



North

2022 NRTC Neighborhood Plan

CAMDEN
NEIGHBORHOOD
PLAN





The "North" mural at 5th and York was done by Camden tattoo & mural artists Roberto Morales & Angel Fernandez.

Acknowledgments

THANK YOU! to everyone who contributed to the North Camden Neighborhood Plan by sharing your hopes and dreams for the future of the neighborhood—your words and ideas populate the pages that follow.

Steering Committee:

Alicia Rivera, Resident / Mastery Molina School
Armando Alfonso, NJ Department of Environmental Protection
Bishop Barron, Higher Ground Baptist Church
Bryan Morton, Resident / North Camden Little League
Carmen Ubarry, Former Resident / Mastery Charter High School
Dan Rhoton, Executive Director/ Hopeworks
Dana Caro, Resident / NorthGate Towers
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Jose Placencia, Litwin Market / The Food Trust
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Nyeema Watson, Vice Chancellor, Rutgers Camden
Olivette Simpson, Director, Camden Redevelopment Agency

Samir Nichols, Resident / Executive Director, Superior Arts
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Made possible with support from



Audience members attending Town Hall Resolution 50, an original stage play about environmental racism, at Northgate Park in North Camden.

Credit: Superior Arts Institute

Section 2. Executive Summary

Camden Lutheran Housing Inc. (CLHI) is a nonprofit community development corporation serving the North Camden neighborhood since 1986. We develop and manage affordable housing and deliver community initiatives that are resident-driven and impactful with a commitment to the revitalization of the neighborhood. Our work is guided by the North Camden Neighborhood Plan, which was first created in 1993 by local community members and residents, and then reaffirmed and updated in 2008.

Today, we are building upon this great work of economically and socially improving the North Camden community for residents and stakeholders forging new partnerships and launching more place-based initiatives to help maintain revitalized assets over time. In CLHI's 2022 Neighborhood Plan, there are fifteen strategies proposed including:

1. Spread the word about resources & services in the community!
2. Help residents of all ages and back-grounds grow, heal, and thrive
3. Build community through artistic & cultural activities
4. Strengthen community partnerships to address safety concerns
5. Use place-based investments to improve public safety and quality of life.
6. Empower residents to guide future development
7. Grow and protect quality homeownership & rental opportunities
8. Hire local residents to build and care for their community
9. Grow a thriving small business environment in North Camden
10. Continue to develop high quality parks and public spaces
11. Plan for the long-term maintenance, funding, and stewardship of parks and public spaces
12. Improve pedestrian, bicycle, and public transit conditions
13. Strategically upgrade street infrastructure



14. Engage the community in advocating for a just, healthy environment
15. Increase North Camden's resiliency to climate change and extreme weather

Much has changed in the neighborhood since the first Neighborhood Plan was written nearly 30 years ago. Vacant buildings and lots have been beautified and restored, parks have been revitalized, schools have been renovated, streets have been repaired, and the neighborhood has now become a community where many residents want to stay and put down roots. In total, over \$100,000,000 has been invested in the community as a result of North Camden's legacy of planning and revitalization efforts. While much progress has been made since 2008, there is still much to do. The neighborhood faces new challenges, such as rapidly rising housing prices and the effects of extreme weather events, that would have been nearly impossible to imagine a decade ago. Poverty also continues to limit local residents' opportunity and we must plan now to ensure we can build on the community's many accomplishments and address the opportunities and challenges of the future to continue to grow a thriving North Camden community.

Through shared vision and partnership with local Camden nonprofit, Camden Community Partnership (CCP) (formerly Cooper's Ferry Partnership), CLHI has established a strategic partnership with CCP to drive investment and capacity building to create a healthier Camden. Moreover, the 2008 NRTC plan was completed in collaboration with CCP driving investments into North Camden with a collective impact agenda.

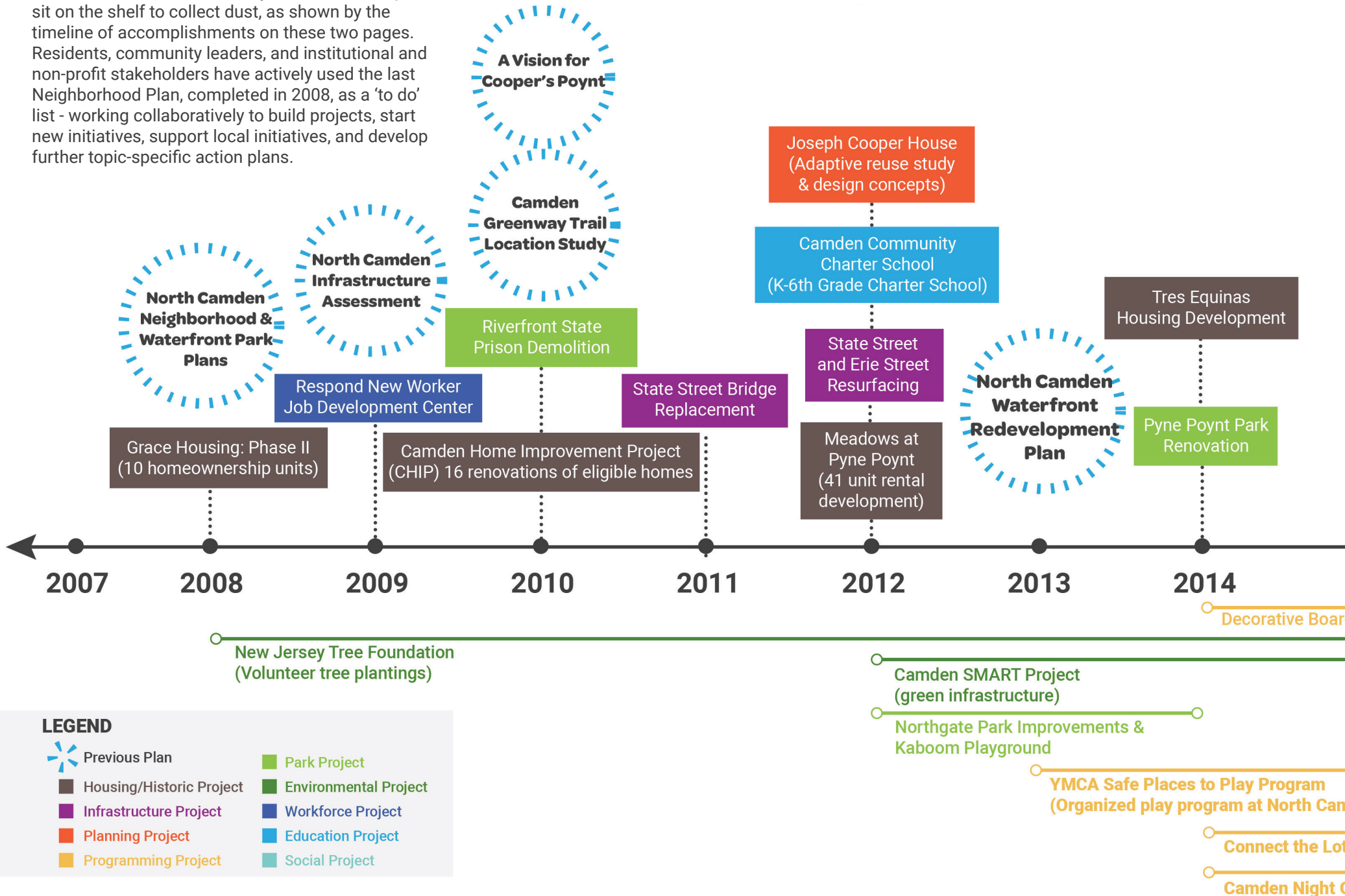
Today, our shared work and partnership is still driving many important infrastructure projects. In the last several years, CLHI has completed several revitalization projects including Northgate Park's rehabilitation to Mastery Charter School's building improvements and the 7th Street Corridor Project which made roads safer and improved public safety conditions for residents. In promoting public parks and outdoor spaces, the North Camden Waterfront Park and County Trails Program has been an important connection to our health and well-being efforts. Parks are located throughout the Camden community and play a huge role in the overall quality of life in our neighborhoods.

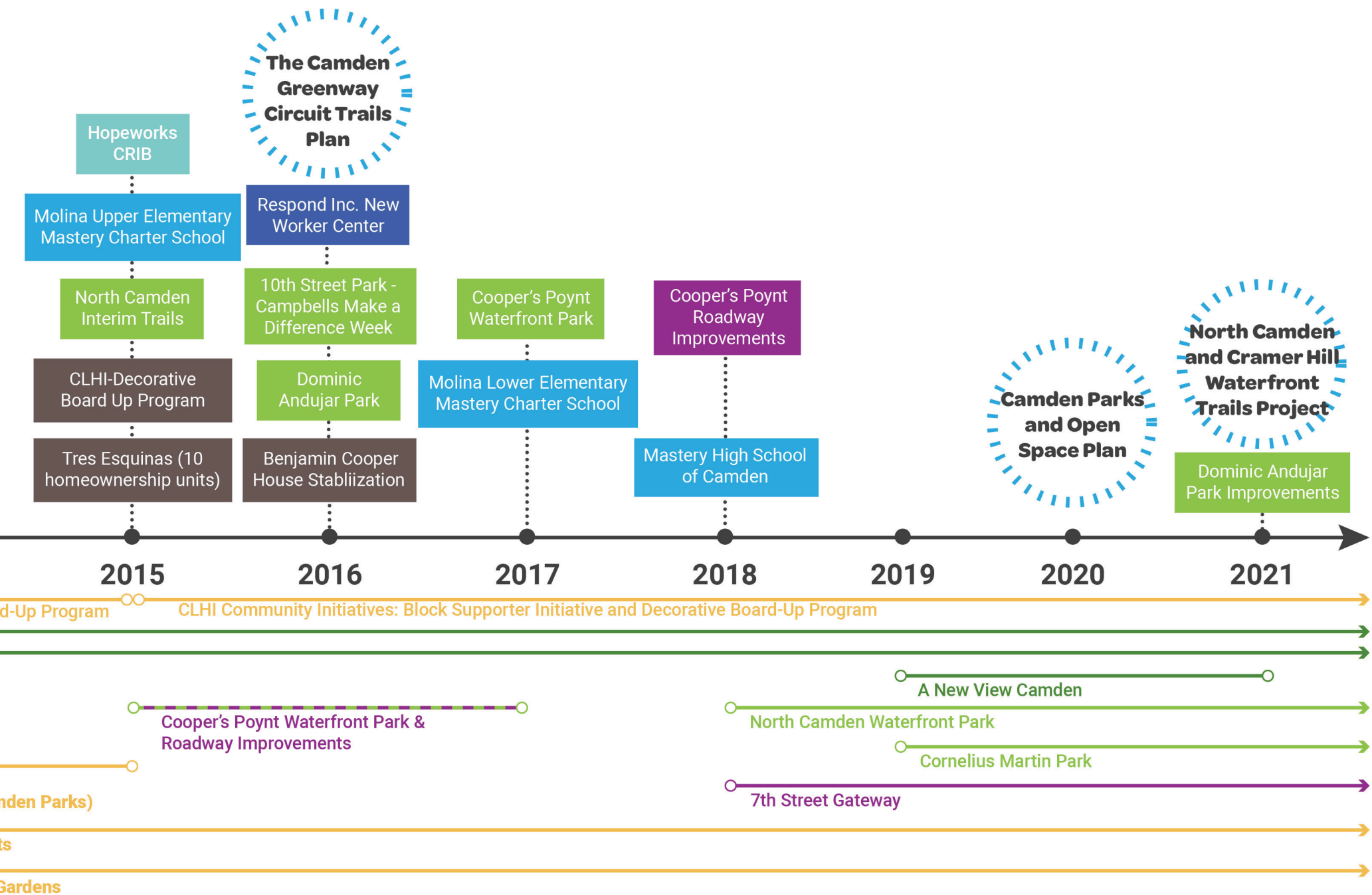
Additionally, our affordable homeownership outreach initiatives, advocacy efforts to provide stable and quality rental housing support and purposeful investment in the rehabilitation of homes continues to ensure resident satisfaction and safer neighborhoods. This year, CLHI's efforts will strengthen this work building upon the development of thriving neighborhoods and activities that are outlined in our 2022 Draft Neighborhood Plan. In partnership with CCP and North Camden Stakeholders, our activities for the next ten years address the continued work to build safe sustainable communities and provide opportunities for all residents to ensure a healthier community.



A Legacy of Resident-Driven Change

The North Camden community doesn't let their plans sit on the shelf to collect dust, as shown by the timeline of accomplishments on these two pages. Residents, community leaders, and institutional and non-profit stakeholders have actively used the last Neighborhood Plan, completed in 2008, as a 'to do' list - working collaboratively to build projects, start new initiatives, support local initiatives, and develop further topic-specific action plans.





4.D. Capacity of Partners

Camden Community Partnership (CCP), formerly Cooper's Ferry Partnership, founded in 1984 as a citywide nonprofit community and economic development organization dedicated to planning and implementing high-quality urban redevelopment projects to revitalize Camden. Their initial focus was concentrated on the redevelopment of Camden's downtown waterfront area. Serving as planner, promoter, and master developer, more than \$600 million of private and public investment was realized at the Camden Waterfront, successfully putting into place the building blocks for a vibrant, mixed-use waterfront community, which is anchored by family entertainment venues, office buildings & residential lofts. Initial success along the waterfront set the stage for future partnerships and over \$2.5 billion in additional investment in the city. CCP has developed a unique combination of technical expertise, process-oriented convening skills, and strong working relationships to understand complex urban challenges and implement innovative best practices. They excel at bringing stakeholders together to implement a holistic approach to revitalizing Camden and are focused on restoring our neighborhoods and improving the lives of Camden's residents. Together with community leaders, residents, employers, educators, and other nonprofit organizations, CCP is actively engaged in ensuring the economic growth and security of residents now and in the future.

Over the past 37-years, CCP amassed an award-winning portfolio of community and economic development and a track record of success, including the award and administration of funding from foundations, state, and federal funding sources. CCP works and engages with over 75% of the city's total population through outreach, implementation of resident-driven neighborhood plans, community programs, citywide policy, park development and/or infrastructure projects. In 2018, CCP was assigned to be the administrator of the Neighborhood Revitalization Tax Credit (NRTC) Program in Cramer Hill, building on over a decade of planning and project implementation in the neighborhood. CCP developed and maintained strong partnerships with community nonprofits and nonprofit housing developers to advance NRTC activities. These partnerships have a proven record of accomplishment and serve as a model to implement projects identified and designed to stabilize the neighborhood, meet the needs of the community, and foster economic development.

CCP's role is to develop and implement projects related to park improvements, park programming, infrastructure development, arts, and culture placemaking, flood mitigation, sustainability, and open space improvements. CCP improved the physical environmental of the River Avenue commercial corridor with the removal of over 2,240 bags of trash equaling 44,880 pounds. CCP has engaged 245 residents in new community oriented, family-friendly programs centered on open

space in Cramer Hill. CCP completed the design and engineering of the Cramer Hill Waterfront Trail Connector and completed improvements to 3 green infrastructure sites in Cramer Hill that capture 45 million gallons of stormwater annually to address flooding issues in the neighborhood. In addition to Cramer Hill, where CCP is the direct NRTC recipient, CCP has successfully completed several NRTC-funded projects as sub-grantees to partner nonprofit organizations, including Camden Lutheran Housing, Cramer Hill Community Development Corporation, St. Joseph's Carpenter Society, and Cooper Hospital.

In North Camden, CCP has produced reliable family friendly and free outdoor programming, implemented various green stormwater infrastructures, managed the design and construction of North Camden parks such as Cornelius Martin Park and Pyne Poynt Park. Events such as outdoor movies, IExplore (excursions through North Camden streets and waterways via walking, biking, and paddling), fitness events, arts and placemaking have been staples of the spring and summer months in North Camden since 2017 under the CCP brand of "Connect the Lots".

CCP is governed by a Board of Directors of 38 people that set the mission and vision of the organization, adopt the annual budget, and oversee the financial health of the organization. CCP uses an accrual-based accounting system where revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available). "Measurable" is the amount of the transaction to be used to pay liabilities of the current period. A one-year availability period is used for revenue recognition for all federally funded revenue. Expenditures are recorded when the related liability is incurred.

CCP utilizes QuickBooks, Non-Profit edition. QuickBooks enables the organization to track accounts receivable, accounts payable, prepare budget reports and prepare several financial reports. T-Sheets, is also employed to track employee time and PTO. All expenses related to programs, fundraising and management and general expenses are posted to the appropriate accounts. Employee payroll costs are allocated based on the project that the employee's time is posted to.

4.E. Lapsed Neighborhood Plans

The following is a 'scorecard' to track the previous North Camden NRTC Neighborhood Plan's progress over the past decade, organized by the topic areas from that Plan. Recommended actions that are no longer relevant due to changing circumstances or context are not included. The scorecard indicates whether or not an action still needs work, is underway, or if there has been significant progress. The scorecard also indicates if the community selected an action as a priority during the 2008 planning process.

HUMAN CAPITAL & COMMUNITY BUILDING

ACTIONS	PROGRESS	'08 PRIORITY
1.1: Undertake a Social Services Audit	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	Yes
1.2: Develop a Detailed Human Capital Plan	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	Yes
1.5: Create a Coordinated North Camden Service Directory and Referral System	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	Yes
1.6: Launch a Safe Routes to School Program	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
1.7: Encourage Learning Partnerships	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	
1.9: Create a North Camden Youth Council	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	Yes
1.11: Partner with Local Institutions to Form a Women's Support Group and Center.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
1.12: Develop a North Camden Night School	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	
1.13: Celebrate and Nurture North Camden's Ethnic Diversity	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
1.14: Create a North Camden information network and get plugged in	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	Yes
1.15: Express Yourself - Use Public Art and Community Gatherings to Tell a New Story about North Camden	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> Significant Progress	

Vacant lot at N. 7th and Bailey Streets

PUBLIC SAFETY

ACTIONS	PROGRESS	'08 PRIORITY
2.1: Organize a North Camden Town Watch	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	Yes
2.2: Enhance Lighting and Visibility in High-Crime Areas	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	Yes
2.4: Report Unsafe Properties and Other Issues that Make North Camden Look and Feel Unsafe	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	Yes
2.5: Launch a Trash and Recycling Education Effort to Clean Up North Camden	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
2.6: Reclaim and Maintain Vacant Land to Create a Cleaner, Safer Environment	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> Significant Progress	Yes
2.7: Monitor Environmental Contamination	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	



HOUSING

ACTIONS	PROGRESS	'08 PRIORITY
3.1: Preserve Existing Homeowners and Increase Affordable Homeownership	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
3.2: Support Responsible Property Owners / Put Pressure on Irresponsible Property Owners	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	
3.3: Organize and Advocate for the Demolition of Unsafe Properties	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> Significant Progress	Yes
3.7: Infill: Strategically Invest in New Housing on Distressed Blocks	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	Yes
3.8: Create a Plan for the Redevelopment of Northgate I	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	Yes
3.9: Grow North Camden's Residential Community Toward the River	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	
3.10: Mix Market-Rate Development with Affordable Housing to Build a Mixed-Income Community Along the River	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	
3.11: Advocate for Balanced Growth to Achieve an Equitable and Economically Diverse Neighborhood	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	
3.12: Develop New Senior Housing and Enable Residents to Age in Place	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
3.13: Draft a Community Benefits Agreement	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	

Newly constructed homes built through CLHI's Tres Esquinas housing development and sold to income qualifying first time homebuyers

ECONOMIC DEVELOPMENT

ACTIONS	PROGRESS	'08 PRIORITY
4.2: Development Projects in North Camden Should Employ Local Contractors and Labor	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
4.3: Complete the Respond Job Training Center	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> Significant Progress	Yes
4.4: Build Upon Existing Job Placement Programs for Teens and Young Adults	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	Yes
4.5: Actively Market Vacant Commercial Space	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	
4.8: Form a Partnership with Rutgers and Connect to the Campus	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
4.9: Rezone to Welcome New Commercial and Mixed Use Development	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
4.10: Achieve Commercial and Economic Development through Waterfront Redevelopment	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	



OPEN SPACE & RECREATION

ACTIONS	PROGRESS	'08 PRIORITY
5.1: Endorse the North Camden Waterfront Park Plan and Push for its Full Implementation	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	Yes
5.2: Reclaim Northgate Park	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	Yes
5.3: Improve Pyne Poynt Park - Use It, Don't Abuse It	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> Significant Progress	Yes
5.4: Open the North Camden Community Center to the Community	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	Yes
5.5: Carve Out a Central Meeting Place	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	
5.7: Capitalize on Local Heritage	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
5.8: Plant Trees in Partnership with the New Jersey Tree Foundation, the City of Camden, and the Department of Transportation	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> Significant Progress	Yes
5.9: Mobilize the Neighborhood's Green Thumbs	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> Significant Progress	

Connect the Lots programming at Cooper's Poynt Waterfront Park



CIRCULATION & INFRASTRUCTURE

ACTIONS	PROGRESS	'08 PRIORITY
6.1: Calm Traffic to Improve Pedestrian and Bicycle Safety in North Camden	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> Significant Progress	Yes
6.2: Petition New Jersey Transit to Install Bus Shelters	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
6.3: Change Key Two-Way Streets to One-Way	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
6.4: Change Linden Street to Two-Way Traffic between 7th and Penn Streets	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	
6.5: Poynt to North Camden (signage and marketing campaign)	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> Significant Progress	
6.6: Focus on 7th Street as the Main Gateway to North Camden	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	Yes
6.7: Re-pave and Re-construct Streets in Conjunction with New Development and Streetscape Improvements	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Underway	
6.8: Sensitively Accommodate Parking in the Community	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Needs Work	

Newly paved streets compliment new construction homes on the 700 block of N. 2nd Street



Section 5: Neighborhood Description and Statement of Need

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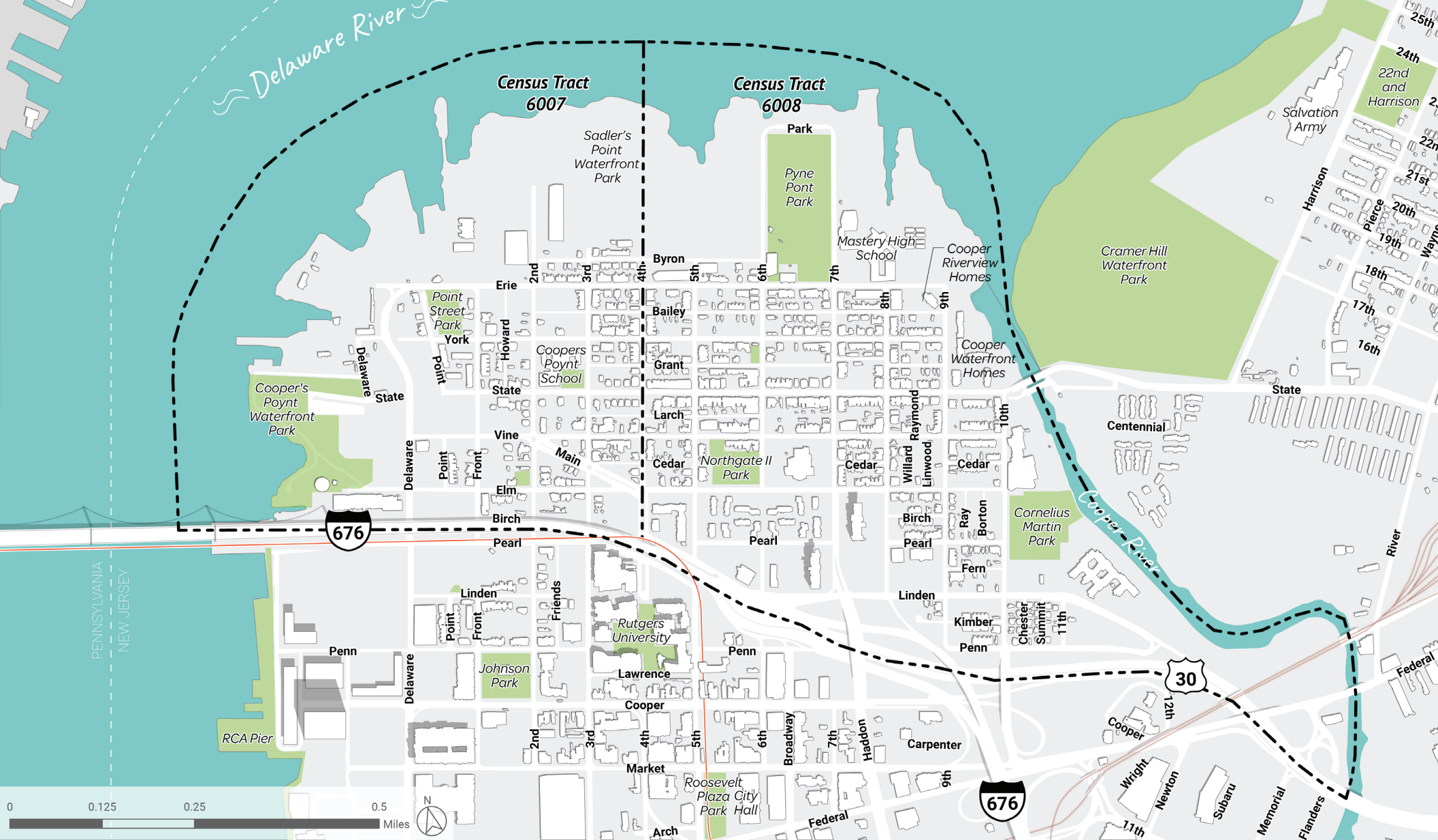
5.A. Neighborhood Boundaries

The North Camden neighborhood is bounded by the Delaware River at its northern and western edges, the Ben Franklin Bridge/I-676/Rt. 30 at the south, and the Cooper River to the east. The neighborhood includes two census tracts, CT 6007 west of 4th Street and CT 6008 east of 4th Street. Water surrounds North Camden on three sides, and there has been much work in recent years to better connect the neighborhood to the waterways and natural environment that surrounds it, while

also protecting residents from the impacts of climate change. North Camden sits just above Downtown Camden, an area which has seen tremendous growth and investment in recent years. Despite the major efforts and progress made in the last decade, Camden which is one of America's poorest cities continues to experience social and economic inequities driven from generational poverty.



Credit: Tyriq Deshields



NORTH CAMDEN STUDY AREA

- NEIGHBORHOOD CENSUS TRACT BOUNDARIES
- RIVER
- PARK/OPEN SPACE
- PATCO LINE
- RAIL

5.B. Demographics

	North Camden 2000 (Decennial Census)	North Camden 2010 (Decennial or ACS 5-Year Estimates)	North Camden 2020 (Decennial or ACS 5-Year Estimates)	City of Camden 2020 (Decennial or ACS 5-Year Estimates)
Population	8,636	6,528	6,882	73,742
Race/Ethnicity				
African-American	36%	29%	22%	43%
Caucasian	5%	3%	4%	6%
Asian	0.1%	0.2%	0.1%	2%
Other	0%	0.1%	0%	0.3%
Two or More	3%	4%	8%	1.7%
Hispanic/Latino	58%	67%	76%	51%
Foreign Born	6%	12%	13%	15%
Language				
English Only	44%	47%	40%	56%
Spanish Only	14%	16%	17%	13%
English & Spanish	38%	34%	42%	28%
Age				
Under 18 years old	31%	29%	31%	29%
60 or older	12%	15%	17%	16%
Median age	29.8	31.8	31.1	32.2
High School Dropout Rate	23%	25%	4%	4%
Households	2299	2081	2235	25411
Single mother households	35%	29%	27%	26%
Single mother households as % of households with kids	57%	72%	64%	65%
Median Household Income (Adjusted for 2021 inflation)	\$24,569	\$21,513	\$19,545	\$28,623
Poverty				
Under Age 18	49%	32%	61.7%	44.7%
Families	41%	37%	51.3%	30.6%

	North Camden 2000 (Decennial Census)	North Camden 2010 (Decennial or ACS 5-Year Estimates)	North Camden 2020 (Decennial or ACS 5-Year Estimates)	City of Camden 2020 (Decennial or ACS 5-Year Estimates)
Educational Attainment				
Did not graduate high school	60%	43%	45.00%	31.7%
High school graduate	24%	33%	29.00%	35.3%
Bachelor's or above	4%	6%	6.00%	6.6%
Unemployment	5.40%	15%	12.40%	13.9%
Housing Units	2721	2748	2660	29242
% Units Vacant	16%	10%	16%	13.1%
% Units Built Prior To 1960	63%	60%	55%	65%
Housing Tenure				
Owner Occupied	33%	29%	27%	40%
Renter Occupied	67%	71%	73%	60%
Housing Cost Burden				
For Renters	51%	42%	54%	61%
For Homeowners	43%	71%	32%	35.70%
Median Gross Rent	\$558	\$564	\$449	\$938

5.C. Income

The area median income, is \$70,957. Low and moderate-income, defined at 80% of AMI is \$56,766. Low income, defined at 50% of AMI, is \$35,479. In the North Camden Census Tracts, 83% of people are at less than 80% AMI and 74% of people make less than 50% AMI.

Area Median Income (AMI):	\$70,957
Moderate- to low-income (80% of AMI):	\$56,766
% Of N Camden Households at moderate-low income	>83%
Low-income (50% of AMI):	\$35,479
% Of N Camden Households at low income	>74%

5.D. Photographs



CLHI's Change The Message Program is a billboard campaign that replaces negative advertising with positive messaging and information sharing on six North Camden billboards.



Decorative Board-Up Program



Combined Impact: Art Installation from A New View Camden on a site that was cleaned & greened by Respond, Inc.



Block Supporter Initiative



North Camden Neighborhood Plan Open House, June 2021 Credit: Tyriq Deshields



Audience members attending Town Hall Resolution 50, an original stage play about environmental racism, at Northgate Park in North Camden. Credit: Superior Arts Institute

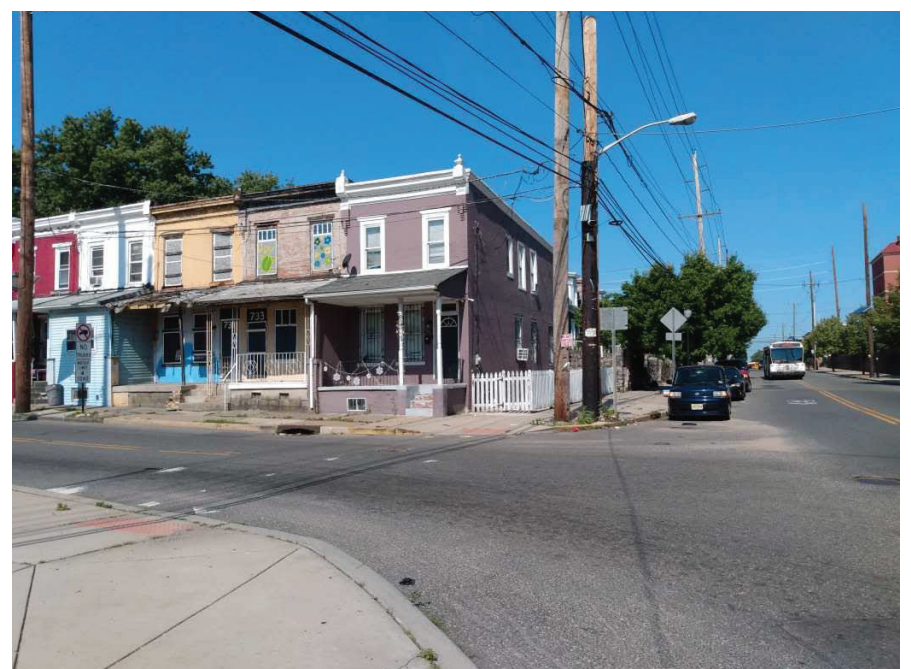


Cooper's Poynt Roads: looking at the intersection of N. 3rd, Main, and Vine Streets.

Neighborhood Condition Photos



Neighborhood Condition Photos



5.E. Previous Plans

Since the publication of the 2008 Neighborhood Plan, a number of additional plans, studies, and redevelopment plans have been completed that build on specific elements of the community's vision for the future.

North Camden Neighborhood & Waterfront Plans (2008)

The North Camden Neighborhood Plan focused on identifying opportunities to strengthen the existing residential core of the community and the vacant land adjacent to the core neighborhood.

The North Camden Waterfront Park Plan identified opportunities for creating a continuous, linear waterfront park around the community stretching from the Benjamin Franklin Bridge to the Cooper River, and created a vision for the future of the Riverfront State Prison site.

North Camden Infrastructure Assessment Study (2009)

This Study provided a three-phased infrastructure update plan for North Camden:

First Phase – Enhance Neighborhood Gateways at State Street, from Front Street to 7th Street and at 7th Street, from Linden Street to Erie Street.

Second Phase – Promote Neighborhood Development at Vine Street, from 6th Street to 10th Street; at Elm Street, from 7th Street to 10th Street; and at Linden Street, from 7th Street to Penn Street.

Third Phase – Connect Core Neighborhood to Future Waterfront Development at Erie Street, from 2nd Street to 9th Street.

A Vision For Cooper's Poynt (2010)

This Plan proposed mixed use development and a waterfront park at Cooper's Poynt in North Camden, an area which includes the Riverfront State Prison site and surrounding properties.

Camden Greenway Trail Location Study (2010)

This Study helped plan trails for the development of the Camden GreenWay, in order to connect walking and biking trails in North Camden to trails in neighboring Philadelphia and South Jersey suburbs, including the Cooper River Park Trail, Schuylkill River Trail, and the East Coast Greenway.

North Camden Waterfront Redevelopment Plan (2013)

This Plan examined redevelopment options along the North Camden waterfront, proposing mixed use medium to high density development alongside a waterfront park.

The primary goal of this Redevelopment Plan was to revitalize the North Camden waterfront and transform it into a mixed-use waterfront district with commercial, residential, retail, cultural, and recreational amenities.

Camden Greenway Circuit Trails Plan (2016)

This Plan updated the Camden portion of the 2010 GreenWay Trail Location Study, identifying new construction and restoration of trails including designated bicycle and pedestrian facilities.

This planning effort helped further efforts towards a network of active transportation infrastructure to promote and support bicycle and pedestrian transportation throughout the City of Camden, with regional connectivity. The Plan also helped identify trail routing solutions between the Camden GreenWay and the Circuit, a multi-use trail network connecting Pennsylvania, New Jersey and beyond.

Camden Parks And Open Space Plan (2020)

This Plan created a roadmap for how to achieve the City's goal of ensuring that all Camden residents have safe and easy access to a high quality park within a 10-minute walk of home by 2050.

As the first Parks and Open Space Plan for the City of Camden, the plan identified opportunities to prioritize open space investments that will maximize community benefits while improving the urban environment. The Plan was amended to City's Master Plan in January 2022.

North Camden And Cramer Hill Waterfront Trails Project (2021)

This trails project was a concept plan for waterfront trails in the North Camden and Cramer Hill areas. The North Camden Project Area is part of the Link, a planned 33-mile trail that will cross the entire County from the City of Camden to the Gloucester County line in lower Winslow Township.

5.F. Municipal Letter of Support

VICTOR CARSTARPHEN
MAYOR



TEL: 856-757-7200
EMAIL: MAYOR@CL.CAMDEN.NJ.US
WEBSITE: WWW.CL.CAMDEN.NJ.US

May 2, 2022

Mr. Bradley Harrington
New Jersey Department of Community Affairs
Division of Housing and Community Resources
Neighborhood Revitalization Tax Credit Program
101 South Broad Street, PO Box 806
Trenton, NJ 08625-0806

**RE: North Camden Neighborhood Plan 2022
Neighborhood Revitalization Tax Credit (NRTC) Neighborhood Plan**

Dear Mr. Harrington:

As Mayor of the City of Camden, I am pleased to submit this letter of support for Camden Lutheran Housing Inc.'s North Camden Neighborhood Plan through the Neighborhood Revitalization Tax Credit (NRTC) program.

Advancing the progress of North Camden is a priority area for the City of Camden. Guided by strategies from this resident-driven North Camden Neighborhood Plan, my administration will continue to commit resources toward North Camden's revitalization. Through this commitment, the City of Camden is implementing major infrastructure development such as our current 7th Street Enhancement Project, illegal dumping initiative and affordable housing support. We are also leveraging partner support for the development of parks and public spaces to support the health and wellness of North Camden residents and serve as platforms for artistic and cultural programming. We will continue to work with North Camden stakeholders as they implement the comprehensive strategies and activities presented in this plan.

Camden Lutheran Housing Inc.'s efforts to provide new homeownership and rental opportunities, increase value for existing homeowners, and provide opportunities for family activities, economic development and community enrichment are noteworthy and consistent with revitalization priorities of my administration.

As the highest official representing the residents of the City of Camden, I am pleased to be a committed partner in improving the quality of life of Camden's residents through the efforts led by Camden Lutheran Housing, Inc. in North Camden.

Sincerely,

Honorable Victor G. Carstarphen
Mayor, City of Camden

Section 6: Neighborhood Assets & Involvement

Section 6. Neighborhood Assets & Involvement

6.A. Neighborhood Assets

Community Assets

Medical

1. Medical Clinic #1: CAMCare North, 6th and Erie Streets
2. Medical Clinic #2: CAMCare Gateway Health Center, 817 Federal Street, Camden, NJ 08102
3. Behavioral Health Center: Guadalupe Family Services, 509 State Street, Camden, NJ 08102
4. Family Planning Center: CAMCare OB/GYN at CAMCare North: 6th and Erie Streets, Camden, NJ 08102
5. Family Planning Center: CAMCare Pediatrics, 817 Federal Street, Camden, NJ 08102

Transportation

1. Bus Service: NJ Transit Bus #419 at N. 7th and State Street, Camden, NJ 08102
2. Camden Rising Bus Stop: Delaware Avenue and Elm Streets, Camden, NJ 08102

Educational

1. Public School #1: Cooper's Poynt School, 201 State St, Camden, NJ 08102
2. Charter School #1: Mastery High at Pyne Poynt School, 800 Erie St, Camden, NJ 08102
3. Charter School #2: Mastery Molina Upper Elementary, 601 Vine St, Camden, NJ 08102
4. Charter School #3: Mastery Molina Lower Elementary, 415 N. 9th St, Camden, NJ 08102
5. Job Training Facility #1: Respond, Inc. Culinary Arts Training Facility, 924 N. 8th Street, Camden, NJ 08102
6. Job Training Facility #2: Respond, Inc. Automotive Technology Training Facility, 925 N. 9th Street, Camden, NJ 08102

Parks and recreation

Parks

1. Northgate Park at N. 6th and Elm Streets, Camden, NJ 08102
2. Pyne Poynt Park at N. 7th and Erie Streets, Camden, NJ 08102
3. Cornelius Martin Park at N. 10th and Elm Streets, Camden, NJ 08102
4. Point Street Park at York and Point Streets, Camden, NJ 08102
5. Cooper's Poynt Waterfront Park at Delaware Ave and Elm St., Camden, NJ 08102
6. Camdentowne Civic Association Pocket Park, N. 2nd and Elm St., Camden, NJ 08102
7. N. 7th and Bailey Street Pocket Park at 7th/Bailey Streets, Camden, NJ 08102

Playgrounds

1. Northgate Park at N. 6th and Elm Streets, Camden, NJ 08102
2. Pyne Poynt Park at N. 7th and Erie Streets, Camden, NJ 08102
3. Cornelius Martin Park at N. 10th and Elm Streets, Camden, NJ 08102
4. Point Street Park at York and Point Streets, Camden, NJ 08102
5. Cooper's Poynt Waterfront Park, Delaware Ave./Elm St., Camden, NJ 08102

Ballfields

1. Pyne Poynt Park at N. 7th and Erie Streets, Camden, NJ 08102
2. Cornelius Martin Park at N. 10th and Elm Streets, Camden, NJ 08102
3. Dominick Andujar Field at Point and Erie Streets, Camden, NJ 08102

Swimming Pool

1. North Camden Community Center at 1000 N. 6th Street, Camden, NJ 08102

Community

1. Recreation Center: Boxing, Basketball, Swimming, and Gym at North Camden Community Center, 1000 N. 6th Street, Camden, NJ 08102
2. Community Center: North Camden Community Center, 1000 N. 6th St., Camden, NJ 08102
3. Social Services Center: Respond, Inc, 532 State Street, Camden, NJ 08102 with services for infants, families, seniors, and homeless
4. Community Garden: HopeWorks La Esperanza Community Garden, N. 6th and Grant Streets, Camden, NJ 08102
5. Community Garden - N. 3rd and Byron Streets, Camden, NJ 08102

Celebrations

1. Annual North Camden Day: Cornelius Martin Park at N. 10th and Elm St., Camden, NJ 08102
2. Annual Save Our Waterfront Holiday Celebration: travels to various neighborhood schools
3. Annual Block Supporter Initiative Easter Egg Hunt: Outdoors at N. 7th and Bailey Streets, Camden, NJ 08102
4. Annual North Camden Little League Opening Day Parade and Carnival: Pyne Poynt Park at 6th and Erie Streets, Camden, NJ 08102
5. Annual Back to School Celebration: New Beginnings Church at 4th and State Street, Camden, NJ 08102
6. Annual Back to School Celebration: Parents for Great Camden Schools at Cooper's Poynt School, Camden, NJ 08102
7. Annual Trunk or Treat Festival: Cooper's Poynt School, 201 State Street, Camden, NJ 08102
8. Annual Camden Night Gardens: Cooper's Poynt Waterfront Park at Delaware Ave. and Elm St., Camden, NJ 08102
9. Community Movie Nights: Cooper's Poynt Waterfront Park at Delaware Ave. and Elm St., Camden, NJ 08102
10. Connect the Lots' Free Bootcamp (Thursdays in June-August): Cooper's Poynt Waterfront Park at Delaware Ave. and Elm St., Camden, NJ 08102

11. Connect the Lots' Aqua Aerobics (Saturdays in June-August): Swimming pool at North Camden Community Center at 1000 N. 6th Street, Camden, NJ 08102

Regional Assets

1. Waterfront: Cooper's Poynt Waterfront Park at Delaware Ave and Elm Streets, Delaware River, Camden, NJ 08102
2. Waterfront: Cooper River, Public Bike Trail behind Cooper Waterfront Homes at 802 Galindez Court, Camden, NJ 08102 (Cooper River access)
3. Waterfront #2: Pyne Poynt Park at N. 7th and Erie Streets, back channel of Delaware River at Pettys Island, Camden, NJ 08102
4. Hospital: Cooper University Hospital, 401 Haddon Avenue, Camden, NJ 08103
5. Arena: North Camden Community Center, 1000 N. 6th St., Camden, NJ 08102
6. Performance Space: Northgate Park at N. 6th and Elm St., Camden, NJ 08102
7. Performance Space: North Camden Community Center, 1000 N. 6th St, Camden, NJ 08102
8. Performance Space: Mastery at Molina Upper Elementary, 601 Vine St, Camden, NJ 08102
9. Performance Space: Mastery High School, 800 Erie Street, Camden, NJ 08102

Municipal Revitalization Priorities

Two sections of the overall Study Area have the "Area in Need of Redevelopment" designation – the "North Camden Gateway" which covers an area north of Admiral Wilson Boulevard and west of Cooper River and the "North Camden Waterfront" which covers the Blocks and Lots north of the Benjamin Franklin Bridge along the Delaware River.

In addition to these Redevelopment Areas, there have been past municipal neighborhood plans, several other plans for the neighborhood, and many recent key investments. See the "Key Investments" map for more information.



KEY INVESTMENTS

- STUDY AREA
- RIVER
- PARK/OPEN SPACE
- RAIL
- PATCO
- TRAIL

COMPLETED PROJECTS

- | | | | |
|---------------------------------------|-------------------------------------|--|--|
| 1. TIGER-Cooper's Poynt Roads | 6. Pyne Poynt Park | 11. Northgate Park Improvements | 16. Mastery High School of Camden |
| 2. Meadows at Pyne Poynt | 7. Tres Esquinas | 12. State Street & Erie Street Resurfacing | 17. Mastery Molina Upper School |
| 3. State Street Bridge Replacement | 8. Cooper's Poynt (Park & Roadways) | 13. North Camden Interim Trail | 18. Family Dollar & Burger King |
| 4. Mastery Molina Lower School | 9. Grace Housing-Phase II | 14. Hopeworks CRIB | 19. Improvements at Dominic Andujar Park |
| 5. Riverfront State Prison Demolition | 10. Respond, Inc. New Worker Center | 15. Benjamin Cooper House Stabilization | |

Recent Investment

Recent Investment project includes the 7th Street Gateway project, a construction project on road improvements with total funding of \$ 280,000.00. In addition, the North Camden Waterfront Park, a park and climate project was recently completed. This nearly \$4M project was an effort of many partners including EPA, NJDEP Green Acres, NJDEP Recreational Trails, Natl Park Service. The City of Camden also supports the Connect the Lots Program, a community placemaking initiative.

The Sadlers Poynt Waterfront Park (aka North Camden Waterfront Park) is a major infrastructure investment that is set to begin in Fall 2022. The construction of the new waterfront linear park extending from 3rd Street to 7th Street will be a multi-partner project involving the City of Camden, CRA, Camden County, and North Camden stakeholders. The Budget for this project is \$5.6M and funds raised to date include state, local and nonprofit funding.

6.B. Neighborhood Involvement

Community organization effectiveness

CLHI has been working in the community for over 35 years. To foster community support and engagement, CLHI provides residents with information about and access to important resources. In the past five years CLHI has supported or completed the implementation of several physical projects in the neighborhood including:

- 2021
 - » Roofing project on Buildings 3 & 4 on Cooper Waterfront Housing (800 Galindez Ct # 100, Camden, NJ 08102)
 - » Decorative Board Up - 153 properties completed including 113 properties worked on, 5 homes newly boarded, maintenance done on 25 homes, and 1 mural on blighted building
- 2020:
 - » Decorative Board Up - over 100 abandoned properties
- 2019:
 - » Maintained 25 vacant lots
 - » Decorative Board Up - CLHI continued to revisited the 100 Decorative Board Up properties completed over the previous four years.
- 2018
 - » Decorative Board Up - CLHI revisited over 100 Decorative Board Up properties completed over the previous four years.
 - » Housing rehab at 328 State Street, Camden, NJ 08102 - CLHI completed

the renovations of this property in early March and was able to schedule closing for the middle of March. CLHI's work included a new roof, all new flooring throughout the entire home, new bathroom fixtures, brand new kitchen cabinetry and countertop, stainless appliances, windows, fencing, a new HVAC unit, and new hot water heater using Energy Star qualified equipment.

- » Ongoing pre-development at Front and Elm Street which included a Preliminary Assessment and Site Investigation
- » Streetscape and sidewalk improvements on N. 7th Street and the Cooper's Poynt area
- » Building and installation of 25 downspout planter boxes through the North Camden Stormwater Project
- 2017:
 - » Provided support for Cooper's Ferry's Cornelius Martin Park Redesign
 - » The construction and opening of CASA Camden for local youth
 - » Installation of a mural at N. 7th and Erie Streets
 - » Cooper's Ferry's North Camden Signage
- Continual work:
 - » CLHI has continued to maintain the Circuit Trails Network as well as the 91 CLHI-owned apartment units.
 - » CLHI has provided support to the following projects: Cooper's Poynt Roads, State Street Bridge Replacement, Hopeworks CRIB
 - » CLHI has continued the work on Change the Message since 2017 to replace negative advertising with positive messaging and information sharing on six North Camden billboards.

The following are projects completed by Camden Community Partnership, the partner organization on this application:

- **Cooper's Poynt Road Reconstruction Project:** Cooper's Poynt is the second infrastructure project funded by a \$16.2 million US Department of Transportation Investment Generating Economic Recovery (TIGER) Grant and a grant from NJEDA. Cooper's Poynt is a grid of streets in North Camden, just north of the Ben Franklin Bridge, that make a critical connection through the neighborhood to the waterfront.
- **Cooper's Poynt Waterfront Park:** Since the demolition of the former Riverfront State Prison in 2009, CCP has worked with the North Camden community group Save Our Waterfront (SOW) to create and construct a signature waterfront park just north of the Ben Franklin Bridge and connect the community to the waterfront. This park was a priority identified in the 2010 North Camden Waterfront Park Plan. The Wells Fargo Regional Foundation supported a neighborhood planning process for the development of the Waterfront Park's plan.

Community support and engagement

To foster community support and engagement, CLHI provides residents with information about and access to important resources. CLHI hosts regular Stakeholder and Community Meetings. A full list from 2021 and 2022 is below. In addition to these meetings, CLHI also hosted the following community support events:

- **2022:** North Camden Neighborhood Plan presentation (bilingual, in-person) – Mastery High School (February 5, 2022)
- **2021:** Virtua Mobile Grocery Store Bus at CLHI's office, North Camden community gardening HUB at Esperanza Community Garden, and KN95 mask distribution with the Camden Mayor (Feb 22, 2021). Continued support of the engagement process for the Benjamin Cooper House Design and Programming.
- **Community Convo with WHYY (May 2021):** On Thursday, May 14th A New View joined forces with local media outlet WHYY for a Community Conversation on Illegal Dumping at the "Touching the Earth" site in North Camden. The conversation, moderated by CCP Project Manager Vedra Chandler, featured panelists, Jacqueline Santiago of Camden Lutheran Housing Inc, Armondo Alphonso of the NJ Department of Environmental Protection, Keith Walker, Director of Public Works for the City of Camden and Mayor Victor Carstarphen and was recorded by WHYY.
- **I Walk Camden (May 2021):** On Saturday, May 15th 35 people joined A New View project team member Noreen Scott Garrity of Rutgers Camden Center for the Arts on a 2.5 mile walk from the North Camden Waterfront to Cramer Hill for a guided tour of three A New View art installations. The walk began with a greeting from CFP project manager Vedra Chandler, followed by remarks by Camden Mayor Victor Carstarphen, and a group stretch before walkers embarked upon the walk/art tour. Snacks and water were provided as well as giveaways and an opportunity to meet and walk alongside some of our Camden Metro Police.
- **I Bike Camden (June 2021):** The 4th annual I Bike Camden took more than 100 cyclist from the City of Camden and beyond on an 8 mile bike ride along the city's growing trails network introducing riders to all 6 of the art installations of A New View along the way. The event began and ended in North Camden where representatives from CTL, Camden County and the YMCA greeted cyclists with smiles, helmet fittings, bike share and swag including rally towels, bike bells and free A New View t-shirts! After a stretching session in front of "Turntable" the group was led by members of the Philadelphia Bicycle Coalition through North Camden and then on to other Camden neighborhoods playing host to exciting sculpture projects focused around the theme of illegal dumping.
- **Mural at Touching the Earth (May 2021):** Connect the Lots Camden together with Camden Lutheran Housing unveiled a new, original mural by Camden

artist Priscilla Rios at "Touching the Earth" the final site to be constructed for A New View Camden. This mural is the original work of Priscilla Rios, one of 9 members of the ANV Artist Apprenticeship program funded by Subaru of America. The mural itself was funded by the NRTC North Camden program which includes placemaking and beautification projects as part of Connect the Lots.

- **TCS in Camden (July 2021):** On July 3rd and 4th the Trenton Circus Squad returned to the North Camden Waterfront to present 8 free, outdoor circus shows as part of Camden County's Freedom Festival celebration! 250 Camden residents sat on blankets, camp chairs and at Pod Parks made by Tom Marchetty for A New View Camden as youth participants in this multi-cultural social circus showed off their skills at juggling, silks, trapeze, ball-walking, clowning and a host of other circus arts. This years show also featured some very special dance/acrobatic numbers created by the youth in response to the Black Lives Matter protests of the summer of 2020. As always, audience participation is encouraged. Several Camden youth tried their hand at plate spinning and other entry-level circus tricks before enjoying the spectacular fireworks show presented by Camden County on July 4th.
- **I Paddle (July 2021):** On Saturday, July 17th 2021, Connect the Lots joined forces with Urban Trekkers and the Center for Aquatic Sciences for a 3rd year of I Paddle Camden! Over 100 Camden residents and visitors of all ages and comfort levels had the opportunity to get a spectacular view of Camden like they've never seen before....from the water! Paddlers met at 9:30 am on the banks of the Delaware River at Pyne Poynt Park in North Camden where they received free t-shirts, soft-pretzels as well as water bottles and information from the "Leading with Lead," table.
- **Annual events:**
 - » HarvestFest, Community, Annual, Esperanza Garden, N. 3rd and Byron
 - » WinterFest, Community, Annual, Esperanza Garden, N. 3rd and Byron



Section 7: Proposed Vision, Strategies, Activities & Outcomes

Section 7. Proposed Vision, Strategies, Activities & Outcomes

7.A. Vision Statement

The vision and goals of the North Camden Neighborhood Plan were crafted with the participation of hundreds of residents in the planning process. The vision is a forward looking statement for what the Plan should strive to achieve on behalf of the community over the next 10 years, and builds on all of the amazing work that has occurred in the North Camden neighborhood to this point.



Build community capacity: We will make it easier for residents to organize and take collective action to improve their community, and support the long-term health and sustainability of locally-based civic organizations and non-profits.



Protect and restore the environment: We will remove blight, dumping, and environmental contamination from the community and improve North Camden's resiliency to a changing climate and extreme weather events.



Educate and empower residents: We will ensure residents have access to educational resources, mentorship, and guidance to help them achieve their goals, and we will give residents the tools to play a meaningful role in government policy and development affecting their community.



Foster a vibrant and connected community: We will make it safe and enjoyable to walk, bike, and spend time out on your block, in the neighborhood, and throughout the City and County. We will ensure residents have the opportunity to come together through programs, events, and community gatherings.



Make North Camden home: We will make homeownership and good quality, stable rental housing accessible to all residents and ensure residents and their families can build generational wealth.



Provide access to opportunity: We will enable residents to be successful in their personal, professional, and academic interests and provide support for small businesses and entrepreneurs.

7.B. Description of Strategies

Strategy 1. Spread the word about resources & services in the community!

The 2008 Neighborhood Plan identified a need to keep the community informed and engaged by developing a comprehensive list of locally available services and resources, assessing the needs of the community and gaps in existing programs, and distributing this information in Spanish and English on a regular basis through multiple communication channels, including billboards, newsletters, telephone, announcements at church services, and flyering, among others.

The need for improved information sharing about resources and services in the community was reaffirmed by community members and stakeholders throughout the public engagement process. While an initial list of services was developed, it has been years since it was last updated, and a point-person / organization is needed to take the lead on restarting this process going forward. The ways that people get information have changed as well, as in 2008, social media, smartphones, and apps were not available to much of the public, and should be part of a strategy that includes both analog and digital tools to keep residents informed and engaged going forward. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 1.1. Create a “welcome” package with resources and helpful information for new North Camden residents.
- 1.2. Develop a platform to keep residents informed about events, news, and resources in the community on a daily basis.
- 1.3. Maintain and distribute an updated list in English and Spanish of services and resources for North Camden neighbors on a quarterly or annual basis.
- 1.4. Seek technical expertise on current best practices for community newsletters, social media, and websites.
- 1.5. Continue monthly stakeholder meetings with a defined purpose and goals for the group. Promote widely to ensure continued success.
- 1.6. Establish a North Camden Civic Association or Community Council.

Strategy 2. Help residents of all ages and backgrounds grow, heal, and thrive

Two decades ago in 2000, only 24% of North Camden residents had a High School degree. By 2019, this figure had increased to 32%. This shows substantial progress, but is markedly lower than the 58% of High School graduates citywide. These figures indicate an improvement in educational outcomes, but that there are still substantial educational needs that must be met, both for the neighborhood’s young people and adult residents who should have the opportunity to further their own personal and professional goals. Further, given the disruptions to caregivers’ lives and children’s education as a result of the COVID-19 pandemic, there should be a strong focus on the well-being of children, individuals, and families going forward.

Many of the ideas in the last Neighborhood Plan related to education and support remain relevant today, but the growth and development of neighborhood partners and institutions means that local capacity to run these programs has grown. Residents and stakeholders also identified the need for services beyond just education and career development in meeting the needs of residents. Mental health services, access to fresh food, child-care, activities for seniors, and opportunities to pursue intellectual interests (regardless if they led to a career) were identified in focus groups and interviews as key to supporting the holistic needs of residents. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 2.1. Support and grow neighborhood-based youth programming led by local organizations and community members.
- 2.2. Create a North Camden Community Council to help advise and move forward programs, initiatives, and legislation affecting young people in North Camden.
- 2.3. Provide training, mentoring, and job placement programs for teens and young adults.
- 2.4. Support access to high-quality mental health and wellness programs.
- 2.5. Provide continued access to high-quality childcare.
- 2.6. Ensure all residents have access to healthy food - in stores, farmer’s markets, or grown right in the neighborhood.
- 2.7. Develop programs to keep seniors active, involved, and socially engaged.
- 2.8. Support programs in the arts and culture that allow residents to pursue their intellectual or personal interests.

Strategy 3. Build community through artistic & cultural activities

At the time of the last Neighborhood Plan, there were far fewer activities in the arts and culture available to neighborhood residents than there are today. During this latest planning process, community members highlighted the important role that artistic and cultural initiatives have played in fostering safe and active public spaces, building connections between community members, and nurturing local talent. Grant-funded initiatives and programs have played a major role in artistic and cultural programming, yet the halt in-person programming caused by the COVID-19 pandemic, and the unpredictable nature of relying primarily on grants, call for an updated approach that builds capacity and longevity around the strong programs, initiatives, and organizations involved in artistic and cultural activities in North Camden.

Community members reaffirmed the critical role that arts and cultural activities continue to play in the neighborhood during the planning process. The next critical step in this work is to reinvigorate the level of artistic and cultural activities lost as a result of the COVID-19 pandemic, strengthen arts organizations and local artists, and use the arts as an economic engine to continue to propel North Camden forward. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 3.1. Enable parks and public spaces to serve as platforms for artistic and cultural programming.
- 3.2. Create spaces that allow for regular, home-grown social and artistic activities.
- 3.3. Provide start-up funding for organizations and individuals to test artistic and cultural programs.
- 3.4. Provide trainings and peer-to-peer exchanges to build the capacity of local arts and cultural organizations.
- 3.5. Honor the history and important figures of North Camden today.
- 3.6. Elevate local artists through paid apprenticeships.
- 3.7. Use the arts as an economic engine to fuel entrepreneurial artistic endeavors.

Strategy 4. Strengthen community partnerships to address safety concerns

The 2008 Neighborhood Plan proposed a host of different methods for empowering residents to reduce crime, monitor environmental contamination and illegal dumping, and to report unsafe properties. The Plan recognized that key to the success of these actions was for residents to be able to organize, report, and monitor what was happening in their community. While progress has been made on reducing crime and demolishing unsafe properties, the need for organizing and training residents still exists, especially given that the most pressing issues around crime, environmental contamination, and unsafe properties are difficult to track without resident involvement.

The Camden County Police Department, which was formed in 2013, strives to build relationships in the communities they serve and to build trust between the police and residents. For this to be successful, the Neighborhood Plan can ensure that residents have the tools and knowledge in order to safely and anonymously report incidents in their community, while also promoting opportunities for positive community-police interactions. Beyond traditional law enforcement however, the City and local organizations can have a tremendously positive impact by supporting evidence-based violence prevention strategies and initiatives. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 4.1. Empower residents to assist with community policing.
- 4.2. Encourage opportunities for regular community-police interactions to build trust with residents.
- 4.3. Invest in community-based violence prevention programs.
- 4.4. Form a North Camden Public Safety Task Force to facilitate relationship-building and information-sharing between community and partners.

Strategy 5. Use place-based investments to improve public safety and quality of life.

Vacant land and buildings have been an issue in North Camden for decades, and were a primary concern noted in the 1993 Neighborhood Plan, with a glut of vacant buildings and incidents of arson being one of the chief concerns. In the ensuing decade, many of the neighborhood's vacant buildings have been demolished, creating large swaths of vacant, unmaintained land throughout the neighborhood. By the time of the 2008 Neighborhood Plan, North Camden contained 78 acres of vacant land and 12 acres of land with vacant buildings. These combined 90 acres of vacancy were equal to 87 football fields, comprising 32% of the neighborhood's total parcel area.

Over the past decade, an increasing body of research has shown the effectiveness of place-based physical investments as a tool for improving public safety in communities that have suffered from the impacts of disinvestment. North Camden has made tremendous strides in this area since the last neighborhood plan with initiatives like Respond's Clean and Green program, CLHI's Block Supporter Initiative, the Decorative Board-Up program, and A New View Camden, a one-of-a-kind public art / anti-dumping initiative. Moving forward, place-based investments need to continue to play a strong role in North Camden's revitalization, with stable long-term funding for proven programs and better data sharing and communication to track issues and impact. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 5.1. Continue to reclaim and maintain vacant properties through greening, beautification, and lot stabilization efforts.
- 5.2. Improve monitoring of and communication with vacant property owners.
- 5.3. Advocate for the City to enforce the New Jersey Abandoned Properties Rehabilitation Act (APRA).
- 5.4. Perform an annual street light survey.
- 5.5. Stabilize vacant structures through beautification methods.
- 5.6. Assist with the installation of doorbell cameras, porch lights, and back alley addresses.
- 5.7. Grow programs and initiatives that train and empower neighborhood residents to green and stabilize their community.

Strategy 6. Empower residents to guide future development

The 2008 Neighborhood Plan, anticipating large-scale development (defined as 50 residential units or more) on large swaths of vacant land in the neighborhood and along the waterfront, foresaw the need for Community Benefits Agreements to negotiate benefits with developers. For most of the next decade, the community also benefited greatly from the expertise of Rod Sadler, who represented the community's interests with developers both in his role as a resident and advocate and in his formal role as Chair of the City's Planning Board. However, with increased market interest from developers and investors in North Camden, and the loss of local leadership and influence with regard to development, a coordinated strategy for educating and empowering residents to help guide future development is imperative, both for large scale developments, but also infill lots and smaller projects.

For residents to be able to proactively and meaningfully shape the future of their neighborhood, they need to have the knowledge of how development works and how they can shape it, have a local voice and point-of-contact to advocate with developers from the outset of a project, and have the opportunity to serve on boards and other citywide leadership organizations involved with development. The goal is to clearly articulate what the community expects of developers and investors in North Camden, and create opportunities for residents to influence projects to ensure that development is a net positive for the neighborhood. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 6.1. Educate residents on development regulations, approval processes, and Licenses and Inspections standards.
- 6.2. Form a neighborhood planning and zoning committee to weigh in on land use issues before they go to the City's Planning Board or Zoning Board of Adjustments.
- 6.3. Ensure continued resident-led involvement in the development of major properties and the Waterfront.
- 6.4. Intentionally engage with developers and new investors from the outset.
- 6.5. Advocate for residents to have the opportunity to serve on neighborhood, City, County, or non-profit boards or committees that are involved with development in the City of Camden.
- 6.6. Support residents in learning about and leveraging Community Benefit Agreements.
- 6.7. Ensure residents are involved and informed during all phases of the Project Delivery Process, including Concept Development, Preliminary Engineering, Final Design, and Construction.

Strategy 7. Grow and protect quality homeownership & rental opportunities

The 2008 Neighborhood Plan's housing recommendations anticipated that new real estate activity would be focused in undeveloped lands along the waterfront, but in recent years, more and more development has occurred within the core neighborhood, with steadily increasing rents and sales prices making it harder for residents to purchase a home, stay in an apartment, or build generational wealth in their community.

The planning team heard an overwhelming amount of anxiety around housing issues in North Camden. A sharp increase in investor interest, an expanding market for student housing given the proximity to Rutgers, unaffordable rents throughout the City, and the challenge of maintaining homes that are over a century old are making it harder for North Camden residents to stay in the neighborhood more residents increasingly want to call home for the long-term.

To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 7.1. Create a home repair program to help residents repair, improve, or modernize homes and address health and safety hazards.
- 7.2. Develop new affordable and market-rate housing.
- 7.3. Develop a vacant land strategy with the City and neighborhood partners.
- 7.4. Offer classes and educational resources for homeowners and renters that provide a range of related legal, financial, and other technical advice to help residents achieve their housing goals.
- 7.5. Highlight the impact of housing issues facing residents - such as redlining, other forms of housing discrimination, and predatory buyers - in creative ways that heighten the community's understanding of how these issues impact them.
- 7.6. Regularly collect and compile data about the housing market in North Camden to understand and get ahead of the market.
- 7.7. Explore tools such as land trusts, deed restrictions, rent control, and other city regulations to incentivize owner occupants over investors.
- 7.8. Advocate for a real estate tax relief program for long-term owner occupants to help protect residents from dramatic property value increases.

Strategy 8. Hire local residents to build and care for their community

Anticipating significant future development and redevelopment activity in the community, the 2008 Neighborhood Plan stated that "it is critical that North Camden residents are positioned to take advantage of the employment opportunities that accompany redevelopment as they are created - and that mechanisms are created to place residents in those jobs". To meet this need, the Plan advocated for the completion and support of the Respond Job Training Center, a workforce training center that still operates an Auto Technology Program that teaches the basics of how to become a mechanic, as well as a Culinary Arts program which provides the basics of how to become a Chef or Pastry Chef. The need for North Camden residents to meet for their families and have opportunities for gainful employment, at or above a living wage, is just as great now as it was when the last Plan was written. The poverty rate for families increased from 27% in 2010 to 47% in 2020, and single family households make up nearly a third of all family households in the neighborhood. The median household income, when adjusted for inflation, dropped from \$32,872 in 2010 to \$24,605 in 2020, which equates almost exactly to the required minimum wage in New Jersey of \$12/hr. in 2021. To put that number into perspective, a family with two children and one working adult earning the neighborhood's median household wage would need to increase their salary by a factor of four in order to earn what is considered a living wage in Camden County.

Over the next 10 years, North Camden residents must have access to workforce training opportunities, and career development opportunities, that allow them to build fulfilling, well-paid careers, no matter their educational background or record. This means building upon existing job training programs to strengthen their offerings, creating programs targeted to youth, expanding access to higher education and advanced career development programs, and connecting residents with area employers. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 8.1. Continue to support and build upon local education, job training, and job placement programs.
- 8.2. Develop career exploration and development programs targeted to youth.
- 8.3. Connect residents to career opportunities through the Camden Works Program, and cultivate hiring networks with large employers in the City.
- 8.4. Work with local higher education institutions to promote educational opportunities to North Camden residents.
- 8.5. Advocate for residents to have the opportunity to serve on neighborhood, City, County, or non-profit boards or committees involved with economic development in Camden.
- 8.6. Work with employers to develop programs that meet residents where they are and help break down barriers to employment.

Strategy 9. Grow a thriving small business environment in North Camden

Much of the small business support strategy in the 2008 Neighborhood Plan relied on outside entities to develop large-scale projects, be it Rutgers building a mixed-use facility north of the Ben Franklin Bridge, or large scale redevelopment of the North Camden Waterfront. Because of the complexity and cost of these projects, neither has moved much in the past decade, leaving a gap in the 2008 Plan's small business support strategy. Additionally, because North Camden doesn't have a traditional commercial corridor, grants and programs focused on 'Main Streets', and the critical mass achieved with a cluster of improvements on a commercial street, haven't been viable for supporting the corner stores and mid-block businesses throughout the neighborhood.

Looking forward, North Camden must look more from within to develop small businesses at home, support entrepreneurs, and help local small businesses connect to nearby markets so they can grow and thrive. A focus on small businesses would also provide North Camden residents with more opportunities to shop locally, and meet all their needs, within their neighborhood. Additionally, local eateries and restaurants should have the opportunity to expand their outdoor seating, especially given how important outdoor seating proved to be for restaurants during the COVID-19 pandemic. Allowing small businesses in North Camden to 'pop-up' on neighboring vacant lots would help provide them with additional seating and valuable outdoor space, and would also help activate vacant lots with economic activity. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 9.1. Create a small business loan & training program for locally owned and operated neighborhood businesses.
- 9.2. Advocate for a mix of commercial uses in new developments that enable residents to meet all their shopping needs in North Camden.
- 9.3. Support the ability of local businesses to access vacant lots and underutilized green spaces for pop-ups and limited-run events.
- 9.4. Support local businesses through the development of 'buy local' procurement programs.
- 9.5. Recruit tenants for vacant commercial spaces.
- 9.6. Explore the possibility of creating a larger pop-up food, beverage, and entertainment space to benefit local entrepreneurs and residents who want a greater variety of commercial activity in North Camden.

Strategy 10. Continue to develop high quality parks and public spaces

One of the most critical projects in North Camden in the past decade was the demolition of Riverfront State Prison and the partial redevelopment of that space into a park for North Camden residents to enjoy. The importance of what this symbolized is hard to understate, and it was a powerful realization of what many North Camden residents had long been advocating for - access to their riverfront.

In the past decade, many other parks and public spaces have also been created and improved, with rehabs and new park space totaling over 40 acres. These new parks and public spaces have resulted in increased programming at parks and events, including the North Camden Little League, Camden Night Gardens, and A New View Camden, among others. While there are still new parks in the pipeline, and rehabilitation needs at existing parks, much has been accomplished since the last Neighborhood Plan was written.

Parks and public spaces, the ability to gather with friends and family, and events that bring the community together are key elements of what residents love about their neighborhood. When asked what they love most about their community, Open House participants chose parks (15%) and events (8%) as some of their favorite aspects. Over the next 10 years, the new Neighborhood Plan should support continued development of waterfront parks, trails, and neighborhood public spaces. Given the long pause in programming brought on by the COVID-19 pandemic, the Neighborhood Plan should also support increased programming in the parks. A central meeting place or cultural center, recommended in the last Plan but never realized, should also be a focus going forward. Lastly, the Plan should advocate for increased opportunities for local residents to build deeper connections with their parks and public spaces, through paid opportunities such as 'park ambassador' positions or through a micro-grant that invites residents and local organizations to try out new ideas for programming in parks. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 10.1. Provide micro-grants to jumpstart local programming and organizational support at parks.
- 10.2. Hire local residents to serve as park ambassadors.
- 10.3. Advocate for changes to the City's permitting process to make it easier for residents to hold events and celebrations in parks.
- 10.4. Develop a neighborhood community / cultural center.
- 10.5. Continue to support high-quality park and public space redevelopment projects on the waterfront and throughout the neighborhood.

Strategy 11. Plan for the long-term maintenance, funding, and stewardship of parks and public spaces

The 2008 Neighborhood Plan anticipated that permanent job opportunities in horticulture and landscape would be needed as North Camden's planned park system continued to develop. This was due to the fact that the system as planned would require maintenance needs beyond the capability of the already stretched staff of the City's Department of Public Works. As predicted, the need for a maintenance strategy for North Camden's parks is top of the agenda for the continued development of the neighborhood's park system, with the County, local non-profits, the City, and residents working collaboratively to come up with a sustainable maintenance strategy with the possibility of paid and volunteer opportunities for residents to connect with their parks.

Going forward, the Neighborhood Plan recommends continuing to work collaboratively with the City and County on a long-term maintenance strategy for the parks and increasing supply of green infrastructure improvements, while working to develop local workforce training, employment, and stewardship opportunities from within the neighborhood. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 11.1. Develop funding models to enable parks to be operated and maintained at the high level of quality and care that residents deserve.
- 11.2. Research and pilot a model for local stewardship of neighborhood parks, such as "Friends of" groups or a Conservancy model.
- 11.3. Work with the County and City to financially support partnerships with local organizations activating and stewarding neighborhood parks.
- 11.4. Create a social enterprise and training program dedicated to providing high quality landscape design and maintenance services for parks, open spaces, and green infrastructure in North Camden.

Strategy 12. Improve pedestrian, bicycle, and public transit conditions

The 2008 Neighborhood Plan advocated for specific pedestrian and bicycle safety measures to be implemented, as well as improvements for bus riders, in order to make the neighborhood safer, easier, and more comfortable to navigate for those traveling by foot, bike, or public transit. In the past decade there has been significant progress on completing these projects, with several projects, including improvements to 7th Street and State Street, in the pipeline. Trails provide important pedestrian and bicycle connections as well, and there has been much progress on the Cross County Trail connecting North Camden to the riverfront, Cooper River, the City, and County.

Going forward, the Neighborhood Plan recommends continuing to work collaboratively with the City and County to advance planned infrastructure projects that improve pedestrian and bicycle circulation, and that integrate improvements to underground infrastructure (such as stormwater/sewer systems) as part of roadway repair projects. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 12.1. Support full implementation of the Cross-County Link Trail.
- 12.2. Make sure all residents - whether on foot, by bike, or bus - can move about the neighborhood safely and with dignity.
- 12.3. Balance the need for parking with the need for multi-modal forms of transportation.
- 12.4. Promote bicycle training and education in North Camden, increasing use of the neighborhood's trails while providing residents with the skills and resources to consistently utilize them.

Strategy 13. Strategically upgrade street infrastructure

The 2008 Neighborhood Plan recommended a series of street redesign projects in order to improve the safety and functionality of North Camden's street network. Recommended improvements were also meant to address the impact of decades of deferred maintenance on streets, most of which are over a century old.

When asked during the open house what frustrated or bothered North Camden residents about their neighborhood the most, the number one response was the condition of streets (28%), which included complaints about potholes, uneven sidewalks, and poor maintenance. While a significant number of projects have been completed or are in the pipeline, North Camden's aging above and below ground infrastructure should be comprehensively assessed in order to prioritize future improvements where most needed.

- 13.1. Develop a priority list for street renovations (below and above ground), based on an assessment of the entire neighborhood street network.
- 13.2. Perform an assessment of the condition of alleyways, and their potential to be improved to provide better security, more space for green infrastructure, and to accommodate parking.

Strategy 14. Strategically upgrade street infrastructure

North Camden has long suffered from a mix of sources of environmental contamination, including brownfields, vacant lots and buildings, illegal dumping, and contamination of the Delaware and Cooper Rivers. The 2008 Neighborhood Plan provided a set of recommendations to mitigate these sources of pollution, with significant progress made but much left to do.

Illegal dumping, excess trash and litter, and the state of vacant properties in the neighborhood remain chief concerns for neighbors. Additionally, there is a new recognition in the neighborhood of the environmental justice issues that led North Camden to have as many old industrial sites and brownfields as it does, and that continue to lead to the issues of illegal dumping that plague the neighborhood. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 14.1. Provide educational programming that helps residents explore and learn more about their local environment.
- 14.2. Support environmental stewardship activities.
- 14.3. Work with residents and researchers to report environmental concerns and document incidences of environmental pollution.
- 14.4. Leverage the power of the arts to highlight issues of environmental racism and injustice.

Strategy 15. Increase North Camden's resiliency to climate change and extreme weather

When the 2008 Plan was written, it was clear that North Camden would need to build in a green buffer to protect against projected sea level rise in the future. At the time, a future where the impacts of climate change would be felt seemed far off. Today, we know that climate change is impacting North Camden in a variety of ways now:

- **Increased Rainfall:** New Jersey has experienced an upward trend of 4.1 inches (a 9% increase) in precipitation per 100 years.*
- **Extreme Storm Events:** New Jersey is experiencing increased intensity, frequency and duration of storm events. Since 1980, the state has sustained 42 extreme weather events, with nationwide cumulative losses exceeding \$1 billion.*
- **Sea Level Rise:** Sea level along the New Jersey coast has risen by more than 16 inches since 1911, double the global average. The state will continue to experience sea level rise, with projections estimating another 1 to 1.8 feet by 2050.*
- **Increased Temperatures:** New Jersey's average annual temperatures have increased by 3 degrees Fahrenheit since 1900. Nine of the 10 hottest calendar years on record have occurred since 1990.*

Given the urgent need to proactively address the immediate and future impacts of climate change on the North Camden community, more must be done to upgrade aging stormwater infrastructure, mitigate the impacts of extreme weather, and build infrastructure designed to protect the health and welfare of residents in an environment where extreme heat, intense rain storms, and sea level rise and flooding may increase. To meet the needs of the North Camden community, the Plan recommends the following additional actions:

- 15.1. Ensure new developments incorporate measures to mitigate stormwater and future sea level rise.
- 15.2. Continue to work with the CCMUA and the City of Camden on combined sewage overflow and stormwater capture efforts.
- 15.3. Advocate for infrastructure improvements that increase the number of ways in and out of the neighborhood.
- 15.4. Support existing and new heat mitigation programs in North Camden.
- 15.5. Engage North Camden residents in choosing locations in the neighborhood for green infrastructure investments.
- 15.6. Build out a continuous tree canopy throughout the neighborhood.
- 15.7. Develop a comprehensive North Camden Resiliency Plan.

7.C. Spur Measurable Change

Much has changed in the neighborhood since the first Neighborhood Plan was written nearly 30 years ago. Vacant buildings and lots have been beautified and restored, parks have been revitalized, schools have been renovated, streets have been repaired, and the neighborhood has now become a community where many residents want to stay and put down roots. In total, over \$100,000,000 has been invested in the community. While much progress has been made, there is still much to do. The neighborhood faces new challenges, such as rapidly rising housing prices and the effects of extreme weather events, that would have been nearly impossible to imagine a decade ago.

The North Camden Neighborhood Plan provides an update to the 2008 Plan by both identifying past recommendations that are still relevant and proposing new recommendations for the community moving forward. Doing so enables the community to build on the neighborhood's strong legacy of planning and implementation. The Plan is a guide for revitalization over the next 10 years, intended to help the community realize their vision for the future of their neighborhood.

The Plan's 15 strategies were developed in close collaboration with the community in order to reflect their hopes and desires for the next decade. The strategies both reflect the continuation and development of existing programs that CLHI, CCP, and partner organizations successfully implement, and expanded programming that supports the residents holistically. Through these strategies and action, no stone has been left unturned. The recommendations are specific and measurable and CLHI and CCP have a proven track record in successful implementation. CLHI has many years of experience with managing NRTC investment and creating clear positive outcomes in the neighborhood. This plan will be no different.

As detailed in the following two tables, each of the actions listed has a projected outcome that can be tracked. Because of the programmatic nature of some of the recommendations, quantifiable outcomes are difficult, but a qualitative outcome is ensured. CLHI will lead or work collaboratively with partners to implement the action items. If CLHI is not the lead organization, a long list of partners is identified to help implement the work.

7.D. Form NP-3

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
1. Spread the word about resources & services in the community!	Create a "welcome" package with resources and helpful information for new North Camden residents.	Develop a welcome packet for new residents. Recruit local businesses to provide information and/or discounts for the packet. Create sign-up sheet on the website for getting a mailed welcome packet. Make available in print and in PDF on CLHI website.	Welcome packet completion	Number of print copies taken and PDF downloads
	Develop a platform to keep residents informed about events, news, and resources in the community on a daily basis.	Coordinate/consolidate existing social media platforms and post two or more times per week. Double followers and double interaction with posts.	Increased interaction with social media posts	Social media followers and interactions
	Maintain and distribute an updated list in English and Spanish of services and resources for North Camden neighbors on a quarterly or annual basis.	Develop a list of resources on the CLHI website. Create a bi-annual newsletter that is distributed to residents.	Resource list is developed and posted on the website. Newsletter is created	Website clicks and number newsletters distributed.
	Seek technical expertise on current best practices for community newsletters, social media, and websites.	Hire a communications consultant to improve the website, social media, and newsletter resources. Ensure this consultant puts in place easily maintainable systems for communications.	Increased interaction with the website and social media.	Social media followers and interactions
	Continue monthly stakeholder meetings with a defined purpose and goals for the group. Promote widely to ensure continued success.	Hold monthly Stakeholder Meetings. Maintain records of meeting agendas and minutes. Recruit five more members. Maintain this level of membership.	Increase in members and attendance and participation	Attendance sheets
	Establish a North Camden Civic Association or Community Council.	Develop a civic association or council of residents to support more organized neighborhood action.	Number of association/ council meetings	Sign-in, registrations, agendas, minutes

Form NP-3 Continued

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
2. Help residents of all ages and backgrounds grow, heal, and thrive	Support and grow neighborhood-based youth programming led by local organizations and community members.	Four additional neighborhood-based youth programs per year hosted in the North Camden.	Increased number of programs per year	Neighborhood event listings
	Create a North Camden Community Council to help advise and move forward programs, initiatives, and legislation affecting young people in North Camden.	The North Camden Civic Association will include youth initiatives and legislation in their agenda and move forward programs and initiatives.	Agenda items on youth initiatives	Increased programming, legislation passed
	Provide training, mentoring, and job placement programs for teens and young adults.	Ensure exiting programs have an outlet within the neighborhood to connect with teens and young adults, including schools and recreations centers. Promote/draw people to the events.	Number of trainings, mentor opportunities, and jobs placements programs	Local event listings and stakeholder meeting feedback
	Support access to high-quality mental health and wellness programs.	Plan at least two mental health and wellness events per year with local organizations or hospitals.	Number of pop-up events	Local event listings and sign-up sheets
	Provide continued access to high-quality childcare.	Stabilize/create additional childcare facilities	Number of facilities/programs	Reports from early childhood care programs and facilities
	Ensure all residents have access to healthy food - in stores, farmer's markets, or grown right in the neighborhood.	Establish weekly access points in the neighborhood for a mobile farmers market. Assist local corner store owners and restaurants with sourcing, storing, and distributing affordable fresh food. Securing spaces for small urban gardens and maximizing their output.	Access points for farmers markets. Number of corner stores with fresh food. Number of gardens.	Advertising for farmers markets. Stakeholder connected with corner stores.
	Develop programs to keep seniors active, involved, and socially engaged.	Plan a monthly meet-up for local seniors with rotating programming. Stakeholder Committee helps to develop this programming.	Number of events for seniors	Local event postings
	Support programs in the arts and culture that allow residents to pursue their intellectual or personal interests.	Inventory list of local arts classes is created for residents. Local arts and culture events are promoted via social media. Space is reserved in recreation centers for new arts and culture programs. Art and culture classes at local institutions are available for audit to North Camden residents. Arts and culture programming is brought into the neighborhood.	Increase in number of events/programs	Local event postings; class offerings

Form NP-3 Continued

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
3. Build community through artistic & cultural activities	Enable parks and public spaces to serve as platforms for artistic and cultural programming.	Established performance areas that are clean and have accessible utilities where needed. Facilitate/streamline scheduling for parks and public space programming. Market the available resources. Secure storage space is available for use on-site for activating park programming. Install community agreements at all parks for about how we treat the park	Cleanliness of parks, increase in number of events, increase in storage space	Local event listings, community connections
	Create spaces that allow for regular, home-grown social and artistic activities.			
	Provide start-up funding for organizations and individuals to test artistic and cultural programs.	Facilitate at least three grants for organization or individuals, either by identifying opportunities or being the pass-through organization. Vet organizations pass-through funding.	Number of grants received	Grant reporting
	Provide trainings and peer-to-peer exchanges to build the capacity of local arts and cultural organizations.	Identify arts anchor institutions. Support them in hosting an annual meetup for arts and cultural organizations. Include trainings and capacity-building resources at the meetups.	Annual meet-up attendance	Attendance sheets
	Honor the history and important figures of North Camden today.	Two important historical figures are highlighted per year through the rotating “Change the Message” Program. A local artist is hired to design these messages. Benjamin Cooper House opens after ongoing community involvement and support.	Billboards are created, Cooper House is opened	Billboards. Attendance to Cooper House
	Elevate local artists through paid apprenticeships.	Facilitate at least three grants for local artists, either by identifying opportunities or being the pass-through organization. Identify ongoing list of sponsors that want to host apprenticeships – 3 per year.	Number of grants received	Grant reporting
	Use the arts as an economic engine to fuel entrepreneurial artistic endeavors.	Artists are connected to businesses development training and support.	Number of artists connected to support	Stakeholder engagement
4. Strengthen community partnerships to address safety concerns	Empower residents to assist with community policing.	Identify experts in public safety who can advise residents on strategies for community policing and community involvement in public safety. Organize education about the StopIt app and what it does or does not do.	Resident comfort with community policing	Resident survey
	Encourage opportunities for regular community-police interactions to build trust with residents.	Establish a North Camden Public Safety Task Force. The Task Force will host quarterly meet up between residents and the police	North Camden Public Safety Task Force is created. Relations improve between police and community.	Discussions and community feedback at meetings
	Form a North Camden Public Safety Task Force to facilitate relationship-building and information-sharing between community and partners.			
	Invest in community-based violence prevention programs.	Identify model programs with support from local experts, e.g., restorative justice hub	Opening of model program	Attendance, registration forms, event flyers, interviews

Form NP-3 Continued

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
5. Use place-based investments to improve public safety and quality of life.	Continue to reclaim and maintain vacant properties through greening, beautification, and lot stabilization efforts.	Reclaim and maintain at least three vacant lots per year. Partner with the city to expand capacity. Database of vacant properties and ownership status is created. Task force of stakeholders is created to coordinate efforts and resources to green, beautify, and stabilize lots.	Increase in reclaimed and maintained lots. Database is created. Task force is created.	Number of lots on community maintenance list
	Improve monitoring of and communication with vacant property owners.	Work with the city to create a database of vacant property owners. Initiate communication with as many owners as possible to establish baseline for monitoring.	Database is created. Improved communication	Number of lot in database, number of owners in contact.
	Advocate for the City to enforce the New Jersey Abandoned Properties Rehabilitation Act (APRA).	Support the advocacy of Camden City Development Association.	APRA is enforced	Municipal meeting minutes
	Perform an annual street light survey.	Annual street light survey published on website.	Survey is completed	Yearly database
	Stabilize vacant structures through beautification methods.	Establish a tool-share for local access to gardening and carpentry tools. Work with partners to beatify, stabilize, and board up fifteen vacant structures per year.	Tool share is completed. Increase is number of structures stabilized	Vacant structure database
	Assist with the installation of doorbell cameras, porch lights, and back-alley addresses.	Develop an inventory of need for upgrades. Install doorbell cameras, porch lights, and/or back-alley addresses on at least ten homes per year through grants or matching grants.	Inventory is created. Improvements are installed.	Number of properties on the inventory
	Grow programs and initiatives that train and empower neighborhood residents to green and stabilize their community.	Seek and procure funding for beautification and greening programs and initiatives. Connect with experts to understand best practices in other places.	Increase in amount of funding for beautification and greening	Grants received.
6. Empower residents to guide future development	Educate residents on development regulations, approval processes, and Licenses and Inspections standards.	Educational content is made available in print and online PDF about development regulations, approval processes, and Licenses and Inspections standards. Partner with CCP. Workshop series for homeowners or tenant rights.	Residents gain knowledge about these issues	Downloads of content, workshop attendance
	Support residents in learning about and leveraging Community Benefit Agreements.			
	Form a neighborhood planning and zoning committee to weigh in on land use issues before they go to the City's Planning Board or Zoning Board of Adjustments.	North Camden Civic Association has a zoning and development group that facilitates the community conversation about zoning and land use before involving the city. Develop educational resources, similar to workshop series above.	Zoning group starts meeting regularly	Comments from residents on land use issues
	Ensure continued resident-led involvement in the development of major properties and the Waterfront.			
	Intentionally engage with developers and new investors from the outset.			

Form NP-3 Continued

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
6. Empower residents to guide future development	Ensure residents are involved and informed during all phases of the Project Delivery Process, including Concept Development, Preliminary Engineering, Final Design, and Construction.	North Camden Civic Association has a zoning and development group that facilitates the community conversation about zoning and land use before involving the city. Develop educational resources, similar to workshop series above.	Zoning group starts meeting regularly	Comments from residents on land use issues
	Advocate for residents to have the opportunity to serve on neighborhood, City, County, or non-profit boards or committees that are involved with development in the City of Camden.	Get at least three to five residents involved with the neighborhood, city, county, or non-profit boards or committees related to development.	Residents on boards	Meeting minutes, stakeholder meetings
7. Grow and protect quality homeownership & rental opportunities 7. Grow and protect quality homeownership & rental opportunities	Create a home repair program to help residents repair, improve, or modernize homes and address health and safety hazards.	Establish a Home Assistance Program. Process \$5,000 to \$10,000 in matching grants for up to 13 homeowners per year to improve their homes.	Program is established and grants are provided	Grant applications and grants given
	Develop new affordable and market-rate housing.	Complete neighborhood-level analysis of existing infill and new development needs. Streamline the acquisition process of vacant properties. Continue working to exceed the 2008 goal of 750 new units.	Number of units developed	Units built
	Develop a vacant land strategy with the City and neighborhood partners.	Vacant land strategy developed with the City and local partners.	Strategy developed	Number of vacant lots
	Offer classes and educational resources for homeowners and renters that provide a range of related legal, financial, and other technical advice to help residents achieve their housing goals.	Establish homeownership or rental support training or work with local HUD-approved council agency to bring resources to North Camden. Create and maintain a list of basic resources on the CLHI website	Homeownership/ rental training is available	Sign-ups for trainings
	Highlight the impact of housing issues facing residents - such as redlining, other forms of housing discrimination, and predatory buyers - in creative ways that heighten the community's understanding of how these issues impact them.	Include education about housing discrimination into housing workshop series	Increase in resident knowledge and awareness about housing discrimination	Resident survey
	Regularly collect and compile data about the housing market in North Camden to understand and get ahead of the market.	Work with a consultant to develop an annual housing market report.	Report is created	Annual report
	Explore tools such as land trusts, deed restrictions, rent control, and other city regulations to incentivize owner occupants over investors.	Collaborate with City to educate residents to become owner occupants and support community-based developers.	Memo/strategy documents or education events participation in exploratory meetings/ strategy sessions	Publications, meeting/event attendance
	Advocate for a real estate tax relief program for long-term owner occupants to help protect residents from dramatic property value increases.	Tax relief programs are expanded at the city level for long-term owners	Decrease in average tax rate	Average tax rate of long-term owner occupants

Form NP-3 Continued

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
8. Hire local residents to build and care for their community	Continue to support and build upon local education, job training, and job placement programs.	Work with local non-profit organizations who are already implementing these programs with planning, promotion and expansion.	Enhance access to technology for residents	Events
	Develop career exploration and development programs targeted to youth.			
	Work with local higher education institutions to promote educational opportunities to North Camden residents.			
	Connect residents to career opportunities through the Camden Works Program and cultivate hiring networks with large employers in the City.	Create a job board resource on CLHI website. Send monthly updates on social media platforms. Work with Steering Committee to develop relationships with larger employees for a pipeline.	Job board is on website and social media posts published	Clicks on the website and social media interaction
	Advocate for residents to have the opportunity to serve on neighborhood, City, County, or non-profit boards or committees involved with economic development in Camden.	Get at least ten residents involved with the neighborhood, city, county, or non-profit boards or committees related to economic development.	Increase in residents on boards	Meeting minutes
	Work with employers to develop programs that meet residents where they are and help break down barriers to employment.	Collaborate with employers to create/support on-the-job training programs.	Plan is developed	Stakeholder meeting agendas
9. Grow a thriving small business environment in North Camden	Create a small business loan & training program for locally owned and operated neighborhood businesses.	Work with partners to develop a training & loan program with partners. Support at least three neighborhood businesses per year through training and seeking a loan, either by identifying loan opportunities or being the pass-through organization.	Program created. Loans for businesses completed.	Number of loan applications received and completed
	Advocate for a mix of commercial uses in new developments that enable residents to meet all their shopping needs in North Camden.	Increased square footage of commercial space in new developments North Camden with a variety of needed commercial uses. North Camden Civic Association to support.	Square footage of relevant commercial space	Square footage compared to current
	Support the ability of local businesses to access vacant lots and underutilized green spaces for pop-ups and limited-run events.	Establish a list of possible pre-vetted spaces for pop-up events.	List of spaces created, ease of permitting	Number of successful permits
	Explore the possibility of creating a larger pop-up food, beverage, and entertainment space to benefit local entrepreneurs and residents who want a greater variety of commercial activity in North Camden.	Create an annual public market for local entrepreneurs.	Success of the pop-up market for entrepreneurs	Number of attendees and vendors
	Support local businesses through the development of 'buy local' procurement programs.	Facilitate matchmaking between local businesses and large corporations and vet businesses before they apply for contracts to ensure their success	Increase in number of local businesses connected to vendors	Local business engagement
	Recruit tenants for vacant commercial spaces.	Vacant commercial spaces have new tenants. Local tenants have first priority to vacant commercial spaces.	Reduction in number of vacant commercial spaces	Number of commercial leases

Form NP-3 Continued

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
10. Continue to develop high quality parks and public spaces	Provide micro-grants to jumpstart local programming and organizational support at parks.	Facilitate at least three micro-grants per year for local programming at parks, either by identifying loan opportunities or being the pass-through organization.	Number of micro-grants completed	Micro-grant applicants received and completed
	Hire local residents to serve as park ambassadors.	Develop ambassador training program, At least two residents serve as park ambassadors each season.	Number of residents trained, hired	City and community org staffing records, training manual, job description, park-related publications
	Advocate for changes to the City's permitting process to make it easier for residents to hold events and celebrations in parks.	Streamline the permitting process to make it easier for residents and organizations to develop programming in parks.	Increase in number of approved permits	Number of permits approved
	Develop a neighborhood community / cultural center.	Location identified (rehab. of existing facility or new development); Operation agreement developed	Completion of repairs/ construction; number of events	Attendance figures, program schedules and marketing
	Continue to support high-quality park and public space redevelopment projects on the waterfront and throughout the neighborhood.	Identify additional sites	Shared list of park and public space projects; Number of park/public space projects created or maintained	Property records, management agreements
11. Plan for the long-term maintenance, funding, and stewardship of parks and public spaces	Develop funding models to enable parks to be operated and maintained at the high level of quality and care that residents deserve.	Agreements/investment schedule	Site visit records, surveys/interviews	Site visit audits
	Research and pilot a model for local stewardship of neighborhood parks and green spaces, such as "Friends of" groups or a Conservancy model.	Establish a pilot "Friends of" group that will transition into a long-term group. Promote tool-share program.	Group is established	Meeting records, membership rosters, formation documents
	Work with the County and City to financially support partnerships with local organizations activating and stewarding neighborhood parks.	Facilitate grants for local organizations activating parks, either by identifying loan opportunities or being the pass-through organization.	Number of grants completed	Grant applicants received and completed
	Create a social enterprise and training program dedicated to providing high quality landscape design and maintenance services for parks, open spaces, and green infrastructure in North Camden.	Work with partners to establish a training program for landscape design similar to GreenCity Works in Philadelphia.	Training program established	Number of graduates of the program

Form NP-3 Continued

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
12. Improve pedestrian, bicycle, and public transit conditions 12. Improve pedestrian, bicycle, and public transit conditions	Support full implementation of the Cross-County Link Trail.	Advocate for full implementation of the Cross-Country Link. Gain resident buy-in and participation.	Trail is completed	Miles of connected trail
	Make sure all residents - whether on foot, by bike, or bus - can move about the neighborhood safely and with dignity.	Implement WalkBike Camden Plan for North Camden. Implement the bike lane, streetscape, and sidewalk improvements; New or enhanced traffic-calming projects.	Number of resident/driver education events	Pedestrian safety records
	Balance the need for parking with the need for multimodal forms of transportation.			
	Promote bicycle training and education in North Camden, increasing use of the neighborhood's trails while providing residents with the skills and resources to consistently utilize them.	Host seasonal bike training and education program with NJ Bike & Walk Coalition	Bike trainings are hosted	Attendance at trainings
13. Strategically upgrade street infrastructure	Develop a priority list for street renovations (below and above ground), based on an assessment of the entire neighborhood street network.	Hire a consultant to develop a priority list for street renovations and alleyways with support from stakeholders and the Civic Association; Upgraded streets throughout the neighborhood, crashes decrease; Alleyways are safer and more utilized	Number of projects completed; Additional parking created	Consultant reports, safety records
	Perform an assessment of the condition of alleyways, and their potential to be improved to provide better security, more space for green infrastructure, and to accommodate parking.			
14. Engage the community in advocating for a just, healthy environment	Provide educational programming that helps residents explore and learn more about their local environment.	Work with Trust for Public Land and/or other local environmental organizations to host at least four educational programs per year related to the local environment. Promote programs locally.	Number of educational programs	Attendance sheets
	Support environmental stewardship activities.			
	Work with residents and researchers to report environmental concerns and document incidences of environmental pollution.	Create an interactive map for residents to report environmental pollution.	Map is created	Number of inputs on the map
	Leverage the power of the arts to highlight issues of environmental racism and injustice.	Facilitate and encourage art projects that highlight environmental issues.	Number of art projects and awareness of issues	Resident survey

Form NP-3 Continued

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
15. Increase North Camden's resiliency to climate change and extreme weather	Ensure new developments incorporate measures to mitigate stormwater and future sea level rise.	All new developments incorporate stormwater mitigation through local advocating for enforcement of existing standards and incentivizing new standards.	Stormwater mitigation projects in new development	Development planning records
	Continue to work with the CCMUA and the City of Camden on combined sewage overflow and stormwater capture efforts.	Continued work with CCMUA and the City. Work with researchers to establish a benchmark for current overflow issues. Report out to neighborhood on current and future work.	Success compared to benchmark	Safety assessments, County/City reports, records
	Advocate for infrastructure improvements that increase the number of ways in and out of the neighborhood.	Increased resident awareness of flood management/response	Number of resident events/publications	County/City emergency preparedness reports; Publications
	Support existing and new heat mitigation programs in North Camden.	Continued work the City and partners on heat mitigation. Work with researchers to establish a benchmark for current heat levels. Report out to neighborhood on current and future work.	Number of heat mitigation projects/ events	Comparison to benchmark
	Engage North Camden residents in choosing locations in the neighborhood for green infrastructure investments.	Incorporate green infrastructure into North Camden Civic Association meetings. Bring accessible expert advice into these meetings to help develop priority list of locations for green infrastructure.	Priority list is created	Meeting records, Project list
	Build out a continuous tree canopy throughout the neighborhood.	Identify key locations, "right tree, right place" for trees. Develop water/pruning maintenance plan for new and existing trees.	Number of planted trees	Planting surveys, logs
	Develop a comprehensive North Camden Resiliency Plan.	Seek and hire a consultant to develop a Resiliency Plan that has implementable recommendations and funding options	Resiliency Plan adopted	City-approved Resiliency Plan