



THE DOWNTOWN INSTITUTIONAL PLAN

CITY OF CAMDEN
NEW JERSEY

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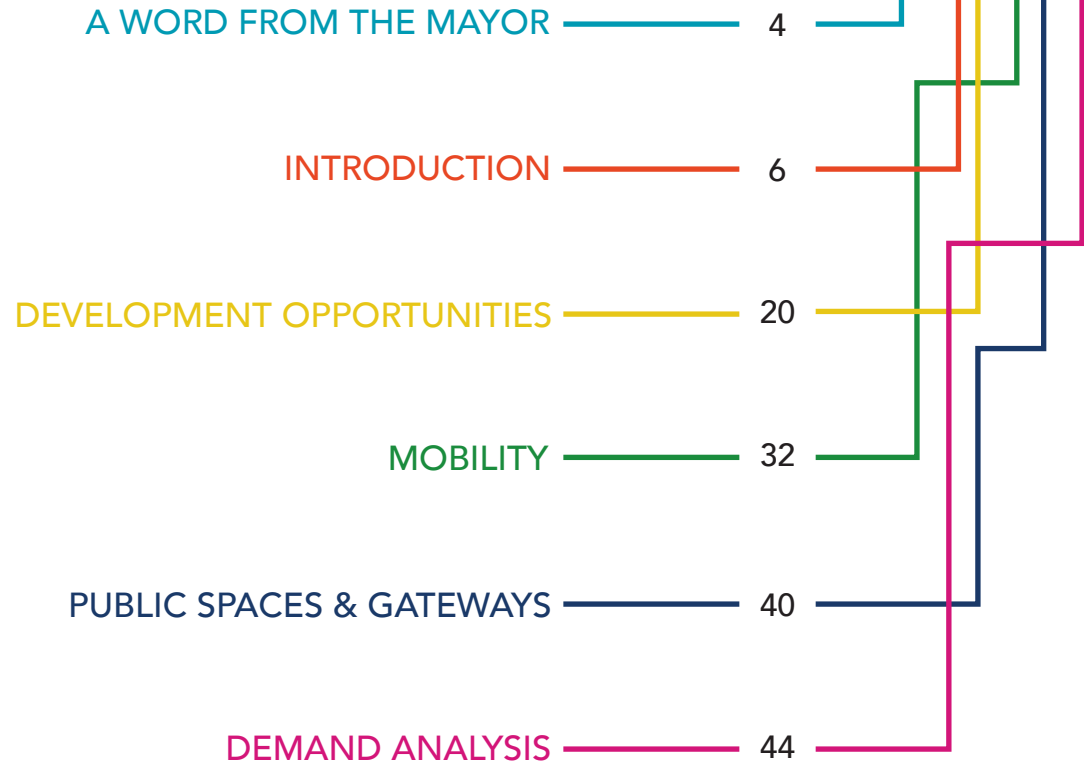
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Dana L. Redd

Mayor

It is an exciting time in the City of Camden with multiple new city, county, and state reforms ushering in the revitalization of our city. Such reforms include the passage of the New Jersey Medical and Health Sciences Education Restructuring Act, the Building Our Future Bond Act, the Economic Opportunity Act, and the Urban Hope Act. The opportunity created by these reforms cannot be overstated; this is without question a moment for significant transformation.

In the wake of these reforms, it is my pleasure to present the Downtown Institutional Plan, the culmination of a yearlong planning process with Camden's educational, medical, and corporate institutions. This plan provides recommendations on how to best capitalize on the forthcoming physical investments as a result of the Building Our Future Bond Act.

Using this injection of public capital dollars, we hope to geographically connect the educational, medical, and corporate institutions to create a thriving health sciences campus and a fully unified downtown. The physical investments proposed in this report focus on targeted development projects that will increase Camden's economic and academic capacity, enhance pedestrian, bicycle, and transit connectivity, and improve the surrounding infrastructure to support new private and public investments.

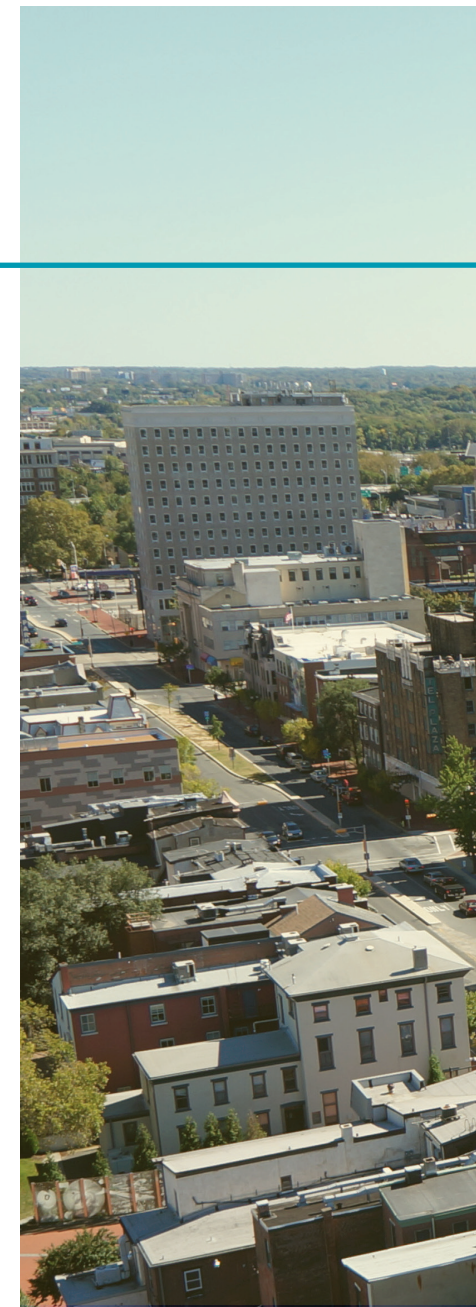
The initial investments described in this document are the beginning of a longer-term strategy for Camden to improve the Downtown for current and future residents, students, and employees. Subsequent phases of the strategic economic development plan will build off these initial physical investments with phases of development associated with the Economic Opportunity Act.

I am looking forward to the coming months and years as we begin the implementation of this vision for a thriving Downtown Camden.

Sincerely,

A handwritten signature in black ink, appearing to read "Dana L. Redd". The signature is fluid and cursive.

The Honorable Dana L. Redd, Mayor





“The opportunity created by this new realignment of healthcare and higher education in Camden cannot be overstated; this is without question a moment for significant transformation.”

-Mayor Dana L. Redd

Photo Top: Aerial Downtown Camden

A large blue suspension bridge, likely the Bix Creek Bridge, is shown from a low angle looking up. The bridge's steel structure, including the towers and suspension cables, is prominent. A red rectangular overlay is in the top left corner, and a thin blue line is on the left side. The background shows a cityscape and a clear sky.

INTRODUCTION

Over \$430
million in
investment

Once a thriving industrial center, home to the RCA Victor Talking Machine Company and the New York Shipbuilding Company, the City of Camden, New Jersey experienced decades of population and business decline beginning in the 1950's. Camden struggled to rebound from the downward spiral of massive industry and job losses, changes in federal housing policies that incentivized suburban living, and the drug epidemic.

In July 2013, the unemployment rate in Camden was 16.8%, in contrast to 8.6% in the State of New Jersey and 7.4% nationally. The poverty rate in Camden is more than twice the national poverty rate at 36.6%. Today there is a growing cluster of educational, medical, and corporate institutions, which are becoming drivers of an emerging knowledge economy, advanced manufacturing, and food processing. Since 2011, over \$430 million of construction activity was undertaken in Downtown Camden, fueled by the growth of these medical, academic, and corporate anchor institutions.



Photo Left: Ben Franklin Bridge / Photo Top: Camden Waterfront, late 1990's / Photo Bottom: Camden Waterfront, 1920

The Camden campuses of Rutgers University, Rowan University, and Camden County College, along with Cooper University Health Care are located in Downtown Camden. Each is in the process of expanding its academic capacity, its physical footprint, and its financial investment in the city. Downtown Camden is beginning to regain some of its former density as new buildings including the Rutgers University graduate student dormitory, the new Cooper Medical School of Rowan University, and the MD Anderson Cancer Center at Cooper have risen from the ground.

Beyond institutional buildings, Cooper University Health Care is working in conjunction with the Camden Redevelopment Agency to develop new market-rate homeownership opportunities as well as high-quality public green spaces in the Cooper Plaza neighborhood to encourage employees to live near the hospital. The Cooper Foundation is also partnering with Norcross Foundation, Inc. to build and operate the KIPP Cooper Norcross Academy in the Lanning Square neighborhood within the Downtown.

Meanwhile, just east of the universities and Cooper, the Campbell Soup Company, Camden's largest private employer, invested \$130 million in the

renovation and expansion of its world headquarters in the Gateway District. Campbell Soup Company is developing 50 acres of the total 100-acre campus in the Gateway District adjacent to their world headquarters. Campbell Soup Company seeks to improve connectivity between its campus and these other institutions, and is encouraging other companies to locate on its corporate campus.

These investments by the anchor institutions and the long-term commitment they demonstrate hold promise for Camden's economic future. Regular and steady growth in these institutions is beginning to stimulate the local economy to the benefit of the city and its residents. These institutions made up more than 27% of the total jobs and over 37% of the total payroll in Camden in 2011. Despite the national economic downturn, the educational and medical services sector in Camden saw a 4.4% increase in employment from 2002 to 2012. Today, Camden has arrived at a critical moment of opportunity to foster the revitalization of an economically depressed Downtown as a result of a series of promising policy reforms.

1. Cooper Medical School of Rowan University

Rowan University invested \$139 million in their new medical school facility. The new six-story, 200,000 square foot medical school sits at the corner of South Broadway and Benson Street.

2. MD Anderson Cancer Center

Cooper University Health Care and the University of Texas MD Anderson Cancer Center partnered to open the new \$100 million cancer center. The new four-story, 103,050 square foot cancer center is located in the heart of the Cooper Health Sciences Campus.

3. Rowan University-Camden

Rowan University invested over \$10 million in the purchase and adaptive reuse of the First Camden National Trust Bank located at Cooper Street and Broadway. The building will house undergraduate and graduate classroom space.

4. Rutgers University-Camden Dormitory

Rutgers University-Camden invested \$55 million in a new state-of-the-art student housing facility. The new twelve-story building features over 100 apartments, commercial retail on the ground floor, and a green roof.



RECENT INVESTMENTS in Downtown Camden





The Opportunity

As a result of recent city, county, and state legislative reforms focused on public safety, education reform, and higher education realignment and investment, institutional growth in Camden will continue to accelerate at a scale that will fundamentally reshape the city. These policies are critical to supporting Camden's development to once again become a vital center in the region's economy. Four major policy reforms prime Camden for public and private sector investment.

Economic Opportunity Act (EOA)

Passed in 2013, the New Jersey Economic Opportunity Act (EOA) is a series of attractive tax credits and abatements that incentivize and enhance the financial feasibility of private sector capital investment, job creation, and housing development in the City of Camden. The Grow New Jersey Assistance Program (Grow NJ) and the Economic Redevelopment and Growth Program (ERG) are the two featured incentives programs under the EOA. Grow NJ provides incentives based on job creation for a benefit of up to \$15,000/employee per year over 10 years. Moreover, the incentives from Grow NJ are available to small companies with as few as 7 employees. The ERG provides a tax credit rebate of up to 40% of capital expenditures on point of sales retailers over a 10-year period. In addition, housing developers can secure an up front tax credit for up to 40% of the construction cost of their project. Finally, the EOA allows municipalities to adopt a citywide 20-year tax abatement where the first ten years of any new construction, rehab, or improvement qualifies for a tax abatement. The taxes are then phased in 10% annually until the property reaches full taxation rates at the 20-year mark. Please see the NJEDA website for more details. (www.njeda.com) The EOA will jumpstart private sector development just as the medical and educational anchors are restructuring and investing in making Camden a hub for health sciences.



Photo: Rutgers University-Camden Campus

Emerging as a hub for health sciences and medical research

Once a place of industrial innovation in the early 20th century, Camden is emerging as a hub for health sciences and medical research. This work is taking place within Camden's universities and hospitals as well as through synergistic partnerships with centers of innovation including the Coriell Institute for Medical Research, the Camden Coalition of Healthcare Providers, and the Drexel Plasma Laboratory.

Medical and Health Sciences Education Restructuring Act

In 2012, New Jersey adopted the Medical and Health Sciences Education Restructuring Act, which set the stage for Camden's institutions to build off their existing momentum to create the catalytic change Camden needs. Most relevant to the Camden community, this new legislation elevates Rowan University to a research university increasing access to funding, grants greater autonomy to Rutgers-Camden and a fairer share of university resources, and creates the joint Board of Governors for Rowan University and Rutgers University-Camden that will promote joint research and educational ventures in the health sciences.

Building Our Future Bond

Shortly thereafter in 2012, New Jersey voters authorized the \$750 million Building Our Future Bond issue for the construction of higher education facilities statewide. Locally, these bonds will fund the expansion of both the Rutgers and Rowan University campuses, and create a tremendous growth opportunity for Camden. These funds will support the development of a new Rutgers Nursing and Science Building.

In addition to promising institutional investment and growth, new county and state reforms are improving public safety and education in Camden. These policies are critical to improving the lives of city residents and to attracting others to live and to invest in Camden.

In 2013, Camden's police department completely transitioned to the regional Metro Police Department. This change doubles the number of officers on the street and is showing promising results in fighting crime. The first crime statistics since the regionalization of the police force were just released showing a 15% decrease in the overall crime index in Camden between January and August 2013, compared with the same period in the previous year.

Urban Hope Act

Finally, the 2012 Urban Hope Act enables the Camden school district to approve new "Renaissance" schools. Taking advantage of this legislation, the new KIPP Cooper Norcross Academy at Lanning Square will begin operation in Lanning Square in September of 2014 and a new K-8 building will open in 2015. The new KIPP School is based on a successful charter school model that has been replicated around the country. Renaissance schools in addition to many other charter schools in Camden will offer a variety of educational options and greater school choice for Camden families. At the same time, in 2013, the State took over the Camden school district in order to improve the performance of neighborhood schools.

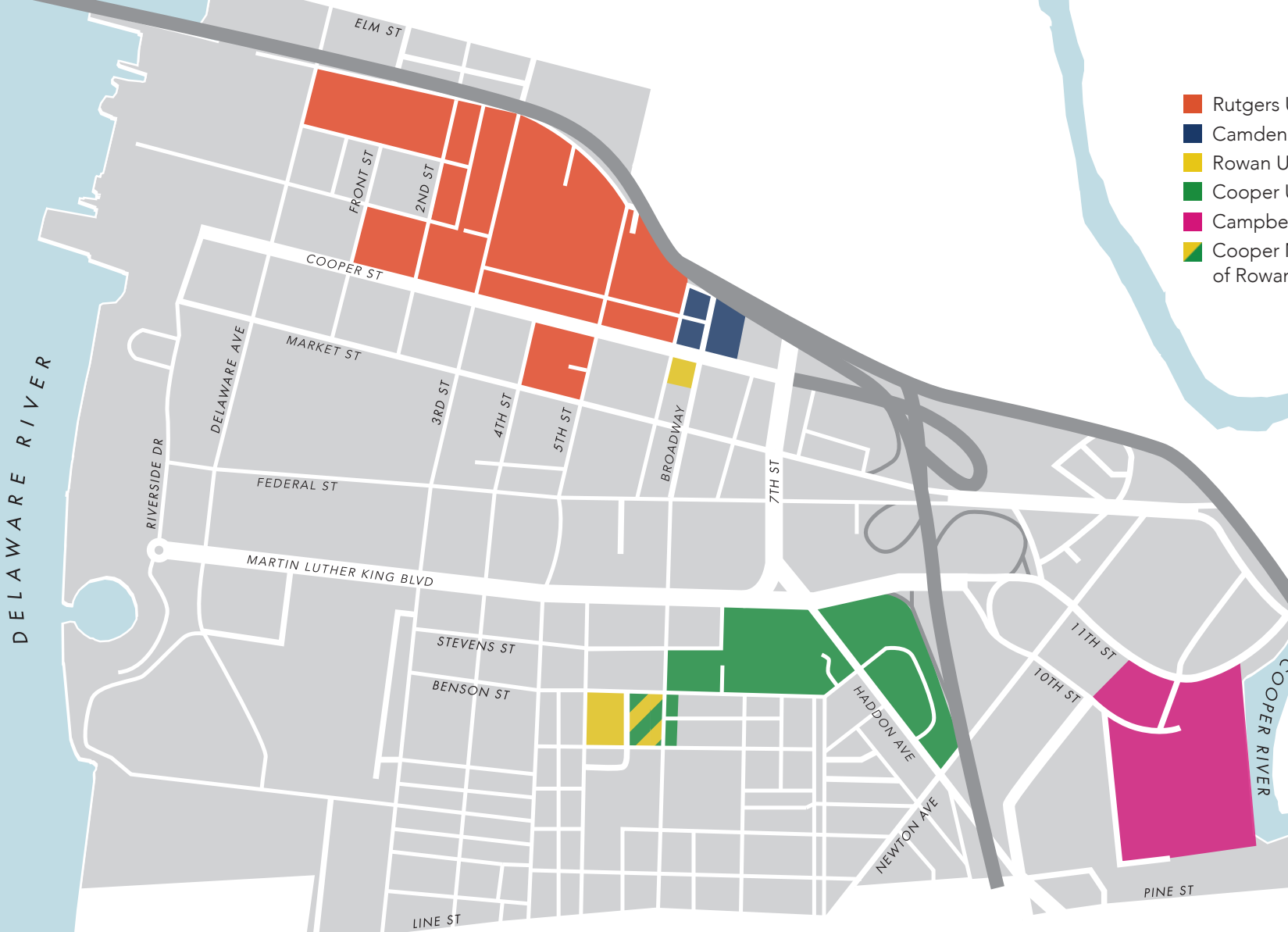
These institutions made up more than 27% of the total jobs and over 37% of the total payroll in Camden in 2011.



Photo: NJ Transit RiverLine traveling through "Block N"

Existing University and Anchor Institution Presence in Downtown Camden

- Rutgers University-Camden
- Camden County College
- Rowan University
- Cooper University Health Care
- Campbell's Soup Company
- Cooper Medical School of Rowan University





The Challenges

Despite significant institutional presence and game changing legislation, Downtown Camden continues to face challenges as a disinvested urban center. There is a critical need for Camden to capitalize on the potential near-term physical investment provided through the Building Our Future Bond Act and the Economic Opportunity Act to implement permanent and positive change. To leverage the opportunity that this public funding offers, Camden's institutions must work together with government and local partners to look holistically at Downtown Camden. New buildings and other physical improvements must be located and designed to geographically connect educational, medical, and corporate facilities. This holistic planning approach will support a thriving health sciences campus, and foster a fully integrated and cohesive Downtown for everyone.

There is a need to harness institutional growth to support the development of a vital central business district and downtown community. Fostering commercial development in the Downtown will provide a destination for

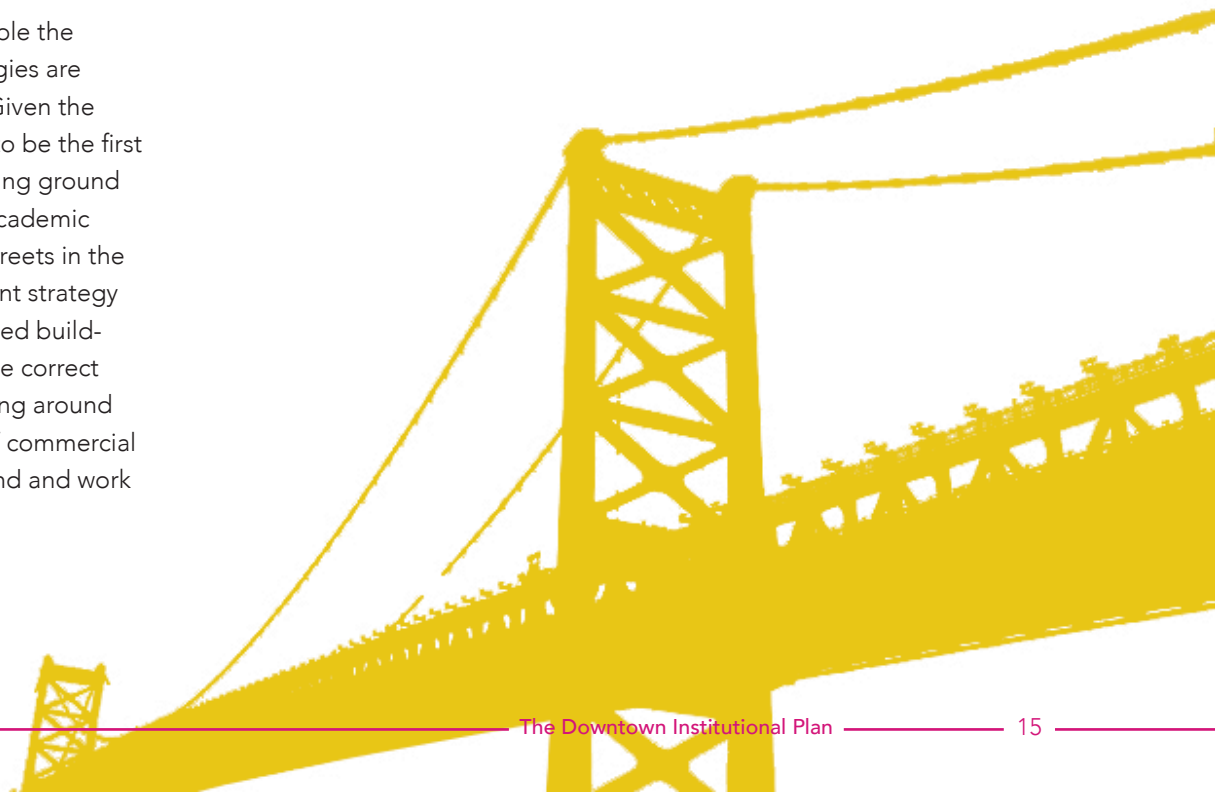
people living, working, and visiting the city. To-date, residential and private sector investment has lagged behind institutional growth. Institutional investment must be leveraged to attract students and employees as well as small businesses and retailers to locate in Downtown Camden.

Of the 7,000 employees working at the local institutions, only 2% live in Downtown Camden. And of the 11,000 students who study in Camden, only 825 students or 7.6% of the student population live in the City of Camden. A market demand study conducted by U3 Ventures, a strategic advisory services consultant featured in the Demand Analysis section of this report, found that potential demand for retail far outstrips the existing supply. Due to the existing retail mix, however, the demand from these institutions does not financially support the existing 85,000 SF of retail in the Downtown as employees and students choose to eat, shop, and live in the adjacent suburbs or Philadelphia.



Photo Top: RiverLine tracks through "Block N"

Downtown Camden holds the potential to support almost double the amount of retail square footage if the right placemaking strategies are implemented in centrally located buildings in the Downtown. Given the market in Camden, educational and medical institutions need to be the first developers of retail to help jumpstart the market by incorporating ground floor retail space into their new academic buildings. The new academic buildings proposed in this plan are centrally located on main streets in the Downtown. Critical to the success of this economic development strategy is locating the retail on the ground floor of these centrally located buildings to promote a walking commercial corridor, and creating the correct retail mixture to get the students and employees out and walking around Downtown Camden. As Downtown Camden becomes a hub of commercial activity, more students and employees will be attracted to attend and work at Camden's medical and educational institutions.



The Downtown Gap

- Universities and Institutions in Downtown Camden
- - - The Gap, Outlined



The Downtown Institutional Plan

Within this context of opportunities and challenges, and in particular, in anticipation of the bond funding, Camden's institutions, including Rutgers-Camden, Rowan University, Cooper University Health Care, Cooper Medical School of Rowan University, Camden County College, and the Campbell Soup Company together with the City of Camden and Camden County created a new physical and economic development plan that ties together the long-term interests of the institutions, the city and its residents. The Downtown Institutional Plan provides a unifying physical plan and economic strategy so that the ultimate impact of anticipated academic and research building projects is greater than the sum of its parts and brings transformative economic benefits for the City of Camden.

Through a yearlong planning process, these institutions developed a plan, which meets the goals and objectives of each institution, while at the same time setting forth strategies to geographically connect the campuses of Rutgers-Camden, Rowan University, Cooper University Health Care, and Campbell Soup Company, across the Downtown. This plan creates a unified campus in the heart of Downtown Camden that builds upon the City's existing assets—transit infrastructure, open

space, cultural and entertainment venues, government offices, and retail—in order to greatly enhance the area's social and economic vibrancy.

The physical investments proposed in this report focus on the targeted improvements needed to increase Camden's academic and research capacity and to enhance transit, infrastructure, public spaces, and other amenities that will support new investments and improve the environment around these new educational buildings. These physical investments are confined to the Downtown Camden study area, which is defined by Elm Street to the north, the Cooper River and Admiral Wilson Blvd. to the east, Line Street to the south, and the Delaware River to the west.

These initial investments are the beginning of a longer-term strategy for Downtown Camden to attract a residential base of students and employees who currently commute into Camden to study and work. Subsequent phases of the strategic economic development plan will build off these initial physical investments to include wider state policy initiatives and targeted ancillary development that will increase the percentage of students and employees living and shopping in Downtown Camden.

It is estimated that Downtown Camden could support over 60,000 square feet of additional retail and over 1,000 new housing units. For more information, see the Economic Demand section of this report.

The implementation of the Downtown Institutional Plan will create an epicenter of institutional redevelopment that will help to spur opportunities for private sector investment in the adjacent residential neighborhoods. As Downtown Camden generates greater economic activity, residents in the adjacent neighborhoods will benefit from improved access to goods and services, as well as living wage jobs within the construction trades and in the educational and health services sector.

filling the gap

Fostering A Collaborative Approach To Institutional Growth

There is a new level of cross-institutional collaboration taking root in Downtown Camden. One key example is Cooper Medical School of Rowan University (CMSRU), which was developed through a partnership between Cooper University Health Care and Rowan University. CMSRU is able to provide unique learning opportunities to its students through additional strategic partnerships such as the ones with the Coriell Institute and the Drexel Plasma Laboratory. Medical students have access to highly specialized curriculum and research opportunities in the field of human genomics and personalized medicine. Similarly, the future Rutgers Nursing and Science Building and the growth of both Rutgers and Rowan will foster and strengthen academic and medical sciences research across disciplines and institutions.

The goal of the Downtown Institutional Plan is to build on these emerging synergies to focus collectively on restoring the built environment, physical fabric, and the economic vitality of Downtown Camden. The planning process brought key institutional, corporate, and government stakeholders together to look at their individual projects within this larger context. The Downtown Institutional Plan sets forth

recommendations that ensure that institutional dollars invested in Downtown Camden leverage the greatest economic benefit possible for the entire city. Individually, the institutional campuses will grow and provide direct benefits to the city's economy; however, it is the collective capacity and the planned effort to increase private sector presence and the percentage of employees and students that shop and live in Downtown Camden that will spur the City's revitalization.

Bridging The Disconnect

While the existing Downtown institutions are located in close proximity to one another, they are physically disconnected and the experience on the ground is that the distance between the campuses is greater than the reality. Rutgers-Camden, Camden County College and Rowan's non-medical school facilities are located between Cooper Street and the Ben Franklin Bridge, in an area branded as the "University District" which is north of the Downtown cluster of government administration buildings and commercial corridors that constitute the City's central business district (CBD).

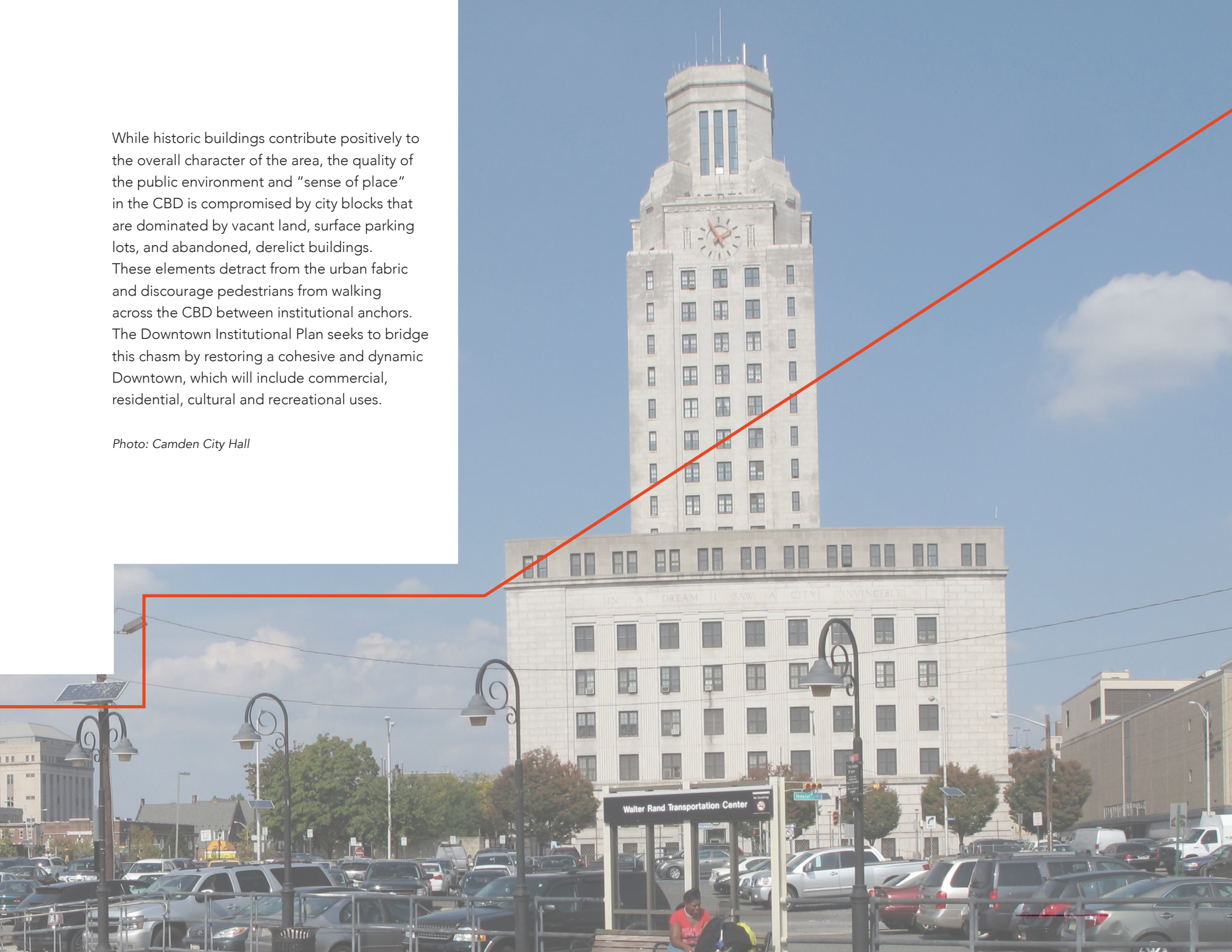
South of the CBD and Martin Luther King Boulevard, Cooper Medical School of Rowan University (CMSRU) and Cooper University Health Care are located in the "Health Sciences Campus." Even though the CMSRU is just three blocks from the Rutgers-Camden campus, the two institutions are completely disconnected because of the character of those intervening blocks.

The area between the University District and the Health Sciences Campus, is largely characterized by a mix of large government buildings, small-scale retail and food establishments, professional offices, vacant and underutilized properties, and poorly designed public transit infrastructure. There is a scattered collection of well-preserved historic buildings and parks that speak to Camden's illustrious past, including Camden's iconic Art Deco City Hall building and the adjacent newly restored Roosevelt Plaza.



While historic buildings contribute positively to the overall character of the area, the quality of the public environment and “sense of place” in the CBD is compromised by city blocks that are dominated by vacant land, surface parking lots, and abandoned, derelict buildings. These elements detract from the urban fabric and discourage pedestrians from walking across the CBD between institutional anchors. The Downtown Institutional Plan seeks to bridge this chasm by restoring a cohesive and dynamic Downtown, which will include commercial, residential, cultural and recreational uses.

Photo: Camden City Hall



An aerial photograph of a city street intersection. A large yellow semi-transparent box is overlaid on the top left portion of the image. The text 'DEVELOPMENT OPPORTUNITIES' is written in white, bold, sans-serif capital letters within this box. The background shows a dense urban environment with various buildings, including a large white multi-story building, a brick building, and a modern building with a solar panel array on its roof. A streetcar is visible on the tracks in the foreground, and several buses are at a stop. The text 'WALTER RAND TRANSPORTATION CENTER' is visible on the side of a building. The overall scene is brightly lit, suggesting a sunny day.

**DEVELOPMENT
OPPORTUNITIES**

**Critical
focal points**

PROPOSED BUILDINGS PHASE 1

The Downtown Institutional Plan identifies key locations where new buildings can be sited to strengthen physical linkages between institutions. The plan also emphasizes the importance of ground floor retail, public plazas, enhanced public transit facilities, and pedestrian and bicycle linkages to foster an urban environment where students, corporate and institutional employees, and current residents will feel welcome. The following three buildings represent a nexus of the institutions and are critical focal points for development within the next three to five years.

Proposed Buildings, Phase 1

- Existing Campuses
- Development Opportunities, Phase 1
- "Block N"

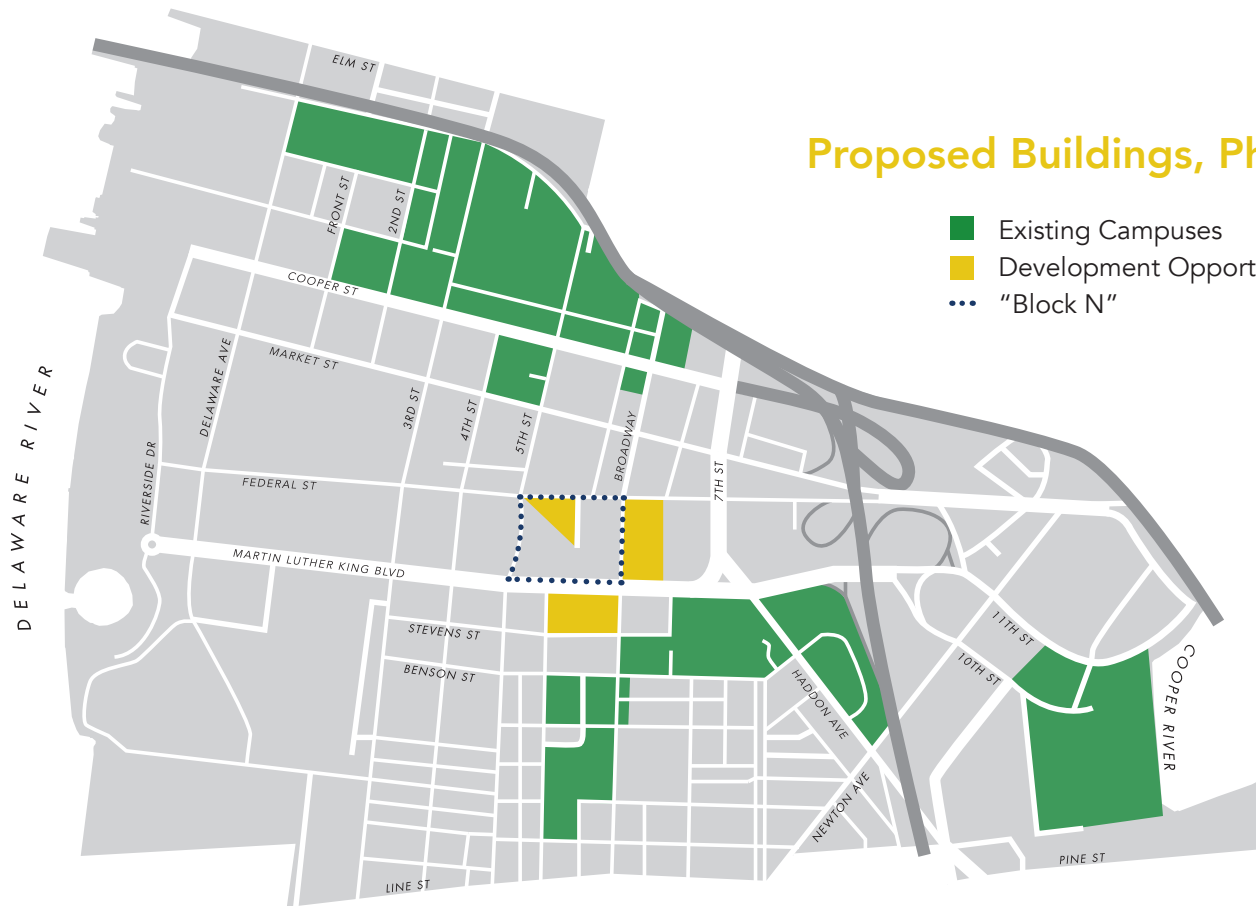
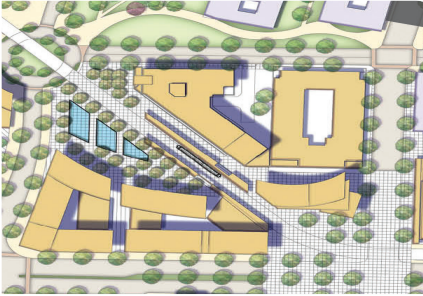
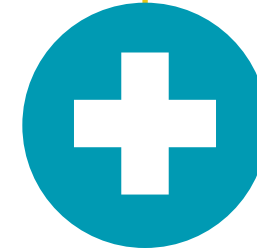


Photo Left: Aerial of southeast corner of "Block N"



Phase 1: Rutgers Nursing and Science Building



“Block N”

Over the years, many business and economic development plans identified Block N as the critical block for development in the Downtown. Block N is centrally located within just a few blocks of Camden’s major academic and medical institutions, waterfront attractions, and the various transportation lines that connect riders to Philadelphia and much of Southern New Jersey. Studies identify Block N as a great location for office, commercial, and high-density residential development. The development of the Nursing and Science Building at this site is the first step towards unlocking the potential development identified.

Rutgers-Camden will build a new 120,000-150,000 square foot Nursing and Science Building, further expanding the medical and health services sector in Camden. Located just blocks away from the newly renovated Cooper University Health Care campus and the new state-of-the-art Cooper Medical School of Rowan University, the Rutgers facility will allow its School of Nursing to expand and introduce a Master of Science in Nursing (MSN) and a Doctor of Nursing Practice (DNP) programs and other science research programs, acting as a key partner in Camden’s health sciences hub in Camden.

The Nursing and Science Building is planned for development at the intersection of 5th and Federal Streets, at the vacant northwest corner of “Block N”, which is bisected by the RiverLine light rail alignment. This is the first step towards connecting the Rutgers-Camden and County College academic campuses to the north and the Rowan-Cooper health sciences campuses to the south. Additionally, Block N is centrally located near City Hall, the County Courthouse, and the Walter Rand Transportation Center. Development of the Nursing and Science Building at this location will be a highly visible physical investment in Camden and will be a catalyst for additional public and private development in the surrounding blocks and parcels.

The Downtown Institutional Plan recommends that the Nursing and Science Building be developed with commercial space on the ground floor facing Federal Street and the County Courthouse to provide a yearlong node of retail activity for students, staff, and residents to eat, shop, and meet within the Downtown business district. This activity will cultivate an inviting and safe environment around the Nursing and Science Building by increasing foot traffic and eyes on the street along Federal Street, 5th Street, and Broadway.

Photo Right: Conceptual Rendering of Rutgers Nursing and Science Building



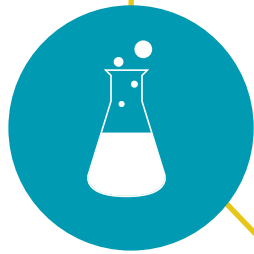
Downtown Cafe

BOOKS & CUPCAKES

DIGITAL IMPRESSIONS

A CITY FOR WALKING

CLOUTIER



Phase 1: Health Sciences Research and Academic Building

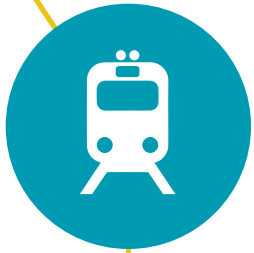
The Health Sciences Research and Academic Building is an initiative of the joint Board of Governors for Rowan University and Rutgers University-Camden. The 110,000-140,000 square foot building will contain classrooms, lab space, lecture halls, and cutting-edge computational biology programs. The building will also house physician's assistant (MPA), and doctoral programs in occupational therapy and physical therapy related to Rowan University's School of Public Health.

The Health Sciences Research and Academic Building will be a critical point where both campuses physically overlap. The building will be located at the southwest corner of the Martin Luther King Boulevard and Broadway. It will be located one block away from the Rutgers Nursing and Science Building, the Cooper Medical School of Rowan University, the Cooper University Health Care campus, and across the street from the Walter Rand Transportation Center. The Health Sciences Research and Academic Building will provide a critical connection between the various academic and medical institutions and the rest of Downtown Camden.

Photo Top: Conceptual Rendering of Health Sciences Research & Academic Building

The Walter Rand Transportation Center (Walter Rand) is the regional transit hub for Southern New Jersey, located on Broadway between Federal Street and Martin Luther King Blvd. From Walter Rand, passengers can travel on the RiverLine to Trenton, on PATCO to Philadelphia or Lindenwold, NJ, and on twenty-six New Jersey Transit bus lines to points throughout the region.

While the number of available transit connections is impressive, Walter Rand's aged building façade and waiting area are eyesores that create the perception for commuters and residents alike that the area is unsafe and disorganized.



Phase 1: Walter Rand Transportation Center

With no interior signage or information kiosks, riders coming into or departing from Walter Rand feel disoriented when trying to make transit connections or setting out to their destination in Downtown Camden.

The current layout of Walter Rand includes three boarding areas for buses, two boarding areas for train lines, and a taxicab queuing area across the street. This design results in confusing pedestrian and vehicular traffic patterns and requires that half of the bus stops be located outside, leaving waiting passengers exposed to the elements.

While some Downtown employees and students do use Walter Rand, it is not surprising that despite the proximity of the transportation center to local education and medical institutions, informal surveys reveal that many employees choose not to use the center because it feels chaotic and unwelcoming.

Located one block away from the proposed Nursing and Science Building and Health Sciences Research and Academic Buildings, Walter Rand will become an even more critical connection for pedestrian and vehicular traffic in the near future and it is essential that these concerns be addressed.

New academic buildings will greatly increase commuter traffic traveling to Camden both via car and public transit, but also when plans are implemented to strengthen the connections

between the Cooper University Health Care and the central business district, improved access for Cooper University Health Care employees to Walter Rand could result in many more potential public transit riders.

Walter Rand must be reconstructed and traffic patterns reconfigured to provide a safe and inviting environment to Camden's students, employees, and residents. This redesign must streamline bus, taxi, and train access so that it is easier to navigate both within the transportation center, and also in and around the City of Camden.

Recommendations that will shift the perception and experience of riders include enhancement of the building façade, renovation of the interior waiting area to include retail amenities and installation of wayfinding signage.

In order to improve pedestrian and vehicular traffic flow and convenience, it is recommended that 400 new parking spaces be added and that all bus stops be relocated within the transportation center to one central indoor location. These improvements will allow for better external traffic circulation and an improved experience for passengers and bus drivers. For more information, refer to the mobility section of the report. A feasibility study is currently underway to analyze the current location of the Walter Rand Transportation Center and the potential for a complete redesign.

PROPOSED BUILDINGS PHASE 1

BUILDING

DETAIL

Rutgers Nursing & Science Building



120,000 sq. ft.
\$61 million
5th & Federal

Health Sciences Research and Academic Building



110,000 sq. ft.
\$79 million
5th & MLK Blvd.

Walter Rand Transportation Center



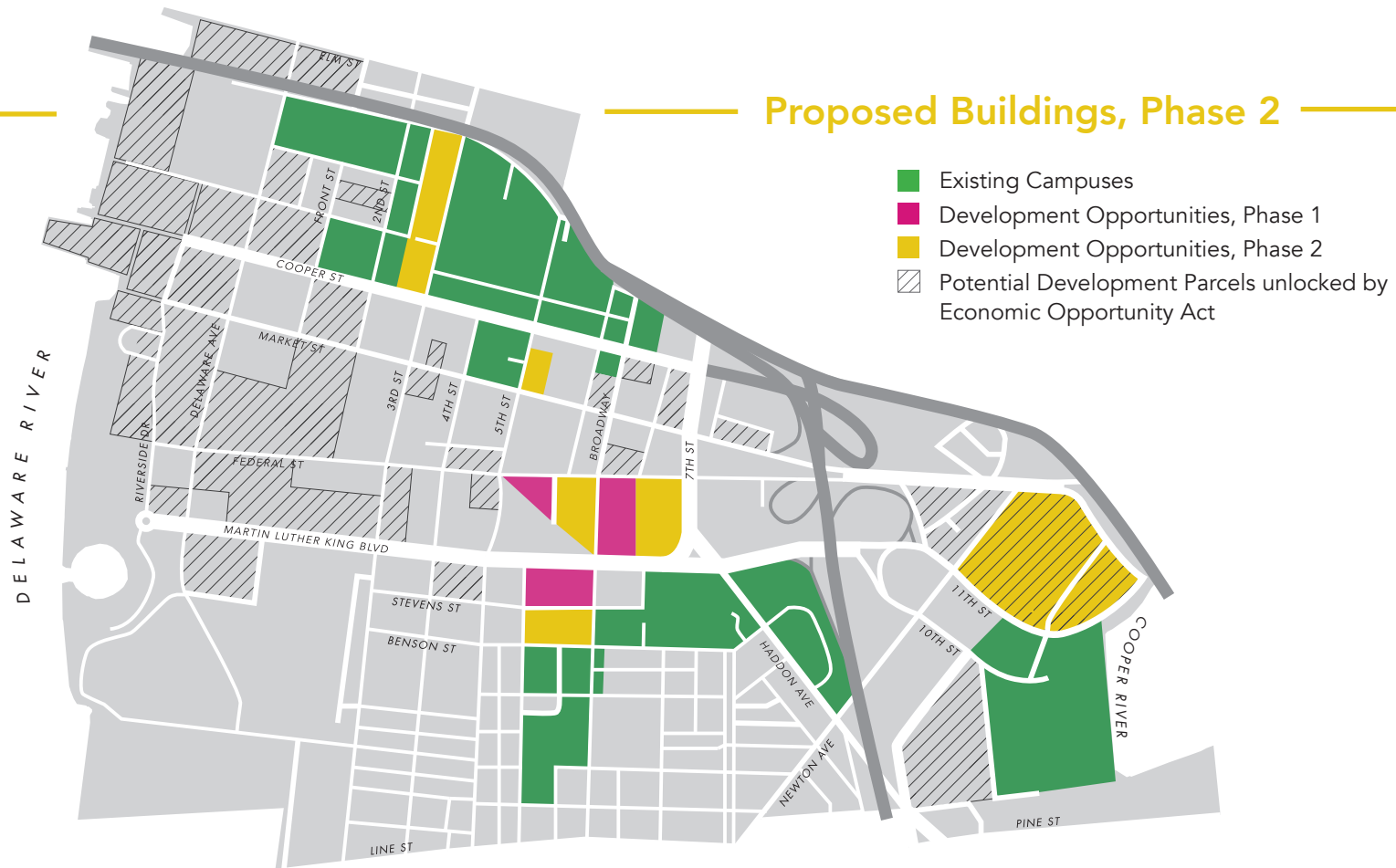
450,000 sq. ft.
\$18.5 million
Broadway & MLK Blvd.

The informational graphic above represents the total number of square feet in development for each of the three major buildings. Listed to the right of the blue bars is the actual square feet, estimated cost, and location.

Further development from Rutgers University-Camden and the Campbell Soup Co. will take place in a second, ancillary phase of the institutional expansion. Concurrent to the second phase of institutional development is development catalyzed by the Economic Opportunity Act (EOA). Highlighted below are the most viable parcels for investment in the Downtown.

PROPOSED BUILDINGS PHASE 2

Proposed Buildings, Phase 2





Campbell's

CAMPBELL SOUP COMPANY CHRONOLOGY 1962-2010

Year	Event
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CAMPBELL SOUP COMPANY CHRONOLOGY 1962-2010

There's a fine print thing I hope I didn't miss. Keep you up on the not even back about...

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Phase 2: Campbell Soup Campus

The Campbell Soup Company's World Headquarters is located on the eastern edge of the Downtown in the Gateway District. The Gateway District is defined by I-676 to the west, Admiral Wilson Blvd (Route 30) and Federal Street to the north, the Cooper River to the east, and Pine Street to the south.

Recognizing the enormous opportunities that exist to build off of its newly rehabilitated, world-class headquarters, Campbell Soup Company recently finished *The Gateway District Vision and Marketing Plan*, which outlines development scenarios for the 45 acres of land surrounding its facility. The plan sets forth a vision for a safe, distinct, accessible, and sustainable corporate hub in the Downtown containing a diverse range of corporate tenants.

Strengthening the Gateway District's connection to the heart of Downtown Camden is critical to the success of this envisioned corporate center. Campbell's plan highlights the opportunities to connect its campus and its proposed Gateway District development to existing and future academic and medical buildings, as well as transit, retail, and cultural amenities in Downtown Camden.

Enhancing the pedestrian, bicycle, public transit, and vehicular connections from the Campbell Soup site will increase easy access and encourage employees to shop, live, and play in Downtown Camden. In particular, two public transit connections are needed. The first, a station that would provide access to the existing Camden-Trenton RiverLine and the second, a Patco High Speed Line that would connect into Southern New Jersey and Philadelphia. These two stations would greatly serve the Gateway District Redevelopment Plan and the Cooper Health Sciences Campus. Establishing stronger multi-modal physical linkages can also be a catalyst for greater collaboration between Campbell Soup and Rutgers-Camden, Rowan University, and Cooper University Health Care.



Campbell's

Photo Left: Campbell Soup
World Headquarters located
in Downtown Camden

RUTGERS

CAMDEN

Rutgers-Business School

Rutgers-Camden is in discussions regarding building a new business school. The business school will help to further connect the academic campuses across the Downtown.

Plans for the business school will include ground floor retail that caters to students, employees, and residents that visit and live in the Downtown. With ground floor retail, the Business School will play an important role in anchoring and animating the walking corridors connecting to the new Nursing and Science Building.

Park and Structured Parking Garage

Future build-out of the educational and medical institutions in the Downtown will require investment in increased parking capacity. One potential site for a new structured parking facility and roof top park that could satisfy projected demand is just north of the Ben Franklin Bridge between Delaware Avenue and Front Street.

The proposed garage would be adjacent to educational institutions and would have the added benefit of providing ADA access to the Benjamin Franklin Bridge through an elevator shaft that would

connect directly from the bridge to the street level. Preliminary plans for the garage also call for athletic playing fields to be built on the roof of the garage and a security station to be located on the ground floor to improve public safety. The garage will be owned and operated by the Parking Authority of the City of Camden.

Rutgers-New Dormitories

Rutgers-Camden's academic growth necessitates the expansion of graduate and undergraduate student housing options. The number of Rutgers students living on or near campus is anticipated to grow to 2,000 in the next few years.

New dormitories are proposed for the heart of the Rutgers-Camden campus, in-filling this urban campus with new student housing opportunities which will be in close walking distance to the student center, athletic facilities, and academic buildings.

The growth of a community of Rutgers students living, studying, and working in Camden will support new retail and residential development in the Downtown.

Photo Right: Existing Rutgers University-Camden campus




building a
new home



MOBILITY



**Camden is
perfectly
situated**



One of Downtown Camden's most competitive assets is its location in the region, across the Delaware River from Center City Philadelphia and easily accessible by road, public transit, and via the Circuit, the region's growing multi-use trail network. From Camden, there is easy access to all major South Jersey arterials, the Benjamin Franklin and Walt Whitman Bridges, as well as Interstates 95 and 676. PATCO and the RiverLine connect Camden to Philadelphia, Trenton, and the Amtrak Northeast Corridor.

The City of Camden, with its county, state, federal, and private sector partners is also dedicating significant resources to improving circulation within the city so that residents, workers, students, and visitors are able to smoothly reach their destinations via multiple modes of transportation. Over the past decade, over \$50 million dollars was invested in improving Downtown roadways, utility infrastructure, historic streetscape enhancements, and wayfinding signage on many of the major corridors.

It is critical to continue this work to rehabilitate and enhance transportation infrastructure in Downtown Camden with an emphasis on improving circulation and connectivity between current and future institutional anchors, public transit station stops, and other key assets in order to shape a positive experience for pedestrians, bicyclists, and drivers traveling to and around the city.

In order to foster a more cohesive and vibrant Downtown in which the public feels confident and comfortable walking to and between the educational, medical, and corporate campuses, special emphasis must be placed on cultivating safe and inviting corridors. Smaller street-level enhancements like brick sidewalks, bike lanes, signage, lighting, landscaping, and lively public spaces will help to encourage Downtown residents, employees, and students to get out and walk or bike around.

In reality, Downtown Camden is very compact. It is only a 1.5-mile walk across the Downtown from the Delaware River on the Camden Waterfront to the Cooper River in Campbell Soup Gateway District. Yet, as described previously, sections of Downtown feel disparate and isolated. The following eight mobility improvements are designed to "shrink" the Downtown by improving the public environment and increasing the ease and options for pedestrians, bicyclists, and drivers to travel to and around the Downtown.

These interventions address mobility, and in doing so they encourage interaction, collaboration, and vibrancy in the Downtown, ultimately improving economic and social opportunities citywide.

Photo Left: Ben Franklin Bridge

New Public Transit Stations

While Downtown Camden is served by both the RiverLine and PATCO, both transit lines make a limited number of stops within the City of Camden and as a result do not maximize potential transit ridership or transit-oriented development opportunities in Camden. Creating new transit stations on the outer reaches of Downtown Camden will increase ridership, pedestrian travel in the Downtown, and stimulate new economic development activity.

A new RiverLine station stop will be developed east of I-676 in the Gateway District towards the eastern end of Downtown Camden in order to better serve the thousands of employees of Campbell Soup Company and its future corporate tenants.

A new PATCO station is proposed to serve Campbells Soup Co., the Cooper University Health Care campus, and the Cooper Plaza neighborhood.

Connecting the eastern and southern edges of Downtown to Camden's transit network enables thousands of employees to use public transit in their daily commute to work as well as access to the Downtown and Waterfront during the day. Currently, walking to a public transit stop from the Campbell Soup site and the southern end of the Cooper University Health Care campus is unattractive to employees and visitors due to a lack of safe pedestrian connectivity and distance.



Transportation Center

The Walter Rand Transportation Center holds the potential to become a highly successful and heavily used transit hub. The RiverLine, PATCO, and all Camden bus lines intersect at the transportation center, making it a major gateway to the City of Camden. Unfortunately, transit users at the Walter Rand are faced with an outdated and unwelcoming facility perceived to be unsafe. Redesign of both the aesthetic and functional aspects of the Walter Rand will transform an

existing facility into a true amenity in Downtown Camden by improving the arrival and departure experience for travelers, increasing transit efficiency, and increasing ridership. The proposed enhancements will capitalize on an underutilized asset in Downtown Camden and work to optimize usage, safety, and aesthetics. For more information, refer to the Buildings section of the report.

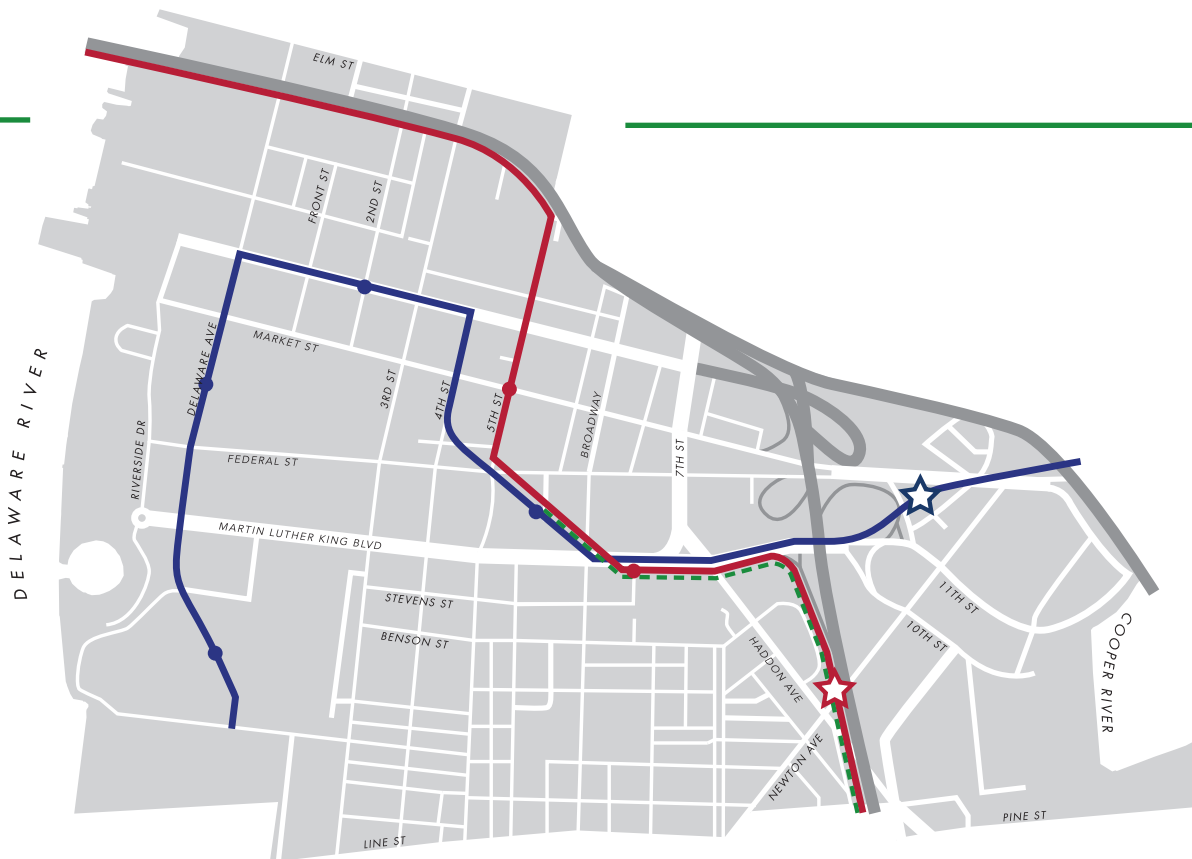
Photo Top: Conceptual rendering of new Walter Rand Transportation Center

These new transit stops will unlock the capacity and potential for the development of large swathes of currently vacant land adjacent to Campbell Soup and the Cooper River. Introducing these two transit stops will allow this area, which is currently only accessible by car, to be accessed by travelers on foot, increasing the economic viability of the site.

Moreover, plans are underway for the development of a new Glassboro-Camden commuter rail line (GCL). The GCL will connect the Rowan University's Camden Campus with their main

Glassboro Campus. Rowan University is planning major academic infrastructure enhancements to their main campus. The GCL will allow for an easy flow of Rowan University students between these two communities and campuses. Further, the GCL will expand Camden's importance as a hub in the regional public transit network. The Glassboro-Camden commuter line should include at least two station stops within Downtown Camden. One should be located at the Walter Rand Transportation Center, the central transfer point for all mass transit servicing Southern New Jersey. A second stop should be developed at the

southern edge of the Cooper University Health Care campus to connect fully with the southern edge of the Downtown to service hospital and corporate anchors. The GCL is expected to share a track with the RiverLine west of the Walter Rand Transportation Center stop to maximize the existing transit infrastructure.



Public Transit

- Riverline
- Existing Stops
- ★ Proposed New Stop
- Patco Speedline
- Existing Stops
- ★ Proposed New Stop
- Proposed Glassboro-Camden Line



Streetscape Enhancements

The degree to which investments in academic buildings in Downtown Camden will leverage a broader revitalization for Downtown Camden hinges significantly on Camden’s ability to cultivate a positive and enjoyable experience for pedestrians. Creating a unified downtown requires physical improvements to aged streets and sidewalks that will help to extend the sense of safety that exists in the university campus environment to the streets of Downtown Camden.

Students walking across Downtown Camden to and from the new academic buildings should feel safe and engaged by their urban experience. Improvements should be prioritized for the north-south corridors of 4th Street, 5th Street,

6th Street, and Broadway, which will be heavily used by pedestrians and bicycles traveling between campuses.

Streetscape enhancements—including wider brick sidewalks, landscaping, historic lighting, as well as bicycle lanes will encourage pedestrian and bicycle use. Streetscape enhancements should be developed to the design standards established for the Interior Gateway located in the Cooper-Grant neighborhood adjacent to the Rutgers University-Camden Campus. As foot traffic levels increase, the potential for small-scale retailers to open for business on these streets will grow as well, further activating these streets and animating the urban environment.

Bus Circulator

A circulator bus will facilitate fast and efficient travel around Camden to the educational and medical campuses. The circulator bus is a quick, efficient, low-cost, transit system that will operate on a fixed loop throughout Downtown Camden.

Street Grid Circulation

There are several key Downtown street grid modifications that will improve vehicular traffic flow, walkability, and bicycle safety.

Previously conducted studies of traffic circulation in Downtown Camden recommended the conversion of two major one-way arterials-- Mar-

Photo Top: Panorama of Downtown Camden



ket and Federal Street into two-way streets. A complete redesign of these streets creates the opportunity to establish two-way traffic circulation, greatly improve traffic circulation in Downtown Camden and creates the opportunity for dedicated bike lanes. The right-of-way on Market and Federal Streets are both wide enough to accomplish these modifications quickly and without major disruption to current circulation patterns.

Additionally, 5th street will be converted to two-way traffic from Cooper Street to Martin Luther King Blvd. The conversion of 5th street completes two-way traffic flow around the proposed development of the Nursing and Science Building, Joint Health Sciences Research and Academic building, and increases vehicular access to the Walter Rand Transportation Center.

Two additional proposed street grid modifications are the extension of Front and Second Streets from where they currently dead-end at Market Street to Martin Luther King Boulevard. In order to reduce cramped traffic circulation and to allow greater north-south traffic flow across town, the recommendation is to extend these streets through the current L-3 Communications campus and New Jersey Economic Development Agency's Technology Park's parking lots. These street extensions will complete the Downtown street grid, improve traffic flow, and create shorter and more welcoming city blocks for pedestrians along Market and MLK Blvd.

Traffic Roundabout

Federal Street, 5th Street, and the RiverLine all intersect at the southwest corner of Roosevelt Plaza, adjacent to the proposed location for Rutgers Nursing and Science Building. This intersection is the only location in Camden where the RiverLine diagonally transects an existing traffic intersection. The result is a dangerous and confusing sea of asphalt that is inefficient for pedestrians, cars, and the RiverLine. Calming the traffic at this intersection with a traffic roundabout will introduce more green space while allowing for the safe passage of pedestrians and vehicles. If this roundabout is constructed, 5th Street can be restored as a two-way thoroughfare, enhancing access to Cooper Street and Martin Luther King Boulevard.

a critical link in the regional trail network

Parking

Local educational and medical institutions report a need for additional parking for students, employees, and visitors in Downtown Camden. This situation will soon be compounded by institutional growth, which will increase parking demand, while simultaneously diminishing spaces. Most of the proposed academic building development will occur on existing surface parking lots, eliminating over 300 parking spaces within the next two years.

It is important to proactively prepare for the simultaneous decrease in parking availability and the increased demand. It is clear that projected increases in student and employee traffic to Downtown Camden will necessitate a parking plan for the future that includes structured parking lots in the Downtown as well as enhancements to mass transit.

The additional 400 spaces to be developed at Walter Rand will help to satisfy existing and short-term demand. However, the longer-term demand will far exceed capacity at Walter Rand, especially as the student population at CMSRU and Rutgers Nursing and Science Building grows. Current plans require both the inclusion of a structured parking garage in future buildings, but also remote parking along the fringes of the Downtown. The proposed circulator bus and existing transit lines in the Downtown will help employees and students to travel from the remote parking garages to their final destination.

Camden GreenWay Trail Network

The Camden GreenWay is a contiguous linear active transportation trail that connects a series of waterfront parks, greenways, and nodes of activity throughout Downtown and the City of Camden. The Camden GreenWay is a critical link in The Circuit, a regional trail network that extends over the Ben Franklin Bridge from Philadelphia into Downtown Camden from which it extends throughout Southern New Jersey.

Cooper's Ferry Partnership is making strategic investments in key segments of the Camden GreenWay network with the support of the William Penn Foundation. Cooper's Ferry Partnership is prioritizing the development of two Downtown north-south on-road trail connections on 5th and 7th Streets, which connect into completed trails on MLK Boulevard and Pearl Street. These trails allow significantly improved bicycle access to and between Downtown institutions, commercial corridors, the Ben Franklin Bridge and neighborhood access points.

Photo Right: Trail Network and Parking along Camden Waterfront



PUBLIC SPACES & GATEWAYS

A sense of arrival



Public spaces such as the newly re-created Roosevelt Plaza Park can serve to cultivate a sense of place and provide informal gathering places for the public to enjoy. Downtown Camden needs more well-designed and managed outdoor public spaces in which people can eat lunch with friends, enjoy a warm spring day, or take in the sights and sounds of the city.

As academic campuses expand, the planning and development of additional attractive public spaces must occur concurrently. In Downtown Camden, new attractive plazas will offer common spaces in which a diverse mix of residents, employees, students, and visitors can congregate, interact, and relax. Active and passive programming is needed to establish these plazas as destinations for students, employees, shoppers, and residents in the Downtown. The academic and medical institutions will use the plazas for programming and events for their respective institutions.

The two proposed plazas on Block N are the primary focus of the public space investments in the Downtown. Both plazas encompass sections of the RiverLine alignment and should be designed to allow freedom of movement for pedestrians to cross the light rail track. Plazas should be enhanced with landscaping elements as well as flexible seating and table arrangements in order to maximize use of the space and to create an appealing environment.

Similarly, Gateways reinforce a sense of place and convey a message to the public that they have arrived somewhere that is important, well managed, and welcoming.

Photo Left: Joan Davis Park

Photo Bottom: Public plaza bisected by Riverline





Connecting Campuses With Public Spaces

Public Plazas

Fostering animated and well-programmed public spaces is essential to cultivating a unified urban campus that is integrated into a vibrant downtown. Public plazas will help to anchor the primary corridors connecting Rutgers-Camden to the Rowan University and Cooper University Health Care Campus and to serve as the connective tissue between buildings. These civic spaces will be designed for pedestrians to travel through safely and enjoyably, and also to choose to sit and stay.

The first Block N plaza will be located adjacent to the Nursing and Science Building on a triangular parcel to the south of the RiverLine tracks. Currently, the location serves as a surface parking lot for the County Courthouse. The underground floating Patco tunnel underneath this parcel precludes the development of a building on this site. As the Nursing and Science Building is developed with ground floor retail and surrounding streets are enhanced for pedestrian use this area shows great potential for a new hardscape public plaza where students can congregate. Critical to the success of the plaza is allowing for the free flow of pedestrians across the RiverLine tracks where there is currently a black metal fence. Examples of the development of academic buildings and plazas along light rail can be found in Portland, Oregon and throughout Europe. Uniting the Nursing and Science Building with the new public plaza and using university events and programming to animate the plaza will go a long way to revitalizing Block N.

The second Block N plaza will be located in the southern corner of Block N at the intersection of Broadway and Martin Luther King Blvd. This plaza will connect across the rail line again allowing for free flow of pedestrians to walk across the tracks. Additionally, the public plaza will draw cars away from the existing intersection creating a wider area for people to cross the street. This intersection is one of the most dangerous in the city for pedestrians and bicyclists because of the heavy vehicular and transit traffic. Increasing the size of the intersection will provide traffic calming effects making it safer for bicyclists and pedestrians.





Photo Top: Rutgers University-Camden gateway

Gateways

There is a need to instill a sense of arrival in Downtown Camden at key locations. Strategically placed and designed gateways can be used to brand the city, new academic buildings, and public spaces. Gateways into Downtown Camden should be designed and developed at the Walter Rand Transportation Center, the 7th Street Bridge, and Martin Luther King Blvd adjacent to the new Joint Health Sciences Research and Academic building.

Gateways offer a creative opportunity to set a positive and distinctive tone for Camden's unified Downtown campus. As people flow through the Downtown, the area should reflect the campus aesthetic established through the construction of new academic buildings.

As Rowan University continues to expand its presence in the southern section of Downtown Camden, the university should brand its nuclear campus similar to the branding of Rutgers-Camden to the north. A gateway to delineate the beginning of the Rowan campus will distinguish the campus and add a sense of place.

Clearly Defined Campuses





**DEMAND
ANALYSIS**

**The next
steps in
development**

Based on the recognition that private sector residential and commercial development in Downtown Camden lagged behind institutional development, an economic analysis and demand study for Downtown Camden was completed by U3 Ventures to complement the physical planning process for the Downtown Institutional Plan.

Below is a synopsis of the demand analysis, which provides quantitative evidence that there is significant potential demand to build stronger residential and retail markets in the Downtown. This section also identifies key next steps to develop specific policy and economic development strategies to attract more students, professionals, and private investment to the city.

Existing Demand

U3 Venture’s analysis found that much of the demand for housing and retail generated by the students and institutional employees is currently being lost outside of Downtown Camden and outside of Camden City.

Only 2% of the 7,000 employees represented by the educational, medical, and corporate institutions live in Downtown Camden. The employees that do live in Downtown Camden tend to be older, paid less, and are less likely to be a full-time employee than the employee base as a whole. Comparatively, across the river, Philadelphia is capturing many more residents, and a higher percentage of the younger and wealthier employees of Camden institutions.

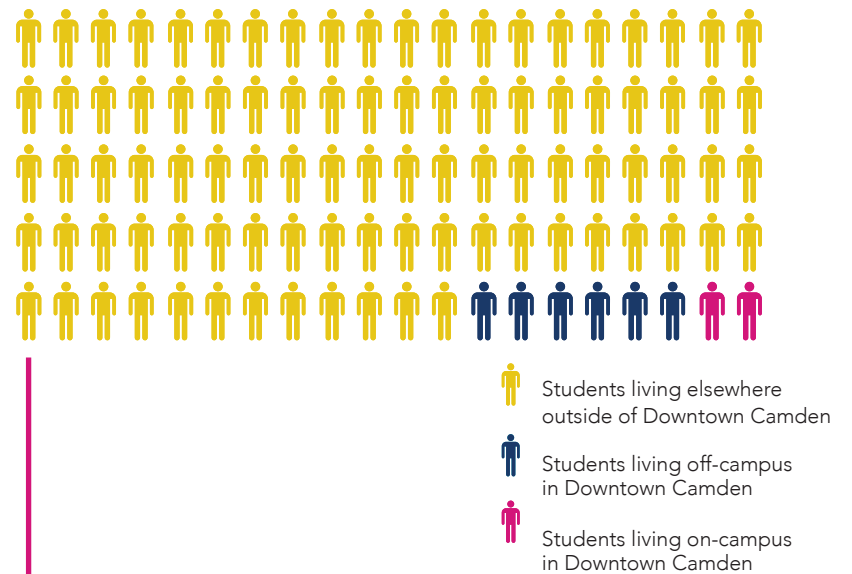
The student analysis identified the addresses of 845 students who live in Downtown Camden, which is equal to only 7.6% of the entire student population that go to school in Camden. Taking into consideration the approximately 350 dorm rooms provided by the educational institutions, the percentage of off-campus students living in the Downtown drops to just 2%.

The outlier for the student population was Cooper Medical School of Rowan University, where 50 of its 112 students live in the downtown.

Employee Residence



Student Residence



Infographic Above: Each person depicted represents 1% of the Employee or Student population

Photo Left: Aerial of Downtown Camden



But by and large students enrolled at Camden institutions are not living close to where they go to school. In fact, only 25% of students live within the city limits, a statistic that is significantly lower than cities with comparable educational institutions. Instead students and employees choose to live in Center City Philadelphia and the suburbs. With the correct retail and housing mix Camden can capture a significant number of these students while building out the Downtown.

In terms of retail demand, the analysis found that institutional employees and students have the potential to spend roughly \$38 million per year on retail goods and services if a suitable supply existed. Combining this number with the potential spending of other non-institutional Downtown workers and residents results in over \$100 million in existing potential retail expenditure. Based on typical sales per square foot retail metrics, this translates to over 266,000 square feet of retail goods and services, including grocery, convenience, eating, drinking, apparel, and services that can be supported by existing demand.

Downtown Camden currently has approximately 85,000 SF of retail, most of which does not appeal to a market comprised of educational, medical, and corporate entities. Even though the demand for retail (266,000 SF) outstrips the existing supply, this existing retail is barely supported as the employees, students, and residents choose to shop elsewhere.

potential to spend
\$38 million
on retail goods and services

Photo Left: University bookstore developed by Camden County College, Rutgers University-Camden, and Rowan University

foster a retail market

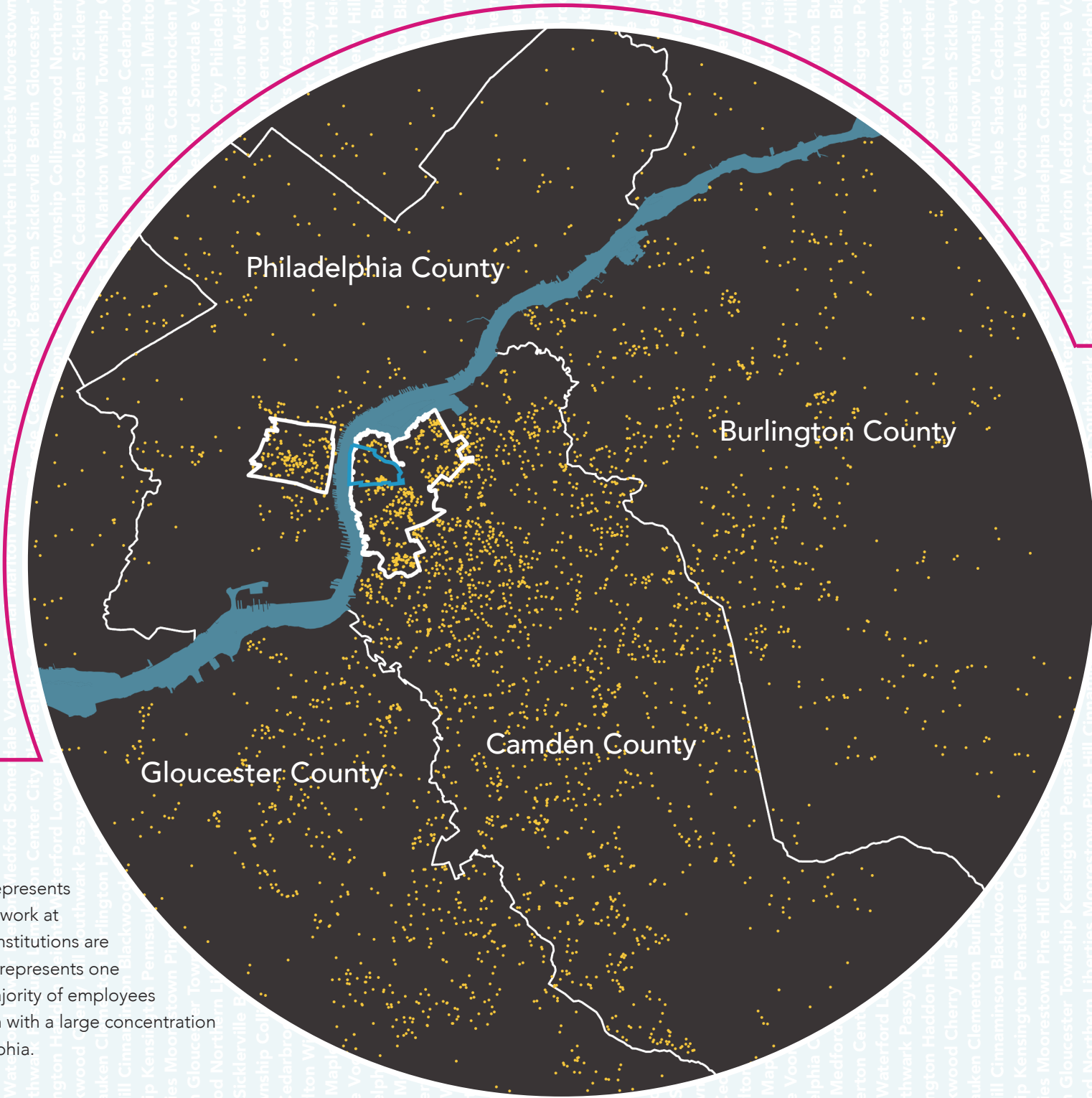
Moreover a sense of insecurity and the uninviting nature of the street network make walking to these existing retail establishments difficult.

Attracting more diversity and higher quality retailers requires an economic development strategy that looks to foster a residential market to support the retail, encourages business-friendly policies, adapts retail space to the urban environment, and coordinates a communication and marketing strategy. This economic development strategy requires that the existing institutions plan for and find a way to support retail on the ground floor of any new building along active pedestrian corridors in the Downtown. The institutional investment in retail is most critical now, as it will lead the way and provide an example for private developers to do the same as the market for development improves.

Now, with the enactment of the Economic Opportunity Act of 2013, the inclusion and subsidization of retail in these academic buildings is much more feasible. Institutional investments and statewide incentives are aligning to build a diverse retail mix in Camden's Downtown for students, employees, and residents to enjoy.

Photo Right: Mixed use graduate student housing developed by Rutgers University-Camden





The map to the right represents where employees who work at Camden's Downtown Institutions are living. Each yellow dot represents one employee. The vast majority of employees live outside of Camden with a large concentration in Center City Philadelphia.

**ONLY 127
EMPLOYEES**

from Camden's
Downtown Institutions
live in Downtown
Camden.

**238
EMPLOYEES**

from Camden's
Downtown Institutions
live in Center City
Philadelphia.

**ONLY 845
STUDENTS**

from Camden's
Downtown Institutions
live in Downtown
Camden.

What if all of the
employees and students
MADE THEIR HOME
in Downtown Camden?



Future Demand

Two paths can increase institutional economic activity:


Increase Capture of Students and Employees – primarily by increasing supply, improving safety, and addressing quality of life issues.

Grow the Institutions – the institutions all have growth plans, that combined can add 7,700 students and 1,000 employees.

These two paths are not mutually exclusive – ideally both will occur. Downtown Camden needs a larger percentage of students and employees to choose to live within the study area while the institutions themselves are growing, adding more students and employees to the existing base.

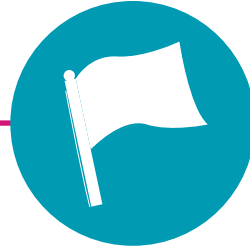
The study conducted by U3 Ventures analyzed nine potential scenarios choosing varying levels of growth and capture from a low-growth/low-capture scenario to a high-growth/high-capture scenario.

The high-growth/high-capture scenario will increase the number of students living in the district from the existing 845 to a maximum of almost 5,000, and increase the number of employees from the existing 149 to a maximum of almost 600. This scenario will generate \$24.5 million in potential retail expenditure, increasing institutional demand for retail by almost 60,000 square feet.

An aerial photograph of a city, likely Raleigh, North Carolina, featuring a prominent modern building with a large red 'R' logo. The city is surrounded by greenery and other urban structures. A large pink circle is overlaid on the right side of the image, containing white text. A pink line runs diagonally across the bottom of the image.

Ideally both economic development strategies would occur, a larger percentage of students and employees will choose to live within the study area while the institutions themselves are growing.

Photo: Camden City Hall



Create A Sense Of Place

Leveraging the institutional growth plans to create a sense of place within Downtown Camden with strong design, mixes of uses, and a cross pollination of institutional workers, students, residents, business people, and Camden visitors. The start of this is already under way as the institutions are jointly planning how their new capital projects can enhance connectivity in the Downtown. Institutions should include the following in their design:

- Ground-floor retail and other active uses in buildings oriented towards key commercial corridors and public spaces.
- Ensure that buildings are sited and oriented to concentrate as much pedestrian traffic as possible along key commercial corridors.
- Consider partnerships with other entities that create multiple uses within each building. Examples such as residential and commercial spaces that can benefit from being within close proximity to institutional uses, community spaces, or amenities.



Stimulate Demand By Decreasing Costs

Subsidizing rent for renters, homeowners, and retail tenants will help catalyze growth and development in Downtown Camden. Capturing more residents in the Downtown will create a critical mass of demand for goods and services that will stimulate the development of commercial activity. Many private retailers determine the location of new storefronts based on the residential population in an area. Attracting residents through rent subsidization and homebuyer incentives first will help amass the necessary residential population to build out a vibrant downtown.

Subsidies from institutions to their employees to live in close proximity to where they work have proven to be an effective way of incubating a housing market. Several of Camden's employers are participating in a start-up Employer Assisted Housing Program. A shared residential incentive program amongst the three institutions in Midtown Detroit added 500 new residents to the neighborhood in two years. Numerous other examples exist.

Demand Recommendations

While the study highlights what is possible, the critical element is creating a strategy to increase growth and increase the capture of students and employees in Downtown Camden. The following four recommendations are the beginning of a longer term strategy.

Institutions need to reduce the risk for retailers to enter into a new market by subsidizing their occupancy costs. As part of this strategy, ground-floor retail will likely not generate much income back to the institutions until the market matures, and the buildings finances should be planned accordingly. These investments in retail will help ease the barriers to entering the retail market in Camden and attract tenants that would not have otherwise located within the city. The first initial investments in retail will provide amenities for the existing residents, attract future residents to the Downtown, and change Camden into a destination to shop, visit, and live.



Focus On Student Housing

Adding residential density is critical, and the fastest way to accomplish this goal is through on-campus and off-campus undergraduate and graduate student housing that capitalizes on the captive student market. On-campus housing is

an institutional decision driven by academic and financial priorities, but there is a role for outside agents to help build up a student housing base at the edges of campuses particularly in the graduate housing market place. Public-private partnerships are common in the development of graduate student housing throughout the United States.

Market rate student housing is an economically viable way of adding more beds near campus. Identify potential sites either already controlled by institutions or could be controlled, to ground-lease or joint venture with a student housing developer. The key to a successful market rate student housing project is understanding the level of bed leases students can afford, and identifying additional resources the institutions can bring to the table to reduce development risk, such as a master lease of beds.

Work with institutions to ensure that student housing on or near campus keeps pace with institutional growth. Additional of students in business schools, medical schools, and nursing schools can add to housing demand. As more students are attracted to Camden to study, the universities should continue to develop undergraduate housing and invest in public-private partnerships for graduate school housing.



Diversify The Housing Supply

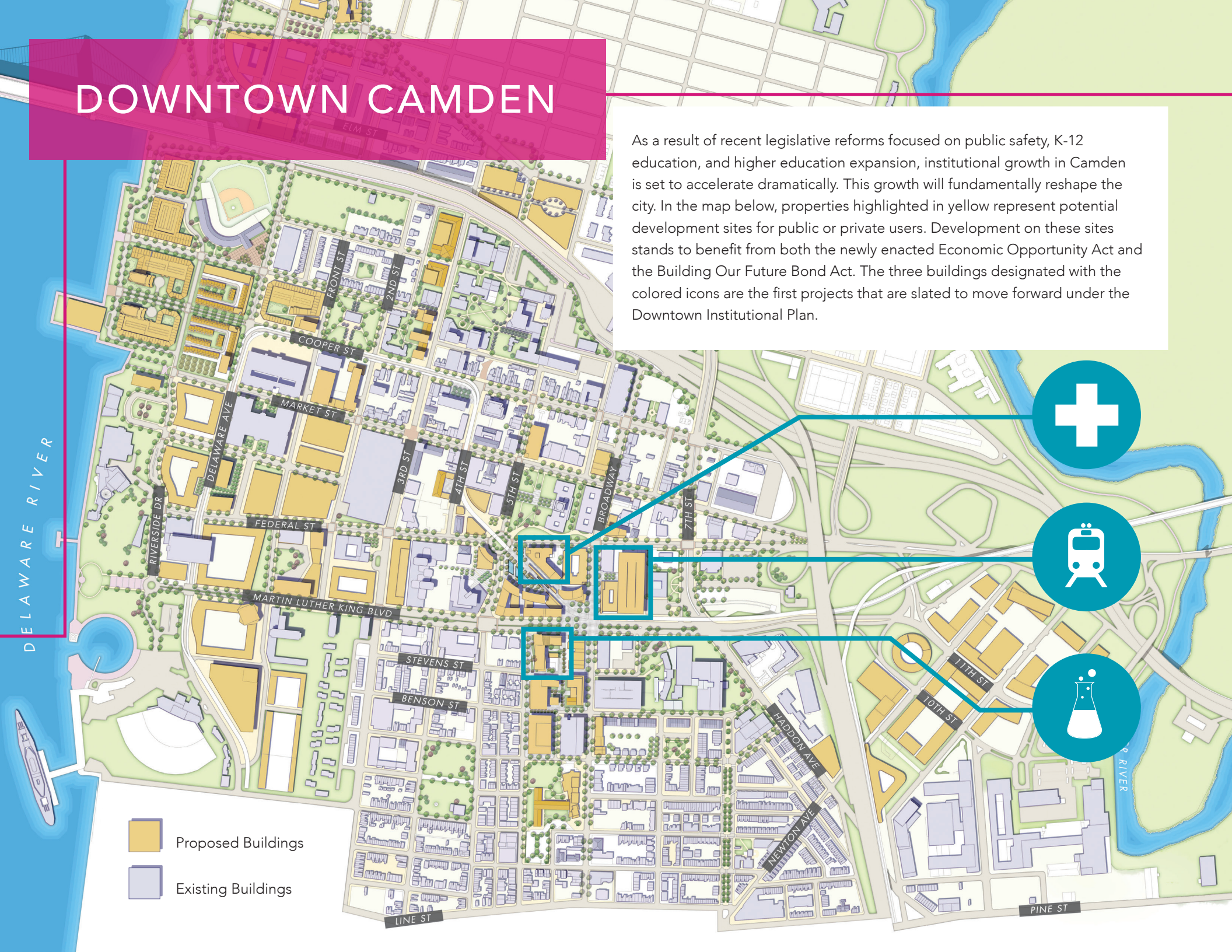
Diversification will ensure that the demand has a place to go, beyond the existing housing stock that does not currently meet all institutional demand.



Work with the City and State to identify means of subsidizing the cost of development for new housing in Camden. A coordinated institutional strategy can help on this front as it communicates a unified voice for Camden stakeholders.

Utilize land controlled by Camden stakeholders, which may not seek a significant return on land value, to conceptualize these initial projects. These projects should include rental options for young professional workers that Camden is currently losing to Center City Philadelphia. Housing prices and general cost of living in Downtown Camden are much more affordable than comparable areas in Philadelphia. This is especially true given the Economic Opportunity Act's provision for a 20 year residential tax abatement for new and rehabbed buildings that would attract new residents to live in Camden.

DOWNTOWN CAMDEN

As a result of recent legislative reforms focused on public safety, K-12 education, and higher education expansion, institutional growth in Camden is set to accelerate dramatically. This growth will fundamentally reshape the city. In the map below, properties highlighted in yellow represent potential development sites for public or private users. Development on these sites stands to benefit from both the newly enacted Economic Opportunity Act and the Building Our Future Bond Act. The three buildings designated with the colored icons are the first projects that are slated to move forward under the Downtown Institutional Plan.



-  Proposed Buildings
-  Existing Buildings



Written by Maurie Smith and Jenny Greenberg
Layout by Ryan Brennan and Chelsea Burrows