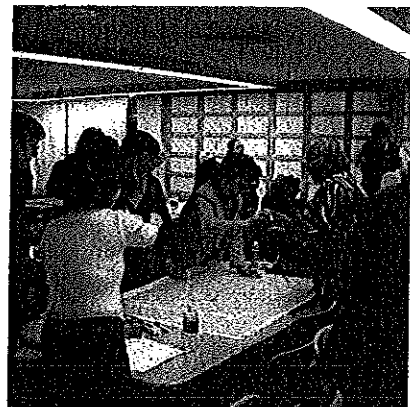
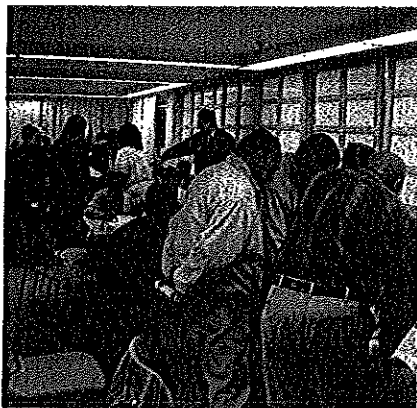


Cooper Plaza (Camden, NJ)

Neighborhood Revitalization Tax Credit (NRTC) Plan

NJ Department of Community Affairs



Submitted by: Cooper University Hospital
October 2008

 **Cooper**
University Hospital

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Section 1:
Cover Pages (Form NP-1)

FORM NP-1, page 1: Cover Page for Submission of a Neighborhood Plan

Neighborhood: **Cooper Plaza Neighborhood**

Legislative District: **District 5**

Eligible Municipality: **City of Camden**

Mayor: **Gwendolyn A. Faison**

Name of Nonprofit Organization Applying: Cooper University Hospital

Name and Title of CEO/Executive Director: John P. Sheridan Jr., President & CEO

Address: One Cooper Plaza

City: Camden

State: NJ

Zip Code: 08103

Charity Registration Number: CHC-40563700

Contact Person: Monica Lesmerises, Director for Community Development

Contact Person's Address: One Cooper Plaza, Camden NJ 08103

Phone: 856-342-3083

Fax: 856-342-3299

E-Mail: lesmerises-monica@cooperhealth.edu

Did you partner with another organization to develop the Neighborhood Plan?

Yes (complete page 2)

No

Corporate Sponsor (If applicable): Provide information on the corporation that has committed its support to the Nonprofit organization. Must be incorporated in the State of NJ.

Company Name: _____

Address: _____

Contact Person (including title): _____

Phone: _____

Fax: _____

E-Mail: _____

Certification: To the best of my knowledge and belief, the data in this application are true and correct. The governing body of the applicant has duly authorized the document.

George E. Norcross, III

Chairman, Board of Trustees

Name

Title


Signature of Board Chairperson

September 25, 2008

Date

FORM NP-1, page 2: PARTNERING ORGANIZATION INFORMATION

Name of Partnering Organization:		St. Joseph's Carpenter Society			
Contact Person (including title):		Pilar Hogan Closkey, Executive Director			
Contact Person's Address:		20 Church Street			
City:	Camden	State:	NJ	Zip Code:	08075
Phone:	856-966-8117	Fax:	856-342-7289	E-Mail:	phogan@sjcscamden.org

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

SJCS has been working in the Cooper Plaza neighborhood for the past 3+ years, rehabbing and selling almost 20 properties. SJCS partnered with Cooper University Hospital to rehabilitate and sell six homes on Benson Street in 2006-08. SJCS is a designated developer in the neighborhood, per the Cooper Plaza Redevelopment Plan, and has pledged to renovate and rebuild homes as described in Goal 1 of this proposal. In addition, SJCS participated in the Cooper University Hospital Visioning process.

Name of Partnering Organization:		Metro Camden Habitat for Humanity			
Contact Person (including title):		Doug Wagner, Executive Director			
Contact Person's Address:		650 Clinton Street			
City:	Camden	State:	NJ	Zip Code:	08103
Phone:	856-963-8018	Fax:	856.963.9005	E-Mail:	Doug.wagner@habitatcamden.org

Briefly describe the role of the partnering organization in developing the Neighborhood Plan: Metro Camden Habitat for Humanity has rehabilitated or built 37 homes in southern Cooper Plaza in recent years, and as a designated developer, has pledged to build 18 new homes and rehab others in the Cooper Plaza neighborhood as described in Goal 1 of this proposal. In addition, Camden Habitat for Humanity participated in the Cooper Plaza Redevelopment Plan process and the Cooper University Hospital Visioning Process.

Name of Partnering Organization:		M&M Development			
Contact Person (including title):		Maria Yglesias, Co-Director			
Contact Person's Address:		103 Magazine Street*			
City:	Newark	State:	NJ	Zip Code:	07105-3431
Phone:	973-491-9494	Fax:		E-Mail:	mey@mmdevelopmentllc.com

*Camden address: 601 Berkley St., Camden NJ 08103

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

M&M Development is a designated developer in the neighborhood, per the Cooper Plaza Redevelopment Plan. M&M has plans for 100 mixed-income units in the neighborhood over three phases. M&M is working with the City to acquire vacant lots and buildings, and partnering with the Cooper Lanning Civic Association (CLCA) to maintain the lots once acquired, until construction begins. M&M was involved in the Parks Visioning Process put together by CLCA and Cooper. M&M's housing renovation and construction projects are integral to Goal 1 of the NRTC proposal.

Name of Partnering Organization:		Center for Family Services			
Contact Person (including title):		Eileen Henderson, Vice President			
Contact Person's Address:		584 & 560 Benson Street			
City:	Camden	State:	NJ	Zip Code:	08103
Phone:	856-964-1990, ext.219	Fax:	856-964-0242	E-Mail:	ehenderson@centerffs.org
<p><u>Briefly describe the role of the partnering organization in developing the Neighborhood Plan:</u> The Center for Family Services (CFFS) was a highly active partner in most of Cooper Plaza's planning processes. In particular CFFS regularly attended visioning and planning meetings around the Cooper Plaza Visioning, Redevelopment and Cooper Plaza Parks plans. In 2008, CFFS opened its "Camden DREAMS" project on Benson St., to provide housing and services for youth aged 18-21 leaving the foster care system. CFFS renovated 3 once-derelict historic homes to provide this residential use, which advanced Goal 1 of this proposal, and plans to continue to improve the area around its Benson St. facilities.</p>					

Name of Partnering Organization:		Cooper Lanning Civic Association			
Contact Person (including title):		Sheila Roberts, President			
Contact Person's Address:		510 Trenton Avenue			
City:	Camden	State:	NJ	Zip Code:	08103
Phone:	856-966-1678	Fax:		E-Mail:	Srob255458@aol.com
<p><u>Briefly describe the role of the partnering organization in developing the Neighborhood Plan:</u> Cooper Lanning Civic Association was absolutely central to community participation in developing the Cooper Plaza Redevelopment Plan in 2004-2005 and the Cooper Hospital Visioning Process in 2006, participating in all public sessions as well as several smaller meetings throughout the process. CLCA leadership reported back to community members through regular CLCA meetings, also inviting various parties to update residents at these meetings. Further, CLCA provided the community participation for the Parks Visioning Process, having its membership democratically vote on various park elements. CLCA also participated on the Resident Leadership Team for the Human Capital Plan, over the course of more than a year. In recent years, CLCA has operated programs from graffiti removal to tree plantings to community clean-ups. In 2008, CLCA won a joint statewide NJ Future award with Cooper Hospital, SJCS, the County, the Camden Redevelopment Agency and the NJ Housing and Mortgage Finance Agency for the "Health Sciences Campus and Neighborhood."</p>					

Name of Partnering Organization:		Berkley Hall Historic District Association			
Contact Person (including title):		Mark Boogaard			
Contact Person's Address:		436 Chambers Street			
City:	Camden	State:	NJ	Zip Code:	08103
Phone:		Fax:		E-Mail:	mboogaard@comcast.net
<p><u>Briefly describe the role of the partnering organization in developing the Neighborhood Plan:</u> Berkley Hall Historic District Assoc., which is centered on the historical blocks of Cooper Plaza, has advocated for the preservation of the historical character of the Cooper Plaza Neighborhood throughout planning processes for the Redevelopment Plan, the Cooper Vision Plan and the Human Capital Plan, attending and actively participating in public meetings and sharing information. Berkley also worked closely with Neighborhood Housing Services (NHS) to produce the "Cooper Plaza Historic District Neighborhood Revitalization and Preservation Plan (FY 2005)." Berkley sits on the Human Capital Plan's Resident Leadership Team, participating for well over a year in that process.</p>					

Name of Partnering Organization:		Latin American Economic Development Association (LAEDA)			
Contact Person (including title):		Raymond L. Lamboy, President & Chief Executive Officer			
Contact Person's Address:		129 North Broadway, Suite 300			
City:	Camden	State:	NJ	Zip Code:	08102
Phone:	856-338-1177	Fax:	856-963-1835	E-Mail:	rlamboy@laeda.com
<p><u>Briefly describe the role of the partnering organization in developing the Neighborhood Plan:</u> LAEDA is a city-wide organization aiding and educating business owners. LAEDA participated actively in developing the Human Capital Plan throughout the process of well over a year, and was a member of Human Capital Plan's Resident Leadership Team. LAEDA also participated in the visioning process for Cooper University Hospital.</p>					

Name of Partnering Organization:		Puerto Rican Unity for Progress			
Contact Person (including title):		Carmen D. Perez, Executive Director			
Contact Person's Address:		427 Broadway			
City:	Camden	State:	NJ	Zip Code:	08103
Phone:	856-541-1418	Fax:	856-541-1476	E-Mail:	PRUP@verizon.net
<p><u>Briefly describe the role of the partnering organization in developing the Neighborhood Plan:</u> PRUP has been a community service provider in the City for 20 years, servicing many Cooper Plaza residents. Recently, PRUP obtained 11 parcels on Broadway and Pine Streets, in the southernmost part of Cooper Plaza, to build a new headquarters which it plans to move into in late 2009. PRUP has highly recommended the Human Capital Plan and the Redevelopment Plan and is committed to bringing the NRTC Plan to fruition. Further, PRUP has been working closely with the City of Camden on the 2009-2010 Consolidated Plan to identify high priority social needs which could be addressed in the next fiscal year.</p>					

Name of Partnering Organization:		The Reinvestment Fund			
Contact Person (including title):		Patricia Smith, Director of Special Initiatives			
Contact Person's Address:		718 Arch Street, Suite 300 North			
City:	Philadelphia	State:	PA	Zip Code:	19106-1591
Phone:	215-574-5898	Fax:	215.574.5998	E-Mail:	patricia.smith@trfund.com
<p><u>Briefly describe the role of the partnering organization in developing the Neighborhood Plan:</u> The Reinvestment Fund provided grant funding for the Cooper Parks Visioning Process. TRF offered in-kind support, particularly technical support, to help build the NRTC proposal TRF prepared a presentation for the partner organizations about the NRTC process in June 2008.</p>					

Section 2:
Executive Summary

Section 2: Executive Summary

The overall vision for the Cooper Plaza Neighborhood Plan is to create a vibrant mixed-use neighborhood that includes housing rehabilitation and construction; a strong historic district; a revitalized commercial corridor; new community spaces including parks and a community center; and a health sciences campus interwoven into the neighborhood.

To achieve this vision, the Plan is divided into three overarching goals: to 1.) Improve housing and neighborhood conditions, 2.) Foster new and rehabilitated retail and commercial development, and 3.) Facilitate institutional and educational development. These goals are derived from extensive community participation processes that produced a clear direction for the neighborhood. The processes to develop the Cooper Plaza Redevelopment Plan (2005) and the Cooper Lanning Human Capital Plan (2008), as well as the Cooper Hospital Visioning Process (2006), are the basis of this Plan. A Parks Visioning Process also informs some of the specific strategies included in this Plan.

With the Cooper Plaza neighborhood's redevelopment already underway, there are strong cross-institutional partnerships for implementation in place, and Cooper has taken the lead, as the anchor institution, in convening and coordinating efforts. There are positive early victories – but as this Plan describes, an enormous amount of work remains.

Cooper University Hospital. Cooper is the City and County's largest private employer, and has been the anchor institution in Cooper Plaza since opening its doors in 1887. After tough times in the late 1990s and early 2000s, Cooper has reemerged stronger than ever, and is making transformational capital investments including a 10-story patient pavilion. Cooper has developed a strong in-house community development implementation structure in recent years. This, coupled with a solid track-record of administering grants, makes Cooper prepared to implement the Plan, with a diverse list of partner organizations.

Section 3:
Neighborhood Description and
Statement of Need

SECTION 3 – Neighborhood Description and Statement of Need

Neighborhood description:

The Cooper Plaza neighborhood is located immediately south of the downtown area of Camden, New Jersey. The neighborhood is bounded by Broadway to the west, Martin Luther King Blvd. to the north, I-676 to the east, and Pine Street to the south. Cooper Plaza neighborhood consists of block group 1 and block group 2 of Census Tract 6003. A portion of the neighborhood is in the Cooper Plaza Historic District, a local certified historic district formed in 1983. The neighborhood is home to Cooper University Hospital, a regional tertiary care hospital providing comprehensive health services, which is also the largest private employer in the City and County. The neighborhood is adjacent to the Walter Rand Transportation Center, which provides rail service to Philadelphia and the south Jersey suburbs on the PATCO high-speed line, rail service to Trenton on the RiverLine, and regional bus service with 1,000 buses daily.

Statement of Need:

The decline of the City of Camden from its heyday as an important industrial center has been well documented. The Cooper Plaza area was once a prosperous working class neighborhood adjacent to the bustling commercial Broadway corridor. Shortly after World War II and accelerating in the 1960s, the neighborhood experienced a loss of jobs and a flight of residents to the surrounding suburban areas. The dramatic population loss yielded large amounts of deteriorated and abandoned housing, vacant lots, and myriad social challenges for Cooper Plaza neighborhood residents.

As healthcare institutions have emerged nationally as the new anchors of urban revitalization and a growing economic force, Cooper Plaza is well-positioned for success. A “Health Sciences Campus and Neighborhood” is emerging, centered on expansions by Cooper University Hospital. As noted in the *Courier-Post* on September 7, 2007, regional leaders have “touted the emerging health science campus as Camden’s most significant development project since 1950.” This Plan intends to capitalize on these recent investments, as well as strong civic partnerships in place, to help the Cooper Plaza neighborhood revitalize.

Though recent investments are creating some cautious optimism, Cooper Plaza neighborhood indicators are stark:

- One-hundred and eighty one (16%) of the residential buildings in the neighborhood are abandoned.¹ (See Maps, in Section 9: Attachments) Many of these vacant buildings are in a severely deteriorated state and will require demolition. Public infrastructure from lighting to sewers are often not well maintained and in a state of disrepair. There are 256 vacant lots in the neighborhood² and many are unkempt and trash-filled, requiring a strategy for maintenance. The physical deterioration of the housing stock is heightened by the prevalence of absentee landlords in the

¹ Data collected in a windshield survey by The Reinvestment Fund in February 2008.

² *ibid.*

neighborhood; 28% (180 properties) of all occupied residential properties are owned by someone living outside of the City of Camden.³

- While some building deterioration stems from absentee landlords, fully 48% of the occupied residential properties are owner-occupied.⁴ Many of these owner-occupied properties show signs of neglect as well because owners lack the financial resources to maintain their properties.
- As of 2005, only 39% of the population aged 16 and over in Cooper Plaza were employed (2005 Claritas Inc. estimate), and the remaining population was either unemployed (16%) or not in the labor force. The percentage employed nationally and in Camden County as a whole is roughly 60%. Compounding the unemployment problem, educational achievement rates are low, and many residents are ex-offenders. Thirty eight percent of the adult population in Cooper Plaza has no high school degree (2005 Claritas Inc. estimate). The recent Human Capital Plan found that criminal records are a significant barrier to employment; 21% of households surveyed reported a household member being incarcerated at least once.
- Cooper Plaza lacks a number of place-based institutions required in a strong community. Lanning Elementary School, which served both Cooper Plaza and the adjacent Lanning Square neighborhood, was demolished in 2005. Currently, 560 former students are separated between two different school buildings, including one built in 1875. Seventy five percent of the Cooper Plaza and Lanning Square heads of household surveyed in the Human Capital Plan identified the building of a new Lanning Square Elementary School as a top priority. With 35% of the population in Cooper Plaza under the age of 18, and 72% of households with children being single-parent households (2005 Claritas Inc. estimate), there is also a great need for a community center that can support children and their families.
- The Cooper Plaza neighborhood has a very low median household income. The median household income for the neighborhood is \$18,871 for block group 1 and \$28,846 for block group 2 (2005 Claritas Inc. estimate). Thirty four percent of neighborhood families are living in poverty, and over 80% of these families in poverty have children. According to the most recent Census, the area median income for the Philadelphia/Camden Primary Metropolitan Statistical Area was \$47,636 in 2000. More than three-quarters of Cooper Plaza residents fell below this threshold. Indeed, more than half of block group 1 households fell below half of the median area income, as did more than a third of households in block group 2.
- Safety is a large concern in the neighborhood. The Human Capital Plan found that 53% of surveyed heads of households living in the Cooper Plaza and Lanning

³ Owner occupied houses were identified as properties where the tax mailing address matched the property address.

⁴ *ibid.* According to the 2000 Census, 48% of occupied housing units in the two block groups were owner occupied.

Square neighborhoods feel somewhat or very unsafe walking alone after dark; 85% of the population surveyed also report open air drug sales taking place. A survey conducted during a Cooper University Hospital Visioning Meeting in 2006 found that only 8% of responders felt safe all the time walking in the neighborhood, and subsequently 92% highly agreed that safety and security should be a prime objective of redevelopment.⁵ A major sting in January 2008 resulted in arrests and later indictments of 15 gang leaders running a drug dealing operation on the Broadway corridor in Cooper Plaza. While the indictments are a positive result, they are also a testament to the entrenched public safety problems.⁶

- While the neighborhood's challenges are many, several local organizations (including St. Joseph's Carpenter Society, M & M Development LLC, Habitat for Humanity and Center for Family Services, which are described in Section 7) have a proven track record rehabilitating the deteriorated housing stock. However, despite their strong efforts, at present these groups are addressing or have in their pipelines only a portion of the neighborhood's vacant properties. There are still 181 vacant parcels and 106 vacant buildings in the neighborhood that are not accounted for in the future pipelines of these groups.

Strategic partnerships are beginning to form to address years of neglect of local infrastructure. Three City-owned parks are currently being expanded or created in the neighborhood through a partnership of Camden County, the New Jersey Department of Transportation, the New Jersey Housing & Mortgage Finance Agency, The Reinvestment Fund, the Cooper Lanning Civic Association, the City of Camden and Cooper University Hospital. The County and NJDOT are also engaged in a project to improve sidewalks, lighting, crosswalks and more across several blocks of Cooper Plaza.

While these improvements are significant, there is still much left to be done. While many neighborhood streets and sidewalks are being reconstructed, the vacant buildings and lots on the same streets, as well as occupied building facades, are in deteriorated condition. While Cooper is contributing \$400,000 toward a proposed "Eye in the Sky" camera system to secure the neighborhood, further resources must be found in order to implement it.

One major existing area of need is the commercial corridor. Broadway, once a busy commercial hub, currently has 23 vacant lots (1.3 acres) and numerous underutilized and vacant buildings that range from small row-home style structures to the large former Carnegie Library site. A parking garage was built along Broadway as part of the redevelopment plan and hospital expansion. It includes 9,000 sq. ft. of ground level commercial space, of which 2,700 sq. ft. is under agreement, that may stimulate revitalization when leased out. This Plan includes proposals for stabilizing Broadway to allow true revitalization.

⁵ Demographic, Market, and Policy Questionnaire Survey Results, A. Nelessen Associates, Inc., March 23rd, 2006

⁶ Courier-Post, 7/9/08

Section 4:
Proposed Strategies and Activities

SECTION 4: Proposed Strategies and Activities

The Neighborhood Revitalization Tax Credit (NRTC) Plan for the Cooper Plaza neighborhood integrates the goals and strategies of four recently created plans for the Cooper Plaza neighborhood. These plans include:

1. The Human Capital Plan for Cooper Plaza Lanning Square (2007-2008)
2. The Cooper Plaza Redevelopment Plan (2005)
3. The Cooper University Hospital Visioning Process/ Expansion Plan (2006)
4. The Cooper Plaza Parks Visioning Process (2006-2007)

Taken together, these four plans reflect several years of community meetings, outreach to residents and stakeholders, visioning, and priority-setting. Evidence of these meetings is included in Section 8 of this application. The first two plans, the Human Capital Plan and the Redevelopment Plan, are the two main plans from which the goals of this proposal are culled. The Parks Plan and the Hospital Visioning Process/Expansion Plan serve to inform some of the specific strategies and activities.

The NRTC Plan for the Cooper Plaza neighborhood distills the common objectives of these plans, pulling out the most important and the most strategic goals and projects based on effectiveness and impact. The goals and objectives for the NRTC Plan, taken directly from the four planning processes, are as follows:

1. Improve Housing & Neighborhood Conditions
 - a. Reduce Vacancy
 - b. Provide Mixed-Income Housing
 - c. Improve Conditions of Occupied Housing
 - d. Maintain Improved Parks
 - e. Identify partners for vacant lot stabilization and develop process and criteria for selecting lots
2. Foster New and Rehabilitated Retail & Commercial Development
 - a. Improve Conditions of Commercial and Retail Buildings on Broadway
 - b. Attract New Retail to Neighborhood
 - c. Coordinate private security of institutions in or near Cooper Plaza
 - d. Support increased “eye in the sky camera” presence along and near Broadway Corridor and at the neighborhood parks

- e. Identify partners for vacant lot stabilization and initiate pilot program along and near the Broadway Corridor

3. Facilitate Institutional & Educational Development

- a. Produce planning study to assess needs and identify sites and sources of funding for recreation/community center
- b. Develop recreation/community center, complementary to the elementary school
- c. Increase access to job-readiness programs for Cooper Plaza residents

A recent *Philadelphia Inquirer* article about Camden titled “‘Eds and Meds’ Making a Difference”¹ notes that the city’s educational and medical institutions are “key pillars in the economic and social fabric of the city” and further that these “key stakeholders are helping to lead a turnaround after years of neglect.” The NRTC Plan aims to build on the strength of investments through the local anchor institution, Cooper University Hospital. Indeed, as the *Inquirer* further noted, Cooper’s \$220 million expansion is the biggest project in the city. With this NRTC proposal, Cooper hopes to leverage its resources as a local employer, service provider, and guarantor of local value to guide and support the neighborhood in its renewal process.

A central component of the Cooper Plaza NRTC Plan is the strategic alliance of Cooper with several nonprofit groups, civic associations and other partners. For example, rehabilitation of the housing stock can be undertaken as described below via partnerships with St. Joseph’s Carpenters Society, M&M Development and Habitat for Humanity. A full list of Plan partners is included on form NP-2, and partner organizations are described in more detail in Section 7. Further, other parties involved in the implementation of the goals and strategies will be the City of Camden, the Camden Redevelopment Agency (CRA), and as they become established, the Resident Leadership Team and the Executive Policy Group which are being formed to implement the Human Capital Plan (HCP). As the applicant for the NRTC program, Cooper University Hospital

¹ “‘Eds and Meds’ Making a Difference” *Philadelphia Inquirer*, March 19, 2008.

is dedicated to playing a leadership, facilitation and accountability role for any activities in which it is not the direct implementer.

The Human Capital Plan (HCP), from which many of the goals and strategies of this Plan are taken, encompasses both the Lanning Square and Cooper Plaza neighborhoods. While NRTC funds would be used for housing, neighborhood, retail, and institutional development in the Cooper Plaza neighborhood, there will be positive spillover effects into Lanning Square. In particular, The HCP calls for activities to improve retail and commercial development along Broadway, a corridor that technically divides the two neighborhoods but is dominant for each neighborhood's revitalization.

This section of the proposal highlights in more detail the projects and strategies involved in implementing the Plan's three broad goals and objectives.

1. Improve Housing & Neighborhood Conditions

Cooper University Hospital will pursue a multi-pronged strategy to improve housing and conditions in the neighborhood either directly or through strategic partnerships with local organizations identified in Section 7 of this proposal. The tactics include:

- (1) Support and assist local developers in the rehabilitation and construction of mixed-income housing
- (2) Assist existing homeowners in property maintenance and repair
- (3) Maintain newly and soon-to-be reconstructed parks
- (4) Develop a vacant lot stabilization program

Cooper University Hospital already has a strong track record partnering with local organizations to create affordable housing for Cooper employees and area residents. This Plan calls for a continuance and expansion of these activities working with partner organizations St. Joseph's Carpenter Society, M & M Development, and Habitat for Humanity. Survey results from the 2006 Cooper Hospital Visioning Process indicated that residents support a combination of rehabilitation of existing housing and new units.

This strategy forms the basis of this NRTC Plan. In addition, residents supported a strategy of creating mixed-income housing involving both market rate and affordable homes; 79% were in favor of housing options for students and professionals.²

Recently, Cooper University Hospital partnered with the St. Joseph's Carpenter Society (St. Joe's) and the New Jersey Housing Mortgage Finance Agency to rehabilitate deteriorated and unoccupied historic homes in the Cooper Plaza neighborhood and encourage Cooper employees to become first-time homebuyers. In 2006 and 2007, Cooper provided \$20,000 to help the first four employees and families with down payments and closing costs on newly rehabilitated homes in Cooper Plaza. In 2007, Cooper turned over ownership of six historic row homes to St. Joseph's for residential rehabilitation, with Cooper contributing \$206,000 in housing value. Cooper intends to continue its partnership with St. Joseph's Carpenter Society, which now has ~20 units completed in Cooper Plaza, to produce more units and encourage home ownership. (see map).

Cooper University Hospital is also working closely with M&M Development, one of three housing developers currently designated by the CRA to implement the Redevelopment Plan for Cooper Plaza. M&M will develop 81 lots in Cooper Plaza, creating ~100 units, over three phases. (see map). The Economic Recovery Board for Camden has awarded M&M Development more than \$2.9 million to implement their first two phases in Cooper Plaza. Both M&M and St. Joe's have secured NJ Housing and Mortgage Finance Agency CHOICE funds for their Cooper Plaza projects in 2008, and plan to apply for further funds in 2009 and beyond. M & M's first phase, a condominium building, will begin construction in 2008, with two phases of townhomes planned to follow.

Cooper also has relationships with Habitat for Humanity, which has rehabilitated 37 homes in the southern portion of Cooper Plaza, and Center for Family Services, which

² Demographic, Market, and Policy Questionnaire Survey Results, A. Nelessen Associates, Inc., March 23rd, 2006

has established permanent housing for youth aging out of foster care. Habitat has plans for a three-phase, 18-unit townhome project in southern Cooper Plaza, while Center for Family Services has immediate plans to finish necessary parking lot work for its completed 13-unit Camden DREAMS housing project (see map).

Cooper University Hospital plans to work with these housing producers to address the vacant properties not included in their existing projects, especially those noted for redevelopment in the Cooper Plaza Redevelopment Plan. A strategy for the purchase of vacant properties at lien sale has already been developed. Further, Cooper is also searching for a partner to develop student-oriented housing and will work with any future developers in Cooper Plaza.

In addition to rehabilitation and construction, Cooper University Hospital will work with partners to encourage and assist existing neighborhood homeowners in improving their housing. This Plan will seek to complement three tools currently available in Camden to assist homeowners in financing repairs: the Camden Housing Improvement Program (CHIP), the Emergency Repair Program (ERP), and the Weatherization, Rehabilitation and Asset Preservation (WRAP) program. The Camden Economic Recovery Board, the NJ Department of Community Affairs (DCA) and the NJ Housing and Mortgage Finance Agency (HMFA) partnered to create the CHIP, a forgivable loan program to fund housing rehabilitation activities for owner-occupied properties. This program is currently administered by Cooper's Ferry Development Corporation. In fiscal year 2009, it is expected that \$440,000 of CHIP funding will be targeted to the Cooper Plaza and Lanning Square neighborhoods to target approximately 20 properties. The ERP is administered by the City of Camden and provides up to a \$4,000 in subsidy to owner-occupants to improve major systems but has perpetually runs short of funds in each fiscal year. St. Joseph's Carpenter Society has administered the WRAP program for properties in East Camden.

Infrastructure, including open-space amenities, is critical to the revitalization of any neighborhood. A survey conducted during the 2006 Cooper Visioning Process found that

90% of responders didn't feel there was adequate green space in the neighborhood.³ Camden County is in the midst of a \$10 million project, centered on the Health Sciences Campus and in the historic district of Cooper Plaza, to improve lighting, install brick sidewalks and granite curbs, improve infrastructure and plant trees. The Cooper Lanning Civic Association and New Jersey Tree Foundation took an early lead in planting trees in front of residences in recent years, and the County's project complements that work. In addition, Cooper University Hospital is partnering with the County, New Jersey Department of Transportation (NJDOT), the NJ Mortgage Finance Agency (NJHMFA) and the City to create and expand three neighborhood parks. NJDOT and NJHMFA have donated land, Camden County will construct the parks, the City will own the parks, and Cooper University Hospital has agreed to perform all the maintenance and upkeep for the next 20 years, through an MOU with the City. With the help of grant funding from The Reinvestment Fund, and in partnership with the Cooper Lanning Civic Association, a landscape architect hired through Cooper led the "Parks Visioning Process" to design the parks. (see map) Potential designs were presented to the community, and neighborhood residents provided valuable feedback and voted on the design elements to include as part of their new green spaces, selecting a "tot lot" play area and a small amphitheatre. The projects will be constructed in 2008/2009 and require subsequent care.

As described in the statement of need, there are numerous vacant lots in the neighborhood that are neglected or trash filled. Cooper University Hospital will work with our partners to identify appropriate implementers and a process for cleaning and greening vacant lots. The Human Capital Plan sets a goal of cleaning and greening 50% of the vacant lots in the Cooper Park and Lanning areas. While the Human Capital Plan's Executive Policy Group works to secure additional funding to meet this goal, Cooper Hospital proposes to use NRTC funds to create a pilot program to stabilize vacant lots on the Broadway corridor, building on the successes of efforts through the Downtown Camden Special Services District program. Addressing the vacant lots on this corridor will be a highly visible improvement, benefiting both Cooper Plaza and Lanning Square.

³ Demographic, Market, and Policy Questionnaire Survey Results, A. Nelessen Associates, Inc., March 23rd, 2006

2. Foster New and Rehabilitated Retail and Commercial Development

As part of the expansion plans for the Health Sciences Campus, a new academic research building, funded by the State, will be built on Broadway to house the UMDNJ/Robert Wood Johnson Medical School-Camden. Broadway, the major commercial corridor in the neighborhood, is currently in poor condition and doesn't offer adequate goods for neighborhood residents. 70% of residents surveyed in 2006 purchased the majority of their goods outside of Camden.⁴ The section south of Benson Street has numerous vacant and underutilized properties, as well as vacant lots (see map). Closer to MLK Boulevard, many of the occupied properties are in disrepair and some will be replaced by the new medical school and potentially by other uses zoned for in the Redevelopment Plan. Cooper will work with its partners to provide new and rehabilitated commercial and retail space as the Robert Wood Johnson Medical School expands its campus on Broadway. NRTC funds could be used to supplement resources provided by the Camden Redevelopment Agency, and help relocating businesses displaced by expansion projects. This Plan will identify additional funding sources and strategies to improve the health of the corridor, as sites for new construction and rehabilitation of retail and commercial spaces are identified.

Improving the safety and security of the neighborhood is a top priority for improving the social conditions in the neighborhood. In 2007, the City of Camden began work on the Eye in the Sky program. The program will provide security cameras in the business districts throughout the city, including the Broadway corridor in Cooper Plaza, to provide real-time information to the city's police and be a "force multiplier" for the police department. The Human Capital Plan recommends that this effort be reinforced by a Neighborhood Watch Program, with technical assistance and training. Cooper University Hospital will work with partners to identify and provide funding for effective public

⁴ Demographic, Market, and Policy Questionnaire Survey Results, A. Nelessen Associates, Inc., March 23rd, 2006

safety initiatives, including funding for camera surveillance on and around the Broadway corridor and at neighborhood parks.

3. Facilitate Institutional Development

The planning process for the Human Capital Plan (HCP) identified the development of several types of institutional space to be a top priority. In particular, the community currently lacks a community/recreation center despite the presence of very large populations of persons under 18 and of senior residents. As part of the NRTC funding, Cooper proposes to have a study conducted on how best to meet the needs of the community, to identify potential sites for the center, and to investigate potential funding sources. If the building of a community center is found to not be viable, the report would recommend other strategies for addressing resident concerns such as expanding parks and playgrounds or utilizing existing space for community meetings and gatherings. In addition to the community center, the HCP notes that Cooper Plaza and Lanning residents share a top priority of rebuilding of the Cooper Lanning elementary school. On July 9, 2008, Governor Corzine announced that the NJ Schools Development Authority would fund the construction of the school. The HCP suggests the possibility of combining a community center with the new elementary school. However, because the school already has an existing design through the New Jersey Schools Development Authority, this Plan describes an approach focused instead on a separate but complementary community center.

Increasing employment and educational opportunities is another priority for improving the social conditions in Cooper Plaza. As part of the Human Capital Plan, a Workforce Development Consortium is to be formed to design, implement, coordinate and monitor a pilot Work First strategy for the Cooper Plaza and Lanning Square neighborhoods. The Workforce Development Consortium would work with potential employers to create a pool of jobs, while coordinating support and training for residents and overseeing their general performance. As the largest private employer in the city of Camden, Cooper University Hospital employs 550 Camden City residents, including more than 80 in the

neighborhood immediately surrounding the hospital. As the hospital's campus expands there will potentially be a significant pool of jobs for properly trained candidates. Cooper's employment opportunities are an important community asset. Cooper directly employs (rather than contracting out) environmental services, cafeteria, security and other service workers - thus offering a wide range of not only medical, but also non-medical jobs. Cooper offers health insurance, tuition reimbursement and retirement benefits to all employees, both part-time and full-time employees. Cooper has been recognized by *NJBiz* magazine, the Philadelphia Business Journal and the NJ Business & Industry Association as an employer of choice in recent years, and maintains a walk-in HR office on the campus to provide access to local job-seekers.

Cooper University Hospital is committed to working with this HCP-created Workforce Development Consortium, as well as continuing partnerships with successful training and job readiness programs, including the Camden-based STRIVE program, to maximize new hiring of Camden residents. Cooper also offers career development training to enhance opportunities for incumbent Camden employees. In 2007, Cooper partnered with Camden County College to offer a new "Introduction to Health Careers" class, geared toward encouraging non-clinical, service employees to advance to higher-paying medical professions. Cooper will enhance career opportunities for Cooper Plaza residents by expanding existing programs, and participating in workforce efforts outlined in the Human Capital Plan.

Please see Section 9, Attachments, subsection A-4, for evidence of municipal support for this Plan.

Section 5:
Projected Outcomes (Form NP-2)

Form NP-2

Neighborhood Plan Outcome	State Plan Goal	NRTC Objective	Indicator	Data Source	Evaluation
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GOAL 1: Improve Housing & Neighborhood Conditions

Reduce Vacancy	1 & 3	4	Number of vacant buildings and lots in the neighborhood	Physical Surveys	Data on location of vacant buildings and vacant lots will be updated using physical surveys of the neighborhood.
Provide Mixed-Income Housing	1 & 6	2	Number of market and affordable units constructed and renovated	City Permit Data, Tax Records, Maintain records of properties produced by development partners (Subject to availability of public data)	Using City permit and tax data as well as information from partners in the implementation of the plan to determine the number of units that are created and renovated that are sold at prices affordable to households with low and moderate incomes
Improve Conditions of Occupied Housing	1 & 6	4	Reduction in Property Maintenance Code Violations	City Codes Officials, City Building Permits	Determine improvements made to housing through City Records as well as by determining the number of residents who receive ERP and CHIP funding. Physical surveys can also supplement this data by providing information on condition of the exterior of buildings
			Number of properties participating in ERP, CHIP and related programs	Program coordinators (City of Camden, Cooper's Ferry Development Association)	
			Number of properties in poor condition	Physical Surveys	
Maintain improved parks	7	4	Set aside dollars, create 2009 budget	Budgets of responsible parties (Cooper, CSSD/	Review budget line items; windshield survey/photographs
Identify partners for vacant lot stabilization and develop process and criteria for selecting lots	7	4	Expansion or creation of new program for this purpose	Budgets of responsible parties (Camden Special Svcs. District, Philadelphia Green, &tc.)	Review budget line items; windshield survey/photographs

Form NP-2 cont.

Neighborhood Plan Outcome	State Plan Goal	NRTC Objective	Indicator	Data Source	Evaluation
GOAL 2: Foster New and Rehabilitated Retail and Commercial Development					
Improve Conditions of Commercial and Retail Buildings on Broadway	1 & 3	3 & 4	Number of commercial properties in poor condition	Physical Surveys	Determine improvements made to properties by assessing building permits as well as information of activities by implementation partners. Supplement this data by assessing condition of the corridor with physical surveys of the Broadway corridor.
			Number of properties rehabilitated	Information from implementation partners, City Building Permits	
			Amount of new retail and commercial space constructed	Information from implementation partners, City Building Permits	
			Reduction in Property Maintenance Code Violations	City Codes Officials, City Building Permits	
			Number of new businesses on Broadway	Survey data	
Attract New Retail to Neighborhood	1 & 3	3 & 4	Existence of neighborhood watch ctr., joint data collection, or other collaborations	Interviews; Camden Police Department's CompStat System	Review programs & data of Camden Police Dept., UMDNJ police, NJ Transit police, Del. River Port Authority Police, Cooper security and others
Coordinate private security of downtown institutions	5	4	Number of cameras installed and monitored	Maintain records of number of cameras installed & monitoring system	Determine progress of implementation of "eye in the sky program" on B'way, and tie-in of feeds from elsewhere in Cooper Plaza including parks
Support increased number of "eye in the sky" cameras	5	4			

Form NP-2 cont.

Neighborhood Plan Outcome	State Plan Goal	NRTC Objective	Indicator	Data Source	Evaluation
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GOAL 3: Facilitate Institutional & Educational Development

Produce planning study to access needs and identify sites and sources of funding for recreation/community center	8 & 5	4	Completion of plan	Completion of plan	Completion of plan
Pre-develop recreation/community center	5	4	Pre-development of Facilities	Planning Study; renderings; design documents; programming design	Physical progress toward establishing facilities that planning study determines are necessary to meet communities needs.
Increase access to Cooper's "Introduction to Health Careers" Program for Cooper Plaza Residents	3	1,2,3,4	Number of Cooper Plaza residents enrolled in program and number going to higher education or finding employment	Maintain records of number of residents enrolled in the program	Compare number of residents enrolled in program before and after implementation of plan

State Plan Goals:	NRTC Objectives:
(1) Revitalize the State's cities and towns.	(1) Alleviate poverty by increasing total household income;
(2) Conserve the State's natural resources and systems.	(2) Increase disposable income and purchasing power by increasing access to facilities and services at affordable prices, such as housing and health care;

<p>(3) Promote beneficial economic growth, development, and renewal for all residents of New Jersey.</p>	<p>(3) Reduce unemployment, including creating jobs, increasing access to jobs, creating business activities, and strengthening existing neighborhood-based business enterprises;</p>
<p>(4) Protect the environment, prevent and clean-up pollution.</p> <p>(5) Provide adequate public facilities and services at a reasonable cost.</p> <p>(6) Provide adequate housing at a reasonable cost.</p> <p>(7) Preserve and enhance areas with historic, cultural, scenic, open space and recreational value.</p> <p>(8) Ensure sound, integrated planning and implementation State-wide.</p>	<p>(4) Contribute to enhancing the quality of life in the neighborhood, as reflected in physical and/or programmatic improvements, in ways that have the potential to increase the market competitiveness of the neighborhood, and its attractiveness to potential homebuyers and renters. Such improvements include increased commercial activity, improved open space and recreation facilities, and enhanced community, social and educational services.</p>

Section 6:
Estimated Financial Requirements (Form NP-3)

Proposal Project	Estimated Cost	Sources of Funding	Uses of NRTC Funding	Role of Lead Organization and Partners
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GOAL 1: Improve Housing & Neighborhood Conditions

Rehabilitation of Vacant Homes	\$180,000 per unit (TRF estimate) *Note: estimate does not include acquisition costs	<ul style="list-style-type: none"> ▪ NJ HMFA CHOICE Program Camden Redevelopment Authority ▪ Cooper HUD-EDI earmark ▪ Economic Recovery Board ▪ Habitat For Humanity ▪ Casino Reinvestment Development Authority ▪ DCA NRTC funds 	Gap financing for property acquisition, pre-development, construction, soft costs and developer fees	Cooper will work with nonprofit and for-profit partners such as M&M Development, St Joseph's and Habitat for Humanity to support reconstruction and rehabilitation.
New Market Rate and Affordable Housing	\$240,000 for each affordable unit (TRF estimate) *Note: estimate does not include acquisition costs	<ul style="list-style-type: none"> ▪ NJ HMFA CHOICE Program Camden Redevelopment Authority ▪ Economic Recovery Board ▪ Habitat For Humanity ▪ Casino Reinvestment Development Authority ▪ DCA NRTC funds 	Gap financing for property acquisition, pre-development, construction, soft costs and developer fees	Cooper will work with nonprofit and for-profit partners such as M&M Development, St Joseph's and Habitat for Humanity to create a stock of decent mixed income housing
Rehabilitation and Improvement of Occupied Homes	\$775,000 (combined HCP, CHIP and WRAP budgets, city-wide) Repairs: up to \$20,000 per unit Emergency Repairs: up to \$4,000 per unit	<ul style="list-style-type: none"> ▪ Camden Housing Improvement Program (CHIP) ▪ Emergency Repairs Program (ERP) ▪ Weatherization, Rehabilitation and Asset Preservation (WRAP) ▪ DCA NRTC funds 	Assist existing homeowners with property maintenance and repairs.	Cooper will work with partner organizations to connect residents to resources and to expand the availability of these programs to Cooper Plaza residents, focusing particularly on key blocks. Cooper will also support efforts to expand CHIP by partnering with government and other sources.

HCP: Human Capital Plan HUD-EDI: Housing and Urban Development – Economic Development Initiative
 TRF: The Reinvestment Fund

Proposed Project	Estimated Cost	Sources of Funding	Uses of NRTC Funding	Role of Lead Organization and Partners
GOAL 1: Improve Housing & Neighborhood Conditions				
Expand, improve, and maintain neighborhood parks and green spaces	\$2+ million capital costs (\$1.58 m. County contract let to date; \$82,500 by TRF for design)	<ul style="list-style-type: none"> Camden County (capital costs) The Reinvestment Fund (park design) NJDOT and NJHMFA (land) 	Maintain newly and soon-to-be constructed parks	NJDOT and NJHMFA donated land, Camden County is constructing the parks, TRF funded a community design process, and Cooper has agreed to maintain the parks for 20 years. Cooper has already overseen park design through a series of community meetings with partner Cooper Lanning Civic Association.
	\$25,000 annual maintenance costs (Cooper est., year 1)	<ul style="list-style-type: none"> Cooper University Hospital DCA NRTC funds 		
Develop a Vacant Lot Stabilization Program	\$1 to \$1.50 per square foot (PHS estimate)	<ul style="list-style-type: none"> Ford Foundation (proposed) DCA NRTC funds 	Equipment and program costs	Work with stakeholders to design and implement an effective stabilization program. Reach out to model programs such as Philadelphia Green, and potential local partners such as the Camden Garden Club
Expand and Enhance Cooper Special Services District (CSSD)	\$133,000 annually (CSSD estimate)	<ul style="list-style-type: none"> Economic Recovery Board CSSD Membership Dues DCA NRTC Funds 	Extend the boundaries serviced by the CSSD to include Cooper Plaza and expand services provided to include other infrastructure and maintenance duties	Cooper Hospital will work in collaboration with local partners in its capacity as a member of the Greater Camden partnership, which administers the CSSD

PHS: Pennsylvania Horticultural Society

Proposed Project	Estimated Cost	Sources of Funding	Uses of NRTC Funding	Role of Lead Organization and Partners
GOAL 2: Foster New and Rehabilitated Retail and Commercial Development				
UMDNJ/ Robert Wood Johnson Medical School Expansion	\$136 million	<ul style="list-style-type: none"> ▪ UMDNJ/ Robert Wood Johnson Medical School ▪ State of New Jersey ▪ 2002 Municipal Rehabilitation and Economic Recovery Act ▪ DCA NRTC Funds 	For new academic research building on Broadway, pursue opportunities to expand public amenities in and surrounding the buildings.	Cooper is working closely with the UMDNJ on site acquisition and design of this Broadway anchor. Cooper will pursue options to enhance public infrastructure around the facility.
Parking Garage Commercial Space	\$33 million capital costs ("vanilla box" retail space)	<ul style="list-style-type: none"> ▪ CCIA ▪ Tenant rent ▪ DCA NRTC Funds 	Tenant fit-out costs	As the major tenant in the garage (parking spaces,) Cooper will continue to work with CCIA to ensure successful retail and commercial presence in this space.
Reduce Cost of Commercial/Retail Tenant Fit-Out	up to \$75-100 per square foot	<ul style="list-style-type: none"> ▪ Partner Developer ▪ DCA NRTC funds 	Gap financing for retail fit-out in concert with subsidies provided by other partners	Cooper and partner organizations would work together to attract new developers and tenants by subsidizing the cost of fit-out for retail space
Eyes in the Sky Program along commercial corridors	\$850,000 (monitoring station) \$330,000 (cameras/poles/labor for installation) for 15 cameras to be installed in the Cooper Plaza neighborhood	<ul style="list-style-type: none"> ▪ City of Camden-Urban Enterprise Zone ▪ Camden County Prosecutor's Office ▪ State Department of Law and Public Safety ▪ Cooper University Hospital ▪ Economic Recovery Board ▪ DCA NRTC funds 	It is expected that most money will be provided by the City. NRTC funds would support camera installation, monitoring, coord. w/ police & 911 system, expansion beyond commercial corridor (ex.: into parks.)	Cooper is partnering with the City of Camden's Urban Enterprise Program to install and maintain cameras and monitor footage. Partners will coordinate with the city's Police, Fire and Public Works Departments to efficiently respond to any problems. Program will be reinforced by the neighborhood watch programs.

CCIA: Camden County Improvement Authority

Proposed Project	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners
GOAL 3: Facilitate Institutional & Educational Development				
Feasibility Study and Conceptual Design for Community Center	\$75,000 (HCP)	<ul style="list-style-type: none"> ▪ City of Camden ▪ Regional/local Foundations (proposed) ▪ The Reinvestment Fund (proposed) ▪ DCA NRTC funds 	Complete a market feasibility study for a proposed Community Center including site selection, demand analysis, and programmatic and physical specifications as appropriate	Cooper Hospital and NRTC Plan partners, in cooperation with all community stakeholders, will find an appropriate organization to perform a study and explore next steps.
Promote workforce development by working with the Workforce Development Consortium and partnering with area institutions on training and job recruitment	\$100,000 annually (HCP)	<ul style="list-style-type: none"> ▪ Cooper University Hospital ▪ Ford Foundation/ Knight Foundation (proposed) ▪ DCA NRTC funds 	Participate in the Camden Workforce development Consortium; partner with job readiness programs including Woodland Community Development Corporation and STRIVE; expand career development training to incumbent Camden employees	Cooper will expand its internal programs and work with partner groups on trainings and services.

HCP: Human Capital Plan

Section 7:
Organizational Information (incl. Form NP-4)

FORM NP-4

I. Organization Characteristics

Names of Organization:	Cooper University Hospital
Annual Operating Budget:	\$667 million (2007)
Date of Incorporation:	1875

Purpose for which the organization was originally formed: To provide medical care to the indigent population of Camden, New Jersey

Current Mission Statement: Cooper University Hospital is an academic medical center committed to world-class patient care, education, and research resulting in a healthier community (Approved by the Board of Trustees, May 7, 2007)

Neighborhood Revitalization Mission: By mid-2005, Cooper University Hospital began plans for two major institutional projects: a new patient pavilion, and a new medical school building with University of Medicine and Dentistry, New Jersey (UMDNJ). With the hire of a new senior executive vice president in July 2005, Cooper embarked on a larger mission to create an urban health sciences campus. In February 2006, Cooper engaged a planning firm to run a "visioning" process with the community. The result was a series of models and images titled "Our Vision," which outlines a Camden Health Sciences Campus and Neighborhood. The Vision was presented publicly to State and regional leaders on March 29, 2006. Shortly thereafter, Cooper created a Vision DVD describing **"a healthcare campus woven into the fabric of the surrounding neighborhood" that will "stimulate an economic revitalization"** of the Cooper Plaza neighborhood. A copy of this DVD is enclosed.

II. Population Characteristics

Geographical area(s) served by the organization: Cooper University Hospital is the leading provider of comprehensive health services, medical education and clinical research in Southern New Jersey and the Delaware Valley. Cooper draws patients mainly from the three county region of Camden, Gloucester and Burlington counties. In 2007, 35% of our admissions were from the City of Camden. The concentration of Camden residents is more pronounced in the emergency department where 55% of our visitors are Camden residents.

Geographic area served by Cooper's revitalization efforts: To focus efforts in community development, Cooper University Hospital physically outlined an approximately 30 square block area in 2005, dubbed "The Vision Area." The Vision Area covers the majority of the Cooper Plaza neighborhood.

Clientele served by the organization: Cooper University Hospital provides medical care to all, regardless of ability to pay. Cooper is considered a "safety net" hospital by the State of New Jersey. Nearly half the population of Camden uses Cooper University Hospital annually through inpatient admission, outpatient visits to Cooper physicians, or visits to

the emergency room. In addition, Cooper provides free health and education services. In 2008, Cooper outlined explicitly in its "Community Outreach Plan" a mission "to provide access to health screenings, education, and resources through Cooper programs, first in our Vision area, and secondly, in our core counties in South Jersey."

III. Programming Characteristics

Briefly describe the primary services provided by the organization. Please include the number of clients served and/or number of units produced and/or managed in the last fiscal year.

Cooper University Hospital takes pride in its ability to offer a comprehensive array of diagnostic and treatment services. We are an acute-care hospital that serves as Southern New Jersey's major tertiary-care referral hospital for specialized services. In 2007, Cooper had over 25,000 inpatient admissions and 56,000 emergency room visits. On the Camden campus alone, Cooper had more than 71,000 outpatient visits.

As the clinical campus of the UMDNJ/Robert Wood Johnson Medical School at Camden, the hospital is committed to excellence in medical education, offering training programs for 110 medical students and 256 residents, fellows, and interns annually.

Cooper also has a broad agenda in the field of research. In 2006, Cooper had \$2.2 million in National Institutes of Health research grants, nearly \$3 million in other clinical research grants, and nearly \$12 million in health services grant awards.

IV. Organizational Staffing Characteristics

Total number of staff positions:	5,300
*Number of Occupied positions:	5410
*Number of Vacant positions:	294
Number of volunteers:	469 (2007)

Cooper serves the community as the largest private employer in the City of Camden. Cooper employs more than 5,300 employees across our health system (of which almost 3,700 are Camden based.) Approximately 550 Camden residents work at Cooper, making us the largest single private employer of Camden City residents.

* Includes Cooper University Hospital's pool of temporary workers.

Partner capacity: Housing

M & M Development LLC. M & M Development LLC. is a W.B.E. certified business run by Maria Yglesias and Maria Del Mar Lopez. These women use their design skills, business knowledge and dedication to build homes throughout New Jersey. M&M projects help to revitalize communities by transforming neighborhood eyesores into impressive buildings that instill pride into their communities.

Camden Redevelopment Agency designated M & M as a redeveloper for the neighborhood in 2006, following the successful passage of the Cooper Plaza Redevelopment Plan in 2005. M & M's selection was based on the organization's previous success in Newark; in 2000, M & M was approved by the City of Newark as a developer for the South Ward Redevelopment Plan. M & M completed several projects under the revitalization plan and in other areas comparable to those slated for Cooper Plaza, including:

- Park View Homes & Homes at Twelfth (market rate home ownership, Newark)
- Villa Esperanza (44 units of low- and moderate- income rental, Newark)
- Homestead (residential/commercial, rehabilitation & new construction, rental and home ownership, Newark)
- Apple Tree Village (30 units, home ownership, Elizabeth)
- Cathedral Homes (affordable and market-rate, Newark)

For the Cooper Plaza neighborhood, M & M has developed a three-phase plan to create 100 units of housing called "Coopers Hill." M & M has secured funding from the Camden Economic Recovery Board for the first two phases, as well as the NJ HMFA "CHOICE" program for the first phase. They expect to receive final city approvals and commence construction of the first phase in late 2008. At each stage, the City will be working as a partner, acquiring vacant lots and buildings and transferring them to M&M. The Cooper Lanning Civic Association (CLCA) will aid in lot maintenance before construction begins. (See **Section 9, subsection A-1 maps.**)

Metro Camden Habitat for Humanity. Metro Camden Habitat for Humanity (MCHH), Inc. was founded in 1986, as an affiliate of Habitat for Humanity International. MCHH partners with God, people, and organizations to build and renovate houses for those in need of affordable, decent homes in Camden County, NJ. In addition, MCHH fosters and empowers healthy communities through educational programs in personal finance, successful homeownership, and job training in the construction trades.

Since its founding, MCHH has built, sold and financed 47 houses in Camden, including 37 in Cooper Plaza. Nine of these were new construction and the remainder major rehabs. MCHH is dedicated to working closely with the efforts coordinated by Cooper Hospital with the Camden Redevelopment Agency, Cooper Hospital, M & M & St. Joe's under Cooper Hospital. Over the last two years, MCHH has focused on the least-affluent, southern section of the Cooper Plaza neighborhood, from Clinton Street to Pine Street, with a goal of eliminating every vacant building within this footprint. (see **Section 9, subsection A-1 maps.**) MCHH is also developing an 18-unit construction project in three phases, consisting of:

- 6 units on S. 6th Street between Royden & Line
- 6 units in the 600 block of Line
- 6 units in the 500 block of Royden.

As symbol of working together and not recreating efforts, MCHH requires its housing applicants to attend St. Joe's Home Maintenance classes. Two years ago, the group began a Construction Trades Training Program. The program targets young people with little earning potential who want to learn the construction trades and earn a living wage to support their families. Trainees learn by building Habitat

St. Joseph's Carpenter Society. The St. Joseph's Carpenter Society (SJCS) was founded in 1985 and is now the #1 producer of for-sale housing in Camden, building more homes than any other nonprofit in Camden since 1993. SJCS has built or rehabbed over 775 homes for families, over 520 of which have been for homeownership with buyers graduating from the Campbell Soup Homeowner Academy. The Homeowner Academy is a mandatory six-week course that teaches families the basics of financial management and the mortgage process, as well as the responsibilities of being home-owning community members.

St. Joe's performs three inter-related functions: community organizing, housing development, and homeowner education. Since its inception, the value of St. Joe's homes has risen dramatically. In 1990, rehabilitated homes sold for \$20,000 and today these homes sell for between \$68,000 and \$140,000. The fact that the Society's homes are appreciating and that families are successful homeowners are strong endorsements of the Carpenter Society's community development approach.

Until recently, SJCS's work focused primarily on East Camden, where it has partnered with 30 stakeholder agencies (social service agencies, civic engagement groups, businesses, churches) to produce a strategic investment plan to revitalize all of East Camden. SJCS recently won accolades for some its work in East Camden: the "Baldwin's Run" development, produced in partnership with the Housing Authority of City of Camden and Pennrose Properties, produced 219 for-sale houses and 274 rental units and was highlighted in *Cottage Living Magazine* in 2008 as a top-10 cottage neighborhood.

SJCS began work in the Cooper Plaza neighborhood in 2005/2006, creating partnerships with local stakeholders including Cooper Lanning Civic Association and Cooper University Hospital. So far, SJCS has undertaken two major projects in the Cooper Plaza area in partnership with Cooper University Hospital (see Section 9, subsection A-1 maps):

- *Community Links III* is a forty unit rehabilitation project covering both East Camden and Cooper Plaza/Lanning Square, funded through HMFA's MONI program
- *Camden Rehab I* is a thirty-unit rehabilitation project targeting abandoned homes in East Camden and Cooper Plaza/Lanning Square. The Camden Rehab project produced twelve new homes in Cooper Plaza alone in 2008, funded through NJ HMFA's CHOICE program

Center for Family Services. CFFS is a non-profit human services agency with an annual operating budget of over \$21 million. CFFS employs over 500 full- and part- time staff in seven office locations, in addition to shelter/residential facilities. CFFS provides services to over 40,000 clients each year.

CFFS has successfully completed seven extensive rehabilitation projects that have improved Camden neighborhoods, and helped provide greatly needed support for low-income and disadvantaged children and families. CFFS has been part of the Cooper Plaza Neighborhood for over 80 years, and has purchased and renovated eleven buildings on Benson Street since 1980.

In January 2008, CFFS completed its first fully-residential project in the neighborhood, called "Camden DREAMS." This project, which received key funds from NJ HMFA and other state and federal sources, renovated 554, 556 and 558 Benson Street into 13 permanent housing apartments for youth aging out of foster care. CFFS has plans to create an upgraded, secure parking lot as the final step of the Camden DREAMS project.

Partner capacity: Related activities.

The other partners that have joined this NRTC process have a range of abilities to participate in ancillary activities related to housing. **Cooper Lanning Civic Association** is the largest civic association in the community, providing a venue for communication, information-sharing and recruitment of homeowners. CLCA also has successfully performed activities such as lot clean-up, tree plantings, graffiti removal and more. The **Berkley Hall Historic District Association** represents owners in the historic district, and provides perspective on maintaining the historic character of the neighborhood. **Puerto Rican Unity for Progress (PRUP)** has been situated on Broadway for 30 years, offering case management services targeted at Hispanics of all ages, and serving to 8,000 individuals annually. PRUP has administered housing-related grant programs including the federal McKinney-Vento Homeless Assistance Act. **Latin American Economic Development Association (LAEDA)** promotes economic development for the disadvantaged in the City of Camden. LAEDA's programs include entrepreneurial development training programs, small business plan development and technical assistance. LAEDA has also purchased and rehabilitated commercial properties in Camden.

SECTION 7: Organization Information/Profile, Capacity & Experience

(Include organization's history, current programs and structure; financial resources and any previous DCA grants; relationship b/w the organization's services and the needs of the neighborhood; how the organization accomplishes its community building initiatives; how community residents are involved; evidence of involvement with the community.)

History. Cooper University Hospital, founded by the Cooper family, has been in Cooper Plaza since it opened its doors in 1887. With a mission to "care for the indigent," Cooper continued to care for the residents of Camden as the city evolved from a thriving hub to a disinvested city marked by poverty and crime. Over the last several decades, many urban hospitals left cities and moved to the suburbs, including Camden's own Virtua/West Jersey Hospital. As others have left, Cooper's mission to care for Camden residents only grew. Currently, roughly half of the city's population receives care from Cooper every year.

Cooper's growth has been marked by tough challenges. Just eight years ago, Cooper was near bankruptcy, forced to lay off staff and curtail services. Residents of South Jersey were migrating to Philadelphia for medical care in astounding numbers, bypassing Camden as they crossed the Delaware River. Since then, Cooper has turned itself around, repairing finances, stepping up recruiting, and establishing medical centers of excellence. In 2005, 2006 and 2007, Cooper won the National Research Council's Consumer Choice award for the Top Hospital in the Delaware Valley region, joining the ranks of the Mayo Clinic, Johns Hopkins, and the Cleveland Clinic. In 2006 and 2007, Cooper was named a "Best Place to Work" in New Jersey by *NJ BIZ* magazine. In 2007, the *New York Times* called Cooper a "nationally respected trauma center." By 2005, Cooper announced plans for a new Patient Pavilion, and began to work with University of Medicine and Dentistry, New Jersey (UMDNJ) and the City to plan and site a new medical school building.

For the Cooper Plaza neighborhood, Cooper's turnaround was fortuitous timing. In 2005, the City and community began work on a Cooper Plaza Redevelopment Plan. The resulting plan, passed by City Council in October 2005, called for infill housing,

community amenities and created a "Medical Support Zone" with broad potential uses. The Plan envisions an interwoven campus and neighborhood. By February 2006, Cooper engaged a firm to run a "visioning" process with the community around this Plan. The result was a call for a "Camden Health Sciences Campus and Neighborhood," terminology that persists to describe Cooper Hospital's holistic approach to improving Cooper Plaza. The visioning process is described at length in Section 8 of this proposal.

Structure. The hire of new Senior Executive Vice President, John P. Sheridan Jr., in July 2005, signaled Cooper's renewed focus on community redevelopment. Mr. Sheridan established a strong working relationship with the Cooper Lanning Civic Association and City officials, participated in the Cooper Plaza Redevelopment planning process, and linked together the hospital's planning with local community planning. In February 2008, Mr. Sheridan, the architect of the implementation strategy for the Cooper Board of Trustee's Vision for a Health Sciences Campus and Neighborhood, became President & CEO of Cooper University Hospital.

Cooper has in place an appropriate team to staff community development activities in the neighborhood. Cooper created and hired a new role, *Manager of Public Policy and Community Development Initiatives*, in September 2006. In March 2007, Cooper created and hired a *Senior Vice President of Real Estate and Special Projects (SVP)* to bring together the functions of physical development and community projects. Further expansion in Fall 2007, created two new positions - *Director of Special Projects* and *Director of Women's and Community Outreach* - and changed the Manager position to a *Director for Community Development*. Today, the SVP supervises this team in implementing Cooper's community development functions.

Programs. Cooper has taken a leadership role to bring together government, foundation and private partners to implement projects throughout the neighborhood to make the Cooper Vision a reality:

Parking Center. Built by the Camden County Improvement Authority (CCIA), this

facility opened on the Broadway corridor in September 2007 and includes retail space, as yet unoccupied. Cooper spurred the construction by agreeing to demolish a private parking garage and be the major leaseholder of parking spaces (900 of 1600 spaces.) While CCIA staffs the parking function, Cooper pays for security detail in the garage. Cooper and CCIA collaborated with the community on design elements to make the garage appropriate for the neighborhood (brick façade on the bottom 3 floors, grass and landscaping.)

Parks. Cooper took the lead to create three new or expanded parks in Cooper Plaza. Cooper won foundation funding from The Reinvestment Fund for a community design process (described in Section 8). Camden County will construct the parks with funds from NJ Department of Transportation, the City has acquired necessary land and agreed to own the parks, and Cooper will perform all park maintenance for 20 years. Cooper has hosted bi-weekly multi-partner meetings to coordinate streetscaping and parks construction activities in Cooper Plaza since Summer 2007.

Housing. Cooper and St. Joseph's Carpenter Society formed a partnership in 2006. Cooper provided up to \$5,000 of down-payment and closing costs for Cooper employees who bought a St. Joe's home in Cooper Plaza. Four employees closed on houses in 2006 and 2007. Cooper also sold six residential shells near the hospital to St. Joe's, at \$206,000 below appraised value, for residential rehabilitation. Five of the six homes were completed and sold in 2008.

Cooper maintains strong relationships with all housing entities working in the neighborhood, hosting regular meetings of the "Cooper Plaza Housing Implementation Task Force" which includes representatives from the Camden Redevelopment Agency, M & M Development, St. Joseph's Carpenter Society and Habitat for Humanity. In FY2008, Cooper was the recipient of a \$196,000 federal HUD-EDI (Housing and Urban Development – Economic Development Initiative) earmark that will be used for bricks and mortar improvements in Cooper Plaza.

Further, Cooper has worked to make connections between neighborhood housing developers and employees, creating marketing and outreach opportunities.

Workforce Development. Recognizing that many neighborhood employees who work at Cooper are in non-clinical positions, in 2007 Cooper created a new “Intro to Health Careers” class for service-level employees. The eight-hour class, taught by Camden County College and Cooper employees from various departments, describes medical careers while promoting Cooper’s tuition reimbursement benefits.

Financial Resources and Institutional Capacity. The Cooper Health System maintains a Grants Department that reports directly to the Vice President of Finance. The Grants Department includes a manager, a staff accountant and a grants analyst. The Cooper Health System is annually subject to the A-133 “Single Audit,” an organization-wide audit that includes financial statements and grant expenses. Nonprofit entities that expend \$300,000 or more a year in federal awards must conduct such an audit. Cooper’s most recent audit is for the fiscal year ended Dec. 31, 2006. This audit is attached in Section 9, subsection A-5. For the 2006 fiscal year, Ernst & Young LLP awarded the Cooper Health System an “Unqualified” opinion as a result of the A-133 audit. This is the best qualification possible. The report states, “In our opinion, The Cooper Health System complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the year ended December 31, 2006.”

As the “Supplemental Schedule of Expenditures of Federal, State of New Jersey and Camden County Awards” demonstrates, Cooper spent more than \$8.5 million of Federal grants and contracts funds and nearly \$23 million of State grants in 2006. This included \$35,000 in federal dollars, passed through the Department of Community Affairs through a Community Services Block Grant, used to hire a nurse to help coordinate one-on-one follow-up care at Cooper’s breast surgical clinic in Camden. The program provides help to approximately 250 underserved, under-insured or uninsured low-income women, mostly city residents.

State Resources. Much of Cooper Plaza's institutional development is supported with State funds. Cooper University Hospital was among eight institutions funded for capital projects through the "Municipal Rehabilitation and Recovery Act" (commonly called the Camden Recovery Act") in 2002. That state legislation put forth just over \$12 million for Cooper's new Patient Pavilion. The State's investment allowed an increase in the size of the Pavilion, from six to ten stories, making it the largest single construction project in the City in nearly three decades. Cooper is funding the balance of the \$220 million cost through its own capital funds and bonding. Four other projects anchoring the Health Sciences Campus have a State role:

1. The State has committed capital funds for the Cooper Cancer Institute (announced by the Governor in July 2007, design to begin in 2009)
2. The State committed funds for a medical school building in Camden in fiscal year 2005, and each year since
3. In December 2006, the State announced capital funds as part of a stem cell research bill for a "biomedical research" institute, in which Cooper is a partner
4. Cooper plans to buy a State-owned office building at the edge of the campus to be retrofitted to allow Cooper to bring 400 back-office employees to Camden, from suburban locations

Neighborhood needs, communication and partnerships. Since 2005, Cooper has regularly attended Cooper Lanning Civic Association meetings. In February 2006, Cooper hosted a community "Visioning" session described in Section 8. Since 2006 Cooper has also attended regular public community-wide meetings about the Human Capital Plan and participated in several smaller meetings on specific pieces of it. Through these community meetings, Cooper developed new relationships with local organizations. For example, Cooper met workforce development provider STRIVE through the HCP planning process, and is now hiring STRIVE graduates. In 2007, Cooper created another layer of communication by holding its first meeting on community development specifically for Cooper employees who live in the Cooper Plaza and Lanning Square neighborhoods. **Evidence of these meetings is included in Section**

8.

In addition to regularly attending community-wide meetings and engaging in public planning processes, Cooper also works on various projects designed to target areas of community need. In Spring 2007, Cooper created a web-based inventory to track problem parcels in the Cooper Plaza neighborhood. To date, more than 175 units are in the database, and each record is re-surveyed and updated at least every six months. Cooper has used this database to report needs to City Code Enforcement and Public Works offices, and provided up-to-date information about the status of parcels to the Camden Redevelopment Agency and developers.

Further, Cooper has sought to lay the framework for development by focusing on streetscape work. This includes ensuring consistent, bright lighting necessary for public safety, and redesigning parks adjacent to the first phases of housing revitalization to make the housing more attractive and the parks safer. By ensuring the underpinnings of a successful neighborhood – safety and infrastructure – Cooper hopes to lay the groundwork for successful redevelopment.

In 2008, Cooper won a *Smart Growth Award* from NJ Future for the Health Sciences Campus. In presenting the award, NJ Future noted that “When Cooper Health System, the region’s largest private employer with more than 5,300 employees, opted to combine its own expansion plans with efforts to strengthen the adjacent historic neighborhood, it created a new opportunity for cooperation and the potential for lasting success... the Health Sciences Campus is the core of a 30-block redevelopment area.”

In light of the broad spectrum of contributors and Cooper’s role as a neighborhood leader, coordinator and project manager, Cooper chose to share the award with several partners including: Camden County, Camden Redevelopment Agency, Cooper Lanning Civic Association, NJ Housing & Mortgage Finance Agency, and St. Joseph’s Carpenter Society. Cooper also noted as “project contributors” The Reinvestment Fund, landscape architect Alan Goodheart, Ewing Cole (an architecture/planning/engineering firm), A.

Nelessen Associates (who ran the Visioning process), and Remington & Vernick Engineers (the County-hired streetscape firm.) **The project description from the NJ Future awards booklet is attached.**

HEALTH SCIENCES CAMPUS, COOPER UNIVERSITY HOSPITAL, CAMDEN

The Cooper Health System Board of Trustees; Camden County; Camden Redevelopment Agency;
Cooper Lanning Civic Association; New Jersey Housing & Mortgage Finance Agency;
Saint Joseph's Carpenter Society

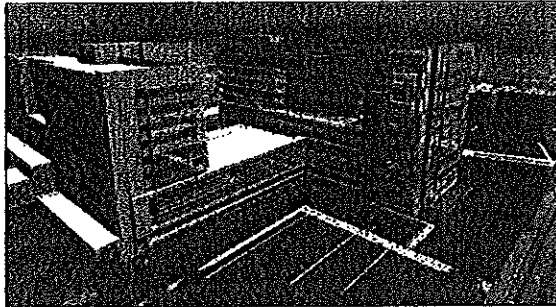
Many of Camden's neighborhoods have experienced decline and disinvestment, and the Cooper Plaza neighborhood in Camden is no exception. So when Cooper Health System, the region's largest private employer with more than 5,300 employees, opted to combine its own expansion plans with efforts to strengthen the adjacent historic neighborhood, it created a new opportunity for cooperation and the potential for lasting success. When complete, the Health Sciences Campus will be a district where people live, work, shop and receive medical services within easy reach of multiple public transit modes.

The Health Sciences Campus is the core of a 30-block redevelopment area that rebuilds and expands major health care facilities; revitalizes the adjacent historic Cooper Plaza neighborhood; rebuilds the Broadway retail district (Camden's traditional shopping street); and improves access to the Rand Transportation Center.

The investment in the Health Sciences Campus indicates Cooper's strong commitment to Camden and the adjacent neighborhood. Cooper has invested in properties and has made improvements in areas that reach far beyond its own footprint. Better than half of the more than \$500 million total investment has been made since 2005 or is under construction (completion of the campus is anticipated in about five years). Among the major pieces that have already been implemented or are nearing completion are a new 10-story Patient Care Pavilion; a new gateway park replacing an old garage; a new 1,600-car parking garage with ground-floor retail; and historic row-home renovations with sidewalk and landscaping improvements in the Cooper Plaza neighborhood.

A crucial feature of the campus plan is the development of workforce housing for Cooper employees in the adjacent Cooper Plaza neighborhood. Of the 550 Camden City residents who work at the hospital, about 90 currently live in the neighborhood. Cooper has partnered with the St. Joseph's Carpenter Society to rehabilitate more than a dozen town homes and provides assis-

tance to Cooper employees who are first-time homebuyers to encourage purchase of the rehabilitated homes. The housing rehabilitation and construction, which includes an additional 100 mixed-income units, has been accompanied by streetscape improvements that reinforce the historic neighborhood character through the use of cobblestone streets, brick sidewalks and historic street lamps.



Other planned initiatives include improvements to the public spaces and pedestrian connections around the Rand Transportation Center, where NJ TRANSIT's bus service and RiverLine and the PATCO high-speed line

come together, to provide better access and encourage transit use by residents, employees and downtown visitors.

Cooper also facilitated Camden County's \$10 million investment in three publicly owned neighborhood parks, for which Cooper will provide maintenance over 20 years. A new school – the Lanning Square Elementary School – is planned, as well.

The medical expansion includes plans for a 75,000 square-foot, \$75 million Cooper Cancer Institute; a 160,000-square-foot, \$136 million Robert Wood Johnson Medical school/UMDNJ expansion; and a biomedical research facility owned by Rutgers-Camden and operated collaboratively.

The Health Sciences Campus has succeeded because of strong partnerships and an inclusive process. Cooper was able to secure community support as it fully engaged neighborhood residents through community charettes and meetings. In the visioning process, Cooper worked with the local Cooper Lanning Civic Association and was able to address community concerns, such as ensuring public safety, creating useful public spaces and preserving neighborhood character.

Additional project contributors:

Alan Goodheart ASLA Landscape Architect; Ewing Cole; A. Nelessen & Associates; The Reinvestment Fund; Remington & Vernick Engineers

Section 8:
Participatory Planning Requirements

SECTION 8: Participatory Planning Requirements

The Cooper Plaza Neighborhood NRTC Plan embodies years of outreach and discussions with residents and community stakeholders. Several interlocking planning processes engaged the community and incorporated resident input into the articulation of neighborhood goals and the development of appropriate strategies.

The outcomes of all these processes are manifest in the NRTC Plan. The sequence of the planning processes was as follows:

Cooper Plaza was among the first neighborhoods in Camden to go through a Redevelopment Planning process following the State takeover of the City in late 2002. By 2004, civic engagement on the **Cooper Plaza Redevelopment Plan** was underway, and the plan passed City Council in Spring 2005. With plans for a new Patient Pavilion and a new medical school getting underway, Cooper began a full-blown **Cooper Hospital Visioning Process**, related to the expansion of the Health Sciences Campus, in early 2006. Public interest in improved park space articulated during this visioning process led directly to the **Cooper Parks Visioning Process**, which began in late 2006. Most recently, Cooper Plaza joined together with the neighboring Lanning Square neighborhood to create the revolutionary **Human Capital Plan**. Community engagement in the Human Capital Plan (HCP) got underway in 2007, and continued through Summer 2008, when it was finalized. The HCP explores strategies for how Camden residents can best benefit from physical redevelopment in the area.

The outcome of all of these processes is manifest in the NRTC Plan. A draft outline of the NRTC plan was first presented to partner organizations at a June 9th meeting, and the full plan draft was circulated during Summer 2008.

Cooper Hospital Visioning Process. In early 2006, Cooper University Hospital engaged A. Nelessen Associates to convene a visioning process with the community related to the Health Sciences Campus and neighborhood in Cooper Plaza. The most significant community participation occurred in March 2006. Documentation of the meeting announcement, attendee sign-in sheet, and photos taken at the meeting are provided. At a March 23rd meeting with 74 neighborhood residents, Nelessen ran a community charette process that included:

1. A *Visual Preference Survey*, where slides were shown and attendees were asked, "How appropriate or inappropriate is the place you are seeing, now and in the future, in the Study Area?" Participants viewed 100+ photo slides, ranking each on a scale of -10 to +10. The slides were shown in clusters to ensure useful results. For example, the "parking cluster" showed approximately a dozen slides of existing parking options in Cooper Plaza, plus images of varied styles of parking *not* found here, to elicit true taste preferences. The results of the survey are provided in this application. The average response rate and standard deviation of responses is indicated next to each slide.

Resident preference was later directly incorporated into the physical design plans; for

example, participants ranked a brick-façade parking garage very highly, so the design of the CCIA parking center (now operational) includes a brick façade on the first 3 stories.

2. Participants individually completed *demographic, market, and policy questionnaires*. Questions teased out housing and streetscape preferences, whether residents found the neighborhood currently affordable or unaffordable, shopping patterns, feelings on public safety, and more. The results are provided, indicating the percentage of participants who chose each answer.

3. Participants also engaged in a *mapping exercise* to prioritize areas for development. Meeting attendees were given an aerial map of Cooper Plaza with tracing paper, and worked in small groups to color with green colored pencil what should stay, in red what should be changed and developed, and in yellow the areas they felt neutrally about. The results of this exercise were melded with Cooper's institutional building plans to produce a "Vision Map," which showed maintenance/infill of row homes in the central area of the neighborhood (historic area) and changing the uses on Broadway. The map is provided.

Cooper Parks Visioning Process. The Hospital Visioning Process identified improved park space as a priority. In Fall 2006, with a grant awarded by The Reinvestment Fund, Cooper University Hospital hired landscape architect Alan Goodheart to design three parks. Cooper worked with the Cooper Lanning Civic Association to organize three meetings totaling roughly 60 community members. In December 2006, Mr. Goodheart presented site designs and elements, and community members voted on their preferred design elements. For example, community members rejected the idea of a fenced dog park, but strongly endorsed a grassy amphitheatre area. In April, 2007 Mr. Goodheart presented the final design and it won full endorsement.

The Powerpoint presentations from the December 2006 and April 2007 meetings, including design concepts, are provided, as well as the agenda and storyboards and a Cooper newsletter from the April 2007 meeting, and some follow-up correspondence.

Cooper Lanning Human Capital Plan. (HCP)

The process involved in creating the Cooper Lanning Human Capital Plan was so admired that in April 2008, the City Council passed an ordinance requiring that all future redevelopment plans in the City be accompanied by a human capital plan.

The Cooper Lanning Human Capital Planning process began in full-force in 2007. The process was funded by the Annie E. Casey and Ford Foundations, which hired Urban Strategies (<http://www.urbanstrategiesinc.org/>) to neutrally convene a Human Capital Planning Process for the adjoining neighborhoods of Cooper Plaza and Lanning Square. This was to be done in conjunction with the planning process for the Lanning Square Redevelopment Plan. Cooper Plaza benefited from a joint process that allowed it to have a Human Capital Plan *even though it had a previously-passed Redevelopment Plan*.

The information gathering and stakeholder engagement process for the Human Capital Plan was extensive, involving 28 community meetings, 41 one-on-one meetings with

stakeholders, a survey of 13% of area heads of household, as well as focus group and resident leadership team meetings. A complete list of community meetings has been included. However, it should be noted that this list includes meetings referring to both the Lanning Square Redevelopment Plan and the HCP. There were six *principal* meetings dedicated to the HCP. The meetings have been documented in bold; they took place between May and September 2007. Flyers advertising the community-wide meetings were posted throughout the neighborhood in both English and Spanish. Available flyers, agendas and notes for these meetings are included, as are flyers and notes from select focus groups. A complete copy of the Human Capital Plan is also provided.

Several creative exercises were used at the community meetings to tease out residents' priorities, including:

- An exercise involving giving each community member faux "money" and directing them to "spend" it on various projects
- Displaying a comprehensive list of service agencies and institutions in or near the neighborhood, and giving residents a sheet of red, yellow and green stickers to express their feelings about stopping, maintaining or growing certain uses
- Using a community "parking lot" – a board where miscellaneous issues were recorded throughout the process, to be integrated into a strategies (ex:/ complaints about specific drug corners, problem buildings, etc.)

Beyond the engagement mentioned above, the Human Capital Planning process included thirteen focus group meetings and nine Resident Leadership Team meetings. Focus groups included families, males, minority contractors, seniors, and people under the age of 25. The Resident Leadership Team is a small group established to focus on the work of Human Capital Planning, which met for the first time in October 2007. Notes from the first meeting of the Team have been included. Three members of the Resident Leadership Team that also represent larger civic organizations are involved in the NRTC application process. They are: Sheila Roberts of the Cooper Lanning Civic Association, Mark Boogaard of the Berkley Hall Civic Association and Ray Lamboy of the Latin American Economic Development Association (LAEDA).

Cooper Plaza Redevelopment Plan. Cooper Plaza was among the first neighborhoods in Camden to go through a Redevelopment Planning process following the State takeover of the City in late 2002. By Fall 2004, the City began a civic engagement process which included representatives of the Cooper Lanning Civic Association (CLCA) and Berkley Hall Civic Association (BHCA), among others, and included multiple community meetings. Evidence of 7 community meetings is included here; these meetings were held between Sept. 2004 and March 2005. Evidence includes flyers, agendas and sign-in sheets.

The Cooper Plaza Redevelopment Plan was approved by the Planning Board on March 29, 2005 and adopted by the City Council in May 2005. The Cooper Plaza Redevelopment Plan is provided.

All of the above-mentioned items can be found in Section 9: Attachments, subsection A-3.

30-Day Review Period and public review. Evidence that the Plan was submitted to the City for a 30-day review period is available through FedEx confirmation. Engagement with municipal officials began with a meeting including the Camden Redevelopment Agency and the City Department of Planning on January 18, 2008, and included an April 16, 2008 working meeting, as well as varied contact throughout the process. Final feedback from municipal planning professionals was provided on September 29, 2008.

The Plan was held for 45+ days with the community leaders of the Cooper Lanning Civic Association and the Berkley Hall Civic Association; during this time the Cooper Lanning Civic Association held a regular monthly meeting.

It should be noted that in addition to the evidence put forth in this application, the public review process of the City-passed plans (that informed this Neighborhood Plan) happened pursuant to New Jersey statute. The Cooper Plaza Redevelopment Plan passed City Council in May 2005, following passage by Planning Board and appropriate public noticing. The Human Capital Plan was passed by the City Council in July 2008, simultaneous to the Lanning Square Redevelopment Plan.



John P. Sheridan, Jr.
President and Chief Executive Officer

One Cooper Plaza
Camden, NJ 08103-1489

ph. (856) 342-2953
fax (856) 968-8574
sheridan-john@cooperhealth.edu

July 17, 2008

Judge Theodore Z. Davis
Chief Operating Officer
Office of the Chief Operating Officer
City Hall, Suite 1300
520 Market Street
Camden, NJ 08101

Dear Judge,

The purpose of this letter is to inform you that Cooper University Hospital intends to apply to the New Jersey Department of Community Affairs to qualify the Cooper Plaza neighborhood, pursuant to the Neighborhood Revitalization Tax Credit (NRTC) program (See NJSA: 52:27D-490 et seq.)

To qualify, it is necessary to submit a "Neighborhood Plan" for the area. As you know, Cooper Plaza has undertaken many planning processes, including the Cooper Plaza Redevelopment Plan (2005) and the Cooper Lanning Human Capital Plan (2007-2008), as well as the Cooper Hospital Visioning (2006) and a separate Parks Visioning (2006-2007.) All of these processes were undertaken with significant community participation, in transparent processes.

Accordingly, the approach we have taken is to merge the elements of these plans to qualify the Cooper Plaza neighborhood. If qualified, and if a corporate partner is identified, this would make the neighborhood eligible for up to \$1 million annually for a neighborhood revitalization project. We are being assisted in this NRTC application process by The Reinvestment Fund, which is providing in-kind planning services.

Most importantly, since Cooper is making application on behalf of the neighborhood, we have set up an advisory group as we are constructing the application. This group includes representatives of: Metro Camden Habitat for Humanity, St. Joseph's Carpenter Society,



The Core Teaching Campus of the
University of Medicine and Dentistry of
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Medical School at Camden.



The Cooper Health System

John P. Sheridan, Jr.

President and Chief Executive Officer

One Cooper Plaza
Camden, NJ 08103-1489

ph. (856) 342-2953
fax (856) 968-8574
sheridan-john@cooperhealth.edu

July 17, 2008

Mayor Gwendolyn Faison
520 Market Street
City Hall, Fourth Floor
P.O. Box 95120
Camden, NJ 08101

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ROBERT WOOD JOHNSON
MEDICAL SCHOOL

University of Medicine and Dentistry of New Jersey

The Core Teaching Campus of the
University of Medicine and Dentistry of
New Jersey, Robert Wood Johnson
Medical School at Camden.

Section 9:
ATTACHMENTS
(See separate Table of Contents)

SECTION 9: ATTACHMENTS

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A.1: Maps

A.2: Photos of Neighborhood

A.3: Participatory Planning

a.) **NRTC partner organizations meeting**

b.) **Cooper Hospital Visioning**

c.) **Parks Visioning**

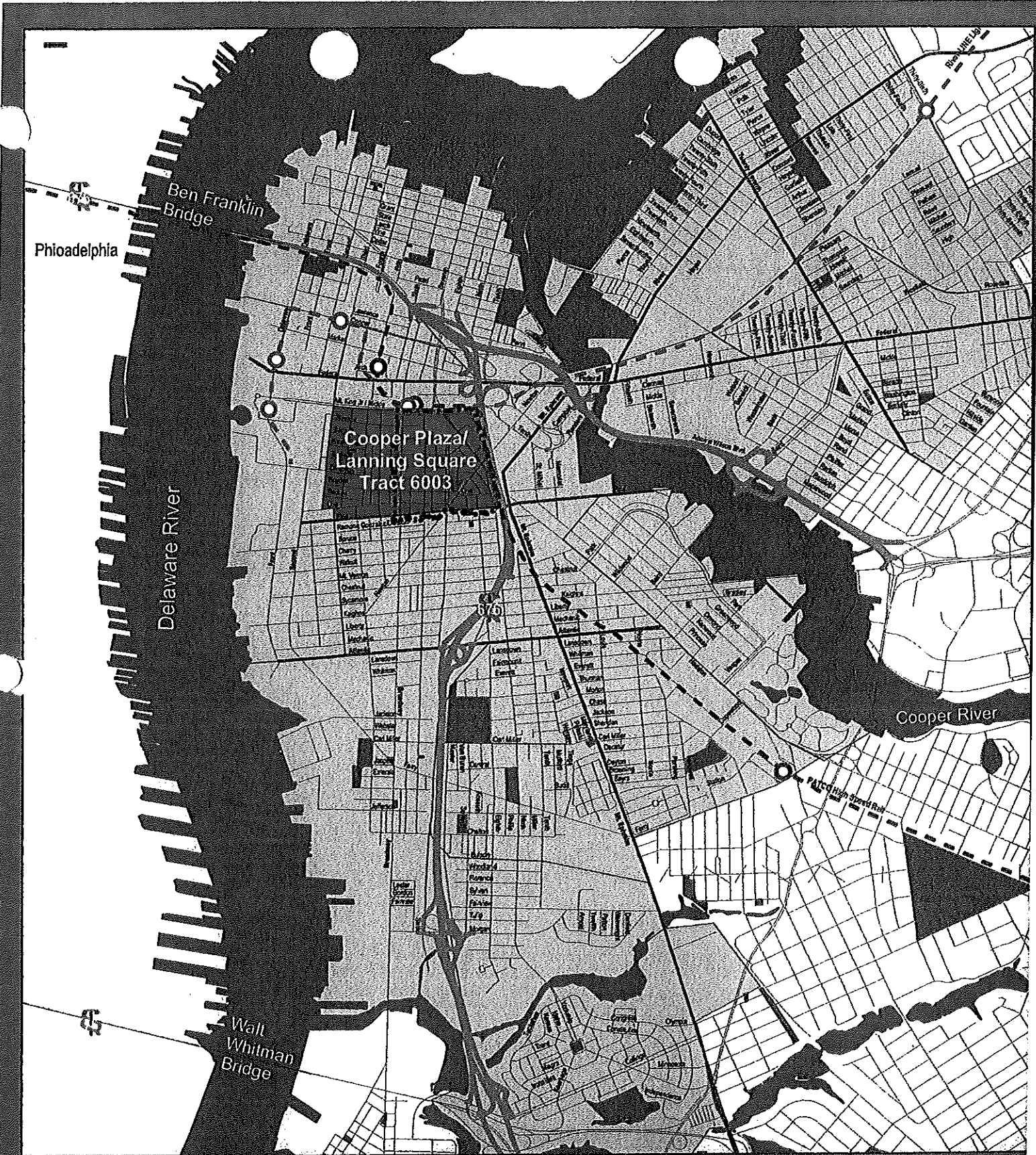
d.) **Human Capital Plan**

e.) **Cooper Plaza Redevelopment Plan**

A.4.: Letters of Support

A.5.: Institutional information & financials

A.6.: Resumes/CVs



Philadelphia

Ben Franklin Bridge

Delaware River

Cooper Plaza
Lanning Square
Tract 6003

Cooper River

Wall Whitman Bridge

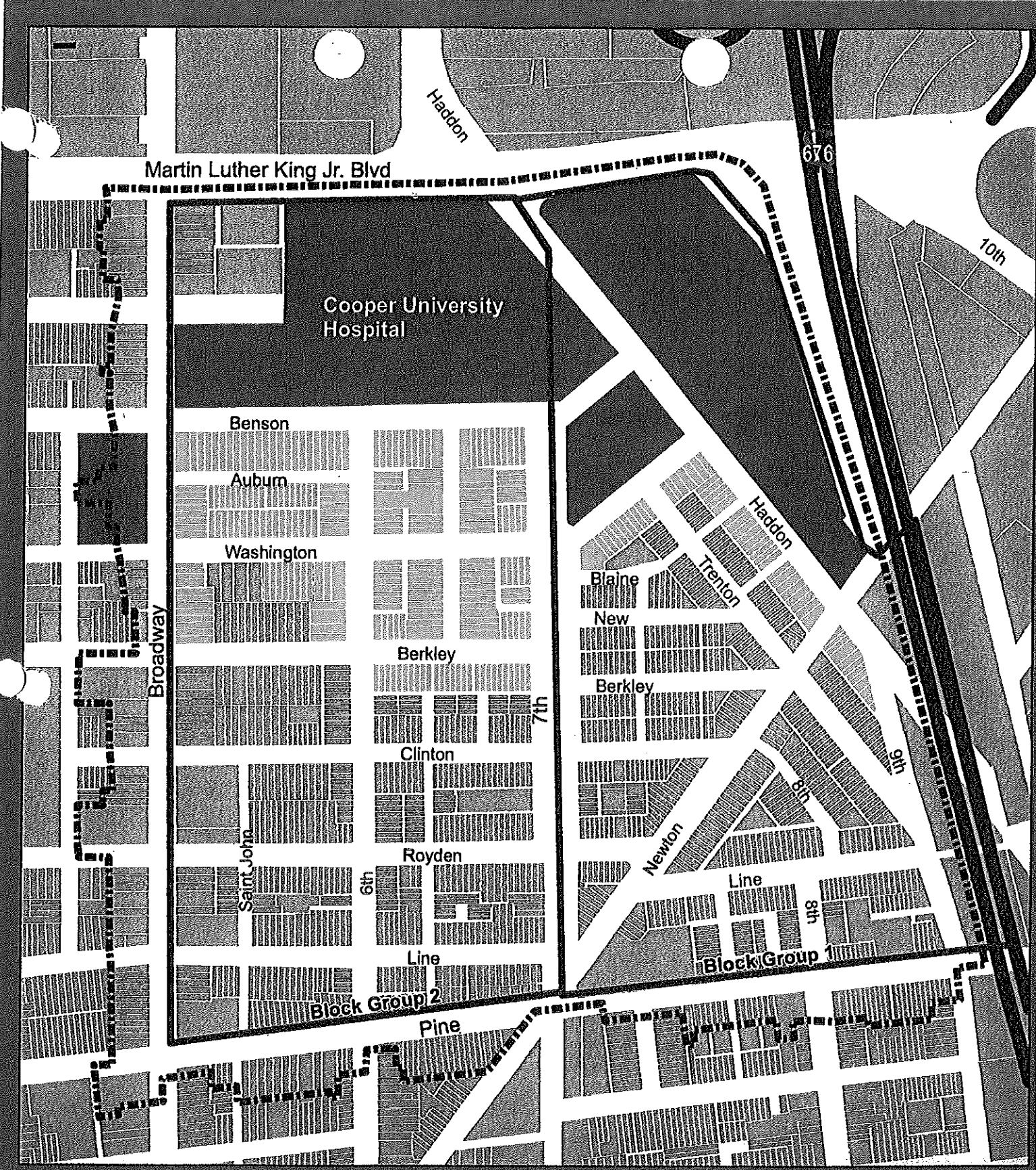


- Cooper Plaza Neighborhood Boundary
- PATCO Rail Stops
- South Jersey Light Rail Stops
- Park and Greenspace

City of Camden, Cooper Plaza Neighborhood Boundaries

Source: TRF Survey, CRA, Cooper University Hospital





-  Census Tract 6003 Block Group Boundary
-  Health Sciences Campus
-  Cooper Plaza Historic District
-  Cooper Plaza Neighborhood Boundary

Cooper Plaza Neighborhood Boundaries Map

Source: TRF Survey, CRA, Cooper University Hospital



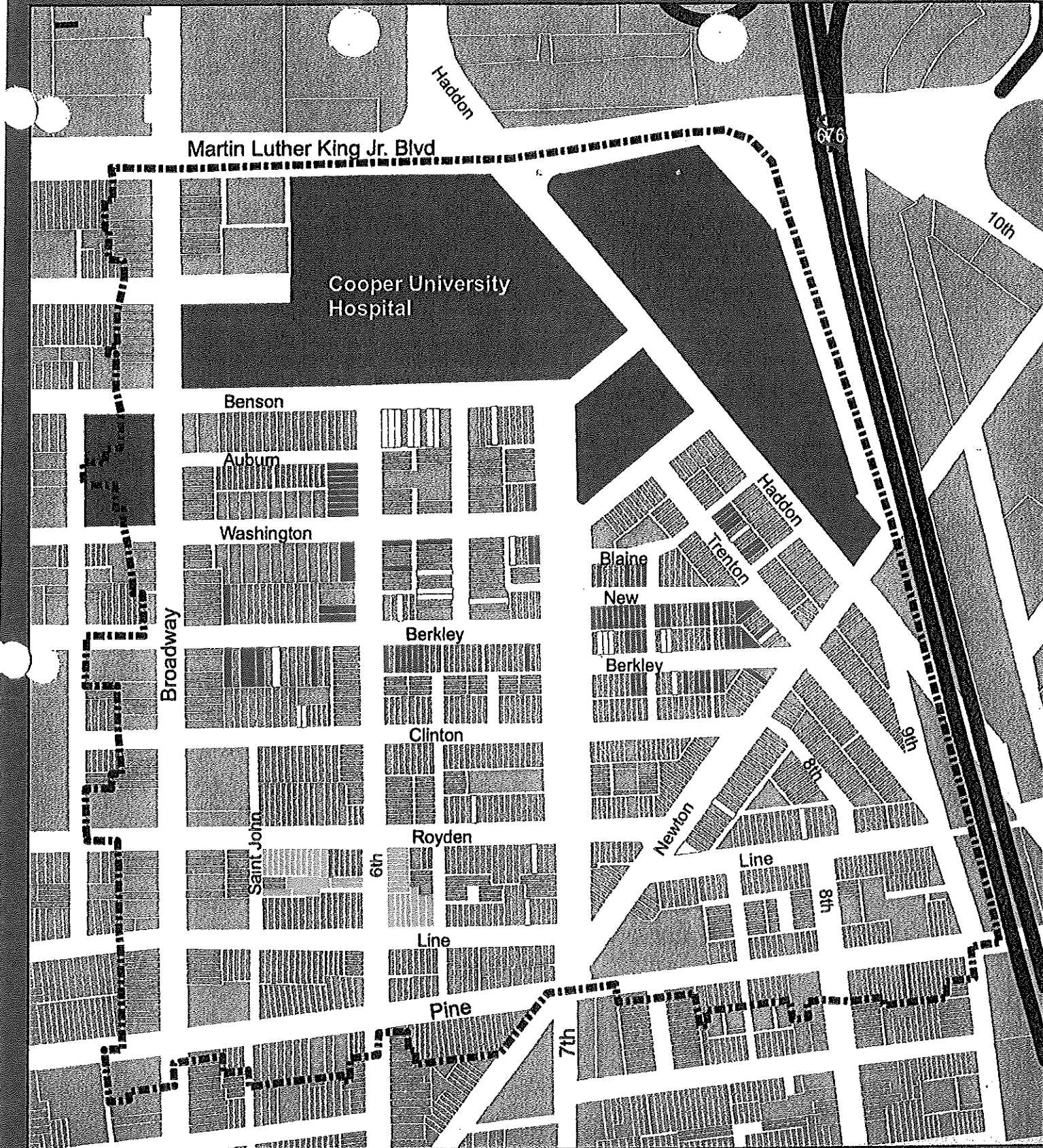


- In Pipeline for Redevelopment
- Parking Lot
- Vacant Land
- Cooper Plaza Neighborhood Boundary
- Vacant/Abandoned Buildings
- Side Yard
- Park
- Health Sciences Campus

Cooper Plaza Vacancy Map and Pipeline for Redevelopment

Source: TRF Survey, CRA, Cooper University Hospital





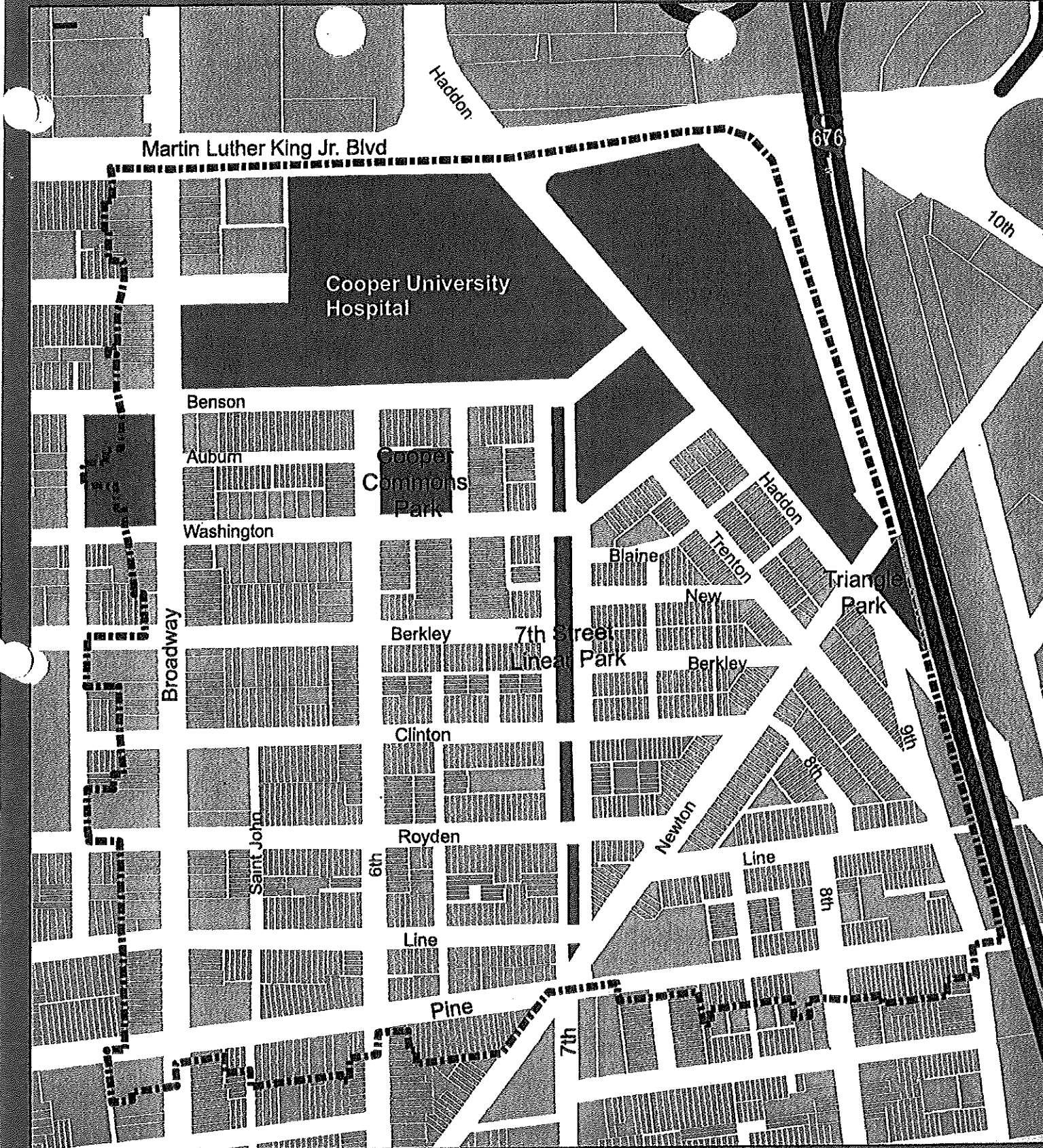
- M & M Development
- Habitat for Humanity
- St. Joseph's Carpenter Society
- Cooper Plaza Neighborhood Boundary
- Health Sciences Campus



Cooper Hospital Housing & Development Partners

Source: TRF Survey; GRA, Cooper University Hospital





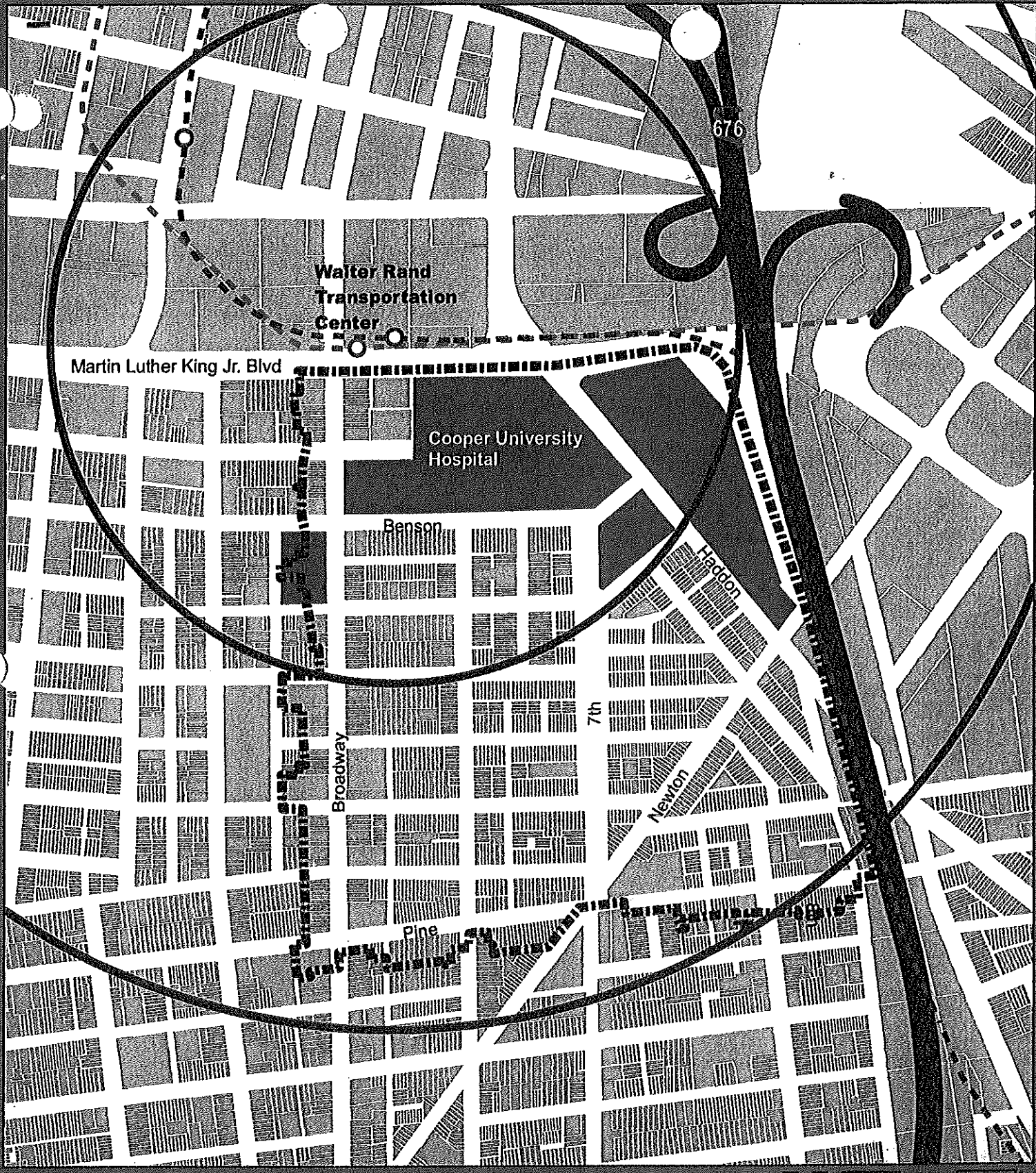
- Parks Under Construction
- Existing Park
- Health Sciences Campus
- Cooper Plaza Neighborhood Boundary



New and Expanded Parks in Cooper Plaza

Source: TRF Survey, CRA, Cooper University Hospital





1/4 mile
1/2 mile



South Jersey Light Rail Stops
PATCO Rail Stops

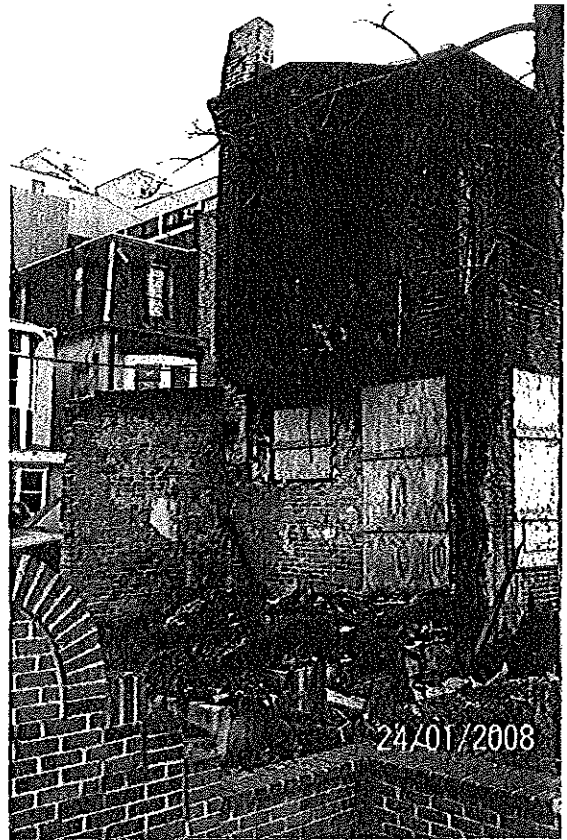


Cooper Plaza Neighborhood Boundary
Health Sciences Campus

Walking Distance From Transit Station Map

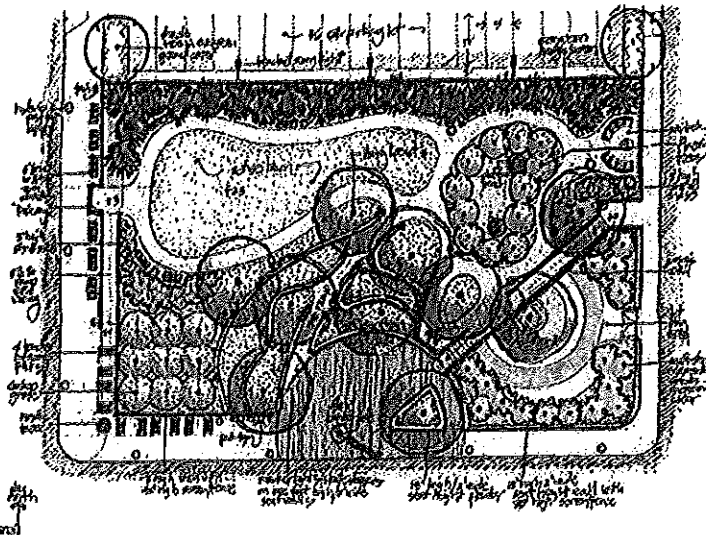
Source: TRF Survey, GEA, Cooper University Hospital

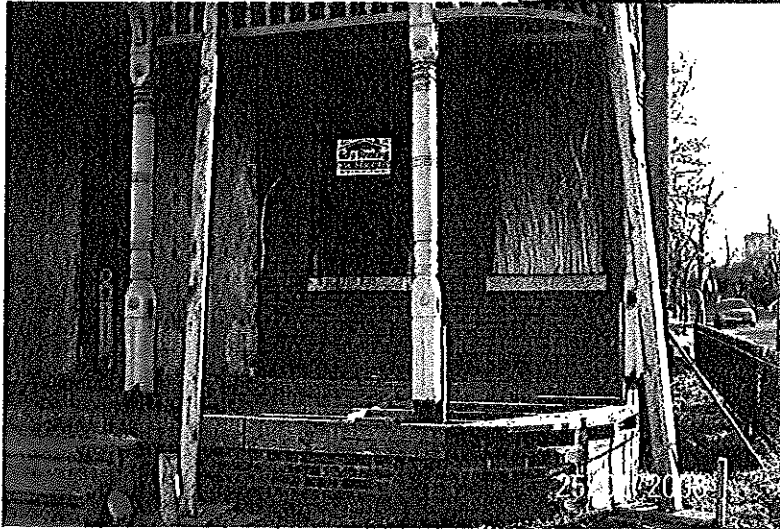
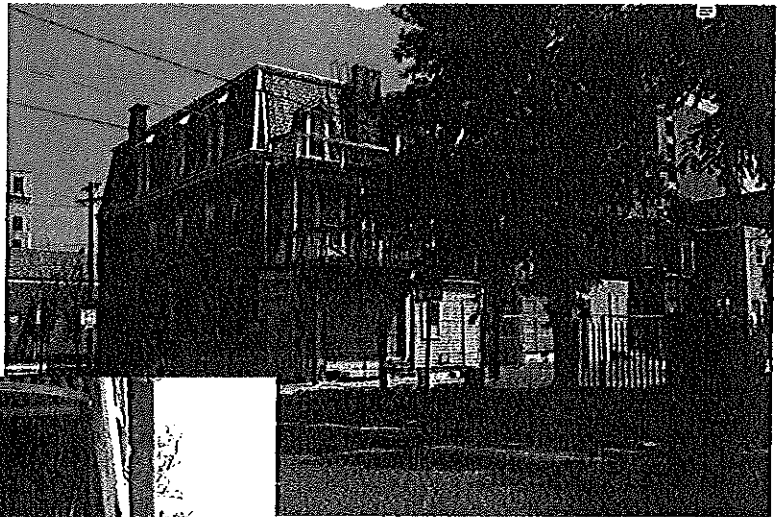




Top - Before. Cooper Commons Park was a small “sitting park” constructed 25 years ago. It fell into disrepair and became a haven for drug use and prostitution. The City’s understaffed parks department was unable to keep up, and the hardscape was falling apart.

Bottom – After (rendering). Cooper won grant funding from The Reinvestment Fund to engage a landscape architect in a community-driven park re-design process. The community designed a park that includes a “tot lot” playspace for kids, and a small amphitheatre. The park will nearly double in size, by adding adjacent land donated by HMFA, and through City condemnation of an abandoned home. The County has agreed to construct the park, and while the park will be City-owned, Cooper will perform all maintenance for 20 years. Construction begins in Fall 2008.

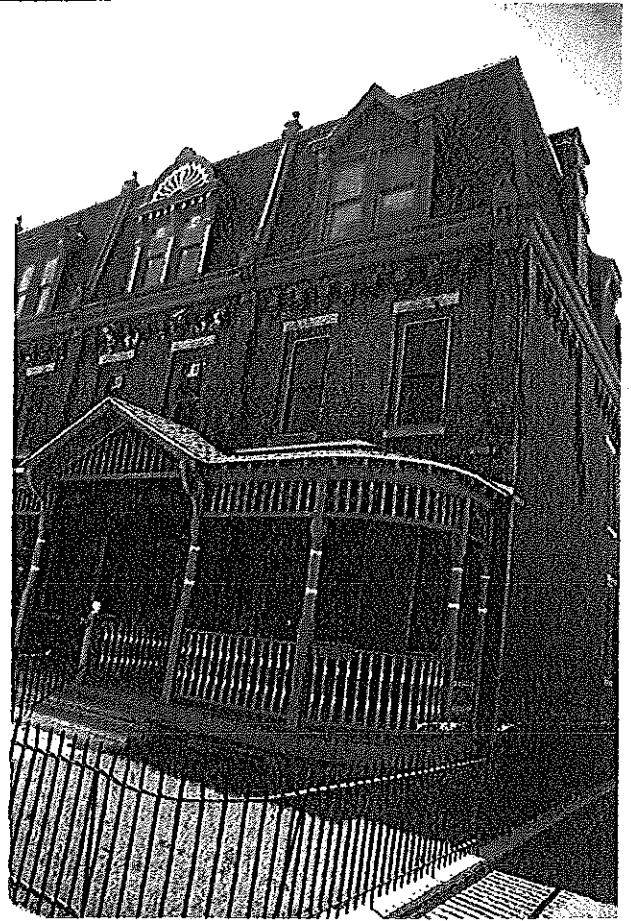


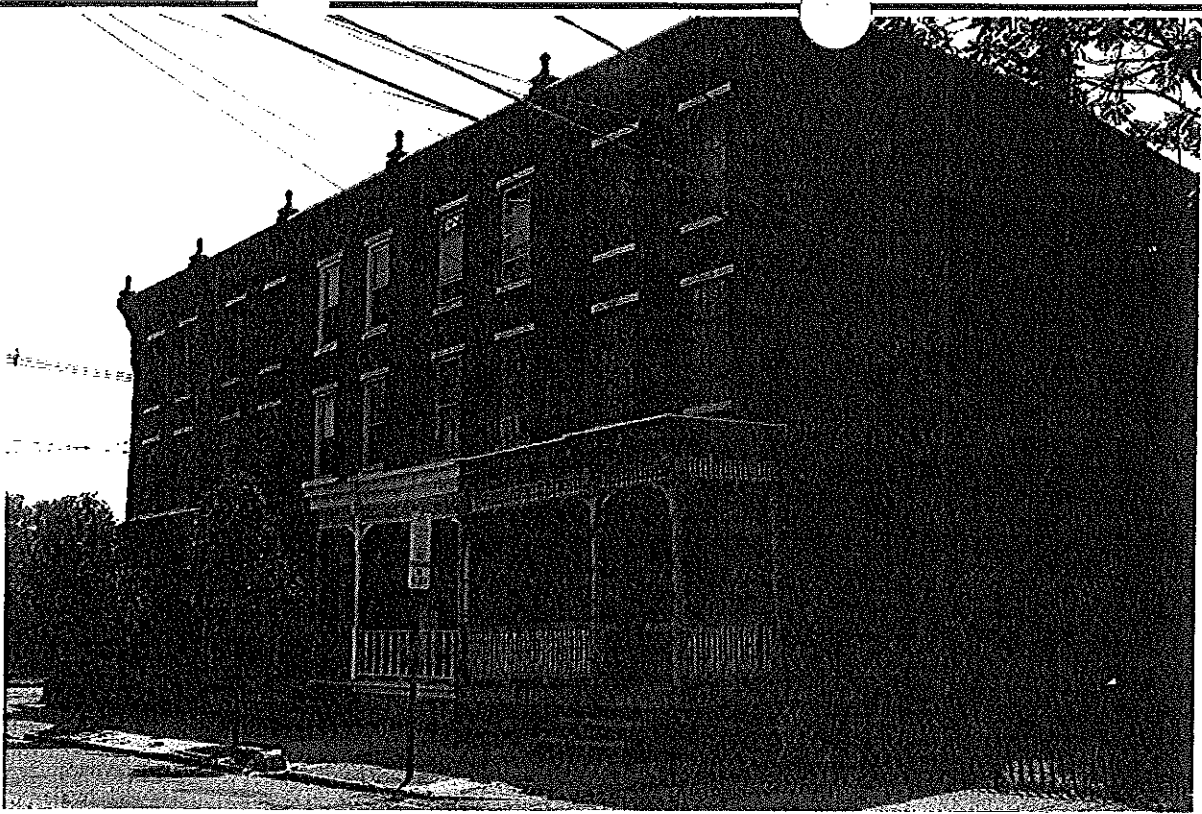


St. Joseph's Carpenter Society, a non-profit homebuilder, has been active in Camden for almost two decades. St. Joe's has created a partnership with Cooper University Hospital and began working in the Cooper Plaza and Lanning Square neighborhoods for the first time.

Top - Before. Corner of Benson and 6th Sts., 2006.

Bottom - In Progress. Same view, 2008.

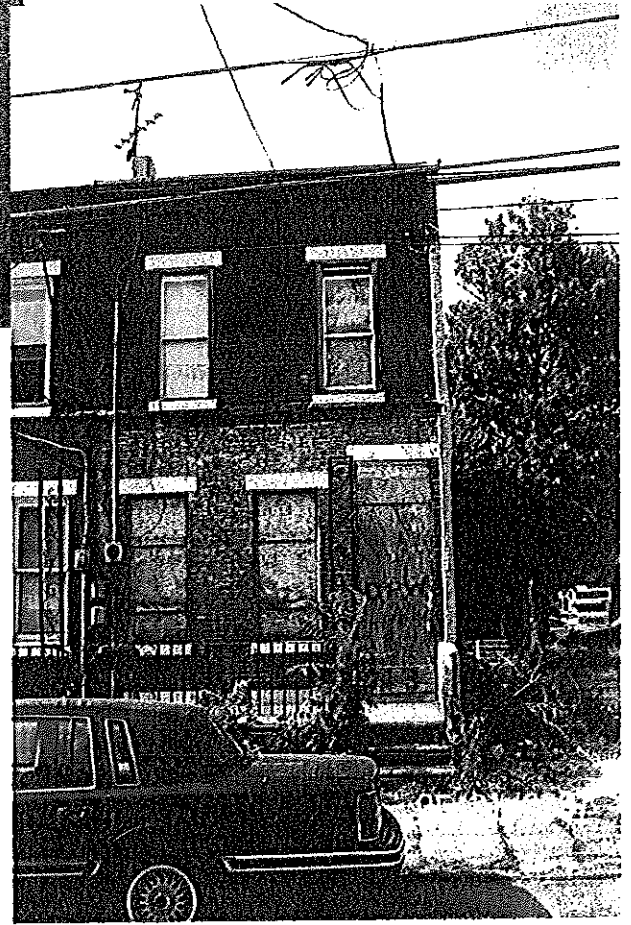
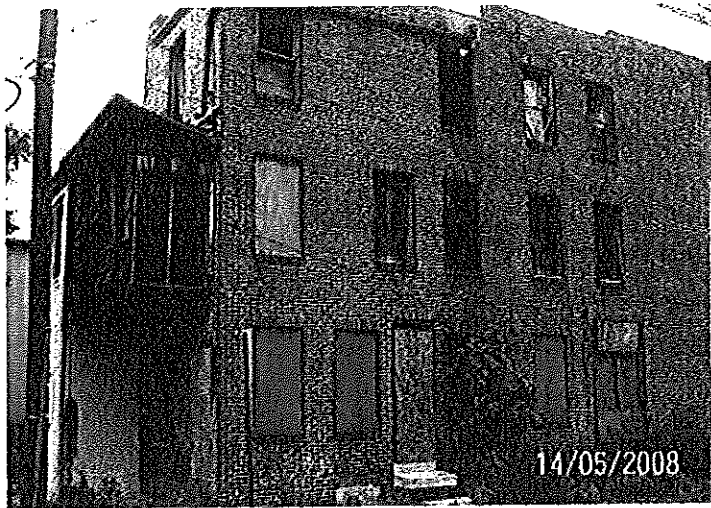




Top - Before. 650 Washington St, 2006 (end unit)

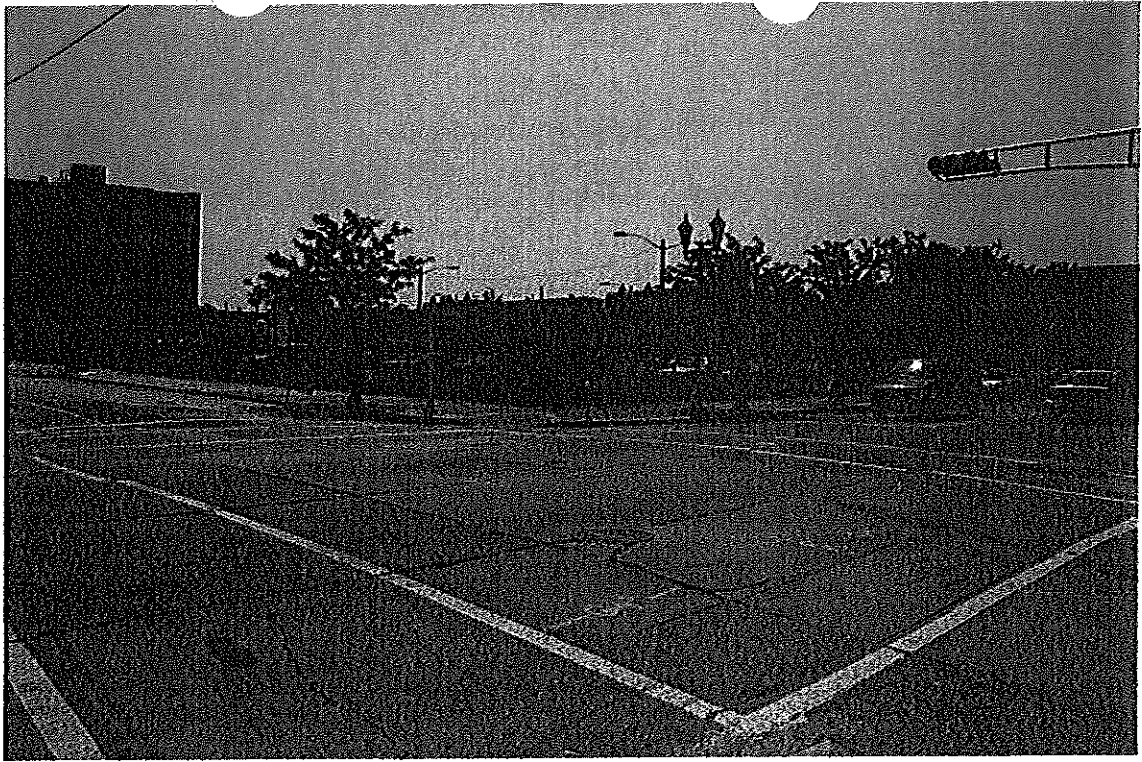
Bottom - In Progress. 650 Washington St., January 2008. St. Joseph's Carpenter Society rehabilitated this home in 2007; it was sold to a Cooper nurse who now lives here with her daughter. Cooper provided \$5,000 in closing costs and downpayment assistance to the employee. Further, the streetscape is being rehabilitated through a \$10 m. project of Camden County; this view shows the prep work and stacks of bricks to be laid on the sidewalk; historic streetlights and trees will follow. Also, M & M Development plans to rehabilitate the two boarded homes in this photo as part of their Phase II project.





Berkley St.. Derelict homes line Berkley St. throughout the Cooper Plaza neighborhood. M & M Development has proposed infill row homes, compatible with the historic district

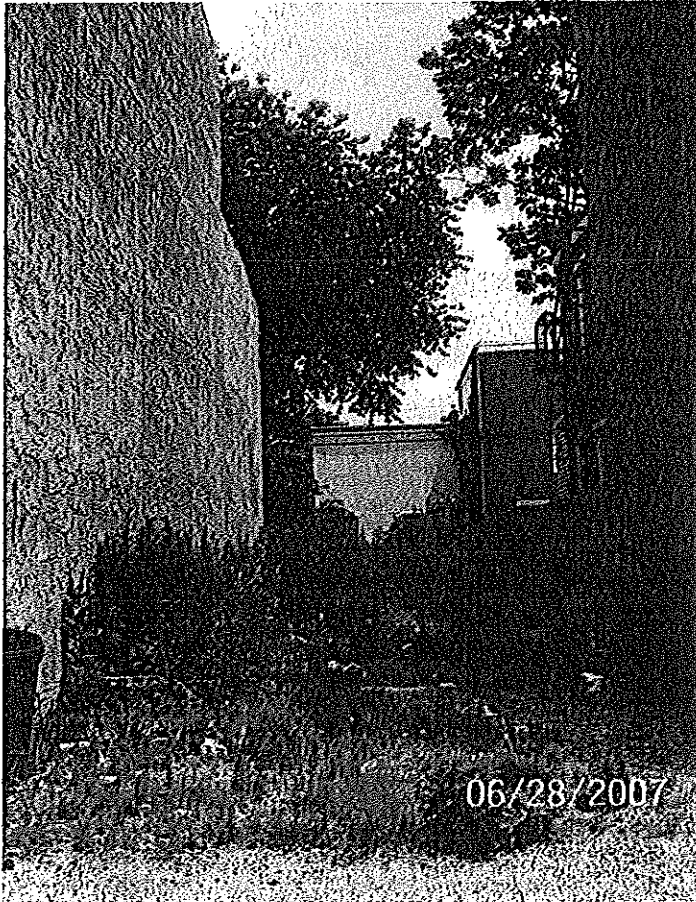
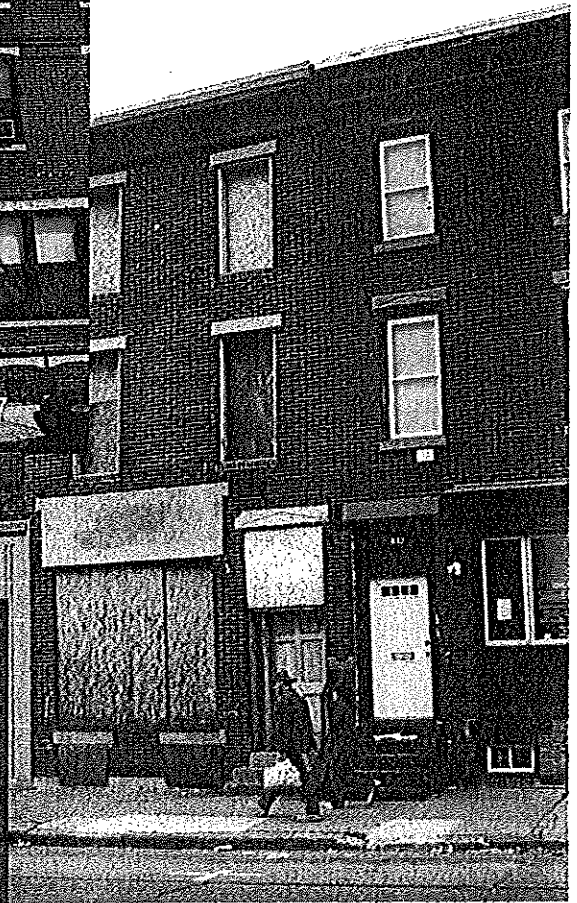
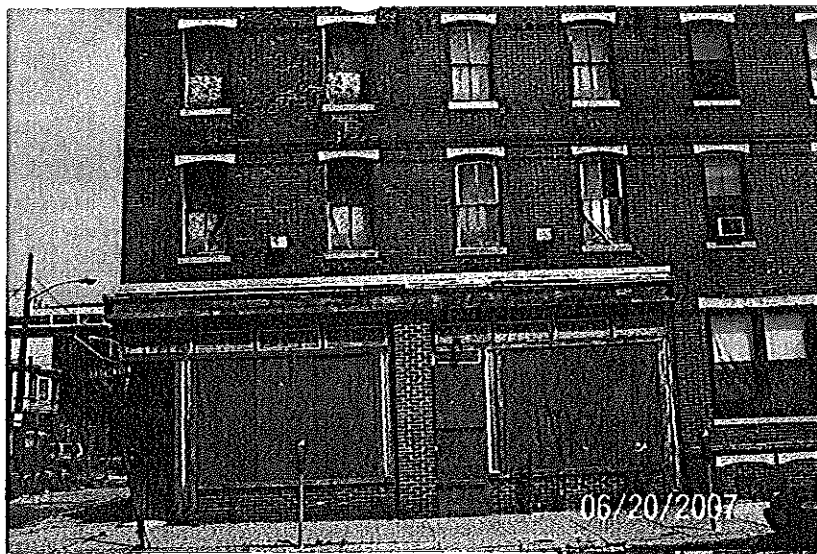
FRONT ELEVATION- HISTORIC UNIT



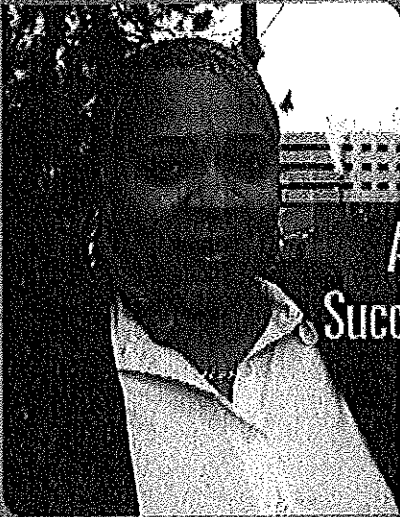
Top - Before. Intersection of Broadway and Stevens Sts., 2006. Surface parking lot.

Bottom - After. Intersection of Broadway and Stevens Sts., January 2008. After Cooper agreed to demolish its existing private garage on Haddon Ave. and lease 900+ spaces in a new multi-use parking center on Broadway, the Camden County Improvement Authority constructed this 1,600 space facility with 9600 sq. ft. of retail space on the ground floor. The garage serves Cooper employees, vendors, patients and visitors, as well as neighborhood uses, shoppers and commuters accessing the Walter Rand Transportation Center. The garage's brick façade on the first 3 floors is a direct result of community input.





Broadway. The blocks of Broadway in Cooper Plaza include many vacant buildings and lots.



A Camden Success Story

It's hard to believe that in 2004, Anissa Bush was out of work and receiving welfare. Her life began to turn around when she enrolled in the "Upward Mobility" career training program. Upon completion, Anissa was hired into a patient transport position at Cooper University Hospital where she worked 40 hours a week, often nights and weekends. As a mom, it was a tough balance - but Anissa excelled, and was promoted in 2006. Today, she holds the position of Secretary II in the Engineering/Maintenance Department, works weekday

hours, and has received a wage increase of nearly 50% since starting at Cooper, as well as health care coverage for her family. Anissa lives in Cooper Plaza, just two blocks from the hospital, with her husband and three children. Her husband works full-time and volunteers as a hospital chaplain. Anissa is proud of her family's financial independence, and excited about new housing and parks planned for their neighborhood. Anissa hopes to become a homeowner and is looking for her oldest daughter to track to enroll at Rutgers in Fall 2009.

Cooper University Hospital is the largest private employer of Camden City residents. Approximately 550 Camden residents are employed by Cooper today, including nearly 100 who live in the immediate neighborhood. All full- and part-time Cooper employees have access to health care, retirement savings, and tuition reimbursement.

Top. *Anissa Bush is a mother of three and Cooper Plaza resident who joined Cooper after going through a County training program.*

Bottom. *Kim Artis and Hisiene Byrd, both Camden residents, are employed on the hospital construction project. Hisiene, a journeyman with Laborers Local 222, was trained by "American Community Partnerships" after he served time for a drug conviction; the 25 year old now supports his extended family and serves as a role model for his nieces and nephews. Kim Artis, a mother of two, is an apprentice with Laborers Local 222, and lives with her family in Camden.*



NRTC process

Agenda

NRTC Application Meeting Cooper University Hospital Monday, 6/9/08

- 1.) Description of Neighborhood Revitalization Tax Credit (NRTC) program, followed by question & answer and discussion
- 2.) Description of goals set forth in NRTC application for Cooper Plaza, followed by question & answer and discussion
- 3.) Discussion of Next Steps

Sign a sheet, 6/9/08 NRTC mtg.

NAME

ORGANIZATION

Brian Duncan	TRF	CONTACT INFO brian.duncan@trfund.com
Patricia Smith	TRF	patricia.smith@trfund.com
Olivia Simpson	CPA	ojsimpso@ca.campden.nj.us
Suzana Robinson-Rivera	CPA	SRobbins@ci.campden.nj.us
Art Winkler	Cooper	winkler-wrte.cooper.health.edu
Kay Lambsey	WREDA	Lambsey@lambson.com
Just McCarry	Cooper	mccarry-just@cooperhealth.edu
Rev. James E Fitten	Cooper Play A	856-541-1683
Flar Hogan Closter	SJCS	Phogan@sjscampden.org
Eileen Henderson	Center for Family Services	ehenderson@centerffs.org
MARIA LOPEZ	M & M DEVELOPMENT	MAR @ M M DEVELOPMENT LLC
MARIA E. YGUESIAS	M & M DEVELOPMENT LLC	MEY @ M M DEVELOPMENT LLC.COM
CARMEN D Perez	PRUP Inc.	PRUP@VERIZON.NET

Cooper Plaza
Neighborhood Revitalization Tax Credit Program

Camden, NJ
06.09.08





Neighborhood Revitalization Tax Credit Program

Description of NRTC Program

- Created in 2002
- Administered by the NJ Department of Community Affairs
- Encourages the flow of corporate investment dollars into low and moderate income neighborhoods
- Provides business entities a 100 percent State tax credit for funds provided to nonprofit entities carrying out comprehensive revitalization plans
- Each approved project may qualify for up to \$1 million in NRTC investments.
- A total of \$10 million per year is available in state tax credits.



Neighborhood Revitalization Tax Credit Program

Eligible Projects

A minimum of (60%) of a NRTC budget shall be used to improve housing and/or economic conditions. Examples include:

- Production of new housing through rehabilitation or new construction
- Preservation or upgrading of existing housing
- Rendering existing housing more affordable
- Planning
- Design
- Management of housing projects
- Home buyer counseling
- Rehabilitation or construction of commercial facilities
- Assistance to small business entities
- Measures to increase the income and labor force participation of neighborhood residents.

Up to forty percent (40%) of NRTC funds may be used for complementary activities including:

- Streetscape improvement
- Public open space
- Crime prevention
- Community outreach
- Recreation
- Improvements to infrastructure



Funding Priorities

- Funds need to be leveraged.
- For bricks and mortar – not programs and operations.
- High impact projects – focus on supporting projects in pipeline.



Neighborhood Revitalization Tax Credit Program

STEP 1: Prepare Application for Eligibility

In order to qualify for this tax credit investment, a not-for-profit entity must prepare a neighborhood revitalization plan and submit the plan to the Department of Community Affairs (DCA) for approval.

STEP 2: Receive Eligibility for Funding by DCA

STEP 3: Match up with Corporate Partner

STEP 4: Submit Applications for Funding of Specific Projects

Once the plan is approved by DCA, specific projects can be submitted to DCA for approval. Each approved project can qualify for up to \$1 million in tax credit investments.

STEP 5: Implement Projects

Questions & Answers



Planning Process

Plans Recently Created for Cooper Plaza Neighborhood:

1. Human Capital Plan for Cooper Plaza Lanning Square (2008)
2. Cooper Plaza Redevelopment Plan (2005)
3. Cooper Plaza Parks Visioning Process (2006)
4. Cooper University Hospital Vision (2006)

Combined Goals of 4 Plans:

- Improve Housing Conditions
- Foster New and Rehabilitated Retail and Commercial Development
- Facilitate Institutional Development
- Improve Infrastructure
- Improve Social Conditions



Proposed Goals For Cooper Plaza NRTC

Improve Housing Conditions

- Reduce Vacancy
- Provide Affordable Housing
- Improve Conditions of Occupied Housing

Properties to be Redeveloped

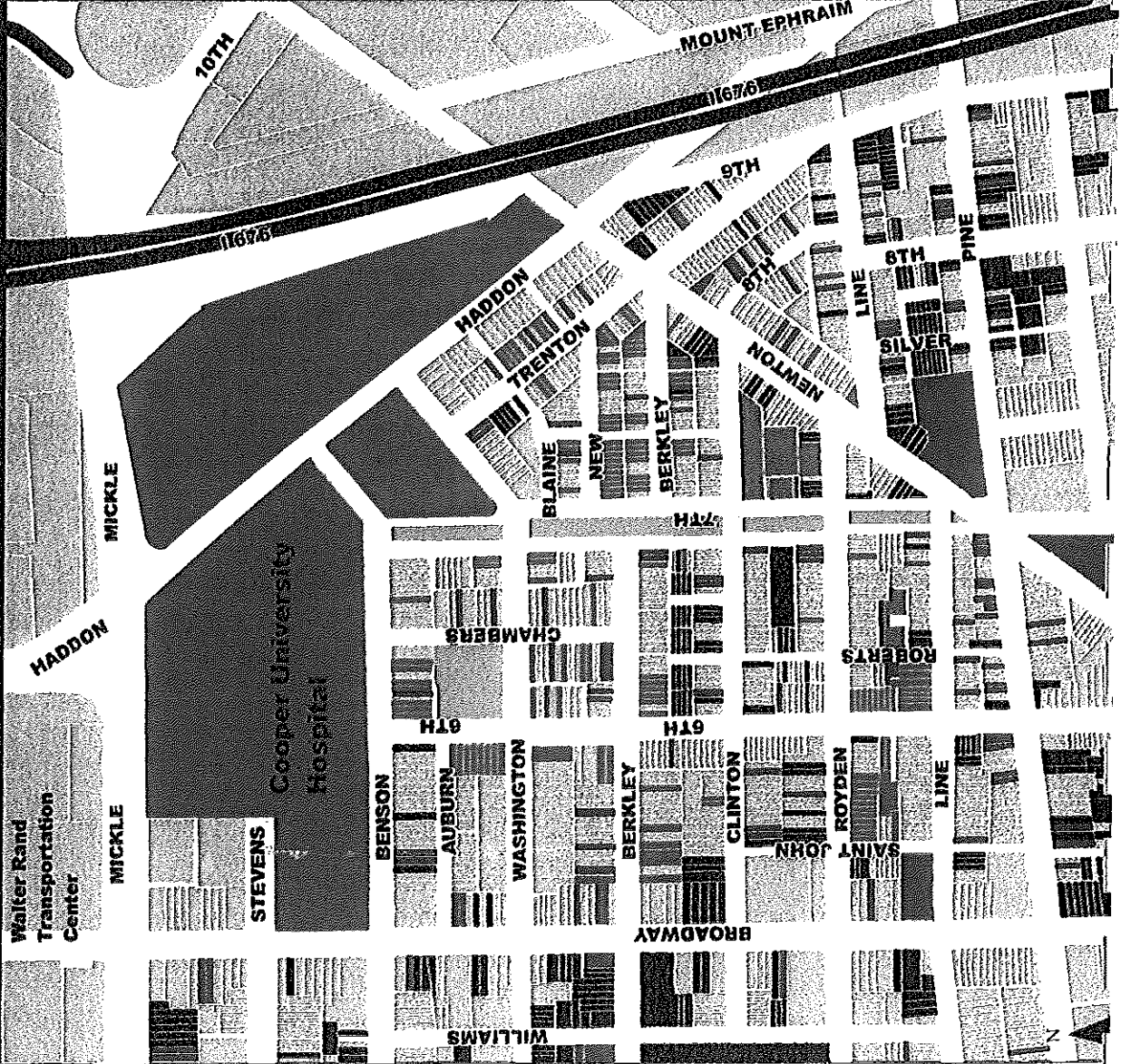
• 142 properties in the pipeline of St. Joseph's Carpenter Society, M&M Development, and Habitat for Humanity

New or Improved Park

Vacant Abandoned Buildings

• 103 vacant buildings not accounted for

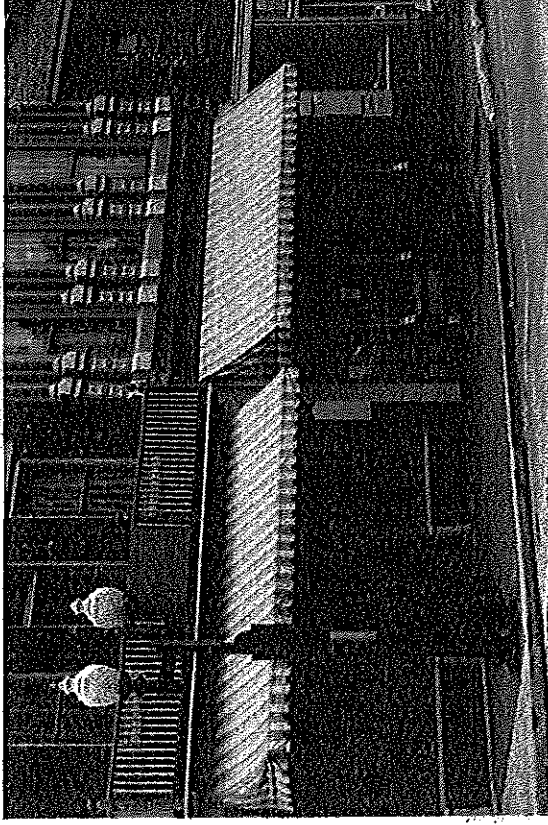
Vacant Lots





Foster New and Rehabilitated Retail and Commercial Development

- Improve Conditions of Commercial and Retail Buildings on Broadway
- Attract New Retail to Neighborhood
- Install increased number of “eye in the sky cameras” along Broadway Corridor
- Identify partners for vacant lot stabilization and initiate pilot program along the Broadway Corridor





Facilitate Institutional Development

- Produce planning study to access needs, locate development sites, and identify sources of funding for recreation/community center
- Implement study recommendations

Questions & Answers



Key Partners For Cooper Plaza NRTC

Key Partners



Key Partners For Cooper Plaza NRTC

Provide description of your organization:

- Accomplishments and Recent Activity
- How can your organization help implement the 3 priority goals?

Next Steps

Cooper University Hospital
Visioning Process

COOPER PLAZA NEIGHBORHOOD

YOU ARE CORDIALLY INVITED

to participate in a visioning process for the Cooper Plaza neighborhood, the Cooper University Hospital campus, the new UMDNJ Medical School Building and the Broadway retail area between MLK Boulevard and Berkley Street.

**Share
Your
Vision!**

This process will allow the stakeholders to participate in creating a new vision for the area including the streetscape, lighting and landscape elements. It will be conducted by Tony Nelessen of Nelessen & Associates and Dean Marchetto of Dean Marchetto Architects.

Thursday, March 23rd • 6:00 pm – 8:00 pm



**Cooper University
Hospital
2nd Floor • Cafeteria C**

Light refreshments will be served.

**Have questions or wish to RSVP, please contact Dina Mathews at
(856) 968-7481 or mathews-dina@cooperhealth.edu**

NEIGHBORHOOD • COOPER PLAZA NEIGHBORHOOD

COOPER PLAZA NEIGHBORHOOD • COOPER PLAZA

NEIGHBORHOOD • COOPER PLAZA

74



VISIONING SESSION

Thursday, March 23, 2006

6:00pm

Café C

NAME	AFFILIATION	EMAIL ADDRESS
PLEASE PRINT		

1. Ross Floyd White WVDC 234092071-co
2. Pattience Powell-Goodie Cooper Goodie-Pattience@cooperhealth.edu
3. Lillian M. Murphy
4. Valerie Weil Cooper Weil-valerie@cooperhealth.edu
5. Salim Shamsuzzaman Dominos Pizza Julie 1978@comcast.net
6. Mary L Coleman Megitor
7. Rachelle Cooper mynic-rachelle@comcast.net
8. Hopper Mark 710 Broad
Nashville
9. [Signature] 500 Broadway
Camden NJ
10. Rosa Choi Tomorrow's Men's Wear 220 South Broad
Camden NJ 08101
11. Juan J. Gonzalez, Esq Att. Resident 408 So 5th St, Camden NJ 08103
juangoesp@hotmail.com
12. SEAN M BROWN CAMconnect brown@camconnect.org

VISIONING SESSION

Thursday, March 23, 2006

6:00pm

Café C

	NAME	AFFILIATION	EMAIL ADDRESS
1.	Eiseen Radan	Resident	kasareiken@earthlink.net
2.	JOSEPH L. MINTZER	CORIELL	JMINTZER@CORIELL.ORG
3.	Johnnie MacRoberts	5th street neighbor	
4.	Paul R. Mehne, Ph.D.	Associate Dean RWJMS	mehne@umdnj.edu
5.	Betty Smith-Dani	4th & Hunter Ave	
6.	Amend Carlos	P.R.V.P	amend@verizon.net
7.	Dominic Santana	P.R.V.P	prvp@verizon.net
8.	Mrs. Evelyn A Fuller	CPA & CLCA	
9.	Spencer Mitchell Turner	Analysis Officer	
10.	Verna Duke		
11.	Al Purpura		
12.	James Smalls		

VISIONING SESSION

Thursday, March 23, 2006

6:00pm

Café C

<u>NAME</u>	<u>AFFILIATION</u>	<u>EMAIL ADDRESS</u>
PLEASE PRINT		
1. Barry Smith	CEO	BSmith@cccoco.com
2. Teddy Thomas	RMT	
3. Ralph Blue	RALPH	MUNIFORM CITY
4. Ann Smith	442 TRENTON AVE,	CAMDEN NJ.
5. Robert English	SISS	reenglish@comcast.net
6. Eileen Henderson	Center for Family Services	ehenderson@centerforfamily.org
7. Zuel McCoy	CFFS	zmcCarthy@comcast.com
8. Miriam Wright		Camden N.J.
9. [Signature]		Camden N.J.
10. [Signature]		568 Benson
11. Rose B/S		202-200 1st way
12. Aldine Davis Hallman	Berdy Hill Care Area	422 Chambers Ave Camden 08103

VISIONING SESSION

Thursday, March 23, 2006

6:00pm

Café C

NAME	AFFILIATION	EMAIL ADDRESS
PLEASE PRINT		
1.	Melinda Sanchez COOPER'S Family & Broadway MS	Sanchez@Camdenwestfront
2.	Cecilia Polk Cooper Landing NEW JERSEY	carrie.magee@
3.	CARRIE SARGEANT TREE FOUNDATION	newjerseytreefound
4.	Judynn Gillespie Center for Family Services 420 S. 5th	jgillespie@center
5.	Stewart Waldman 502 Street Camden N.J.	
6.	Jennife North Jewish Camden Partnership	jenn o jewishcamden partnership. u.
7.	Jean Johnson President	Ellerjohnson@Camden.k12.nj.us
8.	Frank Fulbrook Camden Empowerment Zone Corp.	
9.		
10.		
11.		
12.		

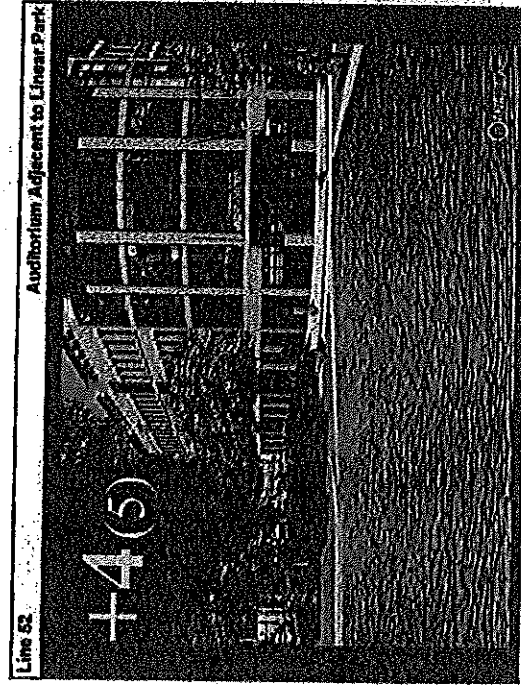
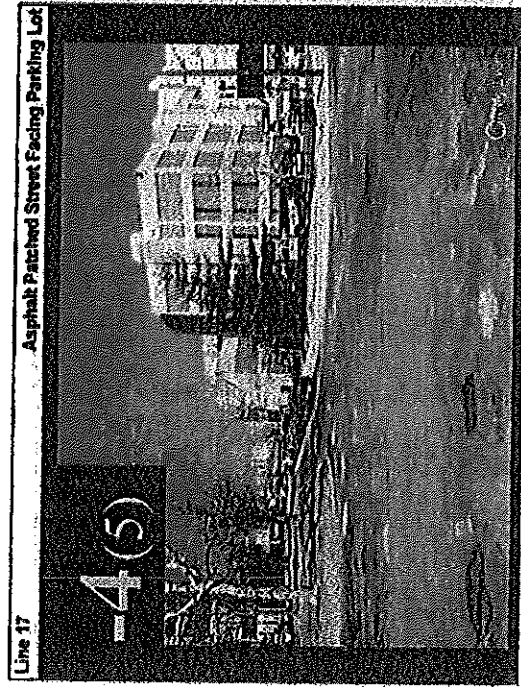
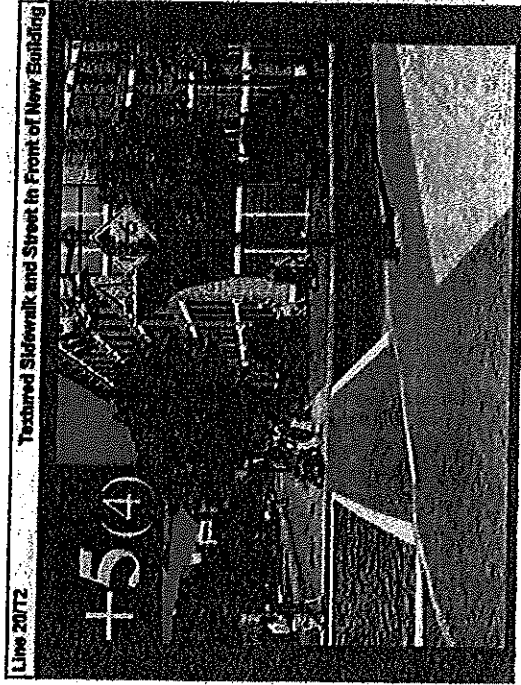
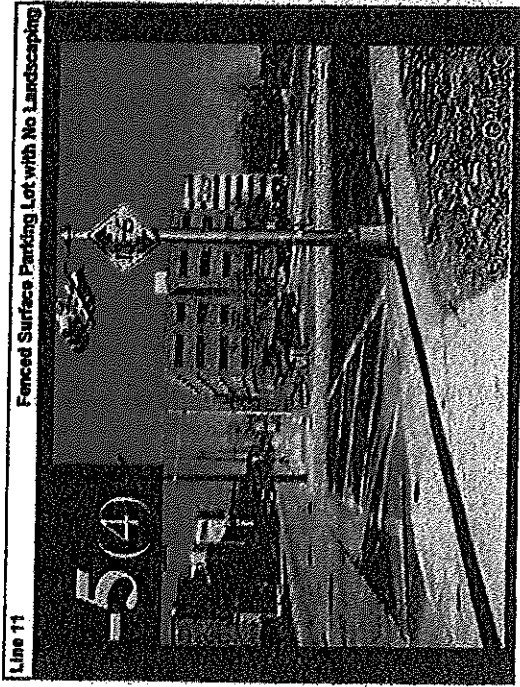
Cooper Plaza Visioning Charette
March 23rd, 2006

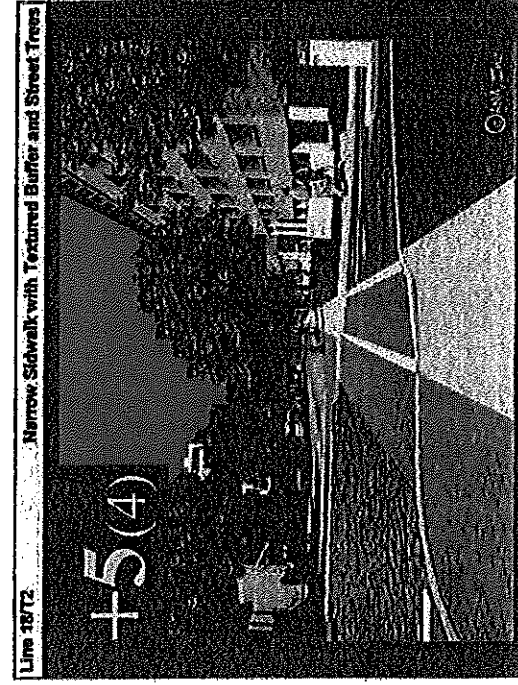
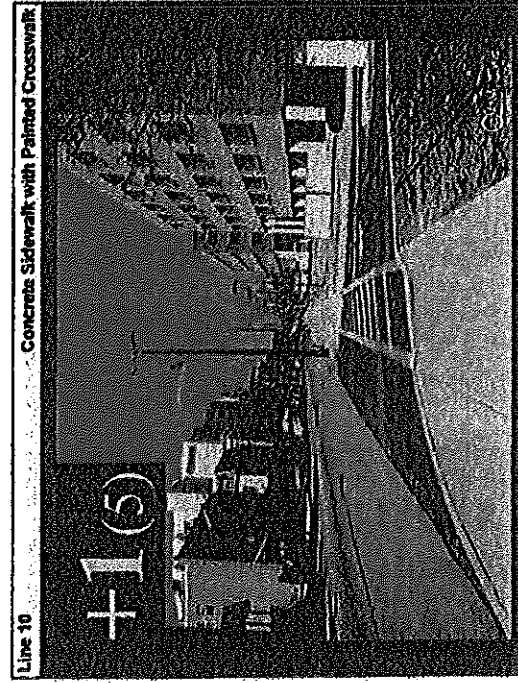
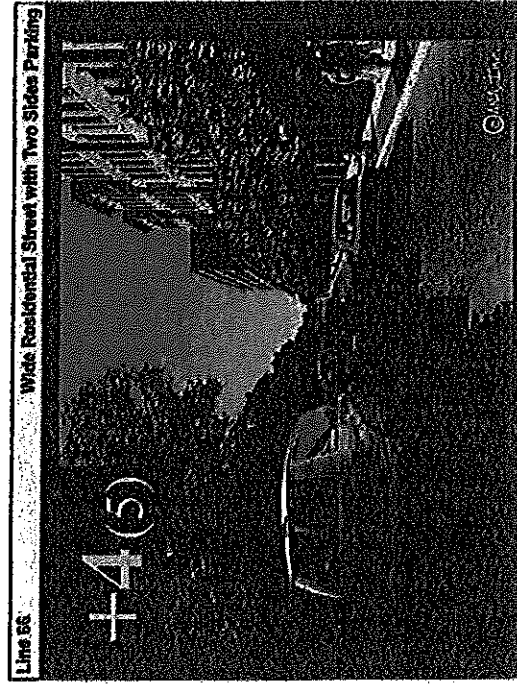
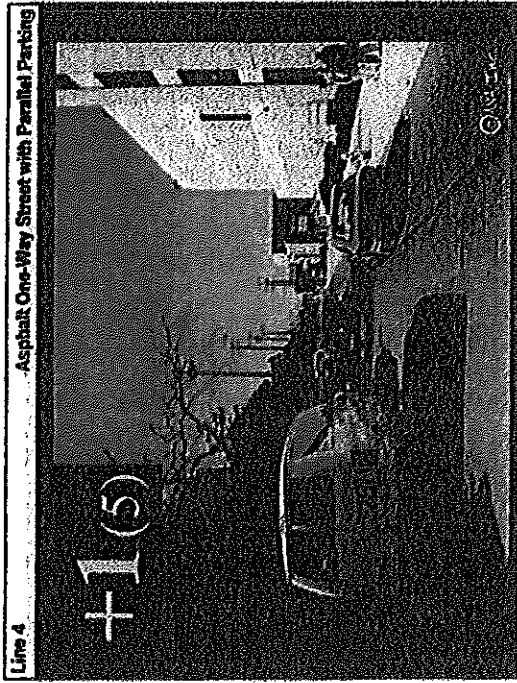


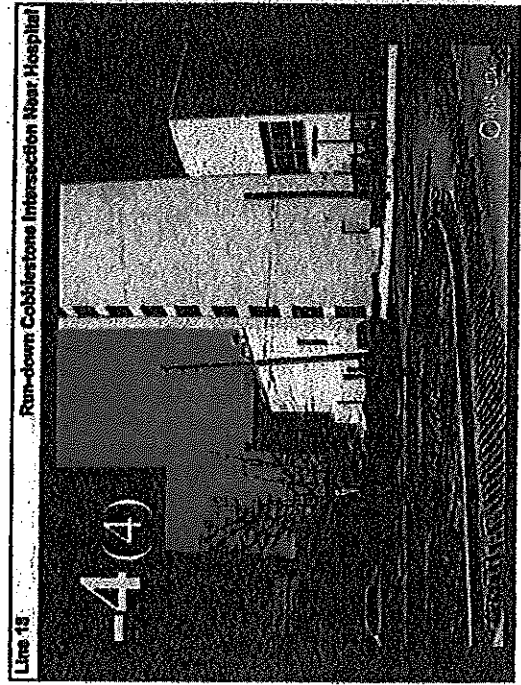
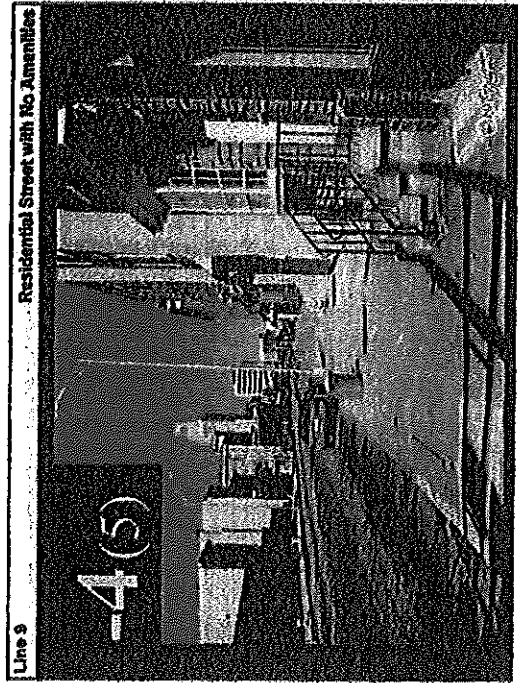
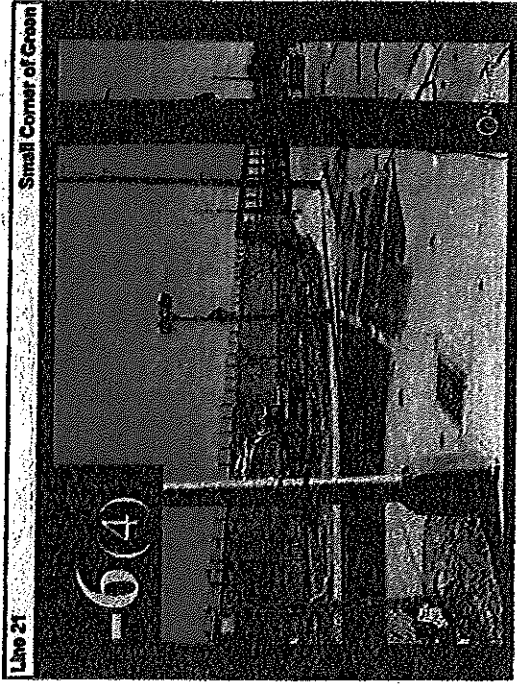
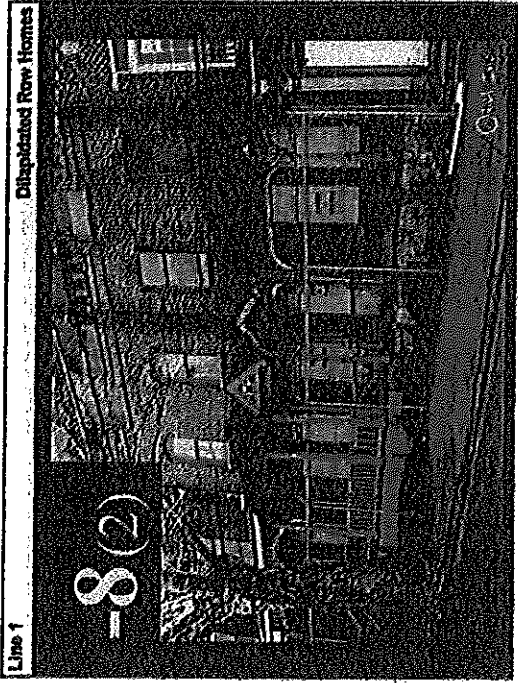
Visual Preference Survey Results

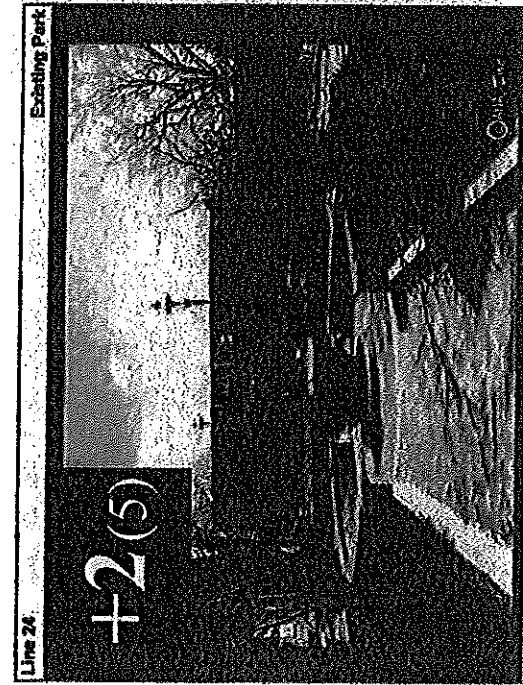
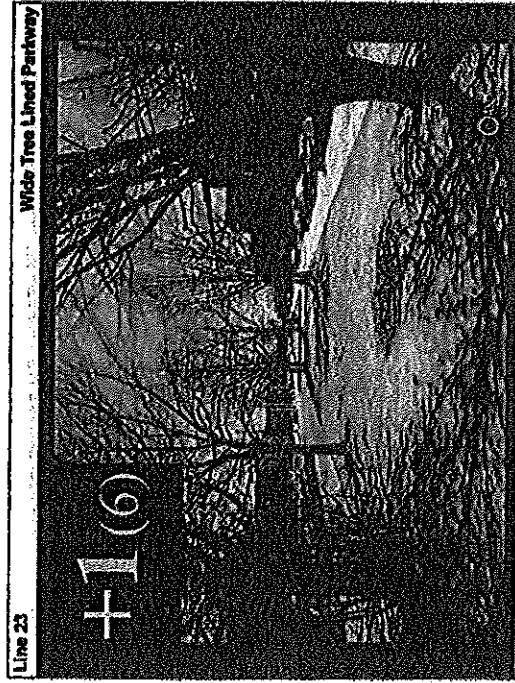
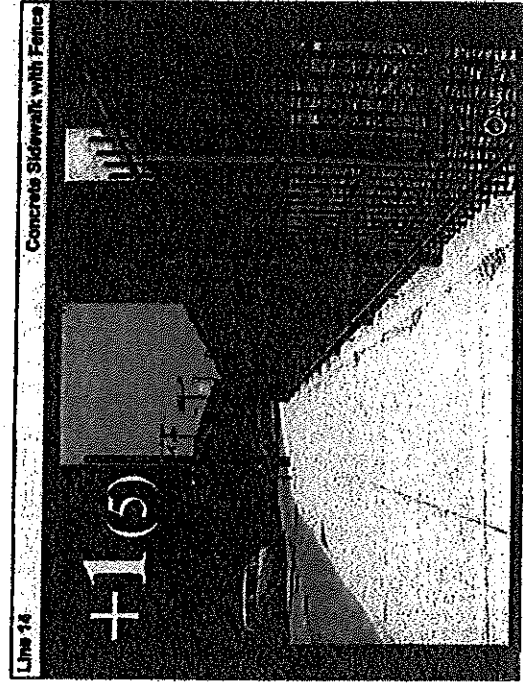
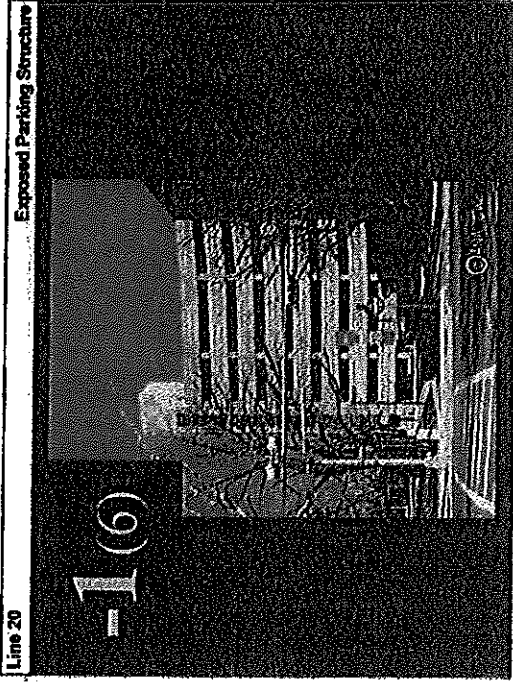
Cooper University Hospital Campus and
The Cooper Plaza Neighborhood

*Results from the Public Meeting
Visual Preference Survey*

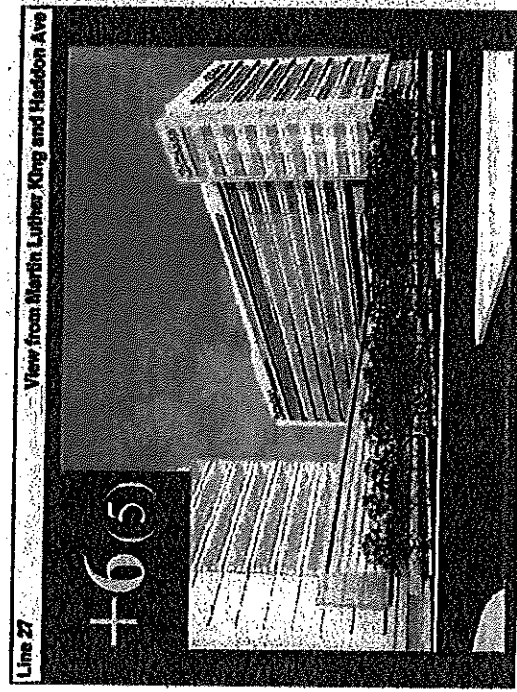
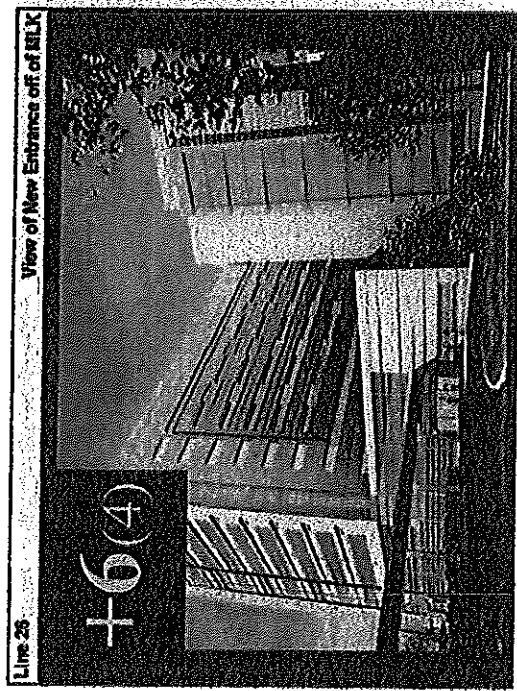
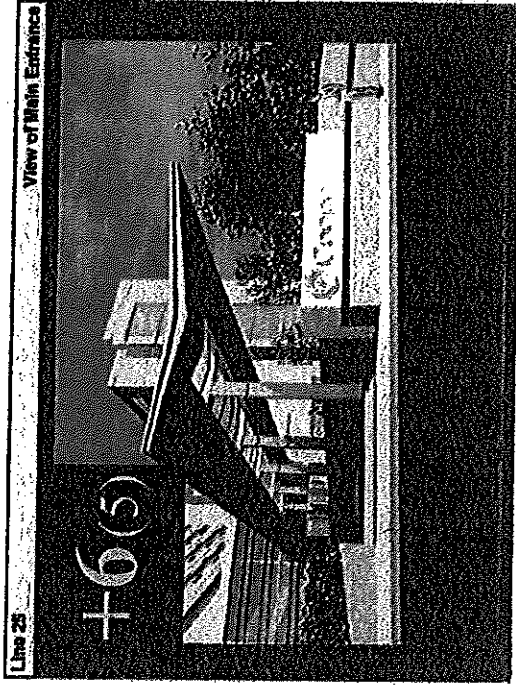


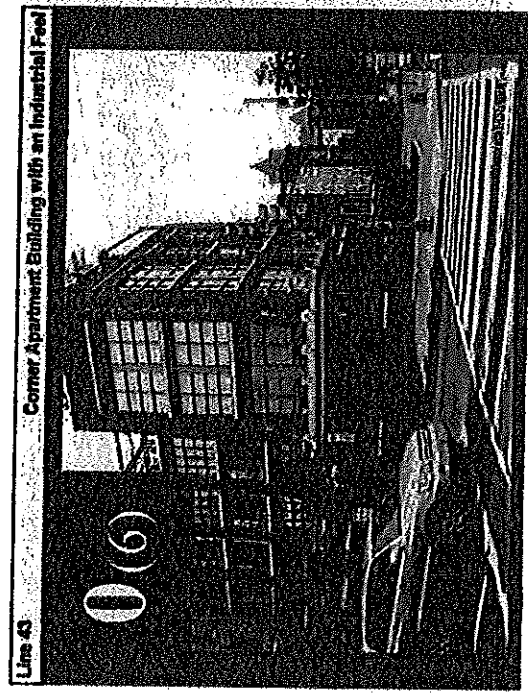
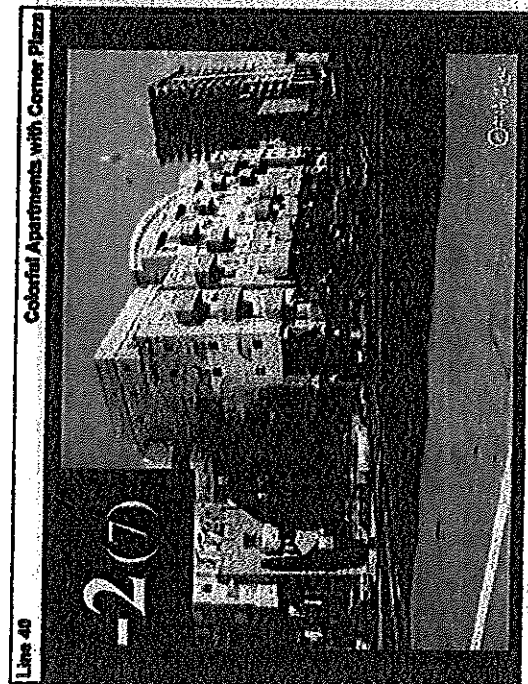
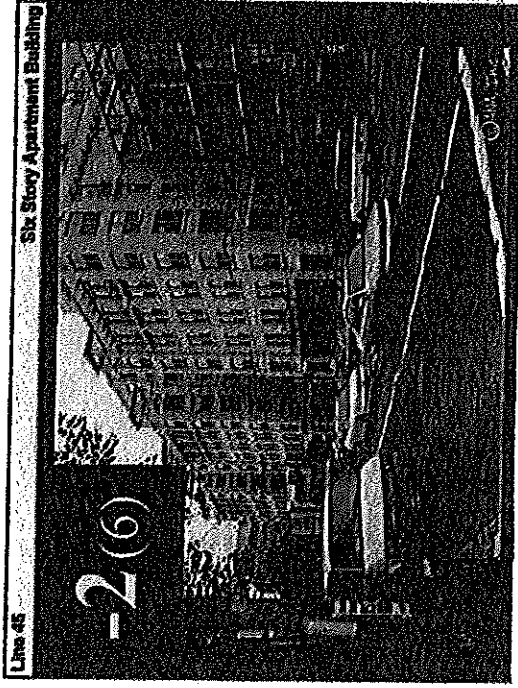
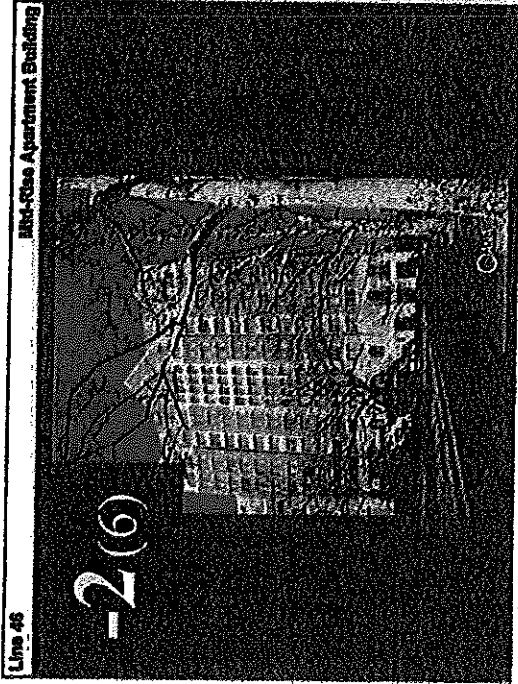


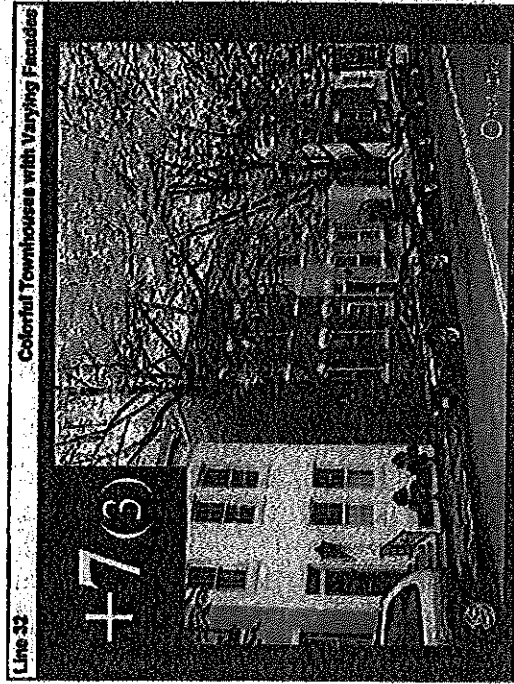
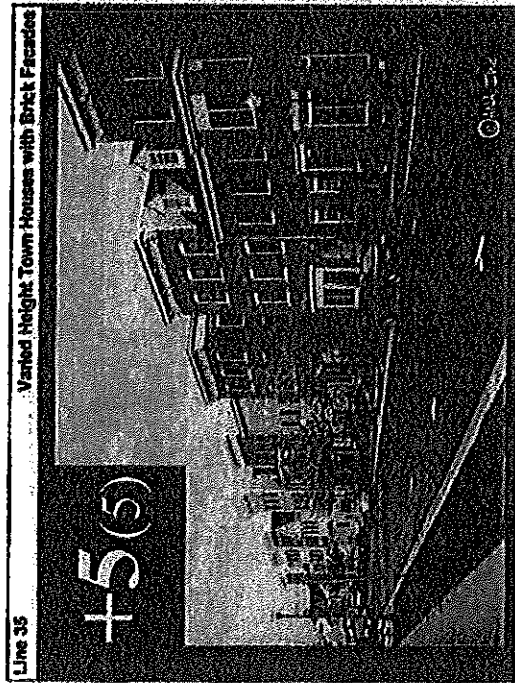
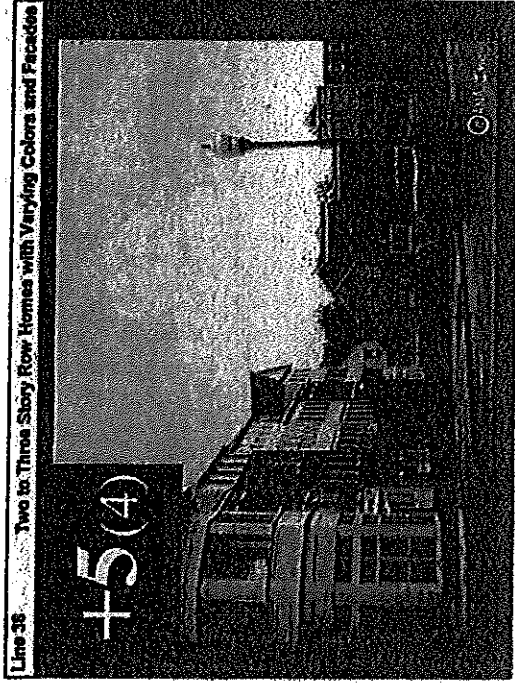
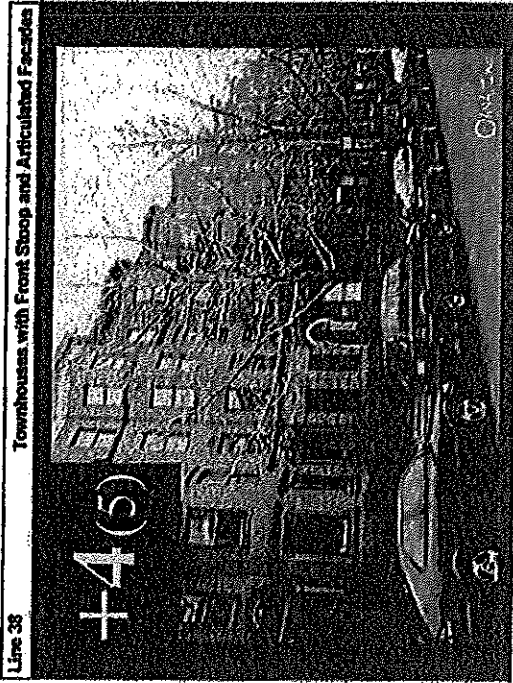


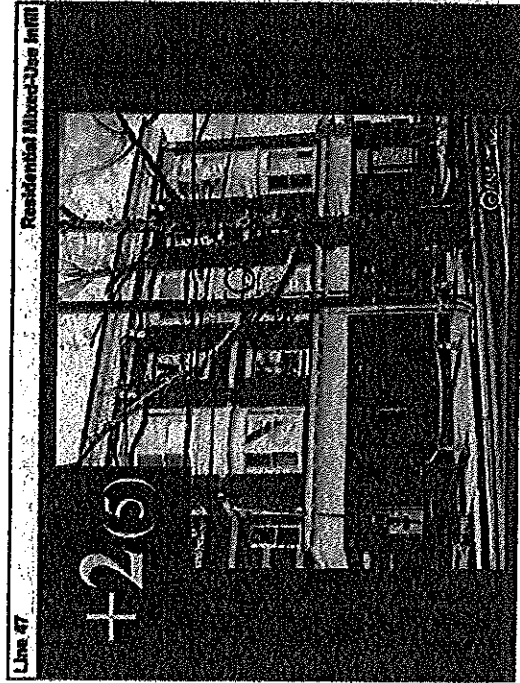
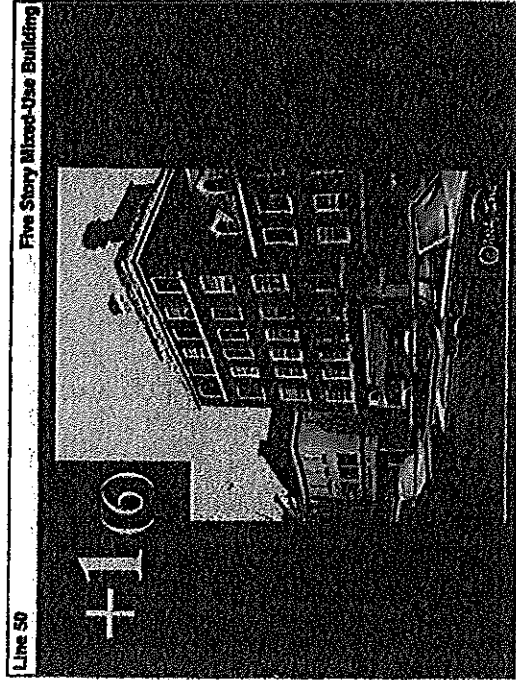
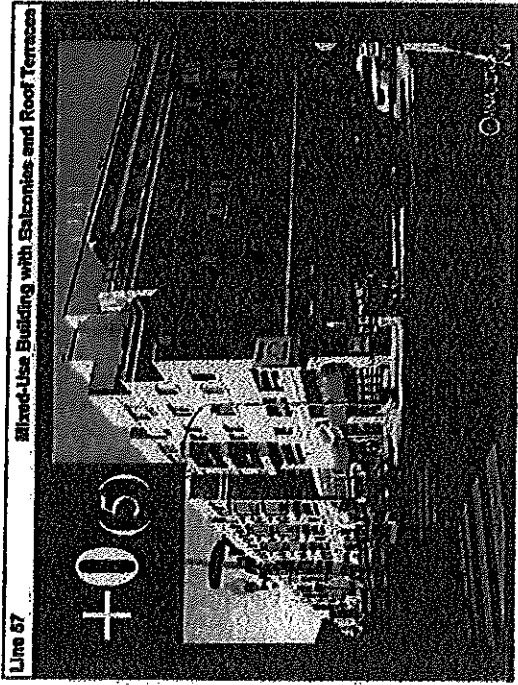


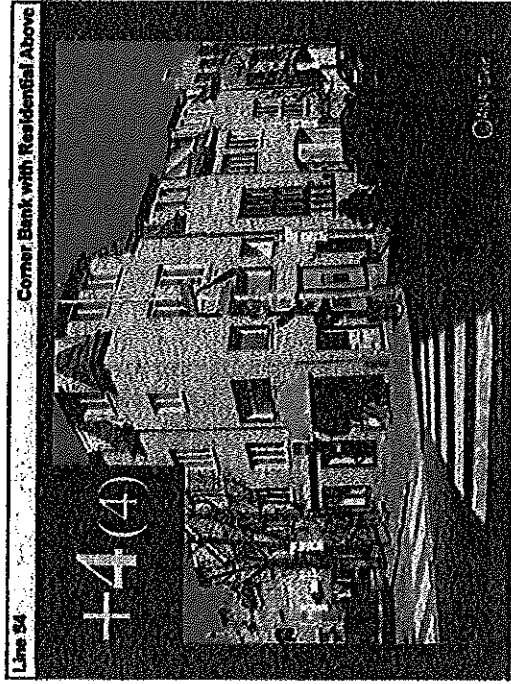
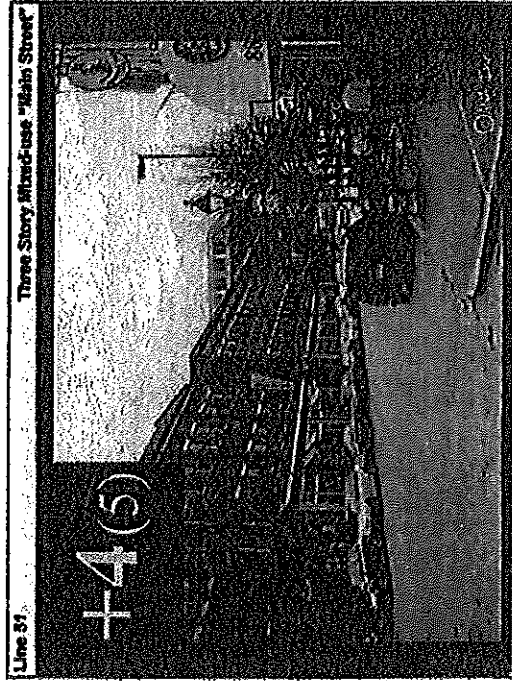
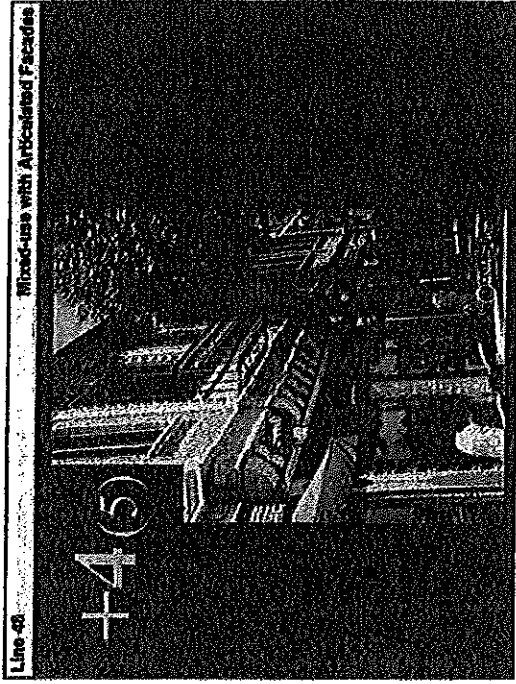
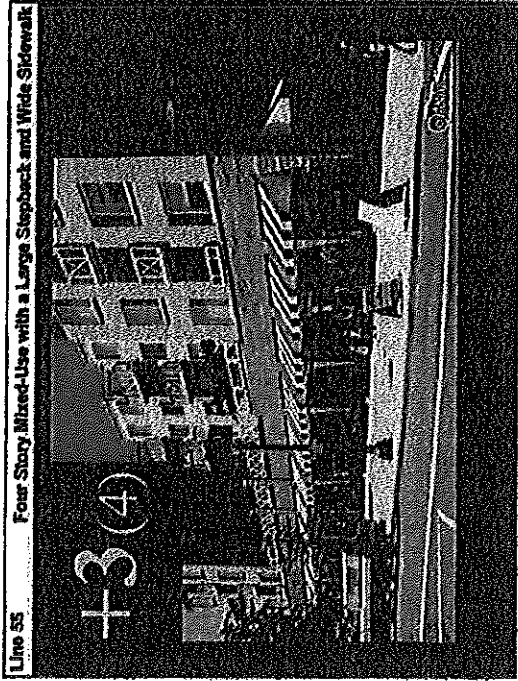
Proposed Hospital Expansion

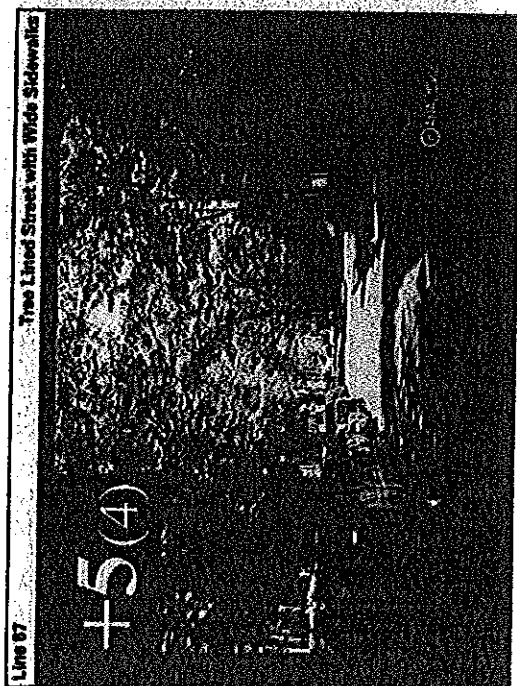
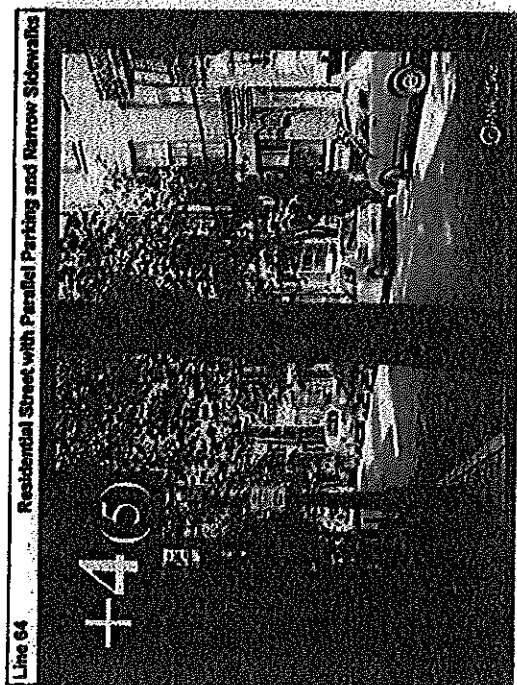
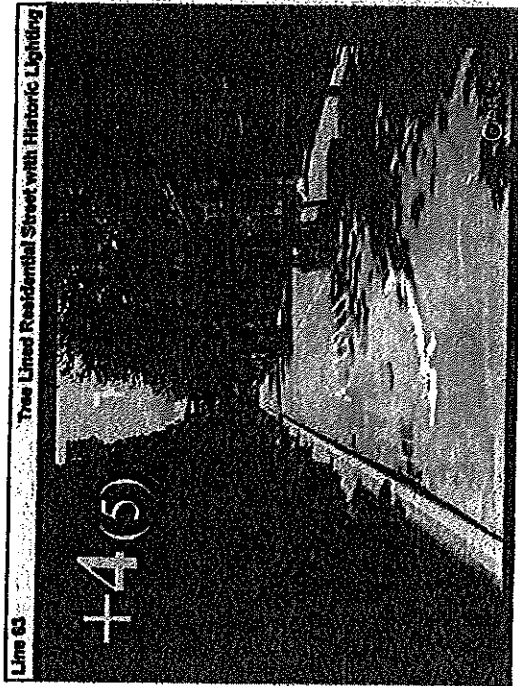
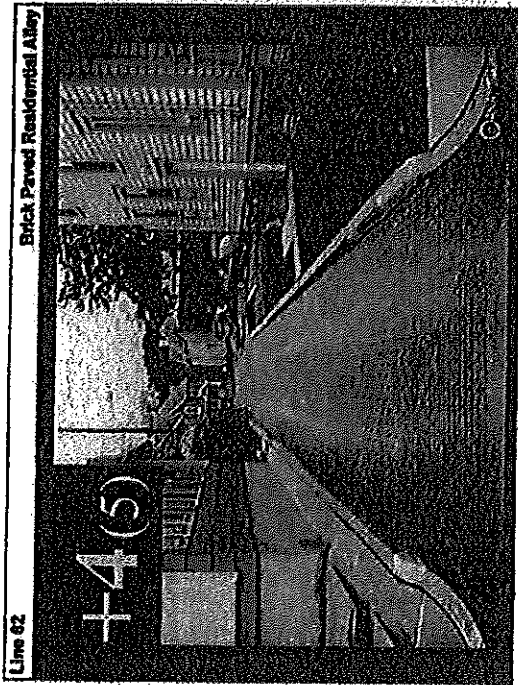


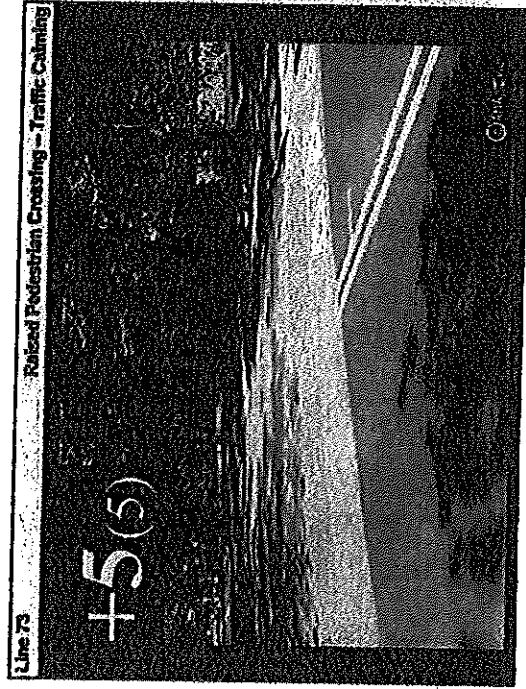
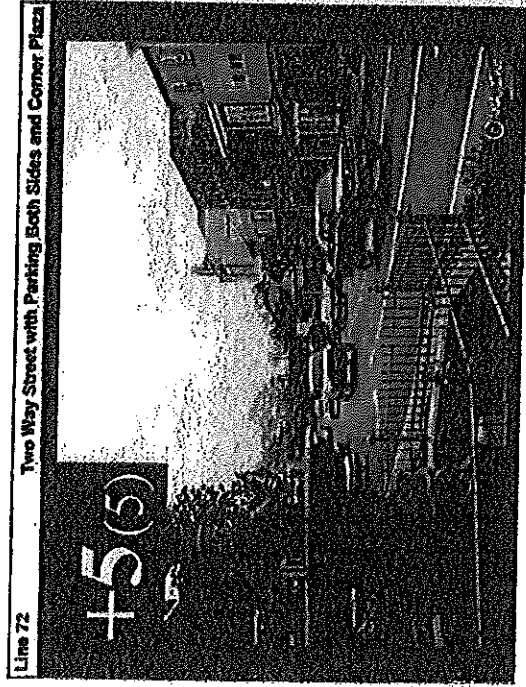
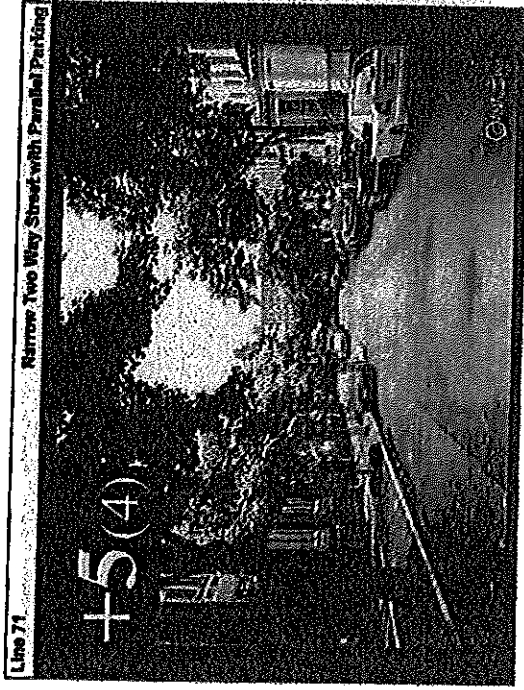
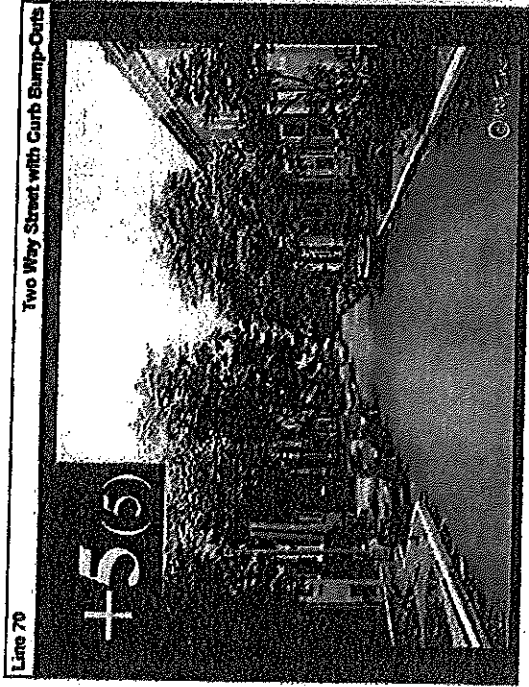


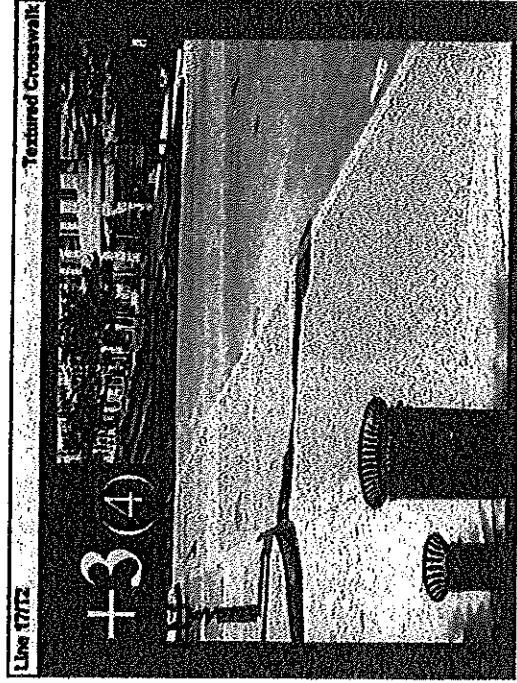
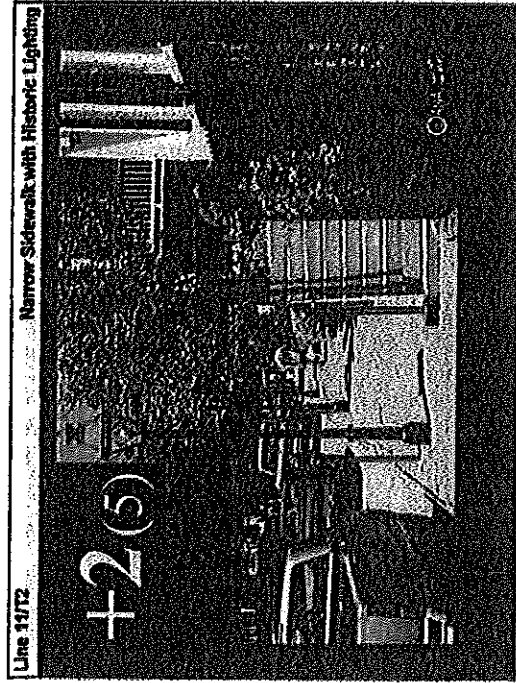
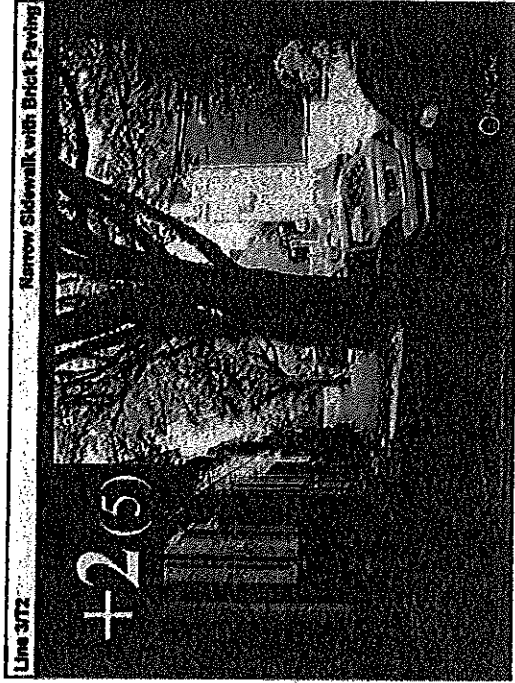
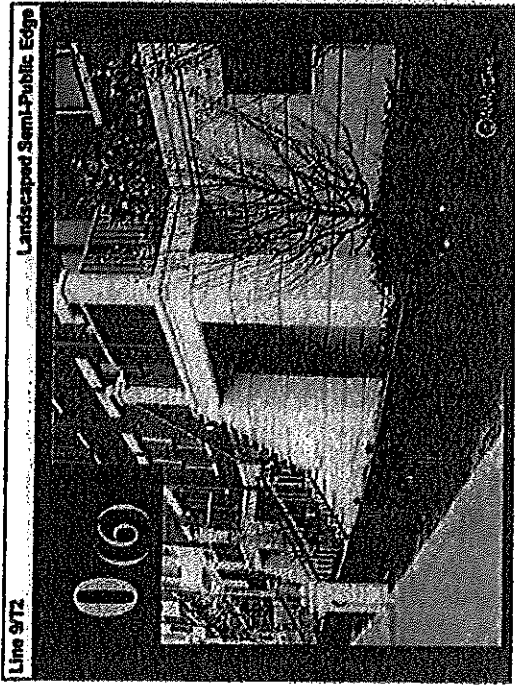


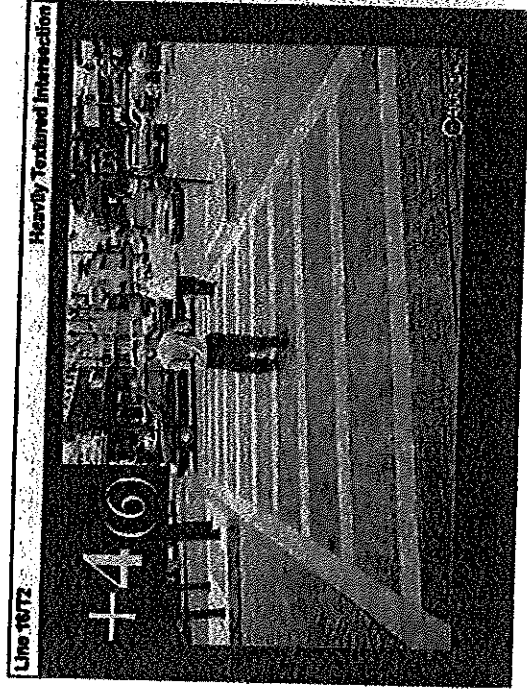
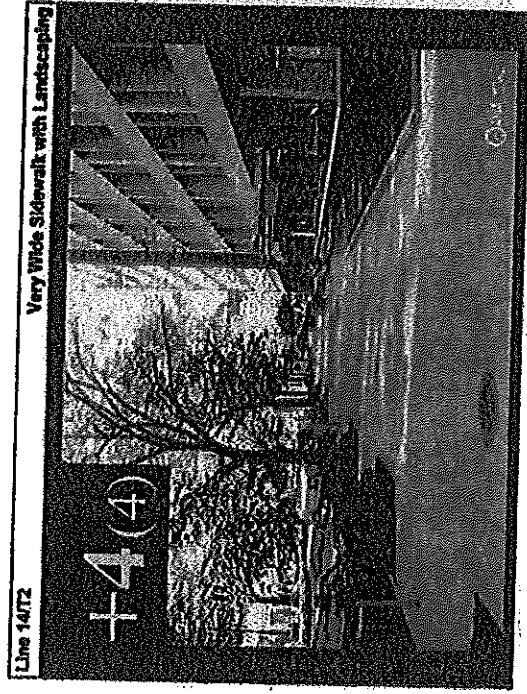
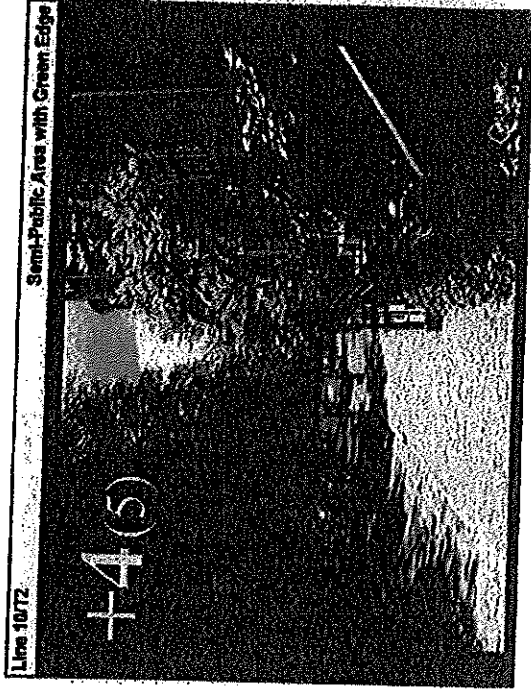
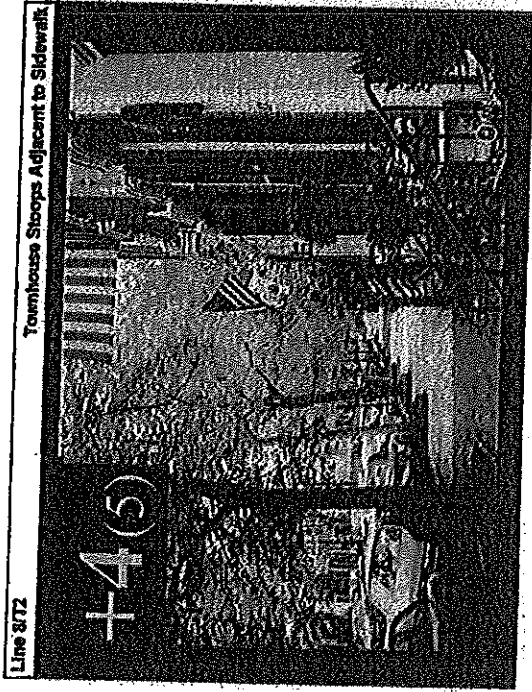


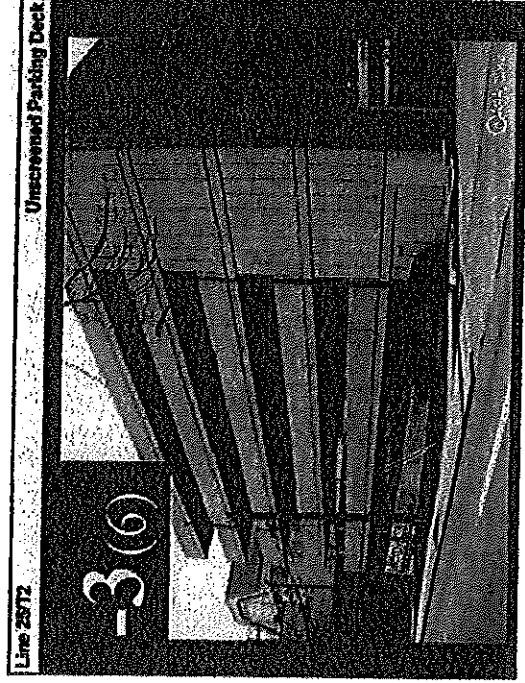
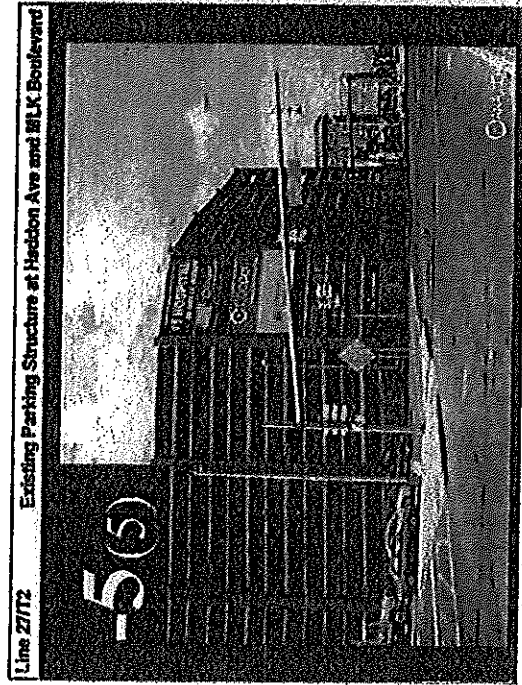
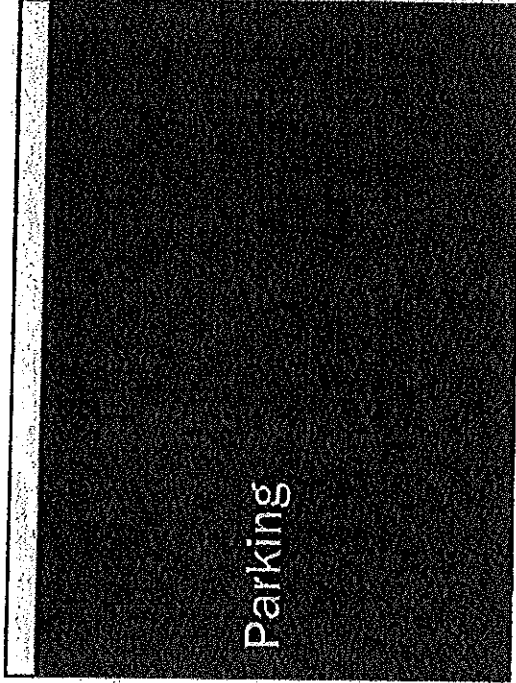
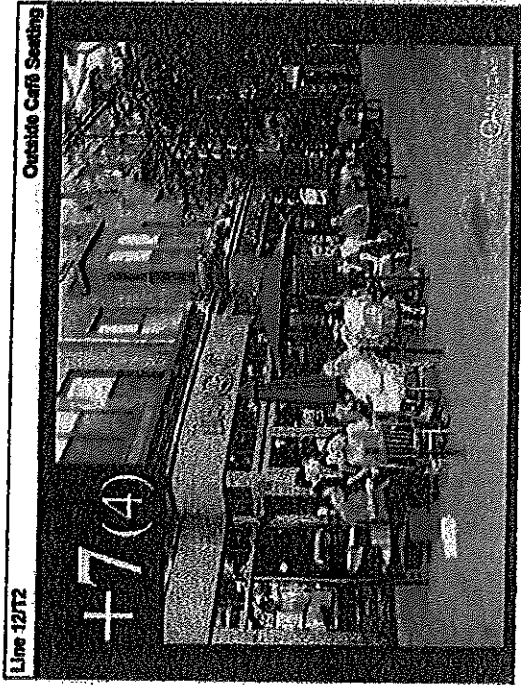


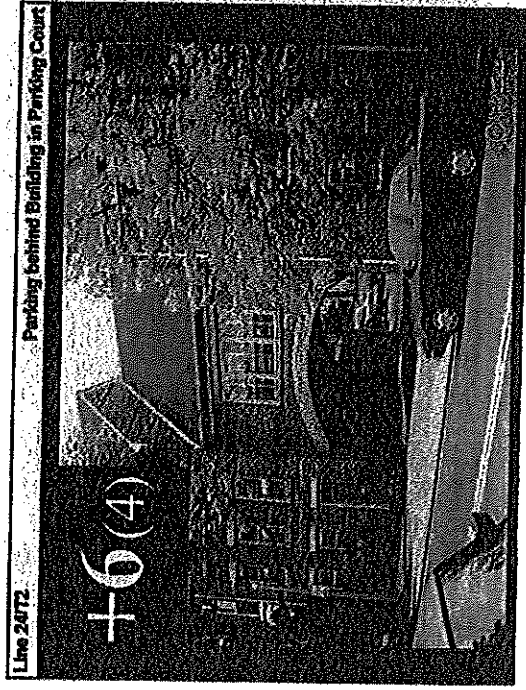
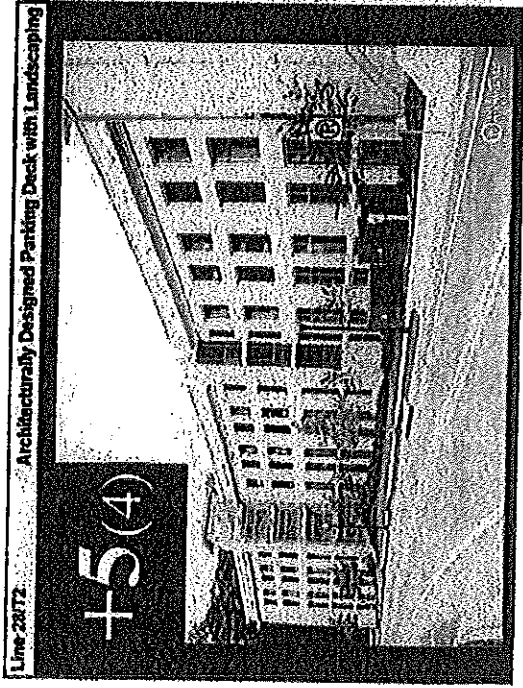
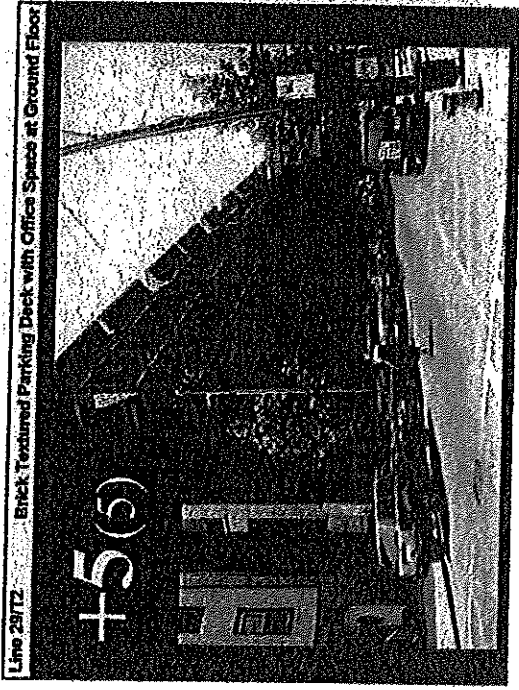
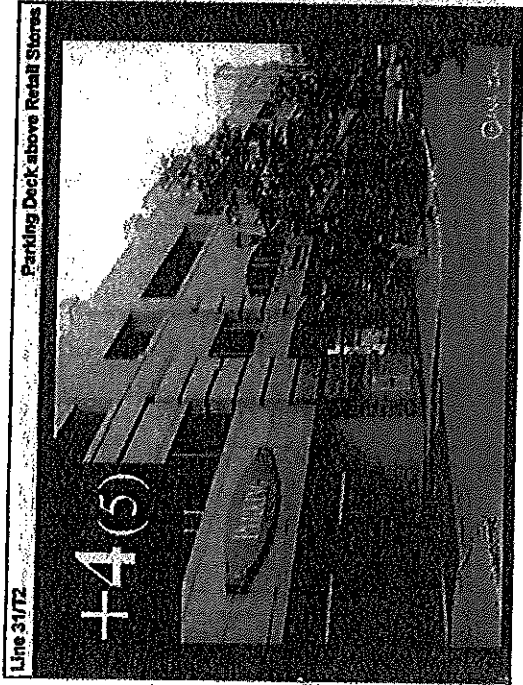


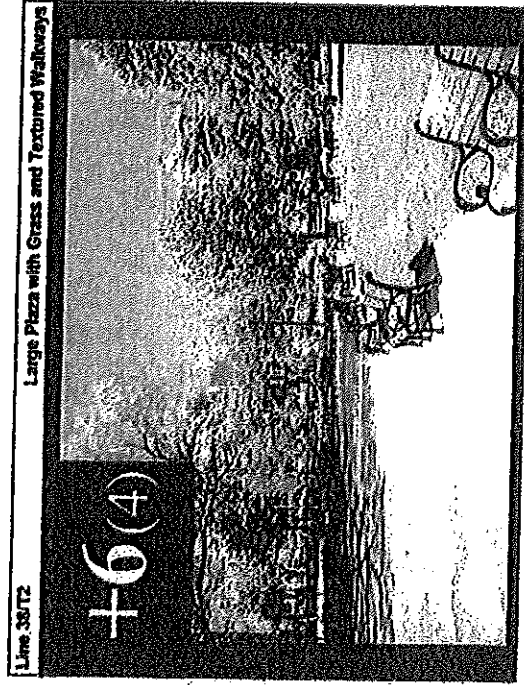
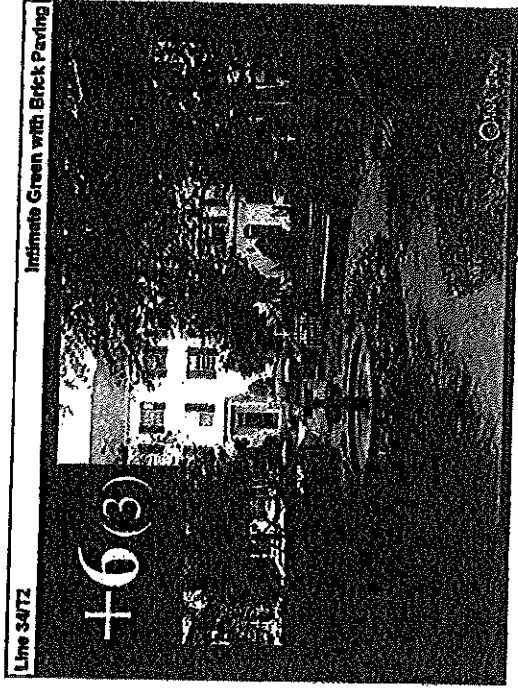
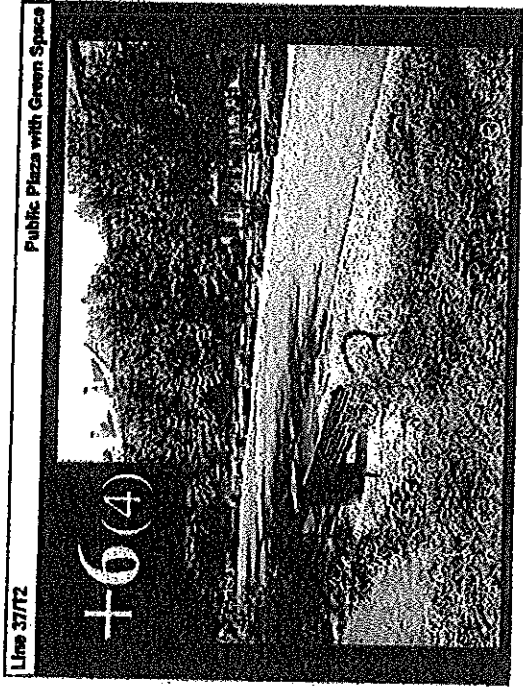












Cooper University Hospital Campus and The Cooper Plaza Neighborhood

Results from the Public Meeting Demographic, Market, and Policy Questionnaire



Dean
Marchetto
Architects, PC

6	If you live within the study area, in what type of housing do you live?	
	1 Detached single family house	6%
	2 Townhouse/Rowhouse	48%
	3 Two story apartment	0%
	4 Three story apartment	0%
	5 Other	6%
	6 None of the above	6%
	7 Not within the study area	34%
7	Do you own or lease your residence?	
	1 Own	86%
	2 Lease/Rent	3%
	3 Not applicable	6%
8	How many people live in your household?	
	1 One	15%
	2 Two	41%
	3 Three	15%
	4 Four	8%
	5 Five or more	15%
9	If you live in the study area why do you live here (or what is the most important asset)?	
	1 Convenient location	3%
	2 Lifetime resident	17%
	3 Available when I was looking for housing	6%
	4 Affordable housing	3%
	5 Like the neighborhood character and history	31%
	6 Don't live here	37%
10	Do you work for Cooper Health or any of its affiliated organizations?	
	1 Yes	19%
	2 No	81%
11	If you currently do not live in the area would you live in the area when redevelopment is finished?	
	1 Yes	44%
	2 No	7%
	3 Maybe	26%
	4 Don't Know	22%

Streetscape and Landscaping

12	How would you rate the quality of the sidewalks within the study area?	
	1 Bad Condition (i.e. cracked pavement, overgrown trees, or no trees, etc.)	40%
	2 Poor condition (i.e. narrow, no curb, Asphalt, etc.)	18%
	3 OK (in some areas but generally in bad condition)	40%
	4 Good Condition (Sidewalk looks beautiful and a green edge)	3%
	5 Excellent Condition (Wide and Comfortable, no cracks, street trees and green edge)	0%
13	How would you rate the quality of the crosswalks within the study area?	
	1 Bad Condition (i.e. no crosswalk)	31%
	2 Poor condition (i.e. narrow, no curb, Asphalt cracked, etc.)	41%
	3 OK Condition (A few problems but generally comfortable)	26%
	4 Good Condition (well striped and signaled at intersection)	3%
	5 Excellent Condition (wide crosswalk, well striped, well lighted, and signaled)	0%
14	Do you feel safe walking within the study area?	
	1 Yes, all the time	8%
	2 Yes, only during business hours	41%
	3 Yes, but only adjacent to Cooper University Hospital	23%
	4 No, I do not feel safe	13%
	5 No, I particularly do not feel safe at night	15%

Housing and Development

25	How would you rate the quality of housing within the study area?	
1	Good condition	3%
2	Fair condition	13%
3	OK in some location but needs significant improvements	50%
4	Poor condition	34%
5	Don't know	0%
26	Do you find the housing affordable?	
1	Yes	29%
2	No	5%
3	In some locations	45%
4	Don't know	21%
27	How do you feel about including housing for students and professionals within the area?	
1	Agree	79%
2	Disagree	5%
3	Maybe	10%
4	No opinion	5%
28	What is your top housing priority?	
1	Increasing the affordable rental housing options	0%
2	Increasing the affordable home ownership options	26%
3	Increasing the quality of the existing homes	21%
4	Create a neighborhood with a range of housing types for sale or rental for a range of incomes	26%
5	All of the above	26%
29	The future Cooper Hospital neighborhood should be a combination of rehabilitation and revitalization of existing housing and new housing units?	
1	Highly agree	74%
2	Agree	23%
3	Neutral	0%
4	Disagree	3%
30	Would you support mixed-use residential apartment buildings? (i.e. retail or office on the ground floor with residential units above)	
1	Yes	74%
2	No	18%
3	Don't know	8%
31	Would you support a mixed use parking structure with retail on the ground floor in order to help relieve some of the current parking issues?	
1	Yes	74%
2	No	5%
3	Maybe, depending on the type of retail	21%
4	Don't know	0%
32	Would you support new buildings along Broadway that <u>do not</u> include retail along the ground floor?	
1	Yes	38%
2	No	48%
3	Don't know	13%
33	Would you support new mixed use buildings on the major streets like on Broadway that would include retail at the ground floor with offices and educational facilities above?	
1	Yes	82%
2	No	3%
3	Yes in special conditions	13%
4	Don't know	3%
34	Would you support more market rate housing if it meant the creation of an appropriate share of affordable housing ?	
1	Yes	90%
2	No	3%
3	Don't know	5%

Parks Visioning Process

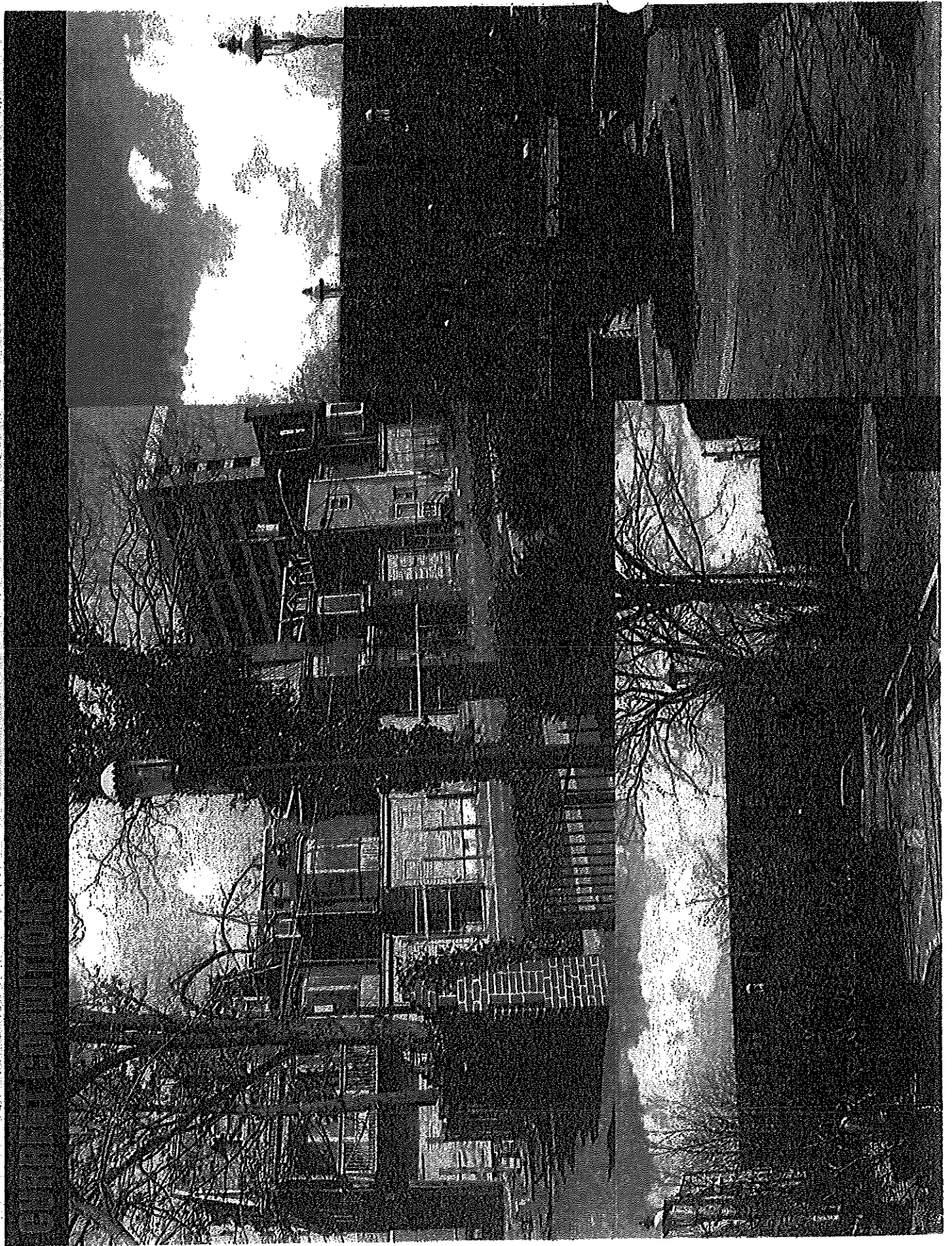
December 2006

A. Neessen Associates, Inc.

Alan Bondheart, ASIA

Cooper Health System

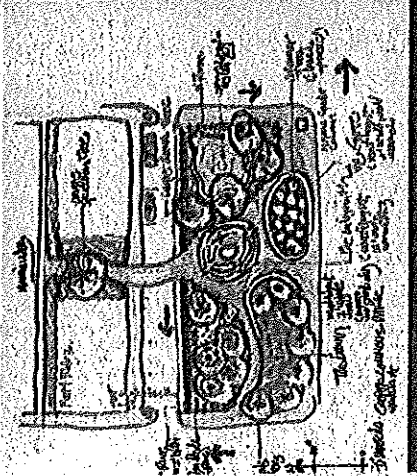
The Retirement Fund



UNIVERSITY OF CALIFORNIA

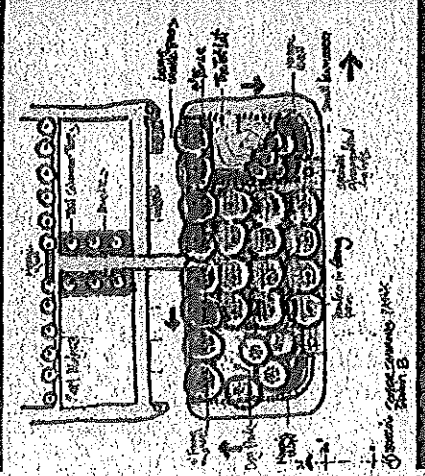
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Plan A - freeform design



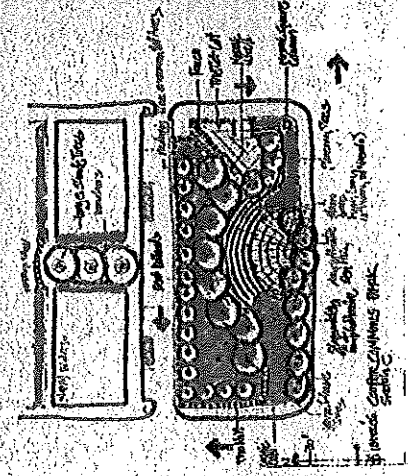
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Plan B - symmetrical/grid



3

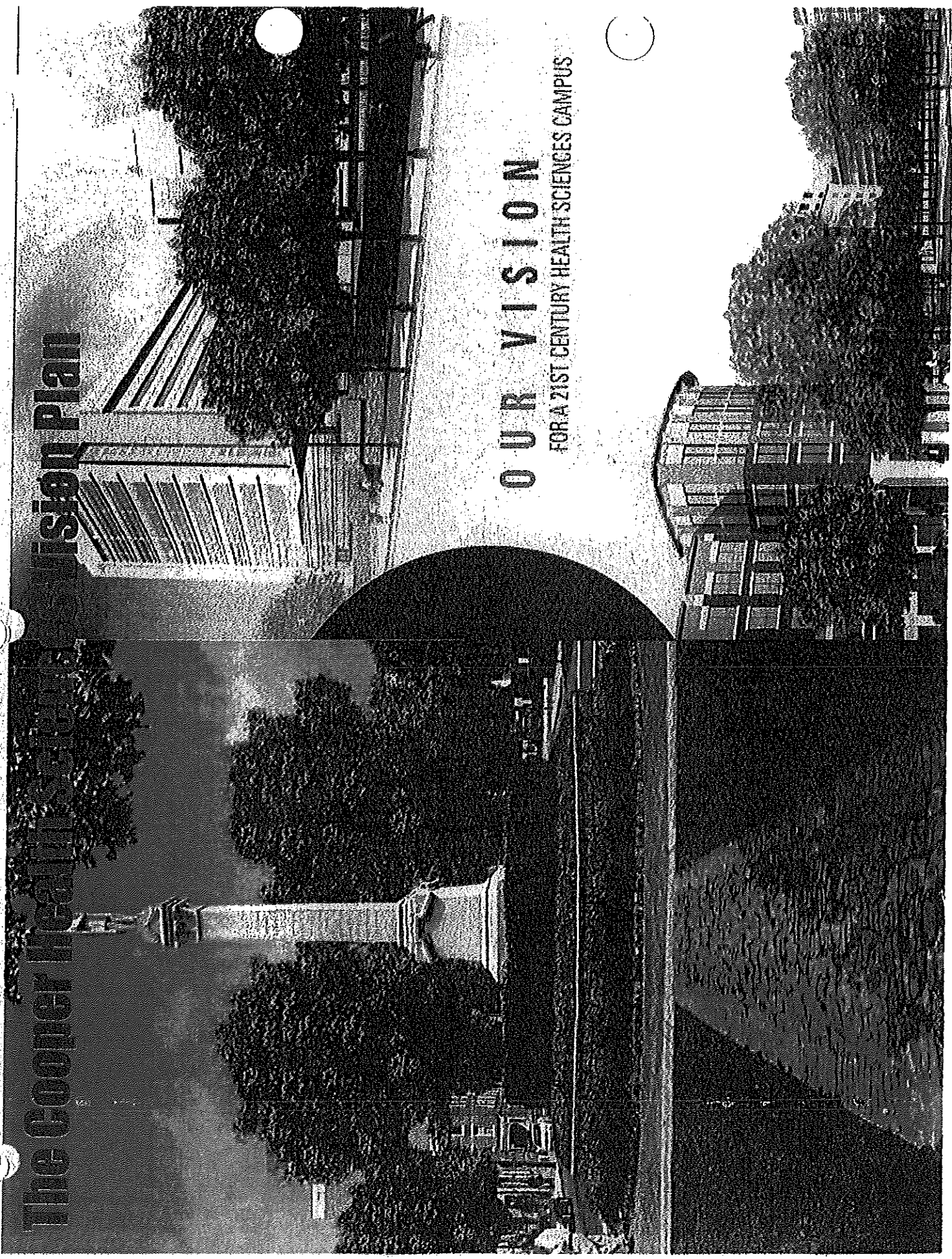
Plan C - asymmetrical/amphitheater

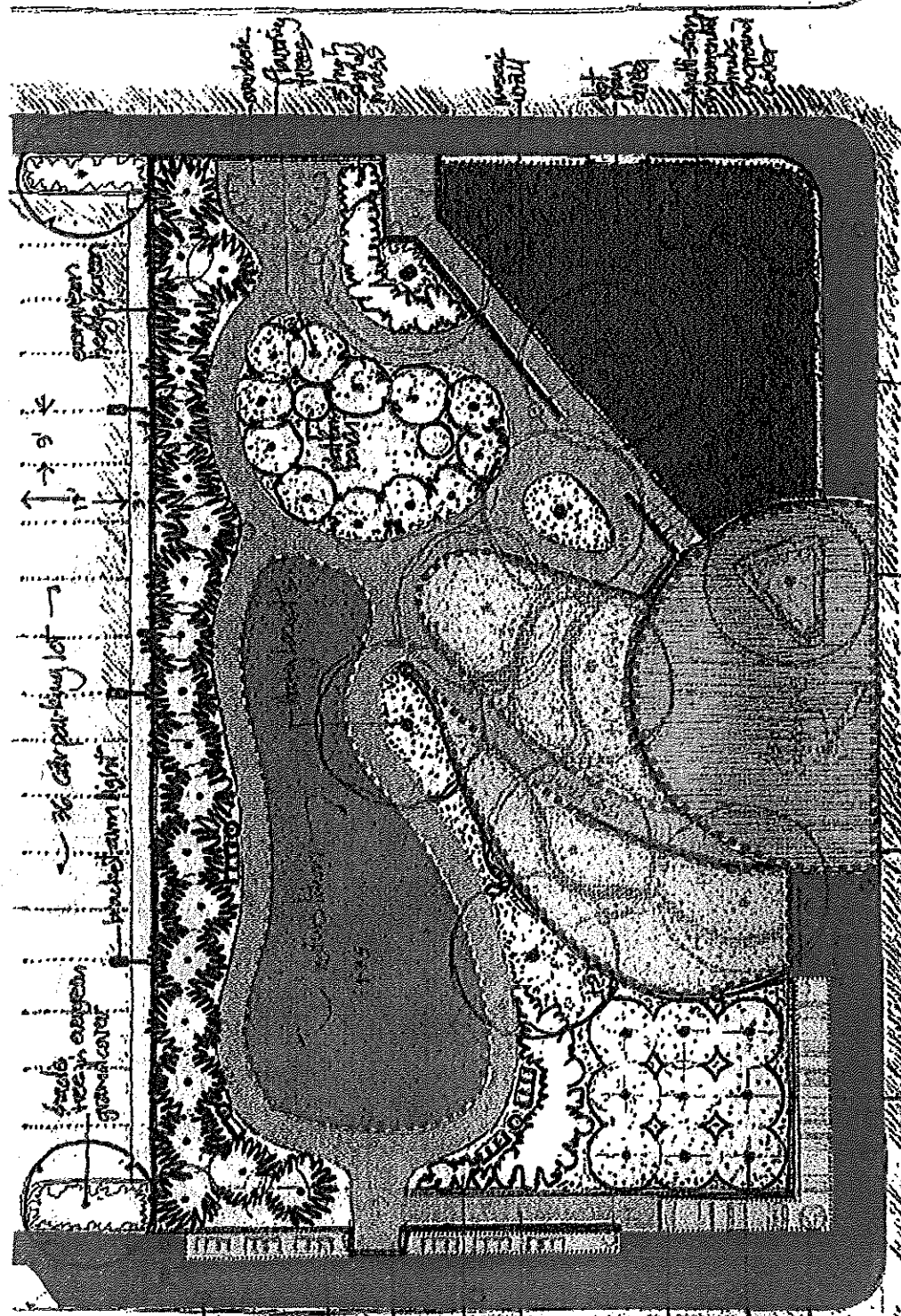


ision Plan

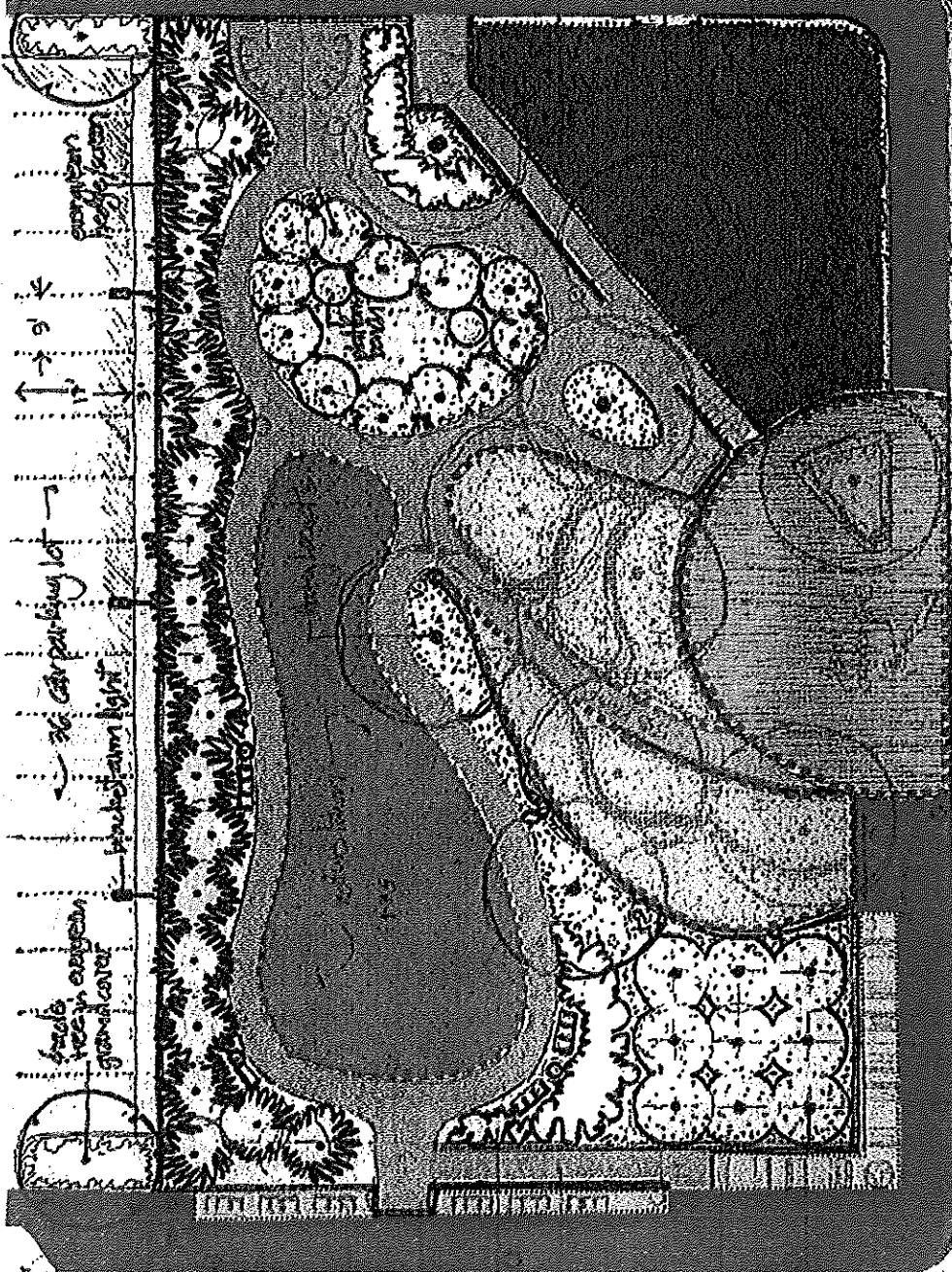
OUR VISION

FOR A 21ST CENTURY HEALTH SCIENCES CAMPUS





sidewalk
 parking
 street
 multi-story parking garage
 street trees
 brick wall



10' high x 1/2 wide
 10' high x 2 wide
 street trees
 brick wall
 multi-story parking garage
 sidewalk
 roadway

10' high x 1/2 wide
 10' high x 2 wide
 street trees
 brick wall
 multi-story parking garage

10' high x 1/2 wide
 10' high x 2 wide
 street trees
 brick wall
 multi-story parking garage

10' high x 1/2 wide
 10' high x 2 wide
 street trees
 brick wall
 multi-story parking garage

Carol Lammens Plaza
 18 APR 2007



CREATING PUBLIC ART: MOSAICS



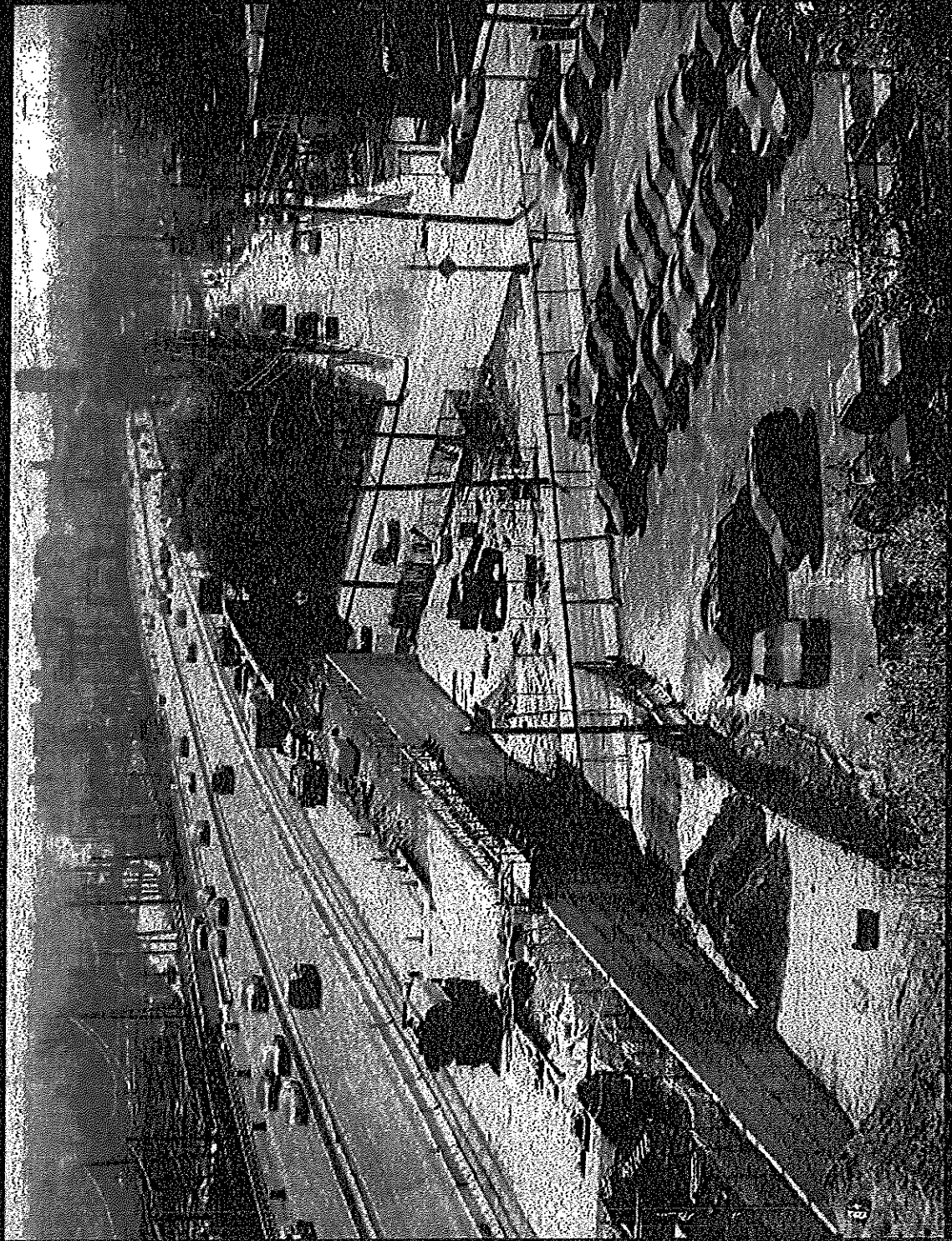
WALL MOSAICS



Textured Pattern



1940-1941 New York Telephone Construction



12



Thank you
for your
consideration
and
participation

FN
DESIGNING
PRINTING
EMERGENCY SERVICE
A. NELESSEN ASSOCIATES, INC.

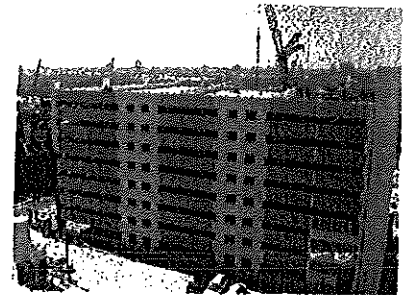
As you can imagine, the presence of Governor Jon Corzine as a Cooper patient brings with it a heightened level of intensity to our usual hectic days. Eight days ago, after a serious auto accident, the New Jersey State Police made the decision to helicopter the injured governor to Cooper, knowing that our Trauma Team and all of our employees would provide the exceptional care he needed. Though he remains in critical condition, the Governor is gradually improving thanks to the superb care that he is receiving from our staff. Along with the Governor, his State Police driver was also admitted to Cooper. He was treated and released after a one-night stay. This incident has brought unprecedented, and overwhelmingly positive, media attention to Cooper. Accolades have been numerous, including that of Colonel Joseph R. Fuentes, Superintendent of the State Police, who was quoted by the Associated Press as saying, "Everyone was taken to Cooper instead of closer hospitals in the Atlantic City area because Cooper is the top Trauma Center in the region." Caring for the Governor has challenges beyond providing his medical care. The administrative suite has become a hub of activity as family, staff and friends of the Governor's, and New Jersey State Police are welcomed and made comfortable. There have been numerous press conferences featuring our physicians **Steven E. Ross, M.D.**, Head of Trauma, **Robert F. Ostrum, M.D.**, Head of Orthopaedic Trauma, and **Michael Goldberg, M.D.**, Head of Anesthesiology. Our doctors have done an incredible job answering the myriad of questions from the media. I am very proud of our hospital and thank each member of our staff for their contributions during the last week.



The Cooper Plaza Lanning Square Civic Association met Wednesday evening to discuss the proposed design of Cooper Commons Park, which sits between 6th and Chambers Streets near the hospital's south side. At the meeting, Cooper's landscape architects unveiled a full design, influenced by a productive and well-attended December community meeting. The plan was well-received, and the group exchanged further ideas about design details such as benches. **John P. Sheridan, Jr.**, Cooper Senior Executive Vice President and Chief Administrative Officer, led the presentation for Cooper. Other attendees included Camden Councilwoman Dana Redd, John Kromer, Executive Director of the Camden Redevelopment Agency, and Maria Yglesias of M & M construction, which will be building new housing adjacent to the park. This ongoing neighborhood collaboration is a key component of implementing the "Vision" plan for the health care campus and adjacent neighborhoods.

The April issue of *Hospital Newspaper* featured an article announcing the prestigious designation of **Edward D. Viner, M.D.**, as Master of the American College of Physicians. Mastership is the highest form of membership in the organization and only 598 members in the world have received this honor. Dr. Viner served as Chief of Medicine from 1987 through 2006 and is currently Senior Vice President for Affiliations and Clinical Development. Dr. Viner's consistency in quality care earned him a \$1.5 million endowment that established the Edward D. Viner Chair for the Chief of Medicine at Cooper University Hospital. I expressed to the reporter that Dr. Viner has been an outstanding role model for physicians at Cooper and as a teacher and physician, he helped bring Cooper to its present status as a premier academic institution. Join in my congratulating Dr. Viner this designation.

I am pleased to report that construction of the garage is moving along according to the Camden County Improvement Authority projected schedule. A significant number of pre-cast concrete structural members are in place and you can visualize the size and scale of the new structure. The structural steel continues to rise on the site of the new pavilion with several more floors having been put in place. The remainder of the pavilion basement foundation continues with completion scheduled for early May.




Christopher T. Olivia, M.D.
President and Chief Executive Officer

Human Capital Planning Process

Urban Strategies, City of Camden, and Camden Redevelopment Agency Summary of Meetings

Community Meetings to discuss Physical Redevelopment for Lanning Square and Human Capital Planning

1. Lanning Square Community Meeting, June 29, 2006
2. Lanning Square Community Meeting, July 27, 2006
3. Lanning Square Community Meeting, September 14, 2006
4. Lanning Square Community Meeting, November 2, 2006
5. Lanning Square Community Meeting, November 14, 2006
6. Human Capital Forum and Introduction, November 28, 2006
7. Lanning Square Community Meeting, May 24, 2007
8. Lanning Square Community Meeting (Spanish), June 10, 2007
9. Lanning Square Community Meeting, June 29, 2007
10. Coffee and Conversation Small Group Meeting, July 12, 2008
11. Coffee and Conversation Small Group Meeting, July 13, 2008
12. Coffee and Conversation Small Group Meeting, July 14, 2008
13. Lanning Square Community Meeting, July 26, 2007
14. Lanning Square Community Meeting, July 28, 2007
15. Community Party, July 21, 2007
16. Lanning Square Community Meeting, August 8, 2007*
17. Lanning Square Community Meeting, August 14, 2007*
18. Lanning Square Community Meeting, August 21, 2007*
19. Lanning Square Community Meeting, September 11, 2007*
20. Coffee and Conversation Small Group Meeting, September 12, 2007
21. Coffee and Conversation Small Group Meeting, September 13, 2007
22. Coffee and Conversation Small Group Meeting, September 14, 2007
23. Lanning Square Community Meeting, October 16, 2007
24. Lanning Square Community Meeting (Spanish), October 23, 2007
25. Lanning Square Community Meeting May 7, 2008*
26. Lanning Square Community Meeting (Spanish) May 21, 2008
27. Lanning Square Community Meeting May 22, 2008*
28. Lanning Square Community Meeting (Spanish) July 9, 2008

*** This series of meetings included the residents of Cooper Plaza for the purposes of finalizing a Human Capital Plan that included both the Lanning Square neighborhood and the Cooper Plaza neighborhood.**

One on One Meetings

1. Councilman Whip Wilson, Fall, 2006
2. Councilman Curtis Jenkins, Fall, 2006
3. Council President Angel Fuentes, Fall, 2006
4. Martha Chavis (Camden Community Connections), Fall, 2006
5. Sue Brennan (Fairview Main Street), Fall, 2006
6. Dr. Deborah Wright (The Senator Walter Rand Institute for Public Affairs), Fall, 2006
7. Ron Green (American Community Partnership), Fall, 2006

8. Broadway Small Business Owners, group #1, July 18, 2007
9. Broadway Small Business Owners, group #2, August 9, 2007
10. Cooper University Hospital Employees, August 10, 2007
11. Males, October 24, 2007
12. National Association of Minority Contractors, November 11, 2007
13. Broadway Small Business Owners, group #3 June 24, 2008

Resident Leadership Team Meetings (Includes both Lanning Square and Cooper Plaza residents)

1. October 10, 2007
2. February 26, 2008
3. March 6, 2008
4. March 13, 2008
5. March 26, 2008
6. April 1, 2008
7. April 15, 2008
8. April 29, 2008
9. May 20, 2008

Task Force Meeting Presentations on Human Capital Planning

1. Health and Higher Education, March 9, 2007
2. Sandra Moore presentation at Campbell's Soup Public Benefits Meeting, March 22, 2007
3. Presentation and discussion to the Governor's Camden Core Team, April 2007 Attendees:
Jeannine LaRue, Chief of Staff
 - a. Susan Bass Levin, Commissioner of Dept. of Community Affairs
 - b. Marge Della Vecchia, HMFA New Jersey Housing and Mortgage Finance Agency
 - c. Ken Zimmerman, Chief Counsel
 - d. Gary Rose, Office of Economic Growth
 - e. Lopa Kolluri, Assistant State Treasurer
 - f. Monique King Viehland, Special Assistant to Deputy Chief of Staff
 - g. Al Alvarez, Policy Advisor
4. Presentation to Cooper Plaza Housing Developers. Attendees included: Saint Joseph's Carpenter Society (Jim Roache and Pilar Hogan), Cooper Health Systems (Monica Lesmerises and John Sheridan), Metro Habitat for Humanity (Doug Wagner), Pennrose Properties, LLC (Charles Lewis) and M&M Development, LLC (Maria Yglesias)
5. Cooper Plaza Civic Association, May, 2007
6. Camden City School Board, July 2007
7. Health and Higher Education, September 14, 2007
8. Health and Higher Education, February 8, 2008
9. Health and Higher Education, May 9, 2008
10. The District Collaborative Board June 18, 2008



**COOPER PLAZA & LANNING SQUARE COMMUNITY MEETING
AGENDA
CONNECTING HUMAN CAPITAL PLANNING TO THE PHYSICAL
REVITALIZATION
August 7, 2007**

- ❖ **WELCOME/INTRODUCTIONS**
- ❖ **MEETING OVERVIEW**
- ❖ **RE-CAP FROM JULY 26, 2007 MEETING**
- ❖ **COMMUNITY ASSETS & CHALLENGES**
- ❖ **RATIFICATION OF GUIDING PRINCIPLES**
- ❖ **PHYSICAL DEVELOPMENT OVERVIEW**
- ❖ **OPEN DISCUSSION**
- ❖ **NEXT STEPS/CLOSING**

**Any questions or comments please call the Camden City Planning Hotline @
856-968-4742**



**REUNIÓN DE LAS COMUNIDADES DE
COOPER PLAZA & LANNING SQUARE
AGENDA**

**Uniando El Proceso De Planificación del Capital Humano al Proceso
Físico de la Revitalización**

7 de agosto de 2007

- ❖ PALABRAS DE BIENVENIDA / INTRODUCCIONES
- ❖ PRESENTACIÓN DE TEMAS
- ❖ RECUENTO DE LA REUNIÓN del 26 DE JULIO DE 2007
- ❖ RETOS Y RECURSOS DE LA COMUNIDAD
- ❖ RATIFICACIÓN DE LOS PRINCIPIOS RECTORES
- ❖ PRESENTACIÓN SOBRE EL DESARROLLO FISICO
- ❖ DISCUSION ABIERTA
- ❖ PRÓXIMOS PASOS / CIERRE DE LA REUNIÓN

Si tiene cualesquiera pregunta o comentario llame al "Camden City Planning Hotline" al
856-968-4742

Gift cards will be given out
for participation to the
first 50 people!

Connecting Human Capital Planning in Cooper Plaza and Lanning Square with the Physical Revitalization

Date: Tuesday August 7, 2007

Time: 6:30 - 8 pm

Location: Broadway Community Center "Poppy Sharp Center"
713 Broadway

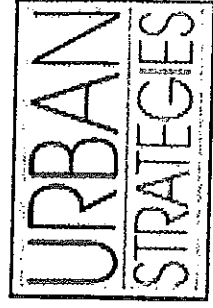
For more information call Donna at 856-757-7038.

Your opinion counts so make your voice heard!!

This meeting is sponsored by the Annie E. Casey Foundation, Ford Foundation,
Camden Redevelopment Agency and Urban Strategies.



Seating is limited!



Facilitated by

**¡Tarjetas del regalo por
participación a las primeras
50 personas!**

Uniando el Proceso de Planificación en Cooper Plaza y Lanning Square con la Revitalización Física

Fecha: Martes 7 de agosto de 2007

Tiempo: 6:30 - 8 P.M.

Localización: Centro Comunal de Broadway
"Poppy Sharp Center" (713 S. Broadway)

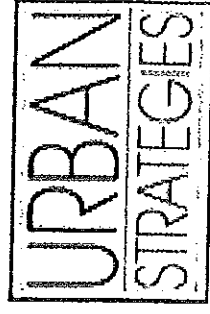
Para más información llame a Donna al 856-757-7038.

¡Su opinión cuenta, haga su voz oída!

Esta reunión es patrocinada por la Fundación Annie E. Casey, la Fundación Ford,
Camden Redevelopment Agency y Urban Strategies.



Facilitada por:





**COOPER PLAZA & LANNING SQUARE COMMUNITY MEETING
CONNECTING HUMAN CAPITAL PLANNING TO THE PHYSICAL
REVITALIZATION PART II**

AGENDA

August 14, 2007

- ❖ WELCOME/INTRODUCTIONS
- ❖ MEETING OVERVIEW
- ❖ RE-CAP FROM AUGUST 7, 2007 MEETING
- ❖ PHYSICAL DEVELOPMENT OVERVIEW
 - COOPER PLAZA
 - LANNING SQUARE
- ❖ HUMAN CAPITAL MONOPLOY
- ❖ RATIFICATION OF COMMUNITY PRIORITIES
- ❖ OPEN DISCUSSION
- ❖ NEXT STEPS/CLOSING

Any questions or comments please call the Camden City Planning Hotline @
856-968-4742

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Connecting Human Capital Planning in Cooper Plaza and Lanning Square with the Physical Revitalization

Date: Tuesday August 14, 2007

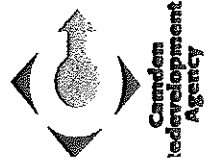
Time: 6:30 - 8 pm

Location: Broadway Community Center "Poppy Sharp Center"
713 Broadway

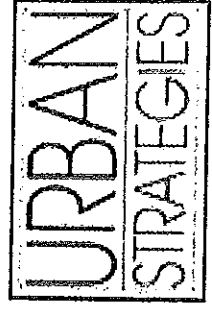
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Seating is limited!



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¡Tarjetas del regalo por
participación a las primeras
50 personas!

Uniando el Proceso de Planificación en Cooper Plaza y Lanning Square con la Revitalización Física

Fecha: Martes 14 de agosto de 2007

Tiempo: 6:30 - 8 P.M.

Localización: Centro Comunal de Broadway
"Poppy Sharp Center" (713 S. Broadway)

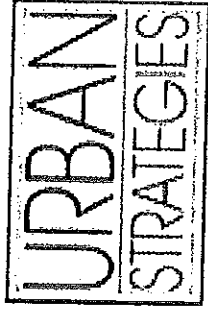
Para más información llame a Donna al 856-757-7038.

¡Su opinión cuenta, haga su voz oída!

Esta reunión es patrocinada por la Fundación Annie E. Casey, la Fundación Ford,
Camden Redevelopment Agency y Urban Strategies.



Facilitada por:





**COOPER PLAZA & LANNING SQUARE COMMUNITY MEETING
CONNECTING HUMAN CAPITAL PLANNING TO THE PHYSICAL
REVITALIZATION PART III**

AGENDA

August 21, 2007

- ❖ WELCOME/INTRODUCTIONS
- ❖ MEETING OVERVIEW
- ❖ RE-CAP FROM AUGUST 14, 2007 MEETING (PARKING LOT HANDOUT- ALL UNANSWERED QUESTIONS WILL BE HANDLED BY JOHN KROMER, DISTRIBUTION OF ALL 3 MEETING SUMMARIES IN ENGLISH AND SPANISH)
- ❖ RATIFICATION OF COMMUNITY PRIORITIES (REVIEW OF THE 4 PRIORITIES GIVEN AT THE 8/7 MEETING AND HC MONOPOLY FINDINGS)
- ❖ OPEN DISCUSSION WITH MR. JOHN KROMER (MR. KROMER WILL ARRIVE AT 7:15) SANDY TO FACILITATE
- ❖ NEXT STEPS/CLOSING

Any questions or comments please call the Camden City Planning Hotline @
856-968-4742

Gift cards will be given out
for participation to the
first 50 people!

Connecting Human Capital Planning in Cooper Plaza & Lanning Square with the Physical Revitalization- Part III

Special Guest: Mr. John Kromer, Director of the Camden Redevelopment Agency

Date: Tuesday August 21, 2007

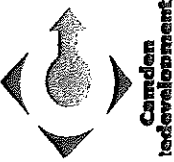
Time: 6:30 – 8:30 pm

Location: Broadway Community Center "Poppy Sharp Center"
713 Broadway

For more information call at Donna at 856-757-7038.

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Facilitated by

¡Las tarjetas del regalo
quieren ven dado hacia
fuera para la participación
a las primeras 50 personas!

Planeamiento de conexión del capital humano adentro Cooper Plaza y Lanning Square con la revitalización física con Señor John Kromer de CRA

Fecha: Martes 21 de agosto de 2007

Tiempo: 6:30 – 8:30 P.M.

Localización: Centro de la comunidad de Broadway
"Poppy Sharp Center" (713 S. Broadway)

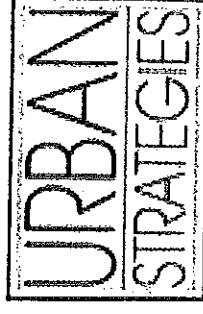
Para más llamada de la información Donna at 856-757-7038.

¡Sus cuentas de la opinión así que hacen su voz oída!!

Esta reunión se patrocina cerca el Annie E. Casey Fundación, Ford Fundación,
Camden Redevelopment Agency y Urban Strategies.



Facilitated by



**Cooper Plaza/Lanning Square Community Meeting
Connecting Human Capital Planning to the Physical Revitalization Part III**

August 21, 2007- Meeting Summary

- **Welcome/ Introductions:**

Donna Helmes from the CRA began the meeting by answering the parking lot issues from the previous meeting. She also went over the meeting objective.

- **Re-cap from August 14th Meeting (Human Capital Game)**

Tinesar Forrest from Urban Strategies shared the results of the Human Capital Monopoly game and what it means to the community. Results are attached to the summary

- **Resident reaction to the Human Capital Monopoly results**

Ronald McDonald House does not provide direct service to the residents and therefore, it should not be on the list. In reply to this comment, it was made clear that all social service providers included in the monopoly game were about one mile distance from Cooper Plaza and Lanning Square and were not based solely on clientele.

A resident complained that New Visions does not serve community residents and that it has brought several problems to the community. It provides more services to outsiders and this causes so much traffic on Broadway. She stressed that something has to be done about the issue. Tinesar Forrest reviewed the Human Capital Monopoly results and shared that residents agreed with this concern and had not "spent" any money on that agency

- **Review of Human Capital Priorities**

Tinesar Forrest also went over the list of the top four Human Capital priorities that community residents had agreed upon. These priorities included the rebuilding of the Lanning Square Elementary School, stabilizing the community, jobs, and resident engagement. The goal was to make sure that residents are comfortable with these priorities and to provide room for any revision that needed to be made. Residents agreed to the priority areas and made the following comments:

- Clarification about community stabilization- increase police, enforce curfew
- Would like code enforcement and slum landlords addressed
- Residents want vacant lots especially city owned lots to be mowed.
- Address the open drug sales
- A resident had a concern regarding the proposed increase of personnel in code enforcement
- Another resident expressed a concern that the community needs a better communication system to make people, especially the young people, aware of what is going on.
- There was a request that a tax abatement policy be presented in writing to the residents being affected by redevelopment.

- **Presentation and Questions and Answer Session with Mr. John Kromer**

Mr. Kromer was present to discuss the City's proposed Redevelopment Plan and the CRA's approach to implementing the Redevelopment Plan. There is a need for redevelopment in Camden because the city has been neglected for about half a century. He said there will be a four part strategy for implementing the plan. The four part strategy involves: 1) acquire vacant land, 2) convey information and provide resources for relocation, 3) ~~a~~ acquire property for institutional purpose and, 4) complete planning and construct mixed used development housing and retail spaces.

- The CRA will use eminent domain if the owner of a vacant property is deceased or not able to be located.
- The CRA will take the opportunity to foreclose on homes through tax foreclosure.
- The CRA will not take any houses off the acquisition list even though they were not included in the current "To Be Acquired list" because ~~there are no redevelopment plans for those areas as of now.~~ This new list is a proposed amendment to the Redevelopment Plan that was adopted by the City Planning Board in 2006. The City Council has to change the adopted plan and approve the proposed amended shorter To Be Acquired list.
- Mr. Kromer stated that the Redevelopment Plan will go to Council after several considerations to ensure that the plan is passed by Council. He said the Judge is also interested in submitting a revised To Be Acquired list to Council. This means that several meetings will take place to make sure that all components to this plan have been addressed in the appropriate manner. ~~In addition, he said that it is likely that the redevelopment plan may be submitted in September if the Human Capital Plan is also completed.~~

Mr. Kromer reviewed a handout of the proposed revised conservation area. The Conservation area, which was represented by green on the map, will include no displacement and no relocation of occupied residential properties. It will include infill and new construction housing and the rehabilitation of old and abandoned houses. The University Support Area (Blue area on the map) includes UMDNJ, the Research Center, retail spaces, and housing for existing residents, businesses, and for medical students and the hospital's employees. The Redevelopment Plan will not focus on the Medical Support zone for the next 2 years.

Mr. Kromer stated that Judge Davis is not happy that students are bused to other schools and that his top priority is to get funding for the replacement Lanning Square Elementary school.

- **Other Comments and Suggestions**

- The creation of a resident leadership team.
- The CRA will keep in touch with people that are on "to be acquired list" and will answer questions pertaining to property acquisition.
- A resident complained about the possibility of his property being taken.

Respectfully submitted by Florence Dennis and Tinesar Forrest

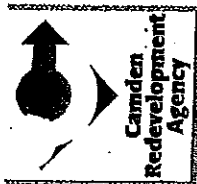


COOPER LANNING COMMUNITY MEETING

May 7, 2008

- ❖ WELCOME/INTRODUCTIONS
- ❖ RE-CAP OF PAST EVENTS
- ❖ ACCOMPLISHMENTS TO DATE
- ❖ PHYSICAL DEVELOPMENT OVERVIEW
- ❖ HUMAN CAPITAL OVERVIEW
- ❖ QUESTIONS AND ANSWERS
- ❖ NEXT STEPS/CLOSING

Any questions or comments please call the Camden City Planning Hotline @
856-968-4742



The City Division of Planning together with the Camden Redevelopment Agency, and Urban Strategies, Inc. invite you to:
A Presentation of the proposed Lanning Square Redevelopment Plan and Cooper Lanning Human Capital Plan.

Date: Thursday May 22, 2008

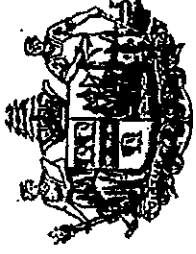
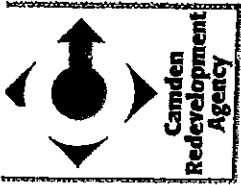
Time: 6:30 - 8 pm

Location: Poppy Sharp Community Center
713 Broadway

The City of Camden's Division of Planning will present the proposed Lanning Square Redevelopment plan. Urban Strategies will present the proposed Human Capital Plan.

Your opinion counts!!

For more information please contact Donna @ 856-757-7038.



La División de Planificación de la Ciudad junto a La Agencia de Re-Desarrollo y Urban Strategies, Inc. Le invita a:
Una Presentación del Plan de Re-Desarrollo de Lanning Square
y del Plan de Capital Humano.

Fecha: Jueves, 22 de mayo de 2008

Hora: 6:30 - 8 pm

Lugar: Poppy Sharp Community Center
713 Broadway

La División de Planificación presentara el propuesto plan de Re-Desarrollo. Urban Strategies presentara el Plan de Capital Humano.

¡Su opinión cuenta!!!

Para mas información llame a Donna al: 856-757-7038.

November 14, 2006

Minutes from the Lanning Square Senior Focus Group

- Welcome by Donna Helmes.
- Intro
 - Tinesar discussing why HC Planning and Urban's commitment to resident's confidentiality, stressed that Urban works w/CRA but have their own independent process
- How long in LS community?
 - 1957 arrived from PR than left for a few years and came back fifteen years ago, reside in LS for three years
 - Seventy six years
 - Sixty plus
 - Fifty years
 - Thirty years
 - Forty-four years
 - Fifty years
 - Fifty-six years
 - Fifty-five*
 - Fourteen*
 - Fifty years
 - Thirty-five years
 - Fifty years
 - Thirty-five years
 - Thirty-five years
 - Forty-five years
- Tinesar spoke of the people part of planning and its importance to successful redevelopment and how minorities and seniors may fear change and how it will affect them in terms of housing, taxes, and social services.
- Tinesar spoke of the need to understand what people want to see stay in their neighborhood, what they want to come in, and what negative activities and/or people they want to go.
- Tinesar asked: What did redevelopment mean to you?
 - Change blight and improve neighborhood
 - Build new homes
 - Improve quality of life
 - How will redevelopment happen
 - Relocation anywhere
 - What and where and how long will it take
 - Improved market values of home
 - ***Could not hear the response*
 - How will it affect seniors financially/seniors do not want to take on a new mortgage and debt

- City officials are vindictive and lack people skills
- **Rev. Allen's wife, Sheila, offered to participate in any proposed boards dealing with senior citizens and will speak to anyone who has a question pertaining to county senior services (# (856) 232-4646)
- City appears to start projects for parking but never seems to complete it, example 3rd and Berkley was ripped apart to make way for parking but city abandoned the project now the street doesn't have any sidewalk cuts and flooding is a problem (*Cooper's Ferry Project*)
- City Planning put in depressed curbs for disabled, but do not apply correct elevations so now the curb cut areas collect water; what does city engineering do? City needs to perform due diligence with their sub-contractors
- Planning Board never has quorum and specifically the first LS Planning Board hearing was mentioned and the one-hour wait
- City of Camden is a county seat which provides two-tiers of government, the local municipal and the Freeholders
- County ensures that it collects its taxes from the city even though Camden is the poorest city in the nation

What Lanning Square Needs

- *All quality supermarkets located outside of the city in the suburbs and are needed in LS
- *Quality and centrally located senior housing with a community center and an assisted living facility

What Short-term Changes Needed

- Folks very upset at handling of CHIPS program!
- City should provide more accurate **Get folks copy of --Declaration of Principals and Housing Replacement Strategy
- City Clarification of Eminent Domain use in Lanning Square

Concerns

- Eminent Domain for use by hospital for their expansion
- City never put anything in writing about redevelopment promises
- Neighborhood will be locked in by waterfront and hospitals and universities
- Assisted living facilities are too expensive

Who should Tinesar talk to about seniors?

- *Mayor Faison
- *UMDJ about their expansion
- *If senior wants to relocate to assisted living they need help making these decisions and life changes
- *Need City/CRA *satellite centers* located within the neighborhoods that people can access and talk about redevelopment plans and implementation strategies
- *Bring information to the residents don't make people come to City Hall



The Camden Redevelopment Agency invites you to attend:

Strengthening Families
Rebuilding Neighborhoods

A Family Focus Group hosted by
Urban Strategies

Tuesday, January 16th

5:00 pm – 6:30 pm

@

Camden County OEO

528 Broadway

\$5 Stipend for participation

Dinner provided

Topics of Discussion Include:

***Childcare**

***Improved Education**

***Affordable Housing**

***After School Programs**

***Quality Healthcare**

If you are a parent who lives in the Bergen Square, Cooper Plaza and Lanning Square neighborhoods we need to hear from you!

For more information please call Donna @ # 856-757-7038

A gift card will be given
out for participation!

Are you a young adult residing in Cooper
Plaza or Lanning Square between the ages of
18 and 25?

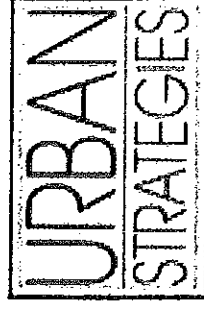
Your opinion is needed to help decide how
Camden will be revitalized.

Date: Thursday November 30, 2006

Time: 5:00- 6:30 pm

Location: New Mickel Baptist Church 416 S 4th St.

Seating is limited!



Facilitated by

**A gift card will be given
out for participation!**

**Are you a male residing in Cooper Plaza or
Lanning Square between the ages of 26
and 55?**

**Your opinion is needed to help decide how
Camden will be revitalized.**

Date: Thursday November 30, 2006

Time: 7:00- 8:30 pm

Location: New Mickel Baptist Church 416 S 4th St.

Meeting Summary
CRA and Urban Strategies 3rd Male Focus Group
RE: Employment Barriers
October 24, 2007

- Tinesar Forrest opened a meeting with an update about the human capital planning process in Lanning Square. She went on to explain the purpose of this third focus group was to understand the men's perspective on employment barriers and to offer presentations by economic development and workforce service providers.
- Discussion started with the social reasons why many Camden city males find themselves without work. Many in the group believed that the changing family structure and lack of parental expectation hurt a man's ability to succeed in life.
- The group members thought that the country experiences a systems failure when it comes to dealing with the problems of poverty. Many participants expressed feeling discarded by society.
- In relation to the Camden City government the group stated that eh city needs to do more to push affirmative action compliance and improve the schools. The Camden City schools perform miserably and do not teach entrepreneurship.
- Strive, American Community Partnership, Latin American Economic Development Association, Rutgers Small Business Development Center, and the coordinator for the City's Urban Enterprise Zone program gave presentations about their workforce development and job training programs.
- The meeting ended with an invitation for the group members to participate in human capital community meetings in Lanning Square.

National Association of Minority Contractors Focus Group
November 11, 2008⁷
Meeting Summary

- **Welcome/Introductions**

Donna Helmes, Camden Redevelopment Agency, opened the meeting by introducing Sandra Moore and Tinesar Forrest of Urban Strategies. Ms. Helmes explained that Urban is conducting focus groups with various stakeholders for the Cooper Lanning Human Capital Plan.

- **Discussion regarding current City/CRA relationship with Camden minority contractors**

Many of the contractors present described the city's bidding system as closed. They felt that new contractors or smaller independent contractors are not given the opportunity to compete for jobs against the larger and more established firms. Participants said that the city's Office of Affirmative Action does not do a good enough job of policing the city and the CRA.

Sandra Moore suggested that NAMIC look to the state for assistance with affirmative action compliance.

- **Actions needed to overcome challenges**

- City and the CRA should provide an information system that is level and accessible to contractors for bidding.
- City and CRA should encourage larger contractors to partner with smaller local contractors for project bids.
- Many small and independent contractors need a line of credit or a bridge loan to complete projects in a competitive manner.
- The contractors present stated that they are in need of storage space.
- City and CRA should offer points for being locally based on bids to help small contractors become competitive
- City needs to grow the business class and build the tax base.
- City needs to enforce the Growth and Development ordinance that sets aside 1% of revenue for small business owners and independent contractors.

- **Next Steps**

- Sandra Moore will consult with Judge Davis to inform him about the recommendations of this focus group. She will convene a second NAMIC Focus Group as a follow-up sometime in February or March of next year.
- Donna Helmes will provide Sandra Moore with a copy of the City's Affirmative Action compliance requirements. She will research the Growth and Development ordinance and obtain a copy for Ms. Moore.
- Send NAMIC community meeting information regarding the HCP for Cooper Lanning.

Meeting Summary
Lanning Square Resident Leadership Team
RE: First Meeting of potential members
October 25, 2007

- Tinesar Forrest opened the meeting with an update about the human capital planning process in Lanning Square (LS). She explained the broad purpose of the team and the need for this team in Lanning Square. She said that the Resident Leadership Team would consist of LS residents and business owners. The Team will work with the Camden Redevelopment Agency to inform community residents at-large about the Human Capital Plan and its components, promote resident participation in the implementation of the HCP and Redevelopment plans, inform the CRA of the successes, obstacles and challenges connected to resident participation and impact of the HCP.
- Participants expressed several concerns about providing a leadership role in this process. Some of the issues mentioned were fear of playing a "window dressing" role that will not have true involvement in and impact upon the development of their community.
- The potential group members recommended that training be provided about the redevelopment process in Camden, how the HCP will be implemented, and to provide examples of other Leadership Teams around the country that Urban has worked with on HC plans.
- A request that copies of the draft Cooper Lanning Human Capital Plan be given to the Leadership Team as soon as it was ready was made by a participant.
- Tinesar Forrest explained that Urban usually recommends the following structure to guide the implementation of a HCP:
 - Executive Policy Group as the primary tier responsible for the implementation of the plan. The group should consist of public sector leaders, and senior executives from Camden's major corporate, educational, medical and philanthropic institutions.
 - The Policy Working Group as the secondary tier responsible for driving the implementation and crafting the policy requirements for success. The group should consist of key stakeholders from supportive services, philanthropic organizations, and public sector service providers.