts and Camden schools through the Artist and Writer's Voice Program, providing teaching artist residencies for 475 students annually, professional development workshops for teachers, and access to original works of art.

“The hope for the Writers House is that it will be a hub for the campus in terms of writing arts. We want this building to draw Rutgers students, as well as people within the community, through cultural enriching programming.”

—DR. TYLER HOFFMAN, CHAIR, DEPARTMENT OF ENGLISH, RUTGERS-CAMDEN

RUTGERS UNIVERSITY-CAMDEN WRITERS HOUSE

In November, Rutgers-Camden celebrated the opening of the new Writers House—marking the end of a \$4.5 million restoration process on the building. The building, located at 305 Cooper Street, was originally built in 1855, and is now listed on the National Register of Historic Places. Designed by the famed Philadelphia architect Wilson Eyre, Jr., the

renovation project aimed to restore the building to its original, Victorian-era glory as a living testament to Camden's vibrant cultural and architectural history.

Built to attract even more activity to the downtown Camden's “Eds and Meds” corridor, the renovated Writers House includes four seminar classrooms, a library and lounge area, a lecture hall for 70-80 people

and a writing/design lab. It will serve as home to the English department and the MFA program, while the second floor includes an office for StoryQuarterly (storyquarterly.camden.rutgers.edu), the literary journal published by Rutgers-Camden.



GALLERY ELEVEN ONE

Housed in a restored 1906 firehouse, this contemporary art gallery and studio is owned by artist William Butler—an established, nationally-known artist who creates beautiful and inspirational studio, live, and commissioned works of art. Butler brings more than 20 years of experience as an artist and graphic design to each work, his paintings purchased from coast-to-coast.

Gallery Eleven One is located at 339 North Front Street in the charming, historic Cooper-Grant neighborhood near the Camden Waterfront. Everyone is welcome at the gallery—the family-friendly environment plays host to Camden’s Third Thursday Art Crawl each month, as well as a variety of special

events and exhibitions. The space also serves as a local small business and community gathering place—connecting people, businesses/organizations, and ideas in order to make the city a better place to live, work, and flourish.

THIRD THURSDAY ART CRAWL

This monthly event was first started by Gallery Eleven One as a way to encourage local artists to connect with Camden residents and help visitors and guests experience Camden’s vibrant arts scene for themselves. Third Thursday partners with local artists and businesses for each art crawl, encouraging people to explore and discover new places throughout the city. Each month, local artists open the doors to their studios and gallery spaces or host new, creative pop-up entertainment and performances.

FILBERT STUDIO

Housed in a converted old union meeting hall, this ceramic, silkscreen, and sculpture studio, located at 305 Benson Street, is owned and operated by local artist Jeff Filbert.

SUMMER IN THE CITY CONCERTS

Each year, the Cooper Foundation hosts their annual Summer in the City Concert series in the Sheila L. Roberts Park located at 6th and Washington Streets in the Cooper Plaza Neighborhood. The concerts continue to grow in attendance with each passing year, and feature multiple musical performances from local and rising artists. The family-friendly concerts also feature free water ice and face painting for neighborhood children, in addition to book giveaways courtesy of the Garden State Discovery Museum.

SAN JUAN BAUTISTA FESTIVAL

This annual parade, celebrating the rich and vibrant history of Latin culture in Camden, attracts nearly 10,000 people to the city each year.

SUNSET JAZZ CONCERTS

Camden County Parks continues to host a successful series of free jazz concerts in Wiggins Park along the waterfront. These concerts run on Monday evenings through the summer months, and draw a number of regular participants each week.

“By providing more opportunities for local arts, culture, and creativity to flourish here within the City of Camden, residents will be more empowered to take part in the transformation of our city.”

—CAMDEN MAYOR DANA L. REDD

∨ CAMDEN RESIDENTS AT THE 2015 CAMDEN WATERFRONT ARTS & WINE FESTIVAL



∧ ARTIST WILLIAM BUTLER PAINTING IN GALLERY ELEVEN ONE, LOCATED ON THE CAMDEN WATERFRONT

PLAY CAMDEN

66

Connect the Lots is a community-driven initiative that aims to activate Camden's vacant and underused spaces through the identification and implementation of artistic, cultural, and recreational projects and programming.

Now in its second year, the goal of the initiative is to engage residents in neighborhood transformation—creating safe nodes of activity and bringing vibrancy to Camden's corridors and public spaces. Generously funded by the Kresge Foundation, the initiative is piloted by Cooper's Ferry Partnership, in conjunction with the City of Camden, in the North Camden and Cooper Grant neighborhoods specifically.



67

^ CAMDEN YOUTH PERFORM AT THE 2015 CAMDEN JAM ARTS AND MUSIC FESTIVAL IN ROOSEVELT PLAZA PARK

COMMUNITY INITIATIVES & PROGRAMMING

Through Connect the Lots, the City of Camden and Cooper's Ferry Partnership, together with businesses and organizations throughout the city, continue to support art projects and cultural programming that engages citizens by creatively shaping existing, vacant, or underutilized spaces into unique cultural destinations.

“We couldn't be more pleased with the quality, diversity, and sheer number of events scheduled for the 2015 season. We have tried to come up with something for everyone, and I encourage residents to take advantage of everything being offered.”

—CAMDEN MAYOR DANA L. REDD

REVITALIZING PUBLIC SPACES

ROOSEVELT PLAZA PARK'S H2O

In August, the City of Camden opened Roosevelt Plaza Park H2O—a new, creative placemaking project within the park space, in front of City Hall (see Green Camden section). The pop-up park focuses on the beauty and power of water, and features public seating and interactive features to help create a transformative space in the heart of the city where folks can relax and learn about green infrastructure techniques and water conservation measures. The overall goal of this creative placemaking project is to encourage city residents and visitors to utilize and actively enjoy safe public recreational spaces throughout the city. H2O was made possible through generous support from the Horizon Foundation for New Jersey, William Penn Foundation, The Geraldine R. Dodge Foundation, Wyncote Foundation, Wells Fargo Foundation, and the National Fish and Wildlife Foundation.

ROOSEVELT PLAZA PARK'S H2O >



“We believe the redevelopment of the Roosevelt Plaza Park and the surrounding improvements will help create a more vibrant downtown for families that live in Camden.”

—JONATHAN R. PEARSON,
EXECUTIVE DIRECTOR,
THE HORIZON
FOUNDATION FOR NEW
JERSEY

CAMDEN ARTBOX AT RUBY MATCH FACTORY

In October, the City of Camden, in partnership with Philadelphia-based AthenianRazak, a real estate services company, and Cooper's Ferry Partnership, hosted a Preview Party and Open House to showcase the dramatic revitalization of the Ruby Match Factory. Located at 300 North Delaware Avenue across from Campbell's Field, the Ruby Match Factory is a historic warehouse that is in the process of being transformed into Camden's first state-of-the-art loft office spaces.

Currently in the northern yard of the factory is the *Camden ArtBox*, a shipping container transformed into public creative arts space for the public to enjoy multiple, varied creative and artistic events. As a 2015 Connect the Lots initiative, the Camden ArtBox was created as a large public arts project by William and Ronja Butler – the exterior serving as a four-sided community mural arts space, and the interior as a professional art gallery.

The public is invited to visit the Camden ArtBox at Camden's Third Thursday Art Crawl events. In the future, the ArtBox may be moved to various alternative locations throughout the city, but will continue to showcase art exhibits as well as other creative arts activities as a creative arts space and unique cultural experience.

**COMMUNITY EVENTS
AND ATTRACTIONS**

CAMDEN JAM ARTS AND MUSIC FESTIVAL

In September, Connect the Lots partnered with the City of Camden to host the inaugural Camden Jam Music and Arts Festival in Roosevelt Plaza Park. The day-long, family friendly festival featured continuous live music, dance, and spoken word performances on two stages in the transformed park space. The festival was made possible through generous funding of the Kresge Foundation, Geraldine R. Dodge Foundation and ArtPlace America.

FAST FACT:
4,000+
people attended Camden Jam

Camden Jam was hosted by Lady B and Dyana Williams of Old School 100.3, and featured live music from a variety of local artists and groups, capped off with a performance by the world famous Harold Melvin's Blue Notes in the evening. Children were invited to enjoy the festival's Kids Zone, which featured a variety of fun activities for the whole family to enjoy. Additionally, the festival featured a variety of food vendors and organizations from the city of Camden and the surrounding region, as well as an Eco Zone highlighting Camden's role as a regional urban leader in the sustainability movement.

“Camden Jam is one of the many ways we encourage people to experience and reimagine our city in a new, unique way. I am thrilled that our youth and families have this opportunity to come together to enjoy time outside in Roosevelt Plaza Park and am looking forward to future events in Camden's many safe open spaces.”

—ANTHONY J. PERNO III, PRESIDENT & CHIEF EXECUTIVE OFFICER, COOPER'S FERRY PARTNERSHIP

MOVIE NIGHTS

In June, Connect the Lots and the City of Camden hosted back-to-back pop-up drive-in movie nights at the Camden Waterfront. These nights signaled the return of drive-in movies to its birthplace in Camden. Projected on inflatable 40-ft screens, residents, and visitors enjoyed showings of “Annie” and “The Lego Movie,” with the setting sun over the Philadelphia skyline as a backdrop.

Building off the success of the drive-in movie nights, Connect the Lots then hosted community movie nights throughout the summer in other locations throughout the city. The inflatable screen was set up in Johnson Park, Northgate Park, and Roosevelt Plaza Park for free showings of children's movies. More than 100 families attended these “first of its kind in Camden” events, with Connect the Lots providing free popcorn and ice cream to all moviegoers.



FAST FACT:
100+
people attended
Movie Nights



^ CAMDEN YOUTH PERFORMING AT THE CAMDEN NIGHT GARDENS

CAMDEN NIGHT GARDENS

After its successful debut in 2014, Camden Night Gardens lit up Camden once again in May. The annual event brought together residents and visitors along the North Camden Waterfront to celebrate the city's artistic and cultural heritage. More than 2,000 people attended the Night Garden event in 2015. Funded by the William Penn Foundation and ArtPlace

America, Camden Night Gardens relies on local talent in order to inspire the creation of unique, large-scale light, sound, visual, and projection installations in Camden's underutilized open spaces. This unique event serves to not only promote the work of local artists, but also change perceptions of the city and activate communities and residents.

FAST FACT:
Approximately
1,500
attended Camden
Night Gardens Events
in 2015

“The Camden Night Gardens is a transformative initiative for the City of Camden and our residents. The project brings together not only residents from throughout the City, but also a diverse group of visitors and guests from various parts of the state and region to reimagine Camden's physical landscape and to share Camden's unique history and creative community.”

—CAMDEN MAYOR
DANA L. REDD

< CAMDEN YOUTH ENJOYING A MOVIE NIGHT



^ NORTH CAMDEN RESIDENTS ENJOYING A CONNECT THE LOTS THIRD THURSDAY CONCERT IN NORTHGATE PARK

FAST FACT:

150+

people attended one of the Third Thursday events in 2015.

THIRD THURSDAY CONCERTS

Connect the Lots and the City of Camden hosted free outdoor concerts in Northgate and Johnson Parks. The concerts were held once a month in conjunction with the city's *Third Thursday Arts Crawl*, which is a monthly walking tour of Camden's local artists and artisan creators. More than 200 people enjoyed music from local and regional performers from a variety of genres—rhythmic and reggae to jazz, rock and R&B.



^ MINI-GOLF POP-UP PARK

MINI-GOLF POP-UP PARK

Over the summer, Connect the Lots partnered with artist Jonathan Gordon, the curator of the Ghandi Gardens in Trenton, to create a free, temporary mini-golf park. The play space was designed and completed by late August, and was located at 3rd and Birch Streets in North Camden.

YOUTH MUSICAL PRODUCTION

World-renowned Broadway playwright and poet Reg E. Gaines held a workshop this summer for Camden youth. Fourteen children participated in the workshop for Gaines' upcoming hip-hop musical, *FREE*. The workshop concluded with an outdoor performance and barbecue in North Camden, in celebration of the children's hard work, dedication and talent.

“Cooper’s Ferry Partnership demonstrates the best in creative community development and whose work will have a valuable impact on its community. Through Our Town funding, arts organizations continue to spark vitality that support neighborhoods and public spaces, enhancing a sense of place for residents and visitors alike.”

—JANE CHU, CHAIRMAN, NATIONAL ENDOWMENT FOR THE ARTS

OUR-SELF: NATIONAL ENDOWMENT FOR THE ARTS

Each year, the National Endowment for the Arts announces recipients of its Our Town grant awards from across the nation. The Our Town grant program supports creative placemaking projects that help transform communities into lively, beautiful, and resilient places, with the arts at their core.

In 2015, Cooper’s Ferry Partnership (CFP), in partnership with the City of Camden, was named one of the 69 recipients of these awards and received \$50,000 to fund *Our-Self*, a program that will engage residents in a storytelling and visual arts project throughout the course of one year— transforming open spaces in the city into lively centers of public discourse, cultural preservation, personal empowerment and revitalization. Camden’s Our-Self project is a part of Connect the Lots, an initiative that uses art, culture and recreational programming to activate underutilized open spaces throughout the City of Camden.

Our-Self is a responsive public art exhibit that captures the positive inner voices of Camden’s residents and community members, and shares them with the public. Stories of personal triumph, ambition and motivation will be recorded and collected from various Camden community members throughout the city. These voices are physically presented in an interactive, moveable, public light kiosk between two large mirrors, creating the illusion of an infinite expanse. Visitors, as they step in to the kiosk, can hear and reflect upon these motivational stories from Camden community members, drawing personal inspiration from these local and familiar voices. CFP partnered with the City of Camden and New American Public Art to bring the project to life.



**FAST FACTS
OVER THE PAST 5 YEARS:**

- 5 MILLION**
pounds of trash removed
- 13,300**
graffiti tags and
handbills removed
- 23,500**
people assisted by
CSSD Ambassadors

CLEAN & SAFE CAMDEN

All you need to do is walk or drive down one of Camden's streets to recognize that the face of the city is changing, and in a good way.

The physical appearance of the city's ever-growing Downtown District—the general area between the Delaware River, Martin Luther King Boulevard, Interstate-676, and the Ben Franklin Bridge—is improving with every passing day, thanks in part to the hard work and dedicated services of the nonprofit Camden Special Services District (CSSD). The CSSD carefully crafted its Clean and Safe program to improve the physical appearance of Camden's Downtown district and offer a sense of safety and hospitality to residents, employees, students, and visitors to the city. Now celebrating 10 years of service to the City of Camden, the CSSD's reach extends far beyond the downtown to commercial corridors, various residential neighborhoods, sections of the Gateway, the Camden Waterfront, rain gardens and parks in Waterfront South, and other areas throughout the city. Their efforts help ensure that Camden is clean and welcoming for residents and visitors alike.



CSSD CLEAN & SAFE PROGRAM

As part of its core Clean and Safe program, the CSSD offers supplemental cleaning services to complement the city's regular cleaning and maintenance efforts. These services range from removing the unwanted accumulation of trash and debris to the clearing of gum, graffiti, and handbills from Camden's heavily traversed streets and sidewalks. Additionally, the CSSD addresses general landscaping, such as weed removal and leaf cleanup from along city streets, curb lines, and tree wells. CSSD Ambassadors and third-party landscaping contractors are also responsible for landscape maintenance for Roosevelt Plaza Park, rain gardens in Waterfront South, Cooper Plaza and Martin Luther King Boulevard landscaped beds, the Federal Courthouse and Post Office, and the Camden Waterfront.

As Ambassadors, members of the CSSD team are approached daily to provide guidance to those in need of assistance or navigational direction within the city. Ambassadors are kept apprised of city events so they can provide the most accurate, up-to-date information to anyone in need of assistance. As city residents, CSSD Ambassadors are uniquely qualified to offer unparalleled hospitality and service.

INITIATIVES AND GRANTS

All of the CSSD's cleaning and hospitality efforts are supported by voluntary contributions, fee-for-service contracts, grants, and bank sponsorships from local government, key institutions, businesses, and stakeholders. The CSSD continues to expand their program services through a variety of initiatives and projects.

SAFE AND CLEAN BUSINESS CORRIDORS PROGRAM

As the successful proposer to the Camden Redevelopment Agency's RFP, the CSSD implemented a five-days-a-week cleaning program to bring clean and safe services back to key commercial corridors across the city. A one-year contract was awarded in July, and the CSSD began work immediately. The CSSD doubled their team with the addition of ten new hires to work Thursdays to Sundays on Haddon Avenue, Broadway, Mt. Ephraim Avenue, River Road/River Avenue, Federal Street, and in Fairview. Their efforts are making a significant impact and noticeable improvements along the corridors.

CSSD 2015 ANNUAL PERFORMANCE NUMBERS

CLEANING ACTIVITY	40,322	806,440	
	Trash by Bag Count	Trash by Pounds	
AMBASSADOR HOSPITALITY	432	2,326	404
	Graffiti Removed	Handbills and Gum Removed	Landscaping Hours
	11,829	858	
	Requests for Directions and Information	Homeless Assistance and Relocation	

NEIGHBORHOOD REVITALIZATION TAX CREDIT PROJECTS

The CSSD is responsible for two projects funded through the Neighborhood Revitalization Tax Credit (NRTC).

With NRTC monies awarded through the Cooper Foundation, the CSSD provides Clean and Safe services, seven days a week in the Cooper Plaza and Lanning Square neighborhoods. Efforts extend as well into three local parks—Triangle Park, Sheila L. Roberts Park, and Joan Davis Park.

NRTC monies awarded through St. Joseph's Carpenter Society provide 80 hours of Clean and Safe program services along Federal Street on a weekly basis. This work on Federal Street covers the area from State Street to 27th Street—which complements the new corridor activity on Federal between 27th and 30th Streets.

NEIGHBORHOOD STABILIZATION PROGRAM 2

Funded through the Camden Redevelopment Agency and procured through the RFP process, the CSSD maintains 171 vacant and foreclosed upon properties in the Cooper Plaza and Lanning Square neighborhoods. Routine property maintenance helps improve the stability of these neighborhoods.

WATERFRONT LANDSCAPING

Now in its 10th year, the Camden Waterfront Landscaping Initiative was created to improve the aesthetic quality of existing waterfront public spaces and parcels and improve the marketability of the entire downtown waterfront from the Battleship New Jersey to the Ben Franklin Bridge. Landscaping services are managed through a highly qualified third-party landscaping company. Long time project partners in this successful collaborative include the New Jersey Economic Development Authority, the Parking Authority of Camden City, Adventure Aquarium, and the Camden County Department of Parks.

LANDSCAPING PROJECT AT COOPER UNIVERSITY HOSPITAL AND THE CAMDEN WATERFRONT



JOHNNY DIAZ, CSSD AMBASSADOR

"I'm a single father who takes care of my autistic son, and for years we were homeless, moving from shelter to shelter. Since I've started working for the CSSD, I'm no longer homeless and I have an apartment for my son and me. My life has never been easy but I was always told 'nothing beats a failure but a try,' so I try to be the best worker I can be because I love what I do. I'm happy that I can help make the city a better place where people feel proud of where they live."

—JOHNNY DIAZ, CSSD AMBASSADOR

SUPPORT FROM AND FOR THE BUSINESS COMMUNITY

The CSSD works tirelessly to develop and maintain valuable relationships with businesses and organizations throughout the city. Private and public businesses contract with the CSSD for specialized services on and around their business properties. As with all grant contracts, the CSSD team works to not only meet but exceed the expectations of these businesses. In addition to longstanding contracts with Rowan University, NJ Transit, the Camden County Municipal Utilities Authority, and Lourdes Health System, the CSSD also maintains contracts with the following businesses and organizations.

CAMPBELL SOUP COMPANY

The CSSD has been working for the Campbell Soup Company for the past two years to provide Clean and Safe services along the Gateway properties facing Admiral Wilson Boulevard, as well as along the streets just outside of the company headquarters' fence line.

ADVENTURE AQUARIUM

After a short hiatus, the CSSD returned to the Adventure Aquarium last summer to help maintain attractions, ensuring the area around the waterfront remains clean and welcoming for visitors.

✓ A CSSD AMBASSADOR TIDYING UP AT THE CAMDEN WATERFRONT



LIVE NATION

Since 2012, the CSSD provides after-concert parking lot cleaning for Live Nation through a third-party contractor to ensure that the lots, streets, and sidewalks are clean by early morning—regardless of the size of the concert or special event.

U.S. GENERAL SERVICES ADMINISTRATION (GSA)

The GSA has been contracting with the CSSD for many years for maintenance of the public spaces and more than 30 beautifully-appointed planters around the Federal Courthouse and the Post Office in Camden.

SPECIAL PROJECTS AND EVENTS

The CSSD is not just about clean and safe—it is a partner in a larger team, collaborating with city and county officials, community stakeholders, and neighborhood groups in order to make Camden a beautiful, active, and livable city.

This past spring, the call for CSSD special project assistance exploded to include cleaning and landscaping for President Barack Obama's high profile visit to the Camden. Only a few months later, the team was once again working closely with the City of Camden and the Department of Public Works to ensure that Camden was clean and welcoming prior to Pope Francis' visit to Philadelphia.

Throughout the year, CSSD Ambassadors help with a variety of special events hosted by the City of Camden, Cooper's Ferry Partnership, the Camden County Parks Department, the Cooper Foundation, neighborhood groups, and other contributors.

2015 EVENTS INCLUDED:

- Mayor Redd's Camden Clean Campaign
- Camden Night Gardens
- WXPN's XPoNential Festival Weekend
- Freedom Festival
- Tall Ships Festival Weekend
- Camden Jam
- Camden County Parks Jazz Concert Series
- Grand Opening of Roosevelt Plaza Park H2O
- CFP's Movies on the Camden Waterfront
- The Cooper Foundation's Summer in the City Concert Series
- Camden's Annual Fall Festival

“East Camden’s Federal Street is the best commercial corridor in Camden. Through the NRTC program, CSSD has greatly improved the look and feel of the corridor by cleaning the streets, supporting merchants, and connecting residents to services.”

—PILAR HOGAN CLOSKEY, PE, PP, AICP, EXECUTIVE DIRECTOR, ST. JOSEPH’S CARPENTER SOCIETY



RAIN WATER
FAST FACTS:
4,438,914
gallons of rain water
captured just by green
infrastructure in 2015

ENVIRONMENTAL
SUSTAINABILITY &
HEALTHY LIVING

HEALTHY CAMDEN

A healthy Camden is a happy Camden. Cooper's Ferry Partnership collaborates with a number of partners to comprehensively address the city's health through environmental and healthy living initiatives.

In a continued effort to clean and green public spaces, Camden is quickly becoming a national leader in sustainability. Cooper's Ferry Partnership (CFP) regularly collaborates with the City of Camden, Camden County, the Camden County Municipal Utilities Authority, and various environmental partners on numerous efforts to make Camden a more sustainable and healthy community. The unique partnerships between federal, state, and local entities rely on generous and creative support in order to rehabilitate park spaces, establish access to waterways, address infrastructure issues, and revitalize the city. The City of Camden continues to implement award-winning policies and embark on transformative revitalization projects, in an effort to improve infrastructure, trailways, parks, and the overall quality of life for Camden residents. This year, the city solidified its commitment to continued environmental and economic progress by adopting the state's first sustainability ordinance and was honored with silver certification from Sustainable Jersey for its environmental achievements.

There is also an increased support for additional healthy living programming throughout the city. As a response to this call, a variety of classes, activities, and special events were added to the city's ever-expanding roster of activities and initiatives for residents and visitors to utilize and enjoy. Whether you are in the heart of the city or along the Delaware River, Camden offers fun activities to keep your legs moving, bodies healthy, and hearts beating strong.

CAMDEN COLLABORATIVE INITIATIVE

All efforts to make Camden a greener city are organized collectively under the umbrella of the Camden Collaborative Initiative (CCI). The CCI is a solutions-oriented partnership between governmental, nonprofit, private, and community-based agencies tasked with planning and implementing innovative strategies to improve the environment and quality of life for residents. Launched in 2013, CCI's core organizational team includes: Cooper's Ferry Partnership (CFP), the City of Camden, the Camden County Municipal Utilities Authority (CCMUA), the New Jersey Department of Environmental Protection (NJDEP), and the United States Environmental Protection Agency.

After establishing an extensive matrix of environmental issues facing Camden daily, the CCI engaged more than 40 organizations from various educational and environmental agencies and established seven environmental-themed working groups to tackle these issues.

Bringing together thought leaders from all backgrounds and levels of government, nonprofit, and for-profit entities, working groups were classified as:

- Air
- Camden SMART
- Environmental Education
- Camden Green Team
- Healthy Camden
- Land and Brownfields
- Waste and Recycling

“With the Camden Collaborative Initiative as a model, DEP will be working with other communities to bring together partners and leverage resources to address challenging urban environmental issues like the combined sewer system and abandoned brownfield sites.”

— DAVID GLASS, DEPUTY COMMISSIONER, NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION

**FAST FACT:
CAMDEN SMART INITIATIVE**

56,126,814

gallons of stormwater captured in 2015

CAMDEN SMART INITIATIVE

Founded in 2011, the Camden SMART (Stormwater Management and Resource Training) Initiative is a community-driven movement to protect human health, improve conditions for economic development, improve water quality, and enhance the quality of life for Camden City, its residents and the Delaware River watershed through the broad use of green and gray infrastructure techniques for stormwater management.

Camden SMART is one component of the CCI, and is made possible through a public-private partnership between CFP, the City of Camden, the CCMUA, the NJDEP, the Rutgers Cooperative Extension Water Resources Program, and the New Jersey Tree Foundation.

Camden SMART completed a total of 49 green infrastructure projects, engaged more than 4,000 community members, hosted more than 35 sustainability events and workshops, planted more than 1,500 trees, distributed more than 220 rain barrels, involved more than 40 project partners and invested more than \$5 million in the City of Camden. These efforts resulted in 5.6 million gallons of stormwater that are captured, filtered, and infiltrated each year.

“Since its inception, Camden SMART has invested over \$5 million in the City of Camden in green infrastructure demonstration projects that capture and treat over 4 million gallons of stormwater each year. New Jersey Environmental Infrastructure Trust and NJDEP are both excited and proud of its association with the City of Camden to date, and we look forward to a continuation of this very productive partnership.”

— DAVID ZIMMER, EXECUTIVE DIRECTOR, NEW JERSEY ENVIRONMENTAL INFRASTRUCTURE TRUST

**CAMDEN SMART PROGRAM
HIGHLIGHTS FROM 2015:**

ROOSEVELT PLAZA PARK'S H2O

In 2015, the Camden SMART initiative launched a new rainwater harvesting project in Roosevelt Plaza Park called *Roosevelt Plaza Park H2O* that was funded by the Horizon Foundation for New Jersey, with support from the William Penn Foundation, Geraldine R. Dodge Foundation, Wyncote Foundation, Wells Fargo Foundation, and the National Fish and Wildlife Foundation. The H2O zone project encourages the use of green infrastructure techniques to reduce the impact of stormwater on the city's sewer system.

“It is an honor to provide a \$50,000 grant to support Roosevelt Plaza Park's pop-up rainwater harvesting system. Wells Fargo has been a major supporter of Camden's impressive revitalization. And, over the past three years, we have donated through our various Foundations and employee giving programs over \$1.5 million to city projects and causes.”

—KELLI PETERSON, CAMDEN COUNTY DISTRICT MANAGER,
WELLS FARGO

This creative placemaking project encourages residents and visitors to utilize and actively enjoy safe, public recreational spaces, while bringing attention to the need to consider and apply green infrastructure and innovative stormwater management solutions in their homes and their communities.

Roosevelt Plaza Park's H2O project utilizes locally sourced Intermediate Bulk Container totes as green rainwater collection towers that irrigate the planted towers and a demonstration planter garden. Features include educational signage, an interactive water organ, a re-circulating rain curtain, public seating, and plenty of shade so visitors will stay and enjoy the many interesting and enjoyable aspects of the park.

The H2O project is a collaboration between the City of Camden, CFP, the Camden Redevelopment Agency, Camden Special Services District, and Connect the Lots. Group Melvin Design, a planning and urban design firm based in Camden, and Sikora Wells Appel, a landscape architecture firm based in Haddonfield led the design and implementation of the “pop-up park” concept. Mizu Contracting was commissioned to complete the specialized construction of the rainwater collection system, and Anthony Darrow Piano Tuning maintained the piano.



“We are pleased to unveil this placemaking project that will help to educate and empower our community to join the effort to tackle our stormwater management and flooding issues. In addition to offering a vibrant place for Camden residents and visitors to gather and enjoy, it provides important information about preserving our environment.”

—CAMDEN MAYOR DANA L. REDD



MAYOR DANA L. REDD HELPING CHILDREN PLANT FLOWERS AT THE GRAND OPENING OF ROOSEVELT PLAZA PARK H2O >

CAMDEN SMART FORUM

Camden SMART's third annual forum held at The Salvation Army's Ray and Joan Kroc Corps Community Center featured a dynamic and educational keynote address, panel discussions, and exhibits. More than 100 people attended to listen and participate in the forum, despite an unexpected snowstorm.

LAND AND BROWNFIELDS

With help from the Camden SMART Team and support from a Camden County Open Space Grant, the Land and Brownfields Working Group was able to transform a once contaminated five-acre, abandoned industrial riverfront property into a charming waterfront park, known as Phoenix Park.

The newly remediated Phoenix Park offers residents of Waterfront South recreational access to the Delaware River with spectacular views of the Philadelphia skyline, beautiful sunsets, and other natural wonders like egrets, red-tailed hawks, peregrine falcons, and native trees, plants and shrubs. Additionally, the park now provides a walkway to the Michael J. Doyle Fishing Pier, connecting residents of Waterfront South to the Delaware River.

CAMDEN GREEN TEAM

Cooper's Ferry Partnership has co-convened the *Camden Green Team* which doubles as the Camden Collaborative Initiative's (CCI) Environmental Justice Working Group. Since 2013, the group has played an integral role in the City of Camden's bronze and silver certification from Sustainable Jersey, and also works with the city to apply for and receive grants from Sustainable Jersey for a variety of capacity building and sustainable projects.

The Green Team assisted the City of Camden in the creation and implementation of the Sustainability Ordinance.

The ordinance requires applicants for new development, or for modification to existing development, to submit an Environmental Impact and Benefits Assessment, which evaluates and addresses the potential impacts and potential benefits that the proposed development activity could have on the environment, as well as the public health and welfare of Camden residents and the general public.

Currently, the Green Team is working toward recertifying Camden's Sustainable Jersey silver status.

THE PURPOSE OF THE SUSTAINABILITY ORDINANCE IS TO:

- 1 Promote environmentally related sustainable practices.
- 2 Promote economic growth within the City of Camden in a manner that is protective of the public health, safety, and welfare of residents.
- 3 Promote the development of vibrant neighborhoods that balance the needs of the built environment with that of the natural environmental habitat and ecosystems.

PREPARING TO CLEAN-UP A LOCAL PARK



ENVIRONMENTAL EDUCATION

Last spring, the CCI's Environmental Education Working Group held their inaugural Resource Fair at the Camden Community Charter School. Teachers, students, and parents were invited to learn more about the environment and various species that populate the Earth.

Over the summer, the Environmental Education Working Group completed its second year of the *Green Ambassador Program*. The program engages Camden youth by providing green-collar work opportunities that offer hands-on work experience and classroom environmental education, introducing them to real world environmental issues and careers.

With the launch of this program, Camden's youth are now armed with the knowledge to help transform the city into a greener, cleaner, safer community—all the while experiencing meaningful employment and educational opportunities.

WASTE AND RECYCLING—WORKING TOWARD A GREENER FUTURE

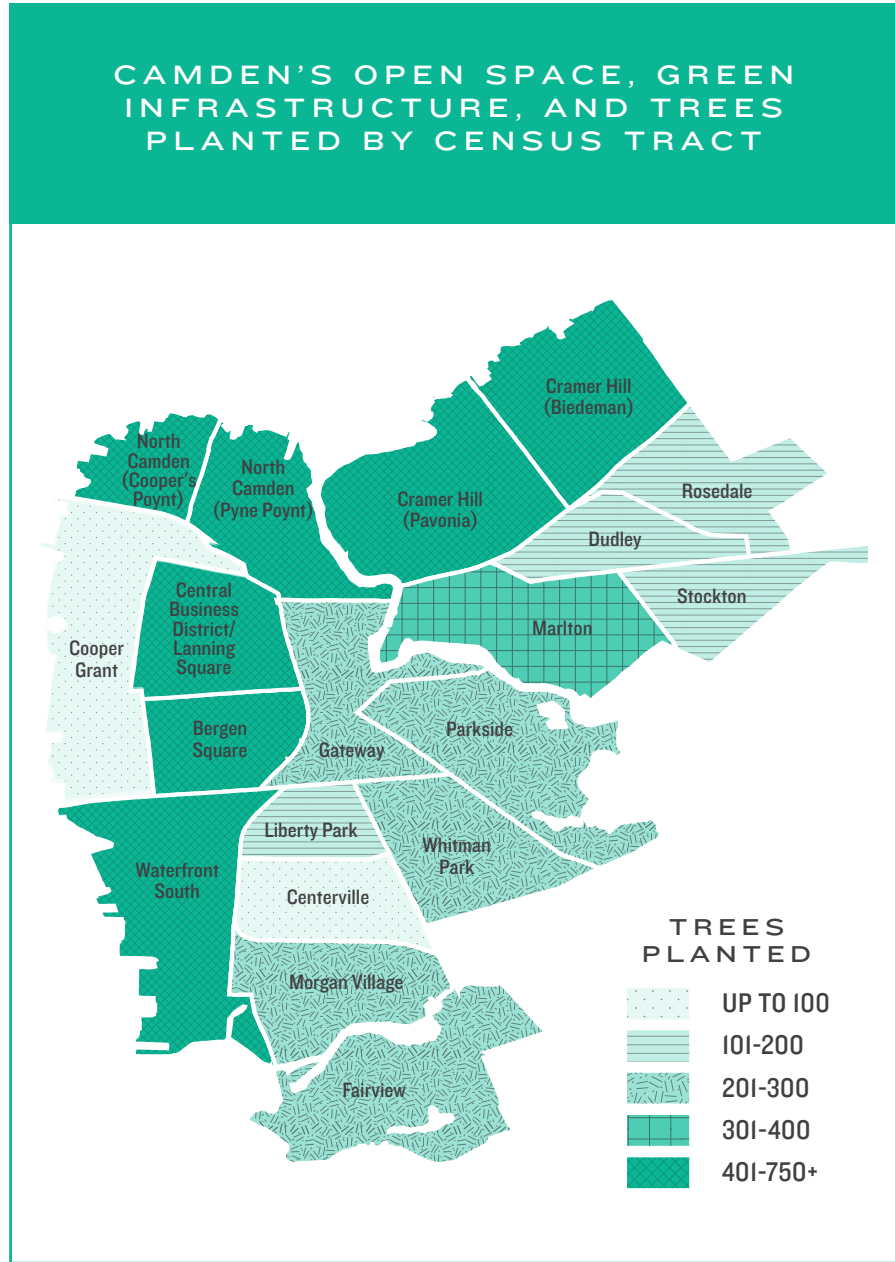
The Waste and Recycling Working Group assisted the City of Camden in becoming one of the three pilot cities for the New Jersey Department of Environmental Protection's (NJDEP) *Illegal Dumping Program*. Under this new initiative, investment from the NJDEP will be used to support the use of advanced technology, such as hidden wildlife cameras. This technology will be utilized by the City of Camden and the Camden County Police Department to prosecute dumpers, and to help provide evidence needed to penalize perpetrators to the fullest extent allowable by law.

NEW JERSEY TREE FOUNDATION

In 2002, the New Jersey Tree Foundation (NJTF) and the City of Camden began planting throughout neighborhoods to improve the environment and add to residents' quality of life. Tree plantings are done by hand by local residents and volunteers, bringing a variety of beautiful, colorful trees to Camden's streetscapes, parks, and gardens.

"I've seen these trees truly transform hot, barren city streets to lush, green and shaded walkways."

—JESSICA FRANZINI,
SENIOR PROGRAM
DIRECTOR, NEW JERSEY
TREE FOUNDATION



Over the past 13 years, NJTF's community-based *Urban Airshed Reforestation Program* planted 5,842 trees in Camden's 20 census neighborhoods, and 414 trees alone were planted in 2015. Help from

12,025 volunteers aided in the removal of nearly 85,000 square feet of impervious surface enabling the trees to take root and flourish.



TREE FAST FACTS:

150
trees were planted on
TD Tree Day

1,725
trees have been
planted since Camden
SMART's Inception

"The restoration of Von Nieda Park and mitigating the flooding in this neighborhood exemplifies how the DEP can bring the expertise and resources needed to assist communities in addressing complex environmental problems."

—DAVID GLASS, DEPUTY COMMISSIONER,
NEW JERSEY DEPARTMENT OF
ENVIRONMENTAL PROTECTION

SPECIAL PROJECTS:

**NEW JERSEY ENVIRONMENTAL
INFRASTRUCTURE TRUST**

New Jersey enjoys a national reputation as a leader in innovative and effective environmental protection strategies — New Jersey Environmental Infrastructure Trust (NJEIT) and its innovative financing program has helped earn this reputation.

Established in 1986 as the first of its kind in the country, NJEIT is an independent state financing authority providing low-cost financing for the construction of environmental infrastructure projects that enhance and protect ground and surface water resources, ensure the safety of drinking water, and facilitate responsible, sustainable economic development.

Here is a list of current Stormwater and Resiliency Projects happening in the City of Camden, made possible through NJEIT.

**VON NIEDA PARK STORMWATER MANAGEMENT
AND PARK IMPROVEMENT PROJECT**

As one of Camden's largest public greenspaces, Von Nieda Park is a popular recreation spot for residents, located in the heart of the city's Cramer Hill neighborhood. Due to

FAST FACT:

\$5 MILLION
invested in Camden by the
New Jersey Environmental
Infrastructure Trust in
2014-15

the topography of the area and city-wide storm and sanitary sewer capacity issues, rain often caused severe flooding in the park and the surrounding community.

The \$4.3 million Von Nieda Park Stormwater Management and Park Improvement Project is funded by the United States Environmental Protection Agency, the New Jersey Department of Environmental Protection's (NJDEP) Green Acres and Recreational Trails Programs, the NJEIT via the Camden County Municipal Utilities Authority (CCMUA) and the Neighborhood Revitalization Tax Credit Program via the Cramer Hill CDC, with direct funding from New Jersey American Water.

In October, a complex, yet highly successful undertaking was completed, Phase 1 of the Von Nieda Park Stormwater Management and Park Improvement Project. The City of Camden and Cooper's Ferry Partnership (CFP) partnered with Camden County and Cramer Hill CDC to tackle this project.

Identified as the number one concern

< RESIDENT AT THE GRAND OPENING OF
ROOSEVELT PLAZA PARK H20

by residents involved in the *Cramer Hill NOW! Neighborhood Plan*, this project will help mitigate flooding in the Cramer Hill neighborhood, specifically in Von Nieda Park and the surrounding areas through two major construction projects.

**BALDWIN'S RUN URBAN
DAYLIGHTING PROJECT**

The Baldwin's Run project is located between Harrison Avenue and the backchannel of the Delaware River, northwest of Von Nieda Park. When completed, the project will include the reconstruction of 16,718 square feet of an historic streambed that used to run through the park as well as wetland restoration, a 192.3-foot long boardwalk designed for passive bird watching, and the construction of a 1,890-foot multi-use trail connecting Von Nieda Park to surrounding neighborhoods. Re-establishing the stream and enhancing the wetlands benefits the natural habitats for endangered plant and animal species. Funding for this project was made possible through a low-interest loan from the NJEIT for \$1.5 million, submitted by the CCMUA in partnership with CFP. Additionally, CFP, partnering with the City of Camden, was awarded a \$24,000 grant from NJDEP's Recreational Trails Program for the construction of the trail linking the park to surrounding neighborhoods.

**VON NIEDA PARK
STORMWATER MANAGEMENT
PROJECT**

The multi-phased, \$2.8 million Von Nieda Park Stormwater Management Project began in 2014. Improvements were first made to separate and

upgrade the storm and sanitary pipe infrastructure in and around the park. Major construction was completed in October 2015 and includes: installation of approximately 7,239 linear feet of new reinforced concrete storm sewer pipes, a 134,376-square-foot detention basin, relocating and constructing baseball fields, replacement of approximately 675 feet of reinforced concrete combined sewers, and construction of two new storm water depressions in the park. Flow from the park will be conveyed through a 675-linear-foot pipe to a 42-inch storm sewer outfall, which will discharge into Baldwin's Run. Funding for this project was made possible through a \$600,000 loan from the NJEIT, submitted by the CCMUA in partnership with CFP. Additional funding is currently being sought to complete gray infrastructure improvements, which will mark the final phase of this portion of the project.

PHOENIX PARK PROJECT

The Phoenix Park Project proposes to remediate approximately 156,050 square feet of land by removing contaminants and concrete, creating a park for the Waterfront South community. Eventually, the Phoenix Park will include a gravel walking path, overlook, parking area, and wetlands marshy area with plantings of approximately 30 native evergreen trees, native meadows, and turf grass. Funding for this project was made possible through a \$1.4 million loan from the NJEIT, submitted by the CCMUA in partnership with CFP.



GREEN INFRASTRUCTURE PROJECTS

The Green Infrastructure Projects include 17 new green infrastructure projects scattered throughout the city. Projects include the installation of planter boxes, rain gardens, installation of pervious pavement, rainwater harvesting cisterns, and various tree and shrub plantings. Each project was designed to help divert rainwater from the combined sewer system. Funding for this project was made possible through a \$200,000 loan from the New Jersey Environmental Infrastructure Trust (NJEIT), submitted by the Camden County Municipal Utilities Authority (CCMUA).

4,438,914

gallons of rain water captured by green infrastructures alone in 2015

SEWER REHABILITATION PROJECT

This project involves the rehabilitation and reconstruction of structurally and hydraulically deficient sewers at eight different locations within the city. The proposed scope of work includes replacement of sewers, installation and/or replacement of manholes/inlets and other related structures, reconnection of sewer laterals, jetting/vacuuming of adjacent existing sewers, and street and sidewalk restoration. Funding for this project was made possible through a low-interest loan from the NJEIT for \$1.3 million, submitted by the CCMUA in partnership with the City of Camden.

WASTEWATER PUMP STATION REHABILITATION

The overall scope of the project is to rehabilitate the eight existing sewer pump stations and one ejector station to restore facility performance to appropriate design and safety standards. This work shall include, but not be limited to, repair and/or replacement of piping, pumps, motors, valves, castings, auxiliary equipment, wiring/instrumentation, wet/dry wells, and station ventilation systems. The pump stations are located at Federal Street and Delaware Avenue, Baird Boulevard at Cooper River, Fenwick Road near Monitor Road, Federal Street and River Road, Ferry Avenue at Old White Horse Pike, Mt. Ephraim Avenue and Fairview Street, Pine Street and Memorial Avenue, State Street at Cooper River, Broadway and Morgan Boulevard. Funding for this project was made possible through a \$14 million low-interest loan from the NJEIT, submitted by the City of Camden.

WATER STORAGE TANK REHABILITATION

The scope of the project is to rehabilitate the three existing water storage tanks to restore facility performance to appropriate design and safety standards. This task involves painting of the interior and exterior surfaces, repair and replacement of safety equipment, repair of concrete structures, and inspection of altitude valve. The water storage tanks are located at Elm Street, Kaighn Avenue, and Whitman Park in the City of Camden. Funding for this project was made possible through a \$5 million loan from the NJEIT, submitted by the City of Camden.

ADDITIONAL PARKS AND OPEN SPACE PROJECTS

CRAMER HILL

Von Nieda Park Sprayground Project

This project builds off the flood mitigation success of the Von Nieda Park Stormwater Management and Baldwin's Run Daylighting projects by investing in the creation of natural play spaces inside the park. Cooper's Ferry Partnership (CFP) was awarded a \$125,000 grant from the National Recreation and Park Associations, with support from American Water Charitable Foundation to create the play space. Remington & Vernick Engineers were contracted to complete the design of the project.

Due for completion in spring 2016, Von Nieda Park will feature new, innovatively designed play space featuring natural elements including boulders, tree stumps, and a special water feature that will be activated in the summer. While having fun, children of all ages will climb and run while gaining and appreciating water conservation, and other important environmental concepts.

NORTH CAMDEN

Cooper's Poynt Waterfront Park and Roadways Project

Since demolishing the former Riverfront State Prison in 2009, CFP has collaborated with the City of Camden and the North Camden community group Save Our Waterfront to revitalize the neighborhood just north of the Ben Franklin Bridge and connect the community to the waterfront. The 2008 North Camden Waterfront Park Plan envisioned creating a signature park on the site of the former Riverfront State Prison to spur interest in redeveloping this

“The Freeholder Board has made significant investment into improving our park system throughout Camden County, and has worked to enhance several parks in Camden City, including Pyne Poynt Park and Von Nieda Park.”

—FREEHOLDER JEFFREY L. NASH

valuable waterfront property. Reconstruction of the adjacent roadways and infrastructure upgrades are considered a critical component of redevelopment.

On behalf of the City of Camden, CFP secured funding for the design and engineering of a new park and roads, as well as the reconstruction of existing streets. Remington & Vernick Engineers designed the road reconstruction and streetscape improvements from Delaware Avenue to North 4th Street, between Pearl and State Streets. ABR Consultants, LLC of Camden completed the design of the new waterfront park and roadway between Delaware Avenue and the Delaware River.

Plans for Phase 1 of the Road Reconstruction Project are now complete, and include full separation of the combined sewer system, full depth excavation of the roadway, and bicycle and pedestrian amenities. Construction funding is currently being sought for the next phase of this project.

Final design of the Waterfront Park Project was completed in January 2016. The plans include the construction of more than five acres of new park space, with eight acres set aside for future residential and mixed-use development. Future park phases will include unique play areas, water features, an off-road waterfront trail, art installations, pad space for a café, and a high deck, featuring expansive views of the Ben Franklin Bridge and Philadelphia skyline. The New Jersey Economic Development Authority will issue the bid proposals for construction this winter, in anticipation of construction starting in spring 2016.

Dominick Andujar Park

On behalf of the City of Camden and in partnership with the North Camden neighborhood community, CFP is managing the implementation of improvements to Dominick Andujar Park, a city-owned park formerly

known as Point Street Park in North Camden. Issues currently present at the park include an unsafe playground, a lack of nighttime lighting, a tennis court in very poor condition, and a baseball field with minor flooding problems that lacks dugouts, and the absence of trash receptacles at the park. The 2008 North Camden Neighborhood Plan listed improvements to Dominick Andujar Park as a priority for the North Camden community.

CFP secured funding from the Neighborhood Revitalization Tax Credit program, administered by Camden Lutheran Housing, to complete the design and construction of the park's improvements. After consulting with city officials, the North Camden community and the North Camden Little League, improvements were finalized. Improvements to the park include new dugouts, improvements to the baseball field that will address poor field conditions, repairs to playground equipment, and the installation of a state-of-the-art Eye in the Sky camera system for the park.

Construction on the park's improvements is set to begin in March 2016, with a completion date of June 2016—just in time for the 2016 season of the North Camden Little League!

North Camden Waterfront Park

CFP is moving forward with the design and construction of Phase 1 of the North Camden Waterfront Park Project, which extends from Pyne Poynt Park edge westward to 3rd Street.

The project, outlined in the North Camden Neighborhood Plan and in cooperation with CFP, Save Our Waterfront, the City of Camden, Camden County, other interested stakeholders, and residents will complete the transformation of this park space. When finished, the park will feature a multi-purpose Waterfront Greenway trail, a boat launch and fishing pier, picnic areas, and river outlooks, all with views of the Delaware River backchannel.

Design plans were funded by the Camden County Open Space Trust Fund. Additional funding came from CFP through grants provided by the United States Environmental Protection Agency and the New Jersey Department of Environmental Protection's Green Acres and Recreational Trails Programs. Additional funding is being sought through the NJEIT. Once funding is complete, construction will commence on the \$3 million project.

✓ SUMMER WORKOUT ON THE CAMDEN WATERFRONT



**HEALTHY LIVES
— MIND, BODY & SPIRIT
PHYSICAL AND SPIRITUAL HEALTH**

Yoga on the Waterfront

Camden County, with the support of Cooper’s Ferry Partnership (CFP), partnered with Moon Shine Yoga to offer free, hour-long yoga instruction once a week along the waterfront, closest to the Marina. These classes served as a way to get residents and workers in businesses located near the waterfront to spend more time utilizing, socializing, and enjoying all that the waterfront has to offer. The classes hosted more than 50 people on average from June until September.

Yoga in Johnson Park

This summer, Connect the Lots and the YMCA of Burlington and Camden Counties hosted free outdoor yoga every Tuesday in Johnson Park. A strong following of yogis attended the sessions each week to stretch, exercise, and relax in a beautiful stress-free environment.

“The Y believes that all families should receive the support they need to get and stay healthy. While healthy living is a way of life, it’s more than just eating right and staying active. It’s also about bringing people together to create meaningful relationships, fostering a sense of community, and encouraging healthy lifestyles at all ages.”

—TIM KERRIHARD, PRESIDENT & CHIEF EXECUTIVE OFFICER,
YMCA OF BURLINGTON AND CAMDEN COUNTIES

LET’S GET ACTIVE

WORKOUTS ON THE WATERFRONT

Camden County and CFP partnered with a premier personal trainer to offer hour-long exercise bootcamp sessions once a week along the waterfront, closest to the Marina. These classes served as a way to get residents and workers in businesses located near the waterfront to spend more time outside their office spaces and homes and enjoying all that the waterfront has to offer. The classes ran from May through October, and hosted approximately 35 people on average each week.

✓ SUMMER YOGA ON THE CAMDEN WATERFRONT.

HISTORIC FAIRVIEW 5K RUN/WALK

The annual Historic Fairview 5K Run/Walk, presented by the Fairview Neighbors, is a dog-friendly event for the seasoned athlete, casual walker, family, and history buff alike, starting and ending in historic Yorkshire Square. Part of the South Jersey Road Racing Series, this event celebrates the history and community of the first planned walking community in the country, meandering through streets with views of Colonial Revival Architecture, grand open parks, Newton Creek, and even the Walt Whitman Bridge. The course is marked with fun facts about the unique garden village, making this a fun and educational exercise.





96

CAMDEN COUNTY
POLICE DEPARTMENT

SERVE & PROTECT CAMDEN

The Camden County Police Department is dedicated to reducing crime while building bridges to the community, instilling trust, and making residents of all ages feel safe. The officers live and work by the credo: *Service Before Self*.

Using the popular phrase “everything old is new again” as a backdrop, members of the Camden County Police Department embarked down a path paved with the basic, yet obvious need to return to the old days of community policing that involved the more frequent human contact and interaction. This philosophy has been met with genuine excitement by a community that had become wary of police interaction. By applying this simple concept, new and more trusting relationships have been formed, allowing residents to better understand the role of the officers in their neighborhoods while creating a roadmap that addresses decades of social inequities.

The culture of contact among Camden County Police Officers has created a philosophical foundation in the Department. Like the famous Norman Rockwell painting that depicts the bond between a police officer and a young child, the Camden County Police Department strives every day to solidify the bond with those they serve and protect.

97

^ CAMDEN COUNTY POLICE
DEPARTMENT OFFICER WITH
CAMDEN YOUTH

CAMDEN COUNTY POLICE >
DEPARTMENT CHIEF J. SCOTT
THOMSON WITH CAMDEN YOUTH



MAKING NEEDED INVESTMENTS

While delivering on the department's goal of establishing relationships and building trust, significant investments have been made in hiring and infrastructure. Twenty new recruits have been assigned to Camden, with 14 additional recruits in the Academy, and a financial investment of \$4 million has resulted in the successful deployment of the city's Eye in the Sky street surveillance system. These investments, coupled with a supportive community, have resulted in the city's lowest incident level since 1974.

REACHING CAMDEN'S YOUTH

Working with the children of Camden is paramount for the department. By creating a dialogue using core themes like reading, eating, and entertainment, children have become more comfortable, trusting, and understanding of the job being done by police officers.

The successful Bookmates program places officers into the most challenged neighborhoods twice a week where they read to kindergarten-age children. In addition to reading, officers present K-9 demonstrations so children learn to appreciate and understand the work of the department dogs. They also organize holiday celebrations in the Centerville neighborhood where families gather for food and fellowship.

“The department is making a significant impact on the community, especially the children of Camden by connecting with them in their schools, parks and playgrounds. We are providing a safe haven for them to succeed in their neighborhoods and in their schools. I’m from this city, I believe in this city and I know we are doing important work for the revitalization of Camden.”

—SGT. RAPHAEL THORTON, CAMDEN COUNTY POLICE DEPARTMENT

STRATEGIC POSITIONING

Beginning on Mother's Day and running through the summer months, officers deploy Mister Softee trucks into neighborhoods to hand out ice cream. The trucks go into volatile neighborhoods, allowing officers to literally “freeze out” any illicit activities that might be planned. Officers hold block parties, with barbeques and a portable basketball court that take over entire blocks, offering mentoring, goodwill, and a lot of fun for residents.

In the fall and winter months, officers set up the “Blue Knight” program in public parks and gathering areas, where they hand-out hot chocolate and soft pretzels, while “knighting” or deputizing children throughout the city's 21 neighborhoods. The department also hosts movie nights throughout the winter in community centers located in a number of police districts to continue building trust while ensuring frequent contact with children and families.

100

“Just a few years ago, this city was written off as dangerous beyond redemption—a city trapped in a downward spiral... Camden and its people still face some very big challenges. But this city is on to something. You’ve made real progress in just two years. And that’s why I’m here today—because I want to focus on the fact that other cities across America can make similar progress.”

—PRESIDENT BARACK OBAMA

PROJECT GUARDIAN

Through their network of community relationships, officers are now acquainted with the residents who may need help during extreme weather events. Officers check on them when the thermometer dips too low or goes too high to ensure these vulnerable residents don’t suffer from a weather related fatality or injury. If help is needed, officers provide or call for transport and also observe whether the house is properly heated or cooled. If it is not, they provide instructions so residents may call for help to address those needs.

GETTING TO KNOW YOU

Establishing familiar relationships with neighborhood residents has been a catalyst in developing the dialogue and engagement that has proven successful. Officers understand the value of first impressions, initial conversations and ongoing contact with residents in order to build bridges throughout the community. Presented with other agencies and critical government departments, “Meet the Officers” events are held in relaxed environments that allow officers and residents to break bread together while participating in activities like football and basketball games.

MAINTAINING SAFE CORRIDORS TO SCHOOL

Students of all ages who walk to school are now accustomed to seeing the same officers in the same place every day, providing them with safe passage to school. These officers know the children and have come to provide greatly needed peace of mind to parents—who in the past feared their child might be a victim of bullying or become innocently involved with something unpleasant on their way to school.

A school district survey reported that students feel significantly safer outside their schools since officers began providing a guardian presence.

PLANNING FOR TODAY AND THE FUTURE

Since the phased implementation of the Camden County Police Department, the city has become a safer place to live, work, visit, and conduct business. Safer streets encourage residents to engage with one another more frequently, and safer parks and public spaces make playtime more fun for children and more relaxing for their caregivers. Our emphasis on safety has also contributed to the economic investments being made by current businesses and those preparing to call Camden home.

101

“The Camden County Police Department has been a vehicle of change for the city. Whether it is kids playing in the park or Mrs. Smith walking to the corner store for milk, the men and women in law enforcement have changed the public safety paradigm in Camden. Every day you can see our officers providing guardianship and building on relationships with residents throughout our 21 neighborhoods. A strong commitment to service drives our department and you can see progress being made on a daily basis.”

—SGT. RAPHAEL THORTON, CAMDEN COUNTY POLICE DEPARTMENT

COOPER'S FERRY PARTNERSHIP

STAFF & 2015 INTERNS

102

STAFF

Anthony J. Perno III
President & Chief
Executive Officer

Joseph Myers
Chief Operating Officer
& Vice President

Meishka L. Mitchell
Vice President of
Neighborhood Initiatives

Shahid Rana
Vice President of
Business Development

Caren Fishman
Executive Director, Camden
Special Services District
(CSSD)

Sue Brennan
Senior Project Manager

Sarah Bryant, AICP
Senior Project Manager

Kathy Cullen
Project Manager

Victoria Gilbert
Project Manager

Caroline Gray
Project Manager

Enrique Rivera
Project Manager

Joseph Young Jr., B.L.A.
Project Manager

Marilyn Santana-Martinez
Business Manager

Nakia Maxwell
Administrative Assistant
& Receptionist

2015 INTERNS

Rushida Beattie
Rowan University

Kendra Bussey, M.B.A.
Strayer University

Zoranyi Estevez
Rowan University

Perry Farhat
Rutgers University,
School of Law

Joseph Frimpong,
Rutgers University-Camden

Chazz Hinson
Rutgers University-Camden

Nick Johnson
United States

Military Academy

Amelia Nowak
Rutgers University-Camden

Ram Raval
Washington and
Lee University

Terrence Stephens
Camden City School
District Youth
Employment Program

Jake Thompson, M.E.S.
University of Pennsylvania

Grayson Whitten
United States
Military Academy

Sarah Woolf
University of Cincinnati

BOARD OF DIRECTORS

Dana L. Redd
Co-Chair
Mayor, City of Camden

Susan Bass Levin
Co-Chair
President & Chief Executive
Officer, The Cooper
Foundation

Phoebe A. Haddon
Secretary
Chancellor, Rutgers
University-Camden

Richard Landers
Treasurer
Vice President—Tax &
Real Estate, Campbell
Soup Company

Charles Bragitikos
Camden Town Center
Associates

Mark K. Bryant
President & Chief Executive
Officer, CAMcare Health
Corporation

Bob Caprice
Senior Vice President, Sales
Perform & Support Exec,
Bank of America

James H. Carll
Partner, Archer
& Greiner PC

Carl Dranoff
President, Dranoff Properties

Brenda Ross-Dulan
Executive Vice President &
Regional President Southern
New Jersey, Wells Fargo

Joseph A. Forline
Vice President—Gas
Operations, PSE&G

Scott R. Gamble,
Regional President,
BB&T Bank

Alexander Hatala
President & Chief Executive
Officer, Our Lady of Lourdes
Health System

Chris Heck
Chief Revenue Officer,
Philadelphia 76ers

Dr. Ali A. Houshmand
President, Rowan University

Rev. Robert E. Hughes, V.G.
Vicar General & Moderator
of the Curia, Diocese of
Camden

**Assemblywoman
Patricia Egan Jones**
5th Legislative District
& Co-Chair, Home Port
Alliance for the Battleship
New Jersey

John Fitzgibbons
Corporate Vice President
of Operations, Herschend
Family Entertainment

William J. Kettleon
Regional Vice-President,
Government & Community
Affairs, Comcast Cable

Kafi M. Lindsay, Esq.
Vice President & Market
Manager, PNC Community
Development, PNC Bank

Daniel Lombardo
President & Chief Executive
Officer, Volunteers of America

David Micha
President, L-3
Communication
Systems - East

Debra Moran
Vice President, Site
Administrator, Virtua

Tim Moreton
Chief Executive Officer,
Contemporary Graphic
Solutions

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

Sheila L. Roberts
Broadway Main Street

Joseph Tredinnick
Regional Vice President,
TD Bank

William M. Varley
President, New Jersey
American Water & Senior
Vice President, Northeast
Division, American Water

Curt Voss
Executive Director,
BB&T Pavilion

Rev. Floyd L. White III
Secretary, Concerned
Black Clergy

Raymond Yannuzzi
President, Camden
County College

Jennifer Young
External Affairs, Verizon

103

CAMDEN SPECIAL SERVICES DISTRICT ADVISORY BOARD

Louis S. Bezich
Chair
Senior Vice President, Strategic Alliances, Cooper University Health Care

Larry Gaines
Vice Chair
Vice Chancellor, Rutgers University-Camden

Vincent F. Basara
Office of the Mayor, Ombudsman/UEZ Coordinator, City of Camden

Gary Divens
Executive Dean, Camden County College

Patrick Keating
Director, Dept. of Public Works, City of Camden

Raymond Lamboy
President & Chief Executive Officer, Latin American Economic Development Association (LAEDA)

Tyrone McCombs, Ph.D.
Associate Vice President, Rowan University

Joe Navarro
Superintendent, NJ Transit River LINE

Richard Stagliano
President & Chief Executive Officer, Center for Family Services

Dominic Vesper Jr.
Deputy County Administrator, Camden County

CAMDEN SPECIAL SERVICES DISTRICT BOARD OF DIRECTORS

Anthony J. Perno III
President

Shahid Rana
Vice President

Joseph Myers
Secretary/Treasurer

CAMDEN SPECIAL SERVICES DISTRICT SUPPORTERS

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

- | | |
|---|--|
| Adventure Aquarium | County of Camden |
| AthenianRazak | Diocese of Camden |
| CAMcare Health Corporation | DuBois, Sheehan, Hamilton, Levin & Weissman, LLC |
| Camden County College | General Services Administration |
| Camden County Department of Events and Community Outreach | Grapevine Development |
| Camden County Department of Parks | Live Nation |
| Camden County Improvement Authority | New Jersey Economic Development Authority |
| Camden County Municipal Utilities Authority | NJ Transit River LINE |
| Camden Redevelopment Agency | Lourdes Health System |
| Campbell Soup Company | Planned Parenthood |
| Center for Family Services | PNC Bank |
| City of Camden | Rowan University |
| The Cooper Foundation | Rutgers University-Camden |
| Cooper University Health Care | St. Joseph's Carpenter Society |
| Coriell Institute for Medical Research | Susquehanna Bancshares, Inc. |
| | The Victor Associates |
| | Virtua |

SUPPORTERS

Many of the projects featured in this report would not be possible without the support of the City of Camden, Camden County, and the State of New Jersey. Additionally, Cooper's Ferry Partnership would like to extend special thanks to:

- | | |
|---|---|
| Camden County Improvement Authority | New Jersey Environmental Infrastructure Trust |
| Camden County Municipal Utility Authority | New Jersey Housing and Mortgage Finance Agency |
| Camden County Open Space Commission | New Jersey Travel and Tourism |
| Delaware River Valley Planning Commission | Rutgers Cooperative Extension Water Resources Program |
| Federal Highway Administration | United States Environmental Protection Agency |
| New Jersey Department of Community Affairs | United States Department of Transportation |
| New Jersey Department of Environmental Protection | |
| New Jersey Department of Transportation | |
| New Jersey Economic Development Authority | |

CONTRIBUTORS

Cooper's Ferry Partnership and the City of Camden would like to extend special thanks to all those who contributed to this report:

- | | |
|---|---|
| Adventure Aquarium | Cooper University Health Care |
| AthenianRazak | Delaware River Port Authority |
| Battleship New Jersey | Geoff Gelay, RCHeliCam |
| BB&T Pavilion/Live Nation | Latin American Economic Development Association |
| The Bicycle Coalition of Greater Philadelphia | New Jersey Tree Foundation |
| CamConnect | NJ Transit |
| Camden Children's Garden | Rowan University |
| Camden Coalition of Healthcare Providers | Rutgers University-Camden |
| Camden County | The Salvation Army Ray and Joan Kroc Corps Community Center |
| Camden County College | Thomas/Boyd Communications |
| Camden County Police Department | Wells Fargo Regional Foundation |
| Campbell Soup Foundation | William and Ronja Butler, Gallery Eleven One |
| Christopher Hoffman | |
| The Circuit Trails/Devine + Partners | |
| The Cooper Foundation | |
| Cooper Medical School of Rowan University | |

#CAMDENRISING

Special thanks to our funders who support Cooper's Ferry Partnership's efforts to revitalize Camden:

American Water Charitable Foundation

ArtPlace America

Bank of America Charitable Foundation

Campbell Soup Foundation

Geraldine R. Dodge Foundation

The Horizon Foundation for New Jersey

The Kresge Foundation

National Endowment for the Arts

New Jersey Travel and Tourism

PSEG Foundation

TD Charitable Foundation

Verizon Foundation

Wells Fargo Foundation

Wells Fargo Regional Foundation

William Penn Foundation

Wyncote Foundation





**COOPER'S FERRY
PARTNERSHIP**
LIVE | WORK | INVEST | CAMDEN

COOPER'S FERRY PARTNERSHIP

One Port Center, Two Riverside Drive, Suite 501

Camden, NJ 08103

(856) 757-9154

www.coopersferry.com

FOLLOW US!

 @CoopersFerry

 @CoopersFerryPartnership

#CAMDENRISING