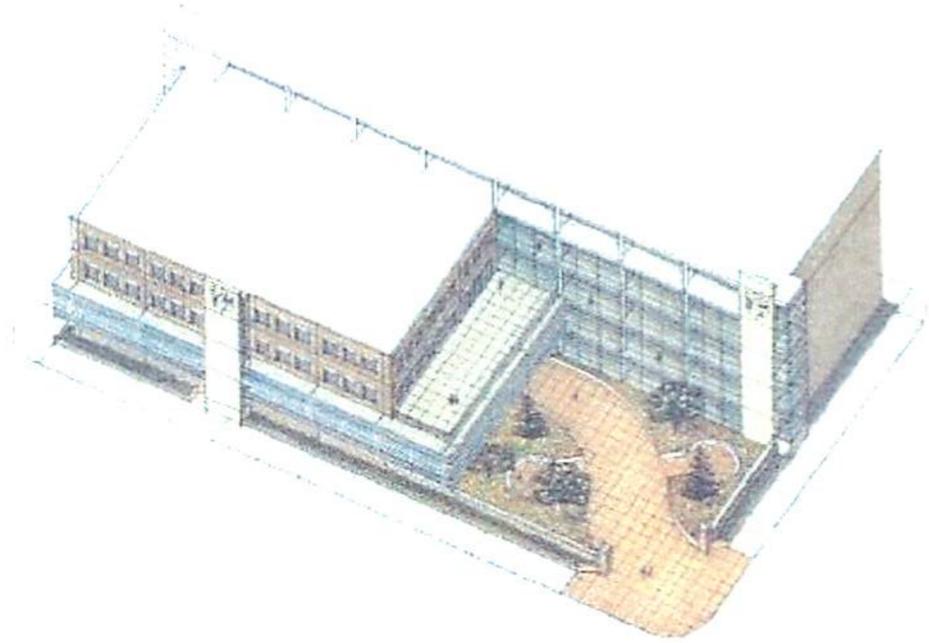


# ***LANNING SQUARE***



## **REDEVELOPMENT PLAN**



***DIVISION OF PLANNING  
AND ZONING***

v 1.0

# LANNING SQUARE



## ***Redevelopment Plan***

*Honorable Theodore Z. Davis, Chief Operating Officer*  
*Honorable Gwendolyn A. Faison, Mayor*

Prepared for: **City of Camden Planning Board**  
*Rodney Sadler, Chairman*

**Camden Department of Development and Planning**  
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# MAY, 2008

v 1.0

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# I. INTRODUCTION

Given its excellent location, physical conditions, already substantial public ownership of the area's properties, and its need for as well as potential for redevelopment, Lanning Square has reached a pivotal point in its future and is a prime candidate for redevelopment. This ***Lanning Square Redevelopment Plan*** not only addresses the problems and conditions identified in the Need for Redevelopment Study that accompanies this report, it also—more importantly—responds to this climate of new opportunity. The immediate objective of this plan is to develop a strategy that will encourage existing businesses, residents and institutions to stay and prosper, and will also attract a critical mass of new businesses, housing, and institutions. The overall goal is to create and reinforce a balanced community, eliminate deteriorating property conditions, and encourage development of employment, consumer, housing, and community service opportunities in the neighborhood. While present land uses and activities in Lanning Square will experience a resurgence of investment through the implementation of this redevelopment plan, forging long lasting partnerships among private investors, public agencies, community representatives and lending institutions will be crucial to this plan's success.

With this redevelopment plan, Lanning Square joins the adjacent neighborhoods of Camden Downtown, Cooper Plaza, Bergen Square, and Central Waterfront in the City of Camden's ambitious efforts to revitalize and redefine Camden through redevelopment of its central neighborhoods. Lanning Square will soon be an educational destination, with a new medical college and a rebuilt public elementary

school, a place to live with attractive, mixed-income housing through the rehabilitation of housing stock and introduction of new homes, and finally, an excellent choice for employment, new commercial retail, and community activity.

The plan for Lanning Square's revitalization presented here was developed over many months, with significant input from public and private stakeholders, i.e., residents, institutions, and businesses. Additionally, this revision of the ***Lanning Square Redevelopment Plan*** is accompanied by the ***Cooper Lanning Human Capital Plan (Executive Summary: Located In the Appendix)*** – the first of its kind. The Human Capital Plan responds to the social, community, and economic needs of Lanning Square, and proscribes steps to be implemented in tandem with physical redevelopment that will provide direct and indirect benefits to neighborhood residents. Thus, this redevelopment plan emerges from a multi-faceted collaborative process that gave shape and locations to the various types of redevelopment investments required to make Lanning Square a thriving, vibrant and successful part of the region's economic, housing, and education infrastructure.

## **EXECUTIVE SUMMARY**

The primary thrust of Lanning Square's redevelopment is to restore it as a vibrant residential neighborhood, with a strong educational facilities presence. This *Lanning Square Redevelopment Plan* proposes to strongly revitalize and complement area housing, institutions, and businesses, and to create new commercial, housing, and institutional opportunities during the next twenty-five years.

**Residential** projects include approximately 400 new Single Family Houses, both affordable and market rate, as well as 80 rehabilitated Single Family Houses..

**Institutional** developments include a new University of Medicine and Dentistry of New Jersey medical school and mixed-use campus and the new (replacement) Lanning Square Elementary School.

**Commercial** projects include replacing and building approximately 60,000 square feet of retail businesses along Martin Luther King Boulevard and the Broadway commercial corridor, as the first floor of mixed used (mostly institutional) buildings. Additionally, approximately 10 vacant storefronts and commercial buildings will be rehabilitated for reuse.

**Open Space** developments include refurbishing 1 neighborhood park/playground; and developing a new neighborhood outdoor recreation area.

**Infrastructure** projects include repair or replacement of water and sewer lines, roadway improvements, new street lighting, and sidewalks, etc.

Regarding property acquisitions, there are 3 occupied houses, 6 mixed commercial/residential properties, 8 commercial businesses, 6 institutional properties, 1 industrial use, and 3 garages that will require relocation, due to the acquisition needs of this redevelopment plan. Comparable replacement housing will be provided from the existing Camden area (10 miles minimum, within the 50 miles statutory limits) housing market for the temporary and permanent relocation of those Lanning Square residents who are displaced as a result of this redevelopment plan. This will include up to 480 new and rehabilitated houses to be built in the Lanning Square Redevelopment Area. Work has already begun on the rehabilitation of vacant houses in Lanning Square and the adjacent Cooper Plaza neighborhood to produce the replacement units called for by this Lanning Square Redevelopment Plan and its residential relocation requirements. These new, as well as rehabilitated, units will provide those who already live in Lanning Square the opportunity to remain.

The Lanning Square Redevelopment Plan (2008 – 2033) should be completed several years before its 25-year time frame expires, and is estimated to cost approximately \$215 Million. Beginning in 2008, most efforts will be used to develop project plans, secure funding, and engage design consultants. From that point, most of new university and public school construction, new and rehabilitated housing projects and retail commercial developments should be concluded in the first ten years of this plan's implementation, with subsequent construction projects completed in the next ten year period.

To foster these changes, the City of Camden, through the Camden Redevelopment Agency, will attract, invest and deploy resources necessary to provide necessary infrastructure and public amenities, and leverage financial and technical assistance to owners of occupied properties so that such properties might be renovated to good building, housing and business use standards.



## PURPOSE

This *Lanning Square Redevelopment Plan* follows a recommendation to the governing body of the City of Camden that Lanning Square be declared an “area in need of redevelopment” according to standards established in “Local Redevelopment and Housing Law” of the State of New Jersey (NJSA 40A-12A et seq.). The City Council of Camden formally requested the preparation of this Redevelopment Plan in January 2008.

This Lanning Square Redevelopment Plan documents decisions made by the City of Camden to assist the Planning Board and City Council in their efforts to address redevelopment needs and potentials of the neighborhood. It is the purpose of this Plan to facilitate the redevelopment of Lanning Square by providing a framework for design and implementation of development projects throughout the neighborhood. This report is organized into four sections:

- *The Need*, which summarizes the project area's need for redevelopment;
- *The Plan*, which outlines the concepts, strategies and implementation of proposed redevelopment activities;
- *Regulatory Controls*, which offer guidelines for managing future land uses and property design; and
- *Statutory Requirements*, which identify the entities, powers, and responsibilities involved in this plan's execution.

## NEED FOR REDEVELOPMENT

The findings of the Lanning Square Determination of Need Study established that the study area is in need of redevelopment, due to the proliferation of abandoned properties and the underutilization of buildings and land. Although redevelopment activities elsewhere in the city have spurred renewed interest among those who wish to live and invest in this conveniently located downtown neighborhood, the study area's concentrations of vacant and underutilized land – especially government owned land, as well as deteriorated and abandoned property have prohibited the development of housing and educational facilities needed in Lanning Square and Camden. The area's problems can be summarized as follows:

- Presence of many vacant buildings and lots
- Several potential brownfields sites
- Continuing decline of existing housing stock
- Unmet demand for new housing and related retail commercial amenities
- Underutilization of properties

In addition to being part of the NJ - Camden Urban Enterprise Zone (criterion G), area land uses and property conditions make the Lanning Square Study Area as one in need of redevelopment. Most blocks met the following criteria from the Local Redevelopment and Housing Law:

***(B) ABANDONMENT OF BUILDINGS PREVIOUSLY USED FOR COMMERCIAL, MANUFACTURING OR INDUSTRIAL PURPOSES, OR SAME ALLOWED TO DETERIORATE AND BECOME UNTENABLE.***

***(C) LAND THAT IS OWNED BY THE MUNICIPALITY, THE COUNTY, THE LOCAL HOUSING AUTHORITY, REDEVELOPMENT ENTITY OR REDEVELOPMENT ENTITY, OR UNIMPROVED VACANT LAND.***

***(D) DILAPIDATION, OBSOLESCENCE, DELETERIOUS LAND USE DETRIMENTAL TO THE WELFARE OF THE COMMUNITY.***

The findings of this investigation clearly indicate that Lanning Square qualifies as an area in need of redevelopment. Criteria B, C, D, and G of the NJSA 40A: 12A have been met. Specific evidence of blight identified in the Study Area and thus establishing grounds for this determination include:

- Dilapidation and severe under-investment in numerous properties
- Substantial inventory of unproductive and undesirable government owned parcels
- Preponderance of unsecured vacant properties and several brownfields in need of remediation.
- The reinforcing aspects of the above conditions that cause a sustained, downward trend in physical, social, and economic quality of life, leading to greater disinvestment in the neighborhood and its residents.

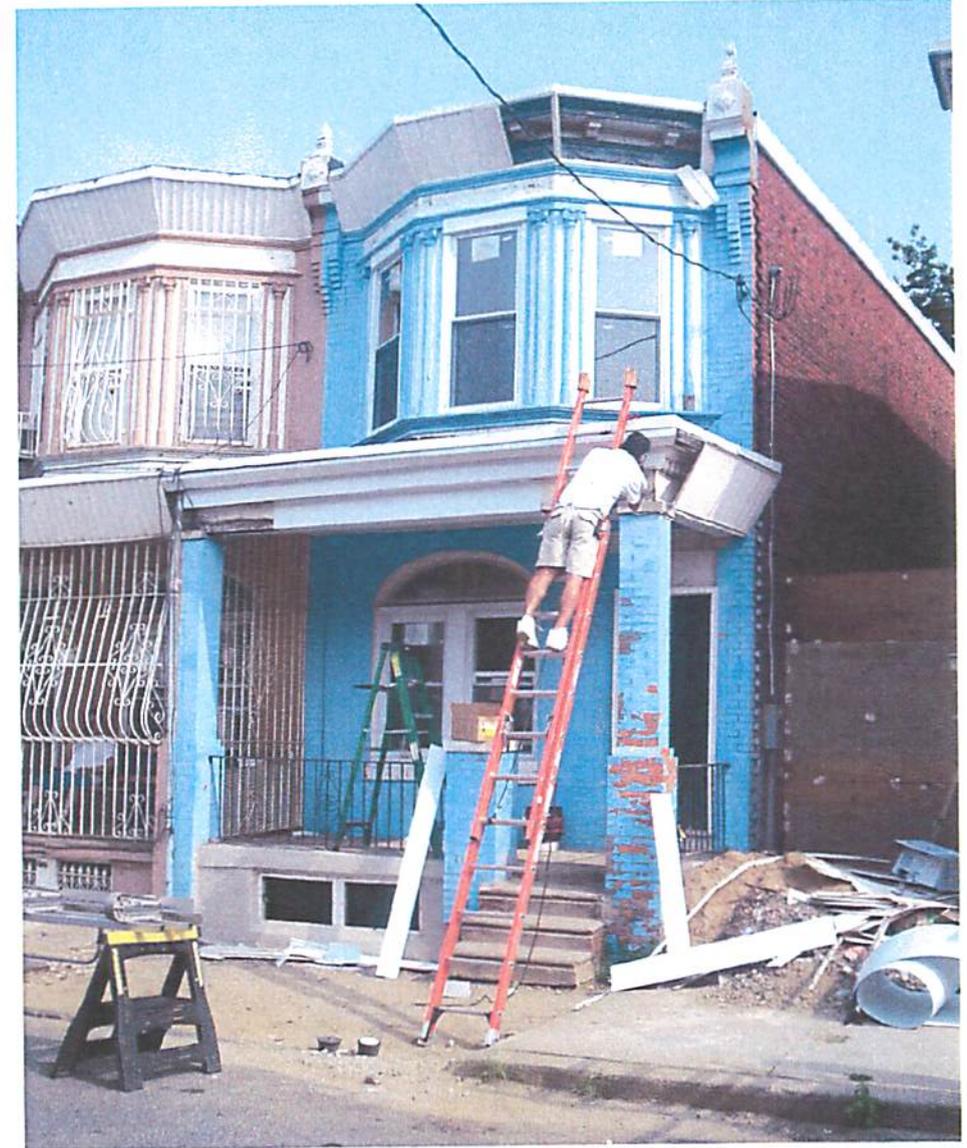
It has been recommended that the Camden City Planning Board and City Council, after public notice and hearings, declare the Lanning Square Study Area to be in need of redevelopment.



## VISION

This Lanning Square Redevelopment Plan offers a holistic approach to creating a unified, balanced, and thriving residential-institutional neighborhood, containing a stabilized and expanded residential community with attractive, occupied housing for all income levels. By focusing on rebuilding and supplementing the existing residential fabric of the Lanning Square neighborhood, this plan pays respect to both present and future Camden residents of all income levels who wish to live in a growing and sustainable downtown community. In conjunction with the planned redevelopment of the surrounding neighborhoods of Cooper Plaza, Bergen Square and Central Waterfront, this revitalized Lanning Square will become part of the new heart of Camden that this central section of the city was meant to be.

Additional redevelopment projects will produce a new institutional presence in the neighborhood, including a medical college campus (a companion development to the adjacent neighborhood of Cooper Plaza's expanded Cooper University Medical Center) and the rebuilding of the Lanning Square School as a public elementary school. There will also be new and expanded neighborhood shopping, including commercial revitalization of the Broadway corridor, as well as "greening" of the neighborhood with new and refurbished parks, playgrounds, and street trees throughout the area. Improved infrastructure (water, sewers, roads, etc.) will serve as the foundation for this vision and set the stage for the comeback of Lanning Square.



## REDEVELOPMENT STRATEGY

Having identified the scope of redevelopment for Lanning Square, intervention strategies for this project area will be effective only if they prioritize among the various levels of revitalization efforts. Within the range of physical renewal proposals, the objective is to establish a solid base and provide momentum for the development of the project area. The Lanning Square Redevelopment Plan proposes to stabilize and enhance occupied housing by rehabilitating vacant properties and building new housing units, construct a public school (to replace Lanning Square Elementary School), and a new medical college campus. It will also strengthen and supplement the existing complement of area stores and shops, clean up any and all contaminated property, and upgrade the area's physical infrastructure. This plan will revitalize Lanning Square by combining new construction of housing, schools and stores (and the remediation and redevelopment of brownfields), with the rehabilitation of existing homes and retail establishments in the community. This redevelopment strategy therefore identifies improvements among three classes of action:

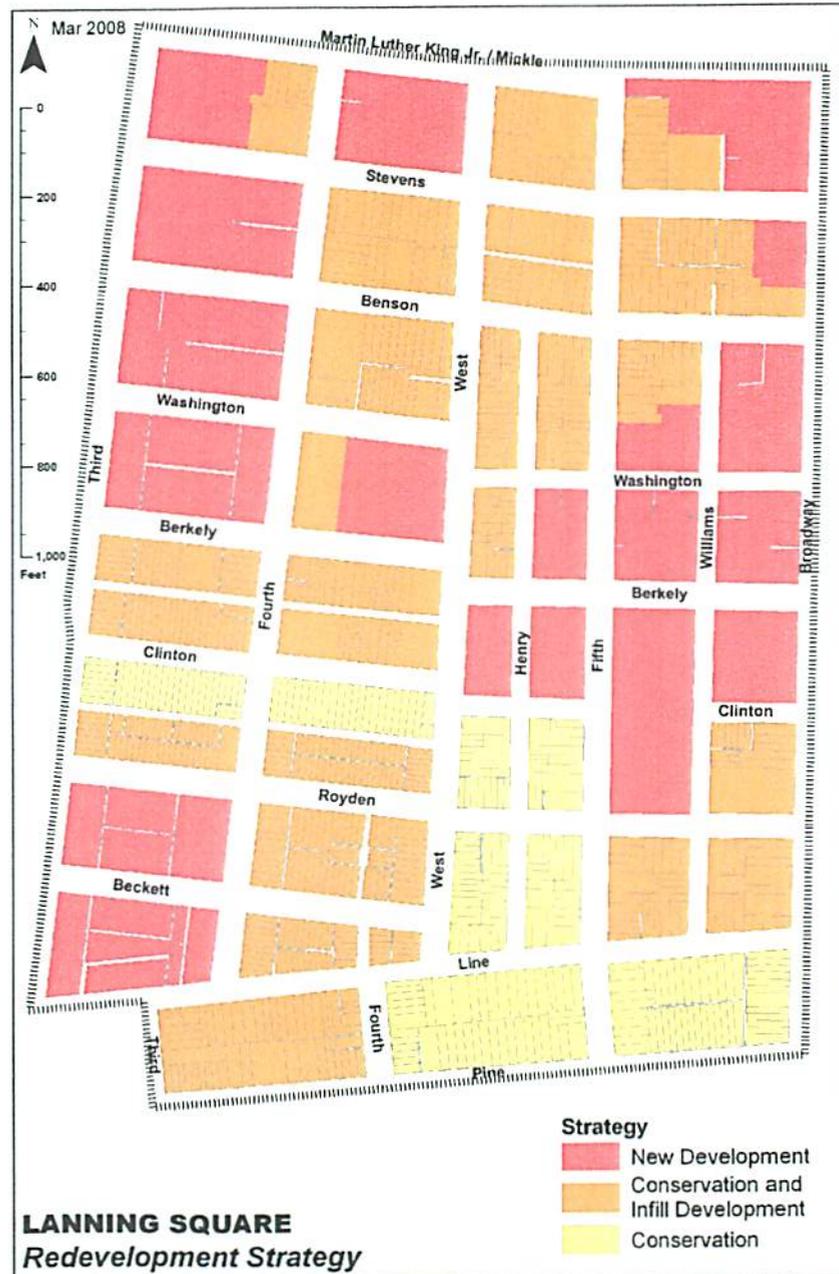
- **Conservation:** limited renovation to maintain or restore existing occupied property uses or conditions. Affected blocks are selected for the preservation and rehabilitation of existing housing stock, as well as the improvement or development of scattered vacant lots.

- **Conservation and Infill Development:** moderate to substantial rehabilitation of vacant and occupied property uses or conditions, coupled with conservation of occupied properties in good condition.
- **New Development:** construction to introduce, expand upon, or replicate residential, institutional, or commercial property uses. These blocks are best suited for predominately new construction, due to their high levels of property vacancy and deteriorating property conditions.

By applying a three pronged redevelopment strategy to properties in Lanning Square, this plan strives to:

***Balance*** the introduction of new development with enhancement of existing ones. There are several opportunities to balance conservation and upgrade with new construction in Lanning square; such blocks will receive preservation, rehabilitation and infill development.

***Minimize*** displacement of current residents and businesses. Although the scope of development is extensive in Lanning Square, emphasis of this redevelopment initiative is on limiting the displacement of occupied residences and businesses to only what is necessary, rather than the wholesale replacement of existing uses with new ones.



*Note: The Redevelopment Strategy for a given block does not indicate the acquisition status of the properties thereon. See 'Property Acquisitions' section for detailed lists and maps of the acquisitions required for this plan.*

## **REDEVELOPMENT GOALS AND OBJECTIVES**

The purpose of the Lanning Square Redevelopment Plan is to facilitate the following redevelopment goals and objectives:

### **GOAL 1: Foster New and Rehabilitated Housing Development**

- Produce new Single Family Housing, Affordable and Market Rate
- Rehabilitate vacants for Affordable and Market Rate Single Family Homes
- Renovate occupied Lanning Square housing
- Provide Special Needs (seniors, disabled, etc.) housing
- Create diverse housing types (townhouses, twins, apartment buildings, etc.)
- Promote medium density housing (20–45 units per acre)

### **GOAL 2: Facilitate Institutional Development**

- Establish a new medical university campus
- Build replacement for Lanning Square Elementary School

### **GOAL 3: Foster New and Rehabilitated Retail Commercial Development**

- Create new retail commercial uses along Broadway and Martin L King Blvd.
- Rehabilitate vacant commercial and mixed use properties in Lanning Square

### **GOAL 4: Improve Area Infrastructure**

- Upgrade water, sewer lines
- Rehabilitate or renovate area streets, sidewalks and lighting
- Improve traffic circulation, as well as access and egress routes

### **GOAL 5: Enhance Open Space Development**

- Create/refurbish neighborhood parks and playgrounds
- Enhance residential and commercial streetscapes with tree plantings

### **GOAL 6: Redevelop in an Effective and Respectful Manner**

- Demolish obsolete structures, structures in advanced stages of deterioration and decay, and non-conforming uses that present a blighting influence on surrounding areas.
- Ensure that new development fits with existing residential, commercial, and institutional uses to remain.
- Create momentum for redevelopment by prioritizing redevelopment projects, and effectively scheduling or phasing development
- Foster compatible development through dynamic land use controls (zoning)

## II. THE PLAN

### PLAN CONCEPTS

This *Lanning Square Redevelopment Plan* complements development themes for the adjacent neighborhoods of Downtown to the north and Bergen Square to the south, and enhances the central Camden area as a preferred destination to live, work, and shop. The focus of this plan is upon projects, including refurbishment, infill construction, and new development, which will re-create Lanning Square as a vibrant, mixed-use neighborhood in Camden's future.

- **Institutional Development:** the creation of a new medical university campus, sponsored by the University of Medicine and Dentistry of New Jersey, and other institutional partners such as Cooper Hospital, Corriel, and others. Proposed development consists of a mix of classrooms, research facilities, other educational spaces, offices, retail/commercial uses at the street level, and campus housing. There will also be replacement of the outmoded Lanning Square Elementary School.
- **Residential Development:** the rehabilitation, conversion, and new construction of single family dwellings, for moderate income and market rate sales. Although most new houses will be built on large tracts of vacant land or approximately half to entire blocks with relatively few occupied structures, many will be built as infill construction at mid-block or corner locations.

Vacant houses will be prepared for single-family home ownership, mostly as affordable and some as market rate housing. In some instances, dwellings may be prepared for those with special needs, i.e., seniors, the disabled, and others in need of supportive living housing. Deteriorated occupied dwellings will be repaired and restored to high qualities of function and attractiveness through the provision of needs assessment, advice, loans, grants, and contractor referrals. Resources will be made available to owners to bring their properties up to established standards of housing safety and amenity.

- **Commercial Development:** new construction of retail anchors and supplemental stores, integrated into otherwise mixed use (e.g., institutional and or residential) development; moderate repairs and other improvements to existing stores throughout the redevelopment area.
- **Open Space Development:** small parks and recreational areas will be refurbished and developed in Lanning Square.
- **Streetscape Development:** upgrade and installation of new water and sewer lines, resurface roads, and improve street lighting, sidewalks, etc.



*Note: The Conceptual Plan offers a best guess of the "future land use" of a neighborhood and does not indicate the acquisition status of the properties therein. See 'Property Acquisitions' section for detailed lists and maps of the acquisitions required for this redevelopment plan.*

## **PROJECT PLAN, TARGET ACTIVITIES AND COSTS**

Redevelopment activities in Lanning Square will create new housing (sale and rental), recreation and entertainment venues, schools, and shopping opportunities in this project area. The primary focus for development will be upon creating a strong residential community allied with attractive anchor developments. Proposed projects include:

### **RESIDENTIAL DEVELOPMENT:**

- New single family houses – Affordable (150 houses)
- New single family houses – Market Rate (250 houses)
- Rehab single family houses – Affordable (80 houses)
- Loans and grants for residential renovation (estimated 200 homes)

### **INSTITUTIONAL DEVELOPMENT:**

- New medical university campus (500,000 s.f.)
- New (replacement) Lanning Square Elementary School

### **ECONOMIC DEVELOPMENT:**

- Replace existing and introduce new businesses (approximately 60,000 s.f. retail commercial space), including new/relocated 1<sup>st</sup>-floor retail commercial stores and mixed retail/office and community uses along Broadway and MLK Blvd.
- Rehabilitate approximately 10 abandoned storefronts and commercial buildings, for neighborhood retail/mixed use

- Commercial property improvement loans (15 stores)

### **OPEN SPACE DEVELOPMENT:**

- Refurbished Lanning Square park (4<sup>th</sup> & Clinton)
- Develop 2 small neighborhood parks/playgrounds

### **INFRASTRUCTURE DEVELOPMENT:**

- Upgrade water, sewer lines
- Rehabilitate or renovate area streets, sidewalks and lighting

## **ESTIMATED COST**

To execute the proposals described above, the follow are estimates of costs associated with the implementation of these projects.

<b>TOTAL ESTIMATED COST:</b>	<b><u>\$ 215,000,000</u></b>
<b>Residential Projects:</b>	<b>\$ 75,000,000</b>
<b>Institutional Projects:</b>	<b>\$ 120,000,000</b>
<b>Economic Projects:</b>	<b>\$ 12,500,000</b>
<b>Open Space Projects:</b>	<b>\$ 1,500,000</b>
<b>Infrastructure Projects:</b>	<b>\$ 6,000,000</b>

## POTENTIAL FUNDING SOURCES

Both private and public funding sources are available for the implementation of redevelopment projects in Lanning Square. Although there are no firm commitments as of the publication of this report, discussions with public and private funding sources are underway and continue.

- **Camden Economic Recovery Board** – the ERB oversees funds to support improvements such as streetscape improvements, façade restoration, street signage, property acquisition, and redevelopment projects
- **City of Camden** – Facilities Program; tax abatements for property and/or business taxes
- **New Jersey Department of Community Affairs** – variety of housing rehabilitation and construction programs including, but not limited to, Balanced Housing
- **New Jersey Housing and Mortgage Finance Agency** – variety of programs including, but not limited to, Low Income Housing Tax Credits and Market Oriented Neighborhood Investment
- **New Jersey Economic Development Authority** – various programs to support property acquisition, remediation, development, and rehabilitation of commercial property; School Development Authority, etc.

- **New Jersey Redevelopment Authority** – variety of programs to support property acquisition and site remediation
- **US Dept. of Housing and Urban Development** – Community Development Block Grant (CDBG) Program; US HOME Fund

## IMPLEMENTATION

Implementation outlines an approach to carrying out target activities and illustrates, rather than predicts, the course that Lanning Square's redevelopment should take. Successful execution of the *Lanning Square Redevelopment Plan* and its target activities will depend upon effective public-private collaboration among the developers selected to carry out redevelopment projects. Most of Year 0 (2008) will be used to develop project plans, secure funding, engage the community, acquire and assemble properties for development, and select design consultants. From this baseline, there will be a 10 year period during which most of the extensive new construction and substantial rehabilitation will take place. Redevelopment activities not completed by 2019 should be by 2028 – five years before the expiration of this redevelopment plan.

This aggressive and optimistic schedule notwithstanding, Camden's use of its standard 25-year timeframe for the completion of this *Lanning Square Redevelopment Plan* (2008 – 2033) is intended to adequately provide for any and all delays and contingencies affecting the plan's implementation.

## PROPERTY ACQUISITIONS

Acquisition is necessary in order to assemble sufficient property upon which to redevelop, as well as to mobilize resources for carrying out the objectives of redevelopment. The acquisition strategy for this Redevelopment Plan is based on a project approach. The following classifications apply to properties in the Lanning Square Redevelopment Area and are thus identified in this acquisition plan:

- **To Be Acquired:** Includes property that must be acquired in order to implement the purposes of this Redevelopment Plan (new construction, rehabilitation and other development). The City of Camden and its agencies reserve the right not to demolish particular parcels if it is to be economically feasible to rehabilitate them.
- **To Be Acquired – Schools Development Authority (SDA):** Includes property that must be acquired in order to rebuild the Lanning Square Elementary School.
- **To Be Acquired – University of Medicine and Dentistry of New Jersey (UMDNJ):** Includes property that must be acquired in order to build a medical research university.
- **Not To Be Acquired:** Includes property not to be acquired, but subject to all property rehabilitation standards and local municipal codes.

*Note: Acquisition of vacant and occupied properties is based upon project requirements and does not depend solely on property condition and or tax delinquency status.*



In the lists below, property acquisitions are broken down first by classification, then by occupancy / vacancy status. Occupied properties of the following landuses are highlighted in **bold**: residential (RES), multi-family residential (MUL), mixed residential / commercial (R/C), commercial (COM), institutional (INST), industrial (IND), and garage (GAR).

**1). TO BE ACQUIRED (304)**

**OCCUPIED:**

BLOCK	LOT
176	12, 13, 14, 15, 20, 21, 22, 23, 24, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 39, 40, 41
180	8, <b>15</b> , <b>18</b> , <b>19</b> , <b>20</b> , <b>21</b> , 34
181	45, 50, 51, 52, 53, 54, 55, <b>56</b> , <b>58</b> , <b>60</b> , <b>63</b> , <b>64</b> , <b>65</b> , <b>66</b> , 67, 68, 69, 70, 71, 72, 76, 88, 89
189	<b>1</b> , <b>2</b> , <b>9</b> , <b>37</b>
212	<b>80</b>
227	15, 16, 17, 18, 35, 36

**SUBTOTAL – OCCUPIED TBA PROPERTIES: 65**

**VACANT:**

BLOCK	LOT
153	44, 45, 46, 47, 48, 51, 52, 53, 54, 55, 56, 57, 62, 63, 64, 65, 66, 67, 68, 81, 95
154	4, 6, 7, 17, 19, 21, 22, 23, 32, 33

155	48, 49, 50, 51, 52, 53, 56, 58, 62, 63, 64, 65, 68
156	6, 7, 8, 22, 23, 32, 33, 37, 38
158	22
159	37, 44, 45, 56
163	40, 50, 51, 53, 54, 68, 69, 70, 71
166	3, 5, 6, 9, 10, 11, 14, 19, 21, 22, 23, 24, 27, 31, 34, 99, 100, 101, 102, 103, 106, 107
169	36, 39, 40, 48, 51, 52, 53, 66, 72, 77, 81, 84
177	64
178	12, 15, 20, 24, 25, 27
179	11, 12, 87
180	16, 17
181	46, 47, 48, 49, 61, 62
183	55, 56, 57
185	2, 7, 8, 9, 11, 12, 15, 16, 17, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29
186	29, 33, 34, 36, 41
187	33, 44, 45, 98
188	59, 63, 69, 74, 77, 89, 90, 92
189	22, 23, 24, 25, 27, 29, 31, 79
191	1, 5, 15, 63, 69, 70
195	38, 39, 40, 41, 43, 73
196	51, 55, 60
199	71, 72, 73, 74, 75, 76, 77, 78, 79, 93

200	97
201	8, 15, 16, 23, 24, 25, 31, 32
202	40, 41, 45, 47
203	48, 49, 50, 55
208	39, 40, 42, 44
211	50, 51, 52, 53, 63, 88, 91
212	72, 73, 76, 77, 78, 79, 92
227	6, 21, 22, 23, 31, 38, 42, 45, 48, 56, 58, 60

**SUBTOTAL – VACANT TBA PROPERTIES: 239**

**2). TO BE ACQUIRED – (SDA) SCHOOLS DEVELOPMENT AUTHORITY (34)**

**OCCUPIED:**

BLOCK	LOT
194	<u>31, 34</u>
198	<u>81, 82, 83</u>

**SUBTOTAL – OCCUPIED TBA (SDA) PROPERTIES: 5**

**VACANT:**

BLOCK	LOT
193	1, 7, 8, 9, 11, 12, 16, 18, 19, 20, 21, 23, 24, 25, 26
194	28, 35, 38, 39, 43, 48, 49, 51, 52, 88, 90
198	75, 84, 85

**SUBTOTAL – VACANT TBA (SDA) PROPERTIES: 29**

**3). TO BE ACQUIRED – (UMDNJ) UNIVERSITY OF MEDICINE AND DENTISTRY OF NEW JERSEY (12)**

**OCCUPIED:**

BLOCK	LOT
189	11
190	<u>43, 45, 46, 47, 55, 56, 58, 59, 61</u>

**SUBTOTAL – OCCUPIED TBA (UMDNJ) PROPERTIES: 10**

**VACANT:**

BLOCK	LOT
190	53, 54

**SUBTOTAL – VACANT TBA (UMDNJ) PROPERTIES: 2**

**4). NOT TO BE ACQUIRED (1010):**

All other properties not identified above. Includes 385 government owned properties

*Note: Occupied properties highlighted as such in the above and below maps are residential (RES), multi-family residential (MUL), mixed residential / commercial (R/C), commercial (COM), institutional (INST), industrial (IND), or garage (GAR). Side yards (SY), gardens (GDN), and parking lots (PKG) are considered vacant for the purposes of these two maps.*

**Number of TO BE ACQUIRED Properties:**

	RES	MUL	R/C	COM	INST	IND	GAR	SY	GDN	PKG	VL	TOTALS
<b>Occupied</b>	0	0	4	8	2	1	2	5	0	43	-	65
<b>Vacant</b>	67	1	6	4	0	1	0	0	0	0	160	239
	67	1	10	12	2	2	2	5	0	43	160	304

**Number of To Be Acquired - SDA Properties:**

	RES	MUL	R/C	COM	INST	IND	GAR	SY	GDN	PKG	VL	TOTALS
<b>Occupied</b>	3	0	1	0	1	0	0	0	0	0	-	5
<b>Vacant</b>	0	0	0	2	0	0	0	0	0	0	27	29
	3	0	1	2	1	0	0	0	0	0	27	34

**Number of To Be Acquired - UMDNJ Properties:**

	RES	MUL	R/C	COM	INST	IND	GAR	SY	GDN	PKG	VL	TOTALS
<b>Occupied</b>	0	0	1	0	3	0	1	4	0	1	-	10
<b>Vacant</b>	0	0	0	0	0	0	0	0	0	0	2	2
	0	0	1	0	3	0	1	4	0	1	2	12

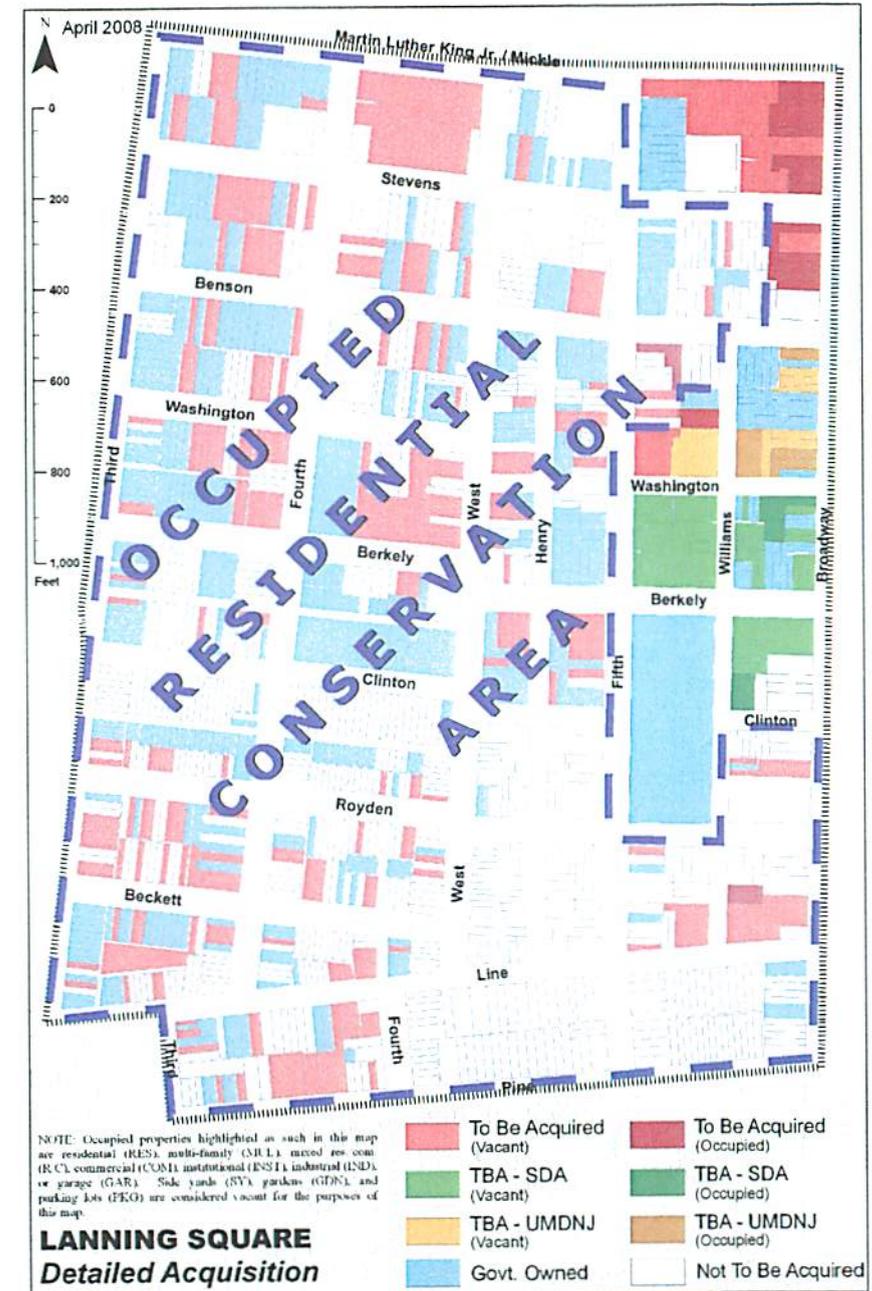
**TOTAL ACQUISITIONS**

	RES	MUL	R/C	COM	INST	IND	GAR	SY	GDN	PKG	VL	TOTALS
<b>Occupied</b>	3	0	6	8	6	1	3	9	0	44	-	80
<b>Vacant</b>	67	1	6	6	0	1	0	0	0	0	189	270
	70	1	12	14	6	2	3	9	0	44	189	350

**Number of NOT To Be Acquired Properties:\*\***

	RES	MUL	R/C	COM	INST	IND	GAR	SY	GDN	PKG	VL	TOTALS
<b>Occupied</b>	438	18	13	14	20	2	13	47	2	24	-	591
<b>Vacant</b>	14	0	0	0	5	0	2	0	0	0	13	34
	452	18	13	14	25	2	15	47	2	24	13	625

\*\* Not To Be Acquired table omits the 385 Government owned properties.



## RELOCATION

As required by the New Jersey Department of Community Affairs, the Lanning Square Redevelopment Plan identifies the following approach to relocating existing residents and businesses in the redevelopment area, as necessitated by property acquisitions. Regarding property acquisitions, there are 3 occupied houses, 6 mixed commercial/residential properties, 8 commercial businesses, 6 institutional properties, 1 industrial use, and 3 garages that will require relocation, due to the acquisition needs of this redevelopment plan.

Comparable replacement housing will be provided from the existing Camden area (10 miles minimum, within the 50 miles statutory limits) housing market for the temporary and permanent relocation of those Lanning Square residents who are displaced as a result of this redevelopment plan. This will include up to approximately 400 new and 80 rehabilitated houses to be built in the Lanning Square Redevelopment Area.



*512 Line Street: Before and After Rehabilitation*

Comparable replacement sites for occupied commercial and institutional properties displaced by this redevelopment plan can be found within the existing Camden area, and assistance will be provided for such relocations. The Redevelopment Entity will adhere to all applicable state law requirements in connection with the acquisition and relocation of any business property located within the redevelopment area, including the identification of potential relocation sites and provision of statutorily mandated relocation assistance. Within the redevelopment area itself, new retail space will be developed and is anticipated to be among those spaces made available as replacement opportunities for Lanning Square businesses that may be displaced as a result of this redevelopment plan. Relocation, like property acquisition, will be conducted and/or coordinated by the City of Camden and the Redevelopment Entity, despite the need to contract implementation services with project or program consultants.

Relocation of occupied properties displaced by proposed construction of a medical university and the Lanning Square Elementary School is outside the scope of this redevelopment plan.

After the adoption of this *Lanning Square Redevelopment Plan*, and before the acquisition of any occupied properties in the redevelopment area, a Workable Relocation Assistance Plan (WRAP) will be developed for approval by the State of New Jersey on a project by project basis. Each WRAP will be tailored to the various projects called for by this redevelopment plan, and will address the particular needs and circumstances of individual households and businesses in the Lanning Square

redevelopment area. Relocation, like acquisition of occupied property in Lanning Square, will be managed by the Redevelopment Entity, and is anticipated to be completed in the first 5 years of this plan's implementation: 2008 – 2013. The designated developers, through the agreements and contracts that are integral to the redevelopment process, will pay for property acquisition and relocation costs. Resources to support property acquisition and relocation will come from a variety of public and private funds, and have been preliminarily identified in this redevelopment plan.

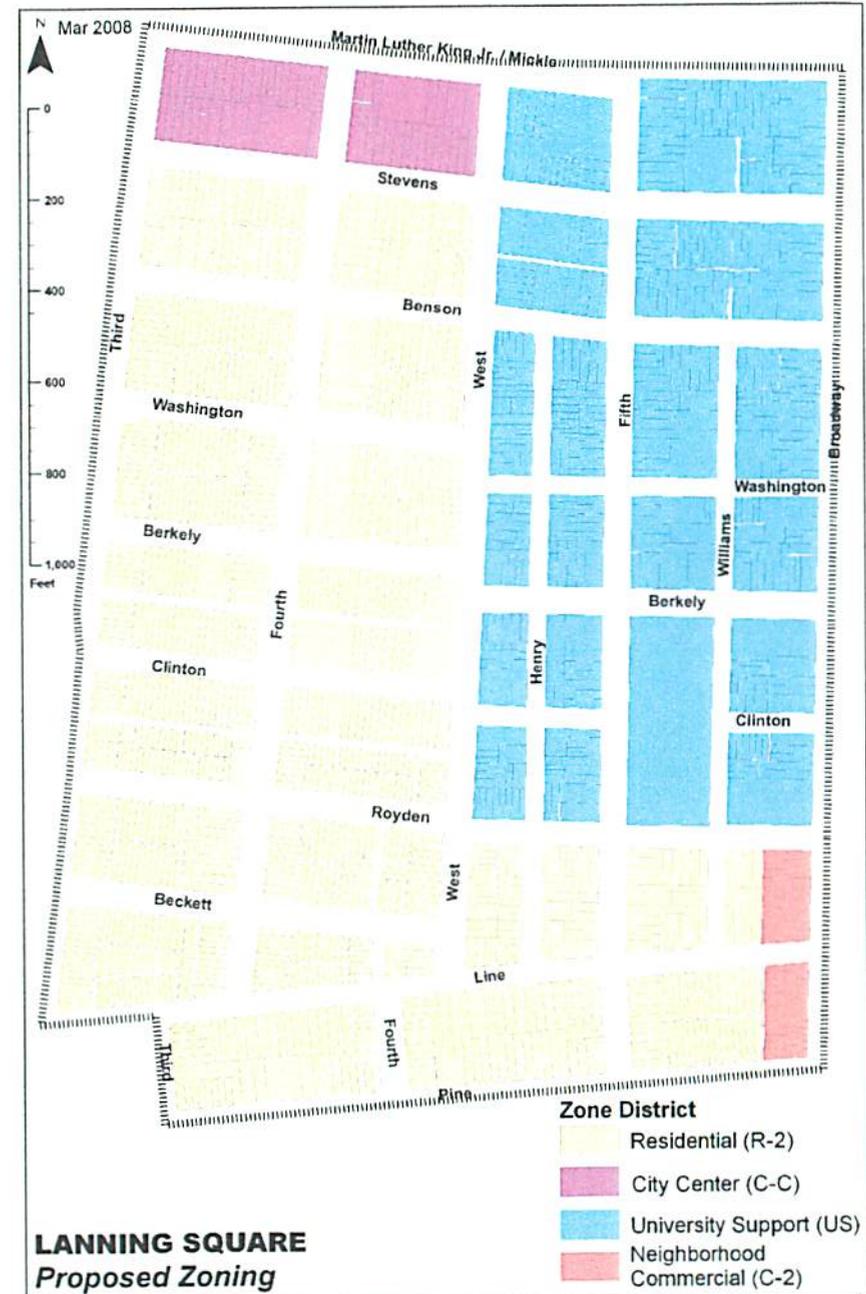
### III. REGULATORY CONTROLS

#### PROPOSED PROPERTY USE REGULATIONS

The following descriptions and regulations are taken from and based upon the Land Development Ordinance of the City of Camden (revised 2008). Where necessary, please consult the referenced section of the Zoning Code for more detailed information and guidance.

In order to facilitate the types of redevelopment activities necessary to revitalize Lanning Square, this *Lanning Square Redevelopment Plan* updates the four existing zoning districts with the following four proposed zoning classifications and districts: US University and Support Zone (new), C-C City Center Flexible Development, C-2 Neighborhood Commercial, and R-2 Medium Density Residential. These controls will promote effective and complementary mixed-use land uses, while strategically focusing development throughout the Lanning Square Redevelopment Area.

*Note: Proposed Zoning provides guidelines for allowable land uses and building restrictions for new construction, rehabilitation, and building use changes in the neighborhood and does not indicate the acquisition status of properties. See 'Property Acquisitions' section for detailed lists and maps of the acquisitions required for this redevelopment plan.*



## **US UNIVERSITY AND SUPPORT ZONE**

The purpose of the University and Support District is to provide for land uses that effectuate the land use plan element of the City's Master Plan for institution-residence interface area. Within this district, no lot or building shall be used and no building shall be erected or altered, to be used, in whole or in part, unless it complies with the regulations set forth in this article.

**PERMITTED USES** The following principal uses shall be permitted in this district:

- Colleges, universities, and associated research facilities.
- University or college residence.
- Public, private, or parochial educational institutions.
- Any permitted residential uses in the R-2 Medium Density Zone.
- Home occupations and home professional offices.
- Financial institutions, including but not limited to bank, savings and loan associations, credit unions, and other financial institutions.
- Professional and private offices, including but not limited to real estate, accounting, insurance, architects, psychologists and lawyers.
- Medical offices and facilities, including but not limited to doctor, dentist and veterinary offices, chiropractors, and psychiatrists.
- Personal services, including but not limited to barbershops, hairdressers, cleaning and pressing establishments, photographers, funeral homes, shoe repairs, tailors, newspaper, printers, frame shops, laundromats and travel agencies.
- Retail stores, including but not limited to the sale of antiques, art, dry goods,

variety and general merchandise, clothing, fabrics, floor covering, food, books, hardware, hobby and art supplies, garden supplies, flowers, drugs, handicraft art, household supplies or furnishings, pets, sale or repair of jewelry, sporting goods, watches and clocks, musical, professional and office supplies, optical goods, and packed goods when sold only on the premises.

- Restaurants, including dine-in and fast food.
- Theaters, museums, art galleries and concert halls.
- Buildings consisting of a mix of uses otherwise permitted in this zone.
- Building, structures and uses owned and operated by the City of Camden.
- Places of worship.
- Parks, playgrounds or recreation areas, community center buildings, and libraries.

**PROHIBITED USES** Any uses not listed above shall be prohibited in the University and Support District, and specifically the following:

- Wholesale, storage, and warehouse facilities.
- Lumber and building supply sales and storage.
- Junkyards.
- New and/or used automobile and truck sales.
- Automobile body repair and painting.
- Truck stops
- Methadone Clinic

**ACCESSORY USES** The following accessory uses shall be permitted in the University and Support Zone District:

- Parking lots and parking structures provided that:
  1. The use will not increase traffic congestion in streets abutting the property.

**CONDITIONAL USES** The following conditional uses shall be permitted in the University and Support District:

- Childcare centers.
- Family day care home.

## **C-C CITY CENTER FLEXIBLE DISTRICT**

The purpose of the City Center Flexible Development District is to effect a mix of those uses and buildings which provide central functions of commerce and government and which are generally located in the central business district of the City. Within this district no lot or building shall be used and no building shall be erected or altered to be used, in whole or in part, unless it complies with the regulations set forth in this article.

**PERMITTED USES** The following principal uses shall be permitted in this district:

- Any use in a moderate-density residential zone (R-2 district).
- Telephone exchanges.
- Noncommercial clubs.
- Convenience retail.
- Business, professional, or governmental offices.
- Any retail or wholesale uses permitted in the C-3 Zone.
- Children's amusement parks.
- Circuses, carnivals and fairs of a temporary nature.
- Commercial beaches or swimming pools.
- Outdoor day camps.
- Golf driving ranges, miniature golf course.

**PROHIBITED USES** Any uses not listed above shall be prohibited in the Center City District, and specifically the following:

- New and/or used automobile and truck sales.
- Wholesale, storage, and warehouse facilities.
- Lumber and building supply sales and storage.
- Junkyards.
- Automobile body repair and painting.
- Truck stops.
- Methadone Clinic

**ACCESSORY USES** The following accessory uses shall be permitted in the Center City District:

- Parking lots and parking structures provided that:
  1. There is no automotive service or repair.
  2. The use will not increase traffic congestion in streets abutting the property.

## **C-2 NEIGHBORHOOD COMMERCIAL ZONE**

The purpose of this zone is to create and support the interface and balance between neighborhood scale retail businesses and housing.

**PERMITTED USES** The following principal uses shall be permitted in this district:

- Retail stores, including but not limited to the sale of antiques, art, dry goods, variety and general merchandise, clothing, fabrics, floor covering, furniture and home furnishings, food, books, hardware, hobby and art supplies, garden supplies, etc.
- Personal services, including but not limited to barbershops, hairdressers, dry cleaning establishments, photographers, funeral homes, shoe repairs, tailors, Laundromats, travel agencies, etc.
- Business services.
- Convenience stores.
- Banks, financial and insurance offices.
- Clubs, social or fraternal.
- Offices, office buildings and office complexes.
- Retail food establishments.
- Restaurants, including sit-down, carryout and drive through.
- Retail sales, outdoor.
- Shopping centers.
- Public, private, or parochial schools, including private day schools.
- Buildings, structures and uses owned and operated by the City of Camden, for municipal purposes.

- Parks, playgrounds or recreation areas, community center buildings, and libraries.
- Single family and Duplex dwellings, detached, semi-detached or townhouse types, as well as residential uses above non-residential first floor.

**PROHIBITED USES** Any uses not listed above shall be prohibited in this district, and specifically the following:

- Signs in any form, except as permitted.
- Lodging houses, boarding houses rooming houses, group homes, multi-family dwellings or any combination thereof.
- Lumber and building supply sales and storage.
- Junkyards.
- Auto body shop.
- Automobile sales lot or building.
- Automobile service station, gasoline station, or motor vehicle service station.
- Car wash.
- Methadone Clinic

**ACCESSORY USES** The following accessory uses shall be permitted in this zone:

- Off-street parking lots and parking structures.
- Fences and walls.
- Signs.
- In-ground and aboveground swimming pools.
- Accessory buildings and structures.

- Hotel or motel, or extended family stays facility.

## **R-2 MEDIUM DENSITY RESIDENTIAL ZONE**

The purpose of the Medium Density Residential District (30 units per acre) is to provide for amounts, types, and configurations of housing development, so as to create a sustainable and manageable residential neighborhood.

**PERMITTED USES** The following principal uses shall be permitted in this district:

- Single Family housing, detached or semi-detached, and their accessory buildings.
- Duplex dwellings.
- Townhouse (attached/row) dwellings.
- Multi-family and Garden Apartment dwellings.
- Buildings, structures, and other uses owned and operated by the City of Camden, for municipal purposes.
- Parks, playgrounds or recreation areas, community center buildings, and libraries.
- Public, private, or parochial educational institutions.

**PROHIBITED USES** Any use not listed above shall be prohibited in this zone, and specifically the following:

- Lodging houses, boarding homes and rooming houses.
- Wireless telecommunication facility.

**ACCESSORY USES** The following accessory uses shall be permitted in this zone:

- Private parking garages and carports.
- Swimming pools.
- Fences and walls.
- Signs.

**CONDITIONAL USES** The following conditional uses shall be permitted in this zone:

- Childcare centers.
- Family day care home.
- Bed and Breakfast establishments.

## **PROPOSED SITE DESIGN CONTROLS**

The following requirements are proposed as standards for site design, and are referenced to such requirements contained in Article XXIV of the revised City of Camden Zoning Code.

### **1. AREA AND BULK REGULATIONS**

#### **a. Lot Area**

- Residential**: a minimum of 2,000 sq. ft., 3,000 sq. ft., and 6,000 sq. ft. shall be provided for each Townhouse, Semi-detached, Single-family and Duplex, respectively, hereafter erected.
- Non-Residential**: a minimum of 3,000 or 40,000 square feet shall be provided for commercial or institutional uses hereafter erected.

#### **b. Lot Width**

- Residential**: each lot upon which such permitted uses shall be erected shall have a width of not less than 20, 30 and 60 feet, respectively.
- Non-Residential**: each lot upon which such permitted uses shall be erected shall have a width of not less than 25 or 200 feet, depending upon type of use.

**c. Building Coverage**

- a. Residential: the maximum building coverage shall not be greater than 40% or 60%, respectively.
- b. Non-Residential: the maximum building coverage shall not be greater than 60%, 70% or 80% of the gross lot area, depending upon type of use.

**d. Front Yard**

- a. Residential: the setback shall be not less than 10 feet.
- b. Non-Residential: not less than 25 feet.

**e. Side Yards**

- a. Residential: a minimum width of 10 feet between the building and property boundary line.
- b. Non-Residential: a minimum width of 20 feet.

**f. Rear yard**

- a. Residential: not less than 20 feet deep.
- b. Non-Residential: not less than 30 feet deep.

**g. Building Heights**

- a. Residential and Commercial (R-2, C-2): maximum height of 3 stories or 35 feet to the top of the main roof cornice line, excluding necessary utility-type roof structure.
- b. Non-Residential (US, CC): structures shall be no greater than 5 stories or 75 feet, to the top of the main roof cornice line, excluding necessary utility-type roof structure.

**2. ARCHITECTURAL GUIDELINES**

Important to this redevelopment plan is the creation of a cohesive built environment where existing and proposed development are integrated. The City of Camden shall exercise its aesthetic controls through site plan review, in accordance with the procedure established by ordinance. The following reference to the revised Camden Zoning Code will detail the architectural guidelines that are recommended for all new construction and major renovations within the redevelopment area: Sec. 577-229. In addition to these guidelines the following design controls shall be taken into consideration by designated developers:

**3. LIGHTING**

The choice, placement and lighting levels of fixtures serving to light public walkways and parking areas shall be sufficient to meet the requirements of Sec. 577-230.

#### 4. SIGNAGE

The design and placement of signs for non-residential property uses shall be sufficient to meet the requirements of Sec. 577-232.

#### 5. LANDSCAPE TREATMENTS AND GUIDELINES

The design of landscaping, as well as the choice, placement and maintenance of landscape materials shall be sufficient to meet the requirements of:

Landscaping: Sec. 577-197

Street Trees: Sec. 577-198.

#### 6. PARKING AND LOADING REQUIREMENTS

The provisions and design of parking and loading areas shall be sufficient to meet the requirements of:

Parking and Loading Areas: Sec. 577-203

Design Standards: Sec. 577-204

Parking Area landscaping: Sec. 577-205

Multi-level Parking Structures: Sec. 577-206

Parking and Circulation: Sec. 577-229

#### 7. TRAFFIC CIRCULATION

The provisions and design of vehicle traffic circulation shall be sufficient to meet the requirements of:

Circulation: sec. 577-209

Street Design: Sec. 577-210 and 211

#### 8. DESIGN REVIEW

All developers undertaking new developments and major renovations in the Redevelopment Area shall submit necessary site plans, building plans, sections, building elevations and perspectives to comprehensively convey architectural and landscape proposals. Proposed development shall follow the plan review process as specified in the Municipal Zoning Code, with the addition of the Camden Redevelopment Agency for review preliminary to submission of relevant plans and related development documents to the City of Camden Planning Board. Such plans will be reviewed by the Camden Redevelopment Agency and approved by the City of Camden Planning Board, and shall receive all other necessary approvals and permits before construction shall commence.

## **PROVISIONS TO MEET STATE AND LOCAL REQUIREMENTS**

### **1. CONFORMANCE**

The *Lanning Square Redevelopment Plan* is substantially consistent with the *City of Camden Master Plan* and other relevant plans, and is designated to effectuate them. These plans' goals include: ensuring area stability; fostering successful coexistence of uses in mixed use areas and areas in transition; improving existing housing stock; promoting new housing construction on appropriate sites; preserving and improving the maintenance of existing institutions and commerce; stimulating new institutional and commercial development; maximizing the provision of community services to city residents; and improving indoor and outdoor recreation areas and facilities.

### **2. STATUTORY REQUIREMENTS**

As described below, the *Lanning Square Redevelopment Plan* fully complies with state statutes.

a. Relationship To Local Objectives: This Redevelopment Plan is sufficiently comprehensive and complete to indicate redevelopment, improvements, conservation or rehabilitation, zoning and planning changes, building requirements, and the Plan's relationship to local objectives in respect to appropriate land use, population densities, traffic, public transportation, utilities, recreation, community facilities, and other public improvements.

b. City of Camden Comprehensive Plan: The proposals of this Redevelopment Plan conform to intents of and are substantially consistent with the *FutureCAMDEN Master Plan (2002-2022)*. Chapter II – the Land Use Plan of the Master Plan describes several goals which are advanced by this Redevelopment Plan in Chapters IV, V, VII, VIII, IX, and X.

#### ***Chapter IV – Improving Housing and Neighborhoods***

This plan will include the construction and rehabilitation of hundreds of affordable and market rate housing units. Specifically, the *FutureCAMDEN Master Plan* notes the following recommendations (*FutureCAMDEN, IV-10*).

1. Continue with rehabilitation and new medium density residential redevelopment in Lanning Square West areas with future expansion east of Broadway.
2. Medium density residential land use throughout the redevelopment area; infill, and rehabilitation is emphasized in the balance of the neighborhood south of Benson St. between 3<sup>rd</sup> Street and the Cooper Hospital Medical Center.
3. Renovate Lanning Square Elementary School.

#### ***Chapter V – Achieving a Dynamic Economy***

1. Integrate the development of the Cooper Hospital Medical Center, Coriell Institute for Medical Research and UMDMJ/Robert Wood Johnson campuses with the downtown (*FutureCAMDEN, V-9*). Recommended activities include the creation of a compact retail center along Broadway from Martin Luther Boulevard to Pine St;

Coordinate Cooper Hospital Medical Center facility improvements with neighborhood improvements; Develop medical support businesses adjacent to Cooper Hospital Medical Center.

2. Upgrade infrastructure and basic government services.

#### ***Chapter VII – Maintaining and Improving the Environment***

The two known brownfields sites identified for redevelopment in this plan are consistent with “the pursuit towards the clean up of known areas containing environmental issues” (*FutureCAMDEN, VII-2*).

#### ***Chapter VIII – Integrating Camden’s Transportation Network***

The Future-Camden Master Plan includes the following recommended actions with this redevelopment area: Resurface and repair local street network as part of redevelopment and rehabilitation projects (*FutureCAMDEN, VIII-190*).

#### ***Chapter IX – Achieving Improved Public Facilities and Safety***

The Future Camden Plan includes the following goals for improving public facilities, education and safety:

1. Enhance public facilities as community anchors to strengthen neighborhood improvement efforts.

The reconstruction of the Lanning Elementary School will reemerge as an anchor for this community for hundreds of displaced students and families.

2. Integrate basic human and social services with neighborhood planning initiatives

The Camden Redevelopment Agency has retained the professional services of Urban Strategies, Inc. to work with community residents in developing a Human Capital Plan to assist in rebuilding the human capital infrastructure along with the plan's physical redevelopment efforts.

3. Enhance the effectiveness of police and fire protection

The creation of a comprehensive public safety plan for Lanning Square and Cooper Plaza, involving the participation of community and institutional stakeholders, will assist in the creation and execution of community policing and crime prevention efforts in cooperation with community residents. This public safety plan, once implemented, will create a safe environment for residents and workers.

***Chapter X – Translating the Master Plan into Action***

Regional partnerships involving business, institutional, non-profits, and governmental entities should be formed to devise and implement mutually beneficial improvement strategies (*FutureCAMDEN, X-6*). It is the intent of this redevelopment plan to forge a partnership with community residents to form a resident leadership team to develop and execute strategies to ensure that residents play an integral role in the implementation of this plan.

c. City of Camden Comprehensive Plan – Reexamination Report:

This Redevelopment Plan is consistent with the Comprehensive Master Plan Reexamination Report approved on March 6, 2008 by the Camden City Planning Board. The Reexamination Report cites the Lanning Square Redevelopment Plan as a necessary implementation document towards increasing the effectiveness in treating physical distress within neighborhoods (p. 12), developing mixed use projects (p. 18), and furthering the development and implementation of urban design guidelines to improve neighborhood appearance (p. 27).

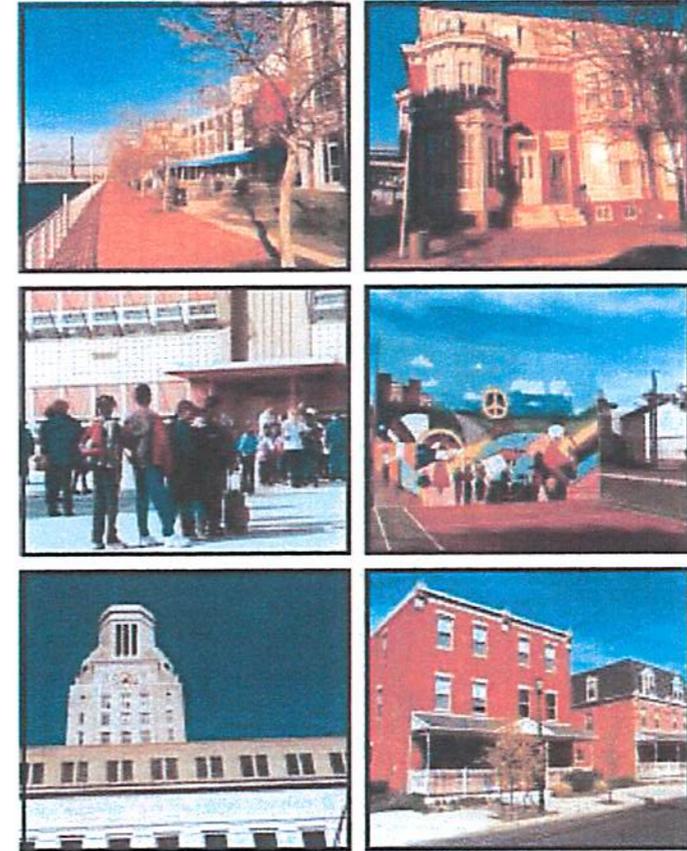
d. Relationship to Other Plans: This Redevelopment Plan conforms to the New Jersey Development and Redevelopment Plan adopted pursuant to the "State Planning Act." That plan's goal to revitalize urban centers, and its policy of providing appropriate densities to make efficient use of existing infrastructure while maintaining the character of the area is exactly what this Redevelopment Plan hopes to achieve. As this Redevelopment Plan is substantially similar to existing zoning regulations, and since site plan review will require the approval of all state and federal environmental review entities, uses in the Redevelopment Area shall be complementary to the economic and other development, and environmental protection concerns of Camden, its contiguous municipalities, and the County.

e. Relationship to Municipal Land Use Law: This Redevelopment Plan complies with the New Jersey Municipal Land Use Law, and creates no conflict with its

development regulations. Specifically, this plan is in substantial compliance with 40:55D-2 a, c, e, f, i, j and m.

- f. Proposed Land Uses and Building Requirements: This Redevelopment Plan includes maps and text sufficient to describe proposed land uses and building requirements within the Redevelopment Area.
- g. Identification of Property to Be Acquired: This Redevelopment Plan sufficiently identifies all properties within the Redevelopment Area proposed to be acquired.
- h. Relocation Provision: This Redevelopment Plan sufficiently describes the City of Camden's approach to the relocation of all displaced residents and businesses affected by implementation of this Plan. The City of Camden, or its designated agent, will provide displacees with the opportunity of being relocated into decent, safe, and sanitary facilities within their financial means – in the Redevelopment Area, where feasible. Displacees will be interviewed to determine their relocation requirements. The City of Camden will comply with the "Relocation Assistance Law of 1967", PL 1967, C. 79 and the Relocation Assistance Act, PL 1971, C. 362.
- i. Civil Rights and Affirmative Action: The City of Camden and its designated agent(s) agree to assert leadership within the community, to ensure compliance with Title VI of the Civil Rights Act of 1964, and Title VII as

amended in March 1972, and with all the affirmative action requirements of the state of New Jersey, including those required by PL 1975 as well as regulations issued by the State of New Jersey and the City of Camden.



***Future*CAMDEN**

## **IV. STATUTORY REQUIREMENTS**

### **COMPLIANCE WITH DEVELOPMENT REGULATIONS**

1. Development and subdivision within the Redevelopment Area shall be governed by the requirements of the City of Camden governing Land Use Procedures, Subdivisions and Development, and Zoning, as well as the State of New Jersey governing development and redevelopment.
2. The redevelopment entity shall promulgate detailed design and improvement standards for development that shall be adopted as an amendment to this Plan by the City Council through ordinance. These regulations may vary from existing ones, based upon the unique nature of the parcels and Redevelopment Plan, while being consistent with the objectives of local, state, and federal regulations.
3. The designated Redevelopment Entity or Redeveloper shall agree to comply with all applicable application submission requirements, design standards and development regulations established in this plan for the Redevelopment Area, as well as those established by the City of Camden, County of Camden and State of New Jersey, except where variances and waivers are properly approved.
4. The City of Camden Planning Board and or Zoning Board shall review and approve all plans and specifications for development with respect to conformance with this Plan.

### **DESIGNATION OF REDEVELOPMENT ENTITY AND REDEVELOPER**

1. The governing body of the City of Camden has designated the **Camden Redevelopment Agency** to implement redevelopment plans and projects in the area designated by this Plan as the Redevelopment Area and the Rehabilitation Area (N.J.S.A. 40: 12A-4).
2. When necessary for implementation of this plan, the Camden Redevelopment Agency, as authorized by the governing body of the City of Camden, shall designate and enter into a contract with a Redeveloper for any construction or other work forming a part of this Redevelopment Plan (NJ S. A. 40A: 12A-4(c)).
3. The designated redeveloper shall agree to retain interest acquired in the project until the completion of construction and development of the specified project, as per the terms of a negotiated Redevelopment Agreement(s). The redeveloper(s) shall agree to not lease, sell, or transfer interest or any part thereof without prior written approval of the Camden Redevelopment Agency, as per negotiated Redevelopment Agreement(s). The redeveloper shall be required to furnish escrows and performance guarantees as required by the Redevelopment Entity (N.J.S.A. 40:55D-53).

## **GENERAL PROVISIONS OF THE PLAN**

Land use provisions and building requirements for the **Lanning Square Redevelopment Area** are necessary as minimum requirements in the interest of public health, safety, convenience, and general welfare. They are intended to provide reference for physical development of the project area. Developers will be given flexibility in project planning and design, so long as buildings and improvements reflect quality, permanence, and physical integration through design elements. The City of Camden has not attempted in these controls to anticipate every possible design or land use solution. Rather, proposals will be evaluated as to how well they achieve the objectives of this Plan.

1. The Camden Redevelopment Agency and the City of Camden Planning Board specifically reserve the right to review and approve the redeveloper's plan and specifications with respect to their conformance to the redevelopment plan. Such a review shall be based on submissions to both agencies of a site context plan locating the proposed project in the redevelopment area; a site plan illustrating all site features; and building elevations for facades facing primary and secondary streets. If design changes are made after submission, no construction related to the changed project features can take place until a site plan and other pertinent drawings reflecting such additions or changes have been submitted and approved by both agencies. This pertains to revisions and additions prior to, during, and after completion of such improvements.
2. As part of the final site plan approval process, the Planning Board may require a developer to furnish performance guarantees pursuant to NJ S.A. 40: D-53. The City's Attorney or the Attorney of the Camden Planning Board shall approve such performance guarantees. The City shall determine the amount and form of such performance guarantees.
3. Interim uses may be established, subject to determination by the Camden Planning Board that such use will not have an adverse effect upon existing or contemplated development during the interim use. The Planning Board will determine a time period during which the interim use will be permitted. No interim use approval shall be granted for more than two years; extensions may be granted at the Board's discretion for a maximum of 2 additional one-year periods.
4. Subdivisions of lots and parcels of land within the redevelopment area shall be in accordance with requirements of this plan, Land Subdivision Ordinance of Camden, and the Zoning Code. If parcels are combined that include the use or taking of public right-of-ways, thus interfering with existing circulation patterns, and in creating a new street or tax block, the developer shall also be required to comply with the Municipal Zoning Code, as if the developer were proposing a subdivision or portion thereof.
5. The redeveloper shall also comply with the requirements of the Local Redevelopment and Housing Law, PL 1992, Chapter 79.

6. No use or reuse shall be permitted which, when conducted under proper and adequate conditions and safeguards, will produce corrosive, toxic or noxious fumes, glare, electromagnetic disturbances, radiation, smoke, cinders, odors, dust or waste, undue noise or vibration, or other features detrimental to the public health, safety or general welfare.
7. No building shall be constructed over an easement in the project area without prior written approval of the Camden Redevelopment Agency and appropriate City authority.
8. Utility easements, when necessary, shall be provided by developers and approved by the City of Camden. Such easements shall be provided within 7 working days after completion of project construction.
9. The developer of a specified project within the redevelopment area shall submit, if needed, a storm water management plans as part of the design submission for review by the Camden Planning Board and appropriate City authority. Storm water management in the redevelopment area is intended to minimize the quantity of storm water entering the municipal sewer system or flowing directly into adjacent streams.
10. Any designated (re) developer providing new construction of any type of use, or building rehabilitation in excess of \$100,000 per project, will set aside an amount equal to 2% of project construction costs for the provision of public art or streetscape amenity on the block(s) where such project construction shall occur, as specified by negotiated Redevelopment Agreement(s). Proposed artwork or amenities will be reviewed and approved by the Camden Redevelopment Agency and Camden Planning Board.
11. No covenant, lease conveyance or other instrument shall be affected or executed by the Camden Redevelopment Agency, or other designated agency, or by the developer or any successors or assignees, whereby land within the project area is restricted by the Redevelopment Agency or other designated agency, or the developer, upon the basis of race, creed, color, marital status, gender, age, handicap, familial status, or national origin, in the sale, lease, use or occupancy thereof. Appropriate covenants, running with the land forever, will prohibit such restrictions, and shall be included in the disposition agreements.
12. Any plans or plats approved by the City of Camden, or its agencies and subsidiaries, prior to the adoption of this Redevelopment Plan shall not be subject to the requirements of this Redevelopment Plan.

## **PUBLIC IMPROVEMENTS**

A variety of public improvements will be needed in order to fully implement this *Lanning Square Redevelopment Plan*. These include a variety of street and sidewalk improvements, street tree plantings, sewer and water system improvements and other matters that should be incorporated within the City's ongoing capital maintenance and repair activities. The following guidance and requirements are based upon and taken from Article XXVII: Off Tract Improvements, from the revised City Of Camden Zoning Code.

Existing water, sewer, and roadway facilities serving the **Lanning Square Redevelopment Area** require upgrading in order to meet present and future needs. The City of Camden Division of Capital Projects shall continue its long-range improvement planning program to upgrade the sanitary sewer and water systems in the Redevelopment Area, for service to existing and new residential customers, and to enhance the attractiveness of the area. Redevelopers of large-sized parcels shall participate in infrastructure improvements per the terms of a negotiated Redevelopment Agreement(s). At the sole option of the City of Camden, the City or its designees may opt to pay for all or part of these public improvements. Any water system improvements will be coordinated with the appropriate utility company. All off-tract improvements shall conform to the following requirements:

Performance Guarantees: Sec. 577-284

Start of Construction: Sec. 577-285

Installation of Improvements: Sec. 577-286

Off Tract Improvements: Sec. 577-287

## **TYPES OF PROPOSED REDEVELOPMENT ACTIONS**

Pursuant to PL 1992, the municipality or Camden Redevelopment Agency may, upon adoption of a redevelopment plan proceed with clearance, re-planning, development and redevelopment of the area designated in that plan. To carry out and implement the purposes and terms of this *Lanning Square Redevelopment Plan*, the municipality or Camden Redevelopment Agency may:

1. Undertake redevelopment projects, and for this purpose issue bonds in accordance with provisions of section 29 of PL 1992, C-79.
2. Acquire privately held parcels and property that are vacant or under-utilized, scattered or under varied ownership, and assemble them into parcels of sufficient size to support proposed development.
3. Form a public-private partnership for development of this Redevelopment Area.
4. Provide public improvements necessary to support redevelopment.
5. Select (a) redeveloper(s) to implement all or part of projects for redevelopment, in conformance with this redevelopment plan and all applicable local, state, and federal requirements.
6. Enter upon any property in the redevelopment area, to conduct investigations, surveys, soundings or test bores necessary to carry out the purposes of this plan.

7. Acquire by condemnation any land or buildings necessary for the redevelopment project, pursuant to provisions of the "Eminent Domain Act of 1971".
8. Clear any area owned or acquired, and install, construct or reconstruct streets, facilities, utilities, and site improvements essential to the preparation of sites for use in accordance with the redevelopment plan.
9. Prepare or arrange by contract for the provision of professional services and the preparation of plans by registered architects, licensed professional engineers or planners, or other consultants, to carry out redevelopment projects.
10. Arrange or contract with public agencies or redevelopers for (re) planning, construction, or undertaking of any redevelopment project, or any part thereof.
11. Negotiate and collect revenue from a redeveloper, to defray the costs of the redevelopment entity, including costs incurred in conjunction with bonds, notes or other obligations issued by the Camden Redevelopment Agency, and to secure payment of such revenue as part of any such arrangement or contract.
12. Provide for extension of credit, or making of loans, to redevelopers, to finance any project or redevelopment work; or upon a finding that redevelopment work would not be undertaken but for the provision of financial assistance, or would not be undertaken in its intended scope without the provision of financial assistance, provide as part of an arrangement for capital grants to redevelopers.
13. Arrange or contract with public agencies or redevelopers for the opening, grading or closing of streets, roads, roadways, alleys or other places, or for the furnishing of facilities, or for the acquisition by such agency of property options or property rights, or for furnishing of property or services in connection with this redevelopment plan.
14. Lease or convey property or improvements to any other party, without public bidding, and at such prices and upon such terms as it deems reasonable, provided such lease or conveyance is made in conjunction with a redevelopment plan, notwithstanding the provisions of any law, rule or regulation to the contrary.
15. Arrange or contract with a public agency for relocation of residents, industry or commerce displaced from or within a Redevelopment Area, pursuant to the "Relocation Assistance Law of 1967" and "Relocation Assistance Act," PL 1971.
16. Consistent with this plan, conduct a program of voluntary repair and rehabilitation of buildings and improvements; and plan for the enforcement of laws, codes and regulations relating to the use and occupancy of buildings and improvements, as well as compulsory repair, rehabilitation, demolition or removal of buildings and improvements.
17. Publish and disseminate information concerning any redevelopment area, plan, or project.

18. Improve vehicular circulation in the redevelopment area through roadway (re) design, improved signal timing, signage, and paving.
19. Improve the infrastructure and streetscape on adjacent streets, as development or renovations take place.
20. Demolish acquired housing that cannot be cost effectively renovated, or are located so as to impede new development.
21. Rehabilitate vacant housing that can be done cost effectively for residential use.
22. Develop residential prototypes for new block construction and infill housing.
23. Develop and adopt design guidelines and a design review process that will govern all new development in the redevelopment area.
24. Dedicate a portion of the tax revenue from development in the redevelopment area for increased security and other amenities.

## **TIME LIMITS**

The following provisions with respect to time limits shall govern the Lanning Square Redevelopment Plan:

### **1. REASONABLE TIME FOR DEVELOPMENT**

The redeveloper of a project within the **Lanning Square Redevelopment Area** shall begin the development of land and construction of improvements within a reasonable period of time, to be determined in Redevelopment Agreement between the Camden Redevelopment Agency and the duly designated redeveloper. (N.J.S.A. 40A: 12A-9)

### **2. EXPIRATION OF REDEVELOPMENT PLAN**

The provisions and regulations specified in this Plan shall continue in effect for a period of 25 years from the adoption of this ***Lanning Square Redevelopment Plan***, by the governing body of the City of Camden.

## **PROCEDURES FOR AMENDING THIS PLAN**

This *Lanning Square Redevelopment Plan* may be amended from time to time in conformance with the requirements of the Local Redevelopment and Housing Law (N.J.S.A. 40A: 12A-1 et seq.), it provides that any change in use of a particular parcel in the project area previously conveyed to the Camden Redevelopment Agency and restricted as to its use in accordance with this Redevelopment Plan, the Camden Redevelopment Agency first receives the written consent of the current owner or contract purchaser of such a parcel whose interest are materially affected by such Plan or its proposed amendment(s). If an amendment to the Plan materially affects an owner with an interest in the Redevelopment Area will be decided solely by the City of Camden. Procedures for amending the plan are regulated in the "Local Redevelopment and Housing Law" (N.J.S.A. 40A: 12A-7).

## **SUPERSEDEENCE, REPEAL, AND SEVERABILITY**

1. All ordinances or parts of ordinances inconsistent with this *Lanning Square Redevelopment Plan* are repealed to the extent of such inconsistency only.
2. If any standards, controls, objectives, land uses, permitted uses, and other restrictions and requirements called for in this Redevelopment Plan differ in content from provisions set forth in the zoning law, provisions of this plan – unless otherwise specified – shall prevail.
3. If any provision or regulation of this Redevelopment Plan shall be judged invalid by court of competent jurisdiction, such order or judgment shall not affect or invalidate the remainder of any article, section, subsection, paragraph, subdivision or clause of this Redevelopment Plan and such section, subsection, paragraph, subdivision or clause of this Redevelopment Plan are hereby declared severable.

## **APPENDIX A: *LANNING-COOPER HUMAN CAPITAL PLAN***

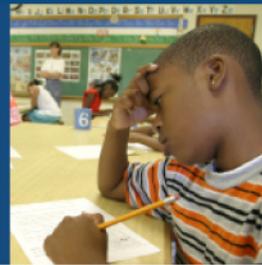
# Cooper Lanning Human Capital Plan for the Cooper Plaza Lanning Square Neighborhoods Camden, New Jersey



TEAM  
WORK



LEADERSHIP



SERVICE

April 28, 2008

with resident comments

**URBAN**  
STRATEGIES

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DRAFT

NEIGHBORHOOD



SCHOOLS



## Human Capital Plan Outline

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#### **Executive Summary: Human Capital Plan for Cooper Plaza Lanning Square**

The City of Camden, NJ is currently undergoing extensive redevelopment of its physical infrastructure and buildings. In the fall of 2006, the City of Camden and philanthropic partners, Annie E. Casey and the Ford Foundation, engaged Urban Strategies to explore how Camden residents could best benefit from this redevelopment process through the implementation of Human Capital Planning. Human capital is defined as the individual knowledge, skills and abilities used to contribute to individual and community growth and development. Physical revitalization offers an outstanding opportunity to engage the community in a discussion of the needs of its people and to find new ways of meeting those needs through Human Capital Planning. The decision to incorporate Human Capital Planning into the redevelopment process came as a result of the need for greater resident inclusion in the redevelopment process and the City's realization that additional efforts, beyond bricks and mortar, would be needed to effect long term change in the community. Cooper Plaza Lanning Square (CPLS) is a neighborhood located in the central part of Camden City. This area was selected to be the first neighborhood for which a human capital plan would be created and implemented. This decision was based on the neighborhood's proximity to one of the main areas of redevelopment that will be taking place in and around Cooper University Hospital

Two main areas of physical development are taking place right now in Camden City. The first is an expansion of Cooper University Hospital and the construction of a Health Sciences Campus, all of which will be built in and around the CPLS neighborhoods. Cooper University Hospital has invested \$250 million in the construction of this new campus, which will include the expansion of the hospital's emergency care facilities and a new state-of-the-art national Cancer Center. In addition, to promote safety and security as well as better business and residential opportunities around the new development, Cooper University Hospital plans to enact a number of strategies that will affect the surrounding neighborhood. These strategies include new landscaping and streetlights to improve appearance and safety, a partnership with Camden City Urban Enterprise on their program called Eyes in the Sky which uses monitored cameras outdoors to increase safety, the redevelopment of nearby buildings and houses, and the construction of mixed use facilities for retail and residence. This redevelopment will take place in and around the CPLS neighborhoods, making it essential that current residents of those neighborhoods develop the human capital necessary to allow them to integrate seamlessly into the newly revitalized neighborhood.

The Cooper Plaza Lanning Square Human Capital Plan (HCP) is the component of the Cooper Plaza Lanning Square (CPLS) revitalization program that focuses exclusively on the design of services and supports to improve the quality of life for vulnerable residents in the community while enhancing its appeal to prospective residents who desire a range of choices concerning where they live. The HCP is tailored to build on the assets of a particular geographic area and diminish the individual and structural challenges facing residents as well as business, civic and institutional stakeholders. The recommended strategies in the HCP are developed to meet the specific needs of the CPLS community and its stakeholders while building on existing community strengths.

The first and most critical phase of Human Capital Planning is the information gathering stage. Effective human and social capital building strategies can be crafted only when the information used to identify assets and challenges is accurate, relevant and realistic.

Stakeholder engagement is essential to the information gathering process. Stakeholder participation in the CPLS human capital planning process was prolonged and extensive. The information gathering and stakeholder engagement process included:

- Eleven focus groups targeted to major subsets of the stakeholder population including: senior citizens, male residents, small business owners, young adults, parents, youth, employees of the only anchor institution located directly in the neighborhood, Cooper University Hospital, and Spanish speakers
- A combined total of 68 community meetings and one on one interviews were conducted with state and city officials, lead staff members of local service providers and public agencies serving the CPLS stakeholders as well as designated formal and informal resident leaders
- Neighborhood-wide sample surveys of 13% of the heads of household in CPLS
- Reviews and analyses of publicly recorded and held information including Census Tract data and privately commissioned studies and reports

Analysis of this information yielded four priority areas that present challenges to the CPLS community that must be addressed in order to strengthen human capital and thereby the social capital of the community to support true revitalization of the CPLS community. The stakeholders were asked to prioritize the areas needing action to allow for finite resources to be utilized for the most critical needs.

These priorities, in order of importance placed upon them by the stakeholders, are to:

1. *Rebuild and reopen Lanning Square Elementary School and establish an integrated community service center to serve the CPLS community*
2. *Increase employment and educational opportunities for adults in the CPLS neighborhoods*
3. *Improve community stability*
4. *Increase real and perceived safety and security in the CPLS neighborhood*

In addition, several other strategies were discussed during community engagement meetings.

- *Increase and coordinate programming and supports for CPLS's senior residents*
- *Improve the physical and mental health of CPLS residents*

## I. Camden and CPLS Background Information

### *Location*

CPLS is situated near downtown Camden City. The neighborhoods are bounded by Martin Luther King on the north, I-676 on the east, Pine Street to the south and Third Street on the west. Cooper University Hospital, the only major institutional stakeholder in the community sits on the northeastern edge of the neighborhood.

### *Demographic Information*

As part of the information gathering process, 13%—or 132—of CPLS's adult residents, participated in a neighborhood survey to gather specific information about the community and its people. The following basic demographic information for the CPLS households is based upon those survey responses and the 2000 Census data.

#### *Household Data*

The City of Camden currently records approximately 1,600 households living in CPLS with a total population of approximately 4,000. The population of Camden, including CPLS has been in steady decline for 20 years or more. U.S. Census data from 1990 to 2000 reported a population loss approaching 3% in CPLS and 9% citywide. Households are disproportionately headed by single mothers, at 25% of households in Camden City, as compared to only 7% statewide. Also, 10% of households are headed by grandparents as the primary caretaker of children, a high percentage compared to the 3% state and nationwide.

As evidenced by Table 1.3, the CPLS neighborhood has a large percentage of residents who are under 18. In fact, half of all households contain children under the age of 18. The vast majority (almost 75%) of the residents fall under the age of 44. As such, CPLS is a fairly young neighborhood, with only 10% of residents over age 65. The neighborhood is predominately African-American and Hispanic.

Much of the residential construction in the CPLS neighborhood, excluding Lanning Square West<sup>1</sup> was developed in the early 1940's and 50's and consists of single and multi-family buildings with commercial and mixed-use properties scattered throughout. A conservative estimate suggests that over 25% of the housing in the area is vacant. Of the approximately 75% of the housing that is occupied, the occupants are evenly split between owners and renters.

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<sup>1</sup> The Lanning Square West development consists of 28 affordable for sale town homes built in the 1990's.

*Table 1.1 Average Household Size (survey data)*

Average Household Size	Percentage
1	21%
2	24%
3-5	41%
6+	13%
Did not respond	1%

*Table 1.2 Population by Race for CPLS <sup>2</sup> (CamConnect<sup>1</sup>)*

Race and Ethnicity	Percentage in CPLS
White Alone	17.0%
African American Alone	60.4%
Asian Alone	.07%
Other Races	21.3%
Hispanic	41.3%

*Table 1.3 Age (CamConnect)*

Age	Number in CPLS	Percentage in CPLS
Under 18	1,383	34.6%
18 - 24	424	10.6%
25 - 44	1,147	28.7%
45 - 64	624	15.6%
65 and over	411	10.3%

*Income Data*

In 2006, the poverty threshold for a family of four as defined by the U.S. Department of Health and Human Services was \$20,000. Fifty six percent of CPLS residents report incomes below this poverty threshold. While the data collection does not allow for a precise calculation of how many households with incomes below \$20,000 consist of four persons or more, given the generally large family size in the community (54% of households composed of three or more members) it can be assumed that a significant part of the 56% of families with income below \$20,000 are in fact four person families or more and are therefore living below national poverty levels. The median family income in CPLS is less than \$22,273 which is slightly above that poverty line. What is even more telling than the median income of the neighborhood are reports of neighborhood residents about food security. Twenty percent of households reported using local food pantries and 30% reported

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<sup>2</sup> Numbers will not total 100%. Hispanics may be of any race and are therefore included in the applicable race category.

that they do not always have enough food in the house to eat. Food security is an issue for almost one third of CPLS residents.

Table 1.4 Average Household Income (survey data<sup>3</sup>)

Household Income	Percentage of all Households
Less than \$5,000	12%
\$5,001- \$10,000	21%
\$10,001- \$20,000	23%
\$20,001- \$30,000	14%
\$30,001- \$40,000	16%
\$40,001- \$50,000	5%
Over \$50,000	8%
Did not respond	1%

*Employment Data*

The unemployment rate in CPLS is 16% and fluctuates between 15% and 20% citywide. Of income reported by residents, only approximately 50% comes from employment, while the rest is primarily pensions or government supports, such as disability or social security. Of those residents who are employed, most hold jobs in the health or administrative sectors, with Cooper University Hospital as the largest private employer in the area. The neighborhood faces an alarmingly low level of educational attainment. As demonstrated in Table 1.5, more than half of neighborhood residents over the age of 25 have not even attained a high school degree, and only approximately 25% of the residents have completed any education beyond high school. Only 7% hold an associate’s or bachelor’s degree or higher.

Table 1.5: Educational Attainment of Population, Age 25 and Older (2000 Census Data)

Education Attained	Percentage
No High School Degree	51.9%
High school degree/GED only	25.3%
Some post secondary education	15.6%
Associate or Bachelor’s Degree	4.8%
Post Graduate Study	2.2%

*Crime & Public Safety*

The city of Camden and CPLS contend with major issues of crime and safety. As demonstrated in Table 1.6, Camden has a crime rate that is twice the national average, with a rate of violent crime that is almost four times the national rate for violent crime. Camden has a reputation for lack of safety, and even many CPLS

<sup>3</sup> SEE EXHIBIT B: SUMMARY OF SURVEY FINDINGS

residents (just over 50%) report feeling at least somewhat unsafe in their own neighborhood.

Table 1.6: *Crime, city-wide (Area Connect)*

Crime Type	2006 Total	Per 100,000 People	National Rate, Per 100,000 People
<b>Overall Crime Index</b>	<b>6480</b>	<b>8092.2</b>	<b>4479.3</b>
<b>Violent Crime</b>	1693	2114.4	553.5
Murder	32	40	7
Rape	66	82.4	33.1
Robbery	773	965.4	205.8
Aggravated Assault	822	1026.6	335.5
<b>Property Crime</b>	4787	5978.4	3906.1
Burglary	1179	1472.4	831.2
Larceny/Theft	2430	3034.8	2601.7
Motor Vehicle Theft	1178	1471.2	501.5

Table 1.7: *Public Safety (survey data)*

Comfort Walking in the Neighborhood after Dark	Percentage
Very Safe	20.1%
Somewhat Safe	26.3%
Somewhat Unsafe	16.2%
Unsafe	37.2%

### ***Existing Service Providers***

A number of institutions and service providers exist currently in Camden City. One hundred four service providers were identified that currently serve the CPLS neighborhood. When neighborhood residents were asked which providers are important to them, they identified 67 out of those 104. The remaining service providers were either considered not important or no residents interviewed were familiar with them. After identifying the 67 providers the residents considered useful, they ranked them according to how important they are and the value (designated in dollars) that they attributed to each<sup>4</sup>. Many of these agencies are involved with the entire city; therefore, CPLS will need supplemental programs to complement those already in place.

<sup>4</sup> See Exhibit A: A Summary of Resident Rankings of Service Providers by Usage and Perceived Value

## II. The Transformation: Human Capital Plan Priorities, Strategies, and Outcomes

### *Introduction & Methodology of the Human Capital Plan*

The Human Capital Plan (HCP) reflects the priorities identified by residents during the public meetings, focus groups, interviews and surveys. The outlined plan provides an integrated and comprehensive approach that when linked to skilled providers guide the community in attaining the plan's overall goals. The HCP provides a broad framework but is at the same time specific, containing a series of attainable, measurable objectives related to each priority area and the recommended activities to address that priority area. The HCP proposes capacity building activities phased over five years that can be coordinated with the physical redevelopment. The plan addresses both short term and long-term goals for the community with the understanding that the HCP plan will evolve, and ongoing evaluations will inform the need for change. The following four priority areas were attained through analysis of surveys, interviews, and meetings of the community members. These areas were then prioritized by residents during five community meetings. The four priority areas for CPLS, in order of critical need are:

- 1. Rebuild Lanning Square Elementary School and establish Community Services Center*
- 2. Increase Employment and Educational Opportunities for CPLS adult residents*
- 3. Improve Community Stability*
- 4. Increase Real and Perceived Safety and Security in the CPLS neighborhood*

In addition, several other important strategies were discussed during community engagement meetings. Although these strategies were not among the highest priorities for residents, Urban Strategies' experience is that such considerations are critical for the long-term human capital redevelopment and long-term stability of urban neighborhoods similar to CPLS.

- o Increase and Coordinate Programming and Supports for CPLS Senior Citizens*
- o Improve Physical and Mental Health of CPLS residents*

**Priority 1: Rebuild Lanning Square Elementary School and Establish a Community Services**

*History of Lanning Square Elementary School*

The CPLS area was once a thriving, working class area with the Lanning Square Elementary School at its center. Lanning Square Elementary provided a source of pride for CPLS residents, who recall the school as a place for community activities ranging from afterschool learning activities for children to organized, adult-focused community wide recreation activities. Lanning Square Elementary was closed by the Camden Board of Education in 2002 as a result of structural decay that deemed the school unsafe for occupancy, and the building was subsequently demolished in 2005. Today, the site is regularly overgrown with weeds and sits as a community eyesore.

*Current School Situation*

Since the school's closing, approximately 560 former Lanning Square elementary students have attended two different schools: pre-K through 2<sup>nd</sup> grades attend Broadway School (501 South Broadway), while 3<sup>rd</sup> through 6<sup>th</sup> attend Fetters School (1020 South 3<sup>rd</sup> Street).

The current school arrangement has contributed to many of the educational challenges facing the community. Children must walk longer distances along a main thoroughfare in order to reach their current educational facilities, making their trips to school treacherous at times. Children attend other schools, leading to a level of overcrowding and leaving the students in an environment inconducive to learning. Table 2.1 demonstrates yearly progress for the Lanning Square Elementary students since their transfer to new facilities. Under the *No Child Left Behind Act* of 2001, all states are required to assess student progress in language arts and math in grades three through eight. The 2006 school year marked the second year that students dispersed between the two schools did not meet adequate yearly progress (AYP). With reading proficiency at barely over 50% and math proficiency dropping from roughly 50% to 25% over two years, it is exceptionally clear that students are not making the desired academic progress in the current educational arrangement.

Table 2.1 Academic Achievement for Lanning Square Elementary School prior to dissolution

School Year	Reading (% Proficient)	Math (% Proficient)	State Standard	Met AYP
2005-2006	51.7%	26%	75%	No
2004-2005	66.3%	45.6%	75%	No

Finally, the location of the school facilities affects more than just the students themselves: in fact, the whole community is impaired. Without a neighborhood school, students and their families miss out on full involvement in the educational experience. In addition, community members in general are unable to benefit from programming and educational opportunities that could be tied to a neighborhood school. As will be addressed in priority two, the neighborhood must provide greater educational opportunities to adults as well as children.

The current status of Lanning Square Elementary School is tied to judicial decisions and legislation that occurred statewide in the latter part of the twentieth century. New Jersey's

educational system was reorganized by Abbott vs. Burke, a groundbreaking case that addressed differentials in school funding and disparities in education between poorer, urban districts and wealthier, suburban districts. Legislation resulting from the case created a program under the New Jersey Schools Development Authority that helps to fund and develop so-called Abbott districts, intended to assure urban children an education competitive with their suburban peers'.<sup>ii</sup> The Lanning Square Elementary School is slated for rebuilding and reopening under the Abbott legislation and is fifth on the state's list of schools to be rebuilt and number one on Camden's priority list. Approximately \$2.3 billion dollars is currently slated, thus Lanning Square should easily be included in that funding. The Camden City Board of Education has a Facilities Plan specifically for a new Lanning Square Elementary School, which estimates its cost at approximately \$27.5M, excluding land acquisition and site remediation.

#### *Community Perspectives and Aspirations*

The school is the critical element to the success of the revitalization of the Lanning Square neighborhood. Studies of effective neighborhood revitalization point to the presence of a high-quality neighborhood school as integral to stabilizing and creating communities that are perceived as good places to live.<sup>iii</sup> Throughout the CPLS redevelopment planning process<sup>5</sup> community residents identified the reopening of a quality Lanning Square Elementary School as the top human capital priority. Seventy-five percent of the CPLS heads of household surveyed reported having their children attend a neighborhood school as a top priority. The alarmingly low level of educational attainment for the neighborhood further emphasizes the need for the construction and opening of higher quality schools. Even CPLS youth acknowledge the importance of a good education as evidenced by the fact that nearly all neighborhood youth surveyed reported a desire to attend college. Having a strong educational foundation is essential to later educational achievement, so a strong elementary school is integral in helping neighborhood children attain their goals of attending college.

As a part of their desire for the school to be rebuilt, CPLS residents want to ensure more than simply a new building; they desire an innovative school of excellence. Residents revealed that in the past, doubts had existed about the quality of education should the school reopen--doubts that prevented greater community action toward the school's reopening. Therefore, in order to effectively involve residents and meet their needs, a high quality educational facility and curriculum must be assured.

#### *Future Strategies and Expected Outcomes*

To reach the goal of being a school of excellence that provides enhanced learning opportunities for its students while supporting learning in the entire community, the new Lanning Square Elementary School should employ the following strategies.

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<sup>5</sup> The CPLS revitalization planning process has been divided into two phases, the initial physical revitalization plan was developed approximately a year ago, in the summer and early fall of 2006. The Human Capital planning process began in July 2007 and continues through the present. In both planning cycles the community has articulated its desire for the rebuilding and reopening of the Lanning Square Elementary school.

### *Site-Based Management*

To meet the expressed and implied needs of the community the Lanning Square Elementary School should be a *site-based-managed* program that allows the principal to have expanded control over teacher selection, curriculum development, school budget, maintenance, hours of operation and related matters (not in contravention of any union contract(s)).

Both experience and evidence demonstrate that a site-based-managed program with a principal who is a strong instructional leader and who has a degree of autonomy, especially over staff decisions, is key to a successful school in a revitalized community.

### *Operations*

The school's operation protocol should be designed to meet the particular needs of the population involved. First, the school should have extended operating hours (8:00 a.m. to 7:00 pm at a minimum) in order to meet the needs of parents with non-traditional work schedules or limited transportation and to provide after-school programming, which has been shown to be integral for student success<sup>iv</sup>. The extended hours would also give parents extra time to participate in adult education and training classes. Second, the calendar school year should consist of eleven months of classes, both to meet the needs of working parents and to maintain and build upon academic progress attained by students each year. Finally, the school should have small class sizes; it has been shown that for low income students in particular, small class sizes (13-17 students) are associated with enhanced educational achievement and, surprisingly, improved health and economic outcomes.<sup>v</sup>

### *Curriculum*

Many schools of excellence find that establishing a learning theme strengthens the educational focus of the students, faculty, staff and community. Two such themes are suggested for the Lanning Square Elementary School: science and the arts.

#### Science

First, Lanning Square Elementary has the opportunity to set an example as the first science-based elementary school in Camden City and is well-positioned to do so because of its proposed location. The current designated site for the new Lanning Square School is immediately adjacent to the proposed Health Sciences Campus and the UMDNJ Robert Wood Johnson Medical School/Camden Campus. This medical school is one of the most diverse medical schools in the U.S. and is a strong academic institution, with graduates' board scores far exceeding the national average. Because of its ideal location, Lanning Square Elementary should provide this needed science-based curriculum, which could be enhanced through the forging of a link between the elementary and medical schools. Further, the largest private employer in the City and in Lanning Square is health care institution Cooper University Hospital, and many other major employers are medical or science based, such as Our Lady of Lourdes, CAMCare, and L-3. Camden County College has a strong, broad Allied Health Curriculum and Rutgers University has a well-renowned biology program. All of these institutions are additional potential partners for Lanning Square.

The science curriculum is ideal for Lanning Square not only because of the many available partners in the surrounding community, but also because of the high

demand in the area for employees with health and medical skills. Residents reported their desire to see their children remain in the neighborhood and prosper. Equipping these children from a young age with excitement and foundational skills in science will provide a framework for these children to continue into educational tracks that are important to the Lanning Square neighborhood employers.

### The Arts

Another curricular theme that residents and the City of Camden wished to see provided through Lanning Square Elementary is the arts. Schools of excellence have had significant success when assuming an “Arts” theme. In 1999, The President’s Committee on the Arts and Humanities reported that “We engage in the arts, we ought to teach the arts, because that is part of what it means to be human. The arts are fundamental to communicating and understanding not only ourselves, but others.” The infusion integration of arts into education is built on the premise that the arts can bridge differences among individuals of varying cultural, ethnic and socioeconomic backgrounds and can have a significant role in improving teaching and learning from pre-school through high school. An arts-based or -integrated curriculum provides an engaging way for students to interact with more traditional reading and math curricula, and it creates an additional venue for student success and achievement, particularly for those who have primarily experienced failure and frustration in school. It helps students take charge of their learning, leading to increased self-efficacy and self-esteem, and arts-based curricula have been associated with improved behavior and attendance and even increased scores on reading and math standardized tests.<sup>vi</sup> Finally, an arts-integrated education engages parents in their children’s learning as they observe their children participating in performances or displaying art in exhibits.<sup>vii</sup>

Arts education in Lanning Square Elementary School could be designed as an enhancement for school curricula or infused throughout in the learning program in a variety of ways including:

- a. Arts Education – A community education model of instructing children, youth and adults in various aspects of arts education from set design to dance to media
- b. Linkages to Arts Organizations – Existing arts organizations serve as educational resources to local schools to support arts and academic achievement; health institutions to support arts in healing; local arts groups to support capacity building amongst the artistic community; senior facilities to support arts for all ages
- c. Performance – Performance should be used as a parental and community engagement tool. When children perform, parents will come, and those performances can serve as positive outreach to parents who typically have not engaged in school or community functions.

### *Community Involvement*

The involvement of community stakeholders such as parents/guardians, businesses, educators, local and state government, public and private foundations, community organizations, and major institutions such as Cooper University Hospital and the proposed

new medical school is critical to creating and sustaining a quality neighborhood school within the larger neighborhood revitalization.<sup>viii</sup> First, there should be a significant role for community members and parents in the selection of the school's principal to ensure that the person selected will share, with the community and its stakeholders, the school's vision as part of overall neighborhood revitalization. Also, during the development of the school, higher educational institutions should be encouraged to assist the community in certain aspects of physical design, curriculum development and any other operational matters requested by the community and principal. Such involvement allows the school to sustain its high quality educational programs because the outside institutions can provide resources to which the school would not otherwise have access.<sup>ix</sup> Finally, the development of the school should encourage employment opportunities for local residents throughout the construction period and during the operation of the school<sup>x</sup>.

#### *Integration with Community Programs*

Stakeholders generally coupled the discussion regarding the reopening of Lanning Square Elementary School with discussions about the lack of recreational and social facilities for children and youth in the neighborhood. In an interview, former City of Camden Supersession Executive Arturo Venegas stated succinctly the concerns of the residents: "There is very little, other than criminal activity, to offer young residents of the distressed neighborhoods of Camden." As envisioned by many residents, building a new elementary school for CPLS would present an ideal opportunity to include recreational programming with the school and to tie a new community space into a school campus that can house programming for children and youth as well as adults.

#### *Recreational and Educational Programs*

Residents strongly expressed a desire for the new school to have extended operating hours before traditional school hours and offering youth and community programming after school and in the evening. Programs would center on needs identified by community residents: youth programs, substance abuse prevention, and adult education. Youth programs would include educational opportunities, such after-school tutoring and enrichment as well as recreational programs. The plans for the new school currently contain a gym, making the facility an ideal place to house programming for youth.

While the physical structure of the school is not yet in existence (and may take time to become established), the need for programming exists now. For that reason, in the meantime such services and programs identified as important to the residents should be established. A network of existing service and recreation providers should be created to identify, develop and coordinate services to meet this current need. Once the physical school is built, these programs can seamlessly be relocated there.

In community meetings residents identified a variety of highly utilized public and private service providers that should be considered as potential partners in the identification and provision of desired programs and services.<sup>6</sup> This network of partners would:

- Provide enrichment activities in program areas residents identified as critical
- Develop a programming and operating model for the new school

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<sup>6</sup> SEE Exhibit A: Summary Of Resident Rankings Of Service Providers By Usage And Perceived Value

- Develop benchmarks and goals around program areas
- Market and promote activities to attract residents
- Evaluate services on a quarterly basis

#### *Youth Advisory Board*

As youth programming is a top priority and an essential piece in the development of community programs, youth must be included in decision-making about the services provided by the network of partners. A common sentiment from youth in the focus group was apathy—“Why get involved if their efforts would not make a difference?” The antithesis of apathy—concern and interest—can be cultivated by providing meaningful, impactful work for the youth that effects change. Youth know best the types of services needed to draw their peers to afterschool programs. The combined use of their academic and street skills as part of a Youth Advisory Board can assist in the creation of novel programs and systems to tackle the societal challenges having an impact on youth.

#### *Existing Community Center & Shared School/Community Space*

While a community center does currently exist in the CPLS neighborhood (i.e., The Charles "Poppy" Sharp Community Center at 713-715 Broadway), it is not serving the needs of the residents appropriately; in fact, most of the residents do not even know of its existence, as illustrated by the fact that in the Supportive Services Scan (Exhibit A) the residents only gave the center one red dot and gave it no “money”. Therefore, many residents envisioned a community center integrated into the elementary school and offering services in conjunction with programs offered through the school.

The current CPLS plan does not include a new, stand-alone community center; however, shared space within the school could be used for community meetings, adult education, and other business and neighborhood activities. The benefits of using the elementary school as a *de facto* community center are well established. Developing such shared space saves resources, boosts the use of the school in nontraditional hours, provides a safe and trusted place for kids to gather, encourages parents to participate in adult education and training programs and promotes community cohesion.

The Camden community has firsthand experience with joining a new school with community services at the hub of a revitalizing neighborhood with the opening of the Catto Demonstration School in East Camden, which is connected to a Boys and Girls Club. However, the plan is to use Lanning Square Elementary School for community services activities in non-school hours.

If at some point in the future a stand-alone community center seems feasible, the planned location for the new Lanning Square Elementary School is adjacent to the vacant former Carnegie Library, which could be refurbished to serve this purpose.

## **Summary of Priority 1: Rebuild Lanning Square Elementary School**

### ***Strategies***

- 1. Seek local and state school board approval for the rebuilding and reopening of Lanning Square Elementary School using the support of interested public and private stakeholders*
- 2. Designate partners to guide and support the rebuilding and reopening of a new Lanning Square Elementary School. Partnership development and early fundraising to occur in Year 1*
- 3. Establish the new Lanning Square Elementary School community oversight board in Year 2*
- 4. With the Lanning Square Elementary School partners, plan for the rebuilding of the new Lanning Square Elementary School to open in Fall 2011*
- 5. Link academic school program to health sciences campus to create opportunities to partner with Cooper University Hospital.*
- 6. Develop a network of community spaces for the delivery of services and programs with a focus on youth, housing, substance abuse prevention and elder programming until a community center is built*
- 7. Develop a consortium of service and recreation providers to implement programs until a community center is built*
- 8. Develop multi faceted programming for the new community center including the creation of a Youth Advisory board to provide guidance for program development, implementation and evaluation*
- 9. Develop a network of arts and recreation programs to be offered in the community center.*
- 10. Explore the feasibility of rebuilding the former Carnegie Library as a community services center.*

### ***Expected Outcomes***

- 1. One hundred percent of funding for a neighborhood school is secured by the end of Year 3*
- 2. New Lanning Square Elementary School and Community Center rebuilt and operating by fall of 2011*
- 3. Eighty percent (80%) of the students at the new Lanning Square Elementary School meeting or exceeding state academic standards within three years of school reopening*
- 4. Identify four community spaces that have the capacity to host youth programs for three years*
- 5. Partner with community providers to bring additional programming to the community spaces for each quarter for three years (four per year for three years)*
- 6. With the assistance of the Youth Advisory Board, develop and implement a minimum of six targeted programs for youth*
- 7. Arts and recreation network established and coordinated programming is started by the end of Year 1*
- 8. Seventy-five percent (75%) of students between the ages of 5 and 16 engaged in some social, civic or recreational activity coordinated by the CPLS arts and recreation network by the end of Year 1*

## **Priority 2: Increasing Employment and Educational Opportunities**

### *Camden Employment History*

The city of Camden has faced a steep decline over the past 50 years in manufacturing jobs, which had been the main sector for employment for Camden residents. From 1950 to 1970, Camden lost half of its manufacturing jobs.<sup>xi</sup> At its peak, electronics manufacturer RCA had approximately 10,000 employees at the Camden Plant. Many of those jobs left Camden in 1960 when the plant relocated to Indianapolis, Indiana. The New York Shipbuilding Corporation, once a major local employer with over 30,000 employees, closed in 1967. Campbell's Soup closed its Camden Plant in 1990 and nearly 3,000 jobs were lost between the Maryland, Tennessee and Camden plants.<sup>xii</sup> These companies were important employers for the CPLS neighborhood; their decline and closure have contributed significantly to the employment difficulties many CPLS residents face.

### *Current Employment Data*

CPLS residents agreed that addressing adult educational and employment needs is a top priority, second only to rebuilding the elementary school and improving educational opportunities for their children. The educational attainment and employment rates of the adults in the targeted community suggest that without some intervention the average adult resident of the CPLS community will not be able to improve his or her economic situation. The 2000 U.S. Census reported a 16% unemployment rate for the City of Camden: more than two times the national average of 6.9%. However, this official number may mask even deeper issues of unemployment and underemployment. In those residents surveyed, only 46% reported that they were currently employed. Only 50% of the income noted on these surveys was received from employment. The other half came from pensions and government supports. The majority of those with jobs are employed in the fields of health, administrative work, and education. When residents were asked in which fields they would most be interested in working, those same three were identified.

### *Community Perspectives and Aspirations*

When asked to rank the greatest barriers to employment, CPLS residents offered the following in order of most frequent responses:

- 1) Job opportunities for which CPLS residents are qualified are not available. CPLS residents were very clear about the lack of employment opportunities in their community. In both the adult and the youth surveys, when asked to identify strengths of the neighborhood, no respondents marked employment opportunities. Additionally, 41% of CPLS residents surveyed report leaving the neighborhood to work and 80% report leaving the neighborhood to shop and do business. These responses make it evident that there is a profound lack of employment options for neighborhood residents.
- 2) Residents have criminal records and therefore do not pass standard employer background checks. The problems associated with criminal records clearly affect a number of residents. Twenty-one percent of the adults surveyed reported a household member being incarcerated at least one. Overall, the City of Camden has a higher percentage of commitments at adult facilities than any other county

in South Jersey.<sup>xiii</sup> As of January 2006, the City of Camden had 3,580 total offenders in prison of which 2,216 were males and 621 were youth. Additionally, according to the Second Chance Agenda Campaign of New Jersey, over 70,000 adults will return from New Jersey State Prisons to their home communities within the next four years.

- 3) Residents do not have sufficient education or training. The education attainment levels reflect the barrier that education creates for residents; over 51% of residents 25 years and over do not have a high school diploma or GED. Participants in several of the adult focus groups also cited illiteracy, even among residents who have a high school diploma or a GED equivalency, as contributing to educational barriers.

When asked what specific services would assist residents in obtaining successful employment, the following emerged as needed services: 1) more job opportunities- 59%; 2) and jobs skills training- 47%. Such findings suggest that education and training in addition to improving job opportunities are critical strategies to reducing the unemployment rate. However, residents noted the importance of changing both the individuals and the overall job market; they were emphatic that more education and training without direct and nearly guaranteed links to jobs would not lower the unemployment rate and would likely be fruitless. In particular, participants from the male and the youth focus group reported feeling frustrated after having gone through training programs to end with a certificate of completion, but no job. As a result of those experiences, participants commented that they were hesitant to enroll in job training opportunities, stating that the notion of “job training” alone, with no job attached, was unappealing. Therefore, providing job opportunities coupled with necessary training for those jobs should be the focus of the human capital plan for CPLS.

#### *Future Strategies and Expected Outcomes*

To improve employment, a combination of both greater employment options and improved opportunities for adult education and training are necessary.

#### *Jobs and Training*

To address the dichotomy evident in the analysis of the high unemployment rate among adults in CPLS -- that is, the obvious need for education and training that coexists with residents' disdain for education and training -- real jobs must be attached to any education and training strategies. The most successful strategies to overcome the disconnect focus on a “Work First” approach. There is no single model of a Work First program; what defines such programs is their overall philosophy that any job is a good job and that the best way to succeed in the labor market is to join it, allowing participants to develop work habits and skills on the job rather than in a classroom. Work First programs also share a strong message that for participants, employment is both the goal and the expectation.

Work First programs generally begin with a job search for most participants, using the labor market itself as the test of employability. Then, for those who are not able to find jobs right away, Work First provides additional activities such as education or training, on the shortest time frame possible to address issues that impede employment for the jobs most readily

available.<sup>xiv</sup> A Workforce Development Consortium will be the structure used to implement a Work First approach.

#### *Workforce Development Consortium*

Implementation of a Work First strategy is most efficient and effective when there is a structure in place to solicit and pool jobs, coordinate support for residents who will be placed in the jobs, and oversee general performance. Currently there is no such structure in place; however, there are a number of individuals and organizations that provide employment services in CPLS. A Workforce Development Consortium is an organization that can bring together these service providers and be responsible for oversight of the tasks associated with the Work First approach; it is, therefore, recommended that such a body be established in CPLS. The Consortium would be responsible for encouraging more job opportunities in the neighborhood, pooling existing job options, targeting jobs to the residents and educational systems, tying them to the community's expansion opportunities, and supporting residents in their job searches and subsequent employment needs. For example, currently there is no organized data from the major employers in the city about what primary job skills are needed. Bringing together the current employment service providers would allow for this information to be collected, and analyzed so that training could be provided to fit the needs of the employers. In addition, The Consortium would be responsible for encouraging businesses to take risks in hiring new employees and would act as a well- established institution to oversee implementation of the approach and provide continuous support for employees and employers. Overall, the responsibility of the Workforce Development Consortium will be to link people to jobs.

A well-designed Consortium should be composed of members who have access to and records of partnering with other service providers who specialize in a range of auxiliary services around the elimination of barriers to gainful employment (e.g. substance abuse programs, child care, GED readiness, Adult Basic Education). In working with the Consortium and partner agencies, unemployed residents would have access concurrently to a wide range of services and thus would be able to holistically address the challenges they face while remaining focused on the task of acquiring and retaining a job. With a membership that already has ties to such services, the Workforce Development Consortium would be able to use existing community resources to the fullest. Consortium members should have a record of:

- Partnering with potential employers willing to accept program participants
- Successfully placing individuals with employers
- Providing employment services to individuals who are economically or culturally disadvantaged, people in transition to the community following judgment for a criminal offense and those devastated by sudden job loss
- Supporting residents in work by providing or monitoring the provision of strong case management and follow-up for residents seeking and attaining employment.
- Providing innovative training for working adults, including job coaching and vocational skills training
- Developing community wide activities for larger participation of individuals seeking work/career improvement (e.g. job fairs, mentoring and job clubs)

- Partnering with existing community resources to provide supportive services designed to eliminate barriers to gainful employment (e.g. day care during non traditional hours)

Work First programs have been shown to be very effective in the short run at increasing employment and overall earnings. However, those benefits have also been shown to decrease or disappear within approximately five years if participants' employment is not coupled with education or another type of individual human capital development. Therefore, in order to meet the community residents' priority of increasing employment, an educational component must be included.

### **Strategies**

1. *Create a Workforce Development Consortium to design, implement, coordinate and monitor a pilot Work First strategy for CPLS*
2. *Solicit a pool of jobs for quick placement of work-ready individuals*
3. *Coordinate the supportive services available to the Work First participants to diminish the exposure or risk to the employer of taking on Work First participants*

### **Expected Outcomes**

1. *One hundred (100) unemployed CPLS residents trained and employed with livable wage positions through the Work First initiative in Year 1<sup>7</sup>*
2. *One hundred (100) underemployed Cooper Plaza Lanning Square residents employed in full-time jobs with modest wage increases in Year 1*

### *Education*

The U.S. Department of Labor (USDOL) reports that for persons 25 years old or older, the unemployment and underemployment rates decrease proportionately with an increase in education.<sup>xv</sup> Therefore, an aggressive and targeted education and literacy strategy must be adjunctive to the Work First or immediate employment strategy. Currently, 70% of neighborhood residents report the existence of a GED adult education program to which they have access. However, the number who report access to other adult education programs, such as jobs skills, specialized life skills, or training for specific careers, is very low. It is evident that there is lack of accessible adult educational opportunities for CPLS residents that would allow them to gain the skills necessary to be employed in the competitive job market.

### *Proximity*

Ideally, the programs should be located in the local elementary school and community center to increase community involvement in the school and to advance the school's role as cornerstone to the neighborhood. Prior to the construction of the neighborhood elementary school, the education and literacy initiative should be housed in community spaces that are

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<sup>7</sup> There is no magic to the goal of having 100 residents employed. One hundred CPLS residents in one year would be 10% of the population sending a signal to the entire community of Camden that with focused, coordinated action change for a significant portion of the most distressed part of the population can be implemented. Annual goals of 100 or so could be set each year for CPLS and for additional neighborhoods as the Work First and the placed based Education and Literacy strategies take root.

viewed favorably by the community,<sup>8</sup> that are accessible to participants, and that do not carry a stigma. The advantage of locating the initiative in the neighborhood itself is that it returns adults to the neighborhood for positive, non-threatening encounters. Given the large numbers of adults who regularly engage in negative and inappropriate behavior throughout the neighborhood, the place-based approach for education and literacy has the potential to create a positive impact on the youth of the neighborhood as they see adults engaged in constructive activities and education.

### *Curriculum*

To address the barriers to employment noted by residents concerning lack of education and basic jobs skills, an effective education and literacy program should, at a minimum, consist of five modules: 1) Adult Basic Education to prepare adults for the GED examination; 2) English as a Second Language for Spanish speakers desiring to speak and understand English more fluently; 3) basic office technology courses to provide fundamental computer literacy; 4) training in basic job skills such as dress, professional interaction, and timeliness, and; 5) specialized training related to the most available jobs in the Camden commuter area. The programs should be technology based to meet the needs of current employers. The Workforce Development Consortium will oversee the educational component of this employment plan to ensure that education and training is directly tied to jobs. Their effort will seek to avoid the “fruitless” training that residents reported feeling they received when it was not directly associated with a job.

### **Strategy**

*Develop a place-based Adult Training Program with Adult Basic Education, ESL, basic office technology, job skills, and specialized training modules.*

### **Expected Outcomes**

1. *Twenty five percent of Cooper Plaza Lanning Square adults between ages 16 and 30 in GED training with a 10% completion rate in Year 1 and subsequent years*
2. *Twenty-five percent of Spanish speakers will receive English as a Second Language support*
3. *Twenty five percent of underemployed CPLS adults receive office technology or specialized training within Year 1 and subsequent years*
4. *Five corporate and government partners to support specialized training program with guaranteed jobs in Year 1 and subsequent years*

### *Prisoner Reentry Programs*

Due to the high number of residents reporting some prior criminal activity in their or a family member’s background, particular attention must be given to education and literacy for those with some criminal history, including those recently released from prison. To effectively assist this population, a successful reentry program must include collaboration and coordination between multiple city, county and state agencies, and private partners, to meet the education, treatment, housing, employment, and healthcare needs. Again, the Workforce Development Consortium will create and implement this reentry program and manage the coordination of services.

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<sup>8</sup> SEE Exhibit A: Summary Of Resident Rankings Of Service Providers By Usage And Perceived Value

## **Strategy**

*Coordinate workforce training and employment efforts for ex-offenders in concert with the Governor's newly released Safe Streets and Neighborhoods Initiative*

## **Expected Outcome**

*Five percent (5%) of ex-offenders in CPLS in supportive training for jobs for which prior record is not a barrier*

### Local and Small Business Support:

Two focus groups for CPLS small business owners and one focus group with the National Association of Minority Independent Contractors were held during the civic engagement process. The results of these groups demonstrated the need for support of local and small business owners to provide greater economic opportunities and attract more small businesses to the City. The participants in these groups noted that further promotion of the Camden Urban Enterprise Zone program is needed. This program offers small qualified business owners a 100% sales tax exemption for the purchase of certain materials and tangible personal property, subsidized unemployment insurance costs for some employees, an 8% tax credit against Corporate Business Tax, and low interest loans from the New Jersey Local Development Financing Fund and the Department of Labor and Workforce Development Job Training Program.

Furthermore, participants in the groups discussed the need for the City to leverage its purchasing power to provide tangible business opportunities for local suppliers by creating a "Camden First" diversity suppliers program. The municipal government would seek to purchase materials from suppliers that are located within the city's limits and are enterprises that are certified as at least 51% minority, women, disabled and/or veteran owned and operated. The City and Camden Redevelopment Agency should also provide an information system that is accessible to local small businesses owners and independent contractors and that helps to explain the requirements for bidding on major and minor projects within the City.

Finally, the City and the Camden Redevelopment Agency should encourage the capacity building of small business owners and independent contractors by enacting a mentoring program. This program could encourage larger construction contractors and suppliers to either partner with their smaller locally-based counterparts and/or to provide technical and professional development assistance.

### **Strategies:**

- 1. Create a "Camden First" diversity supplier program.*
- 2. Create a mentoring program for small business owners and independent contractors.*

### **Expected Outcomes:**

- 1. Supply companies owned and operated by diverse individuals will receive contracts with the City of Camden.*
- 2. By the end of Year One, a mentoring program for small business owners and contractors will be created.*

*Future Employment Opportunities in CPLS:*

As the new development occurs in the neighborhood, a number of employment opportunities will become available. First, because there will be a great deal of physical development, a number of employment opportunities will open up in the fields of construction and building maintenance. Only 18% of residents report having construction skills, while 29% report building maintenance skills. The Consortium should work to provide neighborhood residents the opportunity to further develop these skills in order to allow them to be employed in the physical redevelopment. Second, because the new construction will eventually create a large and thriving health sciences center, a number of jobs will open up in the fields of health, administrative work, and education. According to the Cooper University Hospital plans, it is expected that many of those employed on the new Health Sciences Campus will live in the CPLS neighborhood. It is essential, then, that the current residents not be removed and replaced by these employees, but rather that the current residents become some of these new employees. Approximately 30% of the residents surveyed report having medical services skills, indicating the opportunity for the training of more residents in these skills. Therefore, both the Workforce Consortium and the adult education programs should focus on preparing residents to fill these jobs and on connecting residents to these employment opportunities.

## **Summary of Priority 2: Increasing Employment and Educational Opportunities:**

### **Strategies**

1. *Create a Workforce Development Consortium to design, implement, coordinate and monitor a pilot Work First strategy for CPLS*
2. *Solicit a pool of jobs for quick placement of work-ready individuals*
3. *Coordinate the supportive services available to the Work First participants to*
4. *diminish the exposure or risk to the employer of taking on Work First participants*
5. *Develop a place-based Adult Training Program with Adult Basic Education, ESL, basic office technology, job skills, and specialized training modules.*
6. *Coordinate workforce training and employment efforts for ex-offenders in concert with the Governor's newly released Safe Streets and Neighborhoods Initiative*
7. *Create a "Camden First" diversity supplier program.*
8. *Create a mentoring program for small business owners and independent contractors.*

### **Expected Outcomes**

1. *One hundred unemployed CPLS residents trained and employed with livable wage positions through the Work First initiative in Year 1<sup>9</sup>*
2. *One hundred underemployed Cooper Plaza Lanning Square residents employed in full-time jobs with modest wage increases in Year 1*
3. *Twenty five percent of Cooper Plaza Lanning Square adults between ages 16 and 30 in GED training with a 10% completion rate in Year 1 and subsequent years*
4. *Twenty-five percent of Spanish speaking persons will receive English as a Second Language support*
5. *Twenty five percent of underemployed CPLS adults receive office technology or specialized training within Year 1 and subsequent years*
6. *Five corporate and government partners to support specialized training program with guaranteed jobs in Year 1 and subsequent years*
7. *Five percent of ex-offenders in CPLS in supportive training for jobs for which prior record is not a barrier*
8. *Supply companies owned and operated by diverse individuals will receive contracts with the City of Camden.*
9. *By the end of Year 1, a mentoring program for small business owners and contractors will be created.*

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<sup>9</sup> There is no magic to the goal of having 100 CPLS residents to become newly employed. One hundred CPLS residents in one year would be 10% of the population sending a signal to the entire community of Camden that with focused, coordinated action, change can be effected for a significant portion of the most distressed part of the population. Annual goals of 100 or so could be set each year for CPLS and for additional neighborhoods as the Work First and the place-based Education and Literacy strategies take root.



### **Priority 3- Community Stabilization**

#### *History of Decline of Population and Neighborhood Stability*

The strong working class neighborhood with a vibrant neighborhood school and bustling business district that was once Camden has declined precipitously since 1960. This decline dates back to the period shortly after World War II, when many urban areas like Camden witnessed the flight of residents from the urban core to “newly developed” tract suburban areas surrounding the urban core. However, since 1960 Camden has seen the rapid decline of its working class population and the resultant decline of its business core and housing stock. The combined effect has been the destabilization of Camden neighborhoods, including CPLS.

#### *Current Neighborhood Stability Situation*

The most striking feature for many residents of the neighborhood’s instability is the problem of vacant lots. The CPLS neighborhood has a disproportionate number of vacant lots, most of which are overgrown and debris-filled. Not only do these lots create an eyesore for the community and decrease property value, but they pose safety and health risks. The unkempt vacant lots often serve an invitation for illegal activity, and the trash and other debris that collect in them create health concerns.

The housing stock is also in a state of blight. One-quarter of the housing stock is vacant, and, for the most, part unkempt. Vacant, run-down houses often serve either as shelters for the Camden homeless population or as magnets for unsavory conduct by those who come into the area to prey on needy residents. Of the remaining, occupied housing, roughly half is renter-occupied with absentee owners who often do not keep the property in reasonable repair. The remaining units are occupied by a large contingent of resident owners who do not have the resources to maintain and improve their properties. The lack of attractive affordable housing and the absence of businesses and services are a deterrent to attracting new working and middle-class residents to the CPLS. Therefore, residents believe the stabilization and maintenance of the housing stock is critical to the neighborhood’s revitalization.

#### *Community Perspectives and Aspirations*

Working closely with a diverse group of stakeholders, including business owners, and resident- and non-resident property owners, neighborhood stabilization was deconstructed so that proposed strategies could be tailored to address the activities that cause the neighborhood instability. The critical factors identified as the causes of the instability in the neighborhood are vacant and debris-filled lots; poor condition of the existing housing stock; the lack of new or updated affordable housing in the community; graffiti; and the generally unclean and unkempt condition of the entire community. CPLS residents identified several tasks essential to stabilizing the neighborhood:

- Neighborhood cleanup (i.e., vacant land stabilization and reclamation)
- Rental home improvement (i.e., elimination of slum landlords)
- Support for owner-occupied home improvement
- Affordable housing development
- Property tax relief

### *Neighborhood Clean-Up*

During the stakeholder engagement process, CPLS stakeholders consistently identified as a priority the need to build up or “stabilize” the neighborhood by cleaning up vacant lots and strengthening the housing stock. Numerous plots of derelict land plague the Lanning Square community, and these trash-strewn menaces have had a blighting influence on the neighborhood, which has effectively overwhelmed revitalization efforts to date. In addition to their unsightliness, the prevalence and persistence of these vacant lots decrease the residents’ quality of life, discourage investment in the neighborhood, and contribute to the overall sense of neglect. These lots, many of which are tax delinquent, are a drain on the City of Camden’s limited resources diverting scarce funds away from the Department of Public Works and the Camden Police Department. Many of the lots are privately-owned; however, their owners have abandoned their maintenance responsibilities and are usually property tax delinquent.

Although the city government is not technically responsible for the upkeep of lots owned by private entities, it lacks the resources needed to effectively manage vacant land throughout Camden and must respond to complaints about such problem lots. Consequently, vacant lots tend to be neglected and overgrown, signaling that they are of little importance and thus are unlikely to be monitored. As a result, criminal activity tends to congregate in these areas, and they become locations for illegal dumping. According to a University of Pennsylvania, Wharton School study, neighborhood blocks that have the highest concentration of unmanaged vacant lots also display lower housing values by as much as 18% while the clearing and greening of vacant lots can increase adjacent property values by as much as 30%. Accordingly, it is time to consider new approaches to address this fundamental and pervasive issue with the creation of a comprehensive vacant land management strategy.

The Pennsylvania Horticultural Society’s *Philadelphia Green* program worked in partnership with a Philadelphia neighborhood community development corporation, the New Kensington CDC, to address the blight in that neighborhood created by more than 1,100 parcels of abandoned land. The result was the creation of a successful greening program that included clearing and cleaning vacant lots, installing fencing, planting trees, creating community gardens, renovating parks and transferring vacant lots to adjacent homeowners for private use. The Wharton study found significant increases in the value of individual homes near cleaned lots, street trees, and parks. It also found a considerable increase in the total value of property in the community. According to the report, tree planting alone accounted for a total increase of approximately \$4 million, while lot improvements accounted for a total value increase of roughly \$12 million.<sup>xvi</sup>

To address the issue of vacant, unkempt lots in CPLS, the City itself must manage and maintain public property in a timely manner. To do so, a Vacant Land Stabilization Plan should be produced to create a neighborhood plan for improvement, upkeep, and disposition of all vacant properties. Similar to what was created in Philadelphia, a Vacant Land Stabilization Program should be established, which will bring together non-profit organizations to become involved in the clean-up and regular maintenance of properties. Timely maintenance of City-owned property<sup>10</sup> and the creation of the Vacant Land

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<sup>10</sup>SEE EXHIBIT C: VACANCY MAP OF COOPER PLAZA LANNING SQUARE

Management Plan and Greening program in CPLS will give residents an immediate sense of change connected to redevelopment. In addition, clean lots with fences, grass and tree plantings will improve the neighborhood curb appeal, help to dissuade negative activity, and promote an increased sense of neighborhood pride.

### **Strategy**

*Create and implement a CPLS Vacant Land Stabilization and Management Plan to restore and maintain neighborhood green space.*

### **Expected Outcomes**

- 1. One hundred percent of vacant lots will be moved and/or cleaned at least quarterly beginning in Year 2.*
- 2. Create and implement a neighborhood wide Vacant Land Stabilization and Management Program that will clean, green, and stabilize 50% of all vacant lots in CPLS by Year 3. The Plan will identify lots where stabilization provides a sound interim use until such time as the parcel is developed. The identified lots will receive new topsoil, new trees and plantings, fencing or other boundary markers and regular maintenance as needed.*
- 3. At least two parks will be created or revitalized to enhance the quality of resident life in CPLS*

### *Rental Home Improvement*

The Housing Standard Codes of the City of Camden mandate that dwelling structures be maintained in a fit condition conducive to decent, clean and safe living. The lack of enforcement of the Housing Standards code over many years has left the Camden community generally and the CPLS community specifically with dilapidated housing, much of it abandoned.

Sub-standard rental homes owned- and poorly maintained by slum landlords are a serious neighborhood problem. In community meetings and surveys, residents repeatedly emphasized the need for greater accountability of landlords and reduction of the squalid conditions in which many renters live. According to the Los Angeles CFA Collaborative, slum housing is characterized by overcrowding and substandard living conditions such as peeling lead paint, mold-covered walls and ceilings, or cockroach and rat infestations. Often, the poorest and most vulnerable live in substandard conditions. Deliberate neglect by slumlords creates unhealthy environments for their tenants who generally have little recourse.<sup>xvii</sup>

To decrease the number of substandard rental housing units, a Public/Private Task Force should be organized. The city government is responsible for enforcing the housing code. One of the provisions of that housing code is that rental properties be examined annually. However, the city is limited in the amount of money and time it has to designate to this program. It is recommended that the Cooper Lanning Resident Leadership Team be utilized as a partner with the City's Rent Control and Code Enforcement departments. Given that Camden City employs only one Rent Control Officer and is perpetually understaffed in Code Enforcement as well, the Leadership Team can play an integral role in improving problem properties in Cooper Plaza and Lanning Square. The Resident Leadership Team could survey all households in the neighborhood to determine which homes are rented and which are owner-occupied. A list of rental homes can be forwarded to the City's Rent

Control Department, which would then work with Code Enforcement to inspect the identified rental properties and ensure they are brought up to code.

#### *Vacant Home Improvement*

Vacant homes owned by the city also negatively affect the value and safety of nearby occupied homes, creating expenses for private owners and lawsuits for the city. To assist with this problem, the city should expand its existing Roof Repair Program (a program of the Emergency Repair Program) to address issues associated with dilapidated, vacant buildings. Federal and State dollars fund similar efforts in numerous municipalities across the U.S.

#### **Strategies**

1. *Create a Public/Private Task Force between the City and the Resident Leadership team to identify slum landlords for the purpose of supporting enforcement action by the public partner*
2. *Routinely maintain City owned vacant property through the expansion and funding of a roof repair program*

#### **Expected Outcomes**

1. *By Year One, one hundred percent (100%) of rental units will be identified to city, and the Code Enforcement will inspect all identified units.*
2. *One hundred percent (100%) of identified slum lords will receive one year to make necessary progress to bring properties up to code*
3. *Fewer buildings will be damaged or become inhabitable as a result of roof leaks and water damage.*

#### *Support for Owner Occupied Home Improvement*

Homeowners in CPLS recognize the need for home upkeep and improvement, and many would like to undertake improvements to their homes. However, many residents' financial situation precludes such home repair, and many are unable to keep their homes even current with city codes. As a result, some are concerned about city inspections: i.e., if they should open their homes for inspection, they will receive fines for violations and be unable to finance the improvements mandated. Code enforcement also creates fear because townships in South New Jersey have had a history of using code enforcement to push poor people out. Some CPLS homeowners fear that the same may happen to them based upon their knowledge of these less-than-ethical neighborhood redevelopment practices. Their limited finances and a perception of punitive action dissuade residents from seeking assistance with home improvement.

To address the challenges of financing home repairs, two home improvement programs already exist: the Camden Housing Improvement Program (CHIPP) and the Emergency Repair Program (ERP). Both provide funds for general home improvement and to eliminate specific conditions that prevent houses from meeting health and structural code standards. For the 2009 fiscal year, the City of Camden is proposing to grant 10 properties up to \$4,000 each of Emergency Home Repairs funds. While these funds are significant steps in creating more opportunities for home improvement, they are far from reaching enough residents to seriously affect housing stock change. Improvements for a total of 10 houses will be

funded, but CPLS contains more than 1600 housing units, and it is assumed that a substantial number of these may need extensive improvement.

Therefore, the strengthening of the City of Camden Home Improvement Program (HIP) is paramount to the successful revitalization of Cooper Plaza and Lanning Square. This reinforced program will include more funds, work with private investors to increase funding, and create more cost effective methods of partnering with contractors.

First, the HIP will partner with a financial institution, who will focus on the development of housing stock, will match grant money provided by the city, and will offer very low interest loans to homeowners to finance home improvements.<sup>11</sup> This lender will also grant sweat equity to residents who plan to do some of the work themselves.<sup>12</sup> Second, the HIP will improve relationships with contractors and increase cost-effectiveness by moving contracting into the private sector. This strategy can be accomplished either by giving heads of households the responsibility to locate at least three competitive bids from which the city would choose or by creating a subcommittee of the Policy Group to review and approve grants and contractors supplied by the city. Either option would create accountability for contractors, either through homeowners or through the independent business owners who would compose the subcommittee. Third, the HIP would work to ease the cost and effort of home improvement through innovative strategies, such as by creating a so-called *Community Toolbox*. The Community Toolbox is a strategy that has been effective in parts of Philadelphia, in which neighborhoods have access to tools that residents can borrow as needed for home improvement projects. Finally, the HIP would work with city leaders to ensure that grants offered to CPLS for the 2009 fiscal year will continue to be provided beyond that time frame.

To address homeowners' concerns about code enforcement, a program should be developed to help lower income homeowners make the repairs needed to comply with the housing code as soon after inspection as possible. Currently some time is allowed between the discovery of a housing code violation and the beginning of any enforcement action. To ensure that homeowners have the necessary information to take action if housing code violations are discovered within the time frame allowed, the City and the Resident Leadership Team could jointly offer an educational initiative for Cooper Plaza and Lanning Square residents to prepare them for upcoming "Code Enforcement Sweeps". This initiative would explain the purpose of Code Enforcement, the legal rights of property owners found in violation, and resources available to assist with home improvement and repair.

### **Strategies**

1. *Link existing CPLS homeowners to Comprehensive Housing Improvement Program and Emergency Repair Program funds*
2. *Create a Home Improvement Program to partner with government and private investors in providing increased funding and support for home improvement needs.*

### **Expected Outcomes**

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<sup>11</sup> The financial institution could collateralize the loan by receiving a modest lien against the improvement.

<sup>12</sup> It must be ensured that those residents choosing to do some of the work themselves comply with housing codes.

1. *Fifty qualified homeowners will receive home ownership assistance each year for five years to service a total of 250 homeowners over five years*
2. *Twenty qualified CPLS residents will receive homeownership assistance funds to purchase in CPLS within 5 years of the first home being built*
3. *By Year Two, the City begins the Code Enforcement Sweep to target owner-occupied and business units in the Cooper Plaza and Lanning Square neighborhoods.*

#### *Affordable Housing Development*

As new development such as the Health Sciences Campus grows up around CPLS, residents expressed the need to maintain affordable housing in the neighborhood, especially in the face of new housing development currently in the planning stages through Cooper University Hospital. They do not want to be “priced out” of any new housing that will be part of the revitalized neighborhood. According to the federal government and multifamily industry standards, housing is considered affordable if it costs no more than 30% of the gross monthly household income. Many CPLS residents face the prospect of paying significantly more than 30% for housing. Almost 90% of CPLS residents expressed a desire to stay in the neighborhood during and after its revitalization. Steps should be taken to ensure that they can continue to afford housing in the revitalized community.

#### *Mixed-Income / Mixed-Use Housing*

A solution to the problem of affordable housing and neighborhood stability recommended for CPLS is mixed-income, mixed-use housing. This type of housing has been shown to be an important priority from both primary survey data and data gathered in the Camden Health and Higher Education Survey of their membership and the Health and Higher Education Task Force Survey of their members. The physical redevelopment plan for this neighborhood calls for mixed income housing, which will include both affordable housing and market rate housing. Mixed income housing is essential for the continued revitalization because it will create a stronger tax base through market rate housing and allow current residents to continue to live in the neighborhood through the affordable housing. To ensure the latter, current residents should be provided housing for which they will not have to pay more than 30% of their income. The new housing should also be mixed use, in that it should allow for mixed tenure, in the form of owner occupied and rental housing; this method will allow current residents to continue to live in the neighborhood in the manner best suited for them.

#### **Strategy**

*Seek development team for building new mixed-income and -use housing in the Conservation Area*

#### **Expected Outcome**

*Development Request for Proposal prepared and distributed within six months of the redevelopment plan’s approval by City Council to move forward with new housing construction in the Conversation Area*

#### *Homeownership*

An additional solution that would allow these residents to stay in the community is the encouragement of homeownership opportunities. Ninety-one percent of those who do not own their homes in the neighborhood expressed a desire to become homeowners, and those who did not express that desire explained that the reason was because they do not have the

financial resources. Residents should be provided greater tools and opportunities to finance homeownership. Not only will increased homeownership allow individual residents to remain, but it will improve the neighborhood as a whole, in that homeownership has been shown to have a positive impact on neighborhoods, particularly in improving stability. Creating more accessible avenues to homeownership is a priority for CPLS.

Challenges many first time homebuyers in CPLS face are financing a down payment and locating affordable loans. The City of Camden and the State of New Jersey each have programs to address these challenges. The First Time Home Buyer's Program is a Camden City program that serves as a vehicle to assist purchasers with a grant of \$3,500 to offset down payment and closing costs. It is recommended for the 2009 fiscal year, \$52,500 of those funds should be directed towards the CPLS neighborhood, which will support 15 families or individuals interested in buying a home. The State of New Jersey, through its Housing and Mortgage Finance Agency, a part of the Department of Community Affairs, also helps first time homebuyers in Camden by offering below-market, thirty-year, fixed interest rates on loans. These existing programs are an important asset that provides a foundation upon which further housing ownership supports can be built. To further support neighborhood residents, a consortium of lenders should be created. These lenders should be committed to maximizing state and local incentives and to actively reaching out to eligible but inexperienced residents as they move through the home-buying process. This consortium would also help to provide resources and to partner with local organizations that currently provide counseling and financial education training for potential homeowners. These financial education classes would help to provide prospective first-time home buyers with the necessary skills to succeed in the transition from renter to owner through classes in personal finance, budgeting, and basic home repair maintenance. They would provide the potential home owner with an understanding of the responsibilities of home ownership and instructions about how to create neighborhood networks and relationships that will protect the long-term stability of the area.

### **Strategy**

*Link CPLS Residents to Home Ownership Assistance Programs through a consortium of lenders to engage residents in the processes of purchasing a home and to maximize state and city homeownership funds.*

### **Expected Outcome**

*Development RFP prepared and distributed within six months of the redevelopment plan's approval at City Council to move forward with new housing construction in the Conversation Area*

### *Property Tax Relief*

A concern of residents about continuing to be able to afford housing in CPLS is that redevelopment will increase property taxes to the point that homeownership would become too costly. The City of Camden has not had a tax reevaluation since 1995. In 2002, Camden was put under state receivership because of its multitude of difficulties. At that time, property taxes were frozen. While this freeze has greatly benefitted many Camden property owners, its termination could have very negative consequences for them. To protect Camden and its residents, this issue needs to be addressed at the policy level, with state governments. It is recommended that a committee be formed, which would be comprised of members of the Executive Policy Group to investigate the potential tax increase and

advocate for the best interests of the city residents to be supported through future changes. The New Jersey state government is responsible for determining property tax rates. The City has no power, other than to recommend, to legislate property taxes.

**Strategy**

*Create a committee to study a future raise in property tax and advocate the community's needs.*

**Expected Outcome**

*Formation of a Committee to research property tax equity in light of the City's pending tax reevaluation.*

### **Summary of Priority 3: Community Stabilization**

#### **Strategies**

1. *Create and implement a CPLS Vacant Land Stabilization and Management Plan to restore and maintain neighborhood green space.*
2. *Report on housing stock condition based on house by house analysis of condition. (Current property conditions survey was completed in early 2008 as part of the Lanning Square Redevelopment Plan.)*
3. *Link existing CPLS homeowners to Comprehensive Housing Improvement Program and Emergency Repair funds*
4. *Strengthen the City of Camden's a Home Improvement Program to partner with government and private investors in providing increased funding and support for home improvement needs.*
5. *Create a Public/Private Task Force between the City and the Resident Leadership team to identify slum landlords for the purpose of supporting enforcement action by the public partner*
6. *Routinely maintain City owned vacant property through the implementation of a roof repair program.*
7. *Seek development team for building new mixed income/mixed use housing in the Conservation Area*
8. *Link CPLS Residents to Home Ownership Assistance Programs through a consortium of lenders to engage residents in the home-purchase process and to maximize state and city homeownership funds.*
9. *Create a committee to investigate a potential future raise in property tax with regard to community needs.*

#### **Expected Outcomes**

1. *One hundred percent of vacant lots will be mowed and/or cleaned at least quarterly beginning in Year 1*
2. *Create and implement a neighborhood wide Vacant Land Stabilization and Management Program that will clean and green 50% of all vacant lots in CPLS by Year 3. The Plan will identify lots where stabilization provides a sound interim use until such time as the parcel is developed. The identified lots will receive new topsoil, new trees and plantings, fencing or other boundary markers and regular maintenance as needed.*
3. *At least two parks will be created or revitalized to enhance the quality of resident life in CPLS*
4. *Fifty qualified homeowners will receive home ownership assistance each year for five years to service a total of 250 homeowners over five years*
5. *Twenty qualified CPLS residents will receive homeownership assistance funds to purchase in CPLS within 5 years of the first home being built*
6. *By Year Two, the City begins the Code Enforcement Sweep to target owner-occupied and business units in the Cooper Plaza and Lanning Square neighborhoods.*
7. *By Year One, one hundred percent of rental units will be identified to city, and the Code Enforcement will inspect all identified units.*
8. *One-hundred percent of identified slumlords will receive one year to bring properties up to code*
9. *Expand awareness and funding of the existing Emergency Roof Repair program*
10. *Development RFP prepared and distributed within six months of the redevelopment plan's approval by City Council to move forward with new housing construction in the Conversation Area*

*11. Formation of a Committee to research property tax equity in light of the city's pending tax reevaluation.*

## **Priority 4- Safety and Security**

### *History and Current Situation of CPLS Safety and Security*

CPLS has suffered from many years of neglect and disinvestment. The neglect has been accompanied by rising poverty and a long-term increase in drug activity and other crimes resulting in an inordinately high crime rate that is twice the national average and a violent crime rate that is four times the national average. The CPLS neighborhood has a great deal of crime associated with aggravated assault, drugs, and gangs. Domestic violence is also prevalent in the community. Crime victims tend to be young adults, between the ages of 18 and 24.

### *Community Perspectives and Aspirations*

Daunting crime statistics are further confirmed and illuminated by responses of neighborhood residents to issues of crime and safety. Among adults, 90% see drug sales taking place on their streets, and many report the presence of outsiders in the neighborhood engaging in criminal activity. Approximately half of adults report feeling at least somewhat unsafe on their own streets. Most of the youth interviewed and surveyed reported crime as a primary problem facing their neighborhood. Among specific crimes, youth identified drugs, gangs, shootings, theft, and muggings as primary. A particularly poignant and telling example about the issue of crime was a young woman who checked every one of these categories of crime on the resident survey as occurring in her neighborhood, then wrote next to the question that her neighborhood is the same as other neighborhoods, not any worse. Crime is so prevalent, it has become commonplace to some of the youth. Reducing crime and creating more safety is a top priority for residents of CPLS.

Many residents of CPLS report low effectiveness of current programs to reduce crime. Suggestions for how to effectively increase neighborhood safety included increasing police presence and patrolling and creating more youth activities to prevent them from becoming involved. In addition, the majority supports the strengthening of a neighborhood watch program.

An additional issue concerning crime in the neighborhood is the existence of the methadone clinic located on Broadway. Residents strongly believe that the loitering and illicit activity that the clinic attracts will continue to contribute to the difficulties Lanning Square faces in its ability to rebuild and improve. In addition, these problems are brought into the neighborhood from the outside; over 60% of the people served by the clinic are not from the City of Camden. The Human Capital civic engagement process revealed that residents overwhelmingly want the clinic moved out of the neighborhood and off of Broadway.

### *Future Strategies and Expected Outcomes*

The City of Camden and the CPLS neighborhood currently have a number of programs designed to address crime. Strategies to address the residents' priority of increasing safety and security will primarily focus on strengthening and coordinating existing programs.

### Eyes in the Sky

The City of Camden, through its Urban Enterprise Program, along with Cooper University Hospital and other partners, has recently enacted a program to address its

residents' feelings of helplessness and enormous fear of vulnerability, the Eyes in the Sky program, which began in the summer of 2007. The program, which is scheduled to be operational in 2008, consists of security cameras throughout the city's six business districts. The cameras will be monitored by private employees, and real-time information will be relayed to the city's police, fire and public works departments. This program demonstrates the city's commitment to greater security and is an important step forward in coping with issues of crime and safety. The neighborhood has also already begun to take steps to increase resident involvement in the community, and more steps can still be taken.

#### District Collaborative Community Public Safety Board

According to a study conducted for the FBI Law Enforcement Bulletin, community and institutional involvement are essential in identifying, reporting, and thus protecting against crime.<sup>xviii</sup> In recent years, the City of Camden has taken steps to involve community members in crime reduction through the District Collaborative Community Public Safety Board (DCCB). The DCCB is a city-wide crime prevention program, established in 2002, upon recommendations that the community members should be incorporated into public safety efforts to improve their efficacy. District Collaborative Boards were created for each district whereby stakeholders examine safety issues and develop plans to tackle pressing needs. The city is divided into four quadrants, each led by a committee of residents who meet monthly with local law enforcement to increase collaboration, problem-solving, and accountability. CPLS is located in quadrant 1, which is a part of the city that has benefitted tremendously from its strong resident committee. DCCB has done important work in connecting community residents to law enforcement and city government officials for collaboration in increasing public safety.

An additional resident involvement program launched by DCCB is an online crime reporting website; residents report crimes and their locations, and a dot appears on the map of Camden that corresponds with the location of the crime. The city has one week to address the issue and post on the website the results of their actions. This program allows for citizen policing and helps hold government agencies accountable.

#### Neighborhood Watch Program

The Cooper Plaza Lanning Square neighborhood currently has a neighborhood watch program, implemented and monitored through the Cooper Lanning Civic Association.

Such a community watch program is well-suited to CPLS for several reasons. First, 65% of heads of household reported a willingness to participate in such a program, making it both viable in this community and desirable to its residents. Second, it will improve not only the actual safety of the neighborhood, but also the involvement of community members in decreasing crime will create a greater sense of security, for which members of the community clearly expressed a desire.

An additional program to complement the existing *Eyes in the Sky* camera surveillance system is recommended to proactively engage residents in attacking crime and improve security throughout the community. This program, called *Eyes on the Street*, is a type of community watch program that has been used in several communities with great success. With *Eyes on the Street*, residents would be equipped with postcards that they could use to record anonymously the dates and license plate numbers of cars observed in the neighborhood participating in illegal, illicit or disorderly activities. Residents would turn the cards in to the police, who would run the license plates to obtain the addresses of the cars' owners, add the plates to a tracking form and mail the *Eyes on the Street* postcard to registered owners of the vehicles. These postcards contain a simple message letting the vehicle owner know that the vehicle was spotted in the neighborhood and that the neighbors are watching. The goal of the program would be to target the demand side of illegal activities like drug sales and prostitution, rather than exclusively suppliers, such as the sellers and the prostitutes, by creating an atmosphere of transparency and openness that would work to deter potential clients from engaging in such activities.

#### Coordination of Existing Programs

Programs such as *Eyes in the Sky* and DCCB should be connected to the other public safety efforts employed. CPLS faces a challenge in coordinating security efforts. The CPLS neighborhood at times receives security support from many neighboring policing entities (University of Medicine and Dentistry of New Jersey, Cooper University Hospital, State Police, Camden County, and Camden City). Some of these entities focus on all of CPLS, while others focus exclusively on the small segment of CPLS that pertains to their interest. The independent operation of those departments can, in some instances, result in less protection rather than more. With five different policing entities, three of which serve only very specific service areas and interests, oftentimes the result is the creation of pockets of safety—not community-wide safety. Combining, or at the very least, overlapping, the service areas and interests of the policing entities would undoubtedly result in better coverage for the neighborhood and could result in operational savings as well. It is recommended that a formal body be created to coordinate these individual entities' activities in order to incorporate, engage, and take advantage of their combined leverage and thus, enhance overall security.

#### **Strategy**

*Increased Police presence through combined efforts of the police/safety programs operating within CPLS, beginning with the coordination of security radio frequencies.*

#### **Expected Outcome**

*Increased foot patrols and participation in community events and programs to develop rapport with residents*

#### *Curfew Project Improvement*

An additional hurdle to Safety and Security concerns the youth of the community. Residents have shared countless stories about youth loitering and participating in illegal activities. Oft times these acts take place in the evening despite the City's curfew ordinance; therefore stronger enforcement of the curfew and aid to violators is needed. The Curfew Project is a city-wide initiative created to address community concerns about youth loitering late at night and subsequently either being a victim of, or perpetrating, violence. The initiative,

supported completely by volunteer hours, was spearheaded by the Camden County Prosecutor's Office and grew into a collaboration of community members, law enforcement, school truancy officers, social service providers and Rutgers University students. It is a non-punitive program designed to address the core reasons that the youth are out late at night, such as family-related problems. Rather than being arrested, youth found out after curfew are taken to a community center, where volunteers engage them in conversation about why they are out late to understand underlying problems. Parents are required to pick the youth up from the center, creating further opportunities to address some of the core difficulties these youth are facing. The centers can also refer youth to local services such as after school programs or job training, as these needs arise. The Curfew Project works to stop the cycle of youth breaking curfew and engaging in problem behaviors by addressing their underlying needs.

While the Curfew Project has been very successful in the parts of the city it is able to police, to fully address the problems, more volunteers and funding are needed. The Camden City Prosecutor's Office currently only has one part-time coordinator for the program, but needs full-time, permanent staff and the opportunity to set up additional Curfew Centers throughout the city. The Prosecutor's Office would also like to create truancy centers that would operate in the same manner but during the day to work with youth who avoid school.

### **Strategy**

*Maintenance and expansion of the existing Curfew Project with an added emphasis on CPLS*

### **Expected Outcome**

*Increased volunteerism by Cooper Plaza Lanning Square residents in the Curfew Program*

#### *Illegal Dumping Abatement*

The CPLS neighborhood also faces a high rate of illegal dumping in vacant lots. As previously mentioned, the neighborhood has a large number of vacant lots, most of which are not maintained. As a result, a great deal of illegal dumping occurs in these lots. While this crime may seem fairly innocuous, it actually has negative consequences that range across a variety of priorities, including neighborhood stabilization, as the dumping contributes to overall neighborhood filth, health, in that dumping increases environmental pollutants, and security, in that dumping is an illegal activity that takes place regularly and can create opportunities for more illegal activities. Currently, one recently developed program, the online reporting system of the DCCB described earlier, is in place to target illegal dumping sites and encourage government action. This program supports the elimination of the effects of dumping after the fact, but additional strategies should be created to stop dumping before it starts, thus using resources more effectively. Several strategies are recommended. First, police presence and patrolling should be increased tremendously in the short term in affected areas, concentrated in the hours between midnight and early morning, during which the majority of this activity occurs. Second, fines for dumping should be increased up to four times to support police intervention. Finally, several already discussed strategies should include components to discourage dumping: Eyes in the Sky should direct greater attention

to sites with high dumping activity and in the clean-up of vacant lots, small fences should be installed around their borders to deter dumping.<sup>13</sup>

**Strategy**

*Implement strategies to decrease illegal dumping including increasing police presence and fines.*

**Expected Outcome**

*Reduction in illegal dumping by 25% in Year 1 and continued increases in following years.*

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<sup>13</sup> The Philadelphia Green program, upon which recommendations in the community stabilization section are based, found that illegal dumping decreased 100% as a result of installation of small fences around recently cleaned vacant lots.

### **Summary of Priority 4: Safety and Security**

#### **Strategies Summary**

1. *Technical Assistance for a Neighborhood Watch Program specific to CPLS to include the organization, development, and implementation of the program*
2. *Training for residents to effectively participate in the Neighborhood Watch Program*
3. *Coordination with the Camden Police Department and resident leadership to develop operating system and training for the Eyes on the Street Program*
4. *Increased Police presence through efforts of new and existing CPLS police/safety programs.*
5. *Maintenance and expansion of the existing Curfew Project with an added emphasis on CPLS*
6. *Implement strategies to decrease illegal dumping including increasing police presence and fines.*

#### **Outcomes Summary**

1. *The Neighborhood Watch Program operational within six months of the approval of the Human Capital Plan*
2. *Forty five (45) residents will be trained and actively engaged in the Neighborhood Watch Program within six months of its creation*
3. *Implementation of Eyes on the Street in CPLS in Year 1*
4. *Increased foot patrols and participation of community events and programs to develop rapport with residents*
5. *Increased volunteerism by Cooper Plaza Lanning Square residents in the Curfew Program*
6. *Reduction in illegal dumping by 25% in Year 1 and continued increases in following years.*

## **Secondary Priority Areas**

### ***Secondary Priority #1: Support for Senior Residents***

#### *History and Current Situation of Senior Residents*

The CPLS neighborhood has an active community of relatively independent citizens over the age of 65. Many senior citizens shared stories of having lived in the neighborhood for decades, and their comments often reflected upon their fond memories of growing up in the neighborhood and their deep desire to stay in the neighborhood. Although seniors currently only make up 10% of the CPLS population, as the population continues to age, challenges for this group will need to be addressed.

CPLS senior citizens are experiencing what experts nationwide have found—that most towns and communities are not senior-friendly, according to Elinor Ginzler, Director of Livable Communities at AARP. As the senior population of the United States swells, and as the movement to assist elderly people to age-in-place gathers momentum, the issue of senior isolation becomes increasingly important. In advancing the admirable objective of helping senior citizens grow old in their own homes and communities, many experts and advocates stress the importance of seniors' living independently and being able to determine their own fates. If senior citizens are to avoid institutionalization and premature hospitalization, they require the social, physical, and emotional support of others.<sup>xix</sup> Therefore, greater economic and social supports will become important for the community's senior members. Senior residents of CPLS have identified a need for better coordinated social engagement opportunities as well as assistance with transportation and tax relief. All members of CPLS wish to ensure the continued presence and overall well-being of these important community members.

#### *Community Perspectives and Aspirations*

The majority of CPLS senior residents expressed the desire to remain in their community and age-in-place. Thus, younger residents see the need for greater opportunities and supports for this aging population. Because this population is reasonably active, a number of these seniors would like to see increased opportunities for socialization and occupation. More than 55% of senior citizens are willing to participate in structured group activities, and 34% are interested in volunteering or securing part-time employment.

To best meet the needs of this population, opportunities for engagement and socialization with others should be provided. Older adult residents wish not only for these experiences to be made available, but also for the opportunity to take on leadership roles in their planning and implementation. Therefore, a senior resident advisory board should be created to lead programming in the areas of social activities, volunteerism, and employment.

The senior population does face challenges, however, and has a clear set of concerns that they believe threaten their ability to obtain and maintain a good quality of life. Fear of rising taxes is a primary concern. Forty-four percent of senior residents contacted reported concern about rising taxes as the number-one threat to their independent living and continued residence in the community.

**Strategy:**

*Create a senior resident advisory board to oversee senior focused program development and implementation to include intergenerational activities, volunteering, part-time employment and transportation*

**Expected Outcome:**

*In conjunction with public and private partners, develop targeted senior programming with 35% participation rate within three years*

*Tax Abatements*

A concern of many senior residents, most of whom tend to be home owners living on fixed incomes, is that revitalization will bring higher property taxes that would become difficult to afford. Also, the possibility of increased taxes could discourage home improvement and maintenance.<sup>14</sup> To address this concern, tax abatement for senior citizens affected by redevelopment is recommended. Tax abatement allows for taxes to be kept at pre-redevelopment levels for a fixed period of time. Such an economic tool, when targeted towards seniors, could be an effective way to allow older adults to continue to live in neighborhoods they have inhabited for many years.<sup>xx</sup> The City of Camden currently allows tax abatements for certain business developers,<sup>xxi</sup> so it is recommended that steps be taken to examine the possibility of extending that abatement to senior homeowners or others unable to pay full property taxes.

**Strategy**

*Implement tax abatement for senior citizens impacted by redevelopment thus allowing these residents to remain in the neighborhood without additional expense*

**Outcome**

*One hundred percent of senior citizens impacted will have their taxes frozen at the 2008 tax rate*

*Senior Transportation*

Thirty-nine percent of seniors in CPLS reported the lack of transportation as an additional threat to their ability to continue living independently. To address this concern, the CPLS neighborhood needs a mobile van dedicated to senior transportation. While the Camden County Office of Aging has limited funds, it is recommended that a private investor be recruited to finance this transportation system.

**Strategy:**

*Acquire a van for seniors and implement a transportation program.*

**Expected Outcome**

*Transportation Program developed to aid seniors.*

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<sup>14</sup> Organizing groups in the neighborhood have actually trained residents on how to avoid reassessment of property, creating a level of fear around home improvement work.

### **Summary of Secondary Priority 1: Support for Senior Residents**

#### **Strategies**

1. *Create a senior resident advisory board to oversee senior focused program development and implementation to include intergenerational activities, volunteering, part-time employment and transportation*
2. *Implement a tax abatement for senior citizens impacted by redevelopment thus allowing these residents to remain in the neighborhood without additional expense*
3. *Acquire a van for seniors and implement a transportation program.*

#### **Expected Outcomes**

1. *One hundred percent of senior citizens impacted will have their taxes frozen at the 2008 tax rate*
2. *In conjunction with public and private partners, develop targeted senior programming with 35% participation rate within three years*
3. *Transportation Program developed to aid seniors.*
4. *Determine the necessity and feasibility study including pro forma for a mixed income senior facility in CPLS.*

## ***Secondary Priority #2: Physical and Mental Health Outreach & Services***

### *History and Current Situation*

Urban Strategies' experience with urban neighborhoods similar to CPLS is that physical and mental health tend to be issues of concern. Supportive services are critical for persons with mental and/or physical health issues, and specific interventions in health can positively affect other areas of human capital, while poor mental or physical health can sap human capital potential.

In Welfare, Children and Families: A Three City Study, more than half of 254 low-income families living in urban neighborhoods reported concurrent physical and mental health problems in both the primary caregiver and at least one of the children in the household. "The physical and mental health problems of these adults and children are substantial and significantly hinder a family's attempts to transition from welfare to permanent work and economic security," says co-author Dr. Linda Burton, Professor of Human Development and Family Studies and Sociology at Pennsylvania State University.<sup>xxiii</sup> This scenario is replicated in CPLS: residents self report high occurrences of mental and physical health issues. In addition, many CPLS residents do not or cannot access the types of preventive care that could keep them healthy and could support them in avoiding easily preventable health problems. Instead, emergency and crisis care are overused, leading to more significant health problems and economic burdens. These health concerns can further prevent the upward social mobility of low income residents.

A striking feature of the CPLS health situation is low utilization of primary care. One study revealed that only about half of Camden residents see a primary care physician annually and only one-in-eight can even identify a primary care provider to visit.<sup>xxiii</sup> According to another study conducted on Camden residents' use of emergency room care, the rate of emergency room visits is far higher in Camden than in other locations in New Jersey, and many of the conditions treated in those visits could be treatable through primary care, such as respiratory infections and asthma.<sup>xxiv</sup> Primary care is available in Camden, both to the insured and the uninsured through providers such as CAMCare, but it is clear that many residents are not accessing it and would benefit from regular access to primary care. With an emergency or crisis care approach, when residents finally see a physician, the health care consequences are much more costly – physically, for the patient, and financially, for the system. Additionally, residents lack adequate knowledge about the three primary health concerns that most often afflict them: asthma, hypertension, and heart disease.

<b>Issue</b>	<b>Percentage of Respondents</b>
Sad/downhearted within the last month	41%
Anxious/worried within the last month	38%
Depressed within the last month	29%
Serious medical condition	37%
Substance abuse prevention	34%

Domestic violence	20%
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*Community Perspectives and Aspirations*

Sixty nine percent of CPLS residents describe their health as good or excellent compared to 5% who say their health is “poor” or “worst possible”. According to the community survey, ninety-five percent have health insurance; of those with health insurance, Medicare is the most frequently used type while Medicare and Medicaid together account for 21% of the types of health insurance listed. Eighty-three percent of heads of household or their children have been to the doctor in the past six months. The most commonly reported issues were asthma, hypertension and cardiovascular disease. Residents also reported emotional health issues such as depression, anxiety and sadness.<sup>15</sup> In addition, substance abuse prevention is an issue of priority in that many residents reported having a family member who suffers from substance abuse.

Residents and leaders in the CPLS neighborhood also expressed concerns about the Lady of Lourdes PROJECT HOPE health center, located at 439 Clinton Street that is currently operating as a health clinic for homeless people. Residents wish to see the clinic returned to its former use as a Community Health Clinic. The CPLS residents object to PROJECT HOPE serving the homeless at a site in the middle of their residential corridor because they note that the homeless come for health care at the clinic, but then do not leave the neighborhood. Instead, they sleep on front lawns and in backyards, and they loiter on the streets. The community residents have asked that PROJECT HOPE convert back to its former use as a neighborhood Community Health Clinic.

*Future Strategies and Expected Outcomes*

Community Health Nurse

To improve both their mental and physical health, CPLS residents must adopt a preventive health mindset, one in which preventive care and health maintenance are done on a routine basis by a primary care physician. A place-based, specialized case management approach, modeled after the “Parish Nurse” or Community Health Nurse concept, has been most effective in similarly situated communities, in which improved health is contingent upon increased education and connection between residents and health care providers.

The Community Health Nurse concept is based on an understanding that health is a dynamic process that takes into account both the physical and social dimensions of the person and his or her surroundings. The Community Health Nurse would be responsible for retrieving baseline health data directly from residents through a detailed health assessment. Data from the assessment would be used to partner with other neighborhood based health programs to connect residents to those providers and to address critical health needs, such as asthma, cardiovascular disease, and substance abuse. The Community Health Nurse would also coordinate health

<sup>15</sup> See Exhibit B: Summary of Survey Findings

education, screening, outreach, treatment and follow up. The Community Health Nurse assists and supports families in a community context and becomes an active partner with residents in the delivery of health services.

If adopted as a strategy to improve physical and mental health in CPLS, a Community Health Nurse and an Assistant Nurse could work directly with residents to serve as health educators, counselors, and referral agents. The Assistant Nurse, preferably a CPLS resident, could also work on the development of support groups and training modules to prepare volunteers to serve as healthiness advocates in the community. In addition, the Community Health Nurse could work closely with existing health providers to leverage resources and have a greater impact on the overall healthiness of the Camden community.

### **Strategies**

1. *Hire a bi-lingual Community Health Nurse and Assistant Nurse*
2. *Identify substance abuse treatment programs within and outside of the community to better meet the needs of those seeking to maintain sobriety*
3. *Coordinate delivery of health services with local health care providers to provide a continuum of services*
4. *Increase community knowledge of symptoms and triggers associated with the three primary health conditions affecting CPLS residents: asthma, hypertension and heart disease*

### **Expected Outcomes**

1. *Fundamental health assessments for 100% of interested residents by Year Two*
2. *Twenty five percent (25%) of substance abuse treatment slots will be designated to CPLS residents in CPLS or neighboring communities*
3. *Utilize existing community outreach programs to host a minimum of four health education programs annually for three years to increase resident knowledge and promote lifestyle changes*
4. *Increase community knowledge by 50% regarding symptoms, triggers and prevention of emergencies associated with asthma, hypertension and heart disease*

### **Carbon Monoxide Detectors and Lead Abatement Plan**

Residents in CPLS face several additional health challenges related to environmental concerns, particularly those that pertain to living in older housing, such as carbon monoxide and lead poisoning. Amid older residential properties with substandard heating systems, of which there are many in Lanning Square, carbon monoxide (CO) poisoning poses real and serious risks to occupants. CO devices intended to detect dangerous emissions and alert occupants and the Fire Department, are equally vital to public safety as smoke detection devices. CO devices, however, are twice the cost of smoke detectors, and many residents cannot afford them. Therefore, it is recommended that a carbon monoxide program be established and financed that will accomplish the following four tasks: conduct a full testing of all homes in CPLS for CO, provide each household with CO detection kits and training to allow ongoing assessment, remediate homes with high levels of CO, and treat children who have been exposed to the harmful effects of CO. Additionally, lead poisoning is a problem because most houses in Camden were built before 1970 and are very likely

to contain lead paint. Studies have found that lead levels in drinking water both in many private residences and public schools in Camden contain dangerously high levels of lead. Again, a program should be created to assess lead levels and provide interventions for structures and people affected. The state of New Jersey does not technically offer lead abatement grants. Instead, the LeadSafe New Jersey Program provides low-interest deferred payment repayable loans to property owners. Owner-occupied dwellings housing up to four families may qualify for deferred payment loans with provisions for forgiveness, if their total household income does not exceed 80% of the median income for the area. Therefore, most residents of CPLS will qualify for these loans with the provisions for forgiveness.

**Strategy**

*Create programs to test and treat for carbon monoxide and lead.*

**Expected Outcome**

*By Year One, 100% of owner-occupied homes tested and treated for carbon monoxide and lead and CO detectors place in every home.*

## **Summary of Secondary Priority 2: Physical and Mental Health Outreach & Services**

### **Strategies**

1. *Hire a bi-lingual Community Health Nurse and Assistant Nurse*
2. *Identify substance abuse treatment programs within and outside of the community to better meet the needs of those seeking to maintain sobriety*
3. *Coordinate delivery of health services with local health care providers to provide a continuum of services*
4. *Increase community knowledge of symptoms and triggers associated with the three primary health conditions affecting CPLS residents: asthma, hypertension and heart disease*
5. *Create programs to test and treat for carbon monoxide and lead.*

### **Outcomes**

1. *Fundamental health assessments for 100% of interested residents by Year Two*
2. *Twenty five percent of substance abuse treatment slots will be designated to CPLS residents in CPLS or neighboring communities*
3. *Utilize existing community outreach programs to host a minimum of four health education programs annually for three years to increase resident knowledge and promote lifestyle changes*
4. *Increase community knowledge by 50% regarding symptoms, triggers and prevention of emergencies associated with asthma, hypertension and heart disease*
5. *By Year One, 100% of owner-occupied homes tested and treated for carbon monoxide and lead and CO detectors place in every home.*

## II. New Opportunities

Survey respondents and focus group participants would like to see additional retail opportunities in Cooper Plaza Lanning Square. The suggestions, in priority order, are: grocery store, large retail store similar to a Wal-Mart, book store, clothing store and a dry cleaners. Residents also expressed a desire to have a comprehensive communication medium that will inform residents of programming connected to social services, housing, education, employment, elderly residents and youth.

## III. Program Implementation and Oversight

To assure implementation of the CPLS Human Capital Plan, including ongoing oversight, the following operating structures are recommended:

Executive Policy Group: The Executive Policy Group would consist of executives from key stakeholders to include public sector leaders, philanthropic organizations, corporations and major institutions that have the ability to move the planning forward, drive implementation and bring resource potential to the implementation strategy. This group would be charged with the ultimate implementation responsibility and with the task of creating and funding the strategies outlined in this Human Capital Plan for CPLS. This group would use their collective and individual abilities and authority to:

- Direct policy implementation for effective and efficient integration of supportive services, community amenities and physical development;
- Implement a funding strategy for any systemic or programming gaps in either the physical or the human capital plans;
- Guide consensus-building to best match resources, community assets and community needs.

The Executive Policy Group should consist of Camden's COO as chair<sup>16</sup>, a senior representative from the Governor's Camden Team, other public sector leaders (i.e. appropriate city or county council members), and senior executives from Camden's major corporate, educational, medical and philanthropic institutions. The members of the Policy Group should be senior executives in institutions and agencies that have the authority and/or the responsibility for making systemic change in Camden. The Policy Group will be supported by staff as described below. The Policy Group will have final decision authority on all aspects of the implementation of the HCP.

As part of the implementation strategy the Policy Group will be asked to:

- Set priorities and monitor performance against goals
- Leverage resources among and between the public and private sector
- Provide implementation leadership and support to successive neighborhoods as the Camden revitalization spreads outward to other neighborhoods

This Policy Group will be staffed by a Project Manager and a Stakeholder Liaison Specialist.

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<sup>16</sup> In similarly situated communities the Chief Executive of the community has routinely taken a co-chair from the private sector.

Project Manager: The Project Manager will be responsible for coordinating the implementation of the HCP including the design of the operating structure(s) essential to address each strategy and achieve the projected outcomes. The Project Manager will report to the Policy Group with interim reporting authority as established by the COO. The Project Manager will likewise have responsibility for day to day operations of all aspects of the implementation of the HCP.

Stakeholder Liaison: The Stakeholder Liaison will be responsible for interfacing with the Project Manager; supporting him or her in developing the operating structures; linking residents to HCP processes and resources; connecting community members to resources developed by the Policy Group and Project Manager; organizing and coordinating community engagement activities; providing technical assistance to the resident leadership team; and assisting stakeholders with the implementation of the HCP.

Resident Leadership Team: The Resident Leadership Team would consist of CPLS residents and business owners, who would work with the Camden Redevelopment Agency to:

- Inform residents of the HCP and its components;
- Promote resident participation;
- Inform the Community Liaison of the successes, obstacles and challenges connected to resident participation in the HCP.

#### **IV. Evaluation Guidelines**

As with any program, the Human Capital Plan must continually be evaluated to measure success and gauge effectiveness. Community needs evolve and policy changes will continually affect the scope of such a Plan. Proposed initial comprehensive evaluation elements should include:

*Impact on the lives of residents*

Consider the impact of all aspects of the Human Capital Plan and Physical Revitalization on the lives of residents; nature and extent of counseling services and outcomes of service received; an assessment of housing resources received including adequacy, and quality and tenant satisfaction. Residents will be surveyed at least three times – baseline, midterm and completion of project.

*Nature and extent of economic development generated in the community*

Evaluate at least two components of economic development. First, review the effects of the physical revitalization on the immediate neighborhood, and second, the economic impact on the current residents. Research will be conducted on improvements in the neighborhood's retail activity and investors' confidence. Residents' ability to access employment in the community or through employment training and supportive services will also be evaluated.

*Effects of revitalization on surrounding communities including spillover revitalization activities*

Assess the economic development impacts of the revitalization including City income tax revenues generated, property tax changes, property transfer prices, changes in investment property adjacent to the development, building permits issued and applications for home improvement loans before and after the revitalization of the neighborhood.

*Success at integrating the physical and social aspects of the revitalization and achieving goals of the program*

Design a framework to assess project outcomes related to the principles of the revitalization including new urbanism, mixed-income/mixed-finance approach, and participation of other stakeholders.

**V. Resources: Service Providers and Funding**

The successful, long-term implementation of the HCP is dependent upon maintaining the integration of the many services and amenities that the strategies in the plan address and finding the funding to support the innovations. The CPLS neighborhood is within a one mile radius of a large network of quality service organizations that provide resources for job seekers, substance abuse interventions, and programs for children, youth, and senior residents. While site-based services are generally preferred, the neighborhood has a wealth of potential programming resources that could be further developed through key collaborations. Once the HCP is approved and a funding strategy is in place, a Request for Qualifications (RFQ) will be drafted and made available for agencies. The RFQ will provide an open opportunity for providers to fill the CPLS service gaps noted in the HCP. The provider(s) will be chosen by the Resident Leadership Team<sup>17</sup>. Allowing residents, with the support of professional staff, the opportunity to decide what providers are best suited for their community fosters additional engagement and commitment in the oversight of the implementation strategy.

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<sup>17</sup> Residents will receive training to prepare them for the RFQ process.

**VI. Budget**

<b>Program Area</b>	<b>Recommended Providers or Partners</b>	<b>Year One Expense</b>	<b>Existing Revenue</b>	<b>Revenue Needed</b>
Program Implementation- Community Liaison		\$128,900		
Lanning Square Elementary School and Community Center Planning and Partnership <sup>18</sup>		\$75,000		
Adult Economic Opportunities		\$200,000		
Community Stabilization		\$1,740,000		
Safety and Security		\$30,000		
Recreation Services		\$200,000		
Senior Programming		\$125,000		
Physical and Mental Health		\$150,000		
Evaluation		\$0 for Year One		
<b>Year One Total</b>		<b>\$2,648,900</b>		

<sup>18</sup> A School Development Specialist would be hired to develop public and private partnerships, coordinate fundraising strategies and physical development.

		Year 1	Year 2	Year 3	Year 4	Year 5	Total	Total					
<b>HUMAN CAPITAL PLAN BUDGET</b>													
Program/Service Area	Proposed Funders	CPLS Budget	Leveraged Resources	CPLS Budget	Leveraged Resources	CPLS Budget	Leveraged Resources	CPLS Budget	Leveraged Resources	CPLS Budget	Leveraged Resources	Total CPLS Budget	Total Leveraged
<b>Program Implementation</b>													
Project Manager Salary and Benefits		\$70,800	\$0	\$74,340	\$0	\$78,057	\$0	\$81,959.85	\$0	\$86,057.84	\$0	\$391,214.69	\$0
Community Liaison Salary and Benefits		\$53,100	\$0	\$55,755	\$0	\$58,542.75	\$0	\$61,469.89	\$0	\$64,543.38	\$0	\$293,411.02	\$0
Office Equipment and Supplies		\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$20,000	\$0
<b>TOTAL</b>		<b>\$128,900</b>	<b>\$0</b>	<b>\$135,095</b>	<b>\$0</b>	<b>\$141,599.75</b>	<b>\$0</b>	<b>\$148,429.74</b>	<b>\$0</b>	<b>\$155,601.22</b>	<b>\$0</b>	<b>\$709,625.71</b>	<b>\$0</b>
<b>Education and Recreation</b>													
Lanning Elementary Square School and Community Center Planning*		\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000	\$0
Lanning Square Elementary School and Community Center		\$0	\$0	\$8,750,000	\$0	\$8,750,000	\$0	\$8,750,000	\$0	\$8,750,000	\$0	\$35,000,000	\$0
<b>TOTAL</b>		<b>\$75,000</b>	<b>\$0</b>	<b>\$8,750,000</b>	<b>\$0</b>	<b>\$8,750,000</b>	<b>\$0</b>	<b>\$8,750,000</b>	<b>\$0</b>	<b>\$8,750,000</b>	<b>\$0</b>	<b>\$35,075,000</b>	<b>\$0</b>
<b>Increasing Economic Opportunity</b>													
Adult Education		\$100,000	\$0	\$100,000	\$0	\$100,000	\$0	\$100,000	\$0	\$100,000	\$0	\$500,000	\$0
Adult Job Training		\$100,000	\$0	\$100,000	\$0	\$100,000	\$0	\$100,000	\$0	\$100,000	\$0	\$500,000	\$0
<b>TOTAL</b>		<b>\$200,000</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>
<b>Community Stabilization</b>													
Stabilization of Existing Housing		\$550,000	\$0	\$550,000	\$0	\$550,000	\$0	\$550,000	\$0	\$550,000	\$0	\$2,750,000	\$0
Affordable Housing		\$550,000	\$0	\$550,000	\$0	\$550,000	\$0	\$550,000	\$0	\$550,000	\$0	\$2,750,000	\$0
Demolition of Dilapidated Housing		\$440,000	\$0	\$440,000	\$0	\$440,000	\$0	\$440,000	\$0	\$440,000	\$0	\$2,200,000	\$0
Greening Program		\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$250,000	\$0	\$1,000,000	\$0

TOTAL		\$1,740,000	\$0	\$1,740,000	\$0	\$1,740,000	\$0	\$1,740,000	\$0	\$1,740,000	\$0	\$8,700,000	\$0
<b>Safety &amp; Security</b>													
Eyes on the Street		\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$100,000	\$0
Assistance for Neighborhood Groups		\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$50,000	\$0
TOTAL		\$30,000	\$0	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0	\$150,000	\$0
<b>Recreation Services</b>													
Recreation Services		\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0
TOTAL		\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000	\$1,000,000
<b>Senior Programming</b>													
Market Analysis for Senior Facility		\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000	\$0
Intergenerational Programs		\$50,000	\$0	\$50,000	\$0	\$50,000	\$0	\$50,000	\$0	\$50,000	\$0	\$250,000	\$0
TOTAL		\$125,000	\$0	\$50,000	\$0	\$50,000	\$0	\$50,000	\$0	\$50,000	\$0	\$325,000	\$0
<b>Physical &amp; Mental Health</b>													
Community Nurse Program	TBD	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$750,000	\$0
TOTAL		\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$750,000	\$0
<b>Evaluation</b>	TBD	\$0	\$0	\$45,000	\$0	\$45,000	\$0	\$45,000	\$0	\$45,000	\$0	\$135,000	\$0
<b>BUDGET TOTAL</b>		\$2,648,900	\$0	\$11,300,095	\$0	\$11,306,599.75	\$0	\$11,313,429.74	\$0	\$11,320,601.22	\$0	\$47,799,625.71	\$0

\*A School Development Specialist will be hired to develop public and private partnerships, coordinate fundraising strategies and physical development.

***Exhibit A: A Summary of Resident Rankings of Service Providers by Usage and Perceived Value***

<b>Name of Service Provider</b>	<b>Dollar Value</b>
CAMCare	\$16,000
Ronald McDonald House	\$15,000
Our Lady of Lourdes Medical Center	\$11,000
PRUP: Puerto Rican Unity for Progress Multiple Service	\$10,000
Urban Promise	\$10,000
Boys and Girls Club of Camden	\$9,000
Virtual Health Camden	\$9,000
Head Start	\$8,000
Planned Parenthood	\$8,000
Center For Family Services	\$7,000
Community Care Program for the Elderly & Disabled - CCPED	\$7,000
Cooper University Hospital	\$7,000
Salvation Army: Camden County Meals on Wheels	\$7,000
Brum	\$6,000
Champ/Gear Up Program Rowan University	\$6,000
Guadalupe Family Services (GFS)	\$6,000
American Red Cross Camden Co. Chapter	\$5,000
Camden Neighborhood Renaissance	\$5,000
Camden Rescue Mission Inc	\$5,000
Positively Nutritious	\$5,000
Catholic Charities	\$4,000
County of Camden: Immediate Social Services Unit	\$4,000
Development Disabilities Division	\$4,000
El Centro Comunal Borincano, Inc.	\$4,000
Habitat for Humanity	\$4,000
Mi Casita Day Care Center	\$4,000
Neighborhood Housing Services	\$4,000
Southern NJ Prenatal Healthy Mothers Health Babies	\$4,000
Volunteers of America Delaware Valley Inc	\$4,000
Camden County Board of Social Services	\$3,000
Camden County Council on Economic Opportunity, Inc.	\$3,000
Camden County Historical Society	\$3,000
Camden Department of Health and Human Services	\$3,000
Camden Empowerment Zone Corp	\$3,000
Camden Eye Center	\$3,000
Cathedral Kitchen	\$3,000
Child Support Paternity Program	\$3,000
Future Leaders Club	\$3,000
Kid's World Safe Environment	\$3,000

Anna M. Sample House - VOA	\$2,000
Anna M. Sample House- Transitional Housing Living Center-VOA	\$2,000
Camden City Office of Youth Services- Clinical Unity	\$2,000
Case Management/First NJ	\$2,000
Family Counseling Services	\$2,000
Family Violence Prevention Program	\$2,000
Fathers Go Get Your Sons	\$2,000
Respond Inc	\$2,000
Salvation Army: Camden County Nutrition	\$2,000
Salvation Army: Corps and Welfare Office	\$2,000
Woodland Community Development Corporation	\$2,000
Abigail House -Nursing & Rehab	\$1,000
Broadway Family Center	\$1,000
Camden County Connections	\$1,000
Camden County OEO Urban Women's Center	\$1,000
Camden Step-Up Program	\$1,000
Camden Transitional Program	\$1,000
Fair Share Housing & Community Development Corporation	\$1,000
Little Minnie's Day Care Center	\$1,000
Martin Luther King Child Development Center	\$1,000
Mary H. Thomas Day Care Center	\$1,000
OEO Peer Group Learning Club	\$1,000
Peer Teen Center	\$1,000
Project Hope	\$1,000
United Way of Camden County	\$1,000
Your Food Shelf	\$1,000
Abivan Medical Transportation Service Inc.	\$0
Adult Service Units	\$0
Assisted Living	\$0
Bach Foundation	\$0
Brain Child	\$0
Bright Star Housing & Community Development	\$0
Camden Regional Legal Services Inc. Health Welfare	\$0
Casa-Creating Alliances Services Adolescents	\$0
Castle Program	\$0
Catholic Star Herald	\$0
CDI Early Head Start	\$0
Chore Services Title XX -SSBG	\$0
Client Relations	\$0
CMC Psychiatric Association	\$0
Cooper Early Intervention Program	\$0

Day Reporting Center	\$0
Genesis School of Business	\$0
Haddon Renaissance Older Adult Center	\$0
Happy Child Learning Center	\$0
Infant Apnea Evaluation Center	\$0
Labor Day Care Center	\$0
New Visions Community Services of Camden Inc.	\$0
NJ Special Care Medicaid	\$0
Our Little Ones Child Care Center	\$0
Parkside Substance Abuse Center	\$0
Poppy Sharp Community Center	\$0
PPMD: Providence Pediatric Medical Daycare, Inc.	\$0
Project Cope	\$0
Rock of Ages Christian Day Care	\$0
Saint John the Baptist Prenatal Inc.	\$0
Senior Care Center of America	\$0
Sikora Center Inc	\$0
South Jersey Health Care Center	\$0
Steininger Center Crisis Program	\$0
Streetwise, Inc	\$0
STRIVE	\$0
Velez Professional Services	\$0
VOA Garret House	\$0
Volunteer Services	\$0

Name of Service Provider	Dollar Value	# of Green Stickers
CAMCare	\$16,000	9
Ronald McDonald House	\$15,000	5
Our Lady of Lourdes Medical Center	\$11,000	4
PRUP: Puerto Rican Unity for Progress Multiple Service	\$10,000	6
Virtual Health Camden	\$9,000	4
Cooper University Hospital	\$7,000	6
Mi Casita Day Care Center	\$4,000	3
Camden County Council on Economic Opportunity, Inc.	\$3,000	2
Urban Promise	\$10,000	3
Boys and Girls Club of Camden	\$9,000	3
Planned Parenthood	\$8,000	3
Head Start	\$8,000	1
Center For Family Services	\$7,000	1
Community Care Program for the Elderly & Disabled - CCPED	\$7,000	0
Salvation Army: Camden County Meals on Wheels	\$7,000	0

Champ/Gear Up Program Rowan University	\$6,000	2
Brum	\$6,000	2
Guadalupe Family Services (GFS)	\$6,000	1
American Red Cross Camden Co. Chapter	\$5,000	2
Camden Neighborhood Renaissance	\$5,000	2
Camden Rescue Mission Inc	\$5,000	0
Positively Nutritious	\$5,000	0
Catholic Charities	\$4,000	2
Volunteers of America Delaware Valley Inc	\$4,000	1
County of Camden: Immediate Social Services Unit	\$4,000	1
El Centro Comunal Borincano, Inc.	\$4,000	1
Habitat for Humanity	\$4,000	0
Southern NJ Prenatal Healthy Mothers Health Babies	\$4,000	0
Development Disabilities Division	\$4,000	0
Kid's World Safe Environment	\$3,000	2
Camden County Historical Society	\$3,000	1
Camden Department of Health and Human Services	\$3,000	1
Camden Empowerment Zone Corp	\$3,000	1
Camden Eye Center	\$3,000	1
Cathedral Kitchen	\$3,000	1
Camden County Board of Social Services	\$3,000	0
Future Leaders Club	\$3,000	0
Anna M. Sample House- Transitional Housing Living Center-VOA	\$2,000	2
Salvation Army: Corps and Welfare Office	\$2,000	1
Family Counseling Services	\$2,000	1
Salvation Army: Camden County Nutrition	\$2,000	0
Woodland Community Development Corporation	\$2,000	0
Anna M. Sample House - VOA	\$2,000	0
Camden City Office of Youth Services- Clinical Unity	\$2,000	0
Case Management/First NJ	\$2,000	0
Family Violence Prevention Program	\$2,000	0
Fathers Go Get Your Sons	\$2,000	0
Abigail House -Nursing & Rehab	\$1,000	1
Fair Share Housing & Community Development Corporation	\$1,000	1
Little Minnie's Day Care Center	\$1,000	1
Mary H. Thomas Day Care Center	\$1,000	1
OEO Peer Group Learning Club	\$1,000	1
Broadway Family Center	\$1,000	0
Camden County Connections	\$1,000	0
Camden County OEO Urban Women's Center	\$1,000	0
Camden Step-Up Program	\$1,000	0

Camden Transitional Program	\$1,000	0
Martin Luther King Child Development Center	\$1,000	0
Peer Teen Center	\$1,000	0
Project Hope	\$1,000	0
United Way of Camden County	\$1,000	0
Your Food Shelf	\$1,000	0
Neighborhood Housing Services	\$4,000	7
Child Support Paternity Program	\$3,000	4
Respond Inc	\$2,000	5
Abivan Medical Transportation Service Inc.	\$0	1
<b>shows high value/ high usage</b>		
<b>shows moderate value/ low usage</b>		
<b>shows moderate value/high usage</b>		
<b>show no values/ some usage</b>		

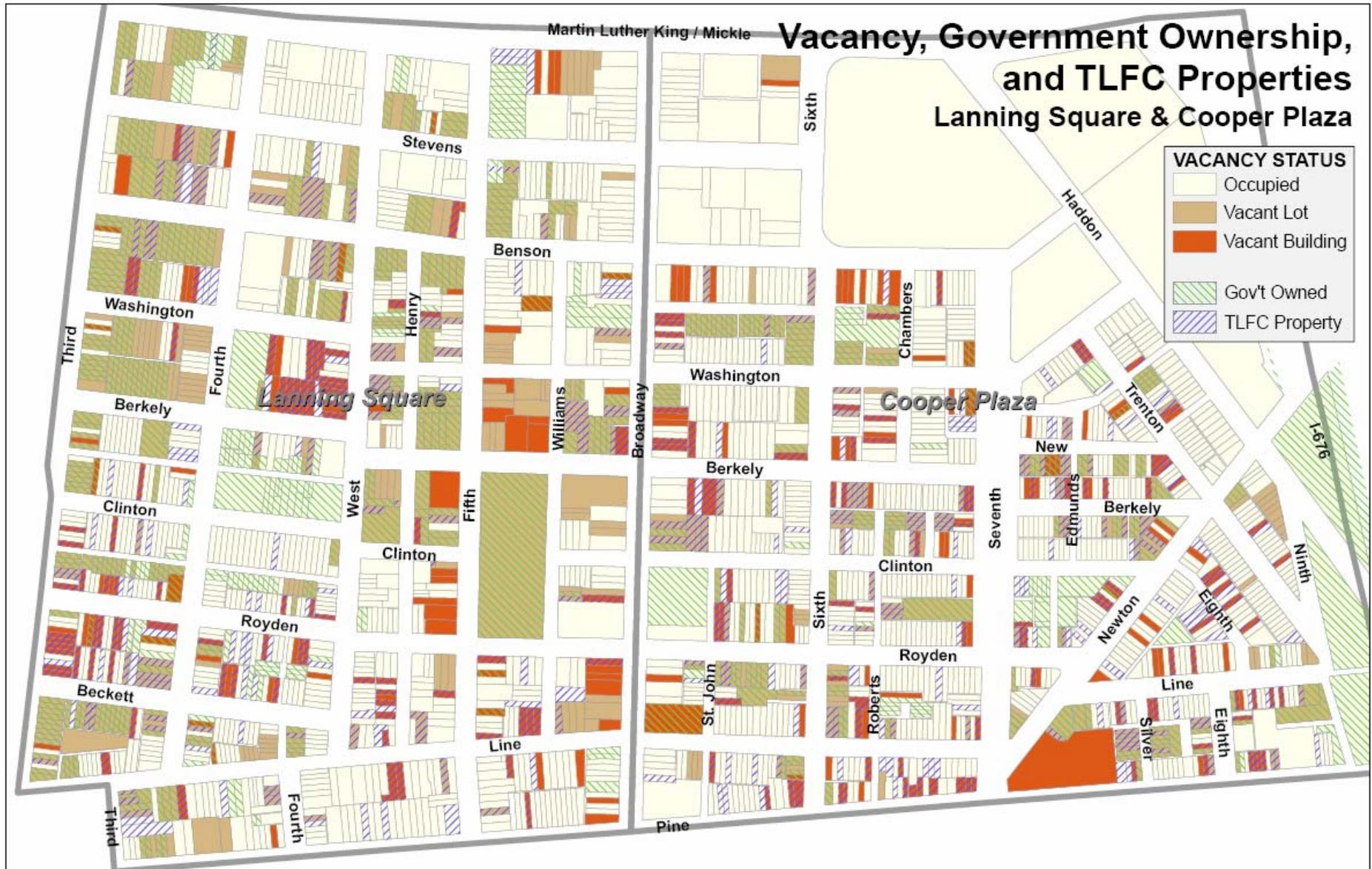
<b>The following are the only social service providers that received blue "Don't Know" stickers.</b>	
<b>Name of Service Provider</b>	<b>Blue (Unknown)</b>
Center For Family Services	4
Fathers Go Get Your Sons	4
Labor Day Care Center	3
Little Minnie's Day Care Center	3
Parkside Substance Abuse Center	3
Bach Foundation	2
Chore Services Title XX -SSBG	2
Client Relations	2
CMC Psychiatric Association	2
Habitat for Humanity	2
Infant Apnea Evaluation Center	2
Positively Nutritious	2
Abigail House -Nursing & Rehab	1
Anna M. Sample House - VOA	1
Anna M. Sample House- Transitional Housing Living Center-VOA	1
Bright Star Housing & Community Development	1
Camden County Council on Economic Opportunity, Inc.	1
Camden Rescue Mission Inc	1
Champ/Gear Up Program Rowan University	1
Cooper University Hospital	1
Development Disabilities Division	1

Kid's World Safe Environment	1
Neighborhood Housing Services	1
OEO Peer Group Learning Club	1
Peer Teen Center	1
VOA Garret House	1
Woodland Community Development Corporation	1

**The following Social Service providers are the only providers that received red stickers and no dollar value. This implies that residents do not find these social service providers important and therefore did not see the need to spend money on them.**

Name of Service Provider	Red	Dollar Value
Bach Foundation	7	\$0
New Visions Community Services of Camden Inc.	4	\$0
Casa-Creating Alliances Services Adolescents	3	\$0
Brain Child	2	\$0
Camden County Connections	2	\$0
Camden Empowerment Zone Corp	2	\$0
Camden Transitional Program	2	\$0
Martin Luther King Child Development Center	2	\$0
Anna M. Sample House - VOA	1	\$0
Anna M. Sample House- Transitional Housing Living Center-VOA	1	\$0
Bright Star Housing & Community Development	1	\$0
Case Management/First NJ	1	\$0
Child Support Paternity Program	1	\$0
Client Relations	1	\$0
Family Counseling Services	1	\$0
Kid's World Safe Environment	1	\$0
Parkside Substance Abuse Center	1	\$0
Poppy Sharp Community Center	1	\$0
Sikora Center Inc	1	\$0
Streetwise, Inc	1	\$0
STRIVE	1	\$0

C: Vacancy Map of Cooper Plaza Lanning Square



## ***Exhibit D: Compilation of Parking Lot Issues from Community Meetings***

*The following issues are those that have been raised regularly at community meetings. Some have been addressed in the body of the Human Capital Plan, while others fell beyond the scope of this plan, but merited mention in this paper.*

From the following community meeting dates:

- July 26, 2007 Lanning Square Community Meeting
- August 7, 2007 Cooper Lanning Community Meeting
- August 9, 2007 Cooper Lanning Small Business Owner Focus Group
- August 14, 2007 Cooper Lanning Community Meeting
- August 21, 2007 Cooper Lanning Community Meeting
- October 16, 2007 Cooper Lanning Community Meeting

\*\* Please keep in mind that all issues except for the items raised at the October 16, 2007 meeting have been addressed to the best of our ability.

### **Issues**

- ✓ Clarify which houses will be acquired **(Complete)**
- ✓ Provide the addresses and types of properties that are shown on the Lanning Square Redevelopment Plan's May Be Acquired list **(Complete: all the properties on the May Be Acquired list are vacant lots)**
- ✓ Distribute copies of the CRA's combined Lanning Square/Cooper Plaza Conceptual Plan/Future Land Use map **(Complete: copies are available at every meeting and large poster copies are hung of the Cooper Plaza Conceptual Plan and the Lanning Square Conceptual Plan maps)**
- ✓ Correct the contradictions between the Lanning Square Redevelopment Plan's maps and the actual text listing of the To Be and May Be Acquired properties **(Completed by the August 21, 2007 meeting)**
- ✓ Provide a list of all City and CRA owned properties in Cooper Plaza and Lanning Square **(Complete and distributed at the August 21, 2007 and October 16, 2007 meetings)**
- ✓ Compel the City School Board to clean and maintain the former Lanning Square
- ✓ Provide the community evidence that all the publicly owned lots located in Cooper Plaza and Lanning Square are being properly maintained
- ✓ Address the Vacant properties on the 600 Block of Henry Street by cleaning the lots and remove the prostitutes and drug users **(Completed by the October 16<sup>th</sup> meeting)**
- ✓ Stop the homeless and the drug users from hanging around the front of New Visions.

\*\**From the August 9, 2007 Small Business Owner Focus Group*

- ✓ Preserve property and property values for people who live in Cooper Plaza and Lanning Square
- ✓ Address the rampant graffiti around the neighborhood
- ✓ Business owners need relocation assistance and help to defray new rental space costs
- ✓ Business owners need a guide to relocation similar to what the City produced for residents
- ✓ The new Cooper University Hospital Garage does not have enough space for all that businesses on Broadway that are to be relocated
- ✓ The rent costs for space in the Cooper University Hospital Garage is too expensive
- ✓ Business owners want to be protected by the city against institutions that want to take over their properties
- ✓ Some business owners have stopped maintaining their buildings and safety standards because they fear relocation
- ✓ The UEZ should provide grants to attract businesses to Camden

\*\**From the July 26, August 7, 14, 21 meetings*

### **Questions**

- ✓ What is the time schedule for the relocation of the methadone clinic?
- ✓ What are the exact boundaries of the Lanning Square Conservation Area?

- ✓ What is being done to penalize and/or remove slum landlords who fail to maintain their properties in Cooper Plaza and Lanning Square?
- ✓ The City should shut down the Broadway Town homes due to the buying and selling of drug in that and in front of that complex.
- ✓ Will the City provide rehabilitation and façade improvement grants for existing homeowners in Cooper Plaza and Lanning Square?
- ✓ Does the Lanning Square Redevelopment Plan's Zoning Maps reflect the Plan's Acquisition maps? Are all the properties in the University Support Zone subject to acquisition?
- ✓ Why not locate the Cooper University Hospital Medical School and the University Support District on the north side of Admiral Wilson Blvd.?
- ✓ Where is the partnership between the institutions and the community?
- ✓ Why are occupied properties on the To Be Acquired list if the City does not have the money to purchase all the vacant houses and vacant businesses in Cooper Plaza and Lanning Square? Why not use any money that the City does indeed have to build infill housing?
- ✓ Do people who have already been relocated once by the City and are slated to be relocated again receive money? Will this dollar value reflect that their lives will be disrupted for a second time?
- ✓ More clarification is needed regarding the exact location of Cooper University Hospital's new medical facility.
- ✓ Will the Cooper Plaza and Lanning Square Redevelopment Plans offer tax abatements for existing homeowners?
- ✓ Still much confusion regarding the zoning map/conceptual map/acquisition map. Does the zoning map equal the acquisition map?
- ✓ If an existing commercial business changes ownership in the area that will become the University Support zone will the new business owner have to go to the City's Zoning Board for a variance?
- ✓ What guarantees does the community have regarding no acquisition of residential properties in the Lanning Square Conservation area? How will homeowners be protected?
- ✓ Will the Cooper Plaza and Lanning Square Redevelopment Plans include funds for rehabilitation projects and façade improvements for existing homeowners?
- ✓ Why can't the City locate a grocery store in Lanning Square?

#### Issues

- Broadway Town homes are creating major problems for the neighborhood. The properties are not maintained and drug sales and use are prevalent.
- The neighborhood needs more services for the elderly.
- New Visions is a public nuisance. It brings loiterers and drug users into the community. People sit around New Visions all day and do drugs and have sex in the vacant lots nearby.
- The City needs to do a better job at involving the youth in community meetings.
- The City doesn't do enough outreach about redevelopment in the Cooper Plaza and Lanning Square neighborhoods.
- Rebuilding Lanning Square Elementary School should be the top priority for any City redevelopment plan.

**UNRESOLVED  
PARKING LOT ISSUES  
October 16, 2007**

Questions

- What is the status of the City's Adopt A Lot program?
- Will the Lady of Lourdes' Project Hope clinic revert to a community health-based facility or continue as a clinic for homeless people?

Issues

- The participants overwhelmingly responded positively to the progress the city has made with the identified problem lots. They wish to see the lots continue to be maintained.
- Continue to maintain the lots on Benson Street because it has reduced criminal activity to a large extent.
- Berkley Street looks great now that the lots are clear. Residents can sit on their porches and not have to worry about seeing drug activity or prostitutes. The city should continue to clean the Berkley Street lots.
- The former Lanning Square Elementary School lot continues to pose a problem for the community. The lot is overgrown and a haven for crime. The William Street lots near the school are becoming a problem and offering a place for prostitutes to conduct business.
- The vacant houses behind Berkley Street are becoming a problem. There are squatters and others beginning to congregate and use drugs in the houses.
- The lots located on the 200 block of 4<sup>th</sup> between West and Royden streets need clearing and cleaning.
- The former Carnegie library site at Broadway and Line is an eyesore.
- The methadone clinic needs to move AS SOON AS POSSIBLE.
- The Lanning Square West Development is deteriorating and is becoming covered with graffiti tags. The City needs to acquire these houses.
- The City should clean the sewer storm drains in Cooper Plaza and Lanning Square so the streets do not flood.
- New Vision is a nuisance to the community. Too many people stand outside of the facility and do drugs and drink.
- Every night Dr. Jensen's office located at 602 Broadway becomes a magnet for drug dealers and illegal activities.
- Locate the Courier Post article that quotes Mr. Kromer as characterizing the Lanning Square community as fully supportive of the planning process by the next meeting.

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