

VISION

Transforming Camden into a nice place to live, work and play is succeeding. Committed leadership from elected officials, regional agencies, civic and business organizations, faith-based groups and private sector and non-profit partners is producing tangible improvements in the City's physical appearance and in the quality of life of its residents.

Targeted spending for public improvements is advancing the Master Plan's goals, attracting new jobs, improving housing, schools, public safety and recreation in all neighborhoods.

Working in a variety of public and private partnerships, a shared agenda has emerged where accountability of performance to achieve the vision and goals of the Master Plan is frequently assessed. Comprehensive Capital Improvement Programs are supporting local initiatives for economic and residential projects including job training that help residents and neighborhoods become self-reliant.

The Master Plan outlines the following three goals for achieving the above vision for translating the Master Plan into action:

- **Use the Master Plan as a tool to guide Camden's future as a safe, attractive, and thriving City.**
- **Set the stage for where the City should be in five years.**
- **Update the tools to carry out the Master Plan.**

Translating the Master Plan Into Action

OVERVIEW

Implementing the Master Plan to ensure the success of its vision, goals and recommendations involves several elements. Foremost is improving the City's capacity to lead in carrying out the plan and outlining first-step activities to get the City where it should be in the next five years.

The effectiveness of the recommended short term program depends on strong leadership that will inspire all stakeholders to adhere to basic improvement goals for the City, encourage new ideas and better ways to achieve common strategies. In many respects, committed leadership from elected officials, civic and business leaders, faith-based groups, private sector and non-profit partners will define Camden's successful revitalization.

FutureCAMDEN is a powerful tool that enables the City, in collaboration with its stakeholder partners, to take hold of its own future by outlining local improvement initiatives and coordinating future development programs that involve multiple organizations. It will guide public investments throughout Camden's neighborhoods and the downtown. It will also guide City actions pertaining to periodic zoning changes, redevelopment plans, neighborhood strategic plans, social services, development project approvals and requests for capital improvement projects that are beneficial to its citizens. These actions will result in safer neighborhoods, better housing, more jobs, better schools, and improved community facilities and services for its residents.

The City's neighborhoods and the Central Business District are dependent on one another. A balanced approach is required in advancing downtown economic initiatives in tandem with housing and neighborhood improvements that will be beneficial to the overall City.

Many of the challenges facing the City cannot be solved alone and will require regional collaboration and legislative changes. Since all of the recommended strategies of the Master Plan will not begin simultaneously, a short term implementation framework is outlined.

This short term framework emphasizes a targeted investment strategy and identifies key issues to be addressed where visible progress can be made early and can be built upon by laying the groundwork for five-year improvement programs. This framework will also allow progress to be measured toward achieving the overall Master Plan.

What follows in this chapter is a recommended strategy to accomplish the key elements necessary to implement the Master Plan. The recommendations are organized under two principles - achieving visible change by moving key Master Plan proposals forward and outlining the tools and organizational structure statutorily available to accomplish such change.

RECOMMENDATIONS

Goal One: Use the Master Plan as a tool to guide Camden's future as a safe, attractive, and thriving City.

Strategies

1. *Improve the City's capacity and leadership role in implementing economic and community improvement activities.*

Establishing an administrative structure to carry out various project activities for economic and neighborhood improvements recommended by **FutureCAMDEN** is a critical step to achieving a comprehensive implementation program. Creative partnerships between City government, residents, community-based organizations, non-profit developers, businesses and institutional stakeholders, faith-based groups, and regional organizations are also required.

Many of these stakeholders have to varying degrees collaborated for years to address neighborhood issues, often with significant success in isolated areas. A mechanism for achieving accountability in implementation actions involving the City and its various stakeholders is needed to track progress on Master Plan implementation. Based on this shared history of collaboration and commitment to the City and its respective neighborhoods, the following organizational structure is recommended.

Create a "Plan Implementation Team"

Representatives from the various City departments should constitute the Plan Implementation Team whose efforts are best coordinated by the City's Department of Development & Planning. This Team should refine the suggested short term five-year Master Plan implementation program outlined in this chapter.

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In order to accomplish this, an annual work program should be devised by each City department that defines the project activity, timetable and resources required and available to achieve their part of the recommended five-year program. The combination of these departmental work programs should be translated into the City's overall Annual Capital Plan and Capital Improvement Program.

This process should continue as subsequent five-year implementation programs are developed. Monthly coordination meetings should be held by the Implementation Team to ensure ongoing monitoring, planning and adjustments in annual work programs consistent with the Master Plan.

Project activity priorities within an annual program should be recommended by the Plan Implementation Team for consideration by the Planning Board who in turn would make final recommendations for action by the Mayor and City Council as may be required.

Before formal action is taken on the recommended Annual Capital Plan, a workshop session open to various Neighborhood Advisory Committee (NAC) representatives and residents should be held by the Planning Board so that constructive suggestions for refinements can be addressed. These annual work programs would become the basis for investments of City resources as well as the allocation of discretionary and grant funds to achieve economic and neighborhood improvements consistent with the Master Plan.

The overall annual programs would also create the case for securing substantial financial investments from private organizations and other governmental sources.

The City's Grants Management Office should assign an individual to the Plan Implementation Team so that available grants can be identified early in the City's annual work program preparation effort. This will also allow for designation of project activities where the leveraging of public and private funds can be established to achieve greater targeting of available resources in order to assure timely project implementation.

In this fashion, there can be a joining of City improvement objectives and neighborhood initiatives. Individual City departments' Annual Work Plans and operating budgets can be integrated toward a common goal of achieving an improved Camden as envisioned by the Master Plan.

Reports on progress achieved and difficulties encountered with the implementation of the annual program should be presented on a quarterly

basis to the Plan Implementation Team. The Team should act as the central clearinghouse for the review of progress and the need for mid-course adjustments of the annual program. In this fashion a consistent application of the Master Plan's recommended strategies for improvement can be achieved.

These quarterly reports should also serve as the basis for community outreach efforts to the NAC area(s) affected by a specific project activity to solicit citizen comments and suggestions for adjustments to achieve the annual program. Based on public input, final recommendations on the resolution of implementation difficulties should be initiated by the Plan Implementation Team.

On at least an annual basis, or more frequently depending on the nature of the implementation program involved, progress reports on program achievements should be presented publicly by the Planning Board. Since the State's planning enabling law (MLUL) allows for such annual reports to be prepared by the Planning Board, this recommended reporting system will create an internal City discipline to objectively evaluate progress being made toward Master Plan implementation.

Reconstitute the Camden Redevelopment Agency

The restructuring of redevelopment powers enacted into State law during the early 1990's ("Local Redevelopment and Housing Law") establishes the framework for the reorganization of the City's Redevelopment Agency. The main functions involved with redevelopment include planning, redevelopment activities, and project development. It is recommended that these functions be divided as follows:

- Planning. Preparation of redevelopment plans and related economic development planning matters should be centralized within the City's Department of Development & Planning.
- Redevelopment Activities. Property acquisitions, condemnation if required, clearance and relocation, property management awaiting disposition for development, construction or reconstruction of site improvements essential to the redevelopment of a site, along with all administrative activities necessary to prepare sites for redevelopment should be centralized within the Camden Redevelopment Agency.
- Marketing Activities. Marketing of sites for redevelopment should be led by the Division of Economic Development in collaboration with the

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Camden Redevelopment Agency. Coordination of such marketing efforts should also occur with existing organizations such as the Greater Camden Partnership, Camden Development Collaborative, Latin American Economic Development Association, Camden Empowerment Zone Corporation and the Cooperative Business Assistance Corporation. Federal HUD funds should be used by the Division of Economic Development to provide technical support and assistance to companies interested in relocation or expansion within Camden.

- Project Development. Actual development or rehabilitation of project sites once readied for redevelopment should be undertaken by an entity other than the Redevelopment Agency with particular expertise related to the nature of the redevelopment project. For example, housing redevelopment or rehabilitation could be undertaken by a non-profit housing development organization or a for-profit housing developer. The Camden County Improvement Authority, a private development company, or a non-profit development organization could undertake economic development projects.

In some cases, a section of the City targeted for comprehensive treatment could be assigned to a “master developer” for the implementation of related redevelopment and rehabilitation projects. Designation of a development entity to carry out a specific project would still be the responsibility of the City in coordination with its Redevelopment Agency.

Reestablish the Division of Economic Development

The Division of Economic Development should also be reenergized to coordinate all economic planning and marketing activities both for redevelopment projects as well as for those projects involving private or institutional partners requiring public financial assistance.

In addition, the responsibility for overall economic development or for a specific economic development project 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. The Cooper’s Ferry Development Association’s role in implementing the City’s waterfront redevelopment program is a successful example of this type of project area implementation device. The Multi-Year Recovery Plan also suggests similar organizational schemes for the coordination and implementation of economic development strategies for the City.

Create an Office of Capital Programs

A separate Office of Capital Programs headed by a licensed design professional is needed to manage the design and construction of the City’s multiple capital improvement projects which are proposed to implement the Master Plan. As noted in the “Multi-Year Recovery Plan”, the Department of Utilities is recommended to be merged into a restructured Department of Public Works.

The suggested creation of an Office of Capital Programs would logically fall under the Division of Engineering in a restructured Department of Public Works. The capital programs office would collaborate with the Plan Implementation Team in the preparation of the City’s Capital Improvement Program and Annual Capital Plan.

Strengthen City Government

In collaboration with Rutgers-Camden and other local academic institutions, a professional development and leadership program should be established to improve the capacity and the credibility of City government to be an effective leader in the implementation of the Master Plan. Department heads and managers should be trained in current best practices in public management. Where needed in critical public management positions, outside talent should be recruited if promotion from core managers will not achieve desired results. Entry-level and mid-level employees should also receive appropriate training to effectively administer basic programs.

Personnel management, evaluations and holding employees accountable for performance are useful guides that should be developed. By the same token, employees should be equipped with and trained in the latest technology and computer systems to increase their productivity and level of service to residents and businesses.

2. *Continue community involvement to help with refinements, implementation and monitoring the progress of the Master Plan.*

Create Neighborhood Advisory Committees

A Neighborhood Advisory Committee (NAC) structure should be continued to represent everyone in a particular neighborhood. An NAC would contain a cross-section of community organizations, team-based groups, non-profit agencies, business interests and institutional agencies. It would serve, by

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way of monthly meetings, as a forum for discussing and monitoring major development projects proposed for the improvement of a neighborhood.

The Camden County Economic Development Agency has outlined a framework for building community self-determination and participation. This framework and method for increasing community participation is outlined in a program entitled “Camden Education, Rehabilitation and Economic Revitalization Project”. The techniques presented by the County EDA are helpful guidelines for the creation of additional NAC’s within the City.

The City through its Planning Department would consult with the NAC’s in the review of development proposals and for the resolution of implementation and funding issues that may affect a particular neighborhood area. In this fashion the City’s Planning Board, which has the legislative authority to prepare and endorse neighborhood plans for City improvement, can direct its planning staff in a partnership effort to coordinate various NAC plans for the overall betterment of the City.

Since City capital funding will be based on the implementation of the Master Plan, the Department of Development & Planning can organize proper City support for neighborhood plans and projects that advance the overall objectives of the Master Plan. In a similar fashion, various State agency initiated project activities should be coordinated through the Planning Board and its Department of Development & Planning so that individual project efforts proposed by various stakeholder organizations can be combined to achieve a comprehensive plan for a particular neighborhood area.

In time as various neighborhoods organize their respective advisory committees, a coalition of individual NAC’s should be established under a broader organization, the Neighborhood District Planning Council (NDPC). Such an umbrella organization would reflect the three major geographic and historically designated neighborhood planning districts of the City. Coordinated resident feedback can be solicited to help the City deliver its services better as well as help shape implementation solutions that address neighborhood issues. This process will also strengthen community and individual capacity to deal with neighborhood improvement issues.

So that there is a basis for establishing accountability and consistency in the implementation of the Master Plan, it is suggested that a “Memorandum of Understanding” (MOU) be the organizing document in the creation of the individual NAC’s. Neighborhood advisory groups already in operation in parts of East Camden, Cramer Hill, North Camden, Waterfront South, Parkside

and Fairview sections of the City have successfully used this type of mechanism.

The MOU would outline roles and responsibilities of the City and the various participating community organizations and residents at large within the advisory committee. The spirit of a MOU is collaborative but it recognizes that in order for progress to be made, all parties have a responsibility to combine and leverage their respective efforts and resources to achieve maximum visible results within realistic timeframes.

Create the Office of Neighborhood Planning

Within the City’s Department of Development & Planning, an Office of Neighborhood Planning (ONP) should be established. This office would work with residents and non-profit organizations and Neighborhood Advisory Committees to help prepare neighborhood plans, develop specific implementation actions and focus improvement plans consistent with the overall Master Plan to improve neighborhood conditions. The Master Plan should be amended periodically by the Planning Board to incorporate individual neighborhood plans as they are completed.

For the neighborhood areas of the City that lack organized community associations, the ONP should work with non-profit partners to identify neighborhood stakeholders including faith-based groups and bring them together in a workshop setting to discuss needs, land use improvements and resource allocations for such improvements. A Neighborhood Advisory Committee should then be formed to help prepare a neighborhood plan.

As an example to increase community participation in local area planning initiatives, street block group efforts could be organized within a sub-area of a Neighborhood Planning District. The ONP can then work with organized groups to help plan and implement neighborhood clean-up efforts and community garden plantings. Through such activities, communication between neighbors will be facilitated and ultimately foster projects that residents want in their neighborhood and that they can do for themselves.

Address Social Service Needs

Addressing the social service needs of City residents requires collaborative partnerships between the City, social service providers and community organizations as well as faith-based groups. The City should facilitate such partnerships. The Community Planning and Advocacy Council could act as the lead agency to incorporate strategies that would address programs

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needed to help families, individuals and children with basic life skills and human service needs. As further refinements to the neighborhood revitalization proposals contained in the Master Plan are undertaken, the recommendations of the Advocacy Council regarding social needs initiatives should be integrated within the neighborhood physical improvement plans.

Achieving Accountability

The ability to carry out the various Master Plan recommendations depends on the effectiveness of the various stakeholder partnerships that are created. A broad coalition of City government, business, institutions, faith-based groups, non-profit agencies, County government, citizens and others is required.

To achieve accountability on implementation actions ongoing communication between operating partners is required. The annual Planning Board meetings to review overall implementation progress should be preceded by quarterly meetings between the Department of Development & Planning and affected NAC's on project specific progress. Measuring performance of both City departments and neighborhood partners in achieving a particular annual improvement program would form the basis for ongoing dialogue on implementation of the Master Plan.

In addition, it is suggested that when changes in land use zoning are proposed or development proposals are received for City review, agendas of both Planning Board and/or Zoning Board meetings be circulated to the particular NAC that would be affected by the proposal. Such a mechanism would allow residents to actively participate in the ongoing City planning process and ensure timely community discussion about land use changes and pending development proposals that affect their neighborhood.

3. *Establish a coalition of regional partners to collaborate on devising and implementing mutually beneficial improvement strategies.*

The City alone cannot improve its well being. Regional partnerships involving business, institutional and governmental entities are required if Camden is to reestablish itself as the urban center for South Jersey. Public-private partnerships are critical for the successful implementation of **FutureCAMDEN** improvement strategies.

Such partners can act as catalysts in attracting spin-off businesses, serve as developers or investors in public purpose projects, attract critical pieces

of financing for improvement projects, and bring together components of a strategy.

The Greater Camden Partnership, a joint public/private venture organized to promote the revitalization of Camden and its reconnection with surrounding regions, should play a significant leadership role in developing a coalition of regional partners. The City should also establish a "Mayor's Coordinating Council" to provide a forum in which the City and adjoining municipality Mayors can meet to discuss strategies to addressing common planning and development issues.

Recently, the Department of Community Affairs funded a Camden County Smart Growth planning study that uses the Rutgers Rand Institute to coordinate regional planning activities between the City and adjacent communities. The study is a first step at identifying the capital and infrastructure needs that will collectively implement projects benefiting the City and its neighbors. Such projects should advance the regional objectives for reestablishing Camden's role in the greater metropolitan area as outlined in this Master Plan.

The suggested Mayor's Coordinating Council forum can be used to refine and determine action steps needed to implement the Smart Growth study program. The forum should also be used as a united entity to approach federal, State, County and regional agencies for assistance in devising regional solutions to common community development problems.

In time this forum can be made a part of the Greater Camden Partnership and expanded to include other South Jersey communities with common interests. A more formal metropolitan planning council structure could then be considered as an outgrowth of the Greater Camden Partnership to help coordinate and devise specific neighborhood-by-neighborhood improvement plans and to lobby for financial resources to implement such plans. To avoid duplication of efforts, the proposed metropolitan planning council should begin with neighborhood and economic development project activities contained within the local Master Plans of the City and adjacent municipalities.

In addition, the Regional Efficiency Development Incentive (REDI), a State aid program that provides financial incentives to towns that explore ways to share services and a companion program, the Regional Efficiency Aid Program (REAP), which provides property tax credits to residential property owners when shared services are formally initiated should be used more aggressively by the City.

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4. *Apply the Master Plan consistently to help guide public and private investment decisions.*

To be effective, the overall City Master Plan needs to be applied consistently with the various stakeholders involved with planning and development in the City.

In order to avoid working at cross purposes to one another and in contradiction to the objectives of the Master Plan, greater coordination on future planning and implementation of City projects between community organizations and various State as well as County agencies is recommended. This is also true for City officials who may be approached by various entities for assistance in advancing specific project development initiatives.

The Department of Development & Planning should continue to coordinate the ongoing implementation of the Master Plan. Under the State enabling planning law, the Municipal Land Use Law (MLUL), policies and recommendations for revitalization flow from an adopted municipal Master Plan. Subsequent redevelopment plans or neighborhood plans that may be adopted need to be consistent with the Master Plan. Authority for the implementation of capital projects, zoning changes and financial incentives are all tied to the goals and recommendations established within the Master Plan.

Planning for City improvements is not a one-time event, but an ongoing, fundamental part of Camden's revitalization process.

There is a recognized procedure for making changes in the Master Plan which involves a public hearing by the Planning Board. Under local custom, the Master Plan and subsequent amendments, while not required by the MLUL, have also been endorsed by the City Council. This form of City support for its Master Plan allows for the comprehensive implementation of the Plan.

Non-profit and community organizations as well as outside agencies can engage in local planning and project development initiatives but these efforts need to be consistent with the Master Plan and coordinated with the Department of Development & Planning. By doing so, City support in terms of infrastructure improvements and public services can then be properly allocated to leverage local efforts.

Federal, State and County agencies can look to the City's Master Plan for overall guidance in supporting future funding and support requests to achieve regional and local goals. Departments within the City can develop specific action plans and annual community improvement and service programs to support the components of the overall plan.

Existing businesses and those wishing to locate in the City can look to the directions being planned for the future that will impact on investment decisions. Community-based development and planning agencies can prepare their respective improvement programs within the context of the Master Plan's overall strategy for revitalization, development and conservation.

In short, everyone concerned about the future of Camden can coordinate activities and resources to maximize the impact of individual actions on achieving positive change for the City.

Goal Two: Set the stage for where the City should be in five years.

Strategies

1. *Develop a short term road map identifying the initial next steps needed to implement the Master Plan.*

As a first step toward implementing **FutureCAMDEN** 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 visible progress can be made and built upon in each succeeding year.

This five-year cycle relates to the Municipal Land Use Law requirement for reexamining municipal Master Plans within a six-year period. The reexamination process requires the Planning Board to adopt a formal report that measures progress achieved and identifies refinements needed to address new issues and opportunities that may have arisen since the initial adoption of the Master Plan.

The short term improvement cycle also relates to the time period associated with a comprehensive Capital Improvement Program. Preparation of the City's Capital Improvement Program should implement proposed Master Plan project activities.

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While clearly not all projects will be completed within a five-year period, sufficient progress can be achieved. With each annual update of the capital program additional projects can be added or deleted as the City systematically implements the overall Master Plan recommendations.

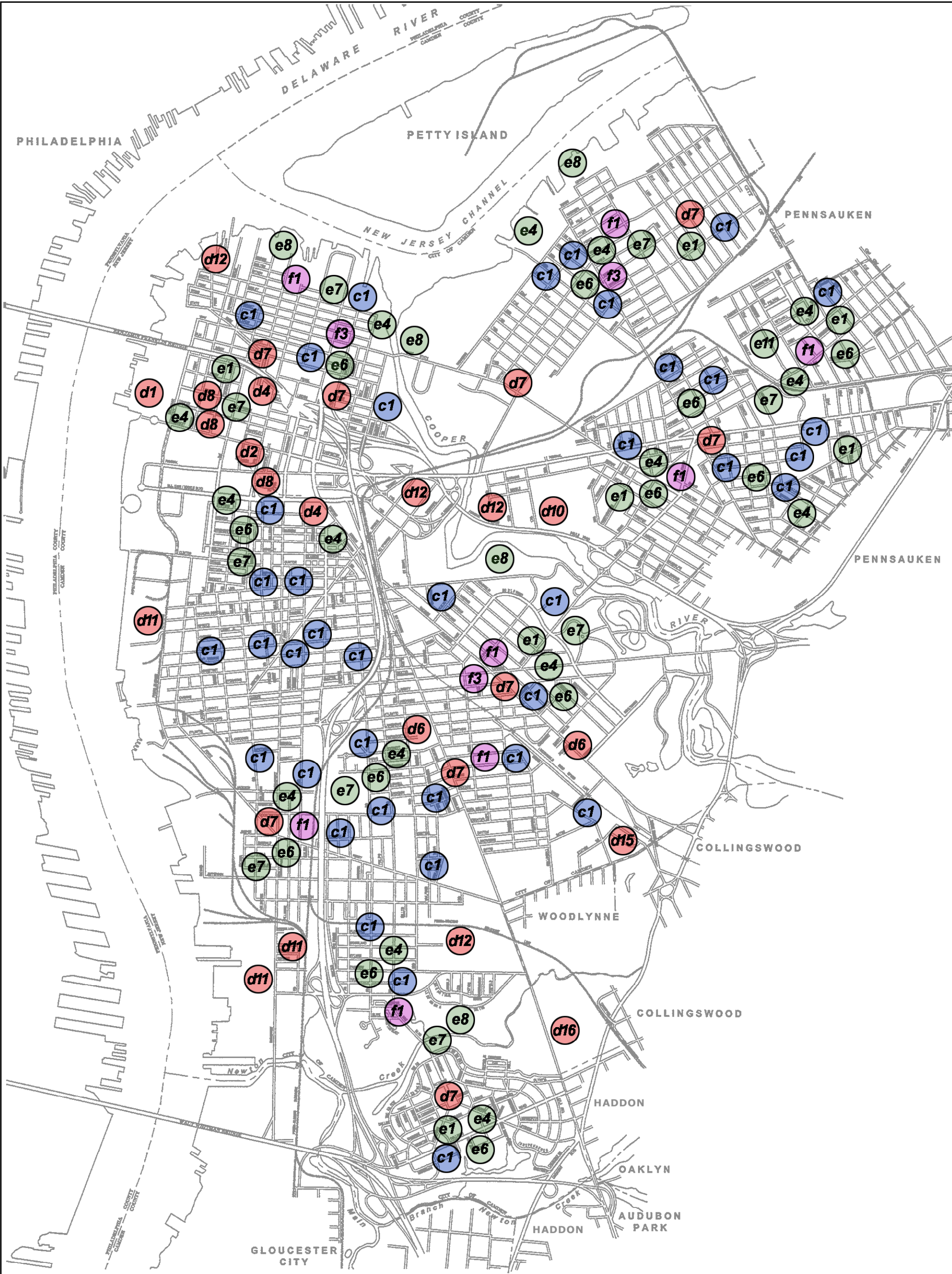
In some cases the project activities are City-wide initiatives that will benefit all neighborhoods while others are targeted to specific neighborhoods. Targeting resources in certain neighborhoods is not intended to exclude other neighborhood areas, but rather reflects the need to concentrate limited resources where other improvement efforts are underway or are ready to go and where early results can be achieved. The visible progress made will serve as positive examples of achievement that can be applied to other neighborhoods that would be targeted in a subsequent round of annual improvement programs.

The proposed short term program contains seven components outlined below.

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

These short term program components are highlighted below. Following each program component is a chart which provides further project activity detail indicating project locations, key action steps involved, general time frames, and major partners to be involved in the implementation of a recommended project activity. To the extent that certain recommended project activities can be geographically located, they are indicated on the map entitled *Five-Year Implementation Program*.

These charts form the basis for the proposed Plan Implementation Team to begin its preparation of the City's Annual Work Plan and Capital Improvement Program. These charts also serve as a basis for subsequent meetings with the affected stakeholders to solicit comments and refinements on the short term program before it is finalized for formal action.



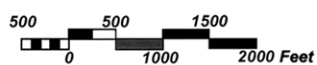
LEGEND

- Public School Improvements
- Economic Development
- Housing and Neighborhood Development
- Public Safety Improvements

FIVE-YEAR IMPLEMENTATION PROGRAM

City of Camden Master Plan

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



Translating the Master Plan Into Action

Improve City Capacity

a) Improve the City's capacity to direct Master Plan implementation efforts.

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| <p>1) Reorganize the City's administrative structure to improve the government's capacity to plan and implement neighborhood and economic development projects in collaboration with community and neighborhood-based organizations, business, educational and institutional partners. Charge the Department of Development & Planning with the overall coordination of this effort.</p> <p>2) Create an Office of Neighborhood Planning within the Division of Planning. Establish an Office of Capital Programs within the Department of Public Works.</p> <p>3) Reestablish the Division of Economic Development within the Department of Development & Planning. Create a quasi-public, non-profit development corporation to undertake specific economic development areas.</p> | <p>4) Reconstitute the Camden Redevelopment Agency and coordinate economic redevelopment with the County Improvement Authority, where appropriate, to leverage project funding sources.</p> <p>5) Refocus the City's "Business Development Center" to emphasize business-friendly assistance in expediting new development project approvals or resolving existing business issues using a "rapid response team" approach in dealing with such inquiries.</p> <p>6) Expand the number of Neighborhood Advisory Committees to include all neighborhoods not now currently involved.</p> <p>7) Strengthen and create local and regional collaborative partnerships to participate in Master Plan implementation.</p> |
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Location	Recommendation(s)	Action Steps	Implementation Partners	Time Frame
a-1 to a-5: Program Activity City-Wide	Reorganize City's administrative structure to implement neighborhood and economic development projects.	<ol style="list-style-type: none"> 1. Charge Department of Development & Planning (DPP) as lead agency for coordination and centralized planning functions. 2. Create Office of Neighborhood Planning within Division of Planning to provide technical assistance in creation of Neighborhood Advisory Councils (NAC's), preparation of neighborhood development plans and monitoring of implementation efforts. Create an Office of Capital Programs within the Department of Public Works to manage the design and construction of capital improvement projects needed to implement the Master Plan. 	<ul style="list-style-type: none"> • Department of Development & Planning • Business Administrator • City Council • NJDCA • Greater Camden Partnership • County EDA • Rutgers University, higher educational institutions • Interested community-based organizations and neighborhood non-profits • NAC's • Department of Public Works 	<ol style="list-style-type: none"> 1. 1 year 2. 1-2 years

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Improve City Capacity

Location	Recommendation(s)	Action Steps	Implementation Partners	Time Frame
a-1 to a-5: (cont)		<ol style="list-style-type: none"> 3. Re-establish Division of Economic Development to coordinate Business Development Center activities, create and market programs to retain and attract businesses, package economic incentive programs, create small and minority business entrepreneurial incubator initiatives and other economic development activities. Create quasi-public non-profit development corporation to undertake specific economic development areas. 4. Reconstitute the Camden Redevelopment Agency to prepare redevelopment plans consistent with the Master Plan and coordinate redevelopment activities to be undertaken by community-based non-profit and private developers. 5. Refocus the Business Development Center within the new Economic Development Division to emphasize business-friendly assistance in retaining existing businesses and attracting new businesses. 6. Strengthen City government through the professional development and training of City managers and staff. Upgrade technology in all departments to increase productivity and services to residents and businesses. 		<ol style="list-style-type: none"> 3. 1 year 4. 1-2 years 5. 1 year 6. 1-3 years
a-6 to a-7: Regional Program Activities	Strengthen and create collaborative partnerships to assist in Master Plan implementation.	<ol style="list-style-type: none"> 1. Create Neighborhood Advisory Councils in neighborhoods where none currently exist to advance neighborhood planning and implementation efforts. 2. Establish coalition of regional partners under the umbrella of the existing Greater Camden Partnership to address City and surrounding municipality common planning interests and development issues. 3. Enter into regional planning initiatives that achieve City objectives to pursue SMART GROWTH recommendations, increase supply of affordable housing in the region and re-establish regional service functions within the City. 4. Investigate with adjacent communities the sharing of services and resources that can save local officials and taxpayers money while improving services. Use the State's REAP (Regional Efficiency Aid) and REDI (Regional Efficiency Development Incentive) programs to develop an operating program to advance regional cooperation. 	<ul style="list-style-type: none"> • Department of Development & Planning • City Council • Adjoining governing bodies • NJDCA • Greater Camden Partnership • County Freeholders • Rutgers University, higher educational institutions • Interested community-based organizations and neighborhood non-profits • NAC's • NJDCA 	<ol style="list-style-type: none"> 1. 1-3 years 2. 1-3 years 3. 2-4 years 4. 2-3 years

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Job Training

b) Focus on job readiness training and placement.

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| <p>1) Improve basic literacy skills for those in need to a functional level of reading and writing ability.</p> <p>2) Improve people’s “job readiness” skills as foundation for job training.</p> <p>3) Link CDBG and other publicly funded projects to the hiring of City residents.</p> | <p>4) Accelerate job training and job placement initiatives for residents.</p> <p>5) Improve transportation access to City-based jobs and nearby employment centers.</p> <p>6) Increase support services for “Welfare-to-Work” initiatives to assist residents in transitioning to full-time employment.</p> |
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<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
b-1: Program Activity City-Wide	Improve basic literacy skills to a functional level of reading and writing ability.	<ol style="list-style-type: none"> 1. In collaboration with public schools continue and improve before-school and after-school child care linked to adult basic literacy education. 2. Engage Rutgers University, Rowan and the Community College in establishing evening and Saturday tutor programs for basic literacy improvement at neighborhood public schools and community centers depending on facility availability. 3. Integrate library resources in cooperative efforts with public schools to offer adult education classes and special remedial classes in evenings and on Saturdays for the benefit of school-age and working individuals. 4. Establish “reading clubs” at after school sessions where senior citizens, volunteers provide reading instruction for persons of all ages. 5. Involve parents, faith-based and community organization to increase in-school counseling and strengthen prevention efforts to eliminate school dropout rates. 6. Expand early childhood education programs. 	<ul style="list-style-type: none"> • Board of Education • County Library • University, Community College • Department of Development & Planning • Community-based organizations • Interested citizens, parents • CPAC • Family Development Center • County EDA 	<ol style="list-style-type: none"> 1. 1-3 years 2. 1-2 years 3. 1-2 years 4. 3-4 years 5. Ongoing 6. 1-3 years

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<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
b-2: Program Activity City-Wide	Improve people "job readiness" skills as foundation for job training.	<ol style="list-style-type: none"> In connection with individual schools, and community-based organizations, develop training program to improve worker "soft skills" (e.g. punctuality, personal appearance, team player abilities and determination). Engage individual schools, their students and staff to: <ul style="list-style-type: none"> participate in neighborhood block clean-ups graffiti removal vacant lot refurbishing youth apprenticeships with health care facilities, educational institutions and local businesses obtain GED equivalency diploma Establish a non-profit consortium of City academic and medical institutions to design and supervise a training program and recruit neighborhood job seekers. Retain an experienced outside agency to operate locally designed job readiness training program. Objective is to link job-ready residents with job opportunities at the Consortium's institutions. 	<ul style="list-style-type: none"> Board of Education NAC's Department of Development & Planning Community organizations Parents Local businesses Foundations University, Community College and medical institutions County EDA 	<ol style="list-style-type: none"> 1-3 years 3-5 years
b-3: Program Activity - Targeted Neighborhoods	Link CDBG funding and other publicly funded projects to hiring consideration of City residents.	<ol style="list-style-type: none"> Establish job opportunity hiring goals for administrative and construction jobs as part of neighborhood rehab, new construction, school modernization, CDBG projects, CHA Hope VI redevelopment activity and other public improvement projects. Include in City loan and contract documents a "City first" hiring strategy encouraging contractors to recruit from a qualified pool of City residents. Also extend this requirement to transact business with neighborhood-based firms that can provide products and services relevant to the project activity. Establish a "Youth Build" program to educate and train high school drop-outs and at-risk youth in construction and other jobs created by various publicly funded improvement projects. 	<ul style="list-style-type: none"> Department of Development & Planning Camden Housing Authority (CHA) HUD Non-profit and private development organizations County EDA 	<ol style="list-style-type: none"> Ongoing 1-2 years 1-2 years

Translating the Master Plan Into Action

Job Training

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
b-4: Program Activity City-Wide	Accelerate job training and placement initiatives.	<ol style="list-style-type: none"> 1. Continue to collaborate with County Workforce Investment Board, Universities, County College/Vo-Tech, Board of Education and medical institutions to develop job training and worker re-training programs in response to City and local job market employment needs. 2. Establish "Adopt-A-School" program in which local businesses can directly support job training programs in local schools. 3. Create job training scholarships for high school graduates and persons completing prescribed programs leading to job placement. 4. Expand the scope of recruiting and placement efforts to include suburban industrial and commercial centers in nearby municipalities. 5. Establish City-wide job bank to act as clearinghouse for locally available jobs. Posting and counseling on such jobs availability should occur at job training locations, welfare offices and adult education facilities. 	<ul style="list-style-type: none"> • CWIB • Universities, Community College, medical facilities • Board of Education • Department of Development & Planning • Local businesses • Camden Empowerment Zone (CEZ) • DRPA • Interested community residents • County Vo-Tech • Foundations 	<ol style="list-style-type: none"> 1. 1-3 years 2. 1-2 years 3. 2-3 years 4. 3-5 years 5. Ongoing
b-5: Program Activity City-Wide	Improve transportation access to the City-based jobs and nearby suburban employment centers.	<ol style="list-style-type: none"> 1. Coordinate with NJ Transit to make bus route and schedule adjustments to improve city resident commuting patterns to and from an employment center. 2. Apply for NJDOT-TEA funds ("job access and reverse commute") to establish flexible route vans from targeted neighborhoods to local transit stops. 	<ul style="list-style-type: none"> • NJDOT • NJT • Department of Development & Planning • Major employers of City residents 	<ol style="list-style-type: none"> 1. 1-2 years 2. 1-2 years
b-6: Program Activity City-Wide	Increase support services for "Welfare to Work" initiatives to assist resident's transition to full-time employment.	<ol style="list-style-type: none"> 1. Provide increased day care services in support of parents in job training or at work. Use community centers or contract with faith-based organization to house such services convenient to neighborhood residents. 2. Expand after-school care for older children and weekend care for children of working parents or those parents in training or enrolled in educational courses. 	<ul style="list-style-type: none"> • CEZ • OEO • CPAC, County Health & Human Services • Department of Development & Planning • Board of Education • Foundations • Faith-based organizations 	<ol style="list-style-type: none"> 1. 1-3 years 2. 2-3 years

Translating the Master Plan Into Action

Modernize Schools

c) Modernize public schools and upgrade the quality of educational programs.

by the symbol “c1” on the map entitled *Five-Year Implementation Program*.

1) Integrate public school modernization programs mandated by the Abbott decision with neighborhood plans and improvements. The general locations of proposed school improvements are depicted

2) Systematically enhance educational studies, services and resources to improve public school education.

Location	Recommendation(s)	Action Steps	Implementation Partners	Time Frame
c-1: Program Activity City-Wide	Integrate public school modernization program mandated by the Abbott decision with neighborhood improvements.	<ol style="list-style-type: none"> 1. Target neighborhood improvements around proposed school rebuilding sites. 2. Work with Board of Education in final site selections for new school facilities using proposed locations outlined in the Master Plan as a starting point for discussion. 3. To the extent feasible accelerate school improvements in those neighborhoods where early action housing rehab and new unit construction is targeted as outlined in project implementation activity e-3. 4. Advance early construction of additional magnet schools (e.g. High School for the Performing Arts; Technical High School; upgrade Medical Arts High School) to provide students with special talents and interests expanded learning opportunities. These magnet schools would also complement neighborhood development plans in Lanning Square, Whitman Park, and Gateway. 5. In collaboration with the Board of Education develop an orderly process for evaluating building re-use options and disposition of surplus school facilities. 	<ul style="list-style-type: none"> • Board of Education • Department of Development & Planning • NJ Department of Education • CRA • NAC's • Parent/PTO 	<ol style="list-style-type: none"> 1. 1-3 years 2. 1-2 years 3. Ongoing 4. 1-3 years 5. 1-3 years
c-2: Program Activity City-Wide	Systematically enhance educational studies, services and resources to improve public school education.	<ol style="list-style-type: none"> 1. Follow through with the Governor's executive order to decentralize educational programming by creating school-based management teams involving parents and teachers to better manage local school resources. 2. Advance programming changes that offer: <ul style="list-style-type: none"> ▪ after-hours use of school facilities ▪ school-to-work training programs ▪ parent and family counseling services ▪ remedial tutoring in the 3 "r's" ▪ language literacy programs in coordination with proposed activities outlined in implementation program b-1 ▪ child and teen recreational services ▪ expanded child care programs ▪ new computer, vocational training equipment and recreational equipment ▪ alternative schooling and training for drop-outs or those at risk of dropping out 	<ul style="list-style-type: none"> • Board of Education • Parents/PTO • Universities/Community College • NJ Department of Education • Department of Development & Planning 	<ol style="list-style-type: none"> 1. 1-3 years 2. 1-5 years

d) Expand economic development initiatives.

The various economic initiatives are generally depicted by the symbol “d1” on the map entitled *Five-Year Implementation Program*.

- 1) Continue development of waterfront facilities.
- 2) Accelerate CBD redevelopment around City Hall, nearby new light rail stops and the Transportation Center.
- 3) Link the waterfront to the CBD by developing increased pedestrian streetscape connections between the two areas and incorporating the development of new downtown public squares (Whitehall Square and Broadway Plaza).
- 4) Integrate Rutgers University, Rowan University, Camden County Community College, Cooper Medical Center, and other medical institutions into the CBD redevelopment process.
- 5) Create a Science Technology Business Incubator Center capitalizing on the changes occurring in the health services industry and the science and technology research activities being conducted by the Coriell Institute and other institutions as a force for economic and community development.
- 6) Integrate Cooper Medical Center, Virtua-West Jersey Hospital and Our Lady of Lourdes Medical Centers’ support facility needs into adjacent neighborhood improvement efforts.
- 7) Improve neighborhood commercial corridors on a targeted basis along Haddon Avenue, Mt. Ephraim Avenue, at Linden Street and Main Street in North Camden, Yorkship Square, Westfield Avenue, Federal Street, River Avenue and portions of Broadway south of Martin Luther King/Mickle Boulevard and also adjacent to the Sacred Heart Church.
- 8) Integrate historic resources where feasible and existing historic districts into the CBD redevelopment effort and within neighborhood commercial revitalization programs.
- 9) Initiate small business and minority business entrepreneurship assistance to merchants and potential family businesses within the neighborhood commercial corridor improvement areas.
- 10) Complete economic development planning along the northern side of Admiral Wilson Boulevard to coordinate with the proposed industrial-office park center at 17th and Federal Streets.
- 11) Initiate Port of Camden improvement planning including targeting of surplus properties to be released by the State for new industrial development that will pay for its fair share of City services.
- 12) Initiate development planning of five new proposed urban industrial park areas. These five areas include: the Gateway area adjacent to the Campbell Soup Headquarters, the northern side of Admiral Wilson Boulevard from 17th Street to Federal Street; parallel to 6th Street at Morgan Boulevard; at Fairview Street and Mt. Ephraim Avenue; and, in the vicinity of the proposed Delaware Avenue extension and Erie Street. Based on these plans begin site assembly and preparation at the North Camden, Gateway and Waterfront South proposed industrial parks.
- 13) Complete existing industrial base inventory and identify existing business expansion and job retention needs. Based on existing business needs pursue financial assistance arrangements, site assembly and redevelopment activities to allow for existing business growth and improvement of operations within the City.
- 14) Identify infrastructure improvement needs (e.g. water, sewer, storm drainage streets, gas and electric services, fiber optic cable) and begin capital projects to support proposed targeted areas of economic development.
- 15) Initiate development planning for a transit village complex around the PATCO Ferry Avenue station.
- 16) Initiate development planning to attract Regional Retail facilities at the proposed Mt. Ephraim Avenue area south of the Newton Creek.

Translating the Master Plan Into Action

Economic Initiatives

Translating the Master Plan Into Action

Economic Initiatives

Location	Recommendation(s)	Action Steps	Implementation Partners	Time Frame
d-1: Downtown Waterfront	Continue development of waterfront facilities.	<ol style="list-style-type: none"> 1. Complete baseball stadium. 2. Complete river tram construction. 3. Complete battleship (USS NJ) berth landing, hospitality center and access road. 4. Construct Riverside Drive extension (Federal to Penn Streets). 5. Construct light rail. 6. Construct aquarium expansion. 7. Market and construct Harborview mixed-use center. 8. Continue with waterfront development project marketing and detailed planning including utility improvements. 	<ul style="list-style-type: none"> • Cooper's Ferry Development Association (CFDA) • NJ Economic Development Authority (NJEDA) • Delaware River Port Authority (DRPA) • State/Federal GSA • Department of Development & Planning • NJEDA • Camden County Improvement Authority (CCIA) 	<ol style="list-style-type: none"> 1. 1 year 2. 2-3 years 3. 2 years 4. 2 years 5. 3-4 years 6. 2 years 7. 3-4 years 8. Ongoing
d-2): Central Business District	Accelerate CBD redevelopment around City Hall, nearby new light rail stops and the Transportation Center.	<ol style="list-style-type: none"> 1. Target proposed Broadway Plaza to Whitehall Square as redevelopment action area - revise City Center redevelopment plan to follow CBD design plan. 2. Acquire and prepare sites for proposed Whitehall + Market public open space squares. 3. Conduct feasibility study for demolition of Parkade building and redevelopment for office use adjacent Roosevelt Park at City Hall. 4. Acquire and prepare sites for retail/office galleria between the two proposed public squares. Market sites for redevelopment. 5. Construct light rail and stops. 6. Design and construct Whitehall Square + Broadway Plaza. 7. Design + implement Cooper and Market Street commercial facade improvements (Broadway to Third Streets). 8. Conduct utility infrastructure improvement study to support CBD target area + begin phased implementation. 9. Lobby Federal, State and County governments to locate additional office facilities in target action area. 10. Design adequate parking structure to support action area new development + construct new garage. 	<ul style="list-style-type: none"> • Department of Development & Planning • Division of Economic Development • Camden Redevelopment Authority (CRA) • NJEDA • County Improvement Authority • DRPA • NJT • Interested developers, businesses and property owners • Department of Public Works, Department of Utilities • State, Federal and County governments • Parking Authority • Camden County Improvement Authority (CCIA) 	<ol style="list-style-type: none"> 1. 1 year 2. 3-5 years 3. 1 year 4. 3-5 years 5. 3-4 years 6. 3-5 years 7. Ongoing – requires owner participation 8. 3-5 years 9. Ongoing 10. 3-4 years
d-3): Waterfront + CBD core	Link downtown waterfront to CBD	<ol style="list-style-type: none"> 1. Complete design plans for Cooper, Market, Federal Streets and MLK/Mickle Boulevard street improvements. 2. Construct streetscape improvements. 3. Design + construct integrated downtown graphic signage program reinforcing waterfront to CBD link. 	<ul style="list-style-type: none"> • Department of Development & Planning • DRPA • NJDOT - TEA program • Universities, Community College • CFDA • CCIA 	<ol style="list-style-type: none"> 1. 1-2 years 2. 3-4 years 3. 1-2 years

Translating the Master Plan Into Action

Economic Initiatives

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
d-4: CBD core area	Integrate Rutgers University, Rowan University, Camden County College and Cooper Hospital/medical institutions into CBD	<ol style="list-style-type: none"> 1. Prepare streetscape improvement designs at main entryways to university at 4th and Cooper as well as at Broadway and Cooper; medical center area at Broadway and Mickle Boulevard. 2. Construct entryway streetscape improvements at Broadway/Cooper Toll Plaza. 3. Update development plans adjacent to the University and Medical Arts areas. 4. Initiate neighborhood improvement projects adjacent to the University and medical facilities. 5. Establish clearinghouse to facilitate collaborative purchasing from City businesses by healthcare providers. 	<ul style="list-style-type: none"> • Rutgers University, Community College, Rowan University • Cooper Hospital • Coriell Institute • UMDNJ • Robert Wood Johnson Medical School • Department of Development & Planning • NJDOT - TEA program • DRPA 	<ol style="list-style-type: none"> 1. 1-2 years 2. 3-4 years 3. 1-2 years 4. Ongoing 5. Ongoing
d-5: CBD core area	Create Science Technology Business Incubator Center.	<ol style="list-style-type: none"> 1. Undertake feasibility study to determine how to structure business incubator center operation, use of potential medical center facility versus new construction. 2. Complete cyberdistrict feasibility study. 3. Implement study findings. 	<ul style="list-style-type: none"> • Cooper Hospital • Virtua - West Jersey Hospital • Our Lady of Lourdes Medical Center • Coriell Institute • UMDNJ • Robert Wood Johnson Medical School • Department of Development & Planning • DRPA • Camden County Improvement Authority (CCIA) • Camden Empowerment Zone Corporation (CEZ) • CFDA • Rutgers University • NJ Commission on Science & Technology 	<ol style="list-style-type: none"> 1. 1-2 years 2. 1-2 years 3. TBD

Translating the Master Plan Into Action

Economic Initiatives

Location	Recommendation(s)	Action Steps	Implementation Partners	Time Frame
d-6: Liberty Park, Parkside, Whitman Park	Integrate Virtua-West Jersey Hospital and Our Lady of Lourdes Medical Center facility improvement programs with adjoining neighborhoods.	<ol style="list-style-type: none"> 1. Complete and adopt Liberty Park redevelopment plan. 2. Initiate housing improvement program adjacent to Virtua-West Jersey Hospital. 3. Undertake Haddon Avenue redevelopment plan in proposed medical support district to include Our Lady of Lourdes long-range facility implications. 4. Undertake neighborhood strategic plan for Parkside and Whitman Park. 5. Initiate housing conservation and improvement priority projects based on adopted neighborhood plans. 6. Design commercial improvements around health care facilities as outlined in improvement project d-7) below. 	<ul style="list-style-type: none"> • Virtua-West Jersey Hospital • Our Lady of Lourdes Medical Center • Department of Development & Planning • NJ Department of Health • NJEDA • St. Joe's Carpenter Society • OEO • Parkside Business & Community Partnership, Inc. (PBCIP) • CCIA • Neighborhood Advisory Committees (NAC) 	<ol style="list-style-type: none"> 1. 1 year 2. 2-5 years 3. 1-2 years 4. 1-2 years 5. Ongoing 6. Ongoing
d-7): Parkside, Whitman Park, Liberty Park, Centerville, North Camden, Fairview, Rosedale/Dudley, Cramer Hill, Lanning Square, Waterfront South	Improve neighborhood commercial corridors in targeted areas.	<ol style="list-style-type: none"> 1. Target improvement blocks within first stage commercial corridor planned districts plus prepare design improvement program. <ul style="list-style-type: none"> ▪ 7th and Linden retail center ▪ Broadway south of Mickle to Mechanic ▪ River Avenue (31st to 34th Street) ▪ Haddon Avenue (Kaighns to Euclid) ▪ Mt. Ephraim Avenue (Atlantic to C. Miller) ▪ Yorkship Square ▪ Westfield/Federal Street (vicinity of 27th St.) ▪ Broadway (vicinity Sacred Heart Church) 2. Collaborate with merchants to begin facade, parking and local streetscape improvements, rehab of vacant storefronts where new tenant identified. 3. Design gateway improvements along targeted corridors. 4. Implement gateway improvements on those corridors where commercial center improvements are underway. 5. Form local Merchants Associations oriented toward specific commercial corridors; initiate market efforts to locate tenants for vacant stores. 	<ul style="list-style-type: none"> • Chamber of Commerce • Merchants in corridors • Department of Development & Planning • PBCIP • Yorkship Square Merchants Association • DRPA • North Camden - "Save Our Waterfront" and other neighborhood-based organizations • Institutions • CCIA • Camden Empowerment Zone Corporation • NAC's from affected areas • County EDA 	<ol style="list-style-type: none"> 1. 1-3 years 2. 3-5 years 3. 1-2 years 4. 3-5 years 5. 1-3 years

Translating the Master Plan Into Action

Economic Initiatives

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
d-8): Central Business District core, North Camden, Lanning Square, Parkside, Waterfront South, Fairview	Integrate historic resources where possible and historic districts into CBD and neighborhood commercial area revitalization programs.	<ol style="list-style-type: none"> 1. Prepare urban design guidelines for inclusion in zoning and appropriate redevelopment plans. 2. Apply design guidelines in the review of major rehabilitation and new development projects. 3. Explore zoning and financial incentives that encourage re-use of historic resources as part of new revitalization plans (e.g. historic preservation tax credits). 	<ul style="list-style-type: none"> • Department of Development & Planning • Historic Review Commission • Interested developers • State Office of Historic Preservation • National Trust • South Jersey Chapter of the American Institute of Architects • Camden County Historic Society. • CFDA • NAC's 	<ol style="list-style-type: none"> 1. 1-2 years 2. Ongoing 3. 1-2 years
d-9): Parkside, Whitman Park, Liberty Park, Centerville, North Camden, Fairview, Rosedale-Dudley, Cramer Hill, Lanning Square, Waterfront South	Initiate small business and minority business entrepreneurship within targeted commercial corridor improvement areas.	<ol style="list-style-type: none"> 1. Increase MBD/WBE participation in City capital projects and procurement programs. 2. Incorporate financial resources, technical assistance, mentoring and business educational efforts focused toward existing, and new businesses interested in growing or locating within commercial corridors. 3. Provide business counseling, access to commercial building rehab and facade improvement loans and grants for feasible structures in designated corridors. 	<ul style="list-style-type: none"> • Federal/State SBA • PBCIP • North Camden - "Save Our Waterfront" + related neighborhood organizations • Department of Development & Planning • CCIA • Latin American Economic Development Association (LAEDA) • CEZ • Cooperative Business Assistance Corporation (CBAC) • Respective NAC's from targeted neighborhood areas • County EDA 	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Ongoing
d-10): Marlton	Coordinate development planning for business revitalization along north side of Admiral Wilson Boulevard.	<ol style="list-style-type: none"> 1. Complete current economic development planning including infrastructure improvement needs. 2. Prepare and adopt redevelopment plan. 3. Acquire, clear and prepare development parcels in vicinity of 17th Street and Admiral Wilson Boulevard. 4. Undertake marketing program to attract existing or new business uses. 5. Coordinate development plan with proposed industrial-office park center at 17th and Federal Street as outlined in implementation project d-12. 	<ul style="list-style-type: none"> • Department of Development & Planning • CCIA • CRA • DRPA • Marlton NAC • NJEDA 	<ol style="list-style-type: none"> 1. 1-2 years 2. 1-2 years 3. 3-5 years 4. Ongoing 5. Ongoing

Translating the Master Plan Into Action

Economic Initiatives

Location	Recommendation(s)	Action Steps	Implementation Partners	Time Frame
d-11: Waterfront South, Central Waterfront	Initiate Port of Camden improvements and industrial development program on surplus port properties to be released by the State.	<ol style="list-style-type: none"> 1. Undertake key proposed port facility improvements. 2. Undertake study to identify port surplus properties suitable for industrial development + prepare development concepts for such designated properties. 3. Release potential surplus properties from State control for private redevelopment focusing on those in vicinity of Morgan Boulevard at I-676 interchange. 4. Design industrial collector roadway from Morgan Boulevard into the port industrial area, obtain NJDOT, other approvals. 5. Construct phase I of collector roadway from Morgan Boulevard to Broadway using abandoned railroad right-of-way. 6. Create Foreign Trade Zone designation for port area and related new industrial districts. 	<ul style="list-style-type: none"> • DRPA • Port of Camden • State • NJEDA • Department of Development & Planning • CEZ • NJDOT • CRA • CCIA • Interested developers • Waterfront South NAC 	<ol style="list-style-type: none"> 1. 3-4 years 2. 1-2 years 3. 2-3 years 4. 1-2 years 5. 3-5 years 6. 1-3 years
d-12: Gateway, Marlton, North Camden, Waterfront South and Centerville/Morgan Village	Create urban industrial parks.	<ol style="list-style-type: none"> 1. Initiate or complete urban industrial park plans for 5 targeted areas to include: <ul style="list-style-type: none"> ▪ south of Federal Street adjacent Campbell Soup headquarters ▪ vicinity of 17th Street and Federal Street ▪ Erie Street and proposed Delaware Avenue extension ▪ vicinity 6th Street and Morgan Boulevard ▪ area between Ferry and Fairview, west of Mt. Ephraim Avenue 2. Prepare redevelopment plans. Focus on site assembly and site preparation in 3 parks as pilot projects including site in North Camden, Waterfront South and Gateway locations. 3. Initiate marketing effort with existing businesses requiring expansion area and new businesses to seed initial phase of development within each park area. 4. Lobby for light rail station near Federal and 17th Streets. 	<ul style="list-style-type: none"> • NJEDA • CEZ • DRPA • Department of Development & Planning • CRA • CCIA • Existing businesses • Interested developers • Respective NAC's • CBAC • NJT • PSE&G • LAEDA 	<ol style="list-style-type: none"> 1. 1-2 years 2. 2-5 years 3. Ongoing 4. 1-2 years
d-13: City-Wide	Complete existing industrial database and business needs survey.	<ol style="list-style-type: none"> 1. Undertake database of existing industrial businesses, facility needs, site acreage needs and business requirements for 5-year period. 2. Identify suitable relocation and/or new development sites for existing businesses utilizing City-owned property inventory and pending tax lien foreclosure parcels. 3. Prepare business retention or expansion package based on database survey results including potential sites. 4. Prepare inventory data and map City-owned properties located in industrial areas including Brownfield sites. 	<ul style="list-style-type: none"> • NJEDA • CEZ • DRPA • Existing businesses • NJEDA • SBA • CBAC • Department of Development & Planning • LAEDA 	<ol style="list-style-type: none"> 1. 1-2 years 2. 1 year 3. Ongoing 4. 1-2 years

Translating the Master Plan Into Action

Economic Initiatives

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
d-14: Gateway, Marlton, North Camden, Waterfront South and Centerville/Morgan Village	Identify infrastructure needs for short-term plan targeted economic development areas.	<ol style="list-style-type: none"> 1. Prepare infrastructure needs analysis for targeted areas in CBD, commercial corridors, urban industrial park areas. 2. Develop design improvement plans to address needs identified. 3. Begin phased construction of infrastructure improvements sequenced with project areas' development progress. 4. Advance industrial collector roadway in Waterfront South, Delaware Avenue North extension in North Camden, 17th Street reconstruction to Federal Street, access ramp improvements at Flanders and Admiral Wilson Boulevard. 5. Investigate fiber optics cabling options for 3 targeted industrial parks - North Camden, Gateway and Waterfront South. 6. Include infrastructure improvements projects into City CIP and annual capital plan as part of phased implementation effort. 	<ul style="list-style-type: none"> • NJEDA • CEZ • Department of Development & Planning • Department of Public Works, Department of Utilities • NJDOT • DRPA • CCIA • PSE&G 	<ol style="list-style-type: none"> 1. 1-2 years 2. 2-4 years 3. 2-5 years 4. 3-5 years 5. 1 year 6. Ongoing
d-15: Whitman Park	Initiate development planning for transit village at PATCO - Ferry Street station.	<ol style="list-style-type: none"> 1. Investigate property ownership, lease commitments and commuter parking needs. 2. Undertake planning and feasibility study to create development concept plan. 3. Pursue study recommendations; coordinate planning efforts with County-sponsored SMART GROWTH study of transit corridor development options. 	<ul style="list-style-type: none"> • Department of Development & Planning • County • CCIA • NJDCA • NJT • NJDOT • Neighborhood Advisory Council 	<ol style="list-style-type: none"> 1. 1-2 years 2. 1 year 3. TBD
d-16: Fairview	Initiate development planning for regional retail site at Mt. Ephraim Avenue south of Newton Creek.	<ol style="list-style-type: none"> 1. Investigate property ownership and current lease commitments, site constraints and utility needs. 2. Prepare development plan to guide future redevelopment for regional retail complex. 3. Negotiate for improved Rte. 130 access to area. 4. Pursue study recommendations. 	<ul style="list-style-type: none"> • Department of Development & Planning • CCIA • NJDOT • DRPA • Interested developers • Interested citizens • CRA 	<ol style="list-style-type: none"> 1. 1 year 2. 1-2 years 3. 2-3 years 4. TBD

Translating the Master Plan Into Action

Neighborhood Reinvestment

e) ***Redefine neighborhood reinvestment strategy.***

The various housing and neighborhood development projects outlined below are generally depicted by the symbol “e7” on the map entitled *Five-Year Implementation Program*.

- 1) Institute aggressive stabilization efforts in the Parkside and Fairview neighborhoods. Continue and expand current stabilization efforts in the southern portions of Morgan Village and eastern portions of Cramer Hill, Rosedale/Dudley and Stockton neighborhoods along with the Cooper-Grant neighborhood. Pursue systematic building and property maintenance code enforcement that couples correction of code violations with financial resources to accomplish compliance for owners in need.
- 2) Accelerate first-time home buyers and counseling efforts to market available housing units in City neighborhoods identified for increased stabilization activities in order to increase home ownership levels for both low/moderate and middle income households.
- 3) Focus resources in targeted neighborhoods to finance rehab of vacant units and new unit construction oriented toward for-sale units to increase home ownership for both low/moderate and middle income households. Initially targeted neighborhoods include North Camden, Cooper-Grant, Lanning Square, eastern sections of Cramer Hill, Rosedale/Dudley and Stockton, Parkside, Fairview and Waterfront South in the vicinity of Sacred Heart Church.
- 4) Target site assembly for rehab and new housing production efforts around areas involving school modernization activities and ongoing neighborhood improvement efforts. This will require coordination with the Department of Education’s final school facility Abbott funded construction program.
- 5) Organize Neighborhood Advisory Councils (NAC’s) where they do not currently exist and begin neighborhood planning efforts to advance Master Plan proposals.
- 6) Continue and accelerate City-wide vacant lot and related clean-up activities but target neighborhoods for early action where stabilization as well as rehab and new construction is underway or planned to be initiated in the five-year plan.
- 7) Institute City park and open space clean-up together with park/recreational refurbishing in neighborhood areas where other housing or economic development activities are targeted as outlined above.
- 8) Implement greenway program along major riverfronts in the City.
- 9) Improve delivery of comprehensive health and social services (day care, elder care, life skills training, etc.) in collaboration with the County Department of Health and Human Services, Community Planning and Advocacy Council (CPAC), faith-based groups and other service providers.
- 10) Upgrade infrastructure improvements (e.g. water, sewer, storm drainage streets, landscaping and lighting) to support targeted areas of rehab and new construction as outlined above.
- 11) Continue restructuring public housing projects into less dense, mixed-use and mixed-income communities.

Translating the Master Plan Into Action

Neighborhood Reinvestment

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
e-1: Cooper-Grant, Cramer Hill, Rosedale-Dudley, Stockton, Morgan Village, Parkside, Fairview	Institute aggressive stabilization and conservation efforts in targeted neighborhoods.	<ol style="list-style-type: none"> 1. Expand comprehensive code enforcement coupled with technical and financial assistance to maintain properties in the following targeted neighborhoods: <ul style="list-style-type: none"> ▪ eastern portions of broader Cramer Hill ▪ eastern portions of Rosedale-Dudley and Stockton ▪ southern portions of Morgan Village ▪ Parkside ▪ Fairview ▪ Cooper-Grant 2. Clean and seal vacant units to protect against vandalism, arson and housing squatters. 3. Cover cost of vacant unit encapsulation by charging absentee owners or imposing property liens to be recouped upon rehabilitation of unit. 4. Conduct annual vacant unit survey to compile current inventory to be followed by periodic inspections in order to take corrective actions. Institute vacant house "hotline" to identify vacants as they occur. 5. Expedite demolition of unsafe vacant buildings. 6. Provide home repair counseling and evaluation for property owners, distribute City's "Home Repair & Renovation" guide. 7. Provide technical and financial assistance to encourage home maintenance, weatherization and improvements by including loans and grant to owner occupied units for code related repairs. 8. Screen unsightly non-conforming uses through zoning enforcement and encourage relocation of such uses to appropriate zones. 9. Improve quality of privately owned renter occupied housing through creation of rental repair low interest loans to landlords for correcting code and property maintenance violations. 	<ul style="list-style-type: none"> • Department of Development & Planning • NAC's for respective neighborhoods • PBCIP, St. Joe's Carpenter Society, other non-profit housing organizations • OEO • Target area residents, property owners • Local lenders • Department of Public Works, Department of Utilities • CRA • NJDCA • HUD • CCIA 	<ol style="list-style-type: none"> 1. 2-4 years 2. 3-5 years 3. 2-3 years 4. 1-2 years 5. Ongoing 6. Ongoing 7. 3-5 years 8. 2-5 years 9. Ongoing

**Translating the
Master Plan
Into Action**

Neighborhood Reinvestment

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
e-2: Cooper-Grant, Cramer Hill, Rosedale-Dudley, Stockton, Morgan Village, Parkside, Fairview	Accelerate first-time home buyers and counseling efforts to market available units in targeted neighborhoods.	<ol style="list-style-type: none"> 1. Conduct pre-purchase counseling workshops on how to maintain and repair a home, financial obligations and household budgeting. 2. Continue post-purchase counseling to assure property upkeep and assistance where needed. 3. Establish and maintain capital improvements reserve as part of standard mortgage costs to be established by lender for use in resolving code enforcement issues that may arise. 4. Help home buyers access State Home Mortgage assistance programs, local banks community reinvestment funds and related financial assistance vehicles. 5. Acquire homes offered for sale, particularly HUD-owned for transfer to the City with special re-sale criteria for acquisition by police, public employees and teachers. 6. Repair vacant units before re-sale to first-time home buyers. 	<ul style="list-style-type: none"> • Department of Development & Planning • NJHMFA • OEO • PBCIP, St. Joe's Carpenter Society, Lutheran Housing, other non-profit housing organizations • Affected NAC's for respective neighborhoods • NJDCA • HUD • Local lenders • Community Credit Union (CCU) • CRA • CCIA 	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Ongoing 6. Ongoing

Translating the Master Plan Into Action

Neighborhood Reinvestment

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
e-3: North Camden, Cooper-Grant, Lanning Square, Cramer Hill, Rosedale-Dudley, Stockton, Parkside, Waterfront South, Fairview	Finance rehab of vacant units and new unit construction oriented toward for-sale units to increase low/moderate and middle income home ownership in targeted neighborhoods.	1. Accelerate rehab and new housing production efforts to designated areas that have vacant site or vacant unit control within the following neighborhoods: <ul style="list-style-type: none"> ▪ North Camden ▪ Cooper-Grant, Lanning Square ▪ eastern sections of Cramer Hill, Rosedale/Dudley and Stockton ▪ Parkside ▪ Fairview ▪ Waterfront South 	<ul style="list-style-type: none"> • NJHMFA • NJDCA • Active non-profit development organizations (OEO, St. Joe's Carpenters Society, Lutheran Housing, etc.) • PBCIP • HUD • CEZ • Affected NAC's • Rutgers University • Cooper Hospital • Board of Education • CHA • Local area banks • Delaware Valley Reinvestment Fund • CRA 	1. 1-5 years
		2. Focus development activity adjacent to proposed school reconstruction, medical centers, waterfront, other ongoing redevelopment and housing improvements.		2. 1-5 years
		3. Fold in new site and vacant unit inventory results from implementation activity e-4.		3. 3-5 years
		4. Develop financial assistance tools geared toward increasing home ownership such as: <ul style="list-style-type: none"> ▪ settlement assistance grants ▪ write down unit sales price but tied to occupancy time frame ▪ lease-purchase arrangements ▪ limited tax abatement for substantial rehab 		4. 1-5 years
		5. Incorporate work training model for unemployed residents in the rehab of housing units geared toward neighborhood residents seeking job opportunities		5. Ongoing
		6. Continue to seek funding for new subsidized housing for families, the elderly and those with special needs.		6. Ongoing

Translating the Master Plan Into Action

Neighborhood Reinvestment

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
e-4: North Camden, Cooper-Grant, Lanning Square, Cramer Hill, Rosedale-Dudley, Stockton, Parkside, Waterfront South, Fairview	Target site assembly for rehab and new housing production efforts around areas involving school, modernization activities and ongoing neighborhood improvement efforts.	<ol style="list-style-type: none"> 1. Identify City-owned properties and adjacent vacant in vicinity of future school improvements within: <ul style="list-style-type: none"> ▪ North Camden ▪ Cramer Hill, Dudley-Rosedale, Stockton ▪ Waterfront South, Parkside, Fairview 2. Prepare redevelopment plans, where necessary for targeted areas to enable useable site development areas. 3. Begin site assembly and vacant unit assembly to achieve cohesive project areas rather than treatment of individual properties. 4. Once assembled by the City, transfer site and vacant building control to community-based non-profit development organizations or private developers for block-wide improvement and sale as outlined in implementation activity e-3. 	<ul style="list-style-type: none"> • HUD • HMFA • Department of Development & Planning • Affected NAC's • Non-profit neighborhood-based development organizations • CEZ • Board of Education • Local lenders • CRA 	<ol style="list-style-type: none"> 1. 1 year 2. 2-3 years 3. 3-5 years 4. Ongoing
e-5: Bergen Square, Gateway, Parkside, Marlton, Centerville, Liberty Park and Whitman Park, Morgan Village and Fairview	Organize neighborhood advisory councils where they currently don't exist and initiate neighborhood planning efforts to advance Master Plan proposals.	<ol style="list-style-type: none"> 1. Form block associations, provide technical assistance to engage residents in planning improvements to neighborhoods. 2. Merge block associations into neighborhood advisory council to coordinate block activities. 3. Initiate or continue strategic neighborhood plans consistent with the Master Plan through NAC's in: <ul style="list-style-type: none"> ▪ Bergen Square ▪ Gateway ▪ Parkside ▪ Marlton ▪ Centerville, Liberty Park and Whitman Park ▪ Morgan Village and Fairview 4. Use newly formed NAC's to assist in refinement of Master Plan recommendations affecting their areas including identification of annual capital improvement projects. 	<ul style="list-style-type: none"> • Department of Development & Planning • Community-based and faith-based organizations • Active non-profit organizations within affected areas • Affected NAC's • CEZ • CHA 	<ol style="list-style-type: none"> 1. 1-3 years 2. 2-5 years 3. 2-5 years 4. Ongoing

Translating the Master Plan Into Action

Neighborhood Reinvestment

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
e-6: City-Wide	Continue and accelerate City-wide vacant lot and related clean-up/restoration activities but target neighborhoods where stabilization as well as rehab and new construction is underway or programmed for early action.	<ol style="list-style-type: none"> 1. Use NAC with support from public works department to systematically clean up vacant lots, streets and main entryways into various neighborhoods. 2. Integrate youth employment and resident training in local clean-up, planning, management and small construction activities. 3. Form vacant lot committees in Block Associations to monitor and manage area vacants with City assistance. 4. Report vacant units to City's "vacant house" hotline to ensure timely clean and seal actions. 5. Establish vacant lot restoration program with City technical and financial assistance to create community gardens, parking, locations for public art, and side yard transfers to adjoining home owners or even small play lots. 6. Introduce sanitation education in schools to provide early information on importance of maintaining a trash-free environment. 	<ul style="list-style-type: none"> • Department of Development & Planning • NAC's • Department of Public Works, Department of Utilities • Community-based and faith-based organizations. • Foundations • Public schools 	<ol style="list-style-type: none"> 1. 1-5 years 2. 1-2 years 3. 1 year 4. Ongoing 5. 1-2 years 6. 1-2 years
e-7: North Camden, Cramer Hill, Dudley-Rosedale, Stockton, Waterfront South, Parkside, Fairview	Institute city park and open space clean-up together with park refurbishing in targeted neighborhoods.	<ol style="list-style-type: none"> 1. Explore consolidation and sharing of City park maintenance and improvements with County. 2. Target park refurbishing to support housing improvement efforts underway or planned as outlined in implementation activity e-3. 3. Prosecuted trash dumping and vandalism of playgrounds and parks. Increase police monitoring of City parks. 4. Establish through NAC's "adopt-a-park" program with City assistance involving provision of maintenance tools and trash pick-up for participating organizations. 5. Provide technical assistance, training, plant materials and supplies for community efforts to beautify local park areas. 	<ul style="list-style-type: none"> • NAC's • Department of Development & Planning • Police Department • Department of Public Works, Department of Utilities • Community-based and faith-based organizations • CEZ • County 	<ol style="list-style-type: none"> 1. 1 year 2. 1-5 years 3. Ongoing 4. 1-2 years 5. 3-5 years

Translating the Master Plan Into Action

Neighborhood Reinvestment

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
e-8: North Camden, Cramer Hill, Parkside, Marlton, Morgan Village, Fairview	Implement greenway program along major riverfronts in the City.	<ol style="list-style-type: none"> 1. Complete identification of key vacant parcels to be acquired; seek public grant funds for acquisition; negotiate public access easements on priority sections of the greenway 2. Coordinate planning and design efforts with County to begin pathway and other passive recreational uses in the greenway. 	<ul style="list-style-type: none"> • County • Camden Greenways, Inc.; • Foundations • Department of Development & Planning • State Green Acres • NAC's • CEZ 	<ol style="list-style-type: none"> 1. 1 year 2. 2-5 years
e-9: City-Wide	Improve delivery of comprehensive human and social resources.	<ol style="list-style-type: none"> 1. Coordinate program delivery efforts with the County Department of Health & Human Services, Community Planning & Advocacy Council (CPAC), and other main providers to improve delivery of social services in neighborhood areas. 2. Increase access to health care through screenings at community centers and through school programs. 3. Develop neighborhood social services directory through NAC's. 4. Establish parenting program to teach young parents care and nurturing skills of their children. 5. Establish collaborative efforts with non-profits, schools, the County, community-based and faith-based organization to improve delivery of health and social services using inter-local service agreements. 6. Establish "one-stop" neighborhood-based referral service through community centers to provide information as to location and providers of day care, health care, homeless services, drug/alcohol rehab programs, senior citizens services and other social services. 7. Continue and expand pre-school, summer camp and athletic programs in conjunction with public schools. 8. Make affordable day care available at local community centers or other convenient locations. 	<ul style="list-style-type: none"> • City and County Departments of Health & Human Services • County • DYFS • Department of Development & Planning • Foundations • Medical Centers • Board of Education • CEZ • Universities, educational institutions • CPAC • NAC's 	<ol style="list-style-type: none"> 1. 1-2 years 2. Ongoing 3. 1 year 4. 1-2 years 5. 1-2 years 6. 1-3 years 7. Ongoing 8. Ongoing

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Neighborhood Reinvestment

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
e-10: North Camden, Cooper-Grant, Lanning Square, Cramer Hill, Rosedale-Dudley, Stockton, Parkside, Fairview, Waterfront South	Upgrade infrastructure (e.g. water, sewer, streets, storm drainage, landscaping and lighting) to support targeted areas of rehab and new housing construction.	<ol style="list-style-type: none"> 1. Identify infrastructure improvement needs to support targeted rehab and new construction areas outlined in implementation activity e-3 above. 2. Prepare engineering design plans for identified capital improvements. 3. Include infrastructure improvement projects in the City's CIP and annual capital plan. 4. Begin phased construction of infrastructure improvements coordinated with neighborhood housing development projects. 	<ul style="list-style-type: none"> • Department of Public Works, Department of Utilities • Department of Development & Planning • NJDEP • CCIA • CEZ • PSE&G • DRPA • NAC's 	<ol style="list-style-type: none"> 1. 1-2 years 2. 2-4 years 3. Ongoing 4. 2-5 years
e-11: Rosedale-Dudley, Marlton, Centerville, Cramer Hill	Continue restructuring public housing projects into less dense, mixed-use and mixed-income communities.	<ol style="list-style-type: none"> 1. Complete current redevelopment through Hope VI program of McGuire Gardens and Westfield Acres including adjoining rehabilitation and neighborhood improvements. 2. Continue Hope VI planning for Roosevelt Manor, Branch Village and Chelton Terrace for mid-2000 funding application. 3. Upgrade Roosevelt Manor and Branch Village through rehab and site improvements for the near term. 4. Upgrade Ablett Village through rehab and site improvements. 	<ul style="list-style-type: none"> • Camden Housing Authority • HUD - Hope VI program • St. Joe's Carpenters Society • Department of Development & Planning • CEZ • NAC's for target neighborhoods • CCIA • CRA 	<ol style="list-style-type: none"> 1. 2-3 years 2. 1-2 years 3. 2-3 years 4. 2-3 years

Translating the Master Plan Into Action

Public Safety

f) Improve safety in neighborhoods.

The various public safety projects are generally depicted by the symbol “f1” on the map entitled *Five-Year Implementation Program*.

- 1) Renovate existing police facilities and construct permanent neighborhood police stations. Priority for police facility improvements should be given to those neighborhoods where active housing rehab and new housing construction projects are underway or targeted for improvement in the next five years.
- 2) Expand community policing efforts; implement Surveillance Camera project in the CBD and main commercial corridors.
- 3) Construct replacement firehouse facilities.
- 4) Increase fire safety, arson identification, accidental fire prevention awareness and education.

Location	Recommendation(s)	Action Steps	Implementation Partners	Time Frame
f-1: North Camden, Cramer Hill, Parkside, Waterfront South, Morgan Village, Rosedale-Dudley, Marlton, Whitman Park	Renovate existing police facilities and construct permanent neighborhood police stations.	<ol style="list-style-type: none"> 1. Design police facility improvements as follows: <ul style="list-style-type: none"> ▪ permanent substations in North Camden, Cramer Hill and Parkside ▪ renovate or establish mini-stations in Waterfront South, Morgan Village, Rosedale-Dudley, Marlton and Whitman Park 2. Add police facility improvement projects to the City’s CIP. 3. Accelerate facility improvements in targeted neighborhoods undergoing or planned to initiate rehab and new unit construction as outlined in implementation activity e-3. 	<ul style="list-style-type: none"> • Police Department • Department of Development and Planning • NAC’s • Office of County Prosecutor • State, federal enforcement agencies • HUD 	<ol style="list-style-type: none"> 1. 1-4 years 2. 1 year 3. 2-5 years
f-2: Program Activity City-Wide	Expand community policing efforts.	<ol style="list-style-type: none"> 1. Increase police foot patrol presence to deter crime and drug trafficking. Focus initial efforts on targeted neighborhoods outlined in implementation activity e-3. Increase community interaction activity between citizens and police. 2. Expand “neighborhood watch” efforts, increase collaboration between residents and local police officers to develop crime prevention initiatives. 3. Expand “multi-agency lifeline” (MALL) program to provide early intervention of at-risk youth to receive support and counseling to counter drug use and violence. 4. Eliminate all open-air drug markets by continuing “Operation Sunburst” efforts. 5. Continue police presence in public schools as extension of ongoing community policing efforts. 	<ul style="list-style-type: none"> • Police Department • Department of Development and Planning • Office of County Prosecutor • NAC’s • Juvenile justice agencies • Foundations • Business and civic associations • CEZ • Community Justice Program multi-agency • HUD • Board of Education • Faith-based organizations 	<ol style="list-style-type: none"> 1. 1-2 years 2. 1-2 years 3. 1-2 years 4. 3 years 5. Ongoing

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Public Safety

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
f-3: North Camden, Cramer Hill, Parkside/Gateway	Construct replacement firehouse facilities.	<ol style="list-style-type: none"> 1. Design new fire station facilities as follows: <ul style="list-style-type: none"> ▪ 7th and State Streets ▪ 27th Street and River Road vicinity ▪ Haddon and Kaighns Avenue vicinity 2. Add fire facility construction projects to CIP 3. Accelerate construction of new facilities in targeted neighborhoods undergoing or planned to initiate rehab and new dwelling unit construction as outlined in implementation activity c-3. 	<ul style="list-style-type: none"> • Fire Department • Department of Development and Planning • NAC's • CEZ • HUD 	<ol style="list-style-type: none"> 1. 1-3 years 2. 1 year 3. 2-5 years
f-4: Program Activity City-Wide	Increase fire safety, arson identification, and accidental fire prevention awareness and education.	<ol style="list-style-type: none"> 1. Disseminate fire safety and prevention information through community and tenant organization and the school system both through publications and training in fire prevention techniques for residents. 2. In collaboration with NAC's and community development organizations undertake the following: <ul style="list-style-type: none"> ▪ institute a neighborhood early warning system ▪ develop computerized arson data information bank ▪ correction of hazardous building conditions through "clean and seal" techniques ▪ target prevention activities in areas having a high incidence of accidental or unintentional fires in occupied buildings (e.g. assistance to residents and owners in electrical repairs and maintenance, basic housekeeping practices, replacement of substandard electric service) ▪ install free batteries in smoke detectors 	<ul style="list-style-type: none"> • Fire Department • Department of Development and Planning • NAC's • Board of Education • Foundations • CEZ • HUD 	<ol style="list-style-type: none"> 1. Ongoing 2. 1-5 years

Translating the Master Plan Into Action

Stabilize Tax Structure

- g) Stabilize the City's real estate tax structure.**
- 1) Reduce budget deficits, balance the budget and implement management initiatives to enable the City to become more efficient in its operations over the next five years.
 - 2) Restructure use of PILOTS as part of an overall incentive program to attract economic development. Collect past due PILOT obligations.
 - 3) Establish an entertainment tax on waterfront venues with generated revenues designated for neighborhood reinvestment financing.
 - 4) Collect on outstanding tax liens and begin foreclosure actions where necessary.
 - 5) Leverage public funds to advance economic and neighborhood improvement plans.
 - 6) Refocus the City's six-year Capital Improvement Program and Annual Capital Plan to accelerate the proposed initial five-year short term implementation program of the Master Plan.
 - 7) Lobby for legislation to create additional community reinvestment incentives.

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
g-1: Program Activity City-Wide	Reduce budget deficits, balance the budget and implement management initiatives to enable the City to become more efficient in its operations over the next five years.	<ol style="list-style-type: none"> 1. Use recommendations of the "Multi-Year Recovery Plan" as a basis to balance City budget over next four years without resorting to deep cuts in services or higher taxes. 2. Formulate and implement management and investment initiatives to expand revenues and contain spending. 	<ul style="list-style-type: none"> • Business Administrator (BA), City Council • NAC's • State • NJDCA • Department of Development & Planning • City departments • County 	<ol style="list-style-type: none"> 1. 4-5 years 2. 4-5 years
g-2: Program Activity City-Wide	Restructure use of PILOT's as part of overall incentive program to attract economic development.	<ol style="list-style-type: none"> 1. When used, base PILOT agreement on "percent of income" method instead of current "percent of project cost" technique. Limit time frame of a PILOT to statutory 15 years or less. 2. Require all City-owed PILOT's in arrears to be paid up to date within 3 years. Update terms and conditions of current PILOT's where agreement conditions permit. 3. Have vacant land at PORT pay full taxes by removing it from blanket PILOT agreement. 4. Reduce reliance on PILOT's to attract new facilities using instead a combination of techniques such as: <ul style="list-style-type: none"> ▪ infrastructure improvements ▪ low interest loans and grants ▪ tailored job training programs for new employees ▪ business tax adjustments ▪ site acquisition assistance 	<ul style="list-style-type: none"> • BA, City Council • Department of Development & Planning • State • Affected organizations in default of PILOT • County • Universities, County college • Workforce Investment Board 	<ol style="list-style-type: none"> 1. 1-3 years 2. 1-3 years 3. Ongoing 4. Ongoing

Translating the Master Plan Into Action

Stabilize Tax Structure

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
g-3: Program Activity City-Wide	Establish waterfront entertainment tax to be designated for community reinvestment financing.	1. Seek and obtain legislative support to create tax surcharge on waterfront entertainment facilities to be designated for community reinvestment projects.	<ul style="list-style-type: none"> • State legislators • Department of Development & Planning • BA, City Council • Affected waterfront facilities • County 	1. 1-3 years
g-4: Program Activity City-Wide	Collect on outstanding tax liens and begin foreclosure actions when necessary.	<ol style="list-style-type: none"> 1. Implement "Multi-Year Recovery Plan" recommendations for tax lien collections and foreclosure actions as necessary. 2. Create municipal land bank to acquire, assemble and manage vacant properties for targeted neighborhoods in order to expedite future development of cohesive site areas. 	<ul style="list-style-type: none"> • Department of Development & Planning • Department of Finance • State, local Finance board • BA, City Council 	<ol style="list-style-type: none"> 1. 1-4 years 2. 1-3 years
g-5: Program Activity City-Wide	Leverage public funds to advance economic and neighborhood improvement plans.	<ol style="list-style-type: none"> 1. Improve grantsmanship capacity to seek and obtain funds for early action projects outlined in the Master Plan 5-year program. 2. For early action project activities determine which funding source can be "mix 'n matched" to leverage available grant and loan revenues, tax credits, private lending institutions, tax-exempt bond issues, and foundation investments. 	<ul style="list-style-type: none"> • Department of Development & Planning • BA, Department of Finance • Division of Economic Development • Foundations • CEZ • HUD • DRPA • County • State Departments • Private lenders, tax exempt bond issues • Federal tax credits 	<ol style="list-style-type: none"> 1. 1-2 years 2. 1-3 years
g-6: Program Activity City-Wide	Re-focus City's 6-year capital improvement program and annual capital plan to advance short-term 5-year implementation program of the Master Plan.	<ol style="list-style-type: none"> 1. Refine project activity list contained in the short-term 5-year Master Plan program. 2. Develop CIP project activity cost estimates. 3. Based on priority project designation add proposed projects to the City's CIP and annual capital plan. 	<ul style="list-style-type: none"> • Planning Board • Department of Development & Planning • Department of Public Works, Department of Utilities • Other department heads • Mayor, BA, City Council • NAC's 	<ol style="list-style-type: none"> 1. 1 year 2. 1-2 years 3. 1-3 years

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Stabilize Tax Structure

<i>Location</i>	<i>Recommendation(s)</i>	<i>Action Steps</i>	<i>Implementation Partners</i>	<i>Time Frame</i>
g-7: Program Activity City-Wide	Lobby for legislation to create additional community reinvestment incentives.	1. Adjust property foreclosure laws to enable timely site acquisition for redevelopment.	<ul style="list-style-type: none"> • Local legislators • County government • State government • Department of Development & Planning • BR, City Council • Local institutions • CRA • CCIA • CFDA 	1-3 years
		2. Create a waterfront entertainment surcharge limited to Camden whose revenues would be dedicated for neighborhood improvements.		2-4 years
		3. Create a "Community Revitalization Enhancement District" applicable to Camden. A CReED district allows for a set amount of annual sales and income tax revenues generated from new development to be combined with local property tax revenue for redevelopment purposes within a specified district.		1-2 years
		4. Establish a City community reinvestment fund permitting the integration of City capital improvement expenditures and investments from community institutions into common neighborhood improvement projects that advance the Master Plan.		3-5 years
		5. Create a dedicated Urban Infrastructure Improvement Fund creating low interest loans and grants to assist with the upgrade and rehabilitation of aging infrastructure in urban aid communities meeting certain criteria.		3-5 years
		6. Provide for a dedicated fund from the State-wide realty transfer tax to be used to offset partial municipal tax abatements on privately funded residential rehabilitation in Camden. Upon the sale of such a unit, a portion of tax deferral granted would be repaid to the City.		2-4 years
		7. Expand municipal court authority to order code non-compliant properties into receivership after a reasonable time period to correct violations.		1-3 years
		8. Seek increase in federal Community Development Block Grant and State funds to address elimination of blighted abandoned buildings.		1-2 years

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Goal Three: Update the tools needed to carry out the Master Plan.

Strategies

1. Develop a Capital Improvement Program that advances the Master Plan.

Each year the City allocates millions of dollars in governmental funds for the improvement and development of public facilities. These include roads, bridges, sidewalks, parks and recreational areas, public buildings, major equipment, water and sewer lines and similar facilities.

Many of the Master Plan recommendations require capital improvements to assure their implementation. These capital improvements should be formulated into a five-year Capital Improvement Program as required by the MLUL (the State's enabling planning law). A "Plan Implementation Team" capital planning process as previously described should use the recommended initial short term Five-Year Implementation Program to identify and prioritize capital improvements to be included in the Capital Improvement Program.

Monitoring and updating the Capital Improvement Program should occur on a quarterly basis with community outreach efforts for comment from those Neighborhood Advisory Committees affected by a proposed capital project. This process will be aided by the Planning Board's annual progress meeting on the Master Plan. The Annual Capital Plan of the City should be reviewed by the Planning Board as is encouraged under the MLUL to ensure that major capital projects are consistent with the priorities established in the Master Plan.



The preparation of the City's Capital Improvement Plan should also be coordinated with the Capital Improvement Programs of other governmental and non-profit development units undertaking projects within the City (e.g. the County Improvement Authority, the School District, hospitals, the Universities and Community College, the DRPA, the NJDOT/NJT, Cooper's Ferry Development Corporation). This will allow the City to leverage other funds being earmarked for improvements in similar geographic areas.

2. Update zoning regulations and redevelopment plans to reflect the Master Plan.

Because the Master Plan is primarily a plan for the use and development of land, most of its land use policy recommendations will be implemented through changes in the City's zoning regulations and map. Many of the available City tools for regulating and encouraging development and redevelopment have not significantly changed since the 1980's, nor have they kept pace with changes in technology and the economy.

Constant piecemeal amendments of the zoning code and Zoning Board appeals delay development and frustrate new initiatives that are positive for the City. They also discourage private investment and substantially add cost to doing business in the City.

The City's zoning and redevelopment powers play decisive roles in implementing the Land Use Element of its Master Plan and these tools need to be updated. It should be recognized that zoning changes are not retroactive. In other words, zoning changes alone do not create instant improvement. The effect of zoning changes is limited to ensuring that development initiated after a change in zoning rules will reflect the land use policies and vision goals of the Master Plan.

The Master Plan proposes the incorporation of flexible zoning techniques to achieve innovative development approaches in economic development areas. Planned development techniques are also proposed in the development of larger parcels proposed for higher density residential areas within the CBD and along the waterfront area.



Residential densities in the low and medium land use categories are proposed to be reduced to reflect a community desire to have more open space for each residential lot.

This does not mean that creative redevelopment using traditional housing types characteristic of Camden's housing stock - townhouse or row home, two-family and multi-family units, would not be encouraged - but that they would be developed at an overall gross density that is less than currently permitted within certain zoning districts.

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For example, this will mean wider townhouse units and more useable rear yard space. In multi-family developments increased on-site useable open space will also be generated.

A conditional use provision technique is recommended for new multi-family development within low or medium density zones. New multi-family developments will need to meet prescribed site design, buffering and landscaping and other performance standards. This will limit indiscriminate pockets of higher density development occurring in a predominantly lower density area.

High density residential development is proposed to be adjusted as well to reflect marketplace realities. Locations of higher density are generally targeted to areas adjacent to the downtown, in the waterfront district and as part of the transit-oriented mixed-use development area.



In addition, the zoning concepts of mixed-use districts is also recommended in five main areas as envisioned in the Master Plan. These include the Transit-Oriented development district at the PATCO Ferry Avenue station area, the Mixed-Use Waterfront development district which encompasses the waterfront area, a refinement of the Center City

development district in the CBD, a Mixed Corridor development district covering the Atlantic Avenue corridor area, and a Mixed Development district involving the Harrison Avenue former land fill site. Within the proposed industrial office land use areas a planned development technique should also be established to permit flexible site design necessary to achieve the recommended urban industrial parks.

Zoning revisions should also remove current ambiguities and obstacles to development, while ensuring the highest standards of site design and amenity. The concept of requiring a percentage of a project cost to include an added public amenity such as increased landscape areas, and installing works of art and sculpture in public spaces should be explored. In addition, proposed major projects should be required to examine their traffic, drainage and other physical impacts on adjacent properties and to provide appropriate off-tract improvements.

Redevelopment plans need to be updated where necessary in response to specific development initiatives recommended in the Master Plan. Creation of new redevelopment plans should be tied to advancing active developer interest for a specific project activity consistent with the Master Plan.



Some of the City's earlier redevelopment plans that have not been updated since their adoption in the late 1970's or early 1980's are set to expire within the next five years. The expiring redevelopment plan controls should be reexamined

and updated to reflect the revitalization strategies recommended by the Master Plan. The CBD design plan should be used as a basis to guide CBD revitalization programs.

The redevelopment laws of New Jersey have also changed in the last few years creating greater flexibility in establishing different levels of public intervention to effect neighborhood and economic revitalization programs. For the areas with expiring redevelopment plans, the expanded options offered by the new law should be examined for their applicability on a project-by-project basis. The status of the City's existing redevelopment plans has been presented in Chapter I of this report.

3. *Revise current ways of "doing business".*

Streamline the development review and approval process

Other than for major development applications, "minor" development applications should be exempt from notice and public hearing requirements as is permitted by the State's planning law (MLUL). Formally establish and require a pre-application meeting process within the Planning Division to review project submission documents and identify early issues requiring either City resolution, actions by higher governmental agencies or further study by the applicant before a formal application submission is made. This pre-application process will save an applicant time and money. Also institute a pre-construction meeting process to establish coordination between city agencies and an applicant to clarify inspection, bonding and construction permitting procedures once project approval is obtained. Update "how to" guides for applicants explaining the City Planning Board formal review and approval process.

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Create a “Business Friendly” environment

A “rapid response team” within the City’s Business Development Center should be established with one individual given the role as Chief Expediter to react quickly to solve problems encountered by existing businesses and to expedite development applications for both new and existing projects.

The team should meet bi-weekly to informally review development inquiries, code violations of businesses and Planning Board issues being encountered by businesses and the development community. Technical staff from the City departments involved with inspection, planning and development should form the team.

Recommendations to solve “bottle-necks” and specific issues should result from the team review meetings. Such efforts will earn the City a business-friendly reputation.

Improve delivery of social services



Addressing the social service needs of City residents requires collaborative partnerships between the City, social service providers and community organizations as well as faith-based groups. Involving residents through the Neighborhood Advisory Councils in social services planning and implementation is recommended to

ensure early identification of unmet social services needs in order to achieve more self-reliant neighborhoods.

An advisory council comprised of social service providers should be formed that would address programs needed to help families, individuals and children with basic life skills and human services needs. As further refinements to the neighborhood revitalization proposals contained in the Master Plan are undertaken, the recommendations of the advisory council regarding improvements in the basic social service framework should be integrated within the physical improvement plans.

Restructure PILOT agreements

As part of an incentive package to attract new economic development, the use of a “payment in lieu of taxes” (PILOT) program is a useful tool for

attracting new development provided that the costs of basic City services required by such development are covered. Two alternatives for restructuring how the City uses tax abatement incentives in the future are suggested in this regard.

One option would be to have new projects pay full taxes without abatement. The project developer would work out with appropriate State agencies financial offsets to achieve necessary incentives for a proposed development (e.g. low interest loans, grants, job training, business tax adjustments and site acquisition assistance). The City would still be involved in negotiating with a developer a set of required off-site infrastructure improvements that would assist with project implementation.

The other option would be to base a PILOT agreement on a “percent of income” method rather than on the “percent of project cost” method as is currently the case with certain projects. This latter technique was also recommended in the “Multi-Year Recovery Plan” since it was concluded that such a revision would result in effectively about the same revenue for municipal purposes as the full taxation option.

In addition, by changing the basis for calculation, PILOT revenue would increase as project revenue increases over time. Abatements should be negotiated to phase into full taxation in the shortest time frame possible. Clearly they should initially be limited to the statutory time of 15 years from the completion of construction. In addition, existing PILOT agreements should be updated where possible to more accurately reflect current City service costs associated with a project. Extensions, if allowed by law, should be renegotiated as appropriate to assist with project feasibility.

City ordinances governing PILOT policies should be amended to reflect recommended changes in this regard. All requests for new PILOT agreements should be reviewed by the Department of Development & Planning in coordination with other City staff before a formal recommendation is presented to the City Council for action.

With respect to the Port of Camden, there are vacant properties that are not required for direct port operations but that can be developed for industrial uses. These vacant properties should pay full taxes and, when ready for development, they should be transferred by the State to the City’s reconstituted redevelopment agency for development by a private entity.

In this fashion, new development will not be subject to the current blanket PILOT agreement that covers port operations. The restructured approach

Translating the Master Plan Into Action

for dealing with financial incentives for redevelopment as recommended above can then be applied so that each new project is treated on its merits regarding the benefits it will create to the City's economic base.

Negotiate tax exempt property treatment

Tax exempt institutions are estimated to account for about 50% of useable property in the City. This places a disproportionate tax burden on private businesses and residents in relation to other surrounding municipalities placing Camden in a less competitive position in attracting new business development.

Accordingly, agreements with these tax exempt institutions need to be developed so that at a minimum the costs of City services to the areas containing such facilities are equitably reimbursed. This initiative will require cooperative efforts between the State legislature, County government, medical and educational centers and the City.

Leverage public investments

As part of expanding available funding resources to undertake neighborhood and economic development projects the leveraging of public investments should be pursued. Such leveraging should be applied to revitalization areas identified in the Master Plan.



Public investments involving City capital funds, CDBG, empowerment funds and State capital investments should be used to leverage funds from private lending institutions, tax exempt development bond issues, tax credits, charitable trusts and foundations.

By way of example, a portion of the CDBG funds could be used to pay for

development loans for ready-to-go housing and economic improvement projects' infrastructure needs as opposed to providing an outright grant for such improvements. This requires prudent underwriting standards but would stretch the annual available CDBG funding to expand the number of projects that can be started to implement the Master Plan's initial short term program.

Consideration should be given to limit the use of CDBG funds to solely support eligible neighborhood and economic development project activities.

This will require alternate funding sources to be identified (e.g. County, foundations, State, charitable organizations) to support those social service providers now receiving CDBG allocations from the City. By focusing use of CDBG funds toward physical improvements recommended in the Master Plan earlier and greater progress can be made toward creating visible change in City neighborhoods.

Also, interest free loans for site assembly through the State's Urban Site Acquisition program could be combined with CDBG or NJEDA funds to "kick start" the proposed urban industrial park projects recommended in the Master Plan. These loans would be repaid at the time of finance closing for a specific development project. Because of the loan period criteria a proposed



industrial project needs to be ready to go forward according to a specific development plan.

Use of federal Historic Preservation Tax Credits could similarly be combined with other public and private funding sources to assist in the feasible rehabilitation and recycling of historic properties located within the downtown or in neighborhood areas.

Tax credits should be combined with other funding sources in the production of low and moderate income housing.

Other sources of funding that would result from proposals for an entertainment venue surcharge, empowerment zone financing and the establishment of special community reinvestment districts should be combined with available City funds for capital projects and applied to targeted improvement areas within the City.

4. *Devise legislative actions to expand planning tools and funding resources.*

Create waterfront entertainment surcharge

In order to spread the economic benefits being generated from the ongoing development and tourist industry expansion along the downtown waterfront into neighborhood improvement programs, an entertainment surcharge on recreational tickets and event parking fees should be instituted. This technique is also recommended in the "Multi-Year Recovery Plan".

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The State should authorize the establishment of this surcharge limited to Camden. This is not unlike other special tax programs on the entertainment industry that have been instituted in several New Jersey municipalities with a growing entertainment industry.

This entertainment surcharge would be based on a percentage of the ticket price and event parking fee and be payable on all tickets sold regardless of the location of the ticket sale. The surcharge provides a means for those who do not own property in the City but enjoy the benefits of the waterfront facilities to share in the cost of municipal services that are required by these facilities.



Revenues from the surcharge should be dedicated to a City neighborhood reinvestment fund to be used to support neighborhood improvements that are part of the City's Master Plan implementation program. In this fashion, a new annual revenue stream for neighborhood and economic reinvestment in the City can be established to augment current capital and grant expenditures for such activities.

Establish Community Revitalization Enhancement Districts (CReED)

In order to further encourage public improvements, minimize risk to private sector investment, and give new businesses an incentive to locate within proposed urban industrial parks and other recommended economic development areas of the City, State legislation to allow for a community revitalization enhancement district (CReED) should be adopted and applicable to Camden.

This technique would allow both the City and the State to leave in an established district up to a set amount of annual sales and income tax revenues generated from new development for a period of 15 years. The City retains property taxes (real and personal), for use in the district; the CReED captures sales taxes for use in the district. The State dollars that would have been collected, coupled with local property taxes are then available for redevelopment purposes within the 15 years of the district's life. In addition, a 25% capital investment credit can be written off the State tax.

These resources would produce a substantial incentive for private reinvestment by reducing the burden of significant capital costs in creating a modern industrial park development. This technique has been successfully used in other States.

Formalize institutional partnerships

Given the role that key institutions play in the long term revitalization of the City, innovative partnerships that go beyond current levels of cooperation that such institutions maintain with the City are required. These institutions include organizations such as the Cooper Medical Center, Rutgers



University, Our Lady of Lourdes Medical Center, Virtua-West Jersey Health Center, Camden Board of Education and others.

Each of these organizations engages in facility improvements for their respective sites. Site improvements within the vicinity of these facilities represent an opportunity to augment

other planned neighborhood housing or commercial revitalization efforts in the area. In this regard, site amenities such as improved lighting, upgraded sidewalks and street trees should be provided by the institution to augment City capital improvements that may be planned for the neighborhood. By doing so, these institutions will become more involved in the planning for their physical integration within the fabric of the neighborhood.

In lieu of actually constructing such site amenities, a form of community reinvestment fund could be established by local ordinance whereby these institutions can make an off-site contribution to cover the cost of an agreed-upon site amenity package. Such contributed funds would be placed in an escrow account to be spent in a timely fashion and only in areas adjacent to the institution as part of planned City infrastructure improvements for the neighborhood. These improvements would be consistent with the Master Plan.

Accelerate property foreclosures for redevelopment

Acquiring property through foreclosure can be a burdensome and time consuming process. This is because notification of judgement lien creditors is required and current addresses of such creditors are difficult to trace. This is further complicated when creditors have common last names.

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Changes in applicable law would require various administrative procedures to be initiated to allow for a clearer identification of a lien creditor address. By



doing so, the ability to acquire and close title on a property would be dramatically accelerated.

In the redevelopment of a proposed area the sooner the proposed project land area can be assembled, the quicker the development will occur. Since real estate development is affected by interest

rates, market conditions and user needs, assembling sites in a timely fashion is imperative in order to meet the oftentimes pressing need of an existing business. This is even more important when courting new business development as the ability to build a new facility quickly is an important factor in a company's relocation decision.

In the alternative, a municipal land bank should be created that would acquire, assemble and manage potential redevelopment lots. By doing so, the incremental acquisition of redevelopment parcels can eventually lead to a development parcel large enough and ready for development that will be attractive to new or existing business companies.

Strengthen housing code enforcement on vacant and abandoned properties

While routine code enforcement efforts coupled with technical assistance and financial resources for owner-occupants can produce positive results, the issue of abandoned and vacant properties is more complicated. Requiring property owners to bring abandoned and vacant housing up to code is often relegated to a municipal court action issuing a fine which in many cases is less than the cost of correcting code violations. This results in owners paying fines rather than correcting the code problem.



Additional judicial authority is required allowing a municipal court to order non-compliant properties into receivership and to remove "clouds" on

property title on properties ordered into receivership. These actions would spur owners to act quickly to correct violations or lose their properties. The City of Pawtucket, Rhode Island, has established an improved municipal housing court system without the infusion of additional funds or adding more City staff judges to the payroll, all of which has resulted in significant improvement to the existing housing stock.

Achieving a strong housing code enforcement effort requires a coordinated strategy that includes:

- Federal funds or other resources to purchase abandoned properties in receivership to either demolish or sell to non-profit organizations which in turn rehabilitate them and sell them to first-time home buyers.
- Maintaining lists of vacant properties updated monthly to accelerate code inspections and notice of violations to accelerate property improvements or initiate judicial action.
- Serving primary lien holders where owners are difficult to locate and citing them to correct code violations.

Augmenting redevelopment financing resources

Increasing State financial resources to reduce sole reliance on local property tax revenues to fund redevelopment projects should be initiated. Financing of municipal tax credits and abatements, provision of low interest redevelopment loans and creating a regional tax equalization fund permitting indexed tax breaks based on family incomes for residents residing in designated redevelopment areas would help urban aid cities like Camden achieve their revitalization goals.

As a pilot effort, the partial municipal abatement of residential assessed value of an existing structure to be rehabilitated with private funds should be instituted. There would be no income limits attached to the receipt of such an abatement. Upon the sale or transfer of the rehabilitated unit, a portion of the tax deferral granted would be repaid to the City from the proceeds of the transaction. A dedicated fund from State-wide realty transfer taxes could be used to make up the balance of the tax deferral prior to the sale of a unit. This type or similar incentives are needed to attract moderate-income families into targeted revitalization areas of the City.

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Create an Infrastructure Fund

While periodically proposed in the past, an infrastructure improvement fund should be created at the State level. This dedicated fund should be available to assist in the improvement and rehabilitation of existing aged infrastructure. Given the “Smart Growth” recommendations of the

State Plan, this infrastructure fund would be one way to level the playing field with respect to site development costs between urban and suburban areas. By offering such assistance to correct existing infrastructure deficiencies, additional private reinvestment in cities can be achieved.

Seek an increase in CDBG (and State) funds for demolition of blighted abandoned buildings

An increase in the dedicated portion of federal CDBG funds allocated to New Jersey should be established. These additional funds should be earmarked for demolition of abandoned buildings in urban aid communities. This fund should also be leveraged with additional State resources. These increased monies will accelerate the removal of abandoned blighted structures in planned redevelopment areas in order to advance the revitalization objectives of adopted City plans.

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Appendix Topics

<i>Interview List</i>	<i>I-A.1</i>
<i>Master Plan Community Input Survey</i>	<i>I-A.2</i>
<i>Review of Adjoining Municipal Plans to Camden</i>	<i>III-A.1</i>
<i>Selected Census Data</i>	<i>IV-A.1</i>
<i>Funded Brownfields Site Investigations</i>	<i>V-A.1</i>
<i>Employment Projections / Agricultural Policy Objectives</i>	<i>V-A.4</i>
<i>Inventory of Landmarks, Historic Places and Districts - City of Camden</i>	<i>VI-A.1</i>
<i>Description of Proposed Fettersville and Wrightsville Conservation Districts</i>	<i>VI-A.9</i>
<i>Community Center Planning Standards</i>	<i>VII-A.1</i>
<i>Existing Mini-Parks - City-Owned</i>	<i>VII-A.2</i>
<i>Existing Neighborhood Parks - City of Camden</i>	<i>VII-A.3</i>
<i>Existing Community Parks - City of Camden</i>	<i>VII-A.5</i>
<i>Recreation Facility Criteria</i>	<i>VII-A.6</i>
<i>Existing Bus Routes Servicing Camden City</i>	<i>VIII-A.1</i>
<i>County Highway Classifications</i>	<i>VIII-A.3</i>
<i>Existing Police Department Facilities</i>	<i>IX-A.1</i>

INTERVIEW LIST

- *Robert Allenbach*, Camden Chief of Police
- *Joseph Balzano*, Executive Director/CEO, South Jersey Port Corporation
- *Jennifer Barton*, Manager Public Affairs, L₃ Communications
- *Shirley Bishop*, Executive Director, NJ Council on Affordable Housing
- *John Bond*, Camden Housing Authority
- *Robert Boyer*, Director, City Department of Health & Human Services
- *David Brown*, Camden Housing Authority
- *Sean Closkey*, Executive Director, St. Joseph's Carpenter Society
- *Thomas Corcoran*, President/CEO, Cooper's Ferry Development Association, Inc.
- *Dr. Roy Dawson*, Camden Superintendent of Schools
- *Michael Diemer*, Executive Director, Cooperative Business Assistance Corporation
- *Father Doyle*, Board Member, Waterfront South Neighborhood Planning Project
- *Gail Elbert*, Camden County Supervising Planner
- *Gwendolyn Faison*, Mayor
- *Roberto Felize*, Director, City Department of Public Works
- *Bryan Finnie*, Managing Director, Camden Empowerment Zone Corporation
- *L. Douglas Griffith*, Camden County Planning Director
- *Jerome Harris*, Director, Institute for Urban Policy, Rowan University
- *Patrick Hennessy*, Funds Management Officer, CBAC
- *Leslie Hirsch*, Cooper Hospital University Medical Center
- *Dave Hojsak*, Area Planning Manager, NJ Office of State Planning
- *Lt. Jeminey*, Community Liaison Officer, Camden Police Department
- *Robin Johnson*, City Sr. Program Development Specialist
- *Linda Johnson*, City NPP Director
- *Thomas Jones*, Director, Urban and Community Relations, UMDNJ
- *Bob Kaufman*, Consultant, Cramer Hill Neighborhood Advisory Committee
- *Robert Kelly*, Camden County Engineer
- *Tom Knoche*, Executive Director, Save Our Waterfront, Inc.
- *Mark Lonetto*, Camden County Administrator
- *Charles Lyons*, City Chief Planner
- *Fred Martin, Jr.*, Sr. Administrative Analyst, City Brownfields Coordinator
- *Joseph Mintzer*, Vice President & CEO, Coriell Institute
- *David Murphy*, Acting Director, Delaware River Port Authority
- *B. James Nash*, Deputy Chief, Camden Fire Department
- *Terry O'Donnell*, Fairview NPP
- *Carlos Peraza*, Executive Director, LAEDA
- *Paul Redman*, Assistant Engineer, City Department of Utilities
- *Michael Reilly*, VP Human Resources, L₃ Communications
- *Thomas Roberts*, Executive Director, Camden Redevelopment Agency
- *Phillip Rowan*, Executive Director, Camden County Improvement Authority
- *Mark Rozewski*, Office of the Provost, Rutgers University Camden
- *Donna Rucke*, Director, Waterfront South Neighborhood Planning Project
- *Betsy Russell*, Camden Lutheran Housing
- *Ron Sadler*, Chairman, City Planning Board
- *Judy Shaw*, NJ Office of Empowerment
- *Lee Solomon*, Camden County Prosecutor
- *William Spearman*, Project Manager, Cooper's Ferry Development Association
- *Marialice Stanzeski*, Director, City Division of Economic Development
- *Preston Taylor*, Business Administrator
- *S. Thomas Holmes*, Development Director, Camden County OEO
- *Robert Thompson*, City Senior Historic Preservation Specialist
- *Luz Torres*, Director, City Department of Planning and Development
- *Gary Urban*, Director of Facilities, Rutgers University Camden
- *Donald Vidal*, Vice Chairman, City Planning Board
- *James Wallace*, Senior Vice President, Our Lady of Lourdes Medical Center
- *Charles Williams*, Department of Health and Human Services
- *Duane Williams*, Camden Urban Enterprise Zone
- *Edward Williams*, Director, City Division of Planning
- *Stan Witkowski*, City Division of Housing Services
- *Robert Zane*, Group Director, RE Operations, Campbell Soup Company

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**CITY OF CAMDEN
DIVISION OF PLANNING
CITY HALL, SUITE 420
6TH & MARKET STS.
757-7382/ 968-4707/968-3507**

CAMDEN CITY MASTER PLAN SURVEY

MARCH 1999

Dear Resident,

The Camden Master Plan is a comprehensive plan that will set forth the development goals, policies, and targets for the entire city of Camden and individual geographic areas within the city over the next 15 years.

In order to assure that we are aware of the concerns and desires of residents before the next round of meetings in April, please answer the below questions and return the Survey to the school or day care center from which it came.

If you have any questions, please contact my staff at one of the telephone numbers above.

**Sincerely,
Edward C. Williams,
Planning Director**

1. Name _____ Address _____

2. Did you complete a Consolidated Plan Community Input Survey in Feb.? Yes/No

3. If you had a wish list of improvements for your neighborhood, what would it be?

CITY OF CAMDEN
MASTER PLAN
COMMUNITY INPUT SURVEY

MARCH 1999

**DEPARTMENT OF DEVELOPMENT
AND PLANNING**

DIVISION OF PLANNING

LUZ M. TORRES, DEPARTMENT DIRECTOR
EDWARD C. WILLIAMS, PLANNING DIRECTOR

SURVEY TEAM:

ROBIN JOHNSON, Senior Program Dev. Specialist
EDWIN MARTINEZ, Senior Planning Aide
DARRYL DOZIER, Research Assistant
LINDA JOHNSON, NPP Director

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ACKNOWLEDGMENTS

We would like to take this opportunity to thank all the people who were so helpful with the coordination and distribution of the over 20,000 copies of the Master Plan Community Input Survey forms.

To Mrs. Cecelia Brown-Cannon, Director of Federal and State Funds - Camden City Board of Education for assisting in the copying of the Survey forms for the schools and for coordinating the meeting with the Community School Coordinators.

To Mrs. Carol Jason, Director of Community School Coordinators for providing the Spanish and Asian translations and for being the collection point for the return of the survey responses from the Community School Coordinators.

To the Community School Coordinators and to the Principals and staff of the 34 schools for distributing and collecting the surveys from the students.

To the Executive Directors and administrative staff of the 42 daycares for distributing to and collecting the surveys from the parents.

To Mrs. Benton of Camden Co. OEO Headstart Administrative Office for coordinating the distribution and return of the survey responses from all the Headstart centers in the city.

To Mr. Wilbert Mitchell, Executive Director and Mr. Darrell Crone for coordinating the distribution and return of the survey responses from all the Respond day care centers in the city.

To Mr. James Cook, Director of Management - Camden Housing Authority, and staff for copying the survey forms and coordinating the distribution of the forms to the target population requested by the Division of Planning.

And lastly to the 1,301 residents who took time to complete the survey and to share their wishes for a better Camden.

**CITY OF CAMDEN
DIVISION OF PLANNING**

**MASTER PLAN COMMUNITY INPUT SURVEY
MARCH 1999**

SUMMARY BY LINDA D. JOHNSON

16,000 survey forms were delivered to the Community School Coordinators for distribution to the 34 public schools in the city. 2,376 survey forms were delivered to 42 of the 48 known day care facilities in the city. 1,800 survey forms were sent to the target adult residents by the Camden Housing Authority. The total survey forms of 20,176 that were sent out represents 35.8% of the 18 years old and over population in the city as per the 1990 Census.

1,257 Camden city residents and 44 Camden county residents responded to the Master Plan Community Input Survey. This total of 1,301 responses received represents 6.4% of the total outreach. The actual responses of 1,170 that were used in this summary represents 5.8% of the total outreach.

683 survey responses came from parents whose children attend our public schools. 630 survey responses came from parents whose children attend our day care centers. 9 survey responses came from the elderly and households without minor children who reside in our public housing developments. After removal of duplicate, the total went from 1322 to 1301 (1257 city residents and 44 county residents.)

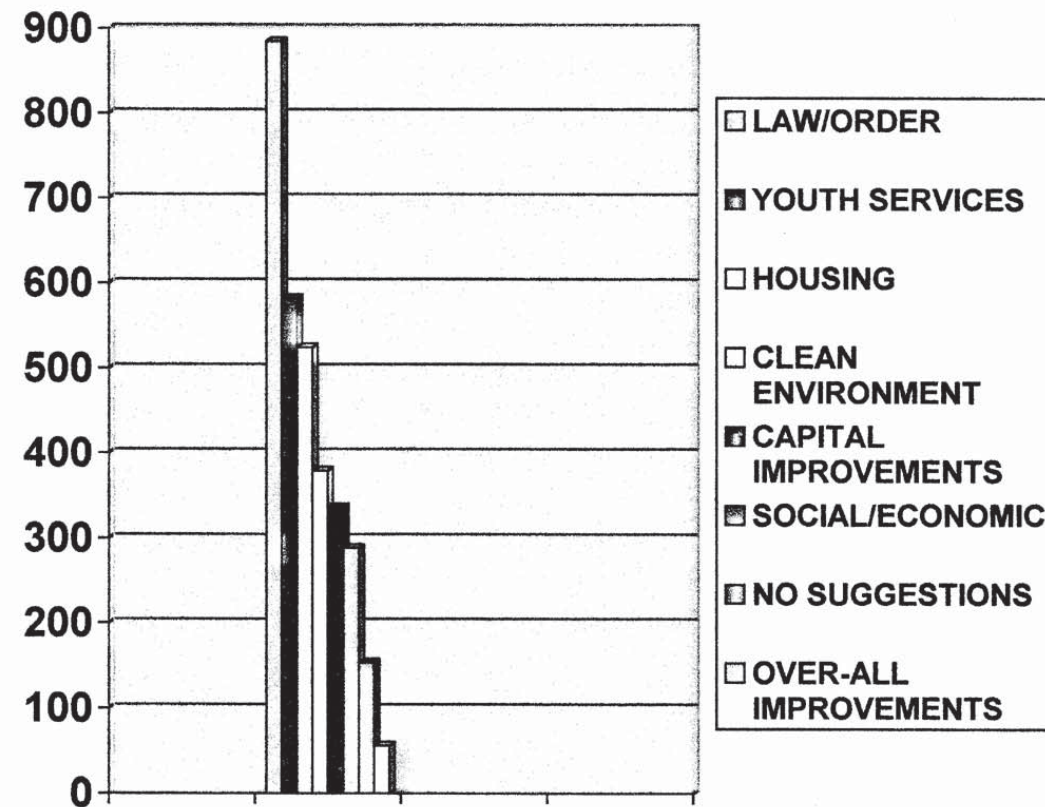
Of the 1, 257 residents, 87 had completed the February 1999 Consolidated Plan survey and listed the same concerns expressed in that survey. The Master Plan Community Input survey results are based on the responses of the remaining 1,170 city residents.

327 residents are from Neighborhood Planning District 1 which consists of 8 neighborhoods including Center City. 446 residents are from Neighborhood Planning District 2 which consists of 5 neighborhoods. 357 residents are from Neighborhood Planning District 3 which consists of 7 neighborhoods. The remaining 40 residents are assigned to the City total because they did not give their complete street address.

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**CAMDEN CITY MASTER PLAN
COMMUNITY INPUT SURVEY (MARCH 1999)**

RESIDENTS' WISHES



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MARCH 1999 MASTER PLAN SURVEY OF CAMDEN CITY RESIDENTS

WISHES	NPD 1 (327)	NPD 2 (446)	NPD 3 (357)	CITY TOTAL (1,170)
Vacant House Rehab.	58 (17.7%)	57 (12.8%)	64 (17.9%)	182 (15.5%)
Demolition	43 (13.1%)	46 (10.3%)	17 (4.8%)	111 (9.5%)
Occupied House Rehab.	11 (3.3%)	19 (4.3%)	17 (4.8%)	50 (4.3%)
New Construction	17 (5.2%)	17 (3.6%)	13 (3.6%)	50 (4.3%)
Affordable Housing	14 (4.3%)	19 (4.3%)	13 (3.6%)	46 (3.9%)
Code Enforcement	12 (3.7%)	12 (2.7%)	19 (5.3%)	48 (4.1%)
Board Up Vacants	11 (3.4%)	12 (2.7%)	9 (2.5%)	34 (2.9%)
Middle Income Housing	0 (0.0%)	0 (0.0%)	1 (0.3%)	3 (0.3%)

TOTAL HOUSING

WISH LIST 166 (50.8%) 182 (40.8%) 152 (42.6%) 524 (44.8%)

Narrative: The wish list for "quality" housing expressed by the 524 residents mandates serious consideration for the development of a long term Housing Plan for the city. The Plan, in a ten year timeframe, should address the condition of occupied houses and properties, type of and size of new houses, use of vacant buildings, demolition, uses of existing and future vacant lots, and a policy on existing non-conforming/incompatible land uses, at the least, within a defined geographic area.

WISHES	NPD 1 (327)	NPD 2 (446)	NPD 3 (357)	CITY TOTAL (1,170)
Clean Environment	89 (27.2%)	134 (30.0%)	74 (20.7%)	306 (26.2%)
City Services	8 (2.4%)	12 (2.7%)	19 (5.3%)	44 (3.8%)
Vacant Lots	2 (0.6%)	16 (3.6%)	8 (2.2%)	29 (2.5%)

TOTAL CLEAN ENVIRONMENT

WISH LIST 99 (30.3%) 162 (36.3%) 101 (28.3%) 379 (32.4%)

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Narrative: The abundance of dirt, debris and broken glass in the street, on vacant lots and land, and in and around vacant and some occupied properties is the main concern of 335 of the 379 residents in this category. The need for systematic and consistent code enforcement is evident not only in the wish list of the 524 residents who are basically asking for a housing stock of good quality but also in this Clean Environment category which could well be placed under Code Enforcement or Ordinance Enforcement as it deals mainly with the lack of proper maintenance of land and buildings as well as the constant littering that occurs in the city. In addition to debris and weed removal on the vacant lots, residents wish for some planned use of the lots, such as a garden or playground. The main area specified under the City Services wish is to increase the trash collection days.

WISHES	NPD 1 (327)	NPD 2 (446)	NPD 3 (357)	CITY TOTAL (1,170)
Drugs	84 (25.7%)	158 (35.4%)	118 (33.1%)	380 (32.5%)
Crime	59 (18.0%)	103 (23.1%)	43 (12.4%)	214 (18.3%)
Police	38 (11.6%)	85 (19.1%)	49 (13.7%)	184 (15.7%)
Ordinance Enforcement	24 (7.3%)	30 (6.7%)	22 (6.2%)	79 (6.8%)
Traffic Control	6 (1.8%)	11 (2.5%)	11 (3.1%)	28 (2.4%)
TOTAL LAW & ORDER WISH LIST	211 (64.5%)	387 (86.8%)	243 (68.1%)	885 (75.6%)

Narrative: A decent and safe environment is the main wish of the 885 residents. Drugs, violence and prostitution continue to be the major obstacles to city residents enjoying a "quality life" environment. Included in the 214 wishes for crime abatement are 25 wishes for neighborhood town watch organizations. The main wish specified in Police is for neighborhood foot or bike patrols. Other Police performance areas specified are community policing, quicker response time, and a general increase in police presence citywide. In the Ordinance Enforcement wish, loitering and curfew are the main specified areas. Also included are noise, abandoned vehicles, and illegal/incompatible land uses. The traffic control system wish is for additional traffic lights and resolving speeding on local streets.

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WISHES	NPD 1 (327)	NPD 2 (446)	NPD 3 (357)	CITY TOTAL (1,170)
Youth Activities	44 (13.5%)	72 (16.1%)	53 (14.8%)	180 (15.4%)
Parks	59 (18.0%)	46 (10.3%)	35 (9.8%)	148 (12.6%)
Schools	20 (6.1%)	59 (13.2%)	26 (7.3%)	112 (9.6%)
Modern Rec. Facilities	31 (9.5%)	29 (6.5%)	33 (9.2%)	101 (8.6%)
Parenting	6 (1.8%)	6 (1.3%)	9 (2.5%)	22 (1.9%)
Library	5 (1.5%)	13 (2.9%)	1 (0.3%)	19 (1.6%)
TOTAL YOUTH WISH LIST	165 (50.5%)	225 (50.4%)	157 (44.0%)	582 (49.7%)

Narrative: All concerns listed by the 582 residents are for the benefit mainly of the City's young people. The Youth Activities wish is a general cry for something constructive, enjoyable, and educational for the young people during "non-school hours" to help them fight the temptation of drug using/selling and to develop better life skills in general. Included in the 180 wishes are 42 wishes for community centers that are open in the evening, 7 of which for weekends also. More playground equipment, more play areas, and consistent park maintenance are the main areas specified under Parks. The largest area specified under Schools is for after school programs. Other areas specified are more crossing guards, truancy abatement, better curriculum, and better school buildings and grounds. The wish for parenting activities is to teach young parents the proper skills as well as to foster more parental involvement.

WISHES	NPD 1 (327)	NPD 2 (446)	NPD 3 (357)	CITY TOTAL (1,170)
Street Improvement	55 (16.8%)	59 (13.2%)	77 (21.6%)	203 (17.4%)
Streetscape	39 (11.9%)	38 (8.5%)	22 (6.2%)	99 (8.5%)
Water Improvement	5 (1.5%)	7 (1.6%)	8 (2.4%)	21 (1.8%)
Sewer Improvement	2 (0.6%)	2 (0.4%)	2 (0.6%)	8 (0.7%)
Parking	2 (0.6%)	2 (0.4%)	1 (0.3%)	5 (0.4%)
TOTAL CAPITAL IMPROVEMENT WISH LIST	103 (31.5%)	108 (24.2%)	110 (30.8%)	336 (28.7%)

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Narrative: 336 wishes are for improved infrastructure. The largest wish specified under Streetscape is for more street lighting. Other areas specified are street trees and sidewalk replacement. The parking wish is mainly for neighborhood Laundromats and center city trips.

WISHES	NPD 1 (327)	NPD 2 (446)	NPD 3 (357)	CITY TOTAL (1,170)
Unity Building Activities	18 (5.5%)	67 (15.0%)	25 (7.0%)	115 (9.8%)
Jobs	20 (6.1%)	28 (6.3%)	15 (4.2%)	68 (5.8%)
Employment Training	2 (0.6%)	6 (3.4%)	2 (0.6%)	10 (0.9%)
Stray Animals	5 (1.5%)	17 (3.8%)	3 (0.8%)	29 (2.5%)
New Stores	7 (2.1%)	8 (1.8%)	4 (1.1%)	22 (1.9%)
Child Care	6 (1.8%)	4 (0.9%)	9 (2.5%)	19 (1.6%)
Special Needs	8 (2.4%)	5 (1.1%)	2 (0.6%)	16 (1.4%)
Health Services	3 (0.9%)	0 (0.0%)	2 (0.6%)	7 (0.6%)
Elderly Assistance	2 (0.6%)	0 (0.0%)	0 (0.0%)	3 (0.3%)
TOTAL SOCIAL/ ECONOMIC WISH LIST	71 (21.7%)	135 (30.3%)	62 (17.4%)	289 (24.7%)

Narrative: 289 residents wish for improvement in the social/economic environment. In the Unity Building wish, residents are asking for some organized effort to bring the community together. Community clean-up is the main activity specified. The Employment Training wish includes minority business development assistance. A supermarket and "mall-type" retail stores are the main types specified under the New Stores wish. Handi-cap curb cuts and a moratorium on homeless shelters in addition to physical / operational improvements to the existing homeless shelters are the areas specified under Special Needs. Home health aides is the specified area under Elderly Assistance.

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WISHES	NPD 1 (327)	NPD 2 (446)	NPD 3 (357)	CITY TOTAL (1,170)
Over-all Improvement	12 (3.7%)	20 (4.5%)	21 (5.9%)	56 (4.8%)

Narrative: 56 residents responded that "everything" needed to be improved.

WISHES	NPD 1 (327)	NPD 2 (446)	NPD 3 (357)	CITY TOTAL (1,170)
No Suggestions	49 (14.4%)	49 (11.0%)	51 (14.3%)	153 (13.1%)

Narrative: 149 of the 153 residents merely gave their name and street address, acknowledging that they are aware of the City Master Plan Update process.

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REVIEW OF ADJOINING MUNICIPAL PLANS TO CAMDEN

a. City of Philadelphia

The City of Philadelphia is located directly west and across from the City of Camden with a long common border that generally extends north of the Benjamin Franklin Bridge to the Walt Whitman Bridge. These two major Cities are separated from each other by the Delaware River. However, some of their land use patterns and transportation systems relate to and impact upon each other.

In addition to existing port facilities, Philadelphia's waterfront area from Spring Garden Street to Snyder Avenue has recently emerged as a mixed-use corridor including newly planned entertainment centers, restaurants, movie and retail complexes, hotels, and condominiums. There is also a riverwalk system, museums and a strong emphasis on job creation and retention and tourism.

Philadelphia's continuing development challenge will be to integrate new projects along its Delaware River waterfront with older neighborhoods located immediately adjacent to and west of Interstate 95 and making land use connections back to its Center City area while preserving and enhancing views and access to the waterfront area. The City of Camden is faced with similar challenges while at the same time supporting linkages between the two, i.e. bridge improvements, enhanced water related transportation (small craft shuttles, ferry service, and day charter boats), tram river crossing implementation, and expanded tourism and regional recreation opportunities.

Other economic spinoff opportunities that can benefit Camden's revitalization is the demand for back office space at more affordable land prices than what is currently available in Center City office districts. With improved mass transit and waterborne transportation, available and developable parcels adjacent to Camden's waterfront district are premier candidates to attract such uses.

A "Two Cities - One Waterfront" regional theme has evolved with regional agencies and the two Cities collaborating on transportation and marketing efforts to advance mutual economic development objectives along their respective waterfronts.

b. Pennsauken Township

The Township of Pennsauken has established two (2) planning districts adjacent to the City of Camden on its Zoning Map. The Browning planning district includes Petty Island and is generally located between the Delaware River and Chestnut Street. The Cooper planning district extends from Chestnut Street to include Crescent Boulevard (U.S. Route 130), Bridge Boulevard

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or Admiral Wilson Boulevard, and Kaighns Avenue, down to the Cooper River and its common border with the Borough of Collingswood.

The 1998 Master Plan Re-Examination Report for Pennsauken Township notes that most of its shared municipal border with the City of Camden is made up of residential land uses - either single-family attached or detached units. The abutting R-3 Residential zoning district permits single-family detached dwelling units on minimum 5,000 to 9,000 S.F. lots while the R-4 Residential zoning district permits single-family detached dwelling units on minimum 5,000 S.F. lots plus townhouses and garden-type multi-family dwelling units. Some heavy and light industrial uses exist and are planned for Petty Island (HI Heavy Industrial) and in the vicinity of 36th Street and River Avenue (LI Light Industrial).

Westfield Avenue is a mixed land use "Central Business District" corridor that extends into and out of the City of Camden. It is primarily zoned C-1 Commercial from 42nd Street to Browning Street. This zone permits residential uses in the R-3 and R-4 districts plus freestanding commercial uses like retail establishments, business and professional offices, personal service shops, and restaurants.

Land uses adjacent to the City of Camden in the Cooper planning district of Pennsauken are basically the same with the exception of a large C-2 Commercial zoning district at the intersection of Crescent Boulevard, Bridge Boulevard, and Kaighns Avenue. The C-2 zone permits any of the uses found in the C-1 Commercial district plus wholesale establishments, service stations, sales agency for new and used automobiles, and motels. A small R-1 Residential zoning district exists along the banks of the Cooper River which permits single-family detached dwellings on minimum 9,000 S.F. lots.

In addition to regular zoning districts, the Township of Pennsauken has established a "Waterfront Management Area" overlay district to further regulate, restrict, and control development of the waterfront to ensure conservation and environmental protection and innovative use of open space.

c. Collingswood Borough

A small portion of the Borough of Collingswood abuts the City of Camden located between Pennsauken Township and the Borough of Woodlynne. Land use categories adjacent to the City include residential, business, and light industrial. Existing zoning districts include the R-1 Residential zone which permits single-family detached units on minimum 6,500 S.F. and 7,500 S.F. lots, the nearby R-3 Residential zone which permits attached dwelling units on minimum 2,000 S.F. lots, the B-3 Limited Business zone which permits detached two-family, and semi-detached dwelling units in addition to office, professional offices, and medical professional offices, and funeral homes, and the LI Light Industrial zone which permits offices, professional offices, and medical professional offices plus wholesale business, industry and manufacturing, industrial research, scientific

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and research laboratories, and warehouses. Most of the adjacent R-1 zone includes either the Cooper River or 100- and 500-year flood boundaries and recreation along Park Boulevard.

Existing R-2 and R-4 Residential zones are located next to the City of Camden between the Newton Creek and Grant Street. The R-2 zone permits single-family detached dwellings and newly constructed two-family dwellings on minimum 5,000 and 7,500 S.F. lots respectfully, while the R-4 residential zone permits attached dwellings on minimum 2,000 S.F. lots and garden apartments.

The Borough's recently adopted 1999 Land Use and Housing Plan supports current zoning. It identifies park and recreation and an R-1 Residential zone along Crescent Boulevard near the Cooper River, highway business along Crescent Boulevard toward the White Horse Pike, and industrial next to the City and the Borough of Woodlynne. Redevelopment plans adopted by the Borough for areas adjacent to the City seek to encourage area-wide improvement to current conditions. These plans are complementary to Camden's land use policies in these areas.

d. Woodlynne Borough

The Borough of Woodlynne has zoned lands adjacent to the City of Camden either R - Residential or C - Commercial. The residential zone which runs along Ferry Avenue between the Borough of Collingswood and Mt. Ephraim Avenue permits detached single-family dwellings and parks and playgrounds and hotels, efficiency apartments, trailer parks and motels as conditional uses. The commercial zone includes two (2) small pockets along Ferry Avenue and a larger area along Mt. Ephraim Avenue. The commercial zone permits residential uses as permitted in the R - Residential zone as well as sales of goods and services and all uses generally considered commercial, retail or having a business character. Limited manufacturing and hotels, funeral homes, and animal hospitals are permitted conditional uses.

e. Haddon Township

The Township of Haddon is located adjacent to the City of Camden between Woodlynne Borough and Newton Lake Park on the easterly edge of Mt. Ephraim Avenue and just below the main branch of the Newton Creek between the City of Gloucester and Mt. Ephraim Avenue. Land uses include residential and commercial.

Existing residential zoning in Haddon Township next to Camden is R-2 Single-Family Residential which permits single-family detached dwelling units on 6,000 S.F. lots in addition to public playgrounds, conservation areas, parks and public purpose uses, schools and houses of worship. The existing HC Highway Commercial zone (proposed C-3 Highway Commercial zone) which exists along Mt. Ephraim Avenue and U.S. Route 130, permits retail sales of goods and services, restaurants

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including taverns and nightclubs, automobile, boat, travel trailer and camper sales, banks, garden centers, and gymnasiums and health clubs. Conditional uses in the HC zone are car washes and automobile service stations.

According to the Township's June 1999 Master Plan, the "development patterns, uses, and commercial zoning along the Township's Black Horse Pike boundary (with Camden) are comparable with those in adjacent Camden". The Master Plan found that the existing R-2 Single-Family Residential zone was not consistent with densely developed Yorkship Village and a nearby trailer home community. It was determined that commercial zoning along U.S. Route 130 and the Black Horse Pike (Mt. Ephraim Avenue) was consistent with land uses in adjacent Camden.

f. Oaklyn Borough

The Borough of Oaklyn is generally adjacent to the City of Camden at its boundary intersection with Haddon Township at Mt. Ephraim Avenue. It's existing R-1 Residential zone permits single-family detached dwellings on minimum 4,000 to 5,000 S.F. lots, parks, public and parochial and private schools, houses of worship, and day care centers. The maximum permitted residential density is 10 dwelling units per gross acre with a minimum floor area of 1,500 S.F. per dwelling unit. A small number of duplexes and apartments are located in the R-1 zone.

g. Audubon Park Borough

The Borough of Audubon Park is located between Mt. Ephraim Avenue and Peter's Creek just south of Oaklyn Borough. This community is a private Borough where the residents have corporate stock in the municipality. This fully developed non-zoned municipality primarily contains single-family detached residential dwellings on small lots. There are no commercial land uses within the Borough.

h. Gloucester City

The City of Gloucester shares a significant border with the City of Camden that includes a PCH (Port Cargo Handling) zone, an LI (Light Industrial) zone, a P/GW (Park Greenway) zone, and an R - Low (Residential Low Density) zone.

According to the City's development ordinance, the purpose of each of these zones is as follows:

- 1) PCH (Port Cargo Handling) zone - to create a zoning district for major port terminals to meet the needs of waterborne commerce and to regulate such activities in order to preserve and protect adjacent residential uses from the blighting influences of noise, vibration, traffic and glare from high intensity cargo handling activities.

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- 2) LI (Light Industrial) zone - to create a zoning district for industrial uses where access can be provided without disrupting the established residential character of the City and which will contribute to the economic base of the community by providing employment and a market for the business and service uses within the community.
- 3) P/GW (Park/Greenway) zone - to set aside certain lands in the City of Gloucester deemed to be suitable and proper for recreational and environmental conservation purposes. Said lands should remain vacant and no permanent building or structure should be erected thereon except those structures deemed necessary for such recreational and environmental purposes.
- 4) R - Low (Residential Low Density) zone - to create a zoning district for single-family detached homes on minimum 5,000 S.F. lots and to permit public parks and government buildings, public and parochial schools, private schools and related uses, and places of worship, parish houses, parsonages, convents and related uses.

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City of Camden, New Jersey
Table IV-1: Population Trends 1950 - 2001

<i>Year</i>	<i>Population</i>	<i>Numerical Change</i>	<i>Percent Change</i>
1950	124,555		
1960	117,202	(7,353)	-5.9
1970	102,552	(14,650)	-12.5
1980	84,910	(17,642)	-17.2
1990	87,492	2,582	3.0
2000	79,904	(7,588)	-8.7
1950 to 2000 net increase (decrease)		(44,651)	36.0

Source: U.S. Census: 1990, 2000

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City of Camden, New Jersey
Table IV-2: 1990 Population By Race, Age and Sex

MALE						
Age	White	Black	Amer. Ind., Esk., Aleut.	Asian, Pac. Is.	Other Race	TOTAL
Under 5	664	2,707	3	33	1,369	4,776
5 to 9	673	2,413	0	71	1,278	4,435
10 to 14	440	2,438	7	98	1,302	4,285
15 to 19	477	2,110	33	119	1,185	3,924
20 to 24	627	2,026	0	133	885	3,671
25 to 29	838	1,996	40	95	788	3,757
30 to 34	850	1,896	12	65	654	3,477
35 to 39	515	1,490	24	59	505	2,593
40 to 44	506	1,070	9	61	480	2,126
45 to 49	328	914	10	10	451	1,713
50 to 54	358	863	14	15	318	1,568
55 to 59	389	806	0	29	210	1,434
60 to 64	432	549	0	23	92	1,096
65 to 69	463	486	0	6	90	1,045
70 to 74	424	356	4	29	53	866
75 to 79	290	224	0	0	26	540
80 to 84	125	112	3	0	10	250
85+	22	97	0	5	8	132
MALE TOTAL	8,421	22,553	159	851	9,704	41,688
2000 TOTAL						38,784

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City of Camden, New Jersey
 Table IV-2: 1990 Population By Race, Age and Sex (continued)

FEMALE						
Age	White	Black	Amer. Ind., Esk., Aleut.	Asian, Pac. Is.	Other Race	TOTAL
Under 5	418	2,819	16	61	1,248	4,562
5 to 9	470	2,653	6	46	1,261	4,436
10 to 14	459	2,325	11	47	1,159	4,001
15 to 19	501	2,232	0	83	991	3,807
20 to 24	602	2,119	2	28	1,022	3,773
25 to 29	613	2,290	0	40	1,119	4,062
30 to 34	693	2,487	6	47	770	4,003
35 to 39	539	1,806	0	61	673	3,079
40 to 44	510	1,431	7	26	562	2,536
45 to 49	296	1,199	21	32	433	1,981
50 to 54	376	1,215	11	46	322	1,970
55 to 59	313	1,111	0	5	270	1,699
60 to 64	444	765	11	11	107	1,338
65 to 69	659	827	9	4	117	1,616
70 to 74	455	619	0	24	38	1,136
75 to 79	444	403	0	0	35	882
80 to 84	327	198	15	0	22	562
85+	111	224	0	0	25	360
FEMALE TOTAL	8,230	26,723	115	561	10,174	45,803
2000 TOTAL						41,120
CITY TOTAL (1990)	16,629	49,276	274	1,412	19,878	87,491
PERCENT	19.0	56.3	0.3	1.6	22.7	
2000 TOTAL						79,904

Source: 1990, 2000 U.S. Census

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City of Camden, New Jersey
Table IV-3: Comparative 2000 Population by Age

Age	New Jersey		Camden County		City of Camden	
	Population	% of Total	Population	% of Total	Population	% of Total
Under 5	563,785	6.7	34,411	6.8	7,302	9.1
5-19	1,720,322	20.4	114,136	22.4	23,264	29.1
20-24	480,079	5.7	28,756	5.7	6,668	8.3
25-44	2,624,146	31.2	155,392	30.5	23,537	29.5
45-64	1,912,882	22.7	112,468	22.1	13,043	16.4
65+	1,113,136	13.2	63,769	12.5	6,090	7.6
TOTALS	8,414,350		508,932		79,904	

Source: 2000 U.S. Census

City of Camden, New Jersey
Table IV-4: Comparative 1990 Income and Poverty Status

	Per Capita Income		% Persons Below Poverty	
	1980	1990	1980	1990
United States of America	\$12,465	\$14,420	12.4%	13.1%
New Jersey	\$13,881	\$18,714	9.5%	7.6%
Camden County	\$12,431	\$15,773	11.8%	10.3%
City of Camden	\$6,774	\$7,276	36.9%	35.3%

Source: 1990 U.S. Census

City of Camden, New Jersey
Table IV-5: 2000 Population by Race

Race	Population	% Total
White	13,454	16.8
Black	42,628	53.3
Asian and Pacific Islanders	1,958	2.5
Other	21,864	27.4
TOTAL POPULATION	79,904	
Hispanic (all races)	31,019	38.8
Family Household Population	75,529	
Persons in Group Quarters	4,375	
TOTAL POPULATION	79,904	

Source: 2000 U.S. Census

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City of Camden, New Jersey
Table IV-6: 2000 Population Racial Composition by Census Tract

Census Tract	Total Persons	White		Black		American Indian, Eskimo, Aleut.		Asian and Pacific Islander		Other		Hispanic or Latino (any race)	
		Persons	% of Tract	Persons	% of Tract	Persons	% of Tract	Persons	% of Tract	Persons	% of Tract	Persons	% of Tract
6001	1,734	367	21.2	1,068	61.6	16	<1	9	<1	274	15.8	318	18.3
6002	2,439	262	10.7	1,581	64.8	13	<1	11	<1	572	23.5	685	28.1
6003	3,989	644	16.1	2,342	58.7	13	<1	19	<1	971	24.3	1,618	40.6
6004	3,880	516	13.3	2,268	58.5	12	<1	27	<1	1,057	27.2	1,572	40.5
6005	962	140	14.6	648	67.4	8	<1	5	<1	161	16.7	259	26.9
6006	838	363	43.3	290	34.6	4	<1	81	9.7	100	11.9	161	19.2
6007	2,880	566	19.7	1,389	48.2	23	<1	12	<1	890	30.9	1,381	48.0
6008	5,756	937	16.3	2,857	49.6	40	<1	13	<1	1,909	33.2	3,615	62.8
6009	4,358	805	18.5	1,256	28.8	30	<1	55	1.3	2,212	50.8	3,014	69.2
6010	5,677	1,375	24.2	1,480	26.1	40	<1	111	2.0	2,671	47.0	3,518	62.0
6011	8,684	1,814	21.0	2,792	32.2	46	<1	1,107	12.8	2,870	38.1	4,438	51.1
6012	6,102	946	15.5	3,017	49.4	45	<1	235	4.7	1,859	30.5	2,582	42.3
6013	5,049	734	14.5	2,600	51.5	22	<1	60	1.2	1,633	32.3	2,431	48.1
6014	4,790	174	3.6	4,283	89.4	21	<1	14	<1	293	6.1	362	7.6
6015	6,424	759	11.8	4,455	69.3	20	<1	27	<1	1,163	18.1	1,647	25.6
6016	2,378	141	5.9	1,940	81.6	2	<1	11	<1	284	11.9	413	17.4
6017	2,874	209	7.3	2,193	76.3	15	<1	50	1.7	407	14.2	512	17.8
6018	1,700	249	14.5	982	57.8	6	<1	106	6.2	357	21.0	463	27.2
6019	3,443	271	7.9	2,645	76.8	16	<1	19	<1	492	14.3	726	21.1
6020	5,947	2,182	36.7	2,542	42.7	43	<1	45	<1	1,135	19.1	1,304	21.9
TOTALS	79,904	13,454	16.9	42,628	53.3	435	<1%	2,017	2.5	21,310	26.7	31,019	38.8

* Comprised of 6011.01 and 6011.02
Source: 2000 U.S. Census - Prepared for Legislative Redistricting

City of Camden, New Jersey
Table IV-7: Housing Units by Occupancy and Tenure

	1990 Units	Percent	2000 Units	Percent	Difference (1990-2000)
Total Year-Round Units	30,138		29,769		-369
Occupied	26,626	88.3	24,177	81.2	-2,449
Vacant	3,512	11.7	5,592	19.2	+2,080
Occupied Units	26,626		24,177		-2,449
Owner	12,878	48.4	11,141	46.1	-1,737
Renter	13,748	51.6	13,036	53.9	-712

Source: 1990, 2000 U.S. Census

City of Camden, New Jersey
Table IV-8: Value of Specified Owner-Occupied Units

Value Range	# of Units	Percent
Less than \$99,000	11,821	99.05
\$100,000 to \$149,999	72	0.60
\$150,000 to \$199,999	27	0.23
\$200,000 to \$299,999	6	0.05
Over \$300,000	8	0.07

Source: 1990 U.S. Census

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City of Camden, New Jersey
Table IV-9: Gross Rent of Renter-Occupied Units

Unit Size	# of Units	Percent
Less than \$300	4,174	31.43
\$300 to \$499	4,632	34.88
\$500 to \$749	3,750	28.24
\$750 to \$999	659	4.96
\$1,000 or more	65	0.49

Source: 1990 U.S. Census

City of Camden, New Jersey
Table IV-10: Number of Bedrooms by Tenure

Unit Size	Owner-Occupied	Renter-Occupied
No bedroom	72	986
1 bedroom	771	4,091
2 bedrooms	2,672	4,405
3 bedrooms	8,088	3,745
4 bedrooms	938	378
5+ bedrooms	337	143

Source: 1990 U.S. Census

City of Camden, New Jersey
 Table IV-11: Year Housing Unit Constructed

Year Built	# of Units	Percent
1980-1990	1,297	4.3
1970-1979	2,167	7.2
1960-1969	4,126	13.7
1950-1959	4,784	15.9
1940-1949	5,091	16.9
1939 or earlier	12,673	42.0

Source: 1990 U.S. Census

City of Camden, New Jersey
 Table IV-12: Households by Income Category

	Total Households		0%-50% MFI		51%-60% MFI		61%-95% MFI		Over 95% MFI	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Non-Hispanic										
White	5,331	20.1	2,346	44	533	10	586	11	1,386	26
Black	14,474	54.5	7,526	52	3,040	21	1,158	8	2,750	19
Native American	70	0.3	36	51	20	29	14	20	0	0
Asian American	285	1.1	125	44	48	17	43	15	68	24
Hispanic (all races)	6,374	24.0	4,016	63	1,275	20	382	6	637	10
TOTAL HOUSEHOLDS	26,534	100.0	14,049	53	4,916	19	2,183	8	4,841	18

Source: CHAS Data Book - 1990 Census

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City of Camden
Table IV-13: Housing Assistance Needs of Low and Moderate Income Households

Household by Type and Income	RENTERS					OWNERS			Total All City Households
	Elderly (1 & 2)	Small Related (2 to 4)	Large Related (>5)	All Other Households	Total All Renters	Elderly (1 & 2)	All Other Owners	Total All Owners	
Very Low Income Households (0%-30% MFI)	1,307	2,893	1,493	813	6,506	1,126	730	2,961	9,467
Cost Burden <30%	49%	78%	91%	68%	74%	76%	50%	80%	76%
Cost Burden 30%-49%	48%	72%	79%	65%	68%	78%	44%	57%	71%
Cost Burden >50%	30%	59%	65%	43%	52%	41%	51%	50%	52%
% with any housing problems									
Very Low Income Households (31%-50% MFI)	369	1,097	613	471	2,550	746	223	2,067	4,617
Cost Burden <30%	46%	67%	78%	76%	68%	42%	71%	45%	58%
Cost Burden 30%-49%	46%	61%	57%	76%	61%	44%	61%	37%	50%
Cost Burden >50%	9%	15%	40%	30%	18%	34%	19%	9%	13%
% with any housing problems									
Other Low Income Households (51%-80% MFI)	121	961	526	421	2,029	697	365	3,327	5,356
Cost Burden <30%	8%	28%	51%	27%	33%	7%	33%	27%	28%
Cost Burden 30%-49%	8%	23%	14%	24%	20%	6%	33%	18%	17%
Cost Burden >50%	0%	0%	0%	2%	0%	2%	10%	2%	2%
% with any housing problems									
Moderate Income (81%-95% MFI)	61	323	133	202	719	216	272	1,474	2,193
Cost Burden <30%	0%	15%	82%	0%	22.00%	0%	18%	12%	15%
Cost Burden 30%-49%	0%	3%	0%	0%	1.00%	0%	13%	2%	2%
Cost Burden >50%	0%	0%	0%	0%	0.00%	0%	0%	0%	0%
% with any housing problems									
Other Income (>95% MFI)	1,891	5,942	2,943	2,160	12,936	3,106	1,967	13,590	26,526
Any Housing Problems	44%	56%	80%	48%	58%	33%	37%	35%	46%

Source: CHAS Data Book - 1990 Census

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City of Camden, New Jersey
Table IV-14: Housing Units by Age of Unit and Tenure

Year Built	Total Units		Owner-Occupied		Renter-Occupied		Vacant Units	
	Units	Percent	Units	Percent	Units	Percent	Units	Percent
1980-1989	1,051	3.5	169	0.6	665	2.2	217	0.7
1970-1979	2,157	7.2	267	0.9	1,686	5.6	204	0.7
1960-1969	4,126	13.8	892	3.0	2,907	9.7	327	1.1
1950-1959	4,784	16.0	2,080	7.0	2,173	7.3	531	1.8
1940-1949	5,091	17.0	2,436	8.2	2,245	7.5	410	1.4
Pre-1940	12,673	42.5	7,034	23.5	3,816	12.8	1,823	6.1
TOTAL UNITS	29,882	100.0%	12,878	43.2%	13,492	45.1%	3,512	11.8%

Source: 1990 U.S. Census

City of Camden, New Jersey
Table IV-15: Plumbing Facilities by Tenure and Persons Per Room

Persons Per Room	Total Units		Owner Units		Renter Units	
	Number	Percent	Number	Percent	Number	Percent
With All Plumbing Facilities						
1.00 or less	22,554	84.7	11,512	43.2	11,042	41.5
1.01-1.50	2,211	8.3	858	3.3	1,343	5.0
1.51 or more	1,444	5.4	357	1.3	1,087	4.1
Lacking Some Plumbing Facilities						
1.00 or less	279	1.0	99	0.4	180	0.7
1.01-1.50	58	0.2	24	0.1	34	0.1
1.51 or more	80	0.3	18	0.1	62	0.2
TOTAL UNITS	26,626	100.0	12,878	48.4	13,748	51.6

Source: 1990 U.S. Census

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City of Camden, New Jersey

Table IV-16: Rental Affordability Analysis - Camden County, New Jersey

Annual Median Family Income:	\$55,600		
Monthly Median Family Income:	\$4,633		
	Monthly Median Family Income	Maximum Affordable Housing Cost	
@ 30% of AMI:	\$1,390	\$417	
@ 50% of AMI:	\$2,317	\$695	
@ 80% of AMI:	\$3,707	\$1,112	
@ 100% of AMI:	\$4,633	\$1,390	
HUD 1999 Fair Market Rents (FMR)		Income Required to Afford FMR	Required Income as % of AMI
0 Bedroom	\$475	\$1,583	34%
1 Bedroom	\$584	\$1,947	42%
2 Bedroom	\$722	\$2,407	52%
3 Bedroom	\$903	\$3,010	65%
4 Bedroom	\$1,132	\$3,773	81%

Source: National Low Income Housing Coalition - 1999 Data

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City of Camden, New Jersey
Table IV-17: Race by Sex by Employment Status

	White	Black	American Indian	Asian, Pacific Islander	Other Races	TOTAL
Male						
In Labor Force						
In Armed Forces	6	32	0	0	18	56
Civilian						
Employed	3,187	6,665	47	312	2,854	13,065
Unemployed	478	3,049	51	26	594	3,198
Not in Labor Force	2,915	5,778	51	291	2,039	11,074
Female						
In Labor Force						
In Armed Forces	0	42	0	0	0	42
Civilian						
Employed	2,735	9,177	34	168	2,127	14,241
Unemployed	288	1,344	6	0	500	2,138
Not in Labor Force	3,747	7,952	42	226	3,664	15,631

Source: 1990 U.S. Census

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City of Camden, New Jersey
Table IV-18: Occupation of Employed Persons

Occupation	Persons
Executive, Professional, Managerial	1,290
Professional	25,034
Technicians	857
Sales	2,051
Administrative Support	4,963
Private Household Service	113
Protective Services	1,027
Other Services	5,290
Agricultural Services	245
Precision Production	2,414
Machine Operators	3,249
Transportation	1,205
Handlers, Helpers, Laborers	2,099
TOTAL EMPLOYED PERSONS	49,837

Source: 1990 U.S. Census

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Funded Brownfields Site Investigations City of Camden

Key Map #	Site Name and Address	Description	Findings	Schedule	Estimated Remediation Costs
1	DiStasio Chevrolet; Haddon Avenue and Old White Horse Pike.	1-acre former auto repair facility.	2 UST's and confirmed soil contamination (TPHC).	PA complete. SI under review by NJDEP. Engineer prepared asbestos removal specifications. The City will award a contract to demolish the building and remove the oil from the tanks now. UST removal will occur when a developer is identified.	\$125,000
2	Robert Schwiker property; 17th Street and Admiral Wilson Boulevard.	2-acre former manufacturing facility.		PA submitted to NJDEP for review. City will meet with Engine Distributors to discuss their interest in the site.	
3	Fire insurance building; 5th and Federal Streets.	1-acre former office building.	No significant contamination. 1 UST and asbestos.	PA complete. SI complete. PA/SI project close-out to be performed. Historic building implications to be determined. Option agreement from developer will be pursued.	\$442,000 for demolition and UST removal.
4	Abbonizio property; 6th and Erie Streets.	7-acre former ship repair yard, manufacturing facility, and laundromat.	Soil contamination; free product; groundwater contamination.	PA complete. SI is 70% complete. This site originally qualified for funding from NJ's HDSRF because it was in the foreclosure process. The owner has since redeemed, therefore the site is ineligible for further funding. The City will fund the completion of the SI.	
5	Woolworth's; 6th Street and Federal Avenue.	2-acre former retail store.	Petroleum soil and groundwater contamination. 3 or 4 UST's. Asbestos.	PA complete. SI complete. Engineer has submitted RI proposal to NJ. RI to begin within 1 month of receipt of funding. City must close out grant.	\$1.3 million which includes a pump and treat system.

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Key Map #	Site Name and Address	Description	Findings	Schedule	Estimated Remediation Costs
6	ABC Barrel; 2nd Street.	2-acre former manufacturing and drum reconditioning facility in a residential area.	Soil and possible groundwater contamination. USEPA performed a removal assessment and found drums to be either empty or filled with water or dirt. EPA found elevated levels of lead in the soil. Additional sampling was performed.	PA complete. Site investigation underway. EPA to determine removal eligibility.	
7	Abandoned factory; State Street and River Road.	2-acre former warehouse.	Minor soil contamination; 1 UST; VOC groundwater contamination.	PA complete. SI complete. City has received State grant approval for RI to delineate free product. RI to begin within 1 month of receipt of funding. City must close out project.	\$84,000 for tank, soil, and solid waste removal.
8	William Bryen; Mechanic and Second Streets.	2-acre former meat packaging facility.	Minor soil contamination. 4 UST's.	PA complete. SI complete. SI under review by NJDEP. Requesting authorization from State to use existing funds for the RI. The City will include on the foreclosure list the 4 lots (of 6) the City does not own.	\$76,000
9	Spot-A-Pot; Admiral Wilson Boulevard.	1-acre former auto repair facility and port-a-toilet storage yard.	Minor soil contamination. 3 UST's.	PA complete. SI report under review by NJDEP.	\$29,000 - does not include building demolition.
10	Evergreen Products; 944 North Front Street.	1-acre manufacturing facility.	Drums in varying stages of decomposition are on site.	PA complete. SI begun. Site access has become an issue.	
11	Steed Scrap Paper & Metal; North 16th Street.	1-acre former scrap metal and junkyard.	TPHC, PCB, SVOC, and VOC soil contamination. USEPA found elevated levels of lead in the soils.	PA complete. SI is underway. USEPA to determine if the site is eligible for a removal action.	

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Key Map #	Site Name and Address	Description	Findings	Schedule	Estimated Remediation Costs
12	Conrail; Delaware Avenue and State Street.	0.5-acre former railroad trestle and junkyard.	Confirmed TPHC, PCB, metals, and SVOC soil contamination.	PA complete. SI is in progress. The City must pass a resolution authorizing completion of the work. Completion of groundwater investigation within 1 month of City authorization.	
13	Harry Pape and Sons; Haddon Avenue.	0.5-acre former gas station and auto repair facility.		PA complete. SI completed.	
14	Clement Coverall; Van Hook Street.	4-acre former paint manufacturing facility.		PA complete. Soil investigation completed.	
15	Jonesies Welding Services, Inc.; 446 William Street.	0.25-acre former commercial welding site.	Soil SVOC and VOC contamination. Groundwater VOC contamination. UST's.	PA complete. SI complete. RI proposal submitted to NJDEP. The City is awaiting approval. PA/SI project to be closed out.	
16	Export Machine Sales; 7th Street and Newton Avenue.	2-acre former manufacturing facility.		PA complete and submitted to NJDEP for review. SI to begin within 1 month of receipt of NJDEP comments.	
17	29th and Pleasant.	2-acre former residential lots.		PA complete and submitted to NJDEP for review.	
18	Banteveglio and Sons Paper Co.; Division and 2nd Streets.	3-acre former paper manufacturing facility.		PA complete. SI is completed.	
19	Sylvia's Restaurant; 5th Street and Federal Avenue.	0.5-acre former gas station.	3 or 4 UST's. No significant soil contamination.	PA complete. Supplemental SI submitted to NJDEP for comment. Once SI is completed, the site should be turned over to NJ Transit.	

Note: "Key Map #" relates to map exhibit "Environmental Clean-Up Sites" contained in Chapter V of the Master Plan. Schedule current as of 2000.

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Employment Projections

The Master Plan goal to achieve a dynamic economy outlines several development and redevelopment initiatives to increase employment opportunities within the City. Various governmental and regional planning agencies have made employment projections for the City. However these projections are based on a continuation of current trends without recognition of the future employment potential that will result from the realization of the development proposals contained in the City's Master Plan.

This section analyzes the potential growth in proposed new non-residential building areas and presents employment level forecasts that could be realized from such new development. Employment targets are also provided indicating where the City can be in the next several decades based on the implementation of the various economic development recommendations contained in the Master Plan. The projections of future economic growth indicate that there is more than adequate capacity to accommodate the future job growth targets established in **FutureCAMDEN**.

1. Current employment forecasts.

Employment projections adopted by DVRPC for the region including Camden County in December 1999 indicate that the overall county is forecasted to grow from 230,778 jobs in 1997 to 264,160 by the year 2025. For the same period, the City is projected by the DVRPC to continue to lose jobs. In 1997 it was estimated that there were some 37,860 jobs in the City which is forecasted to decline to about 33,400 jobs.

The DVRPC job forecasts are for total jobs including public and private sector employment. Data was based on US Census special tapes dealing with "journey to work" data indicating an adjusted number of people employed within the City. These total employment numbers tend to differ slightly from those provided by other planning agencies including the NJ Department of Labor. It should be noted that these other projections also estimate job growth, which are slightly higher for the same time period. The DVRPC data is used in **FutureCAMDEN** as the main source of forecasts since these are the projections used by the County in planning for transportation and other infrastructure improvement needs.

The DVRPC acknowledges that their projections can vary due to external market forces and a variety of other factors. These projections assume the continued decline within the City's economic base. They do not account for any major intervention of public and private forces to reverse the cycle of disinvestment within the City over the next twenty-five years.

FutureCAMDEN proposals for development and redevelopment related to non-residential land uses in the City can positively influence and reverse these projec-

tions in the future. Further review of job trends and existing conditions in the City and employment characteristics is found in Chapter I and V of the Master Plan report.

2. Employment Growth Target.

An employment growth target to achieve a total job level of 50,000 jobs over the next several decades is established in the City's Master Plan. This represents an increase of some 12,000 jobs over the existing job level in the City. The various economic development and redevelopment policies that are recommended in the Master Plan provide for non-residential building potential that can accommodate about three times this targeted amount assuming a full build-out scenario of Master Plan proposals.

3. Employment projections based on economic development proposals.

Projected new development that could result from the implementation of the various economic development/redevelopment recommendations contained within Chapter V of **FutureCAMDEN** is outlined below. The realization of these projections are based on the sustained involvement of public and private ventures in the conversion of inactive land back into the marketplace for productive uses that will generate new jobs.

They are also directly related to the continued financial and increased involvement of a variety of higher agency public sources in the funding of infrastructure improvements necessary to encourage public/private sector organizations to undertake recommended development programs outlined in the Master Plan. Availability of favorable financing and continued cooperation of both private and public financing agencies is also required to assure the level of investments needed to reach the projected employment targets outlined below.

Each major non-residential land use category recommended in Chapter V is illustrated on the *Economic Development* map of the Master Plan. A general capacity analysis of new development potential by land use district was then undertaken to determine the extent of potential new non-residential building area that could be generated.

A projection of probable employment jobs that could result from the potential new development area was then undertaken. These projections for each non-residential land use district are summarized on the following charts. A detailed discussion of the development and redevelopment proposals recommended for each land use district is contained in Chapters II and V of the Master Plan.

A. Commercial Land Use Development

As highlighted in the chart entitled *Commercial*, there is a potential for about 1,600,000 square feet of new development that could result from the various rec-

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ommendations involving the commercial land use category described in **FutureCAMDEN**. Based on this new development potential, about 3,590 new jobs could be generated in the City.

COMMERCIAL

Category	Gross Acres	Estimated New Sq.Ft.	Estimated Employment
Regional Retail	58	884,500	2,200
Retail	21	400,000	800
Commercial Retail	2	70,000	100
Commercial/ Open Space	18	245,000	490
Total	99	1,600,000	3,590

1. *Regional Retail.* This area encompasses some 58 underutilized acres located in the Fairview neighborhood with frontage on Mt. Ephraim Avenue. The main thrust of the improvement proposal for this district is to redevelop the east side and portions of the west side of Mt. Ephraim Avenue for new regional retail uses. As noted in the above chart this could produce some 884,500 square feet of “big box” retail and shopping center type development. In turn this level of new retail development could generate about 2,200 new jobs.

2. *Retail.* These areas encompass the compact retail centers envisioned for each of the main highway corridors in the City. This category of activity would involve mostly conversions of existing buildings to retail uses. There would also be some infill development of general retail services and sales serving the local neighborhood in which it is located. It is estimated that some 21 acres is potentially available for new retail use. This land area could generate about 400,000 square feet of either new or converted square foot area of retail activity. This in turn would produce about 800 new jobs.

3. *Commercial/Retail.* These areas are also part of the proposed compact retail centers that are located along the major highway corridors in the City. They are limited in size and are mostly developed in some form of commercial use. There is about 2 acres of land area potentially available for infill development that could result in some 70,000 new square feet of building area. In turn this could produce approximately 100 new jobs.

4. *Commercial/Open Space.* These areas are limited in location and in size. They relate to special retail and/or service uses that a part of a larger open space area, corridor or special riverfront area. The areas are located in the Cramer Hill neighborhood and along the Admiral Wilson Boulevard that abuts the Stockton and

Marlton neighborhoods. There is about 18 acres potentially available for new development. This could result in some 245,000 new square feet of commercial use. In turn this could generate about 490 new jobs.

B. Industrial Land Use Development

As highlighted in the chart entitled *Industrial*, there is a potential for about 4,620,000 square feet of new development that could result from the various recommendations involving the industrial land use category described in **FutureCAMDEN**. Based on this new development potential, about 11,055 new jobs could be generated in the City.

INDUSTRIAL

Category	Gross Acres	Estimated New Sq.Ft.	Estimated Employment
Light Industrial	83	1,265,000	2,800
Port Related Industrial	90	1,400,000	1,860
Office Light Industrial	95	1,956,000	6,395
Total	268	4,620,000	11,055

1. *Light Industrial.* These areas are located in North Camden along the riverfront, in Cramer Hill adjacent to the Pavonia rail yards and along the back channel riverfront, and in the Centerville as well as Morgan Village neighborhoods. There is about 83 acres potentially identified, which through redevelopment could produce about 1,265,000 new square feet of development. In turn this could generate approximately 2800 new jobs.

2. *Port Related Industrial.* This district fronts along the Delaware River and is contained within portions of the Central Waterfront, Bergen Square and Waterfront South neighborhoods. Excluding the two existing developed port terminal areas, there is about 90 acres of underutilized land area potentially available for redevelopment. This could generate about 1,400,000 new square feet of industrial/warehouse type development. In turn this can generate about 1,860 new jobs. The intensification of the Port operations will also generate additional jobs above those indicated on the *Industrial* summary chart.

3. *Office Light Industrial.* These areas are concentrated in the Gateway, Marlton and Cramer Hill neighborhoods. The Gateway neighborhood contains the Campbell Soup headquarters and research facilities. These areas encompass some 90 acres of underutilized land area for potential development. This could generate some 1,956,000 square feet of new development. In turn this could generate about 6,395 new job opportunities.

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C. Mixed-Use Land Use Development

As highlighted in the chart entitled *Mixed-Use*, there is a potential for about 8,875,000 square feet of new development that could result from the various recommendations involving the mixed-use land use category described in *FutureCAMDEN*. Based on this new development potential, about 22,900 new jobs could be generated in the City.

<i>Mixed-Use</i>			
Category	Gross Acres	Estimated New Sq.Ft.	Estimated Employment
Transit Oriented	9	320,000	765
Mixed Waterfront	40	2,210,000	5190
Center City	21	4,475,000	12,655
Mixed Corridor	33	1,100,000	2,540
Mixed Development	88	770,000	1750
Total	192	8,875,000	22,900

1. *Transit Oriented*. This area involves the Ferry Street PATCO station located in the Whitman Park neighborhood. Excluding the existing apartment complex within the district there is about 9 acres of land potentially available for redevelopment. This includes portions of the commuter parking lots that would be relocated as part of a new parking scheme to support the proposed transit village development. New housing opportunities are also to be included in this mixed-use area. However the residential component is not included in the projections noted in the summary chart. About 320,000 square feet of new non-residential use is the development potential for this area. In turn this could develop about 765 jobs.

2. *Mixed Waterfront*. The Cooper's Ferry Development Association (CFDA) is coordinating the downtown waterfront area. The CFDA is the designated redeveloper for this waterfront area. The projections indicated for this land use district are derived from the Waterfront Master Plan that has been developed by the CFDA and incorporated with modifications in the CBD design plan described in Chapter VI of the City's Master Plan. There is some 40 acres potentially available for non-residential development. About 2,210,000 square feet of new development is planned for this area. In turn this could generate about 5190 new jobs. Residential development, thematic parks and cultural facilities are also proposed for the waterfront area. These other uses are not included in the summary chart. Residential development proposals are estimated in Chapter IV of the Master Plan.

3. *Center City*. This area is the central business district of Camden. The above projections for non-residential uses are based on the future redevelopment proposals advanced for the CBD as explained in Chapters V and VI of the Master Plan. About 21 acres of land is potentially available for development in this district. This land area could produce about 4,475,000 square feet of new development. In turn this could generate some 12,655 new jobs.

4. *Mixed Corridor*. This area involves the Atlantic Avenue Corridor of the City located in the Bergen Square and Waterfront South neighborhoods. There is a combination of residential, commercial and industrial redevelopment, infill and rehabilitation improvement activities recommended for this corridor.

The projections in the summary chart include a combination of new and estimated converted existing space into non-residential development. This land use category involves about 33 acres of underutilized land. Approximately 1,100,000 square feet of development could be generated in this district which in turn could result in about 2,540 new jobs.

5. *Mixed Development*. This area encompasses the former Harrison landfill site in the Cramer Hill neighborhood. While a major recreational golf course and golf training center is the primary use proposed for the site an alternate mixed use development program is also recommended.

The Cramer Hill neighborhood organization is in the process of initiating an updated environmental evaluation of the closed landfill in order to determine the mix of residential and non-residential uses that may be feasible on the tract. The projections contained in the summary chart assume a reasonable mix of residential, open space/recreation, light industrial and office uses.

About 88 acres are involved with the former land fill site. About 770,000 square feet of new commercial development could be generated which in turn could generate about 1750 jobs. Residential and other uses could be part of a future development program. These other uses are not included in the summary chart.

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D. Community Facilities Land Use Development.

As highlighted in the chart entitled *Community Facilities*, there is a potential for about 1,955,000 square feet of new development that could result from the various recommendations involving the community facilities land use category described in **FutureCAMDEN**. Based on this new development potential, about 3,440 new jobs could be generated in the City.

Community Facilities			
Category	Estimated Gross Acres	Estimated New Sq.Ft.	Estimated Employment
Medical and Support	36	1,405,000	2,395
University and Support	5	550,000	1,045
Total	41	1,955,000	3,440

1. Medical and Support. This category encompasses the three major health care and related facilities in the City. These include Cooper Hospital in the Lanning Square neighborhood; Virtua- West Jersey Virtua Hospital in the Liberty Park neighborhood; and, Our Lady of Lourdes Medical Center in the Parkside neighborhood. For the most part these medical facilities are fairly well developed. The Lourdes Medical Center area is where future health care development activity can be concentrated due to potentially available areas for redevelopment. The other two health care facilities have been estimated to add some new development mainly through infill and reuse of older buildings on their respective campus site.

In total about 36 acres of potential area for redevelopment has been assumed. This area could generate about 1,405,000 square feet of new development. In turn this could generate about 2,395 new jobs.

2. University and Support. This category relates to Rutgers University, Camden County Community College and Rowan University located in the Cooper Grant neighborhood adjacent to the CBD. About 5 acres of land are potentially identified for infill and redevelopment. About 550,000 square feet of new development is projected. Excluding new students to be accommodated, it is estimated that some 1,045 academic and support jobs could be generated from the future development activities planned by these institutions.

E. Conclusions.

Based on the above analysis of the development and redevelopment potential within the various non-residential land use categories proposed in the Master Plan, the following summary estimates of future building area and employment is highlighted.

Summary Totals			
Category	Gross Acres	Estimated New Sq.Ft.	Estimated Employment
Commercial	99	1,600,000	3,590
Industrial	263	4,620,000	11,055
Mixed Use	192	8,875,000	22,900
Community Facilities	41	1,955,000	3,440
Total	595	17,050,000	40,985

At full realization of the various Master Plan recommendations for these land use districts about 595 acres of land is potentially identified for development. This could result in about 17,050,000 square feet of new non-residential building floor area. In turn this could generate about 40,985 new jobs in the City.

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Consistency with Metropolitan Planning Area's Agricultural Policy Objectives

Agricultural policy objectives noted for a Metropolitan Planning Area deal with two components. The first suggests where "appropriate and economically feasible" a support function to accommodate agricultural production in the region through future development and redevelopment activities within the City. The second suggests providing opportunities for farms, greenhouses, farmers markets and community gardens.

1. Agricultural Support.

Given the goal to reinforce Camden's role as a regional center, the proposals relate to upgrading the Port Industrial area in South Camden along with the creation of a Mixed Use corridor along Atlantic Avenue provide agricultural production activities that could support the significant agricultural industry concentrated in the South Jersey region.

For example there is a limited concentration of food processing plants along the Atlantic Avenue corridor between I-676 and the port district. With direct trucking access to the Atlantic Avenue interchange this corridor could further develop its support concentration for agricultural products, meat, poultry and vegetable processing activities.

A prior economic development study prepared for the City in the early 1990's identified the potential for poultry and egg processing along with frozen food packaging as agricultural related business activities that could be expanded as part of the City's economic base. Also the expansion of meat packaging was recommended as an additional food product that would compliment a future food-processing center along this corridor.

The Camden Port contains refrigerated warehouse and terminal facilities that should be expanded to solidify its niche as the region's main bulk goods shipping terminal. As noted in Chapter V, proposals to expand the Port's processing and shipping terminal facilities are recommended. Such facility expansion could accommodate both agricultural production support needs along with other major bulk cargo shipping activities.

The Broadway Terminal in the Port district is one of the largest frozen food shipping terminals in the region. Del Monte Fruit, a key tenant at the terminal provides a base example for the handling of fruit and other perishables. While the bulk of this cargo presently involves importing goods and distribution within the region, exporting similar food products is also possible. Frozen foods, meats and other perishables could be added to future port service activities. This addition would further strengthen ties to the South Jersey agricultural industry.

Within the proposed Port Related Industrial district that extends from Lanning Square to the South Camden neighborhood along the Delaware River, additional areas are recommended for warehouse storage, packaging and value added processing facilities. An industrial collector boulevard is proposed that would provide direct trucking access to both the Port facilities and to the proposed Port Industrial areas from the I-676. This roadway improvement provides the type of infrastructure that would accommodate agricultural production activities and trucking access to make for easier transport to the Port of agricultural products produced in larger quantities within the South Jersey region.

The availability of Conrail freight rail service to the various berths at the Port provides an added dimension to the accessibility of the Port facilities to regional businesses, particularly bulk cargo shippers. This rail access compliments the excellent interstate highway network that provides direct access to the Port district from two nearby major interchanges with I-676.

2. Local agriculturally related opportunities.

Within various elements of the Master Plan report proposals are advanced to integrate the concepts of local agricultural activities as part of future development and redevelopment programs. For example the concept of "community gardens" is an integral part of each Neighborhood Planning District improvement strategy. In Chapter VII, community gardens are outlined as a method to not only cleanup abandoned and vacant lots but to provide a source of local agricultural products during the growing season.

Through connections with the Country Community College and the County Agricultural Board there is the opportunity to provide job training related to greenhouse management, landscaping, farming and agricultural production support activities not generally available to the youth of an urban neighborhood population.

As part the CBD economic development strategy the concept of "specialty" market places are outlined in Chapter V. A farmer's market operation at the proposed Broadway Plaza area adjacent the Transportation Center is advanced. The idea here is that local produce from the South Jersey region along with agricultural goods and wares locally produced could be offered at a farmer's market as part of a special event that draws people to the CBD. With direct access to the region's main public transportation system, the Broadway Plaza market place could draw from the significant population concentration in the immediate region.

An additional farmer's market location is recommended in the Waterfront South neighborhood area in the general vicinity of Broadway and Everett Street. A reconnection with South Jersey's agricultural industry and a recapturing of the City's historic role as a transshipment point for Jersey produce can be developed as part of the farmer's market proposals.

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Inventory of Landmarks, Historic Places and Districts - City of Camden

Federal and State historic sites included in the Camden Historic Survey are as follows:

National Historic Landmark

Walt Whitman House (CBD Map Site #1)
 Located at 330 Martin Luther King/Mickle Boulevard,
 also included in the Walt Whitman Neighborhood
 Historic District. c. 1848
 NHL 12/29/62
 NR 10/15/66

National Register of Historic Places

Properties listed individually:

Dr. Henry Genet Taylor House/Office
 Located at 305 Cooper Street. c. 1885 - 1886
 NR 08/12/71

Pomona Hall (Cooper House)
 Located at Park Boulevard and Euclid Street
 - houses the Camden County Historical Society. 18th Century
 NR 08/12/71

Newton Friends Meetinghouse
 Located at 722 Cooper Street near the City's
 north gateway. c. 1824
 NR 08/12/71

Joseph Cooper House
 Located at 7th Street at the southern end of
 Pyne Poynt Park. c. 1695 and c. 1740
 NR 03/14/73

Edward Sharp House
 Located at 200 Cooper Street near Johnson Park. c. 1810-1812
 NR 02/29/80

Cooper Library in Johnson Park (CBD Map Site #7)
 Also known as the Walt Whitman Poetry Center,
 located at 2nd and Cooper Streets, at Rutgers
 University campus. The building is also included
 within the Cooper-Grant Historic District. c. 1916-1918
 NR 03/11/80

For the site of the George Whitman House (CBD Map
 Site #8)
 Located at 431 Stevens Street. c. 1873
 NR 10/11/90

Camden Free Public Library (Carnegie Library)
 Located at 616 South Broadway. c. 1905
 NR 10/15/92

Volney G. Bennett Lumber Yard c. 1895

Located at 845 South 2nd Street and
 198 Division Street. NR 08/05/93

Sears Roebuck and Company Building
 1300 Admiral Wilson Boulevard c. 1927
 NR 07/27/00

Multiple properties listing for banks, insurance and legal buildings:

Inter-County Mortgage and Finance Company
 Located at 333 Arch Street. c. 1929
 NR 08/22/90

Camden Fire Insurance Association
 Located at 428-432 Federal Street. c. 1900/1913
 NR 08/22/90

James M. Downey Building
 Located at 521 Cooper Street. Also part of the
 Cooper Street Historic District. Facade c. 1928
 NR 08/22/90

Camden Safe Deposit and Trust Company
 Located at the northeast corner of Market Street
 and Broadway, 621-625 Market Street. c. 1929
 NR 08/22/90

American National Bank
 Located at 1227 South Broadway. c. 1927
 NR 08/22/90

East End Trust Company
 Located at 2610-2616 Federal Street. c. 1921
 NR 08/22/90

Charles S. Boyer Building
 Located at 525 Cooper Street. Also part of the
 Cooper Street historic district. Facade c. 1925
 NR 08/24/90

First Camden National Bank and Trust Company
 Located at Broadway and Cooper Street,
 606 Cooper Street. Also part of the Cooper Street
 historic district. c. 1928
 NR 08/24/90

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National State Bank Located at 123 Market Street.	c. 1913 NR 08/24/90	Cooper-Grant Historic District Bounded by Pearl Street, Friends Avenue, Cooper Street to Front Street and the western boundary of Point Street.	19th Century NR 01/30/89
Marcouse Building Located at 231 Market Street.	c. 1924 NR 08/24/90		
New Jersey Safe Deposit and Trust Company Located at the northeast corner of Market and 3rd Streets, 301 Market Street.	c. 1886 NR 08/24/90	Cooper Street Historic District Bounded by Cooper Street between 7th Street and Lawrence Street and the western property line of Point Street.	19th Century NR 08/07/89
A.S. Woodruff Law Building Located at 328-330 Market Street.	c. 1920 NR 08/24/90	South Camden Historic District Bounded by Jackson Street, Chelton Avenue, 4th Street and Railroad Avenue.	19th Century NR 09/28/20
Smith Austermuhl Insurance Company Located at the northwest corner of 5th and Market Streets, 429-433 Market Street.	c. 1920 NR 08/24/90	<u>New Jersey Certified Local Historic Districts</u>	
Wilson Building Located at the southeast corner of Cooper Street and Broadway, 130-144 North Broadway. Also part of the Cooper Street historic district.	c. 1926 NR 08/24/90	Certified Local Historic Districts "certified" by the National Park Service were popular in New Jersey in the early 1980's. Between 1981 and 1986, 10 certified local districts were created in the State's urban areas. Certification followed the submission of information similar to that found in National Register nominations and the passage of a local Historic Preservation Ordinance that met State and federal guidelines.	
Site of the former Victory Trust Company Located at the southeast corner of Broadway and Spruce Street, 902-904 Broadway.	c. 1927 NR 08/24/90	Cooper Plaza Historic District Bounded by South Broadway, Berkley Street, 7th Street, Haddon Avenue and Benson Street.	19th Century Certified 10/06/83
Broadway Trust Company Located at 938-944 Broadway.	c. 1920 NR 08/24/90	<u>Determination of Eligibility</u>	
South Camden Trust Company Located at 1800-04 Broadway.	c. 1926 NR 08/24/90	The Office of the National Register may make a formal determination that a prop- erty is eligible for listing in the National Register. This determination may be the result of comments made by the State Historic Preservation Officer or others. Properties that are nominated to the National Register but do not qualify simply because of owner objections may also receive Determinations of Eligibility.	
<i>Districts:</i>			
Fairview Historic District This district is generally located west of Mt. Ephraim Avenue, and south of Newton Creek.	1917 NR 11/19/74	Dudley Mansion Complex Archeological Resources Located at Dudley Park, Federal Street.	12/14/78
Walt Whitman Neighborhood Historic District Bounded by Martin Luther King/Mickle Boulevard, 3rd and 4th Streets.	19th Century NR 01/20/78	Joseph Cooper House Archeological Remains Located at the head of 7th Street in Pyne Poynt Park.	12/14/78

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Benjamin Cooper Ferry House and Tavern Located at Point and Erie Streets.	c. 1734 04/20/82	slight but important differences in these actions the effect is similar. For this reason, SHPO Opinions and COE's are listed together below.	
Benjamin Franklin Bridge Spans the Delaware River.	c. 1926 03/29/83	Morgan Village Archeological Site	03/17/76
Central Trust Company Located at 401 Federal Street.	c. 1899, 1919 08/24/90	Site of the former two subway station buildings Located at 28-36, 33-43 South Broadway.	c. 1936 02/04/81
Newton Avenue Garage Located at Newton Avenue and Borton Street.	04/12/84	U.S. Post Office and Courthouse Located at 4th and Market Streets.	c. 1931 02/24/83
<u>New Jersey Register of Historic Places</u>		Jesse Starr School Located at 83 Pine Street.	c. 1888 10/19/92
At one time it was possible for properties to be listed on the New Jersey Register of Historic Places without being listed on the National Register of Historic Places. Since then, efforts have been made to integrate State and federal listings of historic properties. Today, the listing of properties on the State Register and not the National Register is generally the result of owner objection to National Register listing. In such instances a Determination of Eligibility is issued where owner objection blocks listing on the National Register.		Berkley Street Streetscape (facade easement has been obtained for selected properties) Located at 2662-2686 Berkley Street.	19th Century 11/04/94
Benjamin Cooper Ferry House and Tavern Located at Point and Erie Streets.	c. 1734 SR 03/27/81	State Street Streetscape (400 Block) Located at 401-439 State Street - north side.	c. 1890 06/28/93
Benjamin Shreve House Located at 622 Cooper Street	c. 1885 SR 01/14/86	State Street Streetscape (600 Block) Located at 601-655 State Street - south side.	c. 1890 05/09/95
Central Trust Company Located at 401 Federal Street	1900 01/11/90	Cramer Hill Streetscape Located at 2-52 North 28th Street (east side) and 2-40 Leonard Street (east side).	c. 1890 09/30/93
<u>SHPO Opinions and Certifications of Eligibility</u>		Concrete Block Streetscape Located at 36-48 South 28th Street.	c. 1915 09/30/93
There are instances under federal law when the State Historic Preservation Officer may be called upon to render an opinion on the historical significance of properties and their eligibility for listing in the State and National Registers of Historic Places. While this action does not constitute a formal determination of eligibility, it does alert State and federal agencies to the possible importance of the identified resource.		AME Macedonia Church Located at 265 Spruce Street.	1883 04/20/94
There is a parallel process mandated by the New Jersey Register of Historic Places Act that provides for a Certification of Eligibility (COE). While there are		Sites located at 107, 109-111 North 8th Street	08/10/76
		Camden and Amboy Railroad Main Line 06/26/75	c. 1835
		Cooper River Park Historic District	02/28/94
		Cooper River Swing Span Railroad Bridge	10/08/97

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Elm Street Streetscape located at 602-612 North 2nd Street	
Federal Street Bridge Federal Street over Cooper River.	11/27/95
Harleigh Cemetery Haddon Avenue and Vesper Boulevard.	06/15/95
Market Street Historic District Market Street from 2nd to 5th Streets.	12/05/97
New Jersey Battery B Armory Located at 1056 Wright Avenue.	1917, 1935 12/05/97
Parkside Historic District Park Boulevard, Haddon Avenue and Euclid Street.	06/05/96
Public Service Corporation Building Located at 418 Federal Street.	1901 12/05/97
RCA Victor Office Building Front and Cooper Streets.	11/07/97
Ruby Match Factory Building Penn Street.	07/08/99
State Street Bridge State Street over Cooper River.	11/21/97
Former U.S. Post Office Located at 420-424 Federal Street.	12/05/97
Victor Talking Machine Company Building #17 Market and Front Streets.	1908-1916

Local Historic Designations

The Council of the City of Camden has from time to time amended and supplemented the Zoning Code of the City to authorize and designate historic districts and historic buildings and as such has ordained the following local historic districts: Market Street, Parkside, State Street, and Haddon Avenue. These districts have been found to contain buildings having historical and cultural significance.

Inventory of Historic Districts Within the City

1. Fairview

The Fairview historic district was first recognized in 1974 when the entire area was placed on the National Register of Historic Places. As such, it is one of the oldest historic districts in the United States. The district was designated a local, City regulated historic district on May 25, 1995. Since then, the Historic Preservation Review Commission has advised homeowners in the district on the restoration of their homes and has assisted them with obtaining Certificates of Appropriateness. Yorkship Village (the original core of what is now known as Fairview Village) was built in 1918 on the 225-acre Cooper Farm at the southern edge of Camden to house workers at the nearby New York Shipbuilding Company. Started during World War I by the federal government through the U.S. Shipping Board's Emergency Fleet Corporation, it was one of many similar garden villages developed by the corporation to ease the critical shortage of housing for war industry workers in various cities. What set this particular project apart, though, was the quality of land use planning and design found in the Village.

Yorkship Village was designed by Electus Litchfield, Pliny Rodgers, Henry Wright and others under the direction of Frederick L. Ackerman, who had been appointed Chief of Design of the Fleet Corporation's housing division. The Village was laid out along garden city lines, a concept that combined the best features of international urban design. The name of the village was changed to Fairview in the 1920's when the houses were auctioned off to prospective homeowners.

The community was planned around a large and functional village green. This green became the social and physical heart of the community, a place to meet friends and to socialize. Houses of worship, library, school and public meeting hall were located just off the green and provided a full measure of community life and interaction. Balancing this were several generous landscaped features and pedestrian footpaths that radiated out from the green and led into the community.

The central green was also the center of a street system made up of a series of concentric rings divided by radial streets reaching to the periphery. This pattern restricted the usual dominance of the car, and still does, while the pedestrian footpath system separated children and those on foot from the street. It was a design specifically aimed at a quality of life not often found in American cities.

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The architecture of Fairview Village is largely Colonial Revival, a style that became popular following the nation's centennial celebration in 1876. The original buildings were characterized by a generous amount of architectural detailing: six over six windows, shutters, porches, fanlights, decorative moldings, slate roofs and high quality brickwork. Although the present day Village has a small number of the bungalow style buildings that were popular in the 1920's and 30's, the predominant style within Fairview remains the two-story, brick row house. While the architectural detailing of the homes in the 1930's, 40's, and 50's reflected period tastes, their builders were obviously sensitive to the special qualities of the original Village. The district is significant under Criterion C.

The district is a 2,500-unit residential planned community built by the U.S. government for workers of the New York shipyards. This district is generally located west of Mt. Ephraim Avenue and south of Newton Creek.

2. Walt Whitman Neighborhood

The Walt Whitman Neighborhood Historic District was placed in the National Register of Historic Places on January 26, 1979. The district was defined as those properties in Block 267, Lots 14, 15, 17 and 18 and Block 269, Lots 64 and 65. This was a revision of an earlier application which defined the entire block as the district boundaries. The properties which are currently listed in the New Jersey and National Registers are 326, 328, and 330 Martin Luther King/Mickle Boulevard. In 1978, the U.S. Department of Interior independently declared the Walt Whitman House (330 Martin Luther King/Mickle Boulevard) a National Historic Landmark.

3. Cooper-Grant

The Cooper-Grant Historic District includes approximately four city blocks on the south side of the elevated approach to the Benjamin Franklin Bridge. The district is primarily residential but does include the former North Baptist Church, the Engine Number Six Fire House, and the Cooper Library (Walt Whitman Poetry Center). The residences in the district are row houses and semi-detached houses, most of which date from the late nineteenth century. The buildings stand on land that the Cooper family had owned since the early eighteenth century. When the land north of Cooper Street became available, developers began to build houses northward well beyond the present Benjamin Franklin Bridge for Camden's expanding population. Industries near the Delaware River waterfront, including Esterbook Steel Pen Factory, Campbell Soup Company, and the Victor Talking Machine

Company, provided much employment near the turn of the century. The Cooper-Grant Historic District is near a local transportation hub; nearby ferries crossed the river from Camden to Philadelphia until 1956 even after the present bridge cut through the neighborhood and provided a modern link between the two cities. The new bridge separated the Cooper-Grant Historic District from the larger neighborhood. The district is associated with events that have contributed to late nineteenth and early twentieth century development in Camden and is therefore significant under Criterion A. The architecture of the district, a mix of Second Empire, Italianate, and Gothic, represents adaptations of popular styles of the same period. This blend of styles in an urban setting distinguishes the Cooper-Grant Historic District from the surrounding area today and makes it significant under Criterion C.

The district contains 91 residential structures and three landmarks - the Walt Whitman Poetry Center, the new Baptist Church, and a firehouse on Front and Linden Streets. Bounded by Pearl Street, Friends Avenue, Cooper Street to Front Street and the western boundary of Point Street, as specified on the map.

4. Cooper Street

The Cooper Street Historic District, covering approximately six blocks along Cooper Street, contains dwellings, offices, and commercial buildings that represent the development of Camden between 1810 and 1937, the years when industry, commerce and agriculture combined to make this City the economic and urban center of South Jersey. Cooper Street is one of Camden's oldest streets and was originally the terminus of a route from the South Jersey coast to the Middle Ferry, one of the early ferries that linked all of South Jersey to Philadelphia via Camden. By its geographic location, Cooper Street literally became South Jersey's thoroughfare to downtown Philadelphia. The fortune of Cooper Street, like that of Camden as a whole, rose when people and goods moved through them to board ferries to the larger city across the Delaware River. Both Cooper Street and Camden began a long decline as that traffic abandoned City streets in 1926 for the fast trip across the Benjamin Franklin Bridge elevated high above the district. The buildings within the district include Camden's best remaining federal houses and its most intact examples of 19th century houses as well as important office and bank buildings of more recent vintage. These buildings demonstrate the street's change from residential and professional to commercial. The district is therefore significant under Criterion A. The district is also significant under Criterion C because of its distinctive architecture. Most of the buildings are larger than those in other areas of Camden; there

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are few of the row houses that line so many of Camden's streets. Many of the houses are the designs of prominent architects. The district contains buildings designed by Hazelhurst & Huckel, J. Fletcher Street, Wilson Eyre, Hoxie & Button, Frank R. Watson, Bailey and Truscott and others, most of whom practiced in Philadelphia between the Civil War and the late 1920's.

The district is downtown Camden's best collection of significant residential and office buildings. It contains 77 different buildings. Bounded by Cooper Street between 7th Street and Lawrence Street and the western property line of Point Street.

5. South Camden (Waterfront South)

The South Camden Historic District is a remarkably self-contained working class community dating from the second half of the 19th century. The district includes the houses of the area's residents, the commercial buildings in which they shopped, the houses of worship and schools in which they worshiped and were educated, and the mills and factories in which they worked. Few individual properties within the district may be considered to possess architectural significance, but taken as an entity, the district embodies the architectural experiences of the average working class citizen during the latter part of the 19th century. The district is thus both historical and architecturally significant on account of its typicality.

The district meets National Register of Historic Places significance Criteria A, B, and C. The development of the district as a residential suburb of industrial Camden and Gloucester City, and later as an working class residential neighborhood (the community planning and development area of significance) constitutes an association with the "broad patterns of our history" described under Criteria A. The important role that industrialist Howland Croft, and his Linden Worsted Mill, played in the district's development (the industry area of significance) provides the district with an association to "persons significant in our past" described under Criteria B. The buildings designed by locally significant architects John D'Arcy, George W. Hewitt, Jeremiah O'Rourke, and Edward Hazelhurst provide additional associations with significant persons. The architectural integrity of the district, the numerous examples of the evolution of row house design, and the individually significant buildings designed by professional architects "embody the distinctive characteristics of a type ..." and satisfy Criteria C.

The district contains 759 different buildings and was placed on the National Register of Historic Places in the early 1990's. With several hundred housing and commercial units, the district also contains six other significant

buildings - the Sacred Heart Church, the South Camden Trust, Fire House #3, the Star Theater, the Church of Our Savior, and the Linden Worsted Mills buildings. Area boundaries include portions of Jackson Street, 4th Street South, Chelton Avenue, South 5th Street and Interstate 676, as specified on the map.

6. Cooper Plaza

The Cooper Plaza Historic District is significant as a cohesive neighborhood of late 19th century housing representative of the High Victorian period. The district, which contains some of the most stylized residences to remain within the City of Camden, was constructed during the City's peak years of economic development. As such, the district effectively portrays an upper middle class neighborhood in an industrialized city.

The construction of Cooper Hospital in 1877 on the R.M. Cooper Estate was the impetus for the development of the neighborhood immediately south of the hospital. Developer George Holl purchased a large portion of the estate and built approximately 100 Queen Anne row houses with mansard roofs in replication of the roof style of Cooper Hospital. In time though, a diversity of styles typical of the late Victorian period were built. The housing stock in the area consists of row houses and doubles, most of which are three-story structures.

The Cooper Plaza Historic District is historically significant as the best remaining residential neighborhood in the City. Because of its retention of architectural detail and the absence of intrusive structures, the district continues to exhibit the taste and culture of Camden's once thriving upper middle class. For this reason the Cooper Plaza Historic District is significant under Criterion C.

The district contains 248 residential and commercial units. Area boundaries include portions of Broadway, Benson Street, Auburn Street, Washington Street, Berkley Street, Clarion Street, 6th Street, 7th Street, Haddon Avenue, Newton Avenue and Chambers Avenue, as specified on the map.

7. Market Street

The Market Street Historic District is significant due to its role as Camden's principle downtown commercial thoroughfare and the historic center of the City's banking, insurance and legal enterprise. Market Street was at the main east/west boulevard on Jacob Cooper's "Plan of the Town of Camden", a forty-acre plat of Cooper land first laid out in 1773. At the

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intersection of Market and Whitehall (today's 3rd Street) Streets was Whitehall Square, the planned commercial heart of the early City.

The State Bank of Camden, among the first in New Jersey, opened at the corner of Market and 2nd Streets in 1812. The Camden Fire Insurance Company, the third such company established in the State, began business in a former general store on Market Street in 1841. The commercial growth of the downtown was slow until the Delaware River ferry service was relocated to the terminus of Market Street. This event, coupled with the later introduction of the railroad and an electric trolley system to the City, was the catalyst for the development of Market Street and the downtown.

Although banking and insurance institutions were an early part of the City's history, it was following the depression of 1873 that Camden emerged as the commercial and economic hub of southern New Jersey. The New Jersey Safe Deposit and Trust Company at 301 Market Street was designed by Arthur Truscott and built in 1886. Its construction heralded the arrival of Market Street as the financial and legal center of Camden.

By 1909, there were nine banks in Camden and two insurance companies. In time, two banks and one insurance company located within the Market Street Historic District. In addition to the New Jersey Safe Deposit and Trust Company, there was the National State Bank at 123 Market Street. This bank, the successor of the City's first bank, was designed by the firm of Davis and Davis and built in 1913. The Smith Austermuhl Insurance Company Building at 5th and Market Streets was designed by Thomas Stephen, a local architect with many fine City buildings to his credit.

In addition to the banks and insurance companies, Market Street was also a Mecca for lawyers. By 1900, the majority of the City's lawyers had offices on Market Street. Samuel Grey, who began practicing law in Camden in 1873, served as the Attorney General of the State and was the first president of the New Jersey Bar Association.

Three important structures related to the City's once thriving legal profession remain on Market Street. Camden architect, Charles Peddle, designed the A.S. Woodruff Law Building, located at 328-330 Market Street. The Marcouse Building stands nearby at 231 Market Street. The Art Deco style Federal Courthouse and Post Office of 1931 take up much of the north side of the Market Street between 4th and 5th Streets.

Scattered among the district's banking, insurance and legal buildings is a worthy collection of two- and three-story commercial/residential structures

that represent an broad range of late 19th and early 20th century commercial styles. These buildings were home to the stores and businesses that served the businessmen of, and visitors to, downtown Camden. They also provided the much-needed human scale so important to the life of an historic downtown.

8. Parkside

The Parkside historic district is a 20th century ethnic community that characterizes Camden's changing middle class housing patterns. Development of the former Isaac Cooper Estate began in 1902 as a planned residential community by the Parkside Land and Improvement Company. Originally one of southern New Jersey's earliest Jewish neighborhoods, Parkside was home to a dynamic group of civic and business leaders. The area has since evolved into an African-American middle class community.

As originally conceived, Parkside was an enclosed enclave of two-story brick row houses with fine Queen Anne detailing. Of particular note was the stepped and gabled parapets adorned with fancy metal cornices. Gabled entry porches with a variety of column designs was another common and unifying characteristic of the community. The "entrance" to the Parkside community was at the intersection of Haddon Avenue, a once thriving commercial thoroughfare and the western boundary of the district, and Park Boulevard. At this location round stone columns support iron fencing and gates.

Located within the Parkside community is Cooper B. Hatch Junior High School by architect Clyde Smith Adams and Temple Beth-El, a Moorish style synagogue designed by (Byron) Edwards and (Alfred) Green, a noted architectural firm with offices in Philadelphia and Camden. Also in the district is the Pearley Building, a fine example of post-World War I Renaissance Revival architecture. Across Park Boulevard, the eastern boundary of the district, is Camden High School at the north and Pomona Hall, an 18th century west New Jersey landmark. All the characteristics of the Jewish community, religion, education, commerce and culture, were located in or near the neighborhood.

The African-American migration to Parkside began prior to and during World War II. As African-Americans attained greater social and political status in Camden, their emerging middle class found acceptance in the Parkside community. Many members of the AME Macedonia Church, a leading

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institution in the struggle for Black civil rights, lived in Parkside during this period.

Although the Parkside historic district is characterized by a variety of architectural styling, the predominant building type is the two-story brick row house. In general, the community has not suffered the loss of integrity engendered by vacancy and neglect that characterizes many of Camden's other residential neighborhoods.

9. State Street

The State Street Historic District is significant as North Camden's premier residential thoroughfare. In 1852, the last remaining Cooper family tract in Camden, the area north of Birch Avenue and Main Street, was laid out in streets and lots and offered at public sale. By the end of the 19th century, North Camden was a dense settlement of two- and three-story brick row houses. In this respect the streetscapes were similar to other City neighborhoods with one notable exception: State Street.

State Street was long referred to as "Lawyers Row" because of the number of prominent attorneys that lived on the street over the years. In general though, the street was home to a host of middle class residents, most notably doctors, dentists, and real estate agents. Scattered among the professionals were merchants, businessmen and a collection of successful tradesmen. At the eastern end of the street near the Cooper River were boat and yacht builders.

In 1923, Jeremiah Twohig, a Justice of the Peace, lived on State Street. Living nearby were three doctors, two dentists, three real agents and an engineer. Charles Taggart, a plumber, was a partner in the plumbing and steamfitting company of Walton, Taggart and Green. Thomas Siddons and Frederick Heubel, boat builders, lived on the street near the Cooper River. The Camden Canoe Club and John H. Mathis and Company, yacht builders, were located on the river.

Not only was the street differentiated socially from surrounding areas, but architecturally as well. Some of Camden's finest brick and stone row houses line the street. In 1901, the Camden Daily Courier advertised State Street as the "garden spot" of Camden. Of particular note are the brick and a stone three-story row houses on the four and five hundred blocks of State Street. The facades are characterized by a variety and level of architectural detailing that clearly sets these row houses apart from others in the City.

At the eastern end of the district is the State Street Bridge, an iron bridge over the Cooper River erected in 1889 by the Camden firm of B.F. Sweeton and Sons.

10. Haddon Avenue

The Haddon Avenue historic district is an early 20th century working class housing development of unusual quality. Built in response to the need for convenient housing for factory workers, these two-story, pressed, brick Queen Anne row houses are richly detailed and largely intact. The approximately 190 row houses of similar style create cohesive streetscapes on five adjoining streets.

The district is defined by the intersection of two important City arteries, the old Haddonfield Road of 1721 (Haddon Avenue) and Blackwood Road (Mt. Ephriam Avenue), built in 1795. Just south of the district is the site of the Newton Friends Meeting House (1801), schoolhouse (1802) and cemetery. The historic buildings were razed in 1957 but the Old Camden Cemetery remains as the southern boundary of the district.

The construction of the houses that make up the Haddon Avenue historic district was stimulated by the site's proximity to three large factories, H.B. Anthony Shoe Factory, Camden Floor Oil Cloth Works and a woolen and linen mill. The area, originally known as Starr's Crossing, was conveniently served by the Haddon Avenue railroad station, a stop on the Camden and Atlantic Rail Road (a portion of today's PATCO high speed line).

The row houses, of both buff and red brick, are two bays in width. The principle design features are the pressed metal cornices, brick friezes and the front entry porches with Eastlake details at the rail and frieze. Variations occur in the cornice and frieze. Three distinct brick frieze patterns are used: brick corbelling, intricate brick and a diagonally set soldier course. Some of the porches suffer from a lack of maintenance while a number of facades have been "improved" with applications of stucco and paint.

Description of Proposed Fetersville and Wrightsville Conservation Districts

Source: Robert Thompson, Senior Historic Preservation Specialist, City of Camden, New Jersey

Fetersville

The Fetersville Conservation District takes its name “Fetersville” from the community’s founder, Richard Feters. Feters, a prominent businessman and civic leader, was a principle spirit in the rise of early Camden. In 1828, the year of the City’s incorporation, he was elected to the City Council, thus marking the beginning a long career in local public life. His most notable civic achievements may have been his influence on the growth and advancement of Camden’s ferries and the introduction of a water supply system into the City. Upon his death in 1863 it was noted that, “Feters is one of the pioneers of this city and has probably done more for the advancement of the place than any other single gentleman.”

Richard Feters’ greatest contribution though may have been his work as a real estate developer. He was among the first to recognize the City’s need for both skilled and unskilled labor to fuel the rapidly expanding engine of industrialization. It was this understanding, combined with a fair and just disposition, that led Feters to found the community of Fetersville. On May 28, and October 11, 1833, Feters bought adjoining plats of land from Charity and Grace Kaighn. The property was part of a larger tract of land surveyed by Joseph Kaighn twenty-three years earlier. The area was described by a contemporary observer as a “... bog between Camden and Kaighn’s Point.”

Feters’ first act was to divide the land into a grid of streets and lots. The original boundaries of Fetersville were Line Street on the north, Cherry Street to the south, 3rd Street to the east and the Delaware River on the west. The typical lot size was 30 feet by 200 feet although smaller lots twenty feet in width were also available. The lots were oriented to encourage building on the streets running east and west.

In order to attract interest in his lots Feters offered them for sale at very affordable prices. He also offered favorable mortgages and worked with local lumber merchants to provide housing for those willing to invest in his planned community. Lots sold for as little as \$50.00. Feters advertised his property in areas well beyond the immediate environs of Camden. Ads were run in newspapers in northern New Jersey and New York City, in addition to those of west New Jersey and Philadelphia.

Lots sold at a brisk pace and within three years of his initial offering Feters purchased additional land from the Kaighn sisters. The original boundaries of Fetersville were extended two blocks south to Mt. Vernon Street and two blocks east to 5th Street. By 1838, Fetersville was described by Isaac Mickle as having, “... a tavern, a hominy (vide Walker) mill, a grocery, a garden for “the people of color” and thirty to forty houses.” Most of the houses were owned or occupied by free African-Americans from Philadelphia and New Jersey. Among the early African-American population was Benjamin Wilson, an African Methodist Episcopal

(AME) clergyman. The early meetings of what would become the AME Macedonia Church were held at his house which formerly stood at 263 Spruce Street. His sons, Perry and Ephraim, were identified as “hominy” makers and probably ran the hominy mill referred to by Isaac Mickle. Daniel Peterson, a tailor from Philadelphia, was another important figure in the community. His wife, Mary, was the daughter of the Reverend Jonathan Truitt, a follower of AME Church’s founder, Richard Allen. Her sister was Lydia Truitt, another early resident of Fetersville. In order to assist in the organization of a church in Fetersville, Bishop Morris Brown, a Philadelphia clergyman who became the leader of the AME Church following the death of Richard Allen, acquired Lot #68 from Richard Feters in 1835. In the deed, Feters agreed to reduce the purchase price of \$100.00 by \$30.00 if a church was erected on the lot. By 1841, a two-story brick church with its gable end facing the street had been built by lumber merchant William Carmen at 265 Spruce Street. Bishop Brown eventually conveyed the building and lot to the Trustees of the AME Macedonia Church on February 11, 1845.

Many of the early African-American residents of Fetersville or their ancestors had migrated north from Maryland, Virginia and Delaware, presumably to escape the yoke of slavery. Others came from Philadelphia and west New Jersey where manumissions among the Quakers had freed slaves two and three generations earlier. It was both the fledgling tradition of freedom and the deeply felt desire to maintain it that laid the foundation for the Underground Railroad in Camden. At the core of this effort in Fetersville was the AME Macedonia Church.

The earliest record of resistance to the institution of slavery dates back to 1847 when members of the congregation confronted a slave hunter and forcibly prevented him from abducting a fugitive slave. Another similar incident in Fetersville was also recorded in that same year. In the years prior to the Civil War, this attitude translated into an active support for the Underground Railroad. According to an eyewitness account, “From Philadelphia, the runaways were taken across the river to Camden, where Mr. Oliver (Reverend Thomas Clement Oliver, Pastor of the AME Macedonia Church, 1846-47) lived, thence they were conveyed north-east following the course of the river to Burlington, ...”.

In his efforts to develop Fetersville, Richard Feters did not limit his recruitment of citizens and businesses to the African-American community. Among the early investors in the area were Joaquim De Freitas, Lucy Immendorfer, Joseph De Lacour and Sylvester Nunes. There were at least twenty women among the initial buyers. Esther Willis bought four lots and Mary Mills three. Charles Lehr, a New York City businessman with family ties to Philadelphia, bought six lots in four different real estate transactions.

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Philadelphia businessman Jacob Lehr, a brother of Charles Lehr, established a candle factory in Fettersville on the road to Kaighn's Point in 1833. His house was built on Market Street in Kaighnton one year later. His sons, William and Samuel, built a duplex on 4th Street between Spruce Street and Cherry Street and opened a grocery store on the first floor. This grocery was first mentioned by Isaac Mickle in his 1838 description of Fettersville and appears on J. C. Sidney's 1851 map of the City. William and Samuel Lehr's grocery store building is still extant (904-906 South 4th Street).

Prior to 1853, most of the houses built in Fettersville were of frame construction. These dwellings were common in the African-American community that centered around the AME Macedonia Church. They were often 1½- or 2-story structures, about sixteen feet in width, with a door and window on the first floor street facade and two windows on the second floor. These buildings were frequently erected by City lumber merchants, most often by tradesmen employed by John and George Browning, John W. Mickle, William Carmen or John Flannigan and George Carpenter.

The Josiah Price House, at 236 Pine Street, was built by lumber merchants John and George Browning in 1834. The Lydia Truitt House, at 276 Division Street (Romona Gonzalez Boulevard), is still extant although in deteriorated condition. Otherwise, few of Fettersville's original frame houses remain. In 1853, the City Council passed an ordinance prohibiting frame construction in the City. From this point forward, brick construction became the norm in Fettersville and throughout Camden.

The increased population and Fettersville's favorable location near the Kaighn's Point Ferry led to the continued growth and prosperity of the neighborhood. The Capewell Glass Factory, which located near Fettersville in 1841, was instrumental in beginning what would become a great migration of Europeans to the City of Camden. Because of their skill as glass blowers, German immigrants were recruited to work in the glass factory.

Before long, Germans with diverse occupational backgrounds were taking up residence in Fettersville. The 1850 Census and later business directories of the period indicate a substantial German presence in the Fettersville community. Among the Germans were tailors, merchants, tinsmen, coopers, molders and blacksmiths, or those professions needed to sustain the immigrant community.

By 1867, four frame row houses built years earlier by Charles Lehr at 339-345 Spruce Street as worker's housing was owned or occupied by German families. Ferdinand Teismeyer, a sugar refiner, lived at 339-341 Spruce Street with his large family. Michael Wagner, a carpet weaver, owned 343 Spruce Street but lived two

blocks north at 347 Pine Street. Ferdinand Neutze was a locksmith who resided at 345 Spruce Street. His family later acquired a dry goods store around the corner at 829 South 4th Street.

It was during the period, 1860-1920, that the brick row house so common to the City was being built in Fettersville. There were blocks of row houses erected throughout the community although they tended to be concentrated in the areas east and south of the original African-American settlement. Significant exceptions were the houses built on Locust Street between Cherry Street and Spruce Street and the long brick row on Spruce Street between 3rd and 4th Streets. These houses were generally two-story structures with flat roofs, wooden cornices and stone lintels and sills. Because of the narrow lots in Fettersville, they were similar to the earlier two-bay, frame structures.

As early as 1880 immigrants from eastern and southern Europe began to arrive in Camden. The migration was slow at first, with only 10 percent of the City's foreign born population from eastern and southern Europe. This changed dramatically after the turn of the century. By 1920, the eastern and southern Europeans increased to 60 percent of the total City population. In Fettersville, the greatest increase in foreign born was among the Italians. At first, the Italian-Americans lived among the earlier residents of the community; in time though, very discernible housing patterns emerged with the Italian-Americans occupying entire blocks of brick row houses.

In time, a church was needed to address the spiritual needs of the Italian-American community. Following the turn of the century, two congregations were formed to serve the Italian-American population. In September, 1901, the American Baptist Home Missionary Society secured the services of Italian-American missionaries to raise the money necessary to build a chapel. The new chapel, dedicated in December, 1904, was erected at 252 Line Street. In order to serve the growing congregation, the Reverend G. Allegri, an Italian born pastor, dedicated a newly constructed Settlement House next to the Italian Baptist Mission Chapel in 1918. Of greater importance, perhaps, was the establishment of a Roman Catholic Church to serve a larger Italian-American community in Fettersville. The first mass of Our Lady of Mt. Carmel Roman Catholic Church was held in 1903 in the house of a German family at 3rd and Line Streets. Shortly thereafter, the priests and trustees bought a property on the northeast corner of 4th and Cherry Streets to use as a church. Rapid growth soon forced the congregation to seek other quarters. In 1907, the congregation purchased the property of the earlier German Catholic Church at the corner of 4th and Division Streets. The wooden structure that occupied the site was demolished and a new brick church, designed by Camden architect, Thomas Stephen, was promptly erected.

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Among the Trustees of Our Lady of Mt. Carmel Church was the dynamic community leader, Antonio Mecca. He was born in Avigliano, Italy on November 27, 1873 and came to the United States in 1888 with his parents. Mecca began working at the age of 15 picking fruit on a farm in Hammonton, New Jersey. Seventeen years later he received his undertakers and embalmer's license. He opened his own funeral parlor at 330 Spruce Street in late 1906 and served the City's rapidly growing Italian-American population. He was also familiar with the real estate and fire insurance businesses.

By 1908, Mecca had erected a commodious new residence, funeral parlor and office at 4th and Division Streets on a corner opposite Our Lady of Mt. Carmel Church. He is believed to have taken an active role in the design of the building, offering architect Thomas Stephen suggestions regarding the architecture of his native region of Italy. The building's Italian Renaissance styling was unique to Camden and served as an appropriate symbol of the City's emerging Italian-American community. The building became familiarly known as the "White House" because of its luminous, white Italian marble exterior.

By 1920, Fetersville was a dense urban community characterized largely by continuous blocks of brick row houses. At the western edge was Front Street and the river. Along this street were a number of small manufacturing and lumber establishments. The Volney G. Bennett Lumber Company's stable still stands at 198 Division Street at the corner of 2nd Street. Forming the eastern and southern edges of the community were the commercial thoroughfares, Broadway and Kaighns Avenue, respectively. The Broadway Trust Company at 938-944 Broadway is another example of Broadway's importance in the business life of the City. Fury Hall, at 341 Kaighns Avenue, and 401-407 Kaighns Avenue are good examples of Camden's historic commercial architecture.

There were three public schools in the community by 1886 and one parochial school. The Richard Feters School, named after the community's founder, stands on 3rd Street between Walnut and Mt. Vernon Streets. The oldest portion of the building, constructed in 1875, was designed by architect and Camden resident, Stephen D. Button. Although he designed many important Camden landmarks, this is the only Button designed building to remain intact. The northern and southern wings were added in 1928. The Lillie Osler Auditorium was added to the rear of the original structure. World War I hero, Admiral Henry B. Wilson, attended school here.

The City began to experience an influx of Hispanic immigrants in the mid-1940's. The Hispanics, who were principally of Puerto Rican descent, came in search of the same unskilled, low paying factory jobs sought by the preceding waves of

immigrants. Settling first in North Camden, the Hispanics eventually spread throughout the City claiming the houses left behind during the flight of the older, ethnic population to suburban communities during the 1960's and 1970's. In 1970, Hispanics accounted for 10% of the City's population. By 1990, 30% of Camden's citizens were Latino, primarily of Puerto Rican heritage. Conversely, only 261 residents of Italian descent remained in Fetersville in 1990. African-Americans continue to be a significant population in Fetersville and live dispersed among the newer Hispanic residents. The ratio of African-Americans to Hispanics that prevails throughout the City is generally characteristic of Fetersville as well.

In physical terms, the historic community of Fetersville has also changed dramatically. Entire blocks have been lost to abandonment, fires and demolition. The wooden houses so common in the early African-American community have virtually disappeared. On the block where the AME Macedonia Church stands only two houses, both abandoned, remain. Disinvestment has robbed the housing stock of its neat, polished character. Where blocks remain intact, vacant structures are scattered among the occupied dwellings.

Today, the neighborhood's houses of worship remain the life blood of the community. The AME Macedonia Church continues to hold services in the historic edifice erected in 1883. Our Lady of Mt. Carmel has joined with the Hispanic congregation of Our Lady of Fatima and now serves both an Italian-American and Hispanic population. Canaan Baptist Church, at the southwest corner of Newton Avenue and Mt. Vernon Street, is a late 19th century landmark built in the Romanesque Revival style. There are at least 10 congregations serving the needs of the historic Fetersville community and its environs.

Wrightsville

The Wrightsville Conservation District encompasses the area formerly known as Spicer's Ferry. Thomas Spicer established a ferry over Cooper's Creek as early as 1736. To accommodate travelers between Philadelphia and Burlington and points north, a tavern was erected near the ferry crossing. After much public discussion, a bridge was built over Cooper's Creek at the ferry location to make travel along the Burlington Road, now Federal Street, more convenient.

The first bridge, built in 1762, was burned during the Revolutionary War but was subsequently rebuilt at the direction of the American army's General Putnam. Amos Campbell and Gideon Stivers replaced the bridge in 1833. Stivers was a Master Builder and emerging public figure within the fledgling City of Camden. This bridge was replaced in 1868 and rebuilt again in 1908.

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As Spicer's Ferry gained in popularity as a crossing point, a small village sprang up near the eastern terminus of the ferry. A number of houses and one or two businesses were eventually built and the small village thus created became known as Spicerville. Growth proceeded slowly until the end of the Civil War. In 1871, John Wright and James Boothman laid out lots south of Federal Street and erected a number of houses and a Town Hall. By 1874, the area was known as Wrightsville.

Perhaps the greatest impetus for the development of Wrightsville was supplied by brothers, Samuel and Emmor French, in 1876. Not only did they lay out streets and lots on what had been the French Tract, a family farm, they also established a system of omnibuses that ran from East Camden and the Market Street ferry terminal. By 1886, the Camden Transfer Line required 55 horses and from 25 to 30 men to move between 80,000 and 100,000 people annually. The improvement in mass transit made it feasible to live in Wrightsville and other parts of East Camden.

Industry soon followed the growing population of Wrightsville. By 1879, the Overbrook Worsted Mills and the J.L. Cragin Soap Works joined a varnish works and a chemical production company already in operation. Other manufacturing concerns soon followed, lured no doubt by improved transportation facilities and a growing population. The Evans Leather Company, DiMedio Lime, Concrete Steel Company, Standard Oil Company and some welding and fabrication shops joined the industrial mix after 1900. Many of the employees of these firms lived in the immediate area. The Pennsylvania Railroad served many of these companies.

The Evans Leather Company was the only Wrightsville Company to close during the depression. After a fire destroyed the R.M. Hollingshead building in Center City they moved into the abandoned Evans Leather Company building. Otherwise, the industrial base of the community remained stable until the 1960's and 70's. During these turbulent decades many of Wrightsville's manufacturing concerns either relocated or closed. The loss of jobs in the community had a deleterious effect on the surrounding neighborhood.

Many of the old manufacturing buildings remain in place. In most cases they stand vacant although some have been converted to storage space. The housing stock remains largely intact but the signs of neglect are evident. Some demolition has occurred yet there is sufficient fabric to adaptively re-use the district's old manufacturing buildings while restoring what is still a worthy housing stock.

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COMMUNITY CENTER PLANNING STANDARDS

- a) A community center must be visible and easily recognized as a community focal point. It should be a source of pride for the entire community.
- b) A community center must be accessible to the maximum number of people. It must serve the characteristics of the population who live nearby.
- c) A community center should be located in proximity to public agencies, community services and facilities, i.e. shopping, medical facilities, and nearby housing.
- d) It should be convenient to existing public or private transportation.
- e) A community center should be within a comfortable walking distance for elderly people.
- f) The immediate surrounding properties should be planned and zoned for uses that would be compatible with the purposes of a community center. Certain adjacent land uses often render a site unacceptable. These uses may include: non-residential strip commercial, industrial, noise-generating land uses, and automobile service facilities larger than a service station.
- g) There should be no limitation imposed by structural barriers and difficult terrain, i.e. handicapped accessibility.
- h) Ideally, it should be located in proximity to outdoor activities, i.e. public park.
- i) The site should have sufficient buildable area without having to encroach upon environmentally sensitive lands, such as floodplains, wetlands, steep slopes, and heavily wooded areas.
- j) The site configuration should permit proper site plan organization. Sites with simple, rectangular configurations are desirable in order to minimize site development costs.
- k) Community Recreation centers serve year-round recreation, community service and social functions. Recreation programs focus on participation activities and are programmed to a large extent. Some optional time is also included in the schedule. Principle components of a community center include:
- Arts and crafts area
 - Auditorium
 - Club rooms
 - Game rooms
 - Gymnasium
 - Kitchen and snack bar
 - Lounge or lobby
 - Offices
 - Rest rooms
 - Multi-purpose rooms
 - Showers and lockers
 - Swimming pool
- l) Recreation activities will vary from center to center depending on characteristics of the user population and site characteristics. The following activities identify the types of recreation developments which are most appropriate for a recreation center. They should not be considered exclusive of other activities.
- Art
 - Badminton
 - Basketball
 - Community meetings
 - Dance
 - Drama
 - Education classes
 - Games
 - Gymnastics
 - Music
 - Photography
 - Play school
 - Shuffleboard
 - Social gatherings
 - Swimming activities
 - Volleyball
- m) Facilities should be open throughout the year every day and evening. A full-time staff is required. Daily maintenance should be provided. Programs and facilities should be publicized to promote wide participation by the community.
- n) Leadership personnel should be available during open hours for supervision, safety, education and for organizing and planning. Programs should be directed to all age groups and include special events along with continuing activities.
- o) Organized activities should be provided for groups as well as open activities for participants not associated with leagues or other groups.

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Existing Mini-Parks City-Owned		
<i>Planning District</i>	<i>Location</i>	<i>Size (acres)</i>
#1	2nd Street and Erie Street Park	0.64
	5th Street and York Street Park	0.23
	4th Street and State Street Park	0.45
	6th Street and Martin Luther King/Mickle Boulevard Park	0.16
	Berkley Street Park	0.06
	3rd Street and Kaighns Avenue Park	0.75
	Clarion Street Park	0.12
	736-738 Spruce Street Park	0.11
	814 North 5th Street Park	0.02
	325-337 Vine Street Park	0.08
#3	Memorial Park	0.46
	6th Street and Ferry Avenue Park	0.17
	8th Street and Woodland Avenue Park	0.75
	Warsaw Street and Thurman Street Park	0.22
	Bradley Avenue and Ormond Avenue Park	0.04

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Existing Neighborhood Parks City of Camden			
Planning District	Location	Size (acres)	Facilities
#1	4th and Washington • 4th Street from Washington Street to Clinton Street	1.33	Includes two basketball courts, one volleyball court, one spray pool, and a community center.
#1	7th and Clinton • Clinton Street between 7th Street and Newton Avenue	0.45	Includes two basketball courts, one spray pool, one picnic area, one playground, and one tot lot.
#1	Common Place Park (approved) • 3rd Street and Martin Luther King/Mickle Boulevard	0.11	Includes the historic Walt Whitman House, a poetry reading area, and landscaped seating adjacent the Walt Whitman historic site.
#1	Cooper Plaza Commons • East 6th Street	0.5	Includes passive recreation and sitting areas.
#1	Cornelius Martin Park • North 10th Street - Elm Street to Pearl Street	4.7	Includes two basketball courts, one football field, two youth baseball fields, one spray pool, one group picnic area, one playground, sitting areas, bleachers, and benches.
#1	Johnson Park • Front and 2nd Streets between Cooper and Penn Streets	2.5	Includes Walt Whitman Poetry Center, statuary, and benches.
#1	Northgate Park II • 6th and Elm Streets	2.12	Includes one basketball court, two handball/paddleball courts, two tennis courts, one spray pool, one picnic area, one amphitheater, two playgrounds, and sculpture.
#1	Northeast School Park • 6th and Elm Streets	0.9	Includes one basketball court, open volleyball court, one spray pool, one group picnic area, one playground/tot lot, hopscotch, and game tables.
#2	22nd and Harrison • 22nd Street to 24th Street between Harrison and Pierce Avenues	4.0	Includes one basketball court, one football field, one soccer field, one volleyball court, two youth baseball fields, one group picnic area, one playground, one tot lot, and backboards, benches, and a water fountain.

Planning District	Location	Size (acres)	Facilities
#2	Alberta Woods • 30th Street - Dudley Street to Fremont Street	1.1	Includes one spray pool, two picnic areas, one playground, game tables and a community garden.
#2	Ralph Williams Memorial Park • 28th Street from Howell Street to Mitchell Street	1.5	Includes two basketball courts, two tennis courts, one volleyball court, one group picnic area, one playground, one tot lot, backboards, bar-B-ques, open air pavilion, benches, and horseshoe pits.
#2	Johnson Cemetery Park • Federal and 38th Streets	2.67	Includes a permanent monument and benches.
#2	Martin Luther King/Mickle Boulevard and Eutaw Avenue Playground • Interior space behind houses	1.2	Includes one basketball court, one group picnic area, one playground, game tables and a sitting area.
#2	Rosedale Commons Park • Pleasant Street and 31st Street	2.0	Includes one basketball court, one handball/paddleball court, one ice skating (outdoor) area, one volleyball court, one spray pool, one nature center, one amphitheater, one playground, and one community garden.
#2	Veteran's Park • 26th Street - Hayes Avenue to Arthur Avenue	1.93	Includes one playground, war monument, cannon, benches, and pathways with lighting.
#3	Broadway and Ferry Avenue • NW corner of Broadway and Ferry Avenue	0.2	Includes passive recreation space with benches and paths.
#3	Butler Dempsey Cemetery Park • Ferry Avenue and Charles Street	1.03	Includes passive recreation area with monument, benches, flagpole and paths.

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Existing Neighborhood Parks, City of Camden (cont'd)

Planning District	Location	Size (acres)	Facilities
#3	Elijah Perry Park • 9th Street to Phillips Street between Ferry and Central Avenues	4.3	Includes two basketball courts, one youth baseball field, one spray pool, one playground, one platform/stage area, and sitting areas.
#3	Judge Robert Burke Johnson Park • 8th Street to I-676 at Thurman Street	14.45	Includes the Isabel Miller Community Center, one baseball/softball field, four basketball courts, one football field, two tennis courts, one volleyball court, one youth baseball field, one group picnic area, and bicycle/running trails.
#3	Liney Ditch Park (South Camden Park) • 4th and Jasper Streets	6.3	Includes one handball/paddleball court, one soccer field, two tennis courts, one spray pool, three group picnic areas, one amphitheater, and one playground.
#3	Staley Park • 7th Street between Jefferson and Chelton Avenues	4.1	Includes one basketball field, one softball field, one basketball court, one football field, one group picnic area, one playground, backboards, bar-B-ques, bleachers, and horseshoe pits.
#3	Mae Schultz Memorial Park • Merrimac Street at New Jersey Road	9.4	Includes one baseball field, one softball field, two basketball courts, one football field, one hockey court, three tennis courts, two youth fields, one group picnic area, bicycle/running trails, one playground and a community center.
#3	Whitman Park • Hallowell Lane to Davis Street between Sayre Avenue and Decatur Street	8.89	Includes one baseball field, one softball field, two basketball courts, one football field, two tennis courts, one youth baseball field, one group picnic area, one playground and one tot lot, baseball with dugouts, benches, and sitting areas.

Planning District	Location	Size (acres)	Facilities
#3	Whitman Square • Whitman Avenue to Everett Street between Rose and Louis Streets	1.6	Includes paved paths, benches, shade trees, lighting and trash receptacles.
#3	Yorkship Square • Yorkship Road and America Avenue	0.8	Includes war monument, paved paths, benches, shade trees and lighting.
#3	Camden High Athletic Field • Park Boulevard and Vesper Boulevard	17.38	Includes one softball field, one basketball court, two football fields, one open playfield, six tennis courts, and bleachers.

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Existing Community Parks City of Camden			
Planning District	Location	Size (acres)	Facilities
#1	Pyne Poynt Park • Erie Street to River Avenue between 6th and 7th Streets	15.2	Includes the North Camden Community Center, two softball fields, two basketball courts, one handball/paddleball court, one youth baseball field, one spray pool, one swimming pool, two group picnic areas, one historic structure, two playgrounds, eight backboards, bleachers, and benches.
#1	Ulysses S. Wiggins Waterfront Park • End of Martin Luther King/Mickle Boulevard along the Delaware River	51.22	Includes boat launch, amphitheater, wide pedestrian promenade, lighting, benches, a harbor basin and fishing.
#1	Camden Park • Wildwood Avenue to Park Boulevard to Baird Boulevard to Line Street and the Cooper River	23.84	Includes one softball field, one handball wall, two tennis courts, one shuffleboard, one playfield, and one playground.
#2	Dudley Grange Park • Dudley Street - Westfield Avenue to Federal Street	20.6	Includes the Angel Perez Community Center, one baseball field, two softball fields, two basketball courts, two football fields, one open playfield, one spray pool, eight tennis courts, three picnic areas, a bicycle/running trail, two playgrounds, one pavilion, sitting areas, benches, and ballfields with backstops.
#2	Von Neida Park • 29th Street to Cleveland and Lois Avenues	18.75	Includes the Cramer Hill Community Center, four softball fields, and one playground.

Planning District	Location	Size (acres)	Facilities
#3	Farnham Park • Park Boulevard between Baird Boulevard and Kaighns Avenue	22.3	Includes one basketball court, one open playfield, one spray pool, three group picnic areas, a bicycle/running trail, one playground and one tot lot, backboards, sitting areas, one pavilion, benches, parking, drinking fountains and trash receptacles.
#3	Reverend Evers Park • Lake Shore Drive and Morgan Boulevard	45.2	Includes eight basketball courts, two softball fields, one open playfield, one playground, and a community garden.

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RECREATION FACILITY CRITERIA

<u>Activity</u>	<u>Facility Dimensions</u>	<u>Overall Ideal Area Needed</u>	<u>Persons per Facility General. Std.</u>
Baseball			5,000
Regular	90 ft. diamond	350 ft. x 350 ft.	--
Junior	75 ft. diamond	250 ft. x 250 ft.	--
Football	160 ft. x 360 ft.	190 ft. x 420 ft.	20,000
Soccer			10,000
Men	195 ft. x 330 ft.	225 ft. x 360 ft.	--
Women	120 ft. x 240 ft.	150 ft. x 270 ft.	--
Junior	100 ft. x 200 ft.	125 ft. x 225 ft.	--
Softball			5,000
Men	60 ft. diamond	275 ft. x 275 ft.	--
Women	60 ft. diamond	250 ft. x 250 ft.	--
Junior	45 ft. diamond	175 ft. x 175 ft.	--
Basketball			5,000
Mens	50 ft. x 94 ft.	60 ft. x 100 ft.	--
Women	45 ft. x 90 ft.	55 ft. x 100 ft.	--
Junior	40 ft. x 60 ft.	50 ft. x 70 ft.	--
Handball/Paddleball			5,000
One Wall	20 ft. x 34 ft.	30 ft. x 44 ft.	--
Four Wall	23 ft. x 46 ft.	30 ft. x 50 ft.	--
Volleyball			5,000
Regular	30 ft. x 60 ft.	50 ft. x 80 ft.	--
Junior	25 ft. x 50 ft.	40 ft. x 70 ft.	--
Spray Pool		as available	10,000
Swimming Pool	25 m/50 m	½- to 2-acre site	20,000
Golf			50,000
9-hole course		50 acres	--
18-hole course		120 acres	--
Group Picnic Areas			6,000
Tennis Courts	36 ft. x 78 ft.	50 ft. x 110 ft.	2,000
Community Center		¼- to 1-acre site depending on uses	10,000 to 25,000

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Existing Bus Routes Servicing Camden City

Routes 313 & 315	<u>Cape May-Wildwood-Philadelphia</u> also serving: Cape May Court House-Stone Harbor-Avalon-Sea Isle City-Millville-Vineland-Pitman-Williamstown-Camden	Route 407	<u>Moorestown Mall-Philadelphia</u> also serving: Moorestown-Maple Shade-Pennsauken-Merchantville-Camden
Route 316	<u>Philadelphia-Wildwood-Cape May Express</u> (summer only) also serving: Camden-Avondale Park & Ride-Sea Isle City-Avalon-Stone Harbor	Route 408	<u>Millville-Philadelphia</u> also serving: Vineland-Newfield-Franklinville-Clayton-Glassboro-Pitman-New Sharon-Deptford-Westville-Gloucester-Camden
Route 400	<u>Sicklerville-Philadelphia</u> also serving: Avondale Park & Ride-Williamstown-Turnersville-Lakeland-Deptford Mall-Camden County College-Blackwood-Runnemede-Bellmawr-Mt. Ephraim-Audubon Park-Camden	Route 409	<u>Philadelphia-Willingboro-Trenton</u> also serving: Camden-Moorestown-Pennsauken-Cinnaminson-Delran-Bridgeboro-Willingboro Shopping Center-Edgewater Park-Burlington Center Mall-Burlington-Florence-Roebling-Bordentown-Trenton Rail Station-Quakerbridge Mall-Lawrence
Route 401	<u>Salem-Deptford Mall-Philadelphia</u> also serving: Woodstown-Swedesboro-Woodbury-Westville-Brooklawn-Gloucester-Camden	Route 410	<u>Bridgeton-Philadelphia</u> also serving: Deerfield-Shirley-Pittsgrove-Mullica Hill-Mantua-Woodbury-Camden
Route 402	<u>Pennsville-Philadelphia</u> also serving: Penns Grove-Bridgeport-Beckett-Gibbstown-Paulsboro-Woodbury-Westville-Brooklawn-Gloucester-Camden	Route 412	<u>Glassboro-Philadelphia</u> also serving: Elsmere-Pitman-Barnsboro-Mantua-Wenonah-Woodbury-Woodbury Heights-Westville-Gloucester-Camden
Route 403	<u>Turnersville-Lindenwold PATCO-Philadelphia</u> also serving: Erial-Pine Hill-Gloucester-Camden County College-Clementon-Echelon Mall-Barrington-Haddon Heights-Camden	Route 413	<u>Philadelphia-Mt. Holly-Burlington</u> also serving: Camden-Cherry Hill-Maple Shade-Moorestown-Moorestown Mall-Hainesport-Lumberton Plaza-Burlington Memorial Hospital-Burlington County Social Service Building-Westampton-Burlington Center Mall
Route 404	<u>Cherry Hill Mall-Pennsauken-Philadelphia</u> also serving: Merchantville-Camden	Route 419	<u>Burlington-Riverside-Philadelphia</u> also serving: Burlington Center Mall-Edgewater Park-Beverly-Delanco-Delran-Riverton-Cinnaminson-Palmyra-Pennsauken-Camden
Route 405	<u>Philadelphia-Merchantville-Cherry Hill Mall</u> also serving: Camden-Pennsauken	Route 450	<u>Cherry Hill Mall-Audubon-Camden</u> also serving: Haddon Township-Westmont PATCO-Black Horse Center-Audubon Park-Fairview

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Route 451	<u>Echelon Mall-Camden</u> also serving: Village of St. Mary's-Woodcrest- Haddonfield-Westmont-Collingswood
Route 452	<u>Camden-Pennsauken</u> also serving: New Jersey State Aquarium at Camden- Cramer Hill-North Camden
Route 453	<u>Woodlynne-Camden</u> also serving: Broadway
Route 457	<u>Moorestown Mall-Haddonfield-Camden</u> also serving: Mt. Laurel-Maple Shade-Haddonfield PATCO-Haddon Heights-Audubon-Mt. Ephraim- Gloucester City-Cherry Hill
Route 461	<u>AquaLink serving: Camden-New Jersey State Aquarium at Camden</u>
Route 551	<u>Atlantic City-Philadelphia</u> also serving: Sicklerville-Avondale Park & Ride- Camden
Route 555	<u>Philadelphia-Ocean City</u> also serving: Camden-Avondale Park & Ride- Sicklerville-Atlantic City-Somers Point-Marmora

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County Highway Classifications

County Route Segment	Name	ROW (ft)		Cartway Proposed (ft.)	Functional Class		Fed Aid System
		Existing	Proposed		FHWA	Proposed	
537							
737-537 Spur	Federal Street	66	66	46	UMA	MA	yes
537 Spur-601	Federal Street	66	66	46	UMA	MA	yes
601- 310 ± E. of Roosevelt Avenue (S. side only: center line of 611 - Merchantville line)	Federal Street	66	66	46	UMA	MA	yes
537 Spur							
737-537	Market Street	80	80	45-50	UMA	MA	yes
543							
611-537	River Avenue	variable	60	46	UMA	MA	yes
551							
Franklin Br.-Morgan Boulevard	Broadway	66	66	46	UMA	PA	yes
Morgan Boulevard-center of Newton	Broadway	66	66	46	UMA	PA	yes
Creek							
561							
537-605	Haddon Avenue	66	66	46	UPA	PA	yes
605-603	Haddon Avenue	66	66	46	UMA	PA	yes
601							
2nd Street-543	E. State Street	70	60	36	UMA	MA	yes
543-537	E. State Street	80	60	36	UMA	MA	yes
537-662	Marlton Pike	60	66	46	UMA	MA	yes
(N. side only: Pennsauken Twp. line - 662)							
603							
Mechanic Street-561 (N. side only: 605-561)	Ferry Avenue	50	50	36	UMA	MA	yes
604							
607-561	Newton Avenue	50	50	36	UMA	MA	yes
605							
561-Fairview Street (W. side only: 603-Fairview Street)	Mt. Ephraim Avenue	66	66	46	UPA	PA	yes
606							
561-603	White Horse Pike	70	70	46	UMA	MA	yes
606A							
561-606	Old White Horse Pike	66	66	46	local	MA	no
607							
2nd Street-center of Cooper River	Kaighns Avenue	66	66	46	UMA	MA	yes
608							
537-607	Baird Boulevard	110	110	46	UMA	MA	yes
609							
543-601	27th Street	50	60	36	UMA	MA	yes
610							
537-W. side of 42nd Street	Westfield Avenue	66	66	46	UMA	MA	yes
611							
W. side only: Farragut Ave-543	36th Street	50	50	36	UC	MA	yes
W. side only: 543-Jersey Avenue	36th Street	50	50	36	UMA	MA	yes
Jersey Avenue-Camden Avenue	36th Street	50	50	36	UMA	MA	yes
W. side only: Camden Ave-537 (Also Camden side of Newton Creek - BRIDGE ONLY)	36th Street	50	50	36	UMA	MA	yes
662							
NW. side only: 601-Myrtle Avenue	Highland Avenue	60	60	46	UC	Collector	yes
N. side only: Highland Avenue- U.S. 130	Myrtle Avenue	60	60	46	UC	Collector	yes
663							
537-662	Terrace Avenue	60	60	46	UMA	MA	yes
737							
537-537 Spur	Delaware Avenue	NA	NA	NA	UC	Collector	yes
740							
8 roads in Farnham Park (some submerged)	County Park Drives	NA	NA	NA	NA	NA	NA
Park Boulevard-Park Avenue	County Park Drives	NA	NA	NA	NA	NA	NA
Parkside-Baird Boulevard	County Park Drives	NA	NA	NA	NA	NA	NA
756							
537-537 Spur	6th Street	NA	NA	NA	UMA	MA	yes

Abbreviations used in table: UPA = Urban Principal Arterial; UMA = Urban Minor Arterial; UC = Urban Collector;
MA = Minor Arterial; PA = Principal Arterial

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IX - APPENDIX

Existing Police Department Facilities		
Facility	Location	Type
1st District Sub-Station	701 State Street	Non-secure, modular construction
	Description: High maintenance, meets most operational needs, excellent location for requirements, insufficient parking.	
1st District Mini-Station	426 South Broadway (Broadway and Washington Street)	Secure, conventional construction
	Description: Satisfactory condition, no immediate plans: Upgrade to permanent sub-station.	
2nd District Sub-Station	2800 Mt. Ephraim Avenue	Secure, conventional construction
	Description: Fine in all respects, good example of prototype for future buildings.	
2nd District Mini-Station	1201 Yorkship Square	Secure, conventional construction
	Description: Satisfactory condition; future renovation.	
3rd District Sub-Station	2851 River Avenue	Non-secure, modular construction
	Description: Location good, however the department is investigating the exchange of facilities with the Reeves Community Center or the building of a permanent facility.	
3rd District Mini-Station	2641 Federal Street	Secure, conventional construction
	Description: Building circa 1880's, good location, community-oriented parking, operationally OK, in need of major repairs - renovate if feasible.	
4th District Sub-Station	1222 Kaighns Avenue	Non-secure, modular construction
	Description: Good location, community-oriented parking, adjacent abandoned building being considered for use or construct new facility.	
Police Administration Building	800 Federal Street	Secure, conventional construction
	Description: Constructed in 1979 and in need of the following major repairs: Roof replacement, settlement cracks, heat pump leaks, solar water heat.	
Mounted Unit	3195 Federal Street (in Dudley Grange Park)	Secure, conventional construction
	Description: 20-year lease on new facility, 10 horse stalls.	
Mini-Station - Crime Prevention Unit	33rd Street and Westfield Avenue	Secure, conventional construction
	Description: Apartment located in Westfield Gardens with crime prevention staff member.	
Mini-Station - Crime Prevention Unit	200 Mariton Pike	Secure, conventional construction
	Description: Storefront in strip center.	

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MAP LIST

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Glossary

GLOSSARY

Brownfields - refers to environmentally contaminated property that is eligible for various governmental clean fund assistance.

Buffer - usually a green landscape area to separate land uses that are not naturally compatible such as heavy industrial districts against residential areas.

Capital Improvement Program - a financial plan that outlines improvement projects such as utilities, storm drainage, streets, parks and other public facilities to be constructed according to a certain time frame and usually based on a City's overall Master Plan.

CBD - Central Business District also referred to as the "Downtown". This area is Center City and encompasses high density land uses and high rise buildings containing a mix of uses including ground floor retail, institutional, commercial, educational and governmental activities which provides services to the entire City and the metropolitan region.

Community Anchors - refers to facilities that provide long-term stability to an area by virtue of the particular service that they provide such as schools, community centers, higher educational facilities, hospitals, libraries, police and fire stations, government buildings and religious facilities.

Compact Retail Center - neighborhood commercial areas currently containing vacant storefronts along major retail streets that are proposed to be reduced in area to create a concentrated center of retail activity containing parking and pedestrian amenities; proximity of businesses to each other in a center increases convenience, commercial services and security for residents.

Corridors - refers to an area that parallels a particular man-made or natural feature. For example, an "industrial corridor" implies predominantly industrial development along a stretch of roadway whereas as a "greenway corridor" relates to naturalized open spaces that wind along a river shoreline.

Density - refers to the number of dwelling units that occupy a gross acre of land; a unit of measurement to define the development intensity envisioned for various residential neighborhoods. Three categories of density are used in the Land Use Plan - low, medium and high. Each category of density is meant to characterize the type of building structure that would predominantly characterize an area, as there would be other type structures that have already been built in the area.

FAR - Floor area ratio, a technique used to control the amount of floor area allowable on a lot.

Gateway - an entry point into an area, a neighborhood or a district of the City which may be marked by a set of land uses and buildings or special landscape and architectural features like signage, banners, trees, arches or monuments.

Heritage Tourism Area - refers to an economic development technique that blends tourist interest in the historical heritage of an area with small business development, recreation and education to attract visitors and residents to an area to learn about its history and connection to the evolution of the City and region.

Housing Improvement Actions - refers to levels of improvement envisioned for a neighborhood depending on the stability of an area, the extent of vacant buildings, the need for property maintenance and the level of public intervention that would be required to improve the area. Three levels of improvement action are envisioned in the Housing Plan - Conservation, Rehabilitation and Revitalization. These actions range from limited activity emphasizing code enforcement, spot rehab and maintenance to major rehab and redevelopment actions.

Infrastructure - refers to man-made systems that include streets, utility lines, sidewalks, lighting, landscaping and other items that are built to support services required by a development.

Mixed-Use - refers to an area in which a flexible combination of compatible land uses would be developed such as residential, commercial, open space, and certain types of light industrial uses. Four categories of mixed-use are used in the Land Use Plan - transit-oriented, mixed waterfront, Center City, and mixed corridor. Each category envisions a different mix of land uses to achieve a unique land use pattern for the development of an area.

New/Old Economy - refers to changes in the workplace moving from primarily a manufacturing based operation to a service based, information and technology driven workplace. While manufacturing still exists in the new economy it is more specialized requiring a different set of skills than factory workers had in the 20th century.

Overlay District - a planning technique whereby a set of land use regulations can be superimposed over an existing zoning district to achieve desired Master Plan objectives for a particular area; usually used in mixed-use development areas, historic districts and special development zones.

PILOT - refers to a "payment in lieu of taxes" which is a tax incentive available in certain cases to attract new business or a desired land use whereby full City real estate taxes are forgiven for a set time period and in its place a "PILOT" is made to cover the City services generally required by a particular project.

Right-of-Way - a defined publicly owned area in which a street exists or is built; sometimes referred to as an "ROW".

Scenic Vistas - areas that have views of significant scenic features, like the City's skyline or Cooper River with Camden High School in the background.

Streetscape - a combination of improvements that beautify an existing street and may include landscaping, specialty light fixtures, banners, street trees, walkway paves, trash receptacles, special signage, pedestrian crossing fixtures, and benches.

Urban Industrial Park - an attractive planned business park setting developed usually by a single management company and containing a series of well maintained industrial, office and business uses served by a common roadway system and accessible by public transit, containing common landscaping, drainage and utility systems including cafeterias, day care and recreation spaces; also referred to as an Enterprise Business Park.

Glossary

TERMS

- MLUL - Municipal Land Use Law of New Jersey that governs planning and development
- CFDA - Cooper's Ferry Development Association
- CDBG - Community Development Block Grant
- CDC - Camden Development Collaborative
- CHA - Camden Housing Authority
- CIP - Capital Improvement Plan
- COAH - Council on Affordable Housing, a State agency
- CRA - Camden Redevelopment Agency
- DRPA - Delaware River Port Authority
- DVRPC - Delaware Valley Regional Planning Commission
- EZ - Empowerment Zone
- HUD - Housing and Urban Development, a federal agency
- HFA - Housing Finance Agency, a State agency
- NAC - Neighborhood Advisory Council
- NJDEP - New Jersey Department of Environmental Protection
- NJDOT - New Jersey Department of Transportation
- NJEDA - New Jersey Economic Development Authority
- NJT - New Jersey Transit
- SJPC - South Jersey Port Corporation
- WIB - Workforce Investment Board

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- 1987 Camden Waterfront Master Plan, Cooper's Ferry Development Association, Wallace Roberts Todd, S.T. Hudson, Inc.
- 1989 Federal Street & Westfield Avenue Commercial Revitalization Needs: Camden Redevelopment Agency
- 1990 Lanning Square West Neighborhood Revitalization Plan: City Division of Planning, Lanning Square West Neighborhood Advisory Committee
- 1991 Federal Street & Westfield Avenue Public Improvement Study: City Division of Economic Development, The Tarquini Organization
- 1993 The North Camden Plan: Delaware Valley Community Reinvestment Fund, North Camden Land Trust, Camden Redevelopment Agency
- 1994 Dudley & Rosedale Neighborhoods Strategic Plan: City Division of Planning
- 1994 Philadelphia and Camden Empowerment Zone Strategic Plan
- 1994 Recovery Action Program for Parks and Recreation: City Department of Community Services
- 1995 City of Camden Comprehensive Plan Reexamination: City Planning Board, Remington & Vernick
- 1995 Yorkship Square Commercial Improvement Study: City Division of Economic Development, Lammey & Giorgio
- 1997 Stockton Neighborhood Strategic Plan: City Division of Planning
- 1999 5-Year Facilities Management Plan: Camden Board of Education, Vitetta Group
- 2000 Waterfront South Neighborhood Development Plan: City Division of Planning
- 2000 Cramer Hill Tomorrow Strategic Plan: Cramer Hill Neighborhood Advisory Committee, Kaufman Consulting, Camden County OEO, Camden Development Collaborative
- 2001 City of Camden Consolidated Housing Plan 2000-2004: Division of Planning, Bureau of Grants Management

Redevelopment Plans

- 1978 City Center together with various amendments to 1992, Camden Redevelopment Agency
- 1986 Lanning Square No. 2: Camden Redevelopment Agency
- 1987 Broadway & Liberty: Camden Redevelopment Agency
- 1988 Cooper-Lanning: Camden Redevelopment Agency
- 1989 Rosedale: Camden Redevelopment Agency
- 1990 Camden Gateway North: Camden Redevelopment Agency, Wallace Roberts Todd
- 1991 Second & Kaighns Avenue Blight Study: Camden Redevelopment Agency
- 1995 Main Street: Camden Redevelopment Agency
- 1996 Broadway (Mickle to Liberty): Camden Redevelopment Agency
- 1996 Dudley-Arlo: Camden Redevelopment Agency
- 1997 Stockton: Camden Redevelopment Agency
- 2000 Waterfront South: City Division of Planning
- Pending* Liberty Park, City Planning Division
- Pending* State & River Roads, City Planning Division
- Pending* North Shore, City Planning Division
- Pending* Sears Building/Gateway South, City Planning Division

Credits

CREDITS

Mayor Gwendolyn Faison

Camden City Council

Angel Fuentes*, President
Michael McGuire*, Vice President
C. Louise Dobbs*
Francisco "Frank" Moran*
Israel Nieves*
Dana Redd
Ali Sloan-El, Sr.*

Lisa Roberts Taylor, Counsel

Camden Planning Board

Rodney Sadler, Chairman
Donald Vidal*, Vice Chairman
Mayor Gwendolyn Faison
Councilman Michael McGuire
Jose DeJesus
James Dobbs
Lauren Hill
Santiago Illaraza
Frederick Martin, Jr.

Calvin Fisher, Esq. Board Attorney
Angela Miller, Board Secretary
Remington & Vernick, Board Engineer

Credits

Department of Development & Planning

Edward Williams, PP/AICP Acting Director

Division of Planning

Edward Williams*, PP/AICP, Director
Frederick Martin, Jr., Sr. Administrative Analyst
Charles Lyons, Chief of Planning & Project Execution
Linda Johnson, Director - NPP
Robin Johnson, Sr. Program Development Specialist
Robert Thompson, Sr. Historic Preservation Specialist
Darryl Dozier, Research Assistant
Edward Martinez, Principal Planning Aide
Angela Miller, Secretarial Assistant

Master Plan Advisory Committee

City Council Members, Planning Board Members and Planning Division designated by an asterisk () are members of the Advisory Committee.*

John Alloway, Chairman, City of Merchantville Planning Board
Clarence Bagwell, State Street Housing Corporation
Norton N. Bonaparte, Jr., City Business Administrator
Arnold Byrd, Executive Director, Camden County OEO
Eleanor Connell, Administrator, Haddon Township Planning Board
Thomas Corcoran, President/CEO Cooper's Ferry Development Association
Mayor J. Drew Coyle, City of Woodlynne
Catherine DeCheser, Exec Dir, Camden County Community Planning & Advisory Council
Michael Diemer, Executive Director, Cooperative Business Assistance Corporation
Roberto Felize, Director, City Department of Public Works
Eric Fetterolf, Director of Planning, City of Gloucester
Victor Figueroa, Camden Housing Authority
Doug Griffin, Director, Camden County Planning Department
Jerome Harris, Rowan University Urban & Public Policy Institute
Novella Hinson, Director, City Health & Human Services
David Hojsak, NJ Office of State Planning
S. Thomas Holmes, Development Director, Camden County OEO
Dianne Hood, Tax Collector, City Bureau of Revenue Collection
Dr. Theodore Johnson, Superintendent of Schools, City Board of Education
John Kane, Director Community Development, City of Collingswood
Bernard Kavanaugh, Director Community Development, City of Pennsauken
Dennis Kille, Esq., City Attorney
Thomas Knoche, North Camden Land Trust
Mark Lonetto, County Administrator

Alberta Martin
Maureen McLoon, Chairperson, Merchantville Zoning Board
Keith Moore, Prosperity New Jersey
Luis Pastoriza, City Clerk
Maxine Rice, Virtua Health Systems
Phillip Rowan, Executive Director, Camden County Improvement Authority
Khia Shaw, Urban Initiatives Coordinator, County Prosecutor's Office
Herbert Simmens, Director, NJ Office of State Planning
William Spearman, Cooper's Ferry Development Association
Dr. H. Ahada Stanford, Executive Director, Camden Development Collaborative
Rev. Al Stewart, Camden Rescue Mission
Carrie Turner, St. Joseph's Carpenter Society
Nicholas Vitagliano, Camden County Chamber of Commerce
Richard Wright, Director, City Department of Finance
Gilbert Wilson, Former City Councilman
Managing Director, Camden Empowerment Zone Corporation
Director, Latin America Economic Development Association

Consultant Team

Lenaz, Mueller & Associates, City Planners
Princeton, New Jersey

S.T. Hudson Engineers, Inc., Engineers
Camden, New Jersey

Lammey & Giorgio, Urban Design
Haddonfield, New Jersey

The original of this report was signed and sealed by:

Gerald Lenaz, AICP/PP, NJ Licensed Professional Planner #1250

Michael K. Mueller, AICP/PP, NJ Licensed Professional Planner #2228

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Credits

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