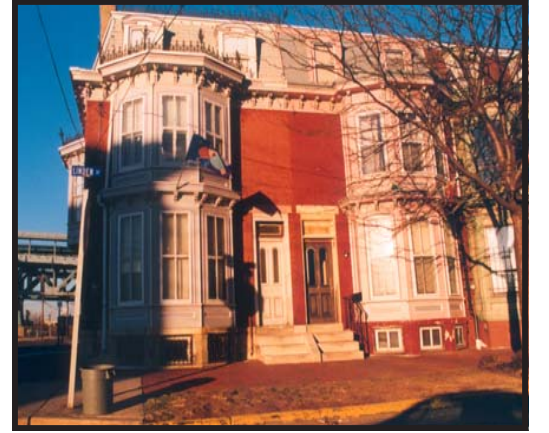
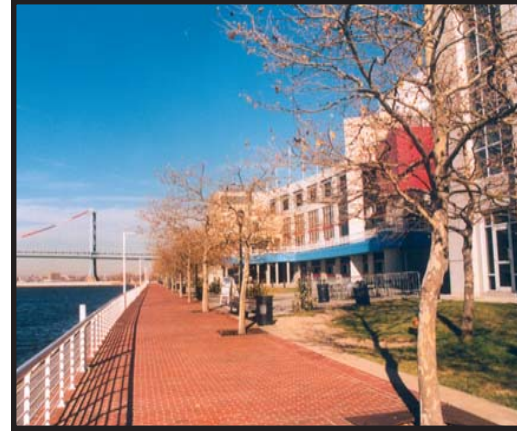


# ***FutureCAMDEN***



***Master Plan  
City of Camden, NJ***

Adopted on March 12, 2002  
by the Planning Board of the City of Camden

# ***FutureCAMDEN***



***Master Plan  
City of Camden, NJ***





OFFICE OF THE MAYOR  
**CITY OF CAMDEN**

NEW JERSEY  
City Hall - Fourth Floor  
Post Office Box 95120  
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**GWENDOLYN A. FAISON**  
MAYOR

**BARBARA SMITH**  
Aide to the Mayor  
**CYRUS P. SAXON**  
Liaison to the Mayor

Dear Stakeholder:

I am pleased to announce the City of Camden's new Master Plan – a vision for the future. While the Master Plan preserves the best of our past, it also charts the way toward a brighter future for those who live and work in Camden.

As Mayor of this great city I am looking forward to establishment of the Master Plan to facilitate the redevelopment process that is already underway. The Plan encourages sustainable economic development and provides for affordable housing, schools and recreation. The Plan will also foster the strengthening of the coalition between the City and its surrounding municipalities.

The Master Plan is the product of planning expertise and continuous grassroots community input. I wish to thank every stakeholder who participated in the process. Your efforts will be appreciated by generations to come.

The City's last Master Plan was prepared 24 years ago, and we were long overdue for a new one. I hope that the citizens of Camden and the surrounding communities will embrace and support our new Master Plan.

Sincerely,

  
Gwendolyn A. Faison  
Mayor

GAF:pp

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## *Mayor's Message*

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# A Letter from the Planning Board



**CITY OF CAMDEN**  
**Department of Development and Planning**

Suite 403, City Hall  
Post Office Box 95120  
Camden, NJ 08101-5120  
(856) 757 - 7214 phone  
(856) 968 - 4705 fax

**GWENDOLYN A. FAISON**  
MAYOR

**EDWARD C. WILLIAMS, PP, AICP**  
Acting Director

Dear Stakeholder:

It is our pleasure to present the City's first Comprehensive Master Plan since 1977. This plan is the product of four years of extensive research and grassroots based community involvement. Thousands of residents from across the city played an integral role in designing the future of their community.

We recognize that the City of Camden is a "city of neighborhoods"- distinctive in its identity and its people. These concepts are embraced through the support of a holistic approach to neighborhood development. The Plan promotes economic development through private/public partnerships to create jobs and create affordable and market-rate housing opportunities. It also recognizes the need for a supportive social service system that promotes the self-sufficiency of its residents. The Plan encourages the provision of active recreation and passive open space while building respect for the protection and cultivation of historic and architecturally significant resources. The Plan lays a foundation for the implementation of a process to improve the city's educational facilities and the development of new school communities.

It is our hope that you will embrace the principles of this plan and support its implementation towards the future.

Thank you for your continued support.

Sincerely,

A handwritten signature in cursive script, appearing to read "Rod Sadler".

Rod Sadler, Chairman  
City of Camden Planning Board

A handwritten signature in cursive script, appearing to read "Ed C. Williams".

Edward C. Williams, PP, AICP  
Acting Director/Planning Director

RESOLUTION OF THE PLANNING BOARD  
OF THE CITY OF CAMDEN ADOPTING THE  
FUTURE CAMDEN COMPREHENSIVE MASTER PLAN

**WHEREAS**, pursuant to N.J.S.A. 40:55D-28, the Planning Board of the City of Camden, through the Division of Planning set forth an aggressive plan in mid-1999 to develop a Request for Proposals (RFP) for professional consultants to aid in the process of developing a new comprehensive plan for the City of Camden; and

**WHEREAS**, Lenaz, Mueller and Associates was selected as the professionals to prepare said Master Plan, and as part of the initial process, the consultants gathered data for the preparation of the initial draft by conducting interviews with the HealthCare Industry in the City of Camden, the Public, Private and Quasi-Public Institutions in the City of Camden as to their long term economic and facilities goals and vision of Camden's future; and

**WHEREAS**, as a result of all of the interviews and gathering of data, an initial document was prepared in April of 2000; and as a result of a grant from the Anne Casey Foundation, the Division of Planning was able to conduct an outreach program to solicit comments from the general public regarding the proposed Master Plan and the individual citizens' vision for Camden's future; and as a part of the outreach program, more than one hundred (100) individuals were trained to conduct meetings regarding the Master Plan and more than thirty-eight (38) meetings were held throughout the City regarding the Master Plan; and

**WHEREAS**, these public meetings produced two (2) booklets of Public Comments, which were compiled and forwarded to the consultants for incorporation in the Master Plan; and

**WHEREAS**, a press conference was held to introduce the final draft of the "Future Camden" comprehensive Master Plan; and the Division of Planning, then held three (3) public information sessions to distribute the final draft of the plan; and

**WHEREAS**, thereafter pursuant to N.J.S.A. 40:55D-28(d) et seq., a public hearing was held on February 26, 2002, at the Council Chambers of the City of Camden to solicit comments from the public regarding the final draft of the Master Plan; and

**WHEREAS**, a verbatim record of the proceedings were made, and all correspondence and supplemental documents in response to the public hearing were to be received by the Planning Board no later than March 4, 2002; and

**WHEREAS**, the members of the Planning Board adjourned the February 26, 2002, meeting to March 12, 2002, at which time the Board, would vote on the adoption of the comprehensive Master Plan; and

**WHEREAS**, all meetings conducted with regards to the comprehensive Master Plan have been conducted pursuant to the Municipal Land Use Law, N.J.S.A.40:55D-1 et seq., and N.J.S.A.10:4-6 et seq., the Open Public Meeting Act; and

**WHEREAS**, the Board having heard the public comments regarding the final draft and having heard the presentation by Lenaz, Mueller and Associates and having reviewed the final draft, make the following findings of fact regarding the "Future Camden" Comprehensive Master Plan:

- (A) The Comprehensive Plan contains the following elements as required by N.J.S.A. 40:55D-28:
- 1. A statement of objectives**, principles, assumptions, policies and standards upon which the constituent proposals for the physical, economic and social development of the municipality are based;
  - 2. A land use plan element** (a) taking into account and stating its relationship to the statement provided for in paragraph (1) hereof, and other master plan elements provided for in paragraphs (3) through (12) hereof and natural conditions, including, but not necessarily limited to topography, soil conditions, water supply, drainage, flood plain areas, marshes, and woodlands; (b) showing the existing and proposed location, extent and intensity of development of land to be used in the future for varying types of residential, commercial, industrial, agricultural, recreational, educa-

- tional and other public and private purposes or combination of purposes; and stating the relationship thereof to the existing and proposed zone plan and zoning ordinance; and (c) showing the existing and proposed location of any airports and the boundaries of any airport safety zones delineated pursuant to the “Air Safety and Zoning Act of 1983,” P.L. 1983, c. 260 (C.6.1-80 et seq.); and (d) including a statement of the standards of population density and development intensity recommended for the municipality;
- 3. A housing plan element** to section 10 of P.L. 1985, c. 222 (C.52:27D-310) including, but not limited to, residential standards and proposals for the construction and improvement of housing;
  - 4. A circulation plan element** showing the location of types of facilities for all modes of transportation required for the efficient movement of people and goods into, about and through the municipality, taking into account the functional highway classification system of the Federal Highway Administration and the types, locations, conditions, and availability of existing and proposed transportation facilities, including air, water, road and rail;
  - 5. A utility service plan element** analyzing the need for and showing the future general location of water supply and distribution facilities, drainage and flood control facilities, sewerage and waste treatment, solid waste disposal and provision for other related utilities, and including any storm water management plan required pursuant to the provisions of P.L. 1981, c. 32 (C:40:55D-93 et seq.);
  - 6. A community facilities plan element** showing the existing and proposed location and type of educational or cultural facilities, historic sites, libraries, hospitals, firehouses, police stations, and other related facilities, including their relation to the surrounding areas;
  - 7. A recreation plan element** showing a comprehensive system of areas and public sites for recreation;
  - 8. A conservation plan element** providing for the preservation, conservation, and utilization of natural resources, including, to the extent appropriate, energy, open space, water supply, forests, soil, marshes, wetlands, harbors, rivers, and other waters, fisheries, endangered or threatened species wildlife and other resources, and which systemically analyzes the impact of each other component of the Master Plan on the present and future preservation, conservation and utilization of those resources;
  - 9. An economic plan element** considering all aspects of economic development and sustained economic vitality, including (a) a comparison of the types of employment expected to be provided by the economic development to be promoted with the characteristics of the labor pool resident in the municipality and nearby areas and (b) an analysis of the stability and diversity of the economic development to be promoted;
  - 10. A historic preservation plan element:** (a) indicating the location and significance of historic sites and historic districts; (b) identifying the standards used to assess worthiness for historic site or district identification; and (c) analyzing the impact of each component and element of the Master Plan on the preservation of historic sites and districts;
  - 11. Appendices or separate reports** containing the technical foundation for the Master Plan and its constituent elements;
  - 12. A recycling plan element** which incorporates the State Recycling Plan goals, including provisions for the collection, disposition and recycling of recyclable materials designated in the municipal recycling ordinance, and for the collection, disposition and recycling of recyclable materials within any development proposal for the construction of 50 or more units of single-family residential housing or 25 or more units of multi-

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Adoption Resolution



Planning Board Adoption Resolution

family residential housing and any commercial or industrial development proposal for the utilization of 1,000 square feet or more of land

13. The Master Plan does include a specific policy statement indicating the relationship of the proposed development of the municipality, as developed in the Master Plan to (1) the master plans of contiguous municipalities, (2) the master plan of the county in which the municipality is located, (3) the State Development and Redevelopment Plan adopted pursuant to the “State Planning Act,” sections 1 through 13 of P.L. 1985, c. 398 (C.52:18A-196 et seq.) and (4) the district solid waste management plan required pursuant to the provisions of the “Solid Waste Management Act,” P.L. 1970, c. 39 (C.13:1E-1 et seq.) of the county in which the municipality is located; and

WHEREAS, all of the elements required under N.J.S.A. 40:55D-28 et seq., are contained in the "Future Camden" Comprehensive Master Plan and all other statutory requirements have been satisfied for the Board to consider adoption of the plan.

The Board now turns its attention to the Public Comments made on February 26, 2002, and the correspondence forwarded to the Board as a result of the Public Hearing; and will incorporate by reference the following to be included in the "Future Camden" Comprehensive Master Plan:

Amendment A: The Cramer Hill designation for the Harrison Avenue Landfill shall be changed to a “mixed use” designation as opposed to a recreational use.

Amendment B: The Land-Use Map of the final draft of the Master Plan shall be revised to reflect that Block 1468, Lot 10, the area surrounding the Flanders Avenue overpass can be designated as a proposed connection of the Greenway project around the Campbell Soup Company lands.

Amendment C: The Knox Gelatin site will be designated as a mixed-use site in the Master Plan.

Amendment D: As part of the Project Activities Map in Planning District #3, the Master Plan will be amended to reflect a neighborhood plan and redevelopment plan for Whitman Park and a neighborhood and redevelopment plan for the Centerville Area.

Amendment E: The final draft of the Master Plan will be amended to reflect the creation of Special Improvement Districts for all commercial corridors.

Amendment F: The final draft of the Master Plan will be amended to incorporate the Surveillance Camera Project which is a city wide activity funded by the Urban Enterprise Zone.

Amendment G: The Planning Board as part of the Master Plan is cognizant of the recent improvements to Admiral Wilson Boulevard and its significance as a gateway to Southern New Jersey. Accordingly, the City of Camden Planning Board discourages the installation of additional billboards along the Admiral Wilson Boulevard corridor as same would inhibit the aesthetic value achieved by the recent improvements.

Amendment H: The final Master Plan will be revised to comply with the comments of the New Jersey Office of State Planning and all conditions set forth by this State agency including the correction of all typographical errors.

Amendment I: With regard to the School Facilities Plan, the Master Plan will be amended to reflect the proposed school facilities locations contained in the School Facilities Matrix received on March 1, 2002. The map of the educational services will be revised to reflect the revised matrix showing approximate locations.

The Board of Education shall comply with N.J.S.A. 40:55d-31 regarding capital projects and their review by the Planning Board.

Upon review of the School Facilities Matrix as submitted, the Board specifically finds that the location of the Performing Arts High School within the waterfront and commercial corridor to be inconsistent with the Master Plan.

Amendment J: The current draft of the Master Plan as reflected at SUM-61 states that the municipality should establish a "Camden Greenway System."

Included in this draft of the Master Plan was the concept of developing a linear greenway<sup>1</sup> network along river corridors.

The final draft further stated that the areas<sup>2</sup> to be included in the proposed Greenway network.

The portion of the final draft of the Master Plan that has generated the most comments from the general public including local businesses is the paragraph regarding "buffer areas and overlay zoning" which reads as follows:

“Development of properties adjacent to greenway should respect buffer area setbacks from the edge of the greenway to preserve its continuity along the corridor area proposed and a greenway zoning scheme.”<sup>3</sup>

The Planning Board has determined that the “Future Camden Comprehensive Master Plan shall not incorporate any language imposing a greenway overlay zone or buffer area setback as contained in the amendment to the zoning ordinance passed by City Council in September of 2001. Further, the Board has directed that the Land Use Map shall not reflect any greenway corridor designations over any privately held lands on said map. The Board fully supports the concepts set forth by the Greenway Ordinance, but in order to achieve a balance between economic development and Greenway corridors, the Board has determined that the overlay zone and buffer area setbacks will hinder as opposed to encourage economic development and redevelopment in those designated areas.

NOW, THEREFORE, BE IT RESOLVED, on the 12<sup>th</sup> Day of March, 2002, that The Planning Board of the City of Camden does here by adopt the “Future Camden” Comprehensive Master Plan, consistent with the requirements as set forth in N.J.S.A. 40:55D-28 et seq., with the amendments and additions as set forth in this resolution.

|                |  |               |
|----------------|--|---------------|
| ROLL CALL VOTE |  |               |
| Those in Favor |  | Those Opposed |
| 7              |  | 0             |

The undersigned Secretary and Chairman of the City of Camden Planning Board, hereby certify that the above is a true copy of a resolution adopted by said Board on the 12<sup>th</sup> Day of March, 2002.

//S// Angela Miller

Secretary, City of Camden Planning Board

//S// Rodney Sadler

Chairman, City of Camden Planning Board

***Planning Board  
Adoption Resolution***

<sup>1</sup> Greenways, according to the draft of the plan, are corridors of open land along the City's principal river shorelines. They provide natural connections for people between neighborhoods, parks and other open spaces. They also provide connections to regional trail systems, linking City residents to outlying natural areas and to larger regional County park facilities east of U.S. Route 30.

<sup>2</sup> Areas recommended for inclusion in the proposed greenway network advanced by Camden's Greenway Study are the Cooper River, the Delaware River in North Camden to the downtown waterfront promenade, the Delaware River back channel in East Camden to 36<sup>th</sup> Street and areas along Newton Creek. According to the draft plan, the greenway system will ultimately link eight existing City and County Parks as part of a continuous recreation and open space system along the City's main waterways.

<sup>3</sup> The Camden City Council in September of 2001 adopted an amendment to the zoning ordinance providing for an overlay zone. The City of Camden Planning Board is aware of the zoning ordinance and the pending litigation regarding its validity.

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OVERVIEW

Camden enters the 21st century with optimism and a vision for a brighter future as a thriving, safe and vibrant City. **Future**CAMDEN is a comprehensive Master Plan to achieve this vision, the first such City-wide effort since its 1977 Master Plan. It sets out a series of goals that chart a course for the physical improvement to Camden over the next 20 years.

Recommendations implementing **Future**CAMDEN goals include reinforcing the City as an urban center for a growing South Jersey region, expanding home ownership and improving the appearance and safety of individual neighborhoods, and increasing living wage job opportunities as well as encouraging business reinvestment. Strengthening cooperative planning and improvement efforts between the City, its surrounding municipalities and higher levels of government is also recommended.

While grounded in realistic expectations for growth and development, the Master Plan also seeks to articulate new ideas, new ideals and bold actions in identifying future goals that will not be easily attained without innovative partnerships with all those concerned with the betterment of the City.

The Master Plan does not guarantee quick solutions to longstanding problems. It provides goals and strategies to address problems rationally and systematically over a period of years. Some improvements will extend beyond the time frame of this plan to be successfully completed.

The Master Plan is a powerful tool to guide and coordinate the numerous development related decisions made each year by the City, its residents, other governmental agencies, business entities, non-profit organizations, and institutions. It establishes a framework for creating a coalition of community and regional partners whereby citizens and government can act together in responding effectively to the challenges of improving the City.

No long term plan is a perfect reflection of what the future will hold. Economic conditions are dynamic. Unforeseen opportunities present themselves. Yet without a vision of tomorrow it will be difficult to chart a course on how to arrive there.

**Future**CAMDEN seeks a target population base of 100,000 residents and an employment target of 50,000 total jobs as a long term development objective. The Master Plan advances recommendations and strategies to reverse the trends that chronicle further decline in the City.

No one denies Camden still faces tough challenges. Vacant and boarded up houses, coupled with vacant lots, describes an all too familiar landscape in many City neighborhoods. Population decline isn't over yet. While the public school system holds promise for improvement, it still underperforms when compared to much of the State. Camden's Central Business District closes at 5:00PM and shows the cumulative effects of population loss, business decline and disinvestment. Crime, while statistically lower, remains a major community concern.

The disparities that exist between the City and its affluent nearby suburban communities only serve to heighten the challenges confronting the City. Some of the inner ring of older developed communities adjacent to the City are faced with similar challenges of maintaining their own stability and keeping their local businesses and residents from moving toward more distant suburban locations.

Yet in the face of these challenges, Camden is at a defining moment. Camden is and remains a troubled community, but it is a City that is making steady progress toward getting better. While it will never again be the manufacturing and shipbuilding center it once was, the City has several key assets that will begin to help it realize its full potential in the new century.

These include a unique regional location in the Philadelphia-South Jersey metropolitan area with a high degree of accessibility, relative affordability of prime waterfront and commercial real estate, and several attractive, affordable and stable residential neighborhoods. In addition, an emerging destination sports, entertainment, cultural and tourist waterfront center, a rich historical heritage, a niche port facility, and premier medical and higher educational institutions are significant contributing assets. The presence of State and County government with a federal court facility reinforces Camden's service role within a growing region.

Numerous public and private organizations are actively involved in steadily making Camden a better place to live and to do business. By way of example, the following ongoing activities give hope towards tangible improvements being made in the City:

- Non-profit community-based organizations are currently developing more than \$100 million of new and rehabilitated affordable housing in various City neighborhoods.
- Major renovations and redevelopment of two of the City's public housing projects into less dense, mixed-income communities with home ownership opportunities are taking place.

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- Significant modernization and new school construction in all neighborhoods along with operational improvements to the educational program is to commence.
- Economic development organizations are working toward improving job opportunities through various training initiatives together with retaining and attracting new businesses.
- The Cooper’s Ferry Development Association is working in tandem with the City to continue its implementation of a \$500 million waterfront revitalization program to expand on a growing tourism industry and to nurture emerging high tech economic ventures. These ongoing activities will provide jobs to City residents, generate customers for City businesses and produce additional revenue sources for neighborhood improvement efforts.
- Several major foundations including the Annie E. Casey Foundation, the Robert Wood Johnson Foundation and others invest in improving the human capital of the City in order to advance social programs complementary to physical improvement projects.

Primarily a guide to the physical development of the City, as is required by the State’s municipal planning enabling statutes, ***Future***CAMDEN also recognizes that improvement of the lives of the City’s most neediest residents involves more than discrete development or physical improvement projects. Basic social needs related to schools, recreation, job training, health and social services, and community facilities are also included within this plan.

The Master Plan does not attempt to address all the social issues requiring attention within the City. It does, however, establish a planning framework for subsequent study and recommendations to respond to a broader array of family, early childhood development and life skill improvement issues. Other social service agencies are already addressing these issues, yet more work is needed.

Committed leadership from elected officials, civic and business leaders, faith-based groups and private sector and non-profit partners will set the tone for revitalizing Camden. It is through a coordinated effort by all stakeholders to advance both physical improvements in the City and to respond to basic social needs of its residents that the ultimate vision of this Master Plan will be fully achieved.

## PLANNING PROCESS

From the onset of the Master Plan program it was recognized that reflecting the aspirations of Camden’s residents and other major stakeholders within the City was important in developing a plan that could be implemented. To this end, a multi-phased outreach effort was initiated by the City’s Planning Board through its Department of Development and Planning.

A Master Plan Advisory Committee was created that was representative of various agencies and organizations that are actively engaged in planning and development improvement activities within the City. Four rounds of Advisory Committee and advertised public meetings within each of the three neighborhood planning districts were held to solicit comments and recommendations from citizens during various stages of the Master Plan process.

These meetings went from gathering ideas and concerns to receiving comments and suggestions for the refinement of Master Plan recommendations. A workshop session to receive further comment on goals and strategies to guide development of the Master Plan was hosted by the Camden Development Collaborative during its 4th annual celebration event in the year 2000.

A community-wide Master Plan survey to elicit resident input into key issues and concerns to be addressed in the plan was also undertaken. Supplementing the advertised neighborhood meetings, individual interviews with over 50 key organizations, major employers, and institutions active in either providing services to residents or in the improvement of the City’s physical well-being were undertaken. Several briefings were held with the Planning Board throughout the process. A listing of those interviewed is included in the Appendix.

A working draft Master Plan was distributed to the above entities in the summer of 2000 which included a final round of discussion meetings in each planning district to solicit feedback and comment on the draft plan. An expanded public outreach effort to obtain comments on the draft Master Plan was organized by the City through its Department of Development and Planning with technical assistance and financial support from the Annie E. Casey Foundation along with a committee of community partners including the Camden City School District. A tabloid newspaper format summarizing key concepts contained in the draft Master Plan was distributed to numerous residents and organizations.

The Camden Department of Health and Human Services provided substantial assistance in outreach and community meeting organization. Various public comments received were compiled by the City’s planning staff into a summary and

supplemental report entitled “Master Plan Public Comments and Community Input”.

All comments and outside agency reports received were reviewed. For the most part, the majority of the comments were supportive of the draft Master Plan’s goals and strategies for improvement. Some comments suggested an alternative approach to achieving a plan goal. All such comments were used in preparing the final plan document.

During the course of the draft Master Plan review, the State issued a report entitled: “City of Camden, Multi-Year Recovery Plan” dated November 20, 2000. This report presents recommendations for various operational and budgetary changes to enable City government to become more effective and efficient. Recommendations to expand City revenues and contain spending that would lead to a balanced budget were also presented.

The Multi-Year Recovery Plan also suggests various generalized economic and neighborhood improvement initiatives. These suggested initiatives have been examined in light of the overall vision, goals and strategies recommended in the Master Plan. Where suggested improvement initiatives in the Recovery Plan study are consistent with the Master Plan they have been incorporated.

The status of various neighborhood plans and redevelopment plans that have been undertaken and adopted by the City prior to the commencement of the Master Plan process are highlighted in this chapter. Relevant improvement recommendations were instrumental in guiding specific neighborhood improvement strategies. Subsequent plans that are undertaken consistent with the Master Plan can be reviewed by the Planning Board and adopted as part of future refinements to the Master Plan. A bibliography of relevant City planning documents which were used as resource material in the preparation of the Master Plan is included at the end of this report.

The final draft plan report was placed on display at libraries, schools and community centers throughout the City. The Planning Board held public hearings on the final plan which was officially adopted by the Planning Board on March 12, 2002. Further refinements suggested at the hearings were then incorporated into the final Master Plan document. A copy of the adoption resolution is contained in the document.

Organization and Use of the Master Plan

**Future**CAMDEN is organized as a series of inter-related chapters that collectively form the City’s comprehensive Master Plan as required by the State’s Municipal

Land Use Law (NJSA 40:55D-28). Recommendations are offered on both a City-wide as well as on a neighborhood planning district basis.

Each chapter deals with a specific element of the Master Plan and is organized to present:

- Vision statement of how the Master Plan element recommendations will positively improve the City.
- An overview of the specific Master Plan element and background conditions.
- Goals intended to provide a policy framework for future planning and investments in different neighborhoods.
- Specific strategies and recommendations to achieve the goals.
- Summary charts of proposed projects and activities that flow from the Master Plan goals and strategies. These include proposals recommended for improvement of neighborhood areas that comprise each planning district. The proposed project activities establish benchmarks for monitoring the progress of the Master Plan.

As a first step in advancing the implementation of this Master Plan, a short term 5-year program outlining the activities and initiatives that should be started upon adoption of the plan is recommended in Chapter X. This short term program is advanced as a road map for where the City should direct its future planning and investment efforts to achieve early visible progress.

Once adopted, the Master Plan is to be used in a variety of ways as follows:

- Integrate planning and investments on a regional basis to solve common issues.
- Provide a policy framework within which subsequent neighborhood strategic plans as well as higher governmental planning initiatives can be devised.
- Guide investments of public agencies, developers, businesses, non-profit organizations and property owners.
- Prepare the City’s Capital Improvement Program and its yearly capital budget in support of economic and neighborhood improvement activities consistent with the Master Plan. City departments will need to develop their

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# Introduction and Prelude to Planning

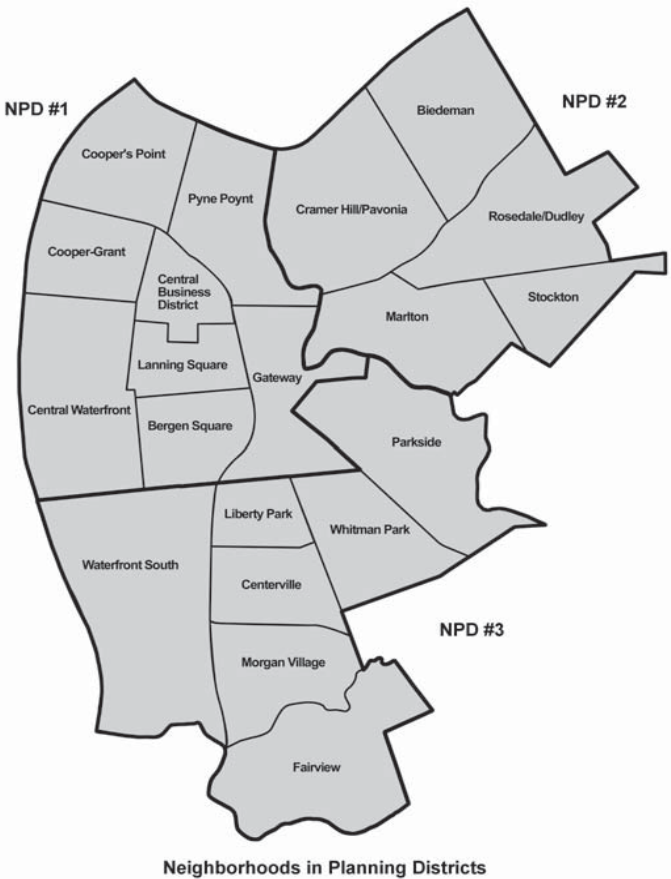
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respective annual work plans and budgets to target available resources in order to achieve visible improvements in a timely manner.

- Serve as the basis for the review and approval of development plans to ensure that these plans are consistent with the goals and strategies of the Master Plan.
- Update the tools to carry out the Master Plan including the Zoning Ordinance and Zoning Map governing the use of land.

Planning recommendations have been organized into three major neighborhood planning districts which also include the Central Business District. The map entitled *Neighborhood Planning Districts* depicts the major planning districts within the City. Specific recommendations for improvements in each neighborhood within a planning district are also provided.



The following chapters comprise the Master Plan:

Introduction and Prelude to Planning. The planning context which shaped the City of today and that has developed over the last few decades is highlighted. Where available, future projections are provided, not to necessarily show what will happen, but what could happen if the Master Plan proposed actions for change and improvement are not implemented. Results of the community Master Plan survey, a highlight of prior neighborhood planning activities and an overview of community development organizations' activities are presented.

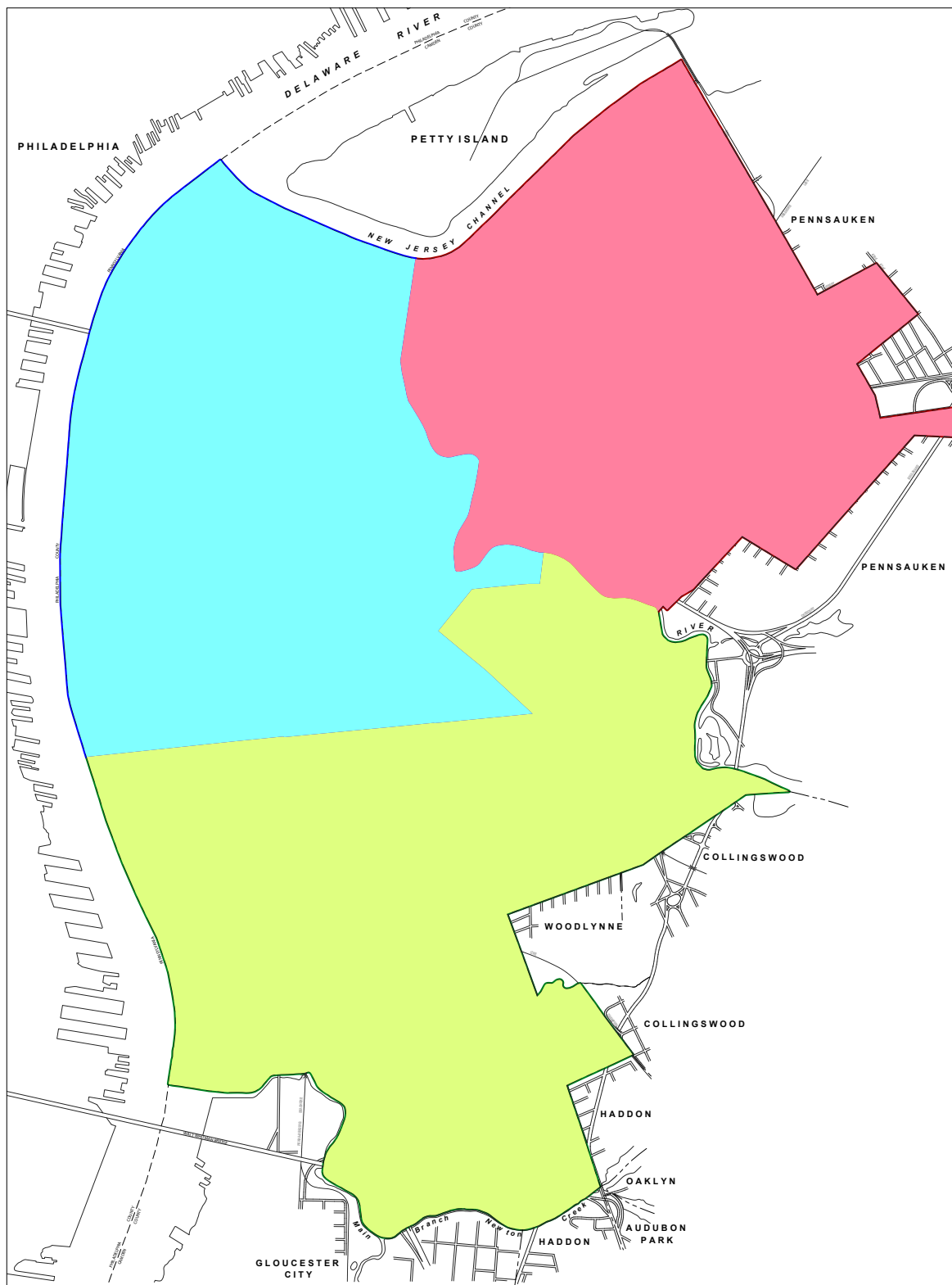
Land Use Plan - **Future**CAMDEN Summary Recommendations. The City-wide generalized Land Use Plan proposals are highlighted. The major concepts underlying the Master Plan and its implementation are summarized.

Camden's Role in the Philadelphia-South Jersey Region. Recommendations for establishing regional connections to reinforce Camden as the urban center for the South Jersey region are advanced. A framework for establishing mutually beneficial partnerships with adjoining municipalities and higher levels of government to devise common solutions on a regional basis are also highlighted.

Improving Housing and Neighborhoods. A neighborhood reinvestment strategy involving housing and neighborhood improvements is advanced. Suggestions for building and extending partnerships among government, business, faith-based groups and community organizations are presented. Land use plans and other improvements recommended for planning districts and specific neighborhoods are presented. Collectively, these district plans further detail the overall Land Use Plan for the City.

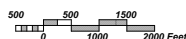
Achieving a Dynamic Economy. Initiatives toward improving the City's economic base including job training and development are advanced. Proposals for creating a revitalized 24-hour downtown Central Business District together with recommendations for creating compact retail centers along major commercial corridors are presented. Areas for generating job growth through industrial districts, health services and related technological facilities, and expansion of port related private industrial development activities are highlighted.

Capitalizing on the City's Physical and Historical Assets. Ways to improve the physical appearance of the neighborhood planning districts as well as the Central Business District are presented. Urban design proposals related to such elements as better street lighting on main corridors, more street trees and landscaping and creating pleasant entrances at key gateways to the City are proposed. Integrating historic preservation techniques to advance both economic and neighborhood improvement strategies are highlighted.



**LEGEND**

- Planning District #1
- Planning District #2
- Planning District #3



## NEIGHBORHOOD PLANNING DISTRICTS

### City of Camden Master Plan

Lenz, Mueller & Associates - Planning Consultants  
S.T. Hudson Engineers, Inc. - Engineering Consultants  
Lammey & Giorgio - Urban Design Consultants



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## Introduction and Prelude to Planning

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Maintaining and Improving the Environment. Techniques for conserving and improving the City's main environmental assets, its parks and waterways, are advanced through a series of open space and recreation park programs. Proposals to continue the creation of a major greenway network along portions of the Delaware River, the Cooper River and Newton Creek are presented. Recommendations for dealing with the City's aging utility infrastructure including solid waste management and recycling programs are presented.

Integrating Camden's Transportation Network. Improvement recommendations to the transportation and transit network in support of the Master Plan land use proposals are advanced. Integrating road, rail, bus, light rail, and pedestrian systems in recognition of economic and neighborhood improvement recommendations are presented. Suggestions for improvements to downtown parking that complement CBD revitalization proposals are highlighted.

Achieving Improved Public Facilities, Education and Safety. Basic community facilities to support an improved neighborhood quality of life are advanced. Recommendations for integrating human and social services with neighborhood planning initiatives are presented. Major improvements to the City's public school system as enabled by the State's Abbott funding initiatives are presented in the context of supporting neighborhood development and stabilization strategies. Police and fire services as well as related facilities improvements are described.

Translating the Master Plan into Action. A short term framework to get the City to where it should be in the next five years is presented. Recommendations for implementing the Master Plan both in terms of improvements to the City's capacity and leadership role, creating a coalition of community and regional partners, and updating regulatory tools are described. Proposed legislative initiatives to expand planning tools and funding resources are outlined.

### PRELUDE TO PLANNING

#### Key Trends Affecting Camden's Future

Trends suggest a pattern of change that presents both challenges and opportunities for the future of Camden. Trends are neither positive nor negative but merely serve as snapshots of where the City has been and not necessarily where it will be.

The many changes Camden has experienced over the past 50 years are not unique to the City -they have happened in varying degrees to other older urban areas both in New Jersey and elsewhere in the northeast. Nonetheless, Camden is still a unique City. The trends described in this section need to be viewed within the City's history of growth, maturity and dispersion. Most importantly, these trends suggest change and opportunity for the City to reposition itself in this new century for a future of improvement, growth and prosperity for all its residents.

Clearly, if opportunities that present themselves by changes occurring in the region are not seized upon by the residents, businesses and elected officials of the City, projections of downward spiral trends will become a self-fulfilling prophecy for the City. For example, demographers continue to project that Camden will shrink even more over the next 20 years. During the same period the Philadelphia-South Jersey region, however, is projected to grow by nearly 500,000 people.

**Future**CAMDEN outlines recommendations to take advantage of the State's urban revitalization and Smart Growth policies that seek to strengthen urban centers such as Camden throughout the State. The Master Plan also suggests steps to capitalize on Camden's current opportunities resulting from fewer people and fewer manufacturing facilities to consolidate vacant and underutilized lands and create strategically located development sites to attract new investment and provide opportunities for existing businesses to grow.

Additionally, by helping residents to become more self-reliant, a new middle class can grow from within the City. Ultimately, along with new job creation, additional households will choose to locate in the City.

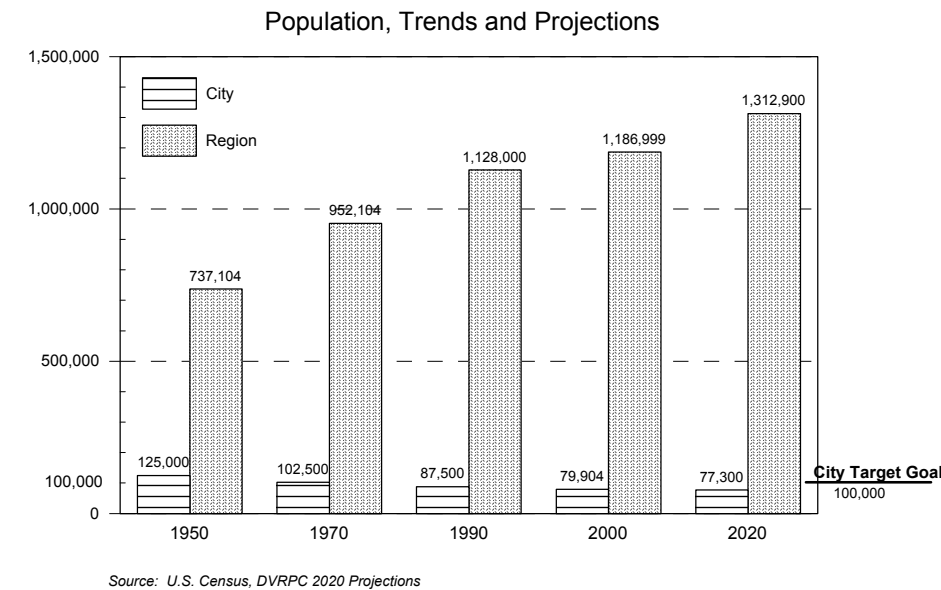
#### Population - Before 1950

At the turn of the 20th century, Camden was a rapidly growing community with a population of 75,000. Between 1900 and 1920, a growing industrial economy drew an influx of immigrants mainly from European countries which increased the City's population by 60% to 120,000 persons. While the Great Depression of the 1930's slowed the City's economic gains, it continued to grow until it reached its peak population in the 1950's of some 125,000 residents.

Immediately after World War II, the inner ring suburban communities surrounding Camden began to experience significant growth. Since little land remained within the City for residential development, the pent-up demand for housing was met outside the City limits in varying densities at different locations in the surrounding municipalities.

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This trend continues today as the inner ring of older suburban communities adjacent to Camden experience out-migration of its residents to yet further outlying reaches of the region where land is more plentiful and open. As the manufacturing jobs dwindled in Camden, the need to live in close proximity to employment was diminished. Coupled with the construction of freeways radiating outward from the City, individuals found it easier to live in the suburbs and commute to jobs in the City or in its immediate environs.



## Population - 1950 to 2000

The City's population fell from its peak of 125,000 in 1950 to 79,904 in 2000. This decline was precipitated by a regional trend where major industries closed, moved to regional locations in South Jersey or relocated to other parts of the country.

Following an exodus of jobs and a decrease in population, African-Americans and Hispanics began to migrate to the City. Deteriorating socio-economic conditions coupled with racial turmoil lead to the City riots of 1969 and 1971 further accelerating Camden's decline.

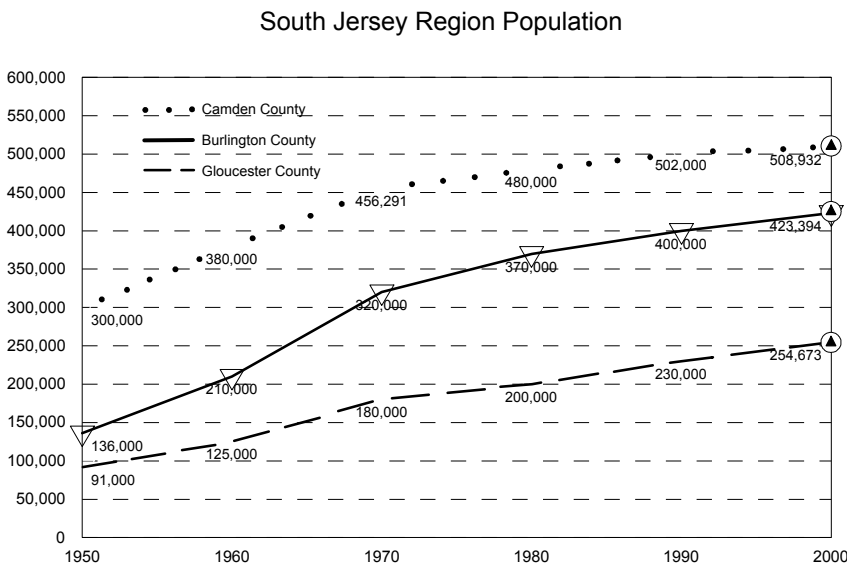
By the late 1970's community leaders began intensive advocacy efforts to engage residents, faith-based groups, the City and numerous non-profit organizations to lay the foundation for rebuilding Camden's most distressed neighborhoods.

During the 1980's the City stabilized and actually grew by about 3% from the previous decade but in the 1990's continued to decline in population as its remaining industrial base continued to dwindle. Initial release of the 2000 Census

indicates that Camden's population now stands at 79,904 persons, an 8.7% decline from its 87,500 population level in 1990.

## Population Projections - 2000 to 2020

The Delaware Valley Regional Planning Commission (DVRPC) estimates that if current trends continue, the City's population will fall until 2020, when it is expected to stabilize at about 75,000 residents. By contrast, the immediate South Jersey region (defined as Camden, Burlington and Gloucester Counties) has consistently grown since 1950 and is projected to increase almost 20% reaching over 1.3 million residents by 2020. In 2000 the South Jersey region had grown by about 20% or some 60,000 people since 1990.



The broader South Jersey region stretching from the Delaware River to the Atlantic Ocean includes eight Counties - Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Ocean and Salem. This larger region contains a combined population of about 2 million which is expected to grow to 2.4 million in the next 20 years.

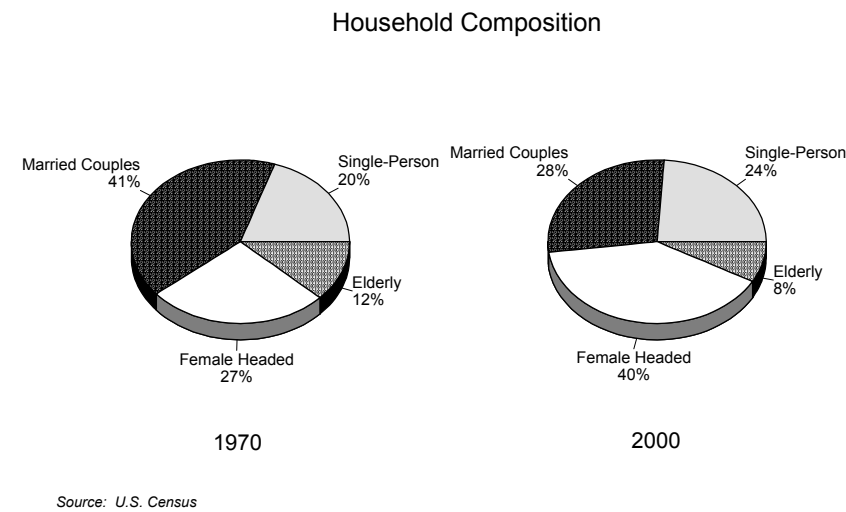
To achieve a target goal of 100,000 people over the next few decades, Camden will need to reinforce its role as an urban center for the South Jersey region in order to benefit from the region's projected growth.

## Households

There are fewer households today than there were in 1970 and the composition of these households has changed substantially. Households in 2000 contained an average of 3.12 persons compared to a 2.68 person average for the State and

## Introduction and Prelude to Planning

Camden County. The average family size of 3.62 persons is also higher than the State and Camden County average of 3.21. There are more unmarried people and more single parent households in the City. Married couples headed less than one-third of City households in 2000.



While the percentage of the traditional nuclear family - a married couple and their children - rose in 2000 nearly 10% State-wide, it decreased in Camden. “Non-traditional” households increased dramatically in the City - single parents, both female and male and unmarried couples. Elderly households in 2000 decreased in the City but still comprise 8% of total households - slightly lower than the 10% elderly composition recorded for the State and Camden County.

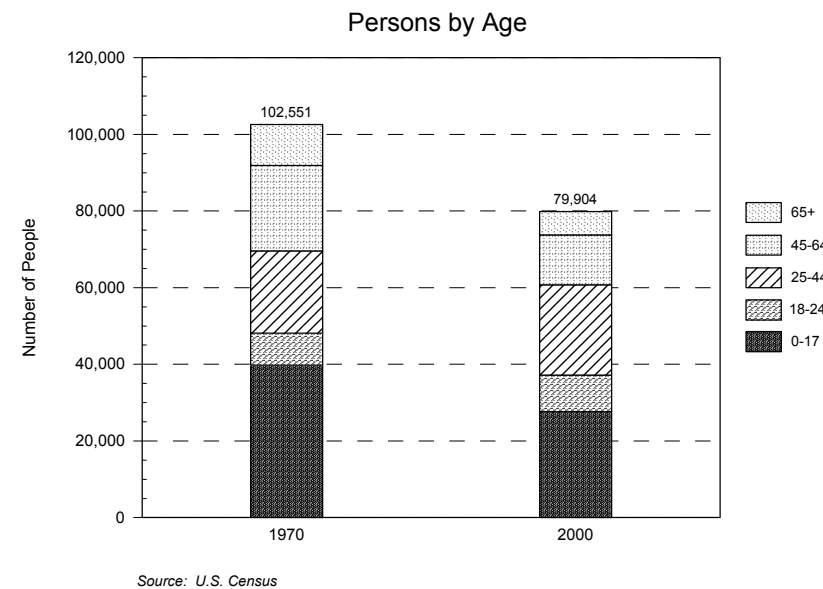
These trends have implications on the future housing types that non-traditional households will require in the future in combination with traditional family households. The rising number of Hispanic households and increasing number of Asian immigrants who have generally been known to follow a nuclear family pattern will have a noticeable affect on increasing housing demand in the City.

### Age

In the 1970's families with younger children dominated the City. The elderly were a small proportion of the population, and made relatively few demands on City services. Only one out of every 10 Camden residents in 1970 was older than 65. But then came the shift in Camden's manufacturing economy. With it began the massive population losses since 1950 and the dramatic shifts in the age of its residents.

Younger adult households replaced middle-aged adults, but not in sufficient numbers to prevent population loss. By 2000 the population was still young with

fewer adults in their main wage earning years. The elderly represented one out of every 13 residents or about 8% of the City's population compared to the 13% State average elderly population.



The proportion of younger persons in 2000 under the age of 17 still comprised the largest single age group and represents about 35% of the City's residents. The City's population remains young with a median age of 27.2 in 2000 as compared to 27.5 in 1970. The number of persons in the prime wage earning years of 45 to 64 has dropped by about 17% or by some 7,000 persons since 1970.

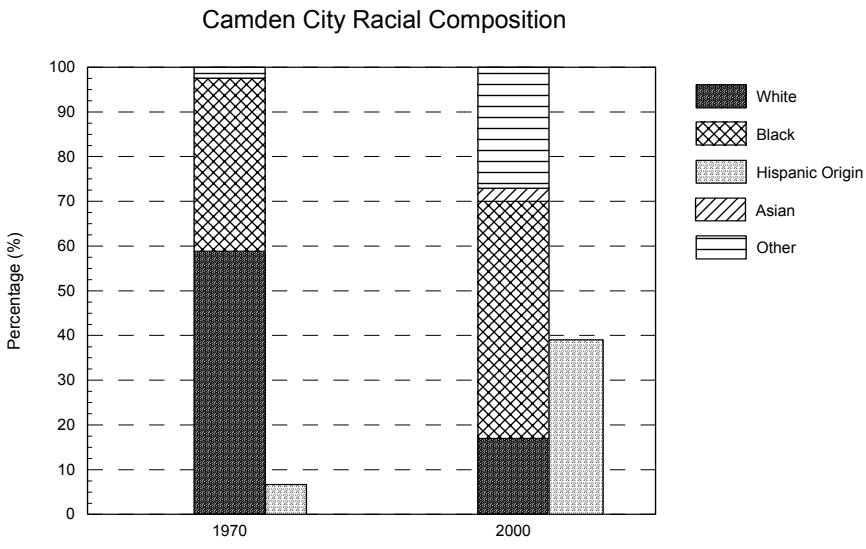
These characteristics increase the need for improved schools and recreational needs as well as change the demands for City services and housing.

### Race

With the loss of manufacturing jobs and the rapid out-migration of the predominantly white population in the 1960's, the percentage of black population rose to 53% of the City's 2000 population from 39% in 1970. The white population had dropped to 17% of the City in 2000 from 60% of the City's residents in 1970. Asian residents, virtually non-existent as City residents in 1970, comprise about 3% of today's population.

During the same time period the Hispanic population dramatically began to grow. By 2000, Hispanics comprised almost 40% of the population as compared to 1970 when they were only some 6% of the City's population.

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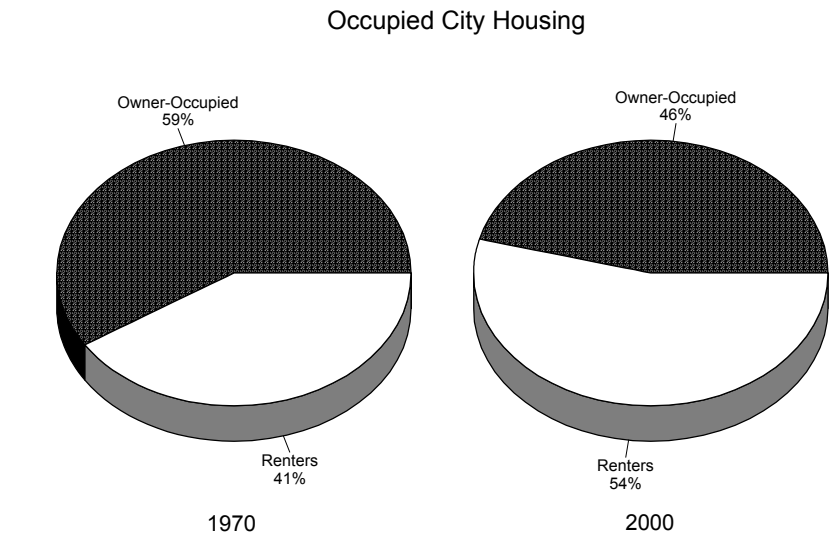
Source: U.S. Census

A trend toward a growing multi-racial diversity of the City’s population continues, thereby creating an opportunity for accelerating neighborhood improvements. This reflects a similar trend at the State level with increasing Hispanic and Asian populations coming into New Jersey. These two segments made up 86% of the State’s new residents since 1990.

## Housing

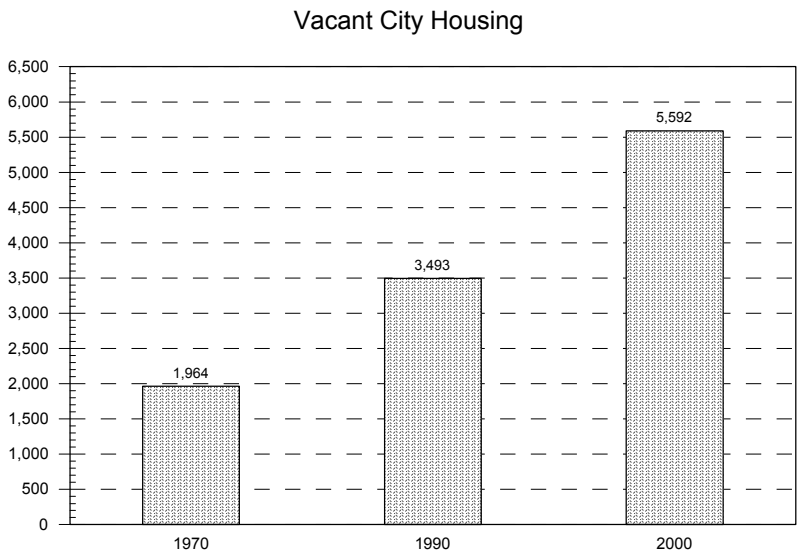
The percentage of owner-occupied homes in Camden fell since 1970 as migrating families either sold or rented their homes. For those households that could not sell or rent their residences the units were left vacant. Owner-occupied units accounted for 46% of the City’s housing stock in 2000, down from 59% in 1970. Close to 20% of the City’s housing units were vacant in 2000 as compared to only 6% in 1970. The number of vacant units has increased by 60% since 1990.

More than 70% of the City’s housing stock was built before 1950. Much of it is attached or row houses. For the most part, the older housing units are smaller row and attached units built primarily as worker housing to service the major industrial manufacturing operations within the City during the early part of the 20th century.



Source: U.S. Census

Since 1990, only 49 permits for new housing units have been issued in Camden as compared to over 11,600 permits for new units in the County. Virtually all regional housing growth has occurred outside the City.



Source: U.S. Census

Public housing operated by the Camden Housing Authority accounts for some 2,400 housing units. Other forms of subsidized housing developed or rehabilitated under various federal and State programs account for another 3,600 units. The combination of public and other subsidized housing comprises about 25% of the City’s occupied housing stock.

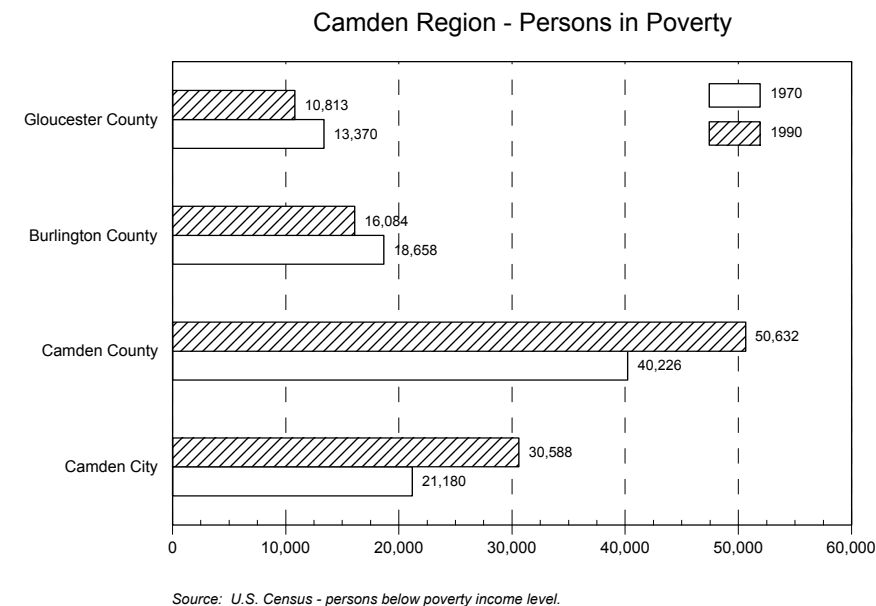


# Introduction and Prelude to Planning

## Income

Household incomes in Camden declined considerably since 1970 in relation to incomes in the suburban region located around the City. The median household income in 1990 was \$17,386 as compared to \$36,190 for the immediate region. Estimates by State forecasters indicated that in 2000 median household income had risen to about \$22,000 as compared to some \$52,000 for the immediate region and a \$56,650 median for all households in New Jersey.

Job losses caused by structural changes in the economy have contributed to both a lower family income as well as a steadily increasing poverty rate in the City. As more middle income households moved out of Camden, poor residents became increasingly concentrated in the City.



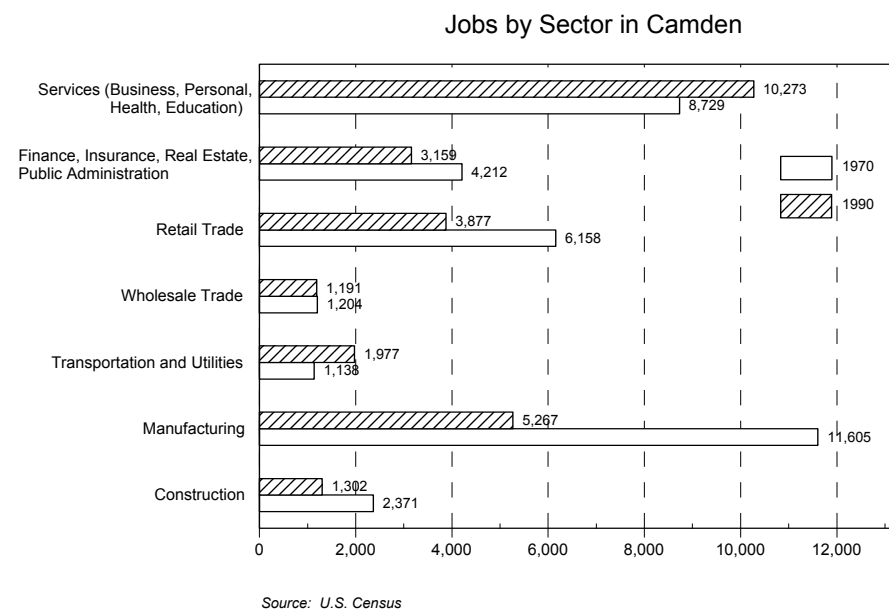
In 1990, about 36% or about one out of every three City residents had incomes below the federally defined poverty line. The corresponding immediate region's average rate for the same period was 8%. Among the State's largest cities, Camden had the highest proportion of its residents living below the poverty line.

In 1990, Camden's per capita income was \$7,276 which was a little less than half the County's per capita income level and about two-thirds of the State rate. Estimates for 2000 indicate that per capita income relationships to the region and the State did not improve and the disparity in incomes deepened.

## Employment

Jobs in Camden peaked in the 1950's and then declined steadily through 1990. This is related to the manufacturing and shipbuilding sectors closing or leaving the City and the economic recessions that occurred over this period.

Only one-half of the manufacturing firms that were operating during the 1970's remained active in the City in 1990. Manufacturing jobs fell from almost 12,000 positions to 5,300 positions over the last two decades. Estimates available indicate that manufacturing jobs in 1996 were at 5,000 positions.



New service sector jobs have replaced lost manufacturing jobs, but not to the levels of the total job base in the 1970's. Many of the new service sector jobs fail to match the wages offered by the former manufacturing jobs.

In 2000, it was estimated that there were 23,000 private sector jobs remaining in the City.

The City's strongest and growing sectors for job growth are in the health services, educational services, food industry, printing, publishing industry and electrical and electronics manufacturing. The NJ Department of Labor employment projections to the year 2008 indicate that service occupations and professional speciality occupations are expected to reflect 70% of the projected job growth in Camden County.

In 1992, more people worked in service sector employment in the City than had worked in manufacturing jobs 20 years ago. While manufacturing jobs have

# Introduction and Prelude to Planning

declined, there is still a core base of manufacturing establishments in the City that offer potential for facility expansion and modest job growth.

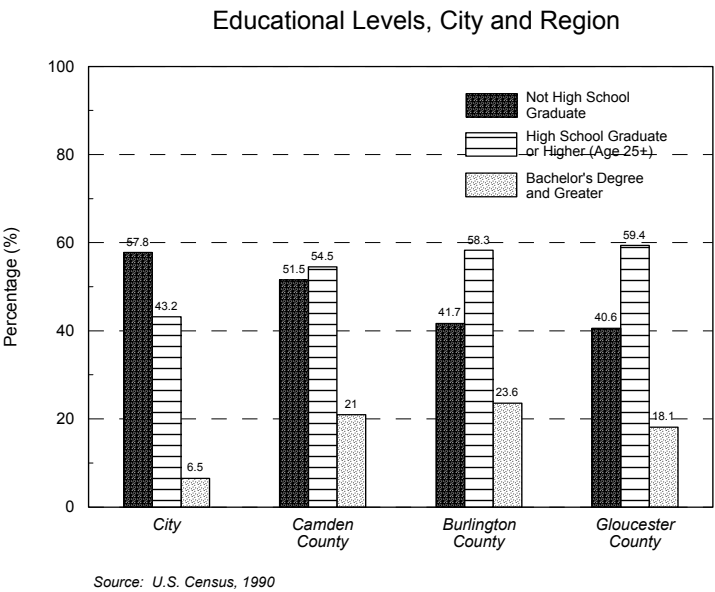
Direct port jobs of some 3,585 positions have been reported by the South Jersey Port Corporation (SJPC). About 20% of these jobs are supplied by the industrial operations that lease space at the Broadway terminal. The port has estimated its current operations indirectly generate an additional 8,100 jobs in terms of outside businesses that utilize port facilities.

As a result of the City's long term employment loss and the increasing skill levels required for newer technology jobs, the unemployment rate for City residents remains higher than the State average. While the State's unemployment rate in 2001 hovers around 4%, the City's rate still exceeds 13%.

The City's unemployment rate is between 3 to 4 times the unemployment rate of the immediate region. In large part this disparity is attributed to a labor force that needs retraining and the lack of convenient transportation to reach both local and regional job centers.

## Education

The growing service sector and higher paying professional occupation jobs require basic and increased skills. Camden has not kept pace with employer needs in the regional employment market.



Based on the 1990 Census, nearly one-third of City adults (age 25+) have not completed high school. Comparable 2000 Census data is not yet available.

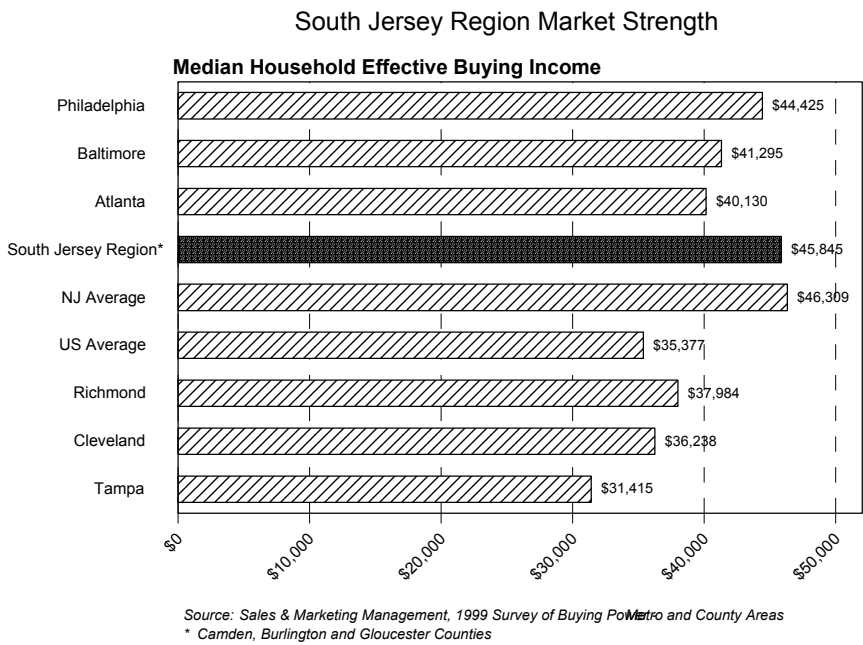
Those who received a high school diploma represented about 43% of the adult residents. This compared to an average of 57% for the region. Less than 7% had received some college training. This compares to the immediate region's educational levels where over 21% of residents had received a Bachelor's degree or higher college education.

This suggests the need for improving high school retention programs, adult GED education, job skills training and closer collaboration with major employers to determine employment needs and basic adult educational programs to better prepare residents for available job opportunities.

## Regional Growth - Market Potential

In 2000, almost 1.2 million people lived in the immediate South Jersey region (Camden, Burlington and Gloucester Counties), which surrounds the City. This is a significant 30% increase since the 1970's.

While the City is located in a growing metropolitan marketplace, anchored by Philadelphia at one end and the South Jersey area at the other, its population continues to decline. Philadelphia also experienced a population decline of about 4% since 1990, while Camden recorded a 9% decline for the same period.



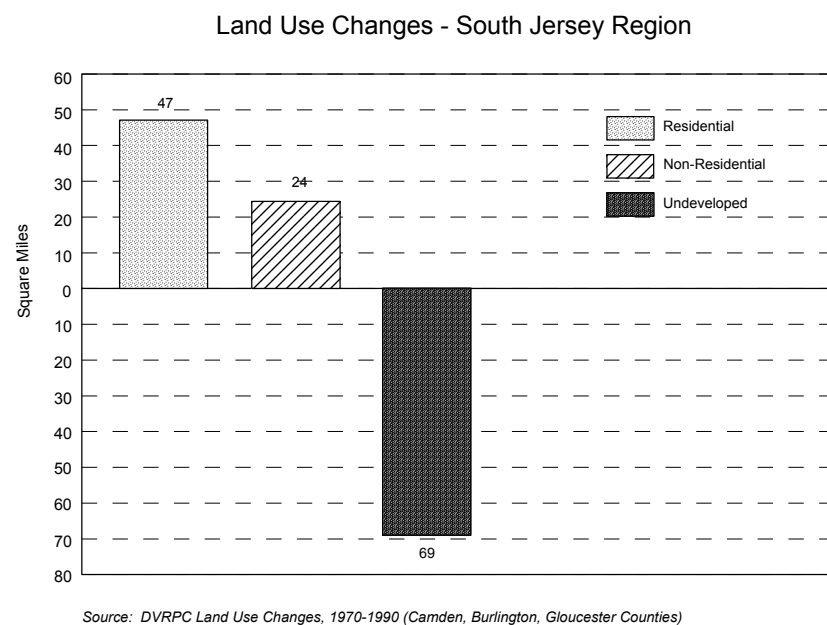
## Introduction and Prelude to Planning

As previously noted, the key factors that attributed to the City's population decline was the significant job loss experienced, coupled with deteriorating socio-economic conditions. New levels of prosperity in the region enabled both moderate and middle income residents to leave the City. Improved access made possible by new highways and the PATCO high speed line extensions into the suburbs helped in the growth of these areas.

The relatively large size and strong buying power of the Philadelphia-South Jersey regional marketplace is a potential asset for Camden. The South Jersey region fares well in comparison to other major metropolitan areas. With creative regional partnerships, the City can tap into this market share as it is currently doing with its waterfront development and entertainment services to anchor its own economic revitalization efforts.

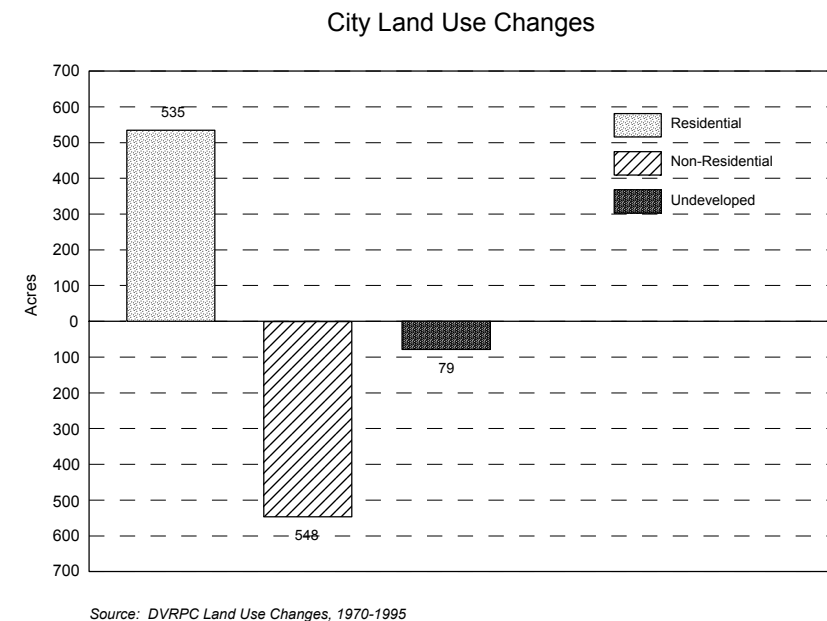
### Land Use Changes

The shifts in land use consumption and the reduction in the supply of available land in the South Jersey region in the last 20 years are reflective of the above demographic and economic trends.



The extent of developed land in 1990 increased by about one-third as compared to 1970. If the current rate of land consumption continues, more than 50% of the region could be developed within the next 20 years. Much of this development will take place on farmland and other open spaces within the region if there is no change in current regional growth policies. The recently adopted State Plan seeks to establish Smart Growth policies to redirect suburban sprawl into compact locations and urban centers including Camden City.

By contrast, the City Land Use Changes chart indicates that land use patterns in the City have shifted as a result of infill and redevelopment activities. These shifts have produced additional areas for housing and economic redevelopment. Some of the available vacant land will require environmental clean-up and other areas will require consolidation to achieve useable tracts sized for new non-residential development. Basic infrastructure and access is available to these vacant parcels.



The disparity in land use changes between the City and its region points to a broader policy issue addressed in the State Plan. Application of Smart Growth principles suggests redirection of a portion of the region's future growth to underutilized and vacant parcels within the City as well as to selected areas within the inner ring suburban communities of the region.

### Conclusion

The trends outlined above are examined further in the following chapters of **FutureCAMDEN**. Understanding the context in which the City is operating and the forces at play in the immediate metropolitan region enables choices to be made for the improvement of the City that will also benefit the overall region.

### Master Plan Community Survey Findings

With the cooperation of day care centers, public schools, and the Camden Housing Authority, the Division of Planning distributed over 20,000 Master Plan community input survey forms in February 1990. Over 1,300 residents responded. A copy of the Master Plan survey is included in the Appendix.

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# Introduction and Prelude to Planning

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The survey was designed to elicit resident concerns about improvement needs of the City and their particular neighborhood planning district. The residents survey is instructive in terms of highlighting the issues to be addressed in the Master Plan to improve their daily lives. In order of importance the survey findings are highlighted below:

Law and Order. A decent and safe environment free of drugs, violence and prostitution was paramount to residents. Better police performance in the area of foot or bike patrols, quicker response and more police presence were requested. Also noted were removal of abandoned cars and correction of illegal and incompatible land uses next to residential areas.

Youth Services. Overall concern related to providing activities that were constructive, enjoyable, and educational in basic life skills for young people in after-school hours to fight the temptations of drug use and drug selling. More playground equipment, smaller play areas closer to residences and better maintenance of existing parks were noted along with keeping community centers open in the evenings. School improvements related to modernized facilities, improved curriculum, more crossing guards and truancy abatement were requested. Help with parenting skills for young parents and improving the family unit with emphasis on child development with parental involvement was emphasized.

Housing. Housing improvements focused on rehabilitation of sound vacant buildings with demolition of abandoned buildings beyond reasonable repair. New construction was on par with rehab of occupied residences coupled with better code enforcement in neighborhoods. Quicker boarding up of vacant units was also requested.

Clean Environment. Clean streets, clean air, more trash collection days and the removal of debris, trash and weeds from vacant lots was requested. A desire to see the vacant lots used for some productive activity was also noted such as community gardens or small playgrounds. Stronger code enforcement and property maintenance was requested.

Capital Improvements. Main areas of concern related to improving street lights, adding new street trees and repairing as well as installing new sidewalks.

Social/Economic. Community activity to bring neighborhood residents together to solve common problems was a main concern. Community clean-up programs were suggested as a way to generate community interest and cooperation. Improved job opportunities and minority business development assistance was

requested. Improvement in the type of local retail services provided was noted with a frequent request for a supermarket and more “mall-type retail stores”.

## CURRENT PLANNING ACTIVITIES IN CAMDEN

### Neighborhood Planning Activities

Since the adoption of the 1977 City Master Plan, a series of neighborhood area physical improvement plans, as well as specific redevelopment plans, have been undertaken and adopted by the City through its Planning Board. All of these plans involved the City collaborating with community organizations and residents as part of a neighborhood planning process. Many of the recommended improvement concepts that are contained in these adopted planning documents have been incorporated in **FutureCAMDEN**.

A compilation of these plans noting the geographic area of the City that they cover, together with a notation of the general date of their adoption by the Planning Board/ City, are shown on the following map exhibits entitled *Neighborhood Area Plans* and *Redevelopment Plans*.

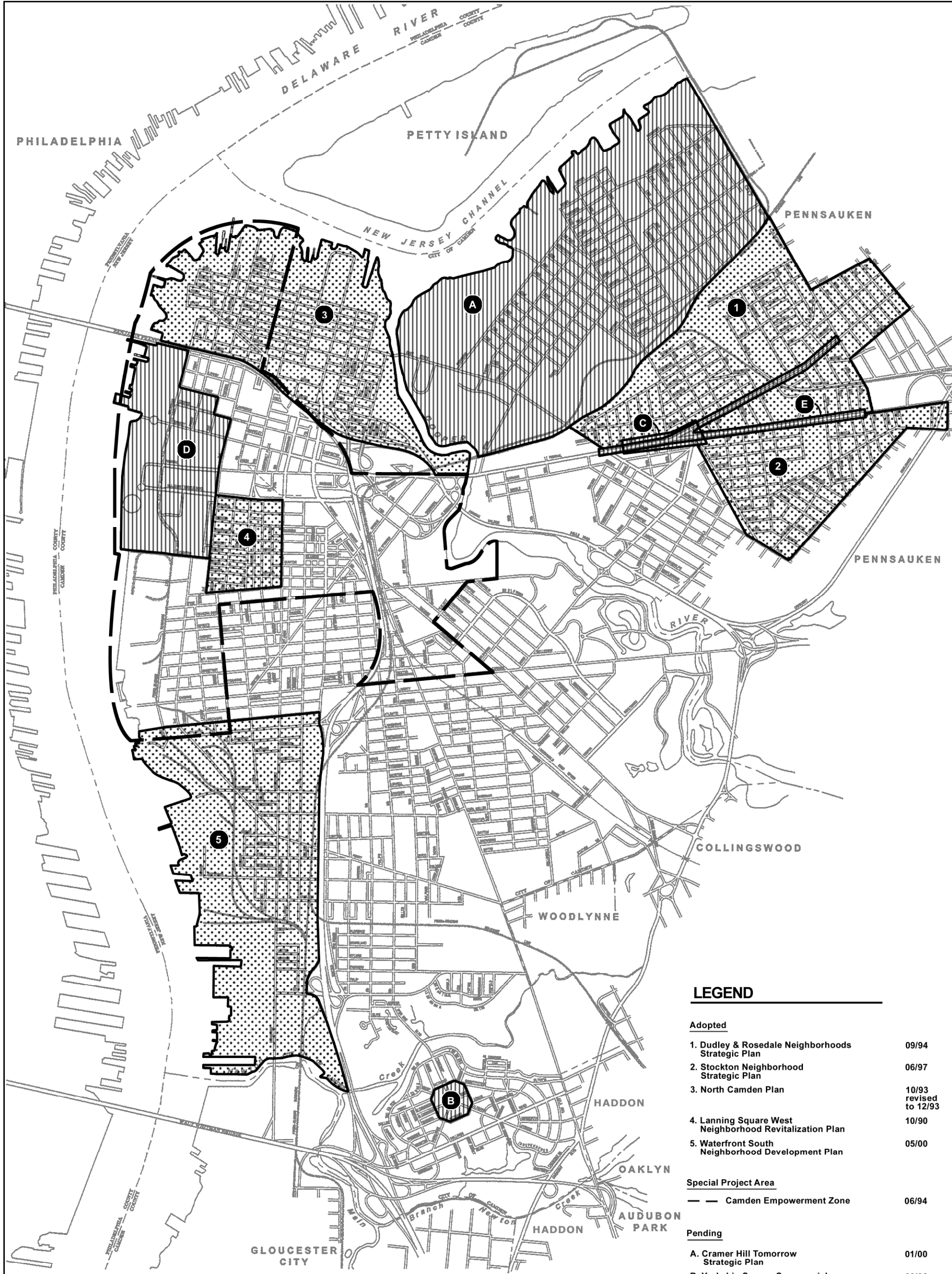
Those plans that are currently pending completion or formal adoption by the City are also listed. Other planning initiatives that may be getting underway after the compilation of these map exhibits can be added as part of the ongoing process to implement the Master Plan over time.

In addition to these City development plans, three special improvement districts have been established in the City funded by federal and State programs. These include:

Empowerment Zone - This is a federal program designating six neighborhoods to receive assistance in addressing housing, economic, social and community development needs. Camden was funded as part of a joint Philadelphia/Camden initiative and received first round designation in 1998. The six neighborhoods include Cooper’s Point, Cooper-Grant, Central Waterfront, CBD, Lanning Square and Gateway.

Urban Enterprise Zone - This is a State program designating qualified businesses in the City to receive corporate business tax credits for hiring certain employees. Businesses also have the ability to sell goods and services with a 3% sales tax and to purchase items and most services without having to pay sales tax.





LEGEND

|   |  |                        |
|---|--|------------------------|
| Adopted   |  |                        |
| 1. Dudley & Rosedale Neighborhoods Strategic Plan                             |  | 09/94                  |
| 2. Stockton Neighborhood Strategic Plan                                       |  | 06/97                  |
| 3. North Camden Plan  |  | 10/93 revised to 12/93 |
| 4. Lanning Square West Neighborhood Revitalization Plan                       |  | 10/90                  |
| 5. Waterfront South Neighborhood Development Plan                             |  | 05/00                  |
| Special Project Area  |  |                        |
| — Camden Empowerment Zone   |  | 06/94                  |
| Pending   |  |                        |
| A. Cramer Hill Tomorrow Strategic Plan  |  | 01/00                  |
| B. Yorkship Square Commercial Improvement Plan                                |  | 09/96                  |
| C. Federal Street & Westfield Avenue Improvement Study (22nd to 27th Streets) |  | 05/91                  |
| D. Camden Waterfront Master Plan  |  | 05/94                  |
| E. Federal Street & Westfield Avenue Commercial Revitalization Needs          |  | 10/89                  |

NEIGHBORHOOD AREA PLANS

City of Camden  
Master Plan

Lenaz, Mueller & Associates - Planning Consultants  
S.T. Hudson Engineers, Inc. - Engineering Consultants  
Lammy & Giorgio - Urban Design Consultants





| Adopted                             |                                      |
|-------------------------------------|--------------------------------------|
| 1. Camden Gateway North             | 12/91                                |
| 2. Main Street                      | 08/95                                |
| 3. Lanning Square No. 2             | 11/86                                |
| 4. Broadway & Liberty               | 12/88                                |
| 5. Broadway (Mickle to Liberty)     | 06/96                                |
| 6. Second & Kaighns Avenue          |                                      |
| Blight Study                        | 02/90                                |
| 7. Cooper-Lanning                   | 06/89                                |
| 8. Dudley-Arlo                      | 08/95                                |
| 9. Stockton                         | 05/96                                |
| 10. Rosedale                        | 06/89                                |
| 11. City Centre                     | 05/78 with<br>amendments to<br>06/92 |
| 12. Waterfront South                | 05/00                                |
| Pending                             |                                      |
| A. Liberty Park                     | 01/00 Draft                          |
| B. State & River Roads              |                                      |
| C. North Shore                      |                                      |
| D. Sears Building/<br>Gateway South |                                      |

# REDEVELOPMENT PLANS

## City of Camden Master Plan

Lenaz, Mueller & Associates - Planning Consultants  
S.T. Hudson Engineers, Inc. - Engineering Consultants  
Lamney & Giorgio - Urban Design Consultants

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## Introduction and Prelude to Planning

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UCC Neighborhood Empowerment District - North Camden has been designated by the Governor's Urban Coordinating Council to receive technical and financial assistance in implementing its neighborhood development plan.

### Community Organizations' Development and Improvement Initiatives

Various community and non-profit organizations have been instrumental in developing housing and economic improvement projects that have set an example of self determination and belief in the ability to rebuild the City - one block at a time. Each organization sees opportunity both for the present and future improvement of Camden.

While by no means meant to be an exhaustive list, highlighted below are those groups that continue to make a difference in the neighborhood areas where they are currently active. Their progress to date has formed the basis for many of the community improvement recommendations that follow in the Master Plan.

- ABC Corporation - active in the planning of housing improvements in the Lanning Square neighborhood and other areas of the City.
- Blue Bridge Housing Corporation - a non-profit organization involved with infill new housing development and rehabilitation of existing units including market-rate housing in the Cooper-Grant neighborhood.
- Bright Star/Cherry Street organization - active in the planning of housing improvements in the Bergen Square neighborhood.
- Camden Churches Organized for People - ombudsman and active faith-based organization lobbying for funds to clean up dilapidated abandoned properties. Also instrumental in collaborating with others in the planning for improvement in the North Camden area.
- Camden County Council on Economic Opportunity - through its development arm this non-profit organization is active in the construction of new affordable housing for home ownership in the Cramer Hill area. It is also participating in similar efforts within the Liberty Square neighborhood in the vicinity of the Virtua-West Jersey Hospital.
- Camden Development Collaborative - contributor to building a sustainable community infrastructure through strategic partnerships with various neighborhood organizations to facilitate housing production, economic development and job creation.
- Camden Lutheran Housing - a non-profit housing developer active in the development and management coordination of new affordable housing units in the North Camden neighborhood.
- Camden Neighborhood Renaissance - instrumental in collaborating with City, law enforcement agencies and neighborhood groups to aggressively reduce and eliminate neighborhood drug dealing activities. Also involved in creating youth after-school activities and neighborhood beautification efforts.
- Centerville CDC - active in the planning of housing improvements in the Centerville neighborhood.
- Cherry Street Neighborhood Development Corporation - a non-profit organization involved in housing rehabilitation and affordable infill housing activities in the Bergen Square neighborhood.
- Community Planning Action Agency - a social service agency that provides technical assistance and services to local community organizations in the provision of social services activities.
- Cooperative Business Assistance Corporation - a non-profit community development organization which provides a variety of lending programs to businesses in Camden who have difficulty accessing traditional credit.
- Cooper's Ferry Development Association - designated non-profit development corporation of the City's waterfront area instrumental in creating and implementing a long range development plan for the waterfront as evidenced by the various economic, entertainment, sports and cultural facilities that have been developed to date.
- Greater Camden Partnership - an organization of key City, educational non-profits and business leaders to develop, communicate and implement improvement strategies for Camden.
- Habitat for Humanity - a non-profit organization active in rehabilitation of existing housing units within various City neighborhoods.
- Heart of Camden, Inc. - a non-profit organization involved in housing rehabilitation and affordable housing activities within the Waterfront South neighborhood and South Camden area.

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# Introduction and Prelude to Planning

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- Jersey Counseling & Housing Development, Inc. - a non-profit organization involved in housing rehabilitation efforts within the South Camden area including the Waterfront South neighborhood.
- Lanning Square West Neighborhood Corporation - a non-profit organization involved in the rehabilitation of vacant units as well as the construction of new affordable housing in the Lanning Square West neighborhood.
- Latin American Economic Development Association - a non-profit organization involved in providing minority business development technical assistance as well as business counseling and related minority small business start-up activities in the City.
- Neighborhood Housing Service of Camden, Inc. - a non-profit organization involved in the rehabilitation of existing housing stock focused in the Cooper Plaza and Lanning Square neighborhoods. Also involved in home buyer education and counseling program development.
- North Camden Land Trust Corporation - a non-profit umbrella organization involved in the education, training and implementation of community development activities. Through its subsidiary, North Camden Community Builders, it is involved in the rehabilitation of vacant housing units for home ownership in North Camden.
- Parkside Business & Community in Partnership, Inc. - a non-profit organization involved in housing rehabilitation and community development activities related to the Parkside neighborhood.
- Oasis Development Corporation - active in the planning of housing improvements in the Gateway neighborhood.
- Save Our Waterfront, Inc. - a non-profit organization comprised of houses of worship, civic organizations, businesses and social service providers focused on disseminating information and technical assistance regarding community-based development, housing rehabilitation and implementation of the North Camden Plan.
- St. Joseph's Carpenter Society - primarily active in the Rosedale/Dudley and Stockton neighborhood areas as well as Liberty Park undertaking affordable housing infill development and vacant unit rehabilitation.
- St. John Community Development Corporation - a non-profit organization active in the planning of home ownership housing and the provision of a range of adult and youth services.
- State Street Housing Corporation - a non-profit organization active in the rehabilitation of housing units, worker training, coordinating tenant and home owner counseling assistance in North Camden.

**VISION**

*Camden is becoming the governmental, educational, health care and entertainment center of the South Jersey region. It has a thriving downtown, revitalized neighborhoods, a vibrant waterfront tourist industry, premier medical and higher educational institutions, specialized business and technology research organizations, and a bustling port facility. It is realizing its full potential as a great place to live, work, shop and play by achieving the aspirations of its people. Through self-determination and collaboration with regional and City stakeholders, Camden is being transformed through:*

- *Opportunities for home ownership and living wage employment, improved neighborhoods containing new homes, apartments and small businesses owned by City residents, and through parks and community gardens created from barren vacant lots together with walking and biking trails in a greenway being reclaimed adjacent to riverfront corridors.*
- *New and refurbished school buildings ensuring that every child has the opportunity to participate in expanded pre-school, after-school, and recreational activities with expanded social services, health and day care facilities and improved community centers including increased public safety to eradicate drug dealers and arsonists.*

*Realizing a bright and exciting future for Camden is guided by the following goals that define the major elements of the Master Plan.*

- **Reinforcing Camden’s Role in the Philadelphia-South Jersey Region.**
- **Improving Housing and Neighborhoods.**
- **Achieving a Dynamic Economy.**
- **Capitalizing on the City’s Physical and Historical Assets.**
- **Maintaining and Improving the Environment.**
- **Integrating Camden’s Transportation System.**
- **Achieving Improved Public Facilities, Education and Safety.**
- **Translating the Master Plan into Action.**

Land Use Plan

*Future*CAMDEN

Summary Recommendations

OVERVIEW

*Future*CAMDEN is the City’s first comprehensive Master Plan revision in almost twenty-five years. It presents a vision for a brighter future and outlines the broad goals and implementation strategies to get there.

The City through its Planning Board is required by the State’s Municipal Land Use Law to adopt or revise a Master Plan to guide the physical development of land in a manner that protects public health and safety and promotes the general welfare.

Nearly all of the many recommendations outlined in the Master Plan are grounded in the following four guiding principles:

- Seeking regional solutions to common issues.
- Creating a dynamic urban center.
- Improving neighborhoods, empowering residents to become self-sufficient, and achieving economic revitalization in partnership with affected stakeholders.
- Initiating short term improvement actions based on comprehensive, long term plans.

RECOMMENDATIONS - LAND USE PLAN

City Land Use Plan Highlights

The proposed Land Use Plan is a long term, generalized guide for future development over the next 20 or so years. It presents a vision for steering change and future growth in the City by offering guidance for decisions on how land should be used by individual property owners, developers, as well as public and quasi-public agencies.

Ultimately the land use recommendations of the Master Plan will be implemented by Zoning Ordinance revisions and other regulatory controls whose stipulations direct where and under what conditions land can be developed or redeveloped.

A Land Use Plan is related to other elements in the Master Plan that affect how land is to be used. It is related to plans for economic development, housing and neighborhood improvement, schools, parks, and community facilities which are described in other chapters of the Master Plan.

The Land Use Plan is presented in primarily the following six major planning divisions:

- ▶ Residential
- ▶ Commercial
- ▶ Industrial
- ▶ Mixed-Use
- ▶ Community Facilities
- ▶ Open Space

Within each division a series of land use policies for different types of land uses are presented. The map entitled *Land Use Plan* illustrates the general disposition of future land use patterns in the City. Specific land use recommendations for each neighborhood are discussed in Chapter IV of the Master Plan.

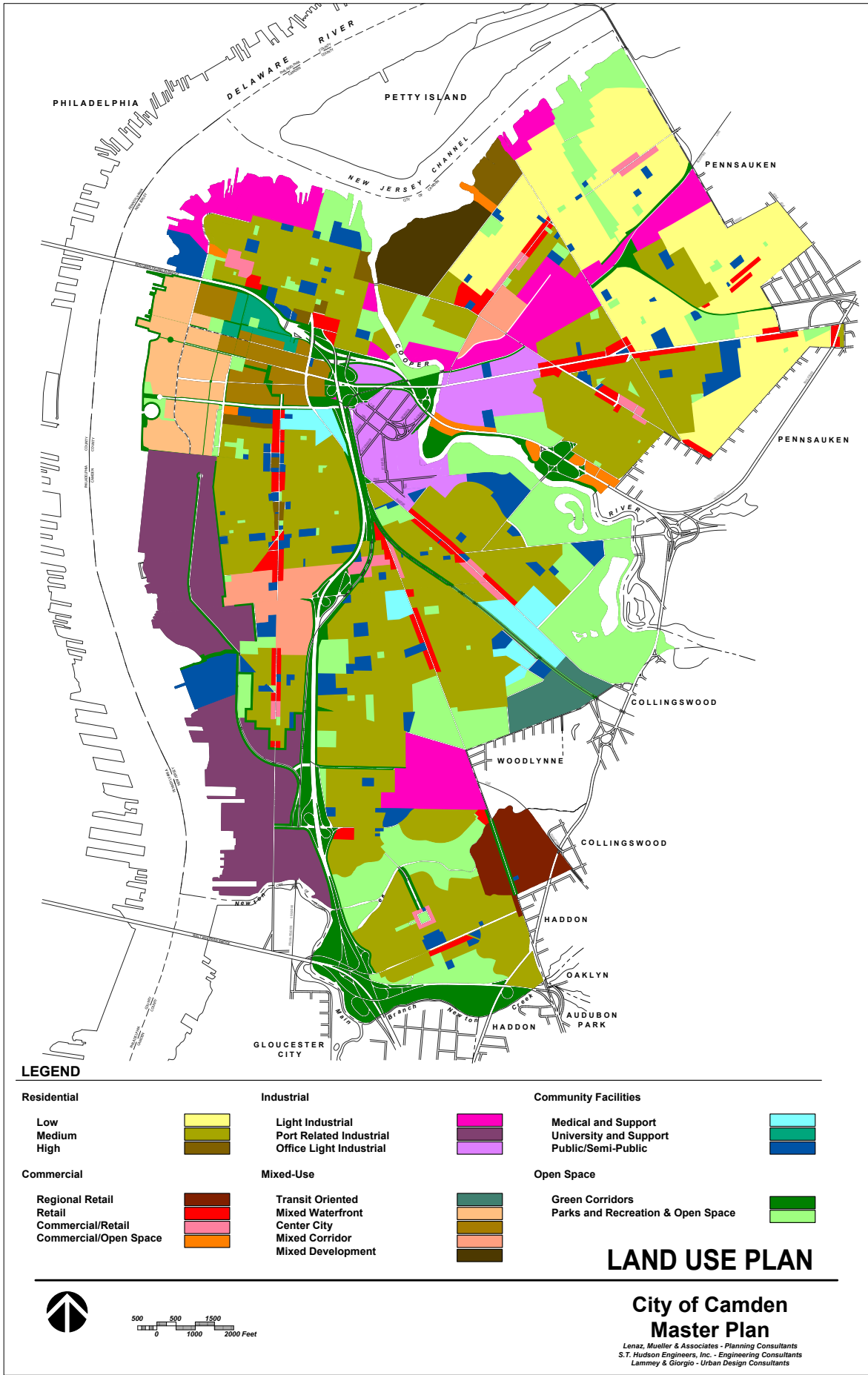
Highlighted below are the recommended land use policies and the major planning concepts contained within the overall City Land Use Plan.

Residential

The division of residential land uses and associated policies include:

- *Low Density:* Areas primarily designated for single-family detached and semi-detached dwellings at a maximum density of 10-15 dwelling units per gross acre.
- *Medium Density:* Areas primarily designated for single-family detached, two-family, single-family semi-detached, and townhouse dwellings at a maximum density of 20-30 dwelling units per gross acre.
- *High Density:* Areas primarily designated for townhouse, garden apartment, and mid-rise apartments at a maximum density of 35-100 dwelling units per gross acre.





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## Land Use Plan

### *Future*CAMDEN

### Summary Recommendations

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As a basic premise, all future changes should preserve and revitalize residential neighborhoods in the City. Where residential areas are stable, residents wished to maintain them that way; where neighborhoods were distressed, recommended policies have been developed which target deteriorating, vacant and blighted properties.

The three residential land use categories

- Low, Medium and High, reflect a desire to direct different densities of housing development to where they are most appropriate to be located. Factors related to availability of nearby public transit or major roadway transportation, established neighborhood character, natural open space environment, and the presence of community anchors (e.g. schools, community centers, social and cultural facilities, institutions, houses of worship) influence the location of housing areas and density.



As an overall objective, the recommended gross densities of development in each land use category are lower than what is currently permitted. This does not mean that within each density category there would not be higher pockets of higher development intensity. What this does suggest is that as new infill construction and redevelopment occurs, it would follow the new density levels recommended in the Land Use Plan to achieve more

useable open space on individual lots or in common areas adjacent to multi-family uses.

The plan recommends continuing the efforts of the Camden Housing Authority (CHA) to reduce densities in public housing projects and where specific project redevelopment is required, that new development be of mixed income and mixed-use as is the case with the McGuire Gardens and Westfield Acres projects now being redeveloped.

Revitalization of surrounding neighborhoods is also proposed to capitalize on the major reconstruction effort being undertaken by the CHA. The Master Plan also recognizes the need for sensitivity to the diverse and longstanding neighborhood

ties held by individual residents as specific revitalization programs are derived to carry out the Land Use Plan.

Low density residential areas are suggested to be reinforced in the eastern sections of Cramer Hill, Rosedale/Dudley and Stockton neighborhoods. Medium density residential areas follow existing developed neighborhoods in the balance of east Camden neighborhoods including Marlton. Medium density uses are proposed to continue in North Camden, Bergen Square/Lanning Square and Waterfront South as well as in Liberty Park, Centerville, Morgan Village, Fairview and Whitman Park along with Parkside.



High density residential is primarily concentrated around the CBD, the downtown waterfront and along river shorelines in North Camden and Cramer Hill. In special instances smaller scale higher density uses are recommended as part of a mixed-use residential and commercial scheme to rejuvenate Broadway in Bergen Square/Lanning Square. Also as part of a mixed-use transit-oriented village proposed at the Ferry Avenue PATCO station, higher density residential use is recommended.

#### Commercial

The division of commercial land uses and associated policies include:

- *Regional Retail:* Areas primarily designated for shopping centers, “big box” retail uses, professional offices and personal services, and movie theaters to serve residential and employment populations within and beyond the City limits.
- *Retail:* Areas primarily designated for retail stores, personal services, professional and medical offices, financial institutions, and eating places to serve City residents and the neighborhoods in which they are located. Also envisioned are mixed commercial-residential uses and high density residential uses.
- *Commercial Retail:* Areas primarily designated for non-residential uses that are permitted in the retail area to serve the neighborhoods in which they are located. Also envisioned are mixed commercial-residential uses and medium density residential uses.

# Land Use Plan

## FutureCAMDEN

### Summary Recommendations

- *Commercial Open Space:* Areas primarily designated for specialty commercial recreational uses such as marinas and for selective highway-oriented service land uses including information visitor centers, hotels and motels, restaurants and motor vehicle service stations.

Concentrating regionally-oriented commercial activity in the downtown and along major roadway corridors is recommended by the Master Plan. Commercial uses downtown are more in the nature of mixed-use facilities containing retail and office uses.



Neighborhood commercial use along major roadways is recommended to be “rightsized” by making them more compact in area. These uses contain both retail and commercial/retail with the latter category being more neighborhood service in nature. Focusing neighborhood commercial is intended to strengthen neighborhood services and economic viability.

Larger scale regional retail activities should be centered about Mt. Ephraim Avenue at the entrance to the City in the regional retail district.



Retail and commercial/retail uses are recommended to be reorganized into compact centers along Broadway in Bergen/Lanning and Waterfront South, at Main Street and Linden Street in North Camden, at East State Street and River Avenue, and along portions of River Avenue, Westfield Avenue, Federal Street and Marlton Pike in East Camden. These compact commercial centers are also suggested along

portions of Haddon Avenue, Mt. Ephraim Avenue, Morgan Boulevard and Collings Road in Fair view.

A special commercial use termed Commercial Open Space is intended to encourage commercial recreational and limited freestanding commercial activity in an open space setting. Recommended areas include the proposed marina uses in Cramer Hill, limited areas along Admiral Wilson Boulevard in Marlton and the Walt Whitman House and park plaza in the downtown.

## Industrial

The division of commercial land uses and associated policies include:

- *Light Industrial:* Areas primarily designated for manufacturing, warehouse and distribution facilities, wholesale sales, fabricating, and handling of goods and products.
- *Port Related Industrial:* Areas primarily designated for docks, wharves, piers and related facilities, used in connection with the transfer, storage-in-transit and incidental processing of cargo from or to waterborne craft, heavy industrial uses, manufacturing, and other uses permitted in the light industrial district.
- *Office Light Industrial:* Areas primarily designated for offices, limited manufacturing and research, flexible high technology facilities and laboratories.

Industrial land use proposals are geared toward maintaining existing industrial businesses, providing development areas for urban industrial parks and capitalizing on the Port of Camden as a potential generator of additional private industrial development activity.

Light industrial uses are suggested for areas along the proposed Delaware Avenue extension in North Camden, existing industrial uses in East Camden along the railroad lines and a specialty marine repair operation in Cramer Hill along the riverfront.

Five urban industrial park areas containing a combination of light industrial and office light industrial uses are also recommended. The intent of creating an industrial park is to provide adequately sized parcels for new or expanded industrial development in a secure business park environment with adequate utilities and services.



These urban industrial park areas are proposed for the Gateway neighborhood in the vicinity of the Campbell Soup Corporation, in the Marlton neighborhood near 17th and Federal Street, in Waterfront South east of 6th street, in North Camden as previously noted and in the Centerville/Morgan Village area fronting on Mt. Ephraim Boulevard.



# Land Use Plan

## *Future*CAMDEN

### Summary Recommendations

Port related industrial uses are proposed to contain the Port of Camden shipping and cargo processing facilities along the Delaware River in the Central Waterfront and Waterfront South neighborhoods. Surplus and underutilized SJPC property in the proposed port related industrial land use district is recommended to be released for private redevelopment as industrial uses and port related business activities that would pay for its full share of provided City services.

#### Mixed-Use

The division of mixed-use land uses and associated policies include:

- *Transit-Oriented:* Areas primarily designated for a mix of land uses including professional offices, retail, commercial, entertainment, and high density residential that supports use of mass transportation.
- *Mixed Waterfront:* Areas primarily designated for a mix of land uses including offices, specialty retail, commercial, entertainment, hotels and convention facilities, and high density residential that capitalizes on the Delaware River waterfront location.
- *Center City:* Areas primarily designated for a mix of land uses including public and private offices, retail, commercial, entertainment, hotels, high density residential and related uses that characteristically support the downtown core area of the City.
- *Mixed Corridor:* Areas primarily designated for a mix of land uses including professional offices, retail, commercial, industrial, and medium density residential along major roadways that form a gateway entry into a particular neighborhood and support the port related industrial and light industrial land use areas.
- *Mixed Development:* Areas primarily designated for a mix of land uses to include residential ,non-residential, marina and recreational uses including a possible golf course facility with public access to the riverfront.

Mixed-use land use strategies encourage the development of a combination of uses which complement one another as opposed to segmenting individual uses into distinct districts. Five mixed-use areas are recommended in the Land Use Plan.

A transit-oriented district is recommended for the Ferry Avenue PATCO station to include residential, office and support retail uses. The developing downtown

waterfront area is recommended to continue as a mixed waterfront district including entertainment, cultural, residential, office and light industrial uses.



The CBD, already a mixed-use development, is proposed to be intensified and redeveloped as a Center City district including retail, office and commercial service uses. Other medical and higher education uses are also included within the mixed-use concept for the downtown.

A mixed corridor land use development pattern is proposed for the Atlantic Avenue corridor and the area centered about the intersection of East State Street and River Avenue. These future mixed-use corridors are characterized by a combination of upgrading and redeveloping housing, non-polluting industrial uses, offices, retail and commercial services.

A mixed development land use is proposed for the former Harrison Avenue land fill site. The future mix of land uses is to contain a recreational/open space component with public access to the riverfront.

#### Community Facilities

The division of community facilities land uses and associated policies include:

- *Medical and Support:* Areas primarily designated for hospitals, medical centers, health centers, eleemosynary institutions, research, educational facilities and adjunct residential dwellings, including dormitories.
- *University and Support:* Areas primarily designated for colleges, universities, schools and other institutions of learning, adjunct residential dwellings, including dormitories, and adjunct play and recreational grounds and facilities.
- *Public/Semi-Public:* Areas primarily designated for public and private schools, community centers, fire and police and other similar facilities.





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It is intended that upgraded and improved community facilities would continue to serve as community anchors around which neighborhood revitalization efforts should be centered. This includes the modernization and rebuilding of the City's public school facilities. In addition, various public and semi-public facilities are indicated throughout each neighborhood.



Medical and support uses relate to the major health care and medical research and educational facilities including support facilities for new business growth. This land use district is recommended for areas around Cooper Hospital, Virtua-West Jersey Camden and Our Lady of Lourdes medical facilities.

The university and support district is recommended to include higher educational and support facilities and includes Rutgers University, Rowan University and Camden County Community College in the downtown.

#### Open Space

The division of open space land uses and associated policies include:

- *Green Corridors:* Natural areas containing greenways primarily designed for the permanent protection of environmentally sensitive areas while allowing for limited public access and recreational use along waterways, including landscaped areas along highway and rail transit corridors.
- *Parks, Recreation, and Open Space:* Areas primarily designated for active and passive indoor and outdoor recreation including basketball, swimming, group picnic areas, a golf course and related recreational facilities.



Creating greater public access to the Delaware River and other river shorelines of the City as well as preserving natural areas along the City's river shorelines to provide a major public amenity is the main intention of the greenway program. Continuous resident access to County Park facilities along a future extended greenway to adjoining communities is also envisioned.

Parks, recreation and open space areas have been interspersed throughout each neighborhood either as refurbished existing parks, proposed new park and recreational facilities or as landscaped buffers to reduce land use conflicts adjacent to major transportation corridors. An increase in open space is primarily achieved through the recycling of vacant lots in underserved neighborhoods.

## SUMMARY RECOMMENDATIONS - MASTER PLAN

Highlighted below are the key recommendations that comprise each element of the Master Plan. They include additional land use proposals as well as neighborhood improvement concepts.

### **Reinforcing Camden's Role in the Philadelphia - South Jersey Region**

Camden is the key to South Jersey's future. In order to promote the long term economic, environmental and social health of the region, enhancing the attractiveness of Camden as a place for new development and business investment is vital.

The City alone cannot improve its well being. A coalition of regional partners including business, non-profits, institutional and governmental entities and neighboring jurisdictions needs to collaborate on implementing mutually beneficial improvement strategies. Through such collaboration, resources of the City and its suburban partners can be pooled to the economic benefit of both entities.

The following major planning concepts are advanced to reinforce Camden's role as a revitalized urban center within the Philadelphia-South Jersey region.

- Establishing regional connections to reinforce Camden as the urban center for South Jersey.
- Working together as a region to address common challenges.

#### *1. Establishing regional connections to reinforce Camden as the urban center for South Jersey.*

To a large extent, reinforcing Camden as a urban center requires marketing the City to its own residents as well as to potential visitors and businesses as part of a growing South Jersey region. This entails creating a positive

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identity of the South Jersey region and increasing cooperation amongst public and private organizations to solidify this identity.



The following building blocks provide a framework for the City to make important regional connections.

Cultural Heritage and History: South Jersey is a unique contiguous peninsula bounded by the Atlantic Ocean, the Delaware River and Bay. Both Camden and Atlantic City anchor this region at either end.

The region has a distinct heritage and ecology. Tourism and the related industries of entertainment, culture, sports and leisure are destination activities. These activities distinguish Camden in the region and are activities to be further developed in the City's downtown.

#### Land Use and Affordable Housing:

Increased financing for redeveloping blighted urban centers and troubled inner ring suburbs ties revitalization strategies recommended for Camden to the benefit of the region's continued prosperity. Expanding moderate and middle income housing in the City and increasing the supply of affordable housing within the region is needed to achieve a balance of housing opportunities for all residents at different economic levels.



Economic Development: A strong regional identity based on cultural resources not only helps to increase tourism and associated retail sales but is viewed as a factor in location decisions by newer businesses engaged in the global economy. Continuing collaborative efforts with Philadelphia to market "Two Cities - One Waterfront" as a combined recreational, educational family entertainment and hospitality center for the greater metropolitan region will help solidify Camden's urban center role. Improving the port system and encouraging private industrial development on surplus port lands expands job and business growth to support expanded port activities.

Education: The advent of a global information-based economy suggests the need for continuing education to augment the traditional education system in the region. The location of major educational institutions and joint programs with major corporations and medical organizations establishes a strong network to define Camden's role as an educational center to achieve the proposed educational continuum.



Transportation and Public Facilities: Collaboration between the City, regional agencies and adjacent municipalities to regionalize public services where feasible is recommended to reduce the delivery costs of these services. Improving transit facility services and connections at the Camden Transportation Center is needed to increase City resident access to suburban employment centers including the Philadelphia job market.

#### 2. *Working together as a region to address common challenges.*

Coordinating Camden's planning efforts with adjoining municipalities and regional agencies establishes a framework for devising common initiatives to resolve development issues affecting a broader area. The various Camden Master Plan land use policies are generally consistent with those of adjoining municipalities, the County and DVRPC's plans for open space and transportation and community revitalization.

Based on a comparison of adjoining plans and a review of County, DVRPC and State planning efforts a series of land use, transportation and associated issues ranging from regional concerns to local matters has emerged. These issues form a framework for inter-municipal and higher agency collaboration and provide a basis for devising mutually beneficial solutions on a regional basis.

The following categories generally describe a framework of regional issues to be addressed.

- ▶ Economic development.
- ▶ Housing rehabilitation.
- ▶ Unified code enforcement and property maintenance activities.

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- ▶ Port development.
- ▶ Retail corridor improvement strategies.
- ▶ Roadway, bridge and public transit network improvements.
- ▶ Coordinated greenway system.
- ▶ Public safety.

### Improving Housing and Neighborhoods

Camden's neighborhoods and housing stock are positioned to benefit from several significant events at the beginning of the new century. Changing regional demographics, renewed interest in urban living, the revitalization of the waterfront, restructuring of public housing as mixed income communities, rebuilding of schools district-wide and a supply of vacant land with utilities to support new housing development present new opportunities for neighborhood improvement.

Residential land use recommendations regarding type and location for each planning district are provided to establish a context in which housing and neighborhood improvements can be made. Specific neighborhood land use proposals are detailed in Chapter IV of the Master Plan.

In addition to changes in land use, the following major planning concepts are recommended to improve housing and neighborhoods in the City.

#### Housing Plan

- Creating a coordinated City-wide housing and community development program.
- Restructuring the management of vacant and underutilized properties.
- Retaining, empowering and attracting middle income households.
- Establishing economically integrated neighborhoods and deconcentrating poverty.

#### Neighborhood Improvement

- Maintaining and improving the appearance of neighborhoods.

- Preventing crime and reducing opportunities for it to occur.
- Building or extending partnerships among government, businesses, faith-based groups and community organizations.

## HOUSING PLAN RECOMMENDATIONS

1. *Creating a coordinated City-wide housing and community development program.*

There are several components to achieving a City-wide housing and neighborhood development program. These include establishing a neighborhood reinvestment policy, developing categories for improvement actions, and prioritizing revitalization activities by neighborhood.

In addition, improvement objectives involve reducing new housing development density, expanding assistance to elderly households and providing supportive housing and services for the homeless and special needs residents.

The proposed neighborhood reinvestment program is guided by the following principles:

- Improve the physical condition of neighborhoods as great places to live.
- Train community residents to compete for living wage jobs so that they can move up from poverty.
- Establish a collaborative partnership between City government and stakeholders in each neighborhood to ensure that public policy and neighborhood initiatives are joined to produce the best outcome for City residents.
- Consolidate and target resources to address improvement of neighborhood conditions.





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- Leverage public improvement funds with foundation, faith-based and private resources.
- Seek outside agency funding for social service programs in order to maximize City funding resources for physical neighborhood development improvements.
- Develop Capital Improvement Plans that are multi-year and adaptable to permit mid-year corrections to capitalize on unforeseen opportunities.

Three categories of improvement actions are recommended within each planning district. These categories result from the recognition that different neighborhood areas require different improvement strategies depending on their level of stability or deterioration. The general characteristics of the areas included within these categories and the type of improvement action envisioned are as follows:

- Conservation. Relatively healthy and stable areas with moderately high home ownership rates. Improvement actions would include systematic code enforcement complemented by technical assistance tailored to the financial means of a property owner.



- Rehabilitation. Moderate to high rates of vacancy and building abandonment but the area still resembles a functioning neighborhood. Improvement actions would include concentrated and targeted area rehabilitation, spot demolition and new infill construction in selected areas.
- Revitalization. Dense pattern of housing vacancies with many vacant lots, low owner occupancy, and a significant loss of households. Major public and private intervention is required to alter the pattern of decline.

The demand for housing improvement throughout the City is greater than the available resources. Short term revitalization efforts need to be concentrated if the stability and improvement of the City's neighborhoods is to be achieved. Deciding where to concentrate resources should be guided by the simple

objective of building upon areas of strength within the neighborhood and working outwards toward increasingly distressed areas.

The neighborhoods noted below have been identified as potential candidates for the targeting of future improvement resources. This potential pool of initial neighborhood areas should be further refined and a final shorter list of areas selected by the City based on its anticipated resources and outside agency financial support for the next 5-year period.



| Potential Neighborhood Targeted Improvement Areas (2001-2006) |  |  |
|---|--|--|
| Planning District   | Neighborhood   | Improvement Action(s)  |
| 1   | North Camden<br>Cooper-Grant<br>Lanning Square                             | - rehabilitation, revitalization<br>- conservation, rehabilitation<br>- rehabilitation                                     |
| 2   | Cramer Hill<br>Rosedale/Dudley<br>Stockton                                 | - conservation, rehabilitation<br>- conservation, rehabilitation   |
| 3   | Waterfront South<br>Liberty Park<br>Morgan Village<br>Parkside<br>Fairview | - rehabilitation, revitalization<br>- rehabilitation<br>- conservation<br>- conservation, rehabilitation<br>- conservation |

Develop an infill housing program that introduces home ownership units at a lower density than previously existed in the neighborhood. Examples such as Arthur's Court in the Cramer Hill neighborhood offer a good model toward creating duplexes and townhouses that are on larger lots and are in wider buildings with modest increases in floor space to accommodate contemporary living standards.

Advocates for "traditional neighborhood design" (e.g. higher density with quality architectural design, little or no setback, elimination of driveways, small park areas, and integration of rental units) might misinterpret the suggestions to reduce housing density as an appropriate technique for certain Camden neighborhoods. Older communities have bigger houses - both detached and twins sharing a party wall - built on lots large enough to accommodate a driveway and a yard.



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Several recommendations are offered to assist the City's elderly households. These include securing routine home maintenance contractor assistance, helping with financial resources to adapt existing units to an age-in-place lifestyle, and providing a variety of social service, recreational and health care assistance programs. In addition, construction of affordable elderly housing as part of mixed income housing developments in neighborhoods containing a higher concentration of elderly households is also recommended.

Addressing the special needs population should be an integral part of the City's overall neighborhood reinvestment program. Otherwise untreated physically and mentally ill individuals will be in constant evidence on downtown streets or in residential areas as chronic problems in already distressed neighborhoods. Improvement activities should link supportive housing with health care and human services delivered on site or at a nearby community center to the housing facility.

#### 2. *Restructuring the management of vacant and underutilized properties.*

Creating a municipal land bank to acquire, assemble and manage potential redevelopment lots and sites in order to expedite their future redevelopment is recommended. Based on the recommended targeted neighborhood improvement areas, a database inventory of vacant lots and buildings needs to be established to determine the current ownership and basic characteristics including environmental clean-up requirements of each property.



Vacant deteriorated houses and empty lots are visible signs of population loss and disinvestment in certain City neighborhoods. Future requests for State demolition funds should be focused around the recommended targeted areas of proposed neighborhood improvements. This will allow for the most distressed properties to

be acquired, demolished and transferred to the proposed municipal land bank.

Community involvement in neighborhood clean-up, boarding up of vacant structures and the maintenance of vacant land should also be expanded. The City should provide technical assistance and training to neighborhood

associations on project implementation involving both the maintenance and clean-up of vacant lots. The City also needs to properly maintain the vacant lots it currently owns on a consistent basis to set an example for neighborhood-based clean-up efforts.

#### 3. *Retaining, empowering and attracting middle income households.*

A balanced approach to increasing middle income households is recommended. This involves attracting outside middle income households and nurturing a progression of existing City resident households, irrespective of race and class, from low to moderate to middle income home ownership.

A two-part program to increase home ownership opportunities is recommended which involves:

- Development-oriented home ownership where public subsidies create opportunity to purchase new or rehabilitated vacant housing at selected locations that are part of an overall mixed income neighborhood improvement plan.
- Consumer choice home ownership where counseling and settlement assistance expands opportunities to purchase existing sound housing available for sale on the private market throughout the City

Three general categories of potential housing activities designed to encourage the development of market-rate housing are proposed. These include:

Generalized New Infill Areas - These are areas where new infill housing is proposed and include Delaware River waterfront locations in the downtown and in Cramer Hill as well as along the Cooper River in North Camden. Other potential locations involve the proposed transit-oriented mixed-use area at the PATCO Ferry Avenue station.

Conversion, Adaptive Re-Use - These are locations where existing buildings should continue to be recycled for housing use and include areas in the Cooper/Market Street historic district, the Nipper Building in the waterfront district, and along major arterial streets.



Targeted Infill/Rehab Opportunity Areas - These are areas within different neighborhoods where scattered site or clustered rehabilitation of existing residential dwellings along with new mixed income infill construction on vacant lots should occur.

4. *Establishing economically integrated neighborhoods and deconcentrating poverty.*

Rebuilding or renovating outdated public housing projects as less dense, mixed-use and mixed income communities with both home ownership and rental units is recommended.

Utilize the rebuilding of public housing projects as a way to expand lower income family opportunities to move from rental to home ownership within the community. Also target other City housing improvement efforts in areas adjacent to the major revitalization programs being undertaken by the CHA.



New housing development in the City should provide a greater mixture of housing types and income ranges tailored to the size of the proposed development project so as not to concentrate low income residents in any section of a neighborhood.

Through collaborative efforts with the State and County housing agencies increasing the fair share housing

requirements of suburban municipalities as well as associated implementation funding should be pursued. Other recommended activities should include requiring all publicly financed housing projects to provide affordable housing, and increasing the number of Section 8 certificates. These certificates should include an increase in the fair market rent cap to 50% to broaden the availability of existing rental units in the region.

## NEIGHBORHOOD IMPROVEMENT RECOMMENDATIONS

The ability of a neighborhood to maintain and attract a variety of diverse, mixed income and self-sufficient households depends greatly on e sense of pride, social cohesion and stability conveyed by its physical environment. The cleanliness and

state of repair of a neighborhood's streets and public places is important as is the availability and condition of housing, public schools, community facilities and retail services.

1. *Maintaining and improving the appearance of neighborhoods.*

Target neighborhood housing and community improvement efforts in those neighborhoods where new construction or modernization of existing schools is proposed. Creating a stable environment in the blocks near a school facility and then progressing outward to more distressed sections of the neighborhood will help establish dramatic changes in the appearance of a neighborhood area.

A combination of actions to improve the appearance of neighborhoods is required. These actions involve reducing land use conflicts between residences and business establishments by limiting future expansion of non-conforming uses and requiring landscape screening along common property lines.

The City's code enforcement and property maintenance inspection program covering dwellings and businesses should be improved. Consideration should be given to the adoption of the International Property Maintenance Code as a way to strengthen basic property maintenance and public safety code enforcement. Technical and financial assistance should be provided to help property owners in need so that repairs and maintenance violations can be corrected in a timely fashion.

Vacant buildings pose both an opportunity and a liability. Imminently dangerous properties should be demolished expeditiously. If it is decided to maintain the building for future re-use, the building should be sealed. A clean and building seal approach versus demolition in blocks that are fairly intact is recommended, unless the unit is too costly to rehabilitate based on established criteria.



Maintaining clean neighborhoods involves a combination of increased sanitation services, community education, resident group vigilance and fines for those who consistently violate City standards. In collaboration with public



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schools and neighborhood organizations, a public information campaign to reinforce the necessity of stopping everyday littering and maintaining individual properties within a trash-free environment should be initiated.

#### 2. *Preventing crime and reducing opportunities for it to occur.*

Community-based crime prevention programs to encourage new and expanded neighborhood watch efforts including increased collaboration with police to deter criminal activity is recommended. Use of foot and bike patrols, and unmarked vehicles to provide added protection in areas of high crime incidents should be implemented in coordination with community groups.

Mechanisms to identify and work with high-risk youth and chronic offenders in areas involving youth employment, education, and drop-out prevention along with job training should be given the highest priority.

Working with business owners, the Police Department should extend foot patrols and mobile patrols in combination with security forces organized by major employers to establish a district-wide notification and enforcement effort to deter criminal activity before it happens.



Working on a regional basis and linking crime fighting, crime prevention and community self-help efforts across municipal boundaries will help reduce criminal activity opportunities. Safe haven locations caused by uncoordinated police coverage across municipal boundaries will eventually be eliminated.

#### 3. *Building and extending partnerships among government, businesses, faith-based groups and community organizations.*

The City needs to expand its collaboration with community groups, non-profit development organizations, faith-based agencies, corporations and local financial institutions and others in the City's business community to advance neighborhood improvement goals.

As a first step in achieving such expanded City collaboration, a neighborhood services clearinghouse should be established at each of the City's existing

and proposed community centers. The purpose of the neighborhood services clearinghouse would be to build on current efforts to establish a local service center where residents can obtain timely response to community, public safety, health and social service concerns.



A network of faith-based groups and religious institutions in the City is available and active as a growing force in neighborhood improvement programs. Continue to empower faith-based organizations with financial resources to provide social and economic services through such programs as the State's "Faith-Based Community Development Initiative".

The success of neighborhood physical improvements also requires a caring focus on family improvement, particularly younger households with children. Existing support networks that address the health, daily functioning and self-reliance skills of parents with young children should be broadened. This will require higher agencies providing increased financial support of social service and health care providers that operate in the City.

### **Achieving a Dynamic Economy**

Camden was once a dynamic hub of production. Manufacturing propelled its growth for most of the 20th century and that growth made it the center for commerce, health care, education, and entertainment in the region.

The new 21st century economy is quite different. Camden must now operate in a global economy where capital investment is not tied to a specific locale.

The new economy requires a set of skills that were not needed in the older manufacturing industries that dominated the City's 20th century economic base. The new economy is built around a network of firms that cross borders, capitalize on industry clusters of activity and rely on collaboration to achieve growth.

But despite the importance of high technology in the new economy, manufacturing and upgrading of old economy enterprises still has merit in the City. Incorporating technology into existing industrial facilities can increase productivity and strengthen its competitiveness.

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Workforce development and training is a key component of the City's economic plan. The more skills City residents have the more they will succeed. Development of human capital to increase City residents' access to improved education and job training will in turn increase living wage employment opportunities.

The major challenge for Camden in making the transition to the new growth economy is how best to use its inherent and unique advantages to maintain and attract new workers, residents and businesses.

The City's economic development initiatives should concentrate on those sectors where it has a definite edge. Camden's role in the regional economy is one of a regional service center that provides health care, educational, entertainment and government services along with port activities and related industrial development.

The following major planning concepts are recommended to achieve a dynamic City economy.

- Capitalizing on Camden's location to become a regional City.
- Maintaining and attracting job generating businesses.
- Creating a mixed-use 24-hour Central Business District.
- Creating compact and lively retail centers along the City's major commercial corridors.
- Supporting the growth of health services and related technological industries.
- Preparing Camden's workforce and connecting workers with living wage jobs.

1. *Capitalizing on Camden's location to become a regional City.*

Camden is a transportation hub in the South Jersey region. The City's freeway and arterial highway system along with its mass transit network connects it to one of the largest metropolitan markets within the eastern seaboard. With close access to the Philadelphia International Airport its domestic and international accessibility is enhanced.

Improving its image and visibility in the regional marketplace means capitalizing on its key strengths - its tourism and entertainment activities,

health services and higher educational institutions, government services and the port.

The South Jersey Port Corporation should upgrade port facilities at the Beckett and Broadway Terminals to accommodate additional maritime business growth. The development concept recommended is to establish an integrated distribution center between the two terminals that will support increased specialty bulk cargo handling and distribution. A new industrial collector road is recommended to increase accessibility to I-676 from the port related industrial land use district to both the Morgan Boulevard and Atlantic Avenue interchanges.



In addition, the State should release non-port required properties for private industrial development that will pay their full share of required City services and provide jobs for residents. Current City-SJPC tax relationships should be adjusted to require full payment of PILOT's that are in arrears on port property. Payment of full taxes on vacant port lands should also be required.

Camden's downtown waterfront should continue to be developed as a tourist and entertainment destination. In collaboration with Philadelphia and other regional agencies the theme of "Two Cities - One Waterfront" should be continued to market Camden waterfront attractions along with activities available at Penn's Landing.



While waterfront development is creating a new industry in Camden based on tourism, entertainment and cultural activities, employment opportunities for residents have been limited and seasonal in nature. The effects of event-oriented traffic and demand on public services have not been offset by direct economic benefits to residents.



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be committed to City residents as part of every waterfront development project.

It is recommended that a tax surcharge on waterfront entertainment activities be created. This new revenue resource should be designated for neighborhood reinvestment projects involving housing, economic development and related community improvements. Increased job training and permanent living wage jobs should

Expanding Camden's role as a regional service center involves a two-pronged approach of encouraging current public and private facilities to expand downtown and using measured public incentives to encourage new businesses to locate within the CBD.

In this age of a global economy, Camden needs to effectively market itself as a City transitioning to the new economy - that it is transforming itself as a good place for business, living, higher education, tourism, and cultural and entertainment activities. Camden needs to collaborate with regional partners in jointly promoting the benefits of locating within the South Jersey region and the role that the City plays as the region's urban service center.

#### 2. *Maintaining and attracting job generating businesses.*

Improving and expanding the City's job base requires combined efforts to both accommodate old economy industrial expansion needs and to attract new economy high tech oriented companies.

Historically, the City's economic base was tied to the accessibility of raw materials, its waterfront and transportation networks. While types of industries have changed, the same principle of economic clustering applies today in Camden. An underlying principal in job creation is to capitalize on industry clusters and collaborations.



Such clusters in Camden involve the high technology "niche" market, the health care and bio-medical research activities, higher educational facilities, and the previously described waterfront tourism industry and the Port of Camden shipping and industrial activity. The creation of a "cyberdistrict" in the downtown capitalizing on the existing fiber optic cable network that traverses the area should also be pursued.

Additional sites for modern industrial development are needed. Assembling land and developing in an industrial park has the advantages of providing larger parcels with adequate infrastructure and improved security. Incorporating Brownfields sites as part of proposed industrial park development where feasible is another way to consolidate additional acreage for new industrial development.

By encouraging City-based industrial parks, more local jobs will become available providing increased employment choices for City residents. Five new urban industrial park areas are recommended. These industrial parks are located within Gateway, Marlton, Waterfront South, Centerville/Morgan Village and the North Camden neighborhoods.

Mixed-use development is another technique for generating additional jobs. This includes a combination of residential, commercial, employment, community facilities and recreation uses developed within a specified district.

The Master Plan recommends certain areas of the City where proximity to regional access systems define special consideration for a mixed-use development pattern. These areas include the downtown waterfront, the CBD, the PATCO Ferry Avenue station, the Atlantic Avenue corridor and the vicinity of East State Street and River Avenue.

Aggressive business retention and expansion services focused on the businesses already located in the City is recommended. Ultimately,



successful retention programs are an important element of the City's business attraction effort since they help create a framework that is supportive of business needs. In time, this framework establishes a "business-friendly" environment which is helpful in attracting new companies to locate in the City.

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The City should continue the growth and support of home-based small and medium businesses as well as minority business development activities. This should involve continued collaboration with various locally-based economic development entities. Faith-based organizations along with neighborhood non-profits should be given financial and technical services to assist in social and economic improvements within neighborhood areas.

A comprehensive Capital Improvement Program for upgrading and replacing aged infrastructure that advances economic development strategies for the City is recommended. In addition, the high tech telecommunication infrastructure which is key to attracting additional new economy business jobs requires attention.

3. *Creating a mixed-use 24-hour Central Business District.*

Revitalizing the Central Business District (CBD) and transforming it into a lively round the clock working, living and entertainment urban center for the region requires several coordinated initiatives. These include expanding the downtown's public/private office and institutional base, integrating the higher educational and medical center facilities into the CBD, linking the waterfront with the downtown and developing market-rate housing. The premise behind these initiatives is to capitalize on the economic energy contained within each precinct of the CBD in order to advance improvement of the overall CBD.

4. *Creating compact and lively retail centers along the City's major commercial corridors.*

Because shoppers prefer areas where stores are conveniently clustered, the present scattered commercial pattern along most of the City's shopping streets acts to weaken local businesses while depriving many residents of adequate services. Smaller compact retail centers containing a solid core of stores can thrive if targeted to meet the needs of each neighborhood market that it is designed to serve. The objective of such consolidation is to maintain a concentration of stores with little or no vacancy between them in order to preserve the shopping vitality of the commercial strip.

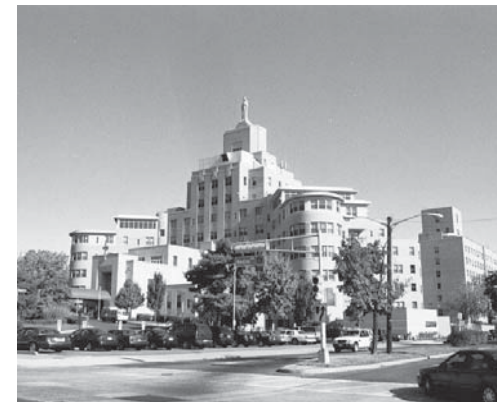


Compact retail areas are recommended along limited sections of Broadway, Mt. Ephraim Avenue, Haddon Avenue, Federal Street in East Camden, Westfield Avenue, Marlton Pike, and River Avenue. In addition, new neighborhood centers are proposed to include: a shopping center at Linden Street in North Camden; the Main Street project in North Camden at 3rd and Elm Streets; the commercial center in Cramer Hill at River Avenue and State Street; and the commercial center in Bergen Square at Newton and Kaighns Avenues.

Educational resources, technical and financial assistance to empower new and existing small businesses to gain economic independence should be pursued within the proposed commercial centers. Low interest loans and grants to existing businesses to upgrade stores and fixtures should also be provided.

5. *Supporting the growth of health services and related technological industries.*

Future improvements by the medical center facilities (Our Lady of Lourdes Medical Center, Virtua-West Jersey Camden and Cooper Medical Center) should be coordinated and integrated with downtown and neighborhood revitalization efforts. Collaborative ventures should be investigated with these health care institutions to improve neighborhood economic conditions. These ventures could include using the purchasing power of health care facilities to attract smaller suppliers and service firms to locate in medical support zones adjacent to the medical facilities and training residents for jobs with these health care facilities.



As regional growth spurs the need for more nurses and health care professionals, expanding existing nursing school and training facilities in the City should also be encouraged. Collaboration by the City in a joint effort with the health care facilities, medical research institutions and Rutgers University is recommended to determine the realistic potential for a Science Technology Business Center capitalizing on medical research and biotechnology industry activities.

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#### 6. *Preparing Camden’s workforce and connecting workers with living wage jobs.*

A key impediment to City residents seeking work is the gap between skills needed by employers in the City and the region and the skills of City residents. Coupled with an ever younger, undereducated and poorer population, a comprehensive workforce development approach is required.

This includes upgrading job skills and improving job training programs for City residents. A City-based regionally-oriented adult skills training center should be developed. In addition, a “Youth Build” job-training program oriented towards high school drop-outs and other at-risk youth should be established.



So that residents are not left behind as the City grows in economic terms, connecting low and moderate income residents with newly created jobs is

essential. Many jobs in new economy industries are not all “high tech”. Specialized training programs developed in cooperation with businesses and targeted to the specific needs of the new industries will help residents obtain jobs for which they might not otherwise be qualified.

A “Camden First” hiring requirement on all publicly funded projects should be established. All City loan and contract documents should include incentives and requirements to recruit from a qualified pool of residents. This public contract requirement should be extended to municipal contractors by requiring them first to do business with neighborhood-based firms that can provide products and services relevant to a project activity.

#### **Capitalizing on the City’s Physical and Historical Assets**

Good urban design can help shape Camden into an attractive array of neighborhoods, commercial centers, public facilities and open spaces. Many of the City’s historic assets can complement economic development and neighborhood revitalization efforts. Simple techniques such as maintaining historic resources, better street lighting, more street trees and landscaping on vacant lots can change impressions and attitudes about a community.

The following major planning concepts for improving the City’s urban design and preserving its historic resources are highlighted as follows:

- Creating an Urban Design Plan to guide revitalization of the CBD.
- Developing urban design guidelines to improve neighborhood appearance.
- Simplifying the City’s design review process.
- Improving techniques to preserve and renew historic resources.
- Creating a Camden Heritage Area to capitalize on heritage tourism.

#### 1. *Creating an Urban Design Plan to guide revitalization of the CBD.*

The major downtown precincts addressed in the proposed Central Business District (CBD) Urban Design Plan include:

- ▶ University complex
- ▶ CBD core area
- ▶ Waterfront mixed-use development
- ▶ Cooper-Grant neighborhood
- ▶ Interchange area
- ▶ Medical Center
- ▶ Martin Luther King/Mickle Boulevard



Various design concepts are proposed within each of the above precincts that are geared toward integrating each part of the downtown. These concepts include pedestrian and streetscape improvements, developing a comprehensive signage program, creating a series of downtown public squares and plazas around which commercial activity can be

developed, and linking these activity centers to public transit facilities.



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## Land Use Plan

### *Future*CAMDEN

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To achieve a 24-hour downtown, a series of market-rate housing development sites are suggested. These sites involve a combination of new high density construction, rehabilitation of existing housing, and the



conversion of former manufacturing facilities into apartments and loft style dwelling units. In addition, added office development for both governmental and private companies are recommended in different precincts within the CBD.

Urban design guidelines are recommended to achieve a

compact and lively downtown area. Pedestrian and land use connections are suggested to link the waterfront with the CBD so that a unified downtown area can be created. Major activity centers are proposed for areas adjacent to PATCO stations as well as adjacent to proposed light rail stops in the CBD.

#### 2. *Developing urban design guidelines to improve neighborhood appearance.*

Key design issues that affect a neighborhood's appearance generally include the following:

- ▶ Neighborhood gateways
- ▶ Neighborhood residential development patterns
- ▶ Neighborhood commercial areas
- ▶ Streetscape (e.g. streets, sidewalks, benches, lighting and trees)
- ▶ Graffiti and abandoned buildings
- ▶ Non-residential land use conflicts
- ▶ Neighborhood architectural heritage

Design techniques recommended to address these issues include increased landscaping and street trees, improved decorative street lighting, pedestrian sidewalk paving treatments, improved neighborhood commercial parking, buffering between residential and non-compatible land uses, and



sympathetic rehabilitation of older historic buildings to preserve the character of a neighborhood.

In addition, design alternatives for infill housing development in residential blocks are proposed. These design suggestions preserve the neighborhood street grid pattern and introduce small landscaped recreation areas and courtyards to create secure and useable public spaces for residents.

Design suggestions for neighborhood commercial centers include grouping active retail stores at intersections or mid-block

on both sides of a street, providing conveniently located parking at the rear of a building or in a nearby off-street landscaped parking lot, and encouraging architecturally consistent facade improvements within a particular compact retail cluster of shops. By establishing a level of continuity through the use of street trees, sidewalk pavers, period street lighting and consistent graphics, a pedestrian environment for neighborhood shoppers can be created.

#### 3. *Simplifying the City's design review process.*

The present Architectural Review Committee jurisdiction should be expanded to include all the CBD precincts and the neighborhood commercial centers. Existing design review guidelines should be updated to reflect the design principles advanced by the CBD design plan and those governing neighborhood commercial areas. In this fashion, the various streetscape, parking and building rehab design principles recommended by the Master Plan can be implemented as development applications are filed for permit approval.

#### 4. *Improving techniques to preserve and renew historic resources.*

An Historic Preservation Plan identifies historic resources and provides a framework for specific neighborhood and economic development improvement efforts. The City has identified important historic resources and designated significant districts and buildings on both State and National Registers.



## Summary Recommendations

- Stabilizing and maintaining historic resources.
- Encouraging adaptive re-use of historic resources to include residential, public or cultural facilities, day care or social service facilities, or a mixed-use activity involving a combination of residential and commercial uses.
- Establishing an historic conservation district involving the “Fettersville” area in Bergen Square and the “Wrightsville” area in Marlton and Rosedale/Dudley.
- Using better enforcement of zoning, building and property maintenance codes to maintain and upkeep historic properties.
- Encouraging wider use of rehabilitation tax credits and incentives in both commercial and residential improvements of historic resources.
- Increasing public awareness of historic preservation benefits.
- Establishing a central clearinghouse for preservation services and activities.

Heritage tourism areas combine tourism and small business development with preservation, recreation and education to complement City revitalization



Attractions developing along the waterfront could be linked with existing historic sites and districts with transportation promotional packages and thematic tours. The Delaware River Region Tourism Council has developed a coordinated framework of regional parks, historic sites and museums, family attractions and activities within which the proposed Camden Heritage Area could be incorporated.

There is a need to refurbish and reestablish a well managed system of parks and open spaces, greenways along river corridors and landscaped naturalized areas throughout Camden. Existing parks have suffered from deferred maintenance due to a lack of funding resources yet a growing younger population spurs increased community willingness to improve and maintain green spaces.

The following major planning concepts are advanced in maintaining and improving the environment.

- Cleaning up and remediating known contaminated sites.
- Developing and maintaining a diversified City-wide open space network.
- Creating a Camden greenway system.
- Upgrading water supply, wastewater treatment, stormwater management and solid waste management facilities.

Environmental clean-up issues involve a series of activities that affects the quality of life for City residents. A clean built environment is an important objective in advancing revitalization objectives.

Perhaps most significant of these issues involves the clean-up of Camden's sole Superfund site, the Welsbach/General Gas Mantle located at Jefferson Avenue and 2nd Street. This site is now undergoing remediation. When the current remediation of some thirty-five Brownfields sites is completed those sites that have received developer interest should be pursued for redevelopment. All sites should be aggressively marketed for new development. The re-use of the Harrison Avenue closed landfill site is recommended for recreational purposes, preferably a golf course facility.

2. *Developing and maintaining a diversified City-wide open space network.*

In assessing recreation needs, the evaluation of available recreational land and facilities, in light of national and regional standards, provides a broad frame of reference. There are about 297 acres of public open space park areas in the City.



Today the City is experiencing a 26-acre deficit in mini-park acreage, a 24-acre deficit in neighborhood parks and a 162-acre deficit in community park acreage. Projecting forward to meet the Master Plan population target goal of 100,000 persons in the future the park area deficits would increase to 33

acres for additional mini-parks, 55 acres for neighborhood parks and 55 acres for community parks. Collaborating with the Board of Education on the use of school recreational facilities during off-school periods could help meet some of the park area deficits identified.

A Park and Open Space Plan is recommended to improve existing facilities and expand underserved areas with additional park and open space lands in each neighborhood. The proposed Park and Open Space Plan includes proposals affecting:

- ▶ Neighborhood open spaces
- ▶ Downtown and neighborhood commercial corridors
- ▶ Greenways and special areas

- ▶ Transportation and industrial corridors
- ▶ Public buildings



Maintaining and managing existing and proposed new parklands requires that an intergovernmental management structure be organized. The City, the Camden Housing Authority, the Board of Education and the County Division of Parks and Recreation should collaborate to both share the provision of recreational facilities and the maintenance of park areas.

For example, the location of a County maintenance facility to centralize upkeep and services on County-owned parks should be shared with the City. This would allow for more efficient ongoing maintenance of City-owned parks and provide job training and employment opportunities for residents in the park system.

3. *Creating a Camden greenway system.*

Greenways are corridors of open land along the City's principal river shorelines. They provide natural connections for people between neighborhoods, parks and other open spaces.



Areas recommended for inclusion in a greenway network include the Cooper River, the Delaware River back channel in East Camden, the riverwalk system along the Delaware River in the downtown, and the areas along the Newton Creek. The proposed

greenway system will ultimately link eight existing City parks and County parks as part of a continuous recreation and open space system along the City's main waterways.

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## Land Use Plan

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## Summary Recommendations

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#### 4. *Upgrading water supply, wastewater treatment, stormwater management and solid waste management facilities.*

At present, improvements to the existing water system are limited and focus on maintaining the system in an operating condition. A systematic assessment of the water distribution system should form the basis for upgrades that would support economic and residential revitalization projects.

A series of improvements regarding line upgrades, repair or replacement of the water network is advanced for each neighborhood. Collaboration with regional agencies regarding the management of watershed areas supplying the City's water is recommended. It is less expensive and more effective to prevent contaminants from entering the potable water supply than to remove them at treatment facilities.

Reduction of stormwater pollution through storm drain and floodplain maintenance, street cleaning and storm drain repairs is recommended. Attention to major flood prone areas in the City involving River Avenue, Kaighns Avenue, Westfield Avenue, Admiral Wilson Boulevard, and Linden Street requires inter-local and inter-agency collaboration to derive appropriate regionally-based drainage solutions.

Improving the sewage treatment process, upgrading sections and reconstructing portions of the collection system as a separated sanitary and stormwater system are recommended. Short term improvements are focused on repairing and maintaining the major truck line collection system.

A complete retrofit to separate the combined sewer and stormwater network is cost prohibitive. However, ongoing engineering evaluations on where to focus separation of the combined sewage and stormwater system should be continued in order to develop a systematic upgrade program. All redevelopment projects should be required to install a separated collection system.

Proposed neighborhood improvement strategies rely on the City maintaining a consistent schedule of trash pick-up and service. In collaboration with adjacent municipalities and the County opportunities for joint or inter-local provision of collection services should be investigated.

In addition, the City should augment basic solid waste collection with aggressive enforcement aimed at illegal and random dumping of trash in parks, abandoned industrial and residential structures and vacant lots.

With respect to the City's recycling program, it is recommended that the program meet the State-wide goals to recycle 65% of its total waste stream with 50% for municipal waste. A series of recommendations involving an active municipal pick-up program supported by a coordinated volunteer effort are advanced to achieve this recycling goal.

### **Integrating Camden's Transportation Network**

Camden's network of transportation facilities - roads, sidewalks, bridges, transit lines, rail lines and shipping terminals - plays an important role in the economy of the region and of the City.

Since the City's road network is essentially built out, maintaining and selectively improving Camden's system of roadways and bridges to provide for safe and efficient movement of people, goods and services is emphasized over new roadway construction. A strategy to accomplish this management approach includes targeting road reconstruction and surfacing to support neighborhood and economic development projects.

The following major planning concepts are advanced for integrating all modes of Camden's transportation network:

- Developing a Transportation Plan that integrates all modes of travel.
- Improving public transit.
- Maintaining and improving Camden's system of roads and bridges.
- Establishing a parking strategy for the CBD and neighborhood commercial corridors.
- Creating a pedestrian and bicycle network.
- Improving port facilities and related freight movement transportation systems.

#### 1. *Developing a Transportation Plan that integrates all modes of travel.*

In order to establish priorities for improvements to the City's transportation and transit network, collaboration with the DRPA, DVRPC, as well as with the NJDOT and NJT is required. To enable a constructive dialogue to occur in this regard establishing a road classification system consistent with higher agency planning criteria is recommended.



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The roads in Camden can be classified into four categories: urban principal arterial, urban minor arterial, urban collector, local streets and alleys.

#### 2. *Improving public transit.*

Collaboration with transportation agencies, area businesses and private bus operators is needed to upgrade public service to residents. Reverse commute transit and bus schedule adjustments to accommodate reverse commute needs is recommended. Inter-neighborhood jitney service enabling access to established public transit stops and the merging light rail stations is also required. These actions will provide better job access to residents.



Recommendations to improve transit accessibility include the following techniques:

- Reevaluate the schedules and routing of NJT's fixed route service to address the reverse commute needs of residents who travel outside the City for work.
- Create a program of flexible fixed-route shuttles to provide transit coverage when traditional bus service is not available.
- Establish a feeder mini-bus or van service from a convenient neighborhood location to the nearest fixed-route bus transfer point.
- Create a dial-a-ride transit service for those residents involved in a job search or job training activity.

While the light rail system is currently under construction between Trenton and Camden's downtown waterfront, there are additional future improvements recommended. These include extending the system through South Camden to Gloucester County and providing additional stops in the Waterfront South and in East Camden districts to increase resident access to proposed industrial development centers in these neighborhoods.

Constructing the Delaware River aerial tram between Camden and Philadelphia along with improved ferry service at a new Camden Ferry pier is recommended. This will provide an alternative mode of travel between the two Cities and enhance economic development activities in the waterfront area.



#### 3. *Maintaining and improving Camden's system of roadways and bridges.*

A series of roadway, I-676 interchange ramp, streetscape and bridge improvements are recommended. These improvements are generally designed to upgrade access to the downtown and waterfront activities, and to improve access to proposed industrial areas and to the port facilities.



Suggested alternative truck routing to reduce truck traffic in residential neighborhoods is also proposed. In addition, repairs to neighborhood streets that have noticeable pavement deterioration or that are part of redevelopment programs are recommended.

#### 4. *Establishing a parking strategy for the CBD and neighborhood commercial corridors.*



The downtown parking plan proposes new garages on the periphery of the CBD. About 7,800 total spaces would be provided with 75% of the spaces contained in multi-level parking garages. Surface parking lots would comprise the remaining 25% of provided spaces.

This is a switch from the present split of some 87% of parking being provided in surface lots with only 13% located in parking garages. The amount of proposed structured parking in



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the CBD plan is necessary to accommodate the new commercial, office and residential development proposed for the downtown.

Collaboration is required between the Camden Parking Authority, CFDA, the universities and Cooper Medical Center to develop shared parking arrangements. This parking management strategy will maximize the use of underutilized parking spaces available in the downtown and the waterfront during various time periods.

Within neighborhood retail centers located along main commercial corridors, landscaped off-street parking areas should be located behind buildings where space is available or at the edges of a retail district. Pedestrian sidewalks from parking areas should be landscaped and lighted to promote a lively pedestrian-oriented neighborhood commercial center.

5. *Creating a pedestrian and bicycle network.*

Public perception of the downtown’s safety and as a result its market appeal for visitors, new businesses and residential development will increase with greater pedestrian activity. Adequate lighting, directional signage, street furniture and pleasant landscaping to complement a pedestrian precinct are recommended.

A network of pedestrian walkways along major downtown streets in the CBD to connect activity centers, parking areas, PATCO stations and light rail stops, existing and proposed parks as well as plazas and the waterfront is proposed.

In the balance of the remaining City’s neighborhoods a pedestrian walkway and bicycle network is recommended that would follow major collector and arterial streets. It is envisioned that this network would provide safe and convenient connections between homes and places of nearby employment, and community facilities and services.



The proposed network includes bicycle paths, bicycle routes and repairs to existing sidewalks. As part of the new school improvement program priority for sidewalk upgrades should be given to the main access streets that lead to the school facility being improved. New pathways are envisioned within

the proposed greenway to provide a natural pedestrian connection between neighborhoods located along the greenway.

Implementing the proposed network involves changes to the City’s zoning and other development review ordinances, requiring off-tract construction by developers of new projects, and obtaining grant funds from County, State and federal agencies.

6. *Improving port facilities and related freight movement transportation systems.*

Major improvements to the port’s infrastructure system to include berth, cargo handling, storage and related facilities along with dredging to deepen shipping channels is recommended. The DRPA and the SJPC should accelerate these capital improvements, some of which are already proposed by these agencies.

An industrial collector road servicing both port terminals and future proposed industrial development in the Waterfront South and Bergen Square/Lanning Square neighborhoods is also recommended. This collector roadway would improve access to the Morgan Boulevard and Atlantic Avenue interchanges with I-676 providing better access to the regional marketplace.

**Achieving Improved Public Facilities, Education and Safety**

Improved public facilities can serve as community anchors for neighborhood and economic revitalization efforts. These facilities include government buildings and uses, community centers, schools, cultural facilities, hospitals and health care centers, libraries, police and fire stations.

Improvement in the lives of the City’s neediest residents goes beyond the physical improvement projects outlined in the Master Plan. It involves the refinement of ongoing efforts by social service and health care providers to help families and individuals with basic life skills and human service needs.

The following major planning concepts are advanced in achieving improved community, education and public safety facilities.

- Using improved public facilities as community anchors to support neighborhood improvement efforts.
- Integrating basic human and social services with neighborhood planning initiatives.

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- Modernizing the public school system and reestablishing the neighborhood school's role as a center for community, educational and social experience.
- Upgrading police and fire protection facilities and public safety services.

1. *Using improved public facilities as community anchors to support neighborhood improvement efforts.*

Consolidating public services into modernized mixed-use community centers is recommended. New community centers are proposed for certain

underserved neighborhood areas.

Uses such as recreation, child care, health care and social services referrals, senior programs, job counseling and related cultural activities should be located in the proposed revitalized community centers.



Joint use of the proposed modernized school facilities for community center functions was

recommended by the Multi-Year Recovery Plan. To the extent that additional school funding and physical space can be provided to accommodate improved community center service activities it should be pursued. Depending on which schools and how many can be enlarged to accommodate these public service activities, the resultant number of proposed renovated or new community centers can be adjusted accordingly.

Collaboration with the County is required to upgrade the City's public library system. Two new facilities are proposed. One is to be located in East Camden, the other in South Camden. In the long term a third branch facility in East Camden is envisioned.



With the exception of one library in South Camden to be replaced by a new facility, other existing libraries are recommended for modernization. The Main Library in the CBD should be repaired but eventually relocated as

an anchor tenant in a new office or commercial building proposed for the downtown.

2. *Integrating basic human and social services with neighborhood planning initiatives.*

Increased collaboration between existing social service providers, community organizations and faith-based groups is needed to identify and address health care and social service needs of residents.

Existing health care and social service providers have developed a "Community-Institutional Proposal" involving methods for the ongoing identification of resident needs and issues, compiling of resource inventories, improving the referral process and making adjustments to existing programs to be more responsive to changing resident needs. This proposal is endorsed by the Master Plan and should be pursued with County and State agencies for appropriate funding and implementation.

Involving residents through Neighborhood Advisory Councils in the social service planning process is another way to ensure that unmet health care and social service needs are addressed as part of ongoing neighborhood improvement planning. Use of improved community centers to act as "one-stop" referral stations would improve resident access to available health and social services in a convenient manner.



Other activities to be improved generally include: mobile health care vans to underserved neighborhoods, school-based clinics for children's health care, recruiting more minority/ethnic physicians for neighborhood-based primary care facilities, and increasing medical insurance assistance, child care, substance abuse and domestic abuse social services.

3. *Modernizing the public school system and reestablishing the neighborhood school's role as a center for community, educational and social experience.*

Major new funding for comprehensive school facility renovations and new school construction is available to Camden. This represents a milestone opportunity to also upgrade educational programming and to advance neighborhood revitalization initiatives. School-based "management teams"



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made up of parents and teachers should liaise with educators to create educational reforms at local schools and suggest enrichment and remedial programs to improve education.

After-hours and weekend use of new school facilities are recommended to strengthen parental role models with younger children by offering residents



continuing education, school-to-work job training and improving “worker soft skills” (e.g. punctuality, team cooperation, workplace routines). Programming of social, recreational and cultural activities could also occur in the modernized school facility but coordination with the proposed expanded community center program will be needed to avoid duplication of efforts.

Virtually every school in the City will either be replaced with a new facility or undergo major renovation. In total 13 new facilities are proposed, including a new specialty High School for the Performing Arts.

School siting criteria are recommended to maximize preservation of neighborhood character as new school sites are located. Integration of specialty educational activities like electronic systems, culinary arts or library sciences in proposed downtown office facilities is also suggested. This will help in downtown revitalization and spur co-op employment opportunities in downtown businesses, institutional, entertainment and service facilities.

#### 4. *Upgrading police and fire protection facilities and public safety services.*

Police sub-stations and mini-stations should be located to decrease response times to distress calls, increase availability of foot patrols, and expand community policing efforts. Most existing police facilities are proposed to either be renovated or replaced with new permanent facilities. In addition three new mini-stations and a new sub-station are recommended.

Both enhancing anti-crime activities and improving community policing programs to allow the officers, supervisors and residents to get to know one another and cooperate to solve and head off problems rather than just react to problems is recommended. New public safety improvement initiatives advanced by the County Prosecutor’s office are also suggested for refinement along with a further review of new department changes recommended in the Multi-Year Recovery Plan.

Increased coordination amongst local public safety agencies in the City to improve service to residents and businesses is recommended. In addition, expanded collaboration with adjoining municipal police departments will be instrumental in addressing high incidence crime areas on an inter-municipal basis.



With respect to the existing firehouses, two are proposed to be renovated and the rest rebuilt as new facilities. In total four new firehouses are recommended. The recommendations for management and department consolidation advanced in the Multi-Year Recovery Plan need to be reconsidered in light of

the Master Plan proposals for neighborhood and business revitalization which will increase resident and employment population in the City.

Integral to the addition of firehouse facility improvements and equipment replacement is the expansion of the current fire prevention educational programs. More attention needs to be placed on children’s education as a vehicle to reach young parents and families.



### Translating the Master Plan into Action

Foremost in implementing the Master Plan is improving the City’s capacity to lead in carrying out the plan and outlining first-step activities to get the City to where it should be in the next five years.

The following major planning concepts underpin the implementation strategy of the Master Plan. These involve:

- Improving the City’s capacity and leadership role.
- Creating a coalition of community and regional partners.
- Achieving accountability.

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- Devising a short term framework to get the City to where it should be in the next five years.
- Updating the tools needed to carry out the Master Plan.
- Devising legislative initiatives to expand planning tools and funding resources.

#### 1. *Improving the City's capacity and leadership role.*

Committed leadership from elected officials, civic and business leaders, faith-based groups and private sector and non-profit partners will define the success of Camden's revitalization. With respect to improving City government's implementation capacity, professional development and advanced leadership training of key managers along with improved personnel management, training and accountability for the performance of line employees is recommended.



A "Plan Implementation Team" comprised of representatives from various City departments should be created to devise a five-year Capital Improvement Program that contains the recommended initial phase of the Master Plan.

Revamping the City's current planning and redevelopment structure is suggested in order to accelerate the planning and implementation of recommended neighborhood and economic development initiatives.

The Camden Redevelopment Agency along with the Division of Economic Development should be reconstituted to

collaboratively undertake economic and housing redevelopment activities. The responsibility for executing overall or specific economic development projects could be vested by the City in a quasi-public non-profit development corporation that would coordinate its activities through the Division of Economic Development.

Furthermore, two new professional management offices should be formed. One to deal with neighborhood planning and implementation programs and the other to manage the design and construction of the City's Capital Improvement Program.

#### 2. *Creating a coalition of community and regional partners.*

The City alone cannot improve its well being. Nurturing the full development of Neighborhood Advisory Committees (NAC) in each neighborhood is recommended. These NAC's should contain a cross-section of community organizations, non-profit agencies, business interests and institutional agencies organized to collaborate with the proposed Office of Neighborhood Planning in the implementation of neighborhood improvement strategies.

Partnerships with social service providers, community organizations and faith-based groups to address the social service needs of residents are also recommended.

In addition, regional partnerships involving business, institutional, non-profits and governmental entities should be formed to devise and implement mutually beneficial improvement strategies. The Greater Camden Partnership, a joint public/private organization should play a lead role in connecting Camden with its regional partners.

#### 3. *Achieving accountability.*

Ongoing communication between the City and its operating partners is required to measure the performance and progress of each partner. Quarterly public meetings should be held between the Department of Development and Planning, the affected NAC's and project related regional partners to review implementation progress.

These quarterly sessions would lead to an annual review meeting with the Planning Board. Based on comments received at the review meeting the Planning Board should prepare its annual report and recommendations for refinements to the implementation efforts of the Master Plan.

As various project activities are planned in detail or new proposals evolve, agendas of both Planning Board and Zoning Board meetings should be circulated to an affected NAC. This will allow for greater citizen participation in the ongoing planning process to improve neighborhoods and economic conditions in the City.



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4. *Devising a short term framework to get the City to where it should be in the next five years.*

As a first step toward implementing *Future*CAMDEN, a shorter term five-year program based on the overall recommendations contained in the Master Plan is proposed. This recommended program outlines a series of project improvements and activities where early visible progress can be made and built upon in each succeeding year.

The proposed short term program contains the following seven components.

- Improve the City’s capacity to direct Master Plan implementation efforts.
- Focus on job readiness training and placement.
- Modernize public schools and upgrade the quality of educational programs.
- Expand economic development initiatives.
- Redefine neighborhood reinvestment strategy.
- Improve safety in neighborhoods.
- Stabilize real estate tax structure.

5. *Updating the tools needed to carry out the Master Plan.*

The City’s Capital Improvement Program (CIP) should include a priority listing of projects that are identified in the recommended short term five-year implementation plan. The CIP should be coordinated with the capital plans of other governmental and non-profit development agencies including the School District program to modernize public schools in order to leverage improvement funds.

Many of the City’s zoning and redevelopment controls for regulating and encouraging revitalization have not significantly changed since the 1980’s. They should be updated to reflect housing and economic development land use policies advanced in the Master Plan.

Current ways of doing business should also be revised to streamline the development review and approval process and create a “rapid response

team” to help existing businesses resolve conflicts with City requirements. By working with businesses a more business-friendly environment can be achieved.

Use of “payment-in-lieu-of-taxes” (PILOT) incentives to attract new economic development should be restructured to generate equitable revenues covering project required City services. Financial offsets to achieve project feasibility should first be negotiated with State agencies before the City approves PILOT agreements.

Service related payments should be negotiated with tax-exempt institutions to generate a funding resource that covers basic City services provided to these institutions.

Public resources should be leveraged to encourage other public and private investment in advancing residential and economic development projects. By way of example, a portion of the CDBG funds could be used to pay for site improvement loans for ready-to-go housing and economic improvement projects as opposed to providing an outright grant.

6. *Devising legislative initiatives to expand planning tools and funding resources.*

The creation of an entertainment surcharge on recreational tickets and event parking fees should be instituted. Revenues from the surcharge should be dedicated to a City neighborhood reinvestment fund to be used to support improvements that are part of the City’s Master Plan.

A Community Revitalization Enhancement District (CReED) should be created. This technique would allow both the City and the State to earmark sales and income tax revenues generated by new development to the proposed district for redevelopment financing.

Institutional partnerships should become part of community reinvestment programs. As neighborhood improvements are proposed in areas adjacent to an institution, additional site amenities across the street frontages of these institutions should be provided or contributed to by an affected institution. Virtua-West Jersey Camden’s participation in advancing neighborhood housing rehab activities in the vicinity of its facility is an example of such collaboration.

Property foreclosure for redevelopment should be accelerated through changes in applicable enabling legislation. A municipal land bank should also

be established to acquire, assemble and manage potential redevelopment parcels. This will lead to the assembly of a suitably sized parcel for future development.

Additional judicial authority is required allowing a municipal court to order non-compliant properties into receivership and to remove any defects on the property title of these parcels. These actions would spur owners to act quickly to correct violations or lose their properties.

A stronger building and property maintenance code enforcement effort will require maintaining updated lists of abandoned properties. The International Property Management Code should be adopted by the City to guide its code enforcement system. This will accelerate property inspections and code violation corrections and also serve primary lien holders where owners are hard to find to correct code violations.

A dedicated fund derived from a State-wide realty transfer tax should be created to augment redevelopment financing. Alternatively an urban center infrastructure fund should be created at the State level to assist in the improvement and rehabilitation of aged infrastructure in designated urban centers. These techniques would help to “level the playing field” in order to advance center-based and Smart Growth development policies advocated by the State Plan.

An increase in City entitlement federal CDBG funds should also be provided. This increase should be earmarked for the demolition of blighted and abandoned buildings that cannot be feasibly rehabilitated. These funds should be matched with State resources and be applied to advance the City’s redevelopment objectives outlined in the Master Plan.

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### VISION

*Camden is achieving its role as the governmental, higher educational, health care, cultural and entertainment center for the South Jersey region.*

*New alliances are being formed between the City and adjacent inner ring municipalities as well as with Philadelphia to successfully meet mutual community and economic development needs. These regional collaborations have generated significant federal and State resources directed toward improving neighborhoods, housing, education, and public facilities as well as keeping and attracting businesses, creating new jobs, and improving the quality of life for families both in Camden and in the greater South Jersey region.*

*The Master Plan outlines the following two goals to achieve the above vision for reinforcing Camden’s urban center role within the region.*

- **Reinforce Camden as the urban center for South Jersey.**
- **Work together as a region to address common challenges.**

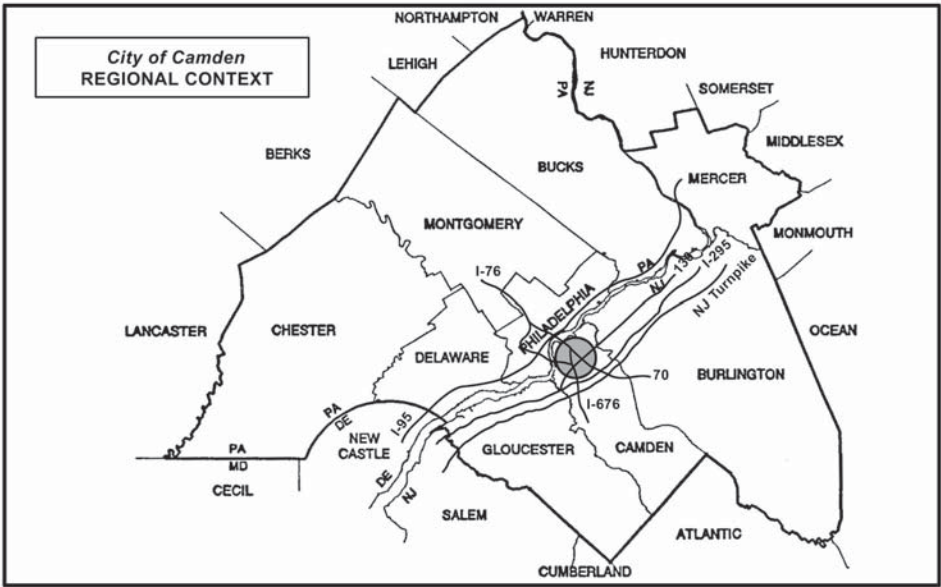


# Reinforcing Camden’s Role in the Philadelphia- South Jersey Region

## OVERVIEW

The New Jersey State Development and Redevelopment Plan adopted in March 2001 sets forth a series of urban and suburban planning policies that are beneficial to reestablishing Camden’s role as the urban center for a growing South Jersey region.

The State Plan acknowledges Camden as an “urban center” of a metropolitan planning area that includes portions of Burlington, Camden and Gloucester Counties. Camden’s location in the context of the Philadelphia-South Jersey region is depicted on the map entitled *Regional Context*. Camden is the largest City in this tri-County region and the second largest in the Philadelphia Metropolitan Statistical Area.



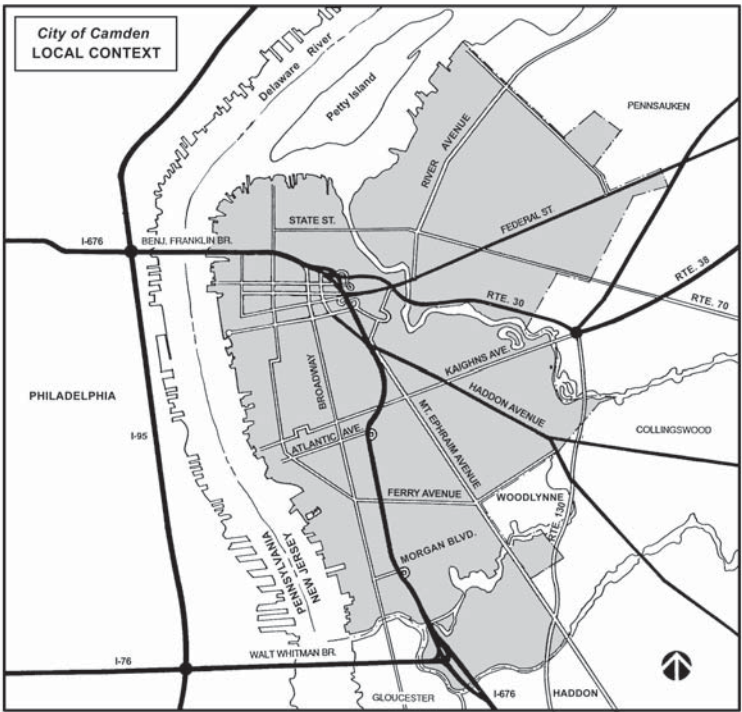
The City of Philadelphia significantly influences the future development of the City, particularly with respect to the coordinated revitalization of both waterfront areas as a center for arts, entertainment, hospitality and tourism. The City’s position in relation to its immediate neighbors is depicted on the map entitled *Local Context*.

As development occurs in outlying sections of the region, Camden and the inner ring of older municipalities that surround the City experience continued loss of population and corresponding decline in resources and tax base. Suburban sprawl and the decline of the City along with older inner ring municipalities are two sides of the same issue, problems that cannot be separately solved.

The State Plan advances the principles of “Smart Growth” as a framework in which regional cooperation and new partnerships will be needed if the region is to prosper in the 21st century.

While a strong home rule mentality contradicts objectives for regional development, other regions as diverse as Baltimore, Atlanta, Pittsburgh and Seattle have surmounted fragmented political boundaries by forging new metropolitan alliances to address similar challenges. The Meadowlands in northern New Jersey has established the benefits that can be achieved when diverse municipalities cooperate to achieve a common development and conservation vision for a larger area.

Smart Growth principles revolve around a development model and a process to achieve its realization. The model seeks to achieve compact development that is channeled to re-use existing infrastructure, to reclaim useable vacant buildings and Brownfields sites, and to create new clustered, mixed-use and mixed income communities that minimize commuting and preserve open space.



To achieve this development model, a collaborative process is needed in which public and private organizations and development, environmental and neighborhood groups establish a framework for land use, employment and transportation planning which is comprehensive and regionally integrated. The State Plan is the effective arm of this process.

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## Reinforcing Camden's Role in the Philadelphia-South Jersey Region

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The benefits to be achieved through Smart Growth include increased preserved open space and farmland with new development concentrated in suitable areas. Reinvestment in urban centers, avoiding redundant infrastructure (e.g. transportation, utilities, community facilities) in the outer suburbs, reduction in costly commuter delays, improved quality of life and a region which is able to compete collectively in a global economy can be achieved.

Without implementation of Smart Growth initiatives, the public continues to pay for sprawl policies. As most of the new middle and upper income housing is built at the further edges of the region, older ring communities and urban centers experience weak market demand, disinvestment, rising vacancies and abandonment. Public money then needs to be spent twice. Once to address deterioration in older centers and metropolitan areas and then again to support the infrastructure needs of the newly developing communities at the fringe of the region.

The State Plan suggests leveling the playing field between urban and relatively undeveloped suburbs by not stopping future development in undeveloped areas but by reducing the rate of uncontrolled growth, guiding it to appropriate center locations and changing public policies that subsidize sprawl at the taxpayers' growing expense. The savings in not building new infrastructure within outer fringes of the region can be redirected to investments in upgrading existing regional facilities, and in making needed neighborhood and economic improvements to make the region more competitive.

### RECOMMENDATIONS

Outlined below are recommendations upon which the City can seek the commitment, cooperation and resources of the State, County and other key partners to advance smart growth initiatives within Camden and the region.

#### Goal One: Reinforce Camden as the urban center for South Jersey.

##### *Strategies*

##### 1. *Establish regional connections.*

Camden is the key to South Jersey's future. In order to promote the long term economic, environmental and social health of the region, enhancing the

attractiveness of Camden as a place for new development and business investment is vital.

The City alone cannot improve its well being. A coalition of regional partners including business, institutional and governmental entities and neighboring developed jurisdictions need to collaborate on implementing mutually beneficial improvement strategies. Through such collaboration, resources of the City and its suburban partners can be pooled to the economic benefit of both entities.

To a large extent, reinforcing Camden as an urban center requires marketing the City to its own residents as well as to potential visitors and businesses as part of a growing new South Jersey region. This entails creating a positive identity of the South Jersey region and increasing cooperation amongst public and private organizations to solidify this identity.



Perhaps the most recent example of collaboration that brought dual benefits to the City and the Philadelphia/South Jersey region was the creation of the "Home Port Alliance", a bipartisan organization created to bring the USS New Jersey battleship home to the Camden waterfront. A significant regional

forum (Summit on the Future of South Jersey) was convened in the spring of 1999 by Rutgers University-Camden and the Courier-Post to begin a process to formulate a regional identity for South Jersey.

The following building blocks provide a framework for the City to make important regional connections. These include:

- Cultural Heritage and History
- Land Use
- Economic Development
- Education
- Transportation and Public Facilities

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Within each of these themes basic conclusions were reached at the Summit that have been built upon as part of this Master Plan in proposing strategies that would connect Camden to the region. Subsequent Master Plan chapters provide additional recommendations related to these basic themes for improving Camden as the urban center for the South Jersey region.

## Cultural Heritage and History

South Jersey is a unique contiguous peninsula bounded by the Atlantic Ocean, the Delaware River and Bay. Both Camden and Atlantic City anchor this region at either end. Camden is also tied to the Philadelphia metropolitan region by virtue of its location on the Delaware River.

The region has a distinct heritage and ecology. Camden’s legacy of a maritime culture and 19th century industrial evolution exemplified by its port, prior shipbuilding industry, the NJ State Aquarium and food processing and manufacturing plants are part of a larger heritage of the South Jersey area. These include historic town centers, farm agricultural businesses and leisure and outdoor recreational opportunities offered by the ocean, rivers, wetlands and estuaries that cover the region.



Tourism and the related industries of entertainment, culture, sports and leisure are destination activities that should continue to be developed in downtown Camden.

The growing number of visual and performing arts help create a strong regional identity. Camden’s E-Center and adjacent Wiggins Park brings in high profile performers along with regional production troupes and summer jazz concerts. A growing core of artisans and artistic organizations can be encouraged to locate and grow in the City’s downtown and waterfront areas.

Cultural diversity, being more concentrated in Camden and its inner ring suburbs than in outlying areas, is viewed as a asset in attracting commerce in a increasingly global marketplace. The richness of cultural traditions can be nurtured in the form of neighborhood festivals to reinforce a sense of community and to build on such a cultural mixture as part of longer term neighborhood improvement programs.

## Land Use and Affordable Housing

With the advent of a recently adopted State Plan in 2001, the deleterious effects of home rule pitting one community against another for ratable growth can be reversed. A more rational regional development and conservation open space program can be achieved.

Incentives and priority federal, State and County funding treatment to assist in the provision of affordable housing throughout the region is needed. Increased financing for redeveloping blighted urban centers and troubled inner ring suburbs ties revitalization strategies recommended for Camden to the benefit of the region’s continued prosperity. Without an improving urban center, the region cannot achieve its full potential.

Expanding moderate and middle income housing within the City and increasing the supply of affordable housing within the region is needed to achieve a balance of housing opportunities for all residents at different economic levels.

Implement State-wide Smart Growth policies to encourage new development within Camden and other urban areas within the metropolitan region that have vacant or underutilized land and available infrastructure as opposed to furthering suburban sprawl. At a minimum, the State Development and Redevelopment Plan should be used as the basis for restructuring the allocation of future transportation and sewer improvement funding to implement Smart Growth policies.

Use the “Urban Complex Strategic Plan” mechanism advanced by the State Plan to create a coalition of City and adjacent municipalities. This coalition should prepare a strategic plan to serve as the basis for future improvements for the greater Camden metropolitan region. To some extent a study to be undertaken by the Rand Institute at Rutgers Camden will be identifying critical development needs of the region.

The creation of a metropolitan planning council as the local agency to lobby for financial resources and to coordinate the implementation of the Urban Complex Strategic Plan should be investigated. Tax-base sharing techniques similar to those achieved in the Hackensack Meadowlands district would permit greater collaboration in development planning since all municipal partners would share in the benefits of new growth and redevelopment activity in their region.



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### Economic Development

With Atlantic City and Camden as “co-anchors” of the South Jersey region and effective partnering with Philadelphia, economic prosperity for the region can be advanced. A strong regional identity based on cultural resources not only helps increase tourism and associated retail sales but is also viewed as a factor in locational decisions by newer businesses with professional employees.

Infrastructure, especially transportation, both auto and transit, enhances the region's accessibility. Clearly one of Camden's greatest appeals is its interconnected regional transportation system which makes it an easily accessible destination center in the region.

Capitalizing on the City's regional access system as the gateway into New Jersey from Philadelphia and as the transportation hub for the majority of South Jersey enables the repositioning of Camden as the business, government, health care, educational and cultural center for the region.

Also, by continuing collaborative efforts with Philadelphia to market and improve the dramatic Delaware River waterfront of both Cities as a combined recreational, educational family entertainment and hospitality center for the greater metropolitan region will further solidify Camden's position as an urban center for the South Jersey region.

Regional service activities, governmental, institutional, higher education, cultural, transportation, health care, entertainment and sports facilities should be concentrated in the downtown area of the City. A coordinated marketing plan to promote the arts and cultural tourist destinations within the region, including funding options for sustaining existing City-based facilities should be prepared to benefit residents within the region.

The Southern New Jersey Development Council's efforts to market the region's resources and assets should serve as the core for preparing such a coordinated marketing scheme. In addition, a coordinated region-wide job skills education and workforce development system is required to support economic growth and revitalization in the area.

### Education

The advent of a global information-based economy suggests the need for a more expansive role for the traditional education system in the region. A continuing “lifelong learning model” is suggested which provides basic

traditional schooling and continuing education tied to evolving training needs of an information technology.

Partnering with employers and academic institutions in the educational process is a way to secure such a continuum of education. In Camden the location of major educational institutions of higher learning, the proposed rebuilding of its secondary educational plant and joint programs with major corporations and medical organizations establishes a strong network to provide leadership necessary to achieve the proposed life long education model. Camden residents will benefit from this continuing educational framework as educational opportunities are made available to all residents.



### Transportation and Public Facilities

Collaboration between the City, regional agencies and adjacent municipalities to regionalize public services where feasible is recommended to reduce the delivery cost of these services. Available intergovernmental local service enabling legislation should be used to achieve such mutually beneficial ventures.



Enhancing access to the City's port terminals as a central shipping center for goods generated or destined for regionally-based businesses is recommended. Also proposed is improving transportation and mass transit facility linkages at the Camden Transportation Center.

This includes addressing reverse commute requirements in order to enable increased access to job opportunities for City residents within adjacent municipalities' employment centers, including Philadelphia's job market.

Addressing clean air and water, and solid waste disposal systems that benefit a broad population base are suggested areas for early coordination efforts. Intensifying interjurisdictional efforts to fight crime, increase public



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safety and eradicate drug trafficking in the City and adjoining inner ring municipalities is another major area for collaboration on a regional level.

Goal Two: Work together as a region to address common challenges.

Strategies

1. Coordinate planning and development policies with adjoining municipalities and higher governmental agencies.

The State’s Municipal Land Use Law (MLUL) requires policy statements indicating the relationship of the proposed City Master Plan to:

- the plans of adjoining municipalities

– the Master Plan of the County

– the State Development and Redevelopment Plan

– the County’s area-wide Solid Waste Management Plan

Coordinating Camden’s planning efforts with adjoining jurisdictions and regional agencies involves a review of their respective past studies, adopted plans, and ongoing planning efforts. The results of this review are contained in the Chapter III Appendix.

Comparison of Plans - Adjoining Municipalities

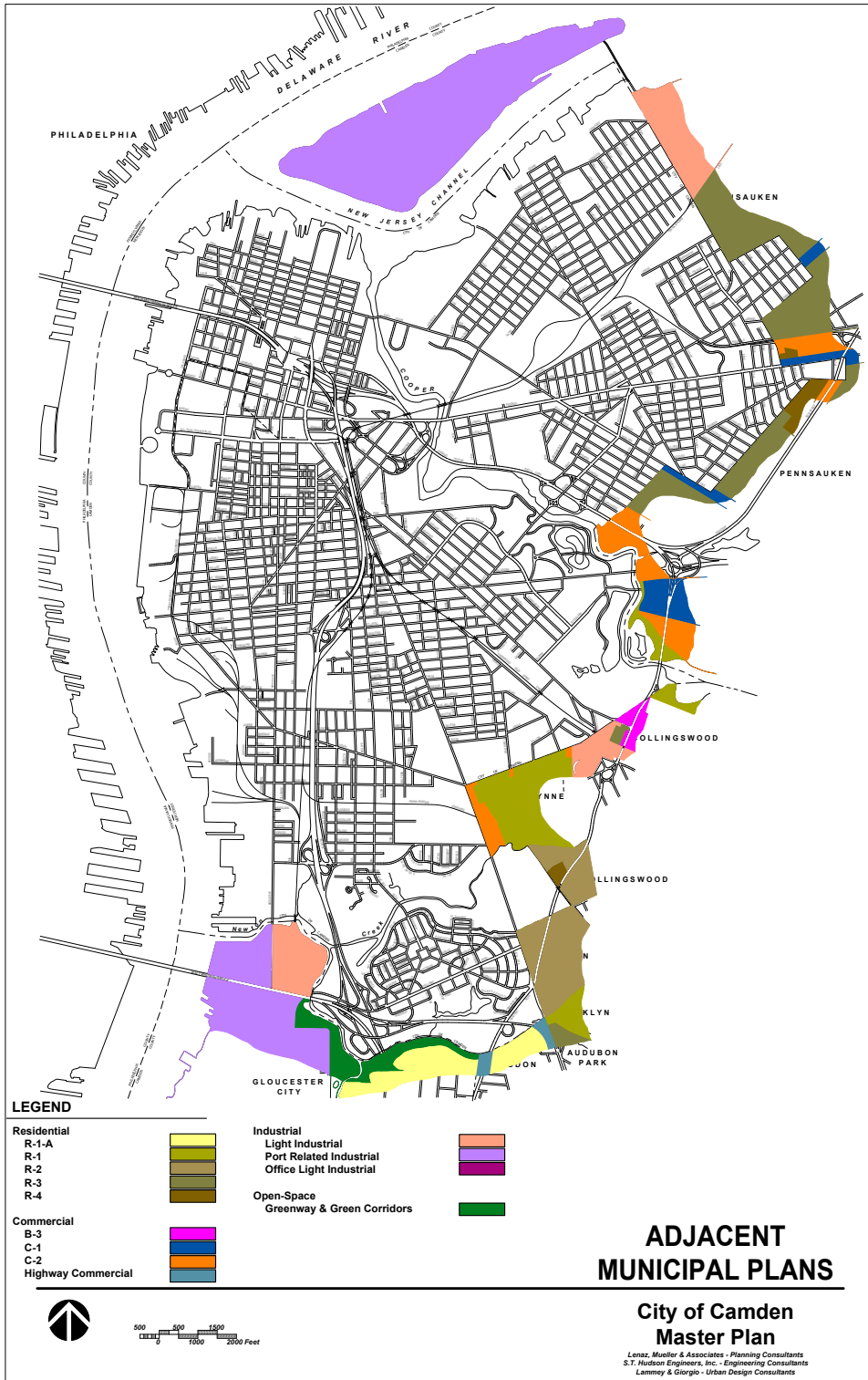
Key land use and development policies of adjoining municipalities in comparison to the City’s proposed Master Plan recommendations are highlighted on the chart entitled “Land Use Relationships - Adjoining Municipalities”.

By undertaking such a comparison, the City can seek to achieve land use compatibility across municipal boundaries - using buffer or transitional land uses where needed - to establish appropriate zone boundaries, and to identify planning issues that may need to be addressed on an intergovernmental level. This comparison establishes a framework for devising common initiatives to resolve development issues affecting a broader area.

The various land use relationships that exist in the municipalities abutting the City are also illustrated on the map entitled *Adjacent Municipal Plans*.

Land Use Relationship  
Adjoining Municipalities

| Camden Proposed Master Plan                      |  | Adjoining Municipal Master Plan |  |
|--|--|---------------------------------|--|
| Neighborhood                                     | Land Use/Development Policies  | Municipality                    | Land Use/Development Policies  |
| Central Waterfront, Cooper-Grant, Cooper's Point | <div><div>• mixed-use waterfront containing regional recreations, cultural and entertainment, hotel and residential uses</div><div>• tourism and regional recreation: riverwalk/greenbelt</div><div>• housing activities</div><div>• industrial facilities</div></div> | Philadelphia                    | <div><div>• mixed-use waterfront containing entertainment retail, hotels and residential condominiums</div><div>• tourism and regional recreation, riverwalk network</div><div>• industrial facilities</div></div>                 |
| Waterfront South                                 | <div><div>• port facilities and related industrial uses</div></div>  | Philadelphia                    | <div><div>• port facilities, industrial areas</div></div>  |
| Cramer Hill                                      | <div><div>• low density residential</div><div>• marine recreation, marine industry, high density residential and recreational open space</div></div>   | Pennsauken Township             | <div><div>• waterfront recreation</div><div>• low density residential</div><div>• industrial areas (heavy and light industry) for Petty Island</div></div>   |
| Rosedale/Dudley                                  | <div><div>• light industrial</div><div>• low density residential</div></div>   |                                 | <div><div>• low/medium density residential</div><div>• commercial along Westfield Avenue</div></div>   |
| Stockton   | <div><div>• commercial along Federal Street and Marlton Pike</div><div>• low density residential</div></div>   |                                 | <div><div>• commercial along Westfield Avenue to railroad line; commercial along Marlton Pike</div><div>• low/medium density residential east of 36th Street; medium/high density residential south of Highland Avenue</div></div> |
| Marlton  | <div><div>• medium density residential</div><div>• commercial/recreation open space along Admiral Wilson Boulevard</div></div>   |                                 | <div><div>• medium density residential</div><div>• commercial and open space along Admiral Wilson Boulevard</div></div>  |
| Parkside   | <div><div>• greenway along Cooper River, open space</div><div>• cemetery use</div></div>   |                                 | <div><div>• commercial uses with some open space areas along Cooper River from Admiral Wilson Boulevard to Collingswood Borough line</div></div>   |
| Parkside   | <div><div>• greenway, open space along Cooper River</div><div>• portion of Transit Village mixed-use development - Haddon Avenue to rail line</div></div>  | Collingswood Borough            | <div><div>• open space along Cooper River</div><div>• commercial and light industrial from Haddon Avenue to Davis Street</div></div>   |
| Fairview   | <div><div>• regional retail</div></div>  |                                 | <div><div>• medium to high density residential</div></div>   |
| Whitman Park                                     | <div><div>• balance of Transit Village mixed-use development from rail line to Hallowell Lane</div><div>• cemetery at Mt. Ephraim Avenue vicinity</div></div>  | Woodlynne Borough               | <div><div>• commercial from Davis Street to Hallowell Lane</div><div>• low density residential</div></div>   |
| Centerville                                      | <div><div>• light industrial</div></div>   |                                 | <div><div>• commercial with limited manufacturing as a conditional use</div></div>   |
| Morgan Village                                   | <div><div>• light industrial</div></div>   |                                 | <div><div>• commercial with limited manufacturing as a conditional use</div></div>   |
| Fairview   | <div><div>• regional retail along southern common boundary and portion of Mt. Ephraim</div><div>• medium density residential balance of Mt. Ephraim frontage</div><div>• greenway, open space along Newton Creek</div></div>   | Haddon Township                 | <div><div>• low density residential and commercial along Mt. Ephraim Avenue</div><div>• low density residential and greenway, open space along Newton Creek with commercial at Crescent Boulevard</div></div>                      |
| Fairview   | <div><div>• medium density residential</div></div>   | Oaklyn Borough                  | <div><div>• low and medium density residential</div></div>   |
| Fairview   | <div><div>• medium density residential</div></div>   | Audubon Park                    | <div><div>• low density residential</div></div>  |
| Fairview   | <div><div>• greenway, open space</div></div>   | Gloucester City                 | <div><div>• light and heavy industrial uses, some port-related industries</div></div>  |
| Waterfront South                                 | <div><div>• light and heavy industrial uses, some port related industries</div></div>  |                                 | <div><div>• light and heavy industrial uses, some port related industries</div></div>  |



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As indicated on the comparison chart above, the City's proposed land use and development policies are generally consistent with those of the adjoining municipalities. While there are some differences in residential density or in the type of non-residential uses that share a common boundary with the City, the uses are similar in character.

Where disparities exist between dissimilar land uses, use of landscape buffering, increasing building setbacks and screening of parking and loading areas will reduce impacts on adjoining properties. Affected neighboring municipalities should coordinate their local planning and zoning efforts to achieve such land use integration and reduction of impacts along common boundaries.

### Relationship to Camden County Plans/DVRPC Plans

Camden County does not have a current County-wide comprehensive development plan. Over the past decade it has focused its planning efforts on preparing open space and transportation plan elements that will eventually lead to a comprehensive County Master Plan.

The County has produced some significant policy recommendations regarding transportation issues directly affecting the City of Camden. These include: roadway improvements to support economic development in the waterfront and downtown area as well as regional roadway access into the City; reverse commute, feeder and flexible bus routes to outlying employment centers; and, commuting bicyclist, bike routes and improving pedestrian mobility.

These concepts have been incorporated within subsequent chapters of the City's Master Plan. In addition, the County has undertaken roadway corridor studies in support of economic revitalization in the City.

The County has also emphasized open space and regional recreational planning matters that have resulted in an open space planning element. The open space element is supportive of the City's greenway planning efforts to achieve major natural open space green systems along its river corridors. The County's policy is to encourage connections and future extensions of the City's greenway plan to achieve a coordinated regional greenway network.

As part of the Delaware Valley Regional Planning Commission (DVRPC), the County's planning efforts have taken a broader view as well. It has coordinated its planning for transportation and open space as well as housing improvement with the DVRPC.

The DVRPC adopted its long range "Year 2025 Plan for the Delaware Valley" which contains themes that are consistent with overall land use and development goals of the County as well as the City. Most important are the major principles advanced by the DVRPC "Horizons Land Use and Transportation Plan" elements.

Both these functional elements advance revitalization and recentralization of development in existing core Cities of the region, which include Philadelphia, Camden, Trenton and Chester, along with the rebuilding and modernization of both highway, rail and transit systems to enable the efficient movement of people and goods in the region.

These principles are significant to the City's Master Plan, which builds on these principles since the funding of certain highway and open space projects involving federal resources require consistency with the policy directives of the DVPRC plans.

### Relationship to the State Development and Redevelopment Plan

The State Development and Redevelopment Plan adopted in the spring of 2001 is designed to provide a long range, State-wide perspective in the formulation of State, County and municipal development and redevelopment policies. This plan also acts as a guide in the allocation of State resources for various public improvements and planning decisions. State-wide goals and strategies cover a wide range of issues and concerns which are summarized as follows:

- a. Revitalize the State's urban centers and areas by investing wisely and sufficiently in improvements to their human resources and infrastructure systems to attract private investment.
- b. Conserve the State's natural resources by planning the location and intensity of growth to maintain the capacities of natural resource systems and then investing in infrastructure and natural resource protection programs in ways that guide growth according to this planning.
- c. Promote beneficial economic growth, development, and renewal by providing infrastructure in advance of, or concurrent with, the impacts of new development sufficient to maintain adequate facility standards.
- d. Protect the environment by planning for growth in compact forms at locations and intensities of use that protect land and water quality, allow



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expeditious regulatory reviews and make sufficient transportation alternatives feasible to help achieve and maintain air standards.

- e. Provide adequate public services at a reasonable cost by planning locations and patterns of growth that maintain existing and planned capacities of infrastructure, fiscal, social, and natural resource systems.
- f. Provide adequate housing at a reasonable cost by planning for the location of a density of housing sufficiently close to both employment opportunities and public transportation so as to reduce both housing and commuting costs for low, moderate and middle income wage earners.
- g. Preserve and enhance historic, cultural, open space and recreational lands and structures by identifying these resources and using public investment strategies, preservation, conservation, and regulatory programs, and other techniques to guide growth in locations and patterns that protect them.
- h. Ensure sound and integrated planning State-wide by using the State Plan as a guide to planning and growth-related decisions at all levels of government.

The State Development and Redevelopment Plan is based on a State-wide policy structure and a resource planning and management structure consisting of centers and planning areas.

In a general sense, the adopted State Plan embodies the principles of Smart Growth through the planning areas system. Smart Growth envisions directing future growth to urban centers and their immediate environs where vacant and underutilized land with infrastructure capacity is available. Suburban sprawl is discouraged and growth to outlying areas is directed toward expansion of existing communities and to new centers. Expected State-wide growth and its service demands are intended to be located and sited so that they do not exceed the capacity required to accommodate such demand within the geographic areas established by the planning area designations recommended by the State Plan.

There are five (5) planning areas proposed in the State Plan. The City of Camden is located in a “PA1 Metropolitan Planning Area” and has also been designated as an “Urban Center” in the State Development and Redevelopment Plan. These designations require highest priority for the

allocation of State resources for community improvement, infrastructure and revitalization activities.

The concept of “centers” is another key element of the State Plan. Existing as well as new centers are intended to accommodate new growth and development in the State.

Underpinning the State Plan’s urban development policy are the following key principles which directly affect Camden:

- Investing public resources in accordance with endorsed Master Plans of a municipality.
- Leveling the playing field in terms of financing public services and infrastructure within cities and reducing excessive regulations that impede economic and neighborhood development.
- Improving mobility and access of City residents to jobs, housing, services and open space/recreation within the region.
- Building on a city’s assets and diverse population, labor force, available land and strategic locations.
- Linking a city’s cultural and service resources to its larger region through improved transit and access systems.
- Involving collaboration with all stakeholders - residents, businesses, government, schools, cultural and faith-based groups and community organizations.

2. *Create a framework for planning collaboration.*

Based on the comparison of adjoining local plans and a review of County, DVRPC and State planning efforts, a series of land use, transportation and other related Master Planning issues ranging from regional concerns to local matters has emerged. These issues are highlighted below and form a framework for inter-municipal and higher agency collaboration in order to devise mutually beneficial solutions on a regional basis.



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## Reinforcing Camden’s Role in the Philadelphia- South Jersey Region

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### Adjoining Municipalities

#### *City of Philadelphia*

- ▶ Collaborate with Philadelphia to market regional economic development opportunities that would attract private investment and create new jobs.
- ▶ Continue speciality niche development of Camden port facilities to complement Philadelphia’s port network that leads to taxpaying private industrial, warehouse and distribution facilities.
- ▶ Expand tourism and regional recreational opportunities by providing continued integration of the “Two Cities - One Waterfront” destination area by improving public transit and roadway access systems between the Cities.

#### *Pennsauken Township*

- ▶ Establish and promote programs to upgrade the character of principal gateways (the U.S. Route 130 intersection with Admiral Wilson Boulevard and Westfield Avenue at 42nd Street) with improved signage, paving patterns, special lighting and feature landscape designs.
- ▶ Jointly promote and encourage mixed-use redevelopment and natural open space preservation on Petty Island. Various long range development options have been discussed involving intensifying container cargo storage and promoting industrial development on the island. Future redevelopment options should:
  - Maintain and upgrade naturalized areas and the shoreline opposite Camden.
  - Keep container storage on the interior of the island with appropriate landscape buffering.
  - Upgrade the existing Petty Island access bridge and redirect truck traffic away from residential areas.
  - Develop a joint development commission and revenue sharing coalition to benefit community improvement projects in Camden and Pennsauken through collaboration with the DRPA.

- ▶ Expand greenway planning implementation to preserve adjoining rivers and stream corridors.
- ▶ Coordinate code enforcement, property maintenance and housing rehab activities within residential areas adjacent to the City of Camden. Jointly promote the planning of a new mixed-use center at the new Trenton-Camden light rail station stop in the vicinity of 36th Street with the State and New Jersey Transit.

#### *Collingswood Borough*

- ▶ Extend greenway planning initiatives for conservation of the lands along the Cooper River and Newton Lake Park.
- ▶ Share retail corridor improvement plans so as to create coordinated compact retail business areas.
- ▶ Collaborate on concentrated code enforcement and conservation techniques to protect the quality of existing adjoining neighborhoods.

#### *Woodlynne Borough*

- ▶ Apply joint code enforcement and rehab assistance to maintain a residential edge along Ferry Avenue.
- ▶ Collaborate on joint business marketing programs for adjoining neighborhood commercial areas along Mt. Ephraim Avenue opposite Camden’s proposed Enterprise Industrial Park.

#### *Haddon Township*

- ▶ Coordinate efforts to focus rehab and code enforcement assistance in the West Collingswood Extension neighborhood.
- ▶ Collaborate on creating an economic development partnership to help revitalization and support business associations along the Black Horse Pike and U.S. Route 130 commercial corridors.
- ▶ Investigate the joint preparation of a commercial corridor improvement plan adjacent to the planned regional shopping center redevelopment area between Mt. Ephraim Avenue and U.S. Route 130.

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*Oaklyn Borough*

- ▶ Collaborate in code enforcement and property maintenance initiatives to conserve residential properties near the City of Camden’s municipal boundary.

*Audubon Park Borough*

- ▶ In a multi-jurisdictional effort with Oaklyn, Haddon and Audubon Park, create a residential gateway into the City along Mt. Ephraim Avenue.
- ▶ Collaborate in housing conservation programs to maintain a sound neighborhood in the abutting Fairview area.

*Gloucester City*

- ▶ Coordinate planning and economic development efforts to jointly market industrial development and redevelopment in both City’s port districts.
- ▶ Jointly lobby the State for reconstruction of the Broadway Avenue bridge to accommodate port truck traffic from the Morgan Boulevard exit of Interstate 76.
- ▶ Coordinate planning efforts with the County to advance the development of a greenbelt along Newton Creek involving active recreation facilities.

Camden County Master Plan

Long range planning activities of the County are generally consistent with the goals and objectives of its constituent municipalities and the State Plan.

Perhaps most significant in the County’s approach to improving economic and neighborhood conditions in the City of Camden and the inner ring of older municipalities is the proposition that solutions to these conditions require a regional approach. While individual municipalities can seek self-sufficiency for its residents, certain improvement activities require broader participation if long term improvements are to succeed.

The County has recommended that an “urban complex strategic coalition” be formed. **Future**CAMDEN reinforces this concept by recommending the creation of a “Mayor’s Coordinating Council” whereby a forum for adjoining municipalities’ Mayors could informally convene to address common

planning and development issues. The Greater Camden Partnership could play a key role in connecting the Mayors and other regional stakeholders to establish the strategic coalition needed to solve common issues.

The recommended planning coalition should consist of the City and the inner ring municipalities including Cherry Hill, Pennsauken, Collingswood, Haddon, Gloucester City, Merchantville, Woodlynne, Brooklawn, Bellmawr, and Mt. Ephraim. The coalition would improve communication between municipalities working on matters of mutual concern and seeking initiatives that will improve the welfare of all municipal participants. Other regional participants, the County and the State should also be part of the proposed strategic coalition.

Once a focused agenda is established, the coalition should seek to prepare an “urban complex strategic plan” as enabled by the recently adopted State Plan. The urban complex plan should outline resources needed from each participant and the respective contributions required of the County and the State along with other stakeholders in the implementation of the strategic plan. By the State and the County redirecting a portion of their financial resources to achieve the strategic plan, significant progress can be made in the improvement of jobs, housing and recreational facilities for the residents within the proposed coalition’s boundary.

The previous comparison of adjoining municipal planning issues should be the framework for further discussion and refinement by the proposed coalition members.

State Development and Redevelopment Plan

Camden’s Master Plan focuses on strategically targeting City resources to stabilize and revitalize neighborhoods. As outlined in subsequent chapters of **Future**CAMDEN, many of its key recommendations - to empower its residents to achieve self-sufficiency, to create an attractive climate for business investment, to prepare and train its workforce for the jobs in a changing global economy and to sustain its natural and historical resources - are significantly consistent with the State Plan.

The State Plan is an important policy document for enhancing the City as the business, service, governmental, health care, higher educational, entertainment and cultural center for the region. Its “urban revitalization” and “center” concepts provide important public investment and land use development policies for the improvement of an urban center. Both of these concepts are consistent with the **Future**CAMDEN recommendations.

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Urban revitalization requires coordinating comprehensive planning of all stakeholders involving the City and community organizations, faith-based agencies, institutions and educational facilities, non-profit groups and businesses, the County and the State. It also entails establishing regional partnerships among neighboring municipalities, the County and the State as outlined above in the preparation of an “urban complex strategic plan”.

Furthermore, it requires adequate State and County resources to leverage City and federal funds in providing public facilities and services at a level that encourages redevelopment and revitalization consistent with a City's Master Plan.

The State Plan's “urban center” concept envisions a vibrant employment, governmental, cultural and transportation anchor of a particular region. Camden is designated as an urban center for the South Jersey region.

State Plan policies for urban centers reflect an intention of the State to: support the revitalization and redevelopment of urban centers; assist in stabilizing older inner ring suburbs; and promote policies to accommodate growth in centers, rather than letting it continue to sprawl across the remaining countryside. **Future**CAMDEN is consistent with these concepts and policies.

### Camden County Solid Waste Management Plan

The County maintains an active program of solid waste management planning and assistance to municipalities. It also provides technical and educational assistance regarding the operation of a recycling program.

While the City currently contracts for its solid waste collection needs there are operational efficiencies to be achieved in collaborating with adjacent municipalities for joint or inter-local provision of collection services. The County's “trash to steam” plant (Resource Recovery Facility) is located in the City.

The City's solid waste program could benefit from instituting a fee charge for business and Camden Housing Authority collection services. A portion of the collected fee revenue should be used to advance the City's recycling program. The Master Plan recommends that the City's recycling program meet State-wide recycling goals which are consistent with the County's Solid Waste Management Plan.



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## Improving Housing and Neighborhoods

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### VISION

*All neighborhoods are safe, attractive and well maintained. Renovated schools, parks and recreation as well as modernized community facilities have expanded youth service activities and improved the quality of life of all residents. Streets are cleaner with more trees and sidewalks. Vacant lots are transformed into community gardens and small playgrounds.*

*New and rehabilitated housing provides affordable housing options for residents of different incomes, ages and special needs. A new middle class has grown from within as residents have been empowered with the necessary skills and resources to reestablish clean and inviting neighborhoods free of drugs and crime. In turn, this has attracted more families to locate in the City's diverse neighborhoods. Neighborhood Advisory Committees are operating in each neighborhood to help citizens achieve improvement goals.*

*The Master Plan outlines the following seven goals for achieving the above vision for improving housing and neighborhoods within the City.*

#### *Housing Goals:*

- **Create a coordinated City-wide housing and community development program.**
- **Restructure management of vacant and underutilized properties.**
- **Retain, empower, and attract middle income households.**
- **Provide economically integrated neighborhoods and deconcentrate poverty.**

#### *Neighborhood Goals:*

- **Maintain and improve the appearance of neighborhoods.**
- **Prevent crime and reduce opportunities for it to occur.**
- **Build stronger neighborhoods through public-private partnerships.**

# Improving Housing and Neighborhoods

## OVERVIEW

As is the case in older central Cities, Camden is confronted by the challenges posed by an aging housing stock, with its associated deterioration, and by a housing market which favors suburban communities in the competition for home buyers and new housing development. However, Camden at the beginning of a new century is positioned to benefit from several significant events.

Key opportunities result from changing regional demographics, renewed interest in urban living, the revitalization of the waterfront, restructuring and rebuilding existing school facilities, and a supply of vacant land with the potential to support new housing development.

A demographic and housing profile of the City and each of the three Neighborhood Planning Districts (NPD) and the neighborhoods within these districts establish the background for the creation of a practical housing improvement strategy. Historically, the City has based its planning and improvement programs on these neighborhood areas and planning districts.

Neighborhood areas comprised of individual Census tracts are combined into planning districts based on proximity of location, physical barriers such as major roadways and natural features, and general similarity in neighborhood housing and community design characteristics. The map entitled *Neighborhood Planning Districts* indicates the location of the three planning districts within the City.

For the most part, data from the 1990 Census is used to develop the statistical profiles contained in this chapter. This provides a consistent base for general comparisons of neighborhood characteristics at a similar point in time. Where Census 2000 information was available it has been included.

With the advent of the full Census 2000 reports sometime in 2002, subsequent demographic comparisons can be made by the City's planning staff. Additional background Census information is contained in Appendix IV.

## CITY-WIDE HIGHLIGHTS

### City Profile

The City's population had dropped from 87,492 persons in 1990 to 79,904 persons in 2000 representing about a 9% decline. Racial diversity in 2000 had shifted slightly with 53% of the population reported as black, 17% white and the balance being other races. Of interesting note the Asian and Vietnamese segments of the community had grown to be some 3,200 persons. The Hispanic segment also increased by more than 3,700 persons reflecting almost 40% of the City's population compared to about 30% in 1990.

The City's median age of 27.2 years still indicates a youthful population in 2000. Over 38% of the population is under 18 years of age while 7.6% is over 65 years of age.

Of the City's total 30,138 housing units reported in 1990, about 42% or 12,878 units were owner-occupied and some 46% or 13,748 were renters. The 3,512 vacant units reported for Camden represents almost a 12% vacancy rate. The median owner-occupied property value was noted as \$31,100. Median household income in Camden in 1990 was \$17,386, increasing to \$21,944 in 2000.

City-Wide Data Profile

|                               | 1990     | 2000            | Change: 1990-2000 |
|-------------------------------|----------|-----------------|-------------------|
| Population                    | 87,492   | 79,904          | -7,588 (-9%)      |
| % Black                       | 56%      | 53%             | -3%               |
| % White                       | 19%      | 17%             | -2%               |
| % Hispanic                    | 31%      | 39%             | +8%               |
| % < 18                        | 35%      | 38%             | +3%               |
| % > 64                        | 8.4%     | 7.6%            | -0.8%             |
| Total Housing Units           | 30,138   | 29,769          | -369              |
| Occupied Housing Units        | 26,626   | 24,177          | -2,449 (-9%)      |
| Vacant Housing Units          | 3,512    | 5,592           | +2,080 (+60%)     |
| Owner-Occupied Housing Units  | 12,878   | 11,141          | -1,737 (-14%)     |
| Renter-Occupied Housing Units | 13,748   | 13,036          | -712 (-5%)        |
| Median Household Income       | \$17,386 | \$21,944 (est.) | +\$4,558 (+26%)   |
| Median Age                    | 26.1     | 27.2            | +4%               |

# Improving Housing and Neighborhoods

Based on the 2000 Census, the City’s total housing stock declined to 29,769 units. While there were new units constructed, the net housing stock of the City declined reflecting mainly demolition activity that occurred in the 1990’s. Owner-occupied housing units now account for about 37% or 11,141 units while renter-occupied housing units represent about 12% of the total housing stock. Vacant units more than doubled since 1990 to 5,592 units and now represent 19% of the total City housing units.

About 42% of the total housing stock or 12,673 units were built before 1940. The majority of the housing stock, over 61% or 18,559 units, are attached units generally in a row house building type. Single-family detached units comprise just fewer than 10% of the housing stock. The balance are considered multi-family units.

## Neighborhood Planning District Profile

Other than for population and racial characteristics, detailed 2000 Census data is not yet published for specific neighborhood levels. The demographic highlights that follow are based on 1990 data, updated to 2000 where available.

Of the City’s total 1990 population, about 27% of residents live in NPD #1, 38% live in NPD #2, and the balance or 35% live in NPD #3. In 2000, the distribution of population amongst the three planning districts did not change appreciably.

In terms of racial distribution within the City in 1990, about 27% of the black population lived in NPD #1, 31% lived in NPD #2 and the remaining 42% lived in NPD #3. In 2000, the relative proportions of the black population centers shifted slightly with NPD #1 and NPD #3 gaining between 2% to 4% and NPD #2 losing 5%.

About 20% of the white population in 1990 lived in NPD #1, 36% lived in NPD #2 and the balance, or 43%, lived in NPD #3. In 2000, NPD #1 and NPD #2 experienced slight increases in white population while NPD #3 witnessed over a 15 percentage point decline in white population.

Of the Hispanic population in 1990, 30% lived in NPD #1, 51% lived in NPD #2 and 12% resided in NPD #3. In 2000, other than for NPD #3 where the Hispanic population increased by 5 percentage points, the distribution of Hispanics in the other two planning districts also increased but only by some 1,500 to 2,000 persons or by about 1%.

Median household income distribution indicates that both NPD #2 and #3 have comparable average median incomes of about \$18,500 while NPD #1 at \$13,430 is well below the City’s \$17,386 income level.

| Neighborhood Planning Districts - Demographics |          |        |                   |          |        |                   |          |        |                   |
|--|----------|--------|-------------------|----------|--------|-------------------|----------|--------|-------------------|
|  | NPD #1   |        |                   | NPD #2   |        |                   | NPD #3   |        |                   |
|  | 1990     | 2000   | Change: 1990-2000 | 1990     | 2000   | Change: 1990-2000 | 1990     | 2000   | Change: 1990-2000 |
| Population (% of City)                         | 23,848   | 22,377 | -1,471 (-6%)      | 33,329   | 29,920 | -3,409 (-10%)     | 30,315   | 27,607 | -2,708 (-8%)      |
| % Black  | 27%      | 29%    | +2%               | 31%      | 26%    | -5%               | 41%      | 45%    | +4%               |
| % White  | 19%      | 28%    | +9%               | 36%      | 42%    | +6%               | 45%      | 30%    | -15%              |
| % Hispanic                                     | 29%      | 31%    | +2%               | 50%      | 52%    | +2%               | 13%      | 18%    | +5%               |
| Median Household Income                        | \$13,430 | n/a    |                   | \$18,320 | n/a    |                   | \$18,669 | n/a    |                   |
| Owner-Occupied Housing Units                   | 22%      | n/a    |                   | 34%      | n/a    |                   | 44%      | n/a    |                   |
| Renter-Occupied Housing Units                  | 27%      | n/a    |                   | 39%      | n/a    |                   | 34%      | n/a    |                   |
| Vacant Housing Units                           | 38%      | n/a    |                   | 35%      | n/a    |                   | 27%      | n/a    |                   |

Source: U.S. Census; n/a = not currently available

Home ownership levels vary by planning districts as well. In 1990, NPD #3 had the highest ownership rate at 44%, with NPD #2 at a 34% rate and NPD #1 at a 22% rate. Renters were more prevalent in NPD #2 with a 39% rate, lowest in NPD #1 at a 27% rate with the balance located in NPD #3 at a 34% rate.

Of the total 1990 vacant units in the City, 38% were located in

NPD #1, 35% were in NPD #2 and the balance or 27% were situated in NPD #3. Property values reported as median owner-occupied units were the highest in NPD #2 at \$33,000 and the lowest in NPD #1 at \$21,300 with NPD #3 noted as \$30,300.

## Owner-Occupied Affordable Households

Affordability and service needs of owner and rental households are highlighted below as summarized from the City’s Consolidated Housing Plan (Year 2000-2004). A discussion of owner-occupied and renter-occupied housing units for each neighborhood in a planning district is outlined in the profiles that follow.

The City has a proportionately high percentage of low income residents who pay in excess of 30% of their income for shelter costs. In 1990 this was estimated to be about 37% of the owner-occupied households in the City. While comparable 2000 Census figures will not be available until 2002, it is assumed that this figure will increase to almost 40% given the decline in the number of owner-occupied households currently reported.



# Improving Housing and Neighborhoods

Through a combination of City resources through HUD and State funding programs, rehabilitation assistance for over 400 low and moderate income resident households over the next 5-year period is anticipated. In addition, substantial rehabilitation assistance is envisioned for some 200 low and very low income owner households during the same time period.

Newly constructed affordable housing units for purchase by low and moderate income households is also envisioned in the City’s Consolidated Housing Plan. Some 585 such units are proposed over the next 5-year period.

With respect to market-rate owner housing some 280 new sales of converted rental units and about 50 units of market-rate rental rehabilitation units over the next five-year period is proposed in the Consolidated Plan.

## Renter-Occupied Affordable Households

There is a higher percentage of low income and very low income renter households who pay in excess of 30% of their income for shelter costs. In 1990 this was estimated to be over 60% of the renter-occupied households in the City. When the 2000 Census figures are made available this relative percentage will most probably have remained constant or slightly increased.

Through a combination of federal and State funding programs rental assistance through the Section 8 voucher program for rental households is expected to continue. It is envisioned that the present 1,300 Section 8 certificates could increase to some 2,150 units over the next 5-year period. A portion estimated at 10% annually would be able to transition to self-sufficiency thus freeing up allocated certificates for those more needy.

Newly constructed affordable rental units for some 365 persons as well as rehabilitation assistance to an additional 50 rental market-rate units are proposed over the next 5-year period as part of the Consolidated Plan.

Public services including child care, job counseling, crime prevention, youth services and activities, community center and recreational improvements are also recommended to support both owner and renter household needs. These community service improvements are further discussed in Chapter IX of the Master Plan.

# NEIGHBORHOOD LAND USE FRAMEWORK

Following is a description of existing characteristics and demographics for neighborhoods within each planning district. U.S. Census information is updated to 2000 where published data was available. Proposed Land Use Plans for each planning district indicating general land uses in neighborhood areas are also described.

Where neighborhood development plans have been previously completed and adopted by the Planning Board they have been identified and their key recommendations included in the Master Plan. As other neighborhoods undertake a subsequent collaborative planning effort with the City, suggested land use refinements that advance the goals of the Master Plan can then be used by the Planning Board to update and refine this document.

The planning district land use plans do not stand alone; they are interrelated with other Master Plan elements described in ***Future***CAMDEN - with economic development and the CBD, transportation, open space and recreation, community facilities and historic preservation.

The land use categories indicated on the proposed Land Use Plan maps suggest the predominant land use to be maintained or achieved over time as parcels of land are developed or redeveloped. The designation of an area for a particular land use does not preclude other complementary uses from occurring within that particular land use area. For example, “medium density” residential use does not preclude appropriate multi-family, single- and two-family dwellings, community facilities or recreation uses from being developed or improved within the designated area.

The land use maps do not indicate proposed zoning of individual parcels. A land use category may be translated into different zoning districts as the City’s Zoning Ordinance and Zoning Map are updated. It may certainly be appropriate to vary from the general land use maps for each planning district in instances where such action would better meet the overall goals of a specific element of the Master Plan.

The list below outlines the key land use categories and recommended policies that underpin the Land Use Plans for each planning district.

## Residential

*Low Density:* Areas primarily designated for single-family detached and semi-detached dwellings at a maximum density of 10-15 dwelling units per gross acre.

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## Improving Housing and Neighborhoods

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*Medium Density:* Areas primarily designated for single-family detached, two-family, single-family semi-detached, and townhouse dwellings at a maximum density of 20-30 dwelling units per gross acre.

*High Density:* Areas primarily designated for townhouse, garden apartments, and mid-rise apartments at a maximum density of 35-100 dwelling units per gross acre.

### Commercial

*Regional Retail:* Areas primarily designated for shopping centers, “big box” retail uses, professional offices and personal services, and movie theaters to serve residential and employment populations within and beyond the City limits.

*Retail:* Areas primarily designated for retail stores, personal services, professional and medical offices, financial institutions, and eating places to serve City residents and the neighborhoods in which they are located. Also envisioned are mixed commercial/residential uses and high density residential uses.

*Commercial Retail:* Areas primarily designated for non-residential uses that are permitted in the retail area to serve the neighborhoods in which they are located. Also envisioned are mixed commercial/residential uses and medium density residential uses.

*Commercial Open Space:* Areas primarily designated for specialty commercial recreational uses such as marinas and for selective highway-oriented service land uses including information visitor centers, hotels and motels, restaurants and motor vehicle service stations.

### Industrial

*Light Industrial:* Areas primarily designated for manufacturing, warehouse and distribution facilities, wholesale sales, fabricating, and handling of goods and products.

*Port Related Industrial:* Areas primarily designated for docks, wharves, piers and related facilities used in connection with the transfer, storage-in-transit and incidental processing of cargo from or to waterborne craft, heavy industrial uses, manufacturing, and other uses permitted in the light industrial district.

*Office-Light Industrial:* Areas primarily designated for offices, limited manufacturing and research, flexible high technology facilities and laboratories.

### Mixed-Use Areas

*Transit-Oriented:* Areas primarily designated for a mix of land uses including professional offices, retail, commercial, entertainment, and high density residential that supports use of mass transportation.

*Mixed Waterfront:* Areas primarily designated for a mix of land uses including offices, specialty retail, commercial, entertainment, hotels and convention facilities, and high density residential that capitalize on the Delaware River waterfront location.

*Center City:* Areas primarily designated for a mix of land uses including public and private offices, retail, commercial, entertainment, hotels, high density residential and related uses that characteristically support the downtown core area of the City.

*Mixed Corridor:* Areas primarily designated for a mix of land uses including professional offices, retail, commercial, industrial, and medium density residential along major roadways that form a gateway entry into a particular neighborhood and support the port related industrial and light industrial land use areas.

*Mixed Development:* Areas primarily designated for a mix of land uses including residential and non-residential, marina, and recreational uses including a possible golf course facility with public access to the riverfront.

### Community Facilities

*Medical and Support:* Areas primarily designated for hospitals, medical centers, health centers, eleemosynary institutions, research, educational facilities and adjunct residential dwellings, including dormitories.

*University and Support:* Areas primarily designated for colleges, universities, schools and other institutions of learning, adjunct residential dwellings including dormitories, and adjunct play and recreational grounds and facilities.

*Public/Semi-Public:* Areas primarily designated for public and private schools, community centers, fire and police and other similar facilities.

# Improving Housing and Neighborhoods

## Open Space

*Green Corridor:* Natural areas containing greenways primarily designated for the permanent protection of environmentally sensitive areas while allowing for limited public access and recreational use along waterways including landscape areas along highway and rail transit corridors.

*Parks, Recreation, and Open Space:* Areas primarily designated for active and passive indoor and outdoor recreation including basketball, swimming, group picnic areas, a golf course and related recreational facilities.

## NEIGHBORHOOD PROFILES AND LAND USE RECOMMENDATIONS

### Planning District #1

#### Profiles

Planning District #1 is comprised of four neighborhood areas that involve eight census tracts. The district is referred to as the North and Central Camden neighborhood area. Camden's Empowerment Zone is contained within this planning district and involves six of the eight census tracts comprising the district. The neighborhoods are depicted on the map entitled *Neighborhood Planning District #1* and are defined as follows:

- North Camden (Pyne Poynt - Tract 6008 and Cooper's Point - Tract 6007)
- Cooper-Grant and the Central Business District (Cooper-Grant - Tract 6006, CBD - Tract 6001)  
(In the 2000 Census, the boundary line between these districts and the Central Waterfront district was adjusted.)
- Bergen Square/Lanning Square, Central Waterfront (Lanning Square - Tract 6003, Bergen Square - Tract 6004 and Central Waterfront - Tract 6005)
- Gateway (Gateway - Tract 6002)

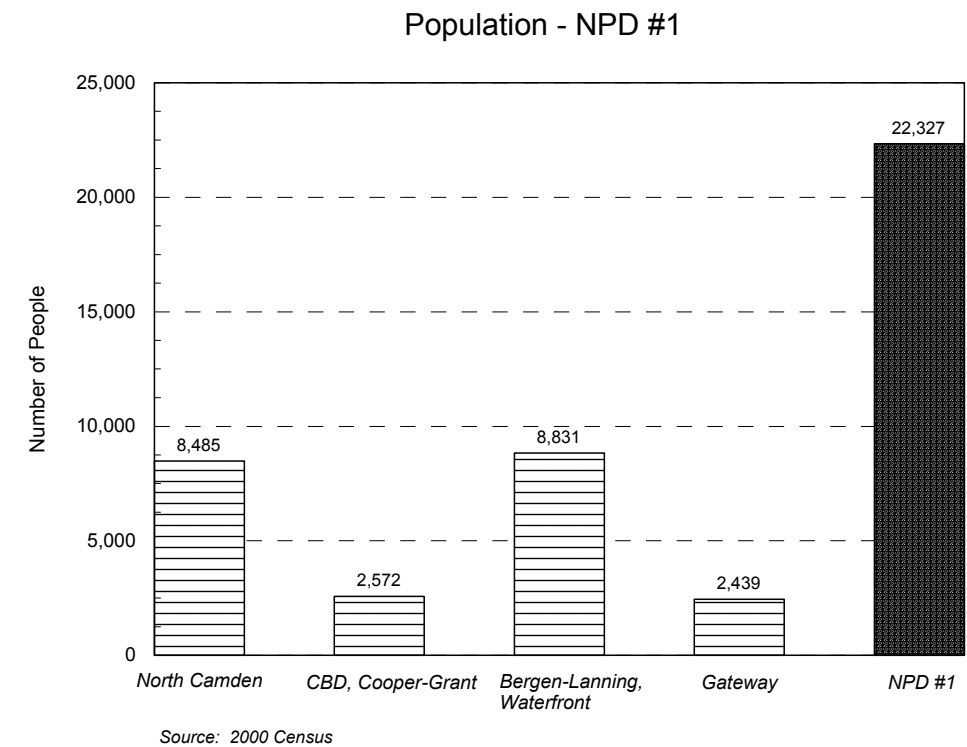
#### North Camden

North Camden is predominantly a residential area. Industrial uses including the State Prison are located along a portion of its northern and western periphery.

The Cooper's Point section of North Camden is included within the federally designated Empowerment Zone. In 1992, organization and area residents collaborated to create the North Camden Plan, a comprehensive neighborhood revitalization strategy.

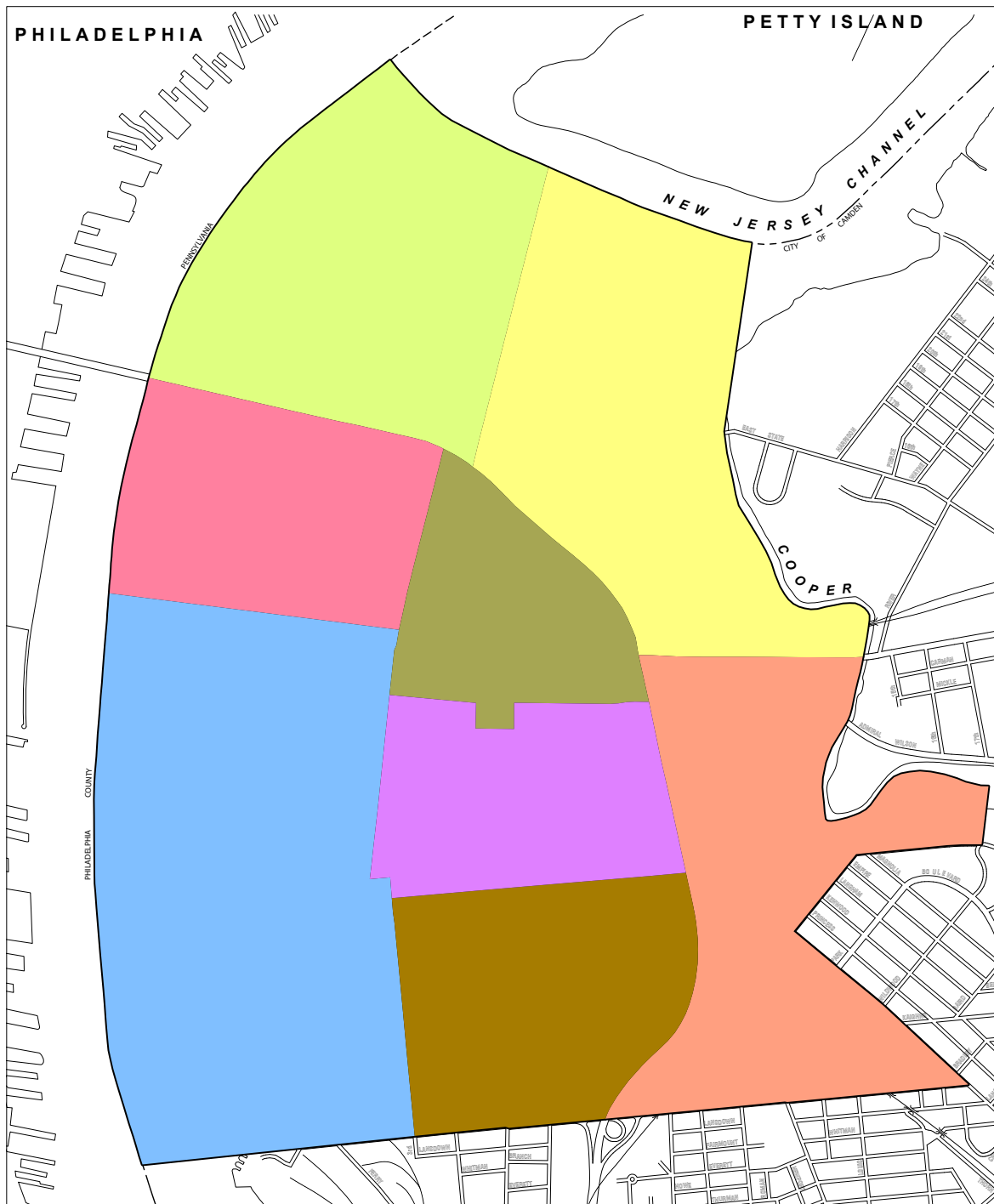
In 1990 there were 8,727 persons in the North Camden area. By 2000 there were 8,485 persons representing a 3% loss in total population. With some 8,500 persons in 2000, North Camden accounts for about 11 percent of the City's population. It is one of the poorest in the City with the lowest property value (\$14,999) and household income (\$13,507). In 2000, this racially diverse area contained about 50% black and 18% white, with the remainder of its residents being a combination of other races. Over 59% were Hispanic.

Of the total 2,610 housing units reported for the area in 1990, 1,527 or almost 60% are renter-occupied. About 9% of the housing units were vacant.



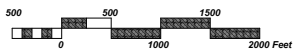
#### CBD/Cooper-Grant

The Central Business District and Cooper-Grant area is one of the least populated areas in the City accounting for about 3% of the City's total population. Less than 2,750 people in 1990 or 11% of the planning district's population lived in this sub-area. As of the year 2000, about 2,570 people reside in this area representing 12% of the planning district's population.



#### LEGEND

|                           |  |                |  |
|---------------------------|--|----------------|--|
| Bergen Square             |  | Cooper Point   |  |
| Central Business District |  | Gateway        |  |
| Central Waterfront        |  | Lanning Square |  |
| Cooper Grant              |  | Pyne Point     |  |



## NEIGHBORHOOD PLANNING DISTRICT #1

**City of Camden  
Master Plan**

Lenaz, Mueller & Associates - Planning Consultants  
S.T. Hudson Engineers, Inc. - Engineering Consultants  
Lamney & Giorgio - Urban Design Consultants



## Improving Housing and Neighborhoods

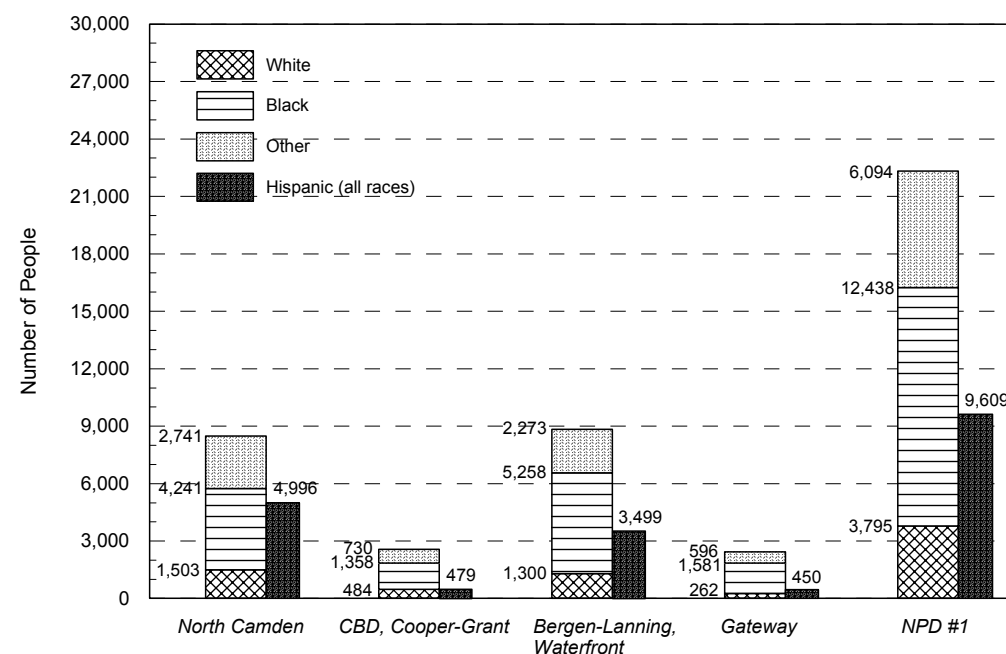
The Cooper-Grant area west of Delaware Avenue also includes portions of the waterfront development district containing the baseball stadium and other proposed entertainment and cultural activity centers. Rutgers University, Rowan University and Camden County Community College are located within the CBD area north of Cooper Street.

Most residents live in mixed-use buildings containing apartments on Cooper Street and in row houses located in the Cooper-Grant neighborhood. Cooper-Grant is also a designated historic district. It is a residential enclave situated between the waterfront district and Rutgers University campus and adjacent to the CBD area. It is also located in the federally designated Empowerment Zone.

Of the total 382 units comprising the area's housing stock in 1990, about 15% were owner-occupied while 56% were renters. Despite the relative stability of this area, it had 114 vacant units, which is about 9% of the total number of vacant units within the entire planning district. Many of these units are being rehabilitated.

The area has the highest reported property value for the district yet its 1990 household income is just above the district's \$13,430 average income level. Many properties have been rehabilitated in the Cooper-Grant neighborhood which accounts for about a 30% higher property value than the City average. In 2000 the area remained racially diversified with over 52% black, 28% white, and the balance reported as other races. About 18% were Hispanic.

Racial Composition - NPD #1



Source: 2000 Census

### Bergen Square/Lanning Square and Central Waterfront

The Bergen Square/Lanning Square and Central Waterfront neighborhoods together represent a transitional area south of the CBD. These neighborhoods were initially settled in the early part of the 20th century. They thrived on the burgeoning shipbuilding and port related industries located at their doorstep until the 1950's. Lanning Square was settled before Bergen Square.

Both areas are largely residential with Lanning Square containing a combination of 2- and 3-story buildings dating from the late Victorian period of architecture. By contrast, Bergen Square contains predominantly 2-story row houses. The Central Waterfront area south of Clinton Street is largely industrial in use and contains major port related activities. The balance of Central Waterfront north of Clinton Street contains waterfront entertainment and cultural facilities.

Once the main commercial spine for these neighborhoods, Broadway is now characterized by limited storefront businesses mixed with housing in the Lanning Square section. In Bergen Square there are many vacant lots and isolated vacant buildings with very little commercial activity. Lanning Square and Central Waterfront are also included in the federally designated Empowerment Zone.

Within the eastern section of Lanning Square, Cooper Medical Center and the Coriell Medical Research Institute medical teaching facilities are located. An area adjacent to the medical center has been designated as the Cooper Plaza historic district. During the 1990's this district has undergone significant housing rehabilitation and streetscape improvements.

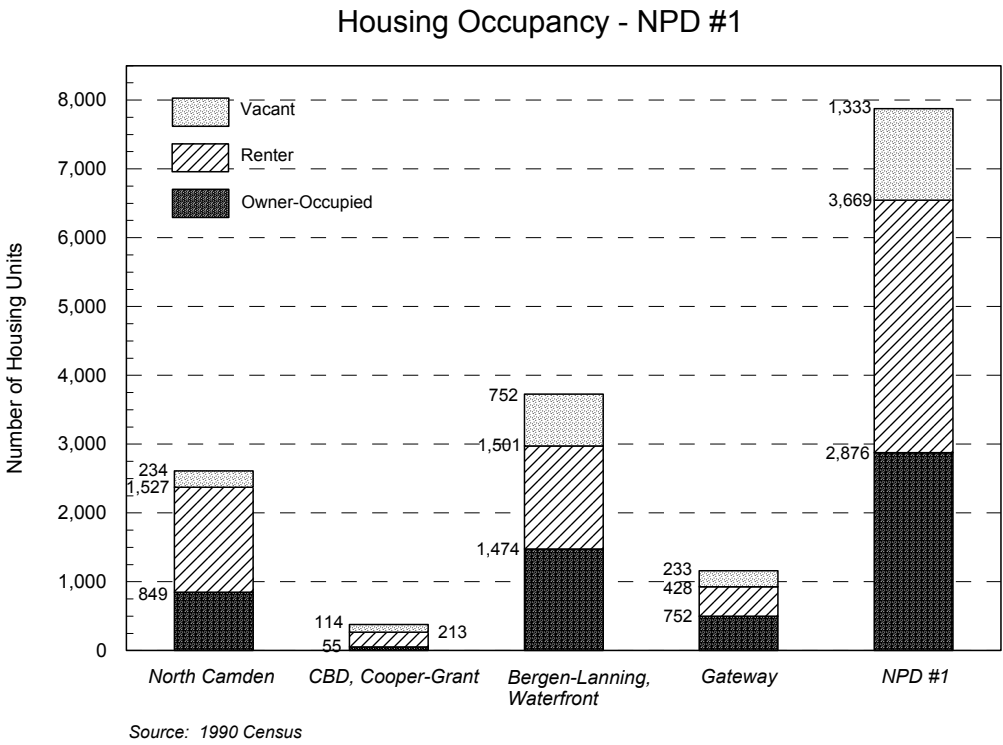
In the western portion of Lanning Square the historic enclave containing the poet Walt Whitman's house is located. There are also housing rehabilitation efforts and some limited new construction of affordable housing in the blocks south of the Walt Whitman historic district parallel to 3rd Street.

The combined area contained 9,390 persons in 1990 which declined to 8,831 in the year 2000. Today it accounts for about 11% of the City's population. It has the largest number of residents, close to 40% of the planning district's population. Racial diversity in 2000 is high within the combined area with 60% of the population being black and 15% white with the remainder being Asian and other races. About 39% are Hispanic.

The area is the poorest in the planning district. Its 1990 household income of \$11,390 is below the planning district's average as well as the City's average household income. At 56%, it has the highest number of vacant properties within the district. Of the 3,727 total housing units in 1990, 40% or 1,474 were owner-

# Improving Housing and Neighborhoods

occupied while 51% or 1,501 were renter-occupied units. In 1990, its average property value of \$18,100 was below the planning district's \$21,300 average value.



## Gateway

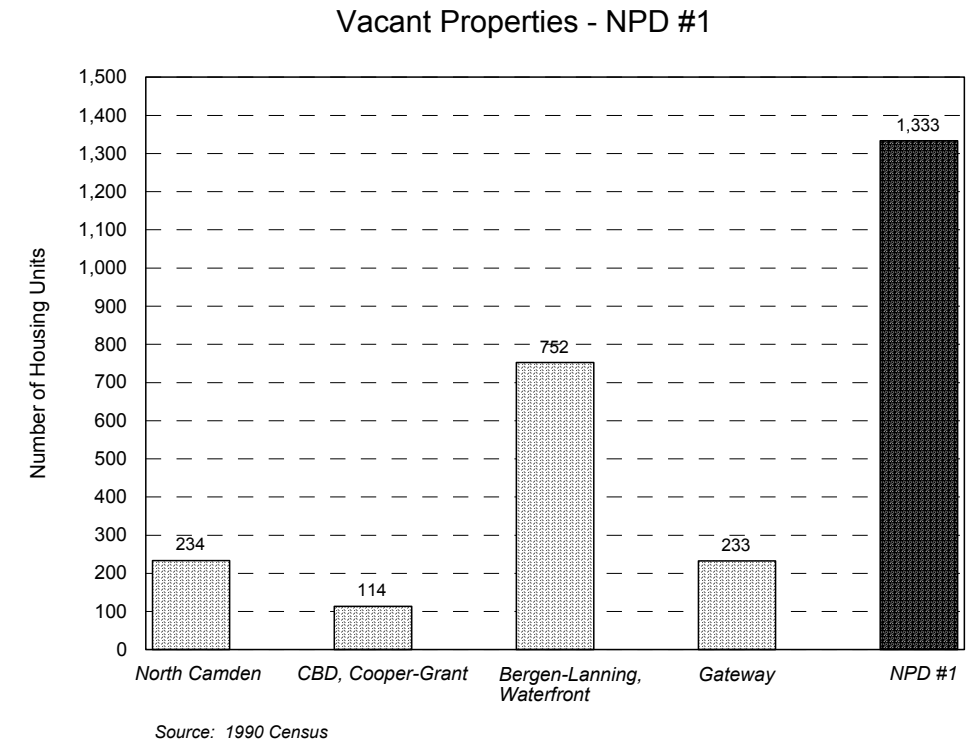
The Gateway area is predominantly office and industrial generally north of Pine Street and residential and commercial to the south. The northern part of the area contains the national headquarters of the Campbell Soup Company along with about a dozen smaller industrial firms.

The residential area south of Pine Street is a relatively small enclave. The Haddon Avenue commercial strip begins in this area but contains a series of low-end retail uses in a dispersed pattern within deteriorating buildings. Kaighns Avenue and Mt. Ephraim Avenue commercial corridors begin in this area as well. A pattern of limited retail activity and deteriorating residences comprise this commercial corridor. The Gateway area is located within the federally designated Empowerment Zone.

Gateway contained 3,004 people in 1990 which decreased to 2,439 in 2000. This represents 11% of the planning district's total population. The residential portion of this area contains the next smallest population base in the planning district in comparison to the CBD/Cooper-Grant area. Over 65% of its population was reported as black in the year 2000, 11% white with the balance of the area being

other races. Some 28% are Hispanic. In 1990, it had the highest household income of the planning district at \$18,618, which is also higher than the City-wide household income.

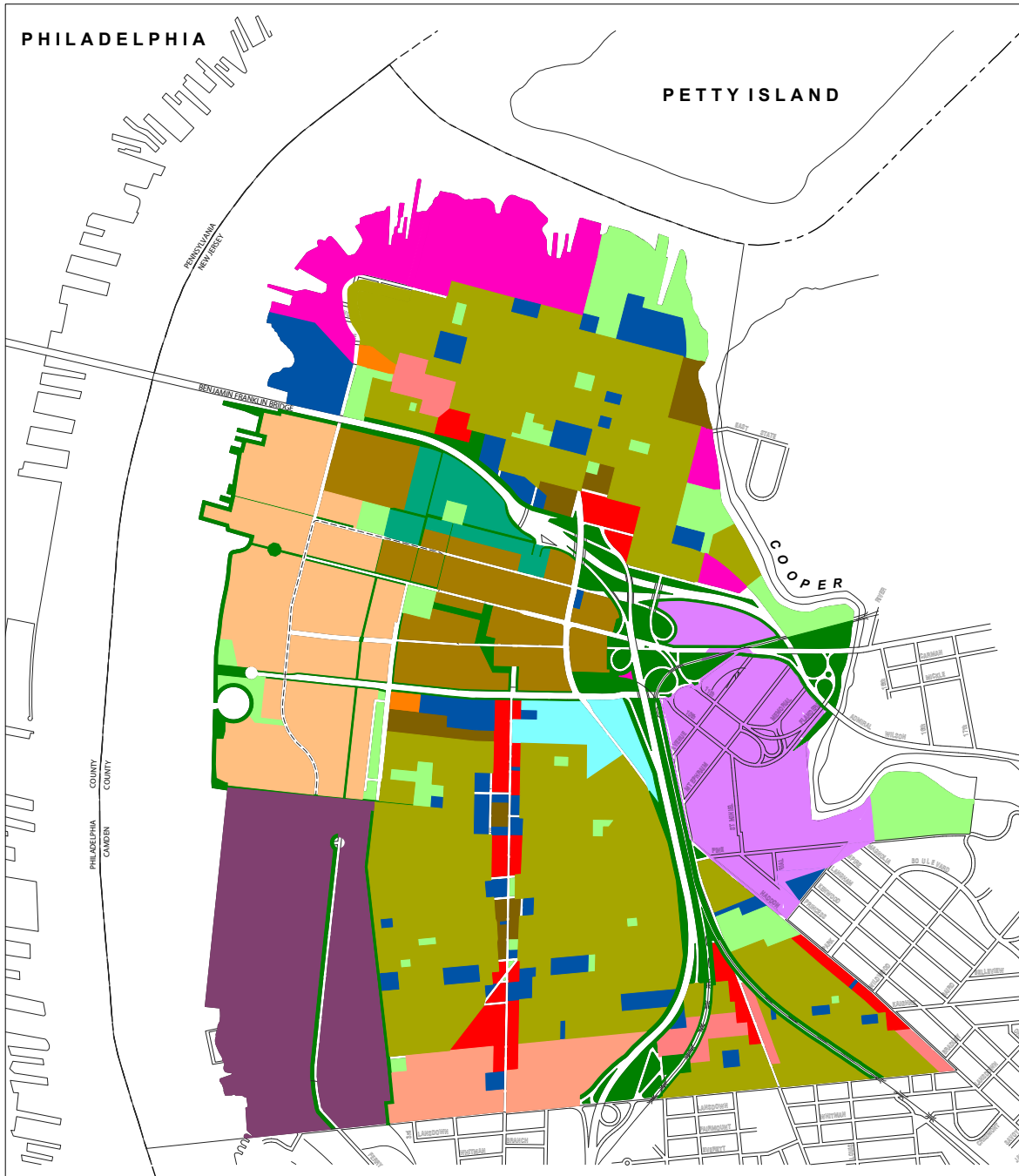
With 233 reported vacant properties in 1990, it had one of the district's highest vacancy rates noted at 20% of the area's housing stock. Of the total 1,159 housing units, 43% were owner-occupied while 37% were renters. Its reported 1990 property value of \$24,700 was higher than the district's average and the City-wide average.



## Land Use Recommendations - Planning District #1

Neighborhood development plans have been completed in this planning district. They include the North Camden Plan, the Lanning Square West Plan and the Camden Waterfront Plan. These plans have been adopted by the Planning Board and are incorporated by reference. Their major land use proposals have been highlighted in the Master Plan.

The generalized land use recommendations discussed in this section are illustrated on the map entitled *Land Use Plan - Neighborhood Planning District #1*.



## LEGEND

### Residential

Medium  
High



### Commercial

Retail  
Commercial/Retail  
Commercial/Open Space



### Industrial

Light Industrial  
Port Related Industrial  
Office-Light Industrial



### Mixed-Use

Mixed Corridor  
Mixed Waterfront  
Center City



### Community Facilities

Medical and Support  
University and Support  
Public/Semi-Public



### Open Space

Green Corridors  
Parks and Recreation & Open Space



## LAND USE PLAN

Neighborhood Planning District 1

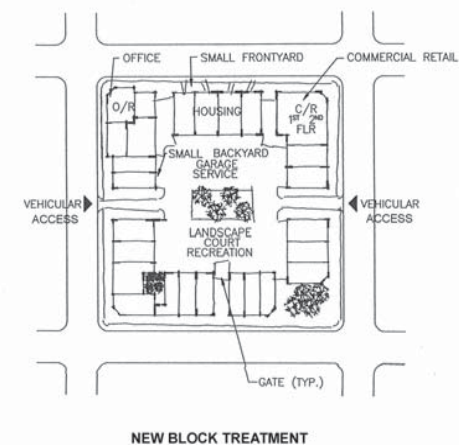


## City of Camden Master Plan

Lenaz, Mueller & Associates - Planning Consultants  
S.T. Hudson Engineers, Inc. - Engineering Consultants  
Lammey & Giorgio - Urban Design Consultants

North Camden

- Medium density residential land use through redevelopment, new construction infill and rehabilitation is recommended in the general area between Delaware Avenue, the Cooper River, Erie Street and the Benjamin Franklin Bridge.
- Selected high density residential development is recommended along the Cooper River and covers the existing portions of the Northgate redevelopment area.
- Create a greenway along the Cooper River and New Jersey Channel to the Delaware River with connections to the pedestrian riverwalk in the downtown waterfront area.
- Continue creation of light industrial uses along the proposed realignment of Delaware Avenue and north of Erie Street to 6th Street. The Knox Gelatin site may also lend itself to a mixed use development. Target light industrial development for Linden Street, east of 11th Street and along 10th Street between State and Elm Streets.
- Continue development of retail areas focused along Main Street at 3rd Street and along Linden Street between 7th and 9th Streets to include a neighborhood supermarket.
- Commercial/retail uses should be encouraged along the balance of Main Street generally from 3rd Street to Front Street.
- Develop commercial/open space involving an outdoor market center between Front Street and Delaware Avenue to terminate the proposed Main Street commercial area.
- Restrict any expansion of the Riverfront Prison or introduction of new correctional facilities.
- Upgrade recreation and open spaces along with community facilities throughout the neighborhood. Create four additional park areas and refurbish Pyne Poynt Park.



- Renovate Pyne Poynt Junior High School, Cooper’s Point and R.C. Molina Elementary Schools. Rebuild the Powell Elementary School.

Central Business District, Cooper-Grant and Central Waterfront

- Continue with mixed waterfront development along the Delaware River to include entertainment, commercial, office and high density residential land uses generally east of 3rd Street to the Delaware River.
- Maintain the riverwalk and connections to Wiggins Park along the Delaware River. Incorporate green corridor streetscape improvements along Cooper Street, Market Street, Federal Street and Martin Luther King/Mickle Boulevard to connect with the CBD.
- Continue with Center City mixed land use development containing commercial, office and medium/high density residential uses in the downtown area. Target infill and rehabilitation of housing in Cooper-Grant and on upper floors of buildings along Cooper Street/Market Street.
- Develop ground floor business and retail along Cooper Street/Market Street consistent with the character of the historic district.
- Integrate university improvements into the CBD and Cooper-Grant with improved pedestrian green corridor streetscape connections and mixed land use rehabilitation along Cooper Street.
- Upgrade existing public squares and open spaces including Johnson Park and Roosevelt Plaza. Create two new public squares - Whitehall Square at 3rd and Market Streets and Broadway Plaza at Broadway opposite the Transportation Center.
- Improve the Newton Friends historic facility as a semi-public open space park site.
- Create a pedestrian green corridor “galleria” connection between the proposed Broadway Plaza and Whitehall Square.
- Upgrade through landscaping a green corridor along the PATCO tunnel approach between Broadway and I-676. Reserve this area for long term office development through the use of air-rights above the tunnel approach.
- Create new private industrial development in the port related industrial land use area. Link upgrade of port facilities by the DRPA with a proposed

Improving Housing and Neighborhoods



# Improving Housing and Neighborhoods

industrial landscaped boulevard access road that also services future industrial site development in the port district. This industrial collector should terminate at the Beckett Terminal area. Downtown waterfront visitors should be directed along Broadway for alternative connections to I-676 and to reintroduce traffic along this proposed mixed-use commercial corridor.

- Establish a green corridor setback area to buffer the edge of the port related industrial land use area from residential activities in both the Lanning Square and Bergen Square neighborhoods. The proposed industrial access road should be constructed as a landscaped boulevard.
- Upgrade community facilities, build a new downtown library and construct a new Performing Arts High School (vicinity of Martin Luther King/Mickle Boulevard west of Broadway).

## Lanning Square

- Reorganize Broadway corridor land uses into a combination of retail and service uses from Martin Luther King/Mickle Boulevard to Pine Street. Add infill high density residential at selected locations at Clinton Street and Broadway.
- Continue with rehabilitation and new medium density residential redevelopment in Lanning Square West areas with future expansion into areas east of Broadway along 7th Street. Continue medium density residential around the Cooper Medical Center facilities.
- Create site for new Performing Arts High School along Martin Luther King/Mickle Boulevard generally between 4th Street and Broadway commercial in the public/semi-public land use area.
- Develop high density residential between Stevens Street and Benson Street west of Broadway and around the proposed high school.
- Create a park plaza along Broadway at Pine Street integrated with proposed retail and high density residential land uses in this corridor.
- Medium density residential land use through redevelopment, infill and rehabilitation is emphasized in the balance of the neighborhood south of Benson Street between 3rd Street and the Cooper Medical Center.

- Create a commercial/open space mixed-use retail/gift shop and park plaza in the Walt Whitman historic block area.

- Upgrade recreation and open space along with community facilities throughout the neighborhood. Refurbish the 7th/Clinton Streets and the 4th/Washington Streets parks. Consider minor street closings to achieve useable tot lot play areas as part of new residential block development.



- Integrate Cooper Medical Center improvements into the CBD through streetscape and pedestrian connections along with continued rehab of residences around the medical center in the medical and support land use district. Target Broadway frontage between Benson Street and Stevens Street for medical and support uses to help anchor Broadway retail uses.
- Upgrade landscape boulevard treatment along South 7th Street from Benson Street to Pine Street as a focus for housing rehabilitation in this vicinity.
- Renovate Lanning Square, Whittier and Wiggins Elementary Schools. Build new elementary school (vicinity of Broadway and Royden Street).

## Bergen Square

- Reorganize Broadway land uses into a combination of retail and commercial/retail uses with high density residential from Ramona Gonzalez Boulevard to Walnut Street and as part of a future proposed mixed-use retail center at Newton and Kaighns Avenues.
- Create a park plaza along Broadway at Walnut Street integrated with commercial/retail and high density residential land uses in the corridor.
- Redevelop mixed-use retail center including high density residential use generally in the triangle area formed by Newton Avenue, Kaighns Avenue and Broadway.

## Improving Housing and Neighborhoods

- Create mixed corridor land use between Kaighns Avenue and Atlantic Avenue. This involves predominantly limited industrial processing facilities, commercial and medium density residential infill activities.
- Continue with rehabilitation and new medium density residential redevelopment targeting areas east and west of the proposed Broadway residential and retail center areas.
- Upgrade existing parks, recreation and open space along with community facilities throughout the neighborhood. Create additional park areas to service proposed new development in the vicinity of South 3rd Street (between Walnut Street and Spruce Street), on 7th Street between Walnut Street and Mt. Vernon Street and on Cherry Street between 7th Street and 8th Street.
- Build a new Feters Alternative High School and a new South Camden Junior High School (vicinity of Chestnut Street and Broadway).



### Gateway

- Create office-light industrial district around Campbell Soup facilities and between Wright Avenue and Flanders Avenue.
- Continue with housing rehabilitation and infill medium density residential development from Haddon Avenue to I-676. Target areas adjacent to the Haddon Avenue and Mt. Ephraim Avenue retail and commercial corridor for early action concentrated housing improvements.
- Reorganize commercial/retail uses into compact retail centers along the Kaighns Avenue corridor east of I-676 to Mt. Ephraim Avenue.
- Provide green corridor landscape improvements along the I-676, PATCO and freight rail line corridors.
- Continue greenway network along the Cooper River and upgrade the park and open space area in the vicinity of Pine Street and Wildwood Avenue.

- Concentrate retail and commercial/retail land uses along Haddon Avenue from Mt. Vernon Street to Atlantic Avenue and along Mt. Ephraim Avenue from Walnut Street to Mechanic Street.
- Renovate Challenge Square School into a new Technology High School.
- Upgrade Sycamore Street/Louis Street park, recreation and open space along with community facilities throughout the neighborhood.

### **Planning District #2**

#### *Profiles*

Planning District #2 is comprised of three major neighborhood areas that involve five census tracts. This planning district is referred to as East Camden. The major sub-areas are depicted on the map entitled *Neighborhood Planning District #2* and are defined as:

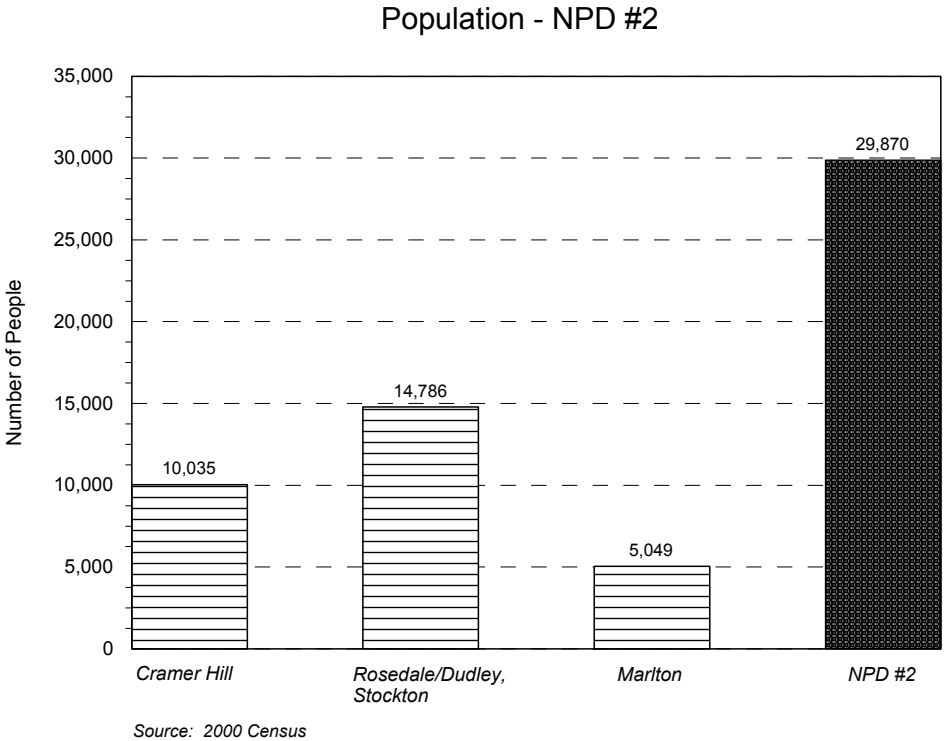
- Cramer Hill (Cramer Hill/Pavonia - Tract 6009 and Beideman - Tract 6010)
- Rosedale/Dudley, Stockton (Rosedale/Dudley - Tract 6011, Stockton - Tract 6012)  
(In Census 2000, the Rosedale/Dudley neighborhood area was divided into two Census tracts.)
- Marlton (Marlton - Tract 6013)

#### Cramer Hill

Cramer Hill, which includes the Beideman section of the neighborhood, is a predominantly residential area with a significant open space perimeter along the Cooper River and the back channel of the Delaware River. Cramer Hill's 10,107 persons in 1990 remained stable as 10,035 persons were reported by the 2000 Census. This accounts for about 34% of the planning district's total population.

Of this amount, about 54% live in the eastern section of the area above 27th Street. This area tends to be the more stable of the two sections. It is by comparison a recently developed area, having been constructed in the 1940's. As such it is lower in overall density and has a more suburban style housing stock of duplexes and single-family detached units in comparison to the older neighborhood areas of the City where row houses are the dominant housing style.

# Improving Housing and Neighborhoods



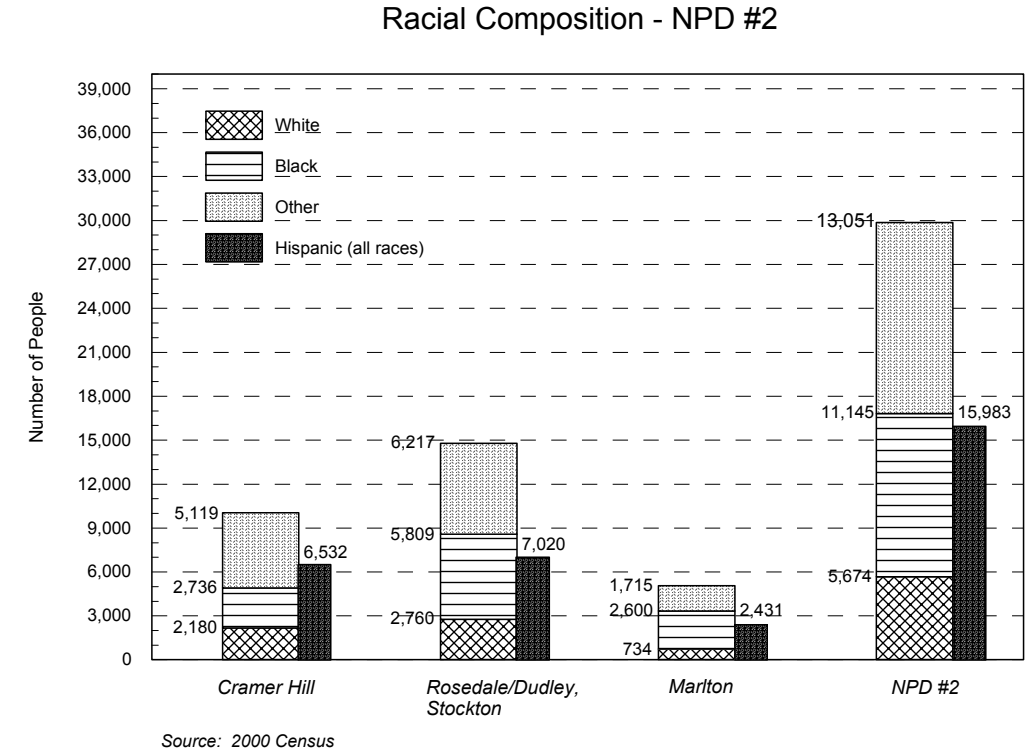
It has major natural borders that buffer it from the spill-over effects of deterioration experienced in older City neighborhoods located in the other planning districts. In addition, significant inroads have been made by housing organizations in stabilizing the eastern sections of this area with a combination of new and rehabilitated housing units coupled with supportive neighborhood services. The most eastern section of the overall Cramer Hill areas is also known as Beideman. Its common border with Pennsauken Township helps in devising neighborhood conservation initiatives for the area.

At its eastern end the Von Neida County Park generally traverses the neighborhood providing direct access to the back channel riverfront area. The Delaware River waterfront is mostly undeveloped. The Harrison Avenue landfill is located at the western end of the neighborhood.

There is limited commercial activity along River Avenue. Established industrial firms parallel the Conrail railyards, which form the southern boundary of the area. These industries are modest in size as employment centers for the neighborhood.

In 2000, the area remained racially diverse with 27% black and 22% white with the balance a combination of other races. There are 65% Hispanics in the neighborhood. While the area's household income is below the district's overall average of \$18,320, the section of the area north of 27th Street has a household income that is 30% higher than the district income.

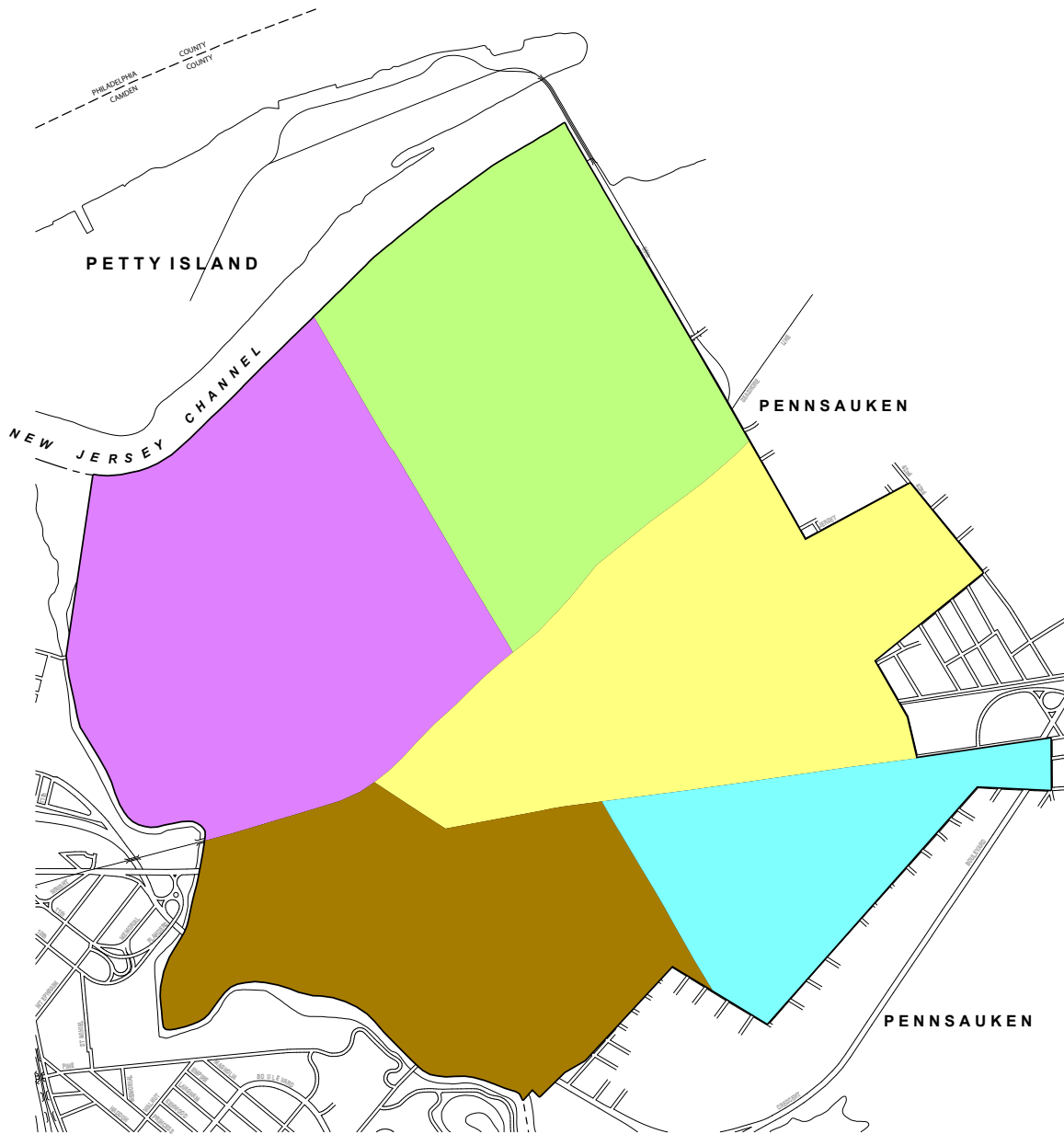
To a large extent, Ablett Village, a public housing project located in the eastern section of Cramer Hill tends to skew income and housing statistics for this area. The total 3,263 housing units within the 1990 neighborhood area represents about 30% of the planning district's total housing units. Of the total number of units, 46% are owner-occupied and 21% are renters. Vacant units account for about 8% of the total housing stock within the area. Property values in 1990 at \$31,000 were slightly lower than the overall planning district. Here again, property values in 1990 north of 27th Street exceed the district's \$33,000 value.



## Rosedale/Dudley, Stockton

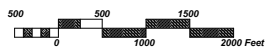
Rosedale/Dudley is predominantly a residential area with some isolated industrial uses primarily located near the Conrail railyard. In the Stockton neighborhood, there are industrial and commercial facilities generally west of 20th Street. The balance of the area is medium density residential. Fairly active but small-scale neighborhood-oriented commercial uses are contained along the major commercial corridors of Federal Street and Westfield Avenue.

The area borders Pennsauken Township along the east, Cooper River along the south and the Conrail rail line along the northern boundary. Dudley Grange Park adjacent to the Woodrow Wilson High School and middle school complex provides a visual anchor in the area. Recent commercial streetscape improvements have



#### LEGEND

|                       |   |
|-----------------------|---|
| Biedeman              |  |
| Cramer Hill / Pavonia |  |
| Marlton               |  |
| Rosedale / Dudley     |  |
| Stockton              |  |



## NEIGHBORHOOD PLANNING DISTRICT #2

**City of Camden  
Master Plan**

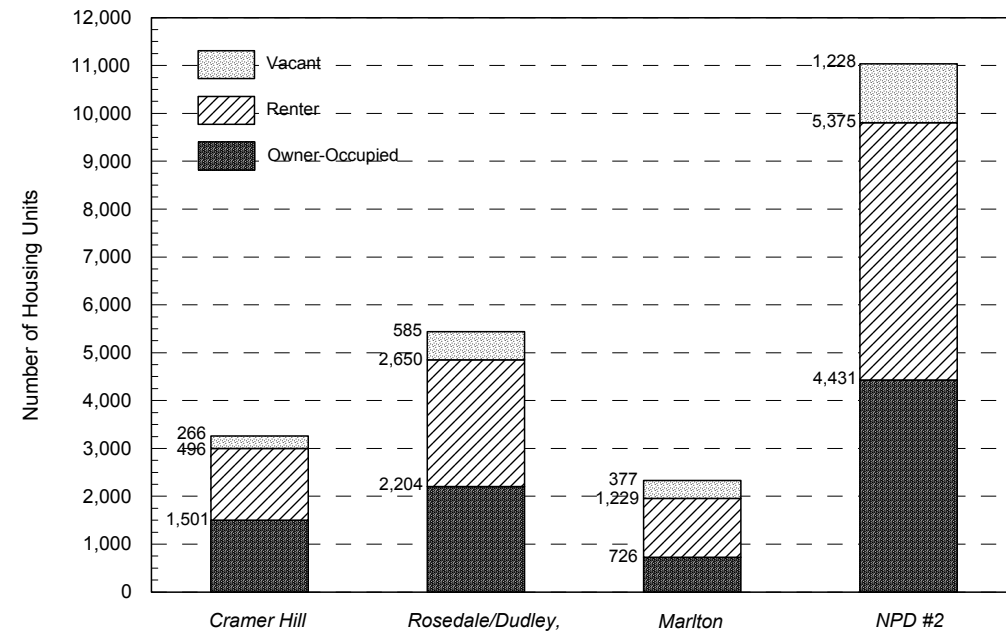
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Lamney & Giorgio - Urban Design Consultants



## Improving Housing and Neighborhoods

enhanced the commercial center of the area around the Federal Street, Baird Boulevard and Westfield Avenue intersections.

Housing Occupancy - NPD #2



Source: 1990 Census

About 50% of the planning district's 29,870 population in 2000 lived in this area. It is also a racially diverse neighborhood with 39% black, 19% white with the balance being other races. There are 47% Hispanics in the neighborhood. There is a small concentration of an Asian population within this area which is growing in number. In 2000 it represented about 9% of the area.

The household income of this area in 1990 was \$19,347 which was higher than the district's income average. The Stockton neighborhood had the highest household income of the district. The location of Westfield Acres, a public housing project in the Rosedale/Dudley section of the area, tends to skew the income and property value characteristics of this section. The public housing project is currently being redeveloped through a HUD Hope VI grant.

Of the total 5,439 housing units within the area in 1990, about 41% were owner-occupied and 49% were renters. The number of vacant units in 1990 was reported at 585 units. This represented almost 11% of the total housing stock in the area. Of significance, the highest property values of the planning district were located in this area. At a \$36,000 median value it also exceeded the City's property value in 1990.

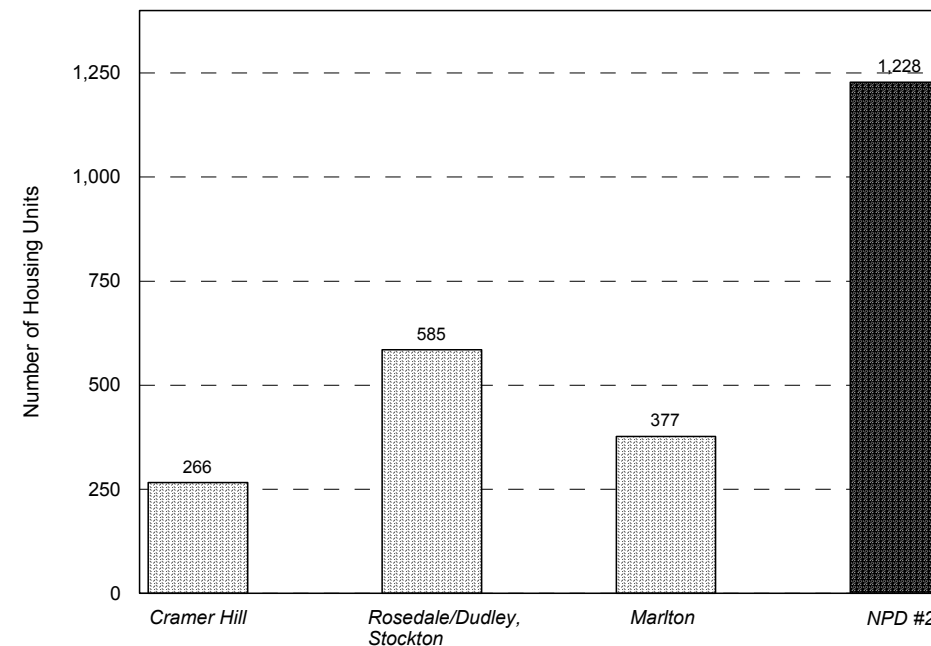
### Marlton

Marlton is comprised of residential and industrial land uses. The area located west of 20th Street extending to the Cooper River is predominantly industrial. This industrial area is centered about Federal Street and abuts Admiral Wilson Boulevard on the south and the Pavonia railyard to the north. The eastern section of the area abuts Pennsauken Township.

The residential portion of this neighborhood is centered about Baird Boulevard. McGuire Gardens, a public housing project now undergoing extensive redevelopment, is located west of Baird Boulevard. The Marlton residential neighborhood has received some \$6.2 million in housing improvement funds from the State, which is being used in the rehabilitation of about 65 units in this area.

The Marlton area's 1990 population of 6,604 persons declined to 5,049 in the year 2000. This neighborhood accounts for about 17% of the planning district's population. It is considered to be a transitional area to the more predominantly residential areas located in the adjacent Stockton neighborhood to its east.

Vacant Properties - NPD #2



Source: 1990 Census

In 2000, Marlton continues to contain a racially diverse population base with 52% of the area being black, 19% white, with the balance being other races. There are 54% Hispanics in the neighborhood. The area's household income is lower than the planning district's income value. In large part this is attributed to the location of

# Improving Housing and Neighborhoods

McGuire Gardens which tends to skew the demographic and income characteristics of the neighborhood.

Of the area’s 1990 total 2,332 housing units, about 31% were owner-occupied and 53% were renters. There is a high vacancy rate with 377 units or over 16% of total units within the area being reported as vacant. Property values in 1990 were about 7% below the average for the planning district but on par with the City’s overall property value.

## Land Use Recommendations - Planning District #2

Neighborhood development plans have been completed in this planning district. They include the Cramer Hill Tomorrow Plan, the Dudley & Rosedale Neighborhood Plan and the Stockton Neighborhood Plan. In addition, a Federal Street and Westfield Avenue commercial improvement plan has been prepared. These plans are incorporated by reference and their major land use proposals have been highlighted in the Master Plan.

The generalized land use recommendations discussed in this section are illustrated on the map entitled *Land Use Plan - Neighborhood Planning District #2*.

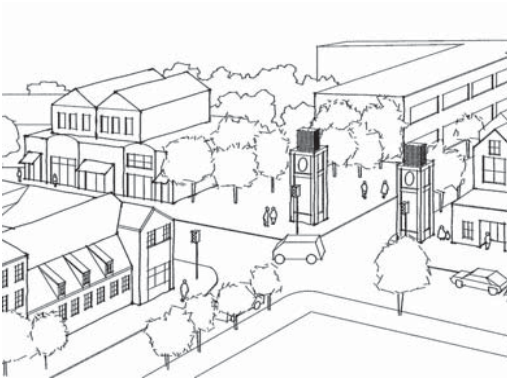
### Cramer Hill

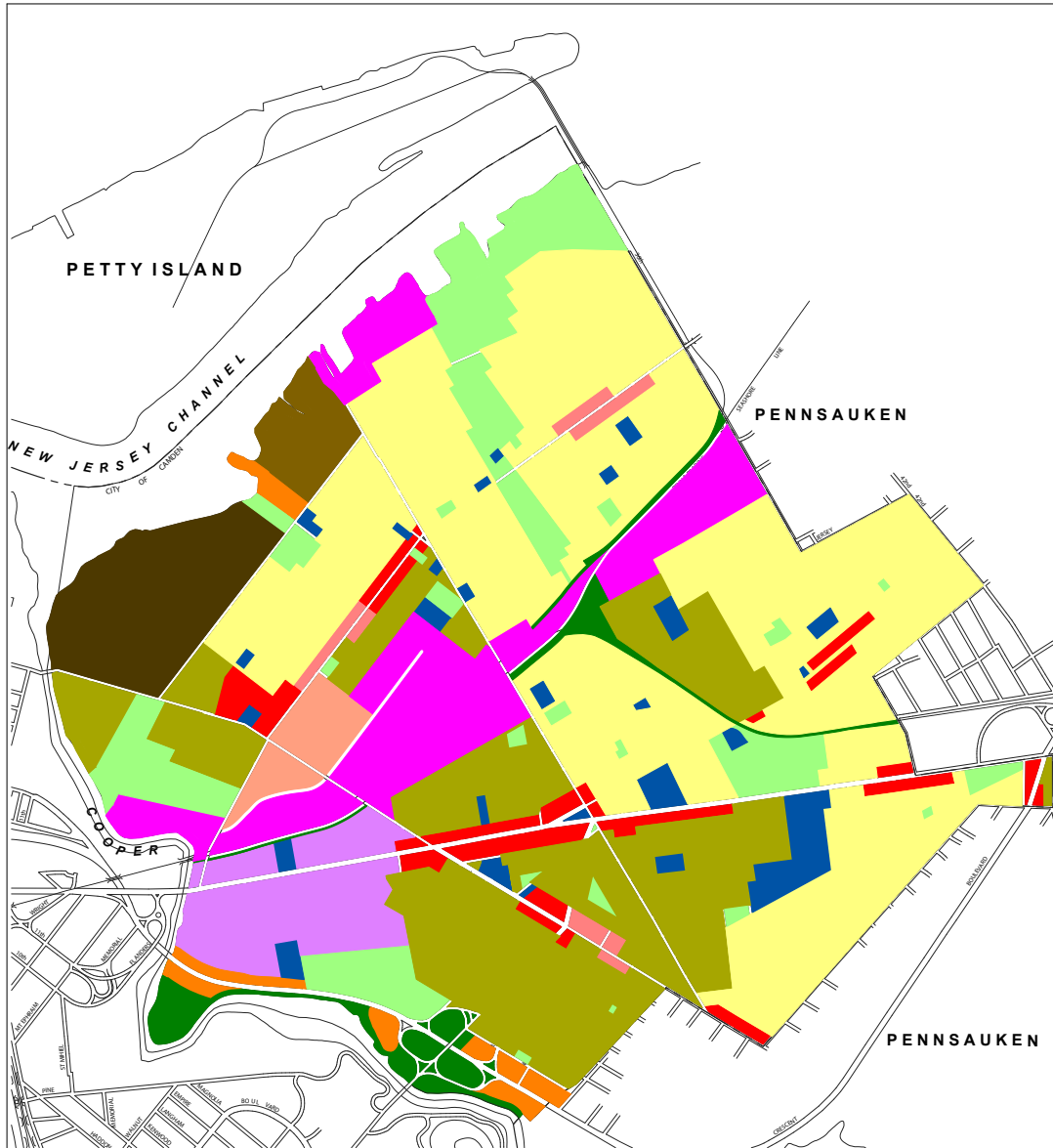
The Cramer Hill neighborhood includes the sub-areas of Cramer Hill/Pavonia and Beideman.

- Medium density residential land use through redevelopment, infill and rehabilitation is recommended in the general area along State Street between Cooper River and River Avenue and south of River Avenue to 27th Street.
- High density residential use is proposed along the riverfront between 25th Street and 27th Street along with a commercial/open space marina land use at 25th Street and the riverfront.
- Low density residential land use involving rehabilitation and new housing infill development is proposed for areas north of River Avenue and east of 27th Street.
- Create a retail and commercial/retail mixed-use center generally at River Avenue and State Street as a new gateway into Cramer Hill. A light rail stop is proposed in the vicinity of 17th and Federal Streets. This future

stop will improve resident accessibility to the proposed mixed-use commercial center.

- Reorganize retail and commercial/retail land uses into compact retail centers along River Avenue from 17th Street to 27th Street and from 31st Street to 34th Street. Create pedestrian open space plazas in these retail centers.
- Create a new industrial access road from River Avenue to service proposed improvements to the light industrial areas along the Pavonia railyards.
- Continue site improvements and green corridor setback buffers along light industrial areas that abut residential areas east of 27th Street.
- Maintain a light industrial land use to include marine repair and service uses along the waterfront north of Adams and Buren Avenues.
- Redevelop the former Harrison Avenue landfill site into a mixed development to include a recreational/open space component with public access to the rivefront.
- Continue greenway network along the entire length of the riverfront with linkages to similar open space use in Pennsauken Township.
- Renovate Veterans Junior High School and Sharp Elementary School. Build new Washington Elementary School.
- Refurbish recreational areas within Von Neida Park, Veterans Park at 26th Street and Hayes Avenue and the park at 22nd Street and Harrison Avenue.
- Upgrade existing recreation and open space and community facilities throughout the neighborhood. Build a new library (vicinity of State Street and River Avenue).
- Provide for a pedestrian/bicycle trail connection between Adams Avenue and Farragut Avenue at the northern end of Von Neida Park. Create additional small pocket park areas in the vicinity of 32nd Street and Hayes Avenue opposite Sharp Elementary School, 31st Street and Hayes Avenue





## LEGEND

### Residential

Low  
Medium  
High



### Commercial

Retail  
Commercial/Retail  
Commercial/Open Space



### Industrial

Light Industrial  
Office-Light Industrial



### Mixed-Use

Mixed Corridor  
Mixed Development



### Community Facilities

Public/Semi-Public



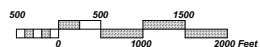
### Open Space

Green Corridors  
Parks and Recreation & Open Space



## LAND USE PLAN

Neighborhood Planning District 2



## City of Camden Master Plan

Lenz, Mueller & Associates - Planning Consultants  
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opposite the Charter School, 32nd Street and 33rd Street in the vicinity of Pierce Avenue.

Rosedale/Dudley

- Medium density residential land use through redevelopment, infill and rehabilitation is emphasized in the general area west of 27th Street to State Street. Continuation of the redevelopment of Westfield Acres public housing as a Hope VI mixed income medium density community is proposed.
- Low density residential rehabilitation and new infill housing development is proposed for areas west of 27th Street.
- Revitalize compact retail areas are suggested along Federal Street generally between 20th Street and 27th Street and on the north side of Federal Street between 34th Street and 36th Street. Also compact retail centers along Westfield Avenue between 33rd Street and 37th Street are proposed.
- Continuation of streetscape improvements and commercial building rehabilitation is emphasized in the retail areas adjacent to the Federal Street/Westfield Avenue intersection to build upon the Federal Street public improvements completed in the late 1990's.
- Light industrial areas are proposed to remain and be upgraded north of Lemuel Avenue parallel to the rail lines.
- Renovate Davis Elementary School and build new Dudley Elementary School and Catto Elementary School.
- Upgrade existing parks, recreation and open space along with community facilities throughout the neighborhood. Refurbish Dudley Grange Park, Rosedale Commons Park, and Ralph Williams Memorial Park.

Stockton

- Medium density residential land use through redevelopment, infill and rehabilitation is emphasized in the general area east of 27th Street to Woodrow Wilson High School.
- Low density residential rehabilitation and infill development is proposed for areas east of Woodrow Wilson High School and south of Fremont Street.

- Revitalizing compact retail areas is suggested along the south side of Federal Street generally between 27th Street and 31st Street and between 33rd Street and 38th Street. Additional retail use is proposed on the north side of Marlton Pike between 27th Street and Highland Avenue as well as between 41st Street and Crescent Boulevard.
- Compact retail areas are suggested along Federal Street generally between 20th Street and 31st Street and between 33rd Street and 38th Street.
- Renovate Cramer and McGraw Elementary Schools as well as Woodrow Wilson High School and East Camden High School.
- Upgrade parks, recreation and open space along with community facilities throughout the neighborhood. Refurbish Alberta Woods and Dudley Grange Parks, create tot lots in the 3000 block of Waldorf Avenue and a small park at 36th and Fremont Streets.

Marlton

- Medium density residential land use through redevelopment, infill and rehabilitation is recommended in this neighborhood area. Continuation of the redevelopment of McGuire Gardens public housing as a Hope VI mixed income community including adjacent areas is proposed in the area generally south of Marlton Pike and west of Baird Boulevard.
- Office-light industrial land use redevelopment is proposed west of 20th Street on both sides of Federal Street to the Cooper River. An urban industrial park is suggested for development in this area with access from an improved 17th Street connection to Admiral Wilson Boulevard. A future light rail station in the 17th and Federal Streets vicinity is also recommended to improve resident accessibility to this proposed job center.
- Compact retail center with commercial/retail land uses is proposed on Marlton Pike between Bank Street and Midvale Avenue as well as along Federal Street between State Street to 27th Street.
- Compact commercial/open space land uses are recommended along selected locations of Admiral Wilson Boulevard.
- A City-wide multi-purpose recreation center is suggested south of 20th Street and fronting on Admiral Wilson Boulevard. The proposed light rail

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# Improving Housing and Neighborhoods

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# Improving Housing and Neighborhoods

stop in this vicinity will improve local accessibility to this facility. A City visitor’s center can be located at 17th Street along with future commercial/ open space uses envisioned as part of the proposed office-light industrial redevelopment area south of Federal Street to Admiral Wilson Boulevard.

- Build a new elementary school as a Dudley School replacement.
- Upgrade parks, recreation and open space along with community facilities throughout the neighborhood. Refurbish Martin Luther King/Mickle Boulevard and Eutaw Avenue playground and create a new park at 28th and Bank Streets.

## Planning District #3

### Profiles

Planning District #3 includes five neighborhood areas that involve seven Census tracts. The area is referred to as South Camden. The major neighborhood areas are depicted on the map entitled *Neighborhood Planning District #3* and are defined as:

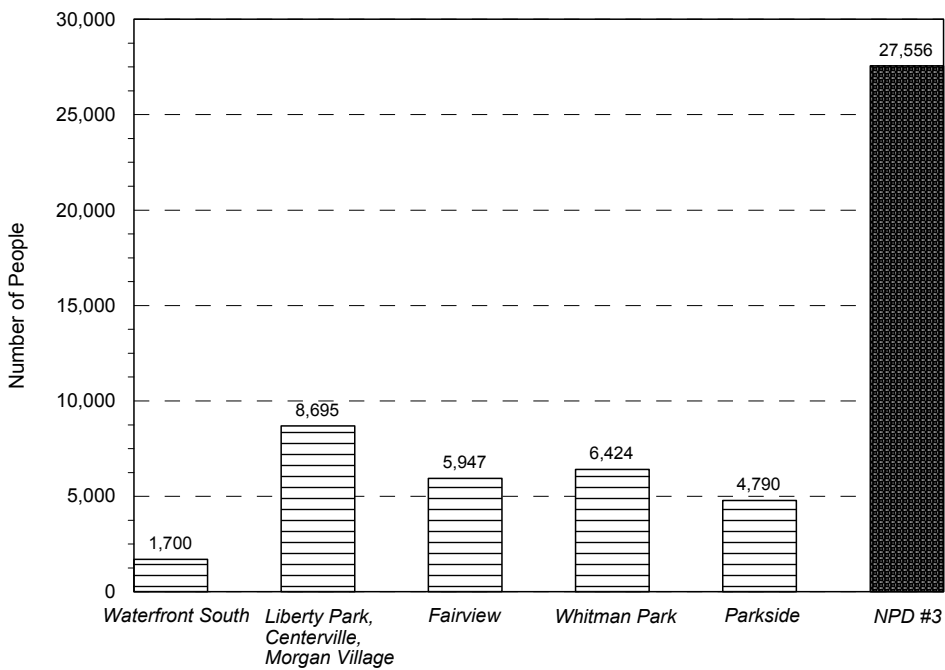
- Waterfront South (Tract 6018)
- Liberty Park, Centerville and Morgan Village (Tracts 6010, 6017 and 6019)
- Fairview (Tract 6020)
- Whitman Park (Tract 6015)
- Parkside ( Tract 6014)

### Waterfront South

The Waterfront South area is a unique industrial-oriented neighborhood that has declined due to the loss of shipbuilding and related industries in the port district since the early 1950’s. Port related industries and activities of the South Jersey Port Corporation are located to west of the residential enclave contained within this area. The majority of the existing industries parallel the Delaware River.

The main residential enclave is also a designated historic district. It retains an historic core area centered about the Sacred Heart Church located at Broadway and Ferry Avenue. Several community organizations continue to pursue housing and neighborhood improvements in this area.

Population - NPD #3



Source: 2000 Census

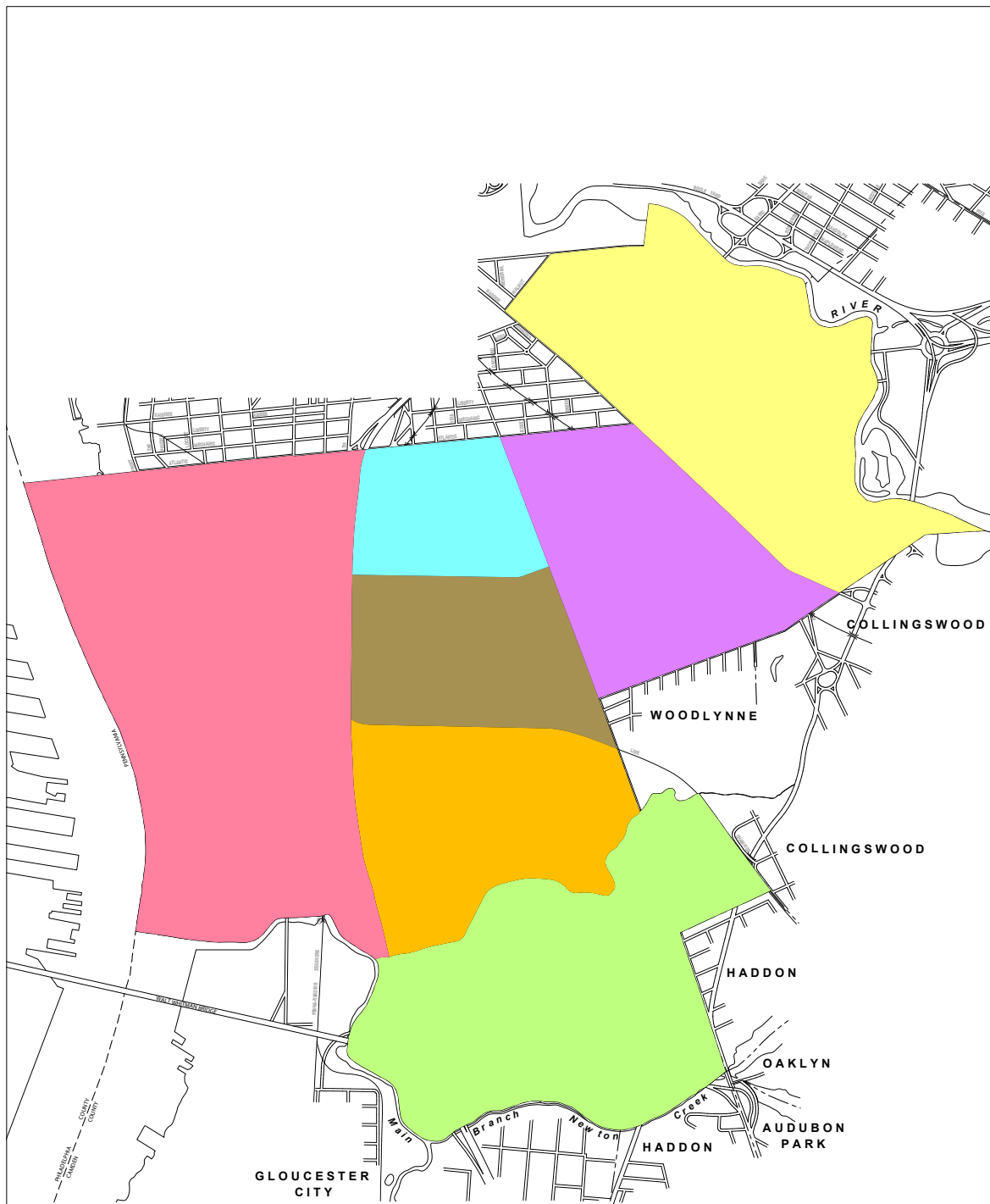
Its population in 1990 of 2,132 persons decreased to 1,700 in 2000 and accounts for about 6% of the planning district. It is one of the least populated residential enclaves in the City. The area is racially diverse with about 58% black, 15% white and the balance being other races. There are 27% Hispanics in the neighborhood.

The area is also among the poorest in the City. Its 1990 median income of \$15,082 is about 20% below the district’s household income and below the City’s overall household income level.








Of the total 692 housing units existing in 1990 almost 20% or 123 of these units were vacant. Of the total housing units, 42% were owner-occupied and 41% were renters. Property values are slightly more than the planning district’s value and comparable to the overall City’s property value.

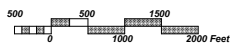
### Liberty Park, Centerville, Morgan Village

Liberty Park, Centerville and Morgan Village are framed by I-676 on the west and Mt. Ephraim Avenue on the east. Its southern boundary at Morgan Village is the Newton Creek greenway while Atlantic Avenue forms its northern perimeter. The Liberty Park area is anchored by the Virtua-West Jersey Hospital facility.



#### LEGEND

|                |   |                  |   |
|----------------|---|------------------|---|
| Centerville    |  | Parkside         |  |
| Fairview       |  | Waterfront South |  |
| Liberty Park   |  | Whitman Park     |  |
| Morgan Village |  |                  |   |



## NEIGHBORHOOD PLANNING DISTRICT #3

**City of Camden  
Master Plan**

Lenaz, Mueller & Associates - Planning Consultants  
S.T. Hudson Engineers, Inc. - Engineering Consultants  
Lamney & Giorgio - Urban Design Consultants

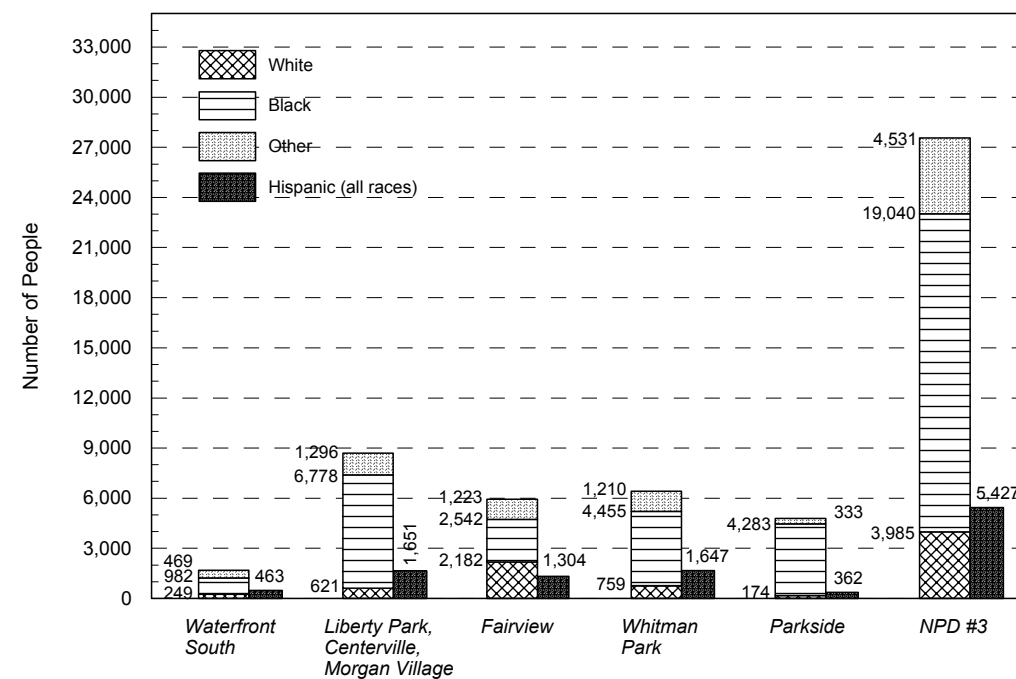
## Improving Housing and Neighborhoods

Roosevelt Manor, Branch Village and Chelton Terrace are three public housing projects located within the Centerville neighborhood. These projects contain about 860 units and represent 24% of the area's housing total. These projects tend to skew the area's income and housing value characteristics.

The area is predominantly residential in nature with the exception of commercial and industrial uses along Mt. Ephraim Avenue. There is a concentration of industrial activity that extends from Mt. Ephraim Avenue westerly between Ferry Avenue and Fairview Street into portions of the Centerville and Morgan Village neighborhoods.

The population of the combined area of Liberty Park, Centerville and Morgan Village in 1990 was 10,426 persons but declined to 8,695 in the year 2000. This neighborhood accounts for about 32% of the planning district and 11% of the City's resident base.

Racial Composition - NPD #3



Source: 2000 Census

This area is also racially diverse with about 78% black, 7% white with the balance being other races. There are 19% Hispanics in the neighborhood. The area contains some of the City's poorest neighborhoods. The average 1990 median household income of \$14,337 for the area is the lowest in the planning district and below the City-wide household income.

Of the total 3,608 housing units reported in 1990 there were 58% renters and 35% owners in the neighborhood. The Centerville area contains the highest number of renters due in large part to the public housing projects located there.

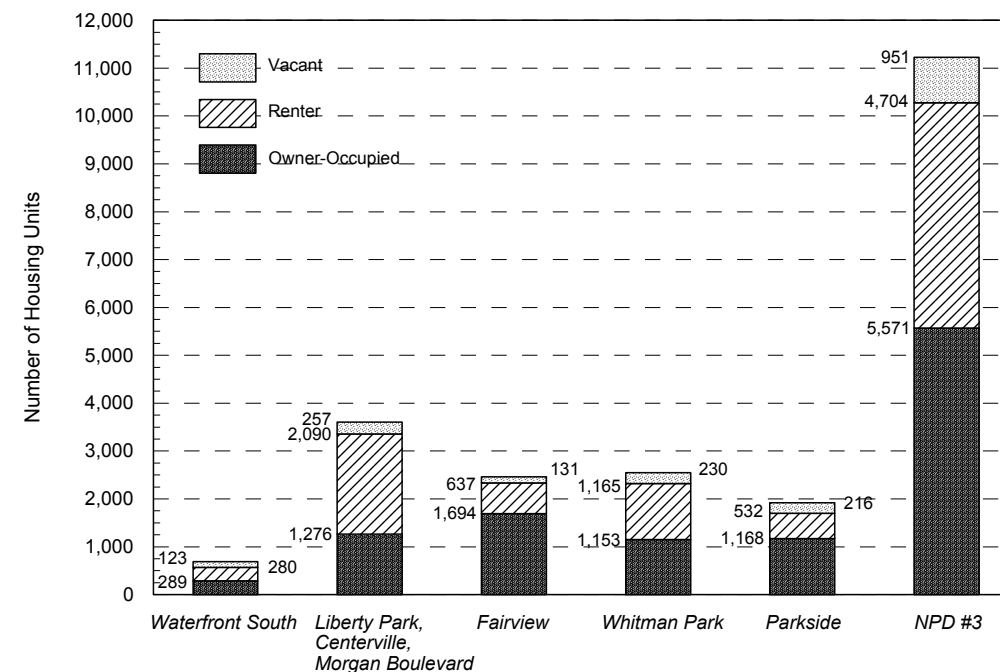
The 251 vacant units reported in 1990 represent about a 7% vacancy rate. The extent of vacant land and the number of vacant units in the Centerville section exceeds that of the planning district. Centerville contains over 51% of the vacant units and is double the number of vacant units found in the other two sections of the district.

Property values are lower than the district's \$30,300 but above the City-wide average median value. Morgan Village has the highest values while Centerville has the lowest values within the district.

### Fairview

Fairview forms the southern boundary of the City. It abuts both branches of the Newton Creek greenway with I-676 and Mt. Ephraim Avenue frames its remaining perimeter.

Housing Occupancy - NPD #3



Source: 1990 Census

It is a uniquely planned community having been developed by the federal government during World War I to provide housing for shipbuilders at the Camden-based New York shipyard. Its development pattern is reflective of today's New

# Improving Housing and Neighborhoods

Urbanism ideals of a self-contained neighborhood centering around a town square with a unifying architectural theme. It contains a mix of housing types laid out in a radial/grid street system that encourages pedestrian activity between main public activity features including a neighborhood school and numerous open green spaces within the neighborhood. The entire neighborhood is a registered historic district.

The majority of homes are built in clusters of four to six attached units with duplexes and detached units. Many of the attached unit areas contain rear alley auto access evidencing early consideration of integrating the automobile as a subdued element in the design of the neighborhood. Its housing mix is clearly different from most of the City's older neighborhoods where the row house is the predominant housing type.

Small neighborhood-based commercial and retail businesses are located around Yorkship Square, along Collings Road, and on Mt. Ephraim Avenue. With some exceptions, these commercial uses are mostly active establishments. Fairview also forms a common border with Collingswood and Haddon Townships as well as with Gloucester City where it shares an open space boundary along Newton Creek.

The 5,353 persons reported in 1990 for Fairview grew to 5,947 persons in the year 2000. It represents about 22% of the planning district's population. The racial composition of the area in 1990 was over 90% white but shifted in 2000 to 37% white, 43% black, with the rest being other households. There are 22% Hispanics in the neighborhood. Its household income at \$27,009 is the highest of the district and the highest within the City.

Of the total 2,462 housing units reported in 1990, close to 70% were owner-occupied while 26% were renters. The 131 vacant units reported in 1990 represented about a 5% vacancy rate. Its property values are also higher than other areas within the district and within the City.

## Whitman Park

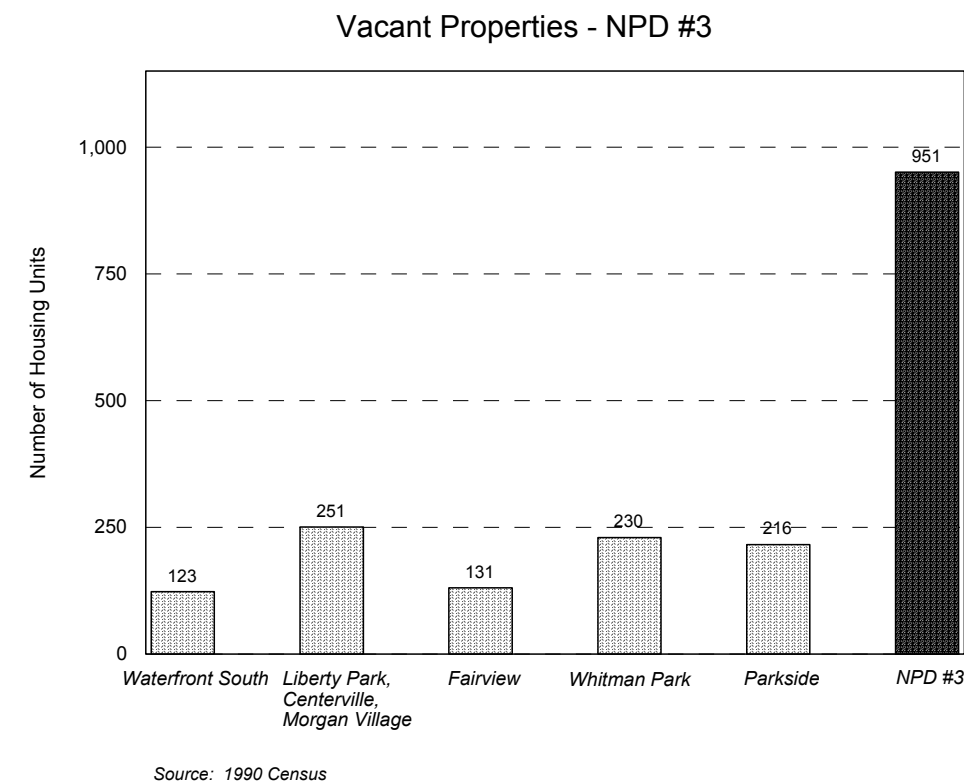
Mt. Ephraim Avenue and Haddon Avenue frame the Whitman Park neighborhood at its western and eastern boundaries. It shares a common southern perimeter with Woodlynne and Collingswood Townships. Its northern perimeter fronts onto Atlantic Avenue. In this area, portions of the Our Lady of Lourdes Medical Center facilities are a significant anchor along with the PATCO Ferry Avenue transit stop.

Most of the area is residential with commercial and industrial uses concentrated along the Haddon Avenue commercial corridor which also includes the PATCO

high speed rail line. The active commercial uses along Haddon Avenue are contained in clusters throughout the corridor interspersed with vacant buildings and residences.

Whitman Park's 6,789 persons in 1990 declined to 6,424 by the year 2000 and accounts for about 23% of the district's population. Its racial composition is diversified with 69% being black, 12% white, and the balance being other races. There are 26% Hispanics in this neighborhood. Its household income of \$20,916 is above the district average income and above the City-wide income level.

Of the total 2,548 housing units reported in 1990, 45% were owner-occupied and 46% were renters. The 230 vacant units reported for the area represents a 9% vacancy rate. Its property value is just below the average median values for the district and the City.



## Parkside

The Parkside area is another unique residential enclave within the City. Its street pattern and layout contains design characteristics also reminiscent of today's New Urbanism principles. It is a self-contained neighborhood designed on a human scale that encourages pedestrian walking between community facilities.



## Improving Housing and Neighborhoods

It is framed along its northern and southern perimeters by an extensive open space network comprised of a cemetery, Camden High School athletic facilities and the Cooper River greenway. Our Lady of Lourdes Medical Center main hospital facilities anchor the area along with schools and other community facilities located in the interior of the neighborhood.

Commercial uses are concentrated along the Haddon Avenue commercial corridor which frames its western border while older industrial uses abut its northern boundary. Active commercial uses are limited to clusters along the corridor interspersed with vacant buildings and residences.

The 5,615 persons residing in Parkside in 1990 declined to 4,790 in the year 2000. This neighborhood represents about 17% of the planning district's population. The racial composition of the area includes 89% black, 4% white, with the balance being other races. There are 8% Hispanics in the neighborhood. Its \$24,665 household income reported in 1990 is slightly higher than the \$18,669 average for the planning district and well above the City-wide average income.

In 1990, of the total 1,916 housing units, over 60% were owner-occupied and 28% were renters. The 216 reported vacant units equates to an 11.3% vacancy rate. Property values are higher than the planning district's average and above the City-wide average value. They are also comparable to property values reported for the eastern sections of the East Camden planning district.

### *Land Use Recommendations - Planning District #3*

Neighborhood development plans have been completed in this planning district. They include the Waterfront South Neighborhood Plan and a Yorkship Square Commercial Improvement Plan. These plans are incorporated by reference and their major land use proposals have been highlighted in the Master Plan.

The generalized land use recommendations discussed in this section are illustrated on the map entitled *Land Use Plan - Neighborhood Planning District #3*.

### Waterfront South

- Medium density residential land use through redevelopment, infill and rehabilitation is recommended in the "South Camden Historic" area to continue the stabilization and revitalization of this port related industrial neighborhood.

- Compact and improved neighborhood retail shopping and commercial/retail land uses are proposed along Broadway generally between Jackson Street and Winslow Avenue.

- A continuation of the mixed corridor land use designated in Bergen Square is also proposed from Atlantic Avenue to Jackson Street generally between I-676 and 4th Street.

- Creation of new private industrial areas as part of the port related industrial land use district is recommended for areas west and south of the historic district residential enclave. The Lester Terrace area is proposed for redevelopment as an industrial park separate from the ownership of the Port of Camden. Other underutilized areas in the land use district are recommended for redevelopment to create new industrial manufacturing and warehousing facilities. These industrial areas would to be serviced by a proposed industrial landscaped boulevard roadway.

- Create landscape green corridor buffers along the eastern edge of the proposed industrial district adjacent to residential areas as well as along I-676.

- Public access to the Delaware River is proposed along a tree-lined esplanade parallel to Jackson Street together with a pedestrian connection to an improved park or open space commons at 4th and Jackson Streets.

- Extend the greenway along the Newton Creek section west of I-676 to the Delaware River.

- Build a new Junior High School #2 (vicinity of Whitman Avenue and Broadway).

- Upgrade parks, recreation and open space along with community facilities throughout the neighborhood. Refurbish South Camden Park west of 4th Street between Van Hook Street and Winslow Avenue and Broadway Park north of Jackson Street.



*Proposed new housing: 4th & Lansdown Streets  
Rendering courtesy of Waterfront South Planning Project*

# Improving Housing and Neighborhoods

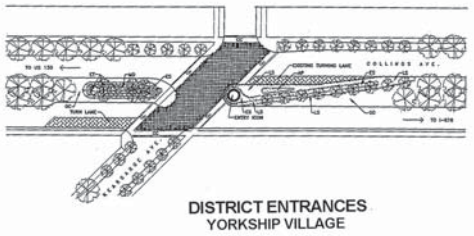
## Liberty Park, Centerville and Morgan Village

- Medium density residential land use through redevelopment, new housing development and rehabilitation is recommended . This includes the redevelopment and renovation of Roosevelt Manor, Branch Village and Chelton Terrace public housing projects as future Hope VI mixed income communities.
- Integrate Virtua-West Jersey Hospital improvements as part of the proposed medical and support land use district in Liberty Park. Rehabilitation and new construction of housing in areas adjacent to the hospital is recommended.
- Compact retail centers are suggested along Mt. Ephraim Avenue generally from Atlantic Avenue to Van Hook Street, at Fairview Street and Mt. Ephraim Avenue and at Morgan Boulevard and 8th Street. A small neighborhood commercial center adjacent to the proposed library at 9th and Ferry Avenue should be evaluated.
- Creation of a light industrial district is proposed to redevelop a new urban industrial park between Ferry Avenue and Fairview Street west of Mt. Ephraim Avenue.
- Establish a greenway system along Newton Creek. Create green corridor landscaping along the I-676 corridor.
- Create landscaped green corridor buffer along I-676.
- Renovate Bonsall, Sumner, Riletta Cream Elementary Schools as well as the Morgan Village Junior High School. Rebuild the H.B. Wilson Elementary School. Build a new Junior High School #1 and build a new Elementary School #1.
- Upgrade parks, recreation and open space along with community facilities throughout the neighborhood. Refurbish Thurman Park, Staley Park, Elijah Perry Park, Reverend Evers Park and Butter Dempsey Park. Create new parks at Jackson and 9th Streets, and at Central Avenue and 8th Street.

## Fairview

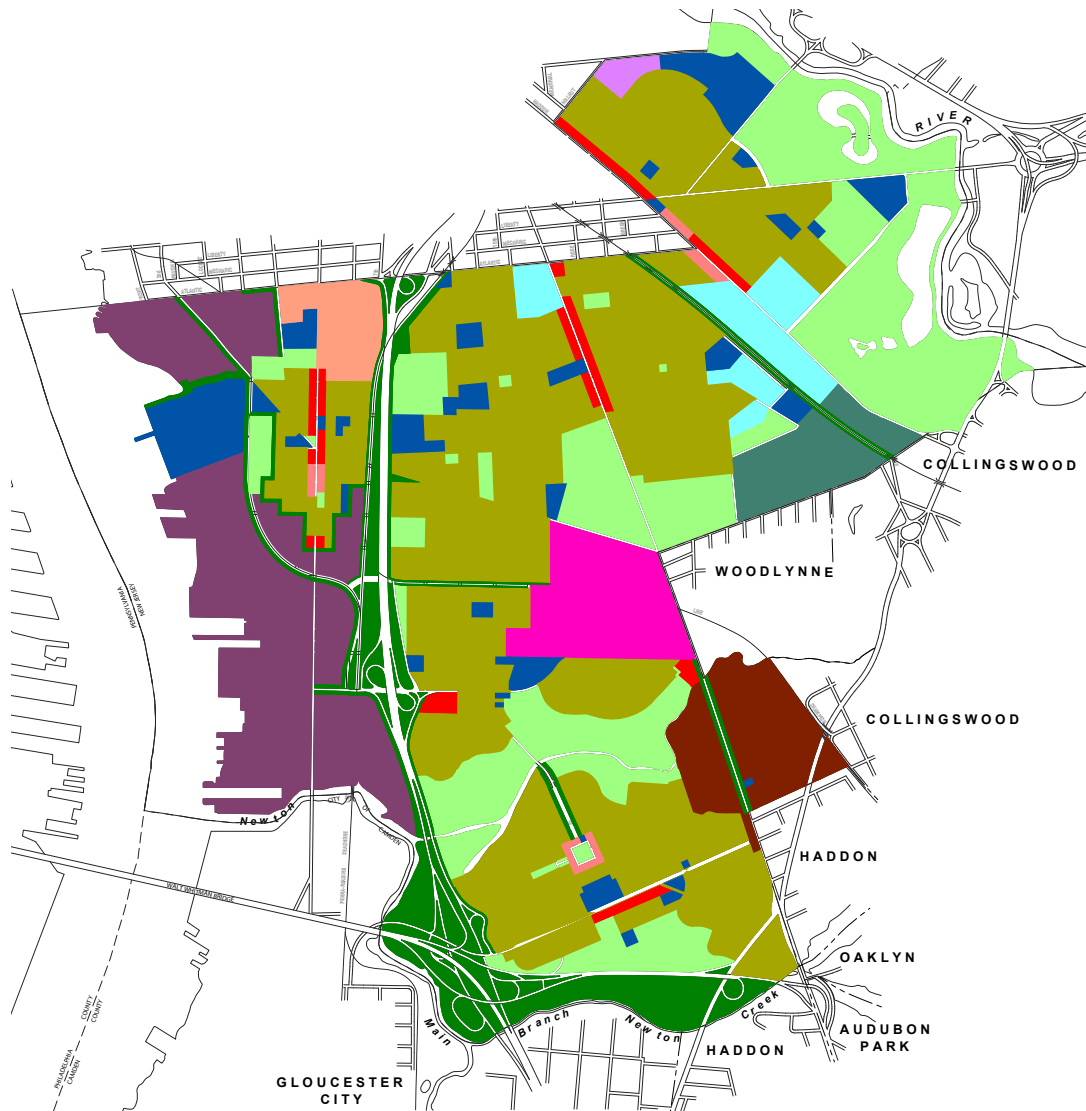
- Medium density residential land use through conservation, code enforcement and housing rehabilitation is recommended in this historic district neighborhood.

- Improvement and upgrades to strengthen the commercial/retail center at Yorkship Square is recommended.
- Continued concentration and improvement to the retail area along the south side of Collings Road between Tennessee Road and New Hampshire Road is proposed.
- A regional retail center is proposed through redevelopment of underutilized properties on the east side of Mt. Ephraim Avenue. This area includes a proposed new access to Route 130. Combined with a landscape boulevard green corridor treatment of Mt. Ephraim Avenue additional physical improvements to create pedestrian and vehicular connections to the existing Pathmark Shopping Center and future regional retail development on the west side of Mt. Ephraim Avenue is also recommended. This will create a major retail center for larger chain stores, movies and restaurants to serve residents and the immediate region.
- Establish a greenway system along Newton Creek and along the main branch of Newton Creek. Create green corridor landscaping along the I-676 corridor.
- Upgrade parks, recreation and open space along with community facilities throughout the neighborhood. Refurbish Mae Schultz Memorial Park and Yorkship Square open spaces.
- Renovate Yorkship Elementary School.



## Whitman Park

- Medium density residential land use through infill housing development and rehabilitation is recommended in this neighborhood area.
- Create a transit-oriented mixed-use development center around the PATCO Ferry Avenue station involving high density residential, office, limited retail and commercial services. Redevelopment of surface parking lots and underutilized commercial/industrial service land east of the rail line would form the core of this new transit zone. Rehabilitation, infill and conversion of existing office and multi-family uses south of Sayre Avenue is



## LEGEND

### Residential

Medium

### Commercial

Regional Retail  
Retail  
Commercial/Retail

### Industrial

Light Industrial  
Port Related Industrial & General Industry  
Office-Light Industrial

### Mixed-Use

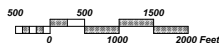
Transit Oriented  
Mixed Corridor

### Community Facilities

Medical and Support  
Public/Semi-Public

### Open Space

Green Corridors  
Parks and Recreation & Open Space



## LAND USE PLAN

Neighborhood Planning District 3

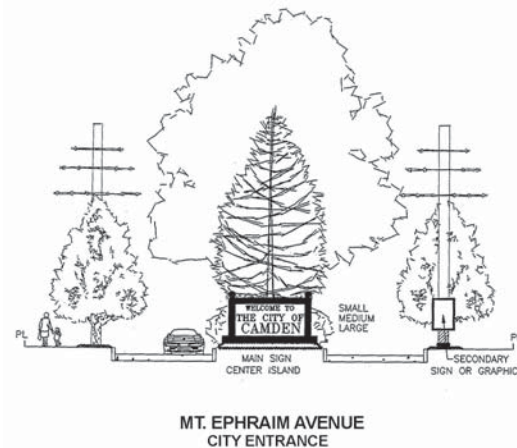
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## Improving Housing and Neighborhoods

also recommended to complete this new transit-oriented mixed-use development center.

- Develop medical and support uses opposite the Our Lady of Lourdes Medical Center, generally between Whitman Avenue and Copewood Street and west of Haddon Avenue to Davis Street.
- Create green corridor landscape buffers along the high speed rail line corridor.
- Compact and improved retail land uses along the east side of Mt. Ephraim Avenue from Whitman Avenue to Van Hook Street and along the west side of Haddon Avenue from Atlantic to Whitman Avenue is recommended.
- Renovate Brimm Medical Arts High School and build a new Elementary School #2 (vicinity of Jackson and Pershing Streets).
- Upgrade parks, recreation and open space along with community facilities throughout the neighborhood. Refurbish Whitman Park and Whitman Square. Create mini-park at Jackson and Morris Streets.



- Continue a greenway system along the Cooper River.
- Continue office-light industrial development recommended in Gateway with landscape buffers adjacent to residential areas in the vicinity of Magnolia and Empire Avenues with access from Pine Street only.
- Create new Parkside Elementary School in the vicinity of Walnut Street and Princess Avenue as well as a new Technical High School (vicinity of Pine Street and Wildwood Avenue). Renovate Hatch Junior High School, Camden High School and Forest Hill Elementary School.
- Upgrade parks, recreation and open space along with community facilities throughout the neighborhood. Refurbish Farnham Park including open space areas north of Park Boulevard and east of Vesper Boulevard.

### HOUSING PLAN RECOMMENDATIONS

**Future**CAMDEN seeks to strengthen housing within the City through strategic changes in land use and a series of policy initiatives designed to promote new construction and rehabilitation in targeted neighborhood areas. In addition, the importance of such related items as improved City services, an upgraded school system, expanded job opportunities, enhanced public safety, active and maintained park areas, and improved shopping facilities contribute to a successful housing improvement plan. These housing related items are discussed further in other chapters of this Master Plan.

With respect to housing improvement strategies, **Future**CAMDEN proposes changes in the pattern and density of development as well as in the City programs designed to improve housing opportunities in City neighborhoods. These proposals are discussed below.

#### Parkside

- Medium density residential land use through conservation, code enforcement and housing rehabilitation is recommended in this neighborhood.
- Strengthening retail and commercial/retail uses along the north side of Haddon Avenue is recommended.
- Integrating the Our Lady of Lourdes Medical Center as a medical and support area is suggested as the anchor facility for both the commercial and medical and support land uses proposed west of Haddon Avenue. Rehabilitation and conservation of existing housing adjacent to the medical center is emphasized.



# Improving Housing and Neighborhoods

## Goal One: Create a coordinated City-wide housing and community development program.

### Strategies

#### 1. Establish a neighborhood reinvestment policy.

The following principles should guide the neighborhood reinvestment program:

- Improve the physical condition of neighborhoods as great places to live.
- Train community residents to compete for living wage jobs so that they can move up from poverty.
- Establish a collaborative partnership between City government and stakeholders in each neighborhood to ensure that public policy and neighborhood initiatives are joined to produce the best outcome for City residents.
- Consolidate and target resources to address improvement of neighborhood conditions.
- Leverage public improvement funds with foundation, faith-based and private resources.
- Seek outside agency funding for social service programs in order to maximize City funding resources for physical neighborhood development improvements.
- Capital Improvement Programs should be comprehensive, multi-year and adaptable to permit mid-year corrections to capitalize on unforeseen opportunities.

Efforts to improve the housing conditions of lower income residents should also be part of the neighborhood revitalization policy. Rapid transformation of the residential composition of a neighborhood can lead to the false impression that the conditions of those most in need - low and moderate income residents - have been improved when in reality they actually may have worsened.

In this regard, neighborhood improvement strategies outlined in this chapter are mindful of the potential negative effects that may occur such as

displacement of low income residents as neighborhoods are revitalized. The objective of maintaining the diversity, character and uniqueness of each neighborhood should be paramount as the various improvement recommendations that follow are implemented.

#### 2. Establish categories for housing improvement actions.

With a few exceptions, past City practices have resulted in a broad scattering of scarce housing development and neighborhood improvement funds, which, in turn, have not significantly changed neighborhood conditions. Improvement action categories should be established to form a framework for mediating competing claims and demands for public money. This will permit limited resources to be used effectively to achieve noticeable improvement results in relatively short time frames.



Three categories of improvement actions are recommended within each planning district. These categories result from the recognition that different neighborhood areas require different improvement strategies depending on their level of stability or deterioration. The general characteristics of the areas included within these categories and the type of improvement action envisioned is as follows:

- Conservation. Relatively healthy and stable areas with moderately high home ownership rates, a maintained housing stock with some early signs of limited building maintenance issues and a few widely scattered vacant lots and buildings. Improvement actions would include systematic code enforcement complemented by enforcement and assistance tailored to the financial means of property owners. Spot rehabilitation or property maintenance where warranted would also occur. New construction in targeted areas containing vacant lots is also envisioned compatible with adjacent building types and scale.
- Rehabilitation. Moderate to high rates of vacancy and building abandonment but the area still resembles a functioning neighborhood. Signs of visible building deterioration, selling prices of units are flat or have declined. Improvement actions would include concentrated and targeted area rehabilitation, spot demolition and selected area new infill

## Improving Housing and Neighborhoods

construction comparable to the building scale of surrounding properties.

- **Revitalization.** Dense pattern of housing vacancies with many vacant lots, low owner occupancy, and a significant loss of households. Major public and private intervention required to alter the pattern of decline.



The main improvement action envisioned involves redevelopment together with new housing construction encouraged in the vicinity of existing community anchors coupled with improved City support services.

The three categories of housing improvement action described above are illustrated on the map entitled *Housing Improvement Plan*.

Generalized areas indicating potential new housing sites based on vacant property concentrations are also shown. Within each category of improvement action, additional vacant lots exist that could support infill new housing development.

Depending upon property conditions and specific concerns within each area, more than one category of improvement action may be appropriate in a neighborhood. These distinctions in treatment would result from subsequent discussions between the City, residents, community institutions and non-profit housing providers.



By establishing such improvement categories, City agencies and their neighborhood-based partners can collaborate in setting priorities for spending City resources to coordinate the delivery of City services and to decide where and when to make future public investments. The categories of action also establish a framework for the private reinvestment in City neighborhoods.

The illustrated new housing areas are meant to show potential locations where new housing could occur. There are other smaller lot infill possibilities that exist and, while not shown on the map exhibit, would augment the potential supply of vacant units available for future housing production and related uses. As a general guide, new housing construction should be encouraged in those areas that join a community anchor, are near other redevelopment or rehabilitation efforts, or are adjacent to new school construction or other majority improvement activity.



In total there is a potential for about 6,700 additional housing units. Of this total, about 5,000 units could result from new construction on vacant property while 1,700 units would come from rehabilitation of vacant but sound units. New residential development ranges from low density of 10-15 dwelling units/acre to high density of 35-100 dwelling units/acre.

The rehabilitation of vacant units assumes that it is feasible to undertake such treatment of the unit. Of the new housing units estimated, about 2,100 are targeted for the CBD with the balance distributed throughout the neighborhood planning districts as indicated on the *Housing Improvement Plan* map.

The population that could result if all of the potential housing units were made available would add about 18,000 new residents. This level of potential growth established the basis for the Master Plan's target goal for reaching 100,000 persons in the future.

No prescribed time limit is established for reaching this target goal as the availability of public and private resources together with market conditions will determine the full realization of these new dwelling units. As discussed in Chapter X, achieving this housing goal as well as the related recommended strategies and implementation activities will require adequate staffing of City departments for planning, program implementation and management.

The housing improvement actions recommended for each neighborhood planning district as well as the potential number of new and rehabilitated vacant units are highlighted in the following section of the Master Plan.



# Improving Housing and Neighborhoods

## Planning District #1 - Housing Improvement Actions

As indicated on the following table, the total new housing potential for Neighborhood Planning District #1 is about 2,900-3,900 units of which 2,100-3,100 units would be in or adjacent to the CBD. The balance of the new units would be distributed throughout the neighborhood areas. In addition, the potential exists for rehabilitating about 770 vacant units in the planning district.

| New Housing Potential - NPD #1 |                       |            |                                      |
|--------------------------------|-----------------------|------------|--------------------------------------|
| Neighborhood                   | Est. New Construction | Est. Rehab | Improvement Action(s)                |
| North Camden                   | 250                   | 225        | - rehabilitation<br>- revitalization |
| Cooper-Grant                   | 50                    | 45         | - conservation<br>- rehabilitation   |
| Lanning Square                 | 245                   | 160        | - rehabilitation                     |
| Bergen Square                  | 190                   | 175        | - rehabilitation<br>- revitalization |
| Gateway                        | 25                    | 165        | - rehabilitation                     |
| CBD/Central Waterfront         | 2,100-3,100           | ---        | - revitalization                     |
| Estimated Total Units          | 2,860-3,860           | 770        |                                      |

### North Camden

Within the North Camden neighborhood, a majority of rehabilitation and revitalization treatment actions are indicated. The majority of the area is noted for rehabilitation in line with prior recommendations advanced by the North Camden neighborhood plan. Conservation areas are limited to the newer housing constructed as part of the Northgate redevelopment program and the Camden Lutheran Housing project located at State and 9th Streets. A potential for about 250 new housing units is indicated with some 225 vacant rehab units.

Primary non-profit housing and related neighborhood organizations active in North Camden include:

- Camden Lutheran Housing
- North Camden Land Trust Corporation
- Save Our Waterfront, Inc.

- State Street Housing Corporation

### Cooper-Grant

In the Cooper-Grant neighborhood, conservation and rehabilitation treatment with infill construction is recommended. A potential for about 50 new infill units together with 45 vacant rehab units is proposed. The Cooper-Grant Neighborhood Association is encouraging market-rate housing development, historic rehab and home repair grants for seniors and low/moderate income residents. The Blue Bridge Housing organization is active in the planning of infill housing development. The Camden Redevelopment Corporation is instrumental in ongoing housing rehab and infill development.



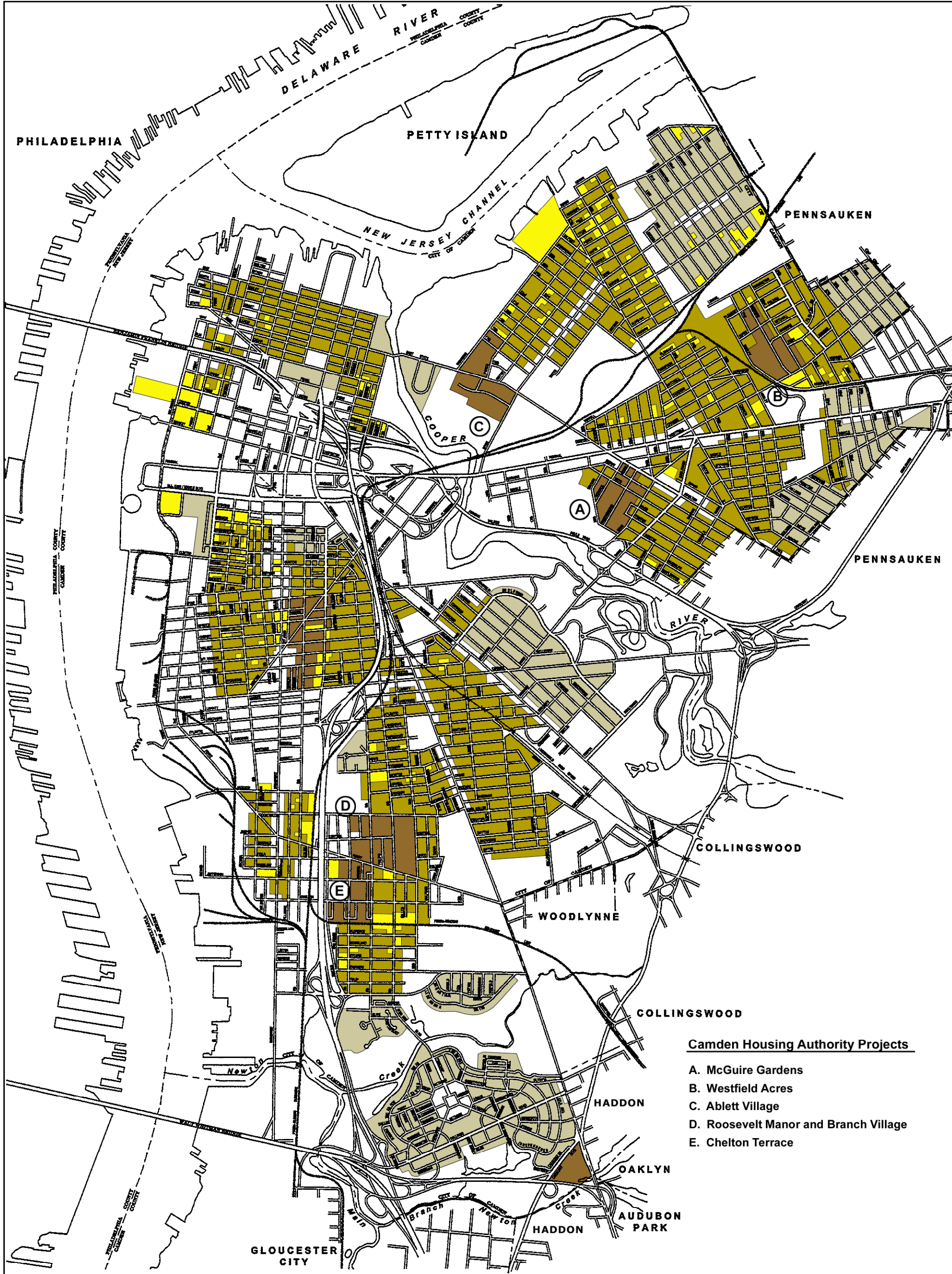
### Lanning Square

In the Lanning Square neighborhood, a combination of conservation and rehabilitation treatment is suggested. Conservation treatment is targeted in the Cooper Plaza historic district where housing rehabilitation has been substantially completed adjacent to the Cooper Medical Center. Rehabilitation in the balance of the neighborhood of some 160 units is suggested.

New housing units are proposed adjacent to the CBD to complement ongoing new construction of housing units south of Stevens Street. There are new units proposed as part of the Broadway mixed-use development corridor. A potential for some 245 new units (including ongoing projects) is indicated.



Neighborhood Housing Services of Camden, Inc. is involved in the planning stages of a collaborative effort with the Camden Redevelopment Agency and the NJHMFPA regarding 79 new housing sites in the neighborhood.



**LEGEND**

- New Housing Sites
- Housing Conservation
- Housing Rehabilitation
- Housing Revitalization

**Camden Housing Authority Projects**

- A. McGuire Gardens
- B. Westfield Acres
- C. Ablett Village
- D. Roosevelt Manor and Branch Village
- E. Chelton Terrace

# HOUSING IMPROVEMENT PLAN

## City of Camden Master Plan

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# Improving Housing and Neighborhoods

Instrumental in ongoing rehab and infill development are the following organizations:

- Lanning Square West Neighborhood Corporation
- Neighborhood Housing Services of Camden, Inc.
- Cooper-Lanning Civic Association, Inc.

## Bergen Square

In the Bergen Square neighborhood, the housing improvement treatment recommended is both revitalization and rehabilitation. A targeted revitalization area is suggested east of Broadway and south of Pine Street to coincide with the future construction of a proposed new elementary school in this section. A potential for about 190 new units is indicated. Between Bergen and Lanning Squares some 175 vacant unit rehabs are recommended.

The Bright Star Community Development organization is active in pursuing a 24-unit low/moderate income project involving vacant lots at two locations - between 3rd Street and 4th Street and between Cherry Street (18 units) and Walnut Street (6 units). It also is pursuing a 12-unit senior citizen residence at 510 Cherry Street. Also active in the neighborhood's improvement is the Cherry Street Neighborhood Development Corporation.

## Gateway

For the Gateway neighborhood, rehabilitation is the recommended housing improvement treatment. The potential for new infill housing construction is limited to about 25 units due to the limited number of vacant properties available. Rehabilitation potential of vacant structures is about 165 units. The Sword of the Spirit Christian Center and the Oasis Development Corporation are in the planning stages to encourage moderate income housing development and rehab in the neighborhood.

## CBD/Waterfront

Within the CBD, new high density housing units are indicated in the waterfront area, north of Market Street by Johnson Park, east of the E-Center at Martin Luther King/Mickle Boulevard and just south of Martin Luther King/ Mickle Boulevard at the edge of Lanning Square. These locations have the potential to produce about 2,100 new units.



In addition, while not indicated on the map exhibit, it is recommended that in time the re-use of the surface parking lot opposite the E-Center be considered for redevelopment as additional market-rate housing. The existing surface parking lot would need to be replaced with decked parking facilities as part of the proposed redevelopment project.

This would augment the housing potential area adjacent to the CBD and could yield an additional 800 to 1,000 units. These additional housing sites, primarily for market-rate housing would help strengthen the economic vitality of the CBD as a 24-hour center.

The Cooper's Ferry Development Association is the lead agency involved with economic and housing development activities from the waterfront to 3rd Street. In addition, the Latin American Economic Development Association remains active in various economic improvement initiatives both in the CBD and different neighborhoods.

## Planning District #2 - Housing Improvement Actions

As highlighted on the following table, the total new housing potential for Neighborhood Planning District #2 is about 1,600 units exclusive of redeveloped units associated with the recycling of the Westfield Acres and McGuire Gardens public housing projects. In addition, the potential for about 500 units of vacant rehabilitated units in the planning district is also proposed.

| New Housing Potential - NPD #2 |                       |            |  |
|--------------------------------|-----------------------|------------|--|
| Neighborhood                   | Est. New Construction | Est. Rehab | Improvement Action(s)                                  |
| Cramer Hill                    | 1,300                 | 145        | - conservation<br>- rehabilitation<br>- revitalization |
| Rosedale/Dudley                | 260                   | 140        | - conservation<br>- rehabilitation<br>- revitalization |
| Stockton                       | 25                    | 95         | - conservation<br>- rehabilitation                     |
| Marlton                        | 35                    | 120        | - rehabilitation<br>- revitalization                   |
| Estimated Total Units          | 1,620                 | 500        |  |

# Improving Housing and Neighborhoods

## Cramer Hill

In the Cramer Hill neighborhood there is a combination of conservation, rehabilitation and revitalization treatment recommended. The focus for conservation activity is east of Von Neida Park to the City boundary with Pennsauken Township. Privately owned multi-family units known as Cramer Hill Apartments (north of River Avenue and east of Lois Avenue) as well as Centennial Village Apartments (in the vicinity of State Street and Cooper River) require ongoing property maintenance and conservation techniques. Rehabilitation treatment covers the area west of Von Neida Park to about 17th Street.

Revitalization treatment is recommended for the area by the Ablett Village public housing project and the industrial-oriented recycling lands located at Harrison Avenue and East State Street. As discussed further in a later section of this chapter, the redevelopment of Ablett Village into a mixed income, less dense, affordable housing community funded by HUD's Hope VI program is recommended for the long term. At present, the CHA proposed modernization and rehabilitation would extend for several years this public housing as a useful resource for the community.

The industrial recycling lands located south of Harrison Avenue should be redeveloped as medium density housing adjacent to the proposed mixed development recommended for the Harrison Avenue landfill site. This area could also be considered as an alternate elementary school site.

Areas for new infill housing construction follow suggestions offered in the Cramer Hill neighborhood plan. A site adjacent to the back channel of the Delaware River is also proposed for redevelopment as new high density housing. This site is located north of Harrison Street and west of 25th Street adjacent to the proposed improvements to the Farragut Marina.

The potential new housing units for this entire sub-area is about 1,300. The rehabilitation potential of vacant buildings is some 145 units.

Neighborhood organizations active in housing development and neighborhood improvement actions are:

- Camden County OEO, Inc.
- Camden Collaborative
- Cramer Hill Management Advisory Committee

## Rosedale/Dudley

In the Rosedale/Dudley neighborhood there is a combination of conservation, rehabilitation and revitalization treatment proposed. The conservation treatment is focused toward the eastern end of the area adjacent to Pennsauken Township. The revitalization treatment is essentially the area encompassing the Westfield Acres public housing project which is being redeveloped under a Hope VI grant program. The balance of the area is suggested for rehabilitation treatment.

Areas for new housing construction are targeted for locations adjacent to the proposed Hope VI redevelopment of Westfield Acres as a mixed income and less dense housing community as well as in other locations close to public facilities or proposed new school construction sites. St. Joseph's Carpenter Society, a local non-profit housing organization, is active in both rehab, moderate and new affordable housing development in areas adjacent to and east of



Westfield Acres.

There is a potential for about 260 new units excluding the reconstructed portion of Westfield Acres. The rehabilitation potential of vacant buildings amounts to some 140 units.

## Stockton

In the Stockton neighborhood the housing improvement treatment proposed consists of both conservation and rehabilitation. The conservation area is at the eastern and southern end of the sub-area abutting Pennsauken Township. The rehabilitation treatment area is the balance of the area east of Woodrow Wilson High School and up to 27th Street. There are isolated infill lots too small to map that could generate about 25 new housing units in this area.

The rehabilitation potential amounts to some 95 units. St. Joseph's Carpenter Society is also active in housing rehab and infill development in this neighborhood.

# Improving Housing and Neighborhoods

## Marlton

The Marlton area is recommended for mainly rehabilitation treatment. Revitalization treatment covers the McGuire Gardens public housing project which is currently undergoing redevelopment as a Hope VI community into a less dense mixed income housing community. Rehabilitation is also proposed on adjoining areas to Marlton Pike. New housing infill areas are mainly suggested adjacent to the proposed new school construction site near the Marlton Pike and Sewell Street intersection.

Redevelopment of McGuire Gardens will result in about 269 units. Rehabilitation potential of vacant properties is suggested for some 120 units. Of this number, the St. Joseph's Carpenter Society has received funding to rehabilitate about 65 units located within the area.



## Planning District #3 - Housing Improvement Actions

| New Housing Potential - NPD #3 |                       |            |  |
|--------------------------------|-----------------------|------------|--|
| Neighborhood                   | Est. New Construction | Est. Rehab | Improvement Action(s)                                  |
| Waterfront South               | 230                   | 40         | - rehabilitation<br>- revitalization                   |
| Liberty Park                   | 125                   | 100        | - conservation<br>- rehabilitation<br>- revitalization |
| Centerville                    | 125                   | 100        | - conservation<br>- rehabilitation<br>- revitalization |
| Morgan Village                 | 50                    | 45         | - conservation<br>- rehabilitation<br>- revitalization |
| Whitman Park                   | ---                   | 170        | - rehabilitation                                       |
| Fairview                       | ---                   | 65         | - conservation   |
| Parkside                       | ---                   | 110        | - conservation   |
| <b>Estimated Total Units</b>   | <b>530</b>            | <b>630</b> |  |

As indicated on the above chart, the total new housing potential for Neighborhood Planning District #3 is about 530 units exclusive of redeveloped units associated with the recycling of the Roosevelt Manor,

Branch Village and Chelton Terrace public housing projects. In addition, the potential for about 630 units of vacant rehabilitated units in the planning district is also proposed.

## Waterfront South

Rehabilitation treatment is suggested for the entire Waterfront South neighborhood located within the historic district. Housing rehabilitation and revitalization is also recommended for areas along Broadway north of Jackson Street and in the Atlantic Avenue corridor.



New housing areas are indicated generally near community facilities and a proposed park. Conversion of an existing former mill manufacturing building into housing units is suggested if feasible site clean-up clearance from the NJDEP can be obtained.

The potential for about 230 new units is noted. Rehabilitation potential of existing vacant units amounts to

some 40 units. Heart of Camden Inc. is active in many of the housing improvement activities in this neighborhood.

## Liberty Park, Centerville and Morgan Village

The combined Liberty Park, Centerville and Morgan Village neighborhood area is recommended for a combination of conservation, rehabilitation and revitalization treatment. Within the Liberty Park section, conservation is suggested for the apartment complex located west of 8th Street. Rehabilitation treatment is proposed for the balance of the area.

A pending redevelopment proposal for the area surrounding the Virtua-West Jersey Hospital complex would be the target for the bulk of rehabilitation activity to be undertaken in the near future. New housing activity in this plan would be focused south of Everett Street.

In the Centerville area, revitalization treatment is recommended for the three public housing projects located there with the balance of the area being designated for rehabilitation treatment. The Morgan Village area is suggested for rehabilitation treatment north of Morgan Boulevard and conservation



# Improving Housing and Neighborhoods

treatment south of the boulevard. New housing areas are shown adjacent to parks, near proposed new school construction sites or other public facilities.



The potential for new housing units exclusive of rebuilt public housing projects is some 300 units. Rehabilitation potential of vacant buildings is about 245 units. Of the new housing site potential, about 50 units are suggested for the Morgan Village area, while the balance of the housing potential is generally split between the Centerville and Liberty

Park areas. A similar relationship holds true for the rehabilitation of vacant units with 45 units located in Morgan Village and the balance split between the other two areas.

St. Joseph’s Carpenter Society and the Camden County OEO, along with the Virtua-West Jersey health systems are active in the rehab and infill housing development in areas adjacent to the hospital.

## Whitman Park

Rehabilitation treatment for the entire Whitman Park neighborhood is suggested. Due to the lack of sizeable vacant parcels within this area no appreciable new housing construction is identified. There may be the potential for an odd lot here and there that could accommodate limited new housing construction. Rehabilitation potential of vacant units is noted as some 170 units.

## Fairview

The historic district of Fairview is designated in its entirety for conservation treatment. The central Yorkship Square of Fairview should be improved utilizing the economic and residential infill and rehabilitation recommendations advanced in a separate design and marketing plan prepared in the late 1990’s entitled “Yorkship Square”.

Given the limited number of sizeable vacant parcels in the Fairview district no new housing areas are indicated. There may be the potential for an odd lot infill unit constructed in various sections of the area but this will not result in an appreciable number of new housing units. Rehabilitation potential of vacant buildings has been suggested at 65 units.

Revitalization is suggested for the small enclave of mobile homes located south of Crescent Boulevard. As a major gateway into the City from the south this parcel is underutilized and in time could be recycled into a mixed income housing community with commercial uses fronting on Mt. Ephraim Boulevard.

## Parkside

The Parkside neighborhood is recommended for mostly conservation treatment with the exception of the small area west of Park Boulevard where rehabilitation treatment is suggested. Here again the number of any sizeable vacant parcels precludes any appreciable new housing construction from being suggested. There may be odd lot infill activity that could occur over time. The rehabilitation of vacant units potential is noted at about 110 units. Parkside Business & Community in Partnership Inc. is active in rehab activities within this neighborhood.



## 3. Prioritize revitalization activities by neighborhoods.

Short-term revitalization efforts need to be concentrated if the stability and improvement of the City’s neighborhoods is to be achieved. Deciding where to concentrate resources should be guided by the simple objective of building upon areas of strength within the neighborhood and working outwards toward increasingly distressed areas.

Highest priority for targeting housing and community improvement efforts should be given to neighborhood areas that evidence one or more of the following characteristics:

- areas of relative stability
- areas that contain active facility-based anchors (e.g. hospital, houses of worship, university, public services)
- areas which have strong neighborhood or non-profit housing organizations in operation



# Improving Housing and Neighborhoods

- areas adjacent to proposed new public school construction or reconstruction
- areas that are either near recent housing rehabilitation or major redevelopment activity
- areas that abut more stable municipalities

Utilizing the above criteria, the neighborhoods noted below have been identified as potential candidates for the targeting of future improvement resources. This potential pool of initial neighborhood areas should be further refined and a final shorter list of areas selected by the City based on its anticipated resources and outside agency financial support for the next 5-year period.

| Potential Neighborhood Targeted Improvement Areas (2001-2006) |  |  |
|---|--|--|
| Planning District   | Neighborhood   | Improvement Action(s)  |
| 1   | North Camden<br>Cooper-Grant<br>Lanning Square                             | - rehabilitation, revitalization<br>- conservation, rehabilitation<br>- rehabilitation                                     |
| 2   | Cramer Hill<br>Rosedale/Dudley<br>Stockton                                 | - conservation, rehabilitation<br>- conservation, rehabilitation   |
| 3   | Waterfront South<br>Liberty Park<br>Morgan Village<br>Parkside<br>Fairview | - rehabilitation, revitalization<br>- rehabilitation<br>- conservation<br>- conservation, rehabilitation<br>- conservation |

Within the finally determined initial target neighborhood areas, the City, in collaboration with neighborhood organizations and non-profit housing providers, should further identify and prioritize immediate action areas based on available and realistic expectations of funding resources. A short-range 5-year capital investment program based on the objectives outlined in this chapter can then be prepared to guide the actual neighborhood revitalization activities to be undertaken. Planning for improvements in other neighborhoods should commence so that subsequent 5-year capital programs can be systematically derived to address remaining neighborhoods.

A certain percentage of annual available housing resources should also be set aside to address realistic improvement initiatives in other neighborhood areas not initially designated for a targeted resource allocation. These

internally earmarked set aside funds would be used to assist with emergency and unforeseen housing improvement initiatives that may arise.

In addition, City services should be directed to where they will have the greatest impact in a relatively short time period. This will leverage housing improvement investments in the targeted neighborhood areas in order to produce noticeable change.

## 4. Create a performance-based approach to allocating available improvement funds.

Because City resources are limited and needs outweigh resources, dispensing available funds fairly and responsibly requires a consistent allocation policy.

In order to achieve noticeable results in the short term within the recommended target areas, performance accountability related to results achieved during each annual funding cycle needs to be established. All requests for housing and neighborhood improvements should compete for funding based on published selection criteria.

Grant requests for funds should require an indication of the number of units and/or scope of community improvements achieved with the immediate preceding years' funding allocation. Additional performance standards could include achieving an adopted neighborhood plan's priority improvements, provision of job training and supply of permanent jobs for local residents.

A target goal of completing at least 75% of the work program that received prior year funding should be established as a threshold for the consideration of additional funding in each succeeding program year.

Judgements then can be made on the amount of funds to be allocated to non-profit or community organizations based upon an objective assessment of an organization's capability to accomplish its proposed work program.



# Improving Housing and Neighborhoods

5. *Reduce new housing development density and increase open space in neighborhoods.*

Develop an infill housing program that introduces home ownership units at a lower density than previously existed in the neighborhood. Examples such as Arthur’s Court in the Cramer Hill neighborhood offer a good model toward creating duplexes and townhouses that are on larger lots and are in wider buildings with modest increases in floor space to accommodate contemporary living standards.



Advocates for “traditional neighborhood design” (e.g. higher density with quality architectural design, little or no setback, elimination of driveways, integration of rental units and some retail uses) might misinterpret the suggestions to reduce housing density as an appropriate technique for certain Camden neighborhoods.

Older communities have bigger houses - both detached and twins sharing a party wall - built on lots large enough to accommodate a driveway and a yard. While these types of units are about 50% larger than the size of a traditional row house, a block of these homes is still high in density sufficient to generate a neighborhood where residents get acquainted, form friendships and help one another. Higher density housing in the range of 35 to 100 dwellings per acre still has a role in Camden adjacent the CBD, waterfront and major public transportation hubs.

Rehabilitating older row houses should be on a 2 for 1 model. Vacant units that are still feasible for modernization should be combined about their common party wall with interior floor plan changes made to increase room sizes. This would create one adequately sized unit out of two undersized units, increasing the potential for greater market acceptance as an affordable unit.

In neighborhood blocks where vacant units exist in isolated building clusters, consideration should be given to demolition and vacant lot maintenance in lieu of rehabilitation of isolated units. Demolition is preferred as opposed to rehabilitation of marginal vacant properties or even reduction in the scope of a rehabilitation project. The vacant lots should be landbanked until the neighborhood area is stabilized and redevelopment can occur through

market forces with minimal public subsidies. It is not intended that these activities necessitate involuntary resident displacement since vacant lots and structures would be the focus of this recommended improvement activity.

While a case by case determination will be required regarding block-wide demolition, as a general rule where a block is between 50% to 75% vacant the marketability of building new units around older isolated vacant units should be carefully examined. If the vacant units are structurally deficient or otherwise deteriorated to a point where rehabilitation is not feasible then these units should be demolished.

6. *Expand assistance to elderly households.*

In some neighborhoods elderly households are increasing. Many are long-time residents who wish to stay near friends or family. Most are on fixed incomes and require help in maintaining their properties to basic standards.

Elderly Population Concentrations - 1990/2000

|                            | Age 65+      | Total Population | % of District |
|----------------------------|--------------|------------------|---------------|
| Planning District #1       | 2,279        | 23,848           | 9.6           |
| Planning District #2       | 1,953        | 33,329           | 5.9           |
| Planning District #3       | 3,120        | 30,315           | 10.3          |
| <b>TOTAL (1990 Census)</b> | <b>7,352</b> | <b>87,492</b>    | <b>8.4</b>    |
| <b>2000 Census</b>         | <b>6,090</b> | <b>79,904</b>    | <b>7.6</b>    |

Based on 1990 Census, 2000 Census where available.

As indicated on the table entitled Elderly Population Concentrations - 1990/ 2000, the elderly population (65+) represented about 8.5% or 7,400 persons of the City’s total population of 87,492 in 1990. The percentage of elderly shifted slightly to about 7.6% or 6,090 persons of the City’s total population of 79,904 in 2000. The elderly in the City represented about 9.6% of the total elderly population in the County. About 60% of the City’s elderly in the year 2000 were female. There are some six senior citizen high rise facilities within the City that accommodate lower income elderly households.

The table below entitled Neighborhood Elderly Concentrations - 1990 indicates the extent of the elderly population age 65+ in the City’s neighborhoods in 1990. Comparable data for 2000 will not be available until 2002. While the year 2000 median age of the City is fairly young at 27.2 years old, the elderly population is growing older with the extent of

# Improving Housing and Neighborhoods

households containing a 65+ year old person noted at 20% in the 2000 Census.

Neighborhood Elderly Concentrations - 1990

| Planning District #1   | Age 65+ | Total Population | % of Neighborhood |
|------------------------|---------|------------------|-------------------|
| North Camden           | 793     | 8,727            | 9.1               |
| Lanning Square         | 389     | 4,106            | 9.5               |
| Bergen Square          | 472     | 4,469            | 10.6              |
| CBD/Central Waterfront | 334     | 2,993            | 11.2*             |

Planning District #2

|                 |     |        |      |
|-----------------|-----|--------|------|
| Cramer Hill     | 639 | 10,107 | 6.3  |
| Rosedale/Dudley | 672 | 10,145 | 6.6* |

Planning District #3

|                  |     |       |       |
|------------------|-----|-------|-------|
| Waterfront South | 208 | 2,132 | 9.8   |
| Liberty Park     | 273 | 2,656 | 10.3  |
| Centerville      | 408 | 3,592 | 11.4* |
| Whitman Park     | 463 | 6,789 | 6.8   |
| Parkside         | 612 | 5,615 | 10.9  |
| Fairview         | 948 | 5,353 | 17.7  |

\* Contains affordable senior citizen projects.

Based on 1990 Census, comparable 2000 Census breakdown not available.

Household income of the elderly generally is lower than the median incomes reported for the neighborhood area. Year 2000 statistics on income are not yet available but in 1990 the elderly median income at \$12,343 was about 30% lower than the City’s median household income of \$17,386.

The highest concentration of elderly households is in Planning Districts #1 and #3. The Fairview neighborhood in 1990 had the highest number of elderly residents.

Several recommendations are offered to assist the City’s elderly households:

- Provision of routine home maintenance contractor assistance coordinated through community-based job training facilities coupled with home repair grants for seniors/low-moderate income households.

- Adapting existing dwelling units to accommodate an age-in-place lifestyle by providing low interest loans or grants for such renovations.
- Social and recreational activities, counseling and medical information referrals through community centers.
- Health care assistance and transportation through social service and Office on Aging programs administered through community centers and the County.
- Construction of affordable elderly assisted housing as part of proposed mixed income new housing developments recommended in the targeted neighborhoods that contain a higher concentration of elderly households. At present these areas are highlighted on the chart entitled “Neighborhood Elderly Concentrations”.
- Modernize CHA operated units for senior citizens and handicapped residents at JFK Towers, Mickle Towers and Westfield Towers.
- Elder day care services for working caregiver families is recommended in collaboration with faith-based organizations and the City’s major health care institutions.



## 7. Provide supportive housing and services to the homeless and special needs residents.

Based on a 1999 service provider survey conducted in collaboration with Camden County it was estimated that a minimum of about 685 persons in the County were classified as homeless persons. About 385 were estimated to reside in the City.

Individuals who were chronic substance abusers, had serious mental illness, were afflicted with HIV/AIDS, or were victims of domestic abuse were also identified with special needs. This segment of the City’s population amounted to about 750. The survey also found that homeless persons and those with special needs required supportive services in addition to basic shelter.



# Improving Housing and Neighborhoods

Improvement activities should link supportive housing with health care and human services delivered on site or at a nearby community center to housing facility. Addressing the special needs population should be an integral part of the City’s overall neighborhood reinvestment program. Otherwise untreated physically and mentally ill individuals will be in constant evidence on downtown streets or in residential areas adjacent to the CBD as chronic problems in already distressed neighborhoods.

The City addresses its homeless and special needs population in a coordinated effort with the County, NJDCA, faith-based organizations and non-profit social service providers such as the Community Planning & Advocacy Council through a “Homeless Network Planning Committee”. The thrust of these coordinated supportive housing and social service efforts is to enable a resident to become less dependent and achieve the best possible condition of self-sufficiency in a reasonable time period.

The following recommendations are made to assist the City’s special needs population. Collaboration with the County, social service providers and faith-based organizations is required to provide the services outlined below. Further detail regarding ongoing programs are contained within the City’s Consolidated Plan for HUD funding (FY 2000-2004).

- Provide a supportive and permanent affordable housing facility for families and individuals in addition to homeless shelters.
- Provide transitional housing for families and individuals through the rehab of vacant and sound dwelling units, preferably in a multi-family building to maximize the provision of support services
- Increase current support services for the mentally ill.
- Increase substance abuse treatment programs/services for families.
- Increase job training and employment placement services.
- Develop accurate means for tracking homeless data to better focus support services.
- Continue with prevention assistance and outreach efforts.

## Goal Two: Restructure management of vacant and underutilized properties.

### Strategies

#### 1. Streamline acquisition and disposition of vacant properties.

Current vacant lots or structures are controlled by the City and/or HUD or are privately held. Site control is the key to allowing new infill construction or rehabilitation of vacant and sound units to proceed in a reasonable time frame.

Current laws governing foreclosure unduly extend the time period to acquire property not already publicly controlled. Absent changes in the foreclosure laws a mechanism to secure an inventory of vacant properties that are generally located together or that are within a clustered location is needed. If the area is within an adopted redevelopment plan, then vacant properties can be acquired through eminent domain provided adequate funds are available to do so.



Creating a municipal land bank to acquire, assemble and manage potential redevelopment lots and sites in order to expedite their future redevelopment is recommended. Based on the recommended targeted neighborhood improvement areas, a database inventory of vacant lots and buildings needs to be established to determine the current

ownership and basic characteristics including environmental clean-up requirements of each property.

It is estimated that the City owns about 3,800 parcels with another 7,000 parcels in tax lien status. Approximately 3,300 structures are listed as vacant and in need of demolition or board-up. By way of comparison, there are approximately 38,000 parcels listed on the City’s property records.

This database should be updated annually. Once established, the appropriate vehicle available to gain site control for placement of a vacant parcel within the land bank can be exercised. This might include techniques ranging from negotiated acquisition, foreclosure, and reversionary proceedings to condemnation.



## Improving Housing and Neighborhoods

For those properties in tax lien status, aggressive collection and enforcement of statutory tools on delinquent property taxes is needed. Installment plan repayment procedures should be initiated with aggressive municipal legal actions against non-performing tax delinquents.

An alternative to “in rem” foreclosure could be an “in personam” action against the property owner which affects personal credit ratings. Establishing a consistent installment payment schedule of back taxes due will remove the tax delinquency from the credit report listing of the property owner. This is consistent with other tax collection techniques recommended in the Multi-Year Recovery Plan.

### 2. *Develop a targeted demolition program.*

Vacant deteriorated houses and empty lots are visible signs of population loss and disinvestment in certain City neighborhoods.

The City received a \$5 million grant in 1999 to demolish about 350 unsafe vacant and abandoned properties located City-wide. Future requests for State demolition funds should be focused around the recommended targeted areas of proposed neighborhood improvements. This will allow for the most distressed properties to be acquired, demolished and transferred to the proposed municipal land bank.

A clustered approach to property acquisition and demolition will produce concentrated locations of sites for infill and new construction projects. This, in turn, will make a positive visual, social and economic impact on the overall improvement of the target neighborhood area.



### 3. *Establish a vacant lot and neighborhood clean-up program.*

In neighborhoods with scattered lot vacancies a program to develop and manage these lots needs to be established. Such a program should focus on helping neighborhood groups determine if scattered and multiple lot vacancies should be recycled into new infill housing sites, small play lots, community gardens, or small parking lots for neighborhood residents or other community-oriented uses. In some cases, vacant lots due to their location are better suited for a side yard transfer to adjoining properties.

Community involvement in neighborhood clean-up, boarding of vacant structures and maintaining of vacant land should also be expanded. Both the maintenance of and clean-up of vacant lots will require a partnership with a strong neighborhood association so that training, technical assistance and guidance on project implementation can be provided by the City. The City also needs to properly maintain the vacant lots it currently owns on a consistent basis to set an example for neighborhood-based clean-up efforts.

A first step would be the creation of a pilot project in a targeted neighborhood area to enable a neighborhood organization to contract with the City to provide such clean-up services. As visual success is achieved with this pilot effort other neighborhood organizations can be encouraged to participate and a permanent mechanism can be created.

Community gardens can also help transform vacant lots from eyesores into productive vegetable, flower and tree gardens. These gardens can serve as centers of community activity, providing education about agriculture in an urban setting, bringing neighbors together for exercise, conversation and the production of low cost fresh produce for residents.



Through its Department of Public Works, the City has established a City-wide beautification initiative comprised of various activities. With respect to the better management of vacant lots in the City the following program activities need to be accelerated or commenced as part of other neighborhood improvement projects.

- Sweeping streets on a regularly scheduled basis through the use of outside contractors.
- Continue “adopt-a-lot” and “adopt-a-street” programs to involve residents and local organizations in augmenting efforts by the City to keep residential and commercial areas clean and landscaped.
- Initiate weed control, debris disposal to remove trash, debris and weeds from vacant lots.
- Initiate both fencing and natural hedge landscaping screening around major concentrations of vacant lots to deter illegal dumping.

# Improving Housing and Neighborhoods

- Continue a cooperative effort (“Project C.L.E.A.R.”) between the City, NJDOT, NJ Department of Corrections and the NJ National Guard on special neighborhood clean-up days to clean up vacant properties including weed and tree cutting activities.
- Use UEZ funds to increase equipment and City services to keep main commercial corridors free of litter, weeds and graffiti.

## Goal Three: Retain, empower and attract middle income households.

The loss of middle income residents has contributed to depressed housing values and has led to a decline in the tax base aggravated by the substantial losses in the City’s manufacturing base. Collectively this has made it difficult for the City to fund essential services.

The DRPC has indicated that the South Jersey region as a whole is gaining residents. On the positive side, projections to 2020 suggest that about 185,000 additional people will be added to the region. Smart Growth policies recommended in the recently adopted State Plan suggest that cities have an opportunity to attract some of these new arrivals within their boundaries.

There is also the opportunity to nurture a new middle class from within the City by accelerating job training and providing living wage employment for existing residents in need. Good candidates for City living are employees of City businesses and governmental agencies, medical and educational institutions, and single home owners, empty nesters or childless couples who enjoy diverse City living.

A balanced approach to increasing middle class households is recommended. This involves attracting outside middle income households and nurturing a progression of existing City resident households, irrespective of race and class, from low to moderate to middle income.



The diversity of Camden’s neighborhoods, its historic districts, the variety of housing types, along with improving educational programs and growing cultural amenities are strengths that can be marketed to attract new households. Increasing living wage jobs for City residents and improving access to these jobs through improved public

transportation is the key to empowering current residents to become economically self-sufficient enabling them to move up the housing ladder.

In pursuing strategies to retain, empower and attract middle income households, it would be naive to neglect the influence that public schools and community safety, a clean environment and better City services have in choosing a place to live. Restructuring the social, educational and economic opportunity models so that empowerment of lower income families can occur is also needed.

## Strategies

1. *Establish a home ownership policy to maintain and increase moderate and middle income households.*

The objective of a City home ownership policy is to offer more opportunity and choice to residents interested in owning their own homes. This requires helping working residents afford the cost of buying homes and gaining access to mortgage financing. Offering more choice means giving residents the ability to choose from a variety of housing types and neighborhood locations throughout the City.

The more effective this policy, the more likely that the City’s substantial African-American and Hispanic households will own their own homes. This also begins to address the problem of disproportionality in home ownership without the use of set-asides or quotas.

A two-part strategic program is suggested:

- Development-oriented home ownership where public subsidies create opportunity to purchase new or rehabilitated vacant housing at selected locations which are part of an overall mixed income neighborhood improvement plan.
- Consumer choice home ownership where counseling and settlement assistance expands opportunities to purchase existing sound housing available for sale on the private market throughout the City.

Promoting mixed income sales housing development ventures reduces vacancy and stabilizes neighborhood areas struggling with disinvestment. Locations for new housing development need to have good access to employment centers or public transportation to such centers and retail services.

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## Improving Housing and Neighborhoods

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New development should be close to community facility anchors and parks or open space opportunities. By introducing mixed income housing development the concentration of lower income residents in any specific section of a neighborhood will gradually be reduced as these households become integrated within new developments.

Promoting consumer choice housing involves a major expansion of housing counseling services for first-time home buyers coupled with publicly-funded settlement assistance. Operating models practiced by non-profit housing groups such as the St. Joseph's Carpenter Society, State Street Housing, Camden County OEO, Inc. and other active housing providers establish a sound base of techniques to build upon.

Counseling services by trained counselors involves education in home ownership responsibilities (from repairing a leaky faucet to paying property taxes), credit repair, and finding mortgage financing. For purchasers who successfully complete home ownership pre-purchase counseling, a settlement assistance grant is provided, paid to the title company at closing to offset financing fees and other charges payable by the buyer.

### Building a new middle class

According to COAH, a low income household is defined as having 50% or less of median gross household income for households of the same size within a housing region. Moderate income means having more than 50% but less than 80% of the median gross median income. Middle income is over 80% of gross median income.

Depending on the number of people in a household, the 2001 yearly gross income for low income households ranges from approximately \$21,000 to \$39,700. For moderate income households the yearly gross income ranges from approximately \$33,600 to \$63,500.

By way of example, based on COAH 2001 published income limits for the Camden housing region which includes Burlington, Camden and Gloucester Counties, a four-person household (a 3-bedroom unit) earning \$30,050 or less is considered low income. The same sized household earning between

\$30,050 and \$48,080 is considered moderate income. Those households earning above \$48,080 are considered middle income.

Market-rate housing has a different meaning in Camden as compared to the South Jersey region given the disparity of household incomes in the two areas. To a great extent market-rate is defined in terms of what the current real estate market will support in terms of sales housing.

The highest market sales activity in the City has ranged in sales prices from \$45,000 to \$65,000 for an average household of four persons in a three-bedroom home. A three-bedroom unit in the immediate region somewhat larger in size could be sold for \$94,000 to \$150,000 according to COAH criteria.



These sales prices are obviously considerably higher than what today's housing market can support in Camden. A nurturing process to build a new middle class from the City's existing low and moderate income resident base is recommended in combination with attracting middle income housing development for empty nesters, young professionals and those attracted to a diverse mixed income neighborhood style of urban living.

Through the use of HUD and State funds, the City can lower the development cost of new or rehabilitated construction through mortgage subsidies for housing units owned and occupied by families of low and moderate income means. Other subsidies may include assistance with down-payments and settlement costs associated with buying a home.

By way of example, an affordable unit in the \$40,000 to \$50,000 price range could be subsidized to require a resident to pay a \$35,000 mortgage. Once this resident household is stabilized, then new housing opportunities allowing for the gradual move up to a \$55,000 to \$65,000 or higher price range can be achieved. This is the practical range of affordable middle income housing within the City based on current residents' household incomes as experienced by several of the active non-profit housing development organizations operating in the City.

To expand opportunity in a higher-priced market-rate housing market, the City can use some of its funding to write down total housing cost through a subsidy award to a pre-qualified City home buyer instead of to a developer in



# Improving Housing and Neighborhoods

the form of a “soft” second mortgage. The second mortgage could be a ten- to fifteen-year loan on which principal and interest is forgiven for each year that the family continues to live in the unit. This type of mortgage needs to be designed in coordination with Fannie Mae or Freddie Mac federal financing programs so that the subsidy does not impede the primary mortgage

holder’s ability to sell their portion of the financing on the secondary mortgage market.



The encouragement of market-rate middle income housing should not redirect scarce public funds from targeted neighborhood improvements. Such housing should complement mixed income housing and neighborhood improvement plans that

address existing residents’ needs and that are part of the nurturing approach to build a new middle class from within.

State programs oriented toward the development of market-rate housing in urban areas along with private funds should be the prime resources used to produce market-rate housing. A pending federal program, “New Markets Tax Credit” is intended to spur mixed income housing development in low income urban areas.

2. *Identify and promote market-rate housing locations.*

In order to attract home buyers most likely to choose City living, expanded housing choices are needed. While the City has an ample supply of row houses, the variety in housing types that are found in Cramer Hill, Parkside and Fairview with duplex, townhouse and detached units is a model to follow in new construction oriented toward moderate and middle income family households.

Contemporary home buyers seek larger bedrooms and baths, flexible space, ample yards and other amenities often missing in Camden’s older row houses. Changing regional demographics also offers new housing opportunities. According to a recent study by the Joint Center for Housing Studies at Harvard University, as the 1990 decade came to a close immigrant and minority households were the fastest growing segment of the home buying market.

Infill opportunities in the more stable neighborhoods of the City for new housing construction and rehabilitation offer opportunities to capture the growing household formations related to the regions’ and City’s changing demographics. Beside infill housing there are also selected locations that can be marketed to appeal to a specialty housing market for middle income housing.

This specialty market is comprised of young professionals and childless couples including empty nesters who no longer have children living at home. The City’s major businesses, medical institutions, specialized research and university facilities provide a potential internal market base from which new middle income housing opportunities can emerge. Being located across the river from Philadelphia’s downtown employment center is also an asset to market in the attraction of market-rate housing units.



The recently created State incentive program to encourage faculty and staff members to buy homes in neighborhood areas where they work is an example where a built-in market can lead to increasing the City’s middle income base. The new program oriented toward full-time faculty and staff members of urban-based State colleges and universities like Camden Rutgers, Rowan, UMDNJ and the Community College in the City provides \$10,000 in down payment toward a home purchase. If a family meets certain income guidelines they would also be eligible for reduced rate mortgages and other financial assistance. In addition, faculty and staff who already own homes may apply for up to \$5,000 to make improvements to their homes.

**Potential market-rate housing locations**

Based on several key principles, market-rate housing could be developed where one or more of the following conditions exist:

- middle income residents already live in significant concentrations
- major employers are located
- major economic, transportation or institutional/educational centers are nearby



## Improving Housing and Neighborhoods

- areas are adjacent to stable suburban communities

Potential areas for market-rate housing development are indicated on the map entitled *Potential Market-Rate Housing Locations*.

There are three general categories of potential housing activities depicted on the map. These include:

- Generalized New Infill Areas - indicates locations where new infill housing construction could take place.
- Conversion, Adaptive Re-Use - indicates locations where existing buildings could continue to be recycled for housing use either individually or as part of mixed-use structures.
- Targeted Infill/Rehab Opportunity Areas - indicates areas where scattered site or clustered rehabilitation of existing residential dwellings along with new infill construction on vacant lots consistent with the character of the existing neighborhood could occur.

### New Infill Areas

The areas in and adjacent to the waterfront in the Cooper-Grant and downtown districts as well as the back channel to the Delaware River near the Farragut Marina facility in Cramer Hill offer the best opportunities to attract specialty segments of the middle income marketplace.



Potential market-rate new infill housing areas have also been identified in the Central Waterfront entertainment district, along the Cooper River in North Camden and in the Lanning Square neighborhood adjacent to the CBD. Depending on the outcome of a pending environmental study, some new housing may be possible as part of a mixed development on the former Harrison Avenue land fill site.

In addition, other opportunities exist adjacent to the Ferry Avenue transit stop as part of the mixed-use transit-oriented development district proposed for this area. Redevelopment of the area adjacent to the station with other

mixed uses in a design pattern that emphasizes a pedestrian scale is envisioned. A clustered mixed income residential neighborhood also provides benefits of higher transit use as well as new mixed income housing opportunities.

Limited financing incentives to stimulate construction of such market-rate housing should be considered offering below-market land costs, improving and rebuilding support infrastructure (utilities, streets, lighting) and improving streetscapes should be considered as part of a development package. This package should be largely financed through a combination of private and State resources available for building middle income housing in urban areas.

### Conversion Adaptive Re-Use

Adaptive re-use of upper floors for residential opportunities is recommended for the Cooper/Market Street historic district including the conversion of the Nipper Building for loft-style apartments. In some respects, the Nipper facility where the RCA phonograph was originally created can attract new residents that would support revitalization efforts proposed for the CBD.



Upper floor residential use in existing sound mixed-use buildings could also occur along other major arterial streets in the City. Where such a mixed-use policy should be pursued is adjacent or in close proximity to other community anchor facilities (e.g. community center, retail, small park, school, medical facilities, public transit) in order to provide an added dimension to the diversity of a quality urban living environment. Housing in mixed-use buildings can be stimulated through the use of rehabilitation tax credits, historic rehab credits and affordable housing tax credits.

### Targeted Infill/Rehab Opportunity Areas

Several potential areas for selected infill development and rehabilitation of existing dwellings are recommended. These areas include:

- The vicinity of the Northgate redevelopment area and the Luther Housing community along the Cooper River in North Camden.

# Improving Housing and Neighborhoods

- The continuation of the Cooper Plaza historic district rehab around the Cooper Medical Center complex in Lanning Square.
- The vicinity adjacent to the Virtua-West Jersey Hospital area in Liberty Park.
- The Parkside neighborhood and adjacent portions of Whitman Park along the Haddon Avenue corridor.
- The lower portions of Morgan Village adjacent to the greenway along Newton Creek.
- The Fairview neighborhood.
- General areas east of Von Neida Park in Cramer Hill.
- General areas east of the Westfield Acres Hope VI redevelopment project in the Rosedale/Dudley neighborhood.
- The areas east and south of the Woodrow Wilson High School and middle school complex in the Stockton neighborhood.
- The areas along the Baird Boulevard corridor east of the McGuire Gardens Hope VI redevelopment project.



## Goal Four: Provide economically integrated neighborhoods and deconcentrate poverty.

### Strategies

#### 1. Continue the restructuring of public housing.

The objective is clear. Rebuild or rehabilitate outdated public housing projects as less dense, mixed-use and mixed income communities providing both home ownership and rental units.

Utilize the rebuilding of public housing projects as a way to expand lower income family opportunities to move from rental to home ownership within the community. Also target other City housing improvement efforts to build

upon the major revitalization programs being undertaken by the CHA in the immediately adjacent neighborhoods.

With new policy and financing directives available from HUD regarding breaking the cycle of poverty in public housing projects, emphasis is also placed on teaching tenants to become self-sufficient. Welfare reforms and programs oriented toward training within the transition to work process of former recipients are also instrumental in this regard.

Training in basic skills to achieve a high school equivalency diploma in order to increase employment capabilities of tenants is to be provided in CHA major revitalization projects. Also, the means to improving the skills of tenants to maintain their own unit through training in basic carpentry, painting, maintenance, money management, housekeeping and other chores associated with both rental and home ownership should be provided.

Early reforms undertaken by the Camden Housing Authority (CHA) through HUD's Hope VI financing with Royal Court Apartments by Martin Luther King/ Mickle Boulevard established the ability to modernize some 93 family townhouse units and then convert these units for sale to those individual tenants who were able to purchase their home. McGuire Gardens near Baird Boulevard is the next major revitalization project of the CHA currently underway.

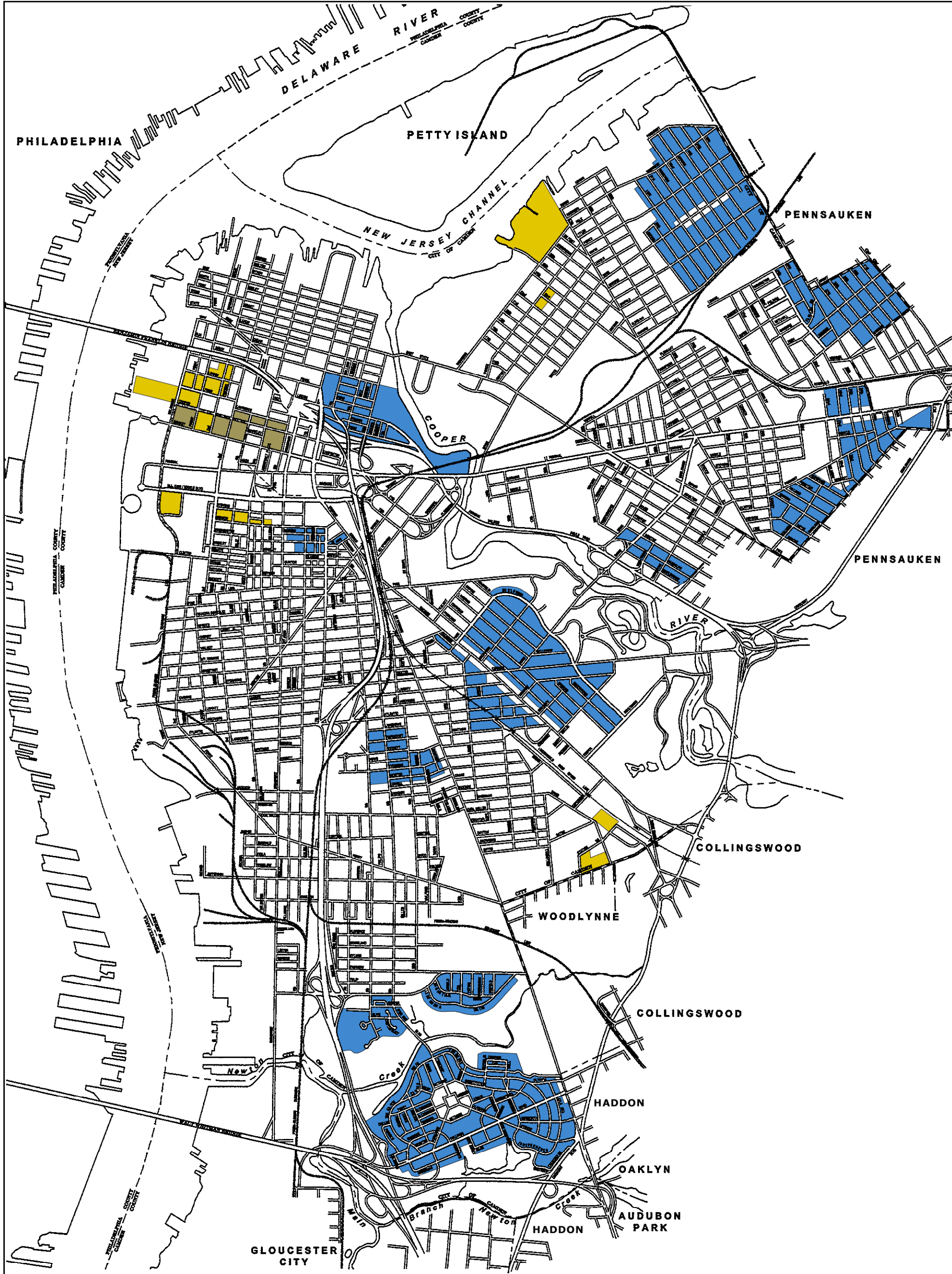


This project seeks to create a neighborhood as opposed to creating another project. Density is reduced through the demolition of existing units; replacement housing is to be built on-site and in the abutting neighborhood with some residents using Section 8 vouchers to find new homes in the area.

The new housing to be built will attempt to replicate more traditional City block patterns, pedestrian-friendly streets and mixed-use neighborhoods. Other housing improvement funds should be targeted in areas adjacent to public housing project redevelopment initiatives to further build upon the proposed revitalization of public housing in the City.

While Hope VI funding is competitive and the extent of resources is limited nation-wide, there are funding programs that the CHA is seeking to achieve





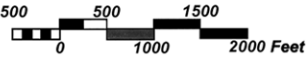
**LEGEND**

- Generalized New Infill Areas
- Conversion, Adaptive Re-Use Upper Floors
- Targeted Infill/Rehab Opportunity Areas

**POTENTIAL MARKET-RATE  
HOUSING LOCATIONS**

**City of Camden  
Master Plan**

Lenaz, Mueller & Associates - Planning Consultants  
S.T. Hudson Engineers, Inc. - Engineering Consultants  
Lammey & Giorgio - Urban Design Consultants



parallel revitalization efforts in all of the City's public housing projects. The map entitled *Housing Improvement Plan* generally locates the major public housing projects described below. The current CHA five-year short term improvement program for these projects is outlined as follows:

- McGuire Gardens (Map Location "A"). Located in the Marlton neighborhood area of East Camden, this three-year \$30 million dollar revitalization program commenced in 1999 involves a one-third reduction in existing density through the demolition of 196 units. Through a combination of major rehabilitation of remaining units, new rental units designed to eventually be converted to low income sale units and new sale units, a total of 269 units will be available as compared to the initial 388 all rental units.

The internal street pattern is being rebuilt to reflect a more traditional neighborhood street grid pattern. There will be a new community building and on-site playground. Equally significant will be the proposed connection of the new community to the rest of the neighborhood through an extension of Sewell Street to Marlton Avenue and the internal connections of several new streets to the abutting neighborhood street system.

Adjacent areas have been targeted for infill housing and rehabilitation of existing vacant units. This adjacent area work is being undertaken by the St. Joseph's Carpenter Society, a neighborhood based non-profit housing organization utilizing State funds.

- Westfield Acres (Map Location "B"). Located in the Rosedale/Dudley neighborhood of East Camden, this is a proposed Hope VI project. HUD awarded a demolition grant in 1998 to remove all existing units and relocate families except for the elderly tower which is generally completed. Additional funding to undertake the redevelopment of Westfield Acres was granted by HUD in 2000.

The 524 townhouse style new units to be constructed will advance a mixed income program with home ownership opportunities amounting to almost half of the contemplated new units.

Construction is scheduled to begin in 2002. Similar to the McGuire Gardens program, there is an infill scattered site new rental and ownership unit program totaling about 100 units to be undertaken by the St. Joseph's Carpenter Society in the adjacent neighborhood areas.

- Ablett Village (Map Location "C"). Located in the Cramer Hill neighborhood of East Camden, the revitalization program consists of site work improvements to change interior street patterns, upgrade the community building and playground area. There are about 330 units in this project.

The recently completed Cramer Hill neighborhood plan suggests demolition of the project area and relocation of the residents into scattered site infill development throughout the neighborhood. This ambitious proposal will require extensive subsidies to materialize and therefore is not considered a realistic recommendation to be pursued.

The principle of lower density, mixed income and home ownership opportunities through rehabilitation at the current site is the alternate improvement option proposed. The CHA envisions a program in the 2001-2002 time frame to reconfigure building floor plans and entrances, and to add privacy yards all with new pitched roofs and other architectural features.

Depending on funding availability from HUD, the CHA is considering this project as a candidate for a Hope VI type revitalization grant in 2006. After such modernization opportunities, sale of selected units to lower income families will be undertaken.

The adjacent privately owned Centennial Village apartment project should also be upgraded to complete improvements in this area.

- Roosevelt Manor and Branch Village (Map Location "D"). Located in the Centerville neighborhood of South Camden, the CHA's current revitalization program of some 600 units consists of street redesign changes to reduce block sizes, unit reconfigurations with the addition of new pitched roofs, privacy entrances to units, new community buildings and internal playground areas.

These two projects are envisioned by the CHA as the next round potential for Hope VI revitalization funding anticipated in the mid-2005 time frame. At that time, reduction in project density together with new unit construction in both rental and ownership units is contemplated.

- Chelton Terrace (Map Location "E"). Also located in the Centerville neighborhood adjacent to the Roosevelt Manor project, this CHA's current revitalization program consists of a complete redevelopment with the demolition of existing units. While only minor density reduction



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will be achieved due to family housing needs, new units will be designed as townhouses in a more traditional quadrangle street layout.

About 200 new units will be provided together with a new street system, community building and internal playground area. The new units will be designed as rental but can be converted to lower income ownership units in the future.

2. *Broaden City-based housing choices and expand affordable housing opportunities to live outside the City.*

Continuing to concentrate the poor in Camden only exacerbates the City's ability to create new moderate and market-rate housing opportunities. New housing development in the City should provide a greater mixture of housing types and mixed income ranges.

This approach will serve low, moderate and market-rate buyers and renters without an over-concentration of low income residents in any section of a neighborhood.

Several regional initiatives are needed in cooperation with COAH and State housing financing agencies to broaden affordable housing choices in the region. Through collaborative efforts with the State and County housing agencies the following recommended program activities should be pursued as part of a regional initiative.

- Increase the allocation of fair share affordable housing units throughout the Camden greater region in the next 2002-2007 round of COAH State-wide housing need projections. Provide adequate housing funds and legislative initiatives to assist in the construction of these units outside of the City.



While most of the inner-ring suburbs adjacent to the City are developed, opportunities exist for housing rehabilitation, mixed-use development and conversions of non-residential structures to housing units that would qualify for affordable housing units. In the outer-ring suburbs there is ample land available for the production of new affordable housing in compact clusters

along major transportation and employment corridors consistent with the recently adopted State Plan recommendations.

- Require those developments that use State HFA or other public agency financing to provide a minimum of 15% affordable units within a new housing project of which 5% is allocated to lower income households. This would broaden the affordable housing supply within the region for all residents. Montgomery County in Maryland has successfully required this approach in all new housing projects constructed in designated housing zones. This requirement in Maryland is more expansive in that it applies to both privately and publicly financed projects.
- Increase Section 8 certificates allocated to the immediate Camden region in order to provide City lower income residents with greater choice in selecting their living environments both in less poverty impacted areas of the City or within other municipalities in the region. This increase in certificates would be more effective if the supply of affordable units outside of the City were also increased coupled with improved public transportation linking job centers and services with housing areas. Also encourage an increase in the fair market rent cap to 50 percent to help families use Section 8 vouchers to access additional rental units within the region.
- Revise criteria to permit the use of Regional Contribution Agreements for the construction of sales housing for moderate to middle income residents in mixed income development projects. Accepting a suburban municipality's lower income housing obligation should not further concentrate lower income residents but provide for expanded opportunities to achieve mixed income housing in the City.



NEIGHBORHOOD IMPROVEMENT RECOMMENDATIONS

The ability of a neighborhood to maintain and attract a variety of diverse, mixed income and self-sufficient households depends greatly on the sense of pride, social cohesion and stability conveyed by its physical environment. The cleanliness and state of repair of its streets and public places is important as is the availability and condition of housing, public schools, community facilities and retail services.

With respect to neighborhood improvement strategies, *Future*CAMDEN proposes techniques to maintain the desirability of stable areas and suggests ways to improve the physical environment in transitional or distressed areas. These proposals are discussed below.

Goal One: Maintain and improve the appearance of neighborhoods.

Strategies

- 1. *Reduce land use conflicts between business establishments and residences.*

Throughout certain areas of the City, commercial or industrial uses are haphazardly interspersed within residential neighborhoods. In most cases the odd land use conflicts are the result of either historical locations that grew prior to zoning controls or gained a grandfather status under present codes as a prior non-conforming use without City code enforcement.

Preventing further expansion of such non-conforming uses and encouraging their relocation to commercial or industrial zones within the City is the ideal solution. In the interim, clean-up of existing property, provision of landscape screening at common property lines between residential and non-residential uses and enforcement of property maintenance codes should be undertaken.

Some of these actions can be initiated through the cooperative efforts of businesses responding to neighborhood concerns. Others will involve the enforcement of a property maintenance code and existing zoning and building codes to reduce absentee owner neglect. Legal sanctions against consistent violators of local codes will be necessary along with technical assistance to assure clean-up for property owners in need.

- 2. *Reestablish a comprehensive code enforcement and property maintenance inspection program.*

As part of overall improvement activities, conservation of the existing occupied housing stock and general appearance of neighborhoods is required. The comprehensive City code enforcement and property maintenance inspection program covering dwellings and businesses should be improved. Consideration should be given to the adoption of the



International Property Maintenance Code. This will help create an overall cleaner and more attractive appearance within each neighborhood.

Property owners should be helped to meet local standards of building safety and overall property upkeep. Technical assistance on how to achieve code compliance should be provided. In addition, for those owners in need

appropriate loans and grants should be made available so that repairs and maintenance violations can be corrected in a reasonably short time period.

- 3. *Increase the City’s effectiveness in treating physical distress within neighborhoods.*

Establish a process to deal with public nuisance properties by creating a neighborhood code inspection field review to identify vacant properties on a rotating annual basis. A computerized database of vacant properties that are both publicly and privately owned should be prepared and updated annually for each neighborhood.

A vacant house hotline should be established and its use encouraged giving neighborhood groups and individuals the opportunity to inform the City of new vacant units as they occur so that proper treatment can be initiated. A Neighborhood Early Warning System (“NEWS”) program should be instituted to inspect deteriorating homes early so that appropriate actions can be initiated quickly before later more costly improvements or abandonment occurs.

Vacant buildings pose both an opportunity and a liability. Imminently dangerous properties should be demolished expeditiously. In order to determine the desirability of maintaining certain vacant properties, they should be inspected by the City and a simple rehabilitation evaluation

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undertaken. The evaluation should consider the unit’s structural integrity, its land use compatibility with zoning and the Master Plan for the area and its general rehabilitation cost.

If it is decided to maintain the building for future re-use, the building should be sealed. A clean and building seal approach versus demolition in blocks that are fairly intact is recommended, unless the unit is too costly to rehabilitate based on established criteria.



Working in collaboration with neighborhood organizations, a vacant building watch effort should be established to report vandalism and housing squatters to the police. By immediately deploying an expanded building clean and seal program to secure useable properties, vandalism can be reduced and the visual impression of decay conveyed by derelict buildings left unattended can be eliminated.

4. *Increase City and community involvement in neighborhood clean-ups.*

Maintaining clean neighborhoods involves a combination of community education, resident group vigilance and fines for those who consistently violate City standards. In collaboration with public schools and neighborhood organizations, a public information campaign to reinforce the necessity of stopping everyday littering and maintaining individual properties within a trash-free environment should be initiated. Such a campaign should be periodically reintroduced during the school year.

Neighborhood clean-up days can also be a technique to build community pride, bring neighbors together and encourage sustained improvement of an area. In addition, the City needs to consistently cut weeds, and clean and maintain the vacant lots that it owns. City efforts in this regard should be supplemented with neighborhood clean-up day events.

Increased sanitation services and housing code enforcement efforts to areas experiencing early signs of decline and deterioration as well as to those areas of relative stability are required to ensure a clean neighborhood. Increased provisions to clean streets and re-pave potholes is required. The City needs to coordinate its maintenance activities with the County and State depending on the street’s ownership jurisdiction to ensure timely repairs.

Within neighborhood areas experiencing severe decline, illegal dumping should be prevented. This will require more frequent code inspections complemented by legal sanctions and code compliance assistance where needed.



Part of the City’s Department of Public Works beautification initiative also involves a comprehensive and systematic street sweeping effort as well as repairs and replacement of broken or missing sidewalk areas at City-owned properties. In addition, a graffiti eradication effort along major commercial corridors needs to be increased. As a community project aimed mainly at youth, a mural program needs to

be expanded to promote the painting of murals at various City-owned sites to express art and cultural themes as opposed to unsightly graffiti.

5. *Coordinate neighborhood conservation and revitalization efforts with the pending public school modernization program.*

Target neighborhood housing and community improvement efforts in those neighborhoods where new construction or modernization of existing schools is proposed. As the various public school facilities are upgraded, areas immediately adjacent to these schools should be advanced for infill housing or rehabilitation treatment depending on specific neighborhood conditions. Creating a stable environment in the blocks near a school facility and then progressing outward to more distressed sections of the neighborhood will help establish dramatic changes in the appearance of a neighborhood area.

**Goal Two: Prevent crime and reduce opportunities for it to occur.**

*Strategies*

1. *Increase community and anti-crime policing efforts.*

Respondents to the Master Plan community survey identified drug sales and abuse as the single most critical issue affecting neighborhood stability. According to the City’s Police Department data, about 15% of all crimes committed in Camden are related to drug abuse violations.

The key approaches to address this issue involve arresting violent offenders, increasing community policing efforts, treating drug abuse more as a



# Improving Housing and Neighborhoods

medical dependency rather than as an outright criminal issue, and working with children to understand the other life choices available to crime and drugs before it happens. Concentrating law enforcement in a neighborhood and establishing programs in community centers to, among other things, provide a place for children and teenagers to engage in after-school and summer recreation, tutoring, homework assistance, and arts and crafts is recommended. Mentoring and sports is also suggested as part of any neighborhood improvement plan.

Community-based crime prevention programs to encourage new and expanded neighborhood watch efforts including increased collaboration with police to deter criminal activity is recommended. Use of foot and bike patrols, and unmarked vehicles to provide added protection in areas of high crime incidents should be implemented in consultation with community groups.

2. *Expand community policing efforts.*

Community policing should be expanded. Mechanisms to identify and work with high-risk youth and chronic offenders in areas involving youth employment, education, and drop-out prevention along with job training should be given the highest priority.

Deploy the community policing model used in the Empowerment Zone to other neighborhoods undergoing improvement activities. These efforts include:

- Inter-agency youth intervention teams.
- Coordination with local business private security forces on identification of neighborhood crime patterns.
- Use of police sub-station for both law enforcement and community services.
- Increase partnerships with residents, businesses, community groups, and human service providers to create safe neighborhood environments.



Develop weekend and weekday curfew standards and enforce violations with required community service activity.

3. *Target high-risk and non-residential areas for special coverage.*

Working with business owners, the Police Department should extend foot patrols and mobile patrols in combination with security forces organized by major employers to establish a district-wide notification and enforcement effort to deter criminal activity before it happens. This program could include security audits, prescribed improvements and assistance in securing financing for security system installation.

Also working with the CHA, expand efforts to achieve controlled access and security of entrances to public housing building lobbies. Pending CHA improvement efforts of existing public housing projects should continue to employ defensible space design concepts that allow greater public visibility of open spaces and access to common building areas.

4. *Develop regional approaches to crime prevention.*

Working on a regional basis and linking crime fighting, prevention and community self-help efforts across municipal boundaries will help reduce criminal activity opportunities. Safe haven locations caused by uncoordinated police coverage across municipal boundaries will eventually be eliminated.

Recent collaboration of the City's Police Department with its counterparts in Pennsauken, Collingswood and Woodlynne has proved effective in drug traffic interdiction. These efforts should be continued and experiences learned should be shared with other surrounding municipalities.

**Goal Three: Build or extend partnerships among government, businesses, faith-based groups and community organizations to achieve stronger neighborhoods.**

*Strategies*

1. *Increase neighborhood organizations' and private sector involvement in housing and community development activities.*

The City needs to expand its collaboration with community groups, non-profit development organizations, faith-based agencies, corporations and local financial institutions and others in the City's business community to advance neighborhood improvement goals. Such partnerships are key to the stabilization and rejuvenation of the neighborhood. As has been done in certain neighborhoods, residents also need to expand their role in helping to



# Improving Housing and Neighborhoods

improve their own community with activities ranging from neighborhood patrols and clean-up days to participating in improvement planning projects.

As a first step in achieving such expanded City collaboration, a neighborhood services clearinghouse should be established at each of the City's existing and proposed community centers. The purpose of the neighborhood service clearinghouse would be to build on current efforts to establish a local service center where residents can obtain timely response to community, public safety, health and social service concerns.

As the pattern of concerns in a neighborhood are documented and impediments are identified that prevent proper response to such concerns, assistance in both management, delivery systems and finances can be worked out in partnership with other entities involved with overall neighborhood improvement activities. These efforts in turn increase the capacity of neighborhood organizations to manage improvements to their physical and social environment.

2. *Increase faith-based organizations' involvement in community improvement and revitalization.*

A network of faith-based groups and religious institutions in the City is available and active as a growing force in neighborhood improvement programs. Continue to empower faith-based organizations with financial resources to provide social and economic services through such programs as the State's "Faith-Based Community Development Initiative".

Build on these religious institution pro-active efforts that combine physical with human development techniques to build strong neighborhoods. By doing so, such houses of worship are exercising their historic mission as agents of hope and change in eliminating poverty and expanding economic opportunity for residents.



3. *Provide for early involvement of social service providers in planning neighborhood improvement programs.*

The key to involving social service providers in neighborhood planning is attending to the City's greatest asset, its younger population and children. In order to secure the success of neighborhood physical improvements a caring focus on family improvement is also needed.

This involves:

- Tapping into existing support networks that address the health, daily functioning and self reliance skills of parents with young children.
- Providing expanded recreational, cultural and practical life skills education in after-school programs.
- Ensuring that all elementary grades are proficient in the three R's.
- Protecting against juvenile gun homicide.

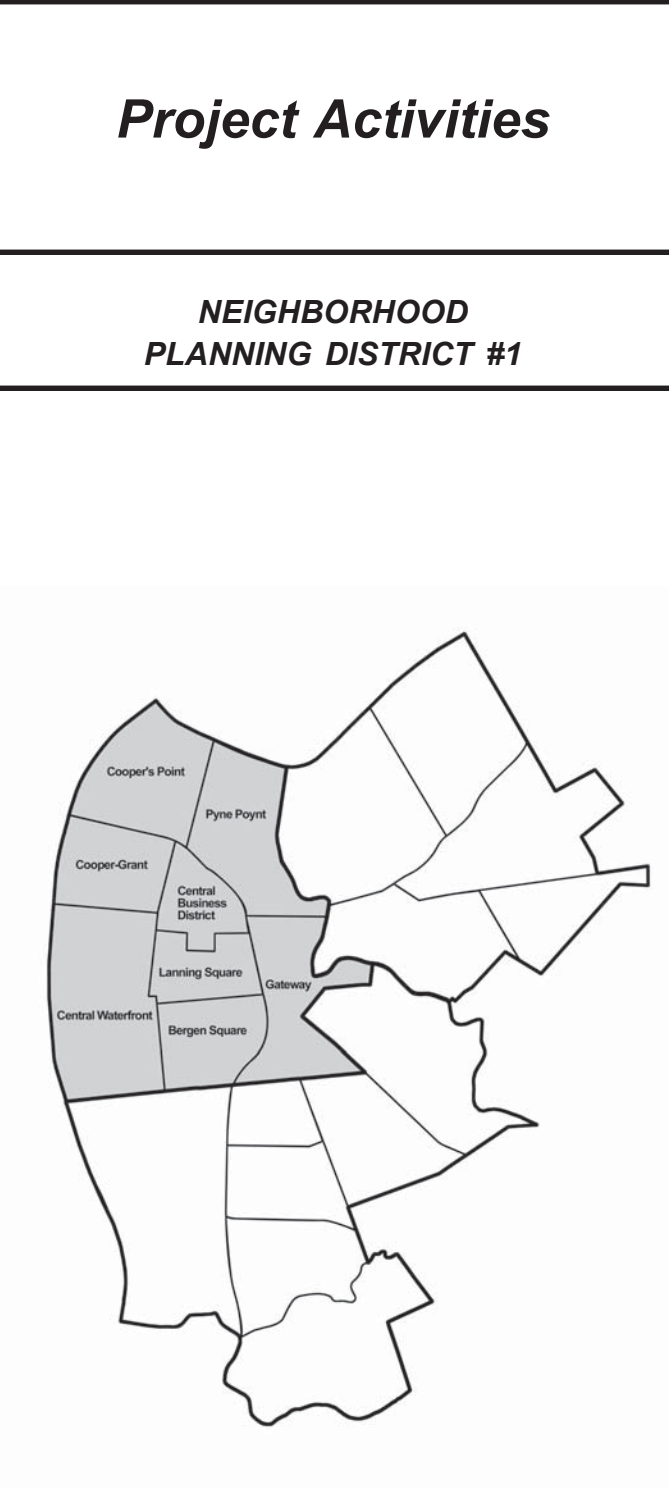
Improving Housing and Neighborhoods

The following charts highlight the Master Plan proposed physical project activities primarily for housing improvements. Additional project activities may result as collaborative efforts with neighborhood organizations evolve in the implementation of the Master Plan. The recommended project activities are organized according to neighborhoods comprising each neighborhood planning district.

NPD #1

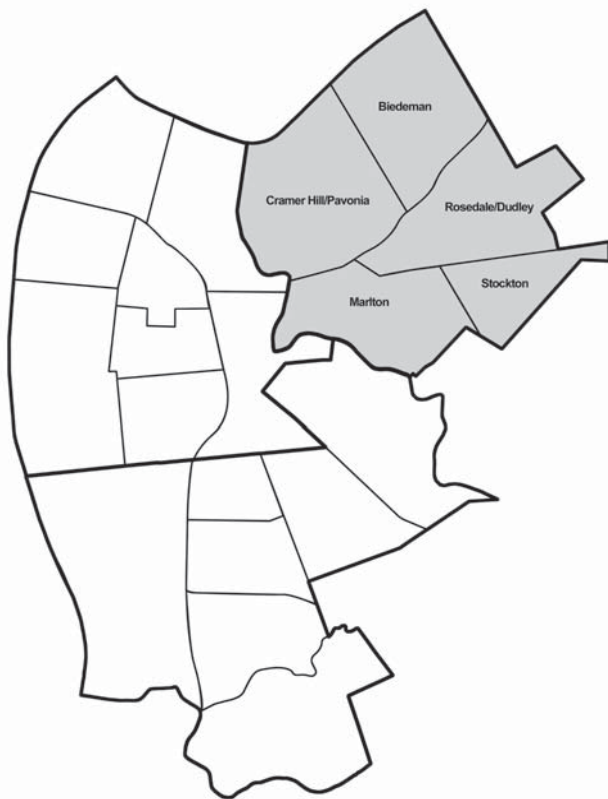
| Location               | Recommended Project Activities  |
|------------------------|---|
| North Camden           | <ul style="list-style-type: none"><li>- Rehab vacant stock - 225 units.</li><li>- New infill - 250 units.</li><li>- Incorporate units designated for elderly households in new projects.</li><li>- Continue with affordable housing development sponsored by Camden Lutheran Housing Corporation in the vicinity of:<ul style="list-style-type: none"><li>• State and 9th Streets (Riverview Homes - 16-unit addition)</li><li>• Front and Elm Streets</li><li>• Grace Church project (Grace Housing - 8 units)</li><li>• Main Street project</li><li>• Willard/Linwood Streets (Linwood Housing)</li><li>• Parkway Housing (9th and Elm Streets)</li><li>• Gateway Housing North available infill sites</li></ul></li><li>- Continue with scattered site rehab under sponsorship of North Camden Land Trust in targeted State Street, Byron Street (Knox/Byron II cooperative units), Vine Street and York Street areas.</li><li>- Continue with housing rehabilitation sponsored by State Street Housing Corporation.</li><li>- Target infill market-rate/mixed income housing in the vicinity of Northgate and east of 10th Street along Cooper River.</li></ul> |
| Cooper-Grant           | <ul style="list-style-type: none"><li>- Rehab vacant stock - 45 units.</li><li>- New infill - 50 units.</li><li>- Convert Nipper Building to market-rate apartments and condominiums.</li><li>- Continue infill residential construction and rehabilitation by Rutgers University for faculty and staff housing adjoining the university campus.</li><li>- Cooper-Grant Neighborhood Association and the Blue Bridge Housing Corporation seek to continue infill housing development and rehab of existing units including market-rate housing.</li><li>- Create infill market-rate/mixed income housing adjacent to the waterfront by the stadium and through adoptive re-use of buildings in the Cooper/Market Street historic districts.</li></ul>   |
| CBD/Central Waterfront | <ul style="list-style-type: none"><li>- Create infill market-rate/mixed income housing development on various infill sites - 2,100 units.</li><li>- Seek adoptive re-use of buildings in Cooper/Market Street historic district including conversion of abandoned 10-story structure to apartments/condos and infill town homes between Benson Street and Stevens Street.</li><li>- Development of surface parking lot sites - 800 to 1,000 units.</li><li>- Incorporate units designated for elderly households in new projects.</li></ul>   |

| Location       | Recommended Project Activities   |
|----------------|--|
| Lanning Square | <ul style="list-style-type: none"><li>- Conservation actions for Cooper Plaza historic district.</li><li>- New infill - 245 units.</li><li>- Rehab vacant stock - 76 units.</li><li>- Incorporate units designated for elderly households in new projects.</li><li>- Complete Neighborhood Housing Services of Camden, Inc. and Habitat for Humanity housing rehabilitation efforts in Cooper Plaza historic district adjacent to Cooper Medical Center.</li><li>- Initiate the Cooper Plaza development project envisioned by the A. Better Camden Corporation for approximately 22 rehabilitation units and the construction of 4 new single-family town homes in a target area between Broadway and 7th Street, Benson to Clinton Streets incorporating concerns of the Cooper-Lanning Civic Association.</li></ul> |
| Bergen Square  | <ul style="list-style-type: none"><li>- Rehab vacant stock - 100 units.</li><li>- New infill - 190 units.</li><li>- Incorporate units designated for elderly households in new projects.</li><li>- Initiate Bright Star and Cherry Street community development organizations proposed 24-unit low/moderate income infill at two locations between Cherry and Walnut Streets in the vicinity of 3rd and 4th Streets.</li></ul>   |
| Gateway        | <ul style="list-style-type: none"><li>- Rehab vacant stock - 165 units.</li><li>- New infill - 25 units.</li><li>- Initiate Sword of the Spirit Christian Center and Oasis Development Corporation proposed moderate income infill development and rehab project activities.</li><li>- Target infill/rehab activities along Haddon Avenue corridor in the vicinity north of Atlantic Avenue.</li></ul>   |



Project Activities

NEIGHBORHOOD  
PLANNING DISTRICT #2



NPD #2

| Location        | Recommended Project Activities  |
|-----------------|---|
| Cramer Hill     | <ul style="list-style-type: none"><li>- Conservation actions for areas east of Von Neida Park.</li><li>- New infill - 1,300 units.</li><li>- Rehab vacant stock - 145 units.</li><li>- Incorporate units designated for elderly households in new projects.</li><li>- Complete Ablett Village, public housing modernization with some unit consolidation resulting in 330 units.</li><li>- Redevelop area on waterfront from 27th Street to 29th Street for market-rate/mixed income housing.</li><li>- Upgrade/modernize Cramer Hill Apartments as well as Centennial Apartments.</li><li>- Acquire and rehab 121 vacant houses as follows:<ul style="list-style-type: none"><li>• vicinity of 27th Street to Lois Avenue east and west of River Avenue</li><li>• vicinity of Lois Avenue to 36th Street, east and west of River Avenue</li><li>• 19th Street to 27th Street and State Street to 19th Street, east of Harrison Avenue</li></ul></li><li>- Continue with Camden County OEO efforts to build 248 new duplex homes similar to Arthur's Court project as follows:<ul style="list-style-type: none"><li>• vicinity of 30th Street to 36th Street north</li><li>• vicinity of 27th Street to 30th Street central</li><li>• vicinity of State Street to 27th Street south</li></ul></li></ul> |
| Rosedale/Dudley | <ul style="list-style-type: none"><li>- Conservation actions for areas in the eastern end abutting Pennsauken.</li><li>- New infill - 260 units.</li><li>- Rehab vacant stock - 140 units with St. Joseph's Carpenter Society involved in infill and rehab of about 100 units.</li><li>- Complete Westfield Acres - public housing Hope VI redevelopment as mixed income housing with 282 new units.</li><li>- Incorporate units designated for elderly households in new projects.</li><li>- Continue with Habitat for Humanity housing improvement activities.</li><li>- Complete project planning for a 50-unit semi-detached lower income rental north of Westfield Avenue in the vicinity of 32nd and Saunders Streets.</li></ul>  |

| Location | Recommended Project Activities  |
|----------|---|
| Stockton | <ul style="list-style-type: none"><li>- Conservation actions for areas east and south of Woodrow Wilson High School abutting Pennsauken.</li><li>- New infill - 25 units.</li><li>- Rehab vacant stock - 95 units with St. Joseph's Carpenter Society active in rehab and new infill development.</li><li>- Continue with Habitat for Humanity housing improvement activities.</li><li>- Continuation of 35-unit scattered site rehabilitation project (Stockton IV) funded by State UHORP program by St. Joseph's Carpenter Society.</li></ul> |
| Marlton  | <ul style="list-style-type: none"><li>- New infill - 35 units.</li><li>- Rehab vacant stock - 120 units.</li><li>- Complete McGuire Gardens - public housing Hope VI redevelopment as mixed income housing with 269 new units.</li><li>- Continue with "East Camden Gateway Project" - a 65-unit scattered site rehab program by St. Joseph's Carpenter Society to complement Hope VI redevelopment.</li></ul>  |

## Project Activities

### NEIGHBORHOOD PLANNING DISTRICT #3



#### NPD #3

| Location                                     | Recommended Project Activities  |
|--|---|
| Waterfront South                             | <ul style="list-style-type: none"><li>- New infill plus conversion - 230 units.</li><li>- Rehab vacant stock - 40 units.</li><li>- Incorporate units designated for elderly households in new developments.</li><li>- Continue with Heart of Camden housing improvement and rehab activities of existing occupied as well as vacant units.</li><li>- Convert vacant linen factory at Broadway and Viola Street into elderly apartments.</li><li>- Continue with housing improvement and technical assistance to home buyers provided by the Jersey Counseling &amp; Housing organization.</li></ul>   |
| Liberty Park, Centerville and Morgan Village | <ul style="list-style-type: none"><li>- Conservation actions for Liberty Park - west of 8th Street.</li><li>- Conservation actions for Morgan Village - south of Morgan Boulevard.</li><li>- New infill units - 300 units throughout three neighborhoods as follows:<ul style="list-style-type: none"><li>• 50 units - Morgan Village</li><li>• 125 units - Liberty Park</li><li>• 125 units - Centerville</li></ul></li><li>- Rehab vacant stock - 245 units throughout three neighborhoods as follows:<ul style="list-style-type: none"><li>• 45 units - Morgan Village</li><li>• 100 units - Liberty Park</li><li>• 100 units - Centerville</li></ul></li><li>- Initiate Roosevelt Manor/Branch Village - public housing modernization of 600 units; potential for Hope VI mixed income redevelopment.</li><li>- Initiate Chelton Terrace - public housing mixed income redevelopment - 200 new units.</li><li>- Incorporate units designated for elderly households in new developments.</li><li>- Continue scattered site rehab program as part of five-year "West Jersey RENEW" project to rehabilitate 58 vacant units surrounding the hospital by St. Joseph's Carpenter Society.</li><li>- Complete project planning to construct 24 infill for sale new units by Camden County OEO.</li><li>- Pursue housing project planning for area between 7th and 8th Streets on Ferry Avenue coordinated by the Centerville CDC.</li><li>- Prepare a neighborhood plan for Centerville and then a redevelopment plan for identified improvement action areas.</li></ul> |
| Fairview                                     | <ul style="list-style-type: none"><li>- Conservation actions for entire area.</li><li>- Rehab vacant stock - 65 units.</li><li>- Incorporate units designated for elderly households in new developments.</li><li>- Continue with Greater Camden organization program for infill and rehabilitation of the Central Yorkship Square and adjacent areas.</li><li>- Complete UHORP grant involving the rehabilitation of 22 units.</li><li>- Revitalize Crescent Boulevard mobile home site into a mixed- income housing community with commercial uses.</li></ul>   |

| Location     | Recommended Project Activities  |
|--------------|---|
| Whitman Park | <ul style="list-style-type: none"><li>- Rehab vacant stock - 170 units.</li><li>- Incorporate units designated for elderly households in new developments.</li><li>- Target infill/rehab activities along Haddon Avenue corridor in the vicinity of Atlantic Avenue.</li><li>- Develop mixed income housing as part of transit-oriented development at Ferry Avenue station.</li><li>- Prepare a neighborhood plan for Whitman Park and then a redevelopment plan for identified improvement action areas</li></ul>                       |
| Parkside     | <ul style="list-style-type: none"><li>- Conservation actions for entire area.</li><li>- Rehab vacant stock - 110 units.</li><li>- Incorporate units designated for elderly households in new developments.</li><li>- Continue with Parkside Business &amp; Community in Partnership, Inc. ongoing rehab activities.</li><li>- Reconstruct two apartment buildings at corner of Park Boulevard and Wildwood Avenue (51 elderly apartments and 10 family apartments) and rehabilitate Parkview Garden Apartments (41 apartments).</li></ul> |



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