
**PRIORITY PROJECTS REPORT
CAMDEN, NEW JERSEY**

Prepared for

**STATE ECONOMIC RECOVERY BOARD FOR THE
CITY OF CAMDEN**

JULY 2003

PRIORITY PROJECTS REPORT
Camden, New Jersey

Prepared for:

**State Economic Recovery Board for the
City of Camden**

Prepared by:

Hammer, Siler, George Associates

Langan Engineering and Environmental Services, Inc.

Wallace Roberts & Todd, LLC

DMJM Harris

Slade Partners Consulting

Sadat Associates, Inc.

ARD/Government Finance Group

Charles Dilks

July 2003

HAMMER · SILER · GEORGE · ASSOCIATES
Denver/Silver Spring/Washington
8720 Georgia Avenue, Suite 906
Silver Spring, Maryland 20910

TABLE OF CONTENTS

| | |
|--|---------|
| 1. INTRODUCTION | Page 1 |
| 2. PROCESS FOR IDENTIFYING POTENTIAL PROJECTS | Page 4 |
| 3. SELECTION CRITERIA | Page 6 |
| 4. STATUS OF VETTING PROCESS | Page 8 |
| 5. CONCLUSION | Page 10 |
| 6. APPENDIX A – “PROJECT” AS DEFINED BY THE ACT | |
| 7. APPENDIX B – LIST OF MANDATED PROJECTS | |
| 8. APPENDIX C – LIST OF CAPITAL IMPROVEMENT PROJECTS | |
| 9. APPENDIX D – LIST OF HOUSING AND ECONOMIC DEVELOPMENT PROJECTS | |

1. INTRODUCTION

1. INTRODUCTION

The Camden Economic Recovery Board retained the Hammer Siler George Associates, Inc. consulting team to prepare a List of Priority Projects. Priority projects are defined as those projects which can contribute substantially to revitalizing the City of Camden.

This report is the third of five work products in the consulting engagement. They include:

- A Capital Improvements/Infrastructure Master Plan (CI/IMP)
- A Strategic Revitalization Plan (SRP)
- A List of Priority Projects
- An Annual Qualified Municipality Capital and Economic Recovery Program (the Annual Plan)
- A Qualified Municipality Capital and Economic Recovery Financial Plan (the Financial Plan)

Two of these products, the Capital Improvements/Infrastructure Master Plan and the Strategic Revitalization Plan, have been submitted previously and are in the final review stage. The objective of this effort is to develop a draft list of priority projects that could be submitted to the Camden Economic Recovery Board (ERB) for funding.

This required a two-step process that involved identifying a large group of potential projects that might contribute to the revitalization of the City, and then evaluating those projects, using predetermined project definition and selection criteria, to narrow the list to those projects that should have a priority.

The Municipal Rehabilitation and Economic Recovery Act contains a thorough and specific description of a “project” in the broadest sense pertaining to the allowable uses of funds. This definition is included in Appendix A of this document.

However, for the purpose of developing the List of Priority Projects, the consulting team developed a more refined definition of a “revitalization project”. This definition is consistent with the statute but is a more practical one that ERB members can use as the basis for making funding decisions. This definition is as follows:

DEFINITION OF A REVITALIZATION PROJECT

A revitalization project is a planned physical improvement that, when completed, will contribute to the economic, cultural, recreational, tourism, social (including housing, parks and community centers) or educational development of the City of Camden. A revitalization project has a specific location within the City and costs associated with its design, construction and implementation. A revitalization project must be capable of being started in two years and completed in four years. A revitalization project will include those mandated by the Municipal Rehabilitation and Recovery Act and may include certified redevelopment projects.

Revitalization projects can involve the construction or rehabilitation of buildings, supporting infrastructure (utilities, streetscape, drainage, etc.) or community facilities (parks, libraries, community centers, etc.) They can also include land acquisition and assembly provided they can be concluded in two years and there is presented a credible financial and development plan for the reuse of the land that can be started within one year after land acquisition. Funds allocated to a revitalization project that does not meet the time requirements will be recaptured and reprogrammed.

For simplicity sake, the term “project” is used to mean “revitalization project” for the entirety of this report. As noted in the above definition, there are several subcategories of revitalization projects, including:

-
- Housing
 - Retail
 - Office/Commercial
 - Recreation and Entertainment
 - Public Facilities including parks, libraries and community centers
 - Mandated projects for waterfront development, universities, colleges and hospitals
 - Infrastructure including water and sewer, transportation, streetscapes and utilities
 - Mixed-use projects that involve one or more of the other subcategories

The subcategories are important to the extent that they allow assessment and evaluation of similar project initiatives.

2. PROCESS FOR IDENTIFYING POTENTIAL PROJECTS

2. PROCESS FOR IDENTIFYING POTENTIAL PROJECTS

The consulting team used a sweeping interview process to collect and distill input for many of the work products for the engagement. This was especially the case for this report

.

The team engaged in over 100 individual and small group interviews with residents, community and business leaders, state agency representatives, advocates, and activists for the purpose of understanding the local issues, strategies, and program and project initiatives. This initiative was predicated on a commitment by the New Jersey Economic Development Authority (NJEDA) and the consulting team to maximize public outreach.

Preparation for the interviews included a review and summary of over fifty reports and neighborhood plans in an effort to identify potential projects and initiatives. Several hundred ideas, possible initiatives and potential projects were identified and documented as a result of this process.

The interviews then followed, using a structured format that included a specific set of questions about potential projects and sources of information about potential projects. All participants received a written guide in advance and were given the opportunity to provide additional input following their interview. A key goal of the interviews was to ensure that the participants had a good understanding of the project definition and the process for developing the priority project list.

As a result, over 100 potential projects were identified. An important aspect of the process of developing the initial inventory was the constant communication with and input by representatives of the NJEDA, meetings with the Technical Advisory Committee, and meetings with the Plan Implementation and Project Review Committees of the ERB.

Following a review the first draft of the inventory in late January 2003, Chief Operating Officer Randy Primas was concerned that some potential projects may still not have been identified. He instructed staff of the Camden Redevelopment Agency to reach out to non-profit developers and others working the Camden neighborhoods to add any missing projects to the master list.

These additions, corrections, deletions, or in some cases duplications, were summarized by Mr. Primas and submitted to the consulting team on February 14, 2003.

Participants in this outreach effort included:

- Greater Camden Partnership
- Camden Lutheran Housing
- St. Joseph's Carpenter Society
- Parkside Business & Community in Partnership
- Metro Camden Habitat for Humanity
- Cooper's Ferry Development Association
- Cramer Hill CDC
- Heart of Camden
- North Camden Land Trust
- State Street Housing
- Respond
- St. John's CDC
- Camden County Council on Economic Opportunity
- Housing Authority of the City of Camden
- Diocese of Camden, Vicariate of Human Services
- Cooper Grant Neighborhood Association
- Penrose Properties

The result of these efforts was a thorough inventory of possible projects that formed the basis for a Master List of Potential Priority Projects.

3. SELECTION CRITERIA

3. SELECTION CRITERIA

The consulting team's considerable diversity of experience contributed to development of a set of draft selection criteria. During the months of January, February and March 2003 the consulting team met as a whole, and in subgroups, to create a multi-tiered evaluation process to evaluate the Master List of Potential Priority Projects and reduce it to a Priority Project List for consideration by the ERB.

The selection criteria established by the consultant team were as follows:

PROJECT SELECTION CRITERIA

1st Level Screening: Relevance of Project

- ☐ The project is consistent with the legislation.
- ☐ The project advances one or both goals of the Strategic Revitalization Plan (job creation and neighborhood improvement).
- ☐ The project is consistent with the objectives of City Master Plan, neighborhood plans, other subarea plans, or the visions of the key leadership of the City of Camden.

2nd Level Screening: Readiness

- ☐ The project has been defined (see project definition above) and development responsibility has been established and acknowledged.
- ☐ Organization has the demonstrated management capability or a management plan that can successfully implement the project.
- ☐ Implementation organization has achieved site control or there is sufficient evidence that site control can be achieved and projects requiring property acquisition can be started within a three-year period.
- ☐ There are no major environmental or other constraints (such as permit requirements) that would prevent the start of implementation within the next three years.
- ☐ There exists sufficient infrastructure to support the demand associated with the project or such infrastructure can be developed and constructed in the timeframe of the project.

Ranking Process:

Project would be ranked on a 1-3 scale with 3 being highest rank based upon the following criteria:

-
- 3- High probability of achieving results
 - 2- Moderate probability of achieving results
 - 1- Low probability of achieving results

Financial

- ❑ The project-financing plan is reasonable.
- ❑ There is a high probability that the project can be financially sustainable.
- ❑ There is a high probability that the project can generate private sector investment.

Economic Impacts

- ❑ The project will generate jobs for residents of Camden.
- ❑ The non-public projects will expand tax revenues for the City of Camden.
- ❑ The non-public projects will contribute to the development of other income streams for the City of Camden.

Neighborhood Impacts

- ❑ The project improves housing stock.
- ❑ The project will contribute to the improvement of the “quality of life” of the City through improvements in health, safety, or other contributions.
- ❑ The project contributes to neighborhood stability.

Leverage

- ❑ The project will leverage other money, to include private, federal, city, and county or voluntary sector funds.
- ❑ If this project was successful, it would catalyze other projects.

Representatives of NJEDA, the Technical Advisory Committee and the ERB Plan

Implementation and Project Review committees reviewed the selection criteria before they were incorporated in the Draft SRP for public dissemination and comment.

4. STATUS OF THE VETTING PROCESS

4. STATUS OF THE VETTING PROCESS

Vetting is defined as the process of examining, investigating, or evaluating in a thorough or expert manner. For this effort, a three-part process was proposed, including:

1. A preliminary assessment to identify the projects to be vetted
2. Data and information gathering to ensure that project vetting and comparison would be equitable and thorough;
3. Subjecting the projects to rigorous evaluation according to the selection criteria.

The consulting team, with input from client constituencies such as the NJEDA and the Technical Advisory Committee, undertook a preliminary assessment that involved evaluating the projects against the following:

- Is the project in one of the neighborhood and employment opportunity areas identified in the SRP?
- Does the project meet the project definition?
- Does the project have an owner who has provided or can provide the information necessary to apply the selection criteria?
- Does the project have a specific timeframe for start or completion that would fall within the selection criteria guidelines of two years for start and four years for completion?
- Is there an indication that the project will require ERB funds to meet some but not all of its funding needs?

This effort produced eight mandated projects, twenty-one housing and economic development projects, and eleven capital improvement and infrastructure projects for further vetting and potential ERB funding. Three lists of potential priority projects were created. These included a list of mandated projects shown in Appendix B, a list of capital improvement and infrastructure

projects shown in Appendix C and the list of housing and economic development projects that have been initially assessed but only partially vetted shown in Appendix D.

Following several meetings with representatives of NJEDA, the second phase of the vetting process, data and information gathering to be conducted by the consultant team, was suspended. It was determined that the data gathering efforts by the consulting team would be duplicative of the application process being developed by the State for entities requesting ERB funds. A better alternative would be for the consultant team to provide State officials with the consulting group's preliminary project recommendations so that they might not be overlooked in the state application process. This report accomplishes that goal.

5. CONCLUSION

5. CONCLUSION

This report represents the best efforts of the consulting team to identify, assess and recommend a preliminary list of priority projects that should be included in the state application process for ERB funding. While vetting has not been completed, the projects provide a starting point for future ERB decisions concerning the funding of neighborhood, downtown, and job development efforts which can contribute to the revitalization of the City's economy. These projects are identified in the appendices of this report.

APPENDIX A - STATUTORY DEFINITION OF “PROJECT”

APPENDIX A

STATUTORY DEFINITION OF “PROJECT”

"Project" means: (1) (a) acquisition, construction, reconstruction, repair, alteration, improvement and extension of any building, structure, facility, including water transmission facilities or other improvement, whether or not in existence or under construction, (b) purchase and installation of equipment and machinery, (c) acquisition and improvement of real estate and the extension or provision of utilities, access roads and other appurtenant facilities; and (2) (a) the acquisition, financing, or refinancing of inventory, raw materials, supplies, work in process, or stock in trade, or (b) the financing, refinancing or consolidation of secured or unsecured debt, borrowings, or obligations, or (c) the provision of financing for any other expense incurred in the ordinary course of business; all of which are to be used or occupied by any person in any enterprise promoting employment, either for the manufacturing, processing or assembly of materials or products, or for research or office purposes, including, but not limited to, medical and other professional facilities, or for industrial, recreational, hotel or motel facilities, public utility and warehousing, or for commercial and service purposes, including, but not limited to, retail outlets, retail shopping centers, restaurant and retail food outlets, and any and all other employment promoting enterprises, including, but not limited to, motion picture and television studios and facilities and commercial fishing facilities, commercial facilities for recreational fishermen, fishing vessels, aquaculture facilities and marketing facilities for fish and fish products and (d) acquisition of an equity interest in, including capital stock of, any corporation; or any combination of the above, which the authority determines will: (i) tend to maintain or provide gainful employment opportunities within and for the people of the State, or (ii) aid, assist and encourage the economic development or redevelopment of any political subdivision of the State, or (iii) maintain or increase the tax base of the State or of any political subdivision of the State, or (iv) maintain or diversify and expand employment promoting enterprises within the State; and (3) the cost of acquisition, construction, reconstruction, repair, alteration, improvement and extension of an energy saving improvement or pollution control project which the authority determines will tend to reduce the consumption in a building devoted to industrial or commercial purposes, or in an office building, of nonrenewable sources of energy or to reduce, abate or prevent environmental pollution within the State; and (4) the acquisition, construction, reconstruction, repair, alteration, improvement, extension, development, financing or refinancing of infrastructure and transportation facilities or improvements related to economic development and of cultural, recreational and tourism facilities or improvements related to economic development and of capital facilities for primary and secondary schools and of mixed use projects consisting of housing and commercial development; and (5) the establishment, acquisition, construction, rehabilitation, improvement, and ownership of port facilities as defined in section 3 of P.L.1997, c.150 (C.34:1B-146). Project may also include: reimbursement to any person for costs in connection with any project, or the refinancing of any project or portion thereof, if such actions are determined by the authority to be necessary and in the public interest to maintain employment and the tax base of any political subdivision and likely to facilitate improvements or the completion of the project; and developing property and any construction, reconstruction, improvement, alteration, equipment or maintenance or repair, or planning and designing in connection therewith. For the purpose of carrying out mixed use projects consisting of both housing and commercial development, the authority may enter into agreements with the New Jersey Housing and Mortgage Finance Agency for loan guarantees for any such project in

accordance with the provisions of P.L.1995, c.359 (C.55:14K-64 et al.), and for that purpose shall allocate to the New Jersey Housing and Mortgage Finance Agency, under such agreements, funding available pursuant to subsection a. of section 4 of P.L.1992, c.16 (C.34:1B-7.13). "Project" shall not include a school facilities project.

APPENDIX B – LIST OF MANDATED PROJECTS

APPENDIX B

RECOMMENDED CAMDEN PROJECTS (BY OPPORTUNITY AREAS) - MANDATED

| | ATTRIBUTE: | SOURCE/PLAN | CATEGORY | LOCATION | UNITS | UNIT COST | PUBLIC FUNDS | OTHER COST | ESTIMATED TOTAL COST | TERM | OWNER | JOBS | NEW TAX \$ |
|---|--|----------------------|--|-------------------|-------|---|--------------------|------------|----------------------|--|--|------|------------|
| # | PROJECT NAME AND LOCATION | | Housing, Retail, Office, Industrial Park, Recreation or Entertainment, Public Facilities, University, Hospital, Infrastructure | CITY NEIGHBORHOOD | | (KNOWN COST ESTIMATES, BY PHASE IF AVAILABLE) | Includes ERB Funds | | | Short Term = 1 - 5 years, Mid Term = 6-10 years, Long Term = 11+ | | | |
| | AREA N-A | | | | | | | | | | | | |
| | AREA N-B | | | | | | | | | | | | |
| | AREA N-C | | | | | | | | | | | | |
| | AREA N-D | | | | | | | | | | | | |
| | AREA N-E | | | | | | | | | | | | |
| | AREA E-1: DOWNTOWN / WATERFRONT | | | | | | | | | | | | |
| 1 | Aquarium Expansion and Ancillary Development | Memo from CFDA 1/17 | Recreation | Aquarium | | | \$ 25,000,000 | | Unknown | Short | Columbus, Ohio developer, CFDA | | |
| 2 | The Cooper Health System; Renovation and expansion of adult and pediatric care services; Renovation and expansion of trauma operating room and post-anesthesia care service; Physical renovation of Cooper Plaza District campus environment | A Winning Investment | Hospital | Downtown Camden | | | \$ 13,350,000 | 4,450,000 | \$ 17,800,000 | Short | Cooper Health System | | |
| 3 | Camden County College; Technical education and training center facility renovation | A Winning Investment | College | Downtown Camden | | | \$ 3,500,000 | 7,500,000 | \$ 11,000,000 | Short | Camden County College | | |
| 4 | Rutgers University; Law School land acquisition and expansion; Student housing land acquisition; Cooper Street land and bldg. acquisition | A Winning Investment | University | Downtown Camden | | | \$ 11,000,000 | 16,000,000 | \$ 27,000,000 | Short | Rutgers University | | |
| 5 | Rowan University; New Academic Building | A Winning Investment | University | Downtown Camden | | | \$ 5,100,000 | 6,400,000 | \$ 11,500,000 | Short | Rowan University | | |
| 6 | University of Medicine and Dentistry of New Jersey; Clinical Academic Building | A Winning Investment | Hospital | Downtown Camden | | | \$ 9,000,000 | 9,500,000 | \$ 18,500,000 | Short | University of Medicine and Dentistry of New Jersey | | |

APPENDIX B

RECOMMENDED CAMDEN PROJECTS (BY OPPORTUNITY AREAS) - MANDATED

| | ATTRIBUTE: | SOURCE/PLAN | CATEGORY | LOCATION | UNITS | UNIT COST | PUBLIC FUNDS | OTHER COST | ESTIMATED TOTAL COST | TERM | OWNER | JOBS | NEW TAX \$ |
|---|---|------------------------|--|-------------------|-------|---|--------------------|------------|----------------------|--|---------------------|------|------------|
| # | PROJECT NAME AND LOCATION | | Housing, Retail, Office, Industrial Park, Recreation or Entertainment, Public Facilities, University, Hospital, Infrastructure | CITY NEIGHBORHOOD | | (KNOWN COST ESTIMATES, BY PHASE IF AVAILABLE) | Includes ERB Funds | | | Short Term = 1 - 5 years, Mid Term = 6-10 years, Long Term = 11+ | | | |
| 7 | Viruta Hospital | EDA Correction 7-14-03 | Hospital | Downtown Camden | | | \$ 1,000,000 | | Unknown | Short | Virtua Hospital | | |
| | AREA E-2: BROADWAY, LANNING SQUARE | | | | | | | | | | | | |
| | AREA E-3: PORT | | | | | | | | | | | | |
| | AREA E-4 | | | | | | | | | | | | |
| | AREA E-5: YORKSHIP SQUARE | | | | | | | | | | | | |
| | AREA E-6: COLLINGS ROAD | | | | | | | | | | | | |
| | AREA E-7: MT. EPHRAIM | | | | | | | | | | | | |
| | AREA E-8: LIGHT INDUSTRIAL / WAREHOUSE / OFFICE | | | | | | | | | | | | |
| | AREA E-9 | | | | | | | | | | | | |
| 8 | Our Lady of Lourdes Medical Center; New and expanded School of Nursing Facility; Emergency Department expansion; New Parking Garage | A Winning Investment | Hospital | | | | \$ 4,500,000 | 5,200,000 | \$ 9,700,000 | Short | Our Lady of Lourdes | | |
| | AREA E-10: HADDON AVE. | | | | | | | | | | | | |
| | AREA E-11 | | | | | | | | | | | | |
| | AREA E-12: LIGHT INDUSTRIAL / WAREHOUSE / OFFICE | | | | | | | | | | | | |
| | AREA E-13 | | | | | | | | | | | | |
| | AREA E-14: 36TH AND WESTFIELD | | | | | | | | | | | | |
| | AREA E-15 | | | | | | | | | | | | |

APPENDIX B

RECOMMENDED CAMDEN PROJECTS (BY OPPORTUNITY AREAS) - MANDATED

| | ATTRIBUTE: | SOURCE/PLAN | CATEGORY | LOCATION | UNITS | UNIT COST | PUBLIC FUNDS | OTHER COST | ESTIMATED TOTAL COST | TERM | OWNER | JOBS | NEW TAX \$ |
|---|---------------------------|-------------|--|-------------------|-------|---|--------------------|------------|----------------------|--|-------|------|------------|
| # | PROJECT NAME AND LOCATION | | Housing, Retail, Office, Industrial Park, Recreation or Entertainment, Public Facilities, University, Hospital, Infrastructure | CITY NEIGHBORHOOD | | (KNOWN COST ESTIMATES, BY PHASE IF AVAILABLE) | Includes ERB Funds | | | Short Term = 1 - 5 years, Mid Term = 6-10 years, Long Term = 11+ | | | |
| | AREA E-16 | | | | | | | | | | | | |
| | CITY-WIDE | | | | | | | | | | | | |

APPENDIX C – LIST OF CAPITAL IMPROVEMENT PROJECTS

APPENDIX C

RECOMMENDED CAMDEN PROJECTS (CITY-WIDE) - CAPITAL IMPROVEMENT/INFRASTRUCTURE

| | ATTRIBUTE: | SOURCE/PLAN | CATEGORY | LOCATION | UNITS | UNIT COST | PUBLIC COST | OTHER COST | TOTAL COST | TERM | OWNER | JOBS | NEW TAX \$ |
|----|--|--|--|---|------------------|---|-------------|------------|------------|--|--|------|------------|
| # | PROJECT NAME AND LOCATION | | Housing, Retail, Office, Industrial Park, Recreation or Entertainment, Public Facilities, University, Hospital, Infrastructure | CITY NEIGHBORHOOD | | (KNOWN COST ESTIMATES, BY PHASE IF AVAILABLE) | | | | Short Term = 1 - 5 years, Mid Term = 6-10 years, Long Term = 11+ | | | |
| | CITY-WIDE | | | | | | | | | | | | |
| 1 | Fairview Water Tank | NJDEP Mandate | Water and Sewer Infrastructure | City Wide | | | 3,500,000 | | 3,500,000 | Short | City of Camden Department of Utilities | | |
| 2 | Replace old fire hydrants | City Fire Department | Water and Sewer Infrastructure | City Wide | 115 hydrants | | 287,500 | | 287,500 | Short | City of Camden Department of Utilities | | |
| 3 | Hydrant installation at dead-end mains | Camden Water, LLC | Water and Sewer Infrastructure | City Wide | 7 mains/hydrants | | 17,500 | | 17,500 | Short | City of Camden Department of Utilities | | |
| 4 | Localized water main rehabilitation and reconstruction | City of Camden Department of Utilities | Water and Sewer Infrastructure | City Wide | 20,000 Linear Ft | | 7,000,000 | | 7,000,000 | Short | City of Camden Department of Utilities | | |
| 5 | Leak detection survey | City of Camden Department of Utilities | Water and Sewer Infrastructure | City Wide | | | 20,000 | 20,000 | 40,000 | Short | City of Camden Department of Utilities | | |
| 6 | Combined Sewer Outflow discharge control construction | NJDEP Mandate - The Interim Solids and Floatables Plan | Water and Sewer Infrastructure | City Wide | 28 CSO's | | 4,000,000 | 17,000,000 | 21,000,000 | Short | City of Camden Department of Utilities | | |
| 7 | Repair Pump Stations | City of Camden Department of Utilities | Water and Sewer Infrastructure | Arch Street, City Line/Ferry Ave., Paired Blvd, Federal St. | 4 PS' | 225,000 | 900,000 | | 900,000 | Short | City of Camden Department of Utilities | | |
| 8 | Repair Pump Stations | City of Camden Department of Utilities | Water and Sewer Infrastructure | Fairview, Pine St, Mt. Emphraim, State St. | 4 PS' | 225,000 | 900,000 | | 900,000 | Short | City of Camden Department of Utilities | | |
| 9 | Repair/replace Morgan Blvd sewage ejector | City of Camden Department of Utilities | Water and Sewer Infrastructure | Morgan Blvd. with city-wide implications | | | 75,000 | | 75,000 | Short | City of Camden Department of Utilities | | |
| 10 | Localized sewer rehabilitation and reconstruction | City of Camden Department of Utilities | Water and Sewer Infrastructure | City Wide | 25,000 Linear Ft | | 12,750,000 | 1,000,000 | 13,750,000 | Short | City of Camden Department of Utilities | | |
| 11 | Sewer main CCTV - video inspection | City of Camden Department of Utilities | Water and Sewer Infrastructure | City Wide | | | 250,000 | | 250,000 | Short | City of Camden Department of Utilities | | |

APPENDIX D – LIST OF HOUSING AND ECONOMIC DEVELOPMENT PROJECTS

ADDENDIX D

RECOMMENDED CAMDEN PROJECTS (BY OPPORTUNITY AREAS) - PARTIALLY VETTED HOUSING/ECONOMIC DEVELOPMENT

| | ATTRIBUTE: | SOURCE/PLAN | CATEGORY | LOCATION | UNITS | UNIT COST | PUBLIC COST | OTHER COST | TOTAL COST | TERM | OWNER | JOBS | NEW TAX \$ |
|-----------------|---|--|--|--|--|---|-------------|------------|--|--|--|------|------------|
| # | PROJECT NAME AND LOCATION | | Housing, Retail, Office, Industrial Park, Recreation or Entertainment, Public Facilities, University, Hospital, Infrastructure | CITY NEIGHBORHOOD | | (KNOWN COST ESTIMATES, BY PHASE IF AVAILABLE) | | | | Short Term = 1 - 5 years, Mid Term = 6-10 years, Long Term = 11+ | | | |
| 1 | Arthur's Court III - request \$73K bridge funding | Memo from OEO 1/3 | Housing | Census Tract 6010 | 30 | 138,000 | 1,600,000 | 2,600,000 | 4,200,000 | Short | OEO | | |
| 2 | 27th Street and Harrison Avenue Project | Randy Primas' memo 2/10/03 included list | Housing | 27th Street and Harrison Avenue | 14 | 125,000 | | | 1,750,000 | Short | Metro Camden Habitat for Humanity | | 35,000 |
| AREA N-B | | | | | | | | | | | | | |
| 3 | Community Links II - scattered site home ownership | THE CAMDEN INITIATIVE - NJHMFA Current and Proposed Projects | Housing | Stockton, Rosedale, Marlton and Liberty Park | 50 scattered - 10 low income and 40 mod income | | | | | Short | St Joseph Carpenter Society and NJHMFA | | |
| 4 | Expansion of St. Joseph's School and St. Joseph Pro Cathedral | East Camden Strategic Investment Plan - Memo from Bill Whelan 2/5/03 | Private | Eastside and Federal Westfield Triangle | | | | | 15,000,000 | Short | St. Joseph | | |
| 5 | St. John CDC office rehab with one rental unit | Note in Randy Primas memo package 2/10/03 | Office | 2821 Mitchell Street | | | | | | Short | St. John CDC | 12 | |
| 6 | St. John CDC new house | Note in Randy Primas memo package 2/10/03 | Housing | 2912 Mitchell Street | 1 | 150,000 | 85,000 | 65,000 | 150,000 | Short | St. John CDC | 5 | |
| AREA N-C | | | | | | | | | | | | | |
| 7 | Parkside Neighborhood project - expanded land banking and housing redevelopment | THE CAMDEN INITIATIVE - NJHMFA Current and Proposed Projects | Housing | Parkside | 175 | | 16,000,000 | | | Short | ABC Corp and NJHMFA - PBCIP | | |
| 8 | Oasis Development Project - Phase I to include demolition, acquisition and predevelopment | THE CAMDEN INITIATIVE - NJHMFA Current and Proposed Projects | Mix - townhouses and small retail/office | Gateway Neighborhood | 10 | | | | \$300,000 Phase I approved. Need cost and request amount | Short | ABC Corp and Oasis Development Corp | | |
| 9 | Park Boulevard Homeownership Rehab Project | Memo from Bridget Phifer of PBCIP to Randy Primas 2/10/03 | Housing | Park Boulevard - Parkside | 150 | 121,719 | | | 18,257,904 | Short | Parkside Business and Community in Partnership | | |
| 10 | Empire Avenue Single Family Houses | Memo from Bridget Phifer of PBCIP to Randy Primas 2/10/03 | Housing | Empire Avenue - Parkside | 12 | 127,500 | | | 1,530,000 | Short | Parkside Business and Community in Partnership | | |
| 11 | Pearlye Building Parkview Apartments for Seniors | Memo from Bridget Phifer of PBCIP to Randy Primas 2/10/03 | Housing | Pearlye Building Parkside | 51 | 122,264 | | | 6,235,489 | Short | PBCIP and Penrose Properties | | |
| AREA N-D | | | | | | | | | | | | | |

ADDENDIX D

RECOMMENDED CAMDEN PROJECTS (BY OPPORTUNITY AREAS) - PARTIALLY VETTED HOUSING/ECONOMIC DEVELOPMENT

| | ATTRIBUTE: | SOURCE/PLAN | CATEGORY | LOCATION | UNITS | UNIT COST | PUBLIC COST | OTHER COST | TOTAL COST | TERM | OWNER | JOBS | NEW TAX \$ |
|---|---|--|--|---|-------|---|-------------|------------|---|--|--|--------------------|------------|
| # | PROJECT NAME AND LOCATION | | Housing, Retail, Office, Industrial Park, Recreation or Entertainment, Public Facilities, University, Hospital, Infrastructure | CITY NEIGHBORHOOD | | (KNOWN COST ESTIMATES, BY PHASE IF AVAILABLE) | | | | Short Term = 1 - 5 years, Mid Term = 6-10 years, Long Term = 11+ | | | |
| 12 | Fairview Neighborhood Project - Renovation of 35 single family homes. Developer also plans additional 65 market rate resale homes and rehab of 220 rental units | THE CAMDEN INITIATIVE - NJHMFA Current and Proposed Projects | Housing | Fairview | 35 | 99,714 | | | \$590,000 construction loan commitment plus \$2.9 million subsidy | Short | ABC Corp, NJHMFA and RPM Development Group | | |
| AREA N-E | | | | | | | | | | | | | |
| 13 | Lanning Square-Cooper Plaza Development Project - expanded property acquisition and demolition | THE CAMDEN INITIATIVE - NJHMFA Current and Proposed Projects | Mix - including housing, parking, new school and waterfront development | Lanning Square - Benson, Washington, Berkley, So Broadway and South 7th Street - expanded to Mickle, RT 676, Pine Street and South 3rd Street | | | 3,900,000 | | Unknown | Short | ABC Corp and NJHMFA | | |
| 14 | Cooper Plaza Rehabs | Randy Primas' memo 2/10/03 included list | Housing | Census Tract 6003 | 7 | 82,000 | | | 574,000 | Short | Metro Camden Habitat for Humanity | | 10,500 |
| AREA E-1: DOWNTOWN / WATERFRONT | | | | | | | | | | | | | |
| 15 | L3 Communications Project - Retrofit of Surplus Space | Phone call from Mike Collins 2/19 and email from Cliff 2/25 | Office | Delaware Avenue, Federal, Market and Third Streets | | | | | \$2,500,000 (EDA will apply for \$500,000 from ERB) | Short | NJ EDA Real Estate and L3 | 200 high tech jobs | |
| 16 | Harbor View - a 70K sf to provide indoor and outdoor dining, retail shops and county park police substation | Memo from Jeffrey Swartz to Mike Collins, 1/16 | Mix | Between Wiggins Park Marina and Tweeter Center on waterfront | | | | | 4,000,000 | Short | Harbor View Associates | 350 | |
| 17 | Interior Gateway Project to include Johnson Park restoration and demolition of Commerce Building and Parakde Building to create Roosevelt Park | Letter from Tom Corcoran, CFDA 1/21 | Mix | Downtown Camden | | | | | 4,000,000 | Short | CFDA | | |
| 18 | Walt Whitman Cultural Arts Center Renovation | Letter from Tom Corcoran, CFDA 1/21 | Recreation | Center of Eldridge R. Johnson Park | | | 1,000,000 | 1,000,000 | 2,000,000 | Short | Walt Whitman Cultural Arts Center, CFDA | | |
| AREA E-2: BROADWAY, LANNING SQUARE | | | | | | | | | | | | | |
| 19 | Vocational Training Center | Memo from OEO 1/3 | Public | Broadway | | | | | 1,000,000 | Short | OEO | | |

ADDENDIX D

RECOMMENDED CAMDEN PROJECTS (BY OPPORTUNITY AREAS) - PARTIALLY VETTED HOUSING/ECONOMIC DEVELOPMENT

| | ATTRIBUTE: | SOURCE/PLAN | CATEGORY | LOCATION | UNITS | UNIT COST | PUBLIC COST | OTHER COST | TOTAL COST | TERM | OWNER | JOBS | NEW TAX \$ |
|----|--|---|--|-----------------------|-------|---|-------------|------------|------------|--|--------------------------|------|------------|
| # | PROJECT NAME AND LOCATION | | Housing, Retail, Office, Industrial Park, Recreation or Entertainment, Public Facilities, University, Hospital, Infrastructure | CITY NEIGHBORHOOD | | (KNOWN COST ESTIMATES, BY PHASE IF AVAILABLE) | | | | Short Term = 1 - 5 years, Mid Term = 6-10 years, Long Term = 11+ | | | |
| | AREA E-3: PORT | | | | | | | | | | | | |
| | AREA E-4 | | | | | | | | | | | | |
| | AREA E-5: YORKSHIP SQUARE | | | | | | | | | | | | |
| | AREA E-6: COLLINGS ROAD | | | | | | | | | | | | |
| | AREA E-7: MT. EPHRAIM | | | | | | | | | | | | |
| | AREA E-8: LIGHT INDUSTRIAL / WAREHOUSE / OFFICE | | | | | | | | | | | | |
| | AREA E-9 | | | | | | | | | | | | |
| | AREA E-10: HADDON AVE. | | | | | | | | | | | | |
| | AREA E-11 | | | | | | | | | | | | |
| | AREA E-12: LIGHT INDUSTRIAL / WAREHOUSE / OFFICE | | | | | | | | | | | | |
| | AREA E-13 | | | | | | | | | | | | |
| | AREA E-14: 36TH AND WESTFIELD | | | | | | | | | | | | |
| | AREA E-15 | | | | | | | | | | | | |
| | AREA E-16 | | | | | | | | | | | | |
| 20 | 26th and River Road Commercial Development Project - demolition and admin cost | Letter from Tom Corcoran, CFDA 1/21 - Memo from Jenny Greenberg CFDA to Carrie Turner 2/10/03 that this is a priority | Retail | 26th and River Avenue | | | 280,000 | | | Short | CFDA and Cramer Hill CDC | | |
| | CITY-WIDE | | | | | | | | | | | | |

ADDENDIX D

| RECOMMENDED CAMDEN PROJECTS (BY OPPORTUNITY AREAS) - PARTIALLY VETTED HOUSING/ECONOMIC DEVELOPMENT | | | | | | | | | | | | | |
|--|--|--|--|-------------------|-------|---|-------------|------------|------------|--|---------------------|------|------------|
| | ATTRIBUTE: | SOURCE/PLAN | CATEGORY | LOCATION | UNITS | UNIT COST | PUBLIC COST | OTHER COST | TOTAL COST | TERM | OWNER | JOBS | NEW TAX \$ |
| # | PROJECT NAME AND LOCATION | | Housing, Retail, Office, Industrial Park, Recreation or Entertainment, Public Facilities, University, Hospital, Infrastructure | CITY NEIGHBORHOOD | | (KNOWN COST ESTIMATES, BY PHASE IF AVAILABLE) | | | | Short Term = 1 - 5 years, Mid Term = 6-10 years, Long Term = 11+ | | | |
| 21 | City-wide demolition of as many as 400 unsafe houses in 2003 | THE CAMDEN INITIATIVE - NJHMFA Current and Proposed Projects | Housing | City Wide | 400 | | 4,000,000 | | | Short | ABC Corp and NJHMFA | | |