

Executive Summary

The Consolidated Plan for the City of Camden has been prepared in response to the Consolidated Plan process by the U.S. Department of Housing and Urban Development (HUD) for five of its formula grant programs: Community Development Block Grants (CDBG), HOME Investment Partnerships (HOME), Emergency Shelter Grants (ESG), Housing Opportunities for Persons with AIDS (HOPWA), and the Continuum of Care NOFA for the Homeless. The Consolidated Plan regulations replace all HUD planning and application requirements for participation in four of the five programs.

The City directly participates in the CDBG, HOME, and ESG Programs, which are covered under the Consolidated Plan process.

The Consolidated Plan is intended to serve the following functions: 1) A planning document for the City which builds upon a citizen participation process; 2) An application for federal funds under HUD formula grant programs; 3) A strategy to be followed in carrying out HUD programs; and 4) An action plan that provides a basis for assessing performance.

Federal regulations require that this summary be published in one or more local, general circulation newspapers. This summary describes the purpose of the strategy, priorities of the plan, type and location of activities, and location of the complete Consolidated Plan document. Citizens have 30 days to review the document and submit comments. All citizen comments will be considered in preparing the final consolidated plan. A summary of these comments or views, as well as a summary of any comments or views not accepted and the reasons thereof, will be attached to the final Consolidated Plan.

Copies of the draft Consolidated Plan (Annual Plan) will be available for inspection and review at the City Clerk's Office (Room 105), Bureau of Grants Management (Room 316), and Division of Planning and Zoning (Room 430) in City Hall; at Paul Robeson Library of Rutgers University, Camden Campus; and at our local community centers.

The housing and community development activities described in the Consolidated Plan include housing production (the creation of new housing units through new construction on cleared land or the rehabilitation of vacant buildings); homeownership and housing preservation activities (including the repair of existing occupied housing and the promotion of homeownership through housing counseling and financial assistance to homebuyers); public services provided to community members, particularly young people and elderly persons, through the City's Department of Health & Human Services and nonprofit organizations; the development and upgrading of public facilities; neighborhood economic development activities; land assembly activities; housing and services to homeless people and others with affordable housing and supportive service needs; and housing and services for persons living with HIV/AIDS.

Some of the above activities are proposed to be funded directly with HUD grant funds, and others are anticipated to be supported with funding from other sources. The latter include State funding administered by the Economic Recovery Board for Camden, Low Income Housing Tax Credit financing administered by the New Jersey Housing and Mortgage Finance Agency, and Balanced Housing Program funds administered by the New Jersey Department of Community Affairs.

Consolidated Plan preparation is the responsibility of the City's Department of Development and Planning, in keeping with the Department's role as Camden's municipal planning agency. The preparation of the Consolidated Plan is closely coordinated with two other City agencies: the Camden Redevelopment Agency (CRA), which serves as the City of Camden's center for development policy, development financing, and real estate acquisition and site assemblage; and the Department of Finance, Bureau of Grants Management (BGM) which manages the process for soliciting and reviewing proposals from sub recipient organizations seeking HUD funding through an annual competitive Requests For Proposals (RFP) process, as well as monitors the activities of the HUD-funded organizations.

All sub recipient proposals are reviewed for eligibility and completeness based on 1) capacity and organizational experience; 2) proposed activity and its relationship to a) FutureCAMDEN, the City of Camden's Master Plan, b) the Five-Year Consolidated Plan, and c) the Strategic Revitalization Plan for Camden; 3) leveraging of other resources and funding commitments; 4) affirmative marketing and outreach; and 5) status of agency's tax liabilities.

The City of Camden was selected to serve in FY 2005 as the lead grantee of the HOPWA funding for the tri-county metropolitan region that includes Camden, Burlington, and Gloucester counties. In this capacity, the City executed an agreement with the N. J. Department of Community Affairs to administer the HOPWA plan which includes distribution of housing vouchers and related monitoring and evaluation of all activities funded under the grant.

Consolidated Planning Process

The City undertakes a planning process that calls for citizen participation to be obtained through public hearings and for input to be solicited from public agencies and private and nonprofit organizations that develop housing and deliver services. The City's citizen participation process began with a Federal Information Seminar held on October 26, 2005 and sponsored by BGM. Two public hearings sponsored by the Department of Development and Planning will be held to obtain all citizen comments pertaining to the development of the Final Consolidated Plan.

Citizen Participation

In accordance with 24 CFR Section 91.105, the City has established policies and procedures for citizen participation. A copy of Camden City's Citizen Participation Plan is included in the Appendix of the Five Year Consolidated Plan, Fiscal Years 2005-2009. For this year's annual consolidated plan, a copy of the draft plan will be presented at a public meeting on April 7, 2006. The draft plan will also be placed at the following sites for a thirty-day citizen review and comment period: a) City Clerk's Office, Room 105 in City Hall; b) Bureau of Grants Management, Suite 316 in City Hall; c) Division of Planning and Zoning, Room 430 in City Hall; d) Paul Robeson Library of Rutgers University, Camden Campus, and e) our local community centers. The Final Plan will be presented at the second public hearing on May 10, 2006, prior to the submission of the Consolidated Plan in final form to HUD. A second draft dated May 10, 2006 of the "Ten Year Plan to End Homelessness" will also be available at the second public hearing.

Consolidated Plan Amendment Process

A substantial amendment is defined as an activity deletion from or addition to the final statement; change in category of beneficiaries; change in purpose of the activity; significant change of location; or a change that results in a HUD activity/project category change. In addition, any 50 percent increase or decrease in the dollar amount of a funded activity or project will be defined as a substantial amendment.

For any substantial amendment to the Consolidated Plan, a public hearing must be held. The date of the hearing will be published in a newspaper of general circulation two weeks prior. After the hearing, a minimum of 30 days will be provided for written public comment. The City will respond to any written comment and insert both the comment and response in the Consolidated Plan. If no comments are received, the City will proceed with the adoption of the amendment without further notification.

Changes that do not constitute a substantial amendment (i.e., changes that do not exceed the 50 percent threshold), will be addressed through public notification. A minimum of 30 days will be provided for public comment in writing. If no comments are received, the City will proceed with the adoption of the amendment without further notification.

Statutory Goals

The City of Camden Consolidated Plan addresses housing and community development needs based on five national statutory goals.

Goal #1: Provide Decent Housing. Assist homeless persons to obtain affordable housing; retain the affordable housing stock; increase the availability of permanent housing that is affordable to low-income persons without discrimination; and increase supportive housing that includes the structural features and services to enable persons with special needs to live in dignity.

Goal #2: Provide a Suitable Living Environment. Improve the safety and livability of neighborhoods; increase access to quality facilities and services; reduce the isolation of income groups within areas by deconcentrating housing opportunities and revitalizing deteriorated neighborhoods; restore and preserve natural and physical features of special value for historic, architectural, or aesthetic reasons; and conserve energy resources.

Goal #3: Expand Economic Development Opportunities. Create jobs accessible to low- and very low-income persons; provide access to credit for community development that promotes long-term economic and social viability; and empower low- and very low-income persons in federally assisted and public housing to achieve self-sufficiency.

Goal #4: End chronic homelessness by 2012. Support the development of transitional and permanent housing for formerly homeless persons; target homeless prevention programs to at-risk populations; integrate supportive services delivery with housing development; integrate special-needs housing development into neighborhood redevelopment strategies.

Goal #5: Increase minority homeownership by 5.5 million by 2010. Provide

information to assist prospective homebuyers in overcoming barriers to homeownership; offer housing counseling programs for first-time homebuyers; fund closing cost assistance programs.

Five-Year Plan Objectives and Priority Levels

The Consolidated Plan documents housing and community development priorities to be used as a guide to achieve the following series of objectives over a five-year period, from Fiscal Year 2005 to Fiscal Year 2009. Each objective is followed by one or more five-year performance measures to indicate proposed accomplishments associated with each objective (responsible public agency or sub recipient organization identified in parentheses).

Affordable Housing/Rental Housing

Objective #1: Provide tenant-based rental assistance to currently qualified and contracted Section 8 Housing Assistance Program households, and expand the number of available certificates and vouchers (High priority).

Five-Year Performance Measures:

- Maintenance of 1,063 Section 8 certificates and vouchers (HACC).
- Maintenance of 805 Section 8 certificates and vouchers (NJ DCA).

Objective #2: Provide a realistic opportunity for the development of affordable rental housing through construction of new and/or converted housing units (High priority).

Five-Year Performance Measures:

- Renovation of 306 formerly vacant public housing units (HACC).
- Production of 844 HOPE VI rental units (HACC).
- Production of 1,411 Balanced Housing/Rental units (CRA).
- Production of 1,377 Low Income Housing Tax Credit units (CRA).

Affordable Housing/Owner-Occupied Housing

Objective #1: Assist homeowner-occupants with the completion of emergency repairs (High priority).

Objective #2: Assist homeowner-occupants in financing home repair and improvement projects (High priority).

Objective #3: Provide a realistic opportunity for the development of a limited number of affordable owner-occupied housing units through zoning, development incentives, and/or financial assistance to support the construction and sale of affordable housing (High priority).

Five-Year Performance Measures:

- Homebuyer financing for 102 homes purchased by public housing residents (HACC).
- Production of 102 HOPE VI Homeowner Units (HACC).
- Production of 60 Balanced Housing/Homeowner units (CRA).
- Production of 435 MONI-financed Homes (CRA).

- Provide rehabilitation grant assistance to 400 low and moderate-income households through the City Division of Housing Services' programs.

Objective #4: Provide financing assistance to first-time homebuyers (High priority).

Five-Year Performance Measure:

- Through City Division of Housing Services, provide First Time Homebuyer Grants to 700 low and moderate- income households.

Elimination of Slum and Blight

Objective #1: Provide an active and aggressive property management program to maintain the city's vacant and abandoned properties (High priority).

Five-Year Performance Measure:

- In partnership with state agencies, conduct systematic vacant property board-up, demolition of dangerous buildings, and maintenance of vacant lots. (CRA).

Homeless

Objective #1: Provide outreach assessment services to homeless individuals and families (High priority).

Five-Year Performance Measure:

- Completion of outreach assessment for 1,440 single- and multi-person households (Neighborhood Center: 80; Respond PATH Day Center: 70; New Visions Day Center: 84; AIDS Coalition Ray of Hope Day Center: 60; My Brothers Keeper Day Center for substance abusers: 26; IHOC: 60; Cathedral Kitchen: 200; Project HOPE (Our Lady of Lourdes Hospital): 800; CoSTAR for mentally impaired: 800).

Objective #2: Develop and/or maintain emergency shelters for homeless individuals and families (High priority).

Five-Year Performance Measure:

- Development and/or maintenance of 675 emergency shelter beds (VOA/Anna Sample: 125; Respond Code Blue: 150; County Board of Social Services/Motel Placement: 400).

Objective #3: Develop and/or maintain transitional housing for formerly homeless individuals and families (High priority).

Five-Year Performance Measure:

- Development and/or maintenance of 496 units of transitional housing (VOA/Aletha Wright/substance abuse: 230; OEO Imani House/substance abuse: 22; OEO Liberty Place: 50; Respond/Crossroads House: 22; VOA/Aletha Wright Safe Haven: 160; Center for Family Services/TLC: 12).

Objective #4: Develop permanent supportive housing and permanent housing for formerly homeless individuals and families (High priority).

Five-Year Performance Measure:

- Development and/or maintenance of 183 units of permanent supportive housing and permanent housing (Leaven House: 10; Exodus House/substance abusers: 15; Dooley House/scattered site and Cooper Street HIV: 50; VOA for the Handicapped Homeless: 19; Center for Family Services: serious mental illness: 20; Center for

Family Services/Benson Street: 19; Center for Family Services/Fairview Apartments: 10; UMDNJ Housing with a Heart: 40).

Public Facilities

Objective #1: Support the development and operation of youth centers, child care centers, and health facilities (High priority).

Five-Year Performance Measure:

- Continued CDBG funding of neighborhood-based public facilities development and improvement by nonprofit and public agencies.

Objective #2: Support the development and operation of senior centers, neighborhood facilities, parks and/or recreation facilities, and parking facilities (Medium priority).

Five-Year Performance Measure:

- Continued CDBG funding of neighborhood-based public facilities development and improvement by nonprofit and public agencies.

Infrastructure Improvements

Objective #1: Complete and maintain flood drain, water, street, and sewer improvements (High priority).

Five-Year Performance Measure:

- Activities itemized in Capital Projects Background Report, included in Appendix for the Five Year Plan, FY 2005 to FY 2009.

Objective #2: Complete and maintain solid waste disposal improvements, sidewalk improvements, and asbestos removal activities (Medium priority).

Five-Year Performance Measure:

- Activities itemized in Capital Projects Background Report, included in Appendix.

Public Services

Objective #1: Deliver handicapped services, youth services, substance abuse services, employment training, crime awareness, and health services (High priority).

Five-Year Performance Measure:

- Continued CDBG funding of neighborhood-based and citywide programs and services by Department of Health and Human Services and sub recipient organizations.

Objective #2: Deliver senior services, transportation services, fair housing counseling, tenant/landlord counseling, and child care services (Medium priority).

Five-Year Performance Measure:

- Continued CDBG funding of neighborhood-based and citywide programs and services by Department of Health and Human Services and sub recipient organizations.

Accessibility

Objective #1: Develop housing that is accessible to elderly and disabled persons and adapt existing occupied housing to improve accessibility (High Priority).

Five-Year Performance Measure:

- Development of accessible housing in CRA-financed homeowner and rental ventures (CRA).
- Maintenance of 1,586 wheelchair accessible public housing units (HACC).

Historic Preservation

Objective #1: Observe historic preservation standards associated with residential and nonresidential development activities (Low priority).

Five-Year Performance Measure: • Apply appropriate state and federal historic preservation standards associated with properties identified as historically significant in citywide survey (Development and Planning).

Economic Development

Objective #1: Rehabilitate commercial and industrial facilities and infrastructure, and complete other improvements to commercial and industrial properties (High priority).

Five-Year Performance Measure:

- In partnership with state agencies, use designated ERB funding to support these activities (CRA).

Objective #2: Provide technical assistance to business owners and operators (Medium priority).

Five-Year Performance Measure:

- Maintain technical assistance support through Urban Enterprise Zone (CRA).

Other Community Development Needs

Objective #1: Conduct code enforcement activities and prevent lead paint hazards (High priority).

Five-Year Performance Measure:

- Continue departmental capacity-building to support systematic citywide code enforcement.

Objective #2: Complete energy efficiency improvements (Medium priority).

Five-Year Performance Measure:

- Provide development financing for homeowner and rental ventures that incorporate energy efficiency improvements (CRA).

Planning

Objective #1: Conduct planning to support the completion of the above activities.

Five-Year Performance Measure:

- Complete neighborhood plans and strategic plans for designated neighborhoods (Development and Planning).

Contents of Consolidated Plan

According to HUD regulations, the Consolidated Plan consists of four required sections: a three-to five-year comprehensive analysis of housing needs and housing market conditions (the "Housing and Homeless Needs Assessment" and "Housing Market Analysis"); a three- to five-year strategy for addressing identified housing, homeless, and community development needs ("Strategic Plan"), and a description of activities to be undertaken during the coming fiscal year to meet identified housing, homeless and community development needs ("Action Plan" and budget). Pursuant to HUD requirements, the Consolidated Plan contains four sections, as follows.

Housing and Homeless Needs Assessment

The City of Camden Housing and Homeless Needs Assessment describes the city's housing conditions, affordability, and needs.

- According to the 2000 census data, eight census tracts, or about 60% of the Camden total, are areas of low-income concentration.
- According to census data, nearly half of all Camden renters and homeowners pay half their gross income on housing expenses.
- The most significant housing problems are those of the extremely low and low income households.
- In 2000, there were 5,592 vacant units in the city, representing 18.8% of Camden's housing inventory, compared with 3,512 vacant units in 1990.
- Much of Camden's housing stock was constructed during the nineteenth and early twentieth century years.
- The City has assembled data available from various resources to provide information regarding homeless facilities and services available in the city, specifically the March 15, 2006 draft of the *Ten Year Plan to End Homelessness in Camden County/Camden City* and the Homeless Network Planning Committee of Camden County.
- The number of chronically homeless persons has increased from 244 in 2003 to 450 in 2005. (The total number of Homeless in 2005 was 777 as compared to 660 in 2003.)
- There is a shortage of mental health and substance abuse treatment programs for the Homeless, especially the chronically homeless.
- There is a shortage of permanent supportive housing for the homeless. There are currently 214 such housing units for the identified 777 homeless.
- A draft of the Ten Year Plan to End Homelessness's Proposed Plan of Work (PPOW) chart summarizing Homeless needs priorities is in the Appendix.

Housing Market Analysis

The Housing Market Analysis describes the housing market and inventory conditions of all housing and areas of racial and/or low-income concentration.

- The City consists of *Reclamation markets* in which abandonment rates are high, property values are low and all other indicators provide evidence of failing real estate markets or *Distressed Public markets* (in which conditions are slightly better, due in part to the existence of a substantial amount of government subsidized rental housing).
- A few relatively small sections of Camden are categorized as *Transitional markets*. They are located in or near the downtown or waterfront areas and in some small areas at the southern or eastern edge of the city. Transitional markets have higher average real estate values, lower abandonment, and more investment activity.
- There are no High Value, Strong Value, and Steady real estate market categories in the city of Camden as in adjacent suburban areas.
- TRF recommends a framework for future investment that emphasizes preservation activities in stronger market areas and significant relocation, demolition, and site assemblage for future development in the weaker market areas, to be accompanied by investments in support of community members and organizations.
- Environmental issues, such as soil contamination or lead paint hazards, are additional obstacles to the creation and maintenance of decent, safe, and affordable housing.
- There are over 3,400 assisted housing units identified in the Five Year Consolidated Plan, FY 2005-2009.
- There are 1,586 public housing units at ten sites which are managed by the Camden Housing Authority.
- In recent years, the Camden Housing Authority has devoted priority attention to major systems repair/replacement and modernization of existing public housing units, demolition of obsolete public housing, and the construction of mixed-income communities on cleared public housing sites through the HOPE VI-financed development ventures for a total of 935 new and rehabilitated housing at three public housing sites in East and South Camden.

Strategic Plan

A description of City's strategy to meet identified priority needs in housing, community development, economic development, homeless, and social services for Fiscal Year 2006- 2007.

The Strategic Plan contains information about current and planned investment in the city utilizing Community Development Block Grant (CDBG), HOME, and Emergency Shelter Grant (EGS) funds allocated to the City by the Department of Housing and

Urban Development (HUD). It also includes other resources to be used in addressing the Need.

It also contains the Performance Measure Chart for the use of Fiscal Year 2004-2005 funds.

Action Plan

The action plan is a listing of the activities recommended by the City to HUD for funding during Fiscal Year 2006-2007. It contains a summary description of the projects and programs selected to receive funding for eligible activities.

Strategic Plan

The Strategic Plan describes a series of activities to be undertaken in support of the annual and Five Year Consolidated Plan goals. The primary financial resources to be used by the city during the program year include Community Development Block Grant (CDBG), HOME, Emergency Shelter Grant (ESG), Housing Opportunities for People With Aids (HOPWA), SuperNOFA Continuum of Care, HOPE VI, State Economic Recovery Board (ERB), State Balanced Housing, and New Jersey Housing and Mortgage Finance Agency funds.

The Municipal Rehabilitation and Economic Recovery Act and Related Activities

Legislation

Activities funded as part of the implementation of the Consolidated Plan are intended to complement resources made available to Camden through the Municipal Rehabilitation and Economic Recovery Act, signed by Governor James E. McGreevey in July 2002. Based on the provisions of the Act, Camden was designated a "qualified municipality," in which the level of economic distress is deemed serious enough to warrant state intervention. "Qualified municipality" designation is based on a finding that a municipality is characterized by the following qualities.

- The municipality is fiscally distressed, and fiscal distress has continued, despite prior interventions. The city has a persistently high level of crime, including arson. The local tax base is not sufficient to support police and fire service needs. Depopulation has continued for a half-century. Unemployment in the city remains high relative to the level of unemployment in other New Jersey municipalities. Tax rates continue to decline, despite increasing land values elsewhere in New Jersey. The lack of internal audit controls, accountability, and oversight in municipal government has resulted in insufficient tax collections.
- A major expansion of medical school programs is needed in order to promote overall health, social growth and stability, because much of the population is inadequately insured and is dependent on state-assisted care. In order for economic recovery to succeed, municipal government must employ a sufficient number of police officers to address local public safety needs and must establish effective working relationships between state agencies, local law enforcement agencies, and the community. More market-rate housing is needed in order to expand the local tax base and promote diversity.
- Little economic improvement has occurred in recent years, despite the relative prosperity of New Jersey as a whole. Extraordinary commitments of state support have been required in order to address recurring budget deficits. A continuation

of stopgap infusions of state aid is not an appropriate approach for addressing the city's structural deficits and supporting the rebuilding of the local economy. Sustained support is needed in order to recreate a viable urban economy with increased resident spending power sufficient to support more local businesses. Other states have taken extraordinary steps to provide leadership, oversight, and other tools to revive cities in which conditions such as those described above exist. These reasons are cited as the basis for the state to take exceptional measures on an interim basis to address governance issues and invest in the restoration of long-term financial viability.

Governance

The Act provides for the Governor to appoint a Chief Operating Officer (COO) for a five-year term. The COO's tenure is to be known as the "rehabilitation term"; the subsequent five-year period is to be known as the "economic recovery term." The COO is responsible for reorganizing municipal government operations in order to assure delivery of essential services and professional administration of public-sector responsibilities. Melvin R. Primas was appointed to this position in 2002. The Act calls for the COO to take responsibility for municipal operations, municipal organization and reorganization, development and implementation of workforce development programs, and hiring and firing of department heads, managers, and supervisory employees. Municipal reorganization in Camden, including the establishment of the Camden Redevelopment Agency as the City's center for real estate acquisition/disposition and development financing was undertaken by the COO, in coordination with the Mayor, in keeping with this responsibility,

State Economic Recovery Board for Camden

The Act provides for municipal rehabilitation and economic recovery activities to be facilitated by a State Economic Recovery Board for Camden (ERB), formed as a subsidiary corporation of New Jersey Economic Development Authority. The ERB, which is to remain in existence throughout the rehabilitation and economic recovery period, plus two additional years, includes fifteen members: the Mayor; a representative of City Council; the COO; the State Treasurer; the Commissioner of Community Affairs; the Chair of the New Jersey Economic Development Authority; a representative of Regional Impact Council (the entity authorized by the Act to serve as a regional coordinating body); the Camden County Freeholder Director; five public members appointed by Governor (at least three of whom are to be city residents); and two public members appointed by state legislative leaders. Public members are to serve for five-year terms.

The Board Chair is to be appointed by the Governor. The Camden County Freeholder Director is not to have voting authority until an agreement is executed between the COO and the county documenting the county's financial commitment to infrastructure redevelopment within the city and including improvements or other economic benefits of at least \$20 million, as well as a proposed construction schedule for the completion of these activities.

Among the key responsibilities of the ERB are preparing project lists and financing plans, and reviewing and approving plans for institutional, residential, commercial, and industrial projects proposed for funding with resources made available through the Act.

Strategic Revitalization Plan

The Act also calls for the ERB to supervise the completion of a series of studies and plans. The one that is most relevant to Consolidated Plan goals and priorities is the Strategic Revitalization Plan, which is to serve as a blueprint for economic, social, and cultural revitalization through the promotion of development and redevelopment in both the downtown business district and residential neighborhoods.

Following a review of competing proposals, the ERB selected a consultant team led by the firm of Hammer Siler George to prepare the Strategic Revitalization Plan for Camden. A draft Strategic Revitalization Plan was presented to the ERB in April 2003, and a public presentation was held at the Tweeter Center on the same date. Plan revisions made in response to public comments were presented to the ERB at the Board's June meeting, at which time the ERB approved the plan.

Consolidated Plan Goals for FY 2006-2007

The Strategic Revitalization Plan identifies two goals for the revitalization strategy. They are the two main goals for Consolidated Plan Fiscal Year 2006-2007.

- **Housing and Neighborhood Improvement.** To stabilize selected neighborhoods, improve affordable housing for existing residents, provide market-rate housing for residents who do not qualify for affordable housing, and attract students, young professionals, and city workers as residents.

- **Job Creation Targeted to Camden Residents.** Use available resources to support economic development activities that will create jobs for Camden residents, including new jobseekers as well as currently employed residents who want to improve their job status; and

These two goals are linked to two long-range economic goals: improving the city's tax base through increased private investment; and expanding the city's role as a regional employment center by maximizing the effectiveness of existing areas of strength (including the waterfront, downtown, the port, commercial districts, and neighborhood industrial areas) to support a substantial base of jobs and increase the prospects for attracting employees as city residents.

Resources

The primary resources to be used during the program year include Community Development Block Grant funds, HOME funds, ESG funds, Continuum of Care Homeless funds, HOPWA funds, HUD Section 8 rental assistance funds, Hope VI funds, Public Housing Capital funds, Social Service Block Grant funds, with leveraging of NJ Department of Community Affairs funds, NJ Housing and Mortgage Finance Agency funds, NJ Economic Recovery Board funds, County Board of Social Services and private funds.

▪ Community Development Block Grant Funds	\$2,887,051
▪ HOME Investment Partnership Funds	\$1,132,737
▪ Emergency Shelter Grant Funds	\$ 123,858
▪ Housing Opportunities for Persons With	
▪ Aids Funds/ tri-county	\$ 620,000
▪ Continuum of Care for the Homeless City/County	\$2,386,418/\$468,299 County

AFFORDABLE HOUSING- OWNER-OCCUPIED

Strategic Revitalization Plan Goal: Housing and Neighborhood Improvement

I. C-Plan Objectives:

- #1. Assist homeowner-occupants with completion of emergency repairs.
- #2. Assist homeowner-occupants in financing home repair and improvement projects.
- #3. Provide a realistic opportunity for the development of a limited number of affordable owner-occupied housing units..
- #4. Provide financing assistance to first time homebuyers.

II. Target Population and Location

- #1. Low and moderate-income seniors (citywide)
- #2. Low and moderate-income owner-occupied residents (citywide)
- #3a. Low and moderate-income households in Lanning Square neighborhood.
- #3b. Low and moderate-income households (citywide)
- #4. Low and moderate-income first time homebuyers (citywide)

III. Housing Activities

- #1. Emergency repair grants up to \$4,000 to eligible residents, priority given to seniors who have never received such assistance. (City Division of Housing Services)
- #2. Housing Assistance program grants up to \$20,000 to eligible low and moderate-income owner occupants. (City Division of Housing Services)
- #3a. Rehabilitation of housing units by qualified Community Housing Development Organizations (CHDO). (Sub recipients)
- #3b. Camden Home Improvement Program (NJHMFA, EDA, and City)
- #4a. Closing costs and/or down payment assistance up to \$2,500 to low and moderate income first time home buyers (City Division of Housing Services)
- #4b. Section 8 Homeownership Program (Public Housing Authority)
- #5. Rehabilitation Services for all city housing programs

IV. Jurisdiction's Budgeted/Available Resources

- #1. \$200,000 CDBG
- #2. \$639,052.75 HOME
- #3a. \$169,910.55 HOME in addition to \$113,273.70 HOME administration
- #3b. \$5,000,000 ERB
- #4a. \$200,000 HOME
- #4b. Not available at this time
- #5. \$300,000 CDBG

V. Leverage of Other Dollars

- #1. \$0
- #2. \$0
- #3a. Data not available at this time
- #3b. \$4,320,000 EDA and HMFA

- #4a. Data not available at this time
- #4b. Data not available at this time
- #5. \$0

VI. FY 2006-2007 Goals for Number of Households to be assisted

- #1. 50 housing units of low/mod income homeowners
- #2. 50 housing units of low/mod income homeowners

AFFORDABLE HOUSING: OWNER-OCCUPIED cont.

- #3a. 10 housing units for low/mod income homeowners
- #3b. Low and moderate income households
- #4a. 60 low/mod income first time homebuyers (FTHB)
- #4b. 25 or fewer current public housing families
- #5. 250 households

AFFORDABLE HOUSING- RENTAL

Strategic Revitalization Plan Goal: Housing and Neighborhood Improvement

I. C-Plan Objectives:

- #1. Provide tenant-based rental assistance to currently qualified and contracted Section 8 Housing Assistance Program households and expand the number of available certificates and vouchers.
- #2. Provide a realistic opportunity for the development of affordable rental housing through construction of new and/or converted housing units.

II. Target Population and Location

- #1a. Families at or below 30% of AMI in public housing. (Roosevelt Manor, Centerville neighborhood and Ablett Village, Cramer Hill neighborhood)
- #1b. Elderly and Families with disabilities in public housing. (citywide)
- #2a. Roosevelt Manor Revitalization (Centerville neighborhood)
- #2b. Renovate Westfield Acres (Rosedale/Dudley neighborhood)
- #2c. Ablett Village redevelopment (Cramer Hill neighborhood)
- #2d. Branch Village redevelopment (Centerville neighborhood)

III. Housing Activities

- #1a. Apply for additional Section 8 vouchers (Housing Authority)
- #1b. Apply for special purpose vouchers (Housing Authority)
- #2a. Demolition of 268 units in preparation for redevelopment. (Housing Authority, Penrose Properties, Ingermann Group, Michaels Development)
- #2b. Construction of 74 senior units and community center.
- #2c. Demolition of Ablett Village OR Unit redevelopment
- #2d. Demolition of 30 units and new construction of 30 units

IV. Jurisdiction's Budgeted/Available Resources

- #1a. Portion of \$9,464,597 HUD Section 8 Tenant Based Assistance
- #1b. Data not available at this time
- #2a. HOPE VI, ERB
- #2b. HOPE VI
- #2c. Data not available for demolition cost.
\$100,000 Capital Improvement Fund for unit redevelopment only.
- #2d. \$257,871 Capital Improvement Fund

V. Leverage of Other Dollars

- #1a. \$0
- #1b. \$0
- #2a-#2d. No data available at this time.

VI. FY 2006-2007 Goals for Number of Households to be assisted.

- #1a to 1c. Portion of 1,067 housing choice vouchers
- #2a. 11-phase project of 570 rental & 102 owner units. Construction in 2007.
- #2b. 74 senior units
- #2c. 162 units
- #2d. 30 units

HOUSING AND SERVICES FOR THE HOMELESS

Strategic Revitalization Plan Goal: Housing and Neighborhood Improvement

I. C-Plan Objectives:

- #1. Provide outreach assessment services to homeless individuals and families.
- #2. Develop and/or maintain emergency shelters for homeless individuals and families.
- #3. Develop and/or maintain transitional housing for formerly homeless individuals and families.
- #4. Develop permanent supportive housing and permanent housing for formerly homeless individuals and families.

II. Target Population and Location

- #1. Homeless and at risk of homelessness (citywide)
- #2. Homeless in immediate need of housing (citywide)
- #3. Eligible homeless individuals and families (citywide)
- #4. Eligible homeless individuals and families (citywide)

III. Housing Activities

- #1a. Intake Services: screening for emergency shelters & referrals. (City HHS)
- #1b. Prevention: emergency utility program, up to \$250. (City HHS)
- #1c. Prevention: security deposit, average grant of \$600. (City HHS)
- #1d. Prevention: heating oil, average grant of \$175. (City HHS)
- #1e. Administration of city programs (City HHS)
- #1f. Medical and social services for at risk of homelessness and homeless (Lourdes Medical Center, Project HOPE)
- #1g. Case management and housing referrals for the homeless (Catholic Charities/Cathedral Kitchen)
- #1h. Temporary housing, comprehensive case management, housing and employment placement (Interfaith Homeless Outreach Council- IHOC)
- #1i. Medical and case management services for mentally-ill (CoSTAR)
- #1j. Case management and referral wrap around social services for the at risk of homelessness in Tracts 6010, 6011, & 6015 (Catholic Charities)
- #2a. Emergency Overnight "Code Blue" program on State St. (Tract 6008) and community centers (citywide) (Respond PATH /Camden City)
- #2b. Short term emergency housing on State St. (Respond Inc.)
- #3a. Liberty Place (900 Broadway in Tract 6004) and Aletha Wright (341 Kaighn in Tract 6005) transitional housing (Camden County OEO)
- #3b. Imani House (900 Broadway) transitional housing (Camden County OEO)
- #3c. OMAR (Outreach for Males at Risk) transitional housing at 723 Kaighn in Tract 6004) (Camden County OEO)
- #3d. Aletha Wright Safe Haven (271 Atlantic in Tract 6005) (VOA)
- #3e. Aletha Wright Transitional housing at 271 Atlantic in Tract 6005) (VOA)
- #3f. Anna Sample Safe Haven Transitional at 408 Line in Tract 6003) (VOA)
- #3g. Home based Supported Apartments in Tracts 6003 and 6020 (Center for Family Services)
- #3h. Crossroads House in 500 block of State (Tract 6008) (Respond Inc.)
- #4a. Scattered site permanent supportive housing units- 26 (Dooley House)
- #4b. Housing vouchers for people with AIDS in tri-county areas (Burlington, Gloucester and Camden counties)/ NJDCA and City

HOUSING AND SERVICES FOR THE HOMELESS cont.

#4c. Sheridan Apartments, 5 units at 10th & Jackson complex in Tract 6017
(Camden County OEO)

#4d. Camden DREAMS at 554 to 556 Benson in Tract 6003 (Center for Family
Services)

IV. Jurisdiction's Budgeted/Available Resources

#1a. \$18,443 ESG
#1b. \$15,000 ESG
#1c. \$12,157 ESG
#1d. \$10,000 ESG
#1e. \$6,192 ESG
#1f. \$256,069 HUD Continuum of Care
#1g. \$29,500 HUD Continuum of Care
#1h. \$27,148 HUD Continuum of Care
#1i. \$99,178 HUD Continuum of Care
#1j. \$19,898 CDBG
#2a. \$45,000 ESG
#2b. \$17,066 ESG
#3a. \$305,116 Continuum of Care
#3b. \$249,128 Continuum of Care
#3c. \$191,711 Continuum of Care
#3d. \$310,328 Continuum of Care
#3e. \$310,533 Continuum of Care
#3f. \$195,538 Continuum of Care
#3g. \$97,800 Continuum of Care
#3h. \$64,459 Continuum of Care
#4a. \$250,000 Continuum of Care
#4b. \$620,000 HOPWA
#4c. Data not available at this time
#4d. \$0

V. Leverage of Other Dollars

#1a. \$18,443 in-kind services (City Health & Human Services)
#1b.- #1d \$37,157 (25% of staff salaries to operate programs - City Health
and Human Services)
#1e. \$6,192 (5% of Director's Office committed to program activities - City
Health and Human Services)
#1f. \$62,889 private; \$466,489 HRSA grant
#1g. \$8,221 private
#1h. \$54,444 private
#1i. \$79,334 private
#1j. \$13,276 County ESG; \$190,921 County SSH; \$306,502 private
#2a.- 2b \$62,066 cash match
#3a. \$88,137 private; \$34,894 NJ DCA Shelter Support program
#3b. \$69,447 private; \$191,711 Federal OMAR grant
#3c. \$61,936 private
#3d. \$73,866 private; \$211,100 County Board of Social Services
#3e. \$73,937 private; \$29,538 County SSBG; \$841,600 County BSS
#3f. \$48,774 private
#3g. \$23,350 private
#3h. \$18,004 private

HOUSING AND SERVICES FOR THE HOMELESS cont.

- #4a. \$250,000 private
- #4b. Data not available at this time
- #4c. Data not available at this time
- #4d. \$3,809,000 (HUD McKinney-\$750,000; CRDA-\$850,000; DYFS-\$50,000; HMFA Loan-\$429,000; Trust Fund-\$1,730,000)

VI. FY 2006-2006 Goals for Number of Households to be assisted

- #1a. 2,700 individuals
- #1b. 60 eligible households
- #1c. 20 eligible households
- #1d. 30 eligible households
- #1e. All clients serviced under city programs
- #1f. 2,000 individuals
- #1g. 100 homeless individuals
- #1h. 36 homeless males
- #1i. 100 homeless persons with mental illness
- #1j. 575 individuals
- #2a. 130 people
- #2b. 25 households
- #3a. 43 women with children (Holistic services completed for 7)
Repair basement area of 341 Kaighn facility.
- #3b. 9 single females with drug and alcohol abuse issues. (Obtain employment stability and permanent housing placement for 4.)
- #3c. Assist 13 males in obtaining employment and permanent housing. (7 are chronically homeless.)
- #3d. 125 males with serious mental illness of which 85 are chronically homeless. (Obtain permanent housing for 25.)
- #3e. 205 males
- #3f. Serve 39 single disabled and chronically homeless in families in 8-bed semi-private housing facility throughout the year. (Place 19 in permanent housing.)
- #3g. Provide one bedroom apartments and employment and comprehensive case management to 4 young adults, ages 18-21. (Place 3 in employment and permanent housing.)
- #3h. Serve 11 males with substance abuse issues. Move 6 to permanent housing.
- #4a. Maintain permanent supportive housing for 3 families and 28 individuals with HIV/AIDS. (10 remain in housing for one year.)
- #4b. 90 units
- #4c. Comprehensive services for 5 chronically homeless.
- #4d. 13 youths in 11 efficiency apartments and two 1-bedrooms.

PUBLIC FACILITIES

Strategic Revitalization Plan Goals: Housing and Neighborhood Improvement Job Creation Targeted to Residents

I. C-Plan Objectives:

- #1. Support the development and operation of youth centers, child care centers, and health facilities.
- #2. Support the development and operation of senior centers, neighborhood facilities, parks and/or recreation facilities, and parking facilities.
(Medium Priority)

II. Target Population and Location

- #1a. At risk teenagers (citywide)
- #1b. Infants, toddlers and pre-schoolers (citywide)
- #1c. Youths (citywide)
- #1d. Youths (citywide)
- #1e. Community (citywide)

- #2a. Community (citywide)
- #2b. Low/moderate residents of Waterfront South Neighborhood (Tract 6018)
- #2c. Community (citywide)
- #2d. Community (citywide)

III. Activities

- #1a. Rehabilitation and expansion of 315 Cooper St. in Central Business District. (Camden Center for Youth Development)
- #1b. New construction of 16,000 sq. ft. child care center at Fifth and Martin Luther King Blvd. in Tract 6003 and relocation of existing 4th St. facility for 72 preschoolers. (El Centro Comunal Borincano Day Care Center)
- #1c. Building renovation on 500 block of Market St. in Tract 6001 (Settlement Music School)
- #1d. New construction of 24,000 sf club house in Dudley Grange Park in Tract 6011 (Boys and Girls Club of Camden County)
- #1e. Expansion of surgical surfaces (Cooper Health System in Tract 6003)
- #2a. Carnegie Library roof stabilization, Broadway in Tract 6003 (City)
- #2b. Acquisition of vacant real property (City)
- #2c. Staley Park rehabilitation (So 7th St. in Tract 6017)
- #2d. Upgrade of facility at 3rd & Federal in Tract 6005 including a 1217 sf Visitor Center and a 4,000 sf head start center.

IV. Jurisdiction's Budgeted/Available Resources

- #1a. \$10,000 CDBG
- #1b. \$800,000 ERB
- #1c. \$1,000,000 ERB
- #1d. \$1,000,000 ERB
- #1e. \$12,350,000 ERB
- #2a. \$250,000 CDBG
- #2b. \$100,000 CDBG
- #2c. \$413,785 CDBG
- #2d. \$552,968 ERB

PUBLIC FACILITIES cont.

V. Leverage of Other Dollars

- #1a. \$262,000 State
- #1b. \$2,331,559 (private and NJRA, Fund for economic community development)
- #1c. \$2,000,000 CRDA and DRPA
- #1d. \$3,632,000 private
- #1e. \$23,017,750 CCIA and private
- #2a. \$0
- #2b. \$0
- #2c. \$0
- #2d. Data not available at this time.

VI. FY 2006 - 2007 Goals for Number of Households to be assisted

- #1a. Facility expansion to increase classroom and learning lab for at-risk teenagers.
- #1b. Additional 112 infants, toddlers and pre-schoolers and 74 pre-schoolers.
- #1c. Serve 700-1,000 students; create 11 new full time jobs & 62 construction
- #1d. Serve 3,000 youths
- #1e. Enhance campus environment and hospital façade and permit the redesign/expansion of other areas of the campus.
- #2a. Prevent further decay of a publicly-owned historic building
- #2b. Develop a neighborhood center
- #2c. Improve park's active and passive recreation areas.
- #2d. Provide new child care center for 3 to 4 year olds. Create a Visitor Center. Create a Customer Relations/Hospitality Training Program.

INFRASTRUCTURE IMPROVEMENTS

Strategic Revitalization Plan Goals; Housing and Neighborhood Improvement Job Creation Targeted to Residents

I. C-Plan Objective

#1. Complete and maintain flood drain, water, street, and sewer improvements.

II. Target Population and Location

#1a. Various streets in Tract 6019 and in Fairview Manor, a low-income housing development)

#1b. Community of South Camden Tract 6018

#1c. Community (Interior Gateway- Mickle /Ben Franklin Bridge/I-676/ Delaware Ave.)

III. Activities

#1a. Milling and resurfacing of streets (City)

#1b. Implement Comprehensive Environmental Mitigation and Landscape Master Plan (Heart of Camden, Inc.)

#1c. Phase II. Completion of critical engineering and design work and Funding of sewer and water line replacements and street resurfacing. (Camden Redevelopment Agency and Cooper's Ferry Development Association.)

IV. Jurisdiction's Budgeted/Available Resources

#1a \$602,798.15 CDBG

#1b. \$1,150,000 ERB

#1c. \$3,232,000 ERB

V. Leverage of Other Dollars

#1a. \$0

#1b. Data not available at this time

#1c. \$0

VI. FY 2006-2007 Goals for Number of Households to be assisted

#1a **Number** of streets not available at this time.

#1b. Revitalize neighborhood by creating linear buffers between industry and residences, streetscaping along key routes, and landscaping of open areas.

#1c. Create 38 new construction jobs. Research options for future phases.

PUBLIC SERVICES

Strategic Revitalization Plan Goal: Housing and Neighborhood Improvement Job Creation Targeted to Residents

I. C-Plan Objectives

- #1. Deliver handicap services, youth services, substance abuse services, employment training, crime awareness, and health services.
- #2. Deliver senior services, transportation services, fair housing counseling, tenant/landlord counseling, and child care services. (Medium Priority)

II. Target Population and Location

- #1a. Temporary homeless youths with special emphasis on Hispanic community
- #1b. Low and moderate income youth (citywide)
- #1c. Juveniles awaiting adjudicatory hearing (citywide)
- #1d. At-risk teens (citywide)
- #1e. Low/moderate income youths (citywide)
- #1f. Low/moderate income youths (citywide)
- #1g. Youths (citywide)
- #1h. Low/moderate income youths (citywide)
- #1i. Low/moderate income youths (citywide)
- #1j. Low/moderate income youths involved in City HHS programs
- #1k. Low and moderate income youths ages 6 to 17 years (citywide)
- #1l. Low and moderate income boys and girls (citywide)
- #1m. Low and moderate income youths (citywide)
- #1n. Low and moderate income young adults (citywide)
- #1o. Public Housing residents (Authority-wide)
- #1p. Low and moderate income residents (citywide)
- #1q. Low and moderate income residents (citywide)
- #1r. Low and moderate income residents (citywide)
- #1s. Public Housing residents (Authority wide)
- #1t. Public Housing residents (Authority wide)
- #1u. Public Housing residents (Authority wide)
- #1v. low and moderate income residents (citywide)
- #2a. Seniors, 60 years and over (citywide)
- #2b. Low and moderate income seniors (citywide)
- #2c. Low and moderate income seniors (citywide)
- #2d. Low and moderate income seniors (citywide)
- #2e. Low and moderate income seniors (citywide)
- #2f. Low and moderate income seniors (citywide)
- #2g. Low and moderate income seniors (citywide)
- #2h. Low and moderate income seniors (citywide)
- #2i. Low and moderate income seniors (citywide)
- #2j. Low and moderate income seniors (citywide)
- #2k. Public Housing seniors (Authority wide)
- #2l. Public Housing residents (Authority wide)

III. Activities

- #1a. Educational activities/After school program by PRUP at 427 Broadway (Tract 6003)
- #1b. Leadership development (Project Learn of Boys and Girls Club of Camden County at 1709 Park Blvd. in Tract 6014.)
- #1c. Supervision and supportive services by collaboration of agencies. (Police Multi-Agency Lifeline (M.A.L.L.) program at 619 Kaighn in tract 6004)

PUBLIC SERVICES cont.

- #1d. Video arts technology training (Institute for the Development of Education in Arts at (IDEA)
- #1e. Instructional basketball (City Health and Human Services' Winter Basketball Officials program)
- #1f. Arts and Crafts (City Health and Human Services' Summer Recreation program)
- #1g. Halloween Initiative (City Health and Human Services alternate activities program)
- #1h. Football and cheerleading (City Health & Human Services program)
- #1i. Family centered activity (City Health & Human Services' Soap Box Derby program)
- #1j. Program participant awards (City Health & Human Services)
- #1k. Field trips to tri-county area and beyond (City Health & Human Services)
- #1l. Bowling (City Health and Human Services)
- #1m. Establish youth baseball teams (City Health and Human Services)
- #1n. Exercise activities under Fitness program of City Health and Human Services.
- #1o. Youth program (Camden Housing Authority)
- #1p. Employment skills training/ construction pre-apprenticeship at 1535 Broadway (American Community Partnership)
- #1q. Job readiness and employment training at 1500 Federal St. (Woodland Community Development Corp.)
- #1r. Rehabilitation of two commercial properties totaling 23,000 sf to house variety of social services and employment training programs for county residents (Respond Inc.)
- #1s. Resident training (Camden Housing Authority)
- #1t. Trade training program (Camden Housing Authority)
- #1u. Trade training program (Camden Housing Authority)
- #1v. Eye care screening services and corrective materials for uninsured or underinsured (Camden Eye Center at 400 Chambers Ave. in Tract 6003)
- #2a. Linden Adult Day center -recreation, case management and transportation services at 532 State St. in Tract 6008. (Respond Inc.)
- #2b. Bowling (City Health and Human Services)
- #2c. Billiards (City Health and Human Services)
- #2d. Distribute fans and air conditioners (City HHS' Cooling Program)
- #2e. Informational seminars, workshops & cultural activities (City HHS' Older American Month program.
- #2f. Dancing to Fitness (City Health and Human Services)
- #2g. Fitness and Endurance (City Health and Human Services)
- #2h. Provide blankets, gloves, & other items during winter (City HHS' Keeping Seniors Warm program)
- #2i. Health Workshop (City Health and Human Services)
- #2j. Field Trips (City Health and Human Services)
- #2k. Services to seniors in public housing (Camden Housing Authority)
- #2l. Counsel Section 8 tenants for fair housing counseling and marketing program (Camden Housing Authority)

IV. Jurisdiction's Budgeted/Available Resources

- #1a. \$20,000 CDBG
- #1b. \$50,000 CDBG
- #1c. \$30,000 CDBG
- #1d. \$25,000 CDBG
- #1e. \$6,900 CDBG

PUBLIC SERVICES cont.

#1f. \$15,000 CDBG
#1g. \$15,000 CDBG
#1h. \$40,000 CDBG
#1i. \$4,500 CDBG
#1j. \$11,700 CDBG
#1k. \$20,241.65 CDBG
#1l. \$5,470 CDBG
#1m. \$11,000 CDBG
#1n. \$3,500 CDBG
#1o. \$10,000 HUD capital fund program
#1p. \$25,000 CDBG
#1q. \$10,000 CDBG
#1r. \$1,000,000 ERB
#1s. \$20,000 HUD capital fund program
#1t. \$700,000 Federal Youthbuild II Program
#1u. \$700,000 Federal Youthbuild III Program
#1v. \$25,000 CDBG
#2a. \$10,000 CDBG
#2b. \$9,000 CDBG
#2c. \$3,000 CDBG
#2d. \$2,854 CDBG
#2e. \$6,000 CDBG
#2f. \$3,000 CDBG
#2g. \$3,500 CDBG
#2h. \$5,500 CDBG
#2i. \$8,250 CDBG
#2j. \$10,000 CDBG
#2k. \$147,806 Federal SSBG
#2l. Data not available at this time

V. Leverage of Other Dollars

#1a. \$89,800 (\$68,100 NJDCA/\$7,000 County/\$14,700 Center for Hispanic Policy)
#1b. \$262,500 (\$250,000 Juvenile Justice & Delinquency Prevention/\$10,000 Philadelphia Foundation/\$2,500 State Farm.
#1c. \$0
#1d. \$223,353 New Jersey After 3
#1e. \$0
#1f. \$0
#1g. \$0
#1h. \$0
#1i. \$0
#1j. \$0
#1k. \$0
#1l. \$0
#1m. \$0
#1n. \$0
#1o. Data not available at this time
#1p. \$828,241 (357,563 DRPA/ \$470,678 NJ Dept of Labor)
#1q. \$45,000 (\$40,000 United Way/ \$5,000 PNC Bank)
#1r. \$1,376,795 United Way and William Penn Foundation
#1s. Data not available at this time

PUBIC SERVICES cont.

- #1t. Data not available at this time
- #1u. Data not available at this time
- #1v. \$60,000 (\$10,000 PNC Bank/ \$10,000 Valero Refinery/ \$40,000 Foundations)
- #2a. \$115,302 (\$100,302 Senior Services; \$15,000 County Donations)
- #2b. \$0
- #2c. \$0
- #2d. \$0
- #2e. \$0
- #2f. \$0
- #2g. \$0
- #2h. \$0
- #2i. \$0
- #2j. \$0
- #2k. Data not available at this time
- #2l. Data not available at this time

VI. FY 2006-2007 Goals for Number of Households to be assisted

- #1a. 80 youths referred by Board of Education as temporary homeless
- #1b. 75 youth
- #1c. To prevent 720 youths from involvement in crime and/or homelessness
- #1d. 25 youths
- #1e. 400 boys and girls, ages 8 - 18 years
- #1f. 4,500 boys and girls
- #1g. 1,000 people
- #1h. 650 youths
- #1i. 24 people
- #1j. 1,500 youths
- #1k. 5,000 youths
- #1l. 75 youths
- #1m. 350 youths
- #1n. 100 people
- #1o. Data not available at this time
- #1p. 55 city residents
- #1r. 20 permanent full time jobs and 48 construction jobs.
- #1s. Data not available at this time
- #1t. 20 youths
- #1u. 20 youths
- #1v. 186 people
- #2a. 60 seniors
- #2b. 100 seniors
- #2c. 30 seniors
- #2d. 230 households
- #2e. 200 people
- #2f. 25 seniors
- #2g. 30 seniors
- #2h. 300 seniors
- #2i. 200 people
- #2j. 400 people
- #2k. Data not available at this time
- #2l. 100 people

ECONOMIC DEVELOPMENT

Strategic Revitalization Plan Goal: Job Creation Targeted to Camden Residents

I. C-Plan Objectives

#1. Rehabilitate commercial and industrial facilities and infrastructure, and complete other improvements to commercial and industrial properties.

II. Target Population and Location

#1a. Low and moderate income city residents (citywide)

#1b. Community (citywide)

#1c. Community (citywide)

#1d. Community (citywide)

III. Activities

#1a. Rehabilitation of historic structure at 301 Market Street to provide office and retail space for interested businesses and employment training and placement for residents. (Camden Redevelopment Agency)

#1b. Expansion of existing business in Deptford, N.J. to a second location in the Victor Building.

#1c. Acquisition of equipment, permanent financing, working capital and refinancing (Jen-Cyn Enterprises)

#1d. Purchase a new 96' wide steel processing line (M & A Holdings Co., LLC/ Camden Yards Steel)

IV. Jurisdiction's Budgeted/Available Resources

#1a. \$3,000,000 ERB

#1b. \$100,000 ERB loan

#1c. \$120,000 ERB loan

#1d. \$900,000 ERB loan

V. Leverage of Other Dollars

#1a. \$11,278,493 (\$700,000 Empowerment Zone/ \$6,711,204 NJ EDA/ \$867,199 UEZ)

#1b. \$255,000 PNC Bank

#1c. \$335,000 (\$120,000 Bank loan/ \$120,000 CBAC loan/ \$84,000 Bank loan/ \$34,000 Local Development Finance Fund loan).

#1d. Data not available at this time

VI. FY 2006-2007 Goals for Number of Households to be assisted

#1a. Rehabilitation of building

#1b. Open a 1,548 sf Italian Bistro restaurant/ Pietrangeli and Pietrangeli, Inc.

#1c. Business growth

#1d. Business growth

OTHER COMMUNITY DEVELOPMENT NEEDS

Strategic Revitalization Plan Goal: Housing and Neighborhood Improvement

I. C-Plan Objectives

#1. Conduct code enforcement activities and prevent lead paint hazards.

II. Target Population and Location

#1. Camden Special Services District (Downtown)

III. Activities

#1. Purchase machinery and equipment to maintain and patrol district (Greater Camden Partnership Inc.)

IV. Jurisdiction's Budgeted/Available Resources

#1. \$200,000 ERB

V. Leverage of Other Dollars

#1. Not available at this time

VI. FY 2006-2007 Goals for Number of Households to be assisted

#1. Implement a Special Services District model

PLANNING

Strategic Revitalization Plan Goals: Housing and Neighborhood Improvement Job Creation Targeted to Residents

I. C-Plan Objective

#1. Conduct planning to support the completion of the C-Plan activities

II. Target Population and Location

#1a. Community (Citywide)

#1b. Neighborhood (Gateway, Bergen Square, Central Waterfront, Cooper Plaza, Marlton) and Citywide

III. Activities

#1a. General Planning and Administration (Local Government)

#1b. Development of 5 neighborhood plans, replacement housing strategy, city-wide industrial site plan and project decision model for various areas.

IV. Jurisdiction's Budgeted/Available Resources

#1a. \$577,410.20 (CDBG)

#1b. \$444,050 ERB

V. Leverage of Other Dollars

#1a. \$0

#1b. \$186,750 EDA, HMFA, City

VI. FY 2006-2007 Goals for Number of Households to be assisted

#1a. Over-all program management, coordination, monitoring, technical assistance, and evaluation of CDBG funded activities.

#1b. Neighborhood revitalization models

Other Actions

Strategy for Removing Barriers to Affordable Housing

The major local issues identified continue to be the time consuming process for City acquisition and disposition of real estate and processing applications for funding. These barriers have been addressed since 2002 and will be continued in this fiscal year.

- Centralization of responsibility for real estate acquisition/disposition and development financing at the Camden Redevelopment Agency.
- Assignment of New Jersey Housing and Mortgage Finance Agency (NJHMFA) staff to assist in property acquisition, demolition, and site assemblage activities.
- Assignment of CRA staff to coordinate CRA development proposal underwriting with underwriting by other funding sources, including NJHMFA and the ERB.

Lead-Based Paint Hazard Reduction Strategy

The City through the Division of Housing Services will continue to work closely with the Camden County Department of Health and Human Services in supporting DHHS lead-based paint hazard reduction strategies. Particularly the Education/Awareness Activities which includes education programs to increase public awareness of lead hazards and the importance of screening.

Anti-Poverty Strategy

As indicated in the 5 Year Plan's Housing and Homeless Needs Assessment, the percentage of Camden residents living in poverty grew from 20.7 percent in 1969 to 35.5 percent in 1999.

Reducing poverty and increasing economic self-sufficiency are the best ways to address Camden's affordable housing crisis. With this consideration in mind, Camden's antipoverty strategy focuses on programs and services to enable Camden residents to qualify for good jobs in the regional labor market and to reduce chronic homelessness.

Camden County Workforce Investment Board

The Camden County Workforce Investment Board (WIB) is responsible for policymaking and planning for workforce development activities in the City of Camden and the remainder of Camden County. Formed in response to a state directive for the creation of workforce policymaking, planning and implementation entity at the local level, WIB continues to develop policies to encourage workforce readiness institutions to design a system that affords opportunity to all those served by that system.

According to the Camden County WIB's mission statement, the WIB "will provide leadership with regard to workforce issues and serves as a forum where all planning, coordination, labor market assessment and customer service needs will be addressed." Among the WIB's responsibilities is the development of a

Workforce Readiness Plan, which lists priorities, recommends the most effective utilization of existing resources, and identifies future needs.

The WIB acts as a catalyst in encouraging collaboration between the private sector and critical entities necessary to Camden's long-term economic success.

Camden County Resource Center

The city's center for job training and placement is the Camden County Resource Center, located at 2600 Mount Ephraim Avenue. The Center is one of nine agencies that work in partnership as Camden County's One Stop Career Center System, a customer-driven and outcome-based system designed to assist individuals in reattachment to the Labor Force.

The system's customers are both employers seeking qualified workers and individuals seeking appropriate employment. Specific services offered by The Resource Center include:

- Job Readiness and Life Skills Classes, including self, individual and group assessment;
- Job Search Classes, including resume preparation and interviewing skills
- Workplace Literacy, including Basic Skills, Computer Literacy, Financial Literacy;
- Comprehensive Workplace Assessment, including literacy testing, employment barrier identification, aptitude and interest testing, and vocational counseling;
- Referral to Training Services, including Camden County College, technical training, English as a Second Language (ESL), Adult Basic Education, and On-the-Job Training;
- Referrals for Job Placement: In combination with the Resource Center's partnering agencies, the Center can make appropriate referrals for Job Placement;
- Referrals for Youth Services, including Youth Offender services, GED/HS Diploma, and Support Services;
- Assessment, employment counseling and assistance with job placement for offender populations: current established programs include coordination with Parole, Probation, Drug Court, and the Correctional Facility;
- Early Employment Initiative: a program specifically focused on providing assistance to welfare (TANF) applicants in seeking employment;
- Information to employers and assistance in completing applications: for on-the-job training and a variety of tax credits; and
- Free public access to computers, fax machines, telephones, copiers, and the Internet: for job search purposes

Housing Authority of the City of Camden

The Housing Authority of the City of Camden (HACC) administers a variety of programs designed to promote economic self-sufficiency by enabling residents to move from poverty into good private-sector jobs.

Job Developers. HACC staff includes job developers responsible for coordinating outreach to area employers and matching employment opportunities with skill-sets of potential employees. Employer needs and jobs specs, preliminary skills screening requirements, academic and soft skills assessments are compiled into a prospectus, which provides employers and applicants with pertinent background

information about each employment opportunity and prospective applicant. Once an applicant is interviewed, and skills are assessed, the applicant may be referred to an HACC program for skills strengthening and development prior to job placement.

Once placed, the applicant's progress is tracked by the HACC Job Developer. Tracking clients' progress entails follow-ups with employers and conferencing with employees.

Job Development/Employment Preparation activities include:

- Job Fairs, held six times a year;
- Bimonthly Job Readiness Workshops;
- Job Assessments, completed as the first step in the intake process; and
- Job Placements, completed on an ongoing basis.

Other HACC Services to Residents. Other HACC-administered job training and job readiness activities include training for home health aides, certified nursing assistants, child care providers, and motor vehicle operators. These activities are offered to a target population that includes residents of public housing units, Section 8 rental-assisted units, and HOPE VI-financed units, as well as residents of the community at large, in partnership with the WIB.

Construction Employment and Training. Through its Job Development Services staff, HACC also coordinates on the job training and placement for residents seeking job opportunities associated with HACC rehabilitation and modernization activities. These activities, which are ongoing, include field training and exposure to specific construction tasks on the job site. These services can lead to temporary or long-term employment for residents who are completing a transition from welfare to work, moving into employment for the first time, or reentering the workforce and in need of skills enhancement

Job Bank. HACC maintains an extensive Job Bank that is up-dated bi-weekly. HACC job developers contact clients with qualifications suited to available job opportunities, and clients call job developers on a regular basis to inquire about the availability of job opportunities for which they qualify. Where possible, clients are fast-tracked into compatible jobs that offer the best prospects for moving to self-sufficiency. HACC provides job retention and supportive services for three months after placement, assisting as needed with transportation issues, childcare concerns, attendance problems, management barriers, and personal finance.

Strategy for Improving the Institutional Structure and Improving Coordination

Organization

As a result of a municipal reorganization that took place in 2003, the Camden Redevelopment Agency (CRA) plays a larger role in City of Camden development policy and programming activities, in coordination with the City of Camden Department of Development and Planning, the City's planning department and plan review agency.

CRA and the Department of Development and Planning continue to work together to address five areas of activity.

- *Housing Production and Preservation* through providing private and nonprofit developers with access to development parcels and financing.
- *Neighborhood Commercial Corridor Revitalization*, including infrastructure and streetscape improvements, as well as small business financing programs.
- *Downtown Development*, with an emphasis on supervising planning and development of vacant or under-used properties and the upgrading of infrastructure and streetscapes.
- *Other Commercial, Industrial, and Institutional Development* to attract and retain job-generating businesses and strengthen Camden's position as a regional center.
- *Infrastructure Installation and Improvement* to improve the well-being of Camden's citizens and to create and preserve public amenities in the city's neighborhoods and downtown area.

CRA and Department of Development and Planning staff responsible for these tasks are assigned to one of four departments.

- *Real Estate and Property Development*. Management of information about property available for development. Initial point of contact for prospective developers. Administration of property acquisition and disposition activities. Real estate acquisition and disposition activities are undertaken in coordination with the City Attorney's office, and CRA real estate personnel are delegated to the City Attorney's Office to provide staff support for City and CRA acquisition activities
- *Planning*. Master planning, capital planning, neighborhood strategic planning.
- *Housing and Capital Projects*. Project development and support for the planning, administration, and monitoring activities associated with CDBG, HOME, and other federal and state housing programs. Design, installation, and improvement of public infrastructure, including parks and playgrounds
- *Economic Development*. Administration of programs for commercial, industrial, and institutional development, as well as business expansion and retention.

Planning

To support the implementation of the Strategic Revitalization Plan, CRA and the Department of Development and Planning initiated two kinds of planning activities as departmental priorities.

- *Redevelopment Area Plans*, prepared by Department of Development and Planning staff, to authorize the public taking of vacant and under-used real property for subsequent development.
- *Neighborhood Strategic Plans*, completed through a collaborative process involving interaction between community members and city agencies, to identify neighborhood needs and neighborhood development/improvement opportunities and describe how available resources are to be organized during the coming years to address these needs and opportunities. Unlike redevelopment area plans, which are focused exclusively on real estate acquisition, neighborhood strategic plans may encompass activities such as supportive services, workforce development, public safety, and property maintenance, as well as property acquisition and development.

Public-Sector Partners

City Departments

Other City agencies play significant roles in implementing housing and community development activities.

- The key role of the *Department of Development and Planning* in completing redevelopment plans and neighborhood plans, conducting development plan review, administering HOME-funded housing preservation and housing services programs, and managing other planning activities, is described above.
- *The Bureau of Grants Management* administers the competitive proposal review process that result in the selection of sub recipient organizations to receive funding for affordable housing, public services, public facilities, and other activities.
- *The Department of Health and Human Services* receives funding to administer public services activities, most of which are education, recreation, and health, and human services programs targeted to young persons and elderly persons in neighborhoods across the city.

Housing Authority of the City of Camden

Because substantial investments in the improvement of public housing residences and facilities are planned or under way, coordination of CRA and Housing Authority of the City of Camden activities will be particularly important during the coming years. One high-priority area of activity is public investment in HOPE VI-funded ventures involving the demolition of obsolete public housing complexes and the development of mixed-income communities combining newly-developed public housing with other rental and sales housing units.

County Departments

Camden County agencies that administer programs to support or complement the City's strategy include the following.

The Camden County Health and Human Services Department provides the city and city based agencies with lead paint hazard reduction services as well as cancer prevention strategies and services and services for the elderly.

The Camden County Improvement Authority provides capital for business and nonprofit organization development and expansion, serving as a source of investment funding to supplement City and state economic development resources.

The Camden County Board of Social Services provides financial, medical and social services to many of our low income residents and homeless persons.

State Agencies

To implement Economic Recovery Board (ERB) decision-making and to support other neighborhood revitalization activities, the City works closely with the following state agencies.

The New Jersey Department of Community Affairs (DCA) assists New Jersey businesses, government agencies, and citizens through a variety of information

and support resources. DCA's key activities include providing funding for affordable housing development, supporting planning and development activities in New Jersey's cities and older suburbs, and advocating for smart growth policies and legislation. DCA also administers HOPWA funding, in support of the City of Camden's role as lead city in the tri-county area for the HOPWA program.

The New Jersey Housing and Mortgage Finance Agency (NJHMFA) provides affordable housing by increasing the supply of safe, decent and affordable multifamily rental housing and promoting the construction and rehabilitation of owner-occupied housing.

To fulfill this mission, HMFA works with government and the private sector to assist in urban revitalization and to develop innovative and flexible financing resources, including low-interest mortgages financed by the sale of bonds, as well as funding available through federal and state grants and demonstration programs. City/NJHMFA collaboration on Low Income Housing Tax Credit financing of affordable rental housing ventures is one of several key areas of activity.

The New Jersey Economic Development Authority (NJEDA) provides financing, real estate development services, and technical support to assist businesses of all sizes and types, from sole entrepreneurs to world-wide corporations representing the old and new economies. NJEDA, which has assisted more than 7,500 manufacturers, distributors, service providers, retailers, high-tech businesses and not-for-profit groups since 1974, manages project review and underwriting activities on behalf of the ERB.

The New Jersey Schools Construction Corporation (SCC) was created in 2002 as an NJEDA subsidiary for the purpose of administering funding made available through the enactment of the New Jersey Educational Facilities Construction and Financing Act to support the construction and upgrading of public school facilities in Camden. The SCC is responsible for financing, designing and constructing school facilities projects in many locations in Camden.

The New Jersey Department of Environmental Protection (NJDEP), created as the state's consolidated agency for environmental protection and conservation, administers pollution prevention and environmental management programs, including programs for brownfields improvement and development.

Monitoring and Performance Measurement

The Bureau of Grants Management, under the Department of Finance, is responsible for monitoring implementation activities to ensure compliance with appropriate regulations and completion of actual accomplishments as scheduled. Performance monitoring results will continue to be recorded on a table similar to that developed by the Department of Development and Planning for use in the Fiscal Year 2004-2005 CAPER and reprinted on the following pages.

Coordination Strategy for Services to the Homeless

The mission of Camden's homeless services system is to participate in the provision of a coordinated continuum of services to enable homeless men and women to obtain and maintain permanent housing for themselves and their families.

The City, through the Department of Health and Human Services, Division of Planning and Zoning, and Bureau of Grants Management are members of Camden

County's Homeless Network Planning Committee (HNPC). The HNPC is a consortium of local homeless service and human service providers, city officials, members of local government, and consumers, as mandated by the State HSAC. The committee is recognized as the lead agency for planning and coordinating the delivery of services to assist homeless individuals and families to move toward independent living and self-sufficiency through the provision of a continuum of homeless housing and supportive services.

HNPC has developed a working draft of a Ten Year Plan to End Homelessness in Camden County/Camden City, "Endings Have Beginnings." The March 15, 2006 draft was for revised on May 10, 2006 to incorporate additional recommendations by the general HNPC body and any citizen comments from a thirty day public review ending on May 6, 2006. This current draft will be the working document for a Summit of Stakeholders planned for September 2006.

Services to Persons With HIV/AIDS

An HIV/AIDS Advisory Committee with local government representatives as well as advocates, consumers and service and housing providers meet to advise, collaborate and coordinate on HIV/AIDS housing policy and programs. The City is also the lead agency for the HOPWA grant for the tri-county region.

Persons with Disabilities

The City coordinates with the Camden County Board of Social Services to ensure the provisions of services to persons with disabilities.

Elderly Persons

The City's Department of Health and Human Services coordinates with the Camden County Office on Aging and organizations to ensure the provisions of services to the elderly.

Private Sector

Several private entities are active in directly supporting or complementing the City's strategy.

Cooper's Ferry Development Association (CFDA), a private, nonprofit corporation, manages planning and development activities for Camden's downtown waterfront. Over the past two decades, CFDA has attracted more than \$400 million of investment in waterfront development, producing new assets such as the New Jersey State Aquarium, the Riverlink Ferry, the Tweeter Entertainment Center, One Port Center, the Camden Aerospace Center leased to L-3 Communications, the Camden Children's Garden, the

Campbell's Field ballpark, and The Victor, as well as numerous public infrastructure improvements such as Wiggins Waterfront Park, roads, utilities, and public parking facilities. An expansion of the aquarium and advanced planning for additional mixed-use development is now under way.

Greater Camden Partnership, a leadership organization governed by representatives of business, government, institutional, and community constituencies, has been active in planning and project coordination activities associated with the development and improvement of the downtown area. In April 2003, the Partnership published *Center City Camden: The Economic Engine of*

Camden's Revitalization. Subsequently, the Partnership served as facilitator for the completion of a downtown Camden strategic revitalization plan, published in March 2004.

The Reinvestment Fund (TRF), a financial intermediary that builds wealth and opportunity for low-wealth communities and low- and moderate-income individuals through the promotion of socially and environmentally responsible development, has provided financing for many affordable housing and community development ventures in Camden neighborhoods. With funding support from the Ford Foundation and DCA, TRF developed a data-based framework for investments in Camden and is assisting the City and community-based organizations with redevelopment planning and development financing.

Developers and Service Providers, including nonprofit and for-profit institutions, service agencies, development companies, and community development corporations, attract investment and generate development in many Camden neighborhoods.

Action Plan

Introduction

The Action Plan section of the Consolidated Plan documents the activities that the City of Camden proposes to undertake to accomplish the goals established in the Strategic Plan. These activities also reflect the City's housing and community development priorities, as described in the Strategic Plan.

The Action Plan contains a summary description of the major programs to be implemented during the coming year and a list of organizations selected through a competitive process to receive funding for eligible activities during the current program year.

Certifications and Form 424

Appendices

- Public Notices
- Citizen Comment Forms and Responses
- Ten Year Plan To End Homelessness in Camden County/Camden City's Proposed Plan Of Work (PPOW) Chart dated May 10, 2006