

PARKSIDE

Neighborhood Revitalization Plan

Right Place, Right Time, Right Here: Parkside

Final Plan: December 2020



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ACKNOWLEDGMENTS

Throughout the planning process, Parkside residents and stakeholders were a tremendous help in facilitating the Plan through attendance and participation at Stakeholder and Community Meetings and providing assistance with neighborhood outreach activities. PBCIP staff worked tirelessly to coordinate the Plan, administer the resident and property surveys, and engage stakeholders. Meeting space for Steering Committee, Community Meetings, and Stakeholder Meetings was generously provided by the Camden County Historical Society (CCHS), the Early Childhood Development Center (ECDC), and Virtua Our Lady of Lourdes Hospital. Pennoni helped facilitate the 2020 revision of the plan.

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The **200** residents and stakeholders who participated in community meetings between August and December 2016;
The **365** residents who responded to the Resident Satisfaction Survey in fall 2016;
The **75** stakeholders who participated in key issue stakeholder meetings throughout the planning process;
The **50** high school students who participated in the youth mapping exercise and survey;
The **60-70** families that participated in our September 2020 engagement activity;
The **72** participants in our October 2020 community meeting.
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The Plan was made possible by a planning grant from the Wells Fargo Regional Foundation and the New Jersey Department of Community Affairs (NJDCFA) Neighborhood Revitalization Tax Credit.



INTRODUCTION

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Background

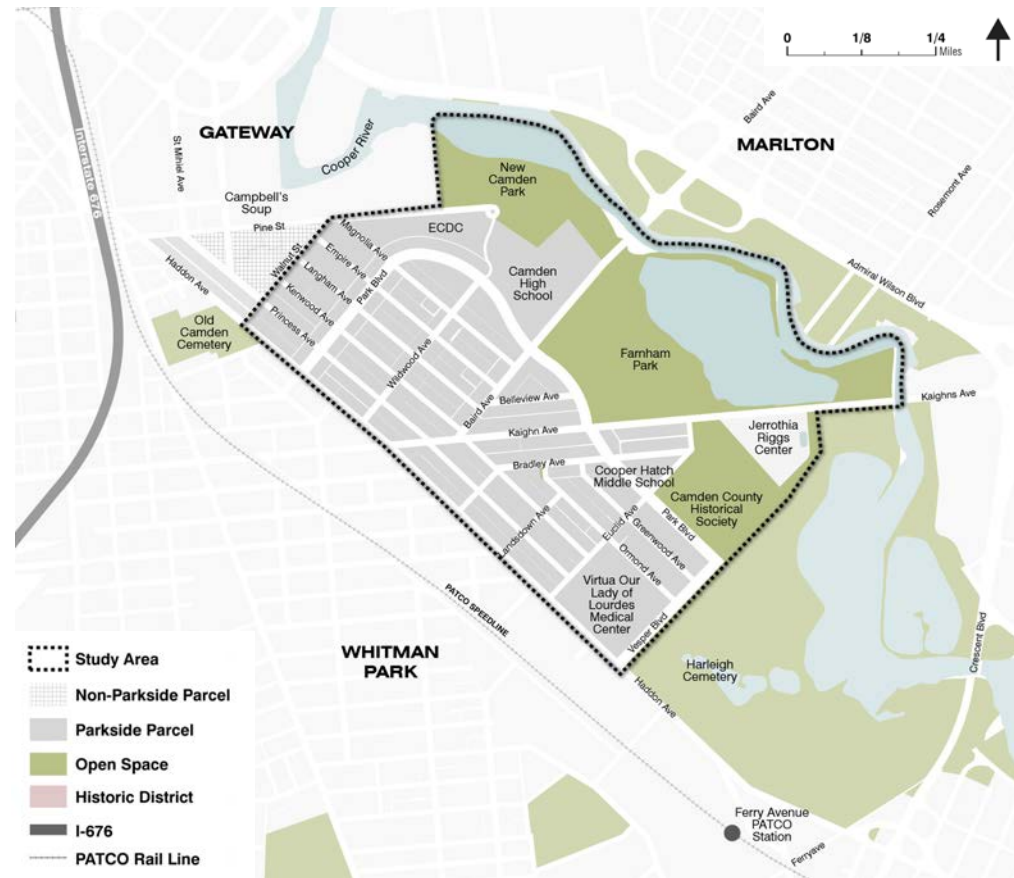
Parkside is a predominantly residential neighborhood located just southeast of downtown Camden, New Jersey. Anchor institutions – Virtua Our Lady of Lourdes Medical Center, Campbell's Soup Company, Cooper Hospital, the Boys and Girls Club of Camden County, and Parkside Business and Community in Partnership (PBCIP) – have their roots in the neighborhood or just outside it. Two of Camden's high schools are located in the neighborhood, as well as a middle school, an elementary school, and a charter school. Large riverfront green spaces form the east and south borders of the neighborhood, while Haddon Avenue serves as the neighborhood's main commercial corridor and western edge. Much of the housing in Parkside is handsome attached and semi-attached homes located in one of the neighborhood's two historic districts.

Parkside has traditionally been one of the more desirable neighborhoods in Camden, with its attractive housing stock, proximity to downtown Camden, open spaces tree-lined streets, and reasonable access to transit. However, the same decrease in population and increase in blight and vacancy that has plagued the rest of the City in recent decades has also effected Parkside, and an implementable neighborhood plan is needed to prioritize the neighborhood's needs, guide future investment, and develop innovative strategies to tackle the key physical, economic, and social issues facing Parkside.

In 2016, the Parkside Business & Community in Partnership (PBCIP), a neighborhood non-profit dedicated to building a vibrant neighborhood in Parkside through advocacy, collaboration and commitment, received a grant from the Wells Fargo Regional Foundation to create a 10 year neighborhood plan for Parkside. PBCIP supports commercial revitalization, mixed income housing, quality education, and quality-of-life initiatives in Parkside. PBCIP hired a consultant team made up of KSK Architects, Planners, Historians, Inc. (KSK), Real Estate Strategies (RES), and CultureWorks to complete the neighborhood plan, hereto referred to as the Parkside Neighborhood Revitalization Plan or "the Plan".

PBCIP completed (its second) neighborhood planning process in 2017 and the community adopted the plan in 2018. The process was funded by Wells Fargo Regional Foundation and facilitated by KSK Architecture and Planners of Philadelphia. The planning process included the participation of well over 700 Parkside residents and stakeholders and established the framework for a healthy, mixed income neighborhood where families of all incomes can prosper and thrive.

MAP 1: Study Area Context



The Plan was adopted in 2019. Since completion, it secured significant implementation investment from philanthropic and government entities such as Well Fargo Regional Foundation, the Robert Wood Johnson Foundation, the City of Camden; HMFA via tax credit allocation, Cinnaire, and more. In 2020, it was decided that the plan needed to be revised to address a discrepancy between PBCIP's Parkside boundaries and the Gateway neighborhood. The update also created the opportunity to incorporate new projects, programs, and strategies that have organically evolved from continued collaboration with residents, partners, and new relationships.

The plan was also updated during the COVID-19 pandemic, which impacted every corner of society. It took a toll on small businesses and restaurants, underscored the need for equitable access to resources, and showed us the importance of home and strength of our community. Although not discussed specifically, the Plan recommendations do take the new post-pandemic world into account -- especially policies and programs related to housing, small business development, education, and public health.

PBCIP Planning Initiatives

Incorporated in 1993, PBCIP membership represents neighborhood residents, business owners, institutional directors and stakeholders from virtually every aspect of neighborhood life. The organization's mission is to build a vibrant neighborhood in Parkside, and through advocacy, collaboration and commitment, PBCIP supports quality education, mixed income housing and commercial development, guided by sustainable practices to achieve a green community. Since its formation as a 501(c)3 non-profit organization, PBCIP has evolved from a solely volunteer-run operation to having an operating budget of more than \$600,000 and a paid team of highly experienced consultants and staff. PBCIP's accomplishments include completion of 86 for-sale rehabbed homes, incorporating eco-friendly systems and materials; 149 units of newly constructed senior and multi-family rental housing in the Parkside and Whitman Park neighborhoods of Camden and pre-development for 40 unit scattered site sales project dispersed along the Kenwood, Princess and Park Boulevard corridors of Parkside.

With the knowledge that housing alone will not address neighborhood problems, PBCIP is also developing the commercial district along Haddon Avenue. The centerpiece of this effort is an investment in a new Federally Qualified Health Center (FQHC) that is being developed or proposed in partnership with CAMcare Health and Cornerstone Community Partners. The new FQHC is being developed at the former RENEW site -1301 Haddon Avenue. CAMcare provides primary care services with a focus on the uninsured and underinsured population in Camden. They provide adult, OB/Gyn, pediatrics, and dental services with a patient population of 36,400

PBCIP & Community Members Vision for Parkside:

"Parkside is a beautiful, unique, multicultural neighborhood, where families live safely in a clean environment and where neighbors are steadfast in their commitment to the community and their respect for each other. Parkside is a place where work, quality shops, great dining, excellent schools and leisure activities exist to produce a desirable and sustainable neighborhood."

patients. The new health center will be the first in the state of New Jersey dedicated to the establishment and growth of innovation in community health centers. CAMcare will bring a renewed focus to healthcare innovation with a spotlight on the revitalization of the Haddon Avenue corridor and surrounding neighborhoods.

Across Liberty Street, CAMcare-related activity includes development of a Learning Garden to promote urban agriculture and an entrepreneurial endeavor involving community gardeners able to sell their locally grown produce to nearby stores, restaurants and institutions. Next door the Learning Garden, PBCIP acquired the building which houses the legendary sandwich shop Donkey's Steaks, a landmark business that attracts a loyal clientele from throughout the region. PBCIP also acquired nearby a dilapidated Laundromat which has been refurbished with energy-efficient, environmentally friendly machines within an inviting space that will be used for a unique model of community engagement as patrons linger through the wash and dry cycle. The Laundromat was developed as a turn-key operation and is being managed by an alumni of the University of Pennsylvania Wharton School of Business.



10-Unit Planned Development

A major neighborhood success has been the annual Haddon Avenue Street Festival, attracting more than 1,500 residents to Haddon Avenue for an afternoon of live music, children's activities, vendors and services to highlight the shopping district and provide a family-friendly activity in the community. The event not only attracts visitors from throughout Camden and surrounding towns, but draws vendors from throughout the region and out of state as word of the festival's popularity has spread.

Additional initiatives include a façade improvement program which thus far has invested well over \$300,000 in façade improvements for existing businesses in the revitalization target area on Haddon Avenue. This program includes new energy efficient windows and attractive awnings to begin to bring a coordinated look to the corridor and also project a visible sign of progress toward the comprehensive revitalization plan for the Parkside business district. An equity capital program supports new and expanding businesses that provide valuable goods and services to the community.

PBCIP's founding mission of working to revitalize the Parkside neighborhood has led to a magnitude of quality-of-life initiatives in Parkside. A well-established blocks captains network serves as the underpinning of these endeavors. Block captains are the link between residents and PBCIP, disseminating timely information about meetings, events or issues of concern that may arise. Block captains also troubleshoot resident problems and work with PBCIP to connect residents to appropriate agencies and institutions. The block captains are the eyes and ears of PBCIP in the community.

Other quality of life initiatives range from meeting immediate and basic needs to social opportunities to leadership development. These include PBCIP's annual Christmas food basket drive which provides a holiday meal for 50 families who otherwise could not afford a holiday dinner, median beautification projects involving neighborhood schoolchildren, and rain gardens installed at several locations in Parkside.

PBCIP has developed a schedule of monthly community-wide meetings with themes each month to provide topical information to residents and feature information on sustainable practices that families and the community can incorporate into their daily lives. Community meeting guest speakers have included city officials, Camden school officials and state agencies discussing school construction and environmental safety at Parkside schools, and representatives from health and social service organizations bringing residents information about healthcare, child care, and job opportunities. Recent topics have included backyard gardening, a meet and greet with the city's new police force, and a health fair.

All these efforts are guided by the previous Parkside neighborhood plan, completed in 2005, which has won a number of awards for its thoroughness

and inclusiveness. The plan included input from more than 600 residents and stakeholders in the community, reached via community-wide meetings, small-group sessions, individual surveys and door-to-door interviews and personal invitations to participate. It has been recognized by NJ LISC, The Reinvestment Fund, and the New Jersey chapter of the American Planning Association. It also received the NJ Futures Smart Growth Award for participatory neighborhood planning. In addition, PBCIP was named Greater Camden Partnership's Partner of the Year in 2005. In December, 2005, the plan was formally adopted by Camden City Council and incorporated into the city's master plan. In addition, PBCIP accepted the 2006 Governor's Excellence in Housing award for Outstanding Green/Sustainable Development for the Faison Mews senior apartment project.

Within the past five to ten years, Parkside has seen significant development including: the \$35 million Early Childhood Development Center school; Faison Mews, a \$9 million, 51-unit senior apartment complex redeveloped by PBCIP; a \$50 million expansion of Lourdes Hospital which included a new nursing school wing and emergency department; the Boys & Girls Club which opened in 2002; Camden High \$133 million investment; and a newly constructed building scheduled to open September 2021. Additionally, a \$1 million renovation to Farnham Park has been completed, with a grand opening held in July 2011 and PBCIP partnered with the Camden High alumni association for the renovation of its athletic field along the 1900 block of Park Blvd. Since reopening, the park has seen increased community use, with new playground equipment, a repaired spray pool and a rain garden. Additionally, PBCIP partnered with a private developer for the completion of 98 units of affordable rental housing in the adjoining Whitman Park neighborhood.

To date, PBCIP's Hope Institute homebuyer education program has graduated more than 1,000 families. This free classroom and counseling program arms clients with the knowledge to save for a home and use credit wisely, to critically evaluate mortgage offers and, finally, to successfully own a home while making comfortable mortgage payments and maintaining and improving the home to maximize investment.

Finally, in order to secure a brighter future for Parkside, the neighborhood's schools and quality of housing will be assessed for targeted investments with support from Purpose Built Communities (PBC). This nationally recognized non-profit consulting firm is committed to working closely with local leaders and communities to implement a holistic approach to revitalizing distressed neighborhoods. Funded in part by Warren Buffet and other nationally known foundations, their consulting services are provided free of charge. PBC's goal is to support the launch and nurture as many transformational efforts as possible to maximize the number of people who can reap the benefits of healthy, supportive communities.

Other Planning Initiatives

Virtua Our Lady of Lourdes Hospital

Lourdes Health System has a Campus Redevelopment Plan for the Virtua Our Lady of Lourdes Medical Center at Haddon Avenue and Vesper Boulevard. The \$100 million facility enhancement calls for construction on the north side of the campus to include expanded parking, a new main entrance wing to the campus with expanded visitor amenities, as well as interior renovations to existing buildings. Lourdes is working to secure financing for the project; if approved, it may be phased over time with multiple components. Construction on this project is planned to begin in 2021. As of January, 2020, Phase 1 is complete.

Knight's Crossing

The Knight's Crossing Masterplan, located on the northern border of Parkside in the Gateway Neighborhood, is an ambitious plan for the redevelopment of the areas around Campbell's Soup Company's campus on Pine Street. The plan builds off of the recent relocation of Subaru to the vacant lands north of Campbell's campus, recommending transit-oriented development (TOD) anchored by a proposed new PATCO station at Mt. Ephraim Avenue, mixed-use development on the north and south sides of the Pine Street Corridor, expansion of Campbell's campus, and new parks and open space with pedestrian and bicycle connections. The plan also creates a prominent intersection at Pine Street and Haddon Avenue with ground floor retail 2-5 story buildings and a green plaza area at Mt. Ephraim Avenue; this "Haddon Triangle" is intended to serve as the southern retail anchor for the Knight's Crossing District.

Ferry Avenue Station Transit-Oriented Development Plan

In June of 2010, a vision plan was developed by Grapevine Development for a new transit village around the Ferry Avenue PATCO station on Haddon Avenue. This Transit-Oriented Development (TOD) plan, would be anchored by a supermarket, showed mid-rise mixed-use development on the west side of Haddon Avenue between Vesper Boulevard and White Horse Pike. Proposed uses included office space, ground floor retail, apartments, a grocery store, parking, and open space. Streetscape improvements to Haddon Avenue were also proposed to improve the pedestrian experience between Parkside and the Ferry Avenue station and included an expanded roadway with a green center



Knight's Crossing

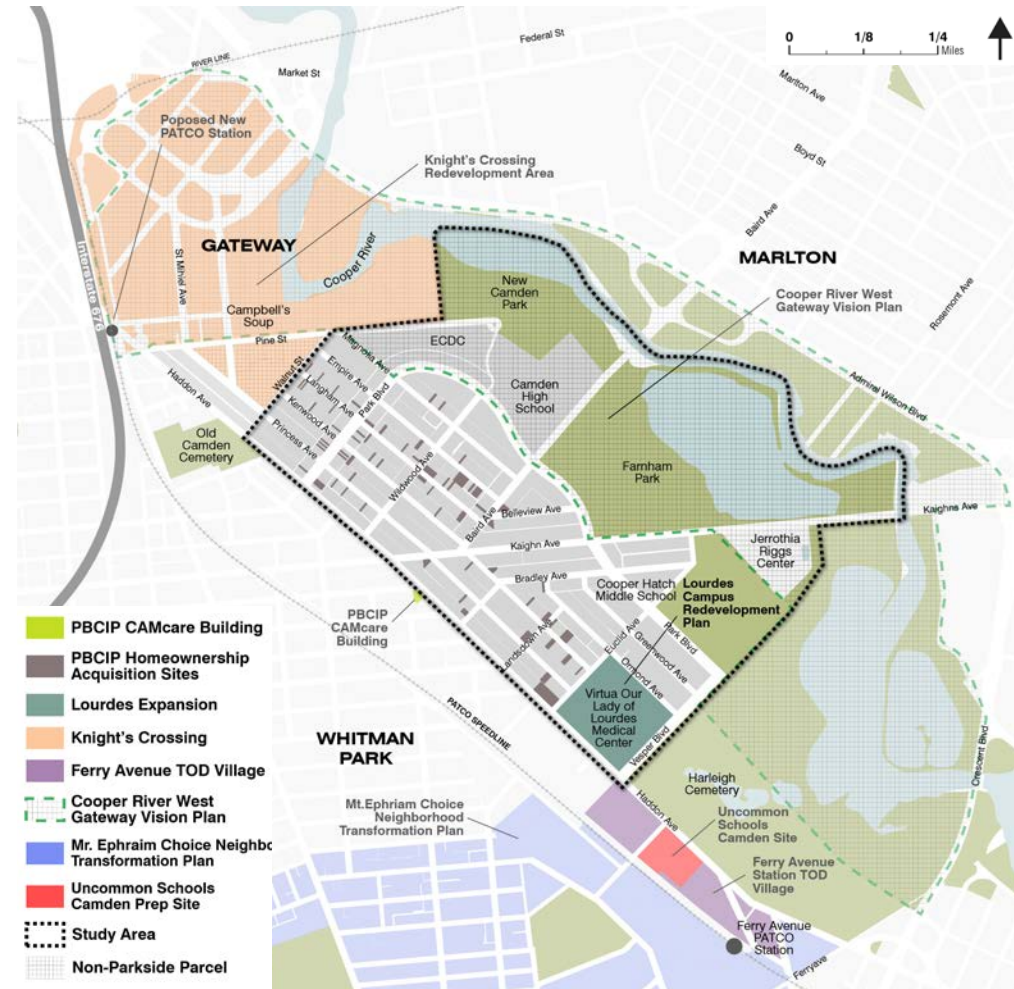


Lourdes Campus Expansion Plan



PBCIP Rehabbed Homes

MAP 2: Other Planning Initiatives



median, on street bike lanes, and pedestrian-scale lighting. The proposed project stalled in 2013 when the supermarket tenant, Fresh Grocer, pulled out of the development, and since that time the properties around the PATCO station continue to be underutilized and remain ripe for redevelopment.

Mt. Ephraim Choice Neighborhood Transformation Plan

The Housing Authority of the City of Camden and the City of Camden were awarded a \$13.2 million Choice Neighborhood Implementation Grant for the Mt. Ephraim South Neighborhood. This grant funds recommendations from the Mt. Ephraim Choice Neighborhood Transformation Plan. The Plan proposes a housing strategy with mixed-income homeownership and rental units, rehabilitation of existing public housing units, and new mixed-income units at the Ferry Avenue PATCO station TOD.

Uncommon Schools Camden Prep

A public-charter hybrid Renaissance school was recently constructed on the southwest corner of Haddon Avenue at Copewood Street. This new three-story building facility has capacity for 800 students in grades K-8 and serves children in Parkside and the surrounding area. Renaissance schools guarantee seats to every child who lives in the neighborhood.

Cooper River West Gateway Vision Plan

The Cooper River West Gateway Vision Plan is a new strategy for social, environmental, and economic vitality of the Cooper River and the surrounding neighborhoods including Parkside. The Plan provides opportunities to connect residents to the river and allow them to interact with the waterway.

Haddon Avenue Roadway Improvement Plan








Camden County, the City of Camden and Cooper’s Ferry Partnership have initiated a project to study improvements to Haddon Avenue (between Euclid Avenue and Newton Avenue). The possible improvements include traffic signal upgrades, ADA compliant ramp and sidewalks, water, sewer and stormwater upgrades, road resurfacing and streetscape amenities such as trees, lighting, and bike lanes.

Haddon Square Redevelopment Plan

Located at the intersection of Haddon and Kaighn Ave, in the heart of the “Medical Mile” is an area in need of new land use design and improved pedestrian and bicycle facilities. The goal for Haddon Square Plan is to support a vibrant businesses community, add new residential units, and entertainment opportunities not available anywhere else throughout the City.

Key Neighborhood Issues:

Throughout the process of developing the Plan, a list of key issues was identified based on conversations with the Steering Committee and neighborhood residents/business owners and data compiled by the consultant team. These seven key issues listed below were later combined into the four recommendation categories in the Plan.

- 
 - Lack of diversification in retail offerings
 - Vacant Commercial Spaces
 - No recognizable, unified brand identity for Parkside
- 
 - Deferred maintenance for long-term homeowners
 - Adverse impacts from absentee landlords
 - Lack of affordable housing funding
- 
 - Poor streetscape and alley conditions
 - Overgrown trees on Haddon Avenue
- 
 - Need to improve neighborhood and resident cohesion
 - Lack of a central community service facility
- 
 - Areas with high concentrations of drug dealing activity
 - Vehicular and ATV on local streets
- 
 - Need better before and after school care
 - Lack of vocational offerings
 - Safety issues with getting students to school
- 
 - Lack of fresh food options
 - Lack of active living initiatives
 - Deferred maintenance in public parks



COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT

Planning Process

The Parkside Neighborhood Revitalization Plan was created through an interactive planning process engaging residents, business owners, local stakeholder groups, the City of Camden. The planning process was broken into the four main phases detailed below. During each phase, the Project Teams' work was reviewed and commented on by the Steering Committee and then the community. The Steering Committee was made up of PBCIP members, residents, local business owners, City officials, local institutions, and other stakeholders in the community.

Phase 1: Existing Conditions

An exhaustive review and analysis of the current state of the neighborhood was completed. Data from City agencies, the Census, and other sources were compiled and mapped throughout the Parkside neighborhood. A Neighborhood Conditions Survey was done by PBCIP and then mapped by the Project Team to determine land use, occupancy, building condition, vacancy, and recent improvements for every parcel in the study area. A review of current market conditions was done to determine the economic health of the neighborhood.

Phase 2: Key Issues & Opportunities

The major issues gathered from the existing conditions were prioritized and looked at in more detail so as to decide which issues were most important for improving the neighborhood. Additional community and stakeholder meetings were conducted during this phase to aid in prioritizing the main issues/concerns and establish goals for the plan. Neighborhood baseline indicator values were developed as a result of this analysis to determine the current starting position of the Parkside neighborhood on key issues such as education, crime, poverty, and vacancy.

Phase 3: Recommendations

The Project Team developed recommendations to address the key issues identified in Phase 2. These recommendations were vetted and revised based on feedback from Steering Committee.



Phase 4: Draft Neighborhood Plan

An implementation strategy was developed to determine how the recommendations developed in Phase 3 will be completed by PBCIP and other partner organizations. The implementation strategy and recommendations were compiled into a draft of the Parkside Neighborhood Revitalization Plan. Based on feedback from the Steering Committee and the final community meeting, the draft of the Plan was revised and a final version submitted to Wells Fargo and the community.

Phase 5: Neighborhood Plan Update

In 2020, PBCIP updated the Parkside Neighborhood Revitalization Plan to stay up to date with current resident priorities. In addition to the updates to ongoing work, the 2020 Update includes an:

- Update to the study area;
- Effort to become a network member of Purpose Built Communities;
- Update to The CAMcare Project;
- Update on Parkside's Roots to Prevention.

Resident Survey

As part of the Wells Fargo Regional Plan Process, PBCIP conducted a community-wide Resident Satisfaction Survey during the fall of 2016. PBCIP used a systematic random sampling approach and went door to door to conduct the survey at the selected households to obtain 365 completed survey. They used trained surveyors to conduct the one-on-one interviews with an adult member of the household. During the survey, residents were asked a series of questions about resident satisfaction, sense of community, quality of life aspects, neighborhood change, and prospective homebuyers. A full analysis of the survey was prepared by Alys Mann Consulting and is included as an appendix in the Neighborhood Plan. A brief overview of the findings from the report is summarized below.

Key Findings

RESIDENT SATISFACTION:

In 2016 overall levels of resident satisfaction are quite high in the Parkside Neighborhood. About 60% say they “strongly agree” or “agree” they would recommend the neighborhood to anyone. Slightly fewer respondents “strongly agreed” or “agreed” they would recommend the neighborhood to families with children or to seniors as a good place to live. The vast majority of respondents report they are at least somewhat satisfied living in the neighborhood and many would recommend the neighborhood as a good place to live. Residents say they live in the community because they have connections to the community, like they were born here or want to live near family or friends. Over half of respondents say they would continue to live in the neighborhood if they were given a choice. There is also a larger number of home owners that would “probably not recommend” the neighborhood compared to renters, 19% compared with 10%, respectively.

SENSE OF COMMUNITY:

In 2016, 95% of respondents talk regularly to at least one neighbor, while 27% talk regularly to 7 or more neighbors. In 2007, 91% of respondents talked regularly to at least one neighbor. Overall, residents of the neighborhood feel their neighbors are likely to help them out. The largest percentage of respondents, 64%, felt residents would likely check periodically on an elderly neighbor. Many also feel that neighbors would work together to fix problems in the neighborhood. Overall the things residents like best about the neighborhood include their home or apartment and their neighbors. Crime and safety concerns are one of respondents’ least favorite things about the community.

TENURE AND PROSPECTIVE HOMEBUYERS:

In 2016, about 55% of respondents own their home and 45% of respondents either rent their home or live with friends or family. The majority of renters say that they would be interested in purchasing a home in the community. Of the renters that say they are interested in purchasing a home in the community and those that say they are not interested, the primary reason they haven’t purchased is due to their personal financial situation. 18% say they have not purchased a home in the neighborhood yet due to crime or other safety issues.

QUALITY OF LIFE ASPECTS:

The majority of respondents rated the friendliness of neighbors and access to transportation as either “good” or “very good”. Things like cleanliness in the community, affordability of housing, physical conditions of homes in the neighborhood, and safety in the community have between 37% and 50% of respondents rating them “good” or “very good.” Access to transportation and friendliness of neighbors were among the highest rated things by respondents. Cleanliness and the condition of homes, housing affordability, and safety all rated middle of the road. Among the items that are rated on average “fair,” were access to employment centers and the variety of goods and services in the community.

NEIGHBORHOOD CHANGE:

Respondents generally felt that the neighborhood has improved over the past three years. About three-quarters of respondents are optimistic the neighborhood will continue to improve over the next three years. There is not a very strong difference in whether respondents felt the neighborhood has improved compared with the amount of time they have lived in the neighborhood. Respondents that have lived in the community between 6 and 20 years were slightly more likely to feel it improved compared with those that lived in the neighborhood less than 6 years or more than 20 years. In 2016 about three-quarters of respondents feel the neighborhood will improve over the next three years and 80% of renter households feel the neighborhood will improve.

Stakeholder Meetings

Throughout the planning process for the Parkside Plan, a series of stakeholder meetings were held with residents, business owners, local institutions, and other stakeholder groups to discuss the key issues facing Parkside and potential partnerships for future improvements and initiatives. These stakeholder meetings provided the Project Team with essential feedback on key issues and served as the basis for many of the recommendations included in the Plan.

Based on concerns raised at the first community meeting on the Parkside Plan, the Project Team identified the following key issue areas for which stakeholder meetings were held:

- Haddon Avenue Business Corridor
- Housing
- Crime & Safety
- Neighborhood Service Providers
- Education
- Urban Agriculture/Open Space

Benchmarking Interviews

To inform the key issues and opportunities assessment, CultureWorks Greater Philadelphia conducted interviews with a select group of service providers with a promising model for Parkside based on community needs and opportunities. Lessons learned from these discussions can be found throughout our recommendations. CultureWorks spoke to the thought leaders and peers listed on the following page:

- Sean Brown, NJ Media Organizer, Media Mobilizing Project (Camden & Philadelphia)
- Dan Rhoton, Executive Director, Hopeworks 'N Camden (Camden)
- Mark Speller, National Director, National Youth Project Using Motorbikes (National)
- Jonathan Wetstein, Project Manager, Parkside Roots to Market (Camden)
- Susan Thomas, Director, Greater Philadelphia Healthcare Partnership (Philadelphia)
- Jeff Wicklund, Executive Vice President of Community Development, The Enterprise Center (Philadelphia)

Each conversation covered the following topics:

- Program development / ability to be replicated locally
- Resource requirements
- Operational challenges
- Key partnerships
- Community engagement practices

Community Meetings

Three large community meetings were held as part of the Parkside Plan community engagement process. All three meetings were very well attended by neighborhood residents and provided the Project Team with in-depth feedback on their work and additional information for the Team to look into further.

Community Meeting 1 - Existing Conditions

The first community meeting, held at the Camden County Historical Society (CCHS), focused on a review of the Project Team's Existing Conditions analysis. A large group was in attendance, numbering approximately 75 people. After the Existing Conditions presentation, the meeting was opened up town hall-style to allow attendees to voice their thoughts on topics not covered during the presentation and provide further insight into the Existing Conditions as experienced by local residents. Their comments roughly fell into three overall themes:

1. Economic Development
2. Social Services
3. Physical Conditions/Improvements



Town Hall Comments at Community Meeting #1

Some of the topics raised by attendees that later became the basis of the Key Issues and Plan Recommendations include the need for more jobs and job services, supporting local businesses and entrepreneurs, housing improvement and rehabilitation services, converting vacant schools to community service centers, increased police walking patrols, problems with illegal dirt bike and ATV use, stray animals in the alleys, vehicular speeding, poor sidewalk conditions, poor housing conditions on sites with absentee landlords, and overgrowth of trees and vegetation, particularly in the alleyways.

Community Meeting 2 - Key Issues & Opportunities

The second community meeting, also held at the CCHS, focused on a the Key Issues and Opportunities identified by the Project Team. The Key Issues were organized into the seven overall categories shown on the table to the right.

The Project Team presented the key issues associated with each of the seven categories and identified potential opportunities/recommendations for each key issue. Following the presentation, attendees participated in a prioritization exercise where they were asked to vote on the 12 opportunities they thought would have the greatest impact in Parkside. Opportunities that received 9 votes or more were classified as high priority projects and included in the call-out box to the right.

Community Meeting 3 - Draft Neighborhood Plan

The final community meeting for the first plan draft was held during PBCIP's annual holiday meeting at the Early Childhood Development Center in Parkside. The Project Team showed display boards illustrating the vision and recommendations in the Neighborhood Plan and gave a brief presentation outlining the main recommendations in the Plan. Attendees were able to review the display boards before and after the Project Team's presentations and ask questions about the Plan.

Community Meetings 4 & 5 - Updating the Neighborhood Plan

PBCIP planned two additional community engagement opportunities when the update process began in 2020. The first opportunity was at a PBCIP meeting where attendees could indicate which new initiatives were most important to them. There was a duplicate virtual survey as well as board.. The second opportunity was during a virtual meeting where the public was also updated on other current initiatives, including the Cooper B Hatch School.

Key Issues & Opportunities Voted on by Attendees at Community Meeting 2:

1 Haddon Ave & Economic Development	Complete the RENEW building to use as a retail anchor for new businesses
	Create one or more business incubator spaces with training and development resources to nurture Parkside entrepreneurs
2 Housing	Provide a funding stream for homeowners to make small improvements(i.e. porch repairs)
	Establish an "Angie's List" of credible home repair service-providers for Parkside residents.
	Develop a program that pairs older homeowners in need of light home repairs or maintenance with the Parkside youth
3 Infrastructure	Improve the condition of alleys throughout the neighborhood
	Repair sidewalks on major pedestrian corridors
	Improve lighting along Haddon Avenue corridor to increase safety and allow business owners to extend hours of operation.
4 Neighborhood Services	Adaptive reuse of Parkside School as a community center that is a s one stop shop for community members to have access to services
	Provide a "welcome basket" to new residents with information on homeownership, local services, local initiatives, and municipal services, rules, etc.
5 Crime & Safety	Increase walking and biking police patrols
	Coordinate with Camden Greenways, Inc. and the NJ Circuit Trails Coalition Steering Committee to recommend solutions to enhance bicycle and pedestrian mobility through the neighborhood
6 Education	Partner with Parent Rangers, Safe Corridors, Safe Havens, and existing cleanup crew/security guards to promote safety on students' trips to and from school
	Integrate more vocational programs into the high schools
	Develop training/apprenticeships to help students make physical improvements to the neighborhood
7 Open Space/ Healthy & Active Living	Add vehicular, bike, and pedestrian connections within the existing park system and the semi-private open spaces (e.g. Lourdes, Harleigh Cemetery)
	Clear brush in parks at key vista points to encourage activity and use along the Cooper River
	Rehabilitate the abandoned plaza/platform in Farnham Park

Youth Survey & Mapping Exercises

On June 9, 2016, a group of youth from Parkside area high schools volunteered to participate in a mapping and survey exercise as part of the PBCIP Parkside Neighborhood Revitalization Plan during a press event at CCHS. The following represents the outcome of that survey, summarizing how a small sample of the young population view their community in response to given questions.

The students were also asked to map elements of their neighborhood, including where they live, where they go, paths they take through the neighborhood, things they notice along the paths, good places, and bad places. A summary map of their responses is shown below. Areas of concern are shown in red at the center of the neighborhood and around Kaighn and

Haddon Avenue, Farnham Park along Park Boulevard, and areas east of the PATCO rail line outside the neighborhood. Positive areas were shown around the Ferry Avenue PATCO station, Park Boulevard, New Camden Park, and parts of Farnham Park.

Feedback from these youth activities provided key information to the Consultant Team about how the physical spaces in Parkside are used and perceived. When the Plan recommendations were developed, areas of strength in the parks identified by the students were considered for additional activities, and problem areas were used to guide decisions around where to place additional programming and improvements. The corridors traveled by the students were also used to determine where Safe Routes to School should be implemented in Parkside.

MAP 3: Student Mapping Exercise Summary

Favorite Places:

Athletic Facilities, Parks, School

To Make the Neighborhood Better:

After School/Activities, Less Crime, Community Facilities

Biggest Problems:

Violence/Crime, Unemployment, Children's Future

Suggestions:

Waive Boys & Girls Club Fee, Stop Violence/Crime, Improve Housing

Unsafe Areas:

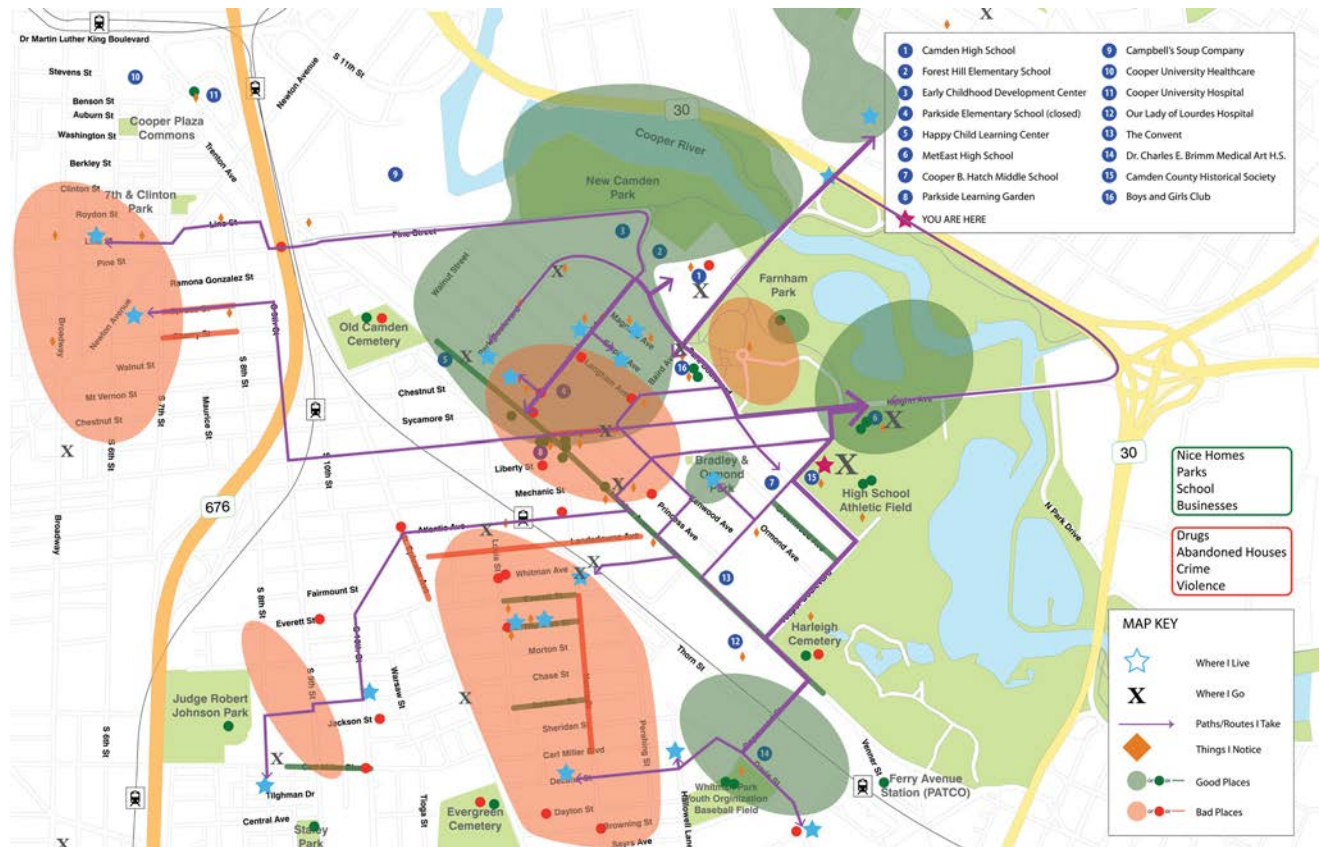
Drug Areas, Outside of Parkside

Preferred After School Programs:

Sports, Art/Leisure, Homework

Top Voted Hashtag for Parkside:

#ParksidePerfection





EXISTING CONDITIONS

MAP 4: Parkside Study Area with Block Groups



EXISTING CONDITIONS

Study Area

The Parkside study area is delineated by Walnut Street, the Cooper River, Kaighn Avenue, Vesper Boulevard, and Haddon Avenue. Properties on the north side of Haddon Avenue along with properties that are currently owned by PBCIP, have received PBCIP investment and/or that have opted to be included in plan are included in the study area. Parkside is bordered by Whitman Park neighborhood to the southeast and the Gateway neighborhood to the north. The Community Development Corporation in Gateway, Oasis CDC, has jurisdiction over the properties north of Walnut Street; however, due to the key location of those properties at the northern gateway into Parkside, they were included in the Plan to strengthen a severely blighted area and ensure continuity along Haddon Avenue.

There are several key locations and institutions located just outside the Parkside study area. The PATCO High Speed Rail Line runs southwest of Haddon Avenue with the Ferry Avenue Station two blocks south of Parkside. Harleigh Cemetery runs along the southern border of Parkside at Vesper Boulevard, while Campbell's Soup Company campus runs along the northern border at Pine Street. Cooper Hospital is on Haddon Avenue a few blocks north of Parkside.



Haddon Ave Vacancy



Ferry Avenue PATCO Station

Demographic and Socio-Economic Characteristics

Demographic and socio-economic characteristics describe the composition of a population in terms of such factors as age, race, income, and employment, which together help illustrate social and economic conditions affecting an area. This section identifies key trends in the characteristics of Parkside study area residents. Housing and economic characteristics are presented in other sections addressing existing conditions. This section addresses the following characteristics:

- Population and Number of Households
- Population by Age
- Population by Race/Ethnicity
- Households by Household Size
- Households by Income and Poverty Status
- Population by Educational Attainment

The data sets used in the analysis were obtained from the US Census and from Esri, an international data vendor providing Arc-GIS and extensive data addressing demographic, economic, and socioeconomic conditions. Included are compilations of data from the 2000 Census, 2010 Census, and the 2014-18 5-year American Community Survey (ACS) for standard geographies including block groups, census tracts, places, and user-specified areas (polygons, radii, drive times). Esri uses its own methodology to generate projections. Unless otherwise noted, all data is pulled from one of these two sources.

The Parkside Study Area delineated in Map 4 is based on from PBCIP and stakeholders. It is the area traditionally defined as Parkside by the community. This analysis uses the 2000 and 2010 US Census geography Camden Tract 6014.

To place the Study Area in a broader context, data also were compiled for the City of Camden and the Camden Metropolitan Division (Camden, Burlington, and Gloucester Counties).

Key Findings

- **Population growth is faster than in the City and Parkside is becoming more diverse**

< *Population is young – 38% under 20*

< *And older – 27% is 55+*

- **Households are small – 62% with 1-2 persons**

- **Incomes are higher than in the City**

< *Poverty is 22% – high, but lower than the City*

< *Largest poverty group (17%) are female-headed families with kids*

- **Adult educational attainment is better than City but far worse than in the metro area**

< *72% of adults (25+) are high school graduates or higher*

< *11% have Bachelor's or Graduate Degree*

Population and Number of Households

- Between 2000 and 2010, both Parkside and the City of Camden experienced a loss in population; the percent loss in Parkside was greater than that of the City as a whole. During this period, the Camden Metro Division experienced greater than a five percent increase in population.
- This trend in population loss is estimated to have reversed or leveled off. Estimates for Parkside show a small gain in population between 2010 and 2018 and another small population loss in the City of Camden during the same timeframe.
- The percent loss of households between 2000 and 2010 in Parkside is significantly less than the loss of population, an indication of a transition to smaller household sizes.
- Parkside, the City of Camden, and the Camden Metropolitan Division are all projected to gain both population and lose a small number of households through 2023.

Population by Age

- Parkside's population is slightly older than that of the City of Camden. The median age of the population in the Camden Metropolitan Division shows that the population is older than in both Parkside and the City.
- Parkside and the City also have a similarly high concentration of children and young adults. In 2018, 30 percent of the Parkside population is estimated to be under the age of 18 while 31 percent of the population was under the age of 18 in the City.
- Parkside does have a higher concentration of older adults and seniors than the City. In Parkside in 2018, 27 percent of the population was 55 years or older, compared to 20 percent in the City of Camden.
- From 2010 to 2023 the concentration of children and young adults in Parkside, under 24 years old, is expected to decrease from 41 percent to a projected 39 percent, while the concentration of older adults age 55 years and older is expected to increase, from 20 percent to 26.8 percent. This data suggests that the population in Parkside is aging in place.

Population by Race/Ethnicity

- The large majority of the population in Parkside identifies as African-American alone. In the Camden Metropolitan Division, the large majority of the population identifies as White alone.
- Compared to the City of Camden as a whole, the distribution of the population by race/ethnicity in Parkside is less diverse.
- Parkside is gradually becoming more diverse. While the percentage of African-Americans continues to decrease slightly, the percentage of the population that identifies as White, or Hispanic, is increasing.

Households by Household Size

- The average household size in Parkside decreased between 2000 and 2010 but is estimated to have increased slightly in 2018, a trend also occurring in the City of Camden. For both areas, a slight increase in average household size is projected by 2023.
- As indicated by the average household size, households in Parkside are slightly smaller than in the City as a whole, but larger than in the Camden Metropolitan Division.
- American Community Survey (ACS) estimates for 2014-2018 indicate that the majority of Parkside households had two or more persons, as did the majority of households in both the City and the Camden Metropolitan Division. The percentages of households with one and two persons increased in all areas from the time of the 2010 Census.
- For Parkside, the 2014-2018 ACS estimates that only 14.7 percent of households have five or more people. However, this still is a higher percentage of larger households than in the City of Camden (12.7 percent) and the Camden Metropolitan Division (9.8 percent).

Household Income and Poverty Status

- The 2014-2018 ACS estimates the median and average 2018 household income for the Parkside study area are higher than for the City as a whole, but less than half of the estimates for Camden Metropolitan Division. The 2018 median household income estimate in Parkside is \$34,549. The estimate for Camden Metropolitan Division is \$77,194
- During 2018, more than one-third (37.8 percent), of Parkside households are estimated to have incomes less than \$25,000, compared to nearly half (47.7 percent) of households in the City of Camden as a whole.

- Based on 2014-2018 ACS estimates, the percentage of Parkside households in poverty is high at 28.6 percent. However, for the City the estimate is even higher, 36.8 percent. The estimated percent of households in poverty in the greater Camden Metropolitan Division is significantly lower, only 9.2 percent.
- Of the Parkside households estimated in the 2014-2018 ACS to have incomes below the poverty level, an estimated 47 percent were single female-headed family households (no husband present), and an additional 14 percent were non-family households with a female householder.

Population Age 25+ by Educational Attainment

- Estimates for 2018 indicate that 38.5 percent of Parkside's adult population (age 25+) has a high school degree and 34 percent has some higher education. This is a slightly higher percentage than for the City of Camden, but significantly lower than in the Camden Metropolitan Division.
- In the Parkside study area during 2018, an estimated 11.2 percent of the adult population has a bachelor's degree or Graduate/Professional Degree. In contrast, only 9 percent of adults in the City have this level of educational attainment, but 33.9 percent of adults in the Camden Metropolitan Division have at least a bachelor's degree.

COMMERCIAL AND ECONOMIC DEVELOPMENT CONDITIONS

Commercial and Retail Development Conditions on Haddon Avenue

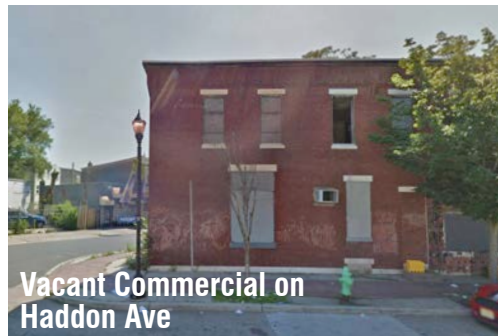
Vibrant commercial corridors support and sustain the development of a community. Through providing essential shopping and related amenities, successful commercial districts attract both people and investments while strengthening the character of a neighborhood. In recognizing that the creation of a strong commercial district is essential in comprehensively addressing neighborhood development, PBCIP and neighborhood partners are actively pursuing the revitalization of Haddon Avenue, Parkside’s commercial corridor.

Commercial Corridor Overview

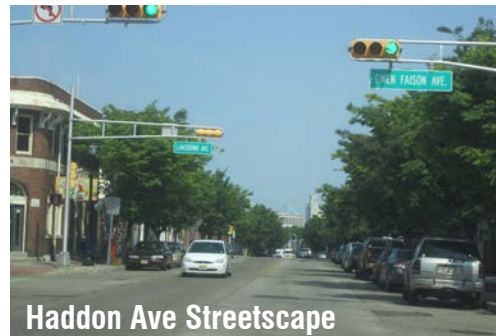
Within the Parkside study area, the Haddon Avenue commercial corridor extends approximately one mile from Vesper Boulevard to the southeast, to Mt. Ephraim Avenue to the northwest. Haddon Avenue passes through the Parkside, Whitman Park, and Gateway neighborhoods of the City of Camden and serves as the dividing line between Parkside and Whitman Park. Map 5 shows the location of the Haddon Avenue commercial corridor within the boundaries of the Parkside study area.

Character of the Corridor

Haddon Avenue is a neighborhood-serving commercial corridor with a mix of commercial, residential, and institutional uses. Retail activity and active storefronts are largely concentrated at the heart of the corridor near the intersection of Kaighn Avenue. These retail stores, as well as most of the commercial enterprises on Haddon Avenue, are smaller and independently-owned. The northwestern end of the corridor near Mt. Ephraim Avenue is predominantly residential in character and building condition and vacancy are dominant issues. While just east of Interstate 676 are the Cooper University Hospital and renovated housing stock along Haddon Avenue, the Interstate’s overpass serves as a barrier



Vacant Commercial on Haddon Ave

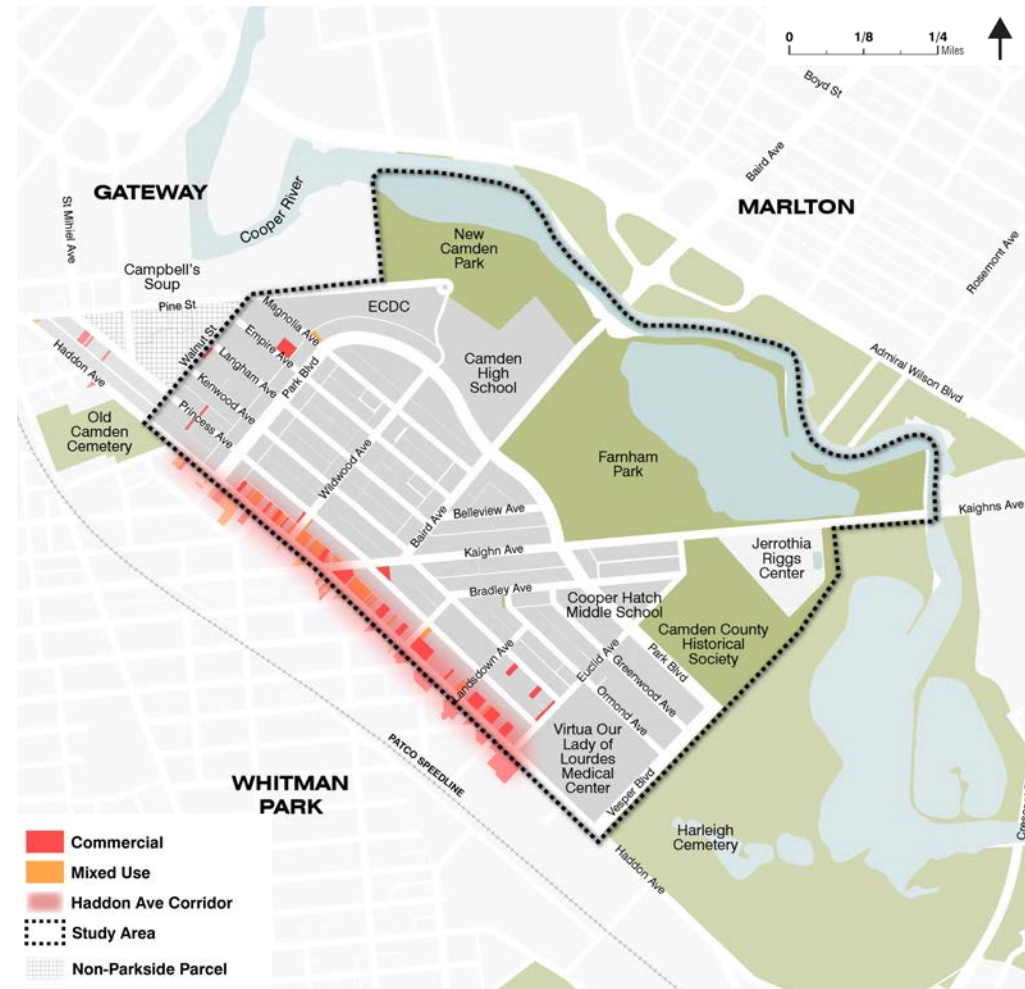


Haddon Ave Streetscape



Typical Retail

MAP 5: Haddon Avenue Commercial Corridor



Key Findings

- **Mostly independently owned businesses**
- **Predominantly residential at the north end of the corridor**
- **Active redevelopment and reinvestment programs along the corridor**
- **A few existing “destination businesses” that have a regional draw for customers**
- **Strong institutional anchors**
- **High retail vacancy**
- **Moderate to high traffic counts**
- **No strong retail anchor**
- **Lack of an identity/branding strategy for the corridor**
- **Need for more diversity in retail offerings**

impeding the continuity of the corridor. At the southeastern end of the corridor at Vesper Boulevard is Virtua Our Lady of Lourdes Medical Center (Lourdes), an institutional anchor and major area employer that is home to many health care and medical services.

PBCIP and neighborhood partners have been engaged continuously with initiatives to revitalize Haddon Avenue. **Recent investments** on the commercial corridor include streetscape improvements along Haddon Avenue, 15 storefront improvement projects completed and in progress, the acquisition and rehabilitation of buildings to help stabilize two long-term businesses, and the purchase and rehabilitation of an aging laundromat that has reopened as new business, Refresh Laundry. Another recent addition to the corridor is the Parkside Learning Garden. In addition to these physical investments, a new Haddon Avenue Business Association was recently established to help strengthen the connectivity of the business community.

Planned developments are also underway on Haddon Avenue. In pursuing its targeted revitalization strategy for the corridor, PBCIP continues to acquire vacant and underutilized properties at key locations on Haddon Avenue, holding them for future redevelopment. The centerpiece of this strategy is the proposed 22,500 square foot CAMcare Building at the intersection of Haddon Avenue and Liberty Street, just across Haddon Avenue from Corinne’s Place and across Liberty from Donkey’s Place. In addition to serving as a key anchor to catalyze additional commercial development in blocks near the intersection of Haddon and Kaighn Avenue, this proposed development will strengthen nearby recent investments by PBCIP. The “critical mass” of existing stronger uses, combined with the proposed new initiatives should offer a good base for attraction of additional retail/commercial businesses to this portion of the Haddon Avenue corridor. Another major investment on Haddon Avenue is by Lourdes and involves the renovation and expansion of the Lourdes Medical Center campus.

Throughout the year, PBCIP holds community events on Haddon Avenue corridor and in the Parkside neighborhood. The Haddon Avenue Street Festival is a **major event** on the corridor that promotes local businesses and attracts visitors to the business district. PBCIP has noted attendance has increased with the recent streetscape improvements and additional promotional efforts. Other annual events that attract visitors to the corridor include those at the Parkside Learning Garden, such as MayFest and WinterFest.

In addition to Lourdes, other **institutional anchors** with locations in close proximity to the Haddon Avenue commercial corridor are Cooper University Hospital referenced previously and Campbell Soup Company World Headquarters. Subaru of America, another corporation that is also a major employer, is relocating its headquarters to a site just north of Campbell’s Soup.

Until the CAMcare Building and other proposed development initiatives are in place to help anchor Haddon Avenue, there are a few businesses, including Donkey's Place, Corrine's Place, and Fayer's Market, that attract customers from the broader region. Fresh Donuts is also a strong presence on the corridor, drawing its customer base mostly from local residents. The corridor presently has one national chain, Family Dollar, located near Lourdes.

Vacancy

Vacant buildings and lots are prevalent on Haddon Avenue. Concentrations of vacancies in the Parkside Study Area are clustered along and near the corridor. According to a businesses and vacancy inventory, completed by the Latin American Economic Development Association (LAEDA) in 2019, Haddon Avenue has a vacancy rate of 47 percent. Of these vacant properties, 18 percent are for rent, 5 percent are for sale, and 32 percent are abandoned. The rest are off-market, but the availability is unclear.

While high vacancy is a blighting influence on a commercial corridor, vacancy can also present opportunities for new development. One large concentration of vacancy on Haddon Avenue is between Park Boulevard and Pine Street. As previously noted, this area of the corridor is largely residential in character; however, the redevelopment of these vacant buildings and lots would help to restore residential density in this portion of the corridor. Concentrations of larger vacant lots and buildings suitable for commercial and retail uses also are located near Lourdes and near the intersection of Kaighn and Haddon Avenues.

Corridor Businesses by Type

Table 1 provides the distribution of Haddon Avenue businesses on the commercial corridor by business and store type. The inventory of existing businesses is based on information provided by LAEDA, PBCIP, data on active businesses compiled by Esri and Info-group, and field observations. Also included in the inventory are several retail businesses located on Kaighn Avenue at the intersection of Haddon Avenue.

Of the 84 total businesses identified, 36 are in the category, Retail Trade and Food & Drink. The Retail Trade establishments represent only 15 businesses, or only 18 percent of establishments. Six of these are convenience stores or small grocery stores and another three are general merchandise stores. Some of the retail categories have no establishments at all. Examples include the categories containing furniture and furnishing stores, electronics, and sporting goods. A total of 18 establishments – 21 percent of Haddon Avenue establishments – are in the Food & Drink category. The majority are limited

service eating places, many of which offer the same types of foods, most notably, pizza and Chinese food.

The Service Establishments category includes a total of 24 businesses. More than half of these are classified as barber shops, hair, or nail salons. There are almost as many barber shops and hair salons as total Retail Trade stores. The Health and Social Assistance category, which includes daycare centers, has a total of establishments, many of which are affiliated with, and located at Lourdes.

Accessibility and Visibility

In addition to being the commercial corridor serving Parkside, Haddon Avenue also serves the same function in neighboring communities to the southeast, most notably the adjacent Borough of Collingswood. The Haddon Avenue commercial corridor is well-served and accessible via public transit. In both Camden's Parkside study area and Collingswood, Haddon Avenue is a highly visible roadway and has moderate to high traffic counts.

PUBLIC TRANSPORTATION

Public transit lines serving the Haddon Avenue commercial corridor in Camden include New Jersey Transit's 403, 451, and 452 bus routes and the Port Authority Transit Corporation's (PATCO) Speed-line. The Ferry Avenue station on PATCO's High Speed Line is located off of Haddon Avenue just outside of the Parkside study area.

PEDESTRIANS

Although DVRPC also collects pedestrian and bicycle counts throughout the region, these counts were unavailable for the Haddon Avenue commercial corridor. Consistent with field observations, neighborhood stakeholders have indicated that pedestrian traffic is notable on the corridor. As vacancy on the corridor improves and the number of active storefronts increases, pedestrian traffic will also increase.

PARKING

The availability of parking on the corridor was not identified as a significant impediment to shoppers on Haddon Avenue. Although there are no public parking lots to serve the corridor, metered and unregulated on-street parking is available on Haddon Avenue. Several businesses also have parking lots in front of, or behind their stores. However, as the corridor continues to revitalize and the density of businesses grows, parking could become more constrained. It will be important to identify potential solutions before parking demand exceeds the available supply.

TABLE 1: EXISTING BUSINESSES ON THE HADDON AVENUE COMMERCIAL CORRIDOR

Business Type	Count	Store Types on Corridor
Retail Trade and Food & Drink	33	
Retail Trade		Total of 15
Motor Vehicle & Parts Dealers	1	Auto Sales
Furniture & Home Furnishing Stores	--	
Electronics & Appliance Stores	--	
Bldg Material, Garden Equip & Supply Stores	--	
Food & Beverage Stores:		Total of 7
<i>Grocery Stores</i>	6	Convenience Stores, Supermarkets
<i>Specialty Food Stores</i>	--	
<i>Beer, Wine, & Liquor Stores</i>	1	Liquor Store
Health & Personal Care Stores	2	Pharmacies
Gasoline Stations	--	
Clothing & Clothing Accessories Stores	2	Clothing Stores
Sporting Goods, Hobby, Book & Music Stores	--	
General Merchandise Stores	3	Dollar Stores, Variety Stores
Miscellaneous Store Retailers	--	
Non-store Retailers	--	
Food Services & Drinking Places		Total of 18
Food Services	16	Full- and Limited-Service Eating Places
Drinking Places - Alcoholic Beverages	2	Bars
Service Establishments	24	
Personal Services:		Total of 14
Hair, Nail, and Skin Care Services	13	Hair Salon, Barber Shop, Nail Salon
Dry cleaning and Laundry Services	1	Dry Cleaners, Laundromat
Professional Services	8	Insurance, Tax, Accounting, Check Cashing, Employment Svs.
Repair Services	1	Auto Repair
Fitness Studio	1	
Wholesale	3	
Health & Social Assistance	15	Hospital, Medical Offices, Child & Adult Daycare
Community & Religious Institutions	7	Community Garden & Centers, Temples/Churches, Cemetery
Other	2	Construction Management, Union
Total Establishments	84	

Sources: PBCIP, Esri, Info-group, RES

TABLE 2: ANNUAL AVERAGE TRAFFIC COUNTS BY DVRPC, 2011-2018

Year of Count	AADT	Road	Road Segment	
			From	To
2011	7,354	Haddon Avenue	Park Boulevard	Pine Street
2012	6,127	Haddon Avenue	Euclid Avenue	Kaighn Avenue
2014	6,568	Haddon Avenue	Vesper Boulevard	Euclid Avenue
2016	6,736	Haddon Avenue	Kaighn Avenue	Park Boulevard
2018	5,602	Haddon Avenue	Park Boulevard	Pine Street
2011	8,979	Kaighn Avenue	Haddon Avenue	Mt. Ephraim Avenue
2012	8,040	Kaighn Avenue	Baird Boulevard	Haddon Avenue
2014	4,643	Kaighn Avenue	Park Boulevard	Baird Boulevard
2016	13,172	Kaighn Avenue	Baird Boulevard	Haddon Avenue

Source: DVRPC

TRAFFIC COUNTS

Traffic counts by the Delaware Valley Regional Planning Commission (DVRPC) indicate high traffic volumes on the corridor. Table 2 shows the most recent Annual Average Traffic Counts (AADT) by segment on both Haddon Avenue and Kaighn Avenue. The data show the heaviest traffic patterns at the intersection of Haddon and Kaighn Avenues, indicating that this area has the highest visibility on the corridor. As a point of reference, in 2018 the AADT on Market Street in Center City Philadelphia between 18th and 19th Streets was 12,957 – lower than the AADT on Kaighn Avenue in 2016.

TABLE 3: UNEMPLOYMENT

	Parkside Study Area		City of Camden		Camden Metropolitan Division	
	Number	Percent	Number	Percent	Number	Percent
2018 Ann. Avg. Unemployment Estimates (NJDOLWD)	--	--	2,200	8.8%	26,200	4.2%
2018 Unemployment (Age 16+) ACS Estimates	315	9.2%	3,833	7.1%	43,757	4.4%

Sources: Esri, New Jersey Department of Labor and Workforce Development (NJDOLWD)

Commercial Rental Rates

Listings for available retail space on the Haddon Avenue corridor are limited. Many of the available commercial properties in the Parkside neighborhood are being offered for-sale and are former warehouse or industrial facilities in poor condition. One available retail space at the intersection of Haddon and Kaighn Avenues is listed at \$6 per square foot (psf), including some of the utility expenses. This building is in moderate to poor condition and has been listed for sale. PBCIP has noted that commercial rental rates for street retail on Haddon Avenue are closer to \$14 to \$15 psf. Just outside of the Parkside study area and the City of Camden, retail space on Haddon Avenue at Crescent Boulevard is also listed at \$15 psf excluding utility expenses.

In the City of Camden, listings for available retail space are similarly limited. Available first-floor retail space in a mixed-use residential high-rise in the Pyne Poynt neighborhood is listed at \$20 psf plus utilities. The space is raw and will require improvements. In Camden, most available commercial listings are for office space with rents generally ranging from \$11 to \$18 psf; 2 Riverside has advertised rents at \$24 psf with some utilities included. Asking rents for available warehouse and flex/industrial space in Camden range from \$4 and \$8 psf; included expenses vary.

Based on building condition in the Haddon Avenue corridor, the provision of tenant improvements (TI) will be important because small, independent businesses often do not have the capital to make any major improvements to existing spaces. Therefore, spaces that are offered in 'vanilla box' condition are generally more marketable. When landlords refuse to improve space or to build the cost of improvements into the lease rate, properties can sit vacant for an extended period of time.

Economic Development

Neighborhood economic development initiatives, including commercial corridor revitalization and business attraction efforts, are influenced by

economic conditions in the broader Camden Metropolitan Division. The following analysis highlights existing trends in key industrial sectors in Parkside and in the region and explores opportunities for economic development, beyond retail attraction to meet the needs of the Parkside community.

Unemployment

According to 2018 5-year ACS estimates, shown in Table 3, the unemployment rate for the Parkside study area is 9.2 percent. While this is high, it is close to the unemployment City of Camden as a whole – 7.1 percent. The rate of unemployment in Parkside and the City is more than twice the rate for the Camden Metropolitan Division.

Employment by Industry

Data on resident and at-place employment by industry, earnings, and educational attainment for the Parkside study area, the City of Camden, and the Camden Metropolitan Division are presented in Table 4. The source of the data is 2019 estimates, the most recent available, from the Longitudinal Employer-Household Dynamics (LEHD) database of the US Census Bureau.

EMPLOYMENT OF PARKSIDE RESIDENTS BY INDUSTRY SECTOR

Approximately 26 percent of Parkside residents who are employed work in the Health Care and Social Assistance sector, which represents the largest concentration of employment. This sector also represents the largest concentration of resident employment in the City of Camden and the Camden Metropolitan Division. Other sectors employing large concentrations of Parkside residents include: Retail Trade; Administrative and Support, and Waste Management, and Remediation Services; Accommodation and Food Services; and Educational Services. When combined with Health Care and Social Assistance, 65 percent of Parkside's employed residents work in these sectors. In contrast, the Camden Metropolitan Division also has a large concentration of employed residents of the Camden Metropolitan Division working in Professional, Scientific, and Technical Services. In addition, a large number of City of Camden residents work in the Manufacturing sector.

TABLE 4: RESIDENT EMPLOYMENT CHARACTERISTICS (2019)

	Parkside (Census Tract 14)		City of Camden		Camden Metropolitan Division	
	Number	Percent	Number	Percent	Number	Percent
Total All Jobs	1,701		27,753		627,152	
Jobs by Annual Earnings						
\$15,000 or Less	534	31.4%	8,671	31.2%	138,917	22.2%
\$15,000 to \$40,000	726	42.7%	12,351	44.5%	173,594	27.7%
\$40,000 or Greater	441	25.9%	6,731	24.3%	314,641	50.2%
Jobs by Worker Educational Attainment						
Less than high school	219	12.9%	4,551	16.4%	50,321	8.0%
High School or Equivalent, No College	358	21.0%	5,552	20.0%	121,609	19.4%
Some College or Associate Degree	433	25.5%	5,946	21.4%	149,048	23.8%
Bachelor's Degree or Advanced Degree	219	12.9%	3,703	13.3%	167,448	26.7%
N/A (Workers Aged 29 or Younger)	472	27.7%	8,001	28.8%	138,726	22.1%

Source: LEHD

Annual earnings of employed residents living in Parkside are slightly higher than those of residents of the City of Camden as a whole. In terms of worker's educational attainment, compared to the City of Camden, a smaller percentage of Parkside residents are not high school graduates and a smaller percentage have a bachelor's or advanced degree. Educational attainment of workers living in the Camden Metropolitan Division is higher than that of Parkside and City of Camden workers.

EMPLOYMENT PATTERN IN THE PARKSIDE NEIGHBORHOOD

Regardless of their place of residence, over 78 percent of people working in Parkside are employed in the Health Care and Social Assistance sector; another 16 percent are employed in Educational Services. Together, these two sectors represent 95 percent of the jobs that are located in the Parkside Neighborhood. While the largest concentrations of jobs in the City of Camden are also in the Health Care and Social Assistance and Educational Services

sectors, those working in the City are employed in a slightly more diverse range of sectors. In the greater Camden Metropolitan Division, the Health Care and Social Assistance sector also represents the largest concentration of jobs, followed by the Retail Trade sector. Similar to the City of Camden, the mix of jobs by industrial sector is more diversified than in Parkside.

Compared to both the City of Camden and the Camden Metropolitan Division, a larger percentage of workers at jobs located in Parkside have annual earnings of \$40,000 or more. Only 12.7 percent of workers in Parkside earn \$15,000 or less in contrast to 24.5 percent in the Metropolitan Division. The educational attainment of workers employed in Parkside is slightly higher than in the City and the Metropolitan Division with 74 percent having attended some college or having attained an Associate, Bachelor's, or advanced degree. For the City of Camden and the Camden Metropolitan Division this percentage is 71.4 and 71.3 percent, respectively.

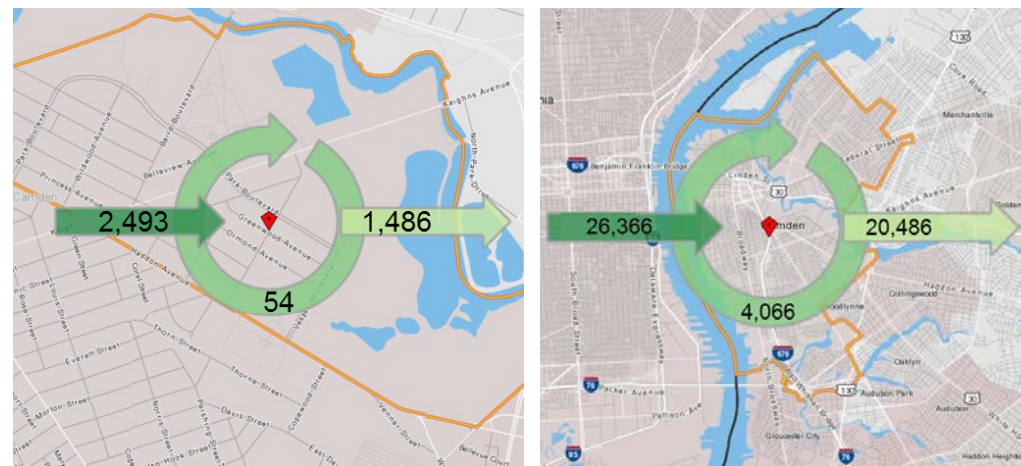
Employment Inflow/Outflow

As indicated by the data in Figure 2, the vast majority of Parkside's employed residents, 96.5 percent, leave the neighborhood for jobs even though they may work in sectors such as Health Care and Social Services that provide large numbers of jobs at Parkside establishments, an indication of mobility within industry sectors in the region. Only 3.5 percent of employed Parkside residents also work at jobs in the neighborhood, a trend that is also apparent in the City of Camden, where only 16.6 percent of employed City residents both live and work in Camden. These statistics suggest that there may be a mismatch between the resident workforce and the jobs that are available both in Parkside and the City. The low percentage of Parkside residents who live and work in Parkside is particularly acute, as shown by data in Table 4.

In comparing the employment characteristics of those working in Parkside (at-place employment) with those living in the neighborhood (resident employment), the data show that Parkside residents are employed in a more diverse range of industries than those with a presence in the neighborhood. Of particular note is the substantial percentage of Parkside residents employed in the Retail Trade and Accommodations sector in comparison with the minor percentage of at-place employment in this sector. Similar trends are apparent in the City of Camden.

The data also suggest that those employed by businesses and institutions located in Parkside and Camden have higher incomes and educational attainment than the local workforce overall. More than 60 percent of those working in Parkside earn \$40,000 or more annually, compared to only 26

FIGURE 1: Employment Inflow/Outflow



percent of all households living in Parkside. The percentages for the City of Camden are similar. In terms of education, a larger percentage of those employed by businesses and institutions located in Parkside and Camden have college and advanced degrees compared to all households living in these areas.

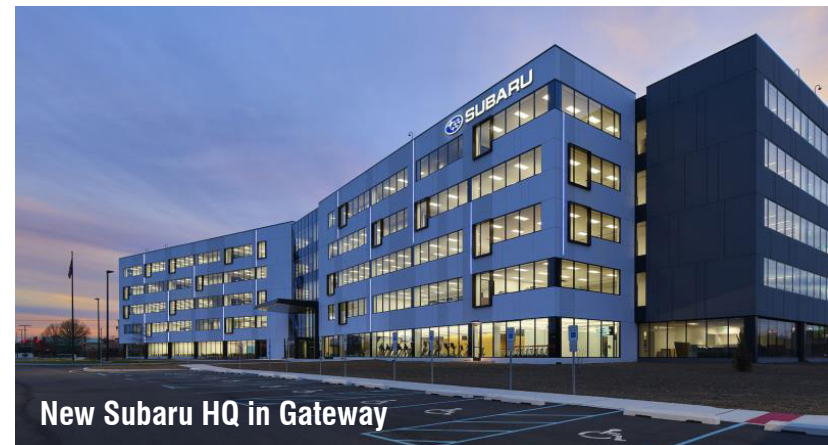
Planned and Proposed Developments in the City of Camden

The City of Camden is undergoing an economic resurgence. Major new investments are planned and proposed, which will bring new jobs and residents to the City and offer the potential to change Camden's future. The following summarizes key developments that are planned, proposed, and underway that will help shape the future of the City and the Parkside neighborhood:

- Subaru of America received \$118 million of New Jersey tax credits to relocate and expand its headquarters from Cherry Hill, New Jersey to the City of Camden. Subaru's new headquarters is located in the Gateway neighborhood just north of Campbell Soup Company. The move brought approximately 500 existing jobs to Camden with the potential of another 100 jobs created over the next decade.
- Brandywine Realty Trust is redeveloping a 77-acre mixed-use project called Knight's Crossing, which includes Subaru's new headquarters, as well as additional office, retail, and residential development along with circulation improvements and open space.

- Holtec International completed a new technology and manufacturing center in Camden on the Delaware River Waterfront. This facility is the largest private investment in Camden's history.
- Liberty Property Trust is already implementing a \$1 billion plan to redevelop Camden's Waterfront between the aquarium and Campbell's field. The redevelopment plan includes office and commercial space, residential units, and a hotel. Liberty Property Trust has already completed a new corporate headquarters facility for American Water, a second 18-story office tower that includes Michaels Organization's Headquarters as well as a new \$48-million, 156-unit market-rate apartment building referred to as 11 Cooper.
- In Downtown Camden, Dranoff Properties plans to develop Radio Lofts, which includes 86 luxury condominiums next to The Victor, a luxury rental apartment building also owned by Dranoff.
- The Philadelphia 76ers NBA basketball team built its new corporate headquarters and training facility on Camden's Waterfront. In close proximity to the new 76ers facility is the proposed Ruby Match Factory, which is the redevelopment of an industrial warehouse facility into 74,000 square feet of 'technology-driven' and collaborative office space.

- There are a number of planned and completed developments by educational and medical institutions in the City of Camden. These include the Camden Nursing and Science Building at Rutgers University and the Joint Health Sciences Center near Cooper University Health Care that was developed by the Rowan University/Rutgers-Camden Board of Governors. Virtua Our Lady of Lourdes Medical Center also has planned and is seeking funding for, a \$100 million expansion and redevelopment of its campus on Haddon Avenue. The redevelopment includes streetscape and infrastructure improvements, improved connections to the corridor, and modernization of the center's facilities.



Key Findings

- **Parkside Positives:**
 - < Proximity to Lourdes and ongoing redevelopment
 - < Close to amenities and employment centers in Camden & Philadelphia
 - < Reported need for quality affordable housing
 - < Need for rental housing for families, lack of modern affordable rentals,
 - < Lack of new construction in Camden, specifically for-sale market-rate
- **Parkside Issues:**
 - < Condition of low-priced, for-sale housing units
 - < Crime and Drugs
 - < Lack of commercial and retail amenities in Parkside
 - < Low school quality

HOUSING MARKET CONDITIONS

In June of 2019, RJW Housing Analytics, LLC (RJW) conducted a study of housing market conditions affecting both the rental and owner-occupied housing stock in the Parkside neighborhood. RJW was engaged to assess the market support for a proposed new and substantially rehabilitated homeownership units, as well as the potential for additional rental housing. A few years previous, in March 2016, Value Research Group, LLC (Value Research) also conducted a similar study. As advised by PBCIP, this plan relies on those two market studies rather than independent research of the housing market. The following sections highlight information from the studies and provide supplementary information from the Census to describe existing housing market conditions in Parkside. As with Parkside’s commercial and economic development potential, housing market conditions also are influenced by conditions in the City of Camden as a whole. Therefore, existing housing conditions in Parkside are presented in the larger context housing characteristics in Camden and, where relevant for comparison, in the Camden Metropolitan Division.

Housing Unit Characteristics

Based on estimates in the 2014-2018 ACS, over half (53.8 percent) of the housing units in the Parkside study area were built prior to 1940 and more than 85 percent were built prior to 1970. Therefore, the vast majority Parkside’s housing units are older than, or approaching 50 years old. The following bullet points are relevant findings from an analysis of selected housing characteristics of the housing stock in the Parkside study area, the City of Camden, and the Camden Metropolitan Division.

- Between 2000 and 2010, the total number of housing units in the Parkside study area decreased by seven percent, or 132 units; by comparison, the City of Camden lost five percent of its housing units during the same period. Since 2010, the total number of housing units in Parkside is estimated to have increased by six percent, or 105 units, and further increases are projected through 2023. The Camden housing stock only increased by an estimated one percent from 2010 to 2018. An additional increase of 2.5 percent is projected by 2023.
- The 2010 Census reported that 16.2 percent of Parkside’s units were vacant -- higher than the 13.7 percent in the City as a whole. From 2010 to 2018, the percentage of vacant units is estimated to have stayed steady around 16 percent. Esri projects a vacancy increase by 2023 up to 18%.

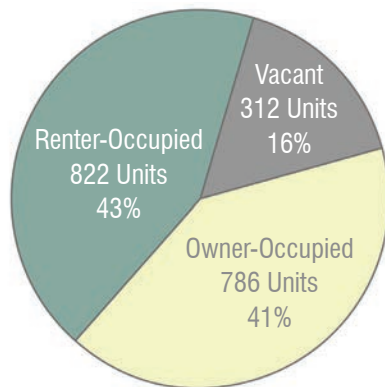
- The survey of housing conducted during 2016 by PBCIP found a lower percentage of vacant units. For a total of 1,665 housing units reported in the survey (excluding commercial, institutional, industrial, and vacant lots, the vacancy rate was about 13.7 percent, or far lower than the 16.3 percent estimated by the 2018 ACS.
- In 2000, 52.6 percent, of occupied housing units in Parkside were owner-occupied. By 2018, however, the percentage of all occupied units with owner occupants is estimated to have decreased to 41 percent. In 2018 the majority of Parkside's occupied housing units are renter-occupied.
- According to 2014-2018 ACS estimates, 75 percent of Parkside housing units were in single-family detached and attached structures. Another 19 percent of Parkside's units were in structures with 2 to 4 units. Only 3 percent of units, or 58 Parkside study area housing units, were in structures with five to 49 units. Fifty-two structures in the Parkside study area have 50 or more units.
- Median home value estimates from the 2018 ACS indicate that the Parkside median of \$86,300 is higher than the median value of \$82,259 in the City of Camden as a whole. Moreover, the 2018 median home value in Parkside is about 40 percent of the median in the Camden Metropolitan Division.

Housing Supply

Owner-Occupied Housing

As indicated in Figure 3, 41% of housing units in Parkside are Owner-Occupied, which is higher than the percentage in the City of Camden as a

FIGURE 2: Annual Average Household (2018)



MAP 6: 2018 Estimated Median Home Values By Census Block Group

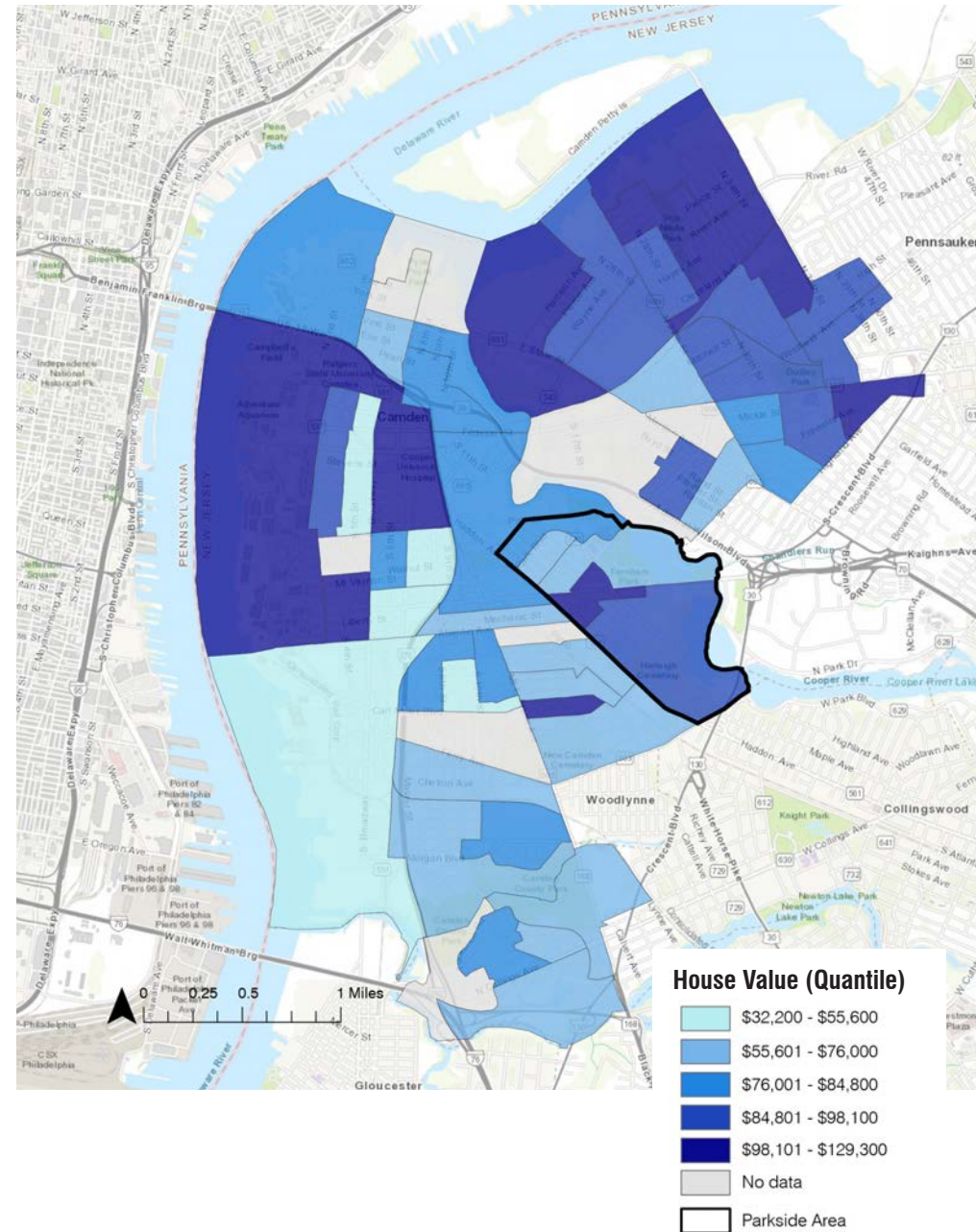
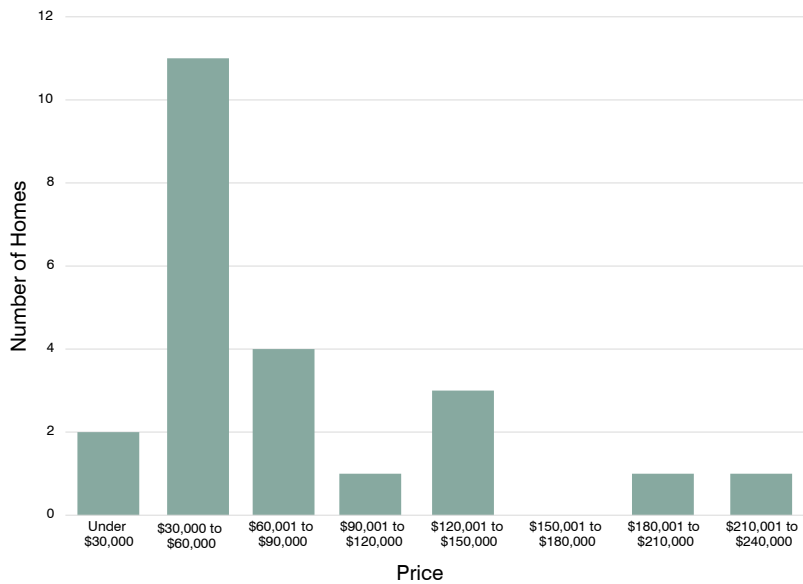


FIGURE 3: Number of Homes in Different Price Ranges in Parkside, 10/19 - 9/20



whole. Map 7 presents the 2018 estimated median home value of owner-occupied housing units by Census Block Groups in the City of Camden. The area outlined in black is the Parkside study area, Census Tract 6014. As shown on Map 7, median home values in the Parkside study area are moderate in comparison with the City as a whole; areas with the highest median home values, those greater than \$100,000, are in the Camden Waterfront area and parts of the Cramer Hill, Marlton, and Stockton neighborhoods. Within the Parkside study area, estimated home values are highest in the central and eastern portions of the neighborhood.

Although the median estimates provide an indication of the value of homes in the area, data on recent home sales show actual prices of home sales in the current housing market. Data from the Multiple Listing Service for the greater Camden area for the second quarter 2016 shows that ZIP codes in the City of Camden had median sales prices ranging from \$16,088 to \$32,000 in the first quarter of 2016. These median prices represent a decrease from the first quarter of last year. In the ZIP code that includes the Parkside study area, 08103, there were a total of 16 sales with a median sales price of \$26,000. Homes offered for-sale in this ZIP code had an average marketing time of 75 days.

MAP 7: 2018 Estimated Median Rents By Census Block Group

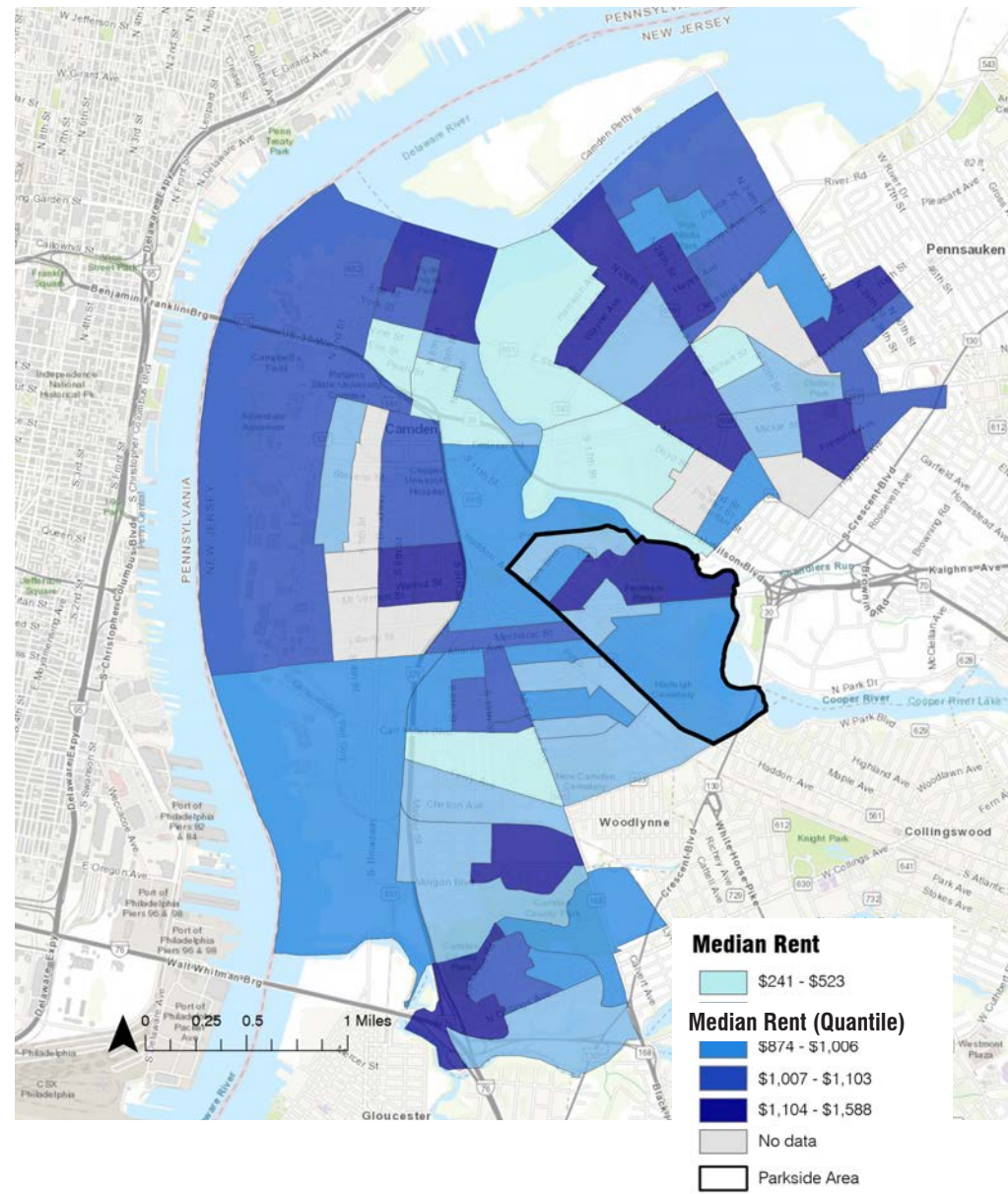


Figure 1 shows the number of homes sold in different price ranges in within one-half mile of Parkside between October 2019 and September 2020. Home sales prices ranged from \$16,500 for a rowhome in need of substantial improvements to \$230,000 for a seven-bedroom renovated Victorian home. The analysis of sales prices in the Parkside Study area suggests that the condition of the housing unit has a larger influence on sales prices than the location within the neighborhood.

In 2016, Value Research identified a number of newly constructed or substantially rehabilitated types of projects in various stages of completion throughout the City of Camden. RJW Housing Analytics' 2019 study updated that information. All of the development are affordable developments, although some have a market-rate component, and many offer homeownership education programs. The homes primarily are townhouses or twin units. Asking prices for these units were reported to range from \$58,000 for an affordable home to \$200,000 for a market-rate unit. One such development in Parkside Phase IIIB on Kenwood Avenue and Park Boulevard, had sales prices ranging from \$68,000 to \$86,200 for two- and three-bedroom units. Another nearby development, Cooper Town Homes Phase II, located on South 6th Street in the Lanning Square neighborhood south of Cooper University Health Care, had sales prices ranging from \$180,000 to \$199,000 for four-bedroom units.

Initiatives by PBCIP have been designed to support homeownership in Parkside. The financial literacy program, which is called Hope Institute, provides counseling for prospective homeowners. As of March 2017, there were a total of 97 potential homebuyers on the list to purchase homes. The RJW dated June 2019 reported that PBCIP had developed 149 rental and family residential units and had rehabilitated and sold 86 homes.

With respect to affordable for-sale units, one issue RJW cited from interviews with developers was the difficulty households face with income limits and qualifying for a mortgage. It should be noted that the City of Camden offers \$10,000 in assistance for down payments and closing costs to first-time homebuyers purchasing homes in Camden. Several neighborhood institutions, including Lourdes also offer financial assistance to homebuyers seeking to purchase homes in Parkside.

Rental Housing

The majority of occupied housing units in Parkside and the City of Camden are renter-occupied. Fifty-one percent of occupied housing units in the Parkside study area are renter-occupied; in the City of Camden, 61 percent are renter-occupied. With the lack of larger, multifamily developments in the Parkside

study area, a sizeable percentage of rental units are in single-family attached rowhomes. Map 9 shows the 2014-2018 ACS estimates of the median gross rents by Census Block Groups in the City of Camden. The Parkside study area is outlined in black.

As Map 9 shows, median gross rents in the Parkside study area are relatively high compared with rents in the City as a whole. Other areas reported to have higher rents include the Waterfront and parts of the Biedeman and Dudley neighborhoods. RJW's study summarized the market-rate rental rate for several properties near Parkside in Camden and found that market rents for one-bedroom apartments in Camden range from around \$446 to \$1,475 per month. Unit sizes range from 508 square feet to 1,100 square feet. Rents for two-bedroom apartments range from \$650 to \$2,450 per month. The size of the units ranges from 624 square feet to 1,200 square feet with most around 750 square feet. All have either one or two bathrooms. Rents for three-bedroom apartments are less common in the city and range from \$1,100 to \$1,850 per month. The size of the units ranges from 840 square feet to approximately 1,400 square feet and have one to two bathrooms. Similar to median home values in Parkside, rents appear to be the strongest in the middle and eastern areas of the neighborhood.

RJW found that the affordable rental properties are almost all newer and in better condition than the market-rate properties. They are generally targeted to households with incomes between 50% and 60% of the area median income. Most occupancy rates are high ranging from 94% to 100% with most at the high end of the range.

As noted, median rents are high, especially in relation to recent home sales prices. One factor that could be influencing rents is purchases of housing units by independent landlords who make minimal to moderate improvements and rent the units to households having Section 8 Housing Choice Vouchers. The vouchers subsidize rents up to the Fair Market Rent (FMR) established by HUD. For example, the FMR for a one-bedroom unit in Camden County in 2016, including all utilities, cannot exceed \$1,003 per month. For a three-bedroom unit the monthly rent, including all utilities, cannot be more than \$1,502. These rents are likely to be far higher than for comparable units in the private market without Section 8.

As part of their market study, RJW surveyed selected market-rate rental housing developments in the City of Camden and provided information on current rent levels.

The following are key points regarding market-rate rental housing:

- Almost all of the properties surveyed have high occupancy rates, with some fully occupied with waiting lists. Properties with substandard maintenance and poor quality of units generally have much higher vacancy rates, partly due to high eviction rates.
- Market rents for one-bedroom apartments in Camden range from around \$446 to \$1,475 per month. Unit sizes range from 508 square feet to 1,100 square feet.
- Two-bedroom apartments range from \$650 to \$2,450 per month. The size of the units ranges from 624 square feet to 1,200 square feet with most around 750 square feet. All have either one or two bathrooms.
- Three-bedroom apartments are less common in the city and range from \$1,100 to \$1,850 per month. The size of the units ranges from 840 square feet to approximately 1,400 square feet and have one to two bathrooms.
- The large majority of market rents include heat and hot water and some also include cooking gas.

In addition to market-rate rental developments, RJW also surveyed selected affordable rental properties in the City of Camden, including those with Low-Income Housing Tax Credit (LIHTC) and other rent-subsidized properties such as Section 8 and Public Housing. With the exception of one LIHTC property with occupancy restricted to seniors, there are no affordable rental developments in the Parkside study area that have project-based subsidies. The following are salient points from the Value Research market study:

- Nearly all are newer than many of the market rate properties and are in better condition. These are generally targeted to households with incomes between 50% and 60% of the area median income.
- Most occupancy rates are high ranging from 94% to 100% with most at the high end of the range.
- Two properties have lower occupancy rates, and their managers were unable to provide an explanation for this.
- In this market, there is less of a differential in rents between affordable and market rate units, except for the two high end market properties.

Planned and Proposed Housing Developments in the City of Camden

There are a number of planned and proposed housing developments in the City of Camden that may influence housing conditions and the market potential of additional housing in the Parkside study area.

- PBCIP has applied for financing for the new construction and substantial rehabilitation of 40 homeownership units on scattered sites in Parkside. PBCIP has an option agreement on acquisition of the sites, which are in the process of being acquired from the City. If the financing application is approved, the addition of these units will help to strengthen the homeownership rate and possibly help to enhance home values in the neighborhood.
- The Mt. Ephraim Choice Neighborhood Transformation Plan incorporated in a Choice implementation Grant application, focused on redevelopment of the Branch Village and Nimmo Courts Public Housing developments. HUD approved a grant of \$13.2 million rather than the \$30 million requested. Based on the description of the grant, the Branch Village project will be replaced with 176 new homes and a 50-unit senior facility. The second on-site project includes 176 new townhouses that will be a combination of public housing replacement units and other workforce units and 120 market-rate condominium units. Proposed Choice-funded units near Parkside, including near the Ferry Avenue station, do not seem likely to proceed in the near term because of the reduced Choice funding.
- The redevelopment plan for Knights Crossing, the area surrounding the Campbell's headquarters facility, includes an unspecified number of new residential units in Camden's Gateway neighborhood.
- The Liberty Property Trust \$700 million redevelopment plan for Camden's Waterfront includes development of residential units including waterfront townhouses and a multifamily rental building. Construction of about 200 units is anticipated to start early in 2017, including about 30 affordable units. Dranoff Properties, developer of The Victor, has been designated the developer for the condos, while Michaels will be developing the multifamily rental building.
- Also on Camden's Waterfront, Dranoff Properties is planning to develop 86 luxury condominiums.

Housing Demand and Market Support

The June 2019 market study by RJW Housing Analytics concluded that there is sufficient demand and market support in the City of Camden, the delineated housing market area, for proposed new and rehabilitated for-sale housing and rental units in the Parkside neighborhood. The following points highlight the key findings in the report addressing housing demand in Parkside:

- Factors influencing market support for housing in Parkside include the presence of Lourdes Medical Center in the neighborhood, the relatively reasonable housing prices throughout Camden, and the close proximity to amenities and employment in Philadelphia and downtown Camden.

- Based on affordability standards, area incomes, and existing prices in the housing market, new homeownership units in Parkside should be priced between \$69,900 and \$79,900 for affordable units and \$95,000 to \$145,000 for market-rate units.
- To qualify for the lowest priced market rate unit (\$95,000), households need to have incomes of at least \$25,080; RJW identified 9,285 households in the City of Camden that would qualify. For the affordable for-sale units targeted to households with income at 60 percent of the Area Median Income (AMI), an estimated 2,173 households in Camden would qualify under COAH income limits and still be able to afford the required housing payments.
- The market research indicated a significant need for rental apartments, both affordable and market-rate units, in Camden, particularly for families. RJW recommended that market-rate rents in Parkside for new, larger multi-family developments be set at \$1,100 per month for a one-bedroom unit and \$1,250 for a two-bedroom unit. These rents are comparable to other LIHTC rents in Camden, which do not differ significantly from market-rate rents at most rental properties.
- For affordable family units with rents at 60 percent AMI, RJW identified approximately 2,173 renter households meeting income eligibility requirements. This pool of income-eligible households expands if rents are established at levels 60 percent AMI. Demand for affordable senior units assumed that 60 percent AMI units would have additional rental subsidies.
- The 2014-2018 ACS estimates that 50.5 percent of renter households under the age of 65 and 47.4 percent of renter households over the age of 65 in the City of Camden were spending 35 percent or more of their gross incomes on housing costs. These estimates are an indication that these household are cost-burdened. For homeowners, 29 percent under 65 years and 27.4 percent over age 65 also are estimated to be housing cost-burdened. Households that are cost-burdened are a potential source of demand for affordable rental units in Parkside.
- Independent research of the market confirms the Value Research conclusion that senior housing will require deep subsidies if it is to meet the demand in Parkside.

The City of Camden conducted another housing survey in May 2019 regarding housing issues and their perceptions of the City. It also looked at how City of Camden residents choose where to live, the demand for rental and homeownership opportunities in Camden, and the receptiveness to programs intended to increase the number of residents who want to stay in Camden and purchase homes in the City.

Regarding housing demand, the residents survey result demonstrated:

- 60 percent of respondents are interested in remaining in Camden;
- Respondents under 45 are the most likely to consider remaining in Camden, and more than 80 percent of respondents under age 35 are interested in staying in the City;
- Respondents with children are less likely to consider staying in Camden;
- Two-thirds of current renters are likely to or may purchase a home in the next two years;
- More than 40 percent of respondents commute less than 15 minutes to work, and more than 75 percent are unwilling to commute more than 30 minutes;
- 77 percent of respondents have considered moving out of Camden. The top reasons they have considered leaving the City are safety/security, a lack of available quality and affordable housing in Camden, and too few amenities in the City;
- Quality of life in the neighborhood, the overall physical condition of housing, and safety/security are the three most important factors for current or potential homeowners in determining where they live;
- For renters, in-unit washer and dryer, on-site parking, proximity to grocery stores, and access to public transportation are essential amenities when considering residential properties, and
- Financial assistance programs, including homeownership grants and rental assistance programs, will increase the likelihood of living in Camden for more than half of respondents.

The survey also demonstrates a strong consensus among residents that the City has improved over the last decade and they expect it to continue to improve over the next 10 years:

- 46 percent of respondents believe Camden's housing stock has improved over the last decade;
- For more than 58 percent of respondents, the overall perception of Camden is better now than it was 10 years ago, and
- 80 percent of respondents believe Camden will continue to improve over the next 10 years.

The survey also found that of all neighborhoods in Camden, 28 percent listed Parkside as a neighborhood they are interested in for new housing.

COMMUNITY RESOURCES

Charitable Service Providers

CultureWorks scanned (based on data from the *National Center for Charitable Statistics*) all of the charitable (registered 501c3) organizations in the study area. Based on this data scan we identified 32 charities across 9 categories.

“Related” service providers in the study area followed by “Health Care” (due primarily to the presence of Lourdes in the neighborhood). Service providers are scattered throughout the neighborhood as opposed to the retail business that coalesce on Haddon Avenue.

The “Education” organizations range from early childhood education to High School and for the most part seem to quite active.

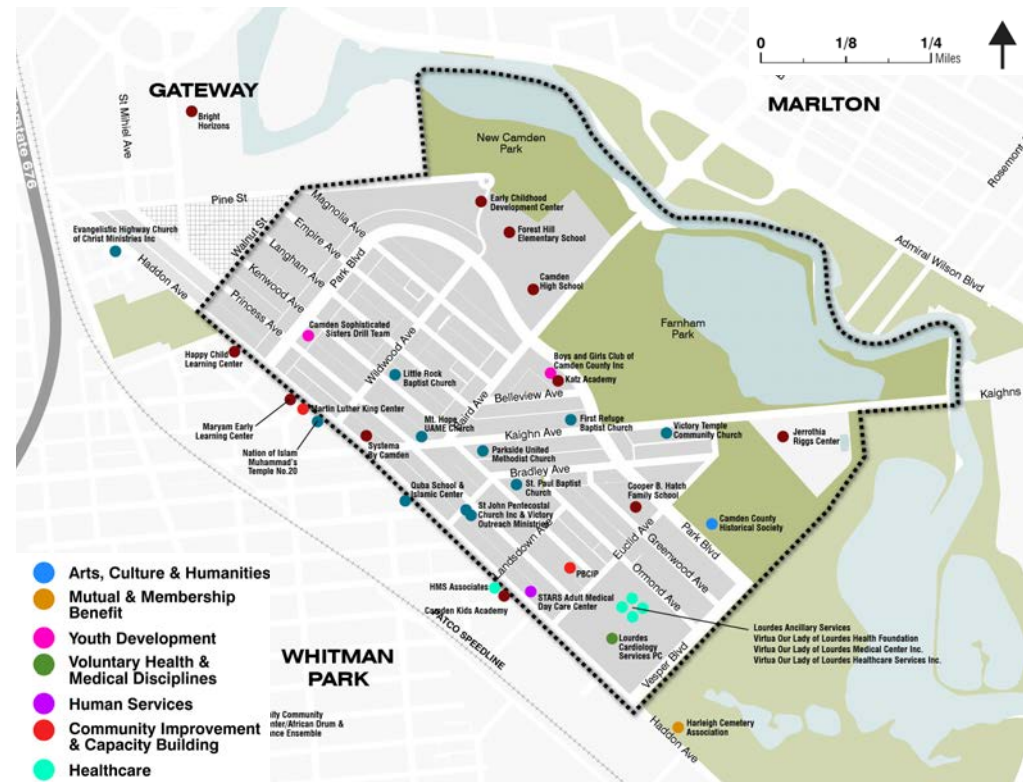
The “Religion-Related” organizations include a diverse mix of religious practices. Our observation is that while some of these faith-based organizations are operating in physical space that is active (offering regular meetings and programming) others are likely (although it is difficult to confirm) inactive or have a low membership and sporadic activity.

Under the category of “Health Care,” Virtua Our Lady of Lourdes plays a significant role in the neighborhood both by occupying a large parcel at one main entrance to the neighborhood but also in providing a variety of services to the community related to health and well-being. The Lourdes Health Foundation makes ongoing investments in the local community, two of which are noted below:

- *The Bridge Youth Empowerment Sessions* offer weekly sessions and an informal support system to help teens gain the confidence and skills needed to reach their potential.
- Virtua Our Lady of Lourdes School of Nursing Scholarship Program: a yearly scholarship for prospective nursing students.

The “Youth Development Organization,” The Boys and Girls Club of Camden County, is a Parkside mainstay, offering after-school and summer programs related to Education & Career Development, Character & Leadership Development, Sports, Fitness, and Recreation, Health & Life Skills, and the Arts. The Boys and Girls Club occupies space in the Katz Academy, a Charter School providing a nurturing learning community where all students acquire foundational skills necessary for the development of inquiring, educated, forward-looking and responsible young adults.

MAP 8: Existing Service Providers



“Arts, Culture & Humanities” is only represented here by one anchor organization, the Camden County Historical Society. While other independent, unincorporated practices are likely to exist in the neighborhood, they did not emerge during our search of cultural service providers and related organizations. We would also include the Camden Sophisticated Sisters Drill Team in this category – officially they are considered to be a “Youth Development” organization but they also represent the “Arts, Culture & Humanities” activity in the neighborhood. Both the Camden County Historical Society and the Camden Sophisticated Sisters Drill Team are well-recognized organizations operating out of Parkside.

Camden County Historical Society (CCHS)

- Founded in 1899, CCHS is a non-profit organization in Camden's Parkside neighborhood which is dedicated to the collection, preservation, study, interpretation, and cultural enrichment of life in Camden County and Southern New Jersey.
- The CCHS building complex includes the historic house Pomona Hall (1726), the Camden County Museum, the African American History Room, the Latino Heritage Room, Himeline Research Library, and the Cultural Heritage Center Auditorium.
- The exterior campus includes the Parkside History Garden, Welcome to Parkside mural, the Castle on the Hill Sculpture Garden (opening in 2021), and the trailhead to the Cooper River trail (opening in 2021).
- In partnership with PBCIP, CCHS provides inclusive programming and exhibits dedicated to the history and culture of Camden.

CCHS and PBCIP have also raised funds to improve the Camden High baseball and softball fields, create new history exhibits for the new Camden High (opening 9/21), and will target tennis court improvement in the near future.

Camden Sophisticated Sisters Drill Team

- *Education:* CSS motivates, educates and empowers youth through the structure and discipline of a drill team and the performing arts. It is one of the best drill teams in the United States, specializing in various styles of dance including Drill, Step, Hip Hop, Contemporary, Modern and Jazz. In addition to the Girls Drill Team, there is also a Boys Drill Team called the Distinguished Brothers (DBz), as well as a Drum Line known as The Almighty Percussion Sound (TAPS).
- *Community Service:* Each member of CSS is required to perform a minimum of 200 hours of community service annually. CSS is dedicated to serving our community by filling in the gaps in service experienced by so many living in Camden. Team members donate their time, talent and hearts to give back in unique ways.
- *Performances:* Performances are intended to promote fun, spirit, individual member development, and represent the community of Camden throughout the state, nation and world. Each performance includes unique dances and costumes that are created with specific meaning and purpose for the particular audience.

The following is a list of the 39 charitable organizations that were found to be in the study area and fall under the charitable (501c3) structure, organized by NCCS category. Additional information on the NTEE codes (National Taxonomy of Exempt Organization) and "Basis for Public Charity Status" identifications represented in the study area can be found in the appendix. Organizations in italics currently collaborate with PBCIP.

ARTS

- * Superior Arts
- * Camden County Historical Society
- * Fashion Design Center of SJ
- * Dare to Dance Academy
- * Camden Renaissance Leaders

COMMUNITY IMPROVEMENT & CAPACITY BUILDING

- * Parkside Business and Community in Partnership Inc.
- * Haddon Avenue Business Association
- * Martin Luther King Center
- * Latin American Economic Development Association (LAEDA)

EDUCATION

- * Bright Horizons
- * Dr. Charles E. Brimm Medical Arts High School
- * Camden Big Picture Learning Academy High School
- * Camden Big Picture Learning Academy Middle School
- * Camden High School
- * Camden Kids Academy
- * Camden Prep
- * Early Childhood Development Center
- * Education over Everything Foundation
- * Forest Hills Elementary School
- * Maryam Early Learning Center

MUTUAL & MEMBERSHIP BENEFIT

- * Harleigh Cemetery Association

HEALTH CARE

- * HMS Associates
- * Lourdes Ancillary Services
- * Our Lady of Lourdes Health Foundation
- * Our Lady of Lourdes Healthcare Services Inc.
- * Our Lady of Lourdes Medical Center Inc. Human Services
- * STARS Adult Medical Day Care Center

RELIGION-RELATED

- * First Refuge Baptist Church
- * Little Rock Baptist Church
- * Parkside United Methodist Church
- * St. John Pentecostal Church Inc.
- * St. Paul Baptist
- * Nation of Islam Muhammad's Temple No. 20
- * Quba School & Islamic Center

VOLUNTARY HEALTH ASSOCIATIONS & MEDICAL DISCIPLINES

- * Lourdes Cardiology Services PC

YOUTH DEVELOPMENT

- * Boys and Girls Club of Camden County Inc.
- * Camden Sophisticated Sisters Drill Team
- * Martin Luther King Center
- * I Dare to Care Academy
- * The Bridge
- * Boss Mentoring
- * Camden Renaissance Leaders under Youth Development

Arts, Culture, & Humanities “Deep Dive”

In addition to the scan of charitable organizations in the study area, CultureWorks expanded the study area for a broader view of the “Arts, Culture & Humanities” landscape in Camden City. While the list did grow from 1 organization in the study area to 33 in Camden City the presence of “Arts, Culture, & Humanities” related organizations and activity evidences room for growth in this field.

The below list includes documented organizations; we assume there are other unincorporated “off-the-radar” individuals and projects operating smaller-scale and one-off Arts, Culture, & Humanities related activities beyond this list. While there is room to grow with respect to field of work, target audiences, and program model, there may be concern about matching growth with participation and philanthropic support for new and existing organizations. The number of organizations currently in evidence may be a reflection of current audience demand and supporting resources. That said, there is always a “chicken and egg” question: Do more institutions lead to more audience demand, or should increased audience demand lead to the creation of new institutions. The answer is that both dynamics are at work. The key for Parkside

will be to identify high-priority cultural interests among residents, and develop cultural programming to meet these interests, preferably first through existing organization partners and then, eventually, through the establishment of new institutions. Below is a list of the Camden City “Arts, Culture, & Humanities” organizations that were identified as currently active.

- Adventure Aquarium
- African American Cultural Arts Center Corp.
- Camden County Historical Society
- Camden Fireworks Incorporated
- Camden School of Musical Arts Inc.
- Camden Shipyard and Maritime Museum
- Center for Aquatic Studies
- Gallery 11-1
- Home Port Alliance for the USS New Jersey Inc. (Battleship New Jersey)
- Hopeworks n’ Camden
- Institute for the Development of Education in the Arts (IDEA Arts)
- Koinonia Family Life Inc. (Camden Dream Center)
- Louder than a Bomb (LTAB)
- Ngwa National Association USA Southern New Jersey Inc.
- Nick Virglio Writer’s Center (opening December 2016)
- Perkins Center for the Arts
- Play To Win
- Puerto Rican and Latino Culture and Arts Center Inc.
- Puerto Rican Unity for Progress
- Settlement House/Settlement Music School
- Society for the History of Children and Youth Inc.
- South Camden Theatre Company
- Symphony in C
- Triple Threat Foundation for the Arts Inc.
- Unity Community Center/African Drum & Dance Ensemble
- Camden Repertory Theater
- Urban Promise (Arts & Culture Program)
- Rutgers – Gordon Theatre/Stedman Gallery
- Camden Children’s Garden
- Center for Environmental Transformation Camden
- Sophisticated Sisters Drill Team
- Stedman Gallery (Rutgers-Camden)
- Walt Whitman House



Urban Promise
Girl’s Empowerment Night

Education Partners

Purpose Built Communities

In addition to local partners, PBCIP has been working with national partner Purpose Built Communities to transform the Parkside community into a vibrant and flourishing environment by eradicating concentrated poverty and blight within Parkside's urban center. PBC has been successful in similar communities that wanted to work towards breaking the cycle of poverty in neighborhoods. This is done by partnering with both the community and PBC's private investment partners to provide resources and mentorship to reach significant goals, but also a genuine regard of helping to empower residents, stakeholders and business owners to play a significant part throughout the process. Both PBC and PBCIP have forged what seems to be a promising partnership. Thus setting the groundwork for implementation of a working model used in 31 communities in 11 states with almost identical challenges.

PBCIP is partnering with Purpose Built Communities (PBC) to implement its holistic neighborhood revitalization plan for the Parkside neighborhood in Camden, New Jersey. The goal is to create a healthy, mixed income neighborhood where families of all incomes can prosper and thrive.

PBCIP and PBC have been working on the revitalization plan for the Parkside neighborhood. This plan includes new, high-quality mixed income housing, an early learning through 8th grade education pipeline, and several community wellness investments, including a CAMcare health center.

Once an executable and financeable revitalization plan is in place for Parkside, PBC will be in a position to consider PBCIP's candidacy as a member of its national network of neighborhood revitalization projects.



Social Enterprise

Social Enterprise Defined

Social entrepreneurship is an evolving field.

- While there is not one agreed-upon definition for social entrepreneurship/enterprise, there are a number of consistencies in the definitions out there. Based on the most common characteristics of a social enterprise, below are the core elements that we are using to define a social enterprise.
- Social enterprise works to achieve social, cultural, community economic and environmental outcomes through earned revenue (goods or services are sold in the marketplace).
- Social enterprise maintains an earned revenue-generating business model that may be for-profit or nonprofit and can scale to the problem it exists to solve.
- Social Enterprise marries the social mission of a non-profit or government program with the market-driven approach of a business. (per the Social Enterprise Alliance)

The social entrepreneurs that are inventing and implementing these social ventures are defined by the Skoll Foundation as “society’s change agents: creators of innovations that disrupt the status quo and transform our world for the better.”

Parkside Social Enterprise

Our search did not result in examples of social enterprise in Parkside beyond PBCIP's emerging social enterprise practice. This poses an opportunity to nurture new and existing (in Camden City or beyond) businesses or nonprofits that are social enterprises or are well suited to adopt a social enterprise practice. PBCIP has the opportunity to act as a model and incubator for social enterprise. PBCIP has a handful of programs that lean in the direction of social enterprise:

CAMCARE BUILDING

The first new construction on Haddon Avenue in Parkside in more than 40 years and the first neighborhood construction in the region developed to be LEED-certified.

PBCIP is in the process of developing this new 22,653-square-foot mixed-use commercial building right on Haddon Avenue that will be the future

home of the organization and also home to office and retail spaces available for community business usage. The building will boast green technology - geothermal exchange system for heating and cooling, rain water harvesting to reduce water consumption, tubular skylights and solar shades to harness natural light, water-efficient plumbing, and a roof-top vegetable garden to name a few. Proposed (and secured) tenants have socially responsible business models and represent a diverse cross-section of neighborhood services. CAMcare will also include the PSE&G Sustainability Center, offering educational displays, workshops and tours on “going green.”

BUILDING REHAB & THE HOPE INSTITUTE

PBCIP does complete rehabilitation of homes in Parkside. The historic facades remain in tact with all-new interior renovations. This program works to make the dream of home ownership possible for people who previously did not think they could own a home.

Adjacent to PBCIP's home rehab program is The Hope Institute, which is a free homebuyer education course offered by PBCIP to the local community. The course covers topics such as creating a household budget, improving credit, and finding a mortgage. The Hope Institute is a HUD-certified housing counseling agency. Instructor, Miosha Lawrence, is a NeighborWorks America certified Professional Housing Counselor.

LAUNDROMAT

PBCIP recently acquired, renovated, and opened a neighborhood-based eco-friendly self-service Laundromat on Haddon Avenue (at the site of the former People’s Laundromat. The Laundromat provides provide a unique experience combining quality service within an eco-friendly, educational and community friendly environment. A local resident operates the laundromat.

Social Enterprise Capital

Closely related to the topic of social enterprise is funding for such enterprises. While the question of earned vs. contributed revenues is only relevant to the charitable/501(c)(3) formation, all organizations (for-profit and nonprofit alike) have the possibility of accessing funds specifically oriented to social ventures. Below is a synopsis of the funding and financing structures that are readily (depending on the business model and formation) available to social enterprises:

CONTRIBUTED REVENUES (PRIMARILY NONPROFIT ORGANIZATIONS)

Revenue or income received from individual, foundation, corporate, or government donations with no products or services provided by the

organization in direct exchange for the funds. PBCIP is supported by a variety of charitable contributors, including Campbell’s, PSEG, United Way and others.

EARNED REVENUES (FOR PROFIT AND NONPROFIT ORGANIZATIONS)

Revenue or income received by an organization in exchange for its products or services. PBCIP collects modest membership dues (\$12 / year).

DEBT CAPITAL (FOR PROFIT AND NONPROFIT ORGANIZATIONS)

Debt-based capital (loans) may come from a variety of sources: “F&F” (Friends & Family), commercial banks, PRIs (Program Related Investments from private foundations, and CDFIs (Community Development Financial Institution). PBCIP’s CAMcare Building project is being partially financed by debt capital.

CDFIs are private financial institutions that are 100% dedicated to delivering responsible, affordable lending to help low-income, low-wealth, and other disadvantaged people and communities join the economic mainstream. (*Opportunity Finance Network*)

Similar to the values driving social enterprises, CDFIs are considered to be profitable but not profit maximizing, prioritizing the community over the shareholder. The CDFI Fund was established in by Congress 1994 and certified its first financial institutions in 1996. Five types of financial institutions are eligible for certification provided they meet the CDFI Fund criteria: community-focused credit unions; community development banks; depository holding companies; non-profit loan funds; and community development venture capital funds. (*Credit Union National Association*)

Aside from private, commercial, and CDFI lending there are also PRIs, which are loans made by foundations from their principle. Such loans are often at low rates (1% - 3%), but must be sanctioned by the IRS through a Private Ruling Letter. Despite the complexities of making PRIs and still-growing awareness about this kind of underwriting in the funding world, this financing vehicle is on the rise, in particular as a means of investing in social enterprise.

Social Determinants of Health and Health Care

For more than a century, Virtua has been a reliable healthcare provider for children and families in Camden. However, there is a substantial need for increased access to high quality care, as well as resources for necessities like fresh fruits and vegetables. That’s why Virtua is working to transform healthcare in Camden and across South Jersey.



SOCIAL DETERMINANTS OF HEALTH DEFINITIONS

Social Determinants of Health (SDOH): Conditions within the places that people live and work. Social determinants of health have a huge impact on a person's overall health. In fact, recent New Jersey-based research has revealed SDOH can account for more than 60 percent of a person's health status.

Food System: All processes and infrastructure involved in feeding a population: growing, harvesting, processing, packaging, transporting, marketing, consumption, and disposal of food and food-related items.

Food Insecurity: A lack of consistent access to enough food for an active, healthy life.

Food Desert: Area that has limited access to affordable and nutritious food, in contrast with an area with higher access to supermarkets or vegetable shops with fresh foods, which is called a food oasis.

In 2017, the Virtua Mobile Farmers Market Program launched, providing affordable access to produce across the City of Camden, increasing access to fruits and vegetables for families who can benefit from them the most. The market operates year-round, selling items at a deeply reduced cost and will accept SNAP benefits (Supplemental Nutrition Assistance Program).

In 2019, Virtua opened the Camden Health and Wellness Center (CHWC) at its medical facility on Mt. Ephraim to provide a unique opportunity to further address the needs of patients and bring greater access to affordable, high quality primary, dental, behavioral health, podiatry, and specialty care as well as physical therapy, laboratory services, and education rooms. The state-of-the-art Center incorporates 34,500 square feet of mixed-use space and represents a \$26 million investment in Camden. The CHWC also offers a USDA-designated food pantry offering both fresh produce and shelf-stable foods, nutritional counseling, and social support services for the community – considered a “food desert.” Virtua’s clinicians help patients manage diet-related chronic diseases, such as diabetes, hypertension, obesity and chronic heart failure through a “prescription” for the food pantry.

By addressing Camden's social determinants of health, such as food, built environment, and social support services, Virtua is improving the health and wellbeing of not only the patient, but its surrounding neighborhoods. Doing so creates tangible benefits such as improving public health and reducing the burden of chronic diseases, which are correlated with safer communities, higher graduation rates, and lower unemployment.

Roots to Prevention

Roots To Prevention (RTP) is a cross-sectoral collaboration of nonprofits (including PBCIP), healthcare providers, educational and government entities, with a focus on reducing upstream causes of illnesses. RTP believes that a healthy household is one that has the knowledge, income, and access to fresh fruits and vegetables in their daily diet. Thanks to seed funding support from the Build Health Challenge® Grant and a generous match from

Virtua Health, the collaborative is connecting residents with experts in food access, healthcare, nutrition, urban agriculture, data analysis, and creating a healthy local food economy. It is through this partnership, that PBCIP is also able to further invest in its PHEAL Plan on a citywide level.

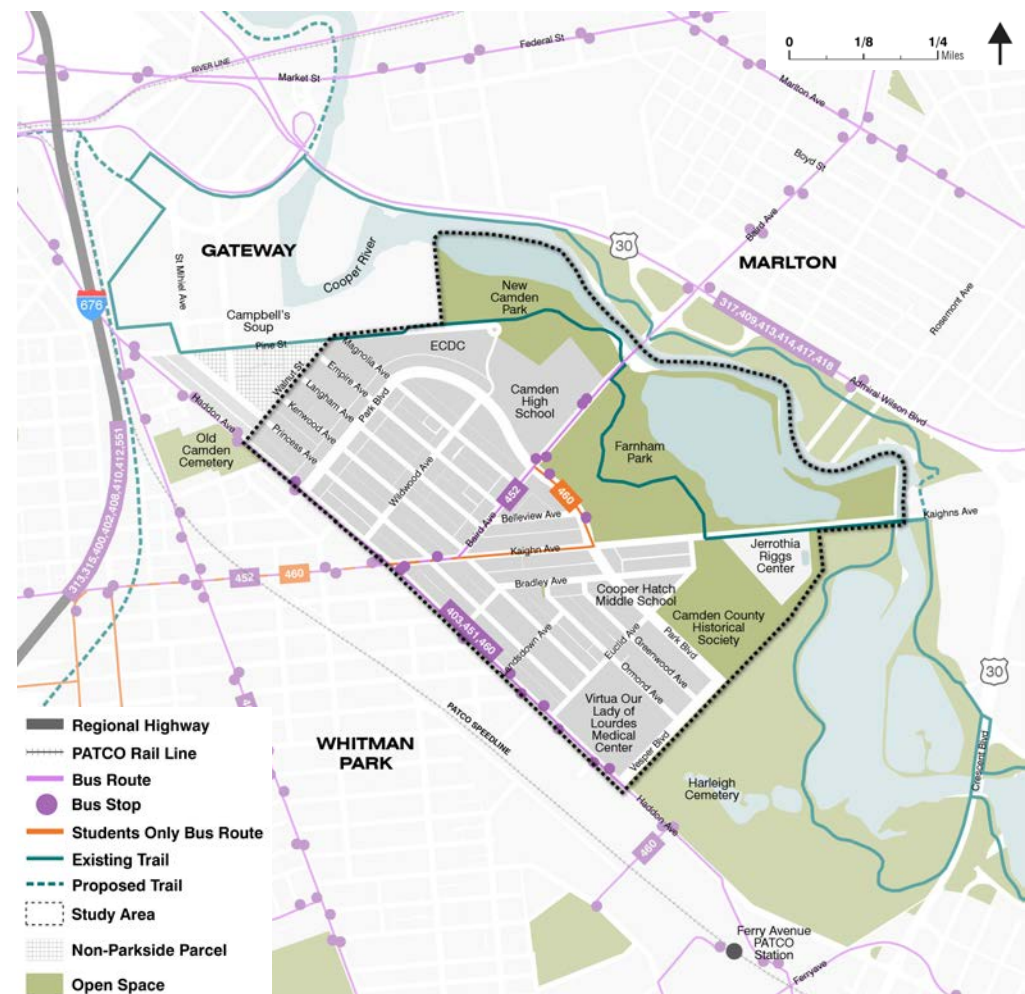


NEIGHBORHOOD CONDITIONS ASSESSMENT

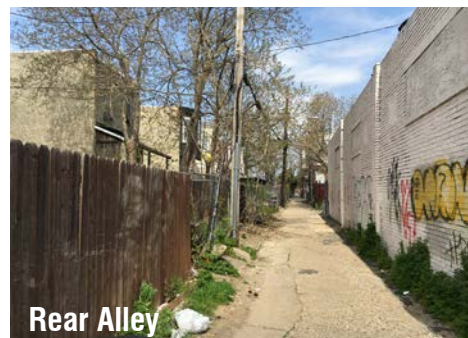
Key Findings

- Walkable neighborhood with attractive housing stock
- Predominantly single-family residential with commercial and institutional uses on Haddon Avenue
- Dense tree coverage on Haddon Avenue hinders commercial activity
- Significant amounts of open space along the Cooper River;
- 10% of properties are vacant
- Majority of buildings are in “Fair” condition
- High drug crime area around Wildwood Avenue

MAP 9: Transportation



Dense Tree Canopy on Haddon



Rear Alley



Greenways Trail



Ferry Avenue PATCO Station

Transportation and Circulation

STREET NETWORK

The main street thoroughfares in Parkside are Haddon Avenue, Kaighn Avenue, Park Boulevard, and Baird Avenue; Haddon, Kaighn, and Baird also serve as the main routes into and out of the neighborhood. Interstate 676 is easily accessible just northwest of the neighborhood, which provides connections to Philadelphia and New Jersey. US Route 30 is also easily accessible from Parkside via both Kaighn Avenue and Baird Boulevard. Parkside also has a network of rear alleys that create additional connections throughout blocks. Generally, the condition of the alleys is poor, with significant overgrowth of vegetation, trash and dumping, and feral cats. During summer 2016, southern gateway into Parkside was revamped with improvements to Haddon Avenue between Vesper Boulevard and White Horse Pike. The improvements include reconstruction of the roadway, construction of a new drainage and stormwater management system, the installation of new traffic signals, lighting, bike lanes, and handicap-accessible curbs.

Parkside is a walkable community with sidewalks and crosswalks in most areas. However, the sidewalks are in poor condition throughout most of the neighborhood and are in need of repair. One of Parkside's defining features and great addition to the pedestrian environment is the lush tree coverage on its streets. A survey of sidewalk street trees on the main thoroughfares showed dense tree coverage in most areas, with the exception of Haddon Avenue north of Park Boulevard and several blocks of Wildwood Avenue. While street trees are generally considered a positive addition to the streetscape, in some areas the density and breadth of the trees can be overwhelming, particularly on Haddon Avenue where businesses have are rendered invisible by the trees. There are also areas where there is poor pedestrian connectivity into and around key institutions, such as Lourdes Hospital and Harleigh Cemetery, where the properties are surrounded by a wall.

An issue often mentioned by residents of Parkside was the safety of the road network. Speeding was cited as a problem on the majority of the streets in the neighborhood with traffic measures needed to combat reckless driving. There is also a growing concern among residents about large disorderly groups of all-terrain vehicles within the neighborhood.

PUBLIC TRANSPORTATION

Parkside is well-served by public transportation. Two NJ Transit bus routes on Haddon Avenue (403 and 451) connect Parkside to downtown Camden, the Ferry Ave PATCO station, and neighborhoods to the southeast. Route

452 on Baird Avenue connects across the Cooper River and to Central Camden. Route 460 runs on weekdays only and serves public school children throughout Camden by serving as their route to schools in Parkside. Route 400 on nearby Mt. Ephraim Ave in the Whitman Park neighborhood connects to downtown Camden and Philadelphia.

The center of Parkside is approximately 1 mile from the PATCO Ferry Ave station on Haddon Avenue. While many residents and workers in the neighborhood use this station and consider the walk to be manageable, concerns were expressed about the lack of activity and interest on the walk to the station. In particular, active street uses are minimal south of Copewood Street, and blocks are rife with vacancy, making an unattractive pedestrian environment. A vision plan for a Transit Village around the Ferry Avenue station was completed in 2010 and developers were actively pursuing the site in 2013. However, since the anchor tenant of the development, Fresh Grocer, back out of the deal, the project has not moved forward.

BICYCLES AND PEDESTRIANS

Aside from the recently installed bicycle lanes and streetscape upgrades on Pine Street as part of a Tiger Grant to improve connectivity in Camden, and the just-completed Haddon Avenue streetscape project that added bike lanes south of Euclid Avenue, bicycles in Parkside do not have currently have access to on-street facilities. The ongoing improvements to Haddon Avenue near Lourdes will include on street bike lanes. There are also several multi-use trails that connect through Pine Street, New Camden Park, Farnham Park, and along the Cooper River in Harleigh Cemetery, all of which are part of the Camden GreenWay trail system. The Circuit Trails, the Greater Philadelphia Regional Trail Network, runs through the Parkside neighborhood, which is a key regional connection to downtown Camden, and in the longer term, the entire Delaware Valley Regional Planning Commission's planning area; these trails allow one to cycle from Parkside to Ben Franklin Bridge to Cherry Hill East. The neighborhood trails provide access to and throughout the many open spaces located in Parkside, however they lack adequate maintenance and directional signage and they do not function as one collective green asset to the community and potential visitors to the area. In many areas, the trails are overgrown with vegetation and their location in areas of dense tree coverage make them seem isolated and potentially dangerous. Local high school students also expressed concerns about safety on the trails, and some areas of open space and green spaces are completely walled off an inaccessible to the public, such as around Lourdes Hospital and Harleigh Cemetery.

Zoning

The majority of Parkside is zoned R2 Residential for single and multi-family dwellings. The areas not zoned R2 include the following:

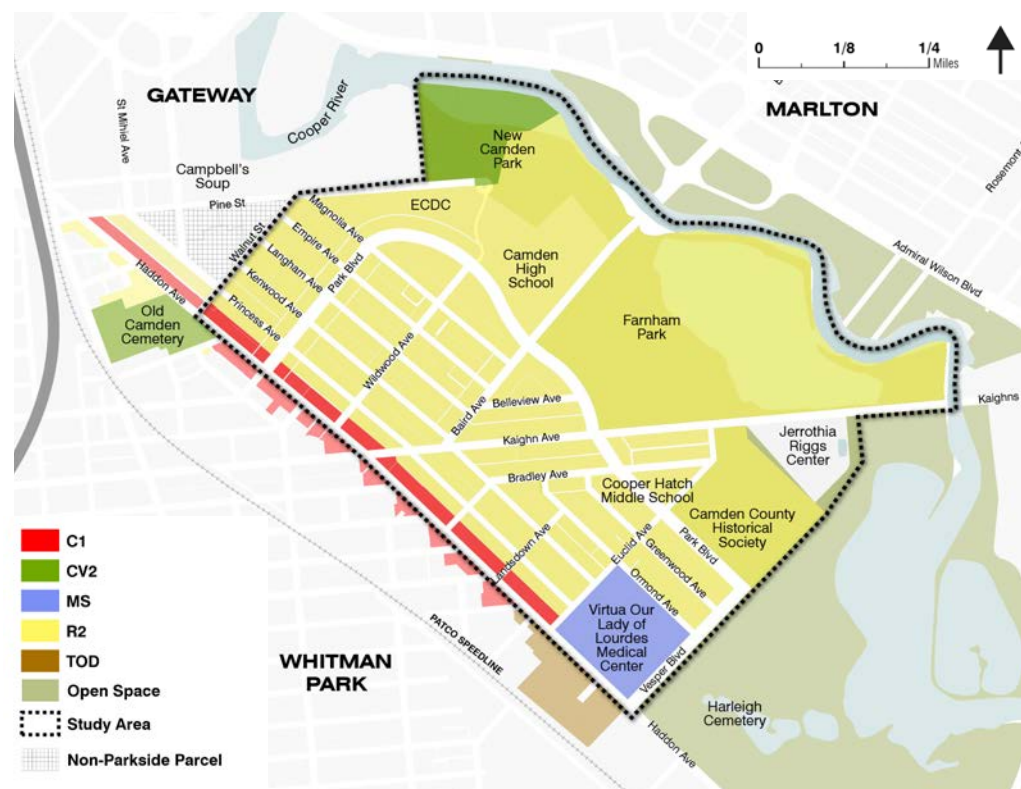
- Most of Haddon Avenue is zoned C1 Commercial;
- The south corner of Haddon Avenue is zoned MS Medical and Support on the north side for Virtua Our Lady of Lourdes Medical Center and Transit Oriented Development (TOD) on the south side (also home to Lourdes). The TOD zone allows for mixed-use, residential, and commercial properties. For Multi-Family and nonresidential properties, the maximum allowable heights are much higher; 5 stories and 10 stories, respectively
- Old Camden Cemetery and part of New Camden Park and are zoned CV2 Conservation.

Several of Parkside's open spaces are zoned R2 Residential, including Farnham Park, part of New Camden Park, and Camden High School's athletic fields.



Play structure in New Camden Park (zoned CV2 Conservation)

MAP 10: Zoning



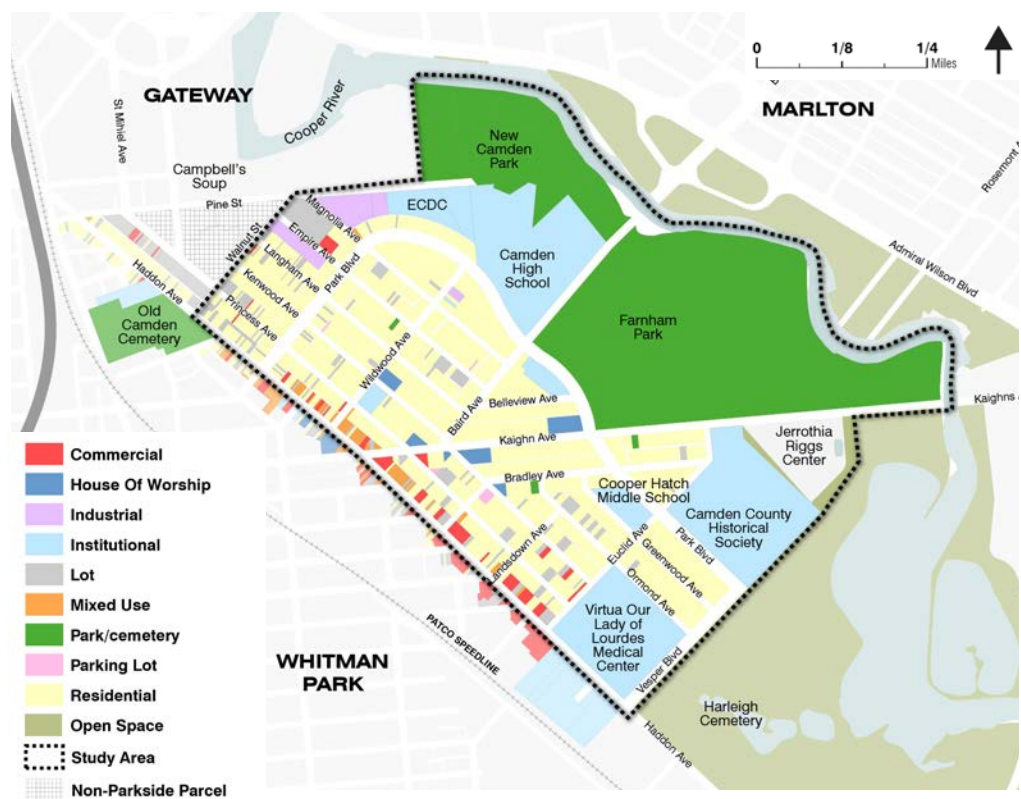
Land Use

Land Use, as determined by the neighborhood-wide property survey, typically follows the pattern set down in the zoning districts. Most of the neighborhood is single family residential with attached rowhouses and semi-attached twins. Commercial and mixed use buildings are concentrated on Haddon Avenue, mostly south of Park Boulevard in the heart of the commercial corridor. Mixed use buildings on Haddon Avenue tend to have ground floor commercial with apartments above. Large institutional uses are located throughout the neighborhood, notably at Virtua Our Lady of Lourdes Medical Center Campus, Camden County Historical Society and athletic fields for MetEast High School, Camden High School, Early Childhood Development Center, and the Boys and Girls Club of Camden. There are several large open spaces on the edges of Parkside – Old Camden Cemetery, Farnham Park, and new Camden Park – however there are very few smaller open spaces on the interior of the neighborhood. A notable exception is the Learning Garden, a community garden and green space on Haddon Avenue next to the popular Donkey’s Place restaurant. Vacant lots are scattered throughout the study area, along with a few parking lots and some industrial parcels near Pine Street.



Mixed Land Use on Haddon Avenue

MAP 11: Land Use



Open Space

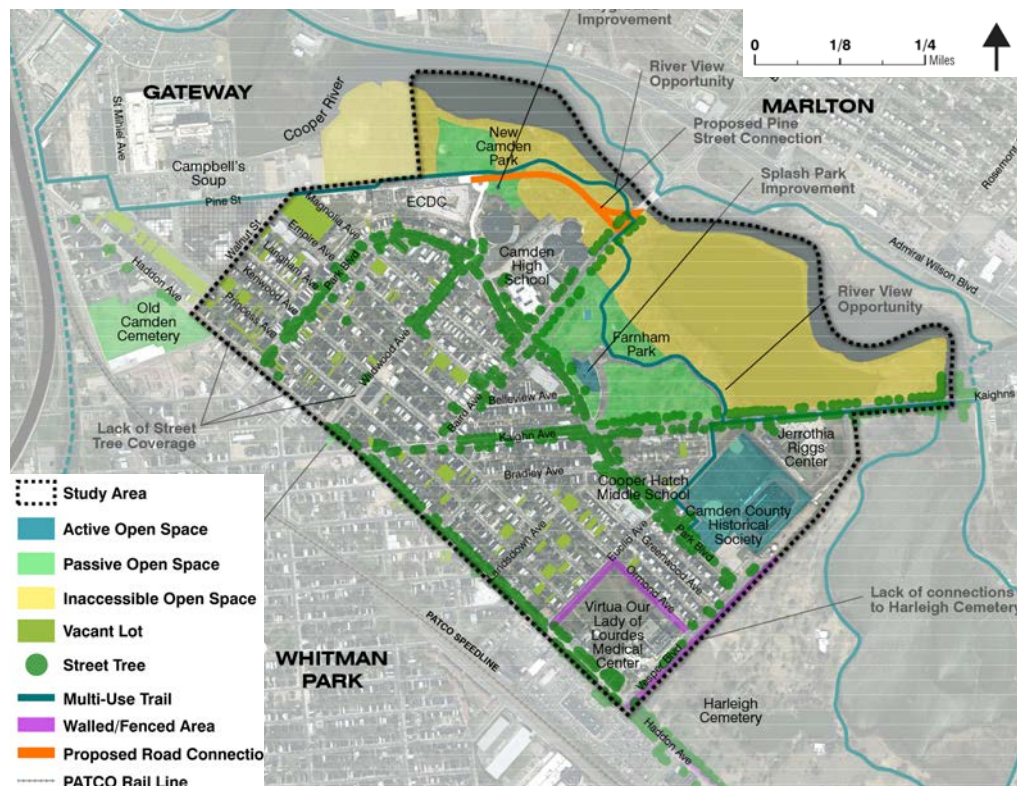
In many ways, Parkside has excellent access to open space, with 115 acres of parks and recreation facilities (or 40% of the neighborhood). This translates to approximately 25 acres of open space per 1,000 residents, which is significantly more than the 10 acres of parkland per 1,000 residents suggested by the National Recreation and Park Association (NRPA). Parkside's two main open spaces are Farnham Park and New Camden Park. Both parks are located on the eastern edge of the neighborhood along the Cooper River, and include multi-use trails that are part of the Camden GreenWay and the Circuit Trails systems. Farnham Park is owned and operated by Camden City, while New Camden Park is owned and operated by Camden County. Other significant open spaces in the neighborhood include the Old Camden Cemetery on Haddon Avenue and the athletic fields that are part of Camden High School.

Despite the high concentration of open space per 1,000 residents in Parkside, the condition, type, and accessibility of the open spaces significantly decreases their usability by neighborhood and Camden residents. An analysis by the Project Team classified open space in the study area into three categories:

1. Active Open Space – programmed recreation space (i.e. playground or ballfields)
2. Passive Open Space – non-programmed open space (i.e. lawns or picnic areas); heavily wooded or wetland areas without trails that discourage access by park users on foot or by bicycle
3. Inaccessible Open Space – areas where the trails are poorly maintained and the escarpment needs stabilizing due to erosion from stormwater runoff

The analysis shows that the majority of Parkside's open spaces are inaccessible to users or intended for passive, non-programmed uses. Most of Farnham Park is inaccessible with heavily wooded areas and a large wetland along the Cooper River; New Camden Park also has mostly heavily wooded areas that are inaccessible. Besides the Camden GreenWay trails, the only active programmed areas in the two major parks are a new splash park in Farnham Park on Park Boulevard, a dilapidated basketball court in Farnham Park, and a tot-lot playground in New Camden park. Passive open spaces in both parks typically are in fair to poor condition and have few amenities to attract users. The inaccessibility of the open spaces results in less people being able to use them, while having large swaths of land without programming further decreases the amount they are used.

MAP 12: Open Space



Parkside's open spaces should be managed as a park system that provides multi-use facilities and opportunities for passive and active recreation. Certain trail segments need greater maintenance to improve bicycle and pedestrian access for recreation, conservation, and transportation. Parkside has great assets in the amount of heavily wooded open space and riparian buffer. This dense tree coverage stabilizes the stream bank; helps keep the tidal Cooper River clean; provides habitat for urban wildlife; mitigates flooding; and purifies the air for park users and the surrounding community. There are areas of strength and areas of improvement needed in both parks and along the trails.

In Farnham Park, there is a new splash park and a playground. The upper elevation of the park also gets a good amount of community use for community festivals, family barbecues, and church tent meetings. There is also dilapidated infrastructure, such as the basketball court and pavilion. The basketball courts and pavilions at Farnham Park should be upgraded and repaired.

In New Camden Park, there is an open field, a playground, and remnants of a tennis court and baseball field. In the Camden Gateway Plan, suggestions were made to enhance active recreation opportunities. Amenities such as improved tennis courts, reestablished baseball field, and an area delineated for soccer were amenities requested by the community. With the slow traffic and proximity to the schools, this offers a great opportunity to provide active recreational opportunities.

Just across the Cooper River from New Camden Park and Farnham Park, Gateway Park is slated to open to the public in the next twelve months. Gateway Park will also offer complementary amenities that provide the public with direct access to the Cooper River, ecological features, and passive recreation opportunities. Together, this integrated park system will provide over 100 acres of open space and a full suite of amenities that can satisfy multiple users in Parkside, Camden City, and beyond.

The trails within the three parks, particularly in the wooded areas, should be cleaned and maintained for optimal public use and enjoyment. The trails serve not only recreation and conservation purposes, but are also key transportation corridors that connect throughout Camden via the Camden Greenway and throughout the Delaware Valley via the Circuit Trails network.



Splash Park in Farnham Park



Passive Recreation Area in Farnham Park

Vacancy

Vacancy of both buildings and lots is a prevalent problem throughout the Parkside neighborhood. Approximately 10% of the properties in Parkside are vacant land, and approximately 13% of the buildings are vacant. Concentrations of vacancy are located on the north and south ends of Haddon Avenue and on many residential blocks, particularly, Princess, Kenwood, Ormond, and Empire Avenues. In many areas of the neighborhood vacancy is more scattered than clustered, resulting in almost every block having “missing teeth” of vacant lots or dilapidated vacant buildings that detract from the health and vitality of the block. Many of the vacant properties are boarded up and secured, but a quarter of the vacant buildings are not secured, which can lead to unsafe building conditions and potential squatters. Almost all of the vacant lots are not secured, which creates areas for trash, dumping, and illegal activities.

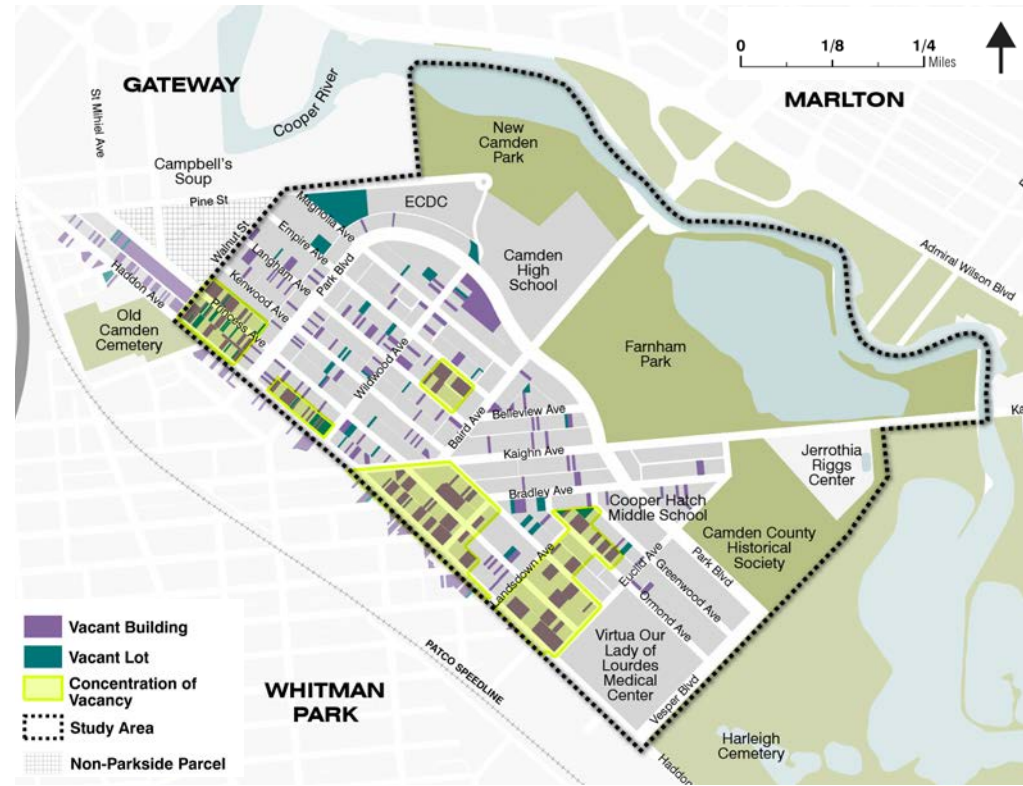


Vacant lot next to an existing twin home



Vacant commercial space on Haddon Avenue

MAP 13: Vacancy



Series of vacant lots on Haddon Avenue

MAP 14: Building Condition

Building Condition

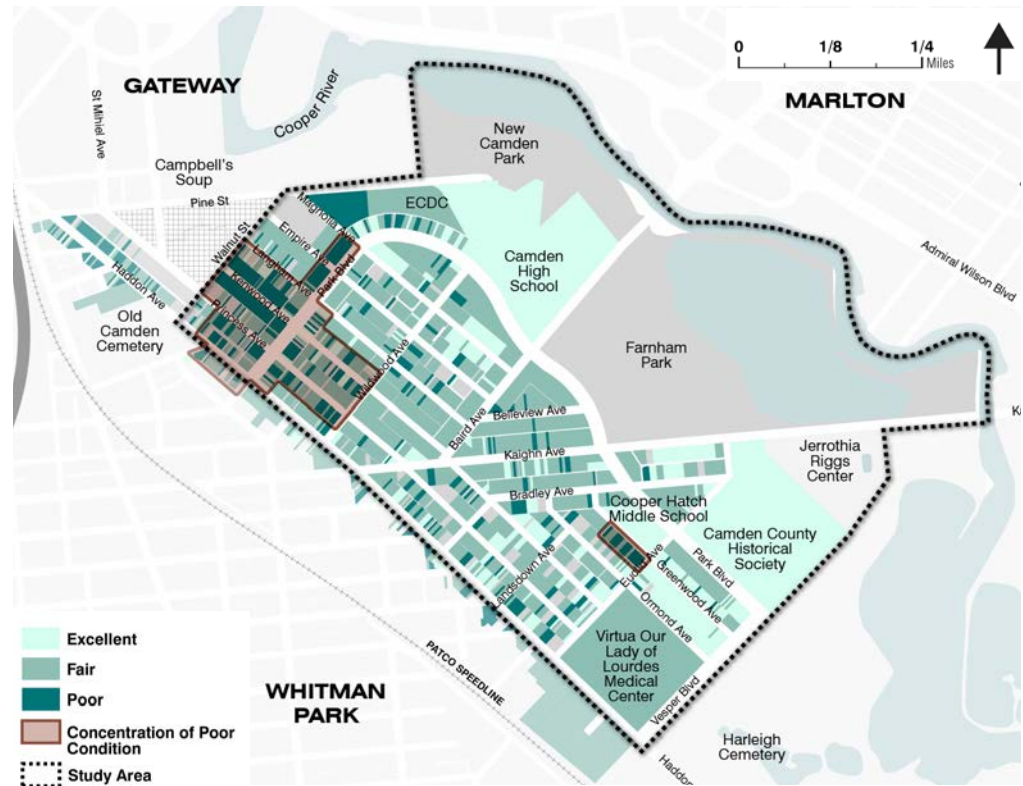
As part of the property survey, volunteers from PBCIP assigned a building condition to front exteriors of all buildings in the study area based on the following criteria:

Excellent – Does not require renovations; evidence of recent improvements and/or investments to the property

Fair – Requires some renovations (e.g. peeling paint, unstable porch, older windows or door)

Poor – Requires significant renovations, both cosmetic and structural

The majority of the buildings in Parkside were classified as Fair – the breakdown of building condition category is 20% Excellent, 60% Fair, and 20% Poor. The 80% of buildings surveyed by PBCIP as fair to excellent suggest why when touring the neighborhood, there is a sense of a neighborhood on the rise with many of the properties doing just fine from the perspective of a casual passerby. Poor building conditions are concentrated around the north end of Haddon Avenue north of Park Boulevard and on the 1000 and 1100 blocks of Princess, Kenwood, and Langham Avenues. There is also a large concentration of poor condition on the 1400 block of Greenwood Avenue. Areas with high concentrations of excellent condition include the 1500 blocks of Park Boulevard, Greenwood Avenue, Kaighn Avenue, and Ormond Avenue, and the 1200 block of Magnolia Avenue.



Housing

TYOLOGY

Most housing in Parkside is characterized by single family homes, either attached rowhouses or semi-attached twins. There are a few blocks of single family detached houses, most notably the 1500 blocks of Kaighn and Bradley Avenue. The 1400 block of Kaighn Avenue is notable for a series of handsome Italianate double buildings with double height front porches that have been converted to apartments. Other non-single family dwellings in Parkside include multi-use buildings on Haddon Avenue with ground floor retail and apartments on the 2nd floor and Faison Mews, a 62 and older residential community of apartments on Park Boulevard.

Buildings are typically two stories in height with front yards and have brick and vinyl siding facades. The majority of the housing in Parkside was built in the early to mid-1900s, and common architectural features include second story bays, front porches, and cornices. The southeastern end of the neighborhood around the 1500 blocks of Park Boulevard, Greenwood Avenue, and Ormond Avenue developed later in the mid-1900s and is characterized by two-story brick rowhomes with rear parking alleys, and deeper front yards. These later buildings are more modern in design with no front porches, bays, or cornices.

TENURE

Housing tenure in Parkside is roughly 50% owner occupied and 50% rental for residential properties. Concentrations of homeownership are located in the southeast corner of the neighborhood around Kaighn, Bradley, Greenwood, Euclid, and Ormond Avenues. Concentrations of rental are located at the northwest corner of the neighborhood around Haddon and Princess Avenues, and on the 1100 and 1200 blocks of Empire Avenue. Other than the concentrations mentioned above, most blocks are a fairly even mix of homeownership and rental properties.

Public Ownership

Most of the publicly owned parcels in Parkside are large institutional properties around the edges of the neighborhood; the City of Camden owns Farnham Park, the Camden County Historical Society/Camden High Athletic Fields property, and Old Camden Cemetery; Camden County Park Commission owns New Camden Park and part of the Early Childhood Development Center; The Camden Board of Education owns multiple parcels west of New Camden park, as well as a few school sites on the interior of the neighborhood.



Typical twin houses on a residential block



Mid-1900s rowhomes with front yard setbacks

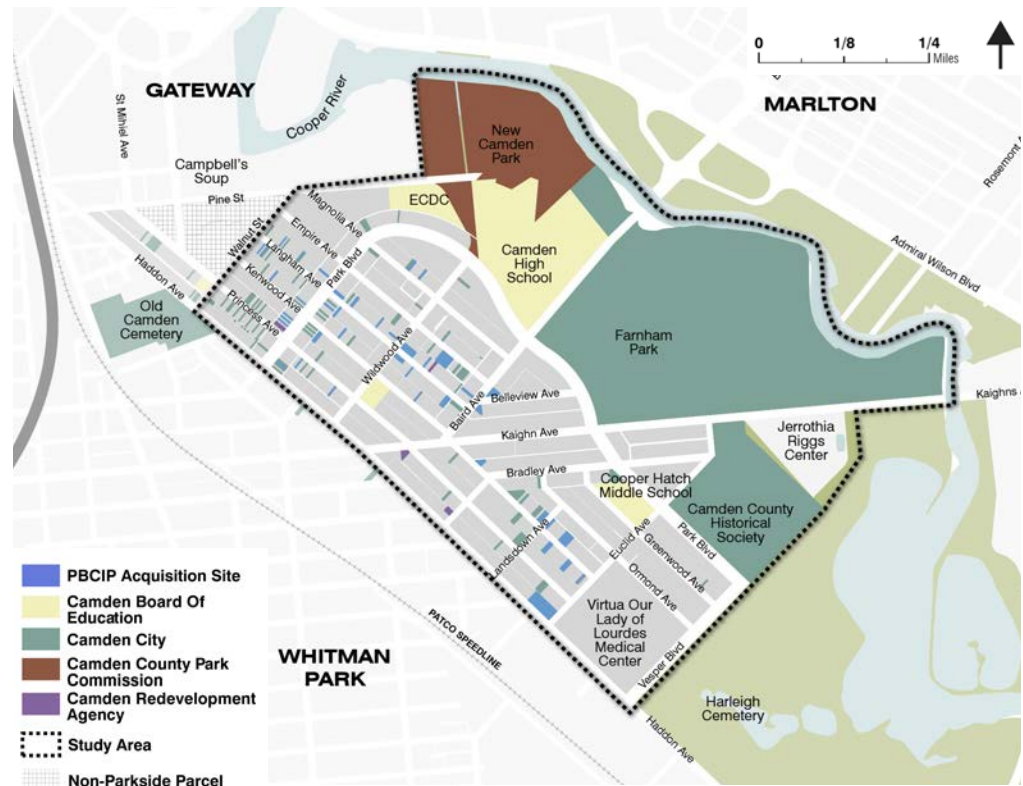
MAP 15: Public Ownership

There are approximately 70 scattered parcels owned by the City of Camden on the interior of the neighborhood. Many of these lots are vacant, which makes them ideal for redevelopment; 15 of them are already slated for acquisition by PBCIP for their homeownership program.

Crime and Safety

Crime in Parkside and the surrounding City of Camden remains a significant issue for residents and business owners. Violent crime in Parkside improved considerably starting in 2013 when Camden's police department was replaced with a regional police force, the Camden County Metropolitan Police Department. The reorganization of the police department put more officers on the street, where the new force focused on the neighborhoods of Parkside and Fairview. Parkside traditionally had large numbers of drug traffickers that the old police force did not have the manpower to tackle, but with the additional officers focusing on the neighborhood, drug activity noticeably decreased.

Conversations with neighborhood residents break the neighborhood into two distinct areas: south of Kaighn Avenue is the safer, more stable part of the neighborhood, while the area north of Kaighn Avenue has more crime and instability. Wildwood Avenue (north of Kaighn Avenue) was cited multiple times as unsafe street with a high perception of crime. A mapping exercise with neighborhood high school students delineated unsafe spaces at the center of the neighborhood around Haddon and Kaighn Avenues and parts of Farnham Park. Many students mentioned feeling more unsafe in the neighborhoods surrounding Parkside, including Whitman Park and downtown Camden.



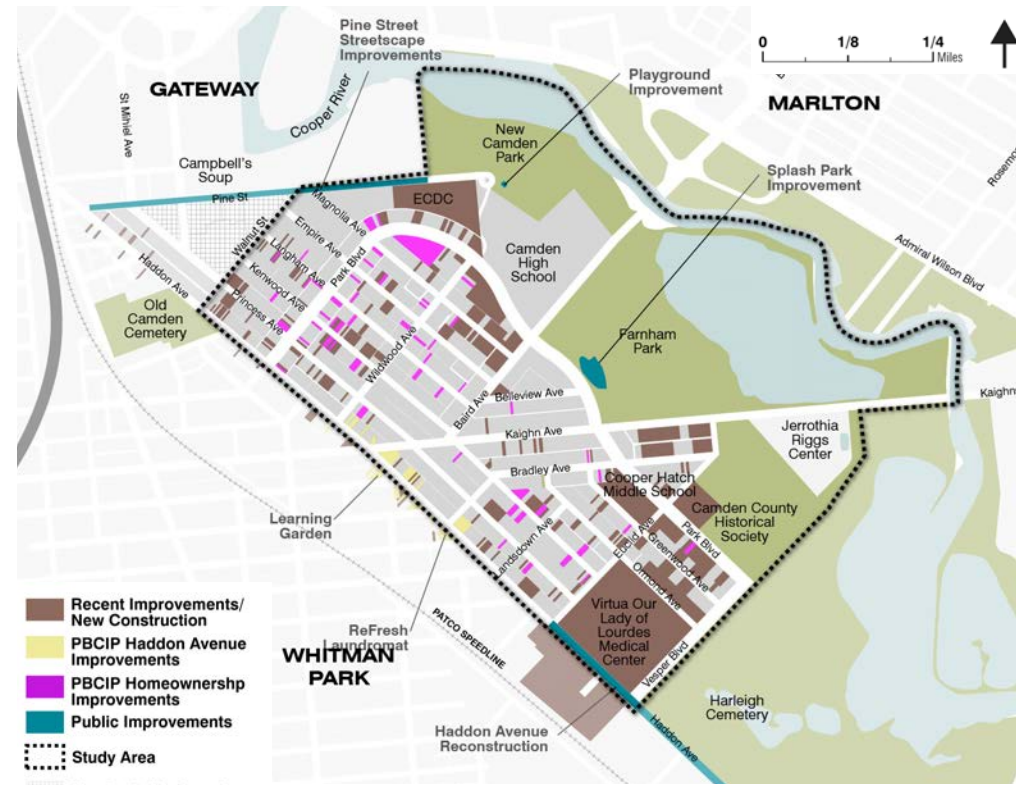
Recent Improvements

Parkside has seen significant reinvestment and improvement over the past 10-20 years, in large part due to the efforts by PBCIP to revitalize the neighborhood with the redevelopment of 200 sites. PBCIP improvements to storefronts and houses have been clustered around Haddon Avenue, particularly between Wildwood and Bradley Avenues. Through its homeownership program, PBCIP acquired several homes in Parkside in need of repair, renovated and upgraded the properties while maintaining the historic fabric of the building, and sold the properties as homeownership units. These properties serve as an example of the kind of revitalization more of the historic structures in Parkside could experience. At The Learning Garden, PBCIP transformed a vacant lot next to Donkey's Place on Haddon Avenue into a community garden and event space that helps residents learn about food production and healthy eating. PBCIP also transformed a dilapidated laundromat at Haddon and Atlantic Avenues into ReFresh, a neighborhood-based, eco-friendly laundromat that promotes local entrepreneurship and fosters community engagement.

Other improvements to properties in Parkside, including new construction, façade rehabs, and smaller exterior repairs, are scattered throughout the neighborhood. Clusters of improvements are located on the interior of the neighborhood around Park Boulevard. Some improvements have also been made to the large institutional and open space properties in the neighborhood, including a new splash park in Farnham Park, new playground equipment in New Camden Park, and rehabbing of the Camden County Historical Society buildings. Lourdes Hospital completed a \$54 million expansion of their campus in 2005 with a new Emergency Department, operating suites; critical care units; a family waiting hospitality area; patient rooms and a new home for the Virtua Our Lady of Lourdes School of Nursing.

Parkside has also had recent improvements to its streetscape and trail networks. Pine Street received a TIGER grant for new sidewalks, street trees, and on street bike lanes to connect the Camden GreenWay trail system to Haddon Avenue. Haddon Avenue is currently being reconstructed between Vesper Boulevard and White Horse Pike and will have new sidewalks, lighting, traffic signals, and on-street bike lanes.

MAP 16: Recent Improvements



Cooper B Hatch School

“Parkside deserves access to safe, nurturing neighborhood schools that are sources of pride and identity. With high performing schools, Parkside will improve and become a place where families want to stay”.

The Cooper B Hatch project was a collaboration between PBCIP and The Earl Jackson Architecture Workshop. The project was made possible by a RWJ grant and the support of Purpose Built Communities.

In recent years, Parkside has faced challenges keeping families in the public school system due to a rise in local competition from charter schools and the lack of investment in transforming the public run schools into a high-functioning K-8 pipeline. Part of PBCIP’s mission is to identify opportunities to strengthen the identity, performance and capabilities of Cooper B Hatch in such a way that it becomes the most attractive option for K-8 education in the City of Camden.



KEY ISSUES & OPPORTUNITIES

KEY ISSUES & OPPORTUNITIES

Based on feedback from the community meetings, stakeholder groups, and information obtained from the existing conditions analysis and resident survey, the Project Team organized Key Issues & Opportunities in Parkside into the following seven main categories:



Specific stakeholder meetings were held on each of the key issue categories, which allowed the Project Team to hear detailed information about how the problems are manifested in the community and what the opportunities to overcoming them could be. These Key Issues and Opportunities were then voted on at the 2nd Community Meeting to set priorities.

The Key Issues are not intended to encompass all problems facing Parkside, but based on the Project Team’s analysis, they represent the biggest obstacles to success



Haddon Avenue & Economic Development

Increased diversification of retail offerings with a focus on locally-owned and oriented businesses on Haddon Avenue

Parkside residents and community stakeholders have identified the lack of diversification of retail goods and services on Haddon Avenue as a key issue limiting the potential of the commercial corridor. The lack of diversification is further indicated in the inventory of existing businesses, which shows that the commercial corridor is limited in the types of retail, service businesses, and products offered. For example, there are almost as many hair salons and barber shops as retail stores.



Typical retail store type on Haddon Avenue

RESIDENT SURVEY:

18% cited access to job opportunities as what they like least about Parkside

Data highlighting retail expenditures in the delineated trade area indicate market support for new retail space across several retail and food service categories. The demand for additional full-service restaurants to diversify food offerings was recognized by the community. Smaller, locally-owned businesses, particularly those having African American ownership and, with varied offerings, were referenced as a way to enhance the retail mix of the corridor while also providing jobs for Parkside residents and opportunities for local entrepreneurs. Businesses are more likely to give back to their community if they are accepted by, and feel they are a part of the community.

A related challenge to business diversification is the lack of a strong retail anchor to support the establishment and viability of additional retail on the corridor. However, Haddon Avenue benefits from the presence of a strong institutional anchor, Virtua Our Lady Lourdes Medical Center, as well as several destination businesses and substantial traffic counts. Additionally, the existing barriers impeding attraction of outside businesses to the corridor offer a window of opportunity to incubate businesses created by entrepreneurs within the community. The challenge is to identify entrepreneurs and offer an environment and supportive services to enable these entrepreneurs to succeed and grow their businesses. Since the services and facilities required



Successful Haddon Avenue business that attracts customers throughout the region

Example Parkside branding signs



to incubate entrepreneurs in different types of businesses will vary, it may be possible to develop more than one incubator tailored to specific demands by entrepreneurs. For example, a food-oriented incubator might provide space and services for restaurants and fresh food-oriented businesses.

Vacant commercial spaces on Haddon Avenue

Vacancy along Haddon Avenue is a central issue for the commercial corridor. As previously indicated, the building conditions survey by the KSK Team identified a vacancy rate of 41 percent. In addition to negatively impacting its appearance, the high vacancy rate on Haddon Avenue detracts from the overall perception of safety on the corridor, which is an essential pillar for commercial revitalization.

However, the number of vacant commercial buildings and lots provides opportunities for reuse and redevelopment as part of a larger economic development strategy. While smaller vacant buildings and lots at the core of the Haddon Avenue corridor are more suitable for redevelopment for a mix of uses that includes first floor retail, there are also opportunities for additional commercial or residential redevelopment of larger vacant sites on the corridor. PBCIP has also noted that opportunities for property acquisition on the Haddon Avenue corridor are limited due to outstanding liens and speculation. Additionally, there are few publicly-owned parcels on the corridor.

Parkside needs to implement a unified, recognizable brand identity

The Parkside neighborhood, including the Haddon Avenue commercial corridor, created a unified brand identity in 2019 that celebrates the unique existing, cultural, and open space assets in the neighborhood. Through branding efforts, several struggling commercial corridors in Philadelphia are successfully revitalizing, including additions of a restaurant district and an arts corridor. Now, the branding plan needs to be fully implemented to reach its full potential. Some of the proposed strategies in the branding plan include:

- Creating big signs and gateway signs
- Developing cohesive wayfinding
- Wrapping trash cans, and utility polls
- Collaborating with residents and business to create cohesive branding throughout the Haddon Ave corridor.

RESIDENT SURVEY:

54% cited personal finances as the primary reason they would not buy a home in Parkside

2

Housing

Support Existing Initiatives and Develop New Programs that Assist Homeowners with Ongoing Housing Maintenance.

While the homeownership rate in Parkside continues to be an asset, neighborhood residents and community stakeholders report that keeping up with home maintenance is a challenge for many homeowners in Parkside. As indicated in the analysis of existing conditions, the housing stock in the neighborhood is aging with nearly half of all housing units estimated to have been built before 1940. During 2016, more than one-third of Parkside households are estimated to have incomes less than \$25,000. This combination of older housing in need of repairs and owners who have limited incomes means that residents struggle to afford even the most essential repairs and improvements. Issues related to home maintenance are particularly acute for older residents who have aged in place and are unable to perform repairs themselves. In 2016, approximately one-quarter of Parkside's population was 55 years or older.

Mitigate Adverse Neighborhood Impacts Resulting from Absentee Landlords.

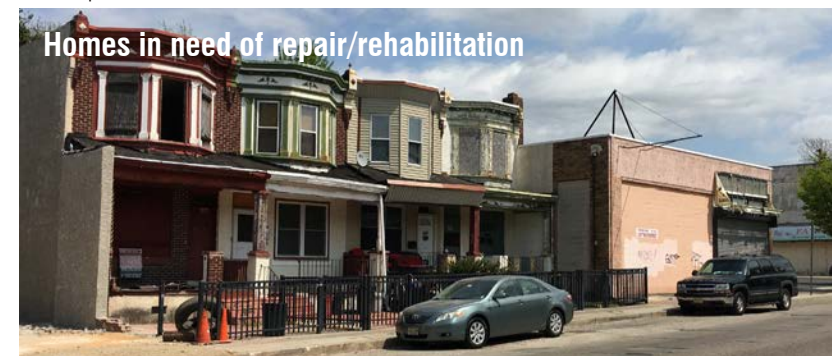
In addition to highlighting challenges related to the deferred home maintenance of owner-occupied homes, members of the Parkside community have highlighted the housing condition of rental housing units in the neighborhood and the need to hold absentee landlords accountable for failing to maintain their properties. Parkside stakeholders have suggested developing a process whereby neighborhood residents will have some redress regarding problems caused by the failure of absentee landlords to maintain neighboring properties.

Address the Lack of Funding to Build Affordable Housing in Parkside.

In the opinion of the team, Parkside has excellent potential to become a very desirable neighborhood, attracting households with a mix of incomes. While there is a documented need for additional new and rehabilitated housing

throughout the City of Camden, including housing for low-and moderate-income families, PBCIP and their development partners have been deterred by the lack of funds to address this issue, including sources of "gap" financing needed to offer affordable homeownership in Parkside. However, the City of Camden owns many vacant lots in Parkside's residential areas, which should make them more feasible to redevelop, because PBCIP can purchase structures with liens at a reduced cost. PBCIP has had success partnering with private developers on housing projects in the past, including Penrose (51 unit Faison Mews) and Conifer (98 units).

Despite the current lack of funding, Parkside is well positioned to respond to the need in the City of Camden for development of quality affordable housing and to offer newly constructed homes, including for-sale units with prices that are affordable for households with moderate and middle incomes. Parkside is well-located near Camden's employment centers, including Lourdes and Cooper Medical, and new employment-generating development on the Camden Waterfront, in downtown Camden, and the nearby Knights Crossing development.



3

Infrastructure

Infrastructure problems were regularly cited by stakeholders and community members as major problems in Parkside. In most cases, these infrastructure concerns were focused on public infrastructures, including the following:

- Roadway Conditions (e.g. potholes)
- Sidewalk Conditions
- Overgrown trees on Haddon Avenue
- Poor lighting conditions, particularly on Haddon Avenue but on other major pedestrian corridors.

The lack of upkeep on these publicly owned areas causes safety issues for pedestrians and vehicles and contributes to the perception that there are dangerous areas in Parkside. A related concern raised by stakeholders relates to the absence of trash receptacles, which contributes to trash issues along streets and sidewalks. A suggestion was to purchase new receptacles and use the exteriors in the Parkside branding process.

Another major infrastructure maintenance area is the system of rear alleys that are a common feature on the residential blocks of Parkside. Alleys throughout the neighborhood are generally in a state of disrepair. Typical problems include overgrown vegetation, illegal trash dumping, poor fencing condition, and deteriorated road and/or dirt surfaces. These poor conditions further exacerbate the problem of people using the alleys for illegal activities such as drug dealing. Because the ownership of the alleys are shared between the property owners on either side of the alley, it can be difficult to make significant changes to these areas. All improvements need to be resident driven, and may require buy-in from all owners to be feasible.



RESIDENT SURVEY:

59% agree that if something was wrong in Parkside, residents would try to fix it



4 Neighborhood & Resident Services

Lack of neighborhood resources

Parkside residents regularly cited the lack of community and neighborhood resources as a critical problem. In many cases, residents may not be aware of the types of services available to them, or the services are too spread out to allow them to take full advantage of their resources. The main youth center in the neighborhood is the Boys & Girls Club of Camden County, however since the club charges a fee that most of the Parkside youth cannot afford, this resource is mostly used by non-Parkside residents from the surrounding suburbs. The club also has restricted/reduced hours for youth not attending the attached Katz Academy. Also, residents need a social service resource center to help them get in touch with different service providers. Martin Luther King Center on Haddon Avenue is open to the public, but was not cited as a resource during stakeholder outreach sessions. Camden County's Board of Social Services, which residents can visit to be connected with services, is located in the city center, presenting a barrier for less mobile neighborhood residents.

The Parkside Elementary School on Wildwood Avenue between Princess and Kenwood Avenues is currently vacant. Parkside residents have expressed interest in converting the building into a community center—a space where neighborhood youth and adults can gather, play and interact. It's location in the middle of the neighborhood, history and connection to the community make ideal for this use. Some of the services residents suggest for the center include:

- A safe haven for youth before and after school.
- “One-stop-shop” for a variety of neighborhood services.
- An incubator for youth-based organizations.
- Office space.
- All-purpose space.

Improving neighborhood / resident cohesion

Community members expressed a need for programs that deepen links among community members and connect residents to services. There is interest in re-instituting the Block Captains Network. Some of the services this program could provide include:

- Welcoming new residents with up-to-date information on living and working in the neighborhood.
- Providing information on PBCIP programs (e.g, encouraging homeownership, local investment).
- Disseminating information on municipal services, rules, expectations, events, etc.

Residents on many occasions mentioned issues with homeowner / landlord-tenant relationship management and conflict mitigation. There was interest in a local service that can provide information on rights and support conflict mitigation.



Vacant Parkside Elementary School on Wildwood Avenue



5 Crime & Safety

Areas with high concentrations of drug dealing activity

Drug dealing is a major issue in the Parkside neighborhood. Residents regularly cite the areas around Wildwood and Magnolia Avenues and the intersection of Princess and Kaighn Avenues as major drug dealing corridors, which continue to exist despite police knowledge of their existence. At the latter intersection, there is a church located on the corner that has difficulty attracting children to its activities due to the prevalence of drug dealers in the area. The alleys in the neighborhood are also heavily used for drug trafficking.

Many of the houses that serve as bases for drug dealing are well known to both the police and community members, who state that the families that own the houses have been in the drug business in the neighborhood for decades. However, it can be difficult to make meaningful arrests in those drug dealing organizations due to the large amount of intelligence needed, and often even with large amounts of intelligence an arrest is still not possible. When the police department pinpoints problem corners or houses to focus their forces on surveillance and patrols, the problem typically moves to another location as a result.

The drug dealing problem creates additional safety concerns for Parkside residents, since areas with drug dealing also have a higher concentration of shootings and break-ins to homes and automobiles in the vicinity. In areas where PBCIP has rehabbed homes on blocks with drug activity and sold them to homeowners, the new homeowners are expressing concern about feeling unsafe with the surrounding crime activity, making it harder to have successful new investments. PBCIP continues to meet, communicate via NextDoor and receive weekly updates from the Camden County Police on issues of crime.

PBCIP is looking at two approaches for addressing crime in Parkside:

Short Term: saturation of the neighborhood and drug activity hot spots with additional police officers;

Long Term: rehabilitate homes in areas with drug activity for homeownership to stabilize the blocks, use code enforcement to deal with blighted properties, provide job opportunities for neighborhood youth, and address issues with recidivism.

Speeding and motorbike enforcement and preventatives.

Vehicular speeding was mentioned as an issue on most streets, which would benefit from speed bumps and other traffic calming measures to curb speeds and make the streets safer. Safety is further compromised by the prevalence of motorbike and ATV use throughout the neighborhood. Parkside is regularly overrun by groups of youth from other neighborhoods on dirt bikes who ignore traffic laws, ride on the sidewalks, and use the bikes for drug trafficking purposes. The police have difficulty enforcing traffic laws on the bikes, since to chase them through the streets, often on sidewalks, would create a greater pedestrian safety issue than already exists.



Concentration of drug dealing activity on Wildwood Avenue

RESIDENT SURVEY:

39% agree that the quality of schools is satisfactory or better

6

Education

Lack of public transportation/private transportation options and safe pedestrian routes to get students to school

During the Education Round Table, school administrators and PBCIP staff discussed the challenges in getting students to and from school. Limited transportation options result in perennial issues with tardiness and late pick-up. A lack of safe walking routes for younger students places additional responsibility on caretakers to provide transport. Caretakers may have work schedules that conflict with school drop-off and pick-up times. Some older siblings and student-parents that are responsible for dropping off younger children are then late themselves.

Community members expressed an interest in developing safe walking routes in a variety of ways, including partnering with clean-up crews and security guards for more eyes on students, implementing Parent Rangers, Safe Corridors and Safe Haven programs, and / or adding additional crossing guards on designated routes.

Before and after school care for students and better youth and parent resources

Residents would also like to see more services for youth in the neighborhood. In particular, there is a need for more vocational and training programs for local youth (as well as adults). Residents commented on the importance of the Health Care industry in the neighborhood and expressed a desire for programs that better prepare locals for those employment opportunities. There was also an interest in developing youth training / apprenticeship programs that can support planned physical improvements to the neighborhood.

In the Education Round table, participants also discussed issues with limited food options for older students. Some of the opportunities suggested included adding food trucks outside the high school and working with corner stores to develop a healthy student menu.



Long crosswalk at Park Boulevard in front of the Cooper B. Hatch Middle School



Opportunity to create medical vocational training opportunities with Lourdes Hospital

RESIDENT SURVEY:

37% rated the physical conditions of streets, sidewalks, and public spaces in Parkside as “Good” or “Very Good”



Open Space/Healthy & Active Living

Need more fresh food options

Community members in Parkside are passionate about the idea of connecting people, creating a hub for knowledge about gardening in the area, and creating food entrepreneurs; however there is not currently enough space to have community gardens in the yards of private homes. Many residents do not currently have access to fresh food, both due to the offerings at local markets, and due to the high cost of fresh produce.

PBCIP wants to grow the reach of their existing urban gardening initiatives such as Roots to Market and The Learning Garden. These initiatives are currently located on private land and could be expanded to larger, dedicated spaces for gardening in Parkside’s vacant lots. There are also several local food pantries in churches and other neighborhood institutions that have trouble acquiring fresh groceries and predominantly offer canned goods. These food pantries would benefit from fresh locally grown food and could also



The Learning Garden on Haddon Avenue

incorporate gardens and/or vertical gardens onto their properties.

The need for adding job opportunities to Parkside was also referenced many times throughout stakeholder outreach, and using urban gardening as a tool to provide job training and employment in Parkside would help to address this key issue. This could be achieved through a gardening program that teaches local residents about composting, seedlings, planting, and eventually the business side of gardening. A cooperative model could also be used for this program which would help to develop social equity among participants and give stakeholder investment to the residents of Parkside.

Lack of Active Living Initiatives

Although Parkside’s name is synonymous with parks and open space, the current configuration of these amenities leaves many of them underutilized by community members and disconnected from the neighborhood. A large portion of the east side of the neighborhood along the Cooper River is made up of Farnham Park and New Camden Park; however a lack of maintenance and programming precludes many people from visiting the parks. This inaccessibility of the open spaces creates the isolating and unsafe feeling



Lack of programming in New Camden Park

residents associate with the parks and contributes to the lack of use of the spaces. Opportunities to improve the parks include such initiatives as incorporating edible landscapes, renovating the basketball courts for recreational use, and improving the pavilion in Farnham Park to serve as a site for a pop-up farmers market.

The network of greenway trails that connects these parks and links to surrounding area also have maintenance issues, and the trails do not maximize their proximity to the Cooper River where in areas landscape overgrowth masks the view of the river and discourages users from interacting with the river. There are several opportunities along the trails where landscaping could be selectively cleared to open up views of the river and small amenity areas with benches, shade coverage, etc, could be installed to promote more use of the riverfront.

There are also many private open spaces in the neighborhood that due to walls, fencing, and lack of vehicular infrastructure limit connectivity into and throughout the spaces. Lourdes Hospital is surrounded on two sides by a tall stone wall with no access to the interior open space grounds. Harleigh Cemetery also has a chain link fence on the edge of Parkside on Vesper Boulevard, which likewise prohibits residents from accessing this historic amenity. New Camden Park is cut-off from much of the neighborhood, since the only vehicular access is via Pine Street, which currently dead-ends at the park.



Dense landscaping obscures views and access to the Cooper River



Overgrown trails in New Camden Park



RECOMMENDATIONS

RECOMMENDATIONS:

Parkside Redevelopment Vision

Throughout the planning process of developing the Parkside Neighborhood Revitalization Plan, it became clear that many of the key issues that need to be addressed - crime, lack of jobs, and barriers to education attainment – require non-physical solutions that focus on programmatic and policy recommendations. These more granular recommendations are detailed in four broad topic areas later in the report; however, an overall physical vision plan was also created to show the potential future for Parkside. This Parkside Redevelopment Vision shows physical improvements in three main categories:

1. *Haddon Avenue Corridor*

Business/Commercial Area of the Corridor: (Park Boulevard to Ferry Avenue Station)

- Completion of the former RENEW site, now CAMcare building;
- Creation of one or more small business incubators, possibly using currently vacant buildings along Haddon Avenue. A special-purpose incubator might target restaurant and food industry entrepreneurs;
- Infill of vacant lots with mixed-use development, including new retail and service businesses to generate additional employment opportunities for neighborhood residents;
- Redevelopment of existing vacant and deteriorated buildings;
- Creation of new parking spaces on some of the vacant lots;
- Improved streetscape with 1/2 mile of reduced and replaced tree coverage south of Kaighn Avenue and 1/2 mile of new trees north of Kaighn Avenue, new overhead lighting, gateway signage, high visibility crosswalks at key intersections, and removal of chain link fencing or replacement with decorative fencing;
- Creation of new plaza/open space areas along the corridor;
- Landscape screening of existing and proposed surface parking lots;
- Expansion and redevelopment of the Lourdes Hospital Campus with adaptive reuse of the convent building and implementation of the Transit Village, generating additional jobs resulting from the conversion of the convent building and other adjacent redevelopment sites;
- 25,000 - 50,000 square feet of new development along the corridor.

Residential Area of the Corridor:

- Creation of a new park at the northern end of the Corridor
- Redevelopment of existing vacant and deteriorated residential buildings;
- Creation of a home repair program;
- Infill of vacant lots with new residential and mixed-use development;
- Redevelop vacant parcels with alternative Green uses; pocket parks, community gardens, green connectors, and others;
- Improved streetscape with new trees north of Kaighn Avenue, new overhead and pedestrian lighting, gateway signage, high visibility crosswalks at key intersections, and removal of chain link fencing or replacement with decorative fencing;
- New landscape treatments at the intersection of Haddon and Park Ave to improve gateway.

2. *Open Space Network*

- Pop-up food market in the neighborhood that supports neighborhood identity;
- Community garden, seedling growth, and composting facility on vacant neighborhood land;
- Opening up of river views at key vista locations along the Camden Greenways trail network with additional open space amenities along the Cooper River waterfront;
- Increased pedestrian connections through the public and private open spaces including the high school athletic fields, Lourdes Hospital, and Harleigh Cemetery;
- Park Boulevard Improvements: 4,000 linear feet of tree restoration, replanting, and construction of stormwater management features and/or urban gardens in the Boulevard median, gateway landscaping in the median at all intersections. Improvements will include edible landscaping that will connect new trails and recreational facilities.

MAP 17: Parkside Redevelopment Vision Plan

3. Neighborhood Wide Infill Development

- Creation of 10 new homeownership units during Phase 1;
- Creation of 25 new homeownership units during Phase 2;
- Additional phases to include over 75 units of new and rehabbed housing;
- Conversion of remaining vacant lots to community gardens, stormwater management spaces, off-street parking areas, or other types of open space;
- Redevelopment of Parkside Elementary School as a community facility.

Detailed maps of the Parkside Redevelopment Vision Improvements along Haddon Avenue and the open space areas are shown on the following pages.

Recommendation Categories

Based on feedback from the 2nd Community Meeting and PBCIP, and to make the recommendations easier to market to partners, the seven Key Issue categories were combined and condensed down to four overall topic areas for detailed recommendations:

Many of the elements shown in the Parkside Redevelopment Vision are discussed in these overall topic areas on pages 68-92.



1
Development



2
Neighborhood Services



3
Education



4
Healthy, Active Living & Sustainability





HADDON AVE

Old Camden Cemetery

SPRUCE ST

WALNUT ST

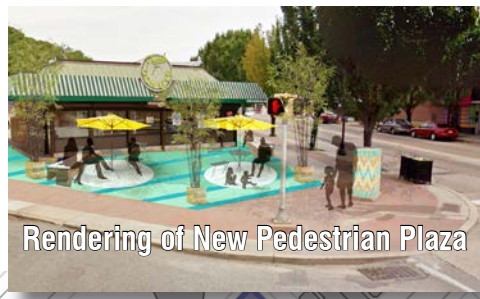
MT. VERNON ST

CHESTNUT ST

SYCAMORE ST

PRINCESS AVE





- PBCIP Completed Economic Development Sites
- PBCIP Completed Housing Sites
- PBCIP Homeownership Acquisition Sites (Short-term)
- Building Improvements
- Green Space Improvements



Recommendations

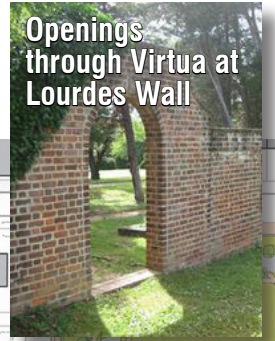
PARKSIDE NEIGHBORHOOD REVITALIZATION PLAN



Screened Parking Lot



Infill Housing



Openings through Virtua at Lourdes Wall



New Branding Campaign



New Gateway Features



New Federally Qualified Health Facility

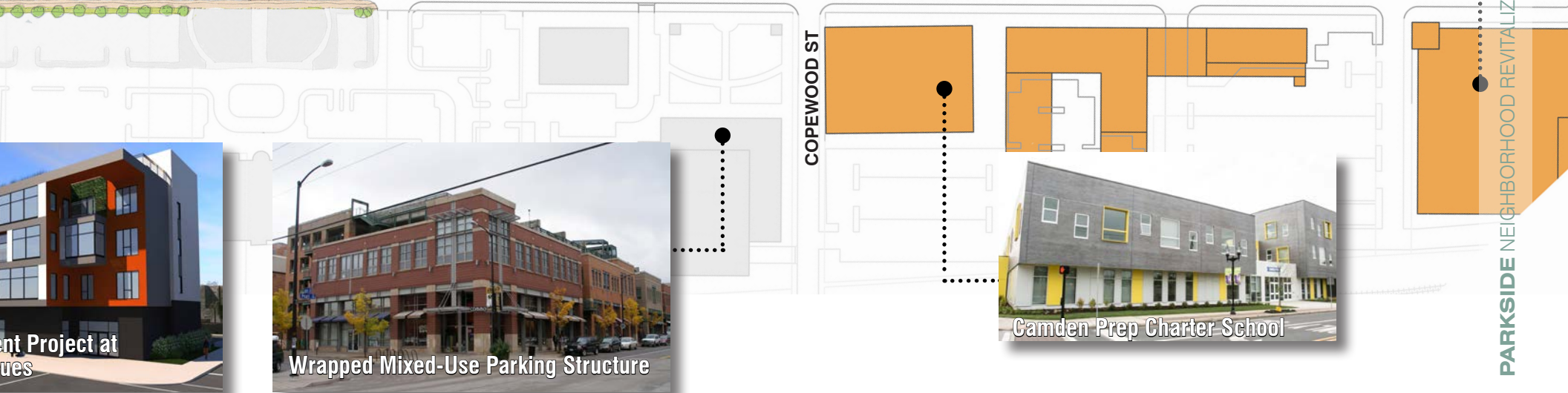


Facade and Porch Improvements



Mixed-Use Development Haddon & Euclid Avenues





-  PBCIP Completed Economic Development Sites
-  PBCIP Completed Housing Sites
-  PBCIP Homeownership Acquisition Sites (Short-term)
-  Building Improvements
-  Green Space Improvements



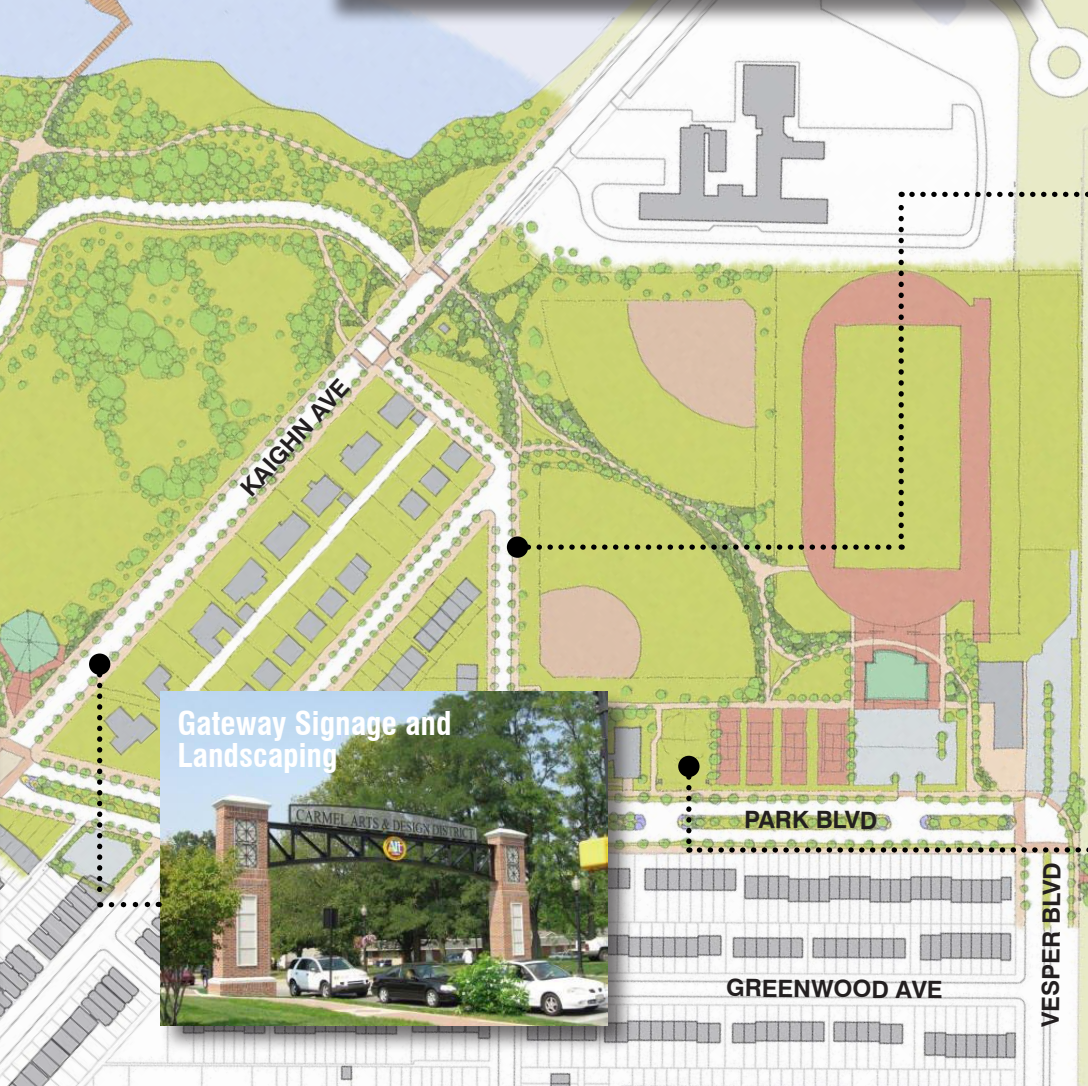


Cooper River Overlook Area

Cooper River



Proposed Euclid Ave Trail



Harleigh Cemetery

Sculpture Garden with Camden High School Artifacts



Gateway Signage and Landscaping





DEVELOPMENT

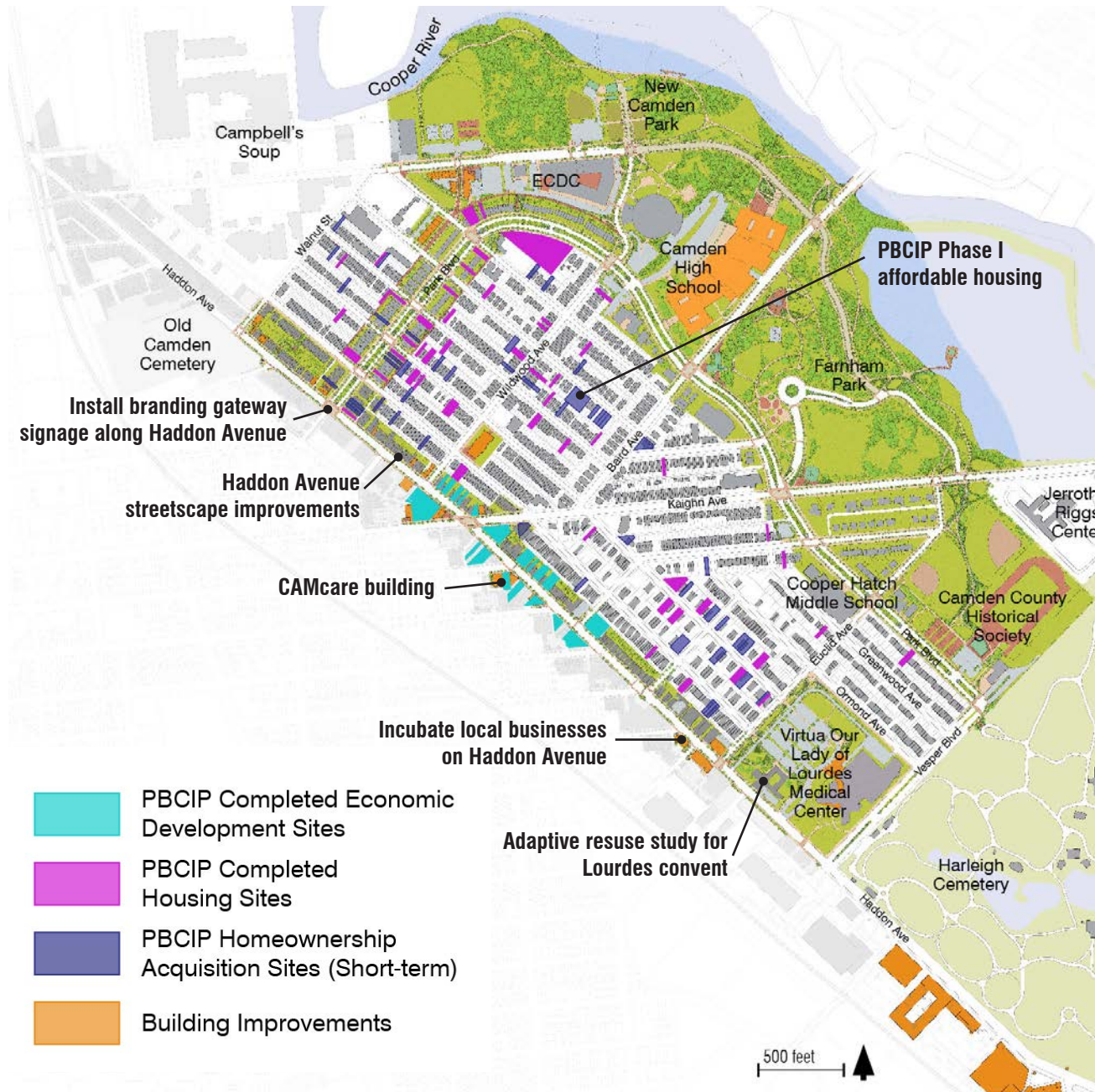
Economic Development

- Complete the CAMcare Building
- Incubate Locally-Owned Businesses
- Create a business incubator space on the Haddon Avenue corridor
- Activate Vacant Commercial Spaces on Haddon Avenue
- Develop a Unified and Recognizable Identity for Parkside and tie streetscape elements into the branding strategy
- Use Arts and Culture to Tell the Parkside Story
- Make physical improvements to the Haddon Avenue streetscape
- Develop uniform design standards for new commercial development on Haddon Avenue
- Develop connection between economic development and health

Housing Development

- Continue to Pursue Existing Initiatives in Developing Affordable Housing
- Complete PBCIP Phase 1 and Phase 2 of acquisition and housing rehabilitation for homeownership
- Create a mix of low, moderate, and market rate housing units

MAP 18: Development Improvements



Economic Development

Increase Diversification of Retail Offerings with a Focus on Locally-Owned and Oriented Businesses on Haddon Avenue.

Recommendations to increase the diversity of retail and service establishments and enhance the density of commercial uses on Haddon Avenue focus on three key initiatives: using existing strengths along the corridor to attract new businesses, fostering the development of locally-owned businesses through a small business incubator, and enhancing the connection between existing Parkside businesses and the Parkside community.

Complete the CAMcare Building

In pursuing a revitalization strategy for the Haddon Avenue commercial corridor, PBCIP has plans to complete a 22,500 square-foot commercial building at the intersection of Haddon Avenue and Liberty Street. This development, the CAMcare building, will provide community, office, and retail space for which several leases from local and national businesses are already in place. Completing the CAMcare building is a significant step to advance revitalization of the corridor and the Parkside neighborhood. This new development will serve as a retail anchor to attract new businesses. Haddon Avenue currently lacks a strong retail anchor. Therefore, securing the remaining financing needed to complete this project must be a high priority.

The location of the CAMcare building is strategic in that it capitalizes on the strengths of the highly trafficked intersection of Haddon and Kaighn Avenues while enhancing this area as the retail core for Parkside. Additional business attraction efforts should build on these corridor assets and to leverage targeted new businesses to this area of strength, thereby helping to build density on Haddon Avenue. In addition to the high traffic volumes on Kaighn Avenue and the planned CAMcare building, Haddon Avenue benefits from strong institutional anchors with high concentrations of employment at both ends of the corridor, as well as close proximity to PATCO's Ferry Avenue station and several recent investments including storefront improvements and the Parkside Learning Garden.

In developing a business attraction strategy, PBCIP also should capitalize on existing businesses that have been successful as destinations, having attracted customers from beyond the immediate neighborhood, thereby bringing additional traffic to Haddon Avenue. Attracting and locating complementary store types near these existing destinations could help to build diversity, density, and cohesion between businesses on the corridor.

Alongside efforts to attract businesses to the CAMcare building, PBCIP should consider seeking out youth development / worker capacitation service providers as tenants. PBCIP could offer accessible lease terms to the organizations, and community residents would benefit from local access to programs and services. PBCIP has been negotiating with [Hopeworks 'N Camden](#) as a potential youth development partner-tenant for 2-3 months. Hopeworks is a nonprofit that has been working for over 15 years with Camden youth. Utilizing an advanced training curriculum in web design / development, GIS and Salesforce, Hopeworks works with youth ages 14-23 to get back in school and find a safe pathway to their future. At the core of Hopeworks' programs is a trauma-informed model that offers holistic, non-violent support for trainees and emphasizes long-term relationships. The Hopeworks program offers technical training, academic support, life coaching, paid internship placements with the organization's business or at companies in the region, and the opportunity to live in the organization's affordable housing. Hopeworks also organizes the Code for Camden hackathons, which brings together hundreds of youth and has been supported by major regional employers like Comcast, Verizon, and Subaru of America.

Currently based in Cooper Point, Hopeworks has outgrown its current facility and is seeking 4,000 to 6,000 square feet of office space for a new flagship location. They would like a space close to public transit and, if co-located, shared with other businesses (not service organizations). Hopeworks would



Current Hopeworks office space

like to identify a space by the end of 2016 and develop a master facilities plan in 2017. This presents an immediate partnership opportunity for PBCIP. Whether or not timelines align at this juncture, PBCIP should consider building ties with the organization, which could be a valuable resource for Parkside youth.

Incubate Locally-Owned Businesses

DEVELOP A SMALL BUSINESS INCUBATOR SPACE

Parkside is home to independent entrepreneurs currently conducting business in the neighborhood. PBCIP has recognized this local entrepreneurial culture and should foster the growth of these neighborhood businesses, by working with other Parkside stakeholders to develop a small business incubator on the corridor. The incubator should include physical space for emerging and growing businesses to occupy. It also should provide a range of business development services to improve the skills of entrepreneurs. Statistics show that incubated businesses are far more likely to succeed. In addition to enhancing the capabilities of Parkside entrepreneurs, an incubator would improve density on the commercial corridor and provide an opportunity for incubator “grown-ups” to occupy space on the corridor after graduating from the incubator.

The purpose of the incubator is to connect business start-ups with training and development resources while also providing entrepreneurs with affordable physical space to occupy. The incubator should provide one-stop shopping for business support by including multiple services to enhance the likelihood that the business will succeed. Examples include the following:

- Revenue generation and management – this could include assistance with development of new products or services, marketing skills and customer identification, business plan development, bookkeeping, and accounting.
- Access to legal services, financing, and lending institutions.
- Mentoring provided by experienced professionals.
- Affordable workspace that could include access to specialized facilities and equipment and shared services.
- Availability of conference room space that could also be made available to the community at an affordable rate.

Combining multiple businesses services in one incubator could make it easier for PBCIP to partner with other organizations from a fundraising perspective. An additional benefit would be derived from leveraging the business services



offered at the incubator to create a larger community “hub” offering a range of virtual services to for-profit and nonprofit businesses beyond physical space in the incubator.

An important step in providing the collection services to be offered at the Parkside incubator will be establishing partnerships with existing small business networks and service-providers in the City of Camden. Resources for small businesses are offered at the New Jersey Small Business Development Center (NJSBDC) at Rutgers University, the Camden CoLab, the Latin American Economic Development Association (LAEDA), and Camden County College’s Small Business Institute. While the range of services these programs provide are beneficial for emerging small businesses, they do not offer physical space targeted to the types of entrepreneurs currently pursuing business ventures in Parkside.

An equally important step in developing a small business incubator to serve local entrepreneurs will be identifying appropriate physical space on Haddon Avenue for the incubator to occupy. With the prevalence of vacant properties along the corridor, there are a number of sites that might meet this need. Potential locations for incubator space include the following properties, which were acquired by PBCIP via the Camden Redevelopment Agency (also shown on Map 21):

- 1325-1327 Haddon Avenue
- 1410-1416 Haddon Avenue
- 1401 Haddon Avenue
- 1454-1460 Haddon Avenue
- 1473-1475 Haddon Avenue
- 1492 Haddon Avenue
- NE Haddon and Euclid Avenues

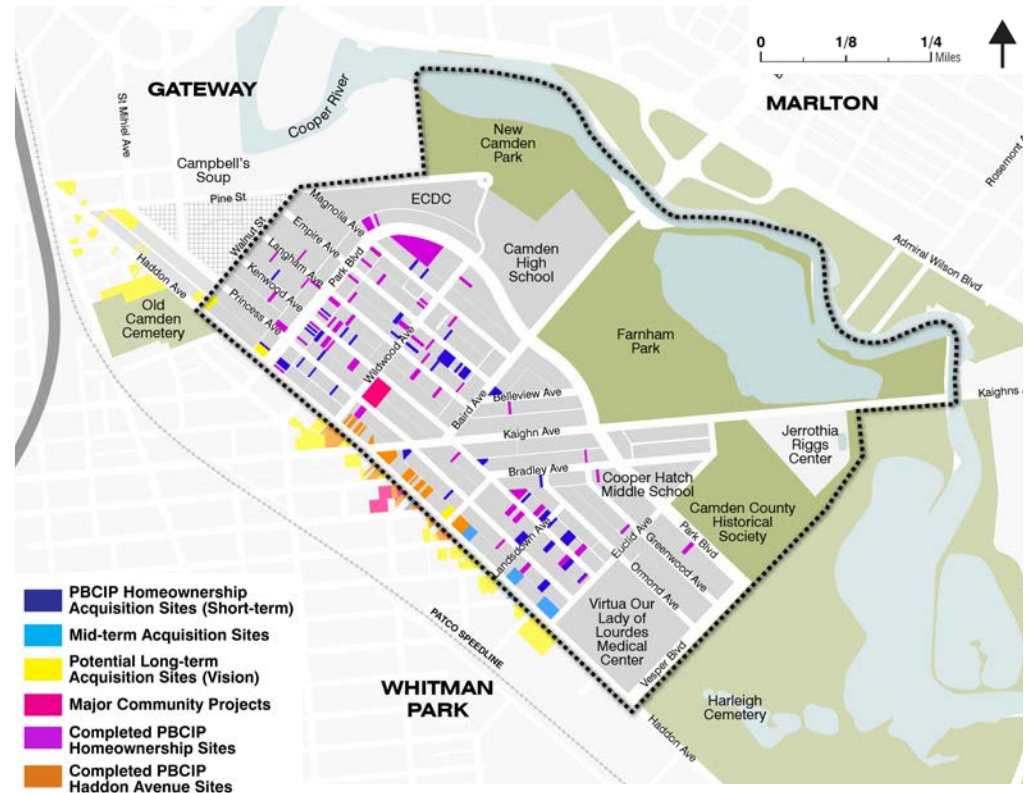
Another potential location for the incubator would be in the CAMcare building. While small business incubators range in size, a smaller facility often will have 15,000 to 20,000 square feet, meaning that this use would require a large portion – or all of the space in the building. In considering potential locations for an incubator on Haddon Avenue, consideration should also be given to leveraging the corridor’s existing assets, as previously highlighted.

PROVIDE SUPPORT FOR LOCALLY-ORIENTED BUSINESSES

Building connections between local businesses on Haddon Avenue and the Parkside community is important goal for PBCIP as it redevelops the commercial corridor. Several business owners have indicated that they train and hire youth from the neighborhood in an effort to build the capacity of the local workforce. Establishing new connections and fostering those now existing will help build Haddon Avenue as a community-oriented commercial corridor. Connecting representatives of the business community to students in the neighborhood encourages businesses to invest back into the community. The business community or business association could also consider establishing a fund to help a local school, e.g. a local business-led booster club.

Another means to build community cohesion with local businesses could be to establish an award (e.g. PBCIP Choice Business or People’s Choice) that committed, locally-oriented businesses can display in their windows. A local business award could be used in combination with an incentive program that encourages customers to frequent these “awarded” business (or any business on the

MAP 19: PBCIP Acquisition Sites



Provide additional support to existing businesses

corridor), which could be in the form of a punch card. For example, customers patronizing four businesses on the corridor might receive a free product or a percentage off a purchase at a fifth business. PBCIP might support a discount program by providing a subsidy. Award criteria could include factors like:

- Cleanliness, accessibility (financially, hours of operation, etc.), safety, design/physical appeal, offerings, professionalism, etc.
- Inclusivity – businesses would be evaluated on how accepting, warm, friendly, and accommodating they are to **all** residents in the community.
- Usage of other local resources – recognizing when a business sources services and products locally.
- Resource (time, money, goods, etc.) “give-back” to Parkside - this would be a demonstrated contribution to the overall well-being of the community.

Local businesses could also be supported through a funding source dedicated to helping already established businesses make improvements, such as facade or porch repairs, building upgrades, and business expansion. PBCIP has had success with this approach in the past, and in certain cases this support has resulted in the retention of a business that otherwise would have had to close.



Business facade improvement program

Activate Vacant Commercial Spaces and Promote New Development on Haddon Avenue

One of the major issues identified on the Haddon Avenue commercial corridor is the prevalence of vacancy. Activating vacant commercial space is critical to the revitalization of the corridor. PBCIP has recognized this issue and should continue to pursue opportunities to acquire commercial properties on Haddon Avenue as they become available. Acquisitions should focus on two core development areas around the CAMcare building and Lourdes Hospital to create a critical mass of revitalization activity on Haddon Avenue. Newly acquired commercial space by PBCIP or other neighborhood partners could be leased to locally-owned and oriented businesses at reduced rents, if necessary. These storefronts could also be used as temporary incubator space for emerging businesses.

One challenge to this strategy is the limited opportunity for property acquisition on the corridor due to the issues related to outstanding liens and speculation and the lack of publicly-owned parcels. PBCIP participates in a lien acquisition program through the City of Camden where PBCIP can bid on a unit and offer their price to cover the lien. This acquisition process should continue to be used, and in addition, PBCIP should consider becoming the master leaseholder of available, privately-owned commercial space on the corridor. This would allow PBCIP to control tenant turnover of space without owning the property. Examples of locations where master leasing met with success include the following:

Dwelling Place, Grand Rapids, MI - Dwelling Place is a CDC in Grand Rapids, MI that master leases commercial space and then recruits/screens tenants.

Suburban Station, Ardmore, PA - In Philadelphia, the real estate development/management company, Athenian Razak master leases Suburban Station and is responsible for marketing and leasing the space to individual tenants.

A significant barrier to occupancy of long-term vacant space is the need to address physical improvements to the properties to accommodate small, independent businesses not having the capital needed to fit-out the space. PBCIP might help to arrange an incentive program that offers an incentive for landlords to provide tenant improvements for these businesses. One example would be to identify funding for a combination of low-interest loans and grants to landlords.

There are several opportunities for commercial and mixed-use infill along the Haddon Avenue corridor, which should be done in a manner consistent with the historic design aesthetic of Parkside. Commercial Design Guidelines

should be created for the Haddon Avenue corridor. The design guidelines would standardize elements such as building setbacks, location of parking, signage, windows, and building materials.

Make Improvements to the Haddon Avenue Streetscape

The issue of tree overgrowth on Haddon Avenue was a prominent issue amongst community members and business owners, who cited the unsafe pedestrian conditions from trees blocking street lights, lack of visibility of stores from tree canopies, and destruction of sidewalks from tree root systems as reasons the trees need to be replaced. This issue is especially prominent along Haddon Avenue, south of Kaighn Avenue. The existing tree placement is unevenly spaced or very close, less than twenty-five feet (25') apart in most areas along the corridor. Alleviating the congestion of the trees, which unduly affects the street lighting along the corridor, as well as providing more consistent street lighting, will create more visibility along the street for businesses and enhance pedestrian safety.

It is recommended that every other tree be removed in areas where trees are currently placed closely together. This will open the tree canopy considerably, leaving space for new pedestrian amenities and improving storefront visibility. Additionally, trees that are located adjacent to pedestrian lighting should be removed so that existing lighting is utilized properly. The NJ Tree Foundation has expressed an interest in partnering with PBCIP on this initiative. While it is not recommended that additional lighting be provided, certain pedestrian lights should be replaced with dual, pedestrian-overhead lights, providing both sidewalk and street lighting. Evenly spacing this lighting typology,



Rendering of proposed plaza in front of Fresh Donuts

FIGURE 4: Haddon Avenue Tree Replacement



alternately on each side of the street along the corridor, will improve street lighting while preserving the existing pedestrian sidewalk lighting, increasing overall safety. Where trees are removed, streetscape elements such as raised landscape planters, landscape planter and bench combinations, bicycle racks, newspaper corral/kiosks, trash cans, and recycling station corral/kiosks can be installed in the vacant tree pit areas, which will provide an improved pedestrian streetscape experience. These amenities, particularly trash cans, are not currently provided on Haddon Avenue, and their placement would also provide an opportunity to incorporate Parkside’s brand image into their design.

Along the Haddon Avenue corridor, north of Wildwood Avenue, street trees are nonexistent. Street trees should be planted at regular intervals (e.g. 30 feet on center) along the corridor, providing a more attractive and comfortable pedestrian environment. Medium-size trees should be planted that will grow to ~30 feet in height and are well suited to harsh urban environments, such as hedge maples, American hornbeams, and Princeton Sentry Ginkgos. In addition to new trees, the lighting along the northern portion of the corridor is overhead street lighting; there are no pedestrian street lights in this area. Similar to the approach taken with the southern portion of Haddon Avenue, existing street lights can be replaced with dual, pedestrian-overhead lights, improving not only pedestrian safety, but streetscape appeal.

Improvements to the Haddon Avenue streetscape could also include the repair of sidewalks in poor condition, the installation of high visibility crosswalks at key intersections, additional landscaping and screening of surface parking lots, replacement of chain link fences with decorative fencing and/or landscaping, and the conversion of vacant and underutilized spaces into open space/plaza areas.

Develop a Unified and Recognizable Identity for Parkside.

Parkside lacks a neighborhood brand that could effectively be used to promote both the Haddon Avenue commercial corridor and the neighborhood as a whole. Corridor branding has been successfully implemented on many neighborhood-serving commercial corridors in the Philadelphia region and could be used to attract new residents and shoppers to Parkside. PBCIP should work with neighborhood stakeholders, residents, and students to develop a unified brand identity for the neighborhood.

Essential steps in the process of working with the community to develop and establish a brand identity include the following:

- Invite neighborhood residents and stakeholders to be part of a branding workshop(s). At the workshop, discuss what assets the neighborhood has that are making, or can make Parkside stand out.

As ideas begin to form, there can be a vote on the ones that best represent Parkside’s identity as a place.

- From this workshop, develop a logo and possibly a slogan for Parkside and work with designers from the neighborhood to refine images. To enhance community engagement several designs could be created on which the community can vote.
- Once a brand has been identified, it should be incorporated in welcome signs on Haddon Avenue and wayfinding signs throughout the neighborhood. The brand can also be incorporated into other aspects of the streetscape, as well as in murals, sidewalk improvements, trash receptacles, and benches.
- Promote the brand through local businesses and charitable organizations. For example, develop a sticker with the brand to be displayed in windows of the businesses on Haddon Avenue.

While working with the community to identify and develop a brand is a beneficial process, identifying possible assets on which to build a brand is important. Examples of possible neighborhood branding include leveraging the following Parkside assets:

- Parkside’s existing parks and green space resources
- PBCIP’s focus on sustainability and healthy food access
- Concentration of local entrepreneurs and locally-owned businesses

More information on the process of neighborhood branding and marketing is published by NeighborWorks America and the Center for Community Progress. Successful examples of neighborhood branding include Mt. Airy USA (“Colorful Mt. Airy” and Collingswood, NJ.



Example gateway signage that could be installed on Haddon Ave

Housing Development

Address the Lack of Funding to Build Affordable Housing in Parkside.

While there is a documented need for additional affordable housing for families in Parkside and throughout the City of Camden, financial resources for the new construction of affordable rental and for-sale units are limited. It is important that PBCIP continue to research funding sources for affordable housing and either connect or partner with other affordable housing organizations such as Habitat for Humanity to learn about alternative financing strategies and to leverage combined resources. Similarly, PBCIP should continue to work with existing coalitions in the City of Camden and in New Jersey (e.g. community development associations) to lobby for increased funding for affordable housing. PBCIP might expand existing partnerships with neighborhood anchor institutions to explore opportunities to leverage existing resources.

As mentioned previously in connection with homeowner property maintenance, PBCIP should identify blocks in Parkside for targeted redevelopment including both new construction and substantial rehabilitation of housing units. Once these blocks are identified, PBCIP should apply for redevelopment, housing, and any other useful funding that becomes available.

Continue to Pursue Existing Initiatives in Developing Affordable Housing

Although lack of funding has been cited as a major concern for developing new affordable housing throughout the City of Camden, PBCIP has plans for the new construction and substantial rehabilitation of 40 homeownership units and 78 rental units on scattered sites in Parkside. The development is called *Parkside Urban Renewal, Phase I*. The 40 homeownership units will have eight “for-sale” workforce units targeted to low and moderate income households and 32 workforce Emerging Market Units under the HMFA Housing CHOICE program. Of the 78 rental units targeted to moderate income households under the 4% tax credit and the NJEDA ERG Program, 18 are family rental units and 60 senior rental units to be located on three sites along Haddon Avenue. PBCIP currently has site control of the acquisition sites, which are displayed on Map 20 on page 77. PBCIP anticipates the completion of 30-40+ units per year.

The goal of *Parkside Urban Renewal, Phase I* is to increase the homeownership rate in Parkside, provide new affordable housing options for residents, and address issues of housing vacancy and deteriorating properties that

have blighted the neighborhood. It is recommended that PBCIP continue with this effort including acquiring the necessary properties for the housing development programs. Funds are not presently available for the proposed homeownership initiatives. Contingent on funding being procured, the proposed timeline for the 40-unit project is as follows:

Phase V-40 units	Start	Completion
Acquisition (option agreement secured)	June 2017	December 2017
Pre-development (engineering, architectural)	July 2017	September 2017
Financing	January 2018	February 2018
Development	February 2018	December 2018
Units Sales	February 2018	September 2018

Acquire vacant residential properties and structures for additional housing redevelopment.

In addition to the 40-unit Phase 1 housing development mentioned above, there are several other short and long-term initiatives where PBCIP should target acquisition and build and rehabilitate different housing types, including the following:

- Develop 1410-1416 Haddon Avenue as workforce rental housing
- Preserve and rehabilitate historic housing on Baird Boulevard
- Develop a Senior Supportive Residential Facility (location TBD)
- Acquisition and development strategy for Wildwood Avenue
- Acquisition and development strategy for 1000 blocks of Princess, Kenwood, and Langham Avenues

Different strategies may be employed to implement these initiatives, including rehabilitating existing properties and offering them for-sale or for rent, seeking funding from the HOME program to renovate homes, or using Project-Based vouchers to provide affordable rental properties.



NEIGHBORHOOD SERVICES

Community Building

- Community center in Parkside Elementary School
- Block Captain Program with a focus on neighborhood beautification
- Sculpture garden at CCHS utilizing architectural elements of the old Camden High School building
- Transform CCHS Auditorium into a Cultural Heritage Center

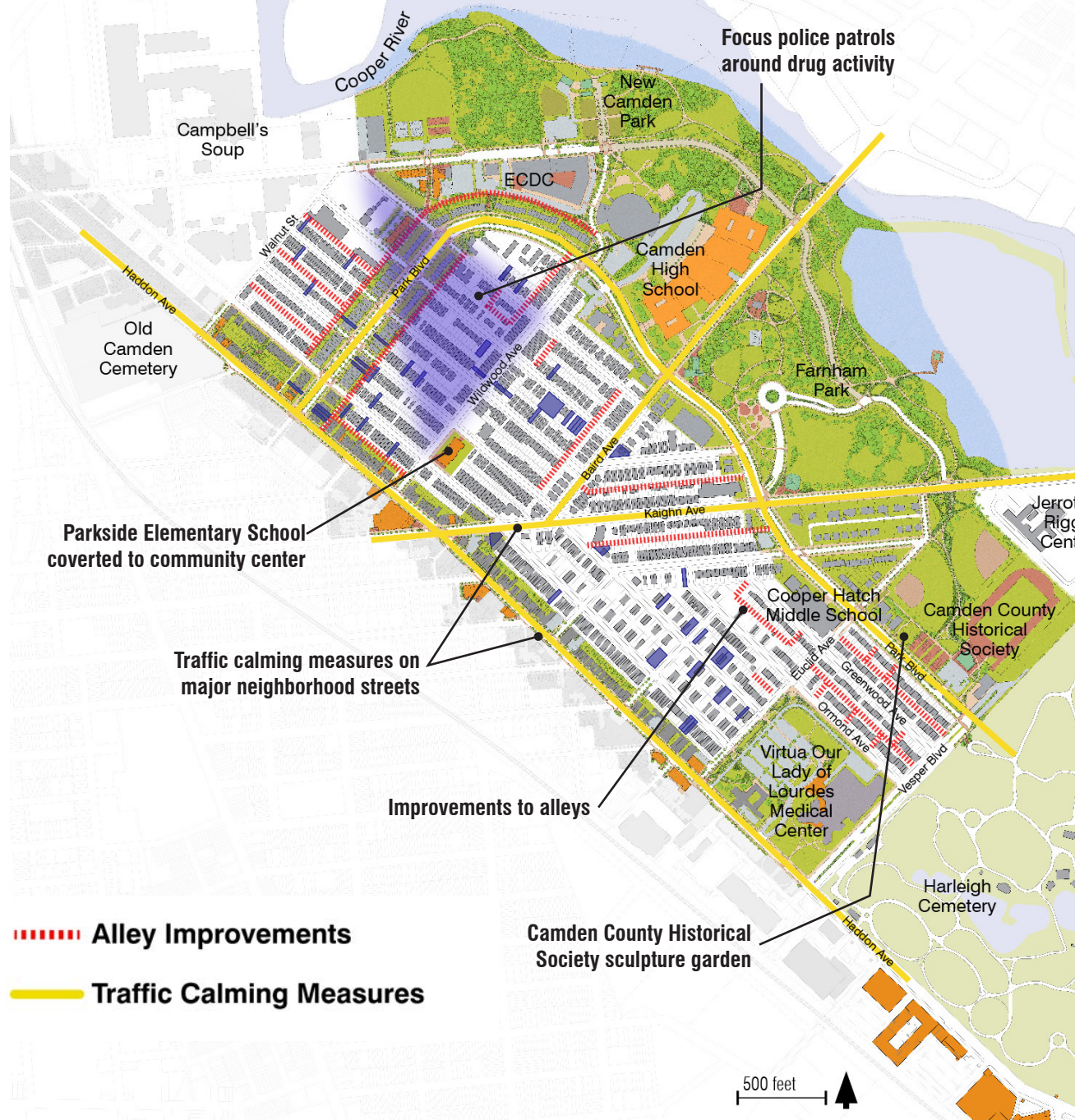
Housing Support

- Tenant-Landlord Support Services
- Establish an "Angie's List" of credible home repair service-providers for Parkside
- Provide funds for homeowners to make necessary home repairs (e.g. porches, roofs);
- Train youth in construction and landscaping skills to help elderly residents in need
- Actively report code violations
- Open communication with landlords

Crime & Safety

- Increased police patrols in areas with high concentrations of drug dealing activity
- Educate residents about actively reporting drug activity to CCPD
- Work with CCPD on community outreach events with neighborhood youth
- Traffic calming measures on main thoroughfares

MAP 20: Neighborhood Services Improvements



Community Building

Improving neighborhood / resident cohesion

Community Center in Vacant Parkside Elementary School

The Parkside Elementary School on Wildwood Avenue between Princess and Kenwood Avenues is currently vacant. The Board of Education is willing to sell the property to PBCIP for adaptive reuse; however, there are environmental issues with the building. PBCIP will pursue pre-development funding to determine potential uses.

In response to resident interest in converting the space to a community center, PBCIP could explore options to adapt the building into flexible shared work, meeting and event space for community groups. Classrooms can be creatively adapted to suit a variety of needs: private offices for small organizations, conference / meeting rooms, communal work desks, event spaces, shared copy / print areas, etc. Resources like the gymnasium, cafeteria and kitchen can be made available for rent to the community (organizations and individuals alike). PBCIP can develop a business model that combines earned revenue and contributed income to create a financially accessible and sustainable anchor for community groups in Parkside.



Existing Parkside Elementary School

In facilitating the conversion of Parkside School into a community center, PBCIP can seek out partner-tenants whose programs align with community needs. These organizations can bring valuable services to the neighborhood (e.g., youth development, housing assistance, healthy living initiatives, child care). Residents would benefit from a centralized access point to a variety of resources.

PBCIP will need to carefully consider the infrastructure improvements needed to successfully serve community groups (e.g., more Internet & telephone access points), as well as the cost of ongoing maintenance. Understanding these costs can help PBCIP identify appropriate development team and funding avenues for the building adaption.

In developing its offerings and pricing strategy, PBCIP can look to successful for-profit, co-working businesses like Indy Hall (Philadelphia) and CityCoHo



Rendering of the proposed community center in Parkside Elementary School

(Philadelphia), as well as a non-profit shared working space like The Alliance Center (Denver, CO).

Community Advocate to the Board of Education

Beyond a community center, deeper ties with the School District can support PBCIP's work by creating avenues for residents to communicate their needs to and work with the city. PBCIP should consider engaging the School District in talks regarding the rebuilding of Camden High School more broadly. PBCIP has previously facilitated conversations between city officials and local residents regarding the project. As a recognized representative of the school's immediate community, the organization can advocate for resident interests and create channels for community input in the design and development process.

PBCIP can also consider an initiative to increase collaboration among neighborhood schools and youth service providers. Residents have suggested a standing meeting that brings together District and charitable sector youth workers to discuss ongoing issues. PBCIP can also advocate for expansion of existing programs to bring additional resources to youth in the neighborhood. For example, the School District's School-Based Youth Services Program, offers a variety of support services for young people out of six public schools throughout the city, including Cooper B. Hatch Family School and Camden High School in Parkside. However, not all locations offer all services. PBCIP can work with the School District to bring additional, needed services to these sites and ensure they are visible to neighborhood youth.

In a similar vein, PBCIP could work with the School District and other stakeholders to bring the 'Community Schools' model to Parkside. This model forges partnerships among educators, community organizations and local residents to create a hub of support services within a public school that addresses a broad range of student, family and community needs. Community Schools have been created successfully in New York, Oakland and recently Philadelphia. In Camden, the School District has partnered with Rutgers to bring a similar university-assisted community schools model to five schools in North Camden.

Strengthen Block Captain Program (PRIDE Network)

PBCIP's block captain program helps PBCIP better connect new and existing residents with neighborhood information, advance beautification efforts, and strengthen the grassroots organizing infrastructure of the neighborhood. PBCIP is working to strengthen and elevate the existing network based on the current make-up and needs of Parkside. The organization is working with



a Block Captain Chairperson to support volunteer recruitment, coordinate training for resident leaders and serve as a liaison among various program stakeholders, including PBCIP staff and members, law enforcement, Block Captains and the broader community.

As community liaisons, Block Captains can welcome new residents with information on the neighborhood and connect existing residents to PBCIP programs and city services. They can also communicate resident concerns to PBCIP. Block captains could also support a neighborhood branding campaign. A multimedia project like Them That Do, which tells the stories of Philadelphia's block captains, can elevate the profile and work of PBCIP's block captains and the neighborhood overall. By increasing resident participation and engagement with PBCIP, a block captain program can lay the foundation for success in other initiatives.

PBCIP should consider emphasizing the program's work in neighborhood beautification and resident engagement. For example, PBCIP can offer captains access to small grants for block clean-up, beautification and block parties. Other incentives like a "Clean Block" contest can inspire engagement and excitement. The visibility of beautification efforts, block parties and other incentives can help PBCIP recruit additional captains and generate support for the program. A block captain network focused on beautification could also

support other open space initiatives by encouraging communal stewardship of vacant lots and building the linkages among neighbors needed for an alley cleanup initiative.

In designing a program around beautification, PBCIP can look to Philadelphia's block captains program, which is organized under the Philadelphia More Beautiful Committee of the Streets Department. In West Philadelphia, The Enterprise Center's Community Leaders program, which offers two weeks of intensive training plus ongoing support to its participants, could help augment PBCIP's current community organizing training and support program. Further information about The Enterprise Center and its organizational model can be found in the appendices of the Plan document.

Alley Cleanup/Beautification

The alleys in Parkside are a major maintenance and safety issue for the residents of Parkside. They tend to be overgrown with weeds and become areas for animal habitats, criminal activity, and illegal trash dumping. Since ownership of the alleys is shared by the abutting property owners on either side of the alley, any large-scale coordinated improvements made to the alleys will require the buy-in from all the surrounding property owners. It is recommended that the newly reinstated Block Captain Network be used to find blocks with enough property owners are interested in having alley cleanups, redesigns, or improvements made to their properties. This initiative should be started as a pilot project where an alley is cleaned and greened with community support and shown as an example of how the project could be implemented elsewhere.

The following are successful examples of how to approach improvements to alleys from other cities:

- Convert a centrally located vacant lot with rear alley access into a public space, program with pop-up activities, and link the space to the surrounding neighborhood using the alley (Cleveland);
- Green Alley, replace paved areas with permeable surfaces, garden beds, and other sustainable solutions (Detroit);
- Through the Block Captain Network, organize pop-up alley parties with neighbors to let people see the alley as a different kind of space (Seattle);
- For smaller-scale individual improvements that do not require agreements from multiple property owners, consider narrow planting boxes and vertical planting walls along the edges of the alley (San Francisco)



Camden County Historical Society (CCHS) Initiatives

CCHS has several proposed improvements that would contribute to the sense of resident and community cohesion in Parkside. The first is the creation of a sculpture garden on their property next to their main building. This sculpture garden would include historic architectural elements from the soon-to-be demolished Camden High School, as well as a maze and other open space areas. The sculpture garden would also serve as a trailhead to the proposed mixed-use trail through the reconfigured athletic fields that would connect Farnham Park, the athletic fields, CCHS, and Harleigh Cemetery.

CCHS is also interested in partnering with PBCIP to convert their existing auditorium into a new Cultural Heritage Center and permanent African-American exhibit space. This would provide more exhibit space to honor Camden's diverse ethnic and racial groups and will create a permanent exhibit space that will talk about the African-American experience in Parkside from the mid-1600's to the present.

Housing Support

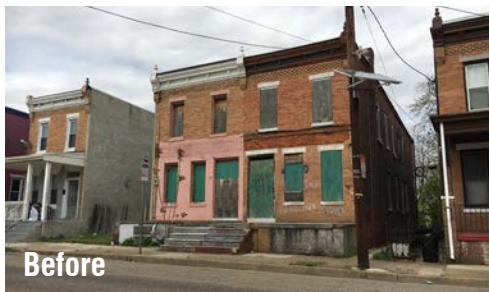
Support and Develop Programs that Assist Homeowners with On-going Housing Maintenance.

The housing stock in Parkside is aging. Nearly half of all housing structures were built over 75 years ago, and Parkside residents, particularly those aging in place, are struggling with property maintenance. Connecting Parkside homeowners with programs that help support the ongoing upkeep of their properties will improve both safety and quality of life for residents, and enhance neighborhood character and condition.

Homeowner Maintenance Assistance

Another barrier to home maintenance is property owners' lack of financial resources. Providing funds for homeowners to make small and necessary home improvements such as porch or roof repairs would meet a critical need. Additionally, developing a program that pairs elderly residents in need of light home repairs or maintenance with the Parkside youth could provide homeowners with affordable repair service and also allow Parkside youth to gain job experience and new skills. PBCIP should be the program intermediary, selecting and helping to train youth and finding a "supervisor" or crew leader to work with the kids.

Although not currently operating in Camden, Rebuilding Together is a great example of a program that connects homeowners with volunteer labor. Rebuilding Together is a national non-profit organization with local affiliates. In Philadelphia, Rebuilding Together targets neighborhood blocks with large concentrations of low-income homeowners in need of home repairs and sources large groups of volunteers to complete all housing improvements on the block in just a few days.



Before



After: Rendering of porch and facade improvements

Parkside “Angie’s List”

Facilitating trusted connections between homeowners in need of repairs and reputable trade professionals could be an effective way to help some residents to make home improvements without a difficult process and undue risk. Establishing an “Angie’s List” of credible home repair service-providers for Parkside residents would help to ensure that residents are hiring trusted professionals. Professional service-providers could be vetted by PBCIP; the list of providers could also be hosted on PBCIP’s website.

Work with the City of Camden

The City of Camden’s Housing Services offers several property maintenance and improvement assistance programs for homeowners in Camden including the Property Improvement Program (PIP), the Residential Paint Program (RPP), and Camden Power. PBCIP should continue to monitor the availability of these programs in the Parkside neighborhood and connect eligible Parkside homeowners with available programs administered by the City of Camden’s Housing Services. PBCIP could assist property owners with applications for funding. Additionally, PBCIP should be proactive in identifying blocks for targeted home improvement investments and communicate these to City agencies. Therefore, when funds become available, the City would be aware of the neighborhood’s investment strategy.

Mitigate Adverse Neighborhood Impacts Resulting from Absentee Landlords.

Parkside residents have identified issues stemming from absentee landlords, including deferred housing maintenance and tenant screening, which are a major concern in the neighborhood. In order to address and mitigate these outstanding issues, PBCIP should work collaboratively with City agencies to address these issues.

Actively Report Code Violations

The recent announcement that the City of Camden and Camden County are increasing their efforts to enforce landlord registration and to inspect rental housing units citywide gives PBCIP and residents a unique opportunity to help with the crackdown on absentee/unregistered landlords and housing code violations in Parkside. It will be important to provide information about this new initiative to all Parkside residents and landlords. Additionally, PBCIP should continue to educate neighborhood residents concerning how to proactively reporting code violations to the City beyond this new initiative. PBCIP also

should gather information about the availability of supportive services for tenants forced out of rental housing units due to code violations. To help inform tenants, information collected might be placed on the PBCIP website.

Work with Parkside Landlords

Open communication between Parkside landlords and representatives of the Parkside community such as PBCIP will be useful in addressing some of the outstanding neighborhood housing issues. Developing effective communication might begin with an identification of major landlords in the neighborhood. PBCIP can then directly reach out to and work with these landlords to resolve issues. It is further recommended that PBCIP or other neighborhood stakeholders help to establish a landlord coalition or network of multi-family property owners to bring property owners together to discuss property issues and the concerns of tenants. In addition discussions of current neighborhood issues, the coalition/network can help to educate landlords on code compliance, as well as awareness that improving housing conditions in the neighborhood will provide direct benefits to residents and landlords alike.

Tenant-landlord Services

On many occasions, Parkside residents expressed the need for support managing landlord-tenant disputes. To this end, PBCIP should consider partnering with other community stakeholders to offer tenants’ rights classes as well as individualized counseling for tenants and landlords. PBCIP is currently a HUD-certified housing counseling agency; tenant-landlord services could complement PBCIP’s existing housing services well.

PBCIP will likely need to partner with other stakeholders for subject matter expertise and other program resources. PBCIP can build connections with Rutgers Law School—the institution itself or individual professors working in public interest law—to teach classes and offer counseling on a pro bono basis. PBCIP could also seek resources from the [Tenants Union Representative Network \(TURN\)](#) and [Community Legal Services](#) in Philadelphia. The [Housing Coalition of Central New Jersey](#) (New Brunswick) could be an informative model of another HUD-certified agency offering tenant-landlord services.

Crime & Safety

Areas with high concentrations of drug dealing activity

The main safety concern in for residents and business owners in Parkside is the high amount of drug dealing activity that occurs in certain areas of the neighborhood. Wildwood and Magnolia Avenues are regularly cited by residents and the police as major drug corridors, which results in additional crimes related to the drug activity happening in the area, such as robberies and shootings. The most immediate recommendation for alleviating the drug activity is to have increased walking and biking patrols by the Camden County Police Department (CCPD) in high crime areas such as Wildwood Avenue. PBCIP has been successful in the past in getting additional patrols in these areas; however, due to constraints on CCPD's resources, these patrols need to be regularly lobbied for so that they continue. The Increased patrols should take place on an irregular schedule to prevent the drug dealers from becoming accustomed to when the patrols typically occur.

Community members can contribute to the crackdown on drug dealing by regularly reporting criminal activity to CCPD, through either an anonymous tip hotline to CCPD or nexdoor.com. The latter is an app developed by CCPD through which community members can report issues anonymously and CCPD can send out alerts to all users signed up in a neighborhood. Information about how to report criminal activity could be included in the neighborhood welcome baskets and distributed through the reinstated Block Captains Network to raise awareness among residents.

Due to the many factors that contribute to the drug trade, a more long-term solution to the prevalent drug problem that Parkside is experiencing will likely require a significant shift in resources and methods by CCPD throughout Camden. One method that could work to reduce drug crimes throughout the city is the Violence Reduction Method, where drug dealers are not prosecuted if they meet with the family members and stakeholders that their illegal actions effected and take steps to stop their criminal activities. The method has been successful in reducing crime rates and giving drug offenders better options for staying out of the prison system and finding legal employment. Recently, CCPD considered using the Violence Reduction Method to alleviate crime in Camden; however, they did not move forward with implementation of the method, due to the high levels of manpower required for its success, such as undercover officers, large amounts of intelligence, and judges and prosecutors who are willing to work with the method. It is recommended that PBCIP continue to have a dialogue with CCPD about the implementation of this method in Parkside as a pilot program for the city.

Neighborhood initiatives are also needed to continue to improve relationships between CCPD and Parkside residents, particularly neighborhood youth. Parkside has had success in the past engaging youth with CCPD at community outreach events such as neighborhood BBQs; these events should be expanded on to include other types of events such as the following:

- Open gym hours for neighborhood youth at nearby police stations;
- One-on-one youth mentoring;
- Yearly officer visits to elementary school classrooms to build trust from an early age;
- Police department involvement in a bullying prevention program;

Opportunities to provide police officers with more of a stake in the community, such as an incentive program for police officers to buy homes in Parkside, would help to involve police more in local affairs and to see the neighborhood as their own, instead of just a place to work.

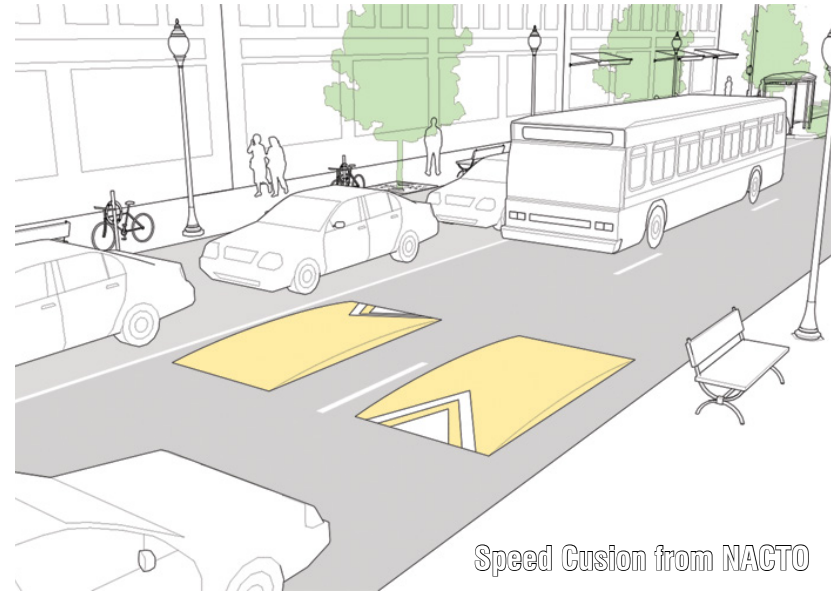
Speeding enforcement and preventatives.

Vehicular speeding was mentioned by community members as a major concern throughout Parkside, both for automobiles and dirt bikes/ATVs. Traffic calming measures are recommended on major corridors, including Haddon Avenue, Kaighn Avenue, Baird Avenue, and Park Boulevard. Traffic calming measures could include the following:

- Speed humps/tables;
- Rumble strips;
- High visibility crosswalks;
- Speed feedback signs; and
- Raised crosswalks

Some of the traffic calming measures are incorporated into the recommended streetscape improvements to Haddon Avenue. It is recommended that Haddon Avenue be used as a pilot project to test the effectiveness of the measures on a high visibility corridor before phasing them into the streetscape of the other corridors identified above.

All speeding and safety improvements should be coordinated with local multi-modal transportation groups, such as Camden Greenways, Rails to Trails, and local bicycle groups to ensure that their strategic plans and stakeholder groups are being addressed.



Speed Cushion from NACTO



High visibility crosswalk from NACTO



EDUCATION

- Create an A+ education pipeline for grades K-8
- Involve the Parkside community in planning for the new Camden High School
- Medical Vocational Programs
- Space for Youth Development Organizations
- Linking youth capacity and neighborhood initiatives
- Safe Routes to School/Safe Corridors/Safe Havens

MAP 21: Education Improvements



Before and after school care for students and better youth and parent resources

In community feedback meetings, Parkside residents expressed strong support for vocational and training programs for youth. PBCIP can leverage Parkside's ties to the health care industry to create vocational medical programs for both youth and adults. Additional opportunities exist for PBCIP to create youth / worker capacitation programs alongside existing initiatives in real estate and open space development.

Medical vocational programs

Parkside borders both the Brimm Medical Arts High School and Virtua Our Lady of Lourdes Medical Center. In 2013, nearly a quarter of neighborhood's residents worked in the Health Care and Social Assistance industry. PBCIP is uniquely positioned to bring together healthcare employers, educators, workers and youth to strengthen the local healthcare workforce and provide career pathways for both youth and adults.

PBCIP should consider facilitating a partnership among Parkside's healthcare stakeholders and the [Greater Philadelphia Healthcare Partnership \(GPHP\)](#) to bring subsidized training programs for current workers, job seekers and youth to the community. GPHP is a healthcare sector initiative of more than 120 employer, academic and workforce development partners, located throughout Philadelphia, Montgomery and Delaware Counties, Southern New Jersey and Northern Delaware. Facilitated by the District 1199C Training & Upgrading Fund, GPHP is dedicated to capacitating the region's healthcare workforce.

A partnership with GPHP would allow PBCIP, Lourdes, Brimm and other community stakeholders access to grant funding to establish a variety of training programs. Resources include:

- On-the-Job Training (OJT) Wage Reimbursement Program, which offers healthcare employers in Southeastern Pennsylvania, South Jersey & Delaware up to 50% wage reimbursement for qualified new hires during a three-to-six month OJT period. To qualify, new hires must have experienced a recent period of long-term unemployment or be underemployed
- Funding for Registered Apprenticeships for adults and students in partnership with the National Center for Healthcare Apprenticeships (NCHA)
- Worker training programs teaching Clinical, Soft Skills, Computer and Management, which are customizable and available at discounted rates to employers

Additional resources and programs are available. PBCIP should consider convening a group of community healthcare stakeholders to reach out to GPHP to understand what support is available. GPHP's work is often centered on healthcare employers, so participation from Lourdes will be essential to a partnership.



Space for youth development organizations

PBCIP should continue to monitor the landscape for community organizations that could be partner-tenants (e.g., Camden Sophisticated Sisters, Boys & Girls Club), as a way of bringing valuable services to the neighborhood. These partnerships could also provide valuable learning experiences for developing a tenant mix strategy for a future community center.

Linking youth capacitation and neighborhood initiatives

PBCIP's work in real estate and open space development offers several opportunities for engaging youth and building skills as part of broader neighborhood improvement initiatives.



YOUTH TRAINING

Community members expressed interest in a program that offers youth training in construction / home repair and links elderly residents with repair services. PBCIP should consider partnering with existing programs to bring such a service to the community. For example, the Camden County Technical Schools Building Trades program can connect PBCIP to area youth with nascent building skills. Camden County’s Mr. Fix-It Program, which provides minor home repair services for senior citizens, can provide infrastructure and funding to connect seniors with services. PBCIP can also create opportunities for youth training / mentorship through its current housing rehabilitation work. Similarly, the proposed “Angie’s List” of home repair providers can not only link these service providers to customers, but also youth in search of work. PBCIP can encourage providers on the list to offer apprenticeships or on-the-job training for community youth.

PBCIP’s neighborhood branding initiative also offers an opportunity to engage youth through media-making and skill-building. PBCIP should consider a partnership with the [Media Mobilizing Project](#) (MMP) to connect local youth with media resources and training, while also developing content that is relevant to the community. Sean Brown, who is a Camden native and recently served on the school board, leads many of MMP’s initiatives in Camden. These include a short documentary on economic development in Camden through MMP’s Fellows program, and [NJ Platform](#), a hub for community news and media in South Jersey.

As part of his work with Parkside RTM and the Parkside Healthy Eating and Active Living (PHEAL) Action Plan, Jonathan Wetstein is exploring several partnerships that can create green job training and employment opportunities for both youth and adults: with a vertical farming startup in Pennsauken to serve as a training facility, with the Rutgers Master Gardener Program to create offerings within the City of Camden, with PowerCorps to utilize funding from watershed programs train and employ youth to executive neighborhood environmental improvements. Additional recommendations are available in the PHEAL Action Plan and summarized elsewhere in this report.

USE ARTS AND CULTURE TO TELL THE PARKSIDE STORY

The Parkside neighborhood is home to the Camden County Historical Society, a unique cultural asset for both Parkside and the City of Camden. The Parkside neighborhood should use this cultural asset to help share the neighborhood’s story. Further, by establishing strong relationships with local schools and school groups, the Historical Society has the potential to become a stronger institutional anchor in the community.



To further engage the youth in sharing the Parkside story and building an identity for the neighborhood, a new documentary might be created with Scribe (PBCIP) of Parkside. Portable recording booths allow students to perform research and record their own stories and interviews. A collaborative opportunity to develop video learning skills is with the Career and Technical Education (CTE) Program at Camden High School.

Lack of public transportation/private transportation options and safe pedestrian routes to get students to school

Getting students to and from school safely was identified during the planning process as a major barrier to children in Parkside succeeding at school. At the education stakeholder meeting, attendees spoke about students traveling long distances through unsafe neighborhoods, older siblings being responsible for getting younger children to school, and late arrivals and departures of students because of parents and siblings chaperoning students to and from school due to safety concerns.

One recommendation for addressing these safety concerns is apply to New Jersey’s Safe Routes to School (SRTS) program. SRTS is a program funded by the Federal Highway Administration with the goal of encouraging elementary and middle school students to walk and bicycle to school safely. Successful SRTS programs incorporate both infrastructure projects (e.g. sidewalk and crosswalk improvements, multi-modal transportation facilities, signage) and non-infrastructure projects (e.g. community outreach and education, partnerships with local organizations, walk and bike events, wellness programs). Elements of SRTS program for Parkside could include the following:

- Provide Vehicular transportation for students who live outside the threshold for state funded transportation (2 miles for elementary school students, 2.5 miles for high school students);
- Implement Sidewalk improvements on major pedestrian corridors identified during the student mapping exercise (Kaighn Avenue, Park Boulevard, Baird Avenue, Vesper Boulevard, Haddon Avenue, Wildwood Avenue);
- Install Crosswalk improvements and crossing guards at key intersections (Haddon and Kaighn, Haddon and Vesper, Haddon and Wildwood, Park and Baird, Park and Kaighn);
- Start a Walk to School Day where students are encouraged to walk to school;

- Create a Bike Train program where community members lead a group of children along a safe fixed route and pick up other cyclists along the way;
- Incorporation with Parkside’s healthy and active living initiatives to promote growing and eating healthy foods and staying active;
- Partnerships with PBCIP, Lourdes, The Village, and local business owners.

More short term recommendations for alleviating safety concerns for school students include the following:

- Expand on the existing Safe Corridors program in Parkside that designates Haddon Avenue, Park Boulevard, Kaighn Avenue, and Baird Boulevard as Safe Corridors with additional police patrols and has crossing guards at key intersections;
- Coordinate with the reinstated Block Captains Network to recruit Parent Rangers who will help patrol Safe Corridors before and after school;
- Partner with local businesses and organizations to create Safe Havens, places where students can get off the street to safety on their walk to and from school.



4

HEALTHY, ACTIVE LIVING & SUSTAINABILITY

- Encourage Virtua’s Eat Well Initiative
- Implementation of the PHEAL Action Plan
- Fresh Food Pop-Ups and Food Distribution Network
- New Gardening/Seedling/Composting Facility
- New Features and Upgrades to Parkside Learning Garden
- Farnham Park Farmers Market
- Partner with Lourdes on health & nutrition initiatives/education
- Leverage Vacant Lots to promote horticulture, green resources and new pedestrian linkages
- Create Landscape Cooperative
- Improve & increase bicycle/pedestrian facilities and connections between open space resources
- Create a neighborhood “bike share” program with donated bicycles
- Improve park maintenance
- Increase programming of parks
- Neighborhood-wide tree canopy improvements
- Park Boulevard median enhancements
- Connect parks and open space into a singular network

MAP 22: Healthy & Active Living Improvements



500 feet

Pedestrian opening in walls

Throughout the Parkside neighborhood planning process, the Project Team worked closely with a concurrent project being developed by Jonathan Wetstein through a grant from Campbell's. The Parkside Healthy Eating and Active Living (PHEAL) Action Plan seeks to expand the availability of healthy food, encourage more active lifestyles for Parkside residents, and promote greater environmental sustainability. Projects recommended as part of the PHEAL Action Plan are classified in the following categories:

- **Healthy Eating:** emphasize increased demand and/or supply of healthy fresh produce through urban horticulture activities
- **Active Living:** integrate healthy eating activities with new recreation opportunities
- **Economic Development:** identifies new income opportunities within the proposed projects, wherever feasible
- **Program Sustainability:** increase the viability of PBCIP's Roots To Market (RTM) programs as well as the continued success of any of the proposed projects after implementation

A summary of the PHEAL Action Plan recommendations vetted by the Project Team as part of the Parkside Neighborhood Revitalization Plan are summarized below.

Lack of fresh food options for residents.

Many residents do not currently have access to fresh food, both due to the offerings at local markets as well as the high cost of fresh produce. Also referred to as a healthy food system, expanding the fresh food options is a major goal of this plan. These recommendations are intended to help make the growing of healthy foods an integral part of the community while utilizing food growing activities into a job creator and driver of the local economy. A phased approach with multiple projects is recommended that builds upon already existing gardens and programs.

Encourage Virtua's Eat Well Initiative

Virtua Health's mission is to help families be well, get well, stay well. Their new Eat Well initiative furthers that goal by supporting nutrition as the foundation of a healthy lifestyle. By creating reliable and affordable sources for nutritious food, Virtua intends to create communities of wellness that demonstrate the impact a balanced diet can have on the health of an individual, a family, and entire neighborhoods.



As a health system, Virtua addresses the needs of the entire family and not only an individual. Virtua Eat Well Programs work in partnership with its Registered Dieticians to provide health education and nutrition information to support the work of the initiative. Three key initiatives further this work:

1. **Mobile Grocery Store,** a 40-foot NJTransit bus was converted into a year-round store-on-wheels in late 2020 to sell fresh, healthy, and culturally relevant foods at below-market prices to residents of Camden and Burlington counties – particularly in food-desert communities that experience higher rates of obesity, diabetes, and other diet-related diseases.
2. **Mobile Farmers Market,** offers affordable access to fruits and vegetables year-round for families who can benefit from them the most. Produce is sold at a deeply reduced cost and accepts SNAP benefits. (Supplemental Nutrition Assistance Program).
3. **Food Pharmacy,** offers enrolled patients nutrition education, social support services, and access to free produce and nonperishable groceries through a "Food is Medicine" prescription issued by the healthcare provider.

Execution of the Parkside Healthy Eating and Active Living (PHEAL) Action Plan

This step will provide more specific direction in Parkside's vision to increase both demand for and supply of healthy fresh produce through urban horticulture. In addition to adoption of the Plan, a Strategic Partnership Committee should form to oversee implementation in addition to community input.



Pop-up fresh food market

Fresh Food Pop-Ups and Food Distribution Network

Parkside already has a strong community garden resource, the Parkside Learning Garden on Haddon Avenue. This facility provides a horticulture training workshops and educational resources for PBCIP's Roots To Market (RTM) programs. Parkside should build on this investment by establishing a Fresh Foods Distribution Network Committee to oversee the implementation of a fresh foods network as determined through stakeholder engagement. Other important steps to consider should include engaging both the City for necessary pop-up events permits as well as the County Workforce Investment Board to align their efforts with strengthening the local food economy. Existing partnerships with Lourdes Hospital can be used to provide a resource for engaging residents in discussions about nutrition and healthy cooking.

Physical enhancements to food pop-up locations along Haddon Avenue could be employed as these activities gain momentum. An example of this may include the proposed plaza area in front of Fresh Donuts at Kaighn Avenue. Ultimately, these events should encourage demand for locally grown produce to also become available at Fayers Market (1400 Haddon Avenue) and corner stores throughout the neighborhood. Creating a strategy for executing these events on Haddon Avenue should include appointing an events coordinator. This role will help to establish a routine calendar of pop-up events that help maintain strong participation of merchants and food growers. Investing in moveable street furnishings such as chairs and tables should also be included in these efforts.

Encourage Parkside schools to operate school gardens on campus as fund-raisers

An important component to the future of PBCIP's Roots to Market (RTM) gardening programs, is investing in its youth. Leveraging its existing program partners to offer area schools comprehensive hands-on education and training in horticulture will help reinforce classroom curricula through applied knowledge. In addition, these efforts can prepare Parkside's future food economy workforce for greater success. Steps should include administration of gardening instruction with youth, garden construction support as well as providing all equipment and technical skills required to successfully track and sell produce surplus.

Encourage "Agrihood" redevelopment of vacant parcels within Parkside's residential neighborhoods

Parkside has many vacant lots located on residential blocks within the interior of the neighborhood. PBCIP has acquired 54 of these vacant lots, 40 of which will be used to develop new for sale units during Phase 1 of their homeownership initiative. Opportunity to integrate new infill housing construction with sub-acre gardens should be explored. Home Owner Association (HOA) fees could collect necessary funds to employ farmers and cover maintenance costs similar to common space landscaping.



Detroit "Agrihood"



Urban garden and seedling center



Pop-up Food Market

Encouraging “Agrihood” redevelopment is an emerging policy that can stabilize and even increase property values while also providing affordable farm-to-table food directly to neighboring households. Additional sites could also remain open for community gardening space for RTM participants.

Gardening/Seedling/Composting Facility

Increasing the financial sustainability of Parkside’s Roots to Market (RTM) will require PBCIP to ultimately invest in its own supply of soil and plants for its food growers. This effort can begin with construction of a pilot seedling and composting facility on the grounds of the Camden County Historical Society at 1900 Park Blvd. Additional space for gardening and nursery may also occur at this location. Further details on these investments and their recommended implementation timeline are addressed in the PHEAL Action Plan.

Create a consolidated community garden facility

One of the most important objectives in the PHEAL Action Plan—and increasing healthy food production as a whole, is to secure more land for future gardeners. PBCIP is identifying underutilized lands with support from the Camden Collaborative Initiative, NJ Conservation Foundation and Camden County Parks Department to determine the short, medium, and long-term land needs of Parkside’s ability to increase its growing capacity of fresh foods.

Increase exhibit and training features at Parkside Learning Garden.

As this community facility on Haddon Avenue continues to promote the need for a healthy food economy, physical demands on the facility will continue to increase. Additional upgrades and amenities to the garden will ensure continued success in adequate training and engagement in the public on food related topics. These capital investments should include:

- Reconstruction of brick walkway;
- New landscaping features (rain garden, native plantings, additional raised beds);
- New gardening method exhibits;
- Interactive irrigation system;
- Post-harvesting washing station;
- Information and donor board; and,
- New seating area.

Support a year-round fresh food market in Farnham Park

Once the pop-up market efforts have created more visibility and demand for fresh produce and consolidated community gardens are increasing fresh food production, a pop-up weekend farmers market can be installed in Farnham Park at the intersection of Baird Boulevard and Park Boulevard. Temporary stall structures could house the market and the surrounding areas used for picnicking, parking, and a paved area for food trucks to gather on market days. The existing space, currently underutilized as passive open space with no programming or amenities, would create an active use in the park, bring Parkside residents into the space, and provide a highly visible location to showcase the neighborhood's healthy living initiatives. Reaching this objective will require creation of a Farmers Market Board of Directors including adoption of bylaws and the raising of start-up capital.

Infill green resources

The remaining 14 vacant lots, and others that were identified during the neighborhood property survey in this plan, could be converted to different types of green resources in addition to community gardens, but also stormwater management best management practices (BMPs) such as rain gardens. A neighborhood pattern book such as one created by Kent State University's Cleveland Urban Design Collaborative for the City of Cleveland (http://www.birminghama.gov/download/comprehensiveplan/6_Cleveland%20vacant%20land%20pattern%20book.pdf) shows how vacant land could be converted into these green amenities on different types of sites in the neighborhood. It is also recommended that PBCIP incorporate rain gardens and other types of stormwater management Best Management Practices (BMPs) into their 40-unit homeownership scattered sites development, Garden of Hope and Parkside Learning Garden. Organizing Green Block Captains or "Green Leaders" is another important step in ensuring successful implementation of Green resources, as they can serve as a resource on ways every household can live more environmentally sustainable.

Lack of active living initiatives

In order for Parkside to fully realize its Healthy, Active Living & Sustainability vision, initiatives promoting greater physical activity should be addressed in concert with improving the local food system. Similar to the previous recommendations in this section, these elements should also create opportunities for job creation and serve as a driver of the local economy. These recommendations will work in concert with the ongoing community health preventative care resources Lourdes Hospital provides to Parkside residents, including screenings, monitoring, and support for healthy living.



Foster the creation of a Parkside landscaping business cooperative

Job creation can be linked to the active living initiatives through the creation of a landscaping cooperative. This investment would employ and train a local workforce to maintain landscaping and urban gardening areas throughout the neighborhood. The landscaping cooperative would partner with the City, Camden PowerCorps, PBCIP, and other local entities to provide landscaping service contracts, which can provide neighborhood youth and adults with green job training and job opportunities throughout Parkside. The following types of improvements could be completed by the landscaping cooperative:

- Maintenance and clearing of trails in Farnham and New Camden Parks;
- Clearing of overgrowth in alleys;
- Tree and other landscaping trimming throughout Parkside;
- Maintenance of converted vacant lot green spaces, community gardens, Garden of Hope and Learning Garden;
- Maintenance of proposed edible landscapes on the trail network and streetscape.

Including training support, PBCIP can help to establish a committee that will develop the workforce recruitment program as well as incorporation of the cooperative.

Develop a series of year-round programming for neighborhood parks.

Introduction of new community programs and activities at Parkside's many recreational facilities are explored in greater detail in the PHEAL Action Plan. This initiative will allow PBCIP to better integrate the Healthy Eating objectives in this plan with those of Active Living. Crossover between residents participating in fresh foods programming and those seeking active recreation activities can occur in two ways. First, by facilitating both programs in close proximity of each other. Secondly, by including physical linkages such as new or improved trails, wayfinding and information boards and kiosks. Programming should include bicycling the Camden Greenway; administering sustainability education for families interested in saving on household bills as well as their environment; providing routine dance activities such as Zumba; and, hosting sports and fitness club events.

Prioritize Camden County park maintenance plan recommendations through public outreach and advocacy

Coopers Ferry Development Corporation recently conducted an assessment of the current condition and needs of Camden's parks and community facilities. The recommendations in this section of the Neighborhood Plan should include support from this endeavor. Appointing a contact person can help coordinate the objectives of this Plan with those of the City and County of Camden.

Institute a Community Bike Share Program

Initiatives are also needed to increase bicycle ridership in Parkside. Camden County has a program where donated bicycles are

restored and distributed to community groups. Parkside could capitalize on this program by working with a partner organization to obtain the bikes and set up a "bike share" program where community members may sign out a bike for periods of time. This additional access to bicycles will help to increase ridership and make residents more aware of the neighborhood trail network. Program partners should be identified before executing this initiative. A storage shed for keeping bicycles at hand near the Camden Greenway may be considered at Farnham Park. It is also encouraged that high school youth are engaged in volunteer or stipend opportunities to help operate the Bike Share.

Encourage walking and bicycling between different recreational and fresh foods production areas with new mixed-use trails

This investment should include better integration of existing park trails with gardening facilities by use of new way-finding and edible landscapes/streetscapes. Throughout the neighborhood this recommendation should also emphasize the clearing of overgrowth in alleys, tree and other landscaping trimming and replacement. The community should also identify, design and implement "multiple parcel connections" to create new pedestrian and bike



Before



After: New street trees and replacement fencing in front of Old Camden Cemetery

trails linking multiple streets. These new linkages should also create new “parklike” settings with a series of amenities useful to both private residents as well as to the general public

Leverage underutilized private open spaces to create new connections with existing and proposed public trails and open spaces

Opportunity exists to develop new park-like settings that function as both a neighborhood amenity and a connection between two parallel streets, nearby green space and trails. This plan encourages the Parkside community to begin this initiative by partnering with institutional lands. Locating a new bike and pedestrian path through the high school athletic fields on Park Boulevard would create better connectivity between Parkside’s open spaces. Constructing new entrances within the walls of Lourdes Hospital Campus on Euclid Avenue, as well as openings in the fence of Harleigh Cemetery on Vesper Boulevard can provide additional pedestrian access during hours limited to daylight. Additionally, new sidewalks on the south side of Vesper Boulevard to connect with Harleigh Cemetery are recommended.

Execute new park maintenance and enhancement projects with strategic partner support

The two main public parks in Parkside, Farnham Park and New Camden Park make up the entire eastern edge of the Parkside neighborhood along the west side of the Cooper River. To residents these spaces also frame their identity with Parkside. Clearing brush in parks at key vista points to encourage activity and use along the Cooper River should be explored. Improving signage and condition of greenway trails as well as reopen closed entry points are also important to increase use.

Rehabilitate the abandoned plaza/platform in Farnham Park to encourage new uses

This improvement will also help draw more visitors to Farnham Park during farmer’s market events. This activity also creates a key location for Parkside to showcase new and upcoming recreational programs and activities. Before work on the structure can occur, PBCIP should host a visioning session with stakeholders and community residents to determine potential design and uses, such as fitness classes, farmers markets, and local sports events. Secondly, technical assistance will be necessary for developing the site design as well as pursuing city approvals and permits. Once this space is ready for rehabilitation, an annual calendar of healthy living events connecting fitness and recreation opportunities with healthy food access should be created.



IMPLEMENTATION

IMPLEMENTATION

Overview

Implementation Framework

Successful implementation of the Parkside Neighborhood Revitalization Plan will require many partnerships with other organizations, both local and regional, multiple funding sources, and avid participation by Parkside residents and businesses. It is assumed that PBCIP will be the main implementor of the plan, but will be aided by significant collaborations with other groups, such as those that were included in the Steering committee.

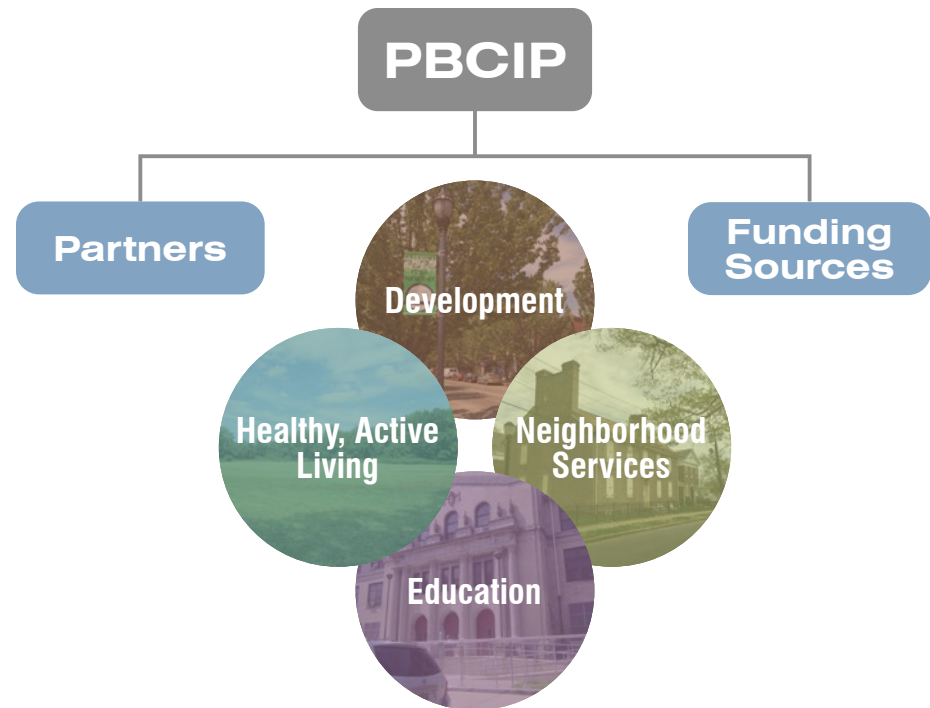
PBCIP’s implementation of the Plan may also be impacted by the strategic planning exercise to be undertaken by PBCIP in early 2017. PBCIP is hiring a consultant to articulate a clear strategic plan for the organization from 2017-2021. The strategic plan will identify specific fundraising, grant-making, branding, resident engagement, communication, and programming objectives for the organization to pursue over the next 5 years. The Neighborhood Revitalization Plan should be considered throughout the strategic plan process, with a focus on how the structure of PBCIP can be used to implement the Neighborhood Plan.

For each of the four recommendation categories, potential implementation partners and funding sources are identified. A detailed action plan is also listed for each recommendation category with general timeframes and project costs. Timeframes were identified as short (0-2 years), medium (3-6 years), and long (7-10 years). For longer-term projects, general project costs are provided in a range with \$ = under \$50,000, \$\$ = \$50,000-\$250,000, \$\$\$ = \$250,000-\$1 Million, and \$\$\$\$ = Over \$1 Million. For projects with clearly defined scopes and timelines, a more detailed cost estimate is provided. The recommendations in the action plans are listed in order of their priority to be completed. These action plans can be used by PBCIP as a guiding blueprint to completing the Plan over the next 5-10 years.

Additional PBCIP Staff

Due to the staff time demands required by many of the neighborhood service initiatives, it is recommended that PBCIP obtain funding to hire a full-time community organizer. The responsibilities of the new position could include:

- Activate, organize, administer, and facilitate the new Block Captain Network;
- Enlist active senior residents to be Parent Rangers as part of the Safe Corridors program;
- Track, manage and organize neighborhood resident volunteer activities
- Lead organizer for neighborhood and alley cleanups
- Neighborhood outreach for healthy, active living initiatives





DEVELOPMENT

Partners

- Camden County College
- Camden Community Development Association
- Camden Redevelopment Agency
- City of Camden Planning Department
- Cornerstone Community Builders
- Equitable Development Consultants
- Housing & Community Development Network of NJ
- Lourdes Medical Center
- Private Developers
- Rowan University
- Rutgers University
- LAEDA
- NJ Tree Foundation
- City of Camden
- Safe & Clean Corridors
- Hopeworks 'N Camden
- Haddon Avenue Business Association

Funding Sources

- New Market Tax Credits
- Historic Tax Credits
- Local banks
- Low Income Housing Tax Credits
- USEDA
- Neighborhood Revitalization Tax Credit
- US Dept of Health & Human Services Office of Community Services
- NJEDA
- Institutional Grants
- United Way of Greater Philadelphia & Southern NJ
- NJHMFA
- NJDCA Balanced Housing Program

Economic Development Action

Time-frame Estimated Cost Who's Responsible

# 1 : Construct the RENEW Building to be a Haddon Avenue anchor, a center for commercial activity			
Continue reaching out to lending institutions with a loan package; strive to meet lenders' requirements regarding credit-worthy tenants, pre-leasing requirements.	Ongoing	\$	PBCIP, NJCC, Equitable Development
Identify "bankable" tenants essential for financing	Ongoing	\$	PBCIP, Equitable Development, Rutgers, Virtua Lourdes
Seek additional "soft" money to cover any financing gap	Ongoing	\$1.1 million	PBCIP, Equitable Development, Private Investor
#2: Acquire sites around two focal sites, RENEW and Virtua Lourdes Hospital, for a "critical mass" of revitalization activity on Haddon Ave.			
<ul style="list-style-type: none"> Focus acquisitions on these two core areas; identify funds to acquire and hold or lease Form public/private partnerships to control vacant properties and buildings with a focus on concentrating development/redevelopment activity Create a program to offer reduced rents (if necessary) to new businesses or financial support to struggling local businesses when space is leased to locally-owned and oriented businesses Arrange an incentive program that offers an incentive for landlords to provide tenant improvements to local businesses looking to move into vacant commercial spaces, such as identifying funding for a combination of low-interest loans and grants to landlords 	Ongoing	\$750,000	PBCIP, Equitable Development, Virtua Lourdes, Cornerstone, HABA, Local banks, CDFI, Private investors
<p>In blocks near RENEW:</p> <ul style="list-style-type: none"> Identify funding sources for renovation, one building/structure at a time capitalizing on assistance programs, tax credits Use Realtors to market properties to job-generating retail stores/restaurants/commercial services establishments that supplement current neighborhood offerings; seek low-interest loans and grants for rehabilitation, tenant fixtures finishes, equipment Target sectors with unmet demand 	Ongoing	\$500,000	PBCIP, Equitable Development, Cornerstone, HABA, Private investors
Conduct a condition assessment and market analysis study to determine reuse potential for Virtua Lourdes Convent Facility	Short	\$	PBCIP, Virtua Lourdes, city of Camden, Camden County
Complete bid lien acquisition and foreclosure process for 1454-1460, 1473-75 and 1325-1327	Ongoing	\$150,000	PBCIP, Camden city, Archer Greiner
Finalize foreclosure proceedings on 1410-1416 and 1325-1327 Haddon by July 2017	Short	\$90,000	PBCIP, Archer Greiner
Finalize negotiations with owners of 1470 and 1179-1193 Haddon for private sale	Short	\$375,000	PBCIP
Acquire vacant lots for Haddon Ave parking	Short	\$75,000	PBCIP
Demolish structures that are not suitable for rehabilitation; hold the sites when appropriate in size and location for future construction	Short	\$225,000	PBCIP, Hargrove, city of Camden

Economic Development Action

Time-frame Estimated Cost Who's Responsible

#3: Create opportunities to incubate small local businesses in Parkside			
Acquire and rehabilitate a vacant structure near the RENEW Building (1366 Haddon Avenue) and redevelop as a “mixed-use” small business incubator that provides space for start-up entrepreneurs	Short	\$1.1 million	PBCIP, HABA, Cornerstone, Private Investors
If warranted by demand from identified entrepreneurs, establish “special purpose” incubators by rehabilitating and converting other nearby vacant structures	Medium	\$ \$	PBCIP, HABA, Cornerstone, Private Investors, Rutgers
Expand programming and business development related to construction trades training and skill development	Short	\$	PBCIP, Camden County College, Carpenter’s Union, local contractors
#4: Develop a Unified and Recognizable Identity for Parkside			
Work with neighborhood stakeholders, residents, and students to develop a unified brand identity for the neighborhood	Short	\$50,000	PBCIP, The Melvin Group
Install signage throughout Parkside that incorporates the new brand	Short	\$500,000	PBCIP, The Melvin Group
#5: Make Improvements to the Haddon Avenue Streetscape			
Partners with County/Sate to implement streetscape improvements between Virtua Lourdes and Cooper Hospital	Short	\$500,000	PBCIP, city of Camden, NJ State
Removal and replacement of unhealthy trees with new trees on Haddon Avenue, and installation of new street trees in those areas without tree coverage	Short	\$55,000	PBCIP, Chosen Landscape, NJ Tree Foundation
Improve lighting along Haddon Avenue corridor to increase safety and allow business owners to extend hours of operation	Short-Medium	\$\$	PSE&G
Conduct a survey of sidewalk conditions on Haddon Avenue and throughout the neighborhood to determine areas where sidewalks should be repaired	Short	\$	
Install new street furniture (e.g. trash cans, benches, bike racks) throughout the corridor	Medium	\$\$	
Create “pop-up” open spaces on vacant lots, parking lots, and other available spaces along the corridor	Short	\$	
Revise, memorialize and implement existing design guidelines for commercial development and redevelopment on Haddon Avenue	Short	\$	PBCIP, city of Camden

Housing Development Action

Time-frame Estimated Cost Who's Responsible

Housing Development Action			
	Time-frame	Estimated Cost	Who's Responsible
# 1 : Aggressively seek funding for the proposed 40-unit Phase I sales housing infill development			
Explore potential for a lease/purchase component for the units	Ongoing	\$	PBCIP, Private developer
Continue building pipeline of buyers through HOPE Institute homeownership counseling program	Ongoing	\$100,000 annually	PBCIP, local banks, United Way
Manage in rem foreclosure as conducted by Archer Greiner Law firm	Ongoing	\$	PBCIP
Use income targeting and restrictions on sale prices to preserve opportunities for homeownership by low- and moderate income households, mitigating gentrification and encouraging neighborhood diversity	Ongoing	\$1,468,800	PBCIP, Private developer
Secure project subsidy and financing for construction completion	Dec 2017	\$9.8 million	PBCIP, Private Lender
Offer education workshops on wealth and asset retention through PBCIP's post-education program, "Keeping A Roof Over Your Head"	Ongoing	\$	PBCIP
#2: Actively seek to acquire vacant residential properties and structures for housing redevelopment			
Demolish structures that are not suitable for rehabilitation; hold the sites when appropriate in size and location for future construction; alternatively, use these sites to provide additional parking and open space	Short-Medium	\$\$	PBCIP, demolition contractor
Develop acquisition plan and development strategy for Wildwood Ave	Short	\$	PBCIP, private developer, Camden city
Develop acquisition plan and development concept for 1000 blocks of Princess, Kenwood and Langham Aves	Short	\$	PBCIP, private developer, Camden city
When suitable, rehabilitate properties and offer them for-sale or for-rent. Seek funding pursuant to the HOME program to renovate homes to be offered for-sale or for-rent or Project-Based Vouchers to provide affordable rental properties	Medium	\$\$	PBCIP, city of Camden
Partner with other non-profit organizations and private developers/owners willing to offer construction financing, mitigate development risk, and manage rental properties	Medium	\$	St Joseph's Carpenter Society, Clarifi, Neighborhood Housing Services, TRF, NJCC, private developers
Short-Term Acquisition Sites:			
Develop 1410-1416 Haddon for workforce rental housing	Short	\$1.4 million	PBCIP, Equitable Development,
Baird Boulevard Preservation Project	Short	\$935,000	PBCIP, city of Camden, NRTF, HOPE Institute, local bank
Develop Senior Supportive Residential Facility (60 units)	Medium-Long	\$15 million	PBCIP, Cornerstone, city of Camden, PBCIP, Cornerstone, Lourdes Life, STARS, Archer Greiner
#3: Consider pursuing development of mixed-income rental units for general occupancy			
Identify feasible sites	Medium	\$\$	PBCIP, private development
Offer financial sustainability education and one-on-one counseling through HOPE Institute homeownership counseling program; Offer education workshops on wealth and asset retention through PBCIP's post-education program, "Keeping A Roof Over Your Head"	Ongoing	\$	PBCIP



NEIGHBORHOOD SERVICES

Partners

- Camden County College
- Camden Parents Union
- Camden Power Corps
- Camden Corps Plus
- Camden Collaborative Initiative, Camden County College
- Rowan University***
- Rutgers University***
- Camden County Mr. Fix-it
- Camden County Vo-Tech
- Coopers Ferry
- NJ Conservation Foundation
- Cross County Connection TMA
- Camden City Board of Education
- Camden City Police Department
- Lourdes
- Brimm Medical Arts High School
- City of Camden
- Allied Barton Security
- Local Businesses
- Block Supporter Initiative
- Camden County Department of Children's Services

Funding Sources

- CDBG Block Grants
- GPHP Grants
- Institutional Grants
- Public Funding
- Community Foundation of New Jersey

Neighborhood Services Action

**Time-
frame Estimated
Cost Who's
Responsible**

# 1 : Re-instate the Block Captain Network with a focus on neighborhood beautification and resident engagement			
Create a Neighborhood Beautification Sub-committee within PBCIP to oversee all block captain network activities	Short	\$	PBCIP, Camden County Police Dept, Rutgers,
Gather support and block captains on a block-by block basis	Short	\$	PBCIP, Rutgers
Select a block with high amounts of home ownership and community engagement for a pilot alley cleanup/greening example project	Medium	\$	PBCIP, local corporations
#2: Address Areas with High Concentrations of Drug Dealing Activity			
Continue to lobby CCPD for increased walking, driving, and biking patrols in areas with concentrated drug dealing activity	Short	\$	PBCIP, HABA
Use the Block Captain's Network to inform residents how to anonymously report criminal activity to CCPD	Short	\$	PBCIP, HABA
Work with CCPD to expand on neighborhood outreach events to residents with a focus on neighborhood youth	Short	\$	PBCIP, Youth based organizations, Camden Board of Education
Implement the acquisition strategy for Wildwood Avenue described in Action Item #2 of the Housing Development Action Plan	Medium	\$\$	PBCIP, private developer
#3: Position the Camden County Historical Society (CCHS) to be better integrated into the neighborhood			
Create a sculpture garden at CCHS which utilizes architectural elements of Camden High	Medium	\$	CCHS, PBCIP,
Establish community garden and composting/seedling facility at CCHS	Medium	\$	CCHS Rutgers Cooperative, Big Picture Learning Academy,
Transform CCHS Auditorium into the Cultural Heritage Center	Short	\$	CCHS, CBOE, PBCIP, Camden High alumni association
#4: Create Absentee Landlord/Landlord Tenant Coalition (TLC)/ Mitigate Adverse Impacts Resulting from Absentee Landlords			
Establish a landlord coalition or network of multi-family property owners to bring property owners together to discuss property issues and the concerns of tenants	Short	\$	PBCIP, Rutgers, Block Captains
Partner with other community stakeholders to offer tenants' rights classes as well as individualized counseling for tenants and landlords to complement PBCIP's existing housing services	Short	\$	PBCIP, Rutgers, Block Captains, Catholic Charities, South Jersey Legal Services
Use the Block Captain's Network to inform residents on how to actively report code violations to the City	Short	\$	PBCIP, Rutgers, Block Captains, city of Camden
#5: Support and Develop Programs that Assist Homeowners with on-going Housing Maintenance			
Create a fund for homeowners to make small and necessary home improvements such as porch or roof repairs	Ongoing	\$\$	PBCIP, city of Camden, CDFI, equity investors
Create a Parkside "Angie's" List" of trusted home repair professionals	Short	\$	PBCIP
Train youth in construction and landscaping skills to help elderly residents in need	Medium	\$\$	Camden County College, CamdenCorp Program

Neighborhood Services Action

**Time-
frame Estimated
Cost Who's
Responsible**

#6: Make Parkside's Road Network Safer for All Users			
Install traffic calming measures on major thoroughfares and crossings to schools and parks	Medium	\$\$	PBCIP, City of Camden, Camden County, NJ Dept of Transportation
#7: Convert Parkside Elementary School into a Community Neighborhood Hub with Potential for Residential Component			
Develop an operating pro forma and business plan for the Community Neighborhood Hub	Medium	\$	PBCIP, CBOE, Urban Partners LLC
Redevelop the school into a community center	Long	\$\$\$	PBCIP, CBOE, Urban Partners LLC
Create partnerships with local youth organizations and provide space for them in the converted school	Ongoing	\$	PBCIP, Urban Partners LLC



EDUCATION

Partners

- Camden County College***
- Camden Corps Plus***
- Camden Parents Union
- Camden Collaborative Initiative, Camden County College
- Rutgers University
- Camden County Mr. Fix-it
- Camden County Vo-Tech
- Coopers Ferry
- NJ Conservation Foundation
- Cross County Connection TMA
- Camden City Board of Education
- Camden City Police Department
- Lourdes
- Brimm Medical Arts High School
- City of Camden
- Allied Barton Security
- Local Businesses
- Block Supporter Initiative
- Camden County Department of Children's Services

Funding Sources

- CDBG Block Grants
- GPHP Grants
- Institutional Grants
- Public Funding
- Community Foundation of New Jersey

Education Action	Time-frame	Estimated Cost	Who's Responsible
# 1 : Ensure Parkside Stakeholders are Included in Planning for the Reconstruction of Camden High School			
Create a neighborhood advisory group to help guide the Camden City School District in their planning for the High School	Short	\$	PBCIP; CBOE's Project Overview, Historic and Recreation committees; SDA
Hold regular meetings with the Camden City School District to discuss the impacts of the construction on Parkside, including the relocation of students, infrastructure improvements to Parkside Elementary School, and ways that the new High School can incorporate policies and programming from the Revitalization Plan	Short/ Ongoing	\$	PBCIP, Camden Parent Union
#2: Increase safety for students traveling to school			
Partner with existing Allied Barton security guards on Haddon Avenue to provide additional eyes on students during their trips to and from school	Short	\$	Camden Parent Union, PBCIP
Expand on the existing Safe Corridors program in Parkside that designates Haddon Avenue, Park Boulevard, Kaighn Avenue, and Baird Boulevard as Safe Corridors with additional police patrols and has crossing guards at key intersections	Short	\$\$	Camden Parent Union, PBCIP
Coordinate with the reinstated Block Captains Network to recruit Parent Rangers who will help patrol Safe Corridors before and after school	Short	\$	Camden Parent Union, PBCIP
Develop a New Jersey's Safe Routes to School (SRTS) program with local and institutional partnerships	Medium	\$\$\$	PBCIP, NJ Dept. of Transportation, FHWA
#3: Create More Opportunities for Before/After School Care and Vocational Education			
Facilitate a partnership among Parkside's healthcare stakeholders and the Greater Philadelphia Healthcare Partnership (GPHP) to bring subsidized training programs for current healthcare workers	Short	\$	Lourdes, Cooper, Virtua, CamCare, PBCIP
Partner with existing program(s) to offer youth training in construction, home repair, landscape, and maintenance to link elderly residents with affordable repair services	Medium	\$	Camden Corp program, local contractors, PBCIP
Establish relationship with existing program to provide training and possible career in high growth industries - social media, GIS, information systems and web based development	Short	\$	HopeWorks, Camden Corp
Create a new documentary with Scribe (PBCIP) of Parkside to tell the story of neighborhood youth	Short	\$	PBCIP, School District
Institute youth based Social Entrepreneurship program through HABA's newly developed entrepreneurship program	Short	\$	PBCIP, HABA, Rutgers Small Business Development Center
Create opportunity for summer youth and mentorship program	Short	\$	Camden Parent Union, Dare to Care, Rising Leaders, CSS, PBCIP



HEALTHY, ACTIVE LIVING & SUSTAINABILITY

Partners

- NJ Tree Foundation
- Rutgers Master Gardeners
- Camden County Parks Department
- Center for Neighborhood Transformation
- Camden Power Corps.
- Land Dimensions
- Camden Coalition of Healthcare Providers
- Camden Collaborative Initiative
- Big Picture Learning Academy
- Food Bank of South Jersey
- Rutgers Cooperative Extension
- Lourdes Health System Camden
- Cornerstone
- CRA
- HABA
- Pennsylvania Horticultural Society
- NJ Conservation Foundation
- Camden Greenways
- Coopers Ferry Development Corp.
- Camden County Historical Society
- Harleigh Cemetery
- Camden City DPW
- Friends of Cooper River West
- CCMUA
- Cross County Connection TMA
- Camden City Garden Club
- Camden High School
- Katz Academy
- Center for Family Services

Funding Sources

- Campbell Soup Foundation
- Rutgers University Cooperative Extension
- HUD CDBG
- CDFI Fund
- Neighborworks
- Local Initiative Support Collaborative (LISC)
- Subaru Foundation
- Community Foundation of South Jersey
- Giving Circle
- Safe Routes to School
- Sustainable Jersey
- Camden County Parks Department

Healthy, Active Living and Sustainability Action

Time-frame

Estimated Cost

Who's Responsible

# 1 : Provide More Fresh Food Options in Parkside			
Develop a Fresh Foods Pop-Up and Distribution Network Policy.	Ongoing	\$48,000	NJ Tree Foundation, Rutgers Master Gardeners, Camden County Parks Department, Center for Neighborhood Transformation, Camden Power Corps, Land Dimensions, Camden Coalition of Healthcare Providers Camden Collaborative Initiative, Lourdes Health System Camden, County Historic Society, Camden City Garden Club, NJ Conservation Foundation
Encourage Parkside schools to operate school gardens on campus as fund-raisers.	Ongoing	\$36,000	Big Picture Learning Academy, Camden High School, Katz Academy, Camden City Garden Club, Camden Power Corps, Camden Collaborative Initiative, Camden County Parks Department, Food Bank of South Jersey, Camden County Historic Society
Designate space for pop-up markets.	Short	\$18,000	Big Picture Learning Academy, Camden High School, Camden Coalition of Healthcare Providers, Food Bank of South Jersey, Haddon Avenue Business Association, Katz Academy
Develop composting, seedling and nursery facilities.	Medium	\$28,000	Big Picture Learning Academy, Camden County Parks Department, Camden High School, Camden Power Corps, Camden Collaborative Initiative, Katz Academy, Camden County Historic Society, Camden City Garden Club
Increase exhibit and training features at Parkside Learning Garden.	Medium	\$56,000	Camden Collaborative Initiative, Camden Power Corps, Center for Family Services, Food Bank of South Jersey
Support a year-round fresh food market in Farnham Park	Long	\$14,000	Camden County Parks Department, Camden Coalition of Healthcare Providers, Food Bank of South Jersey, Haddon Avenue Business Association, Lourdes Health System
#2: Provide Land Access for Food Growers			
Execution of the Parkside Healthy Eating and Active Living (PHEAL) Action Plan.	Short	\$22,000	Camden County Parks Department, Camden County Historic Society, Camden Power Corps, Camden Coalition of Healthcare Providers, Camden Collaborative Initiative, Center for Family Services, Food Bank of South Jersey, Lourdes Health System
Encourage “Agrihood” redevelopment of vacant parcels within Parkside’s residential neighborhoods.	Short	\$20,000	Camden Power Corps, Camden Collaborative Initiative, Food Bank of South Jersey
Create a consolidated community garden facility.	Medium	\$22,000	Camden City Garden Club, Camden County Parks Department, Camden County Historic Society, Camden Collaborative Initiative, Center for Family Services
Promote infill of vacant and underutilized lots with green resources.	Medium	\$72,500	Camden County Parks Department, Camden Power Corps, Camden Collaborative Initiative, Lourdes Health System

Healthy, Active Living and Sustainability Action	Time-frame	Estimated Cost	Who's Responsible
#3: Establish Recreational Programs and Activities			
Develop a series of year-round programming for neighborhood parks.	Medium	\$22,000	Big Picture Learning Academy, Camden County, Parks Commission, Camden High School, Food Bank of South Jersey, Katz Academy, Lourdes Health System, Camden Coalition of Healthcare Providers
Institute a Community Bike Share Program.	Medium	\$20,000	Big Picture Learning Academy, Camden County Parks Department, Camden High School, Camden Coalition of Healthcare Providers, Katz Academy, Lourdes Health System
Rehabilitate the abandoned plaza/platform in Farnham Park to encourage in new uses.	Long	\$24,500	Camden Power Corps, Camden City Garden Club, Food Bank of South Jersey, Haddon Avenue Business Association
#4: Provide Better Access and Connectivity within and to the Park System and Additional Park Maintenance			
Prioritize Camden County Park maintenance plan recommendations through public outreach and advocacy.	Short	\$4,000	Camden County Parks Department, Camden Power Corps
Clear brush in parks at key vista points to encourage activity and use along the Cooper River	Short	\$20,000	Camden County Parks Department, NJ Conservation Foundation, Camden Greenways
Add new pedestrian and vehicular connections including new bicycle and pedestrian facilities to existing trails and parks.	Medium	\$250,000	Camden County Parks Department
Encourage walking and bicycling between different recreational and fresh foods production areas with new mixed-use trails.	Medium	\$115,000	Camden County Parks Department, Camden City, Garden Club Camden, Camden Collaborative Initiative, Coalition of Healthcare Providers
Execute new park maintenance and enhancement projects with strategic partner support.	Medium	\$150,000	Camden County Parks Department, Camden Power Corps, Camden Collaborative Initiative, Center for Family Services
Leverage underutilized private open spaces to create new connections with public trails and spaces.	Long	\$125,000	Camden Collaborative Initiative, Camden County Historic Society, Lourdes Health System
Foster the creation of a Parkside Landscaping business cooperative.	Long	\$27,000	Camden County Parks Department, Camden Power Corp, Center for Family Services, Camden Collaborative Initiative, Camden County Historic Society, Haddon Avenue Business Association

APPENDICES

APPENDIX: Economic Development

Regional Economic Growth

Retail Trade Area

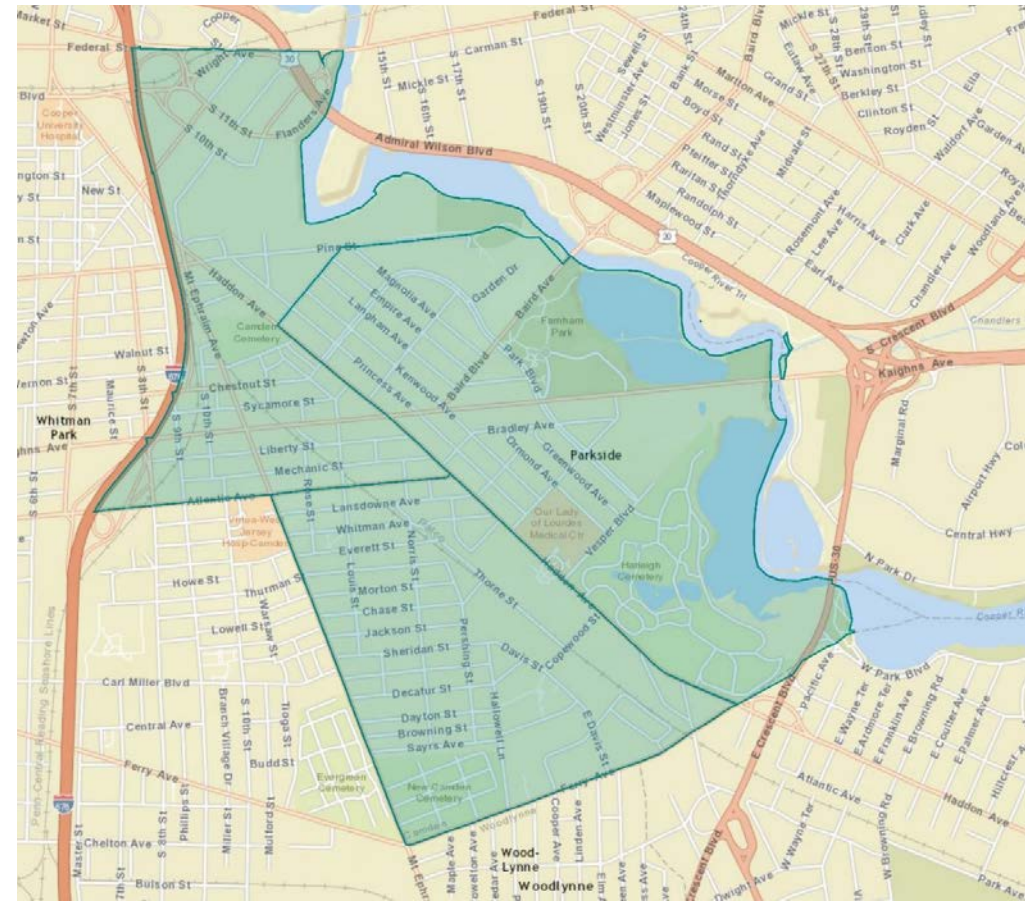
The retail trade area delineation was based on interviews with local businesses, representatives of the Haddon Avenue Business Association, PBCIP, and other commercial corridor stakeholders. The interviews indicated that shoppers on Haddon Avenue are typically residents of the adjacent neighborhoods. Therefore, the retail trade area includes the three 2010 Census Tracts that represent the Parkside, Gateway, and Whitman Park neighborhoods in the City of Camden. Map 6 shows the delineated retail trade area. A summary of the demographic and economic characteristics of the retail trade area can be found in the Appendix.

COMPETITIVE SHOPPING AREAS

Competitive shopping areas capture part of the demand generated by households living in the retail trade area shown in Map 2, attracting some of the expenditures away from the Haddon Avenue commercial corridor. Within the primary retail trade area for Haddon Avenue, there is one competitive shopping area, which is the Mt. Ephraim Avenue commercial corridor. One of the goals of the recently completed Whitman Park Redevelopment Plan is to strengthen this commercial corridor. Retail and commercial uses have also been a part of planning efforts at PATCO's Ferry Avenue station and were included in the Mt. Ephraim Choice Neighborhood Transformation Plan. Since the grant received was smaller than the amount requested for this project, redevelopment at Ferry Avenue seems unlikely to proceed in the near term. Plans for the redevelopment of Knights Crossing, the mixed-use master planned development that includes Campbell's headquarters and Subaru's new headquarters facility, also include a retail component. It should also be noted that within the Campbell's facility is a store that sells a variety of Campbell's products, but it is only accessible to employees and visitors.

Potential competitive shopping areas/shops that are located outside of the retail trade area include the Aldi on Ferry Avenue; the thrift store, sneaker outlet, Shop N Bag, and other stores concentrated in strip centers on S. Crescent Boulevard/US 30 near Kaighn Avenue; Mt. Ephraim Avenue between Ferry and Collings Avenues with a Save-A-Lot and other national retailers; Haddon Avenue in Collingswood; and the Black Horse Pike Shopping Center just south of the City of Camden with a Walmart, Staples, and Acme supermarket. There is another Walmart on Kaighn Avenue/NJ 38 in Chery Hill. Also located in Cherry Hill are two regional shopping centers, the Cherry Hill Mall and Market Place at Garden State Park.

MAP 1: Retail Trade Area



Retail Demand

HOUSEHOLDS EXPENDITURES

Chart 1 shows a breakdown of how, on average, households in the trade area spend their income. In addition to retail goods and personal and professional services, these expenditure categories include other typical household budget items such as shelter, transportation, education, and health care.

On average, retail trade area households spend 44.9 percent of their income on housing- and transportation-related expenditures; another 7.5 percent of household expenditures were related to health care. After accounting for the most essential expenditures including housing and transportation, on average, households in the retail trade area have a limited budget for other retail and

recreation expenditures. After food, household expenditures for entertainment and recreation and apparel and related services (laundry, dry cleaning, clothing and shoe alterations and repair) represent the largest percentages of expenditures.

RETAIL GOODS AND SERVICES EXPENDITURES

The large majority of retail categories evidence leakage, which occurs when expenditure potential (demand) generated by trade area households is not being met by the existing establishments located in the trade area. It should be noted that Table 5 does not provide demand and supply estimates for personal, professional, or other services categories such as hair salons, dry cleaners, child care providers, banks, or repair shops. Table 5 also does not include any additions to the retail supply that would result from new retail stores proposed at the RENEW building on Haddon Avenue. A retail gap shown in red for an industry indicates that sales exceed demand by trade area households and additional purchases are being made by buyers from areas outside the retail trade area.

RETAIL AND SERVICE ESTABLISHMENTS WITH MARKET SUPPORT

Based on the analysis of consumer purchases and expenditures and the existing conditions on Haddon Avenue, the following retail products and stores are identified as having market support on the corridor:

Auto Parts and Accessories

According to the inventory of existing businesses on Haddon Avenue, there currently are no stores focusing on sales of auto parts and accessories. However, there is one auto sales dealer and one auto repair shop. The addition of an auto parts and accessories store would complement these existing businesses.

Home Furnishings

Home furnishings include such products as rugs, kitchenware, glassware, home linens, lamps, and picture frames. The leakage data indicates an opportunity to include these types of products at discount and variety stores on the corridor. Additionally, an interior design firm intends to locate in the proposed RENEW building; a store located nearby and selling these types of products would complement this service provider.

Electronics and Appliances

Although the data show a significant amount of leakage in this retail category, major electronics and appliance purchases are generally made at large format stores like Best Buy, Lowe's, or Walmart, or on-line. These types of stores are typically not suitable for, and are harder to accommodate in smaller, urban commercial corridors like Haddon Avenue, especially when large sites are not

readily available. However, stores within this category also include those selling and repairing electronics, as well as those selling audio and video media, which could be suitable for Haddon Avenue. Mobile phone and/or wireless service-provider stores also would be suitable. It should be noted that T-Mobile has proposed establishing a location in the RENEW building.

Food and Beverage Stores

The data show leakage in the grocery store retail category, which includes both larger supermarkets and smaller convenience stores. While, attracting a full-service grocery store is a challenge, the data indicate an opportunity to diversify food products offered at retail stores on the corridor. For example, an existing convenience store/supermarket could consider focusing on fresh food. Additionally, there should be a market for a new store specializing in fresh produce or for the establishment of an ongoing farmer's market, which would be consistent with PBCIP's emphasis on green initiatives.

Health and Personal Care

While there is not likely to be additional market for hair and nail establishments, other categories offer potential for new commercial establishments. Included are pharmacies, beauty supply stores, optical goods stores possibly paired with an optician, and food (health) supplement stores. There are two pharmacies on Haddon Avenue including a Walgreen's located at Lourdes and one independently owned. PBCIP might also encourage existing stores to expand into some of these lines of business, especially carrying health foods and food supplements.

Clothing and Clothing Accessories

The inventory of businesses indicates there are only two existing clothing stores on Haddon Avenue, including a recently opened boutique that focuses on custom printed clothing. The retailer carries clothing, jewelry, and beauty supplies. As might be expected, the leakage data indicate the potential for additional clothing sales, which could include men's, women's or children's fashions. Alternatively, one or more retail stores offering specialty clothing such as sports-related clothing and athletic wear should enjoy solid market support. In addition, because of the number of children in Parkside and the propensity of households in the trade area to make purchases for children, a family clothing store might be appropriate for the corridor. Finally, there is potential for existing and new stores to offer clothing accessories including jewelry and leather goods, and shoes. There are no shoe stores now located on Haddon Avenue, although reports indicate there is interest in establishing a shoe store at the proposed RENEW building.

Sporting Goods, Hobbies, Books and Music

Currently, there are no opportunities in the entire retail trade area for households to purchase goods related to entertainment and recreation. Given the large concentration of children and young adults in Parkside,

stores that offer these types of products would complement corridor business diversification efforts and offer goods that appeal to youth. Other establishments in this retail category might add to the appeal of existing retailers, such as offering specialty books at a clothing store for children. A music store might also provide music lessons, or a sell used sporting goods and toys.

Full-Service Restaurants and Limited-Service Eating Places

The leakage data indicate potential for additional full- and limited-service restaurants. While there are existing food service establishments on the corridor, Parkside stakeholders and residents have pointed out that many offer the same types of food. This presents an opportunity to expand the diversity of food offered, as well as the potential to add eating places offering healthy and fresh foods. Moreover, eating places have the potential to attract customers of all ages and incomes and draw customers from outside of the retail trade area. Currently, several establishments in this category report drawing customers from the broader region, including Donkey’s Place and Corinne’s. One component of Corinne’s business is catering, which adds to the restaurant’s cash flow and serves customers from the broader region.

In terms of diversifying product offerings on the corridor, it is important to consider preferences expressed at community meetings and the lifestyles of households living in the trade area. Retailers across all retail categories should consider offering products that are green, environmentally safe, or that support environmental or charitable causes. Additionally, price can be more important than brand names for prospective purchasers.

The leakage analysis identifies the potential to capture additional retail sales and food services expenditures. In addition to the potential for retail stores outlined above, services that could complement the character and development of Haddon Avenue include a bank or credit union, legal services, a real estate agency, and a chiropractor.

Expanding Industries

The New Jersey Department of Labor and Workforce Development (NJDOLWD) projects future trends in employment by industry for New Jersey counties; employment projections for metropolitan divisions were unavailable. According to the projections, Camden County as a whole is growing, which is defined by NJDOLWD as a more than five percent increase in employment between 2012 and 2022. Additionally, within Camden County, there are a

number of industries that are growing. These include Wholesale Trade, Health Care and Social Assistance, Accommodation and Food Services, and Professional, Scientific, and Technical Services. Parkside is positioned well to benefit from a jobs perspective from the projected growth in the Health Care and Social Assistance sector because of proximity to two major medical complexes. Targeted educational initiatives and training programs will help to capture more of the growth for neighborhood residents.

In addition to these projections, the NJDOLWD has also identified industry clusters that are significant for the State’s economy to grow. One key industry cluster for the State is Health Care, which is also a significant industry for the Camden region. Although employment in Manufacturing has decreased and further decline is projected for the Camden area, Advanced Manufacturing is among the state’s key industries. This includes Food Manufacturing, which is the State’s second large Manufacturing sub-sector representing 13 percent of Manufacturing employment in New Jersey. New Jersey is also recognized as a growing hub for the food industry, according to Choose New Jersey, with Campbell’s as the second largest food company in the State.

FIGURE 5: Annual Average Household expenditures in the retail Trade Area

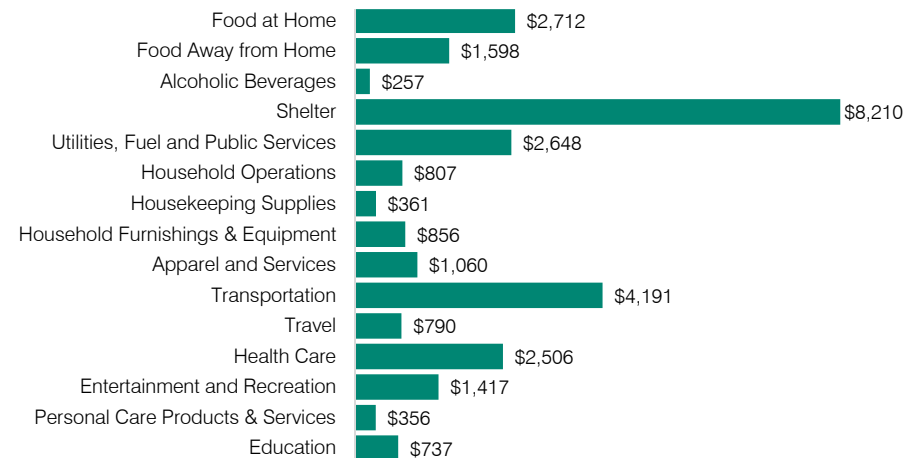


TABLE 5: EMPLOYMENT PROJECTIONS BY INDUSTRY IN THE CAMDEN COUNTY

Industry	2012 Estimated Employment	2022 Projected Employment	Numeric Change	Annual Growth Rate	Percent Change	Outlook
Total All Industries*	215,650	226,700	11,050	0.5	5.1	Growing
Utilities	400	500	50	1.4	14.7	Growing
Construction	7,000	8,900	1,850	2.4	26.6	Growing
Manufacturing	13,550	12,950	-600	-0.4	-4.4	Declining
Wholesale Trade	8,000	8,400	400	0.5	5.2	Growing
Retail Trade	23,800	24,600	800	0.3	3.4	Stable
Transportation & Warehousing	6,900	7,300	450	0.6	6.5	Growing
Information	2,850	2,350	-550	-2.0	-18.3	Declining
Finance & Insurance	5,550	5,500	-100	-0.1	-1.4	Declining
Real Estate & Rental & Leasing	2,600	2,700	100	0.4	4.0	Stable
Professional, Scientific, & Technical Svs.	12,300	13,050	750	0.6	6.2	Growing
Mgmt. of Companies & Enterprises	3,300	3,800	500	1.4	15.0	Growing
Admin. & Support, Waste Mgmt. & Rem.	15,250	15,350	100	0.1	0.7	Stable
Educational Services	23,550	23,250	-350	-0.1	-1.4	Declining
Health Care & Social Assistance	38,700	46,450	7,800	1.9	20.1	Growing
Ambulatory Health Care Services	13,050	18,350	5,300	3.5	40.7	Growing
Hospitals	14,300	14,900	600	0.4	4.3	Stable
Nursing & Residential Care Facilities	5,550	6,700	1,150	1.9	20.7	Growing
Social Assistance	5,800	6,500	700	1.1	12.1	Growing
Arts, Entertainment, & Recreation	2,900	3,050	150	0.5	4.8	Stable
Accommodation & Food Services	14,300	15,750	1,500	1.0	10.4	Growing
Other Services (except Government)	8,000	8,250	250	0.3	3.0	Stable
Government	13,400	11,500	-1,900	-1.5	-14.3	Declining

*Note: This total includes self-employed and unpaid family workers, which are not shown in the breakdown of employment by industry.

Source: New Jersey Department of Labor and Workforce Development (NJDOLWD)

APPENDIX: Community & Social Enterprise Resources

Charitable Service Providers

CultureWorks scanned (based on data from the *National Center for Charitable Statistics*) all of the charitable (registered 501c3) organizations in the study area. Based on this data scan we identified 32 charities across 9 categories.

There are 25 possible charitable categories (*National Center for Charitable Statistics*):

- Animal-related
- Arts, culture & humanities
- Civil rights, social action & advocacy
- Community improvement & capacity building
- Crime & legal-related
- Education
- Employment
- Environment
- Food, agriculture & nutrition
- Health care
- Housing & shelter
- Human services
- International, foreign affairs & national security
- Medical research
- Mental health & crisis intervention
- Mutual & membership benefit
- Philanthropy, voluntarism & grant-making foundations
- Public safety, disaster preparedness & relief
- Public & societal benefit
- Recreation & sports
- Religion-related
- Science & technology
- Social science
- Voluntary health associations & medical disciplines
- Youth development

Across the 9 represented categories the following NTEE codes (National Taxonomy of Exempt Organizations) were identified. These codes dig a level deeper into charitable categorization.

- A20 - Arts & Culture
- A23 - Cultural & Ethnic Awareness

- A25 - Arts Education
- A50 - Museums
- A65 - Theater
- A69 - Symphony Orchestras
- A6E - Performing Arts Schools
- A70 - Humanities
- A80 - Historical Organizations
- A82 - Historical Societies & Historic Preservation
- B20 - Elementary & Secondary Schools
- B80 - Student Services
- B90 - Educational Services
- C42 - Garden Clubs
- E11 - Single Organization Support
- E19 - Support N.E.C.
- E21 - Community Health Systems
- E22 - General Hospitals
- G43 - Heart & Circulatory System Diseases & Disorders
- O23 - Boys & Girls Clubs
- O50 - Youth Development Programs
- P28 - Neighborhood Centers
- S20 - Community & Neighborhood Development
- X21 - Protestant
- Y50 - Cemeteries

Furthermore, the charitable organizations in the study area included the following "Basis for Public Charity Status" identifications. This is a designation based on the 1023 application for public charities and was determined by the data included in that application at the time that the IRS designation was made.

- 10 - Church.
- 12 - Hospital or medical research organization.
- 15 - Substantial portion of support from governmental unit or general public.
- 16 - Income is $\leq 1/3$ investment or unrelated business and $> 1/3$ donated or related to purpose.
- 17 - Supporting Organization 509(a)(3) for benefit in conjunction with organization(s) 10-16.

Social Enterprise

Social Enterprise Defined

Social entrepreneurship is an evolving field.

- While there is not one agreed-upon definition for social entrepreneurship/enterprise, there are a number of consistencies in the definitions out there. Based on the most common characteristics of a social enterprise, below are the core elements that we are using to define a social enterprise.
- Social enterprise works to achieve social, cultural, community economic and environmental outcomes through earned revenue (goods or services are sold in the marketplace).
- Social enterprise maintains an earned revenue-generating business model that may be for-profit or nonprofit and can scale to the problem it exists to solve.
- Social Enterprise marries the social mission of a non-profit or government program with the market-driven approach of a business. (per the Social Enterprise Alliance)

The social entrepreneurs that are inventing and implementing these social ventures are defined by the Skoll Foundation as “society’s change agents: creators of innovations that disrupt the status quo and transform our world for the better.”

Social Enterprise Benchmarks / Best Practices

There are manifold examples of social enterprise across the globe at all sizes and phases of development and across the for-profit and nonprofit sectors. On the next page are four examples closer to home and further below links to more examples and resources about starting and sustaining a social venture.

SCHOLLY: myscholly.com

Annually, Forbes magazine lists the top social entrepreneurs (and their enterprises). In 2016 the top 30-under-30 social entrepreneurs met in Philadelphia. Drexel University is home to one of the top entrepreneurs on the list, Christopher Grey. Christopher is the Founder of Scholly, a scholarship matching smart phone application with the mission of making sure students don’t miss out on getting the “education that they worked for and deserve because they can’t afford it.” Since its founding, Scholly has helped hundreds of thousands of students and families find over \$15M in college scholarship money.

SPRINGBOARD COLLABORATIVE: springboardcollaborative.org

Springboard Collaborative is a nonprofit organization with a predominately earned revenue business model that closes the reading achievement gap by coaching teachers, training family members, and incentivizing learning so that students have the requisite skills to access life opportunities. Springboard’s innovation is simple but powerful: they redefine parent-teacher collaboration as an engine for school transformation. With over 90% of parents consistently attending teacher-led workshops, Springboard is ahead of the field proving a simple fact: parents’ love for their children is the single greatest and most underutilized natural resource in education. From 2011-2015 Springboard Collaborative grew from 42 to 1,970 students served and from 4 to 143 teachers. In just 5 weeks, Springboard Summer scholars replace the typical 3-month loss with a 3.3-month reading gain.

WASH CYCLE LAUNDRY: washcyclelaundry.com

Wash Cycle Laundry is a for-profit, triple-bottom line company serving the mission-critical needs of the individuals, businesses, and institutions in our cities. Wash Cycle Laundry has created a launch pad back into the workforce for vulnerable adults and proven that bikes are commercially-scalable alternatives to trucks for intra-metropolitan freight. Gabriel Mandujano, Founder and President, created Wash Cycle Laundry to merge his experience and passions with job creation, economic development, and sustainable transport. The company began in a single West Philadelphia laundromat with one bike and trailer.

Since its founding Wash Cycle Laundry has hauled 4 million pounds of laundry by bicycle across Philadelphia and Washington DC, created 50 jobs with over half filled by driven adults re-entering the workforce after overcoming a period of incarceration, drug addiction, homelessness, or welfare dependence, and saved over 1 million gallons of water with high-efficiency machines, and diverted chemicals by using EPA-certified, all-natural detergents.

ENTERPRISE CENTER: theenterprisecenter.com

The Enterprise Center, located in West Philadelphia, is a nonprofit CDFI (see below for more information on CDFIs), Community Development Center, and social enterprise. Its mission is to cultivate and invest in minority entrepreneurs to inspire them to work together for economic growth in communities. The Center offers business services and incubation, financing, and network development. As the youngest CDFI in Philadelphia, The Center has become the second largest micro-lender by volume and total loan dollars in the Philadelphia region. The Center’s average loan size since 2010 has been \$32,000, outpacing the national average of \$13,000.

Additional examples available here: socialenterprise.us/about/social-enterprise

AUNT BERTHA: auntbertha.com

Aunt Bertha is a Public Benefit Corporation based in Austin, TX that makes human services information accessible to the public and the organizations that serve them. The online platform collects information on social service programs throughout the country and makes it easily searchable by zip code. Users can identify local programs that can meet their needs in a variety of areas (e.g., food, housing, transit, work) and determine their eligibility through integrated questionnaires. Aunt Bertha has partnered locally with the Camden Coalition of Healthcare Providers to make the tool comprehensive and locally relevant to Camden County. The platform—both through its free, public search and its enterprise referral solutions—aims to make access to social services easier and more efficient.

VIETLEAD CO-OP: vietlead.org

VietLEAD (Vietnamese Leadership & Advocacy) is a grassroots organization based in Philadelphia and South Jersey (with offices in Pennsauken) that works for community empowerment and social justice in the Vietnamese community. VietLead's mission is to develop innovative solutions to improve health, increase sovereignty, and develop Vietnamese leadership in solidarity with communities of color. We do this through intergenerational farming youth leadership health navigation & direct services policy advocacy; and civic engagement. The organization runs the Resilient Roots Community Farm in east Camden. As part of the Philadelphia Area Cooperative Alliance's (PACA) "20 Books, 20 Cooperative Businesses" program, VietLEAD members are developing a cooperative business to broaden their food justice work and provide infrastructure to support the livelihoods of the most marginalized members of their community (e.g., youth, English-limited adults, refugee elders).

Social Enterprise Resources

- Stanford Social Entrepreneurship Hub - sehub.stanford.edu
- Forbes 30-under-30 Social Entrepreneurs - forbes.com/30-under-30-2016/social-entrepreneurs
- Social Enterprise Alliance - socialenterprise.us

Social Enterprise Capital

Closely related to the topic of social enterprise is funding for such enterprises. While the question of earned vs. contributed revenues is only relevant to the charitable/501(c)(3) formation, all organizations (for-profit and nonprofit alike) have the possibility of accessing funds specifically oriented to social

ventures. Below is a synopsis of the funding and financing structures that are readily (depending on the business model and formation) available to social enterprises:

CONTRIBUTED REVENUES (PRIMARILY NONPROFIT ORGANIZATIONS)

Revenue or income received from individual, foundation, corporate, or government donations with no products or services provided by the organization in direct exchange for the funds.

EARNED REVENUES (FOR PROFIT AND NONPROFIT ORGANIZATIONS)

Revenue or income received by an organization in exchange for its products or services.

DEBT CAPITAL (FOR PROFIT AND NONPROFIT ORGANIZATIONS)

Debt-based capital (loans) may come from a variety of sources: "F&F" (Friends & Family), commercial banks, PRIs (Program Related Investments from private foundations, and CDFIs (Community Development Financial Institution).

CDFI's are private financial institutions that are 100% dedicated to delivering responsible, affordable lending to help low-income, low-wealth, and other disadvantaged people and communities join the economic mainstream. (*Opportunity Finance Network*)

Similar to the values driving social enterprises, CDFIs are considered to be profitable but not profit maximizing, prioritizing the community over the shareholder. The CDFI Fund was established in by Congress 1994 and certified its first financial institutions in 1996. Five types of financial institutions are eligible for certification provided they meet the CDFI Fund criteria: community-focused credit unions; community development banks; depository holding companies; non-profit loan funds; and community development venture capital funds. (*Credit Union National Association*)

Aside from private, commercial, and CDFI lending there are also PRIs, which are loans made by foundations from their principle. Such loans are often at low rates (1% - 3%), but must be sanctioned by the IRS through a Private Ruling Letter. Despite the complexities of making PRIs and still-growing awareness about this kind of underwriting in the funding world, this financing vehicle is on the rise, in particular as a means of investing in social enterprise.

Map of Recent & Proposed Improvements

PARKSIDE NEIGHBORHOOD REVITALIZATION PLAN



