VISION:
To transform Camden into a city in which government is linked to its people by responsive service systems, state of the art technology and accountable decision making processes.

MISSION:
To serve and build Camden’s diverse community by effectively, efficiently and equitably enhancing resident’s quality of life, attracting private investment and delivering services with a commitment to excellence.
American and almost 39 percent of which are Hispanic. This public strategic partnership is critical, not only to the implementation, but long-term sustainability of our management and economic development initiatives. Throughout this Report, you will find evidence of change: municipal reforms that include a new management team and a defined blueprint for governance as well as economic development initiatives driven by the Camden Redevelopment Agency (CRA) and renewed interest in private investment and development.

The municipal reforms and economic development initiatives highlighted in this Report are just the beginning. Much has been accomplished and these are but the first of many steps in our journey to economic recovery. The City of Camden is in the midst of a major economic transformation, one that will usher in a period of economic regeneration and revitalization that will not only improve the lives of our current citizens but of future generations to come. Once home to 125 manufacturing firms in the late 19th century, Camden’s manufacturing-driven economy, like many in the Northeast, waned. Accompanied by population declines and urban flight to the suburbs, the economic erosion of Camden’s economy had a devastating impact.

However, Camden is now in transition. With the enactment of the Municipal Rehabilitation and Economic Recovery Act (MRERA) in 2002, we now have more coordinated decision-making and greater financial resources to chart our future growth. The Act sets forth a comprehensive redevelopment strategy that enables qualified municipalities, such as Camden, to ensure effective governance and fiscal accountability. Under the Act, the State of New Jersey provided an infusion of $175 million in economic development investment. It not only paved the way for the City’s economic recovery, but created a legislative framework for economic revitalization.

Notwithstanding the economic dislocation that Camden suffered as a community, we are not without assets; from Cooper Hospital and Our Lady of Lourdes, to Rutgers University, the Aquarium and the Tweeter Center, among others, Camden has a set of assets upon which to build and leverage for the future.

Change, however, evolves over time. As we create change in our infrastructure, and the very economic landscape of our City, we will do so with public participation and engagement. Camden is now a city of almost 80,000 citizens; 55 percent of which are African-American and almost 39 percent of which are Hispanic. This public strategic partnership is critical, not only to the implementation, but long-term sustainability of our management and economic development initiatives.

Throughout this Report, you will find evidence of change: municipal reforms that include a new management team and a defined blueprint for governance as well as economic development initiatives driven by the Camden Redevelopment Agency (CRA) and renewed interest in private investment and development.

The municipal reforms and economic development initiatives highlighted in this Report are just the beginning. Much has been accomplished and these are but the first of many steps in our journey to economic recovery.

Melvin R. Primas, Jr.
Chief Operating Officer
City of Camden
Reorganization and Staffing

Under the Act, the Office of the COO was directed to reorganize municipal operations to create greater operating efficiencies. Staffed by 1260 employees, 54 percent of which are residents of Camden, the City now has nine (9) major operating departments. With the exception of the Police Department, each Department is led by an Acting Director:

- Administration
- Development and Planning
- Public Works
- Finance
- Code Enforcement
- Health and Human Services
- Law
- Police
- Fire

In addition to reorganizing the structure of government, the Office of the COO also initiated a retroactive compensation program for municipal employees. The program was primarily designed to redress the inequity experienced by employees who had not received increases in pay for three (3) years. Under the program, employees received pay raises, retroactive for the three-year period.

Development of a Municipal Management Study

Complementing the reorganization, the Office of the COO was also directed to develop and implement a Municipal Management Plan to enhance municipal service levels. The Plan, Camden First 2010, provides a strategic blueprint that is designed to affect change in Camden’s organizational structure, financial management, human capital development, technology utilization, and delivery of public services. Included in the Plan are a series of recommendations that address the following:

- Restructuring municipal government to achieve more efficient and cost-effective service delivery
- Utilization of more efficient and effective technology
- Improving inter-departmental performance across a number of areas, including zoning, code enforcement, permitting and planning
- Qualification levels and training of departmental employees

Once fully implemented, this Plan will enable the City of Camden to achieve the vision and mission adopted by City Council in 2003.
Capacity Building Study

Under the Municipal Rehabilitation and Economic Recovery Act, the Walter Rand Institute for Public Affairs at Rutgers University was directed to provide comprehensive training as well as assist in hiring a non-partisan, professional staff to execute governmental functions. The Institute, through policy research, training and educational outreach, serves as a resource to elected officials, community leaders and non-profit professionals throughout southern New Jersey.

Pursuant to the mandate, the Rand Institute assisted in hiring two additional City Council staff members. In addition, two retreats were conducted, the first of which occurred in November 2003 in Princeton, New Jersey, during which Mayor Gwendolyn A. Faison, City Council and City Department Directors met and developed a unified Mission and Vision for the City of Camden.

The Rand Institute exceeded its mandate and, under the direction of the Chief Operating Officer, the City embarked on a collaborative capacity building initiative. Under the initiative, six (6) committees were formed which, combined, are designed to enhance the delivery of public service systems and actualize the City’s Vision and Mission: Professional Accountability, Training, Technology, Communications, Processes and Resources.

Citizen Participation

One of the mandates prescribed by the Act was the establishment of a 13-member Community Advisory Committee to ensure citizen participation in the rehabilitation and recovery process. The Committee is designed to serve as a conduit to disseminate information to their respective communities as well as provide feedback to the Administration. The Committee, chaired by Mayor Gwendolyn A. Faison, has fulfilled its statutory requirement to meet twice, and will continue to meet throughout 2005.

Another requirement of the legislation was the creation of a Regional Impact Council. This Council’s role is to promote coordination among communities within the region surrounding Camden and to assist in the formulation of long-range strategies to address regional issues. During a recent meeting of the R.I.C. members were updated on Camden’s progress by Chief Operating Officer Melvin R. Primas and heard remarks from Majority Leader Joseph J. Roberts and Department of Community Affairs Commissioner Susan Bass Levin.

Camden City Government Capacity Building Action Plan (Fishbone)

To serve and build Camden’s diverse community by:
- Effectively, efficiently, and equitably enhancing residents’ quality of life;
- Attracting private investment;
- Stimulating growth city-wide; and
- Delivering services with a commitment to excellence.

MISSION

To transform Camden into a city in which government is linked to its people by responsive service systems, state-of-the-art technology and accountable decision making processes.

PUBLIC SERVICE

To serve and build Camden’s diverse community by:
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- Attracting private investment;
- Stimulating growth city-wide; and
- Delivering services with a commitment to excellence.

CAMDEN CITY GOVERNMENT CAPACITY BUILDING ACTION PLAN (FISHBONE)
Department of Public Works

The Department of Public Works is responsible for administering a range of public environmental services, including but not limited to trash collection, recycling, debris removal, street sweeping, pothole repair, and graffiti as well as snow removal. Among its accomplishments were the following:

- Established a 24-hour hotline for citizens to report unsafe conditions
- Installed new energy saving traffic signals at 12 intersections
- Removed snow and ice from over 200 miles of City-owned roadways
- Embarked upon an aggressive training program in which over 80 percent of staff became CPR qualified
- Recycled 650 tons of materials

Department of Development and Planning

The Department of Development and Planning is responsible for capital project planning and implementation, the sale of municipal property, the administration of the housing assistance program and the processing of zoning permit applications.

- Replaced over 3000 water sewer lines
- Drilled ten (10) new drinking water wells
- Updated the zoning ordinance
- Received the Smart Growth Award from NJ Future

Department of Administration

As the City’s administrative arm, the Department is responsible for coordinating personnel, telecommunications, purchasing and fleet management policies city-wide.

- Oversaw the completion of the Operational and Strategic Management Plan
- Initiated negotiations to renew the City’s cable television franchise
- Upgraded the network operating system
- Investigated the feasibility of wireless connectivity
- Installed new microfilm technology to enhance the storage capacity of records
- Updated the fuel management system to enhance accountability

Departmental Highlights

In addition to management reforms, in an effort to optimize operations, increase efficiency, serve the public better, and ultimately enhance the quality of life for Camden’s citizens, a series of Departmental initiatives were implemented.

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Drilling site for new drinking water wells

Gwendolyn A. Faison, Mayor (center) and Melvin R. Primas, COO (right) appear on the local cable television show “Camden on the Move” with host Rev. Tony Evans
The Department of Code Enforcement is a newly created Department developed under the leadership of the Chief Operating Officer and the Mayor of Camden. In an effort to prepare and position the City for new development projects, management sought to create a seamless, one-stop, agency to facilitate navigation through the regulatory process. The Department is responsible for a broad array of functions, including:

1) Issuing building certificates and construction permits;
2) Approving business licensing applications;
3) Creating and enforcing the new Property Maintenance Code;
4) Administering the rent control program and
5) Conducting annual inspections of all weighing and measuring devices involved in direct sales to the public.

- Upgraded field instruments to enhance inspections
- Implemented smoke detector giveaway initiative
- Promoted the hiring of city residents as Code Enforcement Officers, Complaint Investigators and Inspectors
- Established a Noise Control Unit
- Generated $1.26 million in recovered revenue

The Department of Finance oversees revenue collection, assists in the preparation of the City Budget, performs daily Treasury-related functions and acts as the lead agency in the grant management process. Over the last ten (10) year period, revenue has grown 28.7 percent to $146.4 million. As a percentage of total revenue, state aid peaked in 2001, at 56 percent. More importantly, in FY 2004, though the City received $70.9 million in state aid, the highest amount in 10 years in absolute dollar terms, it accounted for only 48.4 percent of total revenue, in large part due to an increase in other revenue sources.

Among the Department's accomplishments were the following:

- Submitted the Municipal Audit on time and fully complete for the first time in 20 years
- Acquired equipment to print tax bills internally, thereby saving the City $10,000 annually
- Reorganized to improve customer service in the revenue collection process

The Department of Code Enforcement is a newly created Department developed under the leadership of the Chief Operating Officer and the Mayor of Camden. In an effort to prepare and position the City for new development projects, management sought to create a seamless, one-stop, agency to facilitate navigation through the regulatory process. The Department is responsible for a broad array of functions, including: 1) issuing building certificates and construction permits; 2) approving business licensing applications; 3) creating and enforcing the new Property Maintenance Code; 4) administering the rent control program and 5) conducting annual inspections of all weighing and measuring devices involved in direct sales to the public.

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Department of Health and Human Services

The Department of Health and Human Services (DH&HS) provides a variety of quality-of-life related services and programs to Camden’s residents. The Department consists of four (4) bureaus: Senior Services and Emergency Assistance, Youth Services, Recreation, and Neighborhood Services.

During FY 2004, the Department served over 110,000 constituents, a 37 percent increase from FY 2003.

Constituents Served: FY 2004

<table>
<thead>
<tr>
<th>Bureau</th>
<th>Constituents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Services and Emergency Assistance</td>
<td>38,739</td>
</tr>
<tr>
<td>Youth Services</td>
<td>13,786</td>
</tr>
<tr>
<td>Recreation</td>
<td>37,932</td>
</tr>
<tr>
<td>Neighborhood Services</td>
<td>21,106</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>111,463</strong></td>
</tr>
</tbody>
</table>

- Initiated a program, under the Municipal Prosecutor’s Division, to reduce wait times for citizen summons to Municipal Court
- Expedited contracts for non-profit housing organizations to accelerate development
- Advised multiple potential investors with respect to the City’s development criteria and fee structure
- Provided over 210,000 hours of counseling services, structured recreation, homework/tutorial assistance and cultural enrichment activities to 1500 youth and families, under the Office of Youth Services
- Distributed 1000 books, toys and food items to over 5000 youth and families
- Entered into a collaborative partnership with the Sylvan Learning Center to provide after school programs
- Initiated a series of outreach programs with area celebrities to develop mentoring programs for the city’s youth
- Initiated the development of a Ten Year Homelessness Plan, in conjunction with community and faith-based organization, to more fully meet the needs of the homeless population
- Expanded recreational activities by coordinating over 40 events, including Summer Day Camp, Centerville Unity Day, the Hepatitis-C Awareness Gospel Festival, and the Juneteenth celebration
- Referred over 4600 constituents through its social service centers to 75 organizations, ranging from Verizon and the Red Cross, to the IRS and US Veteran’s Administration

Law Department

The Law Department provides a variety of legal services to the City including but not limited to, legal counseling, litigation of claims against the City with respect to employee and tax-related matters, preparation and review of resolutions and ordinances for City Council, affirmative action compliance, and the preparation of contracts and other legal documents. In addition, the Office of Risk Management, a subdivision, advises the City regarding casualty risks that might adversely impact the City and result in the institution of legal action.

- Initiated a program, under the Municipal Prosecutor’s Division, to reduce wait times for citizen summons to Municipal Court
- Expedited contracts for non-profit housing organizations to accelerate development
- Advised multiple potential investors with respect to the City’s development criteria and fee structure

Camden’s youth battle on the field, oppose to the streets through structured recreation such as organized sports

Flag bearers line up as they prepare to march in the annual San Juan Bautista Parade.
Departmental Highlights

Police Department

Under the auspices of the Camden County Prosecutor’s Office (CCPO), the Camden Police Department is charged with administering and ensuring the public safety and security of Camden’s citizens. Working collaboratively, the CCPO and Department initiated a series of operational reforms including:

- Established a street level vice unit, the Special Operations Tactical Narcotics Team, to combat the narcotics trade.
- Reallocated investigative personnel to ensure the rapid response and investigation of violent crimes.
- Increased foot patrols, staffed by the New Jersey State Police and Department personnel, throughout the City’s hot spots.

In addition, as evidenced by the following, the Department continued to enhance its operating efficiency:

- Solved 81 percent of personal crimes, exceeding the national average rate of 65 percent.
- Increased the arrest rate for aggravated assaults to 50 percent as a result of the formation of a shooting response team.
- Processed almost 115,000 calls.
- Conducted comprehensive new training in the Traffic Bureau and Communications Unit.

- Installed new crime analysis software to improve the Department’s deployment strategies.
- Enhanced the ability of the Communications Unit to provide better service by developing an Operational Manual and upgrading the Intranet.
- Formed a strategic partnership with the Delaware River Port Authority (DRPA) to provide a backup radio system.

Finally, community outreach and citizen participation are integral to the Department’s mission. To that end, the Department expanded community outreach through the initiation of Youth Advisor Parental Support Sessions targeted towards juveniles at risk. In addition, the Department continues to coordinate Neighborhood Watch Programs to expand citizen participation in its community stabilization efforts.

Fire Department

The second busiest fire department in the nation per capita, the Camden Fire Department is among one of the oldest career staffed forces in the nation.

- Broke ground on the State Street Firehouse, thereby improving fire protection services in North Camden upon its completion.
- Acquired five (5) new fire trucks to enhance service levels.
- Acquired two (2) special operations trailers, thereby reducing the Department’s reliance on outside equipment provided by other agencies.
- Responded to 5,660 service calls, a 3 percent decrease from the previous year, due in large part to the Department’s aggressive fire prevention and safety outreach programs.
- Enhanced its response times to an average of 1-35 minutes, well below the national average of 5 minutes or less.
- Expanded Special Operations training against potential catastrophic events.
- Received more than $800,000 in Federal grants, the proceeds of which were used to enhance fire safety education and community outreach, the acquisition of life safety equipment for rapid intervention operations and the purchase of hazardous material tools and equipment.

Camden police officers talk strategy to keep city streets safe.

Camden’s bravest enhance services due to new equipment.
Camden has developed an aggressive, proactive approach to economic development. In doing so, two agencies have been instrumental in the planning and implementation of Camden's revitalization strategy: The Economic Recovery Board (ERB) and the Camden Redevelopment Agency (CRA).

Water side view of future waterfront development showcasing aerial tram

Formerly The State Aquarium, newly named and expanded Adventure Aquarium

Top: CamCare Gateway Health Center

IMAX 4-D Theater and exhibit

Baldwin's Run Housing Development
To date, the ERB has approved about $80 million in project financing for 25 projects, which, when combined, are projected to generate more than 425 new permanent full-time jobs.

Collaborating with the ERB and leading Camden's redevelopment strategy is the Camden Redevelopment Agency (CRA). Revised in 2002 by the Chief Operating Officer, the Agency is the first stop for private, public and institutional developers. Working closely with the City of Camden's Department of Development and Planning, the CRA's core areas of focus are:

- Housing production and preservation
- Commercial corridor revitalization
- Downtown development
- Industrial and institutional development
- Infrastructure installation and improvements

The CRA has been instrumental in streamlining the development process and over the last two (2) years, has initiated and or assumed responsibility for over $200 million in development projects.

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**ERB Funding Allocations**

<table>
<thead>
<tr>
<th>Fund</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential neighborhood improvement</td>
<td>35.0</td>
</tr>
<tr>
<td>Demolition and redevelopment</td>
<td>43.0</td>
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<tr>
<td>Downtown revitalization and recovery</td>
<td>45.8</td>
</tr>
<tr>
<td>Higher Education and Regional Health Care</td>
<td>47.7</td>
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<tr>
<td>Economic Recovery Planning Fund</td>
<td>3.5</td>
</tr>
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</table>

The Municipal Rehabilitation and Economic Recovery Act (MRERA) created the Economic Recovery Board (ERB). This 15 member Board is responsible for coordinating investment activity among the appropriate state agencies as well as the public and private sector. Under the Act, the state allocated $175 million in economic recovery and redevelopment funds to the ERB.
Though the City has just begun its journey to economic recovery, through creative public/private partnerships and building on its existing assets, it has witnessed the initiation as well as completion of select development projects that will have a lasting impact on the City’s economic fabric.

Enhanced Health Care

• Our Lady of Lourdes Medical Center Expansion. Last year, our Lady of Lourdes broke ground on a major new critical care expansion project that will dramatically enhance the level of health care provided to the patient community. The Economic Recovery Board provided $4.5 million toward this $53 million, 121,000 square foot project will include:
  1) 75 new critical care beds
  2) 4 new operating suites
  3) Centralized surgical units
  4) New emergency unit with 34 treatment bays
  5) Larger inpatient rooms
  6) New state of the art School of Nursing

• CamCare Gateway Health Center. Last year CamCare provided comprehensive preventative and primary health care services to over 15,000 Camden County residents. With the opening of its new $9 million, 40,000 square foot Gateway Center in Downtown Camden, financed in part by $1 million in ERB funds, CamCare will enhance not only the level but scope of services provided to the community.

Thriving Technology

Camden County College, Camden Technology Center (CTC). This new 278,000 square foot facility was one of the first construction projects completed under the Municipal Recovery and Economic Rehabilitation Act. Serving as a major training facility for technology careers in health, business, and the computer sciences, the Center features a computer laboratory, wired conference rooms, a 621 space parking garage and a 13,500 square foot bookstore. At a cost of $19.6 million, the Center received $3.5 million in ERB funds and $8 million in state bond funding.

Enhanced Transportation Network

River Line Light Rail. With the establishment of the new River Line Light Rail system, operated by New Jersey Transit, Camden is now linked to Trenton, the state capital. Serving students, business commuters and tourists, the 34-mile, 20-station system is well on its way to meeting its daily rider-ship goal of 5,700 passengers.
Economic Development

Revitalized Housing

Since 2002 a renewed effort has been made to improve the housing stock in Camden. From 2002 to 2004 over 1,500 new housing units, totaling $164 million were developed in Camden. This expansion fueled access to quality housing, making home ownership no longer merely a dream, but a reality for many of Camden’s citizens. Among one of the largest projects was the development of the Victor Waterfront Lofts. Located on Camden’s Waterfront and developed by Dranoff Properties, the $60 million conversion of the former RCA Nipper Building consists of 341 apartments. Financed largely through private funding, this is one of the largest private investments in market rate housing in Camden.

Projects Completed b/t 1/1/02 thru 12/31/04

<table>
<thead>
<tr>
<th>Project Name</th>
<th># Units</th>
<th>Completed</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gateway Village Project</td>
<td>40</td>
<td>2004</td>
<td>$5,472,600</td>
</tr>
<tr>
<td>Tamerack Apartments - Ferry Station</td>
<td>542</td>
<td>2003</td>
<td>$28,000,000</td>
</tr>
<tr>
<td>Chelsea Terrace - I</td>
<td>66</td>
<td>2002</td>
<td>$9,666,440</td>
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<tr>
<td>York Street and Pyne Point Projects</td>
<td>11</td>
<td>2003</td>
<td>$984,746</td>
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<td>Jasper Street II Project &amp; 4th Street</td>
<td>9</td>
<td>2002</td>
<td>$1,128,265</td>
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<tr>
<td>Park Blvd Phase I</td>
<td>10</td>
<td>2003</td>
<td>$901,500</td>
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<tr>
<td>32nd Street</td>
<td>49</td>
<td>2003</td>
<td>$7,681,433</td>
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<tr>
<td>Community Links I &amp; Renew &amp; Stockton II</td>
<td>53</td>
<td>2002</td>
<td>$6,042,597</td>
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<tr>
<td>Baldwin Run</td>
<td>78</td>
<td>2003</td>
<td>$13,845,718</td>
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<tr>
<td>Baldwin Run</td>
<td>49</td>
<td>2003</td>
<td>$7,266,535</td>
</tr>
<tr>
<td>Sixth Street Project</td>
<td>10</td>
<td>2003</td>
<td>$607,000</td>
</tr>
<tr>
<td>The Victor Loft Apartments</td>
<td>341</td>
<td>2003</td>
<td>$60,000,000</td>
</tr>
<tr>
<td>Camden OEO</td>
<td>10</td>
<td>2004</td>
<td>$3,900,000</td>
</tr>
<tr>
<td>Vesta Camden Urban Renewal LLC</td>
<td>183</td>
<td>2004</td>
<td>$13,700,000</td>
</tr>
<tr>
<td>RPM Development</td>
<td>35</td>
<td>2004</td>
<td>$3,000,000</td>
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<tr>
<td>Totals for 2002</td>
<td>128</td>
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<td>$17,057,302</td>
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<td>Totals for 2003</td>
<td>1090</td>
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<td>$119,288,932</td>
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<td>Totals</td>
<td>1506</td>
<td></td>
<td>$164,418,834</td>
</tr>
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</table>

The Victor Loft Apartments
Neighborhood Revitalization: $1.3 Billion in New and Improved Housing

A series of projects that will not only increase the quantity, but quality, of housing availability is planned for Camden. This revitalization, however, is not occurring in a vacuum and a deliberative effort has been made to develop the appropriate supportive surrounding infrastructure. As a result, the Camden Redevelopment Agency (CRA), is leading the charge to develop a 60,000 to 70,000 square foot shopping center, anchored by a major supermarket, in North Camden, at 7th and Linden Avenue. Once completed, this $9 million project will generate up to 225 full and part time jobs for local residents as well as drastically improve urban shopping options and access.

Bergen Square

The redevelopment of the Bergen Square section of Camden will preserve its most important buildings while improving and adding new housing.

- 2,500 new housing units
- Creation of a new Town Center
- Proposed links to the PATCO high speed line and the Camden to Trenton, River Line

East Camden

The Housing Authority of the City of Camden has been awarded three HOPE VI grants.

- McGuire Gardens recently received a $42 million upgrade totaling in 253 units
- Baldwin's Run was awarded a $35 million HOPE VI grant with 336 units completed to date
- An additional 147 affordable family and senior housing units will be completed by 2006

Centerville/South Camden

The Centerville Neighborhood had the highest concentration of obsolete public housing Camden.

2004 Department of Housing and Urban Development approved a third HOPE VI for $2.0 million.

- Chelton Terrace welcomed sixty-six (66) families into new Public Housing Townhouses over the last two years.
- The upcoming phases of construction phase for Chelton will include 101 new public housing family units
- Antioch Manor this spring will provide 64 units of affordable housing for seniors

Parkside

Gwendolyn Faison Mews

- 77 million dollar project
- 51 senior citizens housing units
- Preservation of local historic structure named the Pearlye Building
- 6 Million in equity raised under the States Low Income Housing Tax Credit program
- Targeted completion 2005

Though much has been accomplished, we have only begun. Camden's growth is based on a five-pronged strategy that emphasizes innovative private development, neighborhood revitalization, health care expansion, the expansion of academic institutions, and waterfront development.

Economic Development

...AND WHERE WE’RE GOING
Health Care Expansion

The Cooper Health System is in the midst of a major, $117 million capital expansion program. As southern New Jersey’s major tertiary care referral hospital and one of Camden County’s major employers, it consists of over 3,400 employees with a medical staff of more than 540 physicians representing 70 specialties. Once completed, the project is expected to increase employment by 15-18 percent. Designed to enhance the Campus environment as well as improve access to the facility, the project consists of the following major components:

- Renovation of existing facilities
- Expansion of critical care services at Kelemen Pavilion, increasing bed capacity from 19 to 24 units
- Relocation of pediatric critical care services
- Addition of two Operating Rooms at the Children’s Regional Hospital, for a total of 12 suites
- Construction of a new 140,000 square foot, 6-story Patient Care Pavilion that will feature 60 private acute care patient rooms

Academic Expansion

Academic expansion is occurring at the secondary as well as higher education levels. On the secondary level, the Camden City Public School district has implemented a rigorous plan to enhance service delivery to the student population. Initiatives include the following:

- Development of a unified curriculum for grades 9-12
- Establishment of Standard Operating Procedures for the District
- Development of district-wide professional development training

Innovative Private Development

More than 11,000 new housing units are proposed throughout the City of Camden over the next few years. By far, the largest project is being led by Cherokee Investment Partners, LLC. Under this $1.2 billion project, over 6,000 units, representing almost 55 percent of new housing stock, will be constructed in Cramer Hill. The construction of these units alone is projected to produce approximately 1,600 new permanent jobs. Most importantly, by allocating 1,000 units for affordable housing, the project is designed to ensure that Camden’s residents are full participants. Other components of the Cramer Hill Redevelopment Plan will include the conversion of the 90-acre Harrison Landfill into an 18-hole golf course, the construction of a marina and 500,000 square feet of new retail space.

In addition to the Cramer Hill Redevelopment Plan, 301 Market Street is also undergoing revitalization. This $6.8 million historic preservation project will restore and transform the New Jersey Safe Deposit and Trust Building, one of Camden’s architectural treasures, into a commercial office complex. Led by the Camden Redevelopment Agency (CRA), the project is scheduled for completion in the winter 2005.

In addition to the Cramer Hill Redevelopment Plan, 301 Market Street is also undergoing revitalization. This $6.8 million historic preservation project will restore and transform the New Jersey Safe Deposit and Trust Building, one of Camden’s architectural treasures, into a commercial office complex. Led by the Camden Redevelopment Agency (CRA), the project is scheduled for completion in the winter 2005.
The new building will feature, among other items:

- Five stories with 50,000 square feet of space
- 20 classrooms
- Computer labs
- Science labs
- Learning center for individualized tutoring
- Music/dance and art facilities
- Multi-purpose room/cafeteria for student programs and special campus and community events
- Conference rooms for faculty, student and special University use
- Student lounge and study rooms
- Add baccalaureate- and master’s-level courses
- Expand the pre-school program
- Establish a leadership academy for principals and other school officials
- Include space within the facility that can be used by community groups for specialized training.

Within the realm of higher education, led by Rutgers and Rowan Universities, Camden is well positioned to become a robust academic corridor. On the horizon, Rutgers, with almost 6,000 students, plan to implement a capital expansion plan that will include the following programmatic initiatives:

- Construction of additional facilities for the Law School at a cost of $31 million, $11 million of which will be provided by ERB funds
- Construction of a new 250 student dormitory

Meanwhile, to accommodate increased enrollment, Rowan University is planning to expand. Active in Camden since 1969, Rowan University now is expanding its presence in the city with the construction of a new five-story building. Funded with $5 million from the State of New Jersey and $5 million from Rowan University, the new building will allow its Camden campus to double its student capacity to 1,000 and broaden its programs to meet the ever-changing needs of the region, as funds in the future will permit.

Complementing these local policy initiatives is a major capital improvement program, under which the state is investing $437 million to construct 15 new schools as well as renovate almost two dozen existing facilities in Camden over the next decade. Prominent among them is the Octavius V. Catto Community School in East Camden, which will serve approximately 540 students, from pre-Kindergarten to 6th Grade. When completed, this fully wired facility will have 26 general classrooms, 5 special education classrooms, a computer laboratory and classrooms dedicated to special subjects, such as art, music and science. Located adjacent to the School will be a Boys and Girls Club that is projected to serve over 500 youth daily.

In addition, the Settlement Music School recently announced its intent to initiate a $4 million expansion project, $1 million of which will be financed by ERB funds. The new 13,000 square foot building, located in the 500 block of Market Street, will include 3 large classrooms, 14 teaching studios, a 100-seat recital hall, and a music library. Approximately 50 percent of the 700 enrollees are expected to be city residents.

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Waterfront Development

The waterfront is unquestionably one of Camden’s greatest assets. Now, with nearly 3 million visitors annually, by 2015, the Waterfront is projected to increase visitation by 100 percent, attracting in excess of 6 million visitors. Driving the Waterfront’s expansion as a destination are the following projects:

• The former New Jersey State Aquarium, will be renamed Adventure Aquarium, which is undergoing a major expansion. Scheduled for completion in May 2005, the renovation will add over 70,000 additional square feet, 50 new exhibits and a 4-D IMAX theater. Projected to cost $56 million, $25 million, or almost 45 percent, will be provided by ERB funds.

• Town Center, the construction of which is slated to begin in 2005, will include restaurants, office space as well as a public park

• Skylink Aerial Tram. Linking Camden to Philadelphia, the Skylink Tram, funded by the Delaware River Port Authority, will provide access to Camden’s many tourist attractions, including the Aquarium Campbell’s Field and Tweeter Center.

In addition to providing more leisure amenities, the development along the waterfront will also feature residential as well as commercial development.

Residential Development

• Dranoff Properties plans to develop the Radio Lofts Condominium, located adjacent to the Victor Waterfront Lofts. Combined, the complex will house up to 2,300 residents.

Commercial Development

• Susquehanna Patriot Bank, formerly Equity Bank, will construct its new headquarters, which will create 75 new jobs. The project is slated for completion in 2005.

• The Waterfront Technology Center. The result of a collaborative effort between private industry and the New Jersey Economic Development Authority, this five (5) story, 100,000 square foot facility is designed specifically to attract companies specializing in the biosciences, microelectronics, information and biotechnology industries. Surrounded by L-3 Communications, the Coriell Institute and Rutgers University, the Center will be an integral part of Camden’s technology corridor.
Inside Back Cover
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New Jersey’s new success address.

1. **Hot Spot for Entrepreneurs:** Named by Inc. Magazine as one of the Top Six Communities in the nation for entrepreneurial growth.

2. **Massive City-Wide Revitalization:** Redevelopment efforts totaling more than $3 billion in public and private investment.

3. **Dynamic Waterfront:** Home to Walt Whitman as well as major venues, such as the Battleship New Jersey and Adventure Aquarium, that draw 3 million visitors annually.

4. **College Town:** Annual enrollment at the city campuses of Rutgers University, Rowan University, The Robert Wood Johnson Medical School, The University of Medicine and Dentistry of New Jersey, Our Lady of Lourdes School of Nursing, and Camden County College tops 9,000 students.

5. **World-class Healthcare:** Campuses of Cooper University Hospital, Our Lady of Lourdes Medical Center, Virtua Health Camden, plus the world’s largest human cell repository, the Coriell Institute.

6. **Transportation Hub:** New light rail link to Trenton (30,000 riders per week), PATCO High Speed Line to Philadelphia (40,000 riders daily), more than 20 NJ Transit bus routes, and the RiverLink Ferry make the city one of the “best connected” in the country.

7. **Superb Location:** Across the river from Philadelphia, at the heart of the nation’s sixth largest metropolitan area and within 250 miles of 12 states and 60 million consumers.

8. **Great Place to Live:** Diverse neighborhoods with an abundance of new housing opportunities.

9. **Hi-Tech Corridor:** Positioned on the east coast’s fiber optic backbone and home to cutting-edge, high-tech facilities, such as L-3 Communications and the Rutgers and Drexel University incubators.

10. **Deep-water Port:** South Jersey Port Corporation set an all-time record for cargo handled in 2003, exceeding 3.3 million tons.

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The Changing Face of Camden…

**10 Things You Ought to Know About Today’s Camden:**

Camden is a city on the move. A dynamic, urban community on the Delaware River. A city of strong neighborhoods and an emerging downtown.

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