
Achieving a Dynamic Economy

VISION

The City has been transformed into a vibrant urban center providing a diversified mix of commercial, industrial, business and service establishments, residences and cultural facilities. Creative partnerships between public schools, higher educational facilities, the medical centers, businesses and institutions are providing employment training, education and jobs to match employers' needs with City residents.

Entrepreneurial opportunities for locally-owned small businesses and new start-up ventures contribute to the City's growing economy. Thriving neighborhood commercial areas along major street corridors are smaller in area but locally-owned businesses provide a diversity of retail services supported by customers from adjoining revitalized neighborhood areas.

A new regional tourist industry has evolved along the City's downtown waterfront generating dedicated revenues for numerous neighborhood improvement projects. Fully taxpaying industrial facilities are being developed around a modernized Port of Camden which is bustling as a regional bulk cargo and goods distribution hub.

Hundreds of vacant and underutilized industrial parcels have been cleaned up through Brownfields initiatives and are being redeveloped as industrial sites and modern urban industrial parks. This has allowed existing City-based companies to expand and new companies to locate in Camden providing more living wage jobs for residents.

The Master Plan outlines the following six goals for achieving a dynamic economy:

- **Capitalize on Camden's location to become a regional City.**
- **Maintain and attract job generating businesses to the City.**
- **Create a mixed-use 24-hour Central Business District.**
- **Create compact and lively retail centers along the City's major commercial corridors.**
- **Support the growth of health service and related technology industries.**
- **Prepare Camden's workforce and connect workers with living wage jobs.**

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OVERVIEW

While Camden's economic base has been in decline for several decades it has several strong economic assets upon which to build its revitalization efforts. Recent and ongoing development along the City's waterfront provides a key example of capitalizing on one such asset, its regional location.

Existing health, higher education, government institutions, manufacturing establishments, small businesses and the port facilities provide other key assets upon which sustained economic growth can be achieved. These economic sectors form the basis for industry clusters. These clusters facilitate regional collaborations that can prove beneficial in both expanding existing City-based businesses and also in attracting new companies to the immediate region.

To reverse decades of disinvestment, challenges need to be overcome. Aging infrastructure, land assemblage of marketable and usable industrial acreage, high rates of unemployment and underemployment among its residents, and high property taxes are some of the key impediments to be resolved.

In 1998, an economic development strategic planning effort, which involved more than 100 representatives from businesses, non-profit agencies, educational and health care institutions and governmental entities was initiated. This collaborative effort resulted in an Overall Economic Development Plan (OEDP) prepared by the City's Division of Economic Development.

Building on the findings of the OEDP this chapter reviews key economic conditions within the City, outlines the economic growth sectors that have been identified to lead the revitalization effort forward and makes recommendations to revitalize Camden's economy.

Ultimately, Camden's success is also linked to varied regional initiatives that are underway to implement a stronger identity for the South Jersey region.

KEY ECONOMIC CONDITIONS

Like many older urban centers, since the 1950's Camden has lost jobs to the suburbs, other regions and to overseas countries. During this time period nationwide structural changes in the manufacturing sector were occurring. A global economy was beginning to emerge. Companies closed or moved to out-of-State

locations in search of cheaper labor rates and inexpensive "greenlands" for expansion. Emerging companies favored suburban locations.

The private sector job base dropped from about 60,000 in 1950 to some 22,500 in 1997 - a decrease of over 60%. In contrast to Camden County, private sector jobs increased almost tenfold, from 19,128 to 141,989. This shift in the job base reflects the fundamental change in the economy.

The City's jobless rate of 13.2% exceeded the State average in 2000, which stood at 4.0%. Jobless rates in other New Jersey urban centers, while higher than the State average, are between 4 to 5 points lower than Camden's.

This high rate suggests that many City residents are not competing successfully for jobs in the immediate region. The skill level of the City's workforce needs to be upgraded so these residents can take advantage of the job market just beyond the City's boundaries. Reverse commuting is also a factor in getting capable City residents to suburban jobs.

Similarly, the number of jobs within the City needs to increase so that new residents can be attracted to the City, which in turn increases the amount of capital that is spent within the City. The existing workforce can then be re-trained to take advantage of the new jobs to be created.

The number of private sector business establishments in the City also declined but at a lower rate since 1950. The decline was 6.2% compared with the 62.1% job loss. This difference is related to the changing economic base of the City from a primarily manufacturing-oriented economy to one that is dependent upon services. Smaller sized firms usually comprise the service sector.

While always a part of the City's economy, it was not until the 1980's that the service sector replaced manufacturing as the major job generator in the City. This shift is not unlike what has happened in the immediate region and the State. However, in the City this shift in economic sectors has produced neither enough jobs nor comparable pay rates to offset the loss caused by the declining manufacturing base.

Current retail development in Camden has also declined in the last several decades as a result of substantial population loss and the development of competing suburban shopping centers. Retail employment in the City decreased by almost 1,000 workers for a 35% decline in the 1980-1997 period while retail employment in the immediate region increased by just over 20% for the same period.

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Camden's regional location and accessibility offers great potential for economic rebirth. Its location on the Delaware River with direct shipping lanes to trans-Atlantic and regional ports adds to its commerce base. The City is also within one of the largest metropolitan markets in the northeast and less than a half-hour away from the Philadelphia International Airport by car or truck, which gives it domestic and international accessibility.

ECONOMIC GROWTH SECTORS

Based on various studies undertaken as part of the City's OEDP planning effort, major economic growth sectors have been identified as the basis for anchoring the economic revitalization of the City. These sectors include:

- The Port of Camden
- Manufacturing
- Services, Health Care and Education
- Government
- Entertainment and Tourism
- Retail and Wholesale Trade

The Port of Camden

The South Jersey Port Corporation operates two terminals within the City that account for over 3,500 jobs. It is a specialty port handling diverse cargo that includes cocoa beans, steel and wood products, petrocoke, and fresh fruit.

The port handled over 2.2 million tons of bulk cargo in 1998. Its bulk cargo tonnage activity has increased close to 20% since 1990. Its port activities complement the Philadelphia port network, which concentrates on containerized cargo shipments. Collectively the regional port system can competitively handle all types of cargo with direct inland distribution through the excellent regional highway and rail access network available to the port.

Building on the traditional terminal facilities there is the potential to increase support services at the port which includes transit and variable term warehousing,

logistical services, inventory control and cargo reporting. These latter activities generate additional service jobs.

Transportation related jobs also result from an increase in port activity which generates transshipment activities that accompany bulk cargo processed at the port. With training, City residents can achieve the necessary skills to work in traditional as well as allied port terminal jobs.

As discussed in a subsequent section of this chapter, adequate incentives in terms of favorable redevelopment financing and job creation tax credits is also needed to induce new firms to locate in the proposed Waterfront South Port Related Industrial district and to recruit and hire from a better trained City work force.

Manufacturing

Camden was once the center of shipbuilding, food processing, and goods production. Manufacturing jobs in the City, which accounted for about 73% of private sector jobs, declined from a peak of 43,267 in 1950 down to some 5,000 jobs in 1996, representing about 22% of private sector jobs.

Interestingly, the City's manufacturing base still accounts proportionately for more of the available private sector jobs than the rest of the immediate region where manufacturing jobs accounted for about 12% of all private sector jobs. The number of manufacturing establishments peaked in 1970 at 214. In 1996 that number had declined to 96 establishments for a decrease of over 55%.

Despite the tremendous decline in manufacturing within the City, this sector still generates more than one out of every five private sector jobs. Remaining manufacturing companies are incorporating new technologies to remain competitive in the marketplace.

Warehouse and distribution, as well as processing facilities related to the port district, is a growth area along with food processing operations. The food industry provides about 10% of all private sector jobs within Camden. Other industries that operate in the City are specialized light manufacturing in the electrical and electronic manufacturing along with machine parts and primary metal manufacturing operations.

As indicated in prior economic studies of the City, potential manufacturing growth sectors of the regional economy that closely match current City traits - somewhat lower wage, highly truck-transportation oriented, and smaller in both employment and facility size - are mostly "low tech" industries. However, the ability for Camden

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to become a sub-center of the “high tech” marketplace or a “niche” player in producing components or products for this marketplace has been identified.

The L₃ Communications center is a good example of this specialty technology-oriented market niche for the City. A recent announcement to create the Mid-Atlantic Research Consortium (MARC), a joint venture among Drexel, the Department of Defense and Sarnoff Research, to test and develop technology for use by the U.S. Armed Forces is an encouraging sign of this developing marketplace in Camden. MARC is to be housed in the L₃ Communications complex west of 3rd Street in downtown Camden. Part of the MARC program budget is to be used for economic development efforts to encourage suppliers to locate outlets in the City.

While vacant industrial areas exist, many are too small in size or are in unsuitable locations to accommodate existing industries’ expansion needs or new business growth. Where sites are available they tend to be encumbered with title or remediation concerns which preclude their short term availability. For those firms seeking added space by a certain time frame the industrial parks located in the suburban region offer a more viable alternative to the City.

Current industries, with a few exceptions, are smaller than they were forty years ago. They tend to rely more on computerization and mechanization to increase productivity while cutting labor costs. While manufacturing jobs will remain stable or grow as a portion of the City’s economic base, it is less likely than it was in the past to become an employment generator of low or moderately skilled blue collar jobs. This requires re-training and educating City residents in skills required by today’s technology-based manufacturer.

Services, Health Care and Education

The service sector of the economy is emerging as the main employment generator in Camden. This includes a wide range of businesses including health care and educational services, social services, business and personal services.

In 1996 there were almost 12,000 jobs in the service sector accounting for 53% of the County’s total private sector jobs. Health services was the main contributor of employment in the service sector providing about 8,500 jobs during this same time period which represented 71% of all private sector jobs in the City.

By contrast within the rest of the County, health services jobs accounted for a little more than 10% of total employment. While the nature of the health care industry is also changing, which can affect the level of available City-based jobs, the major

health care providers will still maintain specialized medical units with sizeable employment needs.

The major health service institutions in the City include the Cooper Medical Center/ University Center which includes the University of Medicine and Dentistry and the Robert Wood Johnson Medical School. Our Lady of Lourdes Medical Center, a regional teaching hospital and primary care facility along with the Virtua-West Jersey Camden, a specialized care facility, are included in this sector. Lastly, the Coriell Institute for Medical Research, a world-renowned independent bio-medical research institute is located adjacent to the Cooper Medical Center.

Social services and business services represented 9% and 7% respectively of total private sector jobs in the City or about 1,800 jobs in total. Workforce training programs are needed to help City residents compete with the skills required by this service sector of the economy.

Camden’s higher education institutions including Rutgers University, its Law School and Business School, Rowan University, Camden County Community College, the University of Medicine and Dentistry of New Jersey (UMDNJ), and the Robert Wood Johnson Medical School also provide jobs in the service sector. However, all of these institutions of higher education are public and not included in private sector job totals. They are instead counted as government jobs for which comparable published data is not available. Based on general information supplied by individual educational facilities, it is estimated that about 1,000 persons are employed in the educational sector. It is also estimated that about 7,000 students attend these higher educational institutions.

Government

Camden’s downtown is the site of a number of County, State and federal administrative and legal agencies.

The County Court and Jail together with the U.S. Court of Appeals, Third Circuit, the U.S. District Court for the District of New Jersey and the Seat of Federal Bankruptcy Court comprise the major judicial branches of government in the City.

Along with City Hall, there is a State office building, the County administration offices, the County Prosecutor Offices and the main U.S. Post Office facility located downtown. While there are other governmental offices located throughout the City, those headquartered in the downtown are the most significant for the revitalization of the City’s CBD.

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As the County Seat, the basis for relocating various County services beyond the judicial and limited social services in the downtown has merit. Clusters of government workers in the downtown provide a built-in market for a core area of retail and restaurant facilities to service this daytime population. In addition, employees and students concentrated in the academic complex located along Cooper Street contribute to a market base that can also support an improved retail core in the CBD.

Entertainment and Tourism

The hospitality and entertainment industries have just started within the City and can potentially become significant contributors to the City's job base. While traditionally defined as part of the Service Sector of the economy, it has been separately identified in this Master Plan because of its importance in the preparation of an economic development strategy for Camden.

The interrelation of the Camden waterfront with the established Philadelphia Penn's Landing waterfront creates a regional benefit by capitalizing on the growth potential of the hospitality and entertainment sector. Through the proposed construction of an aerial tram and the operation of a passenger ferry service connecting both sides of the Delaware River, the regional importance of the City's waterfront area is further emphasized.

The current waterfront attractions, which include the NJ State Aquarium and the Blockbuster-Sony Entertainment Center along with special events and festivals at Wiggins Park and Marina, accounted for over 1.3 million visitors in 1999. A minor league baseball stadium was completed in 2001 and the USS New Jersey Battleship and Museum is being prepared at its permanent mooring adjacent to the E-Center. Along with other planned waterfront attractions, these entertainment and hospitality facilities are projected to grow with the City's tourist sector by up to 6-8 million visitors per year.

With the important role that this growth sector has in the City's economy, issues related to increasing direct benefits to residents, adequacy of parking, tourist support services, availability of accommodations, restaurants and personal services need to be addressed in order to sustain expansion of this sector.

Linking the waterfront area to the rest of the CBD through the proposed light rail system and various streetscape pedestrian improvements, both economic activity areas will complement one another. This linkage will provide increased job growth for residents in the service sector that also supports the entertainment and tourist sector of the City's new economy.

Retail and Wholesale Trade

The retail trade sector of the City represents about 8% or 1,775 jobs of all private sector jobs in the City in 1996. At the same time, retail trade employment in the rest of the County accounted for over 20% or 33,373 jobs of total private sector jobs. In Cherry Hill Township alone there were 10,414 retail jobs for the same time period. This reflects the development of shopping malls and "big box" retail outlets (e.g. Home Depot, Target) outside of the central City responding to the shift in population base to the suburbs since the 1950's.

There was an interesting uptick in reported retail trade establishments within the City since 1990 by some 10%. This reflects small businesses supplying local market needs close to existing residents. Very few stores within the City cater to the regional marketplace.

This lack of retail establishments has a negative impact on the CBD. With the thousands of downtown workers involved in government, health care and educational institutions the captured income potential is lost to the suburban retail facilities since none of any consequence are available in the CBD. This is also true of the waterfront area where tourists have to leave the area and the CBD just to find stores and restaurants. This results in a tremendous loss of retail jobs and small business opportunities for City residents.

Other local urban areas have developed outlet shopping centers and big box retail centers with links to entertainment and tourist markets. Secaucus, Elizabeth, South Street Seaport and Reading Terminal Market are a few examples.

The wholesale trade sector in 1997 accounted for about 8% of the private sector jobs within the City while it accounts for about the same amount of private sector jobs in the County. Because the wholesale trade sector is closely linked to manufacturing as job growth in manufacturing is realized so too should growth in wholesale trade occur. Since these jobs are not considered labor intensive the expansion of this sector would produce a modest number of new jobs.

However, in growing the manufacturing component of the economy to the extent that wholesale trade establishments can be located nearby helps create a strong competitive niche with suburban distribution and wholesaling centers to the City's advantage. Focusing on specialty wholesale operations in the port area can produce job growth for City residents.

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RECOMMENDATIONS - ECONOMIC DEVELOPMENT PLAN

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

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

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

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

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

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

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

The overall theme of the economic component of the Master Plan is to revitalize the City's economy and create full-time "living wage" jobs for residents. While many factors drive a healthy economy, the key components of Camden's proposed Economic Development Plan include:

- A revitalized Central Business District that is a regional service center.

- A thriving port-industrial complex.
- Retention and promotion of Camden-based companies that are engaged in manufacturing and the attraction of new similar companies.
- Growing a waterfront entertainment and tourism center.
- Integration of the health services and educational sectors into the economic fabric of the City.
- Rightsizing and invigorating neighborhood commercial areas and creating a Regional Retail center.
- Upgrading infrastructure to support economic revitalization efforts.
- Accelerating training and job skill enhancement of the City's workforce.
- Encouraging growth of small businesses and minority business development in the City.

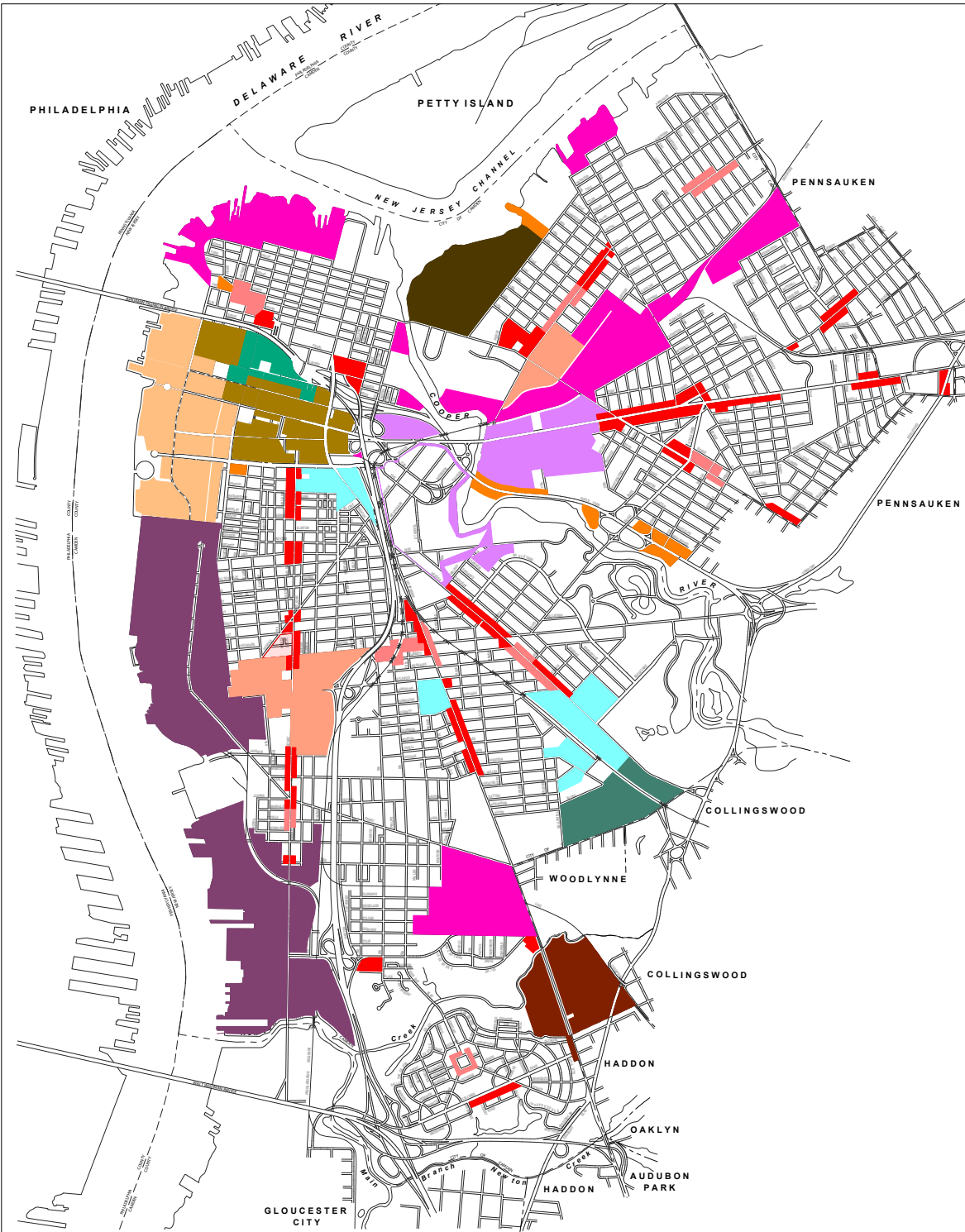
The Multi-Year Recovery Plan proposes an economic development strategy that involves many of the above components. It suggests prioritizing the strategy to generate a sufficient "critical mass" of new development and redevelopment to become self-sustaining. It also recommends a specific action program of project activities to achieve its strategy.

This chapter lays out an overall economic development program with specific implementation actions outlined in Chapter X. While the planning principles are similar in both plans, the Master Plan focuses attention on components and project activities that have resulted from various resident and community organization outreach efforts undertaken during the planning process and as a result is more comprehensive in the scope of its recommendations.

In order to achieve the above key components to improve the City's economy the following interrelated goals and strategies are recommended. Locations of the economic improvement proposals that lend themselves to being graphically mapped are shown on the map entitled *Economic Development*.

Goal One: Capitalize on Camden's location to become a regional City.

Camden is a transportation hub in the South Jersey Region. The City's freeway and arterial highway system along with its mass transit network connects it to one of the largest metropolitan markets within the eastern seaboard. With close



LEGEND

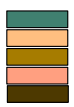
- Commercial**
- Regional Retail
- Retail
- Commercial/Retail
- Commercial/Open Space



- Industrial**
- Light Industrial
- Port Related Industrial
- Office Light Industrial



- Mixed-Use**
- Transit Oriented
- Mixed Waterfront
- Center City
- Mixed Corridor
- Mixed Development



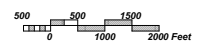
- Community Facilities**
- Medical and Support
- University and Support



ECONOMIC DEVELOPMENT

City of Camden Master Plan

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



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access to the Philadelphia International Airport its domestic and international accessibility is enhanced. The availability of freight rail access to its port facilities extends its potential as an intermodal access center for goods and services.

In order to improve its image locally, the City needs to think regionally and globally. Its key strengths in improving its image and visibility in the regional marketplace means capitalizing on its key strengths that draw attention in the regional marketplace - its port, tourism and entertainment activities, health services and higher educational institutions.

State plan policies also support agricultural production where appropriate and economically feasible. Improvement to the Port facilities reinforces this policy in that it allows for greater distribution of South Jersey agricultural produce. Transformation of vacant lots into community gardens as proposed in the Master Plan also furthers urban agricultural opportunities. Further discussion of these agricultural policies are contained in the Appendix.

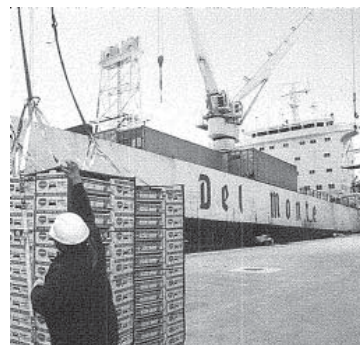
Strategies

1. Ensure continued growth of the Port of Camden to benefit the City.

Expanding the South Jersey Port Corporation's (SJPC) specialty bulk and specialized cargo handling services can lead to increased job growth within the City. Currently the port handles about 2.5 million tons of cargo annually. Estimates by the SJPC indicate that this cargo handling could grow to 4 million tons with expanded facilities in the port industrial area.

With the Philadelphia sea lanes being dredged to accommodate 45-foot draft ships a similar depth increase at selected Camden berths which now range

from 30 to 40 feet would also be required to accommodate additional maritime business growth. Other port improvements required involve pier and bulkhead repairs, pier reconstruction, container crane cargo storage facilities and various site access upgrades.



As investments are made to bring in more cargo, provisions have to be made to store and process these bulk goods. Already available at the Broadway Terminal is transitional, shed and warehouse space together with a temperature controlled warehouse for handling fruit and perishable goods. At the Beckett

Street Terminal there is a core of similar warehouse facilities with the exception of the temperature-controlled facilities.

The concept recommended is to establish an integrated distribution center between the two terminals that will support increased specialty bulk cargo handling and distribution. This includes logistics services such as breakbulk services, repackaging and inventory control systems of goods before they are transported to inland destinations or shipped by rail, truck or ship to another market. Further market analysis will enable a bulk cargo specialty niche to be defined to remain competitive with other similar port operations on the eastern seaboard.

As indicated on the map entitled *Economic Development* this proposed port related industrial area would extend from Morgan Boulevard to the Beckett Street Terminal between the Delaware River to just west of 3rd Street. A new industrial access road is proposed to connect the two port terminals and provide direct access to I-676 at both the Atlantic Avenue and the Morgan Boulevard interchanges.

This new industrial access road, while similar in scope to that proposed by the SJPC in 1999 to the NJDOT, is proposed as a public roadway. It would utilize the existing Conrail right-of-way, Front Street and unpaved sections of 2nd Street. Besides facilitating port expansion and proposed new industrial development by developers other than the SJPC, the proposed access roadway would reduce truck congestion and noise on City streets.

So that the proposed future extension of the light rail system from Clinton Street to Gloucester County can be encouraged along with future stops serving new job centers in the Port Related Industrial district, design of the proposed industrial boulevard should incorporate right-of-way for the light rail system.

The land use area generally between the river docks and 2nd Street would be allocated for a combination of open storage and specialized warehouses to store and process cargo. The area generally between the new access road and the abutting residential neighborhoods west of 3rd Street would be designated for warehouse and industrial facilities to process the cargo for transshipment to other destinations. This area would contain appropriate



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screening, acoustical and landscape buffering to the adjacent neighborhoods.

The suggested land development standards regarding the future development of core port properties will require greater collaboration between the SJPC and the City in terms of informal Planning Board review of future development of major facility port improvement projects. An updated Master Facility Plan should be presented to the City by the port so that land use, residential buffering, circulation and related planning issues can be resolved comprehensively.

Under the MLUL, a review procedure is established with respect to capital projects involving public funds. The Planning Board can review and offer recommendations to the port on proposed projects in the Port Related Industrial district with respect to both Master Plan consistency and site design aspects of a project activity.

Creation of additional sub-zones to the existing SJPC Foreign Trade Zone Area #142 to target an initial warehouse and industrial facility center in the Port Related Industrial area is also recommended. Such a zone in the Camden port area allows businesses the opportunity to enhance their global competitiveness. This is done because of major cost savings that result from deferred or eliminated duty payments associated with locating a warehouse or business involved in processing, inspecting and testing of goods. An FTZ designation enables opportunities for direct employment, auxiliary employment, trucking, distribution and packaging, and related service jobs to be created.

Restructuring port contributions to the City.

As a major quasi-public land owner and business enterprise, the SJPC does not pay the City for its fair share of public services. Since it does not pay real estate taxes, its "Payment in Lieu of Taxes" ("PILOT") agreements need to be kept current. The extent of jobs provided by the port to residents is limited. Employment training and recruitment of residents is not aggressively pursued. Several initiatives are recommended that include:

- PILOT in arrears should be paid up to date.
- Vacant land not productively used for actual port operations should pay full taxes.

- Surplus properties to current port operations should be released from port control for private redevelopment of new industrial development that pays taxes and provides jobs for residents.
- Expanded job training and placement of City residents in port jobs.

2. *Expand Camden's downtown waterfront as a tourist and entertainment destination.*

Since its inception in 1984, the Cooper's Ferry Development Association (CFDA) has been instrumental in managing the planning and implementation decisions associated with waterfront development in the City.

The goal for the downtown waterfront is to create a vibrant, mixed-use community that includes a wide offering of family entertainment, recreation and cultural attractions, as well as offices, residential uses, hotel and conference center, restaurants, and specialty retail stores. The key benefits to be derived from the ultimate development of the waterfront is to establish a new economic center of activity that can improve Camden's image as a place to live, work, visit and invest in related development opportunities. The *Economic Development* map exhibit indicates the general location of the Camden waterfront development area.

As experienced to date, the primary economic force for the waterfront development in Camden has been family entertainment and recreation. The addition of a 6,200-seat baseball stadium and the USS New Jersey Battleship and Museum will add to this economic base by generating additional tourist visits.

Future projects within the next five years include: construction of the Delaware River aerial tram; creation of a museum of recorded sound; a major expansion of the Aquarium; and, the development of a sports-theme family entertainment center. This growth in tourist visits will lead to increased direct and indirect employment opportunities for City residents. These new jobs will be related to the services needed to support these entertainment attractions such as restaurants, transportation, hospitality, administrative, and maintenance as well as equipment repair jobs.



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In collaboration with Philadelphia and the South Jersey Chamber of Commerce, marketing efforts are underway to bundle the Camden waterfront attractions with activities available to tourists at Penn's Landing and Independence Mall as part of a "Two Cities - One Waterfront" destination. To this end the proposed Delaware River aerial tram and light rail coupled with the existing RiverLink Ferry service will provide for easy transportation connections to the Camden waterfront.

Create waterfront development revenues for community reinvestment.

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

It is recommended that a tax surcharge on waterfront entertainment activities



be created. This new revenue resource should be designated for neighborhood reinvestment projects involving housing, economic development and related improvements. In this fashion a more direct connection to improving the quality of life of Camden residents can be achieved.

Increased job training and permanent living wage jobs should be

committed to City residents as part of every waterfront development project. This can be accomplished through a collaborative approach between the CFDA, waterfront development organizations and those agencies involved with job training initiatives.

An instructive model can be found in Elizabeth, New Jersey, where a training institute was established through cooperative efforts of the City and major retail outlets such as Ikea and Jersey Markets. Elizabeth residents are given training opportunities in all aspects of retail sales, marketing and merchandising and are then offered living wage jobs in City-based retail centers.

3. *Strengthen Camden's CBD as a regional service center.*

Expanding Camden's role as a regional service center involves a two-pronged approach of keeping current public and private facilities from moving to the suburbs and using measured public incentives to encourage new businesses to locate within the downtown. A comprehensive downtown revitalization program is required to enable the level of systematic improvements needed to accommodate new development.

A CBD Design Plan is recommended to establish a design framework for achieving a downtown revitalization program. The following key principles are advanced by the CBD plan:

- Integrate waterfront development plans of Cooper's Ferry Development Association with the plan for downtown revitalization.
- Incorporate development at the Camden campus of Rutgers University, Rowan University and Camden County Community College into the CBD.
- Integrate the development of the Cooper Medical Center, Coriell Institute for Medical Research and UMDNJ/Robert Wood Johnson campuses with the downtown.
- Ensure that federal, State, County and regional agencies maintain and grow their current facilities within the downtown. The location of the federal court and governmental offices downtown provides a draw for these businesses to benefit by being part of a full service regional center.
- Use public incentives to stimulate and aggressively pursue private office and high-growth information technology firms that would benefit from the proximity to Camden's educational, health services and research institutions. Creation of a downtown "cyberdistrict" to capitalize on existing fiber optic cable network already serving L₃ Communications and Campbell Soup Corporation should be



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pursued. A study is underway regarding the creation of such a cyberdistrict. It is being undertaken by the Cooper's Ferry Development Association in partnership with the DRPA, Camden Empowerment Zone and Rutgers University.

- Attract spin-off back office and service operations from the Philadelphia market area that are seeking less expensive real estate to select a downtown location. Encourage the reintroduction of private sector lawyers, bankers and other professionals in the proposed CBD office center areas.
- Include a housing component and a retail center within the CBD plan to ensure a more lively downtown after business hours.
- Build on the attractiveness of the adjoining Cooper-Grant, Cooper/Market Street, Walt Whitman Plaza and Cooper Plaza historic districts to create interest and economic development opportunity in the downtown.

In addition, the existing transportation network offers a unique opportunity to attract businesses and people to the CBD. With excellent regional accessibility via the highway network and the PATCO high speed line between Philadelphia and the South Jersey region, the ability for Camden to access a significant metropolitan labor force and tourist economy is created.

The proposed construction of the light rail network between Trenton and Camden further enhances the CBD's accessibility. Structured parking facilities are needed as part of new CBD developments to ensure that a compact and pedestrian-oriented high density downtown core area can be created.

Crime rates have dropped in the City over the past few years evidencing the effectiveness of improved community policing efforts. Inter-agency coordination of City and other downtown institutions' security forces to further increase police presence will help to overcome perceptions of downtown personal safety issues.



With regard to maintaining existing businesses downtown, partnerships with the Chamber of Commerce and other business organizations are needed to create the appropriate business retention program oriented toward Camden

businesses. This will include using the City's recently created "Business Development Center" to coordinate timely responses and solutions to local business issues related to operating within the CBD.

New business development efforts should also target high profile business establishments and retail franchises with brand names to locate an urban prototype in Camden serving the South Jersey marketplace and City residents. The City should convene business development conferences, forums and similar marketing events to continually reinforce its interests in support of economic development. Increased collaboration with both public and private sector businesses and organizations is also required.

4. *Market Camden as part of a growing new regionalism.*

Marketing Camden and promoting its assets as part of a larger South Jersey region is an equally important component of the City's Economic Revitalization Plan. The various regional connections that Camden can make in the areas of cultural heritage and history, land uses, economic development and education have been examined in Chapter III of the Master Plan.

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

Two marketing elements are particularly important and require attention by the City - human capital and quality of life. The Abbott initiative to redo the City school systems' physical plant and academic programming is a positive improvement to build upon in anchoring neighborhood revitalization efforts. Area educational and research facilities need to collaborate in the education and training of a new technology workforce. Old economy industries still require a trained workforce capable of dealing with new production and manufacturing processes that technology is creating in these industries.

Effective marketing involves more than just advertisements, press releases or web sites. Camden needs more direct actions to advance its transition to the new economy such as site visits and presentations to businesses outside the City which are considering relocating or expanding within the region, including brand name corporations. Such personal visits involving

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assistance from established corporations, health care organizations and higher educational facilities headquartered in the City can help overcome current negative images that Camden is an unsuitable place for new business.

Camden should also direct its marketing efforts to its residents and businesses as well as to potential visitors and relocating companies. Building morale and support locally for Camden is just as important in achieving successful redevelopment initiatives. Partnerships between faith-based groups, non-profit organizations and other stakeholders need to be promoted as examples of the local commitments to the development of human capital within the City.

The City needs to hold housing fairs to promote its diversified and stable neighborhood areas to inform current and possible residents about housing and neighborhood living options. These fairs should also outline the plans and the progress being made with physical, social and educational improvements in various neighborhood areas.

Marketing the downtown and its waterfront involves more special events, concerts and cultural and ethnic activities to attract residents and business patrons from the City and the region. Business development conferences, work fairs, summit forums and similar events can also present economic development opportunities available within the City.

Goal Two: Maintain and attract job generating businesses to the City.

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

An employment growth target of 50,000 total jobs over the next several decades is recommended by the Master Plan. This represents an increase in some 12,000 jobs over current Year 2000 job estimates. The various economic development proposals outlined in this Chapter when fully realized could result in a potential job growth that would exceed the target goal by more than three times. Further discussion of the job projections is contained in the Appendix.

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

A cluster involves a group of related industries in a geographic area that are supported by a supplier and service companies and that require training, research and financing that is similar in nature. These types of economic clusters have regional connections as well whereby certain activities may occur in Camden while other support or service functions may be located in the immediate region.

Economic clusters in the City revolve around the following industry sectors:

- High technology "niche" market as represented by the L₃ Communications facility and the recent Mid-Atlantic Research Consortium (MARC) formed to test and develop technologies for use in the defense industry. The research facilities at Campbell Soup, while oriented toward food products, forms a subset of this technology cluster.
- Health care and bio-medical research activities characterized by research activities being undertaken at the Coriell Institute for Medical Research and the major medical facilities - Cooper Medical Center, Our Lady of Lourdes and Virtua-West Jersey institutions along with UMDNJ and Robert Wood Johnson Medical School.
- Higher educational facilities and related research as represented by Rutgers University, Rowan University and Camden County Community College.
- Cultural, entertainment and tourist facilities as characterized by the Aquarium, baseball stadium, the E-Center and other waterfront venues.
- Bulk cargo shipping, warehousing and transportation, food distribution and industrial manufacturing represented by facilities at the Port of Camden and in the Atlantic Avenue corridor.
- Government and private office support services as characterized by the federal court system, State, County and City offices and private office facilities that support this system.

Strategies

1. *Create urban industrial parks.*

While Camden's industrial base has been declining for decades at a more rapid rate than in the rest of the region, it still retains active industrial companies which account for 1/5 of the City's reported private sector jobs. The issue at present is the lack of modern facilities and adequately sized

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parcels to accommodate contemporary industrial operations for companies engaged in manufacturing and related goods distribution activities.

Impediments to re-use of older industrial properties include inadequate parking and loading, contamination issues, obsolete building configuration and ceiling heights and inadequate building systems to support technology-based manufacturing operations. Additional sites for modern industrial development are needed. Assembling land and developing in an urban industrial park program has the advantages of providing larger parcels with adequate infrastructure and improved security.

As indicated on the map entitled *Economic Development*, three categories of industrial land use development areas are proposed. These include Light Industrial, Port Related Industrial and Office-Light Industrial.

Five new urban industrial park areas are recommended. These include industrial park areas in:

- Gateway neighborhood in the vicinity of the Campbell Soup facilities.
- Marlton neighborhood in the vicinity of 17th Street and Federal Street to the railyards.
- Waterfront South neighborhood east of 6th Street (former Lester Terrace) to I-676.
- Centerville/Morgan Village neighborhood west of Mt. Ephraim Avenue between Ferry Avenue and Fairview Street.
- North Camden neighborhood north of Erie Street as part of the Delaware Avenue extension.

The industrial land use areas proposed are as follows:

a. Light Industrial

This includes the light industrial areas located along the Delaware River in North Camden. The Knox- Gelatin site may also lend itself to non-residential mixed use development program. Reconstruction and realignment of Delaware Avenue is proposed to connect with Erie Street in order to improve access to these properties. Other light industrial land uses in North Camden are proposed for areas generally located at 10th and East State Streets and at 11th and Linden Streets.

An additional proposed light industrial area fronts on Mt. Ephraim Boulevard and is located in both the Centerville and Morgan Village neighborhoods. This area also has rail access to the port district. A proposed access roadway parallel to the existing rail line servicing this area is recommended to connect with the new industrial collector roadway which is proposed on the west side of I-676. This area is prime for an enterprise business park that could include flex space industrial uses along with light manufacturing activities.

Finally, the industrial area paralleling the Conrail rail yards and the marine services area north of Adams Avenue in East Camden are proposed for the light industrial land use category. The areas along the rail lines would include manufacturing operations that are more of an assembly and fabricating nature as opposed to bulk goods processing using heavy manufacturing processes. The area north of Adams Avenue would continue as marine related fabrication.

b. Port Related Industrial

This includes the Port of Camden and adjacent areas that parallel the Delaware River from Clinton Street to the Newton Creek. This is located in the Waterfront South neighborhood. The land use proposal for this area is described in the preceding section of this chapter. Essentially this area would include warehousing and distribution, bulk cargo processing and related activities. Other heavy industrial and manufacturing operations related to metals processing and goods production would also be located in this area.

c. Office-Light Industrial

These areas include the northern portion of the Gateway neighborhood, which contains the Campbell Soup Company, and existing firms engaged in light manufacturing activities.

Another area is centered about Federal Street between River Avenue and Boyd Street extending north and parallel to the Conrail rail line in the Marlton neighborhood. It also includes frontage along Admiral Wilson Boulevard between the Cooper River and 17th Street. A future stop on the light rail line that will traverse this area is also suggested in the vicinity of 17th Street and Federal Street to enhance access to this industrial district. The views of the City across the Cooper River and of downtown Philadelphia make this a commanding entry site into Camden and an ideal location for new economic development.

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All of these industrial land use areas are connected to the interstate highway network for regional access relating to shipment of goods and services. Some areas also have shipping and rail access available. The Light Industrial areas proposed in the Gateway and Marlton sections have tremendous visibility from the regional road network. Establishing attractive urban industrial parks at these locations would boost the City's image as a location for new business investment.



With the creation of urban industrial park centers the potential to eliminate severely incompatible mixtures of industry and housing in various neighborhoods arises. This has two benefits. Existing isolated industries currently in residential areas wishing to expand or relocate can do so by relocating to a proposed industrial park center. Relocating such incompatible industrial uses to suitable industrial sites within the City strengthens the character and long term value of a residential neighborhood.

Where isolated industrial sites remain in neighborhoods, a program of repairs, painting, site improvements and site buffer landscaping treatments against residential properties is recommended. As an alternative to relocating to an urban industrial park, on-site upgrades will improve the appearance, access and function of industrial activity and thereby reduce land use conflicts with adjacent residential properties.

2. *Develop mixed-use centers.*

In its broadest sense, the term “mixed-use” defines Camden today where a variety of residential, commercial, employment, community facilities and recreation are interspersed throughout virtually every neighborhood. From an economic perspective, “mixed-use” centers build on the economic vitality that mixing uses of a related nature can create. The Master Plan recommends certain areas of the City where proximity to regional access systems define special consideration for a mixed-use development pattern.



There are five types of mixed-use districts proposed. These districts are indicated on the map entitled *Economic Development* and include the following:

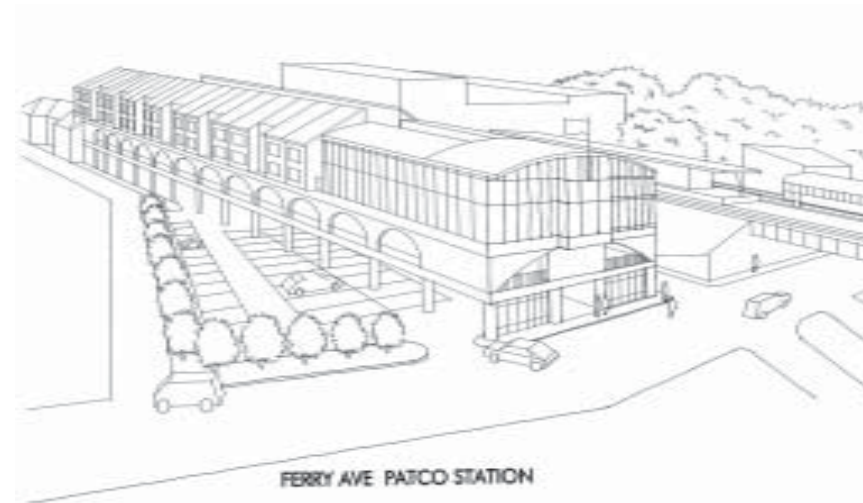
- Transit-Oriented
- Mixed Waterfront
- Center City (CBD)
- Mixed Corridor
- Mixed Development

The districts involving the waterfront and Center City (CBD) are described in a following section of this chapter. Proposals for the remaining mixed-use areas are described below.

Transit-Oriented Mixed-Use

This area is located around the PATCO Ferry Avenue high speed rail line stop and extends from Haddon Avenue to Hallowell Lane. A mix of residential, both new and rehabilitated existing units, along with new retail and commercial services including offices are recommended for this area.

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Capitalizing on the regional accessibility afforded by mass transit this transportation hub attracts City residents as well as those from adjoining inner ring municipalities. The potential exists to generate new employment opportunities and create a transit village community around this center. This requires redevelopment of surface parking lots into a variety of mixed-uses including decked parking to service both new land uses and existing commuters.

Mixed Corridor Development

Two areas are recommended. One includes the Atlantic Avenue corridor from I-676 to west of 3rd Street. The other is centered about East State Street and River Avenue.

The Atlantic Avenue corridor district serves as a link between the proposed Broadway retail center in Bergen Square and the historic Waterfront South district. The existing uses within the proposed district already are mixed containing a patch quilt of food distribution facilities, industrial and residential uses along with community facilities.

As depicted in the recently adopted Waterfront South neighborhood plan, a continuation of this mixed land use pattern is suggested with the introduction of a supermarket and service station in the vicinity of 6th and 7th Streets at the I-676 interchange. In addition, rehabilitation and renovation of existing industrial uses along the Atlantic Avenue corridor is recommended. Light industrial and improved food processing facilities along with other compatible business activities are also encouraged.

The East State Street and River Avenue corridor serves as a link between a proposed retail center west of River Avenue and industrial development along the railyards. Current uses include underutilized industrial and retail properties. A proposed internal collector roadway from River Avenue is envisioned to improve access and service to new commercial and industrial uses at this location. The recently completed Cramer Hill "Tomorrow" plan proposes the vicinity of River Avenue and State Street to be a new gateway entrance into the neighborhood containing a mixture of retail and commercial uses.

Mixed Development

The former Harrison Avenue landfill site is proposed as a mixed development to contain residential, office, support commercial, marina activities and recreational uses including a possible golf course facility. Public access to and along the waterfront is also envisioned. A pending environmental study of the site will be instrumental in determining the potential mix and development intensity of land uses that might be practical at this location in the future.

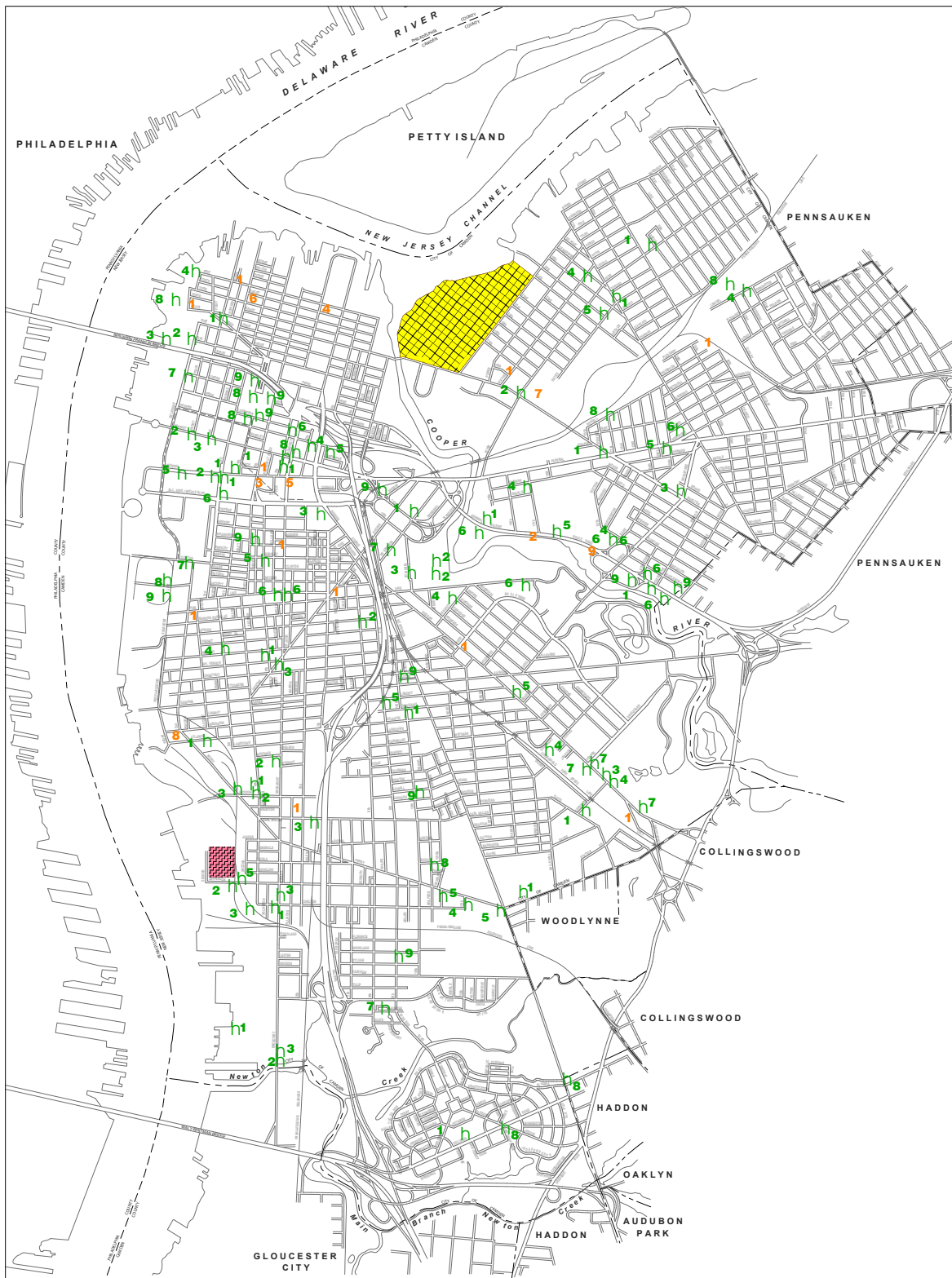
3. *Use Brownfields initiatives to generate industrial development sites.*

Brownfields sites in industrial areas are a potential source of land area for new industrial development.

Brownfields sites are parcels of land containing some degree of environmental contamination caused by previous users, which require clean-up before they can be redeveloped. In an effort to encourage redevelopment and create productive re-use of contaminated property, the City has initiated investigation on the clean-up feasibility of some 19 sites for potential industrial re-use. Funds have been received for these investigations through the NJ Hazardous Site Remediation Fund and the EPA Brownfields Pilot Program.

The map entitled *Environmental Clean-Up Sites* indicates the general location of the various identified Brownfields sites within the City along with other parcels containing known environmental concerns. Brownfields sites and their remediation investigation clean-up status are listed in the Chapter V Appendix.

A targeted clean-up and re-use program should be developed based on the clean-up feasibility of the sites currently under study. As with all Brownfields sites, priority should be given to those sites that are adjacent to existing industries wishing to expand, have received firm developer interest or have



LEGEND

- Brownfields Site 1
- Harrison Landfill (Closed) 2
- New Jersey Underground Storage Tank 3 h
- Welsbach / Gent Gas Mantle Superfund Site 4

**ENVIRONMENTAL
CLEAN-UP SITES**

**City of Camden
Master Plan**

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been identified as sites to be marketed for specific new industrial users. The NJDEP maintains an inventory of other known contaminated sites within the City. This inventory should be consulted as part of implementation efforts for specific improvement projects within the City.

In addition, the proposed urban industrial park areas identified in the preceding section of this chapter should also be considered for priority clean-up treatment to the extent that known contaminated sites are involved. As other sites are identified for investigation they should be inventoried and further investigated for re-use according to the above guideline for industrial redevelopment.

Recent changes in environmental laws provide for flexible clean-up standards, decreased site owner liability, tax relief and State-sponsored financial assistance to enable clean-up activities to be implemented. Areas of “economic opportunity” can be designated by the City to accelerate the availability of clean-up funds and tax relief programs. Such designated areas should be reserved to the locations of proposed urban industrial parks to maximize the leveraging of financial resources in order to achieve usable sites within a coordinated business park layout.

A revolving fund for targeted site remediation activities should be established with funds available from the State and EDA for clean-up purposes. Loans could be made to a designated industrial site developer to assist with required clean-up activities. The fund would be reimbursed from the proceeds of the sale or lease of the property.

As part of a marketing effort to recycle these sites for redevelopment as industrial properties the City can utilize the NJ Brownfields office’s internet site which lists significant real estate data about Brownfields sites. By linking this site with the City’s web page, a useful tool for getting site development information out to interested developers can be achieved.

4. *Attract new firms to the City and maintain existing industries.*

Aggressive business retention and expansion services focused on the businesses already located in the City is recommended. Case studies elsewhere have shown that the majority of job growth comes from existing businesses. Prior studies of the City’s economic base indicate expansion



interest from several existing City-based firms provided adequate site areas and basic services can be made available within a reasonable time period.

Ultimately, successful retention programs are an important element of the City’s business attraction effort since they help create a framework that is supportive of business needs. In time, this framework establishes a “business friendly” environment which is helpful in attracting new companies to locate in the City. Several initiatives are recommended to advance the City’s business retention and attraction program. These include:

- Expand the City’s recently instituted “Business Development Center” to include business retention services for Camden’s existing industrial facilities as well as to attract new industries. Collaborate with a State proposed business resource center in order to coordinate services to be made available to existing and potential businesses.
- Engage federal, State, County, DRPA, Empowerment Zone and other economic development organizations in a cooperative effort to focus available technical and financial incentive programs in meeting the expansion and modernization needs of City-based business enterprises.
- Identify specific infrastructure needs of companies engaged in manufacturing and related industries and help develop City capital improvement action plans to address these needs in a timely fashion.
- Coordinate through a single office ongoing and future City-wide economic development efforts between City departments and private as well as non-profit agencies in order to leverage resources and streamline the process for gaining new business permits and zoning approvals. It is recommended that the City’s Division of Economic Development be reestablished along with other activities as described in Chapter X of the Master Plan.
- In cooperation with the industrial brokerage community, establish an industrial development space bank for marketing and planning purposes. This inventory will enable the City to quickly respond to developer and potential new business inquiries. Augment this industrial facility space bank with



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an inventory of City-owned properties within industrial and commercial areas. These inventories should be updated at regular intervals and a generalized version posted on the City's web site.

5. *Support home-grown business development.*

In addition to urban industrial park creation, the City should continue the growth and support of home-based small and medium businesses as well as minority business development activities. This should involve continued collaboration with various locally-based economic development entities such as the Latin American Economic Development Association, Inc. (LAEDA), the Cooperative Business Assistance Corporation (CBAC), Save Our Waterfront, Inc., and the Camden Empowerment Zone Corporation.

This should also include collaboration with community development organizations to ensure that business assistance efforts are targeted throughout the neighborhoods. In designated areas within the Empowerment Zone new activities should be targeted to complement the economic development strategies outlined in this chapter.

One recommended activity should be the establishment of a "Micro Enterprise Assistance" program to provide small business owners and budding entrepreneurs in the neighborhood with start-up funds, low-interest loans and grants, and technical support services for investing in the neighborhood's economy. Disincentives associated with public assistance need to be removed so that prospective entrepreneurs can take the chance of developing a business without the fear of immediate loss of their benefits.

Another activity recommended is modifications to the Zoning Ordinance to encourage home-based business development. Flexible standards can be developed without jeopardizing neighborhood stability in relation to parking, noise or odors, unusual operating hours and unattractive appearance or signs.

The creation of a small business incubation program should also be formally established although such assistance efforts are provided intermittently by the economic development organizations mentioned above. The area corporations and utility companies along with neighborhood non-profit



associations, the medical institutions and the Rutgers Business School should collaborate in providing technical staff and assistance in the management of such a center.

Adopt a "Camden First" policy with respect to requiring job training and hiring of qualified residents on all construction and related project activities that are publicly funded. This recommended policy is further discussed in a subsequent section of this chapter.

Faith-based organizations along with neighborhood non-profits should be given financial and technical services to assist in social and economic improvements within discrete neighborhood areas. These efforts need to be coordinated with the overall Master Plan for the neighborhood so that City resources can be targeted in support of such economic improvement activities. The State provides financial assistance to faith-based organizations for capacity building and project planning initiatives.

Many of these recommendations are also suggested in the Multi-Year Recovery Plan. It is clear that new partnerships need to be created between residents, government, faith-based organizations, non-profit and for-profit development entities in order to empower residents to restore the economy of their neighborhoods.

6. *Upgrade infrastructure and basic government services.*

The City has aging infrastructure (streets and related water and sewer systems) in need of repair and in some instances replacement. These infrastructure improvement areas are discussed in Chapter VII of the Master Plan.

While the City does have a capital plan for improvements, there is no comprehensive capital improvement program that is based on advancing economic development strategies for the City. Based on the residential, industrial and commercial development proposals advanced in this plan, the City should identify additional infrastructure improvements beyond those indicated in the project activity charts located at the end of this chapter. Once a comprehensive infrastructure improvement listing is compiled, projects can be organized to advance the priority areas recommended for economic development in the Master Plan. The high tech telecommunication infrastructure which is key to attracting additional new economy business jobs also requires attention.

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The creation of a “cyberdistrict” in the downtown area is being studied by a collaborative partnership involving the Cooper’s Ferry Development Association, the DRPA, Rutgers-Camden and the Camden Empowerment Zone. Camden has in place a fiber optic cable infrastructure backbone augmented initially to service L₃ Communications in the downtown. This network has cable connections to Philadelphia over the Benjamin Franklin Bridge, to Moorestown and to Trenton. The network is considered to be an integrated grid which can be instrumental in attracting other high tech businesses to locate in a downtown business cluster.

In addition, greater attention to basic City service delivery (clean and repaired streets, trash removal, public safety, social services and education) is needed. Residents and businesses will move from one community to another in search of more effective and less costly public services.

With limited resources, Camden can not keep up with its ongoing service operations. The State’s Multi-Year Recovery Plan suggests alternative ways to deliver basic services including consolidating and dropping services that the City no longer needs to provide. These service delivery recommendations need to be reviewed by the City and acted upon if the ability to retain and attract new businesses and the workers those businesses employ is to succeed.

Goal Three: Create a mixed-use 24-hour Central Business District.

The CBD is defined as the area bounded by the Delaware River, Benjamin Franklin Bridge, I-676, and the Martin Luther King/Mickle Boulevard corridor running to 3rd Street, south to Clinton Street and west to the waterfront.

Due to significant population and employment losses over the past several decades, the area has lost its standing as a vibrant downtown area. Coupled with dramatic growth in outlying suburbs, much of the traditional retail shopping activity has followed the migration of the population out of the City.

Camden’s CBD has many positive attributes upon which it can reestablish itself as a regional service center. The map entitled *Land Use Plan - Central Business District* depicts proposed land uses and a framework for knitting together the various components of the downtown to guide the future revitalization of the CBD. The open space land use category indicates major streetscape improvement locations along with parks, squares and plazas.

A Design Plan translates the proposed CBD Land Use Plan into a conceptual vision of what a revitalized downtown might look like in the future. This Design Plan is presented in Chapter VI of the Master Plan.

The CBD contains seven key development areas. These include:

- University complex (Rutgers University, Rowan University and Camden County Community College) located along the northern edge of the downtown.
- CBD core area (City Center) bounded by Cooper Street on the north, 2nd and 3rd Streets on the west, Martin Luther King/Mickle Boulevard on the south and 7th Street on the west.
- Waterfront area on the western edge of the downtown.
- Cooper-Grant historic district neighborhood located between the university complex and the waterfront area.
- Interchange area located on the eastern edge of the downtown by I-676.
- Cooper Medical Center complex located in the southeast section of the downtown.
- Martin Luther King/Mickle Boulevard corridor framing the southern edge of the CBD core area.

Achieving integration of these various sections of the downtown involves the following strategies.

Strategies

1. *Expand the downtown’s public/private office base.*

As indicated on the map entitled *Land Use Plan - Central Business District*, office uses are focused at the I-676 interchange area and between the waterfront area and the core area of the CBD. While office uses could occur in other sections of the downtown these two sections are intended to act as major generators of office employees.

Office facilities are an important economic generator for downtown vitality. Generally, office jobs pay higher average salaries than those typical in hotels and restaurants (before tips).

The office uses by the waterfront are intended to be somewhat lower in scale and intensity than the concentrations of higher density office uses proposed

Achieving a Dynamic Economy

at the eastern end of the downtown. There are two reasons for this distinction.

At the western end, the L₃ Communications facility has established a lower density office/R&D land use character west of 3rd Street between Federal and Market Streets. This preserves



significant vistas to the waterfront and the Philadelphia skyline from the eastern end of the CBD where multi-storied high-rise offices are proposed.

As the waterfront area builds out, future building placement needs to be sensitive to preserving the unique visual resource that is an economic resource

for the revitalization of the downtown.

This does not imply that all new construction west of City Hall be limited to lower building heights. Quite the contrary, denser office and mixed-use development is encouraged. Varied urban design techniques should be employed to allow design and placement of taller buildings without blocking major axial vistas to the waterfront.

To the southern side of Federal Street, the high-rise office tower housing the DRPA headquarters sets a tone for the continuation of a high intensity office concentration adjacent the Martin Luther King/Mickle Boulevard corridor. The Boulevard has greater traffic-carrying capacity with easy access to the I-676 interchange system allowing for such higher office densities.

The eastern concentration of office uses between City Hall and I-676 has direct connections to the PATCO line, the transportation center and the future light rail system that will connect directly to the transportation center. The ability to dramatically increase office development intensity at this location can easily be supported by mass transit options available for office employees. This existing transportation network is a major consideration underpinning this office land use concentration.

Both office locations have the ability to attract back office and service business activity from Philadelphia and the metropolitan region because of their unique locations which also provide transit accessibility. Alternative modes of commuting between the two riverfront cities include the light rail connection from the PATCO rail station to the future waterfront tram and expanded ferry connections.

As additional government sector jobs are located within the core area of the CBD the need for an additional State office building should be considered adjacent to the City Hall center. A government center can be created at this location by demolishing the Parkade Building, developing new office space, and reestablishing the park and open streetscape that originally existed on the north side of City Hall. This new office building and associated facilities would also free up existing lower cost office space located in the CBD for use by smaller private businesses.



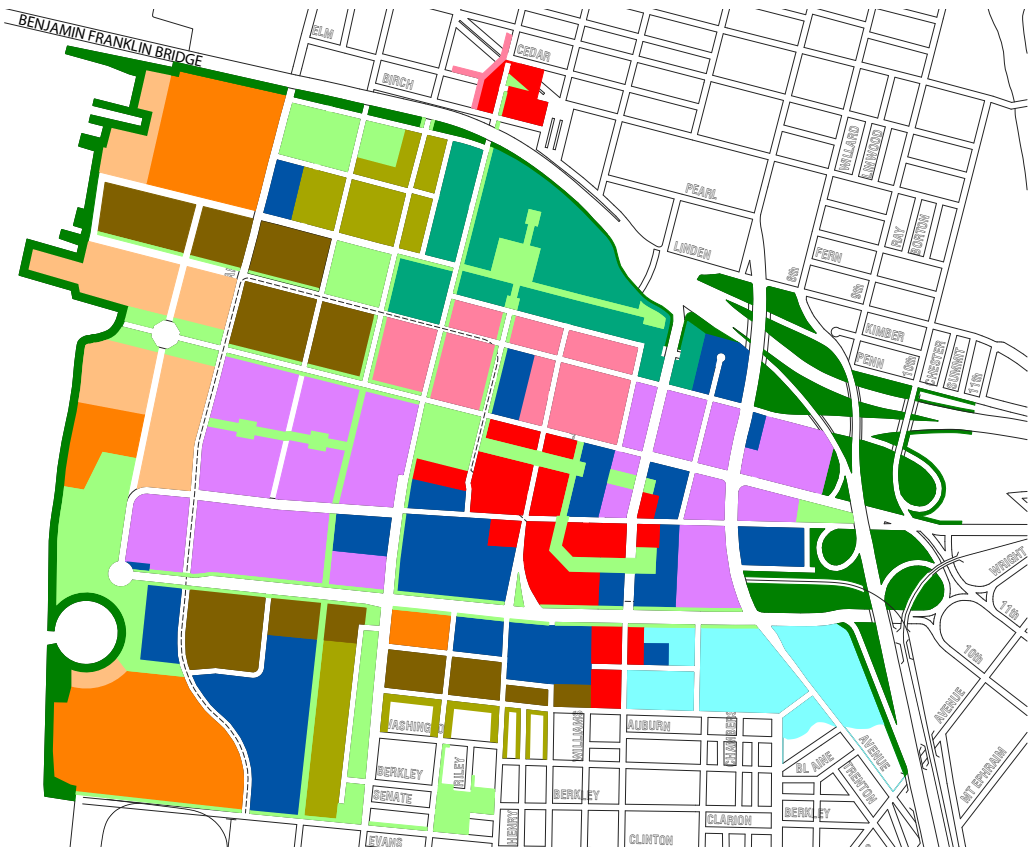
2. *Integrate improvement efforts of the higher education and medical arts facilities.*

The university complex indicated as the University and Support land use category on the *Land Use Plan - Central Business District* map exhibit includes Rutgers University, Rowan University and Camden County Community College. Rutgers University is the dominant land use in this category with the latter two colleges being located in high-rise structures east of Broadway.

The land use concept advanced for this area centers about interconnecting the internal pedestrian green of Rutgers to a proposed Whitehall public square at 3rd and Market Streets. Additional proposed pedestrian connections include an entrance gateway at Broadway from the Benjamin Franklin Bridge plaza area into the complex as well as to the CBD core area.



The Camden County Community College's proposed construction of a multi-purpose educational facility including instructional space, retail and structured parking west of Broadway in the vicinity of Cooper and 6th Streets will strengthen this major gateway entrance into the downtown. Another connection is proposed along 3rd Street beneath the bridge structure to the proposed Main Street mixed-use commercial and residential center in North Camden.

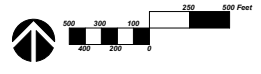


LAND USE PLAN

Central Business District

LEGEND

- Residential**
- Medium
- High
- Commercial**
- Retail
- Commercial/Retail
- Commercial/Open Space
- Industrial**
- Office-Light Industrial
- Mixed-Use**
- Mixed Waterfront
- Community Facilities**
- Medical and Support
- University and Support
- Public/Semi-Public
- Open Space**
- Greenway & Green Corridors
- Parks and Recreation & Open Space



City of Camden

Master Plan

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These community linkages are intended to create future development opportunities to capture the economic energy contained within the student, faculty and staff population base of these educational facilities. Also, the potential to generate housing rehabilitation and new housing construction can also be oriented to this established market base.

Integration of the medical center complex, which includes Cooper Medical Center, Coriell Institute and UMDNJ, into the downtown is related to the



pedestrian connections from this complex to the proposed Broadway Plaza retail and mixed-use facility opposite the Transportation Center. A major stop of the proposed light rail will be at the Transportation Center opposite the medical center. The light rail system will allow for medical center visitors and employees to linger in the core

area of the CBD and then take the light rail to the Transportation Center for a short walk to the medical complex.

As further discussed in the CBD Design Plan contained in Chapter VI, connecting the medical center complex to the downtown core area will require improved pedestrian circulation across Martin Luther King/Mickle Boulevard at four major locations: Haddon Avenue, Broadway, 5th Street and 3rd Street. Various streetscape details including the installation of a pedestrian safe landing area in the landscaped median of Martin Luther King/Mickle Boulevard is recommended. Structured parking should be encouraged in lieu of surface parking lots in support of institutional development.

3. *Link waterfront development with the CBD.*

It is envisioned that integration of the waterfront and the downtown area can be accomplished through policies that encourage different yet complementary land uses, which will attract different customer bases. Once in the downtown these customers will generate increased economic value for both districts.

For example, the core area of the CBD generally between 3rd Street and Broadway proposes traditional retail land uses set in a marketplace atmosphere while retail along the waterfront is to be oriented toward sports,

entertainment, and related tourist activities. The central unifying design feature between the two areas include a proposed major new public square, Whitehall Square. Pedestrian walks along Market Street will connect the waterfront promenade to Whitehall Square.



The proposed retail uses in the CBD area are envisioned to be part of a mixed-use office complex. These retail activities would begin at Whitehall Square and parallel both sides of a proposed semi-enclosed

pedestrian galleria. The galleria promenade would terminate at a proposed Broadway Plaza, opposite the Transportation Center.

The galleria in time could become a multi-level retail mall containing offices on upper floors. The mall area could include a movie theater, restaurants, franchise retail outlets, household furnishings and other major consumer stores typically found in suburban shopping malls. Visitors to the waterfront area will be able to frequent retail services envisioned at the galleria, further capitalizing on the economic benefits available from the integration of the waterfront with the CBD.

The proposed light rail that will pass by Whitehall Square will provide direct transit access to the waterfront activities. This will expand accessibility opportunities for visitors, residents, tourists and downtown employees between the two areas.

Other proposed pedestrian linkages along Martin Luther King/Mickle Boulevard between Wiggins Park and Whitehall Square broaden the opportunities for integrating the two development areas. A common theme of street lights, sidewalk patterns, signage and street trees/landscaping treatment will further reinforce the physical integration of the waterfront with the CBD.



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4. *Develop downtown housing.*

Adding new housing construction to the downtown area can make the CBD a 24-hour community. This requires the creation of “niche” market-rate housing opportunities for young professionals, university and medical personnel, as well as “empty-nesters” and other households desiring to live within a compact and active CBD.

The High Density Residential land use category on the *Land Use Plan - Central Business District* map depicts potential market-rate housing locations. These areas include the waterfront section north of Cooper Street, adjacent to Johnson Park, south of Martin Luther King/Mickle Boulevard by the E-Center and in the Martin Luther King/Mickle Boulevard corridor behind the Walt Whitman House and the proposed high school for the performing arts.

The Nipper Building located at Market and Front Streets is recommended for conversion to loft style condominium units. The emerging waterfront entertainment district and the market potential of employees at the university, the Cooper Medical Center complex, and the proposed office sector of the downtown provides a basis for specialty housing options to be developed.

The mass transit and modes of waterborne commute options enable varied households to live in the Camden waterfront proposed higher density residential communities and work in downtown Philadelphia. About 2,100 new housing units are possible from the proposed high density areas located in and adjacent to the CBD. While not depicted on the *Land Use Plan - Central Business District* map, it is also possible to convert some of the proposed office land uses shown in the block between Martin Luther King/ Mickle Boulevard and Federal Street east of Delaware Avenue as well as to redevelop portions of the open parking fields opposite the E-Center to residential use.

5. *Capitalize on downtown historic preservation districts.*

The Cooper/Market Street, Cooper-Grant, Cooper Plaza and Walt Whitman historic districts create an added dimension to the revitalization strategy recommended for the CBD. Along the Cooper Street corridor, apartment uses on the upper floors of these buildings in the historic district with ground floor business or retail service uses is proposed. A continuation of the current scale and character of buildings is also recommended.

Being adjacent to the university complex, this grand boulevard street can continue to attract spin-off economic and housing benefits from employees



and students of the university and colleges located virtually next door. In time, restaurants and retail/business services catering to the office employee base proposed in the downtown as well as to the university employee and student base will develop.

Within the Cooper-Grant historic area, additional housing of a lower density nature is recommended to reflect the existing scale and character of the existing neighborhood. Infill housing is primarily suggested along with rehabilitation of existing townhouse units within this district. This is also the type of land use treatment suggested for the Cooper Plaza districts where much of this type of historic rehab has already occurred.

6. *Interconnect CBD activity centers through a pedestrian network.*

Within the CBD several important public open spaces and pedestrian linkages are proposed to be created or improved. These are shown on the *Land Use Plan - Central Business District* map by the Parks, Recreation and Open Space land use designation. The major parks, plazas and squares include the existing Johnson Park in Cooper-Grant and Wiggins Park in the waterfront area. Two new urban squares are recommended - Whitehall Square at 3rd and Market Streets and Broadway Plaza at Broadway opposite the Transportation Center.

These proposed public open spaces are connected by a main internal walkway system which contains a galleria style pedestrian promenade. This galleria connects the new Whitehall Square with Broadway Plaza between 3rd Street and Broadway.

These pedestrian linkages allow for continuous and multiple pathway networks starting in the core area of the CBD and traveling to the waterfront area. There are also pedestrian linkages from the core area to the university complex and beyond to Main Street in North Camden.

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In addition, there are pedestrian connections to the Walt Whitman Poet Park at Martin Luther King/Mickle Boulevard and to the USS New Jersey Battleship and Museum at the E-Center. This proposed pathway system will also add to the perception of the safety of the downtown area. As more people relocate businesses to the downtown, and newer higher density housing is developed, increased pedestrian activity will be generated.



Goal Four: Create compact and lively retail centers along the City's major commercial corridors.

Current retail development in most Camden neighborhoods is too sparse to provide convenient, full service shopping districts. These conditions are the result of significant population loss, along with the decline in average household income and the development of competing suburban shopping malls. FutureCAMDEN proposes to strengthen retailing in the City principally by altering the pattern of retail development so that its size and location is better matched to current and future needs of City residents.

Strategies

1. Consolidate scattered commercial areas along major roadways.

Because shoppers prefer areas where stores are conveniently clustered, the present scattered commercial pattern along most of the City's shopping streets acts to weaken local businesses, while depriving many residents of adequate services.

Smaller compact retail centers containing a solid core of stores can thrive if targeted to meet the needs of each neighborhood market that it is designed to serve. The objective of such consolidation is to maintain a concentration of stores with little or no vacancy between them in order to preserve the shopping vitality of the commercial strip.

Neighborhood/Convenience Retail.

As indicated on the map entitled *Economic Development* the Retail and Commercial Retail land use categories locate the proposed compact revitalized retail areas along the main shopping streets of Broadway, Mt.



Ephraim Avenue, Haddon Avenue, Federal Street in East Camden, Westfield Avenue, Marlton Pike, and River Avenue.

In addition, the Master Plan recommends that new public facilities and housing sites be integrated within the retail center districts so that such districts can become the focus of neighborhood

commercial activity. The Federal Street/Westfield Avenue commercial center is a good example of the type of compact revitalized retail area to be developed along the other commercial streets in the City.

Because it is not possible to support viable retail development along the full length of the former main shopping streets in the City, commercial service development is proposed on blocks adjacent to designated compact retail uses. These adjacent areas are indicated by the Commercial/Retail land use category indicated on the *Economic Development* map exhibit.



In some instances, the most feasible alternative use in these adjacent areas is a commercial service business such as wholesalers, repair shops or

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home improvement contractors. This could also include office support uses such as temp agencies and copy services.

In other instances, multi-family residential use is more appropriate for sites along major streets. This would include conversion of mixed-use buildings into exclusively residential uses or the development of new small scale multi-family buildings particularly in proximity to major community anchors such as the university or the medical institutions in the City. Major institutions such as schools, houses of worship and libraries can also be encouraged to locate on these main streets.

One such area is proposed along Broadway between Pine and Berkley Streets. Here additional public facilities are also proposed along with higher density housing and a small urban park to create a concentrated center of community life. Such housing would appeal to singles, service personal and childless couples who might work in the CBD or at the Cooper Medical Center.

A differentiation of retail districts is recommended by the Master Plan to ensure that future retail development is generally sized to accommodate current and future resident shopping needs. The eventual redrawing of commercial zoning district boundaries should reflect the basic guidelines advanced for the different retail districts discussed below.

Three categories of retail clusters are recommended - convenience, neighborhood and regional center. The distinction in these categories is as follows:

- Convenience Center: Typically under 30,000 square feet in area and consisting of a grocery store, restaurant, variety stores and convenience stores such as a barber or beauty shop, laundromat or mailbox postage desk.
- Neighborhood Center: Typically up to 100,000 square feet in floor area, and consisting of a supermarket or pharmacy, restaurant, and various convenience stores such as a bakery, dry goods, dry cleaners, bank and video shop.
- Regional Center/Specialty Marketplace: Typically greater than 300,000 square feet in floor area and serving both a local and regional population base anchored by one or more full-service comparison shopping stores, clothing, movie theater, bowling facility, and possibly supermarket establishments.

Contemporary versions of such regional retail centers are known as "big box" retail centers as opposed to enclosed regional shopping malls. A specialty marketplace could also cater to a regional marketplace. These are typically centered about a major transportation facility and directly linked to other regional activity facilities such as entertainment and cultural centers.



Within the neighborhood shopping areas proposed for improvement along major City streets described above, the proliferation of new bars, lounges and liquor stores should be curtailed. New uses should be subject to conditional use criteria within the City's Zoning Ordinance and among other locational standards should be limited from locating within a certain distance of an existing facility.

The majority of retail centers depicted on the *Economic Development* map fall within the size range of a convenience or neighborhood center. Proposed improvements envisioned with these centers are facade and streetscape improvements, additional parking, as well as code enforcement with technical assistance to property owners to achieve retail store upgrades. Design guidelines for these commercial areas are further discussed in Chapter VI.

Convenient parking to service these retail centers should be designed as a common surface lot facility accessible to all business establishments within a designated center. The number of parking spaces should be based on

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urban standards recognizing the level of pedestrian customer traffic and the availability of bus transit to these centers.

The overall design intent is to coordinate signs, colors and materials on storefronts and provide streetscape improvements in order to improve the overall appearance and appeal of these local shopping streets.



NEWTON AVENUE & BROADWAY

Design improvement proposals already advanced for the Yorkship Square and Federal Street/Westfield Avenue centers reflect the type of neighborhood center improvements that should be applied to the other existing shopping districts. Major new neighborhood centers are designated for:

- North Camden at Linden Street
- 3rd Street and Elm Street (Main Street project in North Camden)
- Cramer Hill at River Avenue and State Street
- Bergen Square at Newton Avenue and Kaighns Avenue

Mixed uses should be encouraged in each of the retail categories described above. The smaller sized centers should be oriented more toward the introduction of upper floor residential uses. Office and institutional uses would also be appropriate for upper floor locations.

Regional Retail Center

In addition to the retail uses proposed for the downtown area, a regional center is designated for the area on Mt. Ephraim Avenue south of Newton Creek to Olympia Road. This location is recommended for big box retail development to augment the existing shopping center currently located in this area.

Redevelopment and recycling of other underutilized industrial properties will be required to create sufficient land area to achieve the regional center proposal. Existing public sector social service offices at this location can be reintroduced into the proposed center as an upper floor office component.

Because of this area's proximity to Route 130 and other regional highways located just to the south, the proposed big box retail concept will attract regional traffic as well as serve City residents. Additionally, direct access from Route 130 is suggested. This should take the form of a right-in, right-out intersection for southbound traffic and depending on site feasibility, a possible fly-over ramp for northbound traffic accessibility.

Specialty Marketplace

As described in the CBD Design Plan, there are two potential areas in the downtown that could support a specialty marketplace retail area. One would be the core area of the CBD opposite the Transportation Center referred to in the plan as "Broadway Plaza". The other would be the proposed ferry and aerial tram terminal area at the foot of Market Street in the waterfront plan. Besides the downtown area, a farmer's market location is also suggested in the Waterfront South neighborhood plan in the 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 could be developed as a theme for these potential marketplace specialty retail areas. A farmer's market with specialty food goods and restaurants would be integrated with regional commuter rail and the future light rail service to the downtown and waterfront will improve accessibility to a farmer's market.

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Highway Retail/Commercial Services

Highway-oriented retail and commercial service uses should be subject to design standards and be selectively reintroduced as part of compact districts at discrete locations along Admiral Wilson Boulevard. Vistas of the newly created greenbelt-pedestrian walkway along the Cooper River should be integrated into proposed new development districts. Commercial land uses should be limited to appropriate services such as hotels, restaurants, service stations and an information visitor center.

Implementing Retail Area Consolidation

The consolidation of retail development areas along major street corridors needs to be accomplished in a manner which avoids undue hardships for owners and operators of existing businesses. Three actions are suggested as follows:

- Changes in zoning patterns to reflect these reduced commercial clusters will permit “nonconforming” businesses to continue operation until such time that a long term vacancy or change in use occurs.
- Re-tenanting efforts to relocate viable but isolated businesses to a compact center location where retail space is available should be encouraged along with technical and financial assistance.
- Financial assistance should also be made available to encourage new retail development and existing store renovations in designated compact centers.

2. *Increase City services, security and crime prevention efforts within commercial centers and corridors; create Special Improvement Districts (SID).*

The following actions are recommended to improve City security and services within commercial areas:

Security

- Increased use of police foot patrols within neighborhood retail centers as well as



mobile patrol surveillance will increase perceptions of shoppers that these areas are safe places to shop and frequent. There should be zero tolerance for loitering, drug sales and prostitution in these commercial centers.

- Continue with the Surveillance Camera project that is sponsored in part by the Police Department and the Department of Development and Planning with funding provided through the Urban Enterprise Zone. The installation of security surveillance cameras will augment community policing efforts and encourage greater pedestrian activity leading to increased shopping at local businesses in these areas .

Special Improvement Districts (SID)

Creation of Special Improvement Districts (SID) to enable efficient coordination of public and private improvements as well as City services should be encouraged in commercial centers and corridors. A SID program should be implemented in phases. The initial phase should deal with the improved delivery of basic City services such as sanitation, enforcing littering laws, street, sidewalk and utility repairs, street tree pruning as well as code enforcement .

Augmenting basic services outlined above will involve overtime city personnel hours. These extra costs should be translated into a special district assessment that would be charged to each property owner or business located in a SID.

Subsequent phases of implementation depends on the increased business revenue that may be generated by the businesses located in a SID. Creation of a dedicated assessment for the financing of local area improvements, enhanced services, and unified marketing promotions that would help grow individual businesses within a SID is a recommended future action.

3. *Build increased capacity among City merchants.*

In order to provide the right mix of stores and services to meet the needs of residents, technical assistance to City merchants in planning retail product lines and customer services desired should be offered by the City. This will require collaborative efforts by the City with local merchants associations, the Chamber of Commerce and neighborhood-based improvement groups. The “Main Street” model used effectively in other commercial centers has helped build local merchant business capacity, and has gained corporate sponsorship and other funding resources.

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In addition, training in business skills, basic marketing and finances should also be made available to local merchants in collaboration with Camden County Community College and other academic institutions. Strengthening existing businesses also requires low interest revitalization loans for store improvements and fixture upgrades.

The Small Business Administration, Cooperative Business Assistance Corporation, County EDA, Empowerment/Enterprise Zone, along with the City and other agencies should collaborate in providing technical assistance to local merchants in obtaining available financial resources. Educational resources should also be provided by these agencies to empower new and small businesses to gain economic independence.

Goal Five: Support the growth of health services and related technology industries.

The health service sector is the dominant employer within the City. It accounts for about one out of every three private sector jobs in Camden. After years of growth this sector is in a period of transition driven more by the structural changes occurring in the overall health care industry than by local conditions. Today patients are treated on an out-patient basis with limited overnight in-patient hospital stays. Use of internal space within medical centers is changing and this creates opportunities for new ancillary business development in the health care sector.

Strategies

1. *Promote the retention and reinvention of the health care industry.*

Maintaining quality health care and medical teaching and research activities requires a careful balancing of capital plant improvements and increasing customer accessibility and convenience in competition with outlying suburban medical institutions. Safety, adequate parking and convenient services for employees, visitors and patients are paramount.



Future improvements by the medical center facilities (Our Lady of Lourdes Medical Center, Virtua-West Jersey Camden and Cooper Medical Center) should be coordinated and integrated with downtown and neighborhood revitalization efforts. For example,

in the vicinity of the Cooper Medical Center, the CBD Design Plan suggests additional structured parking to accommodate added retail and office development. Consideration should be given to joint development of shared structured parking facilities for employees to achieve both CBD economic development objectives and medical center future parking needs.

Virtua-West Jersey Camden is involved in a community-based neighborhood housing improvement program called “RENEW” in areas adjacent to its medical campus. It also has established a “Neighborhood Health Connection Program”, a community-based self-management program which trains community members as neighborhood health advisors.



Our Lady of Lourdes Medical Center has developed an ambulatory care center across from its main campus on Haddon Avenue. This type of facility reflects the new trend in regional health care services. It’s development in Camden provides an additional improvement in the Haddon Avenue commercial corridor. Development of ancillary health care service facilities in commercial areas adjacent to existing medical centers should continue to be encouraged. These types of activities provide impetus for further neighborhood revitalization in these areas. Coordinated security and targeted police surveillance of the areas adjacent to the medical facilities should also be increased.

Similar collaborative ventures should be investigated with the other health care institutions in the City such as increasing parking availability for employees and customers of these facilities through the construction of structured parking. Surface parking facilities should be limited in favor of parking garages to support future development at these institutions.

2. *Encourage “spin-off” industries and services to locate adjacent to the major health care institutions.*

Ancillary services such as independent testing laboratories, medical equipment suppliers and pharmacology businesses should be encouraged to locate adjacent to medical institutions for ease in business service and

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professional affiliations that can be created. The Medical and Support land use category shown on the *Economic Development* map exhibit locates the general areas where these activities should be concentrated.

The Haddon Avenue corridor by Our Lady of Lourdes Medical Center provides the largest area for such facilities. This area contains many underutilized properties that could be assembled and redeveloped into a medical arts business support park for such specialized medical support uses. The proximity to the PATCO Ferry Avenue transit stop with bus transit connections on Haddon Avenue would afford easy commuting options for employees and customers in addition to City residents for employment in this business park.



Use of the purchasing power of the health care facilities to attract smaller suppliers and service firms and create regional partnerships with such suppliers to this medical support zone is recommended. Local businesses and suppliers could form a consortium to offer preferential pricing levels in order to secure business contracts with the medical facilities in the City.

In collaboration with the City's major hospitals, create economic development incentives to encourage physicians and dentists to begin a practice or open satellite offices near these hospitals. Investigate the development of an additional medical arts office complex of primary care physicians integrated with nearby downtown or neighborhood revitalization efforts.

The medical offices created at 3 Cooper Plaza in association with Cooper Medical Center and the ambulatory care center developed by Our Lady of Lourdes Medical Center is the type of spin-off development that is to be encouraged in areas adjacent to all the major hospitals in the City. As regional growth spurs the need for more nurses and health care professionals, expanding existing nursing school and training facilities in the City should also be encouraged.

One ideal location for such a combined medical arts office and training complex would be the proposed Broadway Plaza area in the CBD by the Transportation Center. In close proximity to Cooper Medical Center and the UMD campus, this area has excellent public transit connections to the region providing easy access to physicians' offices for out-patient care and

treatment. Outpatient visits can be coordinated with the medical center's specialized services when needed reducing multiple visits by patients.

3. *Investigate the creation of a Science Technology Business Center.*

As continued emphasis is placed on changing the delivery of medical services to more same day surgery and out-patient treatments the use of internal hospital space also changes. The location of major research activities of the Coriell Institute and the research functions associated with Cooper Medical Center, Robert Wood Johnson Medical School, Virtua-West Jersey Hospital as well as Our Lady of Lourdes Medical Center offers potential for establishing a Science Technology Center in the City.

Collaboration by the City in a joint effort with the health care facilities, medical research institutions and Rutgers University is recommended to undertake a feasibility study to determine the realistic potential for new business development resulting from changes occurring in the medical services and biotechnology industry. Re-use of excess space within a hospital facility is a possible location for this Center which could be started as an incubator pilot effort expanding into more permanent facilities as demand increases. The most appropriate locations for such a permanent center would either be in the eastern end of the CBD or in the Medical and Support district on Haddon Avenue.

Rutgers University School of Business is using a grant from the NJ Commission on Science and Technology to analyze the potential for incubating new technology companies and facilitating the growth of other high tech entities in southern New Jersey. A public-private tech center is envisioned on or near the Camden campus. The integration of pilot projects related to a science technology activity should be pursued with whatever tech center recommendations emanate from the Rutgers study.

Goal Six: Prepare Camden's workforce and connect workers with living wage jobs.

A key impediment to City residents seeking work is the gap between skills needed by employers in the City and the region and the skills of City residents. The inadequacy of reverse commute transportation options to access jobs available in the region is another major impediment.

There were 11,780 welfare recipient cases reported in Camden County in 1998. Of this number, City residents account for 8,835 or 75% of these cases. Coupled with an ever younger, undereducated and poorer population, a comprehensive

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workforce development approach is required. Such an approach should include all levels of education from K-12 that educates and provides opportunity to children of City residents. It should also provide entrepreneurial training that helps residents create their own businesses.

Strategies

1. Upgrade job skills of City residents.

Identifying specific job-related needs and skills of City and regional employers is required. With knowledge of required skills, the City should engage the Board of Education and the Camden County Workforce Investment Board (WIB) in a collaborative effort to determine the gaps in current educational programming and the identified employer skills.

Revised educational and training programs aimed at preparing students for jobs in the City and the region can then be prepared. Build upon the national “School to Careers” model that involves coordination between secondary school educators, employers, unions and related groups to ensure marketable employment skills of graduating students.

This model emphasizes incorporation of work-based learning and life skills into a student’s curricula. This allows students to learn about the basic attributes employers seek in today’s competitive labor market before they graduate high school. Also, provide for teen co-op programs so that the City’s youth can enter the labor force well prepared.

As part of the Board of Education school modernization program additional magnet high school improvements have been proposed. The survey results of employer skills requirements could also be used in the curricular planning for the new magnet school improvement program that is being planned by the Camden School District.

Where needed, improve basic literacy skills to a functional level of reading and writing ability. Engage the universities, community college and public schools in establishing evening and weekend tutoring and mentoring programs to improve basic literacy skills of residents in need of such education. In addition, management training and related specialized education for residents trying to advance in their current jobs should also be provided. These programs should be held in local schools or community center facilities.

2. Improve job training programs for City residents.

Create a partnership between the City, higher educational institutions, local unions, Camden County Community College/Vo-Tech, the WIB, the Private Industry Council, Employment Partnership, and private companies to identify adult job training programs available to City residents. This should also include people over 60. This inventory should be continually updated to meet the changing needs of area-wide employers.



A City-based, regionally-oriented adult skills training center with state-of-the-art computer facilities should be developed. Basic training in computer skills and high school equivalency (GED) should be available at local training facilities.

Possible locations for such a training center could be in one of the school buildings to be replaced as a result of the proposed school modernization program or incorporated as part of proposed downtown office development. Rehabilitation and renovation of the existing job training center located in Parkside at Kaighns Avenue and Vesper Boulevard could also be considered for the proposed expanded training facility.

A non-profit consortium between the City and the academic and medical institutions should be created to capitalize on the established job base generated by these institutions. The objective of this consortium is to link job-ready residents with job opportunities at the consortium’s institutions. Job readiness training programs tailored to these facilities can be operated by the proposed training center facility.

Include Welfare-to-Work initiatives of the WIB within the training center. These initiatives would include ongoing efforts with a community work experience program and an alternative work experience program and the placement of persons prepared to work into the workplace.

Attention should also be paid to child care needs and support for young children while parents become involved in outside jobs. Faith-based as well as social service providers continue to address improving day care center development in accessible neighborhood locations to assist working parents.

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The light rail, transit route changes and rescheduling of existing bus routes and time schedules are alternatives recommended to enable trained City workers to reach available jobs. Expanding the CCIA's free transportation work program in conjunction with revised transit schedules will help improve resident access to the existing job market. Chapter VIII provides additional recommendations for improving transportation facilities.

In addition, the WIB's One-Stop Career Center system should be coordinated with the proposed training center described above. The One-Stop system is a computerized information system that provides both job seekers and employers easy access to employment, training, education, and social service resources.

For individual residents not deferred for mental or physical reasons but still experiencing job placement difficulties, an enhanced training and mentorship, job coaching and one-on-one instructor assistance activity is required. Such activities should also be coordinated through the proposed training center.

A "Youth Build" job training program (HUD funded) to address the needs of high school drop-outs and other high risk youth (ages 16-24) should also be developed and managed through the proposed training center. This program prepares young adults for long term employment or advanced training and education, fostering self-sufficiency.

Construction training at various publicly financed construction sites should also be arranged, coupled with connections to a variety of support services for trainees. In collaboration with the Camden School District, student trainees can receive a basic school-funded education and receive a high school diploma instead of a GED upon successful completion of a Youth Build program.

Job training options including other vocations beyond construction should be developed as well as formal computer training capabilities to foster computer literacy. By working with area businesses, a job mentoring and placement program can also be established to place trainees upon graduation.

3. *Establish a "Camden First" hiring requirement on all publicly funded projects.*

So that residents are not left behind as the City grows in economic terms, connecting low and moderate income residents with newly created jobs is essential. Many jobs in new economy industries are not all "high tech".

Such jobs do not require high skills, but do require a basic education. Specialized training programs developed in cooperation with businesses and targeted to the specific needs of the new industries will help residents obtain jobs for which they might not otherwise be qualified. To benefit from this new economy job growth both in the City and in the region, improvement in the public educational school system is needed.

In collaboration with the WIB and other agencies involved with the job training initiatives recommended above, an employment pool of pre-screened and trained City residents should be prepared and updated regularly. This lets employers access an available work force of residents as well as employment and job training tax credits that are available through the State.

In addition, all City loan and contract documents should include incentives and requirements to recruit from a qualified pool of residents. In particular, there are new job opportunities both administrative and construction-oriented tied to the Hope VI housing development, downtown waterfront projects, infrastructure improvements, public school reconstruction, port development, clean-up and demolition activities, neighborhood housing rehabilitation and other new public facility projects.

This public contract requirement should be extended to municipal contractors by requiring them first to do business with neighborhood-based firms that can provide products and services relevant to a project activity. Notification efforts and bidders qualification lists including local minority

contractors should be prepared, updated regularly, and made available to all public agencies involved in development or improvement contracting within the City. The Multi-Year Recovery Plan offers similar recommendations.



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The following charts highlight the Master Plan proposed physical project activities for economic development. Additional project activities may result as collaborative efforts with neighborhood organizations evolve during the implementation of the Master Plan. The recommended project activities are organized according to neighborhoods comprising each neighborhood planning district.

NPD #1

Location	Recommended Project Activities
North Camden	<ul style="list-style-type: none"> - Develop an urban industrial park along proposed realigned Delaware Avenue north of Erie Street to 6th Street; acquire properties, begin utility, infrastructure improvements, and construct Delaware Avenue realignment. - Prepare future industrial sites west of Delaware Avenue extension. - Upgrade light industrial areas east of 11th Street and east of 10th Street at the Cooper River. - Create compact retail center at 3rd and Main Streets; and along Linden Street between 7th and 9th Streets (Gateway Plaza Shopping Center) to include a neighborhood supermarket. - Develop outdoor market center between Front Street and Delaware Avenue.
Central Waterfront (North)	<ul style="list-style-type: none"> - Expand the downtown waterfront as a mixed-use tourist and entertainment center with new economic projects: <ul style="list-style-type: none"> • Baseball stadium completed 2001 • Marina Village • Museum of Recorded Sound • Aerial tram station • Family entertainment center/retail • Hotel/conference center with retail • Ferry terminal with ferry link to Penn's Landing, Philadelphia • Aquarium expansion - "Voyager" • Harbor View restaurant/retail by the Tweeter Center • USS New Jersey Battleship and Museum
CBD, Central Waterfront (North)	<ul style="list-style-type: none"> - Create mixed-use 24-hour CBD: <ul style="list-style-type: none"> • Integrate Rutgers University expansion along northern edge of downtown including Rowan University and Camden County Community College at eastern edge by Broadway above Cooper Street. • Develop compact business, office, retail Galleria in core area east of 3rd Street to Broadway. • Establish commercial rehab fund for downtown facade improvements. • Develop Whitehall Square and Broadway Plaza public squares to anchor core area pedestrian activity from 3rd Street to Transportation Center. • Create government-civic center office concentration adjacent to City Hall involving the demolition of the Parkade Building. • Refurbish Roosevelt Park/Plaza at City Hall. • Link core area with waterfront district through light rail network, pedestrian promenades along Cooper Street, Market Street, Federal Street and Martin Luther King/Mickle Boulevard. • Develop new offices east of I-676 and between Delaware Avenue and 3rd Street. • Create medical and support district to integrate Cooper Medical Center improvements along southern edge of core area. • Develop visitor's center at Broadway and Cooper Street. • Build "niche" oriented market-rate housing as follows: <ol style="list-style-type: none"> 1. waterfront north of Cooper Street 2. adjacent to Johnson Park 3. south of Martin Luther King/Mickle Boulevard by the Tweeter Center 4. southern side of Martin Luther King/Mickle Boulevard corridor 5. conversion of Nipper Building • Improve CBD entry from Bridge Toll Plaza along Broadway. • Install streetscape, signage, landscape improvements to connect CBD with waterfront and other downtown activity centers along Martin Luther King/Mickle Boulevard, Cooper, Market and Federal Streets, and along north/south streets from 3rd Street to Haddon Avenue.

Location	Recommended Project Activities
Cooper-Grant	<ul style="list-style-type: none"> - Develop ground floor business and retail along Cooper Street and Market Street consistent with character of historic district. - Complete baseball stadium. - Undertake streetscape improvements on 2nd Street, Front Street, Penn Street, Linden Street, Friends Avenue, and Point Street. Also implement streetscape improvements along Cooper Street from Delaware Avenue to Broadway. - Create a "cyberdistrict" within the office-light industrial district west of 3rd Street.
Central Waterfront (South)	<ul style="list-style-type: none"> - Redevelop port related industrial zone south of Clinton and generally west of 3rd Street with landscape buffers adjacent to residential areas. - Integrate port distribution with new industrial facilities for specialty bulk cargo services, warehousing and processing with access to proposed industrial collector roadway. - Construct new industrial collector roadway. - Develop new industrial sites to capitalize on port activities. - Undertake streetscape improvements along Market Street from Delaware Avenue to Broadway.
Lanning Square	<ul style="list-style-type: none"> - Create compact retail center along Broadway from Martin Luther King/Mickle Boulevard to Pine Street. - Coordinate Cooper Medical Center facility improvements with neighborhood improvements underway in Cooper Plaza historic district. - Develop medical support businesses adjacent to Cooper Medical Center.
Bergen Square	<ul style="list-style-type: none"> - Create compact retail neighborhood center containing a supermarket at Newton and Kaighns Avenues. - Create mixed-use residential, retail and industrial area along Atlantic Avenue corridor (Kaighns to Atlantic Avenues). - Develop Broadway with mixed-use retail, housing and community services. Provide convenience businesses such as a grocery store and personal services (e.g. barber shop/beauty salon, dry cleaners).
Gateway	<ul style="list-style-type: none"> - Develop urban office-light industrial park around Campbell Soup facilities south of Admiral Wilson Boulevard between Wright Avenue and Flanders Avenue. - Develop compact neighborhood retail facilities along Haddon Avenue from Mt. Vernon Street to Atlantic Avenue. - Create compact retail center along Mt. Ephraim Avenue from Walnut Street to Mechanic Street to include child care, health and fitness, barber shop/beauty salon, seafood restaurant, Christian bookstore and a health referral center. - Upgrade commercial service areas along Kaighns Avenue between Mt. Ephraim Avenue and I-676. - Undertake redevelopment plan to create industrial park development adjacent to the former Sears Building.

Project Activities

NEIGHBORHOOD PLANNING DISTRICT #1



Project Activities

NEIGHBORHOOD PLANNING DISTRICT #2



NPD #2

Location	Recommended Project Activities
Cramer Hill	<ul style="list-style-type: none"> - Create a compact commercial area at River Avenue and State Street (Cramer Hill Gateway); consolidate retail areas into compact centers along River Avenue west of 27th Street and between 31st and 34th Streets. - Upgrade marine services industrial area north of Buren Avenue/Adams Avenue and east of 27th Street. - Upgrade industrial areas paralleling Conrail railyards. - Redevelop office-light industrial area east of River Avenue to include a proposed internal industrial collector roadway. - Redevelop Farragut Yacht Club into a full service marina with restaurant and support services at northern end of 25th Street. - Redevelop Harrison Avenue landfill as a mixed-use development to contain a recreational/open space component.
Rosedale/Dudley	<ul style="list-style-type: none"> - Upgrade industrial areas north of Lemuel Avenue. - Create compact retail/commercial area along Federal Street generally between 20th and 27th Streets and on the north side of Federal Street between 34th and 36th Streets. Also improve a compact retail center along Westfield Avenue between 33rd and 37th Streets.
Stockton	<ul style="list-style-type: none"> - Create compact retail areas along Federal Street east of 27th Street and from 33rd to 38th Streets. - Upgrade retail areas along Marlton Pike east of 27th Street and on Crescent Boulevard.
Marlton	<ul style="list-style-type: none"> - Redevelop urban office-light industrial park north of Admiral Wilson Boulevard generally between the Cooper River and 20th Street to the railyards accommodating a future light rail stop in the vicinity of 17th and Federal Streets and an improved 17th Street connection to the Admiral Wilson Boulevard. - Redevelop compact business services at selected locations integrated with Admiral Wilson Boulevard open space beautification program. - Create compact retail/commercial area along Marlton Pike between Bank Street and Midvale Avenue and along Federal Street from State Street to 27th Street. - Upgrade Baird Boulevard entranceway to support neighborhood economic and housing improvements.

Project Activities

NEIGHBORHOOD PLANNING DISTRICT #3

NPD #3

Location	Recommended Project Activities
Waterfront South	<ul style="list-style-type: none"> - Develop port related industrial district for warehousing, distribution, bulk cargo processing and support services from Atlantic Avenue to Newton Creek to be serviced by the proposed industrial collector roadway with access to I-676 at Morgan Boulevard. - Encourage the State to make Port of Camden pier and terminal facility improvements and to release vacant parcels for private redevelopment as light industrial uses. - Redevelop Lester Terrace area into an urban industrial park. - Develop industrial uses on the periphery, generally west and south of the Waterfront South historic district with landscape buffers adjacent residential areas. - Create mixed-use corridor development (residential, industrial, food distribution and retail) along Atlantic Avenue corridor generally from Jackson Street to Kaighns Avenue. - Create compact retail areas along Broadway in the historic district generally between Jackson Street and Winslow Avenue.
Liberty Park	<ul style="list-style-type: none"> - Create compact retail area and commercial services along Mt. Ephraim Avenue generally between Atlantic Avenue and Van Hook Streets. - Create medical and support district at Virtua-West Jersey Hospital and develop medical support businesses along Mt. Ephraim Avenue.
Morgan Village, Centerville	<ul style="list-style-type: none"> - Develop urban office-light industrial park along Mt. Ephraim Avenue between Ferry Avenue and Fairview Street with rail access to port district. - Upgrade compact retail areas south of Fairview Street on Mt. Ephraim Avenue and at Morgan and 8th Streets. Consider small neighborhood commercial service area near 9th Street and Ferry Avenue.
Fairview	<ul style="list-style-type: none"> - Create regional retail center to include supermarket, major retail stores, movie theaters and restaurants along Mt. Ephraim Avenue between Newton Creek and Olympia Road through redevelopment of underutilized properties east of Mt. Ephraim Avenue. - Upgrade smaller retail and service businesses along Mt. Ephraim Avenue. - Upgrade historic retail center at Yorkship Square and create compact retail area along Collings Road between Tennessee Road and New Hampshire Road.

Location	Recommended Project Activities
Whitman Park	<ul style="list-style-type: none"> - Create a mixed-use retail, office and residential Transit Village in the vicinity of the PATCO Ferry Avenue station. - Develop medical and support area along Haddon Avenue corridor to accommodate health related "spin-off" industries and services. - Create compact retail area along Mt. Ephraim Avenue between Whitman Avenue and Van Hook Street and along Haddon Avenue between Atlantic and Whitman Avenues. - Create medical and support district to include Our Lady of Lourdes Medical Center and areas generally south of Haddon Avenue between Whitman Avenue and Copewood Street and west of the high speed line to Davis Street.
Parkside	<ul style="list-style-type: none"> - Create compact retail and commercial service areas along Haddon Avenue from Walnut Street to Vesper Boulevard; undertake Haddon Avenue commercial revitalization study. - Consolidate and redevelop an office-light industrial site in the vicinity of Walnut Street and Magnolia Avenue with access from Pine Street including landscape buffers adjacent to residential areas. - Integrate Our Lady of Lourdes Medical Center improvements as part of proposed medical and support district. - Complete neighborhood improvement plan.



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VISION

Camden's revitalized downtown provides residents with more jobs and small business opportunities. An exciting pedestrian-oriented compact Central Business District has been connected to the waterfront by a system of pedestrian sidewalks, plazas and public open spaces.

Improvements in the Cooper-Grant and Cooper/Market Street historic districts, coupled with new market-rate and affordable housing add to a lively atmosphere in Center City. Art, cultural and heritage festivals are recurring events in the downtown along with seasonal marketplaces and local artisan fairs. These activities celebrate the many traditions and cultures of City residents.

With new sidewalks, tree-lined streets and improved lighting, neighborhoods look better. Residents can walk to a local convenience store, children can walk safely to their neighborhood school and neighbors can enjoy well maintained open spaces created as part of revitalized neighborhood commercial centers.

Community pride grows as neighborhoods are renewed using historic preservation and innovative redevelopment partnerships to preserve the best of Camden's existing resources.

The Master Plan outlines the following four goals for achieving the above vision for capitalizing on the City's physical and historical assets:

- **Create an Urban Design Plan to guide CBD revitalization.**
- **Create urban design guidelines to enhance the distinctive physical and natural features of Camden's diverse neighborhoods.**
- **Preserve and renew the City's historic resources.**
- **Create a Camden Heritage Area.**

Capitalizing on the City's Physical and Historical Assets

OVERVIEW

Urban design determines how a City looks, “feels” and functions. Good urban design can help shape Camden into an attractive array of neighborhoods, commercial centers and public facilities. The City’s natural assets, its parks, and the Delaware River, Cooper River and Newton Creek shore lines soften its image as an urban area.

Many of the City’s historical assets can complement economic development strategies and also contribute to neighborhood revitalization efforts. Simple techniques such as better street lighting, more street trees and landscaping on vacant lots can change impressions and attitudes about a community. Creating attractive landscape buffer treatments between industrial and residential uses, and providing streetscape improvements at gateway entrances to a neighborhood commercial area help present a positive image of the City.

What follows in this chapter are recommendations for creating an urban design plan to guide the revitalization of the CBD and its integration with the downtown waterfront area. Design guidelines to improve neighborhood appearance are outlined. In addition, proposals are made for preserving the City’s historic resources and for the creation of a Camden Heritage program to capitalize on tourism as part of Camden’s economic revitalization strategy.

RECOMMENDATIONS

Goal One: Create an Urban Design Plan to guide CBD revitalization.

Strategies

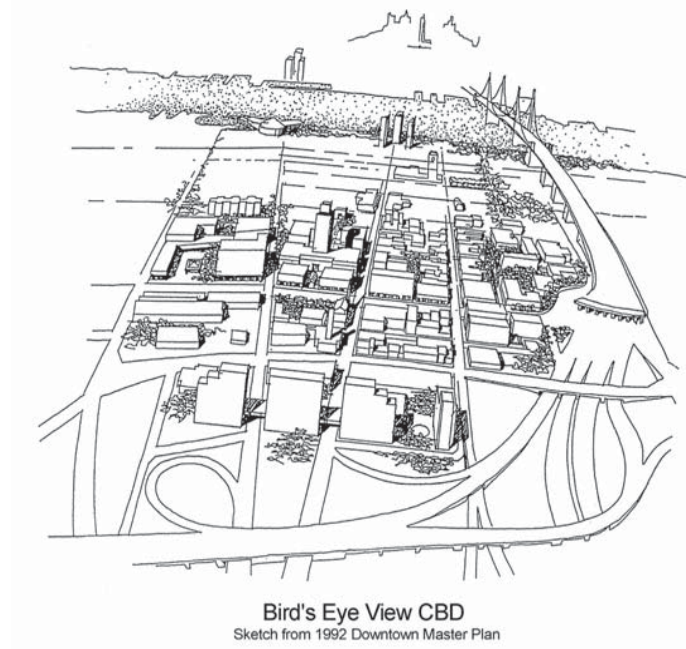
1. *Integrate the downtown with the waterfront, residential and historic districts, university areas, central business core and medical institutions.*

Intent of the CBD Design Plan

This Urban Design Plan suggests an urban design framework by which the City can proceed to integrate the various parts of its Central Business District (CBD). Its urban design principles are a synthesis and refinement of proposals for the downtown suggested by various groups over the past few

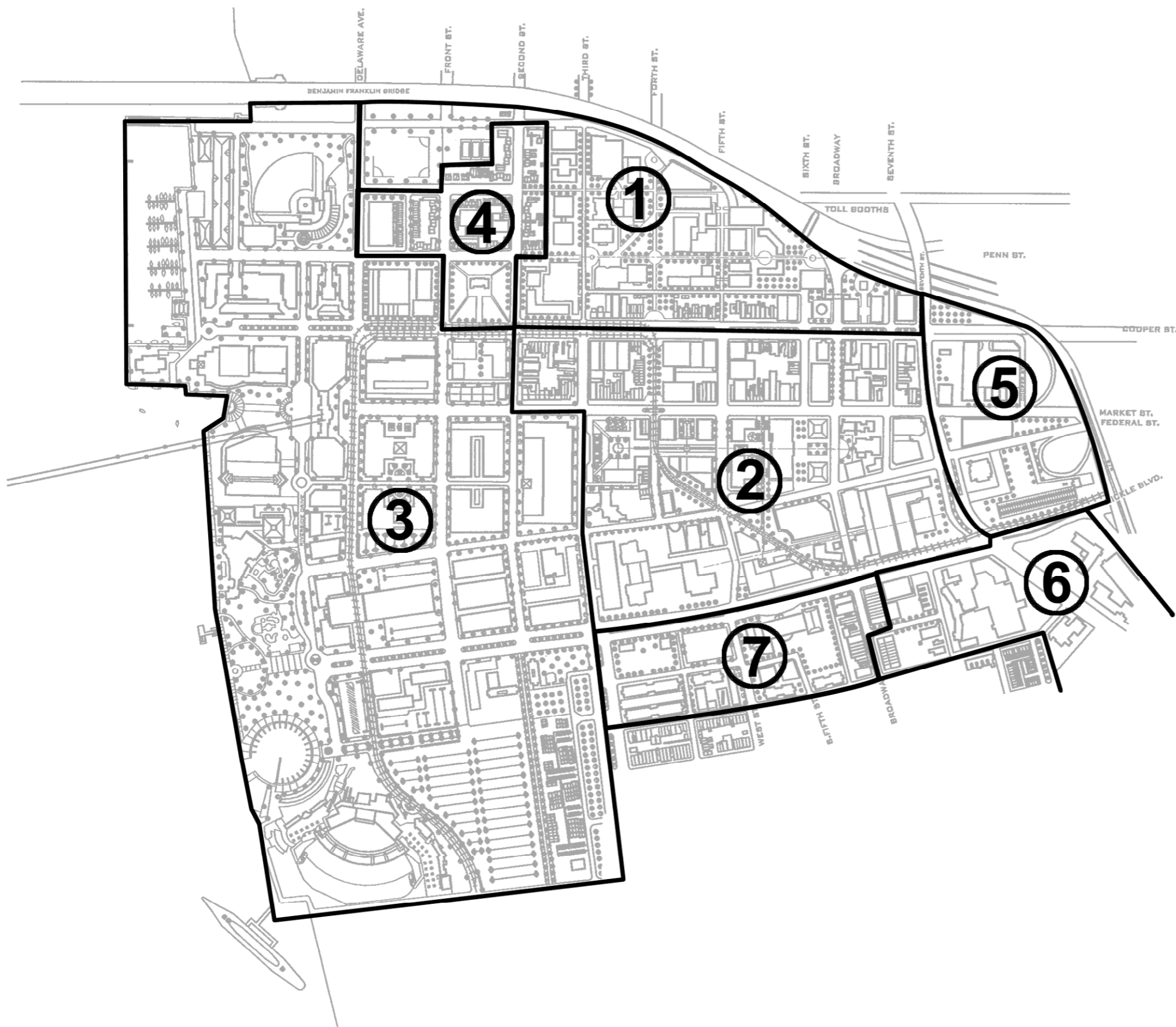
years including the 1992 downtown Master Plan and the CFDA Waterfront Plan endorsed by the City.

The CBD study area includes the area generally bounded by the Benjamin Franklin Bridge, the waterfront, I-676 and Clinton Street to 3rd and Benson Streets. The major precincts of the downtown addressed in the CBD plan include:



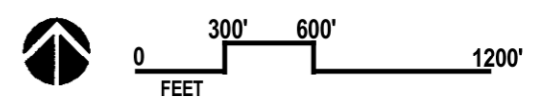
- University complex
- Central Business District core area
- Waterfront mixed-use development
- Cooper-Grant neighborhood
- Interchange area
- Medical Center
- Martin Luther King/Mickle Boulevard area

These areas are depicted on the map entitled *CBD Precincts*.



CBD PRECINCTS

1. UNIVERSITY COMPLEX
2. CBD CORE AREA (CITY CENTER)
3. WATERFRONT MIXED-USE DEVELOPMENT
4. COOPER-GRANT NEIGHBORHOOD
5. INTERCHANGE AREA
6. MEDICAL CENTER
7. MARTIN LUTHER KING/MICKLE BOULEVARD AREA



City of Camden Master Plan

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

Capitalizing on the City's Physical and Historical Assets

The greatest impact for achieving a vibrant CBD is to ensure that each downtown precinct is interconnected in a mutually supportive way. In order to achieve such interconnection, the following design objectives have guided the preparation of the CBD design plan.

- Extend the street grid and building line to the waterfront.
- Provide mixed-use development along the waterfront and along major street connections to the downtown.
- Reinforce existing vehicular, transit, and pedestrian linkages and create new ones between all major areas within the CBD.
- Improve the design image of downtown Camden.
- Attract market-rate housing, retail and office tenants downtown.
- Reestablish Camden as a destination entertainment waterfront, commercial, educational, medical and government center for the South Jersey region.

The CBD design plan proposals discussed below for each of the precincts in the downtown are conceptually illustrated on the map entitled *CBD Design Plan*.

CBD Design Plan Proposals

University Complex



The downtown universities include Rutgers University, Rowan University and Camden County Community College. The university complex lies on the northern edge of the downtown. It is generally bounded by the Benjamin Franklin Bridge on the north, Cooper Street on the south, 2nd Street on the west and 7th Street on the east.

Rutgers University's economic, social and cultural benefits are for the most part directed inward with little beneficial impact to the downtown. The design

plan establishes a strong link to the CBD and creates greater exposure for the university.

This is accomplished by creating a formal and symbolic entry gateway into the university at 4th and Cooper Streets. This entry gateway also has the function of exposing the university's presence to visitors that drive down Cooper Street to the waterfront, thus becoming part of the experience of people that visit and live in Camden.



In conjunction with the entry gateway concept, there is a pedestrian walkway leading from the center of the university through the 4th Street gate and down to a proposed new public square called Whitehall Square, in the heart of the CBD. This will also provide a main pedestrian link from the university to the proposed governmental complex at City Hall and the existing Transportation Center.

The university has plans to increase the size of its campus within the next decade to meet its future growth demands. Taking that as a basis, a grid of tree-lined pedestrian promenades that continues from 3rd, 4th and 5th Streets as well as from Penn and Linden Streets is proposed. This would connect the City to various university buildings, both existing and proposed. A series of symbolic gates that define entry into the university grounds are suggested at the end of these promenades. Also, a 3rd Street connection beneath the Benjamin Franklin Bridge to the proposed Main Street commercial center in North Camden is also recommended.



BROADWAY APPROACH INTO CAMDEN

Capitalizing on the City's Physical and Historical Assets

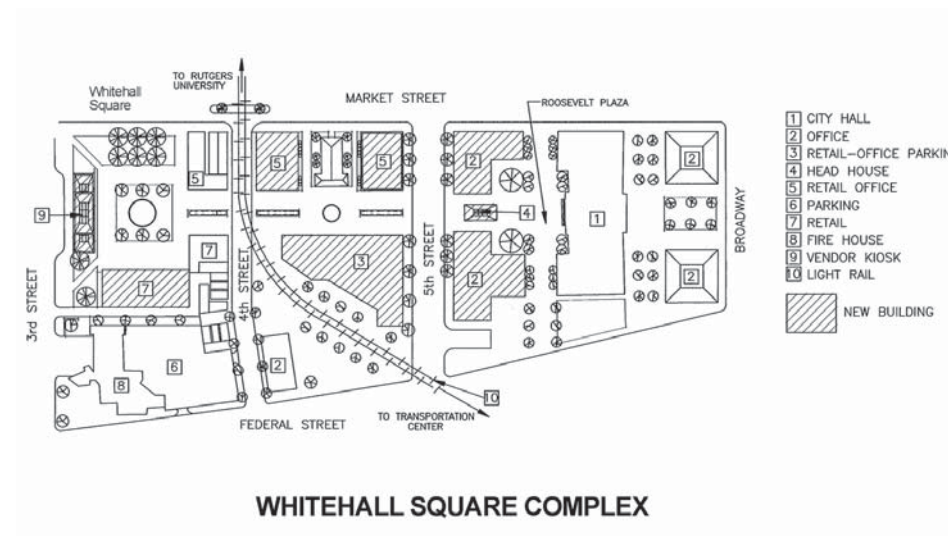
The entrance from the Benjamin Franklin Bridge toll plaza area on the northeast corner of the university is another major entrance into Camden. The City must show its best face in this area for the thousands of cars that go by daily. The plan proposes a landscaped gateway at the foot of Broadway. This gateway includes an overhead pedestrian skywalk over Broadway between a new proposed garage on the university grounds and the Camden County Community College building.



The proposed expansion of the County College west of Broadway in the vicinity of Cooper and 6th Streets will reinforce the importance of this gateway entrance into the City. For new visitors to the City, a visitors center is proposed to be located adjacent to this gateway with surface parking behind it.

Central Business District Core Area

The Central Business District (CBD) commercial core area is the symbolic center of downtown Camden. This area, also known as Center City, is generally bounded by Cooper Street on the north, Martin Luther King/Mickle Boulevard on the south, 3rd Street on the west and 7th Street on the east. A series of urban design proposals are recommended to advance the economic land use recommendations of the core area.



Whitehall Square

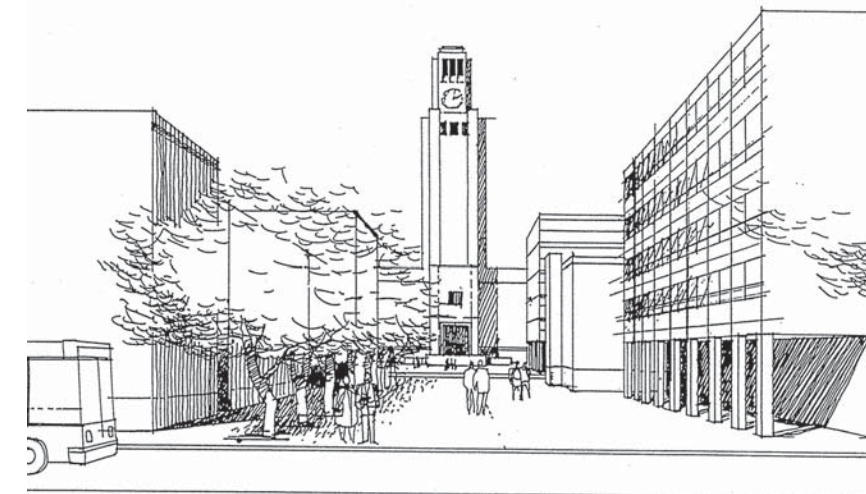
Every great city has some form of public open space to act as a central gathering place. The centerpiece of Camden's CBD is the creation of Whitehall Square and a pedestrian promenade connection to Broadway Plaza, another public open space at City Hall.

Whitehall Square is a new public space derived from the historic beginnings of the City. In the 18th century when the City was originally designed, a major marketplace and square was developed in the vicinity of Market Street and 3rd Street. Whitehall Square will function as a downtown public open space for employees, residents, visitors and shoppers.

The proposed square has pedestrian links to Rutgers University on the north and the proposed Broadway Plaza on the south. It is located on the same axis as City Hall and it is bounded by proposed new retail spaces and office buildings. It is also part of a pedestrian link and light rail line between Rutgers University, the Transportation Center and the waterfront.

Civic Center

The City, County and other public agencies should centralize most of their government functions around a civic center area. This area is located between 5th and 6th Streets around City Hall. This would give the public an image of confidence in the CBD and ensure pedestrian activity to make retail functions viable.



CITY HALL FROM THE RETAIL GALLERIA
Sketch from 1992 Downtown Master Plan



CBD DESIGN PLAN

- RESIDENTIAL**
- 101 HIGH DENSITY
 - 102 MEDIUM DENSITY
 - 103 LOW DENSITY
- COMMERCIAL/OFFICE**
- 201 RETAIL
 - 202 COMMERCIAL RETAIL
 - 203 COMMERCIAL OFFICE BUILDING
 - 204 OFFICE BUILDING
- ALTERNATIVE USES**
- 301 SERVICE SPACES
 - 302 CITY ADMINISTRATION
 - 303 LEISURE AND RECREATION
- COMMUNITY FACILITIES**
- 401 RECREATION
 - 402 CULTURAL AND ARTS
 - 403 PUBLIC SQUARE
 - 404 PARKS
- OPEN SPACE**
- 501 PARKS
 - 502 LANDSCAPING
 - 503 BARRIERS
- NEW DEVELOPMENT**
- 601 NEW DEVELOPMENT

EXISTING PROPOSED DEVELOPMENT

- | | |
|-----------------------------|-----------------------------|
| 1 NEW HOTEL | 15 NEW COMMERCIAL BUILDING |
| 2 EXISTING HOTEL | 16 EXISTING HOTEL |
| 3 EXISTING OFFICE BUILDING | 17 EXISTING OFFICE BUILDING |
| 4 EXISTING OFFICE BUILDING | 18 EXISTING OFFICE BUILDING |
| 5 EXISTING OFFICE BUILDING | 19 EXISTING OFFICE BUILDING |
| 6 EXISTING OFFICE BUILDING | 20 EXISTING OFFICE BUILDING |
| 7 EXISTING OFFICE BUILDING | 21 EXISTING OFFICE BUILDING |
| 8 EXISTING OFFICE BUILDING | 22 EXISTING OFFICE BUILDING |
| 9 EXISTING OFFICE BUILDING | 23 EXISTING OFFICE BUILDING |
| 10 EXISTING OFFICE BUILDING | 24 EXISTING OFFICE BUILDING |



City of Camden
Master Plan

Scale: 1/8" = 1'-0"
 11 Market Street, Camden, NJ 08102
 Planning Department
 2010

Capitalizing on the City's Physical and Historical Assets

City Hall is the most prominent physical landmark in the downtown yet it is crowded on both sides with little opportunity for pedestrian activity. The civic center concept requires removal of the Parkade and County Administration Building to accommodate the proposed new office buildings and public plaza in front of City Hall.

Retail Galleria

A promenade leading from Whitehall Square to a proposed civic center around City Hall could be partially covered in a galleria type setting for year-round pedestrian access to ground floor retail and festival uses. Because of its proximity to City Hall, offices in the galleria area can be government center uses mixed with private business firms.

Broadway Plaza

A retail-oriented Broadway Plaza is proposed to be created located opposite the Transportation Center. Like Whitehall Square, this also should be a public square surrounded by retail, office and entertainment functions. It can be a multi-level urban retail mall with offices at upper levels.

It will draw people from Broadway, the Transportation Center and Whitehall Square through the extension of the pedestrian promenade across Federal Street terminating at the proposed Broadway Plaza. Being across the street from the Transportation Center, Broadway Plaza will be a focal point for shoppers from the surrounding communities who will be able to use public transit to reach the retail complex at the proposed plaza.



A 200+ car garage is proposed adjacent to Whitehall Square to help meet the parking demands of the Whitehall Square and Broadway Plaza mixed retail and office center uses connecting the two main proposed public open spaces. Access to this garage will be from Federal Street.

New and restored office and retail development in the areas surrounding City Hall is proposed. All new construction should be urban in its character and scale. It should maintain and reinforce the City building line and grid pattern.

Waterfront Mixed-Use Development

The Camden downtown waterfront occupies an area of some 35 acres located on the western edge of the City. It has dramatic views to Philadelphia and to the Benjamin Franklin Bridge. It is part of a broader mixed-use development pattern that extends generally eastward to 3rd Street.

A waterfront development plan has been prepared by the Cooper's Ferry Development Association and endorsed by the City, which emphasizes mixed-use development anchored by destination entertainment, sports and cultural activities. This plan is now in various stages of implementation.

The major design elements for the waterfront area include:

Baseball Stadium

The new stadium is now completed and hosts minor league sporting events with a capacity to seat approximately 6,200 people. Future parking for the stadium will be partly accommodated by two proposed garages immediately adjacent to it. Currently parking is directed to surface lots. Shuttles from other parking facilities and use of the proposed light rail system to the stadium will provide additional parking options.



Marina Village

The Marina Village will have a mix of retail, office and residential units. The building of outdoor cafes and restaurants along the river's edge promenade is intended to bring pedestrian activity to this part of the site year round.

Capitalizing on the City's Physical and Historical Assets

Museum Of Recorded Sound

This interactive educationally-oriented project will be a major destination feature. It is situated near the future Tram Station and across from the proposed Ferry Terminal and Hotel Conference Center. Within its building, there will be parking.

Retail/Commercial and Hotel Conference Center

This mixed-use center lies at the foot of Cooper Street. The proposed hotel will serve both light industrial and office uses in the downtown as well as visitors and tourists to the waterfront. Retail functions will serve waterfront uses and provide convenience services to nearby residents. The future light rail will be located at the front of the building thus serving the hotel with another option in transportation. A parking garage will be located in the building as well.

Tram Station

The proposed tram station will connect the waterfront activity areas along the Camden and Philadelphia shorelines. This creates a powerful tourist destination for the region. The train station sits at the end of Market Street and it can be an important focal point for those visiting Camden's waterfront.

The Ferry Terminal

The proposed Ferry Terminal will house retail, entertainment, restaurants and a multi-screen movie theater. A parking garage is proposed to be located across the street from the building. In addition, it is to be surrounded by a plaza that has connections to adjacent buildings which are also entertainment and educationally oriented. As a destination hub served by the proposed light rail system, residents will have convenient access to these entertainment uses.

Ferries will approach the terminal at a point between the Museum of Recorded Sound and the Ferry Terminal. Passengers will disembark at the plaza and experience a lively atmosphere of cafes and shops. The existing ferry link stop opposite the Aquarium will remain in service to complement the proposed terminal service.

Aquarium Expansion

The proposed Aquarium expansion will be attached to the north wing of the existing New Jersey State Aquarium. It will provide additional exhibition and display areas related to the marine environment. Because of its proximity to the Ferry Terminal, it will be easy for people to connect between the two buildings.

State Aquarium

The existing New Jersey State Aquarium has acted as a catalyst for the City's waterfront development. It attracts visitors from the region.

Parking for this complex remains in surface lots and the existing City Parking Authority garage is located nearby. The proposed light rail system will be stopping a block from the Aquarium.

Delaware River Port Authority Offices (DRPA)

The DRPA occupies a high-rise office structure designed by Michael Graves located at the foot of Federal Street. Directly adjacent to it, there is an existing municipal parking garage to meet its parking needs. This office building, along with other proposed office buildings to the east will anchor this section of the waterfront and add a future population to spur the economic revitalization of the downtown.

Children's Garden

The existing children's garden is located directly west of the DRPA building and at the foot of Martin Luther King/Mickle Boulevard with dramatic views to the Philadelphia skyline and the bridge. It offers residents and visitors a place to take their children. It is a simple yet important amenity in the waterfront plan, blending educational value with entertainment activities.

Harbor View Restaurant/Retail Complex

This mixed-use complex is proposed adjacent to the E-Center. Its proximity to the E-Center should provide visitors to the center a convenient place to go after or before a show. There is parking



Capitalizing on the City's Physical and Historical Assets

on a site directly east of it and the proposed light rail system will have a station stop nearby.

Tweeter Center (E-Center)

The existing E-Center, renamed the Tweeter Center, is a major destination for entertainment in the Delaware Valley and the South Jersey region. It has the capacity to hold approximately 25,000 people. It sits at the southernmost site of the waterfront development with views to the Benjamin Franklin Bridge.

The E-Center acts as an anchor element and has the potential of feeding other waterfront developments with its after-show patrons. It will be serviced by shuttles and the light rail system. A large parking lot is located on its eastern side.

The USS New Jersey



The move of the USS New Jersey to Camden provides major entertainment attraction in the region. The Battleship and Museum center is to be permanently moored by the E-Center at the foot of Clinton Street. In this location the ship is accessible from Delaware Avenue via Clinton Street. A visitor's convenience facility is now under construction at the

mooring berth area. The battleship will also be close to the other waterfront venues, thus making it easier for visitors to reach it by pedestrian paths. The proposed light rail system will have a station stop nearby.

New Market-Rate Housing

Market-rate housing is one element that can make the CBD a 24-hour downtown by eliminating empty lots and converting empty buildings into residential units. New housing will complement downtown businesses development.

About 2,100 new market-rate housing units are proposed in various parts of the downtown and the waterfront area. The main areas proposed for new housing are as follows:

Marina housing: The area adjacent to the riverfront opposite the baseball stadium and extending to the proposed Museum of Recorded Sound is to contain market-rate units of various types (i.e. flats, townhomes, and apartments). The units along Cooper Street will be mixed with ground floor retail to offer area residents some options in convenient shopping. Parking will be located within new buildings or at common surface lots.

The Nipper Building: This structure offers a good opportunity for loft conversion. It is located at the foot of Market Street near a proposed hotel and a tram station across the street. This is a significant building in the area because of its size, construction and historical significance in the evolution of the RCA company and recorded sound in this country.

A proposal by a private development firm for such a conversion has recently been endorsed by the CFDA. Mixed retail can be on its ground floor. Having retail on the ground floor will also help bring pedestrian activity back to this part of Market Street. Parking can be located in the building.

New Housing Opposite Johnson Park: The existing 10-story structure, on the northwest corner of an otherwise vacant block, can be converted into condominiums or lofts with retail on the ground floor. On the remaining area of the block, possibly at 5 or 6 stories, new structures can house rental apartments or condos with a mixture of retail.

This mixed-use design approach provides a transition between the lower 3- and 4-story buildings east of this block on Cooper Street and Market Street and the 10-story building on the northwest corner of the block and the equally tall Nipper Building. Altogether, on this block, a few hundred units can be built with parking.

Martin Luther King/Mickle Boulevard

Housing: By building new housing at the foot of Martin Luther King/Mickle Boulevard, another residential community at the southern end of the waterfront complex can be created. A high density structure of approximately 400 units with parking on-site is proposed to take advantage of the proximity to the waterfront amenities and views to Philadelphia. In the future, additional housing should be considered for development on portions of the surface parking lots located opposite the E-Center.



Capitalizing on the City's Physical and Historical Assets

Lanning Square Transition Area: This area, located on the southern side of Martin Luther King/Mickle Boulevard, extends from the Walt Whitman historic park at 3rd Street to the Cooper Medical Center. It is a transition area between the CBD and the Lanning Square neighborhood.

By locating a future high school for the performing arts together with new townhomes of medium density in this area, approximately 130 units can be built. The center of the residential blocks can have semi-private landscaped areas with parking for its residents. These uses would complement ongoing neighborhood improvement efforts.

Office/Light Industrial Uses

Office and R&D Light Industrial uses are proposed as an employment center bridging waterfront activities to Center City. These uses are a logical extension of the existing DRPA office complex along Delaware Avenue and the L₃ Communication research/light industrial office center along Market Street between Delaware Avenue and 3rd Street. This component of the overall CBD plan is envisioned as a major generator of daytime workers that would help support local Center City future retail business establishments, restaurants and other commercial activities. The creation of future "cyberdistricts" in this area is being studied by the CFDA, DRPA and other agencies.



Cooper-Grant Neighborhood

The Cooper-Grant neighborhood is located directly west of the university complex and just south of the Benjamin Franklin Bridge. It is a designated National Register historic district. At the moment, this area has a number of empty lots but a generally sound existing housing stock. This neighborhood is in a unique position to supply market-rate housing for university employees, middle income residents and other professionals.

The design plan proposes rehabilitating existing units and building "infill" housing units on the empty lots at the same scale as the existing construction. The Blue Bridge non-profit neighborhood organization has developed plans to create new housing units in this area.

The block directly south of Johnson Park would be entirely composed of new residential units. An important outcome of new housing is that Johnson Park would become an active urban square adding to the livability of the neighborhood. The university's plans to expand its recreational complex generally west of 2nd Street and the bridge will provide an open space buffer from the bridge to the future housing development envisioned along portions of Linden Street.

Proximity to proposed ground floor retail on Cooper Street will provide new residents with the opportunity for convenience and other types shopping. With the proposed light rail line along Cooper Street, the residents would be able to conveniently reach downtown employment centers. Connections to the PATCO line and other mass transit options to access regional employment areas is also possible. In addition, they will be within walking distance to all the entertainment and cultural amenities proposed for the waterfront area.

The Interchange Area

The interchange area is the gateway entrance to downtown Camden from the east. It is bounded by Haddon Avenue on the west, I-676 on the north and east and Martin Luther King/Mickle Boulevard on the south.

This area has high visibility from the traffic along I-676; it is the image people receive of Camden as they drive by. It's also the first area people see coming from the east. For these reasons, a welcoming image is essential.

Significant landscaping for the area and development of new office towers between Broadway and I-676 to frame the entrance to the downtown is proposed. In time as market forces mature, consideration should be given to utilizing the air rights over the PATCO tunnel opening east of Broadway for additional office or mixed-use development. The recently completed landscape improvements undertaken as part of the Admiral Wilson Boulevard beautification program should be extended along all interchange ramps into the downtown from I-676.

A new parking garage is proposed to service the new office buildings and related uses in the immediate area. New retail is also proposed nearby to service office workers who would be concentrated in this part of the downtown.

The proposed light rail system's proximity to I-676 makes this location ideal for people to make easy transit connections to the rest of the region and to

Capitalizing on the City's Physical and Historical Assets

Philadelphia. This combination of transit options offers an attractive option for encouraging office uses to locate in this area. In addition, the light rail's connection to the CBD gives office workers access to various amenities such as banks, food and other convenience establishments proposed for the downtown.

Medical Center Complex

Cooper Medical Center is a major employer in Camden. The other medical and research facilities located near the medical center campus at Haddon Avenue and Martin Luther King/Mickle Boulevard complete this sub-area of the CBD. Its integration and relationship to the CBD area is equally important for the economic and social health of the City.



The medical center complex is one block away from the proposed Broadway Plaza which is located opposite the Transportation Center. Its proximity to this new public plaza offers great opportunities for all who live and work in the area. Pedestrian crossings from the Medical Center complex to Broadway Plaza should be upgraded with special pavement, crosswalk, signage and pedestrian scale lights.

Introducing new shops, entertainment, restaurants, and auxiliary hospital functions around the proposed plaza can all add a vibrant and positive tone to this area. In addition, the new light rail line would link the medical center complex employees and visitors to other parts of the CBD.

A therapeutic/healing garden should be created on Martin Luther King/Mickle Boulevard between the hospital and the McDonald House. This provides a visual connection to the more activity-oriented proposed Broadway Plaza.

Martin Luther King/Mickle Boulevard Area

This southern edge of the CBD is a transitional area between the main core of the CBD and the Lanning Square neighborhood. Martin Luther King/Mickle Boulevard is a major gateway to the waterfront, Wiggins Park, the E-Center and the future USS New Jersey Battleship and Museum.

Along this edge, a proposed Performing Arts High School should be located together with the continuation of the park area adjacent to the Walt Whitman House for the entire block at 3rd Street. These uses serve as a good transition to the County Justice Complex and jail north of Martin Luther King/Mickle Boulevard in this vicinity. While a surface parking area is shown adjacent to the high school, this could in time be developed with additional housing.

These proposed uses present both an historic and civic presence anchoring the Martin Luther King/Mickle Boulevard approach to the CBD and its waterfront area. The blocks immediately south of Benson Street in Lanning Square are proposed for medium density housing as discussed in a previous section of this chapter.

2. *Develop urban design principles and guidelines to achieve a compact and vibrant downtown.*

CBD Design Plan Connections

Cooper Street

Cooper Street is a major east-west circulation link that starts at the I-676 overpass on the east and ends at the waterfront on the west. It is an important design element in unifying the character of the CBD area. The street, contained in the National Register of Historic Places, has a comfortable pedestrian scale and a mixture of retail, office, religious, educational and residential functions. It has a direct connection to the waterfront, Rutgers University, Johnson Park and the edge of the government center.

Because of these factors, the CBD plan emphasizes reinforcing this street link, and preserving and rehabilitating its existing buildings. Proposed new infill construction should continue the existing street line and be sympathetic to the scale and character of the surrounding buildings.

Historic structures should be rehabilitated and recycled to complement active uses proposed for the street. These new and rehabilitated buildings should have mixed-use functions with commercial or business services at the street level in order to maintain activity and life along the entire street and continue the existing pattern of development.

In addition, the CBD Design Plan proposes new lighting, street furniture and the continuation of a tree-lined island down the center of Cooper Street to

Capitalizing on the City's Physical and Historical Assets

emphasize its boulevard image. The overall effect will strengthen this link between the waterfront and the CBD. Furthermore, the creation of an upgraded pedestrian way on 4th Street from Cooper Street into Rutgers University coupled with a reconstructed Lawrence Street as a rear service/access drive will strengthen the university link to the CBD.

Market Street

Market Street is another major circulation link that has a lot of the same historic qualities of Cooper Street.

Like Cooper Street, it also runs from I-676 to the waterfront; it is the dividing line between the northern and southern part of the CBD core area and it runs through the heart of the CBD. Presently, some new office and light industrial buildings have been built between 3rd Street and Delaware Avenue. In addition, during the preparation of this plan, a developer has recently proposed converting the Nipper Building (located at the west end of Market Street) into luxury apartments.

This design plan, in keeping with the scale and pedestrian character of the street, proposes new infill construction over most of this link with emphasis on mixed-use. Existing historic structures are suggested to be incorporated within the development plan. On the east end of the street past Broadway, a new office tower with retail on the ground floor to act as a gateway to traffic coming into Camden and to improve the skyline view from I-676 is proposed. The overall product, with new lighting, street furniture and trees, will create an additional active link between the waterfront and the CBD.

Between Broadway and 4th Street on the south side of Market Street, a government center is suggested to be redeveloped with new office and retail uses continuing with City Hall as its symbolic center. On the north side of Market Street in the same area, rehabilitation and recycling of existing buildings is recommended to maintain the character of the street. Infill development is suggested on vacant lots to preserve the street line.

Federal Street

Federal Street is a regional connector to East Camden neighborhoods and communities to the east. It is one way in an easterly direction between the waterfront and Broadway where it reverts to a two-way street. While it does not have a direct connection to I-676, it is an important traffic collector providing for internal distribution of traffic within the downtown and the waterfront.

Federal Street primarily services public uses and other non-residential activities. Its scale and character is different than the mixed-use nature of older buildings that are found along Market and Cooper Streets.

The design plan suggests that Federal Street's urban design image can be reestablished by the placement of new office buildings with ground floor retail convenience uses at its western end. An enclave of remaining historic buildings which include the main library at 5th Street and Federal Street should be rehabilitated and recycled to visually interrupt the single building image created by the County justice complex.

The area east of 5th Street to Broadway presents an opportunity to intensify mixed-use retail activity with new buildings redefining the street edge. The creation of open space areas opposite the proposed City Hall government complex will allow for a major pedestrian crossing of Federal Street west of 5th Street. This will allow for pedestrian interaction between the proposed Broadway Plaza complex and the City Hall plaza.

Martin Luther King/Mickle Boulevard

While Cooper and Market Streets have a pedestrian scale, Martin Luther King/Mickle Boulevard is primarily a wide landscaped median-divided vehicular link from I-676 to the waterfront. Most traffic that comes to the E-Center and other waterfront venues use this circulation link. This boulevard should continue to function as a main artery to distribute high volume traffic at the periphery of the downtown.

The architectural scale along the boulevard is also different. A multi-story County jail was built between 5th Street and 3rd Street and a Transportation Center was built at the corner of Broadway and Martin Luther King/Mickle Boulevard. Another office structure was built at the intersection of Haddon Avenue with landscaping around the building.

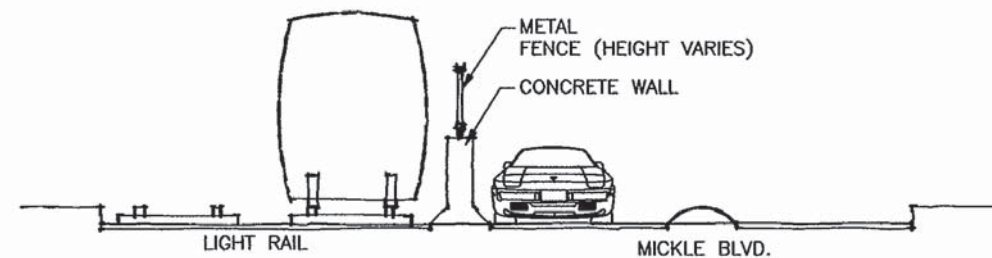
While most of this street has buildings with singular functions, there are opportunities to interrupt this street pattern in order to reestablish a desirable mixed-use urban design pattern. These opportunities exist west of 3rd Street and east of 5th Street toward Broadway. West of 3rd Street a series of office buildings with ground floor convenience uses is recommended on the north side of Martin Luther King/Mickle Boulevard. On the south side, continuation of residential uses is recommended.

East of 5th Street, on what is known as Block "N", the proposed Broadway Plaza flanked by a mixed-use retail complex is suggested. Similar mixed-

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use development on the block containing the Transportation Center is also recommended.

Safe pedestrian crossings involving special crosswalk design and landing areas in the landscaped median along with pedestrian scaled lighting and signage at the Martin Luther King/Mickle Boulevard-Broadway intersection is proposed. This will encourage a more active crossing between the south side Broadway retail uses and the medical center complex and the Broadway Plaza area.



In order to better integrate NJT's proposed light rail along Martin Luther King/Mickle Boulevard at this location a decorative screen wall separation within the median island is suggested. Decorative pavers and special low level lighting should be installed at cross-street intersections. This will provide for safe pedestrian landing areas encouraging pedestrian activity between both sides of the boulevard.

Broadway

Broadway is a major north-south link between the downtown and the neighborhoods in South Camden. It also crosses the CBD through its core area to make connections to the Benjamin Franklin Bridge. The Transportation Center is also located on this major link thus making it an important element in the overall transportation scheme for the CBD. Despite Broadway's importance in the CBD, there are many inactive and underutilized areas along the street.

The design plan proposes to emphasize the urban character of Broadway as a major entryway into Camden. A pedestrian bridge acting as a symbolic gate from I-676 into the City is proposed at the north end of Broadway near Rutgers University and Rowan University. At its intersection with Martin

Luther King/Mickle Boulevard, the Broadway Plaza public open space feature is also proposed to demarcate the southern gateway entrance to the CBD. New office/retail functions replacing surface parking lots along most of Broadway between these two gateways is recommended.

Street Closures

In order to achieve the suggested design plan parcel configuration for new mixed-use redevelopment, certain street closures are necessary. These include the closing of 6th Street adjoining City Hall, 6th Street between Pearl and Cooper Streets, Arch Street, and Flanders Avenue. Some streets within the Rutgers campus may also be closed in order to extend the pedestrian-oriented connections to Cooper and 3rd Streets.

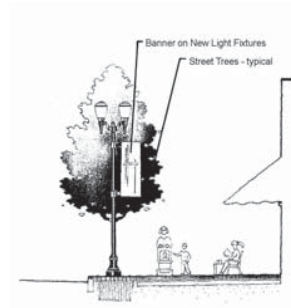
Downtown and Waterfront Connections



Integrating the downtown and the waterfront area is essential to the successful revitalization of the CBD. The primary vehicular connections between the two areas include Martin Luther King/Mickle Boulevard, Cooper, Market and Federal Streets. Broadway, Market Street and Martin Luther King/Mickle Boulevard are the primary connections to I-676 for people coming from outside the City. As previously discussed, the design plan treatments to these street corridors encourage visitors to discover the center of the City along with its waterfront attractions.

Pedestrian connections between the waterfront and the downtown are crucial to revitalizing the CBD. The map entitled *CBD Pedestrian Network* depicts the major pedestrian corridors envisioned. The system of greenwalks on the Rutgers campus could easily be extended west along Pearl and Linden Streets to the waterfront activity areas and the riverwalk along the Delaware River. Cooper and Market Streets are uniquely suited as pedestrian-scaled streets where people can walk between the downtown and the river. The proposed CBD core area system of new public squares and plazas interconnected with pedestrian greenwalks provides additional opportunities to strengthen pedestrian use of the downtown area.

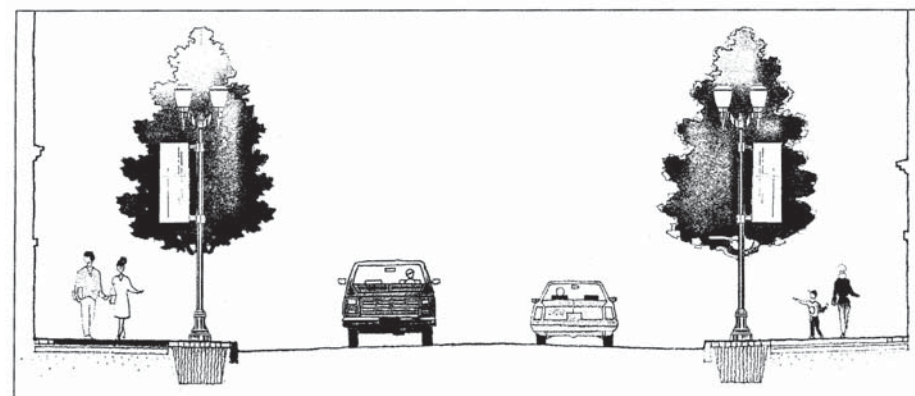
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A series of streetscape improvements have been proposed for all street connections in the downtown extending from I-676 to the waterfront. The streetscape improvement details are contained in a recent study entitled "Camden Interior Gateway" prepared for the Cooper's Ferry Development Association by Killinger-Alberto/The Delta Group.

Streetscape improvement guidelines are outlined later in this chapter. The following sketch taken from the CFDA study provides a typical detail of the type of street beautification improvement envisioned for Federal Street. The sketch illustrates the placement of street trees, and historic pedestrian lighting fixtures along both sides of Market Street. Replaceable banners can be mounted on the light poles and changed periodically to highlight current events and festivals that may occur downtown, at the universities or along the waterfront. Similar streetscape improvements are recommended for other streets within the downtown and vary in detail depending on the width and character of the street.

The proposed light rail routing through the CBD to the waterfront provides additional connections between the two areas. With light rail connections to the PATCO transit system and the regional bus network at the Transportation Center access between the downtown and the waterfront will be more convenient. The proposed aerial tram and improved ferry connection to the Philadelphia waterfront will broaden exposure and access to Camden's downtown.



FEDERAL STREET - SECTION

Downtown Open Space

There is a lack of public open space in the existing downtown area. As recommended in the design plan more and better quality public open spaces that are interconnected to one another will provide a green framework to support proposed development activities to improve the downtown. The map entitled *CBD Pedestrian Network* also depicts the proposed major new and to be refurbished downtown open spaces that include:



- Whitehall Square.
- Broadway Plaza.
- City Hall Plaza.
- Pedestrian promenades connecting proposed squares and plazas between 3rd Street and Broadway.
- Rehabilitation of Johnson Park.
- Completion of the Walt Whitman Park center at Martin Luther King/Mickle Boulevard.
- Open space associated with the proposed Performing Arts High School at Martin Luther King/Mickle Boulevard and 5th Street.

The proposed open spaces would be connected to existing waterfront public open space areas and riverwalk promenade including Wiggins Park and the Rutgers athletic fields. Streetscape improvements that extend pedestrian walkways from Cooper Street to connect with campus walks as an extension of the City's street grid are also proposed.

Light Rail System

The proposed light rail system provides for another means of connecting the downtown to other precincts within the CBD and to the waterfront. While a stop in the CBD core area is not contemplated in the initial NJT construction

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plans, future proposed redevelopment activity for this area may warrant an additional stop depending on the future employment intensity to be generated.

The level of pedestrian amenities (e.g. benches, route information kiosks, covered shelter) should be of a coordinated design. Signage and light standards should reflect proposed streetscape improvements in the downtown.

CBD Design Guidelines

■ Building Uses

In all cases, the ground floor level of new buildings in the downtown should contain some activity uses such as retail convenience, services or other type of people generator to ensure the creation of a lively pedestrian street level. This is particularly important for frontages along the main downtown connector streets and to a lesser extent along the numbered cross streets.

■ Building Setbacks

New buildings should not be setback from the front building line along the street unless there is a compelling reason to do so. Side yards should not be required unless building code regulations require them. The objective is to achieve a continuous street wall conducive to sustaining a pedestrian urban environment. The introduction of suburban scale building types and site layouts in the downtown should be discouraged.



■ Building Heights

Within the core area of the CBD, new buildings should not be less than three stories in height. While a maximum building height is not warranted at this time, new developments should be prevented from blocking views of the tower of



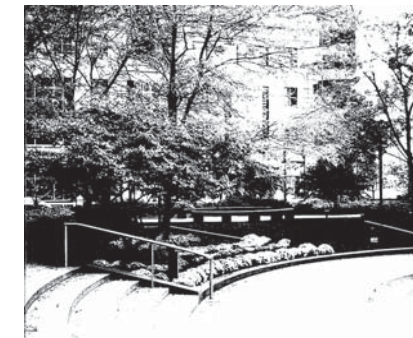
City Hall from the major connector streets to the downtown. Future development along the waterfront and the proposed office areas east to 3rd Street should be located so as not to block view corridors toward the Delaware River and downtown Philadelphia. This is aimed at reinforcing the urban symbolism and historical identity of Camden's downtown in the regional skyline.

Within the Cooper-Grant neighborhood, new housing should be sympathetic with the surrounding area in terms of bulk, setbacks and height. Other uses should also be similar in scale to the existing residential environment.

Infill development along the historic portions of Cooper Street and Market Street between 2nd and 6th Streets should maintain the scale and bulk of the existing building character in this area. To this end, new buildings should generally continue street frontage and cornice lines wherever possible.

■ Bulk of Buildings

Generally controlled by a zoning technique called "floor area ratio", the bulk of buildings within the core area of the CBD should reflect a high density urban pattern. The current floor area ratio of 2.0 in the CBD is on the low side of a preferred urban density scale. Setting a cap of 8.0 may be too restrictive for the major mixed-use retail complex proposed for Block N. In areas adjacent to public transit stops it is suggested that the current floor area ratio could be exceeded depending on the adherence to other open space and urban design principles contained within the CBD design plan.



■ Parking

Surface parking should be strongly discouraged in the CBD except in areas where short term parking is in existence. New parking garages should be sited so as not to occupy street level frontages along the key pedestrian streets of Cooper, Market and Broadway. In all cases in the CBD, retail, restaurants and service uses should occupy street level areas in parking structures.

Capitalizing on the City's Physical and Historical Assets



The careful siting of new parking garages at the boundaries of the CBD core area provides the best location for parking garages. While some new proposed development could have parking integrated within its building design, freestanding garages at the periphery will minimize internal traffic

conflicts and allow for more of a pedestrian precinct to evolve in the CBD core area. Curbside parking along Martin Luther King/Mickle Boulevard will also provide convenient parking for visitors and shoppers to the CBD.

For major new development parking should be provided on-site within a parking structure. In some instances it may be better to seek payment of an appropriate parking space pro-rata fee for use by the parking authority for the construction of a common parking garage at the periphery of the downtown. All developments should be analyzed for their new parking demand taking into consideration the mixed-use nature of the development, the effect of public transit and the overall parking supply available in a given area. At a minimum, a pro-rata fee for new parking needed to support the proposed development should be required if an on-site parking structure is not practical given the scale of the proposed development.



Within the Cooper-Grant area, existing on-street parking will need to be supplemented by on-site parking for new residential development. Off-street parking should not be visible from the street. A common rear yard parking area serving several uses may be more appropriate where there is a concentration of

new mixed-use development proposed rather than a series of individual unconnected facilities.

Institutional parking to accommodate the changing parking demand of the university complex and the medical center should be determined to

ensure that no undue pressure is placed on or reduces the supply of existing public parking spaces. Shuttle arrangements with the waterfront entertainment parking facilities should be explored including the continuation of the leasing program for off-site spaces as currently is the case with the medical center.

Traffic management techniques such as vanpooling, carpooling and increasing employee use of mass transit are some techniques that could help reduce downtown parking demand.

CBD Signage Guidelines

While the City's current signage controls are adequate for commercial uses, guidelines for signs in the downtown could be improved to reflect the design themes being advanced by the CBD plan. Signage needs to be more creative and attractive as well as informative in directing residents, visitors, and others to the various parts of the downtown and to the waterfront activities.

Basically there are two levels of signage that require attention. This includes public informational street graphics and commercial signage advertising retail establishments, businesses, institutional and governmental and other services.

Informational Street Graphics

Directing visitors, residents and others to the main activity areas of the downtown needs further attention. Currently individual entities place logo and informational signage directing people to their location. As a result there are numerous uncoordinated graphic messages creating visual clutter.

It is recommended that an overall graphic program be designed that will collectively direct people to the downtown retail, government center, universities, medical center and the waterfront. Working in collaboration with the NJDOT, revised signage on I-676 should begin to alert drivers of approaching exits to main activity centers in the CBD and the waterfront. Once on the City major connector routes a coordinated signage program



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with simple graphic directional diagrams should direct individuals to the different activity centers and major parking areas within the downtown.

Commercial Signage

It is recommended that the current sign control scheme be revised to reflect the design intent advanced for the various sections of the CBD and the waterfront area.

The CFDA has established signage controls to guide the various entertainment, educational and retail uses proposed for this area. The universities and medical center should present their respective coordinated plans for signage at their properties for approval by the Planning Board. This will establish a basic sign program against which subsequent requests for sign approval can be granted administratively by the City provided that the signs are consistent with the overall program for these areas.

For the remaining downtown precincts the following guidelines should be followed by the Architectural Review Committee during the development approval process. Sign design review comments should be provided to the appropriate City approval agency.

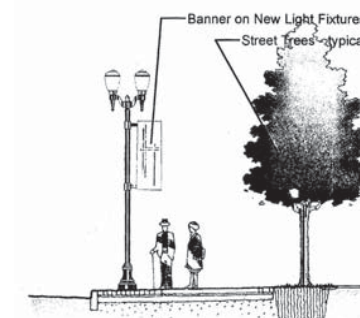
- Signage can be most imaginative and least regulated along Broadway and Federal Street and Martin Luther King/Mickle Boulevard.
- Within the Market Street and Cooper Street historic districts signage should be appropriate in size and location with the character of the building and immediate neighbors.
- Signage facing onto the proposed major public squares and plazas, particularly those public spaces envisioned around City Hall, should be the most restricted and carefully designed so as not to detract from the civic nature of this proposed center.
- Signs should not alter nor dominate a building facade. Blocking windows or covering architectural detail integral to a building's character should be prohibited.
- Signage should not project above the building roof line and in most instances should be confined to the area below second-story windows. On buildings of a residential scale, signs should be kept to the first floor level.

- As a general rule, signage in the downtown should be oriented toward the pedestrian with signs designed solely for viewing from an automobile should be discouraged.
- Billboards, or signs placed above roof lines should be discouraged.
- Within mixed-use and retail areas signage should be lively and creative including the use of banners, and projecting graphics over public walkways.
- Wall signs are part of the fabric of a building on which it is displayed and should be sensitively proportioned to the area of the building wall.

Streetscape Guidelines

“Streetscape” includes not only road surfaces but also sidewalks, signs, streetlights, pedestrian pavement and in many cases, landscaping, benches, trash receptacles and other street furniture items. A well designed streetscape establishes a strong, consistent visual image of the downtown and gives those walking or driving through it a favorable impression.

Landscaping should be used as much as possible throughout the CBD area. Trees and other plantings can be used to enhance a street, a building or an area. Special attention to public buildings should emphasize similar streetscape standards. Focal areas such as Whitehall Square, Broadway Plaza, the pedestrian walkway and the waterfront should receive extra attention in their paving, lighting and landscaping. Night time street lighting should have a warm glow.



To the extent practicable, given future traffic carrying needs, wide streets that run east-west and provide connections between the waterfront and the CBD should be reduced in scale by establishing a landscaped island treatment down the center. Alternatively, street trees on a reduced spacing distance along both sides of the street and planted in a double parallel row pattern should be created.

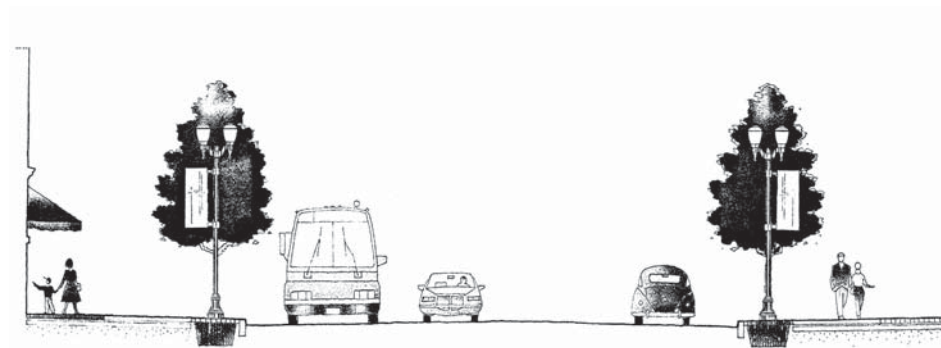
A recent streetscape study commissioned by the CFDA entitled “Camden Interior Gateway” recommends a street improvement Master Plan for the

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CBD. Ten prototype streetscapes have been developed relating to the varying street widths contained in the downtown.

The prototypes show variations in the use of brick, concrete, and granite paving blocks. They also propose historic pedestrian-scaled street lighting which can contain attached banners along with benches, trash receptacles and other street furniture items.

The design principles advanced for the downtown streetscape treatment apply equally to the proposed neighborhood compact retail centers located along the major arterial roadways in the City. The following sketch illustrates a typical section that could occur along the Haddon Avenue proposed commercial corridor compact center between Kaighns Avenue and Park Boulevard.



HADDON AVENUE PROTOTYPE

For main collector streets in each neighborhood an improved streetscape is also recommended. This would include the planting of street trees, better lighting, sidewalk repairs and a comprehensive street directional signage plan for main neighborhood facilities.

Goal Two: Create urban design guidelines to enhance the distinctive physical and natural features of Camden's diverse neighborhoods.

Strategies

1. *Develop urban design guidelines to improve neighborhood appearance.*

Urban design establishes a sense of place which makes a neighborhood desirable for residents to live in, work in and play in. As a starting point for

developing design guidelines, key design issues that affect a neighborhood's appearance were identified. Comments received from the various public outreach planning sessions suggested that the following key neighborhood design issues require attention:

- neighborhood gateways
- neighborhood residential development patterns
- neighborhood commercial areas
- streetscape (streets, sidewalks, benches, lights and trees)
- graffiti and abandoned buildings
- non-residential land use conflicts
- neighborhood architectural heritage

For each design issue a brief description of present issues requiring attention is followed by recommended guidelines for improvement. These design elements are found to varying degrees in each neighborhood so the guidelines suggested as an illustrative example can be applied within each neighborhood where appropriate. Urban design project activities are outlined for each neighborhood area in the summary project charts that follow at the end of this chapter.

Neighborhood Gateways

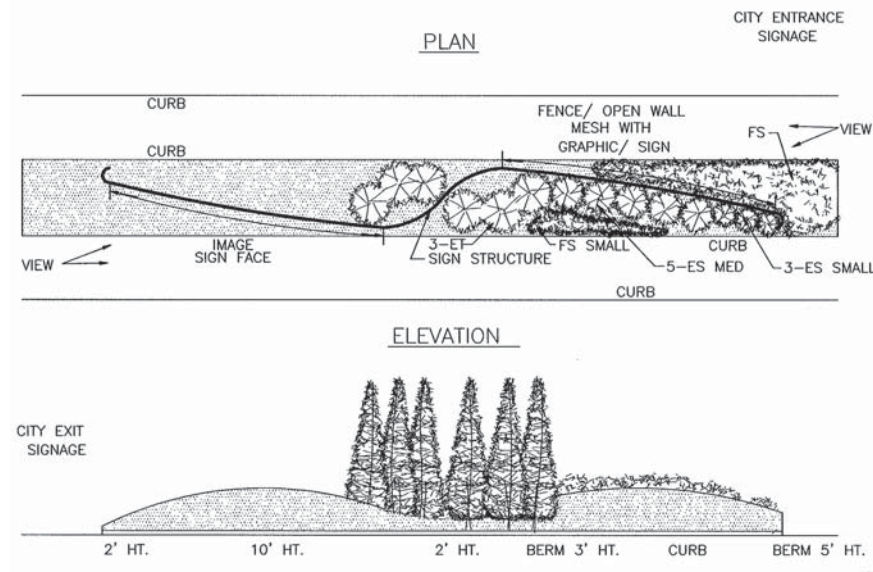
Entry points along major streets should receive special design treatment. These entry points can be accented by signs welcoming people to the City and the neighborhood. Decorative street lamps or pavement treatment and landscaping should also be installed at these gateway areas.

The following sketches illustrate the type of gateway treatment possible. Mt. Ephraim Avenue gateway entrance to the City and the Fairview and Morgan Village neighborhoods are illustrated as a prototype example of such treatment.

The existing development on Mt. Ephraim Avenue entering the City consists of mixed industrial sites, service uses and small retail strip centers, overhead utilities on both sides of the street, random street cuts into the commercial

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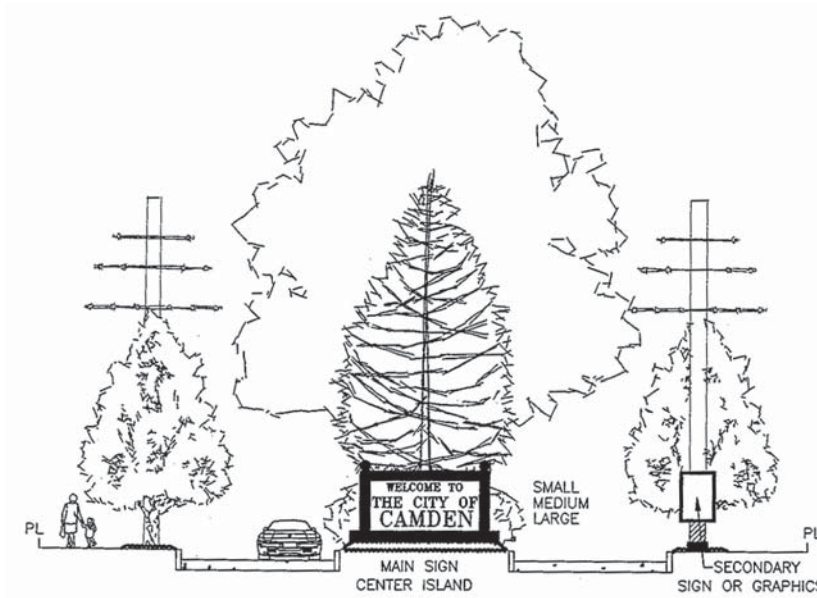
sites, minimum landscaping, irregular building masses and setbacks, and random signage.



To bring a sense of place and beauty to this area, the following design guidelines are proposed:

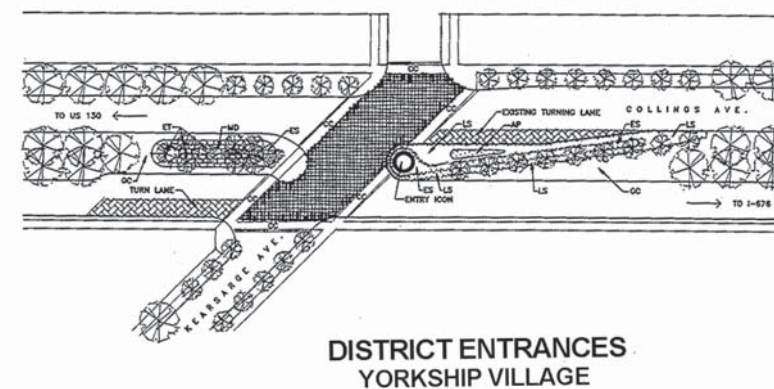
- Group commercial property entrances to a common entrance driveway.
- Interconnect internal parking lots to allow access to multiple businesses at a common entrance.
- Front yards of commercial properties should be improved with landscaping and attractive signage to eliminate existing asphalt and concrete on the front of these businesses.
- Cluster commercial signs into a common signage element related to common entrances.
- Create a pedestrian and bicycle pathway in the front yard landscape area that connects to the building entrance.
- Create a public transportation pick-up/drop-off zone at pedestrian pathway and new vehicle entrances.

- Develop the existing center lane along Mt. Ephraim Avenue into a landscaped island containing left, right and U-turn slots which align with the proposed common entrance drives to commercial properties.



MT. EPHRAIM AVENUE
CITY ENTRANCE

The type of gateway entry will vary depending on the activity proposed at the entry for a specific neighborhood. The Cramer Hill neighborhood plan suggests a formal architectural clock tower feature to identify a proposed new commercial center at the crossroads of State Street and River Avenue.

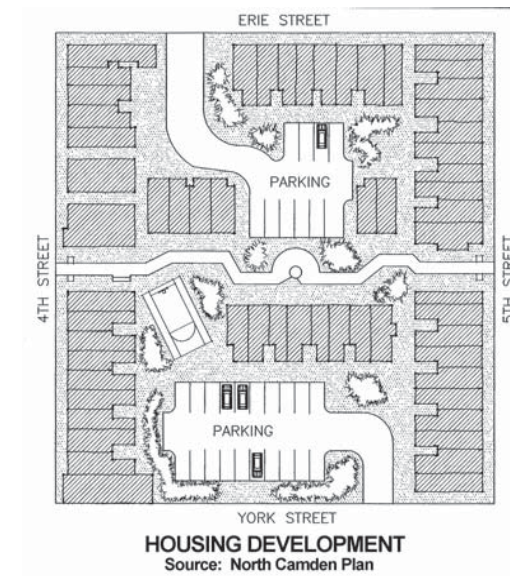


DISTRICT ENTRANCES
YORKSHIP VILLAGE

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The entrance to the Fairview neighborhood along Collings Road varies the previous gateway designs. As indicated on the following plan sketch, the use of added street trees and landscaping in the existing roadway median divider coupled with special crosswalk street paving emphasizes key pedestrian crosswalks at this gateway. An entry icon described as a ship stack logo architectural feature is used in the landscaped island to demark the main entry to the neighborhood.

Neighborhood Residential Development Patterns



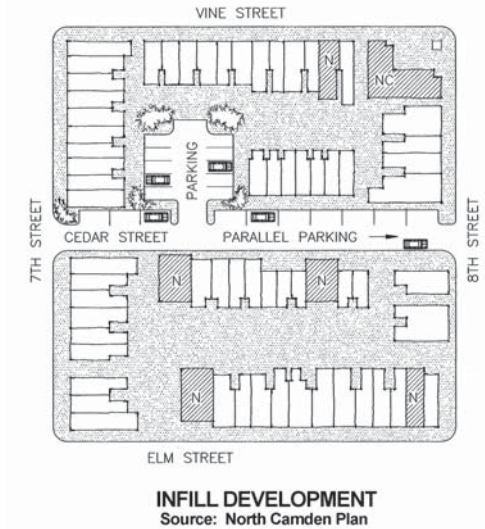
As described in Chapter IV of the Master Plan, the design of infill and new housing within City neighborhoods is to be based on the principle of lowering overall neighborhood densities to provide more private open space directly accessible to new or rehabilitated housing units. In addition, increasing house sizes to meet contemporary living standards is also recommended. Where feasible and depending on the structural condition of vacant units, a mix of infill and new construction on an assembly of vacant lots is to be encouraged. The following sketches illustrate the design principles to be followed in both infill and new neighborhood residential housing projects.

Design guidelines for new or infill construction on a typical residential block should contain the following elements to increase the livability of the neighborhood:

Design guidelines for new or infill construction on a typical residential block should contain the following elements to increase the livability of the neighborhood:

- Design attractive exteriors with distinctive elevations and front entrances which provide front doors facing the street for each house.
- Create mid-block driveways (two per block) on minor streets to access center block parking courts or rear access garages.
- Provide small front yards and small landscape courts or recreation areas to soften interior courts.

- Reconfigure some local streets into cul-de-sacs and close minor streets to create attractive and secure interior residential block useable spaces for residents.
- Create small yards between the units and the rear parking areas.
- Introduce mixed convenience or service commercial areas at selected street corners.



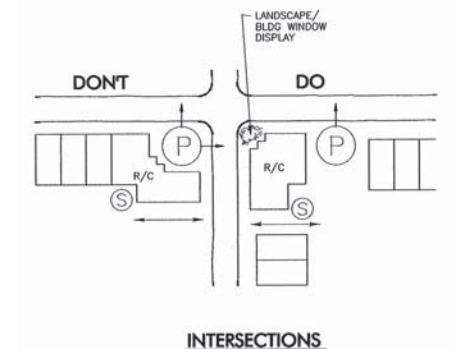
These are typical improvement treatments that may not always be possible. In each residential block, there are, however, guidelines that should be examined and applied where practical in the context of future housing rehab efforts that cover a whole residential block or combination of blocks.

Neighborhood Commercial Areas

Existing commercial areas along major arterials are proposed to be “right-sized” according to recommendations outlined in Chapter V of the Master Plan. These proposed compact retail centers will require additional design improvements to increase their attractiveness and retail competitiveness in the marketplace. There are also freestanding small scale retail strip centers located in various neighborhoods that should also be upgraded in appearance. The following sketch illustrates design principles for the organization of the suggested improved compact retail service centers.

Proposed compact retail areas along major streets can be improved by incorporating the following design elements:

- Face retail front doors onto the public street.



Capitalizing on the City's Physical and Historical Assets

- Maintain single store entrance image.
- Provide off-street parking areas for shoppers' convenience either at the rear of the building or in special off-street small scale shopper's lots landscaped along its street frontage. Seek arrangements to share existing parking with nearby public facilities and utilize vacant lots for shopper parking so as not to demolish useful buildings to create parking lots.
- Group retail stores at intersections or at mid-block on both sides of the street to create a compact cluster of shops and pedestrian activity.
- Maintain residential use above retail/commercial first floors where feasible.
- Provide for roll-down security screens and entranceway security lighting for after-business hours close-up of premises.

Freestanding small retail strip centers can be improved in appearance with simple landscape design treatments. The following sketch illustrates an improvement treatment possibility for a small scale retail center. The design principles illustrate the introduction of landscaping and fencing to define a retail zone for shoppers separate from the major traffic artery. Coordination of signage, lighting and facade awning treatments are also suggested for compact centers of several blocks in length.



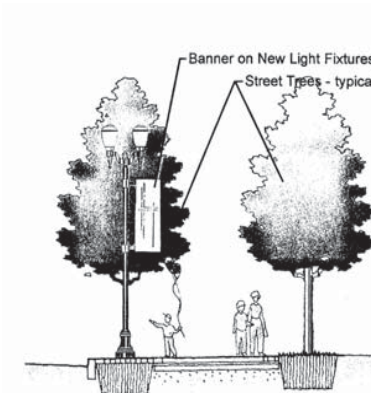
STRIP CENTER IMPROVEMENTS

Streetscapes

A major objective in the creation of compact retail areas is to create an environment that is safe, attractive and convenient to residents in the adjoining neighborhoods. The following sketch illustrates the type of streetscape design treatment envisioned for a typical compact retail center along a major arterial street.

Special paving materials, landscaping, coordinated signage and building facade treatments are recommended streetscape improvements. By establishing a level of continuity through the repetitive use of trees, paving, street lighting and street furniture, a pedestrian environment for local neighborhood shoppers can be created. The key design principles to be followed are:

- Pedestrian walks on both sides of the street should be planted with trees thirty feet on center and furnished with pedestrian lighting, trash receptacles and occasional benches.
- Banners or pennants with a neighborhood area logo should be installed at intersections comprising the compact retail center to create a festive setting for shoppers.
- Prototype facade treatments should include consistent facade sign locations below the second floor.
- Awnings along with a cohesive sign scheme can become a predominant element of the building facades for a particular commercial center.
- Emphasize continuity of existing architectural building features in storefront rehab or new construction.



Graffiti and Abandoned Buildings

The clean-up of vacant lots along with a clean and seal strategy for dealing with abandoned buildings is outlined in Chapter IV of this Master Plan. In order to replace neighborhood eyesores with neighborhood beauty, certain

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cost effective urban design treatments should be undertaken. As the following photographs illustrate, these treatments should include:

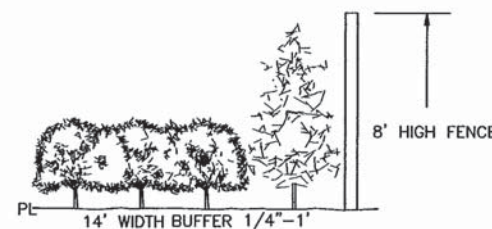
- Replacing graffiti with wall murals or street art on key blank walls in a neighborhood.
- Enforcement of anti-graffiti ordinance to limit defacing of vacant properties.
- Window art to cover sealed vacant buildings until they are rehabilitated.
- Regularly removing abandoned vehicles and tires from vacant lots.
- Removing illegal roof or fencetop razor wire along with sidewalk signs, rooftop signs and other distracting features.
- Install statues or plaques at public buildings and parks to give a sense of a community's history to current residents.



Non-Residential Land Use Conflicts

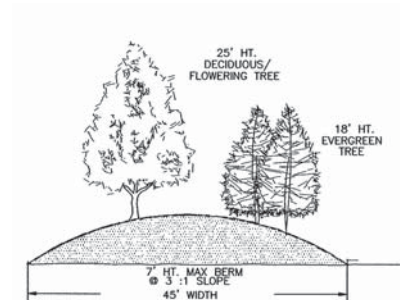
Landscaping and buffering between residential and non-residential uses and between incompatible land uses that exist within various neighborhoods should be created. Existing junk yards, auto body and scrap metal shops should be relocated to more appropriate industrial zones over time or phased out as these businesses change ownership.

Existing industrial areas that abut a residential area should also have some type of landscape screen or fence installed to screen ground level outdoor storage and industrial activity from public view. Landscape screening along the edges of commercial properties that abut residential areas should also be provided. At a minimum, proper buffering of such incompatible land uses in residential areas should be established. The following sketches illustrate the type of landscape and buffering treatment that should be considered.



To buffer land use conflicts between residential areas and adjacent commercial/industrial areas, the following screening treatments are suggested.

- Create low maintenance landscapes to buffer the residential and industrial areas where side or rear yard areas are available. In addition, small landscape accents can also buffer building mass.
- Use evergreen trees as a landscape buffer (vertical/columnar type) in a pattern design for the typical front yard.
- Create setback standards and buffer requirements for fences that allow landscape planting between property lines at the sidewalk and fence. These setbacks can vary from 15 feet to 45 feet depending on lot size and scale of the building to be buffered.
- Buffer the front, side and rear yards of an industrial/commercial property from a public right-of-way or a residential property.
- With the port industrial zone, cargo ship container storage in open yards should have a landscape buffer close to the property line. The landscape buffer for the yard should be a minimum of 75 percent evergreen and deciduous trees and screen the length of the open storage yard.



Preserving Architectural Heritage

Integrating historic resources within revitalization programs is another technique for creating and maintaining a unique sense of community within different neighborhood areas. Design treatments range from the maintenance of existing historic districts to the rehabilitation and recycling of significant architecturally unique buildings.

Fairview represents a unique historic enclave within the City that serves as a useful example of how historic buildings and settings can add to the sense of place within a neighborhood. Examples of similar types of architecturally important buildings to Camden's history can be found in virtually every neighborhood within the City. The following sketches illustrate how emphasizing the continuity of architectural features in the rehabilitation and

Capitalizing on the City's Physical and Historical Assets

Project applicants should be encouraged to engage in an informal concept review meeting for major projects before filing a detailed application for approval. Notices of such concept review meetings should be given to the affected Neighborhood Advisory Committee as well as to property owners within 200 feet of a proposed project. At an early concept review stage, resident input can be most meaningful to effect legitimate site design improvements.

By doing so, public awareness and appreciation of urban design issues and their visual affect on the neighborhood's environment will be increased. Better quality site design, landscaping and buffering along with specific design adjustments to soften potential impacts to a neighborhood will also result.

Goal Three: Preserve and renew the City's historic resources.

An Historic Preservation Plan identifies historic resources for use in neighborhood stabilization and revitalization efforts. The plan provides the framework for specific stabilization and potential re-use actions of historic properties that can complement economic and neighborhood improvement programs.

It also establishes a range of incentives and strategies to be used in discouraging the unneeded demolition that results from neglect and the lack of knowledge of the economic benefits available from certain historic building re-use and rehabilitation efforts. Finally, it serves as the basis for City decisions on where to exercise selective demolition and documentation of unsafe historic resources that can not be salvaged.

Historical Perspective

Early settlement of the City of Camden is related to the acquisition and transfer of land by early settlers who owned land located between Newton and Cooper Creeks. Out of these early settlers, the families of William Cooper, John Kaighn, and Archibald Mickle and their descendants made substantial improvements to their property holdings. Lands belonging to these three families would later be subdivided to form a significant portion of the future City of Camden.

The Town of Camden was formally laid out by Jacob Cooper in 1773 and named after the Earl of Camden, Charles Pratt, a British Friend of the American Colonies. Cooper was a descendant of William Cooper, a ferryman, who established his homestead and business within the limits of present day Camden in 1695. In establishing a ferry system between New Jersey and the thriving port of

Philadelphia, an important commercial link between South Jersey and the region was created.

Jacob Cooper's plan of 1773 was visionary on the one hand yet rooted in traditional Anglo-American planning concepts on the other. The grid urban street system has a Renaissance origin. The grid system employed by Cooper was first introduced as a blueprint for city design by Christopher Wren as a basis for rebuilding the City of London following the Great Fire of 1665. William Penn, a contemporary of Wren, employed the grid system in laying out the City of Philadelphia. The plan was seen as a means of promoting health and safety within an urban setting. Thomas Jefferson was also an advocate of the grid system as a basis for city planning.



Jacob Cooper's initial plan for the Town of Camden showed 167 lots comprising about 40 acres. In order to promote commerce in his planned community, Jacob Cooper laid out Whitehall Square. It was located at the intersection of 3rd and Market Streets, an area convenient to all parts of the City. Cooper's intention was to establish a public market, an event that finally occurred in 1837.

The initial boundaries of Camden in relation to the present day downtown involves Cooper Street as its northern boundary. The southern line of the initial Town plat was located midway between Market Street and Arch Street. Streets were then laid out eastward and parallel to the Delaware River from Front Street to 6th Street.



The next series of extensions increased the size of the initial Town plat southward. Joshua Cooper created the first expansion to Federal Street in 1803 while Edward Sharp, having purchased 98 acres from Joshua Cooper, extended the Town's boundary to Bridge Street (general vicinity south of Martin Luther King/Mickle Boulevard) in 1820.

These three Town plats, as laid out by Jacob Cooper, Joshua Cooper, and Edward Sharp formed the initial basis for the City of Camden. The series of sketches entitled Camden's Growth and Annexation generally depict the historical evolution of Camden to its present day municipal boundary.

Capitalizing on the City's Physical and Historical Assets

In 1828, Camden was formally established as a municipality by the State legislature. The City had grown southward to Line Street and eastward to Broadway. It had a population of 1,143 persons. The location of the City, situated between the Delaware and Cooper Rivers and in close proximity to Philadelphia, contributed to the early rise of industry within that area. The system of ferries and stagecoach service, linked Camden to South Jersey towns and helped to attract manufacturers in the early part of the 19th century.

Expansion of the City continued south from Line Street to Cherry Street between the river and 3rd Street when in 1833 the Town of Fettersville was platted and sold to buyers of modest means seeking work in the growing industries in Camden. Many of these buyers were African-Americans from the region.



1871

The latter half of the 19th century witnessed significant industrial expansion, urban growth, and new immigration that radically transformed the City. By 1880, the City had grown to almost 42,000 people and had grown eastwardly to the Cooper River and southerly to the Newton Creek. It was also during this period that Camden shifted reliance from waterways to railroads as a means of major transportation of goods which further increased industrial development.

The electric trolley system was introduced to Camden during this period which also spurred the expansion of the City. While initially conceived as a means to link the ferryboat terminals with various points in the City it soon became a way to reach largely agricultural lands located to the east and south of the City.

A Federal Street trolley line to Wrightsville (in the vicinity of 27th Street) was instrumental in the development of Stockton. The trolley line down Haddon Avenue around the turn of the century was the impetus for development in Cooper Plaza. Trolley line extensions toward East Camden including the Cramer Hill area caused rapid residential growth in these areas. In combination with the rail lines that converged in what is now known as the Pavonia railyard, additional development of the eastern sections of Camden occurred during the early periods of the 20th century.



1899

The growth of Camden reached its zenith with the annexation of an area unique in the annals of State and local planning. Yorkship Village was a planned community designed by Alexis Litchfield in 1917. Mr. Litchfield worked at the behest of the United States Shipping Board which was trying to create housing for the workers of the New York shipyard. Yorkship Village, or Fairview, was one of America's earliest planned communities which was based on the European concept of a planned garden community.

Within the first two decades of the 20th century, Camden grew to a population of over 100,000. The shipyards and factories continued to thrive and the City became a major hub for banking, shopping, hospital care, legal services and entertainment.

The ethnic character of Camden changed radically during these decades as well. By the turn of the century, German, British and Irish immigrants dominated, while by 1920, Italian and Eastern European immigrants were the majority. Each of these ethnic groups formed their individual communities within the City with a house of worship as the center of social life.



1918

By way of example, the Polish community developed in the area surrounding St. Joseph Catholic Church on Mechanic and 10th Streets. The Jewish community located in Parkside and formed the first Orthodox synagogue in South Jersey. The Italian neighborhood grew in the Bergen Sqaure/Lanning Square area and was centered about Our Lady of Mt. Carmel Church on South 4th Street and the Church of St. Peter and St. Paul at Spruce and St. John Streets.

After World War II, major industries closed as part of a regional trend to move to the suburbs or leave the area altogether. The City's manufacturing sector could no longer provide employment for the vast population that had grown dramatically throughout the prior years. With the exodus of industries and the jobs they provided people began to leave the City starting in the 1950's.

Unemployment grew and the City became poorer with a rising underclass. With economic and social hardships and the ensuing civil rights movement already prevalent the stage was set for riots in the late 1960's which propelled all of Camden into deeper decline.

By 1975 the demographics of Camden had shifted dramatically, from a mixture of Europeans to a majority population of African-Americans with a growing Hispanic

Capitalizing on the City's Physical and Historical Assets

community. Through most of the 70's the chief focus of City public policy and programs was the care of a growing underclass of economically disadvantaged citizens. This shift in the City's development focus along with its inability to recapture employment and property reinvestments only accelerated the flight of City residents who could relocate to the suburbs.

Sometime in the late 70's and early 80's another shift in the City's development history began to take hold in certain neighborhoods. Local non-profit organizations and faith-based groups organized to begin the slow process of rebuilding City neighborhoods and conserving those threatened by blight and abandonment. City government also embarked on several efforts to help in this collaborative rebuilding process of the physical, economic and social infrastructure of Camden with varying degrees of success. Attention is now being given to encouraging economic development, attracting industries and businesses and expanding the local job base for City residents.

This evolving partnership approach to revitalizing and conserving neighborhoods and to grow the City's economic base sets the stage for Camden's renaissance in the early part of the 21st century. Historic preservation can play an important role in the preservation of those portions of the City which reflect its cultural, social, economic, and architectural history. By integrating historic preservation as a component in economic and neighborhood revitalization strategies, the objectives of improving neighborhoods and the City as a whole into convenient, safe and attractive places to live and work will be advanced.

Strategies

1. *Assemble a coordinated survey of the City's historic resources and update the status of its preservation activities.*

Presently the City has undertaken the following historic preservation activities:

- Compiled a Camden Historic Survey of sites, districts and resources. This compilation is evolving with respect to detail and information for various listed properties.
- Prepared an initial Historic Preservation Element in 1991 which is incorporated as part of the City's Master Plan.
- Participated in the identification and recommendation of significant historic properties for inclusion on the New Jersey and National Register of Historic Places. This also includes participation in various

opinion letters on eligibility for listing in the Registers ("SHOP Opinion"), certification as eligible for listing on the New Jersey Register ("Certification of Eligibility") and Federal Determination of Eligibility ("DOE").

- Designated by City ordinance various historic sites and districts which are further regulated by an Historic District Review Commission. The review commission was created by City ordinance to provide advisory comments on proposed development activities involving historic properties to the Planning Board and other City development approval agencies.
- Participated in the review advisory process involving federally funded improvement projects (Section 106) that may affect designated historic resources in order to mitigate adverse effects on such properties.
- Achieved designation by the State as a "certified local government" in order to receive preferential funding treatment from both federal and State agencies involved with preservation programs.

Inventory of Landmarks, Historic Places and Districts Within the City

An overall listing and detailed description of designated landmarks, historic places and districts that are included on the National or State Registers is provided in the Chapter VI Appendix. Criteria used by the City for the determining a property's historic significance for nomination to the National Register is established by the National Preservation Act of 1996. Four areas of significance are recognized. These include:

Criterion A - "associated with events that have made a significant contribution to the broad patterns of our history."

Criterion B - "associated with the lives of persons significant in our past."

Criterion C - "embody the distinctive characteristics of a type, period, or method of construction or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable entity whose components may lack individual distinction."

Criterion D - "have yielded, or may be likely to yield, information important in pre-history or history."

Capitalizing on the City's Physical and Historical Assets

The City's "Camden Historic Survey" on file in the City's Division of Planning office provides a comprehensive listing and determination status of historic resources. Over 5,360 properties have been determined to be important in understanding and interpreting the history of the City of Camden. Of these, over 3,300 City sites are listed on the National Register of Historic Places. Of the remaining 2,000 locally listed sites, 1,100 are located in the Parkside Historic District. In all, 1,800 of the locally listed sites are found in various sections of the City.

The maps entitled *Historic Resources* and *Historic Resources - Central Business District* indicate the general locations of major historic sites and districts within the City. Highlighted below is a brief description of these resources.

- National Historic Landmark (CBD Map Site #1).

The Walt Whitman House is the only designated National Landmark in the City. It is also located in the designated Walt Whitman Historic District. In close proximity is the site of the former George Whitman House (CBD Map Site #8), where the poet Walt Whitman resided before moving to the house on Martin Luther King/Mickle Boulevard where he lived until his death in 1892.



- National Register of Historic Districts

Cooper-Grant. This district is associated with events that have contributed to late 19th and early 20th century development in Camden. It contains residential structures which architecturally contain a mix of Second Empire, Italianate and Gothic styles.

Designated structures within the district include the Cooper Library (Walt Whitman Poetry Center - CBD Map Site #7). Other locally important sites include the former North Baptist Church and Engine Number Six Firehouse.

Cooper Street. This district covers approximately six blocks along Cooper Street. It contains a combination of residential, commercial and office buildings that represent the development of Camden between 1810 and 1937 when the City was the urban center of South

Jersey. The remaining buildings reflect the best and most intact federal period structures in the City.

Designated structures within the district include: Edward Sharp House (CBD Map Site #6), Dr. Henry Taylor House (CBD Map Site #2), James M. Downey Building (CBD Map Site #13), Charles S. Boyer Building (CBD Map Site #17), First Camden National Bank & Trust Company (CBD Map Site #18), Wilson Building (CBD Map Site #24), and the Benjamin Shreve House (CBD Map Site #34).



South Camden. This district represents a self-contained working class community dating from the second half of the 19th century. Taken as an entity, the district embodies the architectural experiences and life styles of the average working class citizen of that time period.

Designated structures within the district include the South Camden Trust Company (Historical Resources Map Site #28). Other locally important buildings include: Sacred Heart Church, Fire House Number Three, the Star Theater, the Church of Our Savior, and the Linden Worsted Mills buildings.

Fairview. This district is a planned residential community built by the federal government to house workers at the nearby New York Shipbuilding Company. Its distinctive design and quality of land use planning and urban design is reflective of the "Garden City" design movement of the early 19th century. This design effort sought to develop a compact self-contained community centered about a functional village green (Yorkship Square) interconnected by pedestrian paths and encircled by generous greenbelts. The predominant architectural style is Colonial Revival, with generous amounts of architectural details in terms of shutters, street frontage porches and high quality brick work.



Capitalizing on the City's Physical and Historical Assets

- New Jersey Certified Historic District

Cooper Plaza. This district is a significant cohesive example of a late 19th century neighborhood representative of the High Victorian period of stylized residences. The construction of the Cooper Hospital in 1877 was the impetus for the development of the neighborhood district to the immediate south of the hospital. The architectural detail of residences exhibits the taste and culture of Camden's thriving upper middle class of that period.

- Local Historic Districts

Market Street. The Market Street district is significant because of its role as Camden's principle downtown thoroughfare and the historic center of the City's banking, insurance and legal enterprise. At the intersection of Market and 3rd Streets was Whitehall Square, the planned commercial heart of the initial "Town of Camden" first laid out in 1773 by Jacob Cooper.

Designated sites in the district include: National State Bank (CBD Map Site #19), Marcouse Building (CBD Map Site #20), A.S. Woodruff Law Building (CBD Map Site #21), New Jersey Safe Deposit and Trust Company (CBD Map Site #22), and Smith Austermuhl Insurance Building (CBD Map Site #23)

State Street. This district is centered about State Street which is significant as North Camden's premier residential thoroughfare during the early 20th century. It was long referred to as "Lawyers Row" because of the number of prominent attorneys that lived on State Street over the years. In general, the street was home to a host of middle class residents from different professions and trades. The district is anchored at its eastern end by the State Street iron bridge erected in 1889 and the former ferry stations at its western end. Of architectural interest is the brick and stone three-story row houses on the four and five hundred block of State Street.

Haddon Avenue. This enclave district is an early 20th century working class housing development that provided convenient housing for factory workers at former nearby shoe and cloth works plants. The more intact portion of this row house enclave is west of Haddon Avenue. Architecturally modest in detail, the two-story pressed brick row houses reflect the Queen Anne Victorian style.

Parkside. As one of southern New Jersey's earliest Jewish communities this district represents Camden's changing middle class housing patterns of the early 20th century. Began in 1902 as a planned residential community, it is laid out as an enclosed enclave of two-story brick row houses with fine Queen Anne detailing. Architecturally this is reflected in the stepped and gabled parapets adorned with fancy metal cornices. As local African-Americans attained greater social and political status in Camden, their emerging middle class moved to the Parkside community around the World War II period.

- Other Designated Register Historic Sites

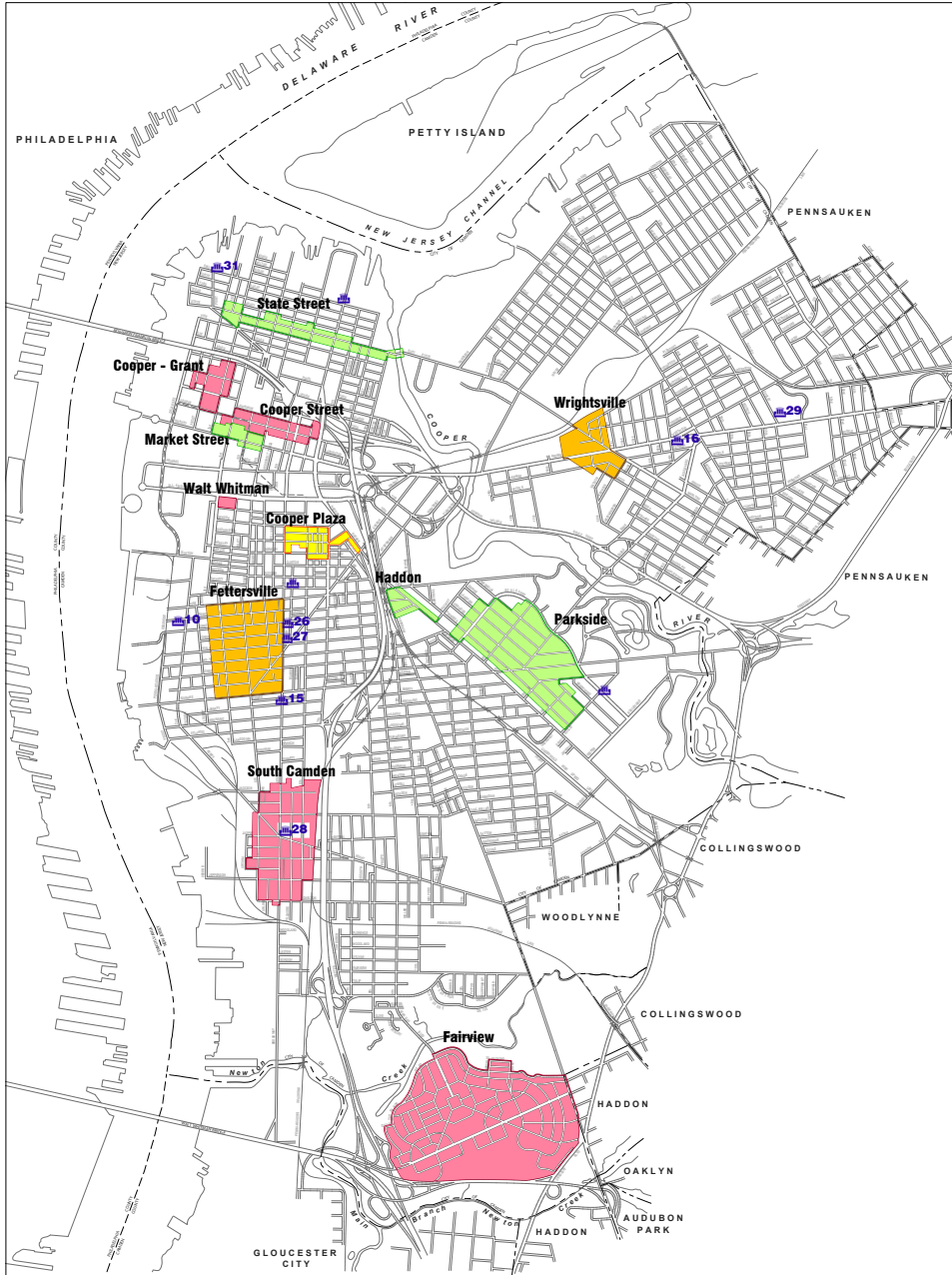
Within the CBD there are the following designated historic sites identified on the map entitled *Historic Resources - Central Business District* that are located outside the boundaries of the established historic districts in this area. These include:

- Newton Friends Meetinghouse (CBD Map Site #4)
- Camden Safe Deposit and Trust Company (CBD Map Site #14)
- Inter-County Mortgage and Finance Company (CBD Map Site #11)
- Camden Fire Insurance Association (CBD Map Site #12)
- Central Trust Company (CBD Map Site #33)
- Cooper House former site (CBD Map Site #30)
- Benjamin Franklin Bridge (CBD Map Site #32)



The following designated sites are located outside of historic districts and are identified on the overall City map entitled *Historic Resources*:

- Benjamin Cooper House, Ferry and Tavern (HR Map Site #31)
- Joseph Cooper House in Pyne Poynt Park (HR Map Site #5)



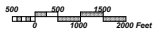
LEGEND

National Register		Proposed Conservation Districts	
New Jersey Certified		Major Historic Sites	
Local			

HISTORICAL

**City of Camden
Master Plan**

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



Capitalizing on the City's Physical and Historical Assets

- Carnegie Library (Camden Free Public Library) (HR Map Site #9)
- Broadway Trust Building (HR Map Site #26)
- American National Bank (HR Map Site #15)
- Pomona Hall (HR Map Site #3)
- East End Trust Company (HR Map Site #16)
- Former Dudley Mansion site (HR Map Site #29)
- Sears Roebuck Building on Admiral Wilson Boulevard (not mapped)

Current Status of Historic Preservation Activities

Although a community may contain several outstanding structures, as is the case in Camden, more often the character of a city is created by collections - or streetscapes and districts - of buildings rather than by individual landmarks. For that reason, local character can be eroded gradually with the loss or defacement of contributing buildings over time, because the community is not aware of the important contribution to the whole made by each individual structure.

Historic preservation is a component of the City's strategy for the revitalization of individual buildings and neighborhoods. Various activities as outlined below for the following historic districts have been instrumental in devising economic improvement strategies outlined in other chapters of the Master Plan.

Cooper Street Historic District and Market Street Local District

Individual survey forms have been completed for most of the buildings in the Cooper Street historic district.

The basic guidelines for rehabilitation in the Cooper Street district were the same as those adopted in the mid-1980's to regulate rehabilitation projects in an earlier City district, the Cooper Plaza historic district. This was an important provision since the Secretary of the Interior's Standards were determined to be the basic guidelines in the earlier ordinance. Since then, the City's Historic Preservation Commission and Planning Board have guided rehabilitation projects on the street. Most notable among these has

been the exterior restoration of 210 Cooper Street and a tasteful addition to the rear of the Edward Sharp House, 200 Cooper Street.



There have been 11 demolitions in the Cooper Street historic district. While demolition by neglect is a significant problem throughout the City, it is particularly troublesome on Cooper Street. It is a policy carried out not only by absentee owners, as elsewhere in the City, but by respected individuals and institutions as well. In addition, the GSA demolished 3 structures at the southeast corner of Cooper and 4th Streets in order to build the new Federal Courthouse.

To date, there has been one certified rehabilitation in the Cooper Street historic district, 218-220 Cooper Street. Two other properties have been rehabilitated according to the Secretary of the Interior's Standards. The Tabernacle of Faith Church, at 5th and Cooper Streets, received grant assistance from both the Preservation Alliance for Greater Philadelphia and the New Jersey Historic Trust. The New Jersey Historic Trust funding was a major grant that established the church as a leader in historic restoration in Camden.

The City's Division of Planning, together with the Historic Preservation Review Commission, has been updating the Camden Historic Survey. As part of this ongoing update process, the Market Street Historic District was identified as a local commercial historic district. Throughout the district, which runs generally along Market Street between 6th and Front Streets, are a number of the City's historic banking and financial buildings. Many of these properties are listed on the National Register of Historic Places.



One property, the Smith-Austermuhl Building at the northwest corner of Market and 5th Streets, was restored by the Latin American Economic Development Association (LAEDA) using the Secretary of the Interior's Standards as a basis for the building's rehabilitation. The building is now

Capitalizing on the City's Physical and Historical Assets

home to a branch of Fleet Bank and other business concerns. There are at least two other vacant, historic banks on Market Street in need of restoration and adaptive re-use.

The combination of historic preservation tax credits and grants, coupled with the potential economic impact of the proposed light rail system, would provide further incentives in the revitalization of the City's historic downtown commercial area. Moreover, as recommended in the CBD design plan within this chapter, the Market Street corridor, once rehabilitated, will serve as a lively pedestrian link to the waterfront, the university complex and other downtown locations.

The City's Historic Preservation Review Commission and Planning Board have endorsed plans by Rutgers University to improve the 5th Street corridor between Market and Cooper Streets by way of landscaping amenities. Pedestrian traffic to and from Cooper Street may be further encouraged by a loop that incorporates these plans with a similar plan to visually improve 2nd Street between Market and Cooper Streets. Extending these improvements along Cooper Street to 2nd Street would improve pedestrian connections between the downtown and waterfront areas.



Several storefronts and residential buildings have been restored in the district. Among the most recent projects are the joint Camden City campus for Camden County and Glassboro State Colleges and the US District Court Annex. Work has begun on the construction of the new joint college campus at Broadway and Cooper Street at the downtown's northern gateway. The new campus, at the eastern end of the Cooper Street historic district, has been designed to respond to the former Elk's Lodge building on 7th Street and other neighboring office structures. The Elk's building has been rehabilitated to house Camden's first charter school.

Cooper-Grant Historic District

Many of the houses in Cooper-Grant have been rehabilitated. The district is experiencing a significant revival. A recent outstanding project in the district is the renovation of the Walt Whitman International Poetry Center by Rutgers University.



Funding from Rutgers University along with a State grant has enabled completion of a major grounds and building restoration of the old Cooper Library at 2nd and Cooper Streets. This significant historic preservation project included cleaning and restoring the Johnson Park statuary, stone benches and rails, and tree and landscape restoration. The university has also budgeted for a

full restoration of the library building itself as part of its overall campus improvement program.

Cooper Plaza Historic District

When the Cooper Plaza historic district was first placed on the City and National Registers in 1983, almost half of the district's 248 homes were

vacant and abandoned. Six years later, Cooper Plaza contains some of the finest restored housing in Camden. Two (2) new restaurants, a flower store, hair salons, and other businesses have also opened since 1991.

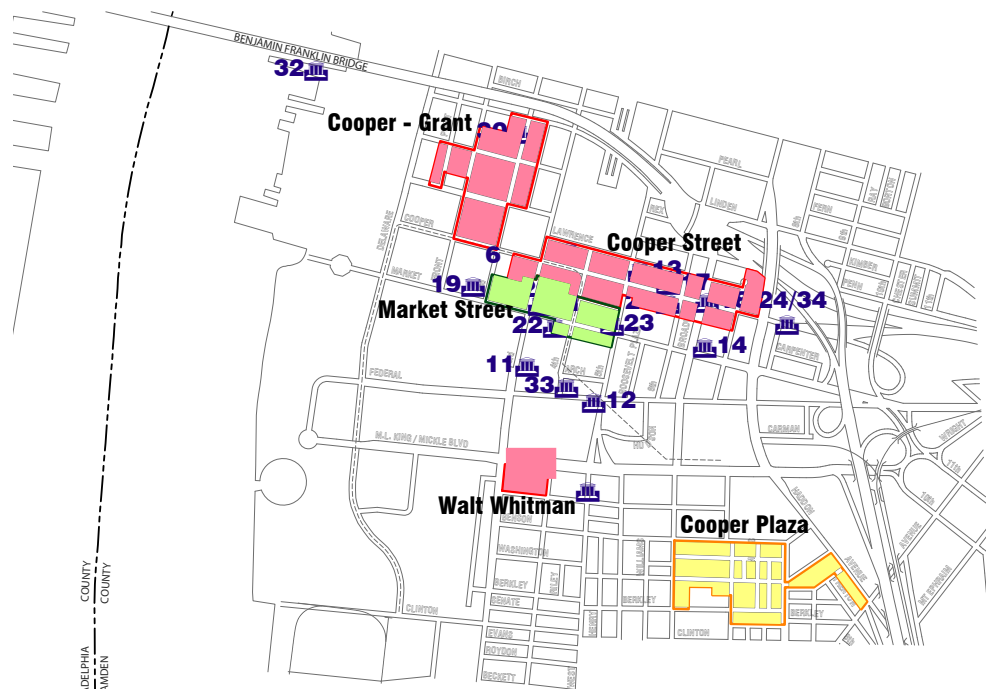


The Washington Street and 6th Street area has been scheduled for restoration and rehabilitation into new

housing units. With assistance from Cooper Medical Center, Neighborhood Housing Services and others, neighbors have reclaimed vacant land in Lanning Square East to build a community park, Cooper Plaza Commons on Chambers Street. A vest-pocket park was designed and built with local materials to correspond with the neighborhood's historic character.

Lanning Square Neighborhood

A neighborhood development plan has been prepared by community residents, the Camden Redevelopment Agency and City planning staff to manage rehabilitation and redevelopment activities in the Lanning Square West neighborhood (the area bounded by Martin Luther King/Mickle Boulevard, South Broadway, Line Street and South 3rd Street). One of the core elements of the plan addresses historic preservation of nationally

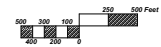


HISTORICAL

Central Business District

LEGEND

- National Register
- New Jersey Certified
- Local
- Major Historic Sites



City of Camden Master Plan

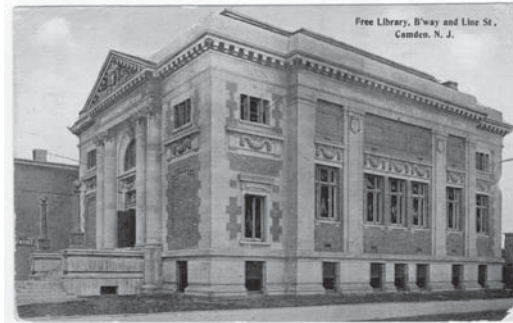
Lenox, Mueller & Associates - Planning Consultants
S.T. Hudson Engineers, Inc. - Engineering Consultants
Lammy & Giorgio - Urban Design Consultants

Capitalizing on the City's Physical and Historical Assets

significant places, such as the Whitman houses of locally significant historic properties. Urban design, compatible infill, and streetscape improvements will also be featured. Two redevelopment plans have been prepared for smaller areas in Lanning Square generally adjacent to Cooper Medical Center and east of Broadway.

The Walt Whitman block Master Plan has been completed. Given its National Landmark status, the Walt Whitman House has been restored and an adjacent structure rehabilitated as a visitor's center. As proposed on the CBD Design Plan contained in this chapter, it would be preferable that the balance of the block be redeveloped as park uses with a common plaza next to the Walt Whitman House Museum. State funding for the plaza area has been withdrawn but should be reinstated as part of the overall improvements suggested for the CBD and the Lanning Square neighborhood in this Master Plan.

The City received a grant from the Office of New Jersey Heritage to conduct an historic structures report for the Camden Main Library Building (Carnegie Library). Plans and specifications for the restoration of the roof structure were developed in 1991. Since then, the roof has deteriorated beyond reasonable repair and efforts to rehabilitate the structure for re-use are still being considered.



East Camden Neighborhoods

Two East Camden neighborhoods, Rosedale/Dudley and Stockton have completed their neighborhood development plans. They have incorporated preservation and urban design criteria to guide future rehabilitation and infill project activity. Rehabilitation of residential properties, the Westfield Acres project and the Federal Street/Westfield Avenue area commercial center are reinforcing the existing streetscape patterns and connections to the urban grid street network.

Waterfront South Neighborhood

The South Camden historic district has been placed on the National Register of Historic Places. The historic district designation is being used as a

neighborhood planning tool for rebuilding community pride through sensitive housing rehabilitation. Neighborhood residents cooperated in the inventory process of documenting over 2,000 properties in this district during the early 1990's.

Private non-profit groups are aggressively taking up the challenge of housing rehabilitation in South Camden. The Heart of Camden organization is upgrading homes and providing human service support to improve the quality of life in the neighborhood. Others are also involved in housing rehabilitation in South Camden.

Fairview Historic District

The Fairview historic district has been designated as a City historic design review district. The neighborhood-sponsored request was recommended for approval only after administrative and procedural changes were made in the existing City historic district ordinance. A commercial improvement plan for Yorkship Square was completed to guide overall residential and commercial rehabilitation improvements. A neighborhood



strategic plan is underway with assistance from the Rand Institute. It will include historic preservation and urban design recommendations to maintain the physical integrity of this significant neighborhood.

North Camden

The North Camden neighborhood has completed a neighborhood development plan and is into its implementation program. It has included urban design strategies that reinforce the neighborhood's urban grid street pattern. In some cases plans have been developed that redesign existing blocks to provide better traffic flow and some off-street parking. These plans still maintain the basic grid design of this initial settlement area of the City.

Housing rehabilitation and streetscape improvements have occurred along portions of State Street which have respected the architectural character of this historic district. However, the construction of the prison at the foot of State Street by the State ignored major ferry landing historic site locations and cut off access to the Delaware River at this location.

Capitalizing on the City's Physical and Historical Assets

Plans for the extension of Delaware Avenue/Erie Street and a continuation of a greenbelt parallel to it as well as along the back channel of the Delaware River and the Cooper River return some sense of historic respect for the integrity of this early neighborhood development pattern.

Parkside Historic District

In general, this historic district has remained fairly well intact and has not lost its integrity due to neglect or abandonment. Conservation techniques require more aggressive building and property code enforcement in order to help maintain the district's design quality. A sizeable private donation for the rehabilitation of the Parkside Youth Center at Park Boulevard and Bellevue Avenue will be used to upgrade this important cultural facility within the neighborhood. Housing rehabilitation of selected properties has occurred and these have respected the established architectural character of the neighborhood. Funding is being pursued to prepare a neighborhood development plan.

Haddon Avenue Historic District

This district is a residential enclave at the intersection of two major City arteries. Evidence of property neglect and street maintenance issues is beginning to mount. The adjoining older Camden Cemetery grounds abut this small neighborhood on the west side of Haddon Avenue. It is this western portion of the district that could respond most favorably to a concerted rehabilitation and streetscape improvement effort in order to maintain the integrity of the district.

2. *Use the City's historical assets as a contributing element in economic and neighborhood revitalization programs.*

The following actions are recommended to reinforce the integration of historic preservation as a technique to encourage private and public investment in economic and neighborhood revitalization programs.

Stabilization and Maintenance of Resources

There are over 5,360 historic sites identified in the Camden Historic Survey. No plan of prioritized renovations has been adopted in recent years.

Unfortunately, with only limited public and private funding available, the number of sites that could be renovated is small. The best the City can aspire to in the short run for the majority of cases is to stabilize the existing resource by halting deterioration. This would conserve the resource for future rehabilitation as part of a broader neighborhood revitalization strategy. Even here, in some instances, the cost of such stabilization is so high that some losses through demolition for safety or public health reasons will be inevitable.



A targeting of financial resources to advance neighborhood and economic improvements on a five-year cycle is recommended in Chapter X of this Master Plan. Significant historic assets and designated register sites that may be contained within neighborhood areas that are to receive comprehensive treatment in each improvement cycle should also be rehabilitated. Funds should be sought to prepare building stabilization plans for designated National and State register sites. As each new five-year cycle is established, designated historic sites as well as locally important sites should be included in a neighborhood's improvement program.



Re-use of historic resources should be established as part of each neighborhood improvement plan. Depending on the type of historic structure involved, adaptive re-use options will generally be residential, a public or cultural facility, a day care or social service facility, or a mixed-use activity involving ground floor commercial use and either office or residential on upper floors in a multi-storied building.

If an historic building cannot be preserved and is permitted to be demolished, then the building should be recorded to the standards of the Historic American Buildings Survey (HABS). There are different levels of HABS recording ranging from exterior photo documentation to measured drawings and related historic resource assessments of a property.

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At a minimum, properties which are contributing to a designated district but not considered to be eligible for nomination to the New Jersey or National Registers should be required to have exterior photo documentation in accordance with HABS standards, together with an historic resource/cultural assessment report.

For those buildings eligible for nomination to the National Register, a more thorough documentation should be required. Based on the recommendation of the City's Historic Preservation Review Commission, such additional documentation could include: interior photo documentation, measured drawings, archeological survey and historic photos as appropriate.

Integrate historic preservation in economic and neighborhood improvement programs.

Designate the "Fetersville" area in Bergen Square and the "Wrightsville" area in Marlton and Rosedale/Dudley as historic conservation districts. The establishment of a conservation district is another method of protecting neighborhood areas that contain historic resources and special cultural and architectural qualities.

Like an historic district, a conservation district may regulate alterations to existing structures, new construction, and demolition, but changes may not be regulated as stringently. Its designation reflects public policy regarding a specified area and seeks to avoid actions that would be detrimental to the neighborhood environment, such as road widenings, loss of trees, and overly intensive development.

Ordinances relating to land use and development density should be tailored to fit the area's special needs. The district may be targeted for public improvements, such as housing or commercial rehabilitation, recreation facilities, street trees and landscaping to improve the character of the area. Important resources within the district may be protected by requiring the buffering of adjacent, incompatible land uses and regulating new construction.

A detailed description of the historical evolution of the two proposed conservation districts is contained in the Chapter VI Appendix and summarized below:

Fetersville

Fetersville's historic significance is related to its early role in the development of worker housing for those of modest means when it was created around 1833. The community was also inhabited by African-Americans seeking work in the growing Camden industries. At that time, it is believed that many of the early settlers came from Maryland, Virginia and Delaware, presumably to escape the yoke of slavery. Others came from Philadelphia and other parts of New Jersey. The "underground railroad" had its roots in Fetersville with the AME Macedonia Church at the center of this effort in its resistance to the institution of slavery that was prevalent prior to and around the Civil War era.



Wrightsville

Wrightsville's historic significance is related to its early role as a ferry terminus to the Cooper Creek ferry around 1736. This role continued into the mid-19th century as Wrightsville grew as a terminal point for a system of horse-drawn omnibuses that ran from East Camden and the Market Street ferry terminal. Manufacturing firms developed here through the early to mid-20th century and provided an ample job supply until their demise during the latter part of the last century.

Administrative Actions

- Continue to require an historic resource/cultural assessment of a property or structure located within a designated district when either it is involved in a proposed land development application, or demolition is proposed.
- Consider using public eminent domain powers to acquire historic facade easements to protect the outward appearance of neglected historic and architecturally significant buildings where an absentee or non-cooperative property owner is encountered. This has already been done in the Berkley Street streetscape area contained in the City's historic survey inventory. Once acquired, the facade could be leased

Capitalizing on the City's Physical and Historical Assets

back to its property owner with a low interest loan to cause necessary rehabilitation to achieve compatibility with other historic resources.

- Seek grant dollars from available New Jersey DCA, DOT and other agency programs to implement street improvement projects adjacent to historic properties including new and replacement sidewalks, trees, benches, signs and other infrastructure items. These types of improvements should be linked to the rehab or upgrade of an historic resource to assure its being occupied and constructively used.
- As part of the planning and development process, the City should assess the number and type of City-owned historic properties. Based on neighborhood planning priorities, projects to restore or rehabilitate these City-owned historic properties and adaptively re-use them should be prepared and the properties then marketed for sale. All reasonable efforts, including available incentives and funding, should be made to find redevelopers for these properties. Until re-use occurs, designated register properties and those considered important neighborhood assets should be stabilized, cleaned and sealed as needed to prevent irreparable deterioration.

When selling these publicly-owned historic assets for redevelopment, the City should ensure that all agreements of sale include strict, enforceable redevelopment conditions and time frames that require new owners to secure, preserve, rehabilitate and maintain these properties. Agreements of sale should include information regarding the historic nature of the properties and the listing on which they appear.

Use zoning, building and property maintenance codes to advance preservation.

- Develop a list of permitted conditional uses that would be allowed within historic structures as part of selected zoning districts to foster appropriate re-use, i.e. bed and breakfast, restaurant, office, art and photography studios, day care, elder care and social services, and apartments.

By allowing such conditional uses, alternative re-use options are allowed without the need for a costly and time consuming variance request. With flexible standards both the immediate neighborhood and the potential developer or owner of an historic property can proceed with compatible revitalization efforts.

- Examine a system of zoning bonuses to provide incentives for development and rehabilitation of an historic property in a manner consistent with the goals and objectives of the Master Plan. By way of example, bonuses could involve zoning relief to permit yard encroachments; building area, length, and height relief; and, off-site parking alternatives. To encourage professional office use of vacant upper floors intensity restrictions could be relaxed by basing permitted development intensity on building size instead of lot size.



- Simple maintenance and upkeep of historic properties should be enforced. This would include the consistent application of an updated property maintenance code to ensure the integrity and outward appearance of buildings through painting, repair, yard cleanliness and general property upkeep.
- Technical assistance for residents in need to help with property code improvements should be provided. For property owners in need of financial assistance, a revolving low-interest loan program should be established for modest upkeep repairs that if not done could lead to more costly and difficult repairs. In addition, injunctive action against non-compliant property owners, coupled with the placement of a lien on the property to ensure necessary repairs, would help in stabilizing historic properties.

- Seek waivers or alternative non-physical solutions from the Americans with Disabilities Act (ADA) requirements where incompatible alterations to historic resources will result from strict adherence to this requirement.

- Take advantage of the State's Rehabilitation Code with respect to flexibility for renovation or rehabilitation projects of historic structures. The Rehab Code provides alternative



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requirements to the strict compliance of complete building upgrades to meet all building code standards when improvements to older or historic structures are proposed.

Promote wider use of tax credits and incentives for preservation activities.

- Institute a financing and technical assistance program to encourage property owners and merchants to renovate their building facades and storefronts. Existing federal tax law offers a 10% tax credit for substantial rehabilitation of non-residential, non-historic buildings built before 1936 and a 20% tax credit for substantial rehabilitation of historic buildings. Encourage wider use of existing rehabilitation tax credits and incentives in both commercial and residential improvement projects. In addition, such projects should be supported with infrastructure and streetscape improvements as part of the City's annual Capital Improvement Program.

Pending federal and State legislation in the 2001 respective sessions regarding additional tax

credit incentives for rehabilitation of historic properties should be supported by the City and neighborhood organizations. The Federal Historic Home Ownership Assistance Act allows for a 20% federal tax credit for the rehabilitation of historic housing in deteriorating neighborhoods where historic preservation,



commercial revitalization and home ownership strategies are pursued concurrently. The State Historic Property Reinvestment Act provides for a tax credit on gross income and corporate business taxes within prescribed limits for rehabilitation of historic properties.

These preservation tax credits could be co-mingled with available tax credits for the improvement of low and moderate income housing in existing structures. In this fashion the rehabilitation of older historic structures can achieve both neighborhood preservation and affordable housing goals. This type of financial packaging would also dispel concerns that supporting preservation efforts will result in displacement of existing residents.

3. *Increase public awareness of historic preservation benefits.*

Preservation is a powerful tool in creating jobs, generating income, stimulating tax revenue, nurturing tourism and complementing neighborhood revitalization efforts.

Preservation Benefits



A recent study sponsored by the New Jersey Historic Trust (NJHT) entitled "Partners in Prosperity" documents the economic benefits on a State-wide basis that can be obtained from promoting historic preservation techniques. The principles that can be gleaned from this analysis in application to preserving Camden's historic assets are as follows:

- *Heritage tourism.* History is becoming a major draw of tourists who turn out to be generous spenders in the local economy. Industry experts note increasing trends toward pleasure travel and that shorter trips closer to home are spurring demand for visits to historic, cultural and educational sites. Both day trips and more lucrative weekend trips will continue to increase. Camden can capitalize on this growing public interest in heritage tourism.
- *Rehabilitating buildings.* Restoring older historic buildings, particularly those in Camden that are structurally sound, can create jobs and added income to the City's economy. The NJHT study noted that "each dollar spent on historic rehabilitation injects more into the economy than the same dollar spent on alternative investments such as new housing and commercial construction."
- *Revitalizes older communities.* Preservation of historic resources through conservation and rehabilitation particularly within Camden's designated historic districts provides a cost effective strategy towards revitalization. Neighborhoods that contain historic resources provide an existing housing stock for affordable housing. The downtown area provides available buildings for mixed-use commercial development that can attract businesses and shoppers which will help to grow the local economy of the City.

Capitalizing on the City's Physical and Historical Assets

- *Builds community pride.* By saving and celebrating the City's past, preservation enriches the lives of citizens. Beyond the aesthetic and financial benefits that can be derived from restoring historic properties, preservation activities can unite public and private organizations in working together towards a better quality of life for their community.

Preservation Protection Tools

Landmarks and districts that are part of the New Jersey Register and the National Register of Historic Places are provided a measure of protection from adverse development impacts which may result from projects supported by State and/or federal funds.

However, such protection does not extend to privately financed or even other non-federal public agency initiated development activity. For example, the federal program does not provide any protection from building demolition or inappropriate alterations that are privately funded.

It is important that locally designated districts be considered to protect significant local historic resources.

The ability to create design guidelines for the regulation of locally designated historic sites and districts through the City's Zoning Ordinance is possible under the authority granted by the NJ Municipal Land Use Law. Local control to mitigate adverse impacts associated with development activity affecting a community's historic resources can therefore be established through an Historic Preservation Ordinance.

Permitted and Prohibited Actions in Historic Districts

Although Historic Preservation Ordinances vary depending on community goals, most include certain basic restrictions that generally include the following:

- On facades that are visible from the street, owners are required to retain original architectural features. This requirement prevents the alteration or removal of the distinguishing architectural features that are characteristic of a building's style. When an addition to a building is



proposed, its proportions, materials, and fenestration must be compatible with the existing structure.

- In most instances, demolitions of contributing buildings in historic districts is discouraged, with certain exceptions, so that the character of the district is not eroded by gaps in the streetscape or intrusive infill.

Property Owner Preservation Guides

Preparation of guidelines for property owners located in all historic preservation areas would be useful for the further advancement of Camden's historic preservation program. These should be simple "how-to" home and property repair booklets to help owners properly maintain their home or business properties.

Presently, "how-to" Historic District Standards & Guidelines exist for the Fairview and Cooper-Plaza districts. These should serve as models for the suggested booklets to be prepared for the City's remaining historic districts and proposed conservation areas. In addition, sources of financial assistance for building preservation activities should be listed in these booklets.

Historic Preservation Plaques

As part of the educational effort to inform the public of the rich history of Camden, the City's Historic Preservation Commission has initiated a commemorative plaque program. The placement of plaques on historic properties should be continued. It is suggested that an additional criteria for these plaques relate to the current maintenance or proposed rehabilitation plans for the proposed historic property.

In addition, appropriate press releases and publication information for neighborhood association newsletters and faith-based organizations' meeting dissemination should accompany the designation of the local sites selected to receive these annual plaque awards. The placement of plaques should also serve as a useful educational tool in the promotion of tourism and the benefits that can be achieved by an owner of a well maintained historic property in the City.

4. *Establish a central clearinghouse for preservation services and activities.*

Planning for the improvement and preservation of historic resources would be improved if there was a central clearinghouse where the various actions

Capitalizing on the City's Physical and Historical Assets

and activities affecting the City's historic resources could be better managed. The following recommendations to achieve this coordination follow:

- The Division of Planning should serve as a clearinghouse for all City projects, public and private, that effect designated City, State and federal historic sites and districts. Procedures for Division of Planning review should be developed and distributed to all City departments in a timely manner. These procedures would be based on the provisions of the municipal Zoning and Land Use Ordinance and existing agreements between the City and State and federal agencies.
- Public comment on public policy decisions that have an impact on the City's historic resources should be solicited by the City's Historic Preservation Review Commission (HPRC). The findings of the HPRC would be made available to the City of Camden Planning Board and other interested City departments, as well as State and federal agencies, whenever appropriate before final public approval action is taken on a proposed development project impacting an historic asset.
- As a "Certified Local Government (CLG)" under federal and State laws, the City receives priority in preservation funding requests and is also required to provide comment on all federally funded projects of the City and its sub-grantees under the provisions of Section 106 of the National Historic Preservation Act of 1966, as amended. These reviews should be undertaken by the HPRC and its professional staff.
- Funding requests or required approvals that impact historic buildings should also be reviewed and coordinated by the Division of Planning to ensure consistency with the Master Plan's Historic Preservation Plan.
- The City's survey of historic properties (Camden Historic Survey) is central to the success of Camden's preservation program. It is complete in its identification of historic assets but requires further building and district inventory detail. As part of this building-by-building inventory, priority indications of building stabilization needs should be made so that necessary maintenance actions can be developed. This building documentation will be a useful tool in applying for "Historic Site Management Grants" and "Capital Preservation Grants" administered by the NJ Historic Trust.

The City of Camden should take all necessary steps to complete the Camden Historic Survey in a timely manner. Grant assistance should be sought to provide the funding necessary to complete this task.

Once completed, the Camden Historic Survey should be made available to all City departments and State and federal agencies that effect or review impacts on historic properties.

Goal Four: Create a Camden Heritage Area.

Strategies

1. *Collaborate with key cultural, historic preservation, recreational and educational organizations to capitalize on the regional economic benefits associated with heritage tourism.*

Heritage tourism areas represent a useful tool in complementing City revitalization efforts. They combine tourism and small business development with preservation, recreation and education. A partnership with key cultural, historic preservation, recreational and educational organizations is needed to evolve a City-based "heritage area" that would connect Camden's waterfront, downtown, and neighborhood historic districts and other significant historic assets with County and regional cultural sites.



The Delaware River Region Tourism Council has developed a coordinated framework of parks, historical sites, museums, family attractions and activities within which the proposed Camden Heritage Area can be incorporated. The Tourism Council area includes sites and activities that stretch along the Delaware River from Mercer to Salem Counties. Several of the City's waterfront attractions are already included within the Council's regional tourism guide.



The intent of the proposed Camden Heritage Area is to capitalize on the increasing base of tourist visits to the region - both day trips and overnight stays. Building upon the tourist attractions developing along the waterfront would involve linking existing City

Capitalizing on the City's Physical and Historical Assets

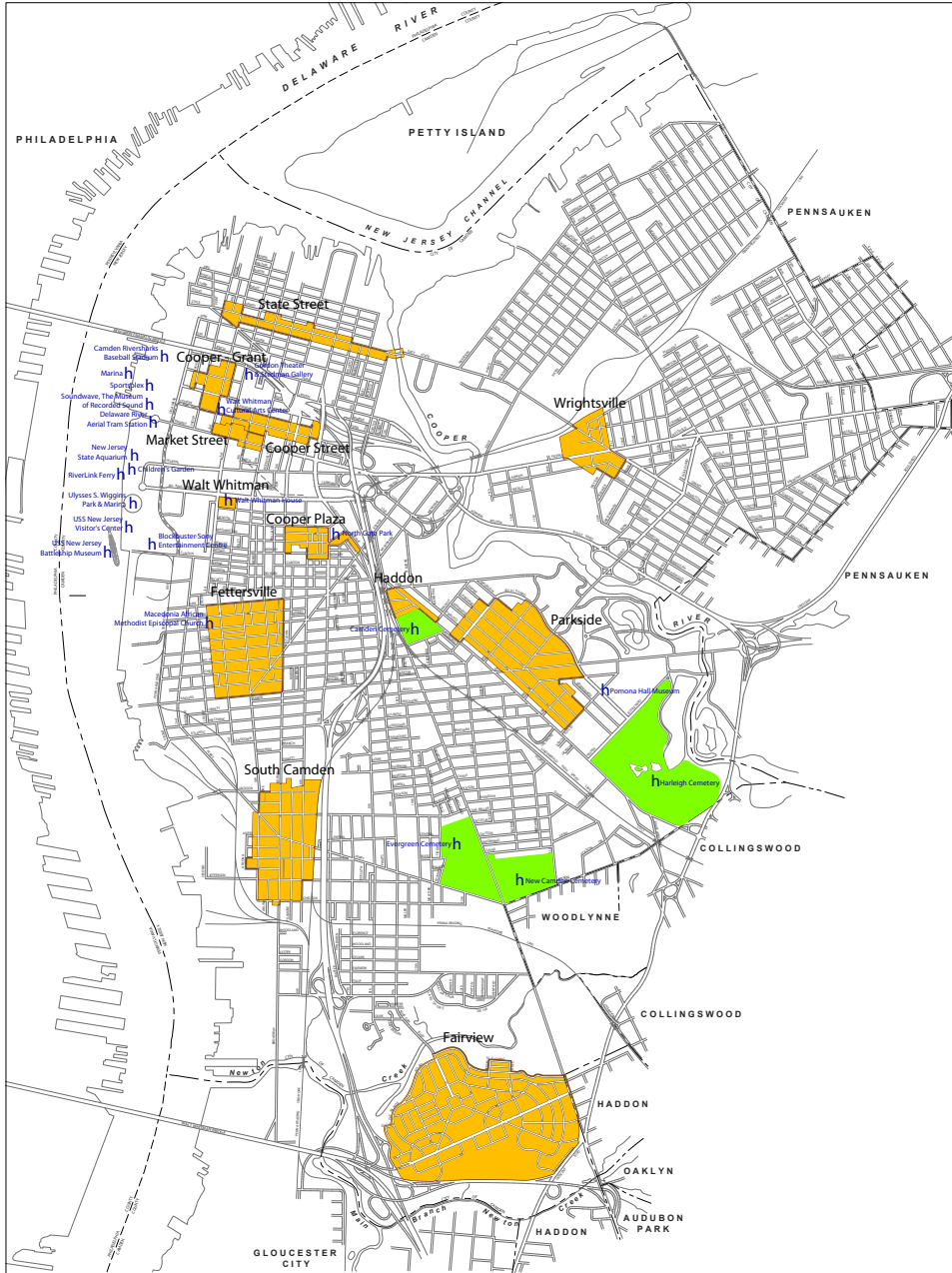
historic sites and attractions with transportation promotional packages and thematic tours. These packages could be connected with the Delaware River Region Tourism Council program and the Preservation New Jersey historic tours to further enrich the City's Heritage Area program.

The map entitled *Heritage Area* identifies current tourist attractions and historic resources within the downtown area of Camden. Connections to the waterfront pedestrian riverwalk and to the downtown would enable visitors to use and enjoy the various revitalized historic properties, retail restaurant and business activities proposed for the CBD. In addition, art, music and ethnic cultural festivals along with seasonal marketplaces to celebrate the many traditions represented by residents within the City and region should be developed as part of the proposed Heritage Area program.

The proposed Whitehall Square in the CBD can act as a focal point for some of the smaller cultural events that are not part of waterfront attractions. These local events would complement downtown business development initiatives.



With public transit available from the Transportation Center and the proposed light rail line a greater market share of visitors interested in experiencing the Heritage Area in Camden can occur. A visitor's guide highlighting the proposed Heritage Area, availability of transit access, and pedestrian network along with a calendar of seasonal festival events should be prepared and promoted as part of the Camden Heritage Area program.



LEGEND

- Tourist Attractions h
- Historical/Conservation Districts



HERITAGE AREA

**City of Camden
Master Plan**

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

Capitalizing on the City's Physical and Historical Assets

The following charts highlight the Master Plan project activities for urban design and historic preservation. Additional project activities may result as collaborative efforts with neighborhood organizations evolve during the implementation of the Master Plan. The recommended project activities are organized according to neighborhoods comprising each neighborhood planning district.

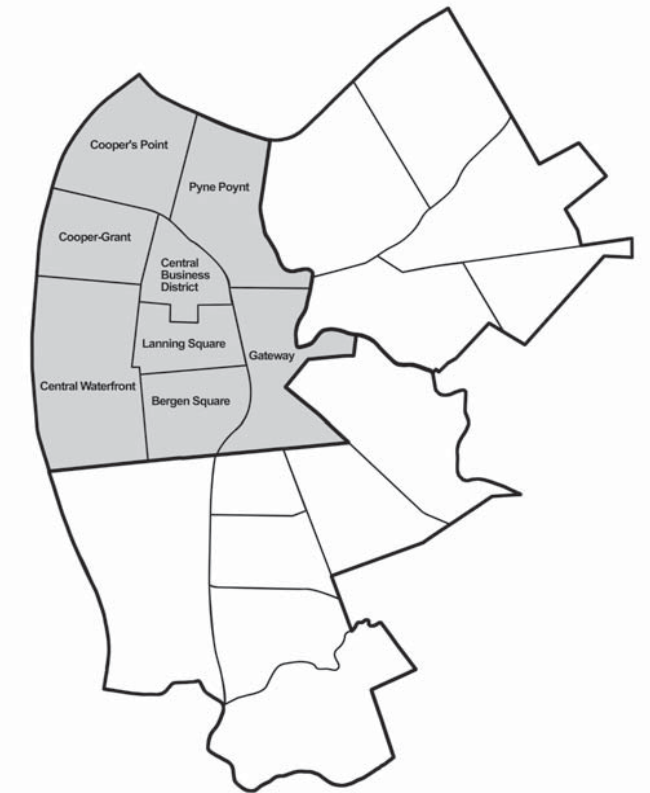
NPD #1

Location	Recommended Project Activities
North Camden	<ul style="list-style-type: none"> - Create pleasant entryways at 3rd and Pearl Streets, 7th and Linden Streets, and 10th and State Streets. - Landscape approaches and use neighborhood logo at repainted State Street bridge entrance. - Streetscape improvements along key routes in the vicinity of 7th Street from Linden Street to State Street, State Street from 7th Street to 3rd Street, 3rd Street from State Street to Main Street, 3rd and Elm Streets connection to the university campus and Delaware Avenue entrance at Benjamin Franklin Bridge. - Implement Main Street commercial corridor site design improvements. - Continue stabilization of State Street historic district to complement neighborhood rebuilding, housing rehab and streetscape improvement efforts.
CBD, Central Waterfront (North)	<ul style="list-style-type: none"> - Below are urban design improvements for major downtown precincts: University Complex <ul style="list-style-type: none"> • Create gateway entrance at 4th and Cooper Streets. • Develop pedestrian walkway at 4th Street to proposed Whitehall Square. • Install streetscape improvements at entrances to campus from Cooper Street, Penn and Linden Streets. • Improve 3rd Street connection to the proposed "Main Street" mixed-use center in North Camden. • Create City/university gateway entrance at Broadway and Toll Plaza.
	<ul style="list-style-type: none"> - CBD Core Area <ul style="list-style-type: none"> • Create Whitehall Square - central public gathering places. • Develop Broadway Plaza - opposite the Transportation Center and flanked by multi-level retail galleries. • Create City Hall civic plaza. • Develop pedestrian walkway connections to Rutgers University, Whitehall Square, Broadway Plaza, the City Hall civic complex and the waterfront. • Develop parking garage adjacent to Whitehall Square and other strategic core area locations with pedestrian walkways to main activity centers.
	<ul style="list-style-type: none"> - Waterfront <ul style="list-style-type: none"> • Develop pedestrian walkways to link entertainment, sports and cultural activity centers on the waterfront, tram stop, ferry station, light rail stops and riverwalk along Delaware River. • Extend streetscape connections to the CBD along Market Street, Cooper Street, Federal Street and Martin Luther King/Mickle Boulevard.

Location	Recommended Project Activities
CBD, Central Waterfront (North) (cont'd)	<ul style="list-style-type: none"> - Interchange Area <ul style="list-style-type: none"> • Continue I-676 landscape improvements (expansion of Admiral Wilson Boulevard improvements) along interchange ramps into CBD. • Install coordinated "Welcome to Camden" and major activity centers directional signage package. • Install Broadway streetscape improvements.
	<ul style="list-style-type: none"> - Medical Center <ul style="list-style-type: none"> • Develop streetscape, signage, landscape and pedestrian improvements linking Cooper Medical Center to proposed Broadway Plaza. • Create healing garden park area near hospital.
	<ul style="list-style-type: none"> - Martin Luther King/ Mickle Boulevard Edge <ul style="list-style-type: none"> • Develop streetscape improvements, waterfront gateway improvements to connect Wiggins Park, USS NJ Battleship and Museum to the CBD, Walt Whitman historic center, and the proposed performing arts high school.
Cooper-Grant	<ul style="list-style-type: none"> - Broadway South Gateway <ul style="list-style-type: none"> • Develop streetscape improvements to connect Broadway retail block south of Martin Luther King/Mickle Boulevard with proposed Broadway Plaza and the Transportation Center. • Continue Cooper and Market Streets historic district improvement activities including streetscape connections to Cooper-Grant, the university and the waterfront area.
	<ul style="list-style-type: none"> - Continue Johnson Park restoration as gateway entrance to neighborhood; add street trees, banners and street lighting to complement neighborhood rehab efforts. - Add landscaping, trees and sidewalk improvements along Penn Street from Delaware Avenue to 2nd Street entrance to Rutgers campus with similar improvements from Delaware Avenue to the waterfront promenade. - Create pedestrian walk with landscape treatment along 3rd Street to link Rutgers campus to Main Street proposed commercial center in North Camden. - Create through landscaping, special paving and street lights, pedestrian path system which connects Rutgers campus, downtown, waterfront, Cooper-Grant and Cooper Plaza historic districts. - Continue Cooper-Grant historic district as unifying program for the ongoing rehab and preservation of residences and other historic resources in the district. - Continue Cooper Street historic district and Market Street historic district property stabilization to advance CBD revitalization efforts including the rehab of significant historic buildings within the districts. - Initiate "Camden Heritage Area" coordinated with adjoining neighborhood areas through special signage that links downtown tourist attractions, historic districts and other historic features using existing sidewalks, the waterfront promenade and the proposed greenway trail system.

Project Activities

NEIGHBORHOOD PLANNING DISTRICT #1



Project Activities

NEIGHBORHOOD PLANNING DISTRICT #1



NPD #1

Location	Recommended Project Activities
Central Waterfront (South)	<ul style="list-style-type: none"> - Create landscape buffer and screening along edge of port district that abuts residential areas generally located east of Locust Street. - Create landscape walkway along Clinton Street to link waterfront promenade to Berkley Park with screening of port industrial areas on south side of Clinton Street. - Provide for resident representative on the City's HPC from the South Camden historic district.
Lanning Square	<ul style="list-style-type: none"> - Landscape, banners, and signage at Broadway and Martin Luther King/Mickle Boulevard entranceway; continue streetscape improvements on Broadway South. - Complete open space and park improvements within the Walt Whitman historic district to complement the Walt Whitman House national landmark. - Improve pedestrian links between the medical center and the proposed Broadway Plaza opposite the Transportation Center. - Continue neighborhood housing rehab and site improvements to augment Cooper Plaza historic district activities.
Bergen Square	<ul style="list-style-type: none"> - Redevelop landscape and streetscape improvements along Kaighns Avenue and Broadway. - Create new commercial plaza at proposed Newton public square between Kaighns Avenue and Chestnut Street. - Create a Fettersville historic conservation district to assist in neighborhood preservation, rehab and the preservation of the area's remaining cultural/historical resources particularly the AME Macedonia Church.
Gateway	<ul style="list-style-type: none"> - Upgrade landscaping; add City entry logo with business directory industrial park signage at Admiral Wilson Boulevard/Flanders Avenue overpass. - Repaint PATCO bridge; add landscaping on embankment, install banners and streetscape improvements at Haddon Avenue and Mt. Ephraim Avenue entryways with Atlantic Avenue. - Initiate rehab and site improvements within the Haddon Avenue historic district concentrating such activities west of Haddon Avenue. - Initiate historic improvements to the Sword of the Spirit (Evangelical Lutheran Church) to complement plans for development of social services and youth recreational services adjacent to the sanctuary.

Project Activities

NEIGHBORHOOD PLANNING DISTRICT #2

NPD #2

Location	Recommended Project Activities
Cramer Hill	<ul style="list-style-type: none"> - Establish Cramer Hill gateway combining landscaping, banners, neighborhood logo-kiosk towers with proposed commercial center at State Street and River Avenue. - Install streetscape improvements and landscaping at proposed compact retail centers along River Avenue concentrated around 32nd and 27th Streets.
Rosedale/Dudley	<ul style="list-style-type: none"> - Refurbish and repaint Cooper River Bridge, add City entry sign and neighborhood directory at Rosedale and Westfield Avenues at 42nd Street. - Replace Dudley Grange Manor as cultural site. - Create pedestrian streetscape improvements along Dudley Grange rail right-of-way. - Create the Wrightsville Historic Conservation District in area around Federal Street and Marlon Pike to complement neighborhood rehab, commercial revitalization and preservation of historic resources.
Stockton	<ul style="list-style-type: none"> - Create entryway landscape features with neighborhood logo and streetscape improvements at Marlon Avenue, Highland Avenue and Federal Street. - Provide streetscape improvements to proposed compact retail center on Federal Street between 38th and 33rd Streets.
Marlon	<ul style="list-style-type: none"> - Expand landscape improvements at Baird Boulevard entry, neighborhood logo and improve median landscaping along Baird Boulevard from Randolph Street to Marlon Pike. - Streetscape, landscaping and signage, banners at retail center concentrated at Marlon Pike and Baird Boulevard. - Preserve vistas over Cooper River from the vicinity of 17th Street and Admiral Wilson Boulevard. - Continue Federal Street/Westfield Avenue streetscape commercial corridor improvements. - Create the Wrightsville Historic Conservation District in the area around Federal Street and Marlon Pike as part of common district with the Rosedale/Dudley neighborhood.



Project Activities

NEIGHBORHOOD PLANNING DISTRICT #3



NPD #3

Location	Recommended Project Activities
Waterfront South	<ul style="list-style-type: none"> - Establish defined entries at Chelton Avenue and Broadway as well as at Atlantic Avenue and Broadway through landscaping as symbolic gateways and related streetscape improvements along Broadway. - Use signage and landscape features to identify Camden port entry and historic district of Waterfront South at Atlantic Avenue and Morgan Boulevard interchanges with I-676. - Conserve architectural heritage of area through compatible rehabilitation and infill construction in historic district. - Use wall murals and street art to replace graffiti on vacant buildings. - Target rehab and commercial revitalization efforts in the existing South Camden historic district. - Stabilize designated historic structures and other locally important buildings within the South Camden historic district.
Liberty Park	<ul style="list-style-type: none"> - Develop landscaping and street improvements at Atlantic and Mt. Ephraim Avenues. - Continue streetscape improvements in commercial center starting at Virtua-West Jersey Hospital and extending to Van Hook Street to include banners and coordinated signage.
Centerville	<ul style="list-style-type: none"> - Develop landscaping and streetscape improvements at gateway entry of Ferry Avenue and Mt. Ephraim Avenue. - Initiate corridor landscaping along I-676 and proposed Business Enterprise Park edge at Ferry Avenue between Mt. Ephraim Avenue and Mulford Street.
Morgan Village	<ul style="list-style-type: none"> - Develop landscaping, signage and neighborhood entry features at Morgan Boulevard and at Fairview Street/Mt. Ephraim Avenue. - Upgrade landscaping, signage of commercial center at Morgan Boulevard/8th Street. - Create landscape buffer and fence treatments along edges of proposed Business Enterprise Park along Fairview Street.
Fairview	<ul style="list-style-type: none"> - Landscaping, signage, neighborhood logo at entry points by Morgan Boulevard/Newton Creek and Collings Road/Mt. Ephraim Boulevard and Ironsides Road. - Streetscape improvements at local commercial center on Collings Road between Tennessee Road and Alabama Avenue. - Storefront, signage and landscaping at Yorkship Square center. - Mt. Ephraim Avenue commercial corridor gateway landscaping, traffic improvements and signage in relation to proposed "Regional Retail center". - Continue the Fairview historic district to complement neighborhood preservation efforts, targeted rehab and site improvements. - Commence commercial rehab and related streetscape improvements of historic Yorkship Square.

Location	Recommended Project Activities
Whitman Park	<ul style="list-style-type: none"> - Develop landscaping, entry features and "Welcome to Camden" sign at Mt. Ephraim Avenue and Ferry Avenue entrance to neighborhood. Streetscape improvements at compact retail center along Mt. Ephraim and Haddon Avenues. - Neighborhood logo and banner entry features at Haddon and Kaighns Avenues. - Repaint, signage and landscape improvements at Ferry Avenue PATCO station as prelude to proposed Transit Center Village at this location.
Parkside	<ul style="list-style-type: none"> - Add signage and neighborhood logo to extend Admiral Wilson Boulevard open space beautification efforts; landscape and entry features at Haddon and Kaighns Avenues gateway; streetscape improvements at compact retail center along Haddon Avenue; sign replacement and street trees along major neighborhood streets. - Continue Parkside historic district to complement neighborhood conservation efforts and preservation of historic resources. - Support preservation efforts for the Harleigh Cemetery to recognize prominent families and persons instrumental in Camden's early history including Walt Whitman's tomb.