

NJ
10
1966
1994
V. 7

FOCUS GROUP

May 9, 1994

Camden County College
Camden, New Jersey

"Urban Problems in Camden"

PARTICIPANTS

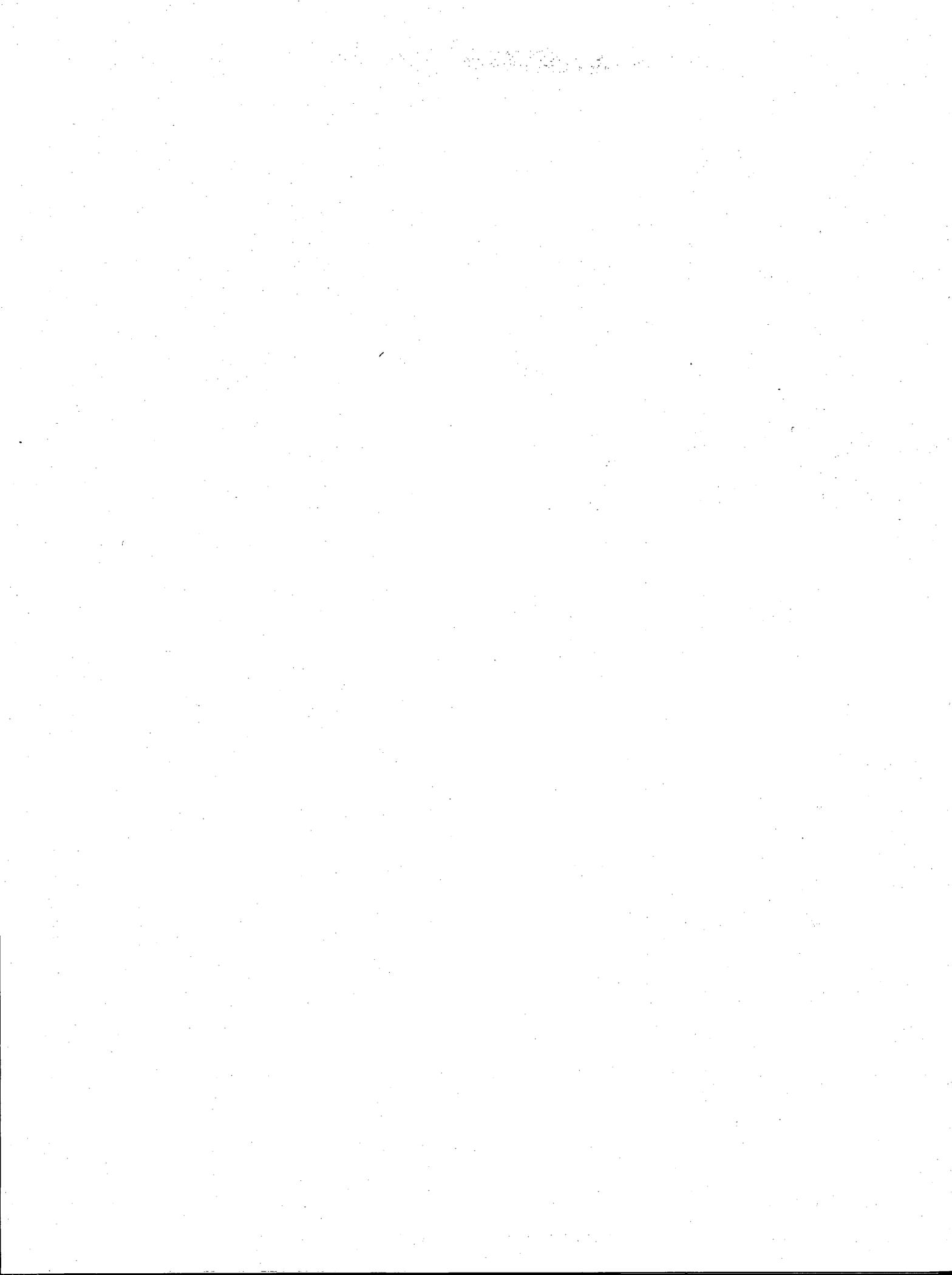
Senator Dick LaRossa
Paul Drayton
Philip P. Rowan
Dr. Judy Wellington
Paul St. Onge
Gloria Lyon
Lillian U Barry
Tom Kwoche
Sister Peg Hynes

Bonnie Hazard
Rosa Rameriz
Yvette Cuevas
Bill Spearman
Jack Shannon
Mike Devlin
Patricia Rowe-Jewett
Keith Walker
Howard Izes

TABLE OF CONTENTS
APPENDIX

	<u>Page</u>
Article submitted by Paul St. Onge	1x
Testimony submitted by Bill Spearman	7x
 pkm 1-58	

* * * * *



SENATOR DICK LaROSSA (CHAIRMAN): Good afternoon, ladies and gentleman. My apologies for the delay. I'm Senator Dick LaRossa, Chairman of the Senate Urban Policy and Planning Committee.

I'm going to dispense with the formal opening remarks and just thank the Mayor and Senator Rand's office for an extraordinary job in setting up today. Part of the delay was that we were seeing things that were just so interesting that, quite frankly, we couldn't tear ourselves away, which is extraordinary, painting the positive picture, which is what we really want to be able to do.

We'll, as I said, dispense with that. I really only have one particular comment, and that is what we're really trying to do with today's session. We're interested in bringing light rather than heat to problems. The idea is, for too long, the problems of the urban centers have always been very difficult to overcome, because they constantly have been denigrated and torn down.

The idea is we're trying to build something, but, again, we need to know where the problems are. We need to have your commentary, your input, because when we develop solutions to these problems, they can't be solutions that are dictated by Trenton. It has to be done as a partnership with Trenton, the Legislature, the communities, the cities, and the people who not only work there, but obviously, the people who live there.

That's really the purpose of taking the Committee on the road, to again-- If a picture is worth a thousand words, then what is seeing it firsthand worth?

With that I'll turn it over to Senator Rand's Chief of Staff for an opening comment.

MS. JONES: On behalf of Senator Rand, I just want to thank Senator LaRossa for his interest in urban affairs. Thank you for the opportunity to bring to the attention of this Committee some of the good things, along with some of the needs

of the City of Camden. I want to thank everybody here today for responding to the call from the Committee to talk to the community, and to let them know what your perceptions are of the city's needs.

Thank you, and carry on.

SENATOR LaROSSA: Thank you.

Just as a point of information, Senator Rand was going to be here today, but unfortunately, there was a meeting called for -- budget hearings in Trenton. That's the only thing that prevents him-- There is no stronger proponent of Camden than Senator Rand. I just need to thank him and his office for the yeoman's work on that.

We have a list of approximately half a dozen people to testify and some others, but I believe the first one on the list is a representative from the Delaware River Port Authority.

Just as a point of information, what we're also doing is transcribing the comments for the record, because we find that we get an awful lot of really positive information. It gives us the opportunity -- as we move forward -- if there are questions, we can come back to the people who specifically raised the issues and get some clarifications on some of the things that were said.

MR. DRAYTON: Good afternoon, Senator. My name is Paul Drayton. I am the Executive Director of the Delaware River Port Authority. On behalf of the DRPA Commissioners, I want to welcome you to the City of Camden and thank you for giving us the opportunity to share with you some of the DRPA's activities.

Camden has been the corporate home to the Delaware River Port Authority since 1926, and it is a municipality in which we have substantial investments. In addition to the Ben Franklin Bridge, we also have our headquarters building in Camden, three PATCO stations, and Center Tower, which is the

communications center for the entire PATCO line. We have several hundred employees working in Camden. Our police force maintains a working relationship with both the Camden police and the Camden County Prosecutor's Office.

In all candor, however, I must tell that while the DRPA has lived in Camden for many years, it has not really been a part of the Camden community. We are like the neighbor you never see, the one who never comes out to watch the kids playing on the street, and who never participates in community gatherings.

However, I am pleased to say that has now changed. During the past eighteen months, the Delaware River Port Authority has become more involved in the fabric of the community we serve. We are better neighbors than we were before, and our goal is to become better still.

You helped us to improve. Until 1992, the DRPA operated under a bistate charter that allowed us to play only a limited role in the community. We could provide transportation services and help bring cargo into the port, but nothing else. However, in 1992, the lawmakers in New Jersey, along with your colleagues in Harrisburg, approved an expanded bistate charter for the DRPA.

The new charter, for the first time, allowed us to look at the big picture. For example, it directed us to become a catalyst for regional economic development. It also directed us to become the agent for port unification. I would like, today, to give you a status report on what we have accomplished, and where we are heading.

Last fall, the Camden County Improvement Authority asked for our help in keeping Quality Foods from relocating to New York State. Quality Foods is a South Camden food processing company that employs 270 workers. This went beyond the potential loss of one company. The area where it was located -- close to both highways and the port -- was targeted

to become an industrial park with food processing as its major component. The loss of Quality Foods would have made it more difficult to attract other food processing companies to South Camden.

The DRPA Commissioners reacted quickly. We arranged a financing package that would not only enable Quality Foods to remain in South Camden, but also help the company expand and add 50 more jobs. We expect that Quality Foods will become the anchor company for a large food processing industrial park that the DRPA and other agencies are bringing into reality.

North Camden also has specific needs. For years, residents of this economically depressed neighborhood sought to bring retail stores, including a supermarket, into their community. For many people, it's hard to imagine living in a neighborhood without a supermarket or other retail stores, but that is the reality in North Camden.

Community leaders saw this project as a key to rebuilding their neighborhood. They worked for several years and advanced the project quite far, but they needed just a little help to make the plan a reality. Again, our commissioners were able to provide assistance. North Camden will get its retail center.

We also saw another way to help North Camden, which, as many of you know, is considered one of the poorest sections of one of the poorest cities in America. Our initiative is called Project Leap. It's a cooperative arrangement, in which the DRPA is providing financial support, and Rutgers University is using its staff in a comprehensive program to help North Camden residents. Project Leap will work to improve the quality of local elementary schools. It will also provide literacy education, job training, legal assistance, and health programs. Combining the resources of a State university, a bistate agency, and local community groups is an innovative way to meet the needs of an economically depressed area.

In addition, the DRPA has also been active on the waterfront. For the first time in years, tourists have returned to the banks of the Delaware River. The combination of the New Jersey State Aquarium, Wiggins Park, and Penn's Landing gives our region a prime waterfront visitors area. The addition of the Sony Amphitheater in Camden and the Maritime Museum in Philadelphia will only add to the river's charm.

To further enhance the waterfront, the DRPA has funded projects that will enable the Aquarium to offer new displays and educational programs. It has also invested in Penn's Landing and the infrastructure needed to support these areas. That includes providing sufficient parking and helping Camden develop a master plan for future waterfront development.

In its 1993 strategic plan, the DRPA specifically designated Camden, Gloucester City, and Pennsauken as areas that will receive prime economic development assistance. So far, that assistance includes revolving loans to Camden's Cooperative Business Assistance Corporation and funding for housing and infrastructure improvements.

Finally, the DRPA has been a catalyst to bring together the public port agencies on both sides of the Delaware River. It is important to point out that port unification is an idea that is older than many of the people in this room. For decades, Delaware Valley leaders have recommended unification as a way to operate the port more efficiency and to deliver a stronger marketing message to shippers and others involved in international trade.

Port unification has now become a reality. Now the tasks I just outlined; that is, planning, marketing, and operations, will be handled by a new entity known as the Ports of Philadelphia and Camden. Port unification, under a plan agreed to by both states, will involve a merger of the DRPA's World Trade Division, the South Jersey Port Corporation, and the Philadelphia Regional Port Authority.

The first meeting, I might add, of the new Port Board will take place later this week. We have heard that Governor Whitman and Governor Casey will be at this event. The Ports of Philadelphia and Camden will function as a DRPA subsidiary, but will have its own bistate board of directors. However, we could not wait for port unification to become a reality before we started playing a more active role in maritime affairs.

Last year, we contributed to much needed dredging projects at both the Broadway and Beckett shipping terminals in Camden. We also brought together the marketing staffs, on both sides of the river, to begin spreading the message worldwide that the Delaware River is now a united port ready to meet the challenges of the 21st century.

As I said at the beginning of my remarks, the DRPA used to be like the neighbor nobody saw. Now, thanks to you and the legislators in Pennsylvania, those days are over. The Delaware Port Authority is now part of the community, and we are anxious to help our neighbors prosper. We look forward to working with the legislators in both states to keep the process moving forward. We want to make sure our contributions are meaningful, and that they serve the needs of our constituents.

Thank you.

SENATOR LaROSSA: Paul, just a couple of quick questions.

MR. DRAYTON: Sure.

SENATOR LaROSSA: If you're in Pennsylvania, with subsidiaries in Camden and Philadelphia--

MR. DRAYTON: Yes.

SENATOR LaROSSA: Is it the function of the port authority-- How far up the Delaware does it go? Is it primarily in Camden and Philadelphia, or do you go up as far as Trenton?

MR. DRAYTON: Right now, our jurisdictional area includes all of South Jersey, from Burlington County south as

far as the counties that are in the ports. Geographical area; the area of jurisdiction on the Pennsylvania side includes: Philadelphia County, Bucks County, Delaware County, and Chester County -- I may be leaving out one, I think -- was Montgomery counted -- and Montgomery County, excuse me.

I'm glad no one from Pennsylvania is here. Montgomery County is part of the jurisdictional area. But as far as the ports are concerned, at least the first step will only include the Ports in Camden and Philadelphia. But certainly, down the line the potential for looking at the ports in Salem or the ports at Penn Terminals in Chester are also a possibility.

SENATOR LaROSSA: What is, for the lack of a better choice of words, the relationship of the Port Authority to, obviously, the cities as government entities, as well as the corresponding counties, and perhaps all the way to the states themselves? I ask that because in a lot of instances, if you're active in the community, a lot of times you can do more if your hands are untied, and if people are seeing that you're working together rather than butting heads, so that's why I wanted to ask what the relationship is.

MR. DRAYTON: Yes. I think the relationship is a good one. It's one that over the last year and a half has been brought to life because of the unification process. You had to have both the City of Philadelphia and the City of Camden, in addition to that, both states and both governor's offices involved in the unification process.

So the relationship, I think, has been one that is a good one. We've gone from a situation where both ports saw each other as competitors and, in fact, in many ways did compete with each other, to the point now where we're merging the two ports and looking at the Port of Norfolk, or Baltimore, for instance, as the competitors, and not competing with each other.

Overall, I think that it's had a positive impact on not only the port community, but also on the legislative and political community.

SENATOR LaROSSA: The only other question I have is with regard to-- I know that Sony is down here. Obviously, you have the Aquarium and so on. How many other organizations do you interface with, or do they have to interface with you, if in fact, they are going to do something on the waterfront?

MR. DRAYTON: Again, in the past-- Our economic development role, Senator, is fairly new, and one of the things that we are developing is just what kind of role-- My vision is that we should, in many ways, act as an overall coordinator to make sure that each group is talking to each other.

In the past, the Delaware River Port Authority has essentially been contacted at the end of that process to say whether it's the City of Philadelphia, the City of Camden, or the county to say, "We have a project, are you interested in funding it?"

What we're trying to do is to get involved in the beginning, so that we can be there to help shape the financing and how the project, overall, is going to turn out. That has started to happen, and, I think, it's been very well received. We're also in the process of putting together an overall economic development program that should be done probably sometime this month, which will, again, have an impact on how the process, overall, works.

SENATOR LaROSSA: If I could impose on you, when that document is together, could you forward a copy to the Committee?

MR. DRAYTON: Yes, we certainly will. In fact, the document-- Actually what's going to happen is, there is going to be an extensive outreach as we put the program together, so we will not adopt something and then say, "Here it is." What we're going to do is to try and put the program together, reach

out to different groups -- and we will certainly send you one -- receive the feedback, and then make a decision to bring it to the full board. We plan on doing it that way as opposed to, "Here's our program and that's it."

SENATOR LaROSSA: Well, thank you, Paul.

MR. DRAYTON: Okay.

SENATOR LaROSSA: Thank you very, very much.

MR. DRAYTON: Thank you, Senator.

SENATOR LaROSSA: Phil Rowan?

MR. ROWAN: Good afternoon, Mr. Chairman, members of the Committee and staff. It's a pleasure being here this afternoon on a beautiful day like this.

SENATOR LaROSSA: The Mayor took credit for the weather, by the way. (laughter)

MR. ROWAN: My name is Phil Rowan. I'm Executive Director of the Camden County Improvement Authority. We're a county agency involved in development activities throughout Camden County; however, we have been involved in many projects in the City of Camden trying to increase the level of development activity in three principal areas: public development, housing development, and economic development.

In the area of public development, we've been involved in developing the marina on the waterfront, other types of public projects, improving the county courthouse and property around it. We've been involved in housing projects, financing, rehabilitation, and construction of affordable housing in the city and also in the suburban communities in Camden County.

In the area of economic development, we're involved, as Paul said, in developing the South Camden Industrial Park, which is a major initiative in the city, which really lacked any industrial parks. Camden County has 10 major industrial parks, none of which are in the City of Camden. I think that says something about what is happening.

When I was growing up in the city, my father worked for RCA. The City of Camden was a major center of employment; New York Ship Building Company, RCA, Campbell Soup Co., and dozens of other major companies were located in the city and were really the backbone of the economic base of Camden County.

Clearly, that has shifted. Our major industrial employment is now centered in Pennsauken Township, with other major industrial parks in Bellmawr, Cherry Hill Township, and some parks further down in the Berlin area. We embarked upon a proposal as part of an initiative called the Camden Initiative, last year, to attempt to bring back industrial jobs to the city, and that's what the South Camden Industrial Park is all about.

We're thankful to the DRPA for their wisdom in helping us bootstrap the project, save Quality Foods, and continue to expand down there. The price of development in an urban area is extraordinary. We can develop industrial parks in a green field site in the suburbs for an average cost of between \$60,000 and \$100,000 an acre. The development cost in an urban area, such as Camden, range from \$300,000 to \$500,000 per acre.

I gave this testimony before the Governor's Economic Development Task Force last week, and it raised a lot of eyebrows, especially with Chairman Wallwork, "So why is that happening? Property in the city is cheap. Everybody has walked away from it." The reality is, property in urban areas are smaller parcels owned by multiple owners; there are probably buildings on them; the owners think they're all worth \$100,000 to \$200,000, although gravity is pulling them down.

After you add in the cost of assembling the land, environmental cleanup, reorganizing utilities-- Sure the infrastructure is there, but it's old. That has to be replaced. Replacing utilities is sometimes more expensive than

just putting in new utilities. All this adds up to an expensive way to do business. That's really what we're trying to overcome by investing in an urban industrial park.

Several other cities in New Jersey have done this, most notably Jersey City and Newark. I believe there is a small one in Trenton, the Marine Terminal Area. This is what we're trying to build upon in Camden.

One of the initiatives that I wanted to discuss -- I know I only have a few minutes -- is a way to provide a permanent mechanism for the cities to improve their own economic well-being. One of the things that I discovered in working on major development projects in the City of Camden -- I had been the former Executive Director of the New Jersey Urban Development Corporation. We worked on the project to save the General Electric project. That is when we put the project together, work out the tax arrangements or tax abatement agreements, and all the other financing and agreements that are necessary for the project. One of the greatest beneficiaries of those projects is the State of New Jersey. The State gets the sales tax; the State gets the income tax. The municipality usually gets a payment in lieu of taxes, or maybe, if they're lucky, the ad valorem taxes.

What I think we should be considering in New Jersey to help our major cities is an initiative to provide a mechanism so that, as part of these overall major development initiatives -- whether it's the Newark Performing Arts Center, Atlantic City Corridor, or Camden's waterfront area -- we capture some of the sales tax, some of the income tax, in addition to the ad valorem or payment in lieu of taxes, into a development fund that somehow could be shared between the State and the municipality to give us the mechanism to finance the improvements that are needed there.

So, for example, in working in the State's perspective we also say-- When we were talking about the GE project, it

was whether Harrisburg was going to get the wage taxes if they moved to Valley Forge? We called it the "gold dome." We said, "Was Trenton going to get the wage tax?" That's really the critical revenue on these type of projects. I think it would be important for legislators to consider some type of initiative that would include allowing those moneys to remain within the community as a development fund.

It's very similar to the program of tax increment financing. We had tax increment financing in New Jersey; it expired in 1991. The way the law was drafted, there were a lot of technical and legal problems in it that made it impossible to actually finance a project.

The legislation sunset; we no longer have it. I know members of New Jersey CUED have been pushing to have it reestablished, but to have a tax increment financing program that only captures the real estate taxes, well, the city really gets that now, anyhow. A project comes in; they get the taxes. They really need a mechanism to get significant amounts of revenues to really stand on their own two feet.

Thank you.

SENATOR LaROSSA: What was your role with the UDC?

MR. ROWAN: I was the Executive Director.

SENATOR LaROSSA: If you would, contact my office. On June 6, we're having a hearing about UDA and the UDC.

MR. ROWAN: Oh, okay.

SENATOR LaROSSA: Because we see that as a possible vehicle to address some of the issues that you just brought up. As a former director, you might be able to provide us with some--

MR. ROWAN: Sure, if I can be contacted about the details on it.

SENATOR LaROSSA: Yes.

MR. ROWAN: You have my card.

SENATOR LaROSSA: My legislative aide will get your name, or Hannah--

MR. ROWAN: Okay, they have my card.

SENATOR LaROSSA: I have your card right here, as well.

MR. ROWAN: All right.

SENATOR LaROSSA: Just mark June 6, and we'll give you the details on that. While your comments are-- I hear what you're saying; I understand what you're saying. The idea is-- Now we need to get some minds together and try to deal with them proactively rather than reactively.

MR. ROWAN: Thank you very much.

SENATOR LaROSSA: Thank you, Phil. I appreciate it, very much.

We have Judy Wellington, from the Aquarium. Dr. Wellington?

DR. WELLINGTON: I'm Judy Wellington, and I'm the President and Chief Executive Officer of the Aquarium.

I thought I would give you a little bit of history about the Aquarium, some of which you may know. Please forgive me if I'm repeating something you already know.

The Aquarium was actually an idea of Randy Primas, who was Mayor of Camden at the time, along with Gordon McGovern, who was the head of Campbell Soup Co. They went to Governor Kean and asked him about helping them develop a facility along the waterfront which would act as an economic magnet and also a magnet for tourism. Thanks to a very generous appropriation from the Legislature, the Aquarium was appropriated \$42 million and was completed and opened on February 29, 1992.

Now, very frequently people ask about the relationship between the State and the operations of the Aquarium. Effectively, the State is the owner of the real estate, and there is a nonprofit corporation -- which is a private corporation called The Academy for Aquatic Sciences -- which leases the facility from the State every year. The Academy has approximately 100 full-time employees, approximately 200 part-time employees, and approximately 250 volunteer employees.

Of all the paid employees, about 50 percent of them live in the City of Camden. We made a very definitive effort to employ people from the city in order to be good neighbors, because we knew that unemployment was one of the problems in the city. We also were very interested in having a highly diverse workforce, since we draw the population of visitors from an area that has a highly diverse population. We were successful in that regard, in that 50 percent of our full-time employees belong to a minority group.

The Aquarium, to date, has seen two million visitors. Of those, approximately 400,000 have been schoolchildren. We currently have about 10,000 family members. These are families that join the Aquarium and are given free admission for the year. The Aquarium is extremely dependent on admissions and our food and retail sales. Approximately 80 percent of our income comes from that source, and the rest is from donations.

I think that one of the major problems in the city is the youth. As you probably know, 55 percent of the people who live in Camden are under the age of 25. The Aquarium has made a variety of efforts in this regard, but obviously, they are just a drop in the bucket compared to what needs to be made. They fall within the limitations of our organization, and the limitations of what we can provide.

We provide free admission to Camden City schoolchildren, if they come in their school groups. We also provide free admission to Camden City families on weekend mornings in the winter, so that the family unit can come to the Aquarium, as well. We have a program called the Aquarium Access Program -- which is funded through our corporate donations -- which is a program that provides free admission to any group from anyplace in the United States, but obviously, most of the people are from New Jersey. Any organized group that writes to us and says that they are unable to pay the admission, we admit them for free through this program.

We pilot all our education programs in the City of Camden, both within the school district, and in the schools themselves, but we also bring kids into the Aquarium to participate in a number of our educational programs. Last year, we were awarded a \$300,000 grant from the Howard Hughes Foundation to set up a camp -- a summer camp in the City of Camden, as well as a science club throughout the year for the same students. That program not only addresses the elementary school students, for whom it's targeted, but also some high school students. In that, high school students are trained and are, frankly, right now, working at the Aquarium, not today, but on weekends, and are currently working at the Aquarium to be trained to be junior counselors for that program.

As I mentioned before, we have a major effort in employment and training. One of the initiatives that we are undertaking now is to try to connect up with some other employers so that our summer employees -- because we have a real need for temporary employees in the summer -- can go on to other employers in the hospitality industry. If I had to identify one of the major difficulties or challenges that the city has to address, and the State needs to address, as well, it is the problem of youth within the city.

One of the other issues that I think you've probably read a little bit about in the press is the issue of how much spillover there is from the Aquarium into the city as a whole. The Aquarium, as I mentioned, was built two years ago. We are still alone on the waterfront. One of the things that we are finding is that many of our visitors are getting on the ferry and going over to Philadelphia, because there are things that they can do, which are really what they perceive to be in walking distance -- a ferry ride and walking distance of the Aquarium. I think that until there is other development immediately in the vicinity, you will not start to see significant spillover, in terms of economic impact into the rest of the city.

SENATOR LaROSSA: Thank you.

DR. WELLINGTON: Thanks.

SENATOR LaROSSA: So you're saying that the Aquarium is, in essence, an isolated business opportunity? There's no intergrated--

DR. WELLINGTON: Right now, it's fairly isolated. We have a number of programs where we try-- I should have brought one. Actually, our newsletter this month has a huge map of Camden and talks about the other things that people can do in Camden, the other places to go. We are part of a cultural link within the City of Camden, but visitors are very lazy. Once they get in their car, they want to go home. They want to be able to walk from the activity at the waterfront and not have to move their car. Until there are more activities close by that then start to draw them into the cities, I think we'll have problems in that regard.

SENATOR LaROSSA: You say one other thing, -- just clarify this.

DR. WELLINGTON: Sure.

SENATOR LaROSSA: You talked about summer, part-time work?

DR. WELLINGTON: Yes.

SENATOR LaROSSA: You don't have enough people to do the summer, part-time work?

DR. WELLINGTON: No, we have plenty of people. We have, for all the jobs that I mentioned, 45,000 applications at the Aquarium. We have plenty of applicants. There is lots of unemployment in Camden. The problem is that about 150 of our jobs are only four-month jobs. We are trying to identify other organizations in the hospitality industry, such as the Cherry Hill Hyatt, and the other hotels in South Jersey to provide our employees with further employment after the end of the summer. But we have plenty of employees, thanks.

SENATOR LaROSSA: Judy, thank you very, very much. We appreciate it.

DR. WELLINGTON: You're welcome; come see us. I think you're having dinner with us.

SENATOR LaROSSA: We're having dinner with you. As a matter of fact, I was there when it opened, too.

DR. WELLINGTON: Oh, great.

SENATOR LaROSSA: Absolutely. Thank you.

We have Paul St. Onge?

MR. ST. ONGE: Yes. (putting up chart)

MS. JONES: Do you need someone to hold it?

MR. ST. ONGE: I can put it up.

DR. WELLINGTON: I can hold it, if you want.

MR. ST. ONGE: No, that's all right.

My name is Paul St. Onge. I'm an Assistant Director of the New Jersey Economic Development Authority.

Members of the Committee, Mr. Chairman, members of the Committee's staff, I thank you very much for this opportunity to appear before you to comment on the Economic Development Authority's activities on the Camden waterfront to provide you with a perspective on the waterfront redevelopment process, and a historical and status report on the Sony/Pace/Blockbuster Amphitheater Project.

For the past three and a half years I have had the pleasure and wonderful opportunity of working as an Assistant to the State Treasurer and as an Assistant Director of the Economic Development Authority, coordinating economic development projects that, hopefully, will help to alleviate some of the problems facing our cities; namely, increasing poverty and decreasing tax and employment bases.

On behalf of the Authority and the State, I have had the opportunity to work on five major economic development projects that the Committee may be familiar with: The GE/Martin Marietta Aerospace Complex, the State Aquarium, The Sony/Pace Amphitheater and Performing Arts Center, The New Jersey Performing Arts Center in Newark, and the Atlantic City Convention Center and Gateway Corridor in Atlantic City.

In trying to address your Committee's invitation to speak today, one of the things I thought would be important for the Committee to prioritize in looking at these issues is that, in weighing the risk as a State government -- the risk associated with developing major capital intensive projects in urban areas -- we believe it is critical to design the projects to:

- 1) create jobs for local residents;
- 2) increase tax ratables;
- 3) act as anchors to stir other private sector investment and development, which the CEO of the State Aquarium just mentioned;
- 4) to interact, if possible, with the local community schools and the local youth groups.

We're assembling a book on urban development entitled, "The Death and Life of Great American Cities." Jane Jacobs writes that the telephone directory tells us the greatest single facts about cities; that is, the immense number of parts that make up a city, and the immense diversity of those parts. A major element of a successful city's diverse parts is the role of the arts in developing a city's economic and social fabric. If you take a look at any newspaper's weekend section, you can find over 100 things going on in the arts that people are involved in, that people participate in, that people spend money on.

It is clear that cities don't automatically generate diversity just by existing. If you look, for instance, at the following cities for examples and comparisons of what's happening on the Camden waterfront:

In Baltimore, in 1970, that Inner Harbor was much different than the Inner Harbor is today, nearly 25 years later. In 1970, it was an industrial port, crime ridden. In 1990, Inner Harbor draws tens of millions of people for

cultural, civic, and entertainment events. New York's South Street Seaport is a similar example -- 1970, and then, take a look 20 years later.

Let's just look at the Philadelphia and Camden waterfronts. In 1990, four years ago, there were no restaurants or nightclubs on the Philadelphia side. I believe at last count, there are probably a dozen restaurants and nightclubs on the Philadelphia side. There was no ferry; there was no Aquarium. In terms of economic impact -- for social, cultural, and entertainment events -- the Philly and Camden waterfronts were just a drop in the bucket at that time.

Now, if you look a few years ahead, the year 2000, the Aquarium, the Amphitheater -- probably a major attraction on the Philadelphia side -- funded in part by the Delaware River Port Authority, and potentially, 5 to 10 million visitors, visiting the waterfront. So a common thread that you can see runs through policy decisions to redevelop our waterfront in Camden and in other urban areas around the State: to redevelop those urban core areas, is a need to put people on the streets of a city day and night as Jane -- as she points out in her book.

In making these decisions, the Committee needs to recognize that you have to be able to stimulate people of different tastes, different skills, different needs, people who will create and support a wide variety of commercial enterprises. One example that Jane Jacobs cites in her book is Carnegie Hall, which brought to an area of New York City an intensive use of the streets at night, which then brought other businesses -- movie theaters, restaurants -- and later still, an artist's colony, small dance, drama, and recital studios mixed in with residential apartments and hotels.

The Authority's commitment to the redevelopment of Camden's waterfront dates back to 1982, when, in cooperation with the city, the EDA evaluated the feasibility of

redeveloping underutilized Campbell Soup Co. buildings, which were located at the northern end of the waterfront adjacent to the Ben Franklin Bridge. In or about 1984, city officials subsequently decided that the property may be the subject of a land transfer between General Electric and Campbell Soup Co.

At that same time, Cooper's Ferry Development Association was created by the major landowners along the waterfront to coordinate the public and private investments needed to carry out a comprehensive development plan for the waterfront. Charged by the City of Camden, Campbell Soup Co., and RCA, Cooper's Ferry is responsible for implementing a comprehensive master plan for the 120-acre waterfront.

Thus, in consultation with its Board of Directors, Cooper's Ferry manages all of the public and private planning and investment decisions related to the waterfront's redevelopment. As part of this effort, the Economic Development Authority assisted Cooper's Ferry with the task of rebuilding the physical infrastructure of the waterfront by effectuating the land transfer between Campbell Soup Co. and GE, demolishing the Campbell Soup Co. riverfront building at the northern end of the waterfront and constructing a 1500-car parking lot on the northern waterfront -- which I'm sure you saw today as you drove by during your tour.

Since that time, Cooper's Ferry Development Association and the Economic Development Authority have teamed with the private sector to retain the operations of GE Aerospace in the city and to develop the Amphitheater project. Future projects will include the development of a hotel conference center.

After the State Treasurer's Office, the Authority, and Cooper's Ferry successfully negotiated the agreement with GE to retain its 1200 employees and to construct the new facilities on the site of the abandoned Campbell Soup Co. plant -- which the State acquired in 1990, and which you saw during your tour

today -- the State Treasurer's Office received a proposal from the Sony/Pace Partnership for the development of an Amphitheater on the waterfront. This was in the latter half of the summer of 1991. This proposal was well-received, since it complemented the State Aquarium and other projects proposed for the waterfront.

By way of background, the Sony/Pace Partnership is comprised of Sony Music Entertainment, Inc. a subsidiary of the Sony Music Corporation. Pace Entertainment is a nationally known producer and presenter of live entertainment in the United States and abroad. Blockbuster Entertainment recently joined their partnership. After a year of negotiations with the State, in December 1992 Sony/Pace announced that it agreed to develop an outdoor Amphitheater on a site controlled by the State, and that site is south of the Camden Harbor, which you see Pat Jones pointing to on the map.

Soon thereafter, the State Treasurer's Office, the EDA, Cooper's Ferry, and Sony/Pace entered into discussions with the South Jersey Performing Arts Center's Board of Directors to determine whether the outdoor Amphitheater could be developed to include an enclosed indoor theater suitable to meet the SJPAC's programming needs. The parties have reached an agreement to develop this joint facility using a combination of Sony/Pace's financing, and a grant, which the SJPAC obtained from the State Council on the Arts in February 1992.

The Authority is responsible for assembling the real estate, remediating the property, clearing the site, and delivering approximately 375,000 cubic yards of fill material to construct the Amphitheater berm. The City of Camden has committed a large portion of the funding for the Authority's obligations from sources such as the Casino Reinvestment Development Authority, the Urban Development Corporation, and a Federal Urban Development Action Grant, or UDAG as they are known, which was previously awarded to the city.

Lastly, the County of Camden assisted the Economic Development Authority and the City of Camden by financing certain related site improvements required by the New Jersey Department of Environmental Protection and Energy, under the requirements of our waterfront development permit.

Under the terms of its lease agreement with the Authority, Sony/Pace and Blockbuster are responsible for the development and financing of the Amphitheater and Performing Arts Center. As structured under the lease, the Authority will act as ground lessor and owner of the facility. The South Jersey Performing Arts Center will be a tenant, responsible for the operation and management of its own productions during the winter season, which will occur from October through April. Sony/Pace will be responsible for operating the entire facility on a year-round basis.

The project consisted of a 25,000-seat Amphitheater, with 7000 seats under a covered pavilion, which will be enclosed during the winter configuration, an 8000-square-foot stage, lawn seating for 18,000 patrons, SJPAC and Sony/Pace administrative office space, pedestrian plazas, a 90-seat, black-box rehearsal hall -- which is crucial to the integration of the city's youth into the project -- enclosed lobby areas, food and drink stations, dressing rooms, and rest room facilities for the performers.

We've developed parking along the waterfront for the project. An additional 6400 existing spaces have already been put into place by the Authority and Cooper's Ferry Development, in cooperation with the city. Delaware Avenue South, which you drove along today -- Delaware Avenue, excuse me -- will be extended south so that it will run right along the Amphitheater's eastern plaza.

A critical requirement of the Waterfront Development Permit, which is essential, I think, to developing in urban areas, was the design of the 700-foot promenade. If you take a

[Handwritten signature]

look at the southern lip of the harbor, that brown area along the Delaware River will now be a new public park promenade, which will really begin to complete the promenade in front of the public improvements, the State Aquarium, and the Amphitheater. But that was required by the DEPE, and it is a vital and really vibrant part of this project.

The DEPE required Sony/Pace and the EDA to allow for public access in front of the Aquarium, and it will ensure that there is continuous movement of pedestrian traffic in that area. Also, because of the investment made by both the city and county on this project, it's essential to allow the citizens and residents of the area free use of the waterfront.

Lastly, and very important to this project, is a provision in the lease agreement between the EDA and Sony/Pace, which speaks to the issue I began with and that Jane Jacobs talks so much about, about creating a critical mass of development. What we have done is, Sony/Pace requested, and we agreed to, basic terms to allow for Sony/Pace to develop up to 100,000-square-feet of commercial space adjacent to the Amphitheater.

After the Amphitheater is built, there will be additional construction and development of restaurants and retail areas by Sony/Pace. Although those negotiations have not commenced, it was really, very, very important to us that we were able to strike a deal that would keep them interested in providing jobs, providing tax ratables, and providing the day and night use of that area, which we all think is very important to continuing the development of the waterfront.

Construction is scheduled to begin this summer, with performances commencing by next summer. Opening night, really, will be the culmination of an intensive four-year development process, where responsibility and risk were shared by both the public and private sector. That is also critical for the Committee, I think, to understand, because in these urban areas

where private sector developers are not certain that they want to come into the marketplace, Sony/Pace did market analysis, and knew they wanted to be in Camden. But it's an untested market for them. They know that there is a market there, they believe, and in striking the agreement with the South Jersey Performing Arts Center, one of the very difficult issues for them is that they have a tried and true historical framework to work from, in terms of their partnership agreement for outdoor Amphitheaters.

They've done it all around the country and for the last two years, from about 1992 until now -- 18 months. It has been a difficult process for them to work into their corporate mind-set the idea that they would have an enclosed facility with the South Jersey Performing Arts Center and provide year-round, night and day use of that facility, just because of where they are located. But they have agreed.

Yet, that is the fine balance that you find in striking these agreements. What risk will be shared by the public sector, and what is the private sector willing to do? In this case, they have stepped up -- Sony/Pace/Blockbuster -- from their original proposal. They wanted to invest \$12 million. They are now investing over \$30 million and repaying \$6 million worth of loans being provided by the public sector.

So they have invested. They believe that this will be a good place for them to do business. With the South Jersey Performing Arts Center, the public, the city, the county, and the State, we believe that we have started on our way to assisting the waterfront and the City of Camden with extensive development there.

If I can answer any questions, I'd be more than happy to. I'd like to submit, for the record, my statement and an article that was coauthored by some of my colleagues at EDA. The Executive Director, Caren S. Franzini, did an article for

CUED called, "Rebuilding Camden, New Jersey: A Holistic Approach to Urban Redevelopment," that I'd like to have printed in the record if I could?

SENATOR LaROSSA: We would appreciate that, yes.

MR. ST. ONGE: Thank you.

SENATOR LaROSSA: Paul, just a couple of very brief questions: Based on the references you made to Newark, Camden, Atlantic City, and so on, it seems that the idea of the EDA is to capitalize on a strength, rather than to artificially develop projects. In other words, if you're going to redevelop Camden, you start from the most logical place where you have something which is potentially economically viable, i.e., the waterfront.

MR. ST. ONGE: Right.

SENATOR LaROSSA: You build in from there, rather than going in two miles and saying, "Let's put a project here." Is that, in general, a philosophy with the EDA, to look for something, some anchor, some idea, which is more or less endemic to the urban centers?

MR. ST. ONGE: I would certainly agree with that. I'm a Trenton resident, and I'm sure you know, from what's happened with the baseball stadium there, the county and the city agreed to take a part of the city that seemed ripe for development along the riverfront for the baseball stadium. I think that will help to foster development in that area.

But, yes, it's a natural thing to do to look for a specific area where things have started and, certainly, where you have a base to start with. With Cooper's Ferry Development Association, you have a 10-year history of trying to work developers through a complicated development process, permitting, etc., and trying to structure investment and transactions that make economic sense, and also make sense socially, for the city.

I think in all those areas the Authority has tried to spur on those type of transactions and work -- certainly work

with the municipalities -- in directing municipalities' focus on where development might want to occur -- where the private sector -- the most logical place, where they would want to be. None of this is a panacea, and I'm sure you know that, as Chairman of this Committee.

Development on the waterfront is going to spur other things. It's a start. Possibly when the waterfront is fully developed, you're probably going to create a thousand jobs. To the credit of Sony/Pace/Blockbuster, they've stepped up to the plate and said we're going to hire Camden City residents, and that's what we should be looking for in these type of development projects. But a thousand jobs on the waterfront is not going to put a dent in the overall-- It will put a little dent, but not a major dent, in the overall unemployment problems of the city.

But it's a start to draw investment to the city, and that's what needs to happen, because investment for so many years went elsewhere. If we can bring it back and show people that there are good people here willing to work, then you'll see other investment occur, I think, through the efforts of the Delaware River Port Authority and the local, county-- Phil Rowan, I've worked with for three years. I saw him speaking before. They are beginning to piggyback on the fact that private investors have come into the waterfront and more discussions are taking place about other areas of the city.

SENATOR LaROSSA: This is the fourth time we've taken the Committee into one of the urban centers, and there seems to be a lot of recurrent themes. One, from the development standpoint, seems to be a very heavy proactive emphasis on public/private partnerships.

MR. ST. ONGE: I do not believe that, in my experience, you will see the private sector -- and they have every good intention to make investments in our urban areas--

But I don't think there is a mentality there right now, that they are willing to share their return on an investment risk without some assistance from the public sector.

That is the real balancing act you do on every project. How much is it worth to do a project that-- There has to be some return on investment for the public side, as well. These are taxpayer dollars you're using. It makes sense. If you can create jobs first, and create some tax ratables -- some additional tax ratables that the city doesn't have -- then I think you begin to look, "Yes, this does make sense for us."

SENATOR LaROSSA: Paul, thank you very much.

MR. ST. ONGE: Thank you very much for the opportunity. I appreciate it.

SENATOR LaROSSA: Is there anyone here representing the Mayor, with regard to the Federal Economic Empowerment Zone? (no response)

Unless, I'm mistaken then, we'd like to go into the-- Are there any representatives of any other government, city, county, or State government agencies? (no response) I didn't think so.

We'd like to begin to hear then, from some of the community, if I may? The first one we have on the list is the North Camden Land Trust.

Paul, thank you again.

MR. ST. ONGE: Thank you very much.

SENATOR LaROSSA: If you would, would you give your name for the record when you come up here, because we have the organization, but we don't have the individual's name?

MS. LYONS: I'm Gloria Lyons. My letter came addressed Gloria Lyons, North Camden Land Trust. But I am Gloria Lyons, Project Coordinator of the North Camden Plan, and the organization is Save Our Waterfront. It kind of all comes together--

SENATOR LaROSSA: It kind of all comes together; it's a gestalt, right, okay.

MS. LYONS: North Camden Land Trust -- we're all in this thing together. (distributing statement)

I have with me Lillian Ubarry, who is the Director of Concerned Citizens of North Camden. She is also the Vice President of Save Our Waterfront. Mr. Tom Knoche, who is a member of the North Camden Community and a technical advisor to Save Our Waterfront, implementing the North Camden Plan.

Lillian would like to say a few words.

MS. UBARRY: Hi, it's really nice being here. I would like to just start by talking about the history of Save Our Waterfront/North Camden Plan, which originated five years ago. It started when the State wanted to bring another prison into North Camden. We already had one, so we didn't want that prison expansion. Through our efforts, we came together with a coalition of all representatives from North Camden, different organizations. We came with the group Save Our Waterfront because we knew that we didn't want a prison on our waterfront.

But we also knew that if we wanted to stop the prison, we had to think of something else to bring to that part of the community. We made the plan, Save our Waterfront. Different organizations have come together. We are sponsored by the Delaware Valley Reinvestment Community Loan, North Camden Land Trust, redevelopment agency, and the residents of North Camden.

Gloria is going to take some time now and explain the plan.

MS. LYONS: (displaying map) Basically, what happened was, citizens got together and just thought about what they would like to see happen in North Camden. What is unique about this plan is that it really is a "bottom's up" plan. It started with the people in the community coming together first -- business people, as well as residents -- then we were joined

by other organizations, the Land Trust, the Delaware Valley Community Reinvestment Fund, and the Camden Redevelopment Agency to help make it possible.

We figured it would be nice to have all of the vacant houses in North Camden -- we would like to see them rehabilitated. Where you see the yellow areas, we thought it would be nice to have new facilities built for low-income -- affordable housing for low-income people. We also thought -- you see the green spaces within the community -- it would be nice to take advantage of vacant lots that were left when the city came in and tore down abandoned or burned down buildings, and turn them into small parks for the children -- parks close to their homes so that the parents could still look out and see them, rather than one central park somewhere in the community.

We provided, also, for neighborhood facilities to be built, such as a fire station, which is a visible deterrent to crime. We also would like to see a police substation in our area, because we do have a high crime rate in North Camden.

Right here you see this green belt going all the way around the community. North Camden, which has approximately 8700 people in its community -- it's about 80 blocks, and it accounts for 10 percent of the overall city population. It is bound on three sides by water: the Delaware River on the West and North, and the Cooper River on the East. The southern boundary is provided by the Ben Franklin Bridge and Admiral Wilson Boulevard. The Cooper River Park is currently going to enjoy a linear park, and we thought it would be nice to expand the linear park to also engulf our community to make good use of the waterfront and not just be enjoyed by the people in the tower at the prison and the prisoners. (laughter)

We allow, in our plan, for economic development. The red spots throughout the map represent potential sites, vacant properties, and some existing properties owned by other -- or just vacant properties or vacant land that are potential sites

for commercial and industrial development. Right here, this is a potential site for a 35,000-square-foot supermarket and minimall that is an undertaking by the North Camden Neighborhood Development Corp. and the Camden Redevelopment Agency. They are seeking a developer/operator for this project.

This would be a complete-- It's wide open, this area here. This is our main street project, and these red spots could be entrepreneur endeavors, or it could bring in commercial established businesses. But what we need to happen here is to have a developer -- an economic developer -- who would come in and really do the site planning and determine what business would be successful if put in that place.

But, of course, we are looking forward to not only when the supermarket is built giving jobs to people in the neighborhood, but we want to give people in the neighborhood a shot at being entrepreneurs here, too, if at all possible.

This big area up here is prime for an industrial park. It is vital that we have a police substation operating here to say to potential investors or operators of businesses there, "It's safe for you to come into our neighborhood." That just about covers the gist of what we envision happening in North Camden.

I'd like to say a little more about the housing situation, right now. The North Camden Land Trust has been involved in doing housing for quite some time in North Camden. This is our State Street Corridor, and they're working all the way down this corridor to change the appearance of it. At one time, this was considered lawyer's row, although, when we did a research of the history, it was primarily doctors that lived there.

I have a few pictures here. (distributing pictures)
On the top you will see how it looked before the construction

and rehabilitation got started, and the very last picture you will see is some of the finished work. We tried to maintain and recapture the old architecture.

SENATOR LaROSSA: This is what this started out as?

MS. LYONS: Yes. Isn't that nice?

In keeping with making the houses look nice along that corridor again, we would also like to streetscape the entire corridor with attractive lamppost lighting and trees. We have a streetscape project, and the estimated cost per block, according to what the city did on Westville Avenue-- I don't know if Federal Street and Westville Avenue-- I don't know if you took a ride there or not, but it was estimated to cost \$100,000 per block to do that.

Lillian wants to say something else about housing, and I'll come back and wrap up.

MS. UBARRY: What I would like to add about housing-- It's very important to have new housing, as well as rehab housing, but it's most important to keep the housing that we already have in stock. What we're asking for is that our home preservation money come back into Camden -- into North Camden -- because we have many senior citizens that have been homeowners for over 20 years in North Camden, and have not been able to obtain any kind of grant money to do home preservation. So we feel that home preservation is very important, and we're hoping that we can get money to do that in North Camden, as well as other communities, so that people can continue to live in their homes.

Thank you.

MS. LYONS: We've tried to provide a vision that would make the overall lifestyle of everyone in the community much better. We've allowed for open space and recreation, neighborhood facilities, human development, urban design, streets in circulation, housing, and economic development. But, I must say, part of the key to economic development happening in North Camden is, of course, this industrial park.

Now we have trucks-- Well, of course, there is no industrial park, but right now, just going to the neighborhood businesses, we have trucks that are literally killing the plumbing facilities and what have you. Delaware Avenue, right now, stops at Delaware Avenue and Vine Street. It is important to us that we have the expansion of Delaware Avenue, which will provide a corridor around the community for trucks to go directly to this industrial park. Obviously, nobody is going to relocate here without two key things: first of all, police protection; and second of all, a way for their trucks to get into this industrial park.

If you would be so kind as to release the money, or just give us the money to make this happen, we would be most appreciative. The other thing I would like you to do is just take a look at what could be a beautiful model community, and just tell me, do I need the expansion of a prison? No, I do not, and I would love to have you make a resolution not to expand the prison in North Camden.

Thank you for your time.

SENATOR LaROSSA: A quick question, okay? I just wanted to verify, are you a private nonprofit, a consortium of several groups that put this together? Is this a city organization?

MS. LYONS: This is a nonprofit organization -- a community nonprofit organization.

MR. KNOCHE: We did work with the city's redevelopment agency, I understand, which is the official planning body for the City of Camden.

SENATOR LaROSSA: But the driving force behind the idea, as well as the plan and so on, is really the members in the community having put together a nonprofit organization working with the government entity.

MS. LYONS: Yes.

SENATOR LaROSSA: This is the community's initiative, when you come right down to it.

MS. LYONS: Yes, it is.

SENATOR LaROSSA: Thank you very, very much.

MS. SHOSTACK (Committee Aide): Can you leave us with your address and phone number, and also your names for the record?

Thank you.

SENATOR LaROSSA: CoreStates is involved with this, right?

MS. LYONS: Yes.

SENATOR LaROSSA: Sister Peg Hynes. Hello again.

SISTER HYNES: I guess you know I'm not Father Michael Doyle. I don't have an accent.

SENATOR LaROSSA: You're not on your way to Ireland.

SISTER HYNES: That's right.

I'm here to talk just a little bit about housing in the South Camden community. The Heart of Camden has incorporation and The Jersey Counseling and Development Agency -- these are the two nonprofits working in South Camden. I think, as you saw in the city today, there is no city where there are so many nonprofits working on housing as there are in Camden.

I think that's due to the vision and the interest of many people; we work together as a consortium -- the nonprofits -- doing housing here in Camden. We each bring our own concerns, many of which are common.

I am delighted with the North Camden Plan, and it's what we are driving towards. We're working on a strategic plan in cooperation with the redevelopment agency, and we hope, also, in a shorter period than five years, to have a plan somewhat like the North Camden Plan. Other sections of the city are doing the same thing.

We know we have a good beginning. We already have a substation. We already have a medical clinic. We already

have-- We're working on a family resource center and a youth center. So, in addition to the housing, these are some of the other things that are going on in our community, small as it is.

I heard it mentioned, by people from North Camden, the desire and the need for home preservation money. I would have to say that would be absolutely essential, too. The hardest thing for me is when older people come to me and say, "Can you help me?" We can only do so much. It would be so helpful to have that and community development block money earmarked for our area.

Our housing corporation is 10-years old, and in that 10 years we haven't made big strides, but we've made a dent, I think, in the housing needs of South Camden. We have 65 homes, already, that have been renovated for home ownership for low-income and moderate-income families. You saw some of them today, and, luckily, you had an opportunity to talk to Father Doyle in that van. So I hope he gave you all the vision -- because he's the visionary there -- that he had for the area and for the city, itself.

We do most of our work with volunteers, not only the young people who are incarcerated, from the Community Service Center -- and you saw some of those houses today -- but our volunteers come from all strata. We have high school volunteers, college volunteers. We have volunteers coming from churches all over the Delaware Valley, South Jersey. We have people who are just bonded by some common thread which brings them together, and they want to do something to help people.

I think the important thing to know is that we ask our people for help, too, so they work right along with the volunteers. Our 65 homeowners give five hours of service a month. They have no-interest mortgage payments, and that's what we ask in lieu of the interest. They also attend community meetings, which are many.

You were in our area today, and I have to say this: that the smell from the sewage treatment plant wasn't bad today, and yet, it was there in the air. That's one of our big concerns. We have gone to the CCMUA many times, and we're getting ready to go to them again, to please do something for the people in our area. Many of our children suffer from respiratory ailments, and I can't help but feel that much of it comes from the polluted air that we have in that area.

Another wonderful thing that has just occurred is that we have a park that's just about ready to be dedicated. It represents the donation of three acres from the Camden County Municipal Utilities Authority and three acres of Green Acres from the State. That six-acre plot is a real reservoir, and a real sign of hope for our young people. They are already using it. Schoolchildren in the area are using it, proving that they can take care of it, which is very important for us to see. We're trying to get our community leaders to make that an important issue, a priority, that the maintenance of that park will be a neighborhood responsibility.

So just to get back to our housing efforts, we've got 12 projects on-line, right now. So on any given Saturday, which is our main time for working with volunteers, you could find maybe 100 to 150 volunteers working in the area. During the week, the young boys that you saw today are working, and then we have some people unemployed, who are also working during the week. We also provide opportunities for men and women who are doing community service, they can do their community service with us under the supervision of some of the men who work with us.

So we have a lot going on, but we need money. Now that's-- Probably everybody has said that to you today, but we wouldn't be where we are without the help of the Department of Community Affairs. Their significant contributions in our last two projects, which were cluster projects, made it happen. We

are just really hoping that the money that seems to be in jeopardy this year, which does not affect us -- it doesn't affect us individually, but it effects us as a whole -- that will be restored and that the funding for next year will not be touched, because we can't take from the poor anymore than what we've already taken. We have to give them some life and some sounds of hope.

I'm counting on you people to take that message back.
Thank you.

SENATOR LaROSSA: That's why we have someone from DCA here.

SISTER HYNES: Any questions?

SENATOR LaROSSA: Thank you, Sister, very, very much.

SISTER HYNES: Thanks.

SENATOR LaROSSA: Is there someone from the East Camden Concerned Citizens? (witness approaches) Give us your name for the record.

MS. HAZARD (phonetic spelling): My name is Bonnie Hazard, and I'm from Concerned Citizens of East Camden. I wasn't totally sure of what we were supposed to present, when I was asked if I was presenting.

SENATOR LaROSSA: Whatever you like, and whatever you feel is important.

MS. HAZARD: To tell you a little bit about what's happening in East Camden, we're divided into four sections, basically. They're the Rosedale, Stockton, Dudley, and Marlton sections. Our Rosedale section has already completed a plan like you saw for North Camden, and it's in operation now. The Stockton section is currently working with a redevelopment agency, so they can have a plan like North Camden. That's being done now; they have a meeting tonight for that. For our Marlton area, we have McGuire Gardens in that area, that has received a \$42 million grant. After we receive the Empowerment

Zone, which includes the gateway section that will also -- to me -- help right along our Marlton section, which will help that development.

We do have, in East Camden, a medical center, which is operated by Cam Care. They had their groundbreaking to refurbish another building, so they can be larger and open more facilities and healthcare to our residents.

As Concerned Citizens of East Camden, we have already made contact with them, so we can start offering seminars and things to our residents in East Camden. We also have, in one section in the Stockton area, a park called the Alberta Woods Park, that's supposed to be renovated this summer. I'm not sure what's happening. I'm being told funds are being held up. It's like the residents have been looking for this for almost two years now, and it still hasn't happened. It's a little bit disappointing, because we're always on the down end whenever they say there are financial problems. We're looking, trying to find out what's happening there, so that could be done.

The Concerned Citizens work along with other organizations in East Camden, like CCOP, St. Joseph's Carpenter Society. We will be working with Cam Care. We also work with the Third District Public Safety Council and with Camden Partnership for Substance Abuse. With the Third District Public Safety Council -- I'm also the President of that organization -- we've divided the City of Camden into four sections.

Starting this month, we will be having town watch meetings in every section of East Camden. We are fortunate, as one of the districts, that we have more community police officers than any other district in East Camden. What we're trying to do is, with their new-- As of January, and I think this month or the end of last month, they were off their

probationary period. We're trying to get them acclimated to what the community wants and we're still training our COP officers.

Starting this month, they are going to be assigned to various areas, and we have designated four meeting places that no matter what happens, that community knows where they can go and meet with those police officers anytime they have a problem. That's under operation now. We work very closely with Lieutenant Wayne Hartman, who is over at the Third District Substation, and it has really been a good relationship.

This month, we are going to start by October -- Mischief Night -- East Camden will already be organized. We will not have any massive reorganizations. Every section of East Camden will already have block captains and will already have had marches for three months. We're already planning that now; we're taking back East Camden as residents. It's not going to be people coming in; we're doing it ourselves as residents.

We also help Third District policing -- that takes in Cramer Hill and East Camden. This weekend, I had the privilege to spend the weekend at Fort Dix with over 130 seventh and eighth graders, which, I must say, was a challenging learning experience. I'm out of it.

SENATOR LaROSSA: How's your sanity right now?

MS. HAZARD: It was interesting, I mean, just to see some of the things that the kids have to go through. We had to inform our drill sergeants, they had to back off a little bit, because they were ready for total military. Our kids weren't. They backed off some, but some of the kids really got into it and liked the regimen.

The men -- we had a lot of police officers -- COP officers were back and forth everyday. We had some parents. I was there from the community; we had two generals from the Air

Force come over; we had a Colonel from Fort Dix there, with them; we had the Chief of Police from Camden. They got to see a lot of dignitaries. They were honored. We had seminars. We also brought prisoners in from the Federal prison, and that was a learning experience for the young people.

Overall, as I talked to some of the kids, they told me that they would come back, with a few changes. Some of them told us they would never come back. We are going to be doing that throughout Camden. That was our first one out of Cramer Hill. The next one, I'm hoping will be out of East Camden, so if we take children from that-- We're going to do some modifications, but overall, with most of the children, it was a great experience and they loved it.

I have to say that, because the attitudes did change. To see some of those young people go from, "I ain't gonna do it," to "Yes sir," was a big difference. Some of them, even on the bus, had their attitudes going home. There were some major accomplishments, and there were some that at points-- One of the roughest girls there, after we got to a point, and after I got a chance to speak with them, came over and gave me a hug -- and I was ready to strangle her, myself. It was really neat. We had a couple of guys that threatened some of the sergeants that they were going to jack them up, so they were waiting for them.

Overall, it was a great experience. We did have one injury, but that wasn't major. But to take that many young people away for a weekend and come back and know there was a difference, was something. We do need, in that sense, more funding to do things like this, because it costs a lot of money to do it. But it was a major experience, and the kids do need to get out of Camden. A milk machine -- they had no idea. They asked me, "Where's the ice cream at? Why is there milk coming out of this machine?" I had to explain to them that it was a milk machine, not an ice cream machine.

They need that exposure to go other places, not just in Camden, but there are other things out there for them. That, to me, was a positive experience that we're looking to do all throughout the City of Camden. We're possibly looking to expand it from one to two weeks.

As East Camden Concerned Citizens, we are also trying to do things on substance abuse. We've taken 20-some kids skating, which is a very good experience. We're looking to take some other children -- 10th, 11th, and 12th graders -- out of the city for a day and do some team building activities. We're planning to do some honor dinners and other different things that can help bring our community together.

East Camden is blessed with more officers, and everything we do as an organization, we invite the police officers in. So they are working right alongside-- So the young people see -- we also have two horse patrolmen and one motorcycle cop -- so they get to see the police officers on official duty, as well as informally.

We have a Safe Haven Program. I believe it's in five locations throughout East Camden, five nights a week. We have weekends where our men and teenagers are challenged for basketball. So there are things happening, but some of them may--

As an organization, we also do a monthly newsletter where we print activities that are happening throughout Camden, as I can find them. (indicates newsletter) We include the Aquarium, our community services, and anything else that we know about. But one of our things that we are enjoying right now is, we work with fourth and fifth graders out of McGraw School.

They come together and they write articles. They get to say which articles are included, and they have two pages. They pick pictures out. They went out and took their own pictures, which we had problems getting them -- the lighting

in-- But they make their own articles. They do their own interviewing with the Assistant Principal, Mrs. Guarino, and we had the help from the Principal, Mr. Stephenson. We do it on a weekly basis. We meet with them every week, and they have input. So we're starting; we're hoping to include more schools, as we go along doing that.

One of the biggest problems that I hear from the young people-- They keep saying that there is nothing to do. One of the major problems that we have is there are no recreational facilities in East Camden at all. We do have two community centers. They're run by the city. They're not really accessible at any time to the community.

I've asked the Mayor for a building, already, and he's looking at that once the building becomes empty and there is no city use. I said, "Would you please give it to us?" It won't meet all our recreational needs, but we also need a building that the community can come to when they want to. But we don't have to go through the permits; we don't have to go through the insurance, and all that. We had to get insurance, that's costing us as an organization \$1200 for one year, for a million dollar policy. If we didn't get a grant, we couldn't afford it. It's very cumbersome when a community wants to do something. We have people that say, "We just want to get together." There is nowhere to go, without going through a lot of bureaucracy.

We, as some of the residents of East Camden, have a dream. Our dream is our own full recreational facility: we want a pool; we want some basketball courts indoors; we want a volleyball court inside; we want some meeting rooms; and we want to pull together all the residents. We can do that in one facility.

We want to be able to offer social services in that building, also -- maybe, like a business incubator or where business entrepreneurs can come and start -- where we can have

a place for senior citizens, where they can come and meet during the day, and also provide transportation if they want to come to something at night. We do have a dream of what we want to happen for all our East Camden residents, but, again, everything does take money.

SENATOR LaROSSA: Money. I appreciate it, do you have more?

MS. HAZARD: Yes.

SENATOR LaROSSA: Okay.

MS. HAZARD: Okay, not much more.

SENATOR LaROSSA: We have a few other people we need to get in.

MS. HAZARD: Okay.

SENATOR LaROSSA: Okay.

MS. HAZARD: The last things are a few other things that we are concerned about, that we have run into in our policing. I don't know if you can do anything about it, but it's a problem that we deal with. It's that those who are committing the crimes, go in and out the doors. We'd like to find a way that those that do a crime stay in jail and not right back out on our streets. We'd also like to see a way that those coming into our cities, our communities to buy drugs, when they're arrested, that they give back to our city.

Unfortunately, it's set up that they can't take their cars. Nothing much is really happening. They fine them and all that, but they go back home. We'd like to find a way that they can either keep their cars, and the cars be sold, and the money goes back to the community where they are arrested, or that they're assigned community service, where they have to go back to that community where they were buying drugs and do something to help beautify that area.

We're looking for something to be done. I don't know if that's your area, but that's one of the things that we're working on. We want to see a better area. I challenge the

residents of East Camden, at all times, if they come out to our meetings, now is the time for us, as residents, to get out of our doors and start doing something.

We also need the government to be there to help us, to know that when we step out of our doors, that we will have the support behind us, to keep going, so we don't have to go back inside.

Thank you very much.

SENATOR LaROSSA: Thank you.

We have Camden Churches Organized for People.

MS. RAMERIZ (phonetic spelling): Good afternoon. My name is Rosa Rameriz, and I am the Chairperson of the Camden Churches Organized for People -- CCOP.

In 1992, "Time Magazine" ran an article about Camden, which was entitled, "Who could live here?" The article focused on the problems which affect families in our communities: drug addiction, violence, vacant buildings, poor health care, and limited opportunities. What the article did not recognize, however, is Camden's main asset, the determination and the spirit of its people.

Camden Churches Organized for People is a federation of 19 congregations -- community-based organizations -- representing over 10,000 people, who work together to give people within our community a voice in shaping the present and future of our city. CCOP is a multiethnic, multiissue organization, which builds bridges among people of all races and faiths to improve our city. In the two years since "Time" ran its article on Camden, CCOP has been working hard to address some of the problems outlined there.

This year, CCOP met with Governor Florio and law enforcement officials at the city, county, and State level, to call for action to address violence in Camden. These meetings led to the commitment of State officers to work, along with the Camden Police Department, in patrolling our communities.

The meetings also led to Camden receiving a long-delayed State grant for community policing. We believe that we have taken an important first step toward improving safety in Camden. Clearly, more remains to be done, and we intend to work with our new mayor and chief of police to see that public safety continues to improve.

In 1992, CCOP concluded a long struggle to win a host community benefit for the residents and small businesses in Camden, and in return, for the negative impact of hosting the Camden County Municipal Utilities Authority regional sewerage treatment plant in our city. More than 5200 people attended seven large community meetings in order to gain justice and a host community benefit. We believe that \$3.2 million annual benefit to Camden residents and small businesses might represent the end of the city being forced to accept facilities which no one else wanted.

Because of the opposition to the host community benefit in the county and State, it took four years to achieve the host community benefit. In the meanwhile, many people did not pay. Instead, they waited to see what the terms of the host benefit will be. We were constantly told that the issue was about to be settled. It dragged on and on. By the time the host community benefit went into effect, in the summer of 1992, many homeowners owed several thousands of dollars. While the benefit has reduced new charges by half, the old charges still weigh upon homeowners in our city.

Many have been making installment payments, but interest charges are only causing them to fall further behind. Several weeks ago, the CCMUA mailed out notices which threatened that the homes of the people who are behind on their bills will be put up for tax sales on June 27. We understand that as many as 9000 properties could be affected. We consider that this is a tremendous crisis, which threatens to undermine the many and the great efforts which have resulted in progress or improving conditions for our families.

By threatening to take homes away from thousands of residents, the CCMUA threatens Camden's future. We are here today, and we would like to ask you to take this opportunity-- We would like to take this opportunity to call on this Committee, the entire Legislature, and the Whitman Administration to work with the City of Camden to resolve this crisis.

Thank you.

SENATOR LaROSSA: Thank you, Rosa. At least we have it and know what it is, and we'll see what we can do from there.

MS. RAMERIZ: See, I heard a lot of good things that are going to be happening to the City of Camden. The waterfront, and it's beautiful that this is being done, but we have to think of the people in the city that they really-- If there are no residents here because they are going to take their homes away, something has to be done about that.

SENATOR LaROSSA: Thank you.

Cramer Hill Partnership.

Yvette Cuevas?

No? (no response)

No Cramer Hill Partnership then?

Parkside Business Community?

MS. CUEVAS: I'm Yvette Cuevas from Cramer Hill Partnership, and the reason I'm not speaking is because I was not made aware of this meeting until 12 p.m. this afternoon.

SENATOR LaROSSA: Okay.

MS. CUEVAS: I didn't come prepared.

SENATOR LaROSSA: Okay, if you have something that you would like to submit to us in writing, you know, for the record after this, we'd be more than happy to take that from you.

MS. CUEVAS: Okay.

SENATOR LaROSSA: Is there someone from Parkside Business and Community?

MR. SPEARMAN: That's me.

SENATOR LaROSSA: Okay.

MR. GILLESPIE (Minority Aide): Do you want me to hold it? (referring to map)

MR. SPEARMAN: Sure.

SENATOR LaROSSA: Please give us your name for the record.

MR. SPEARMAN: My name is Bill Spearman. I am Chairman of Parkside Business and Community in Partnership. We are a community organization that is incorporated in the State of New Jersey, and our mission is to increase or improve the standard of living in Parkside -- in Parkside specifically, and in Camden as a whole.

I thought I would have a map of Camden available to me, otherwise I would show you exactly where it is. Parkside borders on the Empowerment Zone and runs along Haddon Avenue. It's just outside -- I'd say it runs right along the Cooper River also.

Parkside, historically, has been a middle- to upper-income neighborhood. More recently, the area is now more economically, religiously, and socially diverse. There are about 1900 homes/housing units in Parkside, of which, 70 percent of the homes are owned by homeowners. Sixty-six percent of the residents are in the labor force; 15.4 percent -- there is a 15.4 percent unemployment rate in Parkside. Most of the residents that are employed are employed in the services, clerical, or professional fields.

Listening to these numbers, one may ask, "Why should we invest energies and precious resources in an area like Parkside? Obviously, North Camden and South Camden would be in more need of funds." The reason why is to-- There are two reasons: First, to retain middle-income families. Middle-income families are the families that are going to support your business districts. They are the families that are going to be able to maintain their homes. They are going to be the backbone of any healthy community.

Camden, now, is home for organizations that employ over 40,000 people, yet, according to the 1990 census, close to 50 percent of the population of the City of Camden -- 87,000 people -- are receiving some type of public benefits. Why is that? The reason is that many of the people who are employed in the City of Camden don't live in the City of Camden. We have to find a way to keep these people in the City of Camden or draw them back to the City of Camden. Many of them are moving to the suburbs because they are looking for certain amenities; larger homes, better schools, clean streets, safety, things of that sort.

I think that we have those types of communities in Camden. I think we have to save these communities before they go down the tubes. What difference does it make if you save a North Camden, and Parkside goes down the tubes? What difference does it make if you rebuild South Camden, and East Camden declines? You have to save your existing communities that are good. Make them safe and clean so that people won't leave. That way, as you're building parts of the city that are deteriorated, you'll also be keeping your good areas stable.

Parkside is the type of area that can attract middle-income families. We have tree-lined boulevards, we have large homes, some with fireplaces and garages. We have a very nice park. We have schools, all three levels of education -- grade school, junior high, and high school -- within walking distance. We have a business district. We have access to public transportation. We have a good hospital, Our Lady of Lourdes Hospital, that provides human services for senior citizens. We have a very good educational program. The Board of Education is now building a Medical Arts High School to train high school students so that they have jobs when they graduate from high school.

We should spend the money now to prevent the area from declining. As in medical care, where you put the money in--

If you go to the doctor's on a regular basis, you reduce your chances of having a major medical problem in the future. It's the same way with our existing neighborhoods. If you spend the money now to prevent an area from declining, you can prevent having to spend four or five times as much in the future to rejuvenate the area once it has declined.

So we should put the money into Parkside and save it before it goes down the tubes. We propose to do this in a five-part plan: Over here we have a survey of Parkside proper. (indicates map) I'll just talk from here so that you can keep recording. The areas that are in red -- the properties that are in red, are those that are vacant. You'll notice that there is a concentration of them along Haddon Avenue. See, where you have the orange there, at the bottom and in various places throughout the area, throughout Parkside.

Our five-part plan, which I handed out to you -- I should say that's an outline for what will be a five part plan -- focuses on housing, police and safety, business district development, human services and education development, and parks and recreation. What we need, or what we've been doing, is working along with the city, the county, and, hopefully, the State, to acquire housing -- to acquire properties that are vacant and put them back into the hands of homeowners; provide additional police and safety, so we can put more police on the streets patrolling, taking care of the area, and eliminating the drug problems that have been creeping up in Parkside.

Once we have more middle-income families in the area, we can develop the business district because we'll have the families to support the businesses that we can locate along Haddon Avenue. We'll provide additional human services. Right now, human services are basically being provided by Our Lady of Lourdes Hospital, which plans a brand-new, urban clinical campus, which will be across the street -- across Haddon Avenue -- from its current location at the far end of Haddon Avenue.

We'll also have the Medical Arts High School, which I mentioned earlier. We'll provide additional recreational services through the Department of Community Services and the Camden County Parks Department. I suppose, what I hope for is to have the State more involved on the community level in the future. If we could plan to save our good neighborhoods, as I stated earlier, in addition to improving our bad neighborhoods, I feel that the inner cities do have a chance to come back.

Thank you.

SENATOR LaROSSA: Thank you very much.

Fairview Neighborhood Improvement Association.

MR. SHANNON: Thank you, Mr. Chairman.

My name is Jack Shannon. I'm appearing today on behalf of the Fairview Neighborhood Improvement Association. First, let me just state that as a former member of the Board of Education, who has had to sit through four and five hour meetings, in the words of our President, "I can feel your pain, right now," and therefore I promise to be brief.

SENATOR LaROSSA: Thank you.

MR. SHANNON: The Fairview section of the City of Camden is a historic planned community that was built back in 1918 to provide housing for workers of the New York Shipyard, which at the height of its operations in 1945, employed over 15,000 people working three full shifts a day.

It's a quaint little community of about one square mile, with 2500 residences, and over 5000 citizens. It contains four churches, two schools, commercial areas, and a wonderful park system for its residents. Basically it's a great place to live. However, much like other communities around Camden and within the City of Camden, we have experienced problems in recent years, problems that we, as a community, are beginning to address. But if we are going to solve those problems, we will continue to require the assistance of government at all levels.

The Fairview Neighborhood Improvement Association is a recently incorporated 501(c)(3) nonprofit organization, which continues the long history of volunteerism in the Fairview community. Our goals are to promote economic development, to improve community development and recreational opportunities for our citizen's, and, lastly, to generally improve the quality of life for those 5000 residents who live within the village.

Our membership contains representation from all the major voluntary organizations within Fairview. We have a town watch, which has over 200 members, has organized monthly meetings, and has provided a ministration in Yorkship Square, which is the hub of the village. We have a Little League, that, under new leadership, is now providing recreational opportunities for over 300 young people.

We have a Historic Society, which is underscoring the historic nature and unique quality of life that is offered by Fairview Village, and sponsors a number of things ranging from tours of the village to talks about the cities and the community's historic nature. We have a recently formed Businessperson's Association that takes care of the areas along Collins Road in Yorkship Square.

We are a beneficiary of the efforts of the Camden City Garden Club, which provides community gardening opportunities, not only in Fairview, but throughout the City of Camden. We are also represented by the four churches, as I mentioned previously. Last, but not least, we also have membership from the Senior Citizens Club of Fairview, an organization which has over 300 members and provides opportunities for those who are mature in their years.

The role of government within Fairview is different than that elsewhere in the City of Camden. Unlike other areas within the city, unlike all other areas within the City of

Camden, the village of Fairview is not eligible for Community Development Block Grant funds. Therefore, we must look for other resources to support our operations and our activities.

The Fairview Neighborhood Improvement Association has identified certain key areas in which we will continue to seek the support of government: First and foremost is security. As has been mentioned by almost every one of the members of the community appearing in front of this Committee, we must have safe and secure streets, so we can have a place in which we can bring up families.

We also must have continued recreation opportunities. That means keeping our parks clean; that means providing space for Little League; that means not just throwing out a basketball, but providing other opportunities such as the Camden City Garden Club's proposal for a children's garden along the waterfront next to the Aquarium.

We also must continue to improve the educational system. As a former board member of the Camden City Board of Education, I am most appreciative of the assistance that has been provided to Camden under the QEA. I would add that assistance must continue. However, I would also add, as a fiscally responsible board member, that this State has an obligation and a responsibility to make sure that those funds are well-spent, so that children within the City of Camden can continue to benefit from those funds.

Lastly, we need assistance with economic development. As I mentioned previously, we are not CDBG eligible and, therefore, must look for other funding opportunities to help the businesses within Fairview. I've asked for a lot, but not as much as perhaps some of the others have asked for. Now, I'm going to put the caveat that makes it most difficult: We need to have these resources provided without any increases in the taxes within the City of Camden.

When you're looking at a comparison of the tax burden that's placed upon residents of the City of Camden compared to other municipalities, it's absolutely astounding. One wonders how we can support any development and how can we continue to support any community within the City of Camden. I would urge that whatever steps are taken by the Committee that it also look at tax reform, because in order for our stable communities and our other communities that are in need of redevelopment to actually flourish and to grow, there will need to be some certainty and support provided in the area of taxes.

As I mentioned previously, Fairview is a great place to live. I've lived there for over 30 years, myself. It's an economically diverse, racially diverse, culturally and ethnically diverse neighborhood. I think it's a fantastic place to raise a family, a fantastic place to grow old, and I hope to do so there. I would just hope that this Committee will continue its efforts to look at the needs, the special needs and opportunities that are presented by our urban areas. The cities do not face problems, in my mind, but rather challenges. It's up to the citizens of our urban areas, along with government, to forge new and creative solutions to those challenges.

On behalf of the Fairview Neighborhood Improvement Association, I would like to thank the Committee for allowing us this opportunity and would like to make the offer that we remain available to assist you in any way with your efforts.

Thank you.

SENATOR LaROSSA: I appreciate it, thank you very much.

Are there other people that are here to testify, because I felt as though there were other people who signed in, but I don't know if they were here to testify or not? Let me repeat that we have some other names of people who have signed in as being here and attending, but I don't know whether or not they wanted to testify. Anybody else who wants-- Yes?

MR. DEVLIN: Senator, may I--

SENATOR LaROSSA: Do you want to come at 6 p.m. to the public hearing, at 6 p.m.?

MR. DEVLIN: I may not be able to come to the public hearing. My name is Mike Devlin. I'm here tonight, or this afternoon, as the President of the Camden City Garden Club, with the 4-H Director from Camden County. My problem is -- I'm also a Councilperson in the city, and I'm doing the legal work for the Fairview Village Improvement Association. It's having its first officer election at 6:30 this evening, so--

SENATOR LaROSSA: And in your spare time--

MR. DEVLIN: Yes. But we did bring a package of information and a souvenir gift for each of the members of the Committee. I know that--

SENATOR LaROSSA: More reading material.

MR. DEVLIN: But there is also a T-shirt from the Camden City Garden Club. I don't want to be what stands between you and your short dinner hour.

SENATOR LaROSSA: No.

MR. DEVLIN: But I am very happy that you're here. I just want to mention that the 4-H program and the Camden City Garden Club have worked together, very closely over the last two years. The Camden City Garden Club's primary mission over the past nine years has been community gardening. We have between 80 and 90 community garden sites throughout the City of Camden, particularly in those parts of the city where there are no front yards -- the house goes right up to the sidewalk and the pavement out front -- and there is very little in the way of backyards.

We're also involved in community greening, and in the last three years we've been working with the 4-H program, in what's called the Grow Lab Program in the schools and community centers of Camden. That's indoor gardening, but using the Grow Lab curriculum -- which is kindergarten through eighth grade --

to teach hands-on science and math. We have 70 Grow Labs out in Camden and the suburbs, 64 of them in the city serving over 1500 children in the school system, and another six in the suburbs -- Haddonfield, Oaklyn, and Merchantville.

Today, if you read tomorrow's Courier Post there will be a little blurb about the dedication of the Grow Labs in Haddonfield. As Mr. Shannon said, you'll find information in the packet about a proposed children's garden on the waterfront, where we intend to use parkland, next to the Aquarium, that is kind of lying fallow now -- it has grass and a few trees -- to build a children's garden, a 4-H children's garden, which will be interactive for kids. There will be bridges, tunnels, and things to climb. It will build the minds, as well as the muscles of children. It will have a nominal admission charge, which will help to underwrite the facility and also provide -- continue to provide -- 4-H and community garden opportunities in the city of Camden and not be a tax drain to the taxpayers of either the city, the county, or the State.

We are certainly going to look forward to some partnerships with the State to get it started. We hope that grant money will be available. The history of the garden club is, our first government grant came through Governor Tom Kean back in 1988, who also recognized the club in 1989 as a recipient of a Glitter Award in the Clean Communities Program, for its recycling of land in the City of Camden. We also received a National Take Pride in America Award from President Bush. We have received funding through the Department of Community Affairs, and we hope that continues under the current administration, as well.

It's nominal compared to many other grants, but community gardening and 4-H as well, receives some of this funding in Camden. It is critical to continue services to

people of all ages, but particularly children. I'll let Ms. Patricia Rowe-Jewett speak for 4-H, and then we'll let you go to dinner.

Thank you for coming.

MS. ROWE-JEWETT: I don't want to keep you. I know you're probably as hungry as I am, maybe hungrier.

Are you familiar with the 4-H program? Is there anyone who is not familiar? It's part of the cooperative extension system, each county--

SENATOR LaROSSA: Actually, I get roped into judging some of the 4-H things every year and, in fact, just for your information, two years ago when the Urban Greening Programs were threatened, I was the one who had the funding put back into the budget.

MS. ROWE-JEWETT: Great.

SENATOR LaROSSA: I worked very strongly with Marty Johnson at ISLES in Trenton, as well. So I have more than a passing knowledge of it.

MS. ROWE-JEWETT: Great. In Camden, a lot of people say, "How can you have 4-H in the city?" Our job is not to raise crops or livestock. It's really to work with children and build leadership, self-esteem, and, you know, help them find their ways for careers. We have over 3000 children within the City of Camden, and close to 6000 children in the County of Camden in 4-H, so we're quite a large program.

We are trying to become as self-sufficient as possible. I'm sure you're aware that 4-H is funded on a Federal, State, and county level. Well, those levels of dollars keep shrinking every year. This children's garden will help ensure that 4-H continues in the City of Camden and in the county of Camden, so as you hear about it, please help us by endorsing it and helping us get the funding if we need it.

Thank you.

SENATOR LaROSSA: Thank you very much.

And with that, that's about as-- Howard, did you have anything you wanted to say?

MR. IZES: I can't hear you.

SENATOR LaROSSA: Did you have anything you wanted to say?

MR. IZES: No. It's been an education.

SENATOR LaROSSA: This is Howard Izes, he's Deputy Director of the New Jersey Department of Community Affairs.

I just wanted to formally thank Senator Rand, who unfortunately set this whole day up, along with Pat Gillespie, Jack Callahan, and Hannah-- Unfortunately, he was called away to another meeting much to his chagrin, but we went ahead with this session today so as not to lose the opportunity.

Recently I have reached out to Community Affairs. It is a good cooperative idea, the firsthand working knowledge of so many things is very, very important. I thank the Department as well.

MR. WALKER: Senator LaRossa.

SENATOR LaROSSA: Yes?

MR. WALKER: My name is Keith Walker, and I'm a resident of the Morgan Village section of the city. I'll be very brief, because I know you want to get out of here and get something to eat. I want to speak on issues that concern the entire city. Some of the major issues confronting us are: high crime, high unemployment, drugs, prison overcrowding, high taxes, and a significant number of single-parent, female-headed households.

Not to oversimplify it, but very simply, the cure for these things, these ills, is employment -- employment opportunities.

In the City of Camden, we can create real employment opportunities by: One, addressing the infrastructure concerns in the city. I don't know which way you came in the city, but

if you've driven over any of our roads, you'll find that they are in significant degrees of disrepair. Our sewage system is antiquated; much of it was put underground before the turn of the century. We need new housing starts in the city. We haven't had any new housing starts since the period immediately following the Second World War. We have a significant number of households -- of dwellings -- that are uninhabited. They're in a dilapidated state; they could stand to be rehabed.

From my estimates, if we initiated programs along those lines, we could have employment opportunities -- real employment opportunities -- for, it's fair to say, at least 10 years. Now what would happen if we, for example, did work on our infrastructure? We would draw industry into the city. They look for infrastructure; they look for new sewage systems, streets, roads, things of that nature.

We draw in the industry and more residents of the city are employed. The more people that we employ the-- We spread out the tax burden, and the tax burden on individuals is significantly lowered.

We also need to do one thing that, I think, some of the city fathers find difficult, and they're fearful of doing it. The city needs to be rezoned. We have industrial -- light industrial areas, we have residential areas, and commercial areas all in one general geographic location. If you go to some of our older neighborhoods, you'll find some industries that are still growing concerns, but a lot of industries have moved out; the buildings are dilapidated and decaying.

But we need to rezone our city to where we have residential areas. We have areas that are industrial, and then we have strips that are commercial. If we do those things, I believe that eventually our city will be able to come off of the welfare role because, in essence, we are on welfare. It's not a good place to be; it's not a good feeling. There are a lot of people in this city who do believe that we need to be

independent. We need to empower ourselves and assume the responsibility of leading our city out of the economic doldrums that it is in.

I just ask that at the DCA, and as you talk to other people in the Senate and in the State, that you let them know some of our concerns about our infrastructure, about the need that we have to rebuild our city, and that we believe we can generate realistic employment opportunities in our city if we do some of the basic things that need to take place in the city.

Thank you.

SENATOR LaROSSA: Thank you very, very much.

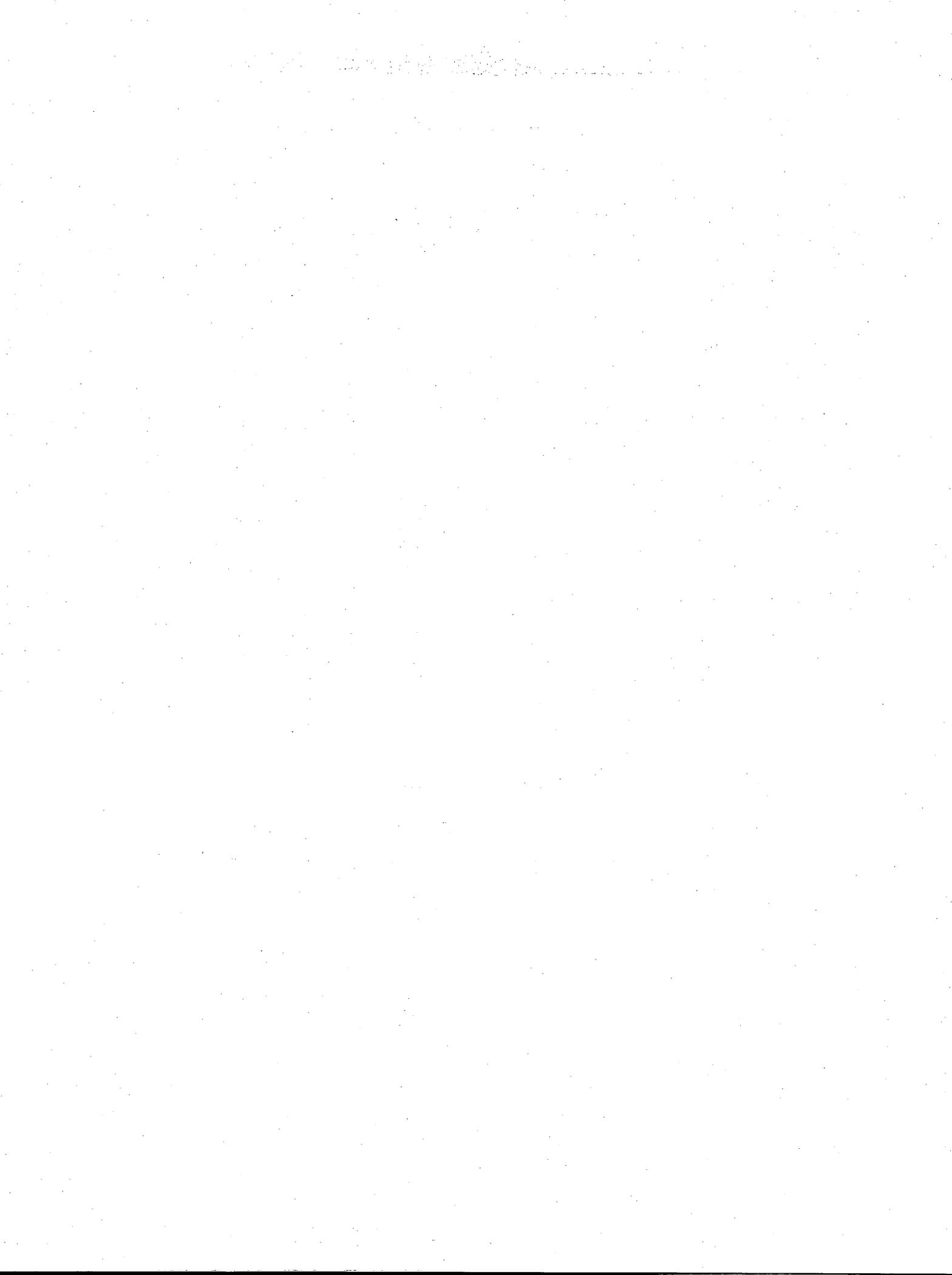
I appreciate your comments, because more often than not, the government instead of a partner tends to be an impediment. Many times it's just a matter of untying the hands and letting it happen. You know, giving them a little bit of a lift rather than throwing them over the fence.

Thank you very much for your comments.

We will adjourn until -- for dinner -- 6 p.m. at City Hall, give or take a couple of minutes for transportation.

(FOCUS GROUP CONCLUDED)

APPENDIX



Rebuilding Camden, New Jersey

By Caren S. Franzini, Rose M. Smith and Steven B. Frakt

A holistic approach to urban redevelopment is being tested across the river from Philadelphia. As New Jersey's poorest city, Camden suffers from decades of severe and deep rooted economic and social ills. Traditional entitlements and government assistance programs have done little to make things better for this troubled community that sits across the Delaware River from the City of Philadelphia. Now Camden has become the site of a bold experiment that its architects hope will become a national model of community empowerment. Founded on new kinds of partnerships among private enterprises, the local community and government at all levels, the Camden Initiative seeks to affect all aspects of community life, tackling issues of housing, business development, jobs, health, crime and education. A long term, multi-faceted solution, the Initiative hopes to turn Camden into a safe and prosperous city by the end of the decade.

Much smaller in population and geography, the City of Camden stands in the shadow of Philadelphia. This once thriving, industrialized city grapples with the problems that confound many older American cities.

A blue collar, industrial town that was home to RCA, Campbell Soup Co. and Esterbrook Pen Company, the city underwent profound changes beginning in the 1950's as industry and population shifted to the suburbs. The population slipped from 125,000 in 1950 to under 90,000 in 1990,

dramatically shrinking the city's middle income base. Crumbling buildings, idled plants and rubble strewn lots have accentuated the downward economic spiral.

Today, Camden is New Jersey's poorest city. But a major infusion of public and private funds committed to the city's revitalization is looking to change that. No where is this effort more evident than on the waterfront, one of the city's greatest natural assets. Where industrial plants once flourished, the city is now trying to take advantage of its spectacular, panoramic views of the Philadelphia skyline and its proximity to the City of Brotherly Love's downtown to build a new economic base.

Economic Cooperation

Facing each other from opposite sides of the Delaware River, the cities of Philadelphia and Camden often find themselves as economic rivals. There are those, however, who believe that the two cities have more to gain from economic cooperation than competition in using their mutual waterfront assets. They point to the new state aquarium on the Camden waterfront that drew more than a million visitors in its first year of operation. Designed with the help of the Philadelphia Zoological Society, the aquarium, in its marketing brochures, encourages its patrons to visit the Philadelphia Zoo located just minutes away in Philadelphia's Fairmount Park.

The new passenger ferry service that transports tourists between the Aquarium and Philadelphia's Penn's Landing makes it easy to visit attractions on both sides of the river. It further emphasizes how one city's success can have positive economic benefits for the other.

A test of whether a regional approach to economic development can work is in the offing. New Jersey and Pennsylvania are moving toward an agreement on port unification in an effort aimed at improving the competitiveness of both Philadelphia and Camden's industrial and commercial port operations on the Delaware River. A plan to merge the South Jersey Port Corporation, the bi-state Delaware River Port Authority and the Philadelphia Regional Port Authority into a new single, independent port operation has been approved by the first two entities and is now awaiting action by the Philadelphia authority.

State officials believe that a unified port will operate more efficiently and improve the region's ability to attract international cargo. Port unification should strengthen Camden's industrial base where employment has declined by about 30%

Caren S. Franzini is deputy director of the New Jersey Economic Development Authority, a statewide financing and development agency; Rose M. Smith is Public Affairs Director for the New Jersey Economic Development Authority; and Steven B. Frakt, is Assistant State Treasurer, N. J. Division of Treasury.

A Holistic Approach to Urban Redevelopment

A holistic approach to urban redevelopment is being tested across the river from Philadelphia. As new Jersey's poorest city, Camden suffers from decades of severe and deep rooted economic and social ills. Now Camden has become the site of a bold experiment that its architects hope will become a national model of community empowerment. Founded on new kinds of partnerships among private enterprises, the local community and government at all levels, the Camden Initiative seeks to affect all aspects of community life, tackling issues of housing, business development, jobs, health, crime and education. A long term, multi-faceted solution, the Initiative hopes to turn Camden into a safe and prosperous city by the end of the decade.

in the last decade. Camden's greatest employment today is in its services sector, primarily medical and social services.

Camden Initiative

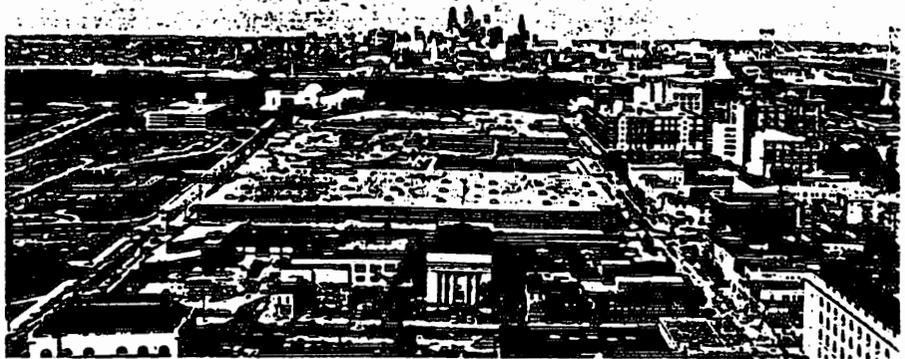
Those planning Camden's future want the city to have a strong, diversified economic base that capitalizes on its existing industries and resources. That vision was made very clear in July 1993 when New Jersey state and local officials gathered at the site of a proposed industrial park to unveil the Camden Initiative.

Described by then Governor Jim Florio as a "framework for change that would empower people to work for their shot at the American Dream," the initiative offers a blueprint for transforming Camden into a national model of urban reclamation. In a city with a per capita income of only \$7,276, the lowest in the state, and with 36.6% of the population living below the poverty level, building a showcase of urban renewal is a formidable task. But it is a necessary undertaking in that fragmented social and economic solutions have not improved conditions for the general population.

The Camden Initiative emerged from a partnership between state, county and local officials which grew out of recent major capital initiatives such as the State Aquarium and state supported GE Aerospace development projects. It lays out an integrated framework to address the city's education, housing, economic development, health and safety issues, recognizing that they are related and need to be addressed through a coordinated effort. Building on the partnership developed by the state, city, and county officials and the community, the initiative is a multi-faceted ongoing effort to revitalize Camden by targeting several areas. These areas include:

- **Industrial Development**, including phased-in development of up to three industrial parks to attract new business and create jobs;
- **Housing Partnerships** to provide funding mechanisms to spur investment in owner-occupied homes, rental and transitional housing, and other alternatives, as well as upgrading existing public housing;
- **Neighborhood Small Business Development** to encourage investment and recapture local neighborhood identities through the use of the existing state Urban Enterprise Zone tax benefits program and establishing Special Improvement Districts;
- **Health Care** to build a comprehensive and affordable health care system that provides family medical services, immunization and combats substance abuse;
- **Education** through the delivery of comprehensive educational resources under a partnership between Rutgers University in Camden and local community representatives; and
- **Public Safety** through new partnerships between law enforcement and communities to police neighborhoods.

Although there have been other plans to rejuvenate the city, the Camden Initiative is regarded as having greater



An aerial view of downtown Camden shows its proximity to the city of Philadelphia and recent development projects including the State Aquarium and the GE Aerospace complex, now owned by Martin Marietta.

potential for success because it marks the first time all levels of government have agreed on a comprehensive approach to Camden's problems. The Initiative also differs from the past in that it does not rely on future public money. It uses current public programs to leverage additional public dollars as well as money from banks, foundations and private firms—the kind of investment Camden needs.

The Camden Initiative follows and complements several other positive commitments to the city. One is a program to crack down on crime. The program includes assigning more State Troopers to the city and a \$600,000 grant to put 18 additional police officers on the streets in a section of the city troubled by drugs, violent crime, unemployment and poverty. In addition, there are health care initiatives in the development stages that would encompass future Camden leadership in health profession education and health care delivery throughout the southern New Jersey region.

The Camden Initiative, for its part, offers the first large-scale application of the guidelines for urban revitalization and economic development expressed in the State Development and Redevelopment Plan, which was adopted by the Legislature and Governor last year after a seven-year planning effort. The Plan's primary aim is to concentrate public investment to foster private economic expansion in existing or new "communities of place." These communities can range from small villages to the state's largest urban centers. The State Plan's supporters believe this strategy will produce economic efficiency in the use of public funds, a reduction in sprawl, the protection of natural resources and open land, and the promotion of employment opportunities, affordable housing, mass transportation, and vibrant cultural and social community life.

Each of the areas targeted in the Camden Initiative builds on the strategies outlined by the State Plan.

Industrial Development for Job Creation

Although the nature of industrial processes has changed dramatically since Camden's days as a major manufacturing center, the city remains strategically poised to reassert itself as a focal point for the light industrial, assembly and warehousing operations that typify the modern economy. Camden offers excellent access to a highly-developed transportation network, including an interstate highway system,

Founded on new kinds of partnerships among private enterprises, the local community and government at all levels, the Camden Initiative seeks to affect all aspects of community life, tackling issues of housing, business development, jobs, health, crime and education.

2X

Facing each other from opposite sides of the Delaware River, the cities of Philadelphia and Camden often find themselves as economic rivals. There are those, however, who believe that the two cities have more to gain from economic cooperation than competition in using their mutual waterfront assets.

a port, rail facilities and the Philadelphia airport; it has a good supply of labor; and it provides a favorable tax climate—State Urban Enterprise Zone benefits for businesses, the Fox-Lance property tax abatement program, and the absence of a wage tax.

The Camden Initiative planners believe Camden's competitiveness in attracting new industrial employers can be greatly enhanced through the assembly and development of industrial park sites that are cleared, cleaned, well-planned, secure and outfitted with basic infrastructure elements such as streets, sewers and water mains. Due to the magnitude of the financing necessary to undertake such a project, it lends itself best to a public/private partnership, in which a public entity underwrites the development costs and recovers its investment through the sale or lease of the park's sites or facilities. This is a method the state's Economic Development Authority (EDA) has used very effectively in cities like Newark, Elizabeth and Jersey City.

The Camden Initiative envisions a phased development of up to three industrial parks sponsored by governmental or quasi-governmental agencies. Financing will be sought from the EDA, the Camden County Improvement Authority (CCIA), the New Jersey Urban Development Corporation and the Delaware River Port Authority (DRPA), a bi-state agency which operates transportation facilities linking New Jersey to Pennsylvania.

An aggressive marketing campaign is planned to attract job-intensive businesses and complement the industrial park development strategy. Establishment of a formal process for the recruitment and training of city residents for employment in the industrial parks also is anticipated.

Housing Partnerships

The housing environment in Camden today is bleak. Nearly half of the city's private housing stock has disappeared over the last 40 years, and fire and abandonments continue to take their toll. Four thousand properties now stand vacant or abandoned.

The Initiative seeks to build on the work of the city's grassroots organizations by implementing a comprehensive housing strategy that will leverage available resources and coordinate investment objectives.

Camden is already due to receive \$20 million under a new initiative in which the federal Department of Housing and Urban Development will join with the AFL-CIO investment trusts and Fannie Mae to sponsor an unprecedented pension investment program for affordable housing and job creation. (Philadelphia also has been selected to participate in this housing program.)

The Initiative will build on these efforts through the following elements:

1. *Creation of the Camden Housing Partnership.* The Camden Redevelopment Agency has contracted for the creation of a nonprofit intermediary to be known as the Camden Housing Partnership which will work to eliminate obstacles to efficient and cost-effective housing production, coordinate demonstration housing programs, offer technical assistance and seek to attract new resources for housing development.

2. *Major Redevelopment Project.* Through a variety of agencies, including the new Housing Partnership, nonprofit organizations, the Camden Redevelopment Agency, the Camden County Improvement Authority, and grants from state and federal sources, this partnership will redevelop a 40-square-block area south of the business district between Broadway and the Coopers Ferry waterfront.

3. *Public and Private Funding Sources.* Since 1965, the Department of Community Affairs (DCA)'s Balanced Housing Program has expended nearly \$13 million in Camden, resulting in the production of 570 new or rehabilitated units.

DCA will remain an important source of funding to the city's nonprofit community. In June, DCA awarded \$212,000 in grants to six nonprofit housing advocacy and development organizations for administrative costs. It has also committed \$967,000 to three nonprofit agencies for the construction of 25 units for low and moderate income families.

Working independently of state assistance, the city's nonprofit community recently won commitments for \$5.2 million from a consortium of banks, which have agreed to make the money available through the Delaware Valley Community Reinvestment Fund.

4. *Low-Income Tax Credit Pool.* The New Jersey Housing and Mortgage Finance Agency (HMFA) will prioritize the use of state-administered low income tax credits so that Camden and other urban areas are well served. HMFA will also seek to establish a tax credit equity fund, which will pool the resources of investors interested in Camden and provide a ready source of investment dollars to be used in conjunction with nonprofit-sponsored housing.

5. *Redevelopment of Royal Court.* Through an organized effort by the housing authority and the state, administrative obstacles that were delaying this low-income housing project have been resolved. DCA and HMFA will work with the city housing authority, the nonprofits and HUD to complete the rehabilitation of 90 units at Royal Court. HMFA already has committed \$1 million.

6. *Transitional Housing.* HMFA and the University of Medicine and Dentistry of New Jersey Community Mental Health are developing a transitional housing and support services model for the mental health community, consisting of up to 30 beds in scattered site housing units.

Neighborhood Small Business Development

A major step in neighborhood revitalization is currently underway—the development of the Gateway North Community Retail Center in North Camden near the Benjamin Franklin Bridge. This 52,000-square-foot shopping center, anchored by a supermarket and pharmacy, will be privately financed, constructed and operated. Its development has been facilitated through the efforts of the Camden Redevelopment Agency, together with land acquisition by the Delaware River Port Authority (DRPA), and feasibility studies and land development support from the New Jersey Urban Development Corporation.

DRPA has recently committed \$1.6 million to acquire and prepare the site for development. It will lease the improved property to a private developer for construction

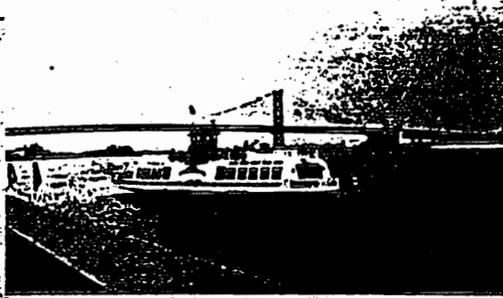
Cooper's Ferry Development Association

Cooper's Ferry Development Association (CFDA) was established in 1984 to coordinate public and private investments for carrying out a comprehensive multi-use development plan for a large vacant tract along the Camden waterfront. This nonprofit organization has worked with various state, county and city agencies to coordinate the development of a number of projects along the waterfront. One of the most exciting of these has been the State Aquarium which opened in February 1992. Following soon after was the maiden voyage of the "Delawhale," a new passenger ferry that connects the Philadelphia and Camden waterfronts for the first time in 40 years. Camden County Park's Harbor Marina also opened soon after.

Along with the opening of the Aquarium, CFDA instituted the Community Service Representative Program, designed to take unemployed or under-employed city residents, ages 18-24, and train them for careers in providing information and assistance to visitors to the Camden Waterfront. Training is also provided by a local community college to allow participants to complete their education and continue on to higher paying jobs.

The Aquarium's success has contributed to the success of a new waterfront parking garage operated by the Camden Parking Authority. The 740-car garage and its adjacent 1,200-car surface parking lot provides secure parking for workers and visitors to the Camden waterfront. The new ferry operation also has been helped by the aquarium. By the end of 1992, the ferry had transported close to 600,000 one-way passengers. Having doubled its ridership projections, the ferry service is developing plans for expanded service. Camden Harbor Marina also had a successful summer season in 1992 with over 300 boats moored.

The garage, the ferry, and marina represent not only new attractions for the waterfront, but they also provide



The Delaware River Ferry serves as a vital link between the Camden Waterfront and Penn's Landing, Philadelphia. Since March, 1992, the Delawhale has carried over 1 million tourists and commuters across the Delaware River.

alternative means of transportation for waterfront workers and visitors. To further improve access to the waterfront, CFDA is working to establish a downtown trolley service. As waterfront development expands, the trolley will provide easy access to all the new and exciting attractions and office buildings. In addition to linking sections of the waterfront, the trolley will also provide a link to downtown Camden, thereby allowing center city businesses the opportunity to better share in the prosperity that is being generated by the Camden waterfront.

Since a large percentage of Camden's residents are unemployed or under-employed, one of the main objectives of the waterfront project is to create new jobs for city residents. In pursuit of this objective, CFDA has worked along with public and private agencies to bring projects like GE to the waterfront that will provide an employment base to support future projects, while also providing tax dollars to bolster the city's sagging tax base. The employees associated with these projects will provide the base for future retail, entertainment, and restaurant development.

and management. Development of the center is expected to create 200 construction and permanent jobs in an area not served by a supermarket or pharmacy.

To encourage small business investment and recapture local neighborhood identities, the Initiative will target six commercial areas for small business loans and special public service projects such as increased law enforcement resources, additional maintenance and beautification of public areas, and streetscape improvements. The commercial sector improvement projects will be supported principally through the city's existing Urban Enterprise Zone (UEZ) program. Under this program, the city can utilize 50% of the state sales tax (i.e., 3 cents) collected for public improvement projects in the zone. The Waterfront and Downtown/Broadway areas will be supported through their own Special Improvement District revenues.

The final component of the Initiative's neighborhood commercial revitalization strategy is the additional capitalization of the Cooperative Business Assistance Corporation (CBAC), which has proven to be an effective agency for the provision of low-interest loans to small businesses. The

CBAC will receive \$2 million over the next two years from county and state sources. This will substantially increase the corporation's loan pool for working capital and real estate loans for small businesses.

CBAC, in concert with its pool of participating banks, will be taking advantage of the EDA's Statewide Loan Pool for Small Business program. Under this program, EDA buys a 25% direct participation in the total business loan being made with a bank (or a consortium of banks) providing the remaining 75%. EDA has committed at least \$1 million over the next two years as its participatory share for loans to qualified Camden borrowers. Under the program structure, EDA can leverage \$4 million in financing for Camden businesses seeking loans ranging from \$50,000 to \$3 million.

Health Care

The City of Camden lacks an effective delivery system for the basic health care needs of its vulnerable and at-risk populations, especially children and the elderly. Under the guidance of a city-wide coalition of residents, community

Those planning Camden's future want the city to have a strong, diversified economic base that capitalizes on its existing industries and resources. That vision was made very clear in July 1993 when New Jersey state and local officials gathered at the site of a proposed industrial park to unveil the Camden Initiative.

4X

The Camden Initiative planners believe that Camden's competitiveness in attracting new industrial employers can be greatly enhanced through the assembly and development of industrial park sites that are cleared, cleaned, well-planned, secure and outfitted with basic infrastructure elements such as streets, sewers, and water mains.

agencies, government officials and health care providers, the Camden Initiative will seek to build a health care system that is comprehensive, accessible and affordable for all Camden residents.

This effort will build on the recent public-private partnership between Camden County and the CAMcare Health Corporation for primary and preventive health care delivery. In December, 1992, the Camden County Board of Freeholders awarded a three-year contract to CAMcare to provide services at three sites, greatly expanding the scope and accessibility of health services to the Camden community.

The Initiative will also address the urgent need for an integrated immunization program that will combine convenient walk-in service with outreach, assessment and referral efforts. A long-term health care infrastructure project is currently being planned by Our Lady of the Lourdes Medical Center, The Coriell Institute for Medical Research, the University of Medicine and Dentistry of New Jersey, Cooper Hospital/University Medical Center, and the Camden Board of Education. These entities envision the development of a "Medical Mile" of facilities for health care services, health professions education and biomedical research along Haddon Avenue.

Education

One of the more striking demographic characteristics of Camden is that almost half of its 87,000 residents are under the age of 21. Camden's youth offer enormous untapped human potential, but are at the same time the most vulnerable victims of the devastating consequences of the city's economic and social ills. In such an environment, new and

enlightened models for the delivery of educational services must be developed.

The Camden City School District has recently developed a long-range facilities plan that calls for the construction of additional classroom space and the conversion of some existing facilities for specialized uses such as bilingual classes, adult education, expectant mothers' programs and preschool for the handicapped. It has just been awarded a \$4.8 million grant from the state for renovations and additions to two schools to reduce overcrowding.

A major vehicle for the delivery of comprehensive educational resources will be a partnership between the Camden campus of Rutgers University and the school district. The partnership will attempt to develop a Rutgers University-Camden Demonstration school and adopt two existing Camden elementary schools.

The Demonstration school will comprise grades K through 8 in a setting specifically addressing the needs of families and children in Camden through the delivery of a range of new services. The urban school focus will consist of developing a multi-cultural curriculum for parents and children working together, implementing a Head Start program, establishing guidelines for cooperative teacher-parent efforts in resolving problems, working with the business community and public officials to create a safer and more conducive learning environment, and provide a center for dropouts to get a second chance through a Youth Opportunity Corps.

Children will be matched with college students. The school will work with business, labor and education leaders to develop apprenticeship programs that provide low income single female heads of households and other parents with access to comprehensive maternity and infant care and skills training. Two elementary schools will be used as feeder schools to the demonstration school.

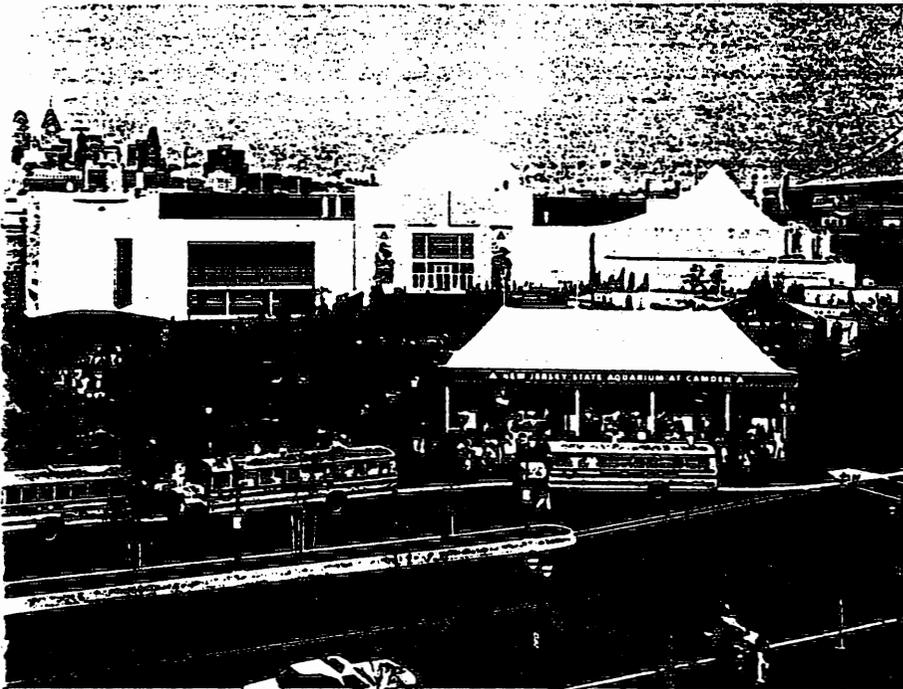
Public Safety

Community Policing—Camden is currently implementing a community policing program. The city has opened four police sub-stations and four mini-stations to ensure a continuing police presence in every neighborhood. In addition, other community service workers will be located within the neighborhoods.

Anti-Drug Task Force—The County Prosecutor's Office has established "Operation Rebound," a multi-jurisdictional drug investigation and elimination effort combining elements of the Prosecutor's Office and the Camden Police Department. Operation Rebound is funded by the Camden County Freeholders at an annual level of \$1 million.

Private Sector Commitments

This comprehensive plan for urban revitalization follows on the heels of private sector commitments in the City which make local officials hopeful for Camden's future. Through a public/private partnership, GE Aerospace, now Martin Marietta, has consolidated its operations in brand new modern facilities on the waterfront in a \$79 million facility employing 1,700 people.



Located across the river from Philadelphia, the new State Aquarium on Camden's waterfront attracted more than 1 million visitors in its first year of operation. School children were frequent visitors to this educational and recreational attraction. Photo by Matt Wargo Photography, courtesy of The Hillier Group which designed the aquarium.

SX

This summer, CoreStates became the first commercial bank to open an office in the city since 1969. While offering a full range of loan products, the bank is concentrating on making small business loans and providing residential mortgages. CoreStates officials believe in the city's development potential. They also think the holistic approach makes sense and have devoted significant staff and financial resources to support the city's growth.

Also opening its doors this summer at the same location as CoreStates was the Camden Community Credit Union, the first state-chartered community development credit union in New Jersey. Its primary mission is to serve the banking needs of the lower income population within the city who traditionally have had limited access to credit.

The credit union, which was established through the efforts of the nonprofit Latin American Economic Development Association (LAEDA) and has a bilingual staff, plans to pro-actively reach out to the Camden community, educate residents about banking services and provide basic financial and credit services to those who have had limited access to the mainstream banking system.

Camden officials are hopeful that these types of public/private partnerships and the foundation provided by the Camden Initiative will place Camden in a favorable position to take rapid advantage of any new federal initiatives coming out of the Clinton Administration for urban economic and social programs.

In terms of other significant private initiatives, Sony Music/Pace Partnership is moving ahead with plans to build a year-round performing arts center/theatre on the waterfront. Completion of the project will mean hundreds of jobs for local residents. The amphitheater will have 25,000 seats, making it the second largest venue in the Philadelphia Metropolitan Area.

Visitors have already been coming to the Camden waterfront for outdoor concerts and other cultural events. Camden has been hosting these at Wiggins Park, which was developed a decade ago as a first step in reclaiming the waterfront for public use. In 1993, Camden officials worked with the Philadelphia Convention and Visitors Bureau to



The Camden Aerospace Center is home to nearly 1,700 employees of Martin Marietta Corporation. This \$79 million facility, developed by the New Jersey Economic Development Authority, is among the most technologically advanced plants in the state.

coordinate activities in conjunction with the Penn's Landing season schedule so they did not compete with each other. In 1994, they plan to take this process one step further by promoting events jointly so everyone benefits.

These types of entertainment programs add to the appeal of the Camden-Philadelphia region as a tourist destination that create new business opportunities for commercial and retail operators on both sides of the river. Meanwhile, Camden officials are trying to build on the momentum the recent investments and new public/private partnerships have provided. They are becoming more optimistic about Camden's revitalization and the positive role it can play in the regional economy.

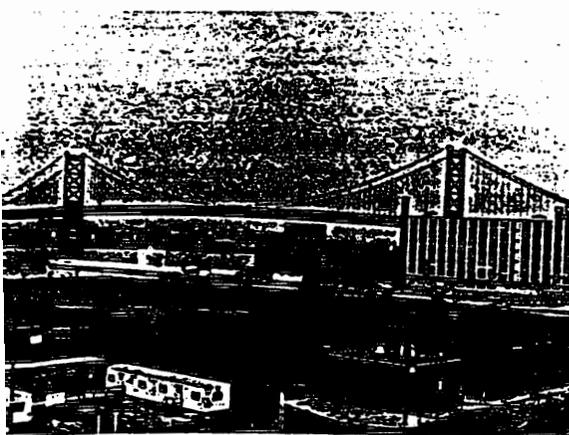
There also is growing recognition that development on the waterfront cannot occur in isolation from Camden's communities if the city is going to be turned around. This linkage is evident in the commitments made to the community by the sponsors of the Sony/PACE Amphitheatre project. To ensure that these commitments are met, a task force of city officials and community representatives have been appointed by the mayor to work with state officials and the PACE executives on a number of issues. These include developing an affirmative action plan, a plan for recruiting, selecting and training Camden residents for full time and part time jobs at the amphitheatre, and using Camden based businesses to provide goods and services to the facility when it opens.

Hope will not replace despair until people in the neighborhoods truly begin to believe that these comprehensive redevelopment plans will affect how they live in their everyday lives.

Camden's deterioration did not occur overnight. Neither will its deepseated problems be solved overnight. But the process has begun. In some areas, it will take years before improvements are discernible. But even skeptics will agree that the comprehensive approach that has been devised is what is necessary and if it is executed with Camden's residents and community leaders being an integral part of the process, it at least has a chance for success.

As Camden's economy and social fabric strengthen, there will be greater opportunity for business and recreational travel between Camden and Philadelphia. Then the goal of a strong, dynamic regional economy that benefits everyone will be met.

As Camden's economy and social fabric strengthen, there will be greater opportunity for business and recreational travel between Camden and Philadelphia. Then the goal of a strong, dynamic regional economy that benefits everyone will be met.



A cleared site along the Camden waterfront where the new headquarters for Campbell Soup Company will be built. The Benjamin Franklin Bridge which connects Camden and Philadelphia is in the background.

6X

PARKSIDE NEIGHBORHOOD STABILIZATION PLAN
APRIL 12, 1994

I. HOUSING: Bill Spearman, Chairman, PBCIP, St. Joe's
Carpenter's Society.

Objectives:

- 1) Develop market rate housing in Parkside, to retain, and attract working and moderate income families.
- 2) Provide a home buyer training program for first time home buyers.
- 3) Provide a home owner training program.
- 4) Provide grants, and repair assistance for low income residents and Sr. Citizens, in order to improve the quality of the existing housing stock within the Parkside community.
- 5) Provide jobs and career training in home repair, and rehabilitation.

II. POLICE & SAFETY: Elmer Winston, Vice Chairman, PBCIP
Camden Police Department.

Objectives:

- 1) Provide community based police services throughout Parkside.
* A new mini-station on Park Blvd.
- 2) Promote additional police involvement in community affairs.
- 3) Provide police officers with Bicycles and attractive uniforms to encourage more interaction with the community.
- 4) Develop a police supervised neighborhood watch program based in the mini-stations throughout the city.

III. BUSINESS DISTRICT DEVELOPMENT: Department of Economic
Development, CBAC.

Objectives:

- 1) Promote the development of the Haddon Ave. Business District.
 - Survey of existing business assets.
 - Establishment of feasibility of certain types of businesses.
 - Design business district improvements to supplement feasible businesses.
 - Establishment of business owners organizations to oversee the maintenance and marketing of the Haddon Avenue business district.

III.

BUSINESS DISTRICT DEVELOPMENT: (Con't)

- Obtain funding for actual construction of improvements and new buildings.
- 2) Recruit and train small business owners.
- 3) Provide operational and technical assistance on an on going basis.
 - Staff accountants, lawyers, professional managers, and marketing assistance
- 4) Provide jobs and career training in small business ownership to all eligible city residents.
 - Both high school age and adult city residents.

IV.

EDUCATION: Camden Board Of Education, and OIC.

HUMAN SERVICES: Scott Share, VP Marketing, Our Lady Of Lourdes Medical Center

Objectives:

- 1) Organize and coordinate the job training program for adults and high school students.
- 2) Provide new career driven forms of education on the middle and high school level.
- 3) Provide additional career driven educational programs in the evening for Camden residents.
- 4) Provide Sr. Citizen care and companionship.
- 5) Provide ambulatory care facilities to the residents of Camden.
- 6) Provide day care for parents who are working or training.

V.

PARKS AND RECREATION: The 1982 Linear Park Study, Camden County Parks Department, Camden City Department of Community Services.

Objectives:

- 1) Restore the lower section of Farnham Park.
- 2) Develop a plan maintain the park facilities.
 - Including a dedicated funding source to ensure maintenance.
- 3) Develop additional recreational facilities in Farnham Park.
- 4) Develop sports teams to participate in city wide leagues for all age groups.
 - Develop a dedicated funding source for these leagues.
- 5) Promote a variety of activities to develop well rounded citizens in the Parkside area.

8X