

The Positive Impacts of Investments in Camden, NJ on Social Determinants of Health

January 2019

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Report Submitted to:
Rowan University/Rutgers-
Camden Board of Governors
200 Federal Street, Suite 300
Camden, NJ 08013



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FOREWORD

Camden is the City where I raised my family, my three children went to school, and I worked my way through Rutgers Law School employed as a night watchman at Woodrow Wilson High School. It is the City I represented as a State Legislator, in the U.S. Congress and the State House as Governor. I have an almost religious feeling for the City and its people. You can, therefore, understand my appreciation for the wonderful information contained in the study about Camden's resurrection. The road back from its tough times to its current revitalization is the ultimate morality play.

Confident people of good faith collaborating in applying their intellect and common sense have demonstrated impressive results in their efforts to restore the City to greatness. Proceeding from the fundamental observation that the most basic right of all is the right to be safe and secure, City officials worked with County officials to successfully reorganize public safety. From there, they systematically addressed concern after concern: education, transportation, employment, infrastructure, housing and healthcare in a manner that was intelligent and efficient. Social sensitivity, collaboration and the greater good of the community were constant procedural guideposts.

There is a real-world awareness that everything is connected; the public sector, the private sector and non-profit and academic communities. Hence, a cooperative spirit is imperative to success.

The leadership, I believe, that is responsible for the progress shown in this study, is truly inspired. It requires continued active support from rank and file average citizens who must stay engaged and informed about policies and plans. It's called participatory Democracy. We have already advanced it substantively up the mountain. The attainable goal is to reach the peak. Together it can be done.

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49th Governor of the State of New Jersey

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1. Introduction

1.1 Background

After fifty years of social and economic decline, Camden is experiencing a renaissance. The foundation of this turnaround is the partnerships and commitment between state and local governmental entities, business leaders and community stakeholders to develop and implement a holistic strategy focused on improving the city's fundamental systems. Public safety, education, and neighborhood infrastructure are driving outside investments and interest in Camden. Private investments are building on foundational improvements driven by the public sector.

Camden is seeing marked improvements in the economic, health, educational, and social wellbeing of its residents for the first time in half a century. These improvements follow years of challenges in the city.

From 1960-1968, Camden lost 40 percent of its employment base. The outward migration of companies, suburban flight, land use policies, and disinvestment in infrastructure led to a disastrous socio-economic climate in the city.

At the start of the 21st Century, Camden was facing significant challenges in public safety and health, K-12 education, employment, physical infrastructure, and economic development.¹ Among New Jersey cities, Camden was hit hardest by the post-war exodus. Between 1930 and 2000, Camden lost 33 percent of its population and 87 percent of its jobs.² By 2006,



"I've come here to Camden to do something that might have been unthinkable just a few years ago and that is to hold you up as a symbol of promise to the nation,"

*President Barack Obama,
May 2015*

more than half of Camden residents lived in poverty. The city's median household income of \$18,000 made Camden the poorest city in America. Half of all residents 25 or older had less than a high school diploma, more than double the rate statewide.³

Camden's small, low-income tax base made it difficult for the city to invest in its people, institutions, and infrastructure. This created a negative reinforcing cycle of decline. As a result,

Camden struggled to address high crime rates, poorly performing public schools, and declines in its housing stock and transportation infrastructure. Coupled with a state tax code that advantaged suburban communities, Camden faced major challenges across all social determinants of health: public safety,

¹McKinsey & Company (2001)

² Ibid.

³ Ibid.

education, health care, neighborhood quality of life, and economic development.⁴

In 2001, in response to this crisis of conditions, the Annie E. Casey Foundation commissioned McKinsey & Company to provide a framework for stakeholders to pursue the policy changes, public and private sector investments, and practices needed to positively transform Camden. Their report, *A Path Forward for Camden* found that Camden was “trapped by socioeconomic and fiscal cycles, set off by post-war exodus and exacerbated by government actions and political climate.”⁵ In this context, the Casey Foundation laid out a challenging but pragmatic path forward for the city.

The report identified three key areas of focus for moving Camden forward:

1. A regional, comprehensive approach that accounted for the root causes of the challenges facing Camden;
2. Four firm objectives for turning around the cycle of decline:
 - a. Eliminate the structural deficit
 - b. Facilitate the inflow of capital
 - c. Use public funds to rebuild physical infrastructure and human capital
 - d. Strengthen local government; and
3. Secure commitments to this plan from local, regional, and state stakeholders and decision makers while fostering strong civic engagement and leadership

While many attempts were made to rebuild the city, it took state and elected officials, business leaders, health care and education institutions and community stakeholders a full decade to

put in place a comprehensive legislative, regulatory and financial plan for the City of Camden.

Since 2011, Camden has been on a steady climb out of its crisis. While much progress has been made in improving the fundamental elements of the city that bring stability, the growth trajectory of Camden is fragile and is very much dependent on the continuation of state investment, private capital and other non-monetary efforts to achieve its true potential.

Four Transformative Camden Facts

- ⇒ Safest neighborhoods in 50 years
- ⇒ Lowest average annual unemployment rate in 28 years
- ⇒ \$2.5 B in capital investments since 2012 with an estimated total economic impact of \$4.2 B
- ⇒ K-12 graduation rate: increased to 69%; dropout rate: decreased to 10% since 2014

1.2 Camden Rising

The ongoing transformation of Camden did not begin by accident. It was carefully curated by policy makers, business leaders, and community advocates. Their collaboration has been a whole city strategy focused on producing maximum benefits for all of Camden. The whole city strategy was intended to stimulate the long-atrophied pillars of stability and social determinants of health, including government fiscal health, public safety, K-12 education, and investments in housing, parks, transportation infrastructure, and business vibrancy. Vast

⁴ Ibid.

⁵ McKinsey & Company (2001)

improvements have been achieved across these areas.⁶

This work was a three-part process. First, in 2011, Camden received a BA2 credit rating, regulating it to junk bond status. Through careful and proper fiscal management, the city was able to achieve BBB+ credit rating (investment grade) by 2014. This was its best credit rating in 15 years.⁷

Second was Camden's foremost achievement – the fight to make every neighborhood safe. In 2013, the City of Camden Police Department was disbanded and the Camden County Police Department Metro division formed. Although complex and politically challenging, this new structure has led to the lowest crime rates in more 50 years. By tripling the number of police officers on the streets, technology investments, and a focus on community policing, safer and stable neighborhood environments have been achieved across the city.

Third, Camden's focus on K-12 education has yielded similar results for the city. Camden has balanced investments between traditional public, private charter and hybrid renaissance schools. For the first time since 2012, graduation rates have increased and dropout rates have fallen.⁸ Record levels of capital investments have led to the upgrading and building of modern school facilities. The structural and systemic changes in public safety and education have had real and tangible effect on the city's outward image and internal perceptions.⁹

The dramatic improvements in government fiscal health, public safety, and schools have helped create a climate for investments in

parks, housing infrastructure, and stimulated private sector investments in the city's future.

Since 2012, more than \$2.5 billion in capital investments have been made in Camden, unemployment rates have fallen, both affordable and market rate housing has been developed, and both small and large businesses have relocated to Camden. At the same time, health care access has improved among residents, higher education institutions are seeing large increases in student enrollment, and poverty rates among city residents are trending downward.

Improved together, fiscal health, public safety, and K-12 education became the building blocks of Camden's economic resurgence. This resurgence is occurring on a scale unseen in a century. Through the whole city strategy, Camden's comeback was designed to be, and is functioning as, a self-sustaining process.

These investments, policy initiatives, and programs have driven improvements in the quality of life of every Camden resident. This report represents the first comprehensive look at how public and private sector investments under the whole city strategy have been leveraged for additional policy changes, funding, and programs. Together, they have improved the social determinants of health in Camden.

1.3 Overview of Report

In this report, we present the background of improvements in Camden, examine the symbiotic relationship between local initiatives and outside investments, detail the investments in Camden over the past six years, and measure

⁶ Camden School District (2018)

⁷ New Jersey News (2016)

⁸ Camden School District (2018)

⁹ Ibid.

how social determinants of health improved over that time period.

The report is organized in three sections:

Section 1: Introduction – Section 1 introduces the purpose and background of the report. It provides a baseline to understand and contextualize Camden’s ongoing transformation.

Section 2: Investments in Camden – This section presents a comprehensive accounting of public, private, and nonprofit sector improvements in Camden since 2012. This includes policy initiatives, foundation investments, tax incentives, and private sector programs. This section details the importance of and the investments in five categories: public safety, K-12 education, Eds and Meds, housing and neighborhood environment, transportation and economic development. This section also quantifies these investments.

Section 3: Improvements in Social Determinants of Health – In this section, improvements in social determinants of health over the past six years are detailed. Our analysis draws on numerous sources including Census data, secondary and higher education records, and crime statistics to evaluate how social

determinants of health have improved in neighborhoods across the city, demonstrating the success of Camden’s whole city strategy.

Section 4: Summary and Conclusion – Section 4 ties together the investments in Camden and the improvements in social determinants of health. This discussion is contextualized in an analysis of how local-led initiatives have been leveraged for additional, external investments in the city.

1.4 About Econsult Solutions

This report was authored by Econsult Solutions, Inc., a Philadelphia-based economic consulting firm. It provides businesses and public policy makers with economic consulting services in urban economics, real estate economics, transportation, public infrastructure, development, public policy and finance, community and neighborhood development, and planning, as well as litigation expert witness support services.

2. Investments in Camden

2.1 Background

Improvements in the social and economic conditions of Camden residents have been driven by the commitment of community partners, philanthropic foundations, private institutions, and government agencies. Through their collaborative efforts, these stakeholders have contributed to the ongoing revitalization of Camden. Over the past six years, Camden has seen major program initiatives and investments across all areas of social determinants of health – public safety, education, neighborhood and physical environment, health and health care, and economic development.

Dedicated nonprofits and community-led initiatives have transformed Camden’s landscape, preserved and improved its housing inventory, educated students, and helped provide social and medical services to Camden’s vulnerable population. Economic development initiatives rooted in the ongoing commitment of the “Eds and Meds” Corridor to Camden has helped the city’s economy survive decades of divestment and positions the city for continued improvement.

The ongoing efforts to revitalize Camden have enabled the city to position itself as a welcoming environment for new businesses and residents. Potential investors have been further incentivized to consider Camden due to the Grow NJ program, a program designed to benefit key economically disadvantaged cities in the state, implemented by the New Jersey Department of Economic Development Authority.

The Economic Opportunity Act (EOA) offers two important tax incentive programs: Grow NJ and the Economic Redevelopment and Growth Program (ERG). These incentives, which allow businesses to qualify for tax credits if they locate or build in Camden and bring a substantial number of jobs to the city, have resulted in a marked increase in developments in the city.

The State of New Jersey plays an important role in ensuring that the City of Camden is financially supported, even as the stabilization and self-sustaining process takes roots. The investments from the State help the City meet its fundamental obligations to residents and businesses in Camden. They help ensure that the platform for growth is not compromised.

2.2 Public Safety

2.2.1 Public Safety Programs

Camden has made significant strides in improving public safety measures over the last decade. Not long ago, Camden was named “America’s Most Dangerous City”, the city was facing the highest violent crime rates in the state, paired with low clearance rates. In response to this violence, the City of Camden’s police department was dissolved in 2013, and the Camden County Police Department assumed law enforcement jurisdiction over the city focused on 1) investment in people, 2) community-focused policing, and 3) technology.

The Camden County Police Department has implemented several changes to law enforcement practices in Camden since 2013. The Department has shifted towards a “community policing” approach, which focuses on building trust and lines of communication between the community and the police department. As part of these efforts, the Police Department has implemented a comprehensive community outreach action plan. This plan includes family and youth programming.¹⁰

The department hosts *Movies with Metro* Saturdays, which are free for the public to attend. The series features family-friendly movies, popcorn machines, snacks and drinks. Summer months also bring Pop-Up Block Parties held in neighborhoods throughout the city.¹¹

The department is also involved in educational efforts. More than 30 officers visit schools throughout the city as part of Bookmates - a highly successful program that brings officers and children

together through books. Officers visit schools to spend time with kindergarteners for one-on-one reading time.

The department is continuing their ongoing programs aimed at reaching

at-risk youth through Gang Resistance and Education Training (GREAT) and Project Guardian, which gathers several times a year in churches and community centers to steer young people away from crime and violence.

The city has made progress in shifting the public safety paradigm – with measurable results. According to the latest data available, the net result of community policing, technology and most importantly increased police resources being deployed on the streets of Camden have led to a 68% drop in all crimes in forty four years¹².

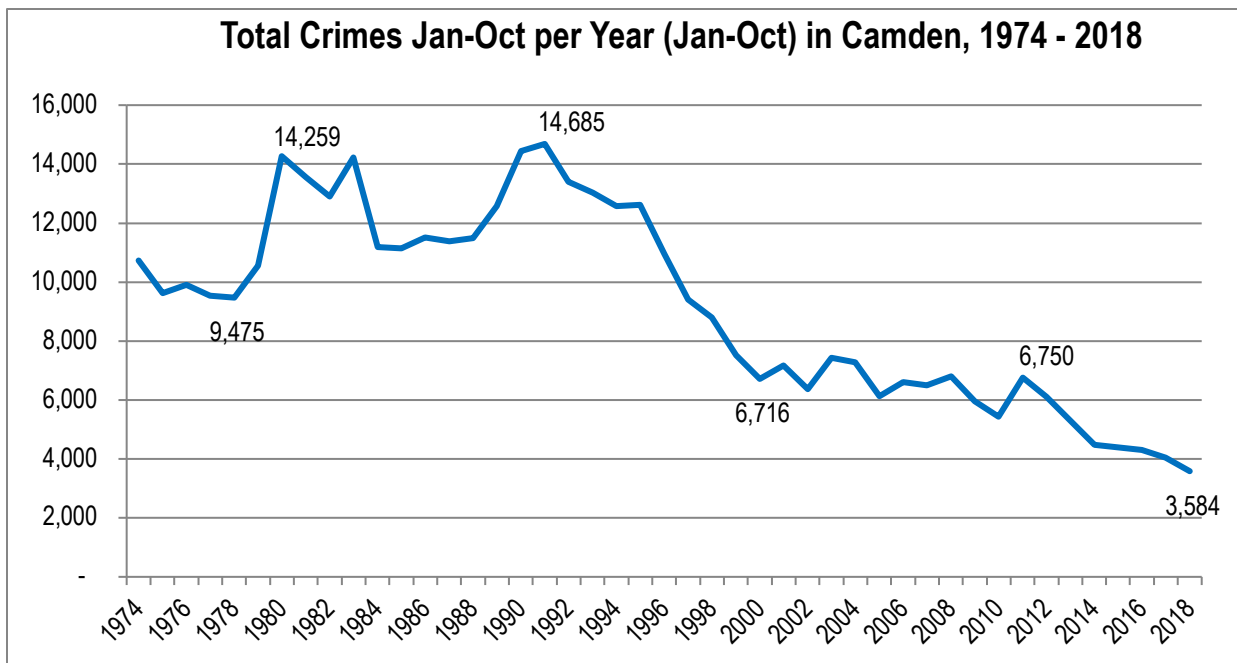
**Camden is the safest it
has been in 50 years**



¹⁰ Camden County Police (2018)

¹¹ Camden County Police (2018).

¹² Ibid.



2.2.2. Investments in Public Safety

Camden County has invested in technology to support the focus on community policing. Today there are close to 400 police officers in Camden and the police department has access to some of the most sophisticated technology to fight crime. Millions of dollars have been invested in upgrading the technology infrastructure; this funding was leveraged through federal, state, and local appropriations allowing the department to implement the Eye in the Sky Camera policing program.¹³

In 2015, the Department of Justice's Office of Community Oriented Policing Services (COPS) awarded over \$2 million to the Camden County Police Department, used to hire 15 additional police officers for the City. This awarded was granted with the aim of supporting Camden's community policing approach.

Today, the Camden County Police Department is held up as a national example. It is evidence

that community-based policing really does work, and the changing safety landscape of Camden is objectively proving it. In fact, the strategies used by the department are referenced in the President's Task Force report of 21st Century Policing.



¹³ Camden County Police (2018)

2.3 K-12 and Higher Education and Health Care

2.3.1. K-12 Education Reform Programs

Years of economic decline negatively impacted the quality of Camden Schools. In 2006, only half of Camden residents over the age of 25 had completed high school. In 2014, less than five percent of third through eighth graders in Camden public schools were proficient in reading or math at their grade level.

Policy makers made a singular commitment to Camden starting first with education and promising every child an equal access to succeed in life. This commitment led to the enactment of the Urban Hope Act in 2012.



public school. These schools, known as “renaissance schools” are required by law to adhere to Camden school district’s enrollment patterns. This means they must welcome in every student from their neighborhood catchment, including special education students and English learners, and cannot base acceptance on a lottery system.

Camden was the only city that took advantage of the opportunity of renaissance schools and has allowed three private operators – KIPP Cooper Norcross Academy, Mastery Schools of Camden and Uncommon Schools Camden to open

Camden City School District	Charter Schools	Renaissance Schools
K-12	5 Operators K-12	3 Operators K-12
6,360 students	4,675 students	4,490 students

schools in the city. Through these partnerships, the district has begun the process of providing new high-quality

Over the six years since the Urban Hope Act was enacted, Camden has seen major improvements in the K-12 education system.¹⁴ The law led to the creation of a new type of school: a non-profit charter school that functions like a traditional

neighborhood public school options to over 3,850 students. Today, Camden is educating approximately 15,000 of its school aged children in a mix of traditional public, charter and renaissance schools, with traditional public and renaissance schools providing a strong

¹⁴ Camden School District (2018)

educational experience for two-thirds of the city's students. There have been measurable, positive impacts on the educational outcomes for Camden students (see Data Snapshot).¹⁵

A Data Snapshot of the Camden School District:

⇒ K-8 math proficiency tripled between the 2014/15 school year and the 2017/18 school year, from 4.3 percent to 13 percent.

⇒ English Language Arts (ELA) proficiency increased from 6.5 percent in 2014/15 to 18 percent in 2017/18.

⇒ Renaissance school students achieved an ELA proficiency of 26 percent and math proficiency of 19 percent in 2017/18.

⇒ The total number of school days lost to suspensions were halved in the last three years.

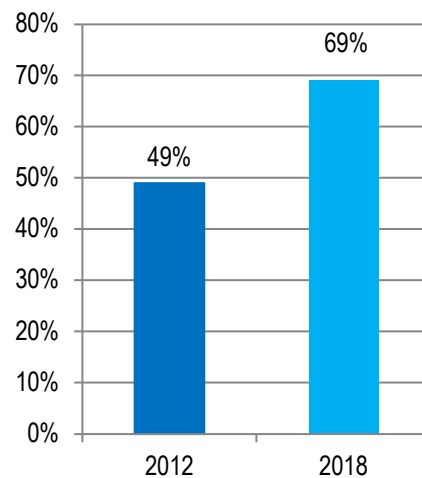
⇒ In 2018, more than 200 hundred Camden School District students are earning college credits at Camden County College.

⇒ PSAT and SAT participation have increased by 22 percent and 46 percent, respectively.

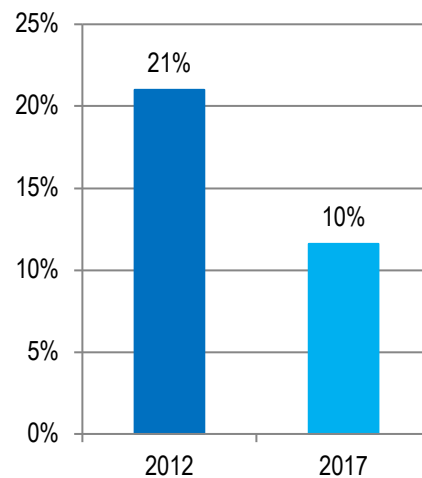
⇒ More than 300 high school students in the Camden School District are taking college-level courses through their school.

⇒ FAFSA completion among Camden School District seniors has increased by 65 percent.

Graduation Rate



Drop Out Rate



Source: Camden School District (2017)

¹⁵ Camden School District (2018)

Partnerships with private employers and higher educational institutions have been a major contributing factor to Camden's K-12 education success. Highlighted below is a sample of collaborative efforts organizations and stakeholders are making to provide the best opportunities for Camden's children:

L3

L3 Communications Systems is Department of Defense contracted technology company that not only brings economic stimulus to Camden as a private sector entity but also gives back providing important volunteer services to the community. L3 provides tutoring and mentorship programs to school children in Camden.¹⁶

Rutgers University Educational Outreach Program

Rutgers University-Camden runs K-12 Education Outreach programs, through which Rutgers students, faculty and staff work with K-12 students and their families to improve educational outcomes, become comfortable with the college application process, and engage in co-learning experiences.¹⁷

⇒There are three brand new K-8 renaissance schools in the Lanning Square, Whitman Park, and Cramer Hill neighborhoods serving student this year

⇒Five neighborhood schools rehabilitated by renaissance schools are serving students in updated and in modern facilities

⇒Significant building renovations are underway in three additional neighborhood schools that had fallen into disrepair

⇒A \$136 million State investment to rebuild Camden High into a 21st century, 4-academy, state of the art high school campus that will serve 1,200 students by 2021

Boys & Girls Club of Camden

Boys & Girls Club of Camden offers tutoring, sports education, creative arts, and mentoring for children and teens in Camden. The Boys & Girls Club also offers a summer camp for children in Camden County. This nonprofit has

also worked alongside various public agencies, nonprofits and businesses to develop recreational sites and activities for children in Camden, including a second clubhouse built in 2007.¹⁸

Parents for Great Camden Schools

Parents for Great Camden Schools is a parent-led and staffed nonprofit that does advocacy work with charter, district, and Renaissance family schools. Over 1,000 advocates make up Parents for Great Camden Schools, a significant expansion from its original staff of only 19 parents and grandparents of students in Camden. Since 2015, this nonprofit has met with 8,000 families in an effort to improve educational opportunities in Camden, and has helped more than 4,000 students attend higher performing schools.¹⁹

¹⁶ Cooper's Ferry (2018)

¹⁷ Cooper's Ferry (2018)

¹⁸ Ibid.

¹⁹ Cooper's Ferry (2018)

Medical Apprenticeship Training Program

To support the City's growing healthcare industry, Cooper Health, the Camden School District, and HopeWorks created the Medical Apprenticeship Training program, which provides free medical coding training to Camden residents. Participants of the program earn tuition-free credits toward a medical assistance certification while finishing their high school courses and gain real-world experience while rotating between various health care service providers in Camden.²⁰

Subaru of America: Remarkable Graduates Scholarship Program

In May of 2018, Subaru of America moved to Knight's Crossing in Camden. From the moment Subaru announced its relocation to Camden, President and COO Tom Doll committed to supporting education in Camden. Subaru is enhancing learning opportunities for students across Camden through its Remarkable Graduates annual scholarship program, donations of STEM resources to Camden schools, and volunteer contributions on company service days.²¹

High School STEM Partnerships

As Camden prepares for the new, 4-academy Camden High School Campus to open in fall 2021, the District is establishing new partnerships with industry to provide 21st century job-readiness programs, like a robotics program developed in partnership with Siemens, and a Cisco computer technology

program developed in partnership with the Dream Center. At Woodrow Wilson High School, students will benefit from a new STEM program developed in partnership with American Water, which is fully renovating the school's science labs and developing elective STEM offerings in design technology, environmental sciences, and engineering.²²

Capital Invested in
Camden Schools
\$336 million

2.3.2. Investments in K-12 Education

Reform Camden has seen one of the largest infusions of public and private investment in its K-12 education system in modern history. The commitment of policy makers and institutional investors alike has led to a transformation in the School District's physical infrastructure, which had been poorly maintained for decades. In total, \$336 million has been invested in renovating or building new schools throughout Camden.

2.3.3 Higher Education: Eds & Meds

Even as Camden's manufacturing was declining in the 1950s and 1960s, the educational and medical institutions in Camden acted as an economic backstop for the city. Educational institutions and medical centers are critically important for creating and sustaining strong economies in Camden and the region. In the northeast corridor, Eds and Meds account for the four largest private employers in Philadelphia, the five largest employers in Boston, the two largest private employers in

²⁰ Ibid.

²¹ Ibid.

²² Cooper's Ferry (2018)

Washington, DC, and four of the five largest private employers in Baltimore.

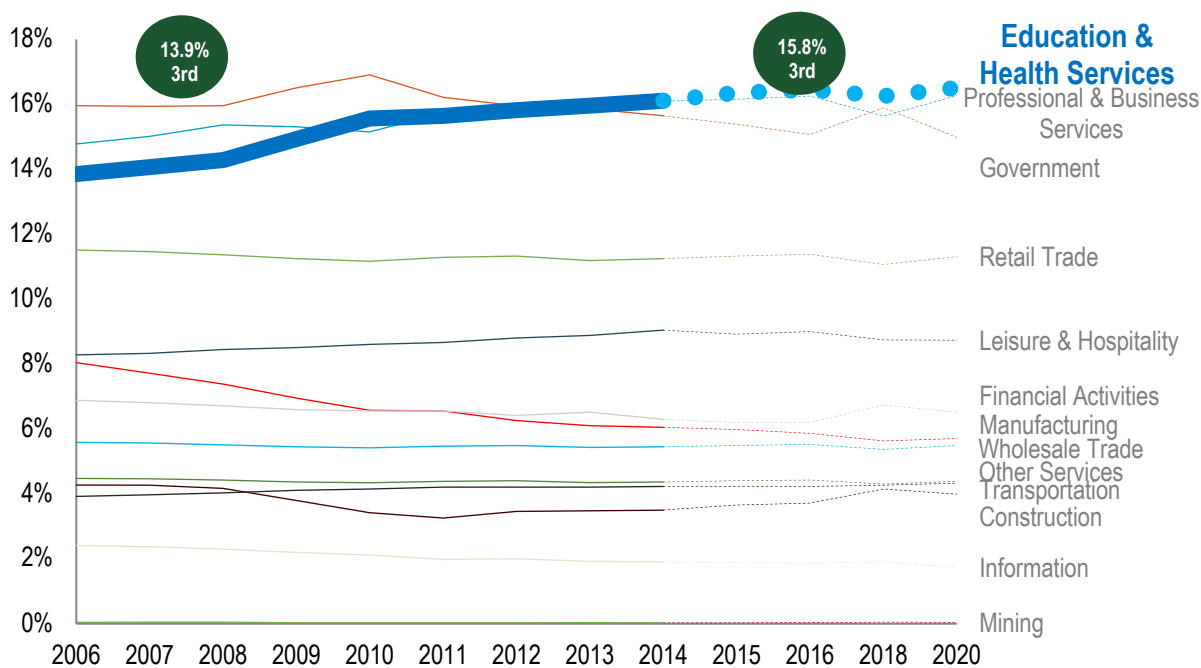
The Eds and Meds sectors have been the core of Camden’s economy for decades: Eds and Meds institutions account for nearly 40 percent of all jobs in Camden. While other sectors have declined across the city – with total jobs in Camden declining by 10 percent between 2004 and 2017 – employment in Camden’s Eds and Meds sector grew by 67 percent during the same time period. By 2014, the economic impact of Eds and Meds on Camden was more than \$2 billion per year.²³

Camden County is expected to add another 11,000 Eds and Meds jobs over the next decade – outpacing neighboring Burlington and Gloucester Counties. Continued economic growth in Camden is dependent on the vibrancy and strength of ²⁴ the Eds and Meds sector.

Recognizing the continued importance of the “Eds and Meds” sector to Camden, an accounting of investments made in the higher education and medical sector are detailed below.

2.3.4 Higher Education Institutions

Camden has a robust higher education presence. The institutions in the Camden provide students in the City and the surrounding region with diverse educational opportunities, from the practical to the prestigious. Along with improvements in the K-12 education system, higher education leaders have doubled their efforts to provide a world class education on an affordable budget, aggressively sought to build a research platform rivaling others in the region and have fully committed to ensuring that higher education is part of Camden’s renaissance. To that end, flagship institutions like Rutgers University -



Camden, Cooper Medical School at Rowan

²³ The Camden Higher Education and Health Care Task Force (2014).

²⁴ The Camden Higher Education and Health Care Task Force (2014).

University, Rowan University/Rutgers – Camden Board of Governors and Camden County College provide the platform to educate and prepare the generation of industry leaders.²⁵

Rutgers University – Camden

Occupying more than 40 acres near the Camden waterfront, Rutgers – Camden is a state designated research institution. Rutgers-Camden offers more than 40 majors, 50 minors, and 29 graduate programs, and special programs. Under the leadership of Chancellor Phoebe Haddon, the campus has grown at an exponential rate: in the fall of 2018 the campus exceeded 7,300 students for the first time in its history. Sustaining this trend, Camden-Rutgers enrollment is projected to increase to more



than 8,000 students by fall 2020.²⁶

Rowan University: Cooper Medical School & Undergraduate Campus

The Cooper Medical School at Rowan University (CMSRU) was launched in 2012 and has the distinction of being the only new medical school built in New Jersey over the last 35 years. Notably, 100 percent of the school's charter class were offered residency in programs across the country. Under the leadership of Dr. Annette Reboli, Dean of CMSRU, applications

for admissions have already surpassed last year's total of 6690 applications for 104 seats.

The school's focus on patient-centric medicine has made CMSRU a premier higher education medical institution in New Jersey and the region. In addition, Rowan University has a newly renovated building in which undergraduate programs are offered, making it easier for Camden residents to access a bachelor's degree.²⁷

Rowan University/Rutgers – Camden Board of Governors

The Rowan University / Rutgers – Camden Board of Governors was created by the New Jersey Medical and Health Sciences Education Restructuring Act. The Board's mission reflects the collaborative goals of Camden's Eds and Meds institutions and is expected to leverage the educational and research assets to support growth in the region's health care capacity.



Under leadership of CEO Dana Redd, the Board works to facilitate the development of curricula and programs at Rowan University and Rutgers University – Camden in the area of health sciences and build partnerships between these two institutions and other educational entities.

²⁵ Cooper's Ferry (2018)

²⁶ Rutgers University (2018)

²⁷ Rowan University (2018)

The Board also works toward broader goals of economic development in Camden.

Camden County College

The Camden Campus is in the heart of the Camden City University District. The college offers associate degrees as well as certification, GED, and ESL programs. Under the leadership of President Donald Borden, the college has established a partnership with Rutgers - Camden to ensure that Camden County College students have the opportunity to continue their education and achieve bachelor degrees. With a newly introduced shuttle system, students are able to travel to the main campus in Blackwood free of charge to access greater educational options and opportunities.²⁸

2.3.5 Health Care Institutions

Anchor health care institutions in Camden have long been a stabilizing force even during the City's most challenging economic times. They have been the employment backbone in Camden for decades and are now regional leaders in advanced health care practices. Health care institutions in Camden employ thousands of people and are projected to create more jobs as the industry expands its



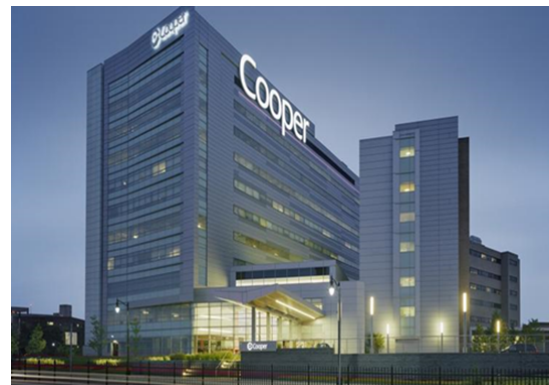
²⁸ Camden County College (2018)

presence within and influence on Camden's economy.

Cooper University Health Care

Operating since 1887, Cooper University Health Care is the leading academic health system in South Jersey, handling over 1.4 million patients annually. Cooper includes South Jersey's only Level I trauma center (Cooper University Hospital), a leading cancer center (MD Anderson Cancer Center at Cooper), the only Level II pediatric trauma center in the Delaware Valley (Children's Regional Hospital), one of the largest physicians group in the region, four urgent care centers, and more than 100 outpatient offices throughout South Jersey and Pennsylvania. Cooper University Health Care has more than 7,500 full- and part-time employees, including more than 560 Camden residents.²⁹

In January 2016, Cooper University Hospital began providing the citizens of Camden both Basic Life Support (BLS) and Advanced Life Support (ALS) services, fully integrating the EMS services in Camden with the only Level 1 Trauma Center in Southern New Jersey. The hospital has handled over 30,000 calls for service in 2018, 90% of which meet benchmark response times.



²⁹ Cooper University (2018)

As a major milestone in 2018, MD Anderson Cancer Center at Cooper marked its five-year anniversary of serving the City of Camden and the region by constructing a new, state-of-the-art cancer center on the Cooper Health Sciences Campus in Camden. MD Anderson at Cooper has experienced significant growth in the past five years with more than 110,000 treatment encounters annually. Since opening, MD Anderson at Cooper has undergone several expansion projects to provide more comprehensive cancer care services for patients.

Virtua Health System

Virtua Health & Wellness Center - Camden is a comprehensive outpatient medical facility serving Camden and surrounding communities. In operation since 1880, Virtua Camden offers primary medical, specialty and dental care for adults and children of all ages.

Virtua's Emergency Department in Camden operates 24/7 serving patients of all ages, handling nearly 39,000 visits in 2017. The family health center sees more than 16,000 primary care visits each year. Virtua's dental clinic first opened more than 60 years ago and continues to provide more than 5,000 routine and emergency dental care services annually staffed by general dentists, post-graduate dental residents, dental specialists and dental assistants.



Virtua employs more than 200 Camden residents. In addition, Virtua's Camden campus serves the needs of the community by housing many nonprofits and other organizations including a charter school, pediatric medical day care center, and senior day care center all located on the Virtua campus. Virtua's CASTLE program – Children Achieving Success Through Therapeutic Life Experiences -- supports children and their families by giving kids facing emotional or behavioral challenges the tools they need to build self-esteem, develop coping mechanisms, and master life skills. The CASTLE program offers three levels of care: a full-day partial hospital program, a half-day after school program, and outpatient individual and family therapy.³⁰

Lourdes Health System

Lourdes Health System is recognized nationally for excellence in clinical care and service to the community. The system has two general acute care hospitals, located in Camden and Willingboro, New Jersey, and a growing network of ambulatory care facilities and physician practices located throughout southern New Jersey. A major teaching affiliate of the Rowan University School of Osteopathic Medicine, Lourdes provides a full range of medical, surgical, obstetrical, behavioral health,

³⁰ Virtua Health System (2018)

rehabilitation and long-term acute care services. The Lourdes Cardiovascular Institute is recognized nationally for excellence in heart care. Lourdes Health System has an Accountable Care Organization (ACO), Nursing School; comprehensive Wellness Services; and LIFE program for All-Inclusive Care of the Elderly. Lourdes is well-known for its outreach services, providing care to those most in need. Lourdes is a member of Trinity Health, a health system serving residents in 21 states.³¹

CAMcare Health Corporation

Serving Camden residents since 1978, CAMcare Health Corporation is the largest Federally Qualified Health Center (FQHC) in the city, providing primary care services to everyone with a focus on the uninsured and underinsured population in Camden and surrounding counties. CAMcare provides adult, OB/GYN, pediatrics, dental, and podiatry services during 130,000 visits per year.

Camden residents represent the largest share of CAMcare patients, totaling 19,845 Camden men, women and children in 2017. CAMcare provides comprehensive primary health services across the life cycles and disciplines at seven sites. The health care has five primary care sites in Camden, all of which have 24/7/365 on-call coverage for patients in need of care after normal operating hours. CAMcare's OB/GYN pediatric, and internist physicians admit and perform inpatient hospital rounds, and labor and deliveries for CAMcare families. In addition, CAMcare employees provide health education at schools, churches, and other community venues periodically.

CAMcare provides health fairs to promote community awareness throughout the year.³²



The Coriell Institute for Medical Research

The Coriell Institute for Medical Research – originally known as South Jersey Medical Research Foundation and then as the Institute for Medical Research– was founded by famed virologist Dr. Lewis L. Coriell in 1953. Dr. Coriell was a scientific pioneer, making invaluable contributions to biomedical research through advances in aseptic cell culture techniques and cryopreservation of cell lines.

Today, Coriell's mission is to accelerate scientific discovery by generating world-class biomaterials and conducting groundbreaking research in biobanking, personalized medicine and stem cell biology. Of interest is the fact that in response to the growing opioid crisis, three partners in Camden, New Jersey -- the Coriell Institute for Medical Research, Cooper University Health Care, and Cooper Medical School of Rowan University (CMSRU) -- have formed the Camden Opioid Research Initiative (CORI).³³

³¹ Lourdes Health System (2018)

³² CAMcare Health Corporation (2018)

³³ Coriell Institute

Camden Coalition of Health Care Providers

The Camden Coalition of Healthcare Providers (the Coalition) is a Camden-based nonprofit founded in 2002 by Dr. Jeffrey Brenner, who has been recognized as a MacArthur Genius Fellow. The Coalition works to deliver better healthcare to vulnerable citizens through a short-term intervention that connects people to the medical and social services they need. Enrollment in the organization's short-term intervention has reduced both emergency room and in-patient use of the hospitals. One pilot program, which provides housing to patients in need, resulted in a 67% decline in inpatient and emergency room utilization.

The Coalition has an annual operating budget of \$14 million and employs approximately 100 people, 15 of whom are residents of Camden. The organization continues to be headquartered in Camden and has recently made another 5-year commitment to lease office space in the City.³⁴

2.3.4 Capital Investments in Eds and Meds

Camden is undergoing a transformation of its downtown primarily driven by the substantial infusion of capital in the Eds and Meds corridor. Over the last five years, a total of \$466 million has been invested with another \$175 million planned in the Eds and Meds sector to ensure that Camden establishes a research, workforce and health care access footprint rivaling that of other cities in the regions.

³⁴ Camden Coalition of Health Care Providers (2018)

³⁵ Camden Coalition of Health Care Providers (2018)

Nursing and Science Building: \$62.5 million

The 107,000-square-foot Rutgers University Nursing and Science Building located in downtown Camden was opened in September of 2017. The \$62.5-million world-class teaching and research facility will educate 1,000 students in undergraduate and graduate programs.³⁵



Joint Health Sciences Center: \$72 million

The 95,000 square foot Joint Health Sciences Center (JHSC) is an innovative facility that will provide unique education, research, and training opportunities to a new generation of health care providers beginning in May 2019. The Center is designed to co-locate students from different academic disciplines to share laboratories, equipment and classrooms, exposing students to a broader educational experience and encouraging the connection of talents, goods and services.³⁶

Cooper Health Systems: \$170 million

Since 2013, Cooper University Health Care has repeatedly expanded in Camden to meet the growing need for health care in the City and the region. Completed projects include the 103,000 square-foot MD Anderson Cancer Center at

³⁶ Rowan University / Rutgers-Camden Board of Governors (2018)

Cooper, a 5,500 square-foot addition to the Cooper Emergency Department (featuring state-of-the-art exam rooms designed to reduce wait times), 60 new patient rooms, two new floors in the Roberts Pavilion, and eight new operating rooms.



Virtua Camden Family Health Center: \$22 million

The 34,500-square-foot Family Health Center, expected to open by 2019, will allow Virtua to consolidate and upgrade medical services now scattered throughout a former hospital at Mount Ephraim and Atlantic Avenues. The new primary-care practice will provide urgent-care services into the evening hours and help divert traffic from Virtua's emergency room at the site, which sees about 36,000 visits a year.³⁷

Lourdes Health System: \$46 million

Over the last five years, Lourdes Health System has invested in Camden and the tertiary-level programs and its acute care hospital. In 2017, Our Lady of Lourdes Medical Center established a new hybrid operating suite, including a post-

anesthetic care unit, to enhanced its capabilities in heart and neurosurgical procedures

The new hybrid facility combines the advanced imaging capabilities of an interventional laboratory with the environment of a state-of-the-science operating room to provide the most cutting-edge treatments for acute stroke. As one of the busiest robotic cardiac surgery facilities in the country, Lourdes has upgraded the hospital's daVinci surgical suite to provide more opportunity to offer sternal-sparing procedures that facilitate more rapid recovery. Lourdes has also purchased a 7.7 acre site adjacent to the Medical Center and is investing in upgrades to its medical equipment, IT, and facilities.³⁸

Cooper Medical School at Rowan University: \$140 million

The new 200,000 square foot medical facility is a state of the art building that can accommodate 400 students and includes a 250-seat auditorium, a 140-seat multi-purpose room, 25 active learning rooms, a learning commons and satellite medical library, a Clinical Simulation Center (with space to learn and practice interviewing and clinical skills), research and teaching labs for students and faculty, administrative offices, and state-of-the-art laboratory and research space.³⁹

Rowan University Camden Academic Building: \$22.6 million

The new Academic Building includes 12 new classrooms (in addition to five in the Annex), a first-floor multi-purpose room with capacity for 144 and unique amenities throughout such as

³⁷Virtua (2018)

³⁸ Lourdes Health System (2018)

³⁹Rowan University (2018)

student lounges in former bank vaults on the lower level.⁴⁰

Rutgers-Camden Investments:⁴¹\$62.75 million

⇒ Rutgers Dormitory: \$55 million - Opened in 2012, the living space accommodates up to 350 graduate students. This was the first new student housing for Rutgers-Camden since 1989.

⇒ Rutgers-Camden Writers House: \$4.25 million. A renovated 19th century historic row house on Cooper Street serves as home for the English Department as well as the Master's program in creative writing.

⇒ Rutgers-Camden Alumni House: \$3.5 million- For the first time in Rutgers' history, the university's alumni have spaces designed solely for their needs when they visit the campus in Camden.

Planned Investments in Eds and Meds⁴²: \$203 million

⇒ Rutgers Business School: \$70 million – This 100,000-square-foot building will house the programs and operations of the School of Business and will provide conference space for campus-wide use. The project is currently in the design phase with construction drawings to be completed by spring 2019.

⇒ Rutgers University Garage: \$33 million- Rutgers–Camden has entered into an agreement to lease approximately 750 parking space in a deck that will be constructed by the City of Camden Parking Authority.

⇒ Rowan/Cooper Garage: \$30 million_- Rowan University and Cooper Health Systems have entered into an agreement to advance the construction of an 800-space garage, which will be constructed behind the medical school. This garage will accommodate the growth projected at the medical school and hospital.

⇒ Rutgers/Camden City Athletic Fields: \$15 million – The City of Camden and Rutgers University have entered into an agreement to build baseball, track, field hockey and lacrosse fields on the site of the current Campbell's baseball stadium. The design will commence in the fall of 2018 and construction will start in the spring/summer of 2019.

⇒ Rutgers Student Housing: \$55 million – Student housing is at nearly 100% occupancy at the Rutgers – Camden campus. With projected enrollment increases, the university expects that housing demand will increase by 300 to 400 students over the next three years. The university is exploring public-private partnership options to advance this project.

⇒ Collaborative Life Sciences Center: \$40 million - The third phase of a comprehensive Health Sciences Campus development located in downtown Camden, New Jersey. The project is planned to be anywhere from 50,000 to 60,000 square-feet. The Life Sciences Center will accommodate life sciences studies and translational research critical to teaching in an urban environment. The project is currently in preliminary design.

⁴⁰ Rowan University (2018)

⁴¹ Rutgers-Camden (2018)

⁴² Cooper's Ferry (2018)

2.4. Neighborhood Quality of Life

2.4.1. Investments in Camden Neighborhoods

The citywide strategy undertaken by public and private sector leaders in Camden is grounded in ensuring that every neighborhood benefits, sees job growth, and experiences economic mobility.

Neighborhood investments have been targeted to build parks, road infrastructure, raze abandoned and blighted structures, build new affordable and market rate housing, and improve storm management systems to prevent flooding.⁴³

Improvements to Camden Parks: \$55 million

Recognizing the critical role that vibrant parks play in strengthening neighborhoods, several partners (including but not limited to the NJ Conservation Foundation, the Trust for Public Land, Camden County, the Camden County Municipal Utilities Authority, and the NJ DEP) are working closely with the City and Cooper's Ferry Partnership to utilize the following strategies to transform the City's park system: 1) investing in the revitalization of the City's neighborhood parks, community centers, and school-based recreational facilities 2) identifying "park deserts" – neighborhoods lacking access to parks and community centers, 3) leveraging the City's unique geography through the creation of destination waterfront parks and trails, 4) programming these spaces to intentionally develop vibrancy within them, 5) connecting residents to available assets, including parks, community centers, school-

based recreational facilities, and private recreational facilities such as the North Camden Community Center and the Salvation Army Kroc Corps Community Center, and 6) developing an implementable maintenance and operations plan.

While the City of Camden offers a relatively extensive neighborhood park system to its residents (according to the Trust for Public Land's Park Serve database, 94% of Camden residents are within a 10-minute walk of a park), many city parks are in deteriorated condition as a result of a sustained structural deficit that has severely limited the City's past investment in public infrastructure. A robust investment strategy was put in place to begin improving the park system in Camden. To date, \$55 million in park improvements have been advanced.

Placemaking Camden's Open Spaces: \$3 million

Over the last few years, Camden has won grants to ensure that residents enjoy the city's improved open spaces. Cooper's Ferry Partnership has received over \$3 million in grants from private foundations such as the William Penn Foundation, Horizon, Kresge, Wells Fargo, ArtPlace to activate the parks with resident centered programming.



⁴³ Cooper's Ferry (2018)

PARK NAME

Von Nieda Park: \$4.6M

Cooper's Poynt Waterfront Park: \$3.8

Dominick Andujar Park: \$105,000

Alberta Woods Park: \$775,000

Cramer Hill Waterfront Park at
Harrison Avenue Landfill: \$34M

RCA Pier Park: \$6.3M

4th & Washington Park: \$1.4M

Whitman Park \$2M

Reverend Evers Park \$1.5M

FUNDING SOURCE

Camden County, State of New Jersey,
National Recreation and Park Assn. &
American Water Charitable Found.

Camden County and State of New Jersey

NRTC.

Camden County.

State of New Jersey.

Liberty Property Trust, Green Acres, HDSRF
& William Penn Foundation.

Camden County & former Eagles
Quarterback Ron Jaworski Foundation

Camden County

Camden County

In 2018, Cooper's Ferry engaged over 10,000 residents in 12 parks and open spaces in 7 neighborhoods. These park activities and programs increased 8-fold from 2014 to 2018.

2.4.2. Investing in Camden's Transportation Systems

With the ongoing and rapid growth of jobs in the city, it is critical that Camden's aging and outdated transportation system be modernized to handle increased traffic volumes. This modernization can build on a strong

foundation. Camden is fortunate to have one of the most impressive multi-modal infrastructure systems in the State of New Jersey. The City is connected to the entire region thanks to the PATCO high speed line, the RiverLINE, the Walter Rand Transportation Center, the Benjamin Franklin and Walt Whitman bridges, and an array of local, state and interstate roads and highways. These transportation assets connect the residents of Camden to the regional economy and will be important factors in helping the city establish a strong and sustainable economic footprint.

A modern infrastructure plan is necessary to ensure that Camden can accommodate the anticipated growth in anticipated traffic volumes. It is also an effort to prevent the transportation system from being an impediment to the city's sustained growth potential. A well-planned infrastructure system is efficient and safe for all users – vehicular, pedestrian, transit, and bicyclists. The goals of the phased infrastructure plan are to improve the multi-modal transportation access and circulation to support both existing and future growth. Equally important, it is focused on centralizing the city's access to state and interstate highways as well as reconnecting the downtown to the surrounding city neighborhoods. Outlined below are some investments already being advanced, and others which need to be made over the next decade.⁴⁴

Glassboro-Camden Line: \$2 billion

Southern New Jersey is significantly underserved by fixed rail transit network relative to southeastern Pennsylvania and Northern New Jersey. The Glassboro-Camden Line is a key opportunity to address this deficiency and benefit the rapidly growing communities in Southern New Jersey. In addition to overall increased travel demand from Gloucester County commuters, the two termini of the proposed line, Camden and Glassboro, have experienced significant growth over the last 10 years and will continue to redevelop and grow.

The City of Camden is undergoing transformative redevelopment and growth with developments such as the Knights Crossing Campus headed up by Campbell Soup and

Brandywine Realty Trust, and the Camden Waterfront Project led by Liberty Property Trust. A draft Environmental Impact Statement (EIS) will be available for public review in the spring of 2019, with final approvals expected in the fall of 2019. With the help of Senate President Stephen Sweeney, an appropriation of \$25 million is being sought to advance preliminary engineering followed by design and construction. GCL will improve quality of life by providing transportation options, increased mobility, and environmental benefits.⁴⁵

Walter Rand Transportation Center & Pedestrian Bridge: \$150 million

Several public transit services currently operate at the Walter Rand Transportation Center (WRTC). These include PATCO, the RiverLINE light rail, 26 NJ TRANSIT bus routes, Greyhound, and shuttle services. There are approximately 10,000 boardings and alightings on an average weekday, 6,500 on Saturdays, and 4,200 on Sundays. An estimated 55% of bus boardings are transfers from other the transit services at the WRTC. While the WRTC serves an extremely useful purpose, it is badly in need of modernization. In addition, the pedestrian crossing environment around the WRTC is poor and a need for a pedestrian bridge has been established.

In 2017, the State of New Jersey allocated through the Transportation Trust Fund (TTF) a total of \$9.5 million has been allocated for the preliminary engineering of a new WRTC and the design and construction of a new pedestrian bridge. Procurement of these services for these projects is expected in 2019. The objective is to improve this vital multi-modal transportation

⁴⁴ Cooper's Ferry (2018)

⁴⁵ Cooper's Ferry (2018)

center using leveraged funds from sale of air rights above the WRTC.⁴⁶

TIGER Grant Projects: \$20.9 million

In the summer of 2016, the U.S. Department of Transportation and the Economic Recovery Board awarded Camden \$20.9 million for Camden Connections for the Future, which will incorporate two project components that will significantly improve North Camden residents' connections to growing nodes of economic opportunity, and provide Camden's expanding workforce with safer, more efficient, and more sustainable multi-modal travel options.

The North Camden Infrastructure Improvements as it is called will overhaul the vehicular, pedestrian and bicycle connections between the North Camden neighborhood and several of the key centers of economic opportunity, including downtown Camden and the Camden waterfront, the Ben Franklin Bridge to Philadelphia, and Admiral Wilson Boulevard to the South Jersey suburbs.

Historically, the Ben Franklin Bridge to the south and waterways to the west, north and east have separated North Camden residents from the rest of Camden, decreasing access to jobs, schools and key services. The improvements will play a key role in attracting new development to the formerly industrial North Camden waterfront and alleviating increasing congestion in the downtown. Specifically, the funds are being used to reconstruct the following 1.8 miles of roadway, integrating complete street and green street components wherever possible:

- Point Street from Elm Street to Vine Street
- N. Front Street from Pearl Street to State Street
- N. 2nd Street from Pearl Street to State Street
- N. 3rd Street from Pearl Street to State Street
- Main Street from Elm Street to N. Front Street
- Elm Street from Delaware Avenue to N. 4th Street
- Vine Street from Delaware Avenue to N. 4th Street
- N. 7th Street from Linden Street to Elm Street⁴⁷

The TIGER grant funds will be matched with over \$4 million of grant funds from the Camden Economic Recovery Board (ERB) and the US Economic Development Administration. The projects are set to begin construction in 2019.⁴⁸

Gateway and Local Road Improvements: \$22 million

In addition to the TIGER grant, other targeted investments are being made to modernize access, improve safety and mobility from local neighborhoods and arterial networks to various gateway roads and highways. \$22 million in investments from the state's Transportation Trust Fund (TTF) are currently funding improvements to Camden's local roads. The objective of these projects is to ensure that local infrastructure improvements support redevelopment efforts and provide all quadrants of the city equal access economic opportunities.⁴⁹

⁴⁶ Cooper's Ferry (2018)

⁴⁷ Cooper's Ferry (2018)

⁴⁸ Cooper's Ferry (2018)

⁴⁹ Camden County (2018)

2.4.3 Additional Neighborhood Investments

Green Infrastructure Investment for Camden: \$71 million

Camden is one of only two cities in Camden County that has a combined sewer/storm system. The system is considered overburdened and antiquated, factors which result in the flooding of neighborhoods. To improve this system, the Camden County Municipal Utilities Authority (CCMUA) is working with the city of Camden to invest \$20 million in sewer overflow netting systems, \$30 million to separate combined the sewer system and to build a pumping station, and \$6 million for a sewer line replacement project. Additionally, the CCMUA is making \$15 million in improvements to its treatment plant.⁵⁰



Demolition of Abandoned & Blighted Structures: \$3 million

In order to address the negative effects of blight in Camden, the City in conjunction with Camden County undertook an ambitious effort of razing 1,500 abandoned or blighted structures. With an interest free loan from the State of New Jersey, a total of 600 structures have been

razed in two years. The City will work to move these properties to Sheriff's sales in order to raise more funds for the demolition program.⁵¹

Building Camden's Housing Inventory: \$190 million

Building Camden's affordable and market-rate housing stock has been a priority of local policymakers and Camden residents since 2013. With growing economy and opportunity to provide more cost-efficient alternatives to Philadelphia, the market rate housing market in Camden is about to go through a significant expansion. A recent survey on housing trends among Camden residents and employees concluded that 60 percent of the respondents were interested in staying in Camden.⁵²

A 2017 report from HUD on Camden's Housing Market Area forecasted a demand for 2,725 new market-rate rental units, and that 710 market-rate units are currently being constructed. The report additionally forecasted demand for 2,675 new single-family homes, and that just 300 homes were under construction.⁵³

Two developments of interest are the Eleven Cooper and the Pierre Apartments. Eleven Cooper, a \$48 million residential development, will bring 156 market-rate rental apartments to the Camden waterfront. This development represents the first new market rate development on the waterfront in at least two decades. The development, led by The Michaels Organization, is under construction and will open in the spring of 2019.

The second is the Pierre, which will have 32 one- and two-bedroom apartments, including seven affordable housing units reserved for

⁵⁰ Camden County (2018)

⁵¹ City of Camden (2018)

⁵² City of Camden (2018)

⁵³ Cooper's Ferry (2018)

low-income residents. This \$8.2 million development is currently being developed by M&M Development on Cooper Street and will be complete by spring of 2019.

While Camden has historically had an ample supply of affordable apartments and homes, there is a targeted effort underway to rehabilitate and improve the current stock. The Michaels Organization recently completed a new \$16 million project, Branch Village, in the Centerville section of Camden. Branch Village represents the first phase of a comprehensive redevelopment planned for the former site of Clement T. Branch Village, and replaces 34 units of outdated public housing with 50 modern, energy efficient, high-quality affordable rental apartments.⁵⁴ The company is also advancing new construction and rehab of 389 units at an estimated cost of \$64 million. Other efforts include projects by non-profits like Cooper's Ferry Partnership, the Cooper Foundation, Saint Joseph's Carpenters Society and The Camden Lutheran Housing Inc. to repair, rehabilitate and provide affordable homes for rent and ownership. Since 2012, these entities have rehabilitated or built 814 homes at a combined investment of \$31.4 million.⁵⁵

Finally, a federal initiative called the Promise Neighborhood will bring \$30 million in funding to Camden from 2010 to 2020 to improve housing, public safety, and educational measures for the city's youth.⁵⁶

Non-Profit Investments Focused on Neighborhoods: \$102 million

There has been robust investment by non-profits focused on health and health care issues

over recent years. In 2016, Volunteers of America, Delaware Valley invested \$30.4 million of resources in Camden. Recently, Campbell's Healthy Communities announced they would provide \$10 million in funding over 10 years to various local nonprofits to improve health measures and the general welfare of Camden residents.⁵⁷

In 2013, Cathedral Kitchen built a new facility from over \$2 million in fundraised capital, which helped the organization expand their services. The Kroc Center, one of the largest recreational and health centers in Camden, was funded by a \$59 million capital endowment from the estate of Joan Kroc (the wife of McDonald's founder Ray Kroc) as well as \$9 million in fundraised capital.⁵⁸

Finally, in 2016, the Camden Health and Athletic Association was created by a \$1 million funding investment for the benefit of Camden residents. More than 100 children have participated in their programs, which include a basketball league, a soccer club, and sports camps.⁵⁹

⁵⁴ Cooper's Ferry (2018)

⁵⁵ Ibid.

⁵⁶ Ibid.

⁵⁷ Cooper's Ferry (2018)

⁵⁸ Ibid.

⁵⁹ Ibid.

2.5 Economic Development

2.5.1. Economic Development Programs

Camden's city-wide strategy, focused on improving the fundamentals of public safety, K-12 education, housing, and infrastructure has leveraged additional, outside investments. The improving climate in the city has attracted large, medium and small companies to relocate to Camden.

In turn these companies have begun the process of creating economic mobility opportunities for current residents, through access to employment opportunities that pay family-sustaining wages.

They have become meaningful participants and contributors to the city's efforts to revitalize every neighborhood through capital and programming investments.

State provided tax credits facilitated investments by companies that was necessary to reboot Camden's renaissance over the last five years. Since the enactment of the Economic Opportunity Act of 2013 (EOA), incentives for residential, retail and corporate development have attracted billions of dollars of economic value to the city.⁶⁰

New Jobs Coming to Camden

5,000

⁶⁰ NJDEA (2018)

Examples of Companies Investing Capital in Camden:¹

- 76ers Sports Complex: \$82 million
- Volunteers of America: \$2.3 million
- Holtec International: \$320 million
- American Water: \$165 million
- Camden Yards and Steel: \$5 million
- Contemporary Graphics: \$19 million
- Cooper University Health Care: \$18 million
- Conner Strong & Buckelew, NFI, and The Michaels Organization: \$244 million
- Amerinox Processing: \$3 million
- Subaru of America: \$118 million
- IPAK: \$3.5 million
- WebiMax: \$500,000
- Plastics Consulting & Manufacturing: \$2.4 million
- EMR Eastern LLC and affiliates: \$133 million
- United States Cold Storage: \$2.3 million
- Corporate Synergies Group: \$915,000
- Resintech \$139 million
- Benjamin Foods: \$73 million
- Aero Farms: \$34 million
- Lockheed Martin: \$146 million

Programs like Grow New Jersey Assistance Program (Grow NJ) and State Economic Redevelopment and Growth Grant Program (ERG) have laid the foundation for Camden to rebuild from a position of strength. “Grow NJ is a powerful job creation and retention incentive program that strengthens New Jersey’s competitive edge in the increasingly global marketplace. ERG is an incentive for developers and businesses to address revenue gaps in development projects, defined as having insufficient revenues to support the project debt service under a standard financing scenario.”⁶¹

Camden’s experience shows that viewed holistically, these programs are making an outsized contribution to the city and its residents and have measurable and intrinsic value today and in the future.

2.5.2 Investments in Economic Development

Grow NJ and ERG’s impacts in Camden have been significant. Between 2013 and 2017, \$1.6 billion in Grow NJ awards have been given to businesses that are likely to relocate to Camden.⁶² The same companies have made or

will make at least \$1.3 billion in capital investments in Camden. In addition, these companies have created an economic environment that has provided new non-EOA businesses intrinsic certainty to open or expand their operations in Camden.

ERG awards to companies wanting to advance

developments in Camden amounted to approximately \$80 million. To date, at least \$100 million capital investments associated with these projects are advancing.⁶³

Companies are doing more than investing their capital in Camden. Corporate and institutional social responsibility has become more evident and quantifiable in Camden.

Specifically, charitable giving and community impact initiatives are beginning to take shape, with the

expectation that purposed giving and assistance will deliver tangible benefits to neighborhoods.

EDA certified EOA companies have already created or retained more permanent jobs per year than they had originally committed:

⇒ Minimum Jobs Required: 627

⇒ Jobs Delivered: 1,939

Tax Incentive-Based Capital Investments

\$1.4 Billion

Total Economic Impact

\$2.6 billion

⁶¹ Ibid.

⁶² Ibid.

⁶³ NJDEA (2018)

Workforce Training

Prioritizing the creation of opportunity for residents' economic security and growth through workforce development is an essential component of Camden's revitalization efforts. The Camden City metropolitan area has consistently been among the top regions nationally for job growth. Camden City has seen its unemployment drop to 7.9 percent – a twenty-eight year low.⁶⁴

The challenge for Camden now is to capitalize on the growth by educating and training residents to become employable in sectors that are expanding.

Efforts are underway by employers, governmental and educational institutions, and nonprofits organizations to collaborate to provide strategic local workforce development. The objective is to match available labor base to employment opportunities. Equally important, there is an effort to train people specifically for jobs that are and will become available at the companies moving to Camden under the GROW NJ Program.

Across the board progress is being made to accommodate future growth with residents of the city top of mind to fill the positions. The creation of the Camden Works initiative under the Mayor's office is an effort to unify the identification, training and placement of Camden residents in jobs.

Camden County One-Stop Career Center

The Camden County One-Stop Career Center provides a central location for residents to access local, state, and nonprofit programming

for employment, training, and education programs. Through their collaboration, the Center facilitates seamless connections between programs and connects employers seeking workers with residents seeking employment opportunities.⁶⁵

In Demand

The InDemand workforce development program was implemented at the end of 2017 by the Center for Family Services, Cooper Hospital System's nonprofit community partner. The training program provides life skills focused on job readiness and is tailored to specific trades and training identified by Camden City employers as priorities.

The program is specifically designed to work with both participants and potential employers to develop the required skills for long-term success in the workforce.⁶⁶

Subaru University

Subaru of America has launched Subaru University, through its inaugural partnership with Respond Inc. of Camden, NJ. Subaru University is partnership program designed to combine the resources and talents of Subaru of America, its 600+ retailers nationwide, and select Secondary and Post-Secondary schools accredited by NATEF/AYES. It is intended to provide knowledge of Subaru vehicles and the company's systems, to prepare students for possible employment opportunities at Subaru retailers.⁶⁷

⁶⁴ Bureau of Labor Statistics (2018)

⁶⁵ Camden County (2018)

⁶⁶ The Center for Family Services (2018)

⁶⁷ Subaru of America (2018)

Holtec Training and Employment Program

Holtec has collaborated with One-Stop and Camden County College to connect Camden residents with professional welding training, to meet employment needs at Holtec.

To-date, 15 Camden residents have completed the program. They are now receiving additional on-the-job training in their new roles as manufacturing support assistants at Holtec.

Medical Assistant Certificate Training

The Certificate Training in Medical Assistantships is a partnership between HopeWorks, the Joint Board, and One-Stop. The program trains Camden residents to be Certified Medical Assistants (CMA). The third training class began in 2018.⁶⁸

Home Health Aides Program through Bancroft Neurohealth

In order to address attrition rates among its home health aides, Bancroft has partnered with One-Stop to place Camden residents in a 40-hour home health aide training program.⁶⁹

Camden Promise Neighborhood Team: \$30 million

The Camden Promise Neighborhood Team is a collaborative effort of residents, neighborhood

organizations, and local employers to break the cycle of inter-generational poverty in Camden.⁷⁰ The Team is funded by U.S. Department of Education funding and focuses on implementing comprehensive pathways for career and college access.⁷¹

Local Sourcing

Utilizing the services and products offered by Camden businesses is a key component of economic development. Major employers in

Camden are undertaking efforts to better utilize Camden businesses, including but not limited to Liberty Property Trust, Camden Partners, Holtec, Subaru, The Michaels Organization and Joseph Jingoli & Son.

The pathway to engage local businesses and connect them with contract opportunities can be challenging. To promote greater connectivity, the Camden Business Association was recently formed to bridge the gap between small, local businesses and large local and regional businesses.

Liberty Property Trust Development

\$13.2 million to local Camden businesses throughout construction

Among major companies that have received tax credits:

10.6 percent of employees are Camden residents

⁶⁸ Rowan University / Rutgers-Camden Board of Governors (2018)

⁶⁹ Camden County (2018)

⁷⁰ Cooper's Ferry (2018)

⁷¹ Cooper's Ferry (2018)

3. Improvements in Social Determinants of Health

3.1 Background

The cumulative impact of investment in critical social determinants categories have had a meaningful, measurable positive impact on the health of the Camden community. Unlike past attempts which led to ephemeral results at best, the systemic changes that have been implemented with targeted investments are sure to lead to long lasting changes that will begin to significantly change the generational cycles of health challenges residents of Camden have faced.

Camden has seen improvements across all social determinants of health – public safety, education, health care, neighborhood quality of life and economic development. As prior research has demonstrated, improvements in these areas have measurable impacts on the physical and social wellbeing of both individuals and communities. By investing in these areas, public and private sector stakeholders are improving Camden’s public health.

3.2 Public Safety

Large-scale reforms and investments in public safety have produced significant results in Camden. Crime rates are at a thirty-year low

and continue to fall. Reduction in crime and violence is a major driver of improvements in social determinants of health.

Crime rates impact health both direct and indirectly. In addition to experiencing direct violence, witnessing violence or property crimes and hearing about crime and violence from other residents have both been shown to impact an individual’s well-being.⁷²

The number of crimes in Camden has fallen:

68 percent

Over the last 44 years

Research has also shown that living in a high-crime area has broad negative impacts on individual health. Residents in high-crime neighborhoods are less likely to engage in physical activity and have, on average, higher body mass index (BMI) scores and rates of obesity than individuals who live in low-crime communities.⁷³

Exposure to crime in childhood can have lifelong effects. Children exposed to violence at a young age are more likely to experience

⁷² Hartinger-Saunders RM, Rine CM, Nochajski T, Wieczorek W. Neighborhood crime and perception of safety as predictors of victimization and offending among youth: A call for macro-level prevention and intervention models. *Child Youth Serv Rev.* 2012;34(9):1966-73.

⁷³ Meyer OL, Castro-Schilo L, Aguilar-Gaxiola S. Determinants of mental health and self-rated health: A

model of socioeconomic status, neighborhood safety, and physical activity. *Am J Public Health.* 2014 Sep;104(9):1734-41.

behavioral problems, include anxiety, depression, and aggression.⁷⁴

By investing in public safety – and driving down crime rates across Camden – the city is helping to prevent and reduce both individual and community health issues.

3.3 K-12 and Higher Education

State and City investments in Camden schools have had positive impacts on the educational achievements of students. Test scores are rising, graduation rates are increasing as dropout rates decrease, and a growing number of students are enrolling in higher education.

Education is second significant social determinant of individual and community health. The quality of children’s educational opportunities has life-long impacts on their health. Comprehensive education programs reduce children’s risk of developing risky health behaviors and have been shown to prevent or delay chronic disease onset in adulthood.⁷⁵ Other positive benefits include lower risk for obesity, high blood pressure, high cholesterol, and elevated blood sugar.⁷⁶

Partnership for Assessment of Readiness for College and Careers (PARCC) test scores in Camden are rising. In 2017/2018, PARCC scores improved in both district and renaissance schools for the third year in a row.

PARCC Score Improvements, 2014/15-2017/18

PARCC Scores	Percent of Students Proficient		
	2014-2015	2017-2018	% Change
English Language Arts	6.5%	18%	63.9%
Math	4.3%	13%	66.9%

Source: NJTV News (2018)

Enrollment in higher education also has long-term impacts on health. Higher educational attainment is associated with lower rates of heart disease, high blood pressure, diabetes, anxiety, and depression.⁷⁷

Higher Education Enrollment, 2010-2016

Students Enrolled	2010	2016	% Change
College, undergraduate	3,532	3,731	6%
Graduate, professional school	429	465	8%

Source: American Community Survey (2018)

By investing in college access programs, institutions in Camden have helped drive up higher education enrollment rates among Camden residents. The number of Camden

⁷⁴ Fowler PJ, Tompsett CJ, Braciszewski JM, Jacques-Tiura AJ, Baltes BB. Community violence: A meta-analysis on the effect of exposure and mental health outcomes of children and adolescents. *Dev Psychopathol.* 2009;21(01):227-59. Guerra NG, Huesmann LR, Spindler A. Community violence exposure, social cognition, and aggression among urban elementary school children. *Child Dev.* 2003;74(5):1561-76.

⁷⁵ Hahn RA, Rammohan V, Truman BI, Milstein B, Johnson RL, Muntañer C, et al. Effects of full-day kindergarten on the long-term health prospects of children in low-income

and racial/ethnic-minority populations: a community guide systematic review. *Am J Prev Med.* 2014;46(3):312–23.

⁷⁶ Campbell F, Conti G, Heckman JJ, Moon SH, Pinto R, Pungello E, et al. Early childhood investments substantially boost adult health. *Science.* 2014;343(6178):1478–85.

⁷⁷ Cutler DM, Lleras-Muney A. Education and health: evaluating theories and evidence. No. W12352. Cambridge (MA): National Bureau of Economic Research; 2006

residents enrolled in an undergraduate degree program increased by 6 percent from 2010 to 2016.⁷⁸

3.4. Health Care

A lack of insurance and lack of access to clinical services both have significant impacts on individual wellbeing. When individuals have inadequate health insurance or face barriers in accessing direct health services, they are less likely to seek preventative care and treatment for existing chronic conditions, including cardiovascular disease, diabetes, and cancer.⁷⁹

When children lack access to health care, they can face lifelong consequences from preventative care services including immunizations, dental care, and well-child visits.⁸⁰

Through local health access programs and the implementation of the Affordable Care Act, the percentage of residents without insurance fell significantly between 2010 and 2016, from 23 percent to 17 percent.⁸¹ In addition, the percent of the population without insurance fell by at least 8 percent in every Camden neighborhood during that time period. In the northeast section of the city, the percentage of uninsured residents fell by more than 30 percent.⁸²

⁷⁸ American Community Survey (2016).

⁷⁹ Ayanian JZ, Weissman JS, Schneider EC, Ginsburg JA, Zaslavsky AM. Unmet health needs of uninsured adults in the United States. *JAMA*. 2000;284(16):2061–69.

⁸⁰ Ibid.

⁸¹ American Community Survey (2018)

⁸² American Community Survey (2018)

⁸³ Adamkiewicz G, Zota AR, Fabian MP, Chahine T, Julien R, Spengler JD, Levy JI. Moving environmental justice indoors: understanding structural influences on residential exposure patterns in low-income communities. *Am J Public Health*. 2011;101 Suppl 1:S238-245. doi: 10.2105/AJPH.2011.300119

3.5. Neighborhood Quality of Life

Neighborhood quality of life factors – including quality of housing, access to green space, and environmental conditions – are also social determinants of health. Poor housing quality contributes negatively to health outcomes, including rates of chronic disease and injury, as well as mental health quality.⁸³ In addition to an individual's own housing quality, living in a community with widespread residential deterioration has been linked to poor mental health.⁸⁴

Access to green space, particularly in urban areas improves the physical and mental wellbeing of residents. This impact is strongest among already vulnerable populations, including children, pregnant women, and senior citizens.⁸⁵

Finally, environmental conditions, including air and water quality, can drive health and economic inequalities.⁸⁶ By focusing on improvements in these areas of neighborhood quality of life, Camden is improving the social determinants of health for individuals and neighborhoods.

In addition, access to transit connects Camden residents to educational, employment, health

⁸⁴ Kruger DJ, Reischl TM, Gee GC. Neighborhood social conditions mediate the association between physical deterioration and mental health. *Am J Community Psychol*. 2007;40(3-4):261-71.

⁸⁵ World Health Organization (2016)

⁸⁶ Kaufman JD, Adar SD, Barr RG, Budoff M, Burke GL, Curl CL, Kronmal R. Association between air pollution and coronary artery calcification within six metropolitan areas in the USA (the Multi-Ethnic Study of Atherosclerosis and Air Pollution): a longitudinal cohort study. *Lancet*. 2016;388(10045):696-704.

care, and recreational activities in New Jersey and Southeastern Pennsylvania. As noted, major investments are planned to renovate the Walter Rand Transportation Center in Camden. This will streamline and improve the city's existing public transit infrastructure.

Overall, Camden has a good transit score of 47, with the Cooper Grant Waterfront and Bergen Square neighborhoods having the highest transit score at 70 and 57, respectively. Camden has direct access to Center City Philadelphia via the PATCO Speedline, which allows Camden residents to travel into most centers of employment in Philadelphia within 30 minutes.⁸⁷

3.6 Economic Development

Economic development is the last major category of social determinants of health. Individuals who live below the poverty line or in impoverished neighborhoods are at higher risk for chronic diseases and mental illness. They also have higher mortality rates and lower life expectancies than individuals who live above the poverty line or in higher-income areas.⁸⁸

By taking a city-wide approach to economic development, Camden institutions are improving both the individual and overall health of Camden residents through economic development programs.

In 2018, Camden's unemployment rate fell to 7.9 percent – the lowest rate in 28 years.⁸⁹ The number of jobs in Camden is growing and, of critical importance, the percentage of jobs in

Camden held by Camden residents is also growing. From 2010-2015 the number of jobs in Camden grew by 6 percent, while the number of jobs in Camden held by Camden residents increased by 13 percent.⁹⁰

Select Employment Data, Camden City, 2010-2015

	2010	2015	% Change
Total Jobs	28,025	29,783	6%
Jobs in Camden Held by Camden Residents	3,642	4,103	13%

Source: US Census Bureau, On The Map

In addition, the number of jobs accessible to the widest range Camden residents are growing at the fastest pace. Between 2010 and 2015, the number of jobs requiring less than a high school diploma grew by 28 percent, compared to the total job growth rate of 6 percent. This is critically important given that nearly half of Camden's workforce has less than a college degree.⁹¹

Camden's unemployment rate has fallen to

7.9 percent

The lowest in 28 years

⁸⁷ Walk Score (2018)

⁸⁸ Mode NA, Evans MK, Zonderman AB. Race, neighborhood economic status, income inequality and mortality. PLoS ONE. 2016;12;11(5):1-14. doi:10.1371/journal.pone.0154535

⁸⁹ Bureau of Labor Statistics (2018)

⁹⁰ US Census Bureau (2018), OnTheMap (2018)

⁹¹ Ibid.

Jobs in Camden by Educational Attainment, 2010-2015

	2010	2015	% Change
Less than high school	2,246	2,868	28%
High school or equivalent, no college	5,006	5,679	13%
Some college or Associate's degree	7,401	8,071	9%
Bachelor's degree or advanced degree	8,561	8,533	0%
Total	23,214	25,151	8%

Source: US Census Bureau, On the Map

Through employment access programs and on-the-job training, public institutions and private employers are ensuring that more Camden residents have access to jobs with family-sustaining wages.

3.7 Conclusion

Research on social determinants of health demonstrates that Camden's whole city strategy approach has been effective and its continuance is critically important to the long-term health of its residents and the city itself. But to ensure the city's progress continues, there is more to do.

Camden faced more than 50 years of economic decline, a decline that had a dramatic impact on the quality of life, health and wellbeing of its residents. By the early 2000s, it was facing crises of fiscal health, public safety, and K-12

education. Through collaboration and commitment, Camden's state and local government entities, business leaders, and community stakeholders have driven improvements across social determinants of health city wide.

Crime is at a historic low, with murders down by 60 percent over five years, and violent crime down by 40 percent. New, state of the art of schools are open across the city, and test scores are rising. And most importantly, economic development is helping create jobs for Camden residents in every neighborhood.

Through critical infrastructure, capital investments, and the Grow NJ tax credit program, the State of New Jersey has played a critical role in ensuring that Camden's economic future is self-sustaining. The impact of the investments can be seen in every corner of the city, from new high rises along the waterfront to expanded and improved parks in the neighborhoods to new and rehabilitated housing stock; the physical changes in the city may be the most dramatic.

Camden has made tremendous progress in a short period of time, but these changes are not yet secure, and continued investments by the private and public sectors, including the State of New Jersey, are necessary to ensure that Camden's emerging platform for growth is not compromised. The social determinants of health -- and the city's future -- require it.



Let us help you find a solution.